



Acquisition Workforce Qualification Initiative Update

BBP 2.0: Establish Increased Professional Qualification Requirements for all Acquisition Specialties

May 21, 2014



Since our last discussion (5/15/13)

Certification to Qualification (C2Q) is now Acquisition Qualification Workforce Initiative (AWQI)

Program intent & design parameters remain the same:

- Everyone who touches acquisition in a meaningful way is qualified and proficient in the skill sets required to achieve successful acquisition results.
- **Competency-based acquisition qualification standards that are transportable and validated / verified and can be augmented with service/component competency requirements**





Better Buying Power 2.0 Background

USD(AT&L) initiative in pursuit for greater efficiency and productivity in Defense spending

Achieve Affordable Programs

- Mandate affordability as a requirement ; Institute a system of investment planning to derive affordability; Enforce affordability caps

Control Costs Throughout the Product Lifecycle

- Implement “should cost” based management
- Eliminate redundancy within Warfighter portfolios
- Institute a system to measure the cost performance of programs and institutions and to assess the effectiveness of acquisition policies
- Build stronger partnerships with the requirements community to control costs
- Increase the incorporation of defense exportability features in initial designs

Incentivize Productivity & Innovation in Industry and Government

- Align profitability more tightly with Department goals
- Employ appropriate contract types
- Increase use of Fixed Price Incentive contracts in Low Rate Initial Production
- Better define value in “best value” competitions
- When Lowest Price Technically Acceptable is used, define Technically Acceptable to ensure needed quality
- Institute a superior supplier incentive program
- Increase effective use of Performance-Based Logistics
- Reduce backlog of DCAA Audits without compromising effectiveness
- Expand programs to leverage industry’s IR&D

Eliminate Unproductive Processes and Bureaucracy

- Reduce frequency of OSD level reviews
- Re-emphasize Acquisition Executive, PEO and PM responsibility, authority, and accountability

Eliminate Unproductive Processes and Bureaucracy

- Reduce cycle times while ensuring sound investment decisions

Promote Effective Competition

- Emphasize competition strategies and create and maintain competitive environments
- Enforce open system architectures and effectively manage technical data rights
- Increase small business roles and opportunities
- Use the Technology Development phase for true risk reduction

Improve Tradecraft in Acquisition of Services

- Assign senior managers for acquisition of services
- Measure productivity using the uniform services market segmentation
- Improve requirements definition/prevent requirements creep
- Increase small business participation, including though more effective use of market research
- Strengthen contract management outside the normal acquisition chain – installations, etc.
- Expand use of requirements review boards and tripwires

Improve the Professionalism of the Total Acquisition Workforce

- Establish higher standards for key leadership positions
- **Establish increased professional qualification requirements for all acquisition specialties**
- Increase the recognition and support of excellence in acquisition management
- Continue to increase the cost consciousness of the acquisition workforce – change the culture



Improve the Professionalism of the Total Acquisition Workforce

1. Establish higher standards for key leadership positions
- 2. Establish increased professional qualification requirements for all acquisition specialties**
3. Increase the recognition and support of excellence in acquisition management
4. Continue to increase the cost consciousness of the acquisition workforce – change the culture

All four initiatives are interdependent - This brief is focused in the professional qualification requirements of the workforce.



End State Vision for AWQI

“AQWI will transform the AWF to be qualified to perform the specific tasks their organization requires to be performed by the billet the individual fills. Instead of just receiving the theory for the overall MDAP/MAIS level Defense Acquisition System processes, and going back to a singular job that may never be a MDAP, the individual will be gaining self-confidence and organizational confidence in the individual’s ability to perform the duties required by their billet thru demonstrating their ability to use the theoretical classroom training in real practice under the supervision, mentoring, and evaluation of a qualified supervisor or SME. In addition, learning and experience will be accelerated by the need to send individuals to get qualified where there is the work occurring in order to receive qualification.”

