
AT&L Workforce Management Update

presented to

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USD(AT&L)

DPAP Workforce Policy

Agenda

- **DAWIA II Transformation**
- **Revised DoD Directive 5000.52**
 - **What's New and/or Different in the AT&L Workforce**
- **What's Next**

DAWIA II Transformation

FY04 NDAA DAWIA Congressional Intent

Greater Management Flexibility, Specifically...

- Flexibility to establish different experience, educational, and tenure requirements for acquisition positions**
- Establish a single acquisition corps**
- Streamline obsolete and outdated DAWIA provisions**

Revised DoD Directive 5000.52

DoDD 5000.52, Defense Acquisition, Technology, and Logistics Workforce Education, Training, and Career Development Program

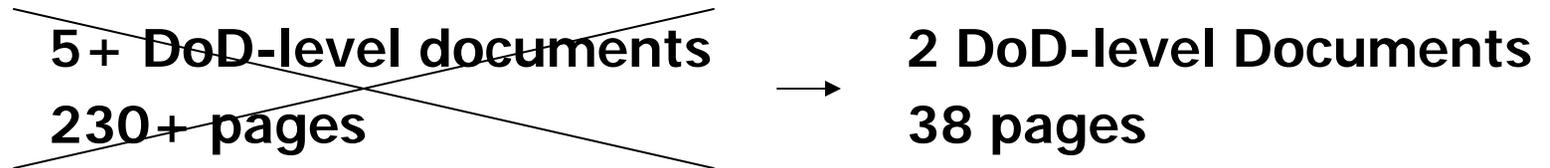
- Signed by DEPSECDEF on January 12, 2005
- Posted at <http://www.dtic.mil/whs/directives/corres/html/500052.htm>
- Establishes Policy On:
 - Single Acquisition Corps
 - Centralized Policy, Guidance, and Metrics;
Decentralized Execution
 - Integrated AT&L Workforce Management Structure
 - Key Leadership Positions
 - Flexibility to establish different experience, educational,
and tenure requirements for acquisition positions

Single Acquisition Corps

- **Uniform Eligibility/Entry Criteria Across Components**
- **Military Departments and Defense Agencies execute centralized policy**
- **Change to Acquisition Corps Criteria**
 - **To be newly assessed into the Acquisition Corps, employees must be certified at Level II in an Acquisition Career Field**
 - **No waivers into the Acquisition Corps**

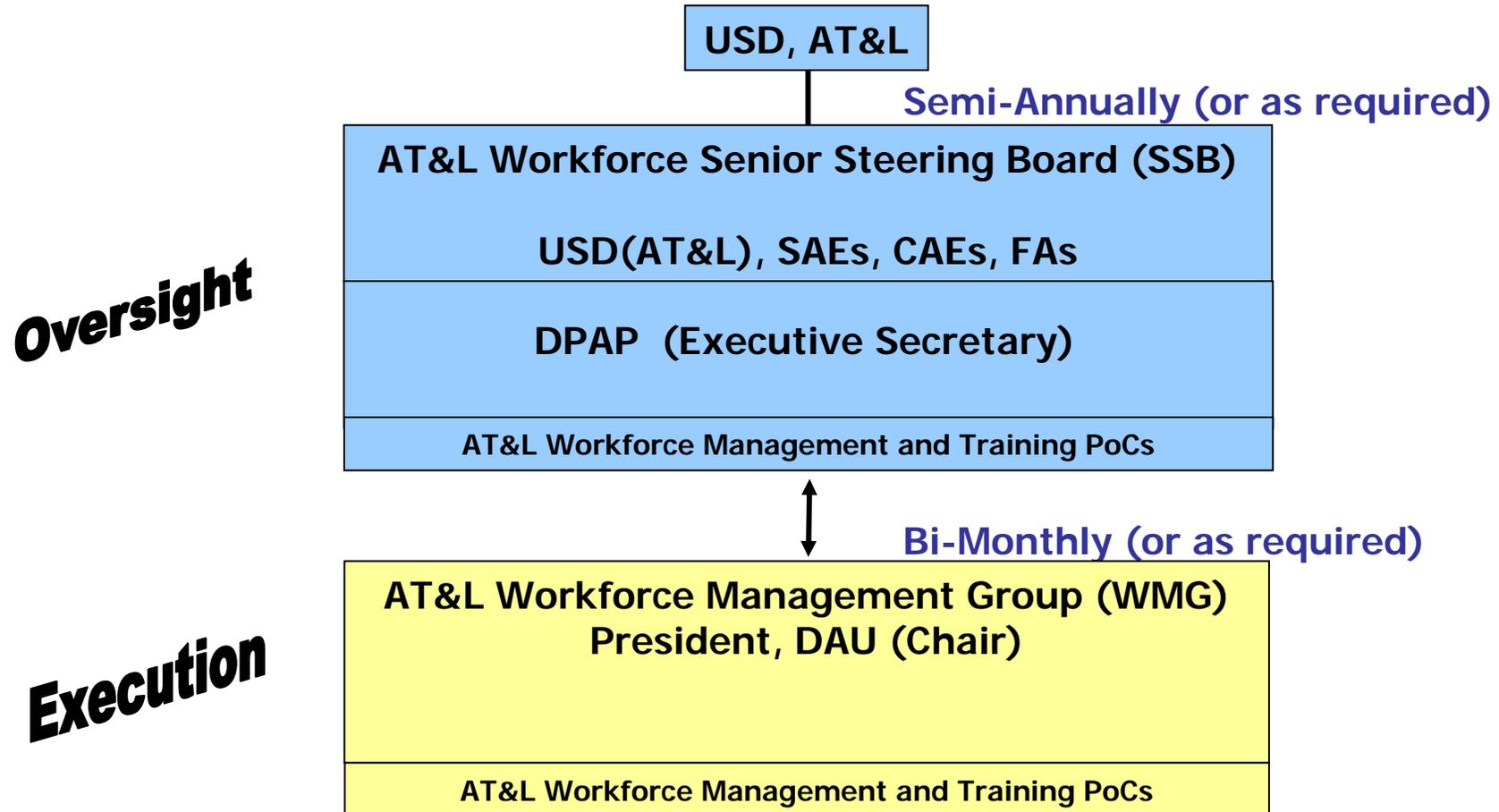
Centralized Policy, Guidance and Metrics; Decentralized Execution

