



# DAWIA II

## Transformation

# Outline

- **Background**
- **New Concepts**
- **Summary**

# Background

## Motivated, Agile Workforce

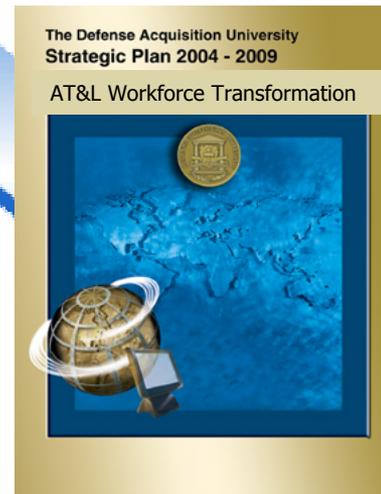


## AT&L Workforce Management Team Effort!

### USD(AT&L) 7 Goals

1. Acquisition Excellence with Integrity
2. Logistics: Integrated and Efficient
3. Systems Integration & Engineering for Mission Success
4. Technology Dominance
5. Resources Rationalized
6. Industrial Base Strengthened

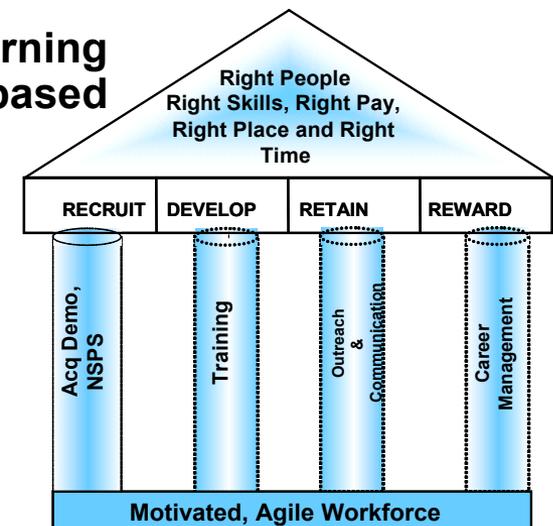
**7. Motivated, Agile Workforce**



# Background

## Motivated, Agile Workforce

- ✓ **Streamlining DAWIA initiative** – flexibility in managing acquisition workforce and career management
- Acquisition Demonstration/NSPS** – compensating employees based on performance/contribution to mission
- Marketing and targeted recruiting** – increase the pool of qualified candidates for acquisition jobs at both the entry and journeyman level – including outside of government
- Implement a central referral system** – allowing the acquisition workforce to apply for jobs across the Department and creating a single repository for all job announcements
- AT&L Performance Learning Model (PLM)** - Facilitate learning organizations by deploying the PLM - a capabilities-based approach that promotes career-long learning and provides the workforce more control over their learning solutions
- Rapid Deployment Training (RDT)** – rapidly deliver awareness training on evolving practices and major new policy initiatives



# Background

## FY04 NDAA DAWIA II Congressional Intent

### *Subtitle C—Defense Acquisition and Support Workforce Flexibility*

*Sec. 831. Management structure.*

*Sec. 832. Elimination of role of Office of Personnel Management.*

*Sec. 833. Single acquisition corps.*

*Sec. 834. Consolidation of certain education and training program requirements.*

*Sec. 835. General management provisions.*

*Sec. 836. Clerical amendments.*

House Conference Report (108-354, page 725)(for HR1588)

*Subtitle C—defense acquisition and support workforce (secs. 831–836)*

The Senate amendment contained a provision (sec. 841) that would amend the Defense Acquisition Workforce Improvement Act (DAWIA) to give the Secretary of Defense greater flexibility in managing the acquisition and support workforce. Specifically, the provision would give the Secretary the flexibility to establish different experience, educational, and tenure requirements for acquisition positions; require the establishment of a single acquisition corps; and streamline obsolete and outdated provisions of DAWIA.

The House bill contained no similar provision.

The House recedes with an amendment to split the provision into several sections.