~The Honorable Katharina G. McFarland



Four Step Approach

	Goal	Milestones
Qualification Standards	Develop qualification standards for each functional area (14 Career Fields / Functional Areas)	Baseline by career field 7/14; Cross career field aligned and mapped to DAWIA levels 12/14
Qualification Standards Tool	Develop and field a system to host and capture qualifications	Interim: workbooks 12/14 FOC: 2017
Implementation	Develop organizational implementation plans so each service has a plan in place	Initiate: Jan 2015 IOC: Dec 2015 FOC: 2017
Sustainment	Updates / refinements and validation and verification of implementation	Ongoing



Qualification Standards

- **Element Lead:** John Larson
- **Support:** Qualification Standard Development Teams (QSDT): DAU Faculty
- **Goal:** Develop qualification standards for each functional area (14 Career Fields/Functional Areas)
- **Timeline:** Baseline Jul 2014; Ready for fielding Dec 2014



- ✓ Tied to FY14 DAU Performance Plan
- ✓ Based on FIPT-approved DAWIA competencies (Jul 2013)
- ✓ Kickoff training for leadership and DAU regions (complete)
- ✓ Service POC's identified and briefed
- Standard development underway
- Next Steps
 - Workforce review for realism
 - Functional review against baseline competency lists -- as career field baseline completes through Aug 2014
 - Cross career field alignment and DAWIA level mapping Jul 2014-Dec 2014
 - Updates as required Jul 2014-Dec 2014



Scope of Standards

- 14 Career Fields / Functional Areas
 - 363 Acquisition Competencies
 - 1,144 Acquisition Competency Elements
 - Estimated: 1,500 – 2,000 standards
- Nominal Acquisition Workforce Member in a given position in a given year
 - One career field / functional area
 - Limited subset of competencies
 - Limited subset of competency elements
 - » Estimated: 5 – 30 standards