- **Top-level DoD Policy**

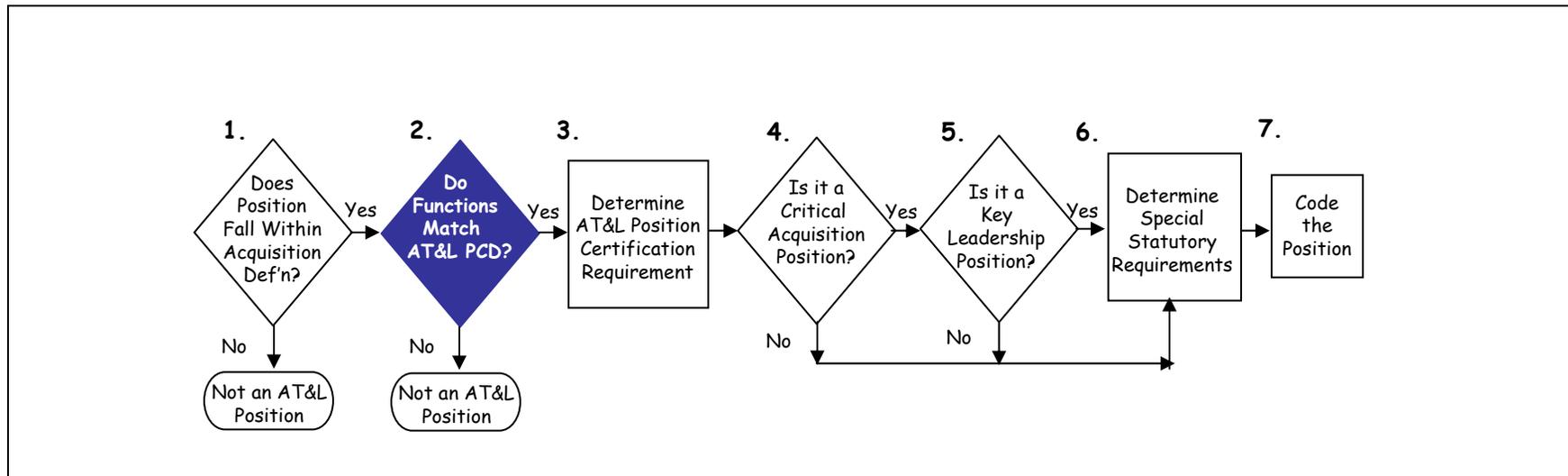


- **Flexibility for component execution**
 - Non-regulatory Desk Guide for component execution
- **Integrated Management Structure to:**
 - Provide oversight
 - Manage flexibility
 - Hold components accountable for results

