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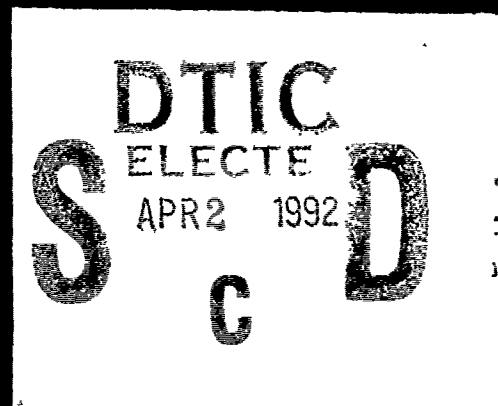
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**Strategic Studies Institute
U.S. Army War College**

**THE DEFENSE ACQUISITION
WORKFORCE IMPROVEMENT ACT:
WHAT IS IT AND WHERE IS IT TODAY?**

Arthur Santo-Donato



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FOREWORD

Over the past six years the Congress of the United States has taken a keen interest in how the Department of Defense (DOD) acquires its equipment. This interest has evolved into legislated changes in the bureaucratic defense acquisition structure. These changes have been attempts to streamline and improve the acquisition process. In November 1990, the Congress passed the Defense Acquisition Workforce Improvement Act, as part of the National Defense Authorization Act. Its purpose was to develop a national, knowledgeable and highly professional cadre of people to run the Department of Defense's large acquisition program.

In this study, the author examines DOD progress in implementing this legislation and some of the key requirements that were intended to make professionals out of those individuals involved in the day-to-day business of defense acquisition. He also considers the evolving differences within each of the military services, differences that may lead to delays or compromises on the path to the full implementation required by October 1, 1993.

A handwritten signature in black ink, reading "Karl W. Robinson". The signature is written in a cursive, flowing style with a large initial 'K'.

KARL W. ROBINSON
Colonel, U.S. Army
Director, Strategic Studies Institute

BIOGRAPHICAL SKETCH OF THE AUTHOR

ARTHUR SANTO-DONATO has been a Research Development and Acquisition Fellow at the Strategic Studies Institute since 1991. His permanent position is the Chief, Program Management Office, Program Executive Office for Command and Control Systems, U.S. Army. He received an MBA from Syracuse University; is a graduate of the Army Comptrollership Program; and a 1991 graduate of the U.S. Army War College. Mr. Santo-Donato has an extensive acquisition background having served in a program executive office, three project manager offices, and a center for software engineering during his career.

THE DEFENSE ACQUISITION WORKFORCE IMPROVEMENT ACT: WHAT IS IT AND WHERE IS IT TODAY?

Introduction.

On November 5, 1990, the Congress of the United States passed the Defense Acquisition Workforce Improvement Act (DAWIA). This legislation, also called the Mavroules Act, after Representative Nicholas Mavroules, is intended to create a "rationally and logically structured acquisition workforce which would serve as the foundation for a high quality professional acquisition corps of senior executives."¹ The services are now struggling to comply with this act. This paper will provide an overview of the DAWIA's major points and review the Department of Defense's (DOD) and the services' progress in implementing some of its key provisions. Full implementation is required by October 1, 1993 (see Figure 1).

DAWIA MILESTONES

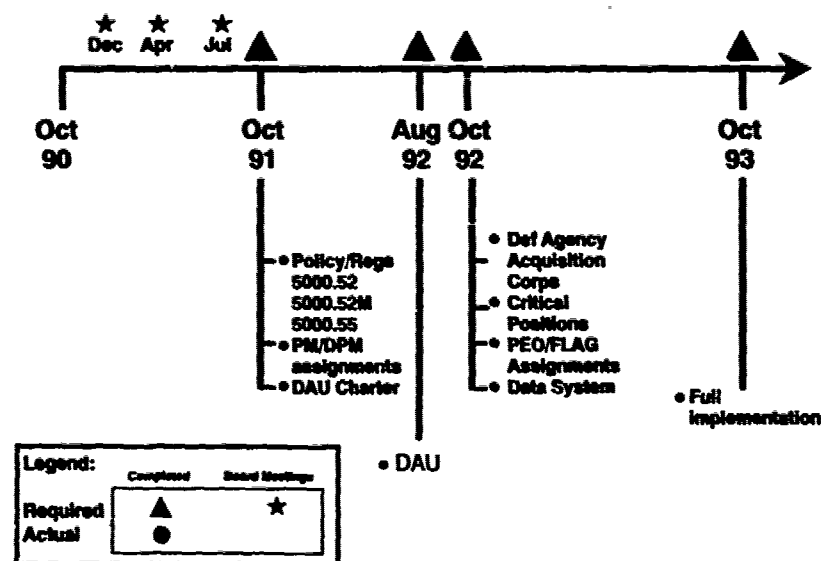


Figure 1.

Congressional interest in the defense acquisition process has been a priority item since the mid-1980s when the media sensationalized such cases as the purchase by DOD of \$400 toilet seats. Additionally, there are continuing reports of fraud, waste, and abuse in the procurement of multibillion dollar defense systems.

Both the executive and legislative branches have been active in making changes to the DOD acquisition process: The Goldwater-Nichols Department of Defense Reorganization Act of 1986 and the implementation of recommendations from the President's Blue Ribbon Commission on Defense Management (the Packard Commission) have changed the organizational structure and operation of defense acquisitions. However, Congressman Mavroules believed that the acquisition reforms to date did not sufficiently address the most important element in acquisition: people.² His House Armed Services Investigations Subcommittee's goal included, but went beyond, achieving the full implementation of the Packard Commission recommendations. The subcommittee wanted to evoke a "cultural change" in the acquisition workforce;³ the desire was to make the acquisition community a community of professionals. Therefore, the legislation was very specific in establishing training, education, and experience requirements. It also included provisions to solidify career development in the workforce.

A clear understanding of the DAWIA can be attained by reviewing three major areas: the structure of the acquisition workforce, the professionalization of the workforce, and the management of the workforce.⁴ In each of these areas the Secretary of Defense (SECDEF) is to "ensure that, to the maximum extent practicable. . . policies and procedures are as uniform as practicable. . . for the military departments."⁵

The DAWIA.

The Structure of the Acquisition Workforce. The legislation states that the Undersecretary of Defense for Acquisition (USD(A)), subject to the authority of the Secretary of Defense, will ensure the DAWIA is implemented.⁶ It further decrees that

the USD(A) will appoint a Director of Acquisition Education, Training, and Career Development (AETCD) to help him.⁷ (Dr. Donald S. Yockey is presently serving as the USD(A) and Dr. James McMichael is currently serving as the AETCD.) The act also provides for Directors of Acquisition Career Management (DACM) to support each service acquisition executive (SAE). At the present time the following individuals are performing the functions of these positions: Army - Lieutenant General August M. Cianciolo; Navy - Mr. Gerald E. Keightley; and Air Force - Mr. Teddy Huston (see Figure 2). Each has significant prior experience within their service acquisition structure.

The act requires the establishment of service acquisition boards "to advise the service acquisition executive in managing the accession, training, education, and career development of military and civilian personnel in the acquisition workforce."⁸ Each service is working to implement the board concept somewhat differently. These differences are a result of the influence of past practices. It is unlikely that the Director, AETCD will deem it necessary to recommend changes to the boards to ensure uniformity as long as they fulfill their advisory requirement.

The SECDEF was required by the act to designate by regulation all defense acquisition positions by October 1, 1991. After the positions were designated, each service and the Defense Logistics Agency (DLA) for the defense agencies provided the individual position listing through the Director, AETCD to the USD(A).

Defense acquisition positions include at least all "acquisition-related positions in the following areas:

- (1) Program management
- (2) Systems planning, research development, engineering, and testing
- (3) Procurement, including contracting
- (4) Industrial property management
- (5) Logistics
- (6) Quality control and assurance

Department of Defense Acquisition Workforce Structure

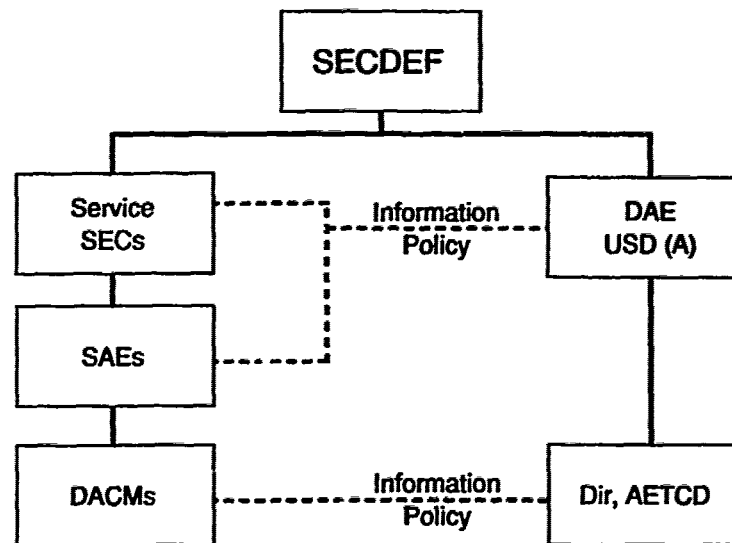


Figure 2.

- (7) Manufacturing and production
- (8) Business, cost estimating, financial management, and auditing
- (9) Education, training, and career development
- (10) Construction
- (11) Joint development and production with other government agencies and foreign countries."⁹

Furthermore, each service is required to establish an Acquisition Corps. This group will become the centralized job referral pool to fill what the act calls "critical acquisition positions." By October 1, 1992, the SECDEF will publish a list of all critical acquisition positions. These positions include acquisition positions at and above GS-14 for civilians and all military at and above O-5. Additionally, the DAWIA states that the services will make every "effort to fill critical acquisition positions by Acquisition Corps members as soon as possible."¹⁰ All such positions after October 1, 1993, must be filled by Acquisition Corps members.

The DAWIA also lists specific education, training, and experience requirements for the professional acquisition workforce. In most cases it requires the fulfillment of a baccalaureate degree, completion of 24 credit hours from an institute of higher education in certain disciplines or the passing of an examination. Moreover, the SECDEF shall establish for each discipline education, training, and experience requirements. These requirements and others from the act are listed in DOD 5000.52M and are shown at the Appendix.

Acquisition Professionals. As stated previously, Congressman Mavroules' primary objective was to achieve a cultural change and make the workforce more professional. The legislation attempts to ensure that this happens in many ways. The first is by the creation of a professional acquisition corps and mandating that critical positions can only be filled from its ranks. The act is very specific on career development issues, especially as regards civilians filling critical positions. It states that there will be no preference given to filling acquisition positions by the military. In fact, it requires the USD(A) to submit an annual report that justifies all positions that are converted to military positions.¹¹ Also, the SECDEF is required to show "a substantial increase in the proportion of civilians . . . serving in critical positions"¹² for each fiscal year, FY92 through FY96. Second, by the strict adherence to the education, training and experience requirements throughout the acquisition corps person's career, the legislation ensures that both civilians and military personnel be given the necessary education, training, and experience to qualify for senior acquisition positions.¹³ Figure 3 indicates proportions of civilian and military personnel currently serving in program manager positions.¹⁴ Third, the act provides for career broadening assignments, rotational assignments, and an exchange program with other agencies.

Fourth, the DAWIA requires key personnel remain in certain jobs for a specified minimum amount of time. For example, persons in critical positions must remain in those positions for 3 years. Even more defined were the critical positions of Program and Deputy Program Managers for major programs that require these individuals to remain in the

Proportion of Civilian and Military Program Managers

		Major Programs		Non-Major Programs		Totals	
		#	%	#	%	#	%
Army	Mil	27	96	100	78	127	81
	Civ	1	4	28	22	29	19
Navy	Mil	35	95	47	94	82	94
	Civ	2	5	3	6	5	6
Air Force	Mil	28	97	-	-	-	-
	Civ	1	3	-	-	-	-
Total	Mil	90	96	147	83	237	87
	Civ	4	4	31	17	35	13
Grand Total	Mil	94		178 (370)*		272 (464)*	

*The AF has 192 non-major programs but was unable to provide a split of military and civilian at the time of publication of report. This data was taken from Investigations Subcommittee, HASC, Report No. 10, May 8, 1990. Data in the report was provided to the subcommittee by the services and is therefore somewhat dated.