**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

# Background

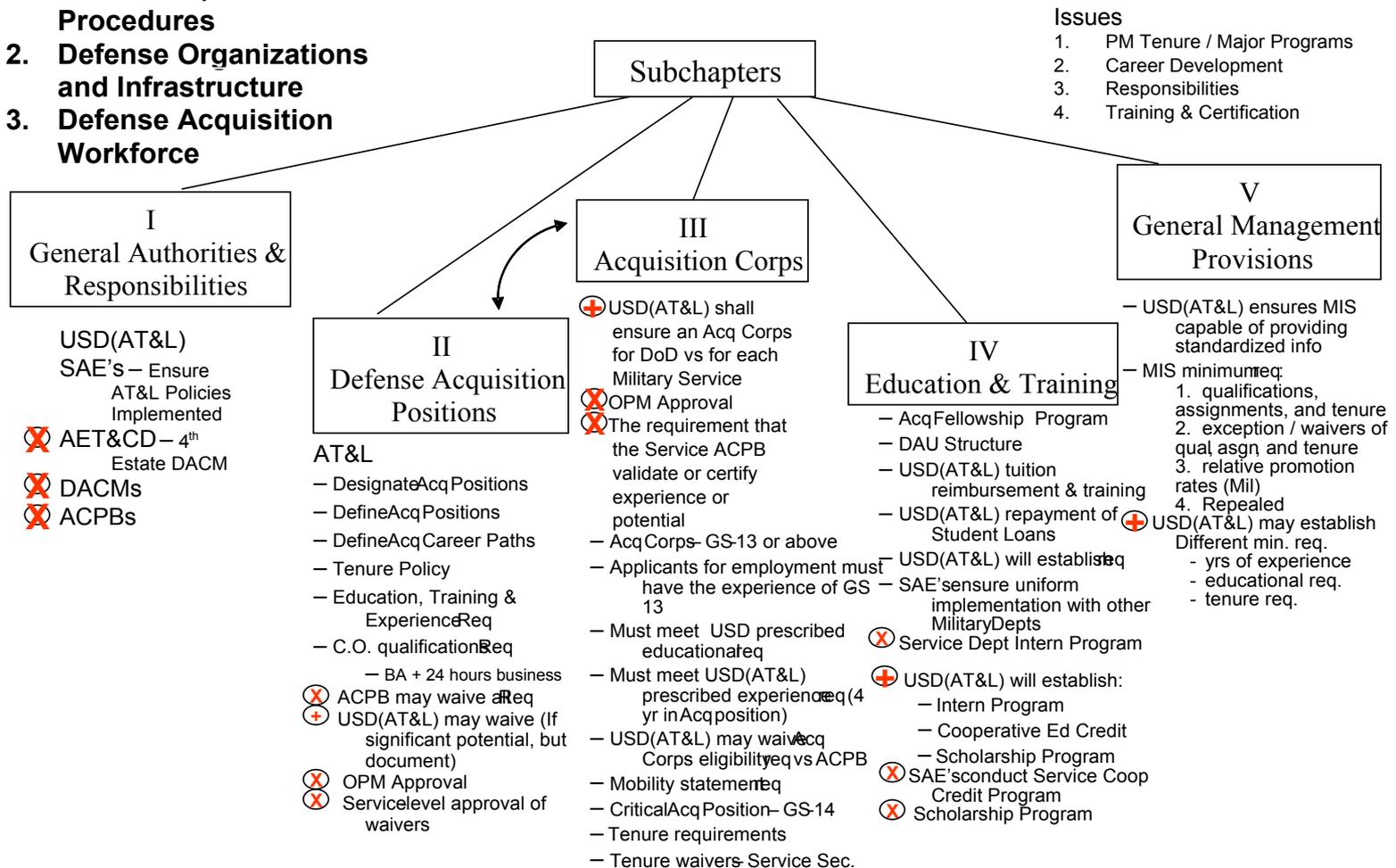
## Title 10 – Armed Forces; Part II – Personnel; Chapter 87 – Defense Acquisition Workforce Subchapter III – Acquisition Corps

