

***U.S. ARMY ACQUISITION
HUMAN CAPITAL STRATEGIC PLAN***

As of March 23, 2006

FOREWORD

Army Acquisition is transforming to get products to the Soldier faster, to make good products even better, to minimize life cycle cost, and to enhance the synergy and effectiveness of the Army Acquisition, Logistics and Technology (AL&T) communities. The push towards a more integrated, holistic approach to product development and sustainment is driving changes in acquisition training and education to better prepare our future acquisition leaders for the challenges they will face.

In the future, the acquisition workforce must manage increasingly complex programs that are highly integrated. Take, for example, our Future Combat Systems – manned and unmanned, air and ground maneuver, maneuver support, and sustainment systems, bound together by a distributed network and supporting the Soldier. Will the workforce be ready to manage this program? Our leadership development strategy is addressing the urgency of this need.

There is great concern that the Army Acquisition workforce is declining too rapidly while the workload continues to increase. From a high of 140,000 people at the end of the Cold War, we're now at roughly 46,800 civilians and 1,450 military members. And in the next three years, one-half of all civilians will be eligible to retire. Of all the issues that I deal with on a daily basis, aside from those that impact our Soldiers who are fighting today, the most critical one to me is the declining workforce and the knowledge that is walking out the door. Without a well-trained and educated workforce, all other things necessary will not happen.

Y-O-U will make it happen. There is no natural law that says the United States should be the world power that it is – that it has the strongest economy or be the envy of the world. Likewise, there is no natural law that says the United States, therefore, should have the most powerful military; for our part, the world's best Army. For more than 230 years, the reason we are great is because of people, like Y-O-U.

People are central to everything we do in the Army. Institutions do not transform – people do. Platforms and organizations do not defend the nation – people do. Units do not train, they do not stay ready, they do not grow and develop leaders, they do not sacrifice, and they do not take risks on behalf of the nation – people do. That is why each and every one of you has an important role in keeping our Army the most powerful, most capable, and most respected land force in the world. What you do makes a big difference to our Army and to the men and women safeguarding our way of life.

Our most important asset is our people. This strategic plan is designed to make sure that we have the right people with the right skills at the right time in the right place. Your personal commitment to achieving this goal will make a difference.

Claude M. Bolton, Jr.
Army Acquisition Executive

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I. Purpose and Scope.

This Army Acquisition Human Capital Strategic Plan (HCSP) provides the direction necessary to transform the current Army Acquisition workforce to a more diverse and versatile workforce, better postured to support the Army's Mission. It establishes a forecasting framework with which to assess the "health" of Army Acquisition and to provide important human capital insights to our acquisition leaders. This plan is applicable to the entire Army Acquisition workforce.

II. Authority.

In the Undersecretary of Defense (Acquisition, Technology and Logistics) [USD(AT&L)] memorandum, dated 3 Oct 02, subject: Human Capital Strategic Planning Policy for the DoD Civilian Acquisition, Technology, and Logistics Workforce, Secretary Aldridge directs that the "Components will prepare annual Civilian AT&L HCSPs which support and directly correspond to the goals, strategies and objectives of the DoD Civilian Human Resources Strategic Plan."

III. Strategic Alignment.

The HCSP supports the first strategic initiative in the President's Management Agenda, Strategic Management of Human Capital. At the Secretary of Defense level it aligns with both the USD(AT&L) and the USD(Personnel and Resources) strategic plans. The HCSP is further aligned with the Assistant Secretary of the Army (Acquisition, Logistics, and Technology) [ASA(ALT)] Strategic Plan under Goal 3, Shape an acquisition workforce poised to successfully meet the needs of the Army, and maps to the ASA(ALT) Balanced Scorecard strategic objectives: Staff the Acquisition Workforce, Promote Acquisition Corps Leadership Development, and Promote Workforce Professional Development.

IV. Our Mission.

The Army Acquisition Corps' (AAC) mission statement ensures that we provide the best systems and services necessary to support all mission areas. On a broader level, the AAC's vision ensures that we ultimately provide the Warfighter with the best capabilities across the full spectrum of operations. The AAC vision aligns with the Army's Mission and Strategic Goal.

Army Mission

To Provide Necessary Forces And Capabilities To The Combatant Commanders In Support Of The National Security And Defense Strategies

Army Strategic Goal

Relevant and Ready – Today and Tomorrow

Army Core Competencies

(1) train and equip Soldiers and grow leaders; and (2) provide relevant and ready land power capability to the Combatant Commanders as part of the Joint Team.

