

Department of Defense
Acquisition, Technology and Logistics

AT&L Human Capital Strategic Plan v 3.0



2007

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An aerial photograph of the Pentagon building in Arlington, Virginia. The building's iconic pentagonal shape is clearly visible, surrounded by parking lots, roads, and green spaces. In the background, a highway interchange and other urban structures are visible under a clear sky. Overlaid on the lower half of the image is a list of seven goals for AT&L (Acquisition, Technology, and Logistics).

AT&L Goals

- 1. High Performing, Agile, and Ethical Workforce**
- 2. Strategic and Tactical Acquisition Excellence**
- 3. Focused Technology to Meet Warfighting Needs**
- 4. Cost-effective Joint Logistics Support for the Warfighter**
- 5. Reliable and Cost-effective Industrial Capabilities Sufficient to Meet Strategic Objectives**
- 6. Improved Governance and Decision Processes**
- 7. Capable, Efficient, Cost-effective Installations**



A Message from the Under Secretary of Defense for Acquisition, Technology and Logistics

Our workforce today is highly experienced, well educated, and well trained. However, we face very serious demographic challenges and potential talent shortages as we move to the future. In this environment, we must have comprehensive enterprise and specific component human capital plans to mitigate these challenges. If not effectively addressed, they will have a detrimental impact on the responsiveness and quality of our acquisition outcomes that support the national security mission. Those organizations that identify, obtain, develop, and retain the right human capital talents in this rapidly changing and competitive environment will succeed. Those that do not will fail. In our business, we cannot afford to fail.

I have emphasized PEOPLE as our most important asset and have maintained a “high performing, agile, and ethical workforce” as my number one priority. Maintaining the right mix of technical know-how and subject matter expertise is vital in achieving our acquisition mission and our nation’s security. We cannot afford to become comfortable with our current achievements; we must always continue to reinvent ourselves in order to stay on top. We must constantly improve the ways we help our workforce be successful on the job. To make this happen, we need strategic management—not filling vacancies as they occur but analyzing what we need, when we need it, and doing innovative resource management using authorities provided by the Congress and allowed in our new National Security Personnel System.

In this period of tremendous human capital challenges, we need innovative approaches to improve our human capital strategic programs. In this regard, I am pleased to introduce Version 3.0 of the AT&L Human Capital Strategic Plan. The first version of the AT&L HCSP, published in June 2006, was created to help us understand and initiate strategies to address evolving global, national, federal, and DoD workforce challenges. We virtually leaped over a version 2.0 because of the substantial breakthroughs we have made since we started initiatives like benchmarking, outreach, and Data Green, under our governance boards and networking sessions. This version 3.0 incorporates the original five goals from version 1.0 and adds an additional goal entitled “Recruit, develop, and retain a mission-ready workforce through comprehensive talent management.” Assigning a separate goal provides the means to emphasize the importance of recruiting, developing, and retaining capable and motivated personnel to address the increased level of competition for talent.

I strongly encourage the AT&L leadership team to continue to move forward and fully implement our comprehensive and forward-leaning workforce strategies. I solicit your personal participation and ownership of our initiatives. The stakes are high! We owe our very best to the AT&L workforce and our warfighters.

A stylized, handwritten signature in black ink, appearing to read 'Ken Krieg'.

Ken Krieg
Under Secretary of Defense
for Acquisition, Technology and Logistics



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Introduction

The top strategic focus of the Under Secretary of Defense for Acquisition, Technology and Logistics (USD(AT&L)) is PEOPLE. This priority is captured in AT&L goal 1 —“high performing, agile, and ethical workforce.” To support the National Security Strategy, the Department of Defense (DoD) must deploy collaborative human capital strategies across Military Services and defense agencies that are aligned with DoD mission priorities and human capital challenges. The USD(AT&L) is committed to ensuring DoD acquisition professionals are high performing and motivated in delivering warfighting capabilities.

The top strategic focus of the Under Secretary of Defense for Acquisition, Technology and Logistics is PEOPLE

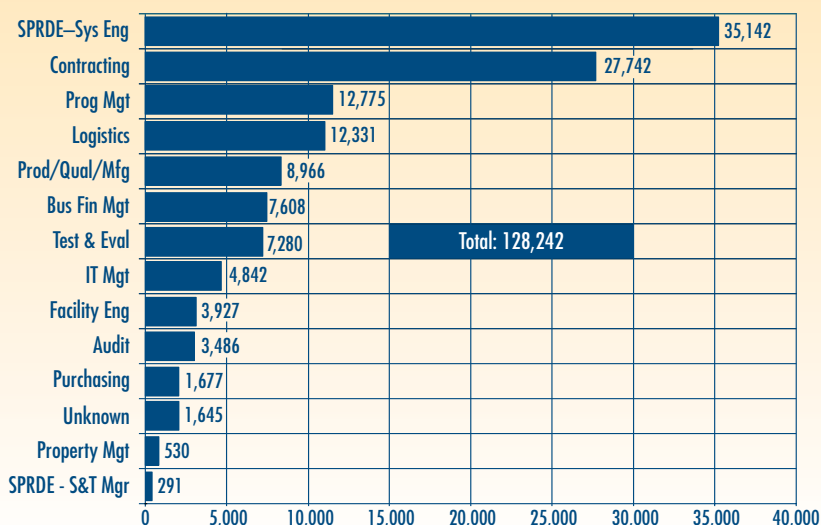
This DoD AT&L Human Capital Strategic Plan (HCSP), version 3.0, shares various human capital initiatives and accomplishments achieved since the release of version 1.0 in June 2006. This plan moves us to a higher level, based upon increased knowledge, understanding, and better collaborations. It reflects Data Green successes; human capital achievements by the Military Services and defense agencies; and tight collaboration and partnering with the Office of the Deputy Under Secretary of Defense for Civilian Personnel Policy (ODUSD(CPP)). It also reemphasizes the need for continued robust recruiting, development, and retention programs. It should be used as guidance in managing our workforce. This document will be accompanied by our first “State of the Acquisition Workforce Report,” which provides a comprehensive workforce profile.

The DoD AT&L workforce supports the nation’s security objectives and ensures smart business decisions are made for the benefit of the warfighter and the American people. In 2006, there were

128,242 members— 88% civilian and 12% military. The Services and DoD agencies maintain different workforce capability constructs relative to career field mix, size, and military composition. For example, the Army has an acquisition workforce of 45,443, the Navy 40,651, and the Air Force 25,075. Engineering represents 26%, 41%, and 25%, respectively. The military composition represents 3%, 10%, and 37%, respectively. As shown in Figure 1, the following seven career fields (Systems Planning, Research, Development, and Engineering (SPRDE); Contracting; Program Management (PM); Life Cycle Logistics; Production Quality and Manufacturing (PQM); Business, Cost Estimating, and Financial Management (BCEFM); and Test and Evaluation (T&E)) represent 87% of the total DoD AT&L workforce.

Figure 1. AT&L Workforce Count by Career Field

(as of September 2006)



*Other defense agencies are included.

The DoD AT&L workforce is highly educated, experienced, and well trained. Within DoD, over 72% of civilians have a bachelor's or higher degree, and 23% have advanced degrees.¹ By comparison, less than half of the current federal civilian workforce hold college degrees, according to a recently released Congressional Budget Office study.² Partnership for Public Services Vice President John Palguta predicts that "the number of federal employees with college degrees will grow to 60% in the next decade."³ This level is already exceeded by the AT&L workforce. Using Years of Service (YOS) as a key indicator of experience, the DoD AT&L workforce is the most experienced in the Department with 50% of civilians having over 20 years of experience compared to approximately 40% of the DoD General Schedule workforce.⁴ The current workforce acquired most of the major systems that led to the end of the Cold War, extended the life of many aging systems, and supported Desert Storm and numerous contingency operations around the world. These mission demands have generated a very experienced Baby Boomer acquisition workforce.

Legislative and Policy Foundation—Professionalizing the Acquisition Workforce

The Defense Acquisition Workforce Improvement Act (DAWIA) was initially enacted by Public Law 101-510 on November 5, 1990, to improve the effectiveness of the personnel who manage and implement defense acquisition programs. Most of the Act was codified in Title 10 of the United States Code (currently 10 U.S.C. § 1701-1764), which has been amended a few times since enactment. As part of the Act, Congress called for establishing an Acquisition Corps and professionalizing the acquisition workforce through education, training, and work experience.⁵

In 2003, PL 108-136 enacted changes to the DAWIA legislation. These changes, commonly called DAWIA II, provided greater flexibility to DoD for managing its acquisition workforce. In response to DAWIA, professional standards were established for each career field to ensure a high quality workforce. As a result, DoD has one of the most comprehensive frameworks for acquisition development in the federal sector.

These Acts provided the USD(AT&L) authority to establish human capital policy and procedures to manage the DoD AT&L workforce. Similarly, Component Acquisition Executives (CAEs) were delegated the authority to implement policy within their organizations. This HCSP has been developed as a part of USD(AT&L)'s overarching responsibility and directly supports life-cycle management of the DoD AT&L workforce.⁶

To implement DAWIA, the following DoD guidance, standards, and planning documents provide an integrated workforce management approach based on centralized policy and guidance and decentralized execution:

- DoD Directive (DoDD) 5000.52, *Defense Acquisition, Technology, and Logistics Workforce Education, Training, and Career Development Program*, January 12, 2005.
- DoD Instruction (DoDI) 5000.55, *Reporting Management Information on DoD Military and Civilian Acquisition Personnel and Positions*, November 1, 1991.
- DoDI 5000.66, *Operation of the Defense Acquisition, Technology and Logistics Workforce*



Education, Training, and Career Development Program, December 21, 2005.

- Department of Defense, *A Desk Guide for Acquisition, Technology, and Logistics Workforce Career Management* (DoD Desk Guide), January 10, 2006.
- Department of Defense, *Acquisition, Technology and Logistics (AT&L) Human Capital Strategic Plan* (HCSP), version 1.0, June 2006.

Legislative mandates, such as the *National Defense Authorization Act for Fiscal Year 2006* (NDAA FY06), Sections 814 and 820, and the *National Defense Authorization Act for Fiscal Year 2007* (NDAA FY07), Sections 343 and 853, are indications of congressional interest in all aspects of the DoD AT&L

workforce's well being. The Government Accountability Office (GAO) has been active in monitoring DoD's progress on human capital initiatives. Congressional interest is at an all-time high.

Strategic Guidance and Alignment

The HCSP v 3.0 is aligned with the President's Management Agenda (PMA), the National Defense Strategy, National Military Strategy, the Quadrennial Defense Review (QDR), the DoD Civilian HCSP, and the USD(AT&L) Strategic Goals Implementation Plan. This alignment assures that DoD AT&L workforce initiatives are consistent with and support overarching DoD missions and workforce priorities.

The Office of Personnel Management (OPM) Human Capital Assessment and Accountability Framework (HCAAF) and the associated Standards for Success will be used to evaluate and guide our current workforce human capital management practices and conduct strategic planning.

The QDR Human Capital Strategy report outlines three objectives—decisiveness, agility, and integration—and three strategic initiatives that collectively support and enable those objectives. The QDR's initia-



"The United States will . . . transform America's national security institutions to meet the challenges and opportunities of the 21st century."

President George W. Bush



"The department must have a vision that conveys to the public a commitment to attract and develop the best mix of people, both military and civilian. The vision must be supported by an effective human capital strategy that is actively measured against well defined goals."

Secretary of Defense Robert Gates



"We need a very responsive and modern personnel system so we can attract people, and those people will have the ability to perform to their highest potential."

Deputy Secretary of Defense Gordon England



"To succeed, we must rely on people working together in extremely complex processes. Therefore, we need to build the capacity of our workforce—both as individuals and as groups."