Figure 3.

position to completion of the major milestone that occurs closest to the individual's fourth year in the position. It also demands that every effort be made to have an overlap in program manager assignments.¹⁵

Fifth, the act mandates that acquisition corps military officers will be promoted at a rate at least equal to all line officers. This was included to ensure that officers would recognize the corps as a legitimate profession within the military and that they would have at least the same chance for promotion as in other traditional military branch line positions.

Finally, the drafters of the legislation incorporated various incentives to add stature and prestige to the acquisition corps. These benefits will accrue to all levels within the acquisition workforce. The act amends Section 4107 of Title 5, United States Code, to provide agency funding for civilian acquisition personnel to earn college degrees. Further enticements allow for the repayment of student loans in order to "recruit or retain highly qualified professional, technical or administrative personnel."¹⁶ Another benefit, relocation expenses, can be paid to retain or recruit skilled personnel. The act ensures that

all acquisition personnel will be afforded the opportunity to fulfill all mandatory education, training, and experience requirements. "The Under Secretary of Defense for Acquisition, each year, shall recommend to the Secretary of Defense, the funding levels. . .to implement the education and training programs."¹⁷

There is also a requirement for an intern program to provide interns "accelerated promotions, career broadening assignments and specified training to prepare them for entry in the Acquisition Corps."¹⁸ In addition, a cooperative education program allows students to earn college credit while working in defense acquisition positions. An especially attractive benefit is the scholarship program. This program offers individuals opportunities to complete a bachelor's, master's, or doctorate in order to qualify for acquisition positions.

The legislation directs the establishment of a SECDEF chartered university structure to provide basic, intermediate, and senior level training for acquisition personnel. This Defense Acquisition University (DAU) is required to include the Defense Systems Management College (DSMC). DSMC currently is responsible for the majority of acquisition training courses in the defense community. The DAU mission will be to achieve more efficient and effective use of existing resources and to develop educational, training, research, and acquisition publication capabilities.¹⁹ On October 1, 1991, the USD(A) submitted an implementation plan and school charter to the Senate and House Armed Services Committee. The legislation also directs that the DAU must become operational by August 1, 1992.

Monetary incentives are also included in the legislation. Military officers may be attracted by a bonus program. The purpose of the program is to entice retirement eligible officers to remain on active duty in critical positions. This bonus can be as much as 15 percent of annual pay.

Civilian monetary incentives include special pay provisions. An agency head is permitted to request this pay authority from the Office of Personnel Management. The special pay is

limited to 800 individuals government wide at any one time and the level of pay is capped at an amount equal to Level I of the Executive Schedule, currently \$138,900. However, this can be exceeded with written approval of the President.²⁰ Like the military, these incentives are to retain or recruit individuals with special expertise.

The act also provides relief from some of the provisions for the rehiring of retirees. Again, it is a method to retain people with special skills. This, like some of the other incentives such as rotational career broadening assignments, an exchange program between agencies, career development and scholarship opportunities, was an approach by the Congress to effect the cultural changes needed to contribute to the creation of a professional defense acquisition workforce. Since the services are all experiencing downsizing in both civilian and military personnel accounts, there is a great deal of skepticism in the acquisition ranks about whether these benefits will be utilized to any significant degree.

Acquisition Workforce Management. The Secretary of Defense is accountable for the implementation of the DAWIA and to ensure that policies are promulgated to achieve effective management of the acquisition workforce. Various DAWIA statutes enable the SECDEF to comply. Some examples are those that provide for the creation of a Director of Acquisition Education, Training, and Career Development (AETCD), Service Directors of Acquisition Career Management, and the establishment of career program boards. As can be expected, the SECDEF is using written policies, directives, and regulations to ensure the implementation of DAWIA statutory requirements. The SECDEF, his USD(A), and his Director, AETCD have the difficult task of requiring a degree of uniformity that is not so restrictive as to become counterproductive. Yet, any degree of difference may cause the professional defense acquisition workforce to become too service unique, which is counter to congressional intent.

To enhance management of this acquisition workforce, the legislation requires the establishment of an automated Management Information System (MIS). The SECDEF was

required to provide regulations and requirements for the MIS no later than October 1, 1991, and ensure its implementation by October 1, 1992. This system, at a minimum, will provide information on "qualifications, assignments, and tenure"²¹ of the acquisition workforce, on any exceptions or waivers granted, on the promotion rates of military acquisition personnel and any information needed to meet annual reporting requirements by the USD(A) to the SECDEF.²²

Congress will track the implementation and success of this act through an independent evaluation by the Comptroller General (CG) due no later than November 5, 1992. Additionally, the CG will review annually (1991-98) all waivers submitted to the Director, AETCD and determine if waivers granted were in compliance with the act.²³ The act provides authority to waive experience, training, education, assignment or reassignment requirements in certain situations. The reviews will be forwarded to the Armed Service Committees no later than February 1 of the year following the year reviewed.²⁴ There is also a requirement for the USD(A) to report certain information to the SECDEF annually. The initial report will be almost exclusively narrative since hard data has not yet been tabulated. Highlights of the information provided are expected to be included in the SECDEF Annual Report to the President and the Congress in January 1992. This report will be addressed in more detail later.

Acquisition Organization Structures.

Before looking at the progress and problems of implementing these requirements, it is important to understand how the players involved are structuring their organizations to comply with the new law.

Within the Department of Defense the key players besides the Secretary of Defense and the Under Secretary of Defense for Acquisition are the Director of AETCD policy and those people who work directly for him. This staff includes three on-loan service representatives and three civilians. They have had the extremely complex task of formulating the policies and coordinating them with the defense bureaucracy. Their primary

goal this past year has been to formulate these policy directives and publish them on time to meet those DAWIA policy requirements that took effect October 1, 1991, and November 5, 1991.²⁵

Wherever possible, these directives leave the mechanics of implementation, if not specified by law, to each service. Although a uniformity requirement is specified in the law, the AE^TCD policy people, I believe, would like to allow the services as much implementation flexibility as possible. This flexibility allows each service to comply with the DAWIA and maintain its own service unique organizational characteristics. When and if they pursue the uniformity issue, I expect it will be caused by pressure from outside the Department, or by some requirement not being met by a service.

Consequently, each service has approached the implementation somewhat differently. The Navy, whose acquisition management structure is decentralized along system commands, is moving the most cautiously. Navy has established the position of Director for Acquisition Career Management and appointed an acting director, Mr. Gerald E. Keightley, until the position is filled permanently. However, the Navy remains in a flexible planning mode as it waits for the DOD directives. Since no central management system is yet in place, the Navy is unable to count acquisition positions and it does not yet have a reliable estimate. However, based on the other services' estimates, the acting director believes the Navy acquisition workforce will contain 20-30 thousand positions.

Mr. Keightley is also developing an acquisition career program board system. In my discussions with Mr. Keightley, he envisioned the DAWIA implementation to be quite a significant task and he hoped that the Navy would be allowed to implement it in phases. He would like to first accomplish the DAWIA requirements with all the procurement positions because this is the one functional acquisition area in which the Navy does have some centralized information. The retention of this data is a result of prior regulatory requirements.²⁶

The Army has been extremely active in the implementation of its Army Acquisition Corps (AAC). The Army Corps was established in October 1989 in response to Secretary Cheney's Defense Management Report to the President of 1989. This report called for each service to establish a designated corps of acquisition specialists.²⁷

When the Army created its corps, the Army Acquisition Executive (AAE), Mr. Stephen K. Conver, placed it under the management control of Lieutenant General August M. Cianicolo, the military deputy to the Assistant Secretary of the Army (Research, Development and Acquisition). In order to fulfill the legislation directive to appoint a Director of Acquisition Career Management, the AAE logically gave LTG Cianicolo this title. The general is the only service director that is not a full-time acquisition career manager. However, he is aided by a full-time Deputy Director of Acquisition Career Management and a staff organization called the Army Acquisition Executive Support Agency (AAESA). The Army structure is displayed at Figure 4. Additionally, the Army has adjusted the Army

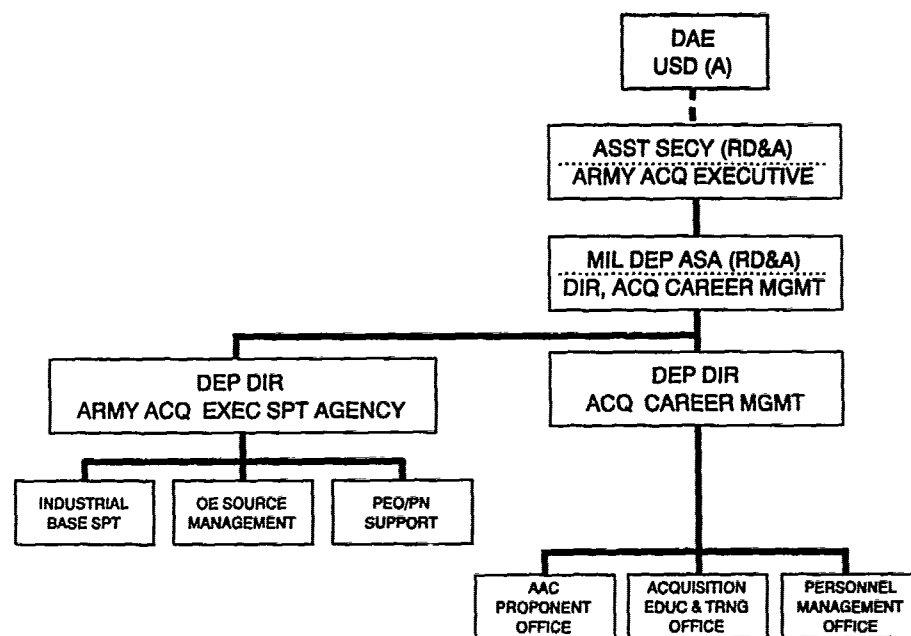


Figure 4. Army Acquisition Workforce Structure.

Personnel Command (PERSCOM) to meet both civilian and military personnel central referral requirements. Within PERSCOM there are two separate branch offices to handle centralized management of the civilian and military members of the corps. This structure will adjust to, and comply with, changes resulting from the new legislation. The Army is already actively pursuing legislative requirements by increasing the proportion of civilian-to-military personnel in program manager positions. It is also sending critical acquisition civilians to advanced degree programs. Additionally, the Army has developed a centralized system to enlist both civilian and military personnel into the corps, and has officially notified those persons initially accepted into the Army Acquisition Corps. It has also identified the critical positions across the Army and continues to refine its centralized system.

The Army has probably been the best at getting the word out to potential acquisition corps personnel. The AAC Proponency Office publishes the *Army Research Development and Acquisition Bulletin* and the *Headliner*, information bulletins on the AAC. The RDA bulletin comes out every other month and includes a section called Career Development Update. Recent issues have described the DAWIA, the AAC and its provisions, how to get into the AAC, Army points of contact, and the location of critical positions.

The Air Force has also actively been working to comply with the DAWIA. It is probably most advanced in regard to centralized career programs and an acquisition management information system. Also, the Air Force has been very successful in securing funds to implement its acquisition workforce requirements.