Status of Product Submitted By Month

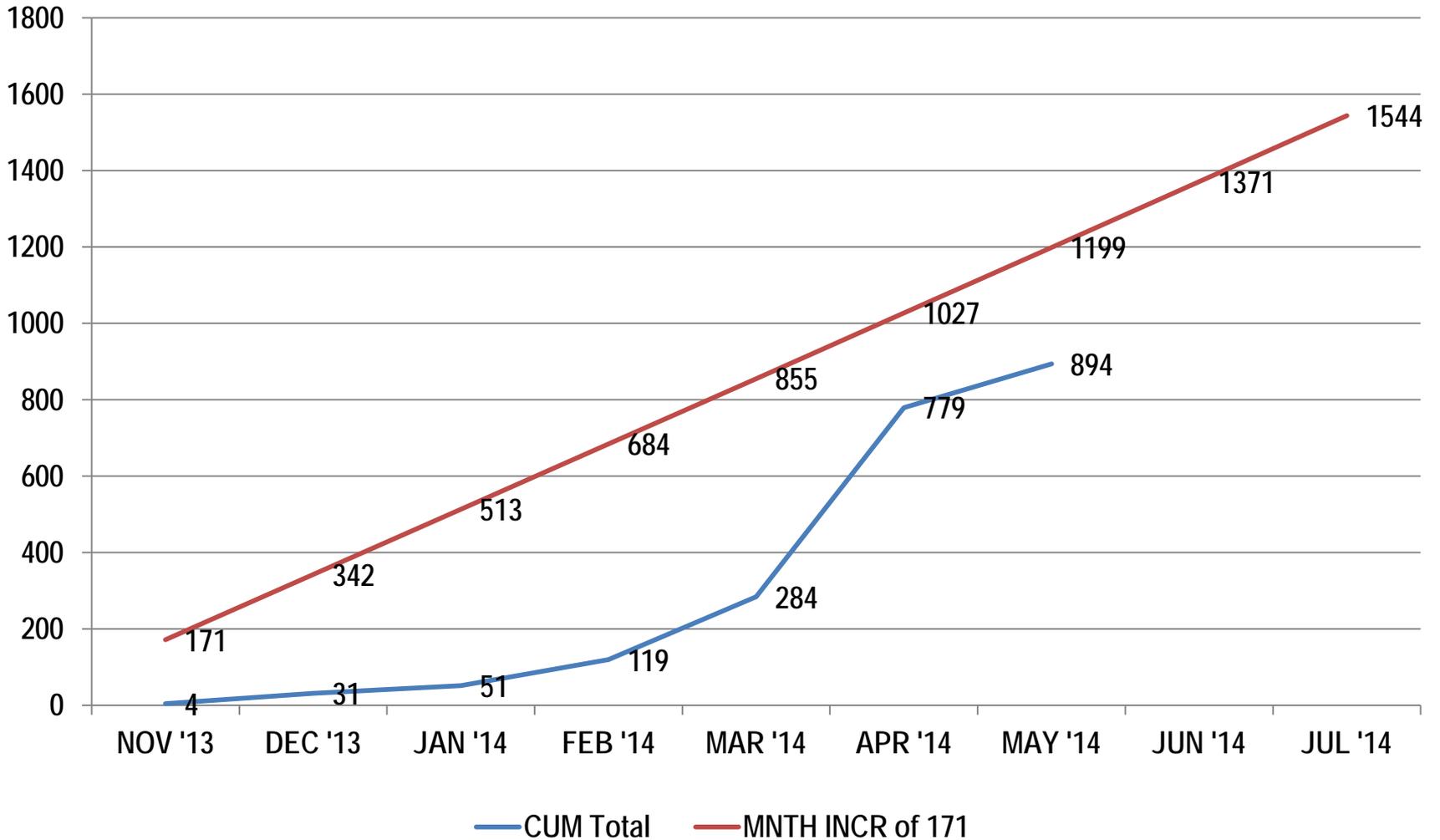
as of 05/09/14

Development Teams	Nov '13	Dec '13	Jan '14	Feb '14	Mar '14	Apr '14	May '14	Jun '14	Jul '14	CUM Approved / Pending
CON	4	1	4	10	6	27	10			33
BUS	0	7	1	0	4	41	0			31
ENG	0	0	5	7	2	24	2			5
FE	0	0	1	2	22	38	1			47
IND	0	0	0	8	4	33	29			43
IT	0	0	4	4	15	17	15			27
LOG	0	0	1	10	34	187	15			33
PM	0	1	0	0	0	0	0			0
PUR	0	0	0	1	0	16	0			10
PQM	0	6	0	26	63	46	1			52
STM	0	5	4	0	14	22	0			15
TST	0	7	0	0	1	44	0			11
EVM	0	0	0	0	0	0	42			0
SB	0	0	0	0	0	0	0			0
NAQ	0	0	0	0	0	0	0			0
Monthly Total	4	27	20	68	165	495	115	0	0	307