Under Secretary of Defense for Acquisition, Technology and Logistics Ken Krieg

tives include improving competency-based occupational planning, developing an improved performance-based management system, and increasing opportunities for personal and professional growth.

Governance

The DoD AT&L workforce Senior Steering Board (SSB) was formed to oversee execution of the AT&L workforce education, training, and career development program and associated human capital initiatives. This board includes CAEs, senior functional leaders, and the ODUSD(CPP). Four board meetings have been held since the first meeting on May 8, 2006. This workforce governance structure addresses strategic human capital needs and challenges. It facilitates alignment and integrated workforce strategies and initiatives.

Roles and Responsibilities

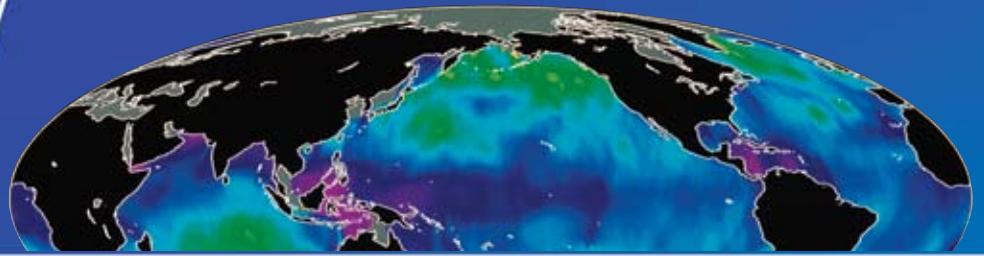
The USD(AT&L) is accountable to the Secretary of Defense and Congress on all matters relating to the DoD AT&L workforce. DAWIA provided the authority for the USD(AT&L) to issue policy and procedures to manage the DoD AT&L workforce and ensure implementation.

The CAEs are responsible for the implementation of the initiatives and compliance with the policies and procedures provided by the USD(AT&L).

Appointed by the USD(AT&L), the President of the Defense Acquisition University (DAU) serves as the Director, Human Capital Initiatives (HCI). The Director, HCI, is responsible for development and coordination of DoD AT&L human capital strategic initiatives and building collaborative partnerships with the Military Services and defense agencies to establish supporting policies and procedures.

Functional Advisors (FAs) serve as the subject matter experts for their respective functional areas. They provide functional advice and recommendations to support implementation of the DoD AT&L workforce education, training, and career development program. In this role, they oversee and maintain the competency requirements, certification standards, and position category descriptions. They also provide subject matter experts to ensure training and learning assets are current, technically accurate, and consistent with DoD acquisition policies.

Directors of Acquisition Career Management (DACMs) are responsible for managing and developing the acquisition workforce within their respective Components. They serve as advisors and staff assistants to the CAEs and represent them in all matters relating to efforts to improve the DoD AT&L acquisition workforce through education, training, and career management. Each DACM is responsible to the CAE for deploying his or her Component's AT&L human capital strategic plan.



The Strategic Environment

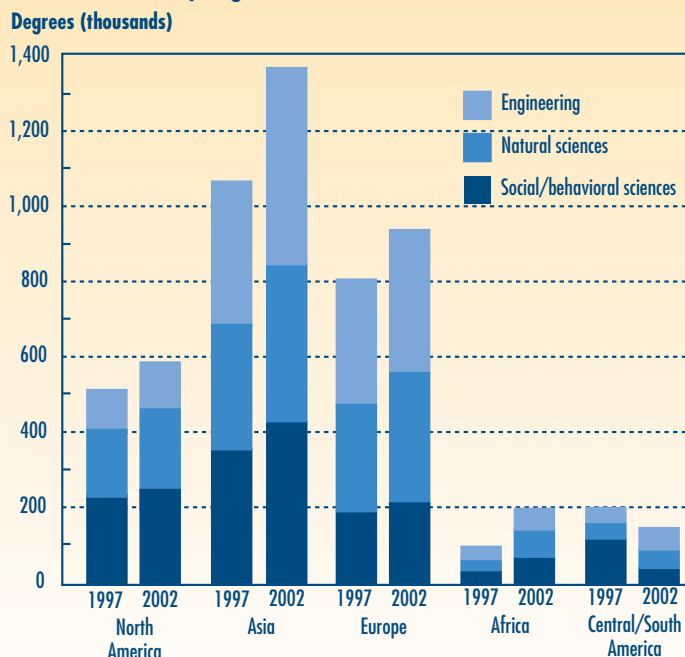
Our strategic environment is changing rapidly, deeply, and in all dimensions—socially, economically, and politically; and significant demographic changes are shaping the size and availability of talent. We continue to scan this environment to identify global, national, federal, and DoD trends that have implications for the DoD AT&L workforce. These fluid changes and trends, together with workforce dynamics, will both change and shape a new environment for talent competition.

Global Environment

Significant technological advancements during the 20th century have driven changes in countries around the world. This is having a profound effect on both the U.S. economy and its military. We must consider the global environment as we develop our strategies for human capital. Global trends that are particularly significant for human capital planning include:

- **The increasing interdependence** of enterprises, economies, civil society, and national governments, referred to as “globalization.”
- **The new competitive landscape** created by emerging economies such as India, China, and Central and Eastern Europe.
- **A shift from the industrial era** to the Information Age with the maturation of the Internet and Web technologies has caused people to operate in a more complex, information-rich, and technologically sophisticated environment.
- **Shifts in highly skilled workers and technical degrees** from the United States and Western Europe to Central and Eastern Europe, India, and China (described below).

Figure 2. First University Degree Earned in Science and Engineering by Region between 1997 and 2002



Source: National Science Board, *Science and Engineering Indicators 2006*.

It is important that we take notice of the increasing rate at which other countries are developing highly trained and technical workers. In this new global environment, nations that best create and develop their human resource talents will experience a competitive advantage.

According to the National Science Foundation, since 1990, U.S. Science and Engineering (S&E) doctoral degrees rose from 23,800 to a record 28,800 in 1998 before dropping to 26,900 in 2003. These numbers were heavily dependent upon foreign students who held temporary visas. In 2003, these students earned one-third of all S&E doctorates. Foreign students frequently chose to stay in the United States after earning their S&E degrees, adding to the U.S. talent pool. However, in recent years, Asian countries have been increasing their emphasis on

higher education systems in order to provide S&E training and confer degrees.⁷ National Science Board data, Figure 2, illustrates an increasing worldwide trend in the number of first university degrees earned in Asia and Europe while the United States maintains a relatively steady level.

National Environment

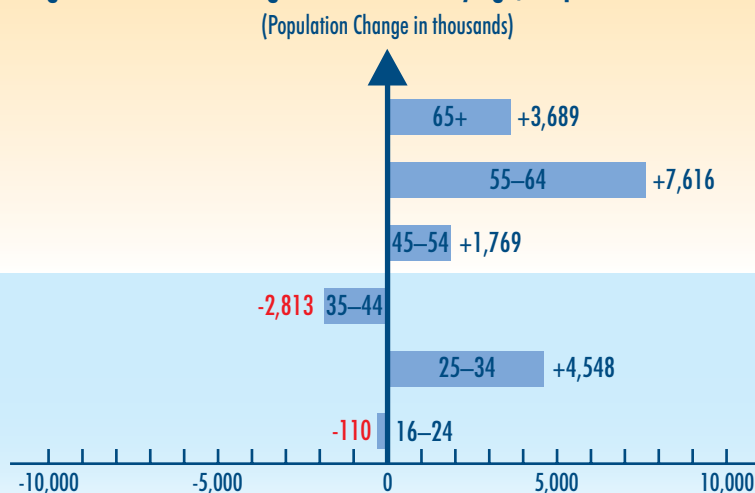
The 20th century was one of enormous change for the American worker. Technology exploded, vastly changing the composition of the workforce. This trend is expected to continue. Factors such as globalized commerce and mergers, corporate downsizing, outsourcing, and declining birthrates in industrialized nations will continue to impact the American workforce.

U.S. national trends that are particularly significant for human capital planning include:

- **Decline in the size of the nation's workforce** due to the aging U.S. population (described below).
- **Depletion of technical talent** in the U.S. labor pool (described below).
- **Advances in Science and Technology** (S&T) and the opportunities and challenges created by these changes.
- Significant **shift in the areas of study** for college degrees, including slow to no growth rate in enrollment in technical degree programs, specifically engineering degree programs.
- A **more diverse** U.S. population and replacement workforce.
- The **Immigration Policy** as the United States responds to declining national workforce and a growing demand for technical talent.

As the U.S. labor force ages, organizational leaders in all industries are anticipating significant changes in their workforce. Figure 3 shows that between 2004 and 2014, the expected growth rate for individuals aged 45 years and above in the U.S. labor force is 13.1 million and significantly greater than the expected growth rate of 1.7 million for those aged 44 and below. The significant increase in senior members of the workforce is due to the aging of the baby boomer generation. As the baby boomers migrate through our organizations and eventually transition out of the workforce, they will create managerial and technical leadership positions that must be filled by those in the Generations X, Y, and millennium groups. However, the logical replacement group, those aged 35–45, is expected to decline by almost 3 million workers. Innovative hiring, development, and retention strategies must be employed by organizational leaders to be successful with a smaller replacement workforce. This is our challenge.

Figure 3. Numeric Change in Labor Force by Age, Projected 2004–2014





In this Information Age, nations that succeed in encouraging and developing their human resource talents in the Science and Technology (S&T) fields will have definite competitive advantages. Many national and DoD reports have provided warnings that there will not be sufficient U.S. citizens with bachelor's and advanced degrees in the S&E disciplines to meet the 21st century needs of the defense and intelligence communities.⁹ There is also a projected shortfall within the millennium generation due to low graduation rates from high school and college.¹⁰ This is problematic for DoD technical career fields since near-term predictions indicate an increased global demand for engineering talent. DoD and the National Defense Industrial Association (NDIA) have formed a partnership to work cooperatively to address this critical concern for future national security.

Federal and DoD Environment

The DoD AT&L workforce has been impacted by the high tempo resulting from the looming terrorist threat and its efforts to support active wars in both Afghanistan and Iraq. These external influences continue to have a significant effect on the workforce. Specific challenges include:

- **Transformation of mission** from new and evolving asymmetrical threats to protracted conflicts around the world.
- **New challenges** associated with homeland defense.
- **Potential loss** of retirement-eligible personnel.
- **Greater competition** for talent with the private sector.
- **Evolving the DoD Total Force Construct** to strategically manage contractor support.

Since the end of the Cold War, DoD has reduced its civilian workforce by about 37%. However, with almost 700,000 civilian employees on its payroll, DoD is still the second largest federal employer of civilians in the nation, after the Postal Service.

The multiple war effort of recent years has, and will continue to have, profound impacts on the DoD AT&L workforce, which will remain challenged by having to support new and emerging rapid mission changes.

Currently, nearly 14% of DoD civilians are in S&E occupations, and 50% of DoD engineers belong to the DoD AT&L workforce. Near-term predictions in the AT&L technical career fields indicate increased demand for engineering talent. According to the National Science Foundation, there will be a 26% increase in the number of S&E jobs between 2002 and 2012. This growth is three times faster than the general workforce.¹¹ Unfortunately, engineering and computer science graduates made up just 4% of all degrees awarded in the 2001–2002 academic year.¹² While these data suggest that there is a mismatch between demand and the available stream of graduates, recent recruiting and hiring efforts within the DoD AT&L workforce have been very successful. Between 2002 and 2006, DoD hired over 7,100 SPRDE, 1,300 program managers, and 4,000 contracting professionals.¹³ However, this successful level of hiring may change as future competition for talent increases, baby boomers eventually retire, and the national replacement workforce gets smaller.