The AF Acting Director of Acquisition Career Management (ACM), Mr. Teddy Houston, has a staff of six, including himself, to implement and monitor the DAWIA. Previous to the DAWIA, the Air Force had a highly structured military acquisition workforce program. It has been able to adapt this program, to include civilians, to the DAWIA. Structurally, the Air Force has also adapted an existing senior level Air Force Council to meet the Acquisition Board requirement of the law. (See Figure 5).²⁸

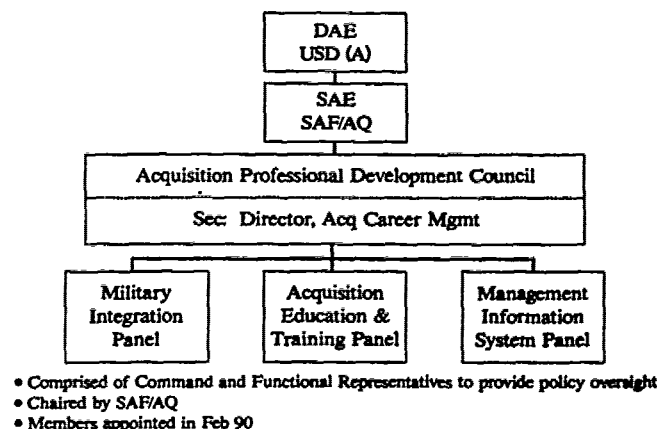


Figure 5. Air Force Acquisition Workforce Structure.

The defense agencies' acquisition corps structure, referred to as the Fourth Estate, is moving along slowly. Mr. Anthony Hudson, Staff Director, Office of Civilian Personnel, Defense Logistics Agency, has been tasked to take the lead in complying with the DAWIA for all defense agencies. He stated that the "Fourth Estate" will track with all the new DOD policies and he does not expect to add any defense-level unique acquisition requirements. However, the Defense-level Acquisition Corps will only include civilians since military acquisition personnel will already be members of their service acquisition corps.²⁹ The Director of AETCD is required by law to serve as the Director of Acquisition Career Management for the defense agencies.

The DAWIA Status.

The Department of Defense has four DAWIA policies in process that will implement the law and identify education, training and experience requirements for positions that will be designated acquisition positions.

Those items required by law to go into effect on October 1, 1991, are included in three DOD policies, *DOD Directive 5000.52* and its implementing instructions in *DOD I 5000.52M* and *DOD I 5000.55*. The directives are now complete and were

signed for publication early in fiscal year 1992. Since the policies were not completed by the target date, OSD has issued two policy memoranda to meet the DAWIA requirements. One deals primarily with the legal requirement for program managers and deputy program managers and the second memorandum addresses the designation of acquisition positions. Although no reports are yet due, Congress continues to track the Department of Defense's progress. As stated earlier, the Senate Armed Services Committee (SASC) contends that the Department is moving too slowly.³⁰ Therefore, delays in publication of policy may solicit further congressional involvement in the future.

Service Implementation Differences. Even prior to the publishing of DOD policy memoranda, differences in the implementation of the DAWIA provisions are occurring. For example, each service is required to appoint Directors of Acquisition Career Management. The law states "the positions may be held by either a civilian, executive level civil service employee, or a commissioned officer serving in the grade of major general or rear admiral or higher."³¹ Today both the Navy and the Air Force have acting full-time civilian directors and the Navy is in the midst of recruiting the position permanently at the executive level. The Army, as the law allows, has appointed a three-star general to serve as director. However, he is also the military deputy to the Assistant Secretary of the Army (Research, Development and Acquisition).

This dual-hatted position is a result of how the Army had structured its Army Acquisition Corps in response to Secretary Cheney's July 1989 Defense Management Report (DMR) to the President. It called for a dedicated full-time corps of acquisition specialists.³²

Because the DAWIA provisions are so demanding, I believe the Congress fully expects to see full-time management officials in each service. In its defense, the Army has appointed a full-time colonel to act as the Deputy Director of Acquisition Career Management, and has more full-time career acquisition staff than the other services. Obviously, the

time demands and responsibilities put on LTG Cianciolo as a military deputy preclude him from devoting full-time involvement in acquisition career management.

If the Army continues its career acquisition management structure, the DOD may or may not elect to intervene. If it does, it may set the precedent for more direct OSD involvement in the services acquisition organization structures.

The legislation further requires that each military department set up acquisition career program boards. Members must "include the Director of Acquisition Career Management (or his representative), the Assistant Secretary with responsibility for manpower (or his representative) and the military and civilian senior officials with responsibility for personnel development in the various acquisition career fields. The service acquisition executive (or his representative) shall be the head of the board."³³ Each service has addressed the board issue somewhat differently. The Air Force has an Acquisition Professional Development Council that was initiated with a Professional Development Symposium in December 1989. It met five times in 1990, performing functions similar to those required by the new legislation. The board is composed of 12 members and a secretary. Each member is a three-star general or civilian executive equivalent. The Air Force will use and modify this council as necessary to meet the legislated board requirement.

The Navy DACM's proposed board structure concept is graphically portrayed at Figure 6. It has not yet been implemented and requires further discussion within the Navy. The Army is developing its board in accordance with the DAWIA legislation (Figure 7).

Another area progressing differently that will require compromise relates to mobility statements. Presently, the Army requires all civilian acquisition corps members to sign mobility statements. These statements provide the Army authority to relocate acquisition corps members to fill critical positions in geographic locations that may be considered undesirable to the civilian acquisition corps population. Prior to the legislation, the Air Force already included mobility in their

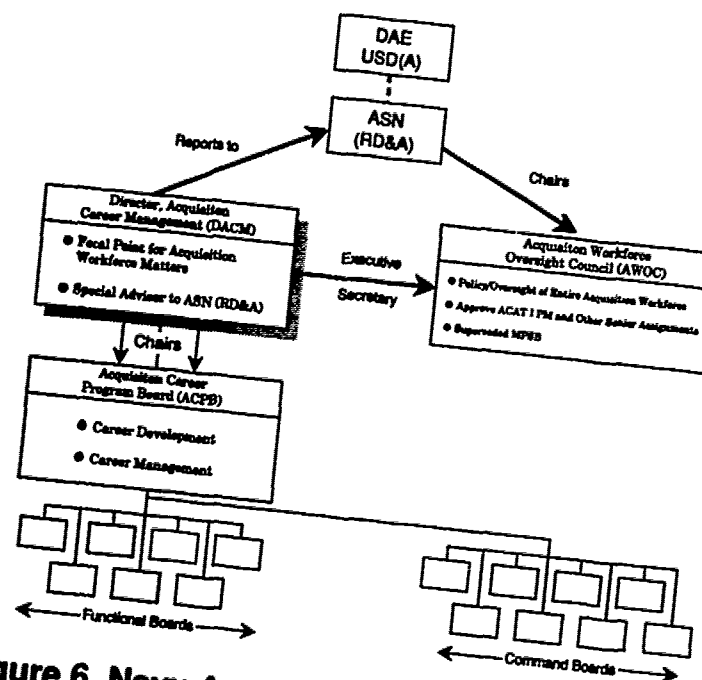


Figure 6. Navy Acquisition Workforce Structure.

MIL DEP ASA (RDA) — CHAIR
 COA
 CG, SDC
 DISC4
 DCG RDA, AMC
 PRIN DEP ASA (M&RA)
 DEP ASA (PROCUREMENT)
 SPEC ASST, DCSLOG
 DIR CIV PERS, DCSPER
 COE
 DIR SADB
 DIR MIL PERS MGMT, DCSPER

Figure 7. AAE Executive Board Membership.

acquisition careers. The Navy would prefer not to have a mobility requirement. The law clearly states that "The Secretary of Defense is authorized to require civilians in an Acquisition Corps to sign mobility statements."³⁴ Hence, the decision is the SECDEF's and, because of the tenet for uniformity, he can be expected to ensure consistency across the various acquisition corps.

A fourth area that may require OSD involvement and compromise is in the development of a centralized job referral system. The SECDEF is required to prescribe regulations for use of a centralized referral system. Since the regulations are not yet published, the services are each looking at their own approach. During the past year there has been some discussion on the merits of a central referral for all services to include DOD agencies. This may be possible in the future, but is not likely to occur in the next few years. However, as the incoming acquisition DOD Management Information System matures it may make a DOD-wide referral system possible. Both the Army and the Air Force have had experience with centralized systems. The Navy, on the other hand, has filled jobs almost exclusively by advertizing each job and selecting from those that apply. Whatever system evolves will result in a break in tradition for the Navy; therefore, the Navy is awaiting further DOD policy guidance before proceeding.

To be effective each service's central referral system must include provisions to allow each service's and all defense agencies' acquisition corps members entry. Logically, one DOD-wide system would reach the most candidates and allow selecting officials the best opportunity to find the best qualified person for the job. It would also be the most cost effective. If the evolving separate and different central referral systems come to fruition, problems can be expected. I believe the problems will come from two fronts, dissatisfied acquisition corps members who feel they should have been considered for a job in another service, and from a Congress that may push for one DOD-wide system.

Each of these four areas of service differences has the potential to evoke varying degrees of controversy. Of these, the Army's approach to the Director of Acquisition

Management may be the hardest to resolve. The Army seems content with the structure and the vast progress to date in implementing its acquisition corps shows that this form of leadership has been effective. However, if the Army changes and adopts a full-time director, it will indicate to the Congress that the Director, AETCD is able to influence service policy as Congress intended. Each of the other three issues, although controversial, can probably be resolved effectively through compromise.

On the individual level, the civilian acquisition careerist seems to be least happy with required mandatory mobility statements. If corps members are to become truly professional and elite, the argument can be made that mobility statements are not necessary. What is necessary would be the use of market economics. If no one is willing to take a job at some location, then the Director, AETCD should be able to use special pay rates, bonuses, tour of duty limitation, and other enticements used frequently by private industry. This would preclude the alienation of those acquisition careerists who do not want to give up their freedom of job choice. The special pay and bonus provisions are already part of the law and should be amended for use for those least desirable locations and positions that are hard to fill.

Where Are We Today?

The Annual Report. The first annual report from the USD(A) to the Secretary of Defense will be included as an appendix in the SECDEF report to the Congress and is expected to be published in late January or early February 1992. Although many sections of the law are not required to take effect until some designated future time, there is an expectation of progress by Congress. This expectation was verified in the Senate Armed Services Committee Authorization Act that, only eight months after the passage of the law, criticized the DOD for "vigorous planning" but a "slow pace" in implementation. This may be a harbinger of active congressional oversight.

Since the services will not have had sufficient time to implement all the DOD policy directives and instructions presently coming out, most of the information will be narrative. The DOD may diffuse potential congressional involvement by an annual report that indicates significant progress in implementing the various packages of DAWIA incentive programs. Progress, however, will be extremely difficult to show for some programs.

Much of the report information required is quantitative and must be broken out by DOD as an entity, by each service and the Defense agencies. Basically little of the information is yet available. However, the last requested reportable item asks for any information or comparative data that demonstrates how well the Department of Defense and each military department is meeting the DAWIA requirements.³⁵

I feel this narrative should reaffirm the USD(A) commitment to the special programs called for in the legislation. At a minimum, the status of the following programs needs to be addressed: scholarship, intern cooperative, tuition assistance, repayment of student loans and exchange programs. Also, the report should include status information on the bonus program to retain military officers and the special pay program to retain or recruit hard to fill critical acquisition positions. It should also commend the Air Force and the Army for their proactive efforts in implementing an effective acquisition career management program and provide some illustrative examples. The AETCD policy office has worked these incentive issues individually and with varying degrees of intensity. If funds are available, the scholarship program should begin next fall with 10 individuals receiving scholarships and then increase to 20 scholarships the following year.

DOD Directive 5000.52 requires the "DOD components with significant acquisition responsibility"²⁶ to offer "a cooperative degree program. . . a tuition reimbursement program and a repayment of student loans program." Since the directive has not yet reached the services, there is little to trumpet here. Similarly, the directive calls for the military departments to initiate acquisition intern programs.

If the services take a not uncommon 8-10 months to develop policies for these programs, there will also be little success to report next year. Although the directive states that it "is intended for direct implementation,"³⁷ I fear that the existing service bureaucracies may stifle the emergence of these important programs. The USD(A) needs to proactively follow their implementation to ensure another year is not lost to policy formulation. How the services plan to do this should be addressed in the report.