AAC Vision

The premier integrator and developer of a strategically responsive force armed with the capabilities to dominate across the full spectrum of operations.

AAC Mission Statement

Develop, improve and integrate the systems and services that enable our Army to meet its non-negotiable contract to fight and win our Nation's wars.

V. Strategic Objectives.

- Develop flexible Acquisition officers and civilian leaders that possess a diverse and well-rounded background in the supporting function and phases of acquisition who are prepared to lead any complex, multifunctional acquisition command, agency, organization or team.
- Develop a workforce that is expert, relevant, and ready to support the Acquisition mission along the full spectrum of military operations from all out War to Defending the Homeland.
- Transform the doctrine of Acquisition personnel utilization to align with the Army's modular concept.

VI. Status of the Army Acquisition Workforce Today.

The Army's total Acquisition, Logistics & Technology Workforce (AL&TWF) currently has more than 48,236 members. The workforce includes both military and civilian, with 1,442 military officers and 46,794 civilians.¹ Additionally there are over 1,000 Army National Guard (ARNG) officers, enlisted, and Title 32 Technicians, and US Army Reserve (USAR) officers and enlisted soldiers. Out of these numbers there are 6,654 Critical Acquisition Positions (CAPs) (i.e., GS-14/LTC and above) of which all incumbents require membership in the Army Acquisition Corps (AAC). The average age of the government civilian acquisition workforce is 47.8 years and the average years of service is 19.5 years. Seventy-four percent of them have at least a Baccalaureate. Today, 14 percent of our civilian workforce is eligible to retire with full benefits. Thirty-three percent of the current population will be eligible by 2011.

¹ This data is from Career Acquisition and Personnel and Position Management Information System (CAPP MIS), December 2005.

Additionally, the five-year projection for all those eligible for retirement, including early retirement, grows to over 60 percent.

VII. Transformation.

As the Army transforms from the Cold War doctrine to a Joint Expeditionary doctrine, Army Acquisition must transform too. The Army has implemented several initiatives to align Army Acquisition with the Army's Campaign Plan. These initiatives (Annex A) are workforce focused. Transformation of the Army Acquisition Corps (AAC) is nested within the Army's transformation in a decisive effort to better enable the AAC to deliver on an evolved mission that calls for forward projected, full spectrum acquisition support. The AAC will align and horizontally integrate its transformation with the overall Army Campaign Plan; establishing an Army acquisition core capability that supports materiel and service solutions for the full range of military operations, from all out war to defense of the homeland.

National Security Personnel System (NSPS). The Department of Defense (DoD) is working to begin implementation of NSPS in 2006. It will be taking a phased approach over 2-3 years. Army Acquisition has worked with the Program Executive Office (PEO), NSPS in shaping the guidelines for implementations providing valuable lessons learned from the Civilian Acquisition Workforce Personnel Demonstration Project. ASA(ALT) is posturing the timing of ASA(ALT), PEO, and ASC entry into NSPS to occur in synch with the entry of the Lifecycle Management Commands.

Acquisition Noncommissioned Officer Workforce Program. The Army Acquisition Corps is currently utilizing 86 Quartermaster Corps Noncommissioned Officers (NCOs) with the Military Occupational Specialty (MOS) 92A to work as Contracting NCOs in the Acquisition Noncommissioned Officer Workforce Program. These NCOs work with the Principal Assistant Responsible for Contracting (PARC) on installations to support the combatant commander during deployments. This initiative is intended to partially offset the Army's shortfall of Officer contingency contractors. The Army Acquisition Corps has submitted a Military Occupational Classification and Structure (MOCS) proposal to the Human Resources Command for the establishment of an MOS in Contracting for NCOs in the AAC. The target level is for 122 NCO authorizations. These authorizations would fall within the Army Materiel Command and be part of the modular Army Field Support Brigade.

VIII. Leadership Development

This plan addresses a leadership development strategy for both the military and the civilians. To enable the transformation the AAC will develop flexible acquisition officers and civilian leaders that possess a diverse and well-rounded background in the supporting functions and phases of acquisition who are prepared to lead any complex, multifunctional acquisition command, agency, organization or team. The acquisition workforce will continue to develop expert, relevant, and ready individuals prepared to support the acquisition mission along the full spectrum of military operations.