The effective implementation of the National Security Personnel System (NSPS) and the outcomes of the QDR will enhance the ability to improve and ensure DoD has the right workforce capabilities. NSPS provides flexibilities for assigning and reassigning employees in response to mission changes and priorities. Using new hiring mechanisms and pay-setting flexibilities, managers have a greater ability to acquire, advance, and shape their workforce in response to mission needs and competition for best talent. The issue of how to better structure and resource DoD acquisition function was reviewed as part of the QDR. This effort provided the USD(AT&L) with recommendations to make the acquisition processes and supporting acquisition workforce capability more effective—ready to meet the mission needs in 21st century acquisition environment.

DoD AT&L Human Capital Challenges

A common thread relative to human capital is change. Organizations that blend strong skill sets with flexibility will experience a competitive advantage in the rapidly changing environment. The DoD AT&L will need that advantage as its employment environment is likely to become ultra-competitive, characterized by a shrinking qualified labor pool and intense competition for the technical skills that the DoD requires. Maintaining the right mix of technical knowledge and subject matter expertise as well as general business skills is vital to achieving the acquisition mission.

We are currently facing major workforce challenges that emphasize the need for new skill sets and project the loss of experience and knowledge, due to the retiring baby boomer generation. This national issue will impact every employer in America. As shown in Table 1, in 2005, 50% of the national workforce was in the baby boomer and silent generations. This is even more pronounced in DoD and the AT&L workforce where these generations comprise 71 and 76%, respectively.¹⁴

Today our workforce is highly experienced, well educated and trained, and retiring at less-than-expected rates. However, we must have comprehensive and Component-wide collaborative human capital plans to mitigate the challenges of tomorrow. Challenges, if not effectively addressed,

Table 1. AT&L Workforce by Generation

Generation	National* (2005)		DoD** (2006)		Civilian AT&L Workforce*** (2006)	
	Workforce (millions)	% Workforce	Workforce	% Workforce	Workforce	% Workforce
Silent Generation (born before 1946)	11.5	7.5%	45,625	6.7%	8,322	7.4%
Baby Boomers (1946–1964)	61.5	42.0%	438,971	64.5%	77,779	68.7%
Generation X (1965–1976)	43.5	29.5%	132,948	19.5%	17,581	15.5%
Generation Y (1977–1989)	31.5	21.0%	62,676	9.2%	9,394	8.3%
Millennium (1990–present)	51.0	0%	153	0%	0	0%
		100.0%		100.0%		100.0%

Notes: *Source: Amour, Stephanie "Generation Y They've Arrived at Work with a New Attitude." *USA Today*, November 7, 2005, pp. 18–28.

**Source: DMDC DoD Civilian Workforce Count for September 2006.

***Source: DMDC FY06 AT&L Workforce Count/AT&L workforce data contains 87 files with null for age.

could impair the responsiveness and quality of acquisition outcomes that support the national security mission. The challenges described in this section will be addressed by the six AT&L Workforce Goals and their associated tasks that have been developed and refined by DoD AT&L leaders across the Services and Fourth Estate. In particular, the following DoD AT&L human capital challenges will be addressed by our six goals, which focus on strategies to recruit, develop, and retain a mission-ready DoD AT&L workforce through comprehensive talent management and improved workforce data quality and analysis.

Current Challenges to Planning, Shaping, and Managing the DoD AT&L Workforce

- Potential loss of retirement-eligible personnel and their knowledge.
- Understanding the differences in workforce generations.
- The depleting U.S. workforce pool with increasing competition for talent.

Potential Loss of Retirement-eligible Personnel and Their Knowledge

Today's DoD AT&L workforce is older and more experienced, and over 50% will be eligible for retirement in the next 5 years. Recent RAND analysis indicates that DoD AT&L civilian workforce members retire at a slower rate than DoD overall.¹⁵ Findings reveal that only 20% of the DoD AT&L workforce retire within 1 year of becoming eligible. However, many of those who are currently retirement-eligible are likely to leave the DoD AT&L workforce over the next decade, which will result in a decrease in DoD AT&L workforce size as projected in Figure 4.

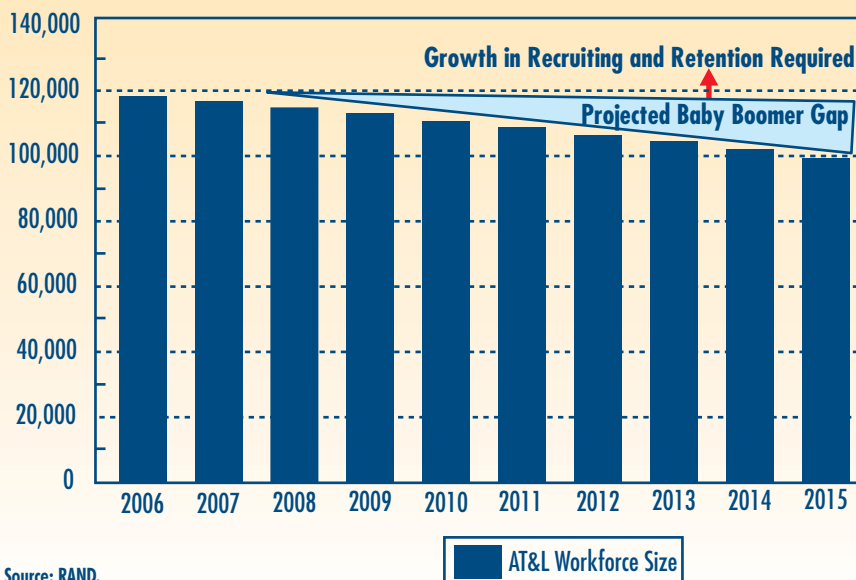
The new Federal Employee Retirement System (FERS) is also a factor to be considered when planning human capital strategies. Vested FERS employees may become more mobile and very attractive to both

the private sector and other federal agencies. Unlike its predecessor plan, the Civil Service Retirement System (CSRS), FERS has a portability feature that may result in the increased likelihood of employees leaving government service early if there are better employment opportunities outside. We must capture more and better workforce data to conduct trend analysis to understand if new migration patterns evolve relative to FERS employees.

Understanding the Differences in Workforce Generations

Today's DoD AT&L workforce consists of at least four distinct generations: the silent generation, the baby boomers, Generation X, and Generation Y. As shown in Table 2, each generation has a unique profile that distin-

Figure 4. Projected AT&L Civilian Workforce Gap
(Holding Gain/Loss Rates Constant)



guishes the differences among them. The difficulties are most prevalent between members of the baby boomers and members of Generations X and Y. Baby boomers are more likely to have a “do what it takes” attitude about work and are more defined by their work. Those in Generation X and Y have moved away from placing work above all else and desire a lifestyle more balanced between work and family—they “work to live.” Baby boomers have a stronger sense of loyalty to their employer. Having rarely experienced unemployment, members of Generation X and Y behave more like free agents and constantly seek advancement even if it requires finding a new employer. Generation Y consistently asks the question, “What’s in it for me?” Younger generations grew up with instant access to information and desire the same from their employer. They want immediate feedback for performance (both positive and negative) and instant recognition for their successes. The following differences among the generations can be attributed to their career stage. Those in the silent and baby boomer generations are looking forward to retirement and are seeking financial independence, comprehensive health care, and pension plans. Members of Generations X and Y are seeking opportunities to gain marketable skills and experience to prepare for future opportunities. Understanding the differences in attitude and motivators that make up these generations is crucial when devising and implementing recruitment, development, and retention strategies under Goal 6 of this HCSP.

The Depleting U.S. Workforce Pool with Increasing Competition for Talent

The U.S. S&E talent pool makeup continues to be more ethnically diverse, especially with regard to Asians. However, Asian countries have implemented several measures to keep their brightest engineers by investing heavily in their higher education systems. This may have a negative impact on the American S&E talent pool.¹⁶ This presents some challenges, especially for DoD and other federal agencies in the national security sector, because engineers with foreign backgrounds sometimes have difficulties obtaining security clearances.

As discussed in the “Global Environment” section, the international production of S&E degree holders has accelerated and the U.S. production has decreased. The U.S. produced 15% of the world’s engineering doctorates in 2002; students on temporary visas earned more than half of these degrees.

Global competition for technical talent is expected to increase. Countries such as Japan require a significant number of technical experts to maintain their industrial base and actively import large numbers of Asian scientists and engineers. In addition,

Table 2. Generational Differences in the U.S. Workforce

	Silent	Baby Boomer	Generation X	Generation Y
Preferred Work Environment	• Promotions come with seniority • Younger workers should pay their dues • Value sacrifice, conformity, and patience	• Love to have meetings • Job security • Learn technology • Position = respect • Younger workers should pay their dues • Value “face time”	• Fun environment • Use technology • Internal mobility • Flexible schedules • Peers ≠ family • Changing challenges and responsibilities	• Fun environment • Assume technology • Internal mobility • Flexible schedules • Peers = family • Expect bosses to assist and mentor
Motivated by ...	• Satisfaction is a job well done • Being respected	• Advancement • Title recognition • Being valued and needed • Money	• Freedom • Removal of rules • Continuous learning • Time off • Money	• Meaningful work • Working with bright people • Increased responsibility • Time off • Money

other industrial nations are instituting immigrant-friendly policies for those with advanced S&E degrees.¹⁷ Within the United States, the competition for talent paints a similar picture. As the baby boomer generation retires, competition for technical talent between DoD and industry is expected to increase.¹⁸ DoD AT&L will need to utilize creative recruiting and hiring techniques to maintain mission-ready workforce levels. The defense industry is competing for talent in order to maintain their current and projected workforce requirements.

Today, DoD is successfully competing with the private sector for high-performing talent. A recent Gallup poll indicated DoD enjoys a high name recognition with new college graduates, and there is a real interest in the national security mission.¹⁹ In the future, DoD AT&L and Component organizations must expand efforts to successfully recruit members of Generations X and Y. In concert with OPM and USD(P&R) guidelines, Components should leverage all of the built-in hiring flexibilities that currently exist, such as direct-hire and intern/mid-level lateral hiring programs. Recruiting strategies should focus on the unique advantages of employment that DoD AT&L can provide, i.e., delivering capabilities that directly help equip warfighting military around the world; leading efforts to develop world-class state-of-the-art technologies that rival none; providing high levels of program management responsibilities seldom seen in industry; and offering other intangible satisfactions that stem from being a part of the best military construct in the world. Finally, for DoD AT&L and Component organizations to successfully compete for high-performing talent, we must make our hiring processes as efficient as those utilized by industry.

Robert J. Stevens, Chairman, President, and CEO of Lockheed Martin, was quoted in the April 19, 2006, *Wall Street Journal*, as saying, "One in every three of Lockheed's employees is over 50. To sustain our talent base, we're hiring 14,000 people a year. In two years, we're going to need 29,000 new hires; in three years 44,000. If this trend continues, over the next decade we will need 142,000."²⁰ Situations such as these will unleash complex organizational competition between global, private, and public sector organizations for skilled employees while concurrently giving them unprecedented power and leverage to define the terms of employment.²¹ We must be alert to innovative incentives provided by competing global and private institutions and tailor our DoD AT&L strategies to ensure that we can sustain the level of personnel needed to accomplish our mission.