Integrated AT&L Workforce Management Structure



Designation of AT&L Positions



The Need for Key Leadership Positions

- **In the past, Critical Acquisition Positions (CAPs) have been designated based on grade/rank - not the criticality of duties to be performed.**

DAWIA: The SECDEF shall designate acquisition positions in the DoD that are critical acquisition positions. Such positions shall include any position which

- is required to be filled by an employee within grade GS-14 or above or in the SES
- in the case of the armed forces, is required to be filled by a commissioned officer who is serving in the grade of lieutenant colonel higher.

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- is required to be filled by an employee in a senior position in the National Security Personnel System, as determined in accordance with guidelines prescribed by the Secretary, or in the SES...

- **Approximately 21,000 AT&L Workforce positions are designated as CAPs.**
- **It is difficult to provide leadership attention to 21,000 people/positions.**

Key Leadership Positions

Flexibility to Establish Position Requirements

- **Designated by the Component and approved by the USD(AT&L)**
 - KLPs, at a minimum, shall consist of PEOs, PMs and DPMs for MDAPs, and PEOs and PMs of significant non-major programs.
- **Warrant special management attention to qualification and tenure requirements to ensure program stability, accountability and success.**
- **Criteria established to determine best qualified candidates for KLPs.**
 - Level III certification
 - Cross functional assignments/rotations
 - Broadening assignments, e.g., Service HQs/OSD/Joint/Industry/Operational
 - Relevant advance academic degree
 - Senior Service College (or equivalent)
 - Leadership training and experience
- **USD(AT&L) to hold number of KLPs at approximately 1500.**

Designation of CAPs and KLPs

CAPs

Subset of AT&L Positions designated by the CAE based on:

- The criticality of that position to the program or effort it supports

Examples of duties/responsibilities which may warrant CAP designation:

- Define, establish, direct org focus
- Work at senior level to define, integrate, implement strategic direction
- Lead/guide/mentor workforce in dealing with complex problems and in achieving org goals
- Lead, define, manage, and integrate several groups or teams

KLPs

Subset of CAPs designated by the CAE based on:

- The criticality of that position to program or effort it supports AND
- The critical nature of the acquisition program or effort involved

Programs/Efforts Which Many Require KLPs:

- MDAPs (i.e., ACATs ID, IC, IAM, IAC, including “pre-MDAP” programs)
- Other ACAT programs that do not meet MDAP thresholds but are high visibility or special interest efforts within a Component
- Significant efforts that may cut across many ACAT programs or DOD Components

CAP and KLP Tenure Agreements

CAPs (non-KLPs)

Persons selected for a CAP (non-KLP) must sign an agreement to remain in the position for a minimum of three years.

Acceptable deviations include:

- Promotion
- Separation
- Retirement
- Removal for Cause
- Reduction-in-force
- Mobilization
- Assignment to military theater/zone of operation
- Elimination of position
- Reassignment due to program cancellation, merger, or organizational realignment
- Identification for early retirement by a Service Selective Early Retirement Board

Acceptable deviations do not require waivers. Release from a position tenure agreement for any other reason must be documented in a Position Requirements Waiver.

KLPs

Persons selected for a KLP must sign an agreement to remain in the position for a time period tailored to the unique requirements of the specific program or effort, such as significant milestones or events.

There are no acceptable deviations for KLP positions.

A Position Requirements Waiver must be executed if an individual does not remain on a KLP for the established tenure period.

Certification Timeframe

- AT&L Workforce members must be certified in the Acquisition Career Field and at the level required by their AT&L position.
- In the past, an AT&L Workforce member who was not certified was given a “grace period” of 18 months from the date assigned to the position to become certified.
- *That “grace period” has now been extended to 24 months.*
- AT&L members who cannot achieve the certification requirement within the 24 months must obtain a waiver.

Reduction in Waiver Forms

- A new Position Requirements Waiver format has been developed so that all waivers of AT&L Position Requirements may be documented on a single DoD Form.

What's Next

- DoD Instruction 5000.QQ (*number to be assigned upon publication*), Operation of the Defense Acquisition, Technology, and Logistics Workforce Education, Training, and Career Development Program
- DoD Desk Guide for AT&L Workforce Career Management
- DoD DAWIA II Implementation Website
- DAWIA II Briefings to Workforce
- Component Guides and/or Website Links