Standard Submission Running Variance

as of 05/09/14

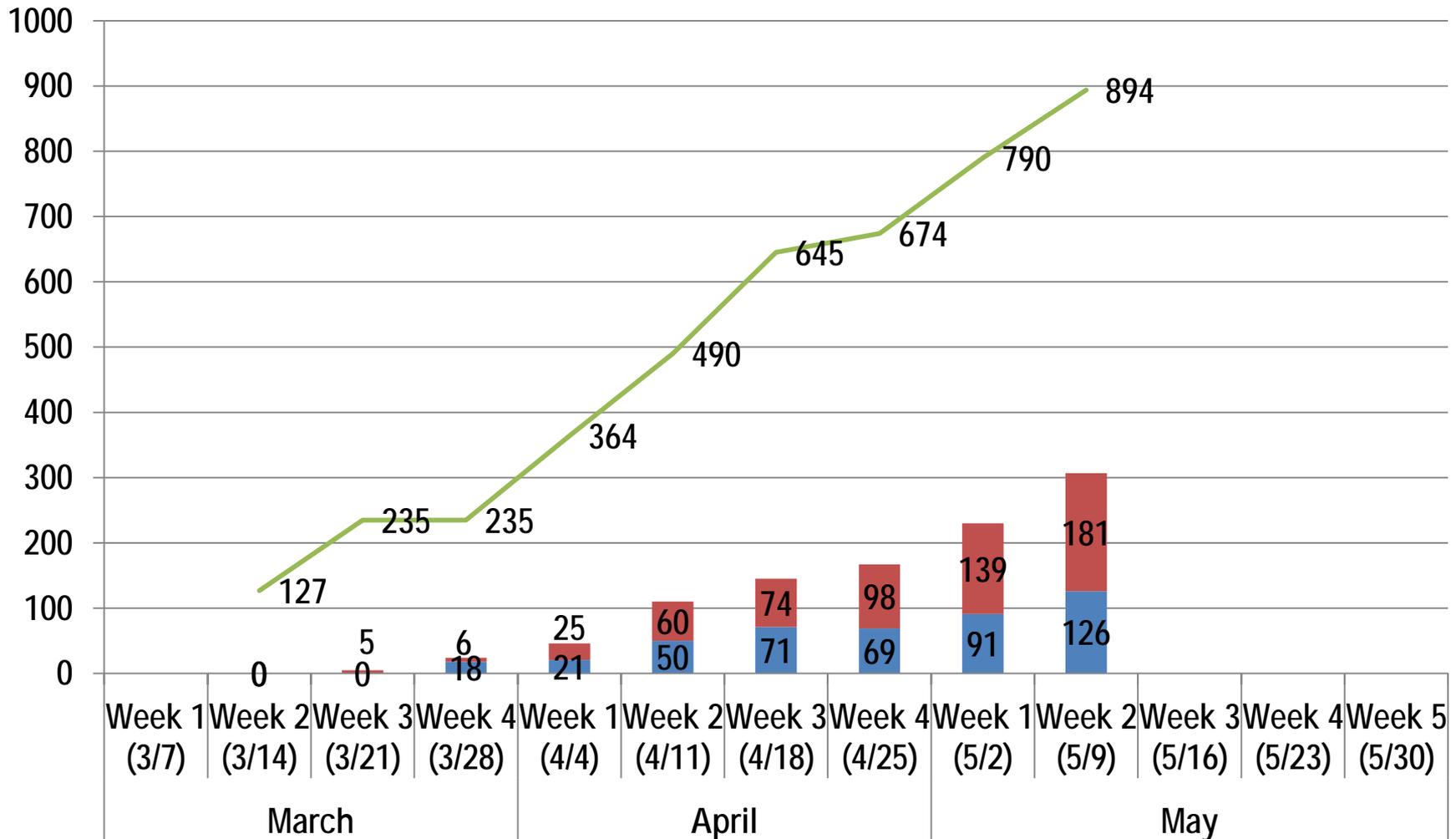




Pending Approved vs. Submitted

as of 05/09/14

Pending Approved Submitted





Industrial Property Excerpt

April 2013 FUNCTIONAL UNIT OF COMPETENCE	COMPETENCY	COMPETENCY ELEMENT	PRODUCTS	TASKS
Property Management / Administration	PROP 6. Supplier Subcontract Management	6-1. Coordinate with CO / contractor / subcontractors to perform support property administrative (SPA), including subcontract risk of loss provisions.	1 – Delegation & Close Out of Support Property Administration for performance of subcontract property management system audit.	1. Determine need for a property delegation to assess a subcontractor's property management system in accordance with current regulatory and agency guidance.
				2. Contact the Prime Contractor and obtain written confirmation that they will accept property management system findings resulting from the accepted support property administration property management system audit of the subcontractor.
				3. Contact and discuss with the cognizant administrative contracting office the support property administration request and prime contractor agreement to accept findings.
				4. Initiate request for supporting property administration to the cognizant administrative office responsible for the subcontractor in accordance with current regulatory, agency guidance, or standard operating procedure.
				5. Open and record support property administration delegation request relevant tracking data in an outgoing delegation file.
				6. Obtain the results of the support property administration property management system audit and incorporate those findings into the prime contractor's property management system audit file.
				7. Request and obtain a corrective action plan from the prime contractor for those findings resulting from the support property administration property management system audit.
				8. Monitor prime contractor provided corrective action plan through completion of corrective actions; documenting appropriate data tracking systems and closing out the support property administration action.



Industrial Property Excerpt

April 2013 FUNCTIONAL UNIT OF COMPETENCE	COMPETENCY	COMPETENCY ELEMENT	PRODUCTS	TASKS
Property Management / Administration	PROP 6. Supplier Subcontract Management	6-1. Coordinate with CO/contractor/subcontr actors to perform support property administrative (SPA), including subcontract risk of loss provisions.	2 –Acceptance and Execution of support property administration delegation for performance of subcontract property management system audit	1. Receive, review and record support property administration delegation request to assess a subcontractor’s property management system in accordance with current regulatory and agency guidance.
				2. Contact the support property administration delegation requestor and clarify any ambiguities found in the request prior to acceptance.
				3. Notify the prime contractor of delegation request and acceptance.
				4. Open and record acceptance of the support property administration delegation request recording relevant tracking data in an incoming delegation file in accordance with current regulatory, agency guidance, or a standard operating procedure.
				5. Perform a property management system audit of the subcontractor to comply with the support property administration delegation request.
				6. Document the results of the support property administration property management system audit of the subcontractor.
				7. Write and transmit a summary letter of findings to the requesting prime contractor government property administrator.
				8. Document appropriate data tracking systems and close out the support property administration action.