Accomplishments and Way Ahead

The first version of the AT&L HCSP was created to help us respond to global, national, federal, and DoD level factors that affected our workforce. Since its publication in June 2006, we have made significant progress towards achieving the USD(AT&L)'s Goal No. 1—"high performing, agile, and ethical workforce." Accomplishments achieved include:

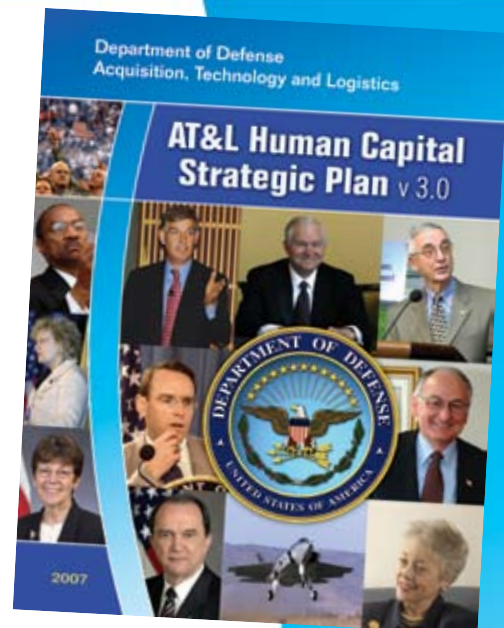
- Publication of Army's AT&L HCSP that is aligned with version 1.0.
- Establishment of a Data Mart capability to enable data-driven workforce analyses and data sharing.
- Continued efforts on demand-driven professional development.
- Collaboration of Components' workforce initiatives through Senior Steering Board (SSB) deliberations.
- Strong collaboration and partnering with USD(P&R).

Listed within each goal below are samples of the Components' key accomplishments.

Version 3.0 incorporates the original five goals from version 1.0 and adds an additional goal entitled "Recruit, develop, and retain a mission-ready DoD AT&L workforce through comprehensive talent management." Assigning a separate goal provides the means to emphasize the importance of recruiting, developing, and retaining capable and motivated personnel to address the increased level of competition for talent.

Version 3.0 highlights the achievements accomplished to date and allows Components to reach a higher level of human capital strategies based on new knowledge and understanding. The USD(AT&L) encourages Components to work collaboratively to transform their workforce by leveraging their best practices.

The tasks outlined in version 3.0 include ongoing and follow-on tasks from version 1.0 as well as new tasks focusing on recruitment, development, and retention.



AT&L HCSP v 3.0 Goals

- Goal 1** — Align and fully integrate with overarching DoD human capital initiatives.
- Goal 2** — Maintain a decentralized execution strategy that recognizes the Components' lead role and responsibility for force planning and workforce management.
- Goal 3** — Establish a comprehensive, data driven workforce analysis and decision-making capability.
- Goal 4** — Provide learning assets at the point of need to support mission-responsive human capital development.
- Goal 5** — Execute DoD AT&L Workforce Communication Plan that is owned by all DoD AT&L senior leaders (One Team, One Vision, A Common Message, and Integrated Strategies).
- Goal 6** — Recruit, develop, and retain a mission-ready DoD AT&L workforce through comprehensive talent management.



DoD AT&L Workforce Goal 1 – Align and fully integrate with overarching DoD human capital initiatives.

Enabling Objectives

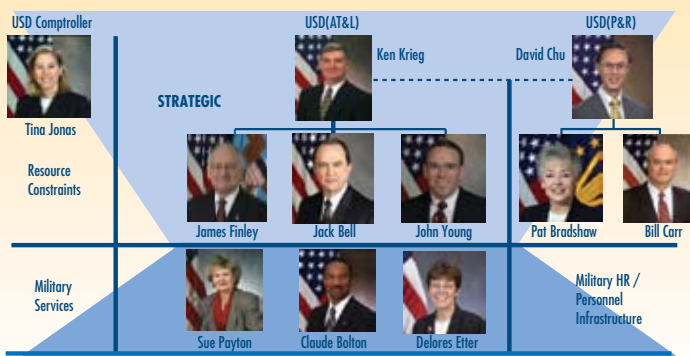
- 1.1 Create a performance management culture by deploying the National Security Personnel System (NSPS) and a Senior Executive Service (SES) pay-for-performance construct that drives improved alignment and performance.
- 1.2 Create a Joint SES Development Strategy that meets corporate needs, functional requirements, diversity goals, and provides personal career growth opportunities.
- 1.3 Improve and standardize DoD AT&L workforce competencies.
- 1.4 Establish DoD AT&L governance to ensure workforce competency.

The overarching purpose of this goal is to promote vertical alignment within the DoD AT&L Strategic Workforce Planning Framework (presented in Figure 5) and Department-wide sharing of workforce best practices by the Components. The following defined tasks will transform the DoD AT&L community to a performance-based management culture.

Working through the Director, HCI, and the DoD AT&L Workforce Management Group, the SSB set forth four enabling objectives as listed above. Those enabling objectives directly support ongoing DoD initiatives—competency-focused and performance-based management, NSPS, SES pay-for-performance, and Joint SES Development Strategy—that serve as a DoD-wide foundation for the DoD AT&L workforce strategy.

We must develop innovative and integrated workforce strategies to produce the capability needed to support the 21st century national security operational environment. There is consensus among the Congress, Secretary of Defense, and the DoD senior leadership team that we must improve our workforce management to successfully execute our overarching acquisition improvement initiatives as proposed by the QDR, Defense Acquisition Performance Assessment (DAPA), and other reform recommendations.

Figure 5. HCSP Integrated Framework
The DoD (AT&L) Strategic Workforce Planning Framework



The DoD AT&L community, in collaboration with the USD(P&R), must continue its deployment of Competency-focused Management, SES pay-for-performance, NSPS, and Joint SES Development Strategy. Since civilian personnel constitute 88% of the AT&L workforce, successful implementation is critical for overall DoD success. By successfully deploying this plan and the enabling objectives, we can demonstrate how we value our people and their capabilities.

Bottom-line: Goal 1 will ensure that our DoD AT&L workforce human capital strategies align with DoD workforce strategies and will develop and sustain a high-performing, agile, and ethical workforce.

DoD AT&L Workforce Goal 1 – Align and fully integrate with overarching DoD human capital initiatives.

Enabling Objective	Outcome	Task
1.1 Create a performance-based management culture by deploying the NSPS and the SES pay-for-performance construct that drives improved alignment and performance	Cross-Component sharing by OUSD(AT&L) and Component leaders of performance management best practices, lessons learned, and training resources	1.1.1 In coordination with OSD (P&R), prepare requirements to tailor Web-based NSPS implementation that will improve DoD AT&L workforce performance management support by Jun 08 (Office of Primary Responsibility (OPR): Dir, HCI) 1.1.2 Share Components' human capital best practice strategies across DoD AT&L. Maintain a list of human capital best practices by Components and share them through WMG review sessions on recurring basis (OPR: Components; Office of Collateral Responsibility (OCR): Dir, HCI)
1.2 Create a Joint SES Development Strategy that meets corporate needs, functional requirements, and diversity goals, and provides personal career growth opportunities	Sharing by OUSD(AT&L) and Component leaders to ensure alignment, effective strategy, and support of the DoD Joint SES development and other workforce development initiatives	1.2.1 Further implement 360° assessments (based on previous Beta testing with a sample of OSD SESs) to assist in the preparation of DoD AT&L SES performance and developmental objectives by Jun 08 (OPR: Components) 1.2.2 Deploy and assess the automated SES goal writing tool for DoD AT&L senior executives by Oct 07 (OPR: Dir, HCI)
1.3 Improve and standardize DoD AT&L workforce competencies	Updated, validated, and standardized DoD AT&L functional competencies that support workforce planning, gap analysis, development, and training applications	1.3.1 Complete competency models for the PM, Logistics, and Contracting career fields by Dec 07 (OPR: Dir, HCI; OCR: FAs & Components) 1.3.2 Complete functional competency models for remaining career fields by Sep 08 (OPR: Dir, HCI; OCR: FAs & Components)



DoD AT&L Workforce Goal 1 – Align and fully integrate with overarching DoD human capital initiatives.
(continued)

Enabling Objective	Outcome	Task
1.3 Improve and standardize DoD AT&L workforce competencies	Updated, validated, and standardized DoD AT&L functional competencies that support workforce planning, gap analysis, development, and training applications	1.3.3 Complete a cross-functional core competency model for the entire DoD AT&L workforce by Dec 08 (OPR: Dir, HCI; OCR: FAs & Components) 1.3.4 Determine and make recommendation on whether standard tools are desired or needed to ensure that data can be used for multiple purposes by Jan 08 (OPR: Dir, HCI; OCR: Components) 1.3.5 Initiate skills gap assessments in 50% career fields by Dec 08 (OPR: Components; OCR: FAs) 1.3.6 Coordinate with ODUSD(CPP) and OPM to incorporate DoD AT&L competencies into OPM HR standards to ensure consistency across the federal sector within 90 days of competency model completion (OPR: Dir, HCI)
1.4 Establish DoD AT&L governance to ensure workforce competency	Integrated career field guidance with broad deployment of competencies across the acquisition career fields	1.4.1 Ensure DoD AT&L cross-functional governance and implementation of initiatives, such as functional competency models, certification framework, etc., by Components are done in consistent manner by Jan 08 (OPR: Dir, HCI/WMG Chairman)

Goal 1 — Progress to Date

The DoD AT&L HCSP v 1.0 established 5 tasks under Goal 1. Of those tasks, 1 is complete, 1 will be complete shortly after the publication of this Plan, and 3 are ongoing tasks that were successfully performed over the last 12 months and are included in this Plan to continue to be performed in the future.

As a Department-wide initiative, the conversion of DoD AT&L workforce personnel from the General Schedule and Acquisition Demonstration projects to a uniform performance-based management system, NSPS, began in the summer of 2006. DoD AT&L is setting an example as it implements NSPS by starting with its senior leadership staff in improving performance management. AT&L developed and provided an SES Performance Planning workshop and a supporting how-to guide for SES members on the OSD staff. This training, cited by OSD(P&R) as “best-in-class,” was used to improve strategic alignment and performance plan objectives. We are in the process of deploying this training to all DoD SESs. Also, DoD Components began sharing best practices via an AT&L community working group that is defining requirements for a performance management support system and sharing lessons learned to facilitate smooth transitions.

DoD AT&L implemented beta testing of an SES Performance Planning and Development System, which included an automated goal writing tool that aligns performance plans to DoD AT&L and DoD strategic plans, goals, and key initiatives. USD(AT&L) also established a DoD AT&L Joint SES development strategy, which included building a cadre of SES position opportunities to support joint SES development, piloting a Senior Service Fellowship program to prepare up-and-coming leaders, making available Harvard Mentor training for the DoD AT&L workforce, and establishing a Leadership Center of Excellence at DAU. A sample population of SES members and senior leaders within the OUSD(AT&L) staff completed 360° assessments to get feedback from leadership, peers, and customers. DAU has also expanded use of 360° assessments in senior acquisition training.

In October 2006, USD(AT&L) deployed a joint competency management initiative involving DoD AT&L functional leaders, Component acquisition leaders, field subject matter experts, DAU, and the Center for Naval Analysis, which specializes in competency modeling. This effort will result in a standard competency model for each career field in the DoD AT&L workforce. Each model maps the array of competencies and performance criteria required to be successful in the acquisition career field. Two of 13 DoD AT&L career field competency models have been completed—Contracting and Life Cycle Logistics. The PM and Property Management competency models are in the process of being finalized in FY07. The Contracting community is conducting a community-wide assessment targeted for completion in June 2008. The assessment results will assist Department senior leaders in implementing workforce strategies to address critical skill gaps, as well as targeting new education and training resources.



DoD AT&L Workforce Goal 2 – Maintain a decentralized execution strategy that recognizes the Components’ lead role and responsibility for force planning and workforce management.

Enabling Objectives

- 2.1 Publish and maintain Component’s HCSP for its AT&L workforce—align with DoD Civilian HCSP and DoD AT&L HCSP.
- 2.2 Share and migrate workforce management strategies and best practices.
- 2.3 Revalidate DoD AT&L-coded positions to improve workforce analysis and management decisions.
- 2.4 Assess, share, and incorporate contracted support information as part of Total Force analysis and planning.