Leadership Development Model. The model describes three progressive developmental levels that enable the workforce member to progress throughout their career. Each level addresses some aspect of leadership development. It has been designed to meet the developmental needs of the acquisition community by identifying the broad qualification requirements that enhance the workforce members' competitiveness at various stages of their career. The three career levels in the Development Model are: Functional Expertise, where the technical foundation is built; Broadening Experience, where cross functional and leadership competencies are developed through educational opportunities and developmental assignments; and Strategic Leadership, where the workforce member executes duties in a senior leadership role and continues development through an Executive Leader Training Program. Though there are differences between the military and civilian paths, every attempt has been made to mirror the education, training and experience between them. The end result is military and civilian professionals ready to serve at the strategic leadership level.

Military. The required mix of education, training, and experience of military acquisition officers has significantly changed in light of the support needed for the Global War on Terrorism (GWOT). The Army has moved to a modular concept. A unit of action has all of its assets to conduct operations, including contingency contractors. Army Acquisition is developing a modular construct to support the Warfighter called the AL&T Support Battalion (ALTSB). The current inventory of officers trained in the area of contingency contracting (as one example) does not match this need. We will modify the current training and education for the officers to make them more diverse with special emphasis in both lifecycle logistics and contracting. Implementation of a military rotational assignment program is key to enhancing the development of the officers. We will also pursue shifting the military footprint in program management from 33% to 55%.

Civilian. We will ensure a viable civilian leader development program at every level: functional, broadening, and strategic leadership. They will be current in their field. Continuous learning will be stressed at all levels. The civilian rotational developmental assignment program is seen as an important tool for broadening the experience of the civilian workforce and better preparing potential acquisition leaders. The U.S. Army Acquisition Support Center (ASC), through its Acquisition Education, Training and Experience (AETE) program and Regional Customer Support Offices, will continue to provide avenues for leadership development at all levels.

IX. Forecasting Framework.

The Acquisition Workforce Forecasting Framework is essential to guiding the Army Acquisition community as it prepares its workforce plans. The framework provides a structured approach for shaping the Acquisition Workforce to meet the current and future needs of the Army. The information it generates will assist the Acquisition leadership in formulating and directing its HCSP. It will enable the Army to better focus its recruiting and training efforts. It will also assist the Army in developing business cases to support its program funding requirements specific to acquisition career management and career development. The framework will assist the Army in

determining the appropriate mix of military, civilian, and contractors. The framework is further described at Appendix B.

In order to better plan the staffing requirements for acquisition organizations, ASA(ALT) has directed the development of a model that will identify requirements by life cycle phase, identify skill shortages and support the Total Army Analysis (TAA) process. The development of the models began in calendar year 2004 and should be completed in 2006 for PEOs/PMs. This model supports the forecasting framework.

X. Recruitment and Retention.

Attracting and retaining a skilled workforce is a significant challenge. The average age of our workforce has peaked and is beginning to drop. This can be attributed to the front bow of the retirement wave. The force strength of the civilian workforce has kept pace with retirements, resignations, migrations to other Services and Agencies and other types of Army losses, but we are not postured to absorb a sudden increase in losses. Furthermore, there is a growing experience gap that cannot be met through entry level hiring programs. This is somewhat buffered by hiring former acquisition military officers, but not enough to reduce the gap.

Rather than react to the losses, Army Acquisition needs to proactively shape its workforce through available human capital flexibilities such as relocation/recruitment bonuses, retention allowances and VERA/VSIP and by better identifying the skills needed in 2013 (next POM cycle). Successful execution of this plan is critical to getting the right person with the right skills to meet the needs of our warfighters. ASC is currently working to establish an acquisition-specific intern program to target needed skill sets and to grow the pool of future program managers.

There has been a negative trend in recruiting Army captains in the acquisition workforce. ASC, working with the Human Resources Command, Acquisition Management Branch, have embarked on an aggressive campaign to attract captains. They will continue the aggressive approach through modern technology and look to simplify the accession process.

Currently there is no centralized management for civilians within our workforce. This creates challenges when we need to place individuals with critical skills into critical positions. We are limited by regulations, but we have certain flexibilities under current authority. We must provide challenging and rewarding follow-on positions for our workforce members who are finishing assignments