There has been some evaluation by the Office of the Assistant Secretary of Defense (Force Management and Personnel (FMP)) on the section of the DAWIA that provides for bonuses for military officers serving in critical positions who agree to remain on active duty for specified amounts of time beyond their retirement eligibility date. However, the program has yet to be implemented and falls under the SASC view of extensive planning with no implementation. This can also be said for the special pay provision. The Assistant Secretary of Defense (FMP) has requested that the Office of Personnel Management (OPM) set aside an unspecified number of positions for special pay authority. OPM's reply dated August 8, 1991, stated that special pay should be an "option of last resort" and that there have only been 46 approvals granted. Also, future requests must be made for specific positions. This special pay provision in the legislation is for all government agencies and is restricted to not more than 800 positions government-wide at any time.³⁸

A Personal Perspective. If one steps away from watching the bureaucracy inch forward and concentrates on what is happening in terms of environmental climate, one will be surprised at the progress.

The Department of Defense established a policy office with only three civilians and three officers on loan and developed and coordinated policy that will impact upon the services forever. There is now in place an atmosphere for professional growth. With service acquisition corps one of the few defense growth industries left as far as personnel areas are concerned,

people are highly motivated to join. Education, training and rotational training aside, the people see real promotion opportunities.

These incentive programs and a chance to grow are already exciting the workforce. A perfect example is the number and quality of people applying to enter the Army Acquisition Corps. This civilian workforce, in spite of mobility requirements that are truly disliked, is still clamoring for the opportunity to join the corps.

Mr. Mavroules' Investigations Subcommittee in its report on the quality and professionalism of the acquisition workforce stated that professionalism is "a measure of the attitudes, values and motivation of the personnel."³⁹ This is happening now. What we cannot afford is to let things move so slowly that we lose this opportunity to truly professionalize the acquisition workforce.

I believe that the DOD must become the proactive force in ensuring the implementation and evaluation of the DAWIA. This will not be easy. It is still unclear how much influence the USD(A) can invoke on the Service Acquisition Executives. What is necessary is a quasi-matrix structure where the USD(A) can direct the SAEs without always having to go through the service secretaries. For such a great cultural change to take place, additional congressional intervention may be necessary.

For the time being it is satisfying that one cultural change is happening, and we are truly seeing a professional acquisition workforce. Additionally, we should be encouraged by the formulation of a formalized acquisition structure and the involved management of the leaders of this structure. However, the Department of Defense cannot rest and must continue to press for full implementation. Only when the services select program managers based on their education, training and experiences and not on the color of their suit can we be comfortable to say that the DAWIA is a success.

ENDNOTES

1. U.S. Congress, House Committee on Armed Services, Investigations Subcommittee Hearings, Washington: U.S. Government Printing Office, March 28, 1990, p. 1.

2. *Ibid.*

3. Interview with Dr. James Edgar, Former American Political Science Association Fellow on assignment to the House Armed Services Committee, Washington, August 20, 1991.

4. Briefing chart adaptation from Dr. James McMichael, Director of Acquisition Education, Training, and Career Development, August 7, 1991.

5. U.S. Laws, Statutes, etc., *Public Law 101-510, Title XII - Defense Acquisition Workforce Improvement Act*, November 5, 1990, Section 1707a (hereafter referred to as "the DAWIA").

6. *Ibid.*, S. 1702.

7. *Ibid.*, S. 1703.

8. *Ibid.*, S. 1706.

9. *Ibid.*, S. 1721.

10. *Ibid.*, S. 1209.

11. *Ibid.*, S. 1722.

12. *Ibid.*

13. *Ibid.*

14. U.S. Congress, House Committee on Armed Services, Investigations Subcommittee Report, *The Quality and Professionalism of the Acquisition Workforce*, May 8, 1990, data from Chapter VI, pp. 334-399.

15. DAWIA, S. 1734.

16. *Ibid.*, S. 5379.

17. *Ibid.*, S. 1741.

18. *Ibid.*, S. 1742.

19. Briefing chart adaptation from Dr. James McMichael, Director of Acquisition Education, Training and Career Development, August 7, 1991.

20. DAWIA, S. 1761.

21. *Ibid.*, S. 1761.
22. *Ibid.*, S. 1208.
23. *Ibid.*
24. *Ibid.*
25. Status information on the new DOD directives and their content was provided by staff from the Office of the Director, AETCD.
26. Interview with Mr. Gerald E. Keightley, Acting DACM, Navy, Washington, August 8, 1991.
27. Dick Cheney, SECDEF, *Defense Management Report to the President*, July 1989 (hereafter referred to as Cheney, *1989 Report to the President*), p. 14.
28. Interview with Mr. Teddy L. Houston, Acting DACM, Air Force, Washington, August 7, 1991.
29. Telephone interview with Mr. Tony Hudson, Director of Personnel, DLA, August 5, 1991.
30. U.S. Congress, Senate Armed Services Committee, *National Defense Authorization Act For FY92 and FY93*, Washington: U.S. Government Printing Office, July 19, 1991, p. 251.
31. DAWIA, S. 1209.
32. Cheney, *1989 Report to the President*, p. 14.
33. DAWIA, S. 1706.
34. *Ibid.*, S. 1732.
35. *Ibid.*, S. 1762.
36. U.S. Department of Defense, "Draft" *Directive 5000.52 Defense Acquisition Education, Training, and Career Development Program*, p. 5.
37. *Ibid.*, p. 9.
38. Information is per telephone conversation with Ms. Lisa Davis, Action Officer, Assistant SECDEF FMP, October 16, 1991.
39. U.S. Congress, House Committee Armed Services, Investigations Subcommittee Report, *The Quality and Professionalism of the Acquisition Workforce*, May 8, 1990, p. 69.

APPENDIX A

CAREER PATH PROGRAM MANAGEMENT			
Level/ Typical Grade	Assignments	Experience	Education Training
Level I		Mandatory = (M)	Desired = (D)
GS 5-7	Program Office	(M) One year of acquisition	(D) Baccalaureate degree in
01-03	-Program Management Staff -Engineering Staff Officer -Contracting Specialist Laboratory Staff Test and Evaluation -Engineering Staff	experience	business or technical discipline (M) A basic course in Systems Acquisition (The Fundamentals of Systems Acquisition Management (DSMC - 1 week) satisfies this requirement) (D) An additional systems acquisition course

**CAREER PATH
PROGRAM MANAGEMENT**

Level/ Typical Grade	Assignments	Experience	Education	Training
		Mandatory = (M) Desired = (D)		
Level II* GS 9-12 03/04	Program Office -Staff Officer -Branch Chief -Division Chief -Project Management Acquisition Command HQ -Program Management, engineering, test, acquisition logistics, staff Broadening (Operational Assignment) Education with Industry (EWI)	(M) At least 2 years of acquisition experience. (D) At least two additional years of acquisition experience, preferably in a systems program office or similar organization.	(D) Master's degree in engineering, systems management or other appropriate field	(M) Intermediate Systems Acquisition Course (Acquisition Basics Course (DSMC - 4 weeks) satisfies this requirement) (D) DSMC-Program Management Course (PMC), or a Management Program at an accredited educational institution determined by the USD(A) to be comparable to the DSMC PMC. (D) Management and leadership training.
* Concurrent with achieving Level II, a person should meet the criteria for the Acquisition Corps. Criteria for selection into the Acquisition Corps for civilian personnel includes serving in a position graded GS-13 and above and in the case of Officers includes serving in the grade of O-4 and above. Criteria further includes 4 years acquisition experience; a baccalaureate degree or certification by an Acquisition Career Board (ACPB); AND at least 24 semester credit hours from among the following disciplines: Accounting, Business Finance, Law, Contracts, Purchasing, Economics, Industrial Management, Marketing, Quantitative Methods, and Organizational Management; or at least 24 semester credit hours in the person's career field and 12 semester hours in the disciplines listed, above.				

**CAREER PATH
PROGRAM MANAGEMENT**

Level/ Typical Grade	Assignments	Experience	Education	Training
		Mandatory = (M) Desired = (D)		
Level III*	PEO	(M) At least 4 years of experience in acquisition; at least 2 years of which were performed in a systems program office or similar organization.	(D) Master's degree in engineering, systems acquisition management, or other appropriate field.	(D) DSMC-Program Management Course (PMC), or Management Program at an accredited educational institution determined by the USD(A) to be comparable to DSMC PMC.
GS 13 and above	Program Manager/Deputy Program Manager			
04 and above	Service HQ Staff	(D) An additional 4 years of acquisition experience.		(D) Management and leadership training.
	Acquisition Command HQ			
	-Director			
	-Division Chief			
	-Acquisition Staff			
	Systems Command HQ Staff			
* For a General/Flag Officer at least 10 years experience in an acquisition position, at least 4 of which was performed while assigned to a Critical Acquisition Position. Note: Critical Acquisition Position may only be filled by members of the Acquisition Corps - See Level II career path.				

Implementation of the
Defense Acquisition Workforce Improvement Act (DAWIA)
for

PROGRAM EXECUTIVE OFFICER (PEO)

PRE-ENACTMENT	OCTOBER 1, 1991	OCTOBER 1, 1992	OCTOBER 1, 1993
If PEO is a flag officer: 8 years acquisition experience, 2 of which were in a procurement command, SAE, PEO, or PM. - PMC or comparable course as determined by SECDEF. Waiver: - Secretary concerned may waive (non-delegable)	Same during FY 92. Note: 10 U.S.C. §1623, on which these standards are based, is repealed as of October 1, 1992.	- PMC or comparable course as determined by SECDEF. 10 years acquisition experience, 4 of which in a critical acquisition position. - Must have held PM or Deputy PM position. Exception: - Person in PEO position on October 1, 1992, need not meet the [new] education, training or experience (ET&E) requirements to be allowed to continue to serve in such position. - Acquisition Corps member who does not meet standards may hold job for up to 6 months. Waiver: - SAE, or may delegate to DACM.	Same, & in addition: - Must be filled by Acquisition Corps member. - Tenure: Must sign agreement to stay in job 3 years. Waiver: - SAE, or may delegate to DACM.
§1623		§1735-37	§1733, 34, & 37

Implementation of the
Defense Acquisition Workforce Improvement Act (DAWIA)
for

PROGRAM MANAGER (PM) - MAJOR DEFENSE ACQUISITION PROGRAM

PRE-ENACTMENT	OCTOBER 1, 1991	OCTOBER 1, 1992	OCTOBER 1, 1993
- Program Management Course (PMC) or comparable course as determined by SECDEF. 8 years acquisition experience, 2 of which were in a procurement command or on the staff of SAE, PEO or PM. - Tenure: 4 years or milestone. Waiver: - Secretary concerned may waive (non-delegable). Note: 10 U.S.C. §1622, on which these standards are based, is repealed as of October 1, 1991.	- PMC or comparable course as determined by SECDEF. 8 years acquisition experience, 2 of which were performed in a systems program office or similar organization. - Tenure: Must stay in job thru completion of milestone closest to 4 years and sign written agreement. - Replacement PM should arrive at the assignment location prior to departure of the reassigned PM. Exception: - Person in PM position on October 1, 1991, need not meet the (new) education, training or experience (ET&E) requirements to be allowed to continue to serve in such position. - Acquisition Corps member who does not meet standards may hold job for up to 6 months. Waiver of ET&E and tenure: - SAE, or may delegate to the Director of Acquisition Career Management (DACM).	Same.	Same, & in addition: - Position must be filled by Acquisition Corps member. Waiver: - SAE, or may delegate to DACM.
\$1622	\$1734		\$1733, \$1737