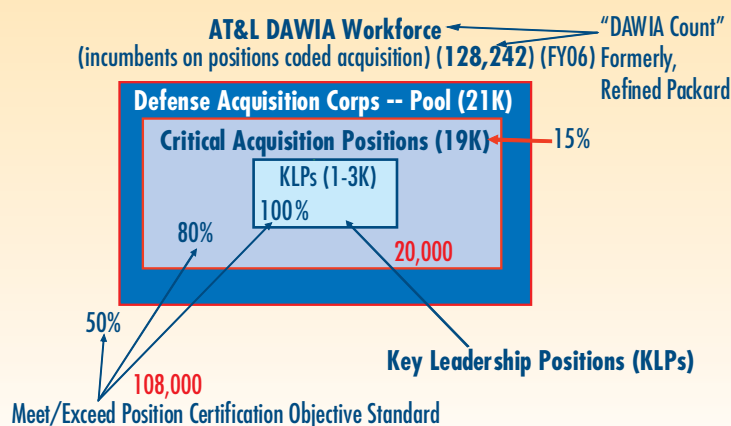
The USD(AT&L) is responsible for providing Department-level guidance and setting standards that promote the uniform identification and management of the DoD AT&L workforce. Based on OPM, USD(P&R), USD(AT&L), and Services’ directives and guidance, the Component leaders are responsible for executing workforce planning and management in decentralized execution. The Component’s lead role in execution is critical to the success of the integrated workforce management structure. Each Component will be held accountable for publishing an HCSP for its AT&L workforce that is tailored to the Component but aligned with DoD AT&L, DoD, and OPM workforce strategic plans and guidance. Successful sharing and migration of internal workforce strategies and best practices will enable achievement of this goal. The Components’ AT&L HCSPs and associated initiatives will be reviewed through the DoD AT&L Workforce SSB.

The USD(AT&L) is committed to gaining an accurate picture of the DoD AT&L Total Force. It is vital that the Components are equally committed in this effort. An adequate understanding of the Total Force will allow DoD AT&L senior leadership to be confident with the workforce information used

for analysis, human capital planning, workforce management, and Critical Acquisition Position (CAP) and Key Leadership Position (KLP) management. The percentage of the Total Force that is currently composed of CAPs and KLPs is presented in Figure 6. Our understanding of the Total Force must include contractor support that is used to fill the gaps in the DoD AT&L workforce.

Bottom-line: Goal 2 will maintain Components’ lead responsibility for force planning and workforce management while integrating in a way that we can collectively address issues relevant to right-shaping the DoD AT&L workforce.

Figure 6. DoD AT&L Workforce & Positions



Source: AT&L Workforce Datamart (EOFY06).

DoD AT&L Workforce Goal 2 – Maintain a decentralized execution strategy that recognizes the Components' lead role and responsibility for force planning and workforce management.

Enabling Objective	Outcome	Task
2.1 Publish and maintain Component's HCSP for its AT&L workforce aligned with DoD civilian HCSP and DoD AT&L HCSP	Each Component's HCSP published and communicated to the respective workforce	2.1.1 Components publish HCSPs for their AT&L workforces by Jan 08 (OPR: Components)
2.2 Share and migrate workforce management strategies and best practices	Improved DoD-wide strategies for DoD AT&L workforce management	2.2.1 Publish DoD AT&L State of the Workforce Report by Aug 07 (OPR: Dir, HCI) 2.2.2 Assess and determine the need for KLP and CAP position tenure incentives by Jan 08 (OPR: Dir, HCI; OCR: Components)
2.3 Revalidate DoD AT&L-coded positions to improve workforce analysis and management decisions	High confidence in DoD AT&L workforce information used for analysis, human capital planning, and workforce management	2.3.1 All Components complete workforce position revalidation by Dec 07 (OPR: Components) 2.3.2 Conduct future validation on basis of statistically sound random samples—first sample with 4th Estate agencies completed by Jun 08 (OPR: Dir, HCI)
2.4 Assess, share, and incorporate contracted support information as part of Total Force analysis and planning	Accurate understanding of the DoD AT&L Total Force including contracted support. These data will allow the DoD AT&L senior leadership to better right-shape the DoD AT&L workforce	2.4.1 In support of Components, establish standard definitions and processes for identifying and analyzing Total Workforce information, including a process for calculating contractor support, by Jan 08 (OPR: Dir, HCI; OCR: Components) 2.4.2 Assess contractor support impact in the Total Force and develop Way Ahead strategies by Jun 08 (OPR: Components)



Goal 2 — Progress to Date

The AT&L HCSP v 1.0 established 10 tasks under Goal 2. Of those tasks, 1 is complete, and 2 are ongoing tasks that were successfully performed over the last 12 months and are included in this plan to continue to be performed in the future. The remaining seven tasks are in progress and have led to impressive accomplishments. These tasks have been reevaluated and are either reissued in this Plan or follow-on tasks have been developed with outcomes that are aligned with our current understanding of the relevant issues.

USD(AT&L) expects all Components to publish and maintain a Component HCSP for their respective AT&L workforce. Most Components have made efforts to align their AT&L HCSPs with the DoD AT&L HCSP and the DoD Civilian HCSP. The Army published an AT&L workforce HCSP in 2006, and the Air Force and Navy are each completing drafts of their AT&L workforce HCSPs.

The Components have made progress in sharing DoD AT&L workforce management strategies and best practices. For example, DCMA has developed and shared a Workforce Requirements Assessment and Risk Rating Model that provides a sound, consistent, and defensible method of identifying, prioritizing, and risk rating, which allows for reasoned, effective resourcing decisions. USD(AT&L) has also improved department-wide best practice sharing through the creation of the DoD AT&L Workforce SSB, which provides a forum to discuss workforce challenges and strategies and, through a strong partnership with OSD(P&R), to leverage DoD-wide recruiting and hiring initiatives.

All Components have taken action to review AT&L-coded positions, and there is ongoing revalidation of positions to improve workforce analysis and management decisions. The Air Force reviewed over 60,000 acquisition positions to ensure that they are designated in accordance with DoD policy. The Navy has developed a Position Revalidation Tool Kit that includes the following: written guidance, position identification flow chart, Navy occupational series-position category crosswalk, and an automated revalidation tool for position data entry.

DoD AT&L Workforce Career Management collaborated with functional experts from each of the acquisition career fields to complete an update of Position Category Descriptions (PCDs). PCDs define the association of each DoD AT&L position with a specific career field. All PCDs are now updated and posted on the DAU Web site. To ensure that PCDs remain current, a biannual review and update process has been developed and incorporated into the DoD Desk Guide.

The QDR and DoD Civilian HCSP promote a Total Force approach to human capital planning. In response, various efforts have been undertaken throughout DoD to assess contractor support. USD(AT&L) is coordinating with Components and USD(P&R) on how to best apply the Total Force approach to the acquisition workforce. USD(AT&L) also issued a data call to Components for information on contractor support in conjunction with NDAA FY06 Section 814 review. The Navy is currently assessing their contracting support under the Program Objective Memorandum 10 (POM 10) effort. They are utilizing the information gathered under the PR09 effort, which focused on military and civilian, and added contractor information. These efforts are tied to intermediate products and end items to determine the overall demand signal for the workforce.



*Decentralized
Execution*



*Improving the
DoD AT&L Workforce*



DoD AT&L Workforce Goal 3 – Establish a comprehensive, data-driven workforce analysis and decision-making capability.

Enabling Objectives

- 3.1 Establish metrics to support DoD AT&L workforce management.
- 3.2 Update and standardize data requirements, and establish a consistent, recurring process for data-driven workforce analysis.
- 3.3 Improve DoD-wide information system construct and capability to support AT&L information needs.
- 3.4 Improve transparency of workforce-related planning and management information.

Goal 3 promotes continued data quality improvements and the proactive use of data for workforce management and human capital planning. USD(AT&L) is committed to providing clear and concise information on DoD AT&L workforce through a single data repository that captures standardized workforce data. Acquisition leaders need accurate, timely, data-driven information to better understand workforce capability and readiness so they can make smart workforce resourcing and shaping decisions.

It is vital that we continue to make advancements in the reliability of data underlying what we know about workforce issues such as size, certification, experience, education, hiring, retention, retirements, the replacement workforce, shortages of technical degrees, and competency gaps. The data must be verifiable as the Department forms opinions and develops strategic and tactical workforce shaping decisions.

The DoD AT&L Human Capital Data Green Initiative is a comprehensive data repository with standardized data requirements; it provides managers the capability to analyze their data and make

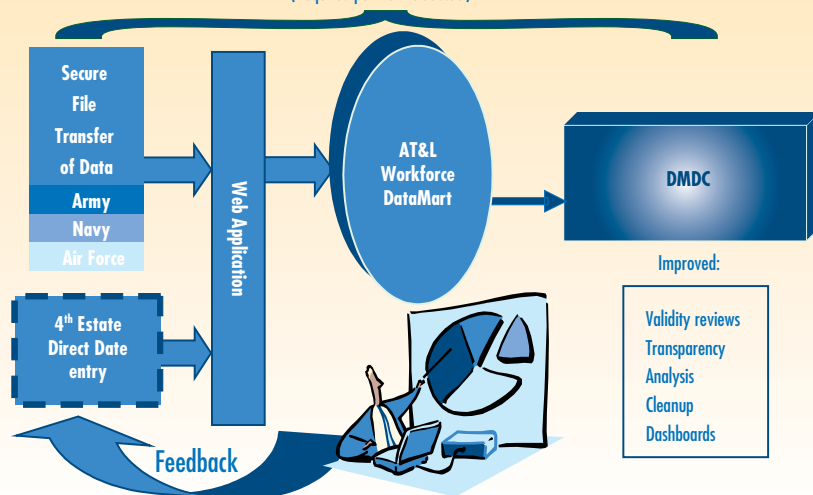
real-time integrated workforce decisions. Figure 7 is a model of Data Green's data flow process. The Data Green Initiative will enable the Department to track, understand, and shape appropriate workforce strategies to ensure the right skills and capabilities for today and the future. Data Green is a key enabler for reaching the DoD AT&L HCSP Goal 3. The building blocks of the effort include updating and standardizing data requirements, creating a data repository with improved interface, data handling and analysis capability, and establishing a consistent, recurring process for data-driven workforce analysis.

GAO has developed a three-level model to assess data quality. This model is being used to assess workforce data quality improvements. Two factors

Figure 7. DoD AT&L Workforce Data Green Initiative

Scheme for Improving Acquisition Workforce Data Quality and Submission Process to DMDC

Required Acquisition-related Data
(Required per DoDI 5000.55)



in GAO's model that directly relate to this review are the extent to which (1) human capital decisions are data-driven and (2) human capital approaches are tailored to meet organizational goals. On the basis of internal assessment of the 2006 DAWIA count and analysis, DAU rates the DoD current effort at Level 2 with significant work required to achieve Level 3.²² Improved data quality is a key success factor relative to strategic workforce management.

Bottom-line: Goal 3 will ensure USD(AT&L) and Component leaders have accurate and timely, data-driven information to better shape smart workforce decisions to achieve a high performing, agile, and ethical workforce.

DoD AT&L Workforce Goal 3 – Establish a comprehensive, data-driven workforce analysis and decision-making capability.