NDA 1991 ←

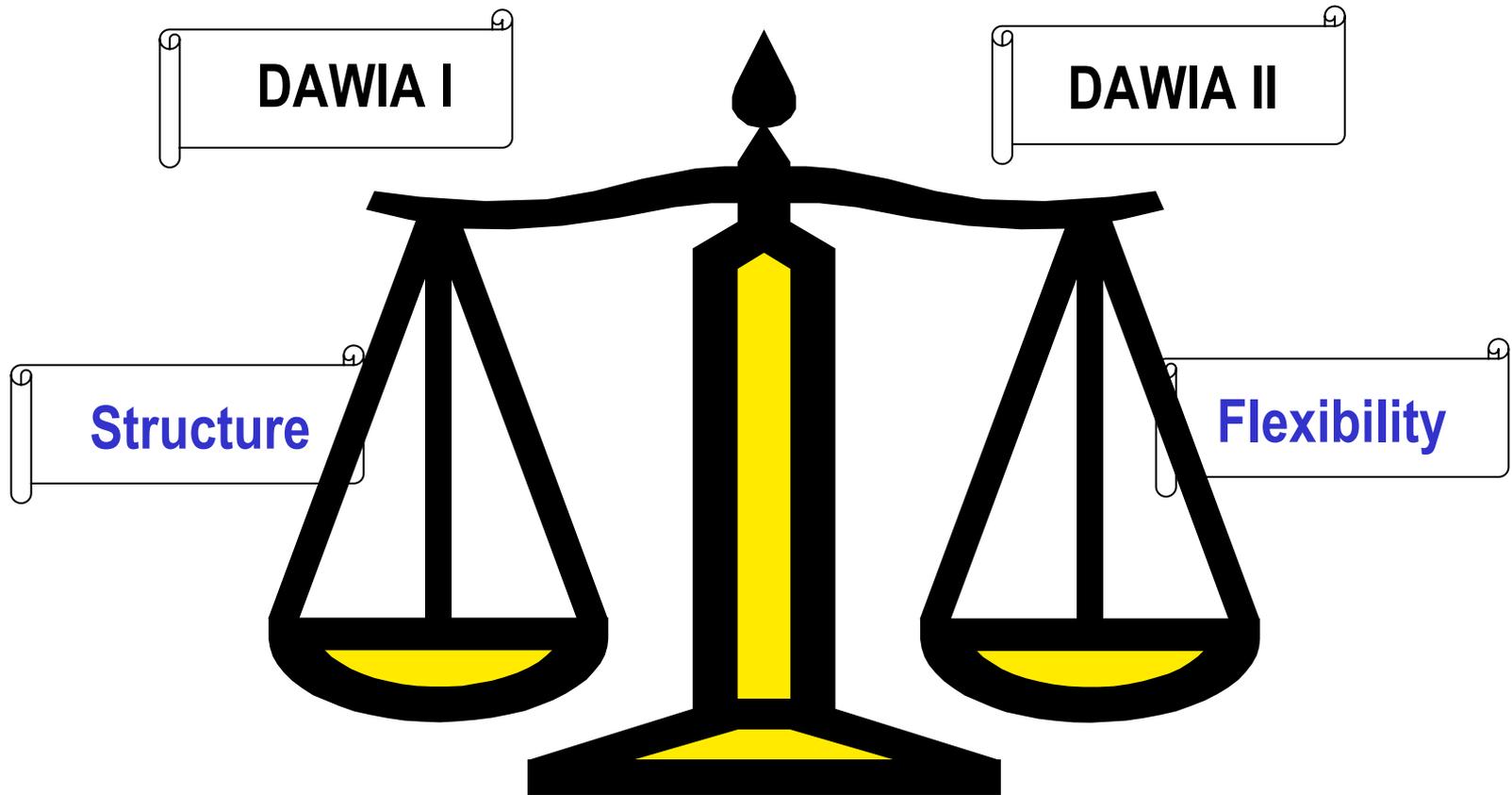
→ NDA 2004

### Three elements of Acquisition System

1. Defense Policies, Processes, and Procedures
2. Defense Organizations and Infrastructure
3. Defense Acquisition Workforce