Implementation of the
Defense Acquisition Workforce Improvement Act (DAWIA)
for

PROGRAM MANAGER - SIGNIFICANT NONMAJOR DEF. ACQUISITION PROGRAM

PRE-ENACTMENT	OCTOBER 1, 1991	OCTOBER 1, 1992	OCTOBER 1, 1993
• None.	• PMC or comparable course as determined by SECDEF. • 6 years acquisition experience. • Replacement PM should arrive at the assignment location prior to departure of the reassigned PM. Exception: - Person in PM position on October 1, 1991, need not meet the education, training or experience (ET&E) requirements to be allowed to continue to serve in such position. - Acquisition Corps member who does not meet standards may hold job for up to 6 months. Waiver: - SAE, or may delegate to the Director of Acquisition Career Management (DACM).	Same.	Same, & in addition: • Must be filled by Acquisition Corps member. • Tenure: Must sign agreement to stay in job 3 years. Waiver: - SAE, or may delegate to DACM.
\$	\$1734-37	\$	\$1733, 34, & 37

Implementation of the
Defense Acquisition Workforce Improvement Act (DAWIA)
for

DEPUTY PM - MAJOR DEFENSE ACQUISITION PROGRAM

PRE-ENACTMENT	OCTOBER 1, 1991	OCTOBER 1, 1992	OCTOBER 1, 1993
None.	- Tenure: Must stay in job thru completion of milestone closest to 4 years and sign written agreement - Tenure waiver: - SAE, or may delegate to DACM.	Same, & in addition: - PMC or comparable course as determined by SECDEF 8 years acquisition experience, 2 of which were performed in a systems program office or similar organization Exception: - Person in DPM position on October 1, 1992, need not meet the ET&E requirements to be allowed to continue to serve in such position. - Acquisition Corps member who does not meet standards may hold job for up to 6 months. ET&E Waiver: - SAE, or may delegate to DACM.	Same, & in addition: - Position must be filled by Acquisition Corps member. Waiver: - SAE, or may delegate to DACM.
	\$1734	\$1735-37	\$1733, \$1737

Implementation of the
Defense Acquisition Workforce Improvement Act (DAWIA)
for

DEPUTY PM - SIGNIFICANT NONMAJOR DEFENSE ACQUISITION PROGRAM

PRE-ENACTMENT	OCTOBER 1, 1991	OCTOBER 1, 1992	OCTOBER 1, 1993
None.	None.	- PMC or comparable course as determined by SECDEF. 6 years acquisition experience. Exception: - Person in DPM position on October 1, 1992, need not meet the ET&E requirements to be allowed to continue to serve in such position. - Acquisition Corps member who does not meet standards may hold job for up to 6 months. ET&E Waiver: - SAE, or may delegate to DACM.	Same, & in addition: - Position must be filled by Acquisition Corps member, if critical. - Tenure: Must sign agreement to stay in job for 3 years, if position is critical. Waiver: SAE, or may delegate to DACM.
		\$1735-37	\$1733, 34, & 37

**CAREER PATH
COMMUNICATION-COMPUTER SYSTEMS**

Level/ Typical Grade	Assignments	Experience	Education	Training
		Mandatory = (M) Desired = (D)		
Level I GS 5-7 01-03	Program Office Comin/ Comp Staff Program Mgmt Staff Engineering Staff	(M) One year of acquisition experience	(D) Baccalaureate Degree, preferably with a Major in Computer Science, Management of Automated Information Systems, Business Administration or a related field	(M) Basic Course in Systems Acquisition Management (The Fundamentals of Systems Acquisition Management (DSMC - 1 week) satisfies this requirement; and (M) One Acquisition Information Systems Specialty Course

**CAREER PATH
COMMUNICATION-COMPUTER SYSTEMS**

Level/ Typical Grade	Assignments	Experience	Education	Training
		Mandatory = (M) Desired = (D)		
Level II*	Acq Command HQ	(M) Two Years of Comm- puter Systems acquisition experience.	(D) Master's Degree, preferably with major in Computer Science, Management or Automated Information Systems, Business Administration, or a related field	(M) Intermediate Level course in AIS acquisition management
GS 9-12	AIS Program Mgmt Staff	(D) Two additional years of Comm-Computer acquisition experience, preferably in a systems program office or similar organization.		(M) Intermediate level Systems Acquisition Management Course (Acquisition Basic Course (DSMC - 4 weeks) satisfies this requirement)
03/04	Systems Command HQ AIS Program Office Branch/ Div Chief			(D) One Level II acquisition information systems specialty course

* Concurrent with achieving Level II, a person should meet the criteria for the Acquisition Corps. Criteria for selection into the Acquisition Corps for civilian personnel includes serving in a position graded GS-13 and above and in the case of Officers includes serving in the grade of O-4 and above. Criteria further includes 4 years acquisition experience; a baccalaureate degree or certification by an Acquisition Career Board (ACPB); AND at least 24 semester credit hours from among the following disciplines: Accounting, Business Finance, Law, Contracts, Purchasing, Economics, Industrial Management, Marketing, Quantitative Methods, and Organizational Management; or at least 24 semester credit hours in the person's career field and 12 semester hours in the disciplines listed, above.

**CAREER PATH
COMMUNICATION-COMPUTER SYSTEMS**

Level/ Typical Grade	Assignments	Experience	Education	Training
Mandatory = (M) Desired = (D)				
Level III* GS/GM-13 and above 04 and above	AIS Program Manager Acq Command HQ Director/ Div Chief Service HQ Staff	(M) Four Years of Comm- puter Systems acquisition experience, 2 years of which must be in a systems program office or similar organization. (D) Four additional years of Comm-Computer experience, 2 years of which should be in a systems program office or similar organization.	(D) Masters Degree and (1) at least 24 semester credit hours (or the equivalent) from among the following disciplines: Accounting, Business Finance, Law, Contracts, Purchasing, Economics, Industrial Management, Marketing, Quantitative Methods, and Organization and Management; or (2) at least 24 semester credit hours (or the equivalent) in the person's career field and 12 semester hours in the disciplines listed, above.	(D) A Senior Level Program Management Course (DSMC Program Management Course (20 weeks) satisfies this requirement) and, (M) A senior level course in AIS acquisition management (AIS Procurement Strategies (PPS) IRMC - satisfies this requirement.) (M) PMs/DPMs for MDA's and significant non-major programs must meet mandatory requirements described in Appendix A.1 to this Manual (D) Completion of a capstone information systems course (Advanced Management Program (IRMC) - 4 months satisfies this requirement)
* For a General/Flag Officer at least 10 years experience in an acquisition position, at least 4 of which was performed while assigned to a Critical Acquisition Position. Note: Critical Acquisition Position may only be filled by members of the Acquisition Corps - See Level II career path.				

**CAREER PATH
CONTRACTING**

Level/ Typical Grade	Assignments	Experience	Education	Training
		Mandatory = (M) Desired = (D)		
Level I GS 5-7 01/03	Contract Specialist	(M) One year of acquisition experience	(D) Baccalaureate Degree including or supplemented by at least 24 semester hours in accounting, economics, business law, procurement, or management-related studies (M) As of Oct 1, 1993 must have a baccalaureate degree, OR 24 semester hours in business specified subjects, OR pass an equivalency exam (<i>see exceptions in text of appendix</i>)	(M) Management of Defense Acquisition Contracts (Basic) (8D- 4320) (M) Principles of Contract Pricing (QMT 170)

CAREER PATH CONTRACTING

Level/ Typical Grade	Assignments	Experience	Education	Training
Mandatory = (M) Desired = (D)				
Level II*	Contract Specialist	(M) Two years of contracting experience in an acquisition position of increasing complexity and responsibility.	(M) As of Oct 1, 1993 must have a baccalaureate degree, OR 24 semester hours in business related subjects, OR pass an equivalency exam (see exceptions in text of appendix)	See note 1. (M) Govt Contract Law (PPM 302)
GS 9-12	Contract Administrator			(M) Mgmt of Def Acq Contracts (Adv) (8D-F12)
03/04	Contract Cost/ Price Analyst	(D) An additional 2 years of contracting experience in an acquisition position		(M) Adv Contract Admin (PPM 304)
	Contracting Officers Regardless of Level		(D) Individuals begin graduate studies leading to a master's degree in business administration, procurement, management, or related fields that will prepare for entry the senior level	(M) Quantitative Tech for Cost/ Price Analysis (QMT 345)
Note 1. Mandatory course requirements are dependent on primary assignment orientation as described in Appendix B.1, i.e., Pre-award, Post-award, Cost & Price Analysis, etc.				
* Concurrent with achieving Level II, a person should meet the criteria for the Acquisition Corps. Criteria for selection into the Acquisition Corps for civilian personnel includes serving in a position graded GS-13 and above and in the case of Officers includes serving in the grade of O-4 and above. Criteria further includes 4 years acquisition experience; a baccalaureate degree or certification by an Acquisition Career Board (ACPB); AND at least 24 semester credit hours from among the following disciplines: Accounting, Business Finance, Law, Contracts, Purchasing, Economics, Industrial Management, Marketing, Quantitative Methods, and Organizational Management; or at least 24 semester credit hours in the person's career field and 12 semester hours in the disciplines listed, above.				
				(D) Sys Acq for Contracting Pers (DSMC-3)(Only for COs within 1 year of assignment to an MDAP)
				(M) Def Contracting for Info Res (ALMC-ZX)

Implementation of the
Defense Acquisition Workforce Improvement Act (DAWIA)
for
Qualification for

CONTRACTING OFFICERS AND GS-1102s

PRE-ENACTMENT	OCTOBER 1, 1991	OCTOBER 1, 1992	OCTOBER 1, 1993
• None.	• None.	• None, except: - Senior contracting officials must have 4 years contracting experience. Waiver: - SAE, or may delegate to DACM.	• Completed mandatory contracting courses (warranted contracting officers only). • 2 years in contracting position (warranted contracting officers only). • Bachelor's degree OR 24 semester credits in management/business OR pass equivalency exam. • If critical position, must be an Acquisition Corps member must sign agreement to remain in job 3 years (SAE, delegable to DACM, may waive). Exception: - Standards do not apply to employee who is serving in contracting officer or GS-1102 or similar position on October 1, 1993. Waiver: - ACPB may waive.
		\$1735-36	\$1724, 1733, 1734

CAREER PATH CONTRACTING

Level/ Typical Grade	Assignments	Experience	Education	Training
Mandatory = (M) Desired = (D)				
Level III*	Senior Contracting Official	(M) Minimum of 4 years contracting experience in an acquisition position of increasing complexity.	(M) As of Oct 1, 1993 must have a Baccalaureate degree, OR 24 semester hours in business related subjects, OR pass an exam (see exceptions in text of appendix)	See note 1. (M) Defense Acquisition and Contracting Executive Seminar (ER)
GS/GM 13 and above	Procurement Analyst	(D) An additional 4 years of contracting experience in an acquisition position	(D) Master's degree in a business, procurement, or contracting-related field	(M) Management of Defense Acquisition Contracts (Executive) (A. C. 45)
04 and above	Branch Head			(M) Corp. Registration (Executive, MA 05.1)
	Division Director			(M) Advanced Contract Pricing (QMT 540)
	Director of Contracts			(M) Systems Acquisition for Contracting Personnel (DSMC 3) (if not taken at Level II)
Note 1. Mandatory course requirements are dependent on primary assignment orientation as described in Appendix B.1, i.e., Pre-award, Post-award, Cost & Price Analysis, etc.				
* For a General/Flag Officer at least 10 years experience in an acquisition position, at least 4 of which was performed while assigned to a Critical Acquisition Position. Note: Critical Acquisition Position may only be filled by members of the Acquisition Corps - See Level II career path.				