Enabling Objective	Outcome	Task
3.1 Establish metrics to support DoD AT&L workforce management	Improved leadership decision making for DoD AT&L workforce management	3.1.1 Establish a suite of human resources metrics to assess the health of the workforce by Jan 08 (OPR: Dir, HCI; OCR: Components) 3.1.2 Produce DoD AT&L workforce life-cycle models (WLMs) for all components and functional communities by Dec 07 (OPR: Components)
3.2 Update and standardize data requirements and establish a consistent, recurring process for data-driven workforce analysis	High-value analyses conducted on consistent basis across Components and DoD AT&L and used for improved Component and DoD AT&L-level planning, decision making, and accountability needs	3.2.1 Assess acquisition workforce data requirements to develop and maintain desired metrics by Jan 08 (OPR: Dir, HCI & Components) 3.2.2 Update DoDI 5000.55 to improve data-driven DoD AT&L workforce analyses by Jan 08 (OPR: Dir, HCI; OCR: Components)
3.3 Improve DoD-wide information system construct and capability to support DoD AT&L workforce information needs	Optimized and network-centric DoD AT&L workforce information and application system capability that meets Component and DoD-wide needs	3.3.1 Develop workforce information and application systems requirements statement to improve information support capability by Jan 08 (OPR: Dir, HCI; OCR: Components) 3.3.2. Establish an integrated requirement process and acquisition oversight of data management to support learning management and workforce analysis systems (OPR: Dir, HCI; OCR: Components)
3.4 Improve transparency of workforce-related planning and management information	Broad access available to DoD AT&L workforce demographics, metrics, trend data, and initiatives	3.4.1 Annually publish the State of the Workforce Report beginning Aug 07 (OPR: Dir, HCI)



Goal 3 — Progress to Date

The DoD AT&L HCSP v 1.0 established 8 tasks under Goal 3. Of those tasks, 3 are complete, and 1 is an ongoing task that was successfully performed over the last 12 months and is included in this Plan to continue to be performed in the future. The remaining 4 tasks are in progress and have led to impressive accomplishments. These tasks have been reevaluated and are reissued in this Plan, or follow-on tasks have been developed with outcomes that are aligned with our current understanding of the relevant issues.

The DoD AT&L Human Capital Data Green Initiative is improving the reliability, analysis, and transparency of workforce information. A major achievement of the Data Green Initiative was the Full Operational Capability deployment of the DoD AT&L workforce DataMart, which enables real-time analysis of data and improved confidence in the data centrally collected and submitted to the Defense Manpower Data Center (DMDC). DoD AT&L data is securely transferred from the DoD Components to DMDC using the SFTP server.

Collaborating with the Military Services, the DoD AT&L Director, HCI, performs periodic audits and data reconciliation to improve data quality. A Web interface has also been designed for the 4th Estate DACM office to enable workforce members to validate their person and position data. The reconciliation process was implemented with the 2006 data and key demographics and indicators packages are being prepared for the Components and FAs.

A business intelligence tool for the Services to analyze their submissions will be deployed by DAU in June, 2007. The tool will enhance the transparency of DataMart and enable the DoD Components to “See what DAU sees.” The Components will have the ability to create ad hoc reports and export data. The application is on a certified secure site with 128-bit encryption, and credentials for usage will be managed at DAU.

Leveraging on initial successes from Data Green initiatives, the DoD AT&L management information system architecture study is ongoing. Major component systems such as DAU systems, DMDC, Defense Civilian Personnel Data System (DCPDS), other training-related systems, and military systems are being reviewed and analyzed for improved linkage and integration.



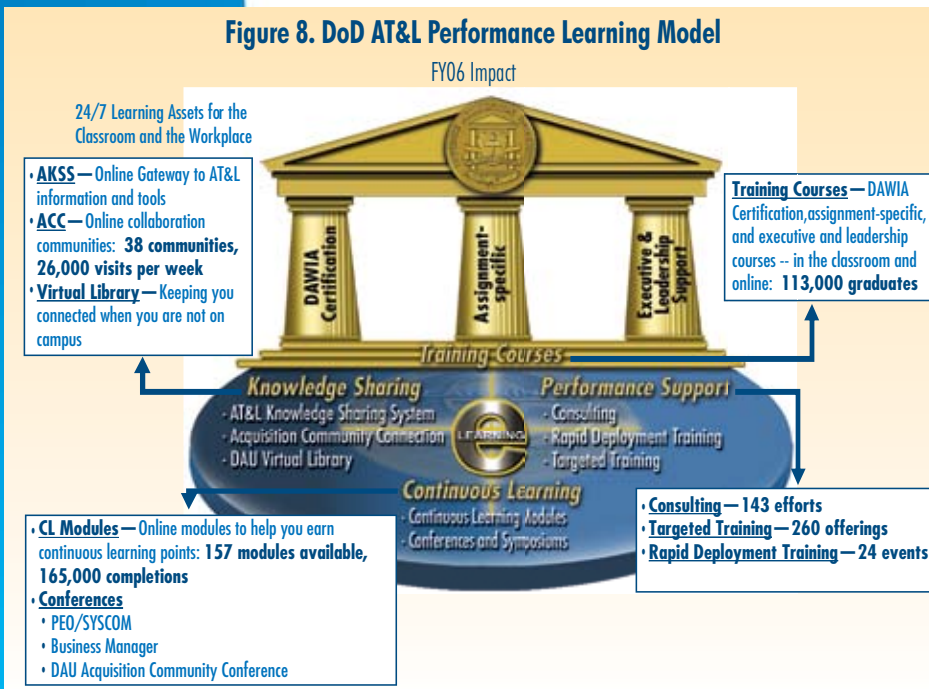
DoD AT&L Workforce Goal 4 – Provide learning assets at the point of need to support mission-responsive human capital development.

Enabling Objectives

- 4.1 Engage senior USD(AT&L) FA and Component leaders to improve the DoD-wide certification framework to better support performance outcomes and evolving workforce needs.
- 4.2 Establish learning strategies to drive continuous learning and performance outcomes (Engaged Learner, unit cohort training, etc.).
- 4.3 Promote enhanced training and educational opportunities to support the DoD AT&L community.

We need a multi-skilled and agile DoD AT&L workforce to support the national security mission. We must continue to evolve learning strategies to improve learning and performance outcomes. Our current DoD AT&L certification construct has served us well, but we must provide more flexibility for field leaders and individuals to gain rapid access to learning assets so that the workforce can adapt to new and emerging mission requirements. It is imperative that we continue to move toward a high-impact, just-in-time, targeted training. To be successful, we must deploy embedded and workflow learning assets in the workplace so our people can satisfy mission needs with less training downtime. This is especially true if we continue a force planning construct that continues to drive a smaller, complex workforce.

USD(AT&L) and the Component leads have already started this reengineering process of making our training much more modular, flexible, and network-centric. We have put in place an infrastructure that aggressively addresses current certification levels relative to position requirements to support an agile workforce. The DoD AT&L Performance Learning Model and the impact of its components are depicted in Figure 8.



The next certification framework, “Core Plus,” integrates improved competency management and the DoD AT&L Performance Learning Model (PLM). Under the new framework, all members of the DoD AT&L workforce have the same foundation training, i.e., a “Core” acquisition certification. The “Plus” provides additional training based on organization, job specific, and individual professional development needs. We will continue to improve the certification framework to provide more flexibility and control for leaders, supervisors, and individuals to determine what training is required to meet mission needs, facilitate professional

development, and support job performance. This construct will make more learning assets available to individuals and organizations at their learning point-of-need.

Bottom-line: Goal 4 is critical to the success of the recruiting, development, and retention strategies within this plan. By providing more learning assets at the point-of-need, critical competencies, knowledge and skills will be acquired and maintained as we add, develop, and retain talent and wisdom.

DoD AT&L Workforce Goal 4 – Provide learning assets at the point of need to support mission-responsive human capital development.

Enabling Objective	Outcome	Task
4.1 Engage senior USD(AT&L) FAs and Component leaders to improve the DoD-wide certification framework to better support performance outcomes and evolving workforce needs	Move away from the career-development paradigm to high-impact, just-in-time, targeted training More flexibility for field leaders and individuals to gain rapid access to learning assets Systematic and integrated demand management to shape future competency and skill-set development	4.1.1 Complete Core Plus framework pilot within the Logistics functional area by Sep 07 (OPR: Dir, HCI; OCR: Components & FAs) 4.1.2 Implement Core Plus framework across remaining DoD AT&L functional areas by Sep 08 (OPR: Dir, HCI; OCR: Components & FAs)
4.2 Establish learning strategies to drive continuous learning and performance outcomes (Engaged Learner, Core Plus, unit cohort training, etc.)	Improved organizational and individual performance	4.2.1 Demonstrate a continuous learning simulation capability by Sep 07, identify the top-ten follow-on simulation conversions, and convert 30% by Jun 08 and remainder by Jun 09 (OPR: DAU) 4.2.2 Continue to convert DAU courses to a modular format for enhanced access to point-of-need information (OPR: DAU) 4.2.3 Pilot an initial unit cohort training program by Jun 08 (OPR: Dir, HCI)
4.3 Promote enhanced training and educational opportunities to support the DoD AT&L community	Expanded access for the DoD AT&L workforce to degree, high-priority training, professional, and other certification programs	4.3.1 Improve and update AT&L Knowledge Sharing System (AKSS)/ Acquisition Community Connection (ACC) on a quarterly basis (OPR: DAU) 4.3.2 Continue to expand the Equivalency Program to allow network of education providers to assist workforce members to obtain DoD AT&L certifications and degrees concurrently from course work completed at local institutions (OPR: Dir, HCI; OCR: Components)

Goal 4 — Progress to Date

The AT&L HCSP v 1.0 established 12 tasks under Goal 4. Of those tasks, 4 are complete, and 2 are ongoing tasks that were successfully performed over the last 12 months and are included in this Plan to continue to be performed in the future. The remaining six tasks are in progress and have led to impressive accomplishments. These tasks have been reevaluated and are either reissued in this Plan or follow-on tasks have been developed with outcomes that are aligned with our current understanding of the relevant issues.

USD(AT&L) made significant contributions to the training and development for senior acquisition professionals. DAU expanded offerings of its Executive Program Manager's Course (PMT 401) at the Industrial College of the Armed Forces and the Army Senior Service College Fellowship (SSCF) program emphasizing critical thinking and ethical decision-making training for the acquisition leadership. In 2006, in partnership with DAU, the Army approved and launched a regional SSCF program for civilians who would not otherwise have the opportunity to attend senior service college. This program is being expanded to additional regions in FY08.

Significant improvements have been made to the way we deliver learning opportunities to the DoD AT&L workforce. USD(AT&L) established the Core Plus certification framework that leverages the DoD AT&L Performance Learning Model (PLM) and competency management initiatives. DAU and Components have implemented the PLM that resulted in unprecedented growth in learning assets delivered to the workforce through adopting modular, flexible, and net-centric learning process.

DAU established Continuous Learning Modules (CLMs) under the Engaged Learner Architecture (ELA) Initiative, which leverages the PLM products and takes e-learning to a higher level. It allows individuals to find, access, and use the learning tools necessary to meet job requirements. At the end of FY06, there were 157 CLM offerings. It increased AT&L Knowledge Sharing System (AKSS) and Acquisition Community Connect (ACC) registered users by 43.4% from FY05 to FY06, with 26,000 AKSS weekly visitors and 87,000 ACC knowledge contributors. DAU recognizes 127 course equivalences provided by contractors, colleges and universities, and government education institutions for certification purposes.

The Air Force's Acquisition Leadership Challenge Program has designed two new courses to prepare intermediate-level program managers to lead successful programs while meeting continuous process improvement challenges of the Air Force's *Smart Operations for the 21st Century* initiative and ongoing manpower reductions in support of acquisition-specific leadership training.

The Navy has expanded its acquisition career management program to include Selective Reserve Officers and has established e-business processes for training, certification, and continuous learning requirements in its overarching program guidance.

The Army offers a variety of leadership programs for its Acquisition workforce:

- The Civilian Education System: new, progressive leader development program that provides leader development and education opportunities for Army civilians throughout their careers.

- Executive Leadership Program: created by the USAASC, focuses on building and enhancing leadership skills for civilian SES members and General Officers.
- Future Acquisition Student Training (FAST) Track Program: 2-year comprehensive career development program that recruits rising junior-year college students business-related degrees. This serves as a feeder program for Army Contracting and Acquisition Career Program interns.
- Senior Leadership Development Program: a unique, interagency learning experience that draws on the latest research on leadership development.