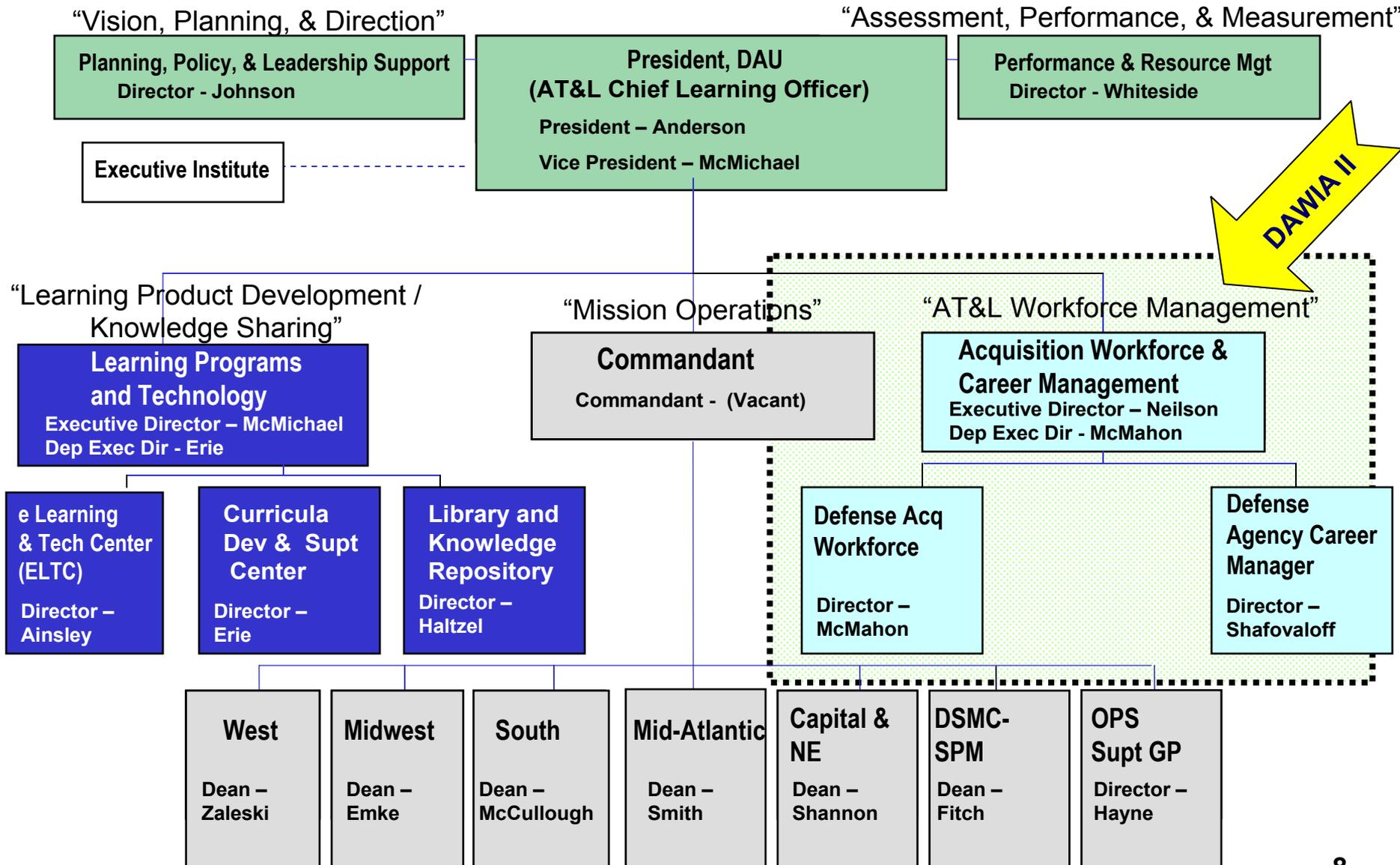


# Motivated, Agile Workforce



Centralized Policy, Guidance, Metrics ...  
Decentralized Execution

# Defense Acquisition University - 2004

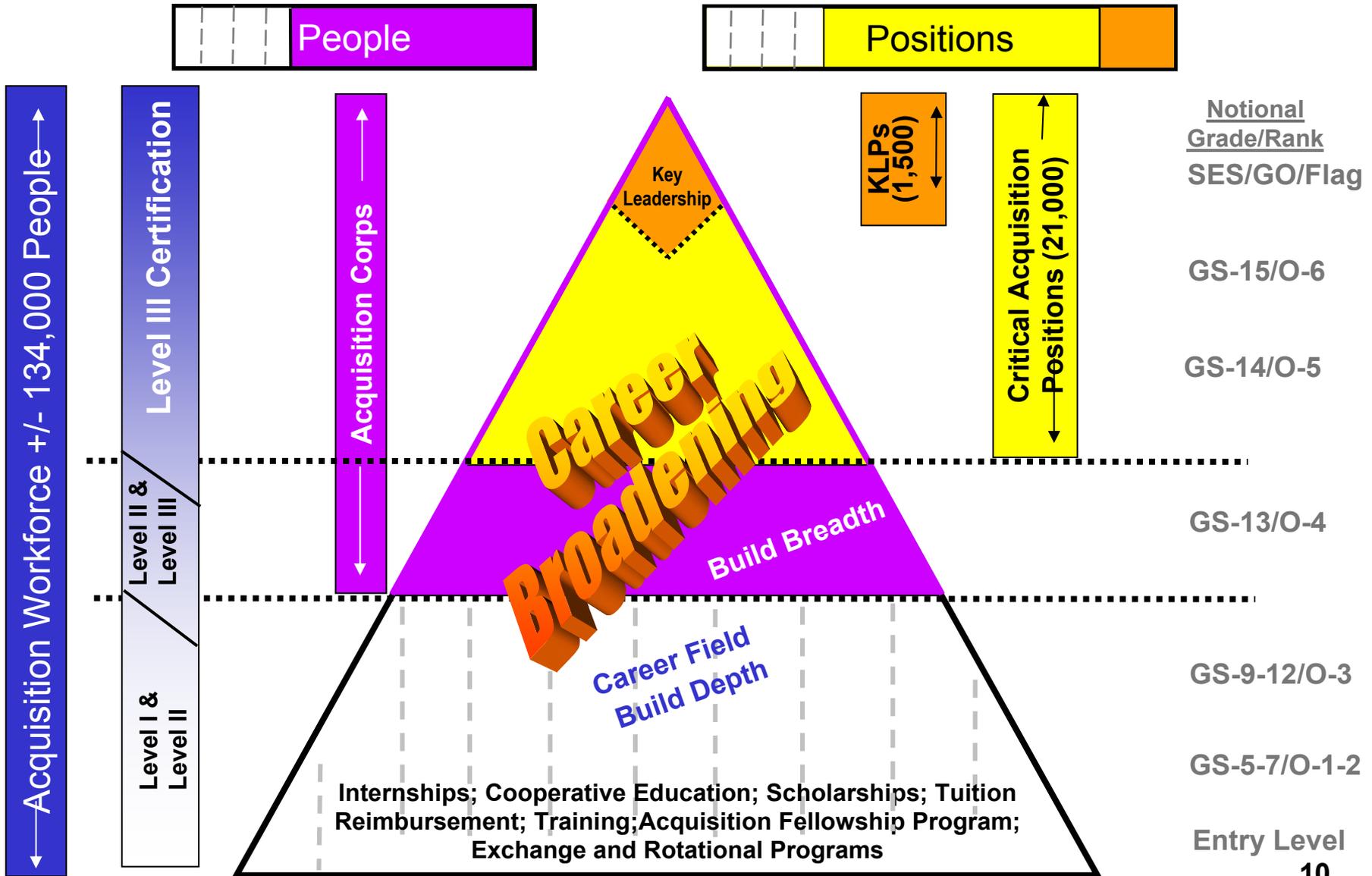


# New Concepts

- Integrated AT&L Workforce Management Structure
- Single Acquisition Corps
- Focused Career Development
- Competency Management
- Key Leadership Positions

Centralized Policy, Guidance, Metrics  
Decentralized Execution

# New Concepts: Focused Career Development



# New Concepts: KLPs

Approx. 1500 KLPs for Acquisition Category I programs

	ACAT ID	ACAT IC	ACAT IAM	ACAT IAC
• <b>Army</b>	<b>7</b>	<b>14</b>	<b>7</b>	<b>4</b>
• <b>Navy</b>	<b>10</b>	<b>18</b>	<b>6</b>	<b>4</b>
• <b>AF</b>	<b>3</b>	<b>22</b>	<b>9</b>	<b>4</b>
• <b>4<sup>th</sup> Estate</b>	<b>5</b>		<b>17</b>	<b>8</b>
<b>Programs</b>	<b>25</b>	<b>54</b>	<b>39</b>	<b>20</b>

Managed as Corporate Assets

Qualification Requirements Specified Individually by Position

# New Concepts: Tenure Management Flexibility

## Today

**Program Manager:** Assign until major milestone closest in time to 4 years  
**Deputy PM:** 4 years  
**Program Executive Officer:** 3 years  
**Senior Contracting Official:** 3 years  
**Other Critical Acq. Positions:** 3 years