**CAREER PATH
PURCHASING**

Level/ Typical Grade	Assignments	Experience	Education	Training
Mandatory = (M) Desired = (D)				
Level I GS 5 E-4/5		(D) One year in the Purchasing Career Field	(D) Sixty-four semester hours of undergraduate work	(M) Defense Small Purchase (Basic) (ALMC-B3)
Level II GS 6-8 E-6/8		(M) One year of current and progressively responsible experience.	(D) Sixty-four semester hours of undergraduate work, with emphasis in business	(M) None
Level III GS 9 E-9		(M) Three years of progressively responsible experience	(D) Sixty-four semester hours of undergraduate work, with emphasis in business	(M) Defense Small Purchase (Advanced) (ALMC-B4)

**CAREER PATH
PROCUREMENT ASSISTANT**

Level/ Typical Grade	Assignments	Experience	Education	Training
		Mandatory = (M) Desired = (D)		
Level I GS 3-5 E4-E5		(D) One year of clerical or office experience	(D) High school diploma or high school equivalency	(M) None
Level II GS 6-7 E6-E8		(D) Two years of clerical or office experience in a contracting office	(D) Sixty-four semester hours of undergraduate work, with emphasis in business	(D) If job is primarily POST, STATION, INSTALLATION (BASE) ORIENTED: --Defense Small Purchase (Basic) (ALMC-B3)
Level III	No level III for this series			

**CAREER PATH
INDUSTRIAL PROPERTY MANAGEMENT**

Level/ Typical Grade	Assignments	Experience	Education	Training
		Mandatory = (M) Desired = (D)		
Level I	Industrial Property Management Specialist	(M) One year acquisition experience	(D) Baccalaureate degree or equivalent	(M) Defense Contract Property Administration (PPM151) (JT)
GS 5-7				(M) Management of Defense Acquisition Contracts-Basic (8D- 4320) (JT)
01-03	Industrial Property Clearance Specialist			(M) Defense Contract Property Disposal (General) (ALMC-TY)
E4-E7				(M) Defense Contract Property Systems Analysis - 1 week

**CAREER PATH
INDUSTRIAL PROPERTY MANAGEMENT**

Level/ Typical Grade	Assignments	Experience	Education	Training
		Mandatory = (M) Desired = (D)		
Level II GS 9-12 03-04	Industrial Property Management Specialist Property Administrator Industrial Property Clearance Specialist Plant Clearance Officer Supervisor Plant Clearance Specialist	(M) Two years of experience in an Industrial Property Management acquisition position. (D) Two additional years of experience in an Industrial Property Management position	(D) Baccalaureate degree, preferably with a major in a business related field	(M) Advanced Defense Contract Property Administration (PPM 300) (JT) (M) Government Contract Law (PPM 302) (JT) (M) Advanced Contract Administration (PPM 304) (JT) (M) Executive Contract Property Management Seminar - 1 week
* Concurrent with achieving Level II, a person should meet the criteria for the Acquisition Corps. Criteria for selection into the Acquisition Corps for civilian personnel includes serving in a position graded GS-13 and above and in the case of Officers includes serving in the grade of O-4 and above. Criteria further includes 4 years acquisition experience; a baccalaureate degree or certification by an Acquisition Career Board (ACPB); AND at least 24 semester credit hours from among the following disciplines: Accounting, Business Finance, Law, Contracts, Purchasing, Economics, Industrial Management, Marketing, Quantitative Methods, and Organizational Management; or at least 24 semester credit hours in the person's career field and 12 semester hours in the disciplines listed, above.				

**CAREER PATH
INDUSTRIAL PROPERTY MANAGEMENT**

Level/ Typical Grade	Assignments	Experience	Education	Training
Mandatory = (M) Desired = (D)				
Level III*	Division Chief	(M) Four years current, complex, and progressively responsible experience in an Industrial Property Management acquisition position.	(D) Baccalaureate degree, and (1) at least 24 semester credit hours (or the equivalent) from among the following disciplines: Accounting, Business Finance, Law, Contracts, Purchasing, Economics, Industrial Management, Marketing, Quantitative Methods, and Organization and Management; or (2) at least 24 semester credit hours (or the equivalent) in the person's career field and 12 semester hours in the disciplines listed, above.	(M) Defense Acquisition and Contracting Executive Seminar ER (JT)
GS/GM 13 and above	Branch Chief	(D) Four additional years experience in an Industrial Property Management acquisition position.		(M) Contract Administration (Executive) (PPM 057) (JT)
04 and above	Supervisor/Management Staff Action Officer			

* For a General/Flag Officer at least 10 years experience in an acquisition position, at least 4 of which was performed while assigned to a Critical Acquisition Position. Note: Critical Acquisition Position may only be filled by members of the Acquisition Corps - See Level II career path.

CAREER PATH
SYSTEMS PLANNING, RESEARCH, DEVELOPMENT AND ENGINEERING

Level/ Typical Grade	Assignments	Experience	Education	Training
Mandatory = (M) Desired = (D)				
Level I	Program Office	(M) One year of experience	(M) Baccalaureate Degree in	(M) Basic course in
GS 5-7	junior S&E Staff	in science or engineering	engineering, physics, chemistry,	systems acquisition
01-03	Acquisition Command		mathematics, or related fields	management (The
	junior S&E Staff			Fundamentals of Systems
	RDEC/ENG Ctr/Lab			Acquisition Management
	S&E's involved in			(DSMC - 1 week), or
	direct weapons			equivalent, satisfies this
	systems support			requirement).
				(D) Intermediate level
				course in systems
				engineering (Systems
				Engineering Management
				Course (DSMC 1-week),
				or equivalent, satisfies this
				requirement).

CAREER PATH
SYSTEMS PLANNING, RESEARCH, DEVELOPMENT AND ENGINEERING

Level/ Typical Grade	Assignments	Experience	Education	Training
Mandatory = (M) Desired = (D)				
Level II* GS 9-12	Program Office intermediate S&E Staff	(M) Two years of engineering or science experience.	(D) Master's degree in engineering, physics, chemistry, operations research, mathematics, or management.	(M) Intermediate course in systems engineering (Systems Engineering Management Course (DSMC 1-week), or equivalent, will satisfy this requirement).
03-04	Acquisition Command intermediate S&E Staff RDEC/END Ctr/Lab S&E's in weapons systems development; major R&D program management	(D) An additional 2 years of engineering or science experience in an acquisition position.	(D) Six credit hours of economics, management, industrial engineering, manufacturing, statistics, or accounting.	(D) An intermediate course in systems acquisition management or equivalent
* Concurrent with achieving Level II, a person should meet the criteria for the Acquisition Corps. Criteria for selection into the Acquisition Corps for civilian personnel includes serving in a position graded GS-13 and above and in the case of Officers includes serving in the grade of 0-4 and above. Criteria further includes 4 years acquisition experience; a baccalaureate degree or certification by an Acquisition Career Board (ACPB); AND at least 24 semester credit hours from among the following disciplines: Accounting, Business Finance, Law, Contracts, Purchasing, Economics, Industrial Management, Marketing, Quantitative Methods, and Organizational Management; or at least 24 semester credit hours in the person's career field and 12 semester hours in the disciplines listed, above.				

CAREER PATH
SYSTEMS PLANNING, RESEARCH, DEVELOPMENT AND ENGINEERING

Level/ Typical Grade	Assignments	Experience	Education	Training
		Mandatory = (M) Desired = (D)		
Level III* GS/GM 13 and above 04 and above	Program Office senior S&E Staff Systems Command/ Acquisition Command HQ-management Service HQ Staff OSD System Oversight Staff RDEC/Eng Ctr/Lab major R&D program mgrs	(M) Four years of experience in positions of increasing responsibility and complexity in engineering or science. At least one year shall have been in an acquisition position in systems planning, research, development, or engineering. (D) Four additional years of experience in acquisition positions of increasing responsibility and complexity.	(D) Master's degree in engineering, physics, chemistry, operations research, mathematics, or management, or 24 semester credit hours (or equivalent) from an accredited institution of higher education in the above fields. Twelve credit hours of law, economics, industrial management, quantitative methods, management, industrial engineering, manufacturing, statistics, or accounting.	(D) Intermediate course in Systems Acquisition Management (the Acquisition Basics Course (DSMC - 4 weeks), or equivalent, will satisfy this requirement).

* For a General/Flag Officer at least 10 years experience in an acquisition position, at least 4 of which was performed while assigned to a Critical Acquisition Position. Note: Critical Acquisition Position may only be filled by members of the Acquisition Corps - See Level II career path.

**CAREER PATH
TEST AND EVALUATION ENGINEERING**

Level/ Typical Grade	Assignment	Experience	Education	Training
Mandatory = (M) Desired = (D)				
Level I	(Position/Level Type)	(M) One year of acquisition experience.	(M) Baccalaureate Degree, with twenty-four semester hours, or equivalent, in physical science, mathematics, engineering, chemistry, physics, operations research, or related fields	(M) Introduction to Acquisition Workforce Test and Evaluation, or equivalent - 2 weeks (in development - Basic course in Systems Acquisition Management (Fundamentals of Systems Acquisition Management course (DSMC) - 1 week) presently satisfies this requirement
GS 5-7	Data Analyst/ Field Activity Tour			
01-02	Specialist in Training Equip/Material Tester/Other Service Tour			
	Equip/Material Evaluator			
	Engineer in training			(D) Basic course in Test and Evaluation (The Test and Evaluation Management Course (DSMC - 1 week) satisfies this requirement)
	Asst Test Designer			

**CAREER PATH
TEST AND EVALUATION ENGINEERING**

Level/ Typical Grade	Assignment	Experience	Education	Training
		Mandatory " (M)	Desired " (D)	
Level II*	Branch Head/Field Activity Tour	(M) Two years of technical or engineering experience.	(D) Masters Degree in engineering, physics, operations research, or mathematics	(M) Two courses of at least 3 continuing education units each in a test and evaluation specialty area (the Test and Evaluation Management course (DSMC - 1 week) satisfies one of these requirements)
GS 9-12	Section Head/Other Service Tour	(D) An additional 2 years of technical or engineering experience		(D) Basic course in Test and Evaluation Management (the Test and Evaluation Management Course (DSMC - 1 week) satisfied this requirement)
01-03	Technologist/HQ Tour			
	Area Specialist/Cross Assignment Tour			
	Senior Tester			
	Senior Evaluator			
	Test Designer			

* Concurrent with achieving Level II, a person should meet the criteria for the Acquisition Corps. Criteria for selection into the Acquisition Corps for civilian personnel includes serving in a position graded GS-13 and above and in the case of Officers includes serving in the grade of O-4 and above. Criteria further includes 4 years acquisition experience; a baccalaureate degree or certification by an Acquisition Career Board (ACPB); AND at least 24 semester credit hours from among the following disciplines: Accounting, Business Finance, Law, Contracts, Purchasing, Economics, Industrial Management, Marketing, Quantitative Methods, and Organizational Management; or at least 24 semester credit hours in the person's career field and 12 semester hours in the disciplines listed, above.

CAREER PATH **TEST AND EVALUATION ENGINEERING**

Level/ Typical Grade	Assignment	Experience	Education	Training
Mandatory = (M) Desired = (D)				
Level III*	Division Head/Senior Staff	(M) At least 4 years experience of increasing responsibility and complexity in developmental or operational test and evaluation, at least 2 years of the 4 years must be in a test and evaluation position.	(D) Masters Degree in engineering, physics, operations research, or mathematics, and (1) at least 24 semester credit hours (or the equivalent) from among the following disciplines: accounting, business finance, law, contracts, purchasing, economics, industrial management, marketing, quantitative methods, and organization and management; or	(M) One 3 credit continuing education unit technical course in test and evaluation specialty, and (M) The DSMC Test and Evaluation Management course (DSMC - 1 week)
GS/GM 13 and above	Department Head/HQ Staff			
04 and above	Senior Technologist/Joint Staff			
	HQ Director/HQ Staff			
	HQ Branch Head	(D) An additional 4 years of technical or engineering experience preferably in developmental or operational test and evaluation		(D) An intermediate course in Systems Acquisition Management (the Acquisition Basics Course (DSMC - 4 weeks) satisfies this requirement)
	Small Facility TD/Field Activity Tour			
	T&E Director		(2) at least 24 semester credit hours (or the equivalent) in the person's career field and 12 semester hours in the disciplines listed, above.	
	Section Head			

* For a General/Flag Officer at least 10 years experience in an acquisition position, at least 4 of which was performed while assigned to a Critical Acquisition Position. Note: Critical Acquisition Position may only be filled by members of the Acquisition Corps - See Level II career path.