Ken Krieg
Under Secretary of Defense (AT&L)

DoD AT&L Workforce Goal 5 – Execute DoD AT&L Workforce Communication Plan that is owned by all AT&L senior leaders (One Team, One Vision, A Common Message, and Integrated Strategies).

Enabling Objectives

5.1 Develop a joint, collaborative communication plan to inform the workforce about the DoD AT&L HCSP.

The USD(AT&L) desires all DoD AT&L leadership to convey a common vision and message—one that encourages the human capital strategies and initiatives described in this HCSP and drives Components' unique communication plans. A thoughtful, actionable, collaborative communication plan is a foundation and catalyst for an effective human capital strategy.

Achievement of this goal will ensure broad awareness and understanding and promote DoD AT&L workforce ownership and buy-in. We believe a critical missing link in previous efforts to establish a DoD AT&L HCSP was not having a supporting, collaborative communication strategy. We have learned from our previous efforts. As shown in Figure 9, we are asking all DoD AT&L senior leaders to embrace and actively cascade the principles and goals of our HCSP throughout their organizations. Our efforts to achieve broad-based awareness and ownership by the total DoD AT&L workforce will only be achieved by senior leadership advocacy.

Bottom-line: Goal 5 will ensure one team, one vision, a common message, and integrated strategies, yet recognize Component differences.

Figure 9. Workforce Communication Plan Owned by All AT&L Senior Leaders

The DoD (AT&L) Strategic Workforce Planning Framework



DoD AT&L Workforce Goal 5 – Execute DoD AT&L Workforce Communication Plan that is owned by all DoD AT&L senior leaders (One Team, One Vision, A Common Message, and Integrated Strategies).

Enabling Objective	Outcome	Task
5.1 Develop a joint, collaborative communication plan to inform the workforce about the DoD AT&L HCSP	One vision and common message that drives broad DoD AT&L workforce awareness and understanding and buy-in <i>We value you—the AT&L workforce</i>	5.1.1 Publish a DoD AT&L Human Capital Communication Plan by Sep 07 (OPR: Dir, HCl; OCR: Components) 5.1.2 Provide a baseline presentation for use by all DoD AT&L and Component acquisition leaders for appropriate presentation by Sep 07 (OPR: Dir, HCl; OCR: Components) 5.1.3 Publish appropriate articles to inform the DoD AT&L workforce about our workforce strategies by Sep 07 (OPR: Dir, HCl; OCR: Components) 5.1.4 Share Component AT&L HCSP progress at SSB meetings (OPR: Components)



Goal 5 — Progress to Date

The AT&L HCSP v 1.0 established 3 tasks under Goal 5. All 3 tasks were successfully performed over the last 12 months and are included in this Plan to continue to be performed in the future.

Since the publication of DoD AT&L HCSP v 1.0 in 2006, DoD AT&L implemented a variety of communication strategies to inform the workforce about it. The following is a list of DoD AT&L communication methods:

- Workforce-related articles showcasing best practices were published in the monthly *Defense AT&L e-Letter's* Workforce Corner.
- Acquisition Workforce Bulletins and the weekly DAU Workforce Newsletter.
- A Community of Practice (CoP) Web site to exchange ideas within the federal workforce.
- Components leaders frequently met with other senior leaders and workforce members to discuss the DoD AT&L workforce.

The bi-monthly *Defense AT&L* magazine includes workforce-related articles and interviews. In the September/October 2006 Edition, Dr. Delores M. Etter, Assistant Secretary of the Navy for Research, Development and Acquisition, addressed a variety of workforce management strategies. Among other issues, she discussed how the state-of-the-art Naval Acquisition Intern Program leverages the available human resource flexibilities, the cross-agency initiative that links the National Science Foundation academic talent pool with civilian researchers at the Naval Research Lab, the use of congressionally funded scholarship programs for students, the necessity of strong program management skills, and the vital role of DAU in preparing future leaders.

The Army publishes its own *Acquisition, Logistics and Technology (AL&T) Magazine*, which recently won the prestigious *International Association of Business Communicators (IABC) Gold Print Award*. This magazine is published quarterly, sent to the Army AL&T subscriber base of 48,000, and posted on the USAASC Web site. Each issue of *AL&T* opens with a letter from the AAE, the Honorable Claude M. Bolton, and has an acquisition career development column authored by the Deputy DACM (DDACM).

At the annual Air Force Acquisition Leaders Forum in February 2007, the Honorable Sue Payton, Assistant Secretary of the Air Force for Acquisition, emphasized that the Air Force is serious about strategic planning for the acquisition workforce. In her remarks, she noted the need for more cross-functional training and the importance of having training available just-in-time when duties of a specific assignment call for training above the foundation given in DAU certification courses. In addition, she noted the Air Force is starting to track metrics for CAPs and KLP qualifications, as well as acquisition professional currency.

The dissemination of DoD AT&L workforce-related information is provided by senior leadership through their DACMs to various organization focal points throughout DoD, i.e., PEOs, SYSCOM commanders, functional leaders, DAWIA focal points, and training managers. DoD AT&L information is also provided through various Component Web

sites. The Web sites include many automated tools in one central place, allowing users to perform functions such as register for training, track continuous learning for currency, and review their personal record for accuracy. The sites also include a news section for announcements on award opportunities, new training, policy changes, and other current issues.

On January 5, 2007, Dr. Etter signed out the updated Navy DAWIA Operating Guide, which addresses the changes and flexibilities allowed under the DAWIA II legislation. This guide is located on the Navy DACM Web site and all DoD AT&L workforce members are encouraged to utilize this resource.

The Air Force DACM issued an extensive update to DAWIA implementation policy to all Major Commands via a policy memo in December 2006. The memo was a “total refresh,” reflecting DAWIA II and significant Air Force HCSP initiatives, such as tighter oversight of position coding and emphasis on professional currency.



DoD AT&L Workforce Goal 6 – Recruit, develop, and retain a mission-ready DoD AT&L workforce through comprehensive talent management

Enabling Objectives:

- 6.1 Adopt world-class recruiting techniques to address changing demographics.
- 6.2 Ensure DoD AT&L workforce is ready to meet mission needs.
- 6.3 Develop retention strategies and deliberate management of selected retiring workforce.

Goal 6 and its associated tasks are new for the DoD AT&L HCSP v 3.0. The concepts of recruitment, development, and retention are not new to DoD AT&L; rather the establishment of this goal emphasizes the importance of the concepts as we are confronted with the human capital challenges described earlier. The USD(AT&L) is committed to enhancing recruiting, hiring, professional development, and retention strategies to maintain a high performing, agile, and ethical workforce.

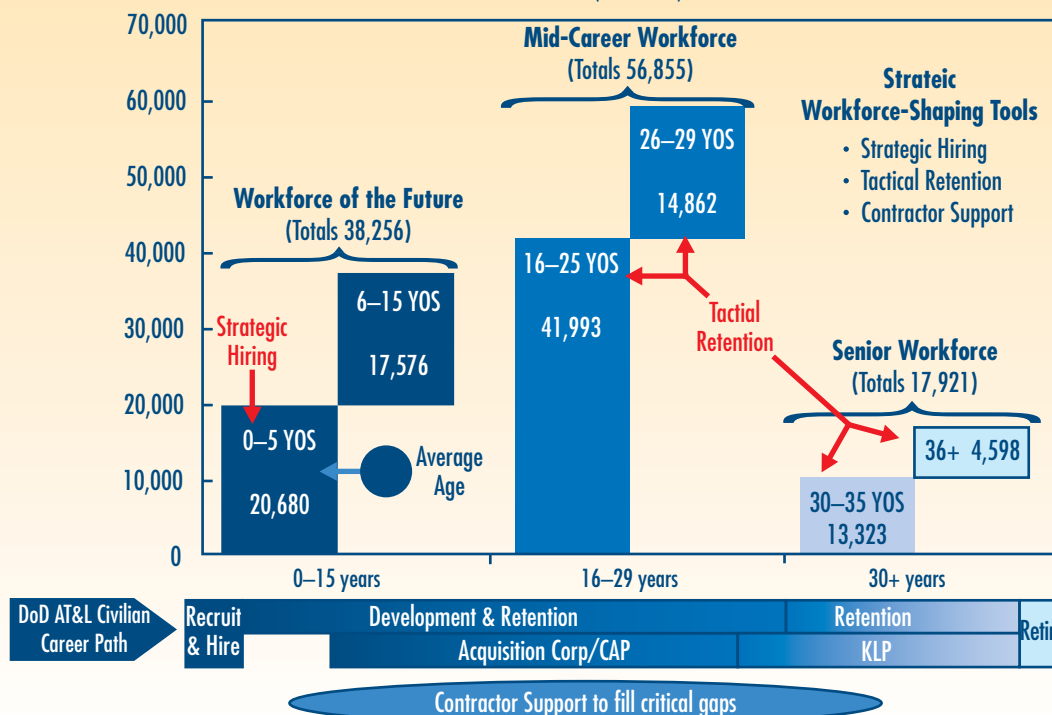
The recently deployed DoD AT&L Workforce Life-cycle Model (WLM) provides a high-level evaluation tool for assessing the workforce. The WLM captures Years of Service (YOS), which is useful for understanding experience, hiring, bench strength, and retirement trends. The model organizes the workforce into “Future,” “Mid-Career,” and “Senior” life-cycle groups based on YOS. Each life-cycle group is subdivided into targeted cohort categories for succession planning and migration. The

WLM can be used at the Enterprise, functional, or field organizational level. Figure 10 depicts the DoD AT&L Enterprise level. The bar on the bottom illustrates the full life-cycle career path from recruitment to retirement. Additionally, the model notionally reflects the use of support contractors to supplement the acquisition workforce.

The focus of the “Future” life-cycle group is primarily on development with specific emphasis on strategic hiring in the 0–5 year cohort group. It is noted that hiring during the previous 5 years has

Figure 10. DoD AT&L Workforce Life-cycle Model (WLM)

Civilian Years of Service (as of FY06)



been robust in terms of filling needs. The average age of 36.4 years suggests new hires with greater experience, such as prior military, along with younger entry-level personnel. This developmental period is driven by the DAWIA standards that emphasize experience, education, and training.

The “Mid-Career” life-cycle group should focus on career broadening, depth and quality of experience, and grooming individuals in the Defense acquisition corps to fill senior positions in the AT&L Enterprise. This group is composed of approximately 57,000 highly educated individuals who are meeting their DAWIA requirements. This group represents the “bench strength” positioned to replace “Senior” workforce members approaching retirement. Numerically, the 57,000 members of the “Mid-Career” group compared to the 18,000 members of the “Senior” cohort groups with 30+ YOS indicates sufficient capacity to replace seasoned talent departing the “Senior” group.

The “Senior” life-cycle group is composed of workforce members who have 30+ YOS and is divided into two subgroups—those with 30 to 35 YOS and those with 36 or more YOS. Highly experienced “Seniors” represent approximately 16% of the DoD AT&L workforce and are those who are most likely to retire. As noted earlier, the approximate 3% retirement rate will increase as the “Senior” members continue to age.

The WLM model is evolving, and it will have expanded utility as data quality improves. The movement of DoD AT&L members through the WLM should continue to be monitored and addressed by well-developed recruitment, development, and retention strategies.

Recruitment. USD(AT&L) must capitalize on past successes, lessons learned, and best practices from Components to create a robust DoD recruitment strategy. We must leverage DoD and Component strategies to meet a broad range of hiring needs. Due to the changes in military retirement restrictions, officers are not subject to reductions in retirement pay when hired by the government, and this may result in increased hiring of older personnel who have few years of civilian service. Similarly, agencies could attempt to hire experienced individuals from the private sector instead of recent graduates.