Application Tool

- **Element Lead:** Chuck Cameron (advisor)
- **Goal:** Develop & field a system to host and capture qualifications
- **Timeline:** Interim: Dec 2014; FOC: 2017



- **Phase I:** Interim solution to support initial implementation
 - Electronic workbooks will be provided. Can be used as paper or electronic workbooks or loaded into existing talent management systems
 - Periodic reporting requirements to be developed
- **Phase II:** Integrated solution
 - Beginning requirements identification phase
- **Next Steps:**
 - Develop searchable workbooks
 - Define periodic reporting requirements
 - Develop requirements definition for integrated tool

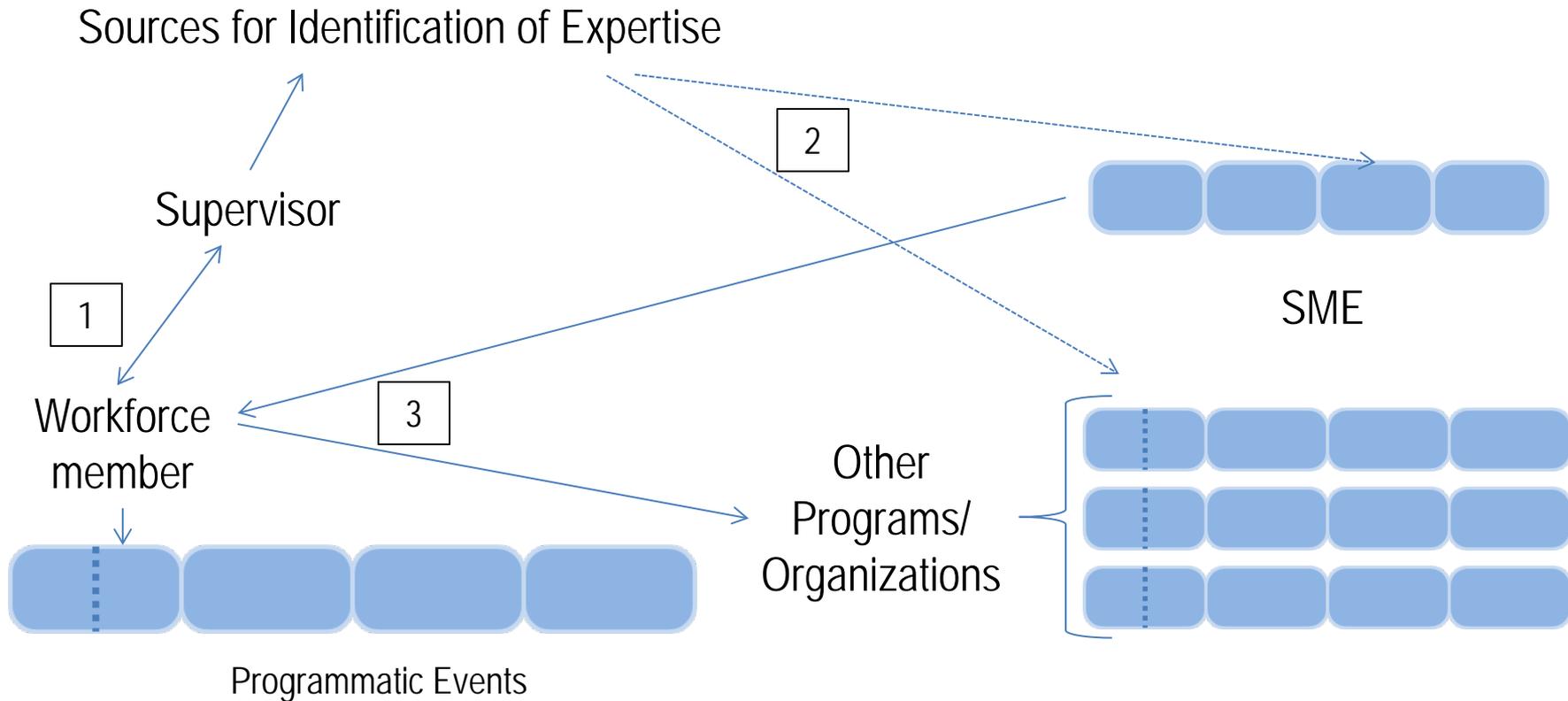


Implementation

- **Element Lead:** Services in coordination with AWQI project team
 - **Goal:** Develop organizational implementation plans so each service has a plan in place.
 - **Timeline:** Initiate: Jan 2015; IOC: Dec 2015; FOC: 2017
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- **Strategy:**
 - Incorporate lessons learned from pilots for implementing organization's consideration
 - Components / Organizations explore and select implementation construct
 - Develop training package for interim solution implementation
 - Develop training package for integrated qualification standards tool
 - **Next Steps**
 - Coordination with Services / DACMs
 - Develop initial implementation strategies
 - Develop integrated tool interface requirements