**CAREER PATH
MANUFACTURING AND PRODUCTION**

Level/ Typical Grade	Assignments	Experience	Education	Training
		Mandatory = (M) Desired = (D)		
Level I	Program Office	(M) One year of acquisition	(D) Baccalaureate Degree	(M) Production Management I
GS 5-7	-Manufacturing Staff	experience	preferably in engineering,	(PPM 153)
	Office		manufacturing or	
01-03	-QA Staff		production management,	(M) Management of Defense
	DLA Field Activity		technology, or related field	Acquisition Contracts (Basic)(8D-4320)
	DCMC			(D) A basic course in Systems Acquisition Management

**CAREER PATH
MANUFACTURING AND PRODUCTION**

Level/ Typical Grade	Assignments	Experience	Education	Training
		Mandatory = (M)	Desired = (D)	
Level II*	Acq Command Staff	(M) Two years of acquisition experience, at least 1 year in a manufacturing and production acquisition position.	(D) Baccalaureate Degree preferably in production management, industrial engineering or related field; and/or graduate study with major in industrial engineering or production management.	(M) Production Management II (PPM 305)
GS 9-12	Program Office			(M) The Defense Manufacturing Management Course
03-04	-Branch Chief -Division Chief			(M) Management of Defense Acquisition Contracts (Advanced) (8D-F12)
	DLA Acq Command HQ -Staff Office	(D) Two additional years of experience in manufacturing or production.		(D) Advanced Contract Administration (PPM 304)
	DLA Field Activity			(D) One intermediate course in Systems Acquisition Management
	Broadening Operational or EWI			(D) Government Contract Law (PPM 302 (JT)) - 2 weeks
	Commander DLA/DCMC Organization			
* Concurrent with achieving Level II, a person should meet the criteria for the Acquisition Corps. Criteria for selection into the Acquisition Corps for civilian personnel includes serving in a position graded GS-13 and above and in the case of Officers includes serving in the grade of 0-4 and above. Criteria further includes 4 years acquisition experience; a baccalaureate degree or certification by an Acquisition Career Board (ACPB); AND at least 24 semester credit hours from among the following disciplines: Accounting, Business Finance, Law, Contracts, Purchasing, Economics, Industrial Management, Marketing, Quantitative Methods, and Organizational Management; or at least 24 semester credit hours in the person's career field and 12 semester hours in the disciplines listed, above.				

**CAREER PATH
MANUFACTURING AND PRODUCTION**

Level/ Typical Grade	Assignments	Experience	Education	Training
Mandatory = (M) Desired = (D)				
Level III*	Director of Manufacturing Service HQ	(M) At least 4 years of experience of increasing responsibility and complexity, at least 1 year in a manufacturing and production, engineering, or quality assurance position.	(D) Master's degree preferably in production management, industrial engineering or related field, and	(M) Defense Acquisition and Contracting Executive Seminar (ER)
GS/GM 13 and above	Acq Command HQ DLA		(1) at least 24 semester credit hours (or the equivalent) from among the following disciplines: accounting, business finance, law, contracts, purchasing, economics, industrial management, marketing, quantitative methods, and organization and management; or	(M) Defense Acquisition, Engineering, Manufacturing, and Quality Assurance Executive Seminar (DSMC - 2 weeks)
04 and above	Commander, DLA Field Activity	(D) Demonstrated experience in the comprehensive survey and analysis of industrial operations, organization, capacity, and the like	(2) at least 24 semester credit hours (or the equivalent) in the person's career field and 12 semester hours in the disciplines listed, above.	
		(D) Four additional years of acquisition experience in a manufacturing and production position.		

* For a General/Flag Officer at least 10 years experience in an acquisition position, at least 4 of which was performed while assigned to a Critical Acquisition Position. Note: Critical Acquisition Position may only be filled by members of the Acquisition Corps - See Level II career path.

**CAREER PATH
QUALITY ASSURANCE SPECIALIST**

Level/ Typical Grade	Assignments	Experience	Education	Training
Mandatory = (M) Desired = (D)				
Level I GS 5-7 01-03	All	(M) One year of acquisition experience	(D) Baccalaureate Degree with 24 Semester Hours, or academic equivalent, in physical science, mathematics, engineering, chemistry, industrial technology industrial management, or related fields.	(M) DoD Acquisition Quality Assurance Fundamentals (AMEC-210) (D) A basic course in Systems Acquisition Management (M) Not less than 2 weeks structured on-the-job training (NOTE: Required within 6 months of assignment to QA duties in a Contractor Facility)
	PLUS For Employees responsible for QA in a Contractor Facility			

**CAREER PATH
QUALITY ASSURANCE SPECIALIST**

Level/ Typical Grade	Assignments	Experience	Education	Training
Mandatory = (M) Desired = (D)				
Level II*	QA Representative	(M) Two years of current quality assurance experience in a Quality Assurance acquisition position.	(D) Baccalaureate degree, with 24 semester hours, or academic equivalent, in physical science, mathematics, engineering, chemistry, industrial technology, industrial management, or related fields	(M) DoD Quality Assurance Course (ALMC-QC) 1 week or equivalent (D) An intermediate course in Systems Acquisition Management
GS 9-12	QA Assistant			
03-04	Product Line Specialist	(D) Two additional years of quality assurance experience, preferably in an acquisition position		
	QA Specialist			
	QA Branch Chief			
	Senior QA Specialist			
	Supervisory QA Specialist			
* Concurrent with achieving Level II, a person should meet the criteria for the Acquisition Corps. Criteria for selection into the Acquisition Corps for civilian personnel includes serving in a position graded GS-13 and above and in the case of Officers includes serving in the grade of 0-4 and above. Criteria further includes 4 years acquisition experience; a baccalaureate degree or certification by an Acquisition Career Board (ACPB); AND at least 24 semester credit hours from among the following disciplines: Accounting, Business Finance, Law, Contracts, Purchasing, Economics, Industrial Management, Marketing, Quantitative Methods, and Organizational Management; or at least 24 semester credit hours in the person's career field and 12 semester hours in the disciplines listed, above.				

**CAREER PATH
QUALITY ASSURANCE SPECIALIST**

Level/ Typical Grade	Assignments	Experience	Education	Training
Mandatory = (M) Desired = (D)				
Level III*	Deputy Executive Director for QA	(M) Four years of current, complex, and progressively responsible and related experience in a Quality Assurance acquisition position.	(D) Baccalaureate degree, with 24 semester hours, or academic equivalent, in physical science, mathematics, engineering, chemistry, industrial technology, industrial management, or related fields	(M) DoD Acquisition Quality Assurance Management Course (ALMC-QD) - 4 days or equivalent
GS/GM 13 and above	Director for Product Assurance	(D) An additional 4 years of experience in Quality Assurance preferably in an acquisition position		(M) Defense Acquisition Engineering, Manufacturing, and Quality Assurance Executive Seminar (DSMC- XX- 2 weeks) (This course becomes mandatory once developed and available)
O4 and above	-Director of QA -Division Chief (MII Dept HQ) Supervisory QA Specialist			(D) An additional intermediate course in Systems Acquisition Management
* For a General/Flag Officer at least 10 years experience in an acquisition position, at least 4 of which was performed while assigned to a Critical Acquisition Position. Note: Critical Acquisition Position may only be filled by members of the Acquisition Corps - See Level II career path.				

**CAREER PATH
QUALITY ENGINEERS AND SCIENTISTS**

Level/ Typical Grade	Assignments	Experience	Education	Training
Mandatory = (M) Desired = (D)				
Level I	QA Representative	(M) One year of acquisition experience	(M) Baccalaureate Degree in engineering science, physics, professional engineer registration, or equivalent of 4 years of college-level education, training and/or technical experience is required	(M) DoD Acquisition Quality Assurance Fundamentals (AMEC-210) - 2 weeks
GS 5-7	Quality Engineer Intern			(D) A basic course in Systems Acquisition Management
01-03	Staff Action Officer (All levels)		(D) A minor in production management or quality assurance	
PLUS: For employees responsible for QA in a Contractor Facility				
(M) Not less than 2 weeks structured on-the-job training (Note: Required within 6 months of assignment to QA duties in a Contractor Facility)				

**CAREER PATH
QUALITY ENGINEERS AND SCIENTISTS**

Level/ Typical Grade	Assignments	Experience	Education	Training
Mandatory = (M) Desired = (D)				
Level II* GS 9-12 03-04	QA Branch/ Section Chief (Intermediate Command HQ) Quality Engineer Staff Action Officer (Acq Command or Intermediate Command HQ)	(M) One year of current Quality Assurance experience in a Quality Assurance acquisition position. (D) Three additional years in Quality Assurance preferably in an acquisition position	(M) Baccalaureate degree in engineering science, physics, or equivalent 4 years of college-level education, training, and/or technical experience	(M) DoD Quality Assurance Course (ALMC-QC) - 1 week (NOTE: required within 12 months of assuming Level II duties) (D) An intermediate course in Systems Acquisition Management

* Concurrent with achieving Level II, a person should meet the criteria for the Acquisition Corps. Criteria for selection into the Acquisition Corps for civilian personnel includes serving in a position graded GS-13 and above and in the case of Officers includes serving in the grade of O-4 (ACPB); AND at least 24 semester credit hours from among the following disciplines: Accounting, Business Finance, Law, Contracts, Purchasing, Economics, Industrial Management, Marketing, Quantitative Methods, and Organizational Management; or at least 24 semester credit hours in the person's career field and 12 semester hours in the disciplines listed, above.

CAREER PATH **QUALITY ENGINEERS AND SCIENTISTS**

Level/ Typical Grade	Assignments	Experience	Education	Training
Mandatory = (M) Desired = (D)				
Level III* GS/GM 13 and above	Dep Exec Dir for QA Director of Product Assurance	(M) 5 Years of current, complex, progressively responsible experience in a Quality Assurance acquisition position.	(M) Baccalaureate degree in engineering science, physics, or equivalent 4 years of college-level education, training, and/or technical experience	(M) DoD Acquisition Quality Assurance Management Course (ALMC-QD) - 1 week (NOTE; required within 12 months of assignment to Level III duties)
04 and above	Director of QA Division Chief (Acq Command HQ) Supervisory QA Specialist Quality Engineer	(D) Three additional years of experience in Quality Assurance preferably in an acquisition position	(D) (1) At least 24 semester credit hours (or the equivalent) from among the following disciplines: Accounting, Business Finance, Law, Contracts, Purchasing, Economics, Industrial Management, Marketing, Quantitative Methods, and Organization and Management; or (2) at least 24 semester credit hours (or the equivalent) in the person's career field and 12 semester hours in the disciplines listed, above.	(M) Defense Acquisition Engineering, Manufacturing, and Quality Assurance Executive Seminar (DSMC-XX- 2 weeks) (This course becomes mandatory once developed and available) (D) A intermediate course in Systems Acquisition Management

* For a General/Flag Officer at least 10 years experience in an acquisition position, at least 4 of which was performed while assigned to a Critical Acquisition Position. Note: Critical Acquisition Position may only be filled by members of the Acquisition Corps - See Level II career path