To maintain a competitive advantage in the marketplace for new employees, DoD Components must expand their use of innovative and proven recruiting strategies, such as intern programs, Student Career Exchange Program (formerly known as Cooperative (Co-op) program), the direct hire program, college recruiting fairs, targeting under-represented groups, and use of modern communication media (facebook.com, myspace.com, etc.). We must play our part to ensure DoD and hiring field organizations are viewed as employers of choice to new and mid-level candidates.

Development. DAU and Components must work together to shape the training and experiential opportunities needed to deliberately develop workforce competencies and skills to meet current and future mission requirements. Components will manage employee development so the workforce members gain the competencies required to

perform acquisition duties in their current functional areas and to achieve the cross-functional skill pairings and competencies Components need them to possess in order to fill leadership roles in the acquisition workforce. To manage this development, Components must conduct gap analyses to quantify the training, education, and assignment resources needed to produce the pool of qualified personnel required to fill acquisition designated positions. The Components must leverage all available DAU, military, and civilian institutions to ensure individuals are given every opportunity to maintain professional currency and meet continuous learning requirements. As described above, Components have already begun implementing best practices, such as new employee orientation, mentoring program, and rotational/career broadening opportunities. Careful and thoughtful development efforts by supervisors will enhance their employees' desire to stay in the DoD AT&L workforce.

Retention. In order to address baby boomer retirement concerns and to keep high-performing employees at all levels, we need to offer quality-of-life initiatives that compare favorably with our industry counterparts. Components must coordinate with USD(P&R)/ODUSD(CPP) to implement retention strategies for personnel within the Baby Boomer Generation, leveraging all allowable provisions to ensure that corporate knowledge is retained. Components have implemented several effective initiatives, such as use of the alternate work schedule, retention bonuses, credit hours, teleworking, flexible sick leave, NSPS pay-for-performance, enhanced thrift saving plan system, additional incentives for critical skills area, and other quality of life/benefit initiatives. While those initiatives have been successful, we need to continue to initiate and execute competitive retention incentive and succession plans to manage the knowledge of senior leaders as they exit the workforce. Our objective is to instill in them the belief that there is no greater sense of satisfaction than serving in acquisition organizations that help protect the Nation and its people.

Bottom-line: Goal 6 will ensure DoD AT&L Components attract, develop, and retain a highly talented, motivated, and diverse workforce by implementing best practices and strategies to establish DoD and acquisition organizations as employers of choice.



DoD AT&L Workforce Goal 6 – Recruit, develop, and retain a mission-ready DoD AT&L workforce through comprehensive talent management

Enabling Objective	Outcome	Task
6.1 Recruitment: Adopt world-class recruiting techniques to address changing demographics	Streamline Recruiting	6.1.1 Actively engage with ODUSD(CPP) to coordinate DoD recruiting and retention efforts starting Jul 07 (OPR: Dir, HCl) 6.1.2 Upgrade and maintain DoD AT&L employment Web site (www.atlcareercenter.com) on a quarterly basis (OPR: DAU) 6.1.3 Identify “hard-to-fill” jobs and locations and partner with OPM to develop branding and recruiting strategies starting Jul 07 (OPR: Dir, HCl; OCR: Components) 6.1.4 Establish partnerships with other national security agencies (e.g., DHS) in the National Capital Region to develop agreements on recruiting and retention among agencies starting Jul 07 (OPR: Dir, HCl; OCR: Components) 6.1.5 In coordination with the NSPS PEO and Components, create a professional Acquisition Program Management career series by Jul 08 (OPR: Dir, HCl; OCR: Components) 6.1.6 In coordination with ODUSD(CPP) and OPM, identify and initiate a program to streamline the application process to be more competitive with industry by Sep 08 (OPR: Dir, HCl)

DoD AT&L Workforce Goal 6 – Recruit, develop, and retain a mission-ready DoD AT&L workforce through comprehensive talent management. (continued)

Enabling Objective	Outcome	Task
6.2 Development: Ensure DoD AT&L workforce is ready to meet mission needs	Expand and clarify development needs	6.2.1 Identify developmental needs for acquisition personnel leveraging functional competency models starting Jul 07 (OPR: Components) 6.2.2 Develop and implement strategies to fill competency gaps and meet target certification levels by Sep 08 (OPR: Components) 6.2.3 Conduct a DoD AT&L-level semiannual training review to shape and leverage all training opportunities to fulfill Components' training needs beginning Sep 07 (OPR: DAU) 6.2.4 Develop criteria for acquisition experiential assignments necessary to achieve desired competencies by Jun 08 (OPR: FAs)
6.3 Retention: Develop retention strategies for selected retiring workforce	Improve workforce environment	6.3.1 Develop retention strategies for employees graduating from intern programs starting Sep 07 (OPR: Components) 6.3.2 Develop targeted retention strategies for employees who are retirement-eligible starting Sep 07 (OPR: Components) 6.3.3 In partnership with the NSPS PEO, develop an Accelerated Compensation Development Program to encompass paybands 2 and 3 by Jun 08 (OPR: Dir, HCI)

Goal 6 — Progress to Date

Despite Goal 6 and its tasks being new to version 3.0, DoD AT&L and the Components have had significant accomplishments in developing and implementing strategies for recruiting, developing, and retaining a mission-ready DoD AT&L workforce.

Recruitment

Components conducted state-of-the-art marketing initiatives aimed at universities and highlighting DoD AT&L as an employer of choice. As part of the continuous improvement effort, the Defense Logistics Agency (DLA) conducted surveys to determine the factors that were important in new hires' decisions to work for acquisition organizations. The resulting information can be used to improve marketing material for the DoD AT&L career Web site, www.atlcareercenter.com, which has been revamped with a "Meet the Force Behind the Forces" look.

DoD AT&L has established agreements with professional organizations such as National Contract Management Association, The International Society of Logistics, and the Program Management Institute, to recognize their professional designations as a part of DAWIA training equivalency.

Intern programs have become an integral part of Components' recruiting strategy. The Naval Acquisition Intern Program recruits 250 to 300 interns a year for its 3-year program and DLA has a robust intern program with more than 700 interns entering each year. The Army received a USD(AT&L) 2006 Workforce Development Award for creating an Army Intern Institute that increased intern retention from 75% to 91%.

Components have expanded outreach programs to instill early awareness in high school and college students, encouraging them to study science and engineering areas, such as the Science, Mathematics and Research for Transformation (SMART) Scholarship Program, and participate in engineering intern programs.

Development

DoD AT&L Components are doing a superb job of professional development and training opportunities in a variety of forms—classroom instruction, e-learning programs, and on-the-job training. To ensure that the existing DoD AT&L workforce is ready to meet mission needs, a variety of employee development strategies have been implemented. Components have partnered closely with DAU and have steadily increased the level of distance learning provided by DAU. The Components and DAU have collaborated to fund additional acquisition training beyond previously planned levels. They implemented an automated tool to allow supervisors and employees to track their progress, such as the CLP Tracking System, automated IDPs, and Army's online career tracking tool.²³ DoD AT&L has laid the initial foundation for deliberate certification management for CAPs and KLPs to targeted certification rates.

Army's Acquisition Competitive Development Group / Army Acquisition Fellowship Program is a 3-year PM Senior Leader Position development program offering broad-selected Army acquisition civilian applicants expanded training, leadership, and experiential

opportunities designed toward developing future Army acquisition civilian leaders.

The Components have active career enhancement programs, the Army's People Empowering People and Acquisition Supervisor Outreach programs are benchmark mentoring programs.²⁴ The Navy has an active education incentive program as a part of an employee professional development program, and the fourth Estate agencies have active partnership programs with universities.²⁵ In addition, the DoD Defense Leadership and Management Program (DLAMP), which was recently renamed the Joint Leadership Development Program (JLDP), is the premier leadership program for succession planning for future DoD leaders.

Retention

As a part of sharing lessons learned, DLA and the Air Force administer exit surveys in order to obtain information to aid development of strategies to prevent similar turnover in the future.

USD(AT&L) and Components have already implemented a variety of succession programs to prevent the potential brain drain. DoD AT&L Workforce Career Encore Program takes full advantage of acquisition workforce knowledge and career experience of senior workforce members nearing retirement and shares it with new employees as the "Lifetime Best Practice" forum. Navy's management succession program was the recipient of one of the DoD AT&L 2006 Workforce Development Award success stories.

DCMA's Tomorrow's Leaders Initiative will address Agency leadership needs and will be linked to DCMA's processes that manage retirements and departures from the Agency—will refine DCMA's procedures for succession analysis and planning.

The Air Force's Retaining Acquisition Expertise Initiative helps to preserve critical acquisition skills and experience. The program assists voluntary military separatees to transition into the civilian acquisition workforce.



Source Notes

1. DoD AT&L Workforce DataMart (FY06) (Statistic for civilians only.).
2. Congressional Budget Office, *Characteristics and Pay of Federal Civilian Employees*, March 2007, page 3.
3. *Federal Human Resources Week* (Volume 14, Issue 5) April 3, 2007, page 71.
4. DoD AT&L data from DoD AT&L Workforce DataMart (FY06). (Statistic for civilians only.) DoD data from FedScope, September 2006, www.fedscope.opm.gov.
5. "Defense Acquisition Workforce Improvement Act," Public Law 101-510, Division A, Title XII—Defense Acquisition Workforce, November 5, 1990, 104 Stat. 1638, Chapter 87, Subchapter 1, Subsection 1701(a) Policies and Procedures.
6. Ibid, Subsection 1702, Under Secretary of Defense for Acquisition, Technology and Logistics: Authorities and Responsibilities.
7. *Science and Engineering Indicators 2006*, National Science Foundation.
8. U.S. Department of Labor, Bureau of Labor Statistics, *Occupational Outlook Quarterly*, Volume 49, No. 4, Winter 2005–2006.
9. National Defense Education Act of 2006—A U.S. Department of Defense White Paper, March 10, 2006, page 2.
10. National Center for Higher Education Management Systems, 2002 estimates. Current trends suggest that since the late 1990s approximately 70% of students who enter the ninth grade will graduate from high school.
11. U.S. Department of Labor, Bureau of Labor Statistics, *Occupational Outlook Quarterly*, Volume 49, No. 4, Winter 2005–2006.
12. *Academic Disciplines and Employment Trends*, Applied Information Management Institute, January 2006.
13. DoD AT&L Workforce DataMart, FY06. (Statistics for the civilian workforce. The two SPRDE career fields were combined.)
14. DoD information from DMDC Civilian Master files for September 2006. DoD AT&L information from the DoD AT&L Workforce DataMart (FY06).
15. RAND analysis for DoD AT&L/2007.
16. *Science and Engineering Indicators 2006*, National Science Foundation.
17. Ibid.
18. NDAA FY 2006, Section 814, *Review of Defense Acquisition Structures and Capabilities Study*.
19. Council for Excellence in Government and the Gallup Organization, December 5, 2006.
20. Robert J. Stevens, Chairman, President and CEO of Lockheed Martin. *Wall Street Journal*, April 19, 2006.
21. NDAA FY 2006, Section 814, *Review of Defense Acquisition Structures and Capabilities Study*.
22. GAO Report 02-373SP, *A Model of Strategic Human Capital Management*, March 2002.
23. Army developed an online career tracking tool for the science and engineering communities (see 2006 DoD AT&L Workforce Awards for further information).
24. Army People Empowering People (PEP) mentoring program received a DoD AT&L Workforce Development Award in 2006.
25. Navy provides incentives for attainment of degrees and professional certifications and received 2006 USD(AT&L) Workforce Development Award recognition.



IN MEMORIAM

DoD AT&L REMEMBERS TWO OF ITS OWN,
KILLED IN THE COURSE OF DUTY IN IRAQ.



BARBARA HEALD
JANUARY 29, 2005



COMMANDER
PHILIP A. MURPHY-SWEET, USN
APRIL 7, 2007