**Service obligation agreements required**  
**Waivers of assignment periods authorized**  
**Current policies are inconsistently applied**

## DAWIA II Flexibility

10 USC 1764

SECDEF may prescribe different minimum–

- number of years of experience
- education qualifications
- tenure of service qualifications

**Flexibility applies to–**

- Program Manager
- Program Executive Officer
- Senior Contracting Official
- Contracting Officer
- Contingency Contracting Force positions

*SAE's tailor tenure to meet program needs*



# New Concepts: Competency-Based DAWIA Certification Program

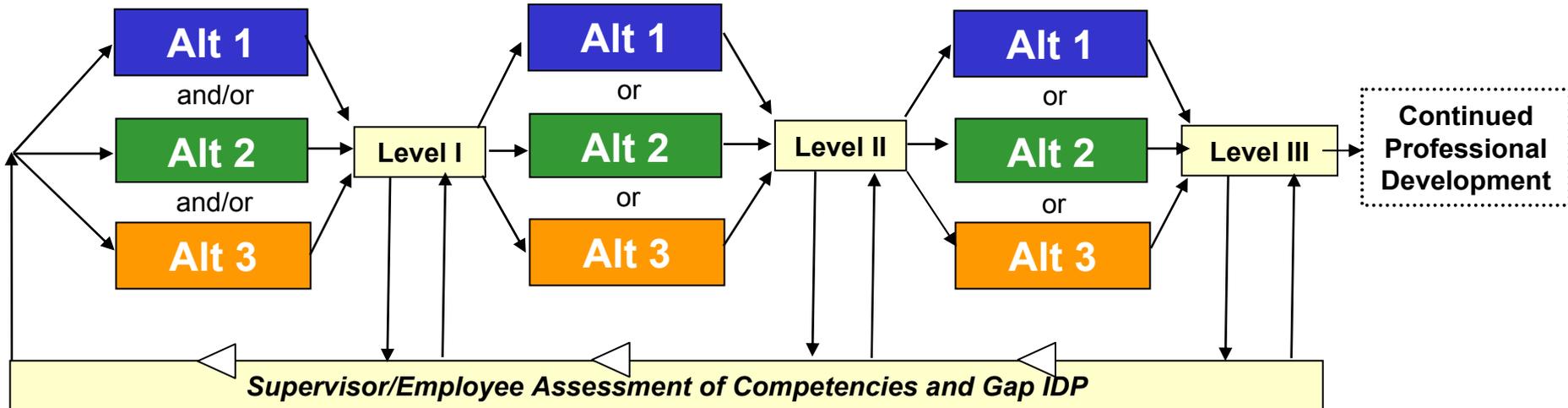
1. Any Alt can be used to achieve certification.
2. Combinations of Alts can be used to achieve certification levels.
3. Education and experience requirements remain the same, regardless of Alt(s).

**Alt 1: DAU Functional Training**

**Alt 2: Workplace / Personal Experience / Fulfillment**

**Alt 3: Professional Association Certification / Other**

Functional & Core Competency Development / Certification Levels I, II, III



# Decentralized Execution What's in it for an SAE?

## • **Integrated Management Structure**

- **Visibility and Communication**
  - SSB meets 2 x year
  - WMG meets 6x year
- Informed management of AT&L Workforce

*Visibility*

## • **Acquisition Corps**

- Competency management
- Common Entrance Criteria
  - “Gates” replace the “Push” system