**CAREER PATH
ACQUISITION LOGISTICS**

Level/ Typical Grade	Assignments	Experience	Education	Training
Mandatory = (M) Desired = (D)				
Level I	ILS Manager/Officer	One year of acquisition experience	(D) Baccalaureate or advanced degree in technical, scientific or managerial field	(M) A basic course in Systems Acquisition Management (fundamentals of Systems Acquisition Management (DSMC - 1 week) satisfies this requirement, and
GS 5-7	Logistics Element Manager			
Officer 01-03	ILS Staff Specialist		(D) Technical education of a long-term nature in a Service School may satisfy this requirement	(M) One course in Integrated Logistics Support (ILS Basic (ALMC-IW); or an ILS Overview (CCPO); or Acquisition Planning and Analysis (AFIT SYS200) - satisfies this requirement)
	Logistics Management Specialist			(D) One course in Logistic Support Analysis

**CAREER PATH
ACQUISITION LOGISTICS**

Level/ Typical Grade	Assignments	Experience	Education	Training
		Mandatory = (M) Desired = (D)		
Level II GS 9-12 Officer 03-04	Dep Asst Program Manager for Logistics Non-Major ILS Manager/Officer (Major/Non-Major Programs) Logistics Element Manager ILS Staff Officer Policies/Procedures/ Assessments Branch/Division Chief Acq Policies/Procedures	(M) Two years of experience in the logistics support of systems or in systems acquisition performed while assigned to a systems program office or management headquarters activity or management headquarters support activity staff organization. At least one year of this experience must be acquisition logistics experience obtained in a program office or acquisition management support staff (D) Two additional years of experience in logistics support or in acquisition logistics	(D) Baccalaureate or Master's degree in technical, business or related field (D) Basic courses in systems engineering, reliability and maintainability, contracts administration, configuration management, and provisioning	(M) One ILS Course and one LSA Course (D) Basic courses in systems engineering, reliability and maintainability, contracts administration, configuration management, and provisioning

* Concurrent with achieving Level II, a person should meet the criteria for the Acquisition Corps. Criteria for selection into the Acquisition Corps for civilian personnel includes serving in a position graded GS-13 and above and in the case of Officers includes serving in the grade of O-4 and above. Criteria further includes 4 years acquisition experience; a baccalaureate degree or certification by an Acquisition Career Board (ACPB); AND at least 24 semester credit hours from among the following disciplines: Accounting, Business Finance, Law, Contracts, Purchasing, Economics, Industrial Management, Marketing, Quantitative Methods, and Organizational Management; or at least 24 semester credit hours in the person's career field and 12 semester hours in the disciplines listed, above

**CAREER PATH
ACQUISITION LOGISTICS**

Level/ Typical Grade	Assignments	Experience	Education	Training
Mandatory = (M) Desired = (D)				
Level III GS/GM 13 and above Officer 04 and above	Director of Acq Logistics Deputy/Assistant Program Manager for Logistics, Major Programs Branch/Division Chief Acq Logistics Policies/ Procedures/Assessments	(M) Four years in logistics support of systems, or in acquisition logistics--at least 2 years of which must be acquisition logistics experience obtained while assigned to program office or to an acquisition management support staff. (D) Four additional years of experience in logistics support of systems or in acquisition logistics	(D) Baccalaureate degree in technical, business or related field. Advanced technical or managerial training of long term nature in Service schools or civilian equivalent, and (1) at least 24 semester credit hours (or the equivalent) from among the following disciplines: Accounting, Business Finance, Law, Contracts, Purchasing, Economics, Industrial Management, Marketing, Quantitative Methods, and Organization and Management; or (2) at least 24 semester credit hours (or the equivalent) in the person's career field and 12 semester hours in the disciplines listed, above.	(M) Level II mandatory courses plus an intermediate course in Systems Acquisition Management or a basic course in each of the following: Government Contracting, Reliability and Maintainability, Configuration Management, and Provisioning (D) DSMC Program Management Course desired for Deputy Program Managers for Logistics and Assistant Program Managers for Logistics for MDAPs and Significant Non-Major Programs.

* For a General/Flag Officer at least 10 years experience in an acquisition position, at least 4 of which was performed while assigned to a Critical Acquisition Position. Note: Critical Acquisition Position may only be filled by members of the Acquisition Corps - See Level II career path.

CAREER PATH
BUSINESS, COST ESTIMATING AND FINANCIAL MANAGEMENT

Level/ Typical Grade	Assignments	Experience	Education	Training
		Mandatory = (M) Desired = (D)		
Level I	Analyst	(M) One year of acquisition experience in business, cost estimating, and financial management	(D) Baccalaureate degree.	(M) Basic Course in Systems Acquisition Management, and
GS 5-7	Br Chief Team Leader			(D) Two additional courses in business, cost estimating and financial management, and contractor performance measurement.
01-3	Program Control Staff			
	Comptroller Staff			
	Comptroller Intern			

CAREER PATH
BUSINESS, COST ESTIMATING AND FINANCIAL MANAGEMENT

Level/ Typical Grade	Assignments	Experience	Education	Training
		Mandatory = (M)	Desired = (D)	
Level II*	Div/Branch Chief, Dir Res Mgmt	(M) Minimum of 2 years of acquisition-related experience in a business, cost estimating and financial management acquisition position.	(D) Baccalaureate degree with 24 semester hours in accounting, business finance, law, contracts, purchasing, economics, industrial management, marketing, quantitative methods, and organization and management (or at least 12 hours of graduate studies in these fields).	(M) A Financial Management Course (Systems Acquisition Funds Management Course (DSMC- one week) satisfies this requirement)
GS 9-12	Program Control Division Chief	(D) Two additional years in business, cost estimating, and financial management.		(M) A Contractor Performance Measurement Course (Contractor Performance Measurement Course (DSMC - 1 week) or equivalent, satisfies this requirement)
03-04	Comptroller Staff (Acq Command HQ) Senior Analyst Analyst (Acq Command HQ) Program Control Staff			(D) Two additional courses in business, cost estimating, and financial management
* Concurrent with achieving Level II, a person should meet the criteria for the Acquisition Corps. Criteria for selection into the Acquisition Corps for civilian personnel includes serving in a position graded GS-13 and above and in the case of Officers includes serving in the grade of O-4 and above. Criteria further includes 4 years acquisition experience; a baccalaureate degree or certification by an Acquisition Career Board (ACPB); AND at least 24 semester credit hours from among the following disciplines: Accounting, Business Finance, Law, Contracts, Purchasing, Economics, Industrial Management, Marketing, Quantitative Methods, and Organizational Management; or at least 24 semester credit hours in the person's career field and 12 semester hours in the disciplines listed, above.				

CAREER PATH
BUSINESS, COST ESTIMATING AND FINANCIAL MANAGEMENT

Level/ Typical Grade	Assignments	Experience	Education	Training
		Mandatory = (M)	Desired = (D)	
Level III*	Comptroller (Acq Command HQ)	(M) Minimum of 4 years of acquisition-related experience in a business, cost estimating, and financial management acquisition position.	(D) Master's degree in business administration, management, or related fields, and (1) at least 24 semester credit hours (or the equivalent) from among the following disciplines: Accounting, Business Finance, Law, Contracts, Purchasing, Economics, Industrial Management, Marketing, Quantitative Methods, and Organization and Management; or (2) at least 24 semester credit hours (or the equivalent) in the person's career field and 12 semester hours in the disciplines listed, above.	(D) An Intermediate Systems Acquisition Course (Acquisition Basic Course (DSMC-4 weeks) satisfies this requirement)
GS/GM 13 and above	Director of Program Control			
O4 and above	Division Chief Director of Resource Management Branch, Division Chief (Acq Command HQ)	(D) Four additional years of acquisition-related experience in business, cost estimating, and financial management		

* For a General/Flag Officer at least 10 years experience in an acquisition position, at least 4 of which was performed while assigned to a Critical Acquisition Position. Note: Critical Acquisition Position may only be filled by members of the Acquisition Corps - See Level II career path.

CAREER PATH AUDITING

Level/ Typical Grade	Assignments	Experience	Education	Training
		Mandatory = (M) Desired = (D)		
Level I	Auditor Trainee II	(M) Meet the standard in U.S. OPM Qualification Standards Handbook for entry into the series. Experience may be fulfilled by a baccalaureate degree.	(M) Four year course of study that meets requirements for baccalaureate degree with an accounting major, or	(M) Technical Indoctrination (DCAI Course No. 1130 - 2 weeks)
GS 5-7	Auditor Trainee I	(D) Accounting/Auditing work experience in industry or public accounting	(M) Four year course of study that meets requirements for baccalaureate degree that included or was supplemented by 24 semester hours in accounting, or	(D) Audit Applications of FAR Part 31 (DCAI Course No. 1124 - 24 hours self-study)
01-03			(M) At least 4 years experience in accounting, or an equivalent combination of accounting experience, college education, and training.	(D) Orientation to Contract Auditing (DCAI course No. 1111 - 24 hours self-study)
			(D) Baccalaureate degree with an accounting major, with at least 24 semester hours in accounting.	(D) Effective Report Writing (DCAI Course NO. 6115 - 1 week)

CAREER PATH AUDITING

Level/ Typical Grade	Assignments	Experience	Education	Training
Mandatory = (M) Desired = (D)				
Level II*	(Line/Staff Assignments)	(M) Auditing experience of increasing complexity and responsibility	(M) Same as Level I	(M) Statistical Sampling (DCAI Course No. 4210 - 1 week) <u>QR</u>
GS 9-12	Senior Auditor/TSC Auditor	(D) Experience performing audits above minimum for normal progression and with more independence	(M) Education qualifying for entry at GS-09 is completion of all requirements for a master's degree or equivalent or two full years of graduate education	(M) Graphics, Computational & Improvement Curve Analysis Techniques (DCAI Course No. 4230 - 1 week) <u>QR</u>
03-04	Semi-Senior Auditor/ Junior Auditor		(D) Begin graduate studies leading to master's degree in accounting, business administration, management, or related field.	(M) Intermediate Contract Auditing (DCAI Course No. 1320 - 1 week)
			(D) Professional Certification (CPA, CMA, CIA, CISA)	(D) See list in Appendix G
* Concurrent with achieving Level II, a person should meet the criteria for the Acquisition Corps. Criteria for selection into the Acquisition Corps for civilian personnel includes serving in a position graded GS-13 and above and in the case of Officers includes serving in the grade of O-4 and above. Criteria further includes 4 years acquisition experience; a baccalaureate degree or certification by an Acquisition Career Board (ACPB); AND at least 24 semester credit hours from among the following disciplines: Accounting, Business Finance, Law, Contracts, Purchasing, Economics, Industrial Management, Marketing, Quantitative Methods, and Organizational Management; or at least 24 semester credit hours in the person's career field and 12 semester hours in the disciplines listed, above.				

CAREER PATH AUDITING

Level/ Typical Grade	Assignments	Experience	Education	Training
		Mandatory = (M)	Desired = (D)	
Level III*	(Line/Staff Assignments)	(M) All Level I and II requirement qualification standards for U.S. OPM Qualification Standards Handbook. Supervisory auditors must also meet additional OPM qualifications.	(D) Master's degree in accounting, business administration, management, or other appropriate field.	(M) DCAA Supervisory Skills Workshop (DCAI Course No. 8560 - 2 weeks)
GS/GM 13 and above	Director/Asst Director Principal Staff Element		(M) All Level I and II requirement qualification standards.	(D) Quantitative Methods for Managers (DCAI Course No. 4030 - 1 week)
04 and above	Deputy Director Regional Director Deputy Regional Director Regional Audit Manager/Deputy Assistant Director Field Office Manager/Program Manager Supervisory Auditor FAO Special Assistant/ Regional Staff Auditor	(D) Variety of organizational assignments	(D) Electronic Data Processing for Managers (DCAI Course No. 5630 - 1 week)	(D) Advanced Cost Management Systems (DCAI Course NO. 4030, 1 week)
				(D) Defense Acquisition and Contracting Executive Seminar (ER-PDS Code MVG)

* For a General/Flag Officer at least 10 years experience in an acquisition position, at least 4 of which was performed while assigned to a Critical Acquisition Position. Note: Critical Acquisition Position may only be filled by members of the Acquisition Corps - See Level II career path.

U.S. ARMY WAR COLLEGE

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