Implementation Vision



1. "Supervisor"/Employee compare upcoming requirements with employee's demonstrated experience and gaps are identified
2. Identify opportunities (experience, mentorship, etc) to close the gap
3. Employee is provided opportunity to gain experience in advance of need or to be guided through the process as it occurs



Sustainment

- **Develop on-the-job approaches**
 - Many organizations have structure and programs in place
- **Develop validation / verification plan**
- **Data analysis**
- **Refinement and updates**



Known Challenges

- Magnitude of effort
- IT tools
- Complex task rubric generation/standardization
- Validation and verification methodology and frequency
- 'Herding of cats' (degrees of complexity)
- Organization deployment strategies



Next Steps / Action Required

- **Qualification Standards**
 - Complete Development
 - Workforce Review for Realism
 - Functional Lead Review
 - Cross Career Field Alignment / DAWIA mapping
 - **Tool**
 - Develop searchable workbooks
 - Develop Requirements Definition for Integrated Tool
 - **Implementation**
 - Coordination with Services / DACMS
 - Develop initial implementation strategies
 - Develop integrated tool interface requirements
 - **Quarterly Updates to the WMG**
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- **Action Required**
 - Assign Service POCs to develop planning for implementation



Back up



Rubric for non-complex tasks

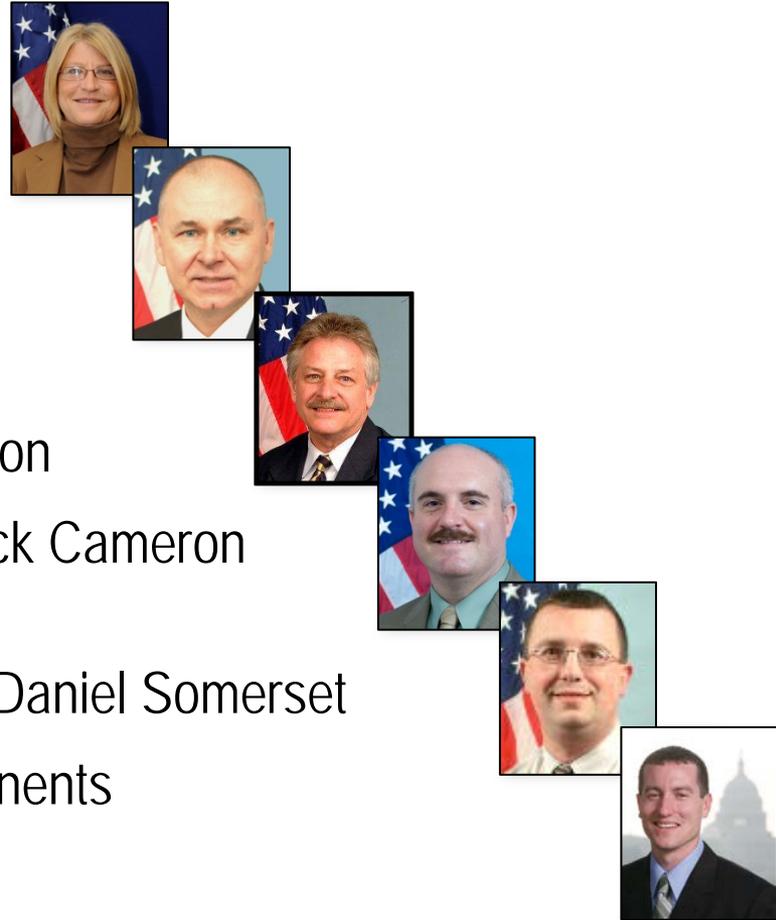
1 Undeveloped	2 Emerging	3 Expanding	4 Proficient	5 Excellent
<ul style="list-style-type: none">• Attempts to complete the task, but demonstrates a major weakness in organization• Provides little or no accurate response to the activity	<ul style="list-style-type: none">• Attempts to address the task• Provides a poorly organized response to the activity• Lacking focus	<ul style="list-style-type: none">• Addresses most aspects of the task or addresses all aspects in a limited way• Provides a satisfactory response to the activity• Demonstrates a generally organized response to the activity	<ul style="list-style-type: none">• Addresses all aspects of the task• Provides a well-developed response to the activity, but may not support all aspects of the task evenly• Demonstrates a logical and clearly organized response to the activity	<ul style="list-style-type: none">• Addresses all aspects of the task• Provides a well-developed response to the activity• Consistently demonstrates a logical and clearly organized response to the activity



AWQI Project Structure Team

ASD(A) Team:

- Project Lead: Barb Smith
- Dep. Project Lead: Jerry Emke
- Senior Advisor: Dr. Bob Hawkins
- Qualification Standards: John Larson
- Qualification Standards Tool: Chuck Cameron (advisor)
- Strategic Planning and Analysis: Daniel Somerset
- Implementation: Services / Components



Funding:

- Defense Acquisition Workforce Development Fund (DAWDF)

FY14	FY15	FY16	FY17	FY18	FYDP
\$5.6M	\$30.6M	\$10.6M	\$23.2M	\$17.1M	\$87.3M



10 U.S. Code § 1723 – Abbreviated

(a) Qualification Requirements:

- 1) The Secretary of Defense shall establish education, training, and experience requirements for each acquisition position, based on the level of complexity of duties... the Secretary shall ensure the availability and sufficiency of training in all areas of acquisition, including additional training courses with an emphasis on services contracting, market research strategies, long-term sustainment strategies, information technology, and rapid acquisition.
- 2) In establishing requirements for positions other than critical acquisition positions (pursuant to section [1733](#)), the Secretary may state the requirements by categories of positions.
- 3) The Secretary of Defense, acting through the Under Secretary of Defense for Acquisition, Technology, and Logistics(USD(AT&L)), shall establish requirements for continuing education and periodic renewal of an individual's certification. ...certification renewal shall not required more often than every five years.

(b) Career Path Requirements: For each career path, the Secretary of Defense, acting through the USD(AT&L), shall establish requirements for the completion of course work and related on-the-job training and **demonstration of qualifications in the critical acquisition-related duties and tasks of the career path**. The Secretary of Defense, acting through the Under Secretary, shall also

- 1) encourage individuals in the acquisition workforce to maintain the currency of their acquisition knowledge and generally enhance their knowledge of related acquisition management disciplines through academic programs and other self-developmental activities; and
- 2) develop key work experiences, including the creation of a program sponsored by the Department of Defense that facilitates the periodic interaction between individuals in the acquisition workforce and the end user in such end user's environment to enhance the knowledge base of such workforce, for individuals in the acquisition workforce so that the individuals may gain in-depth knowledge and experience in the acquisition process and become seasoned, well-qualified members of the acquisition workforce.



10 U.S. Code § 1761

(a) In General:

The Secretary of Defense shall prescribe regulations to ensure that the military departments and Defense Agencies establish a management information system capable of providing standardized information to the Secretary on persons serving in acquisition positions.

(b) Minimum Information:

The management information system shall, at a minimum, provide for the following:

- 1) The collection and retention of information concerning the qualifications, assignments, and tenure of persons in the acquisition workforce.
- 2) Any exceptions and waivers granted with respect to the application of qualification, assignment, and tenure policies, procedures, and practices to such persons.
- 3) Relative promotion rates for military personnel in the acquisition workforce.



Current Status

What Has Been Done:

- Completed pilots
- Provided baseline career field/functional area competency lists
- DAWDF budget request approved
- Defined top-level project structure and project plan
- Conducted qualification standard development team workshops
- Project team stood up reporting to ASD(A)

Where We Are Now:

- Full-time qualification standards tool support individual on-board
- Qual standard development ongoing
- Service POCs for standards identified
 - Conduit to workforce personnel to assist in ensuring standards realism



Amplifying Steps														
Tasks														
Products														
Competency Elements	94	52	14	64	52	41	361	136	92	25	63	41	46	63
Competencies	33	28	6	26	13	27	86	22	18	17	20	11	19	37
Functional Area	BUS	CON	EVM	FE	IND	IT	LOG	PM	PQM	PUR	ENG	STM	TST	SB
Risk Management														
Scheduling														
IMS/WBS														
Cost Est/Resourcing														
Leadership														
Communication														
Teamwork														
Flexibility														
Credibility														
Mission Focus														
Business Acumen														
Life Long Learner														
Integrity / Ethics														
Critical Thinking														

Common Acquisition Elements

Non-Acquisition Elements