*Easier to  
Manage the  
Workforce*

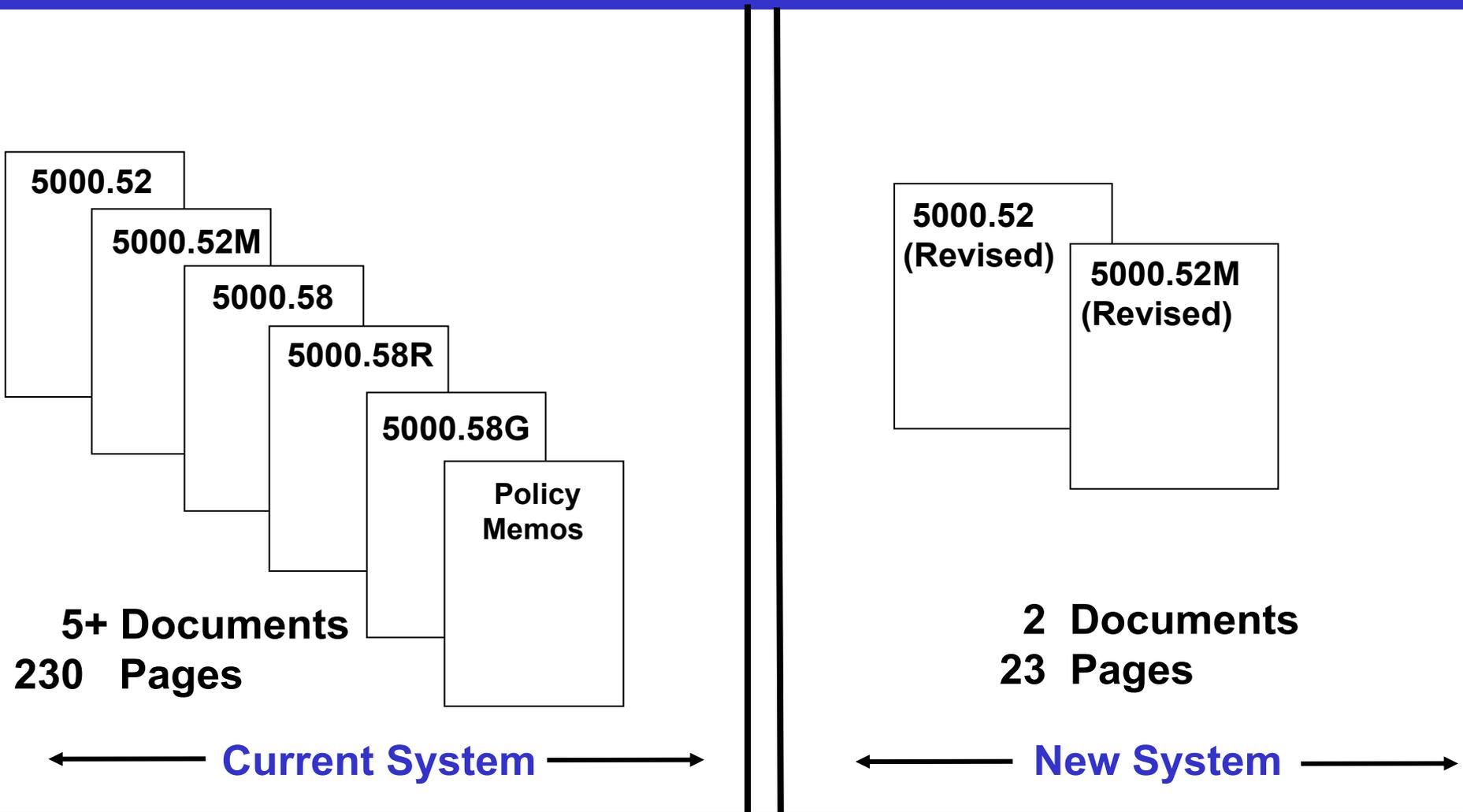
## • **Key Leadership Positions**

- Flexibility to Focus Management Attention
  - CAPs = 21,000
  - KLPs = 1,500
- Identify KLP's as appropriate to meet program needs
- Tailor tenure agreements to meet program needs

*Flexibility*

Centralized Policy, Guidance, Metrics  
Decentralized Execution

# Streamlined DAWIA Regulations



**90% Reduction of Regulatory Guidance**

# Summary

## **Replace existing DAWIA implementation with new DoD Directive & Manual incorporating the following concepts:**

- Centralized OSD Oversight, and Decentralized Service/Component Execution of AT&L Workforce Career Development Program.
- Integrated Management Structure that provides appropriate senior leadership involvement in management of the AT&L Workforce.
- Common entrance criteria and metrics for the Acquisition Corps.
- Emphasis on competency management.
- Key Leadership Positions as a subset of Critical Acquisition Positions.
- Tenure Management focused on Key Leadership Positions.
- Streamlined tenure waivers, for certain acceptable circumstances, for non-Key Leadership Positions.
- MIS for visibility through performance measurement (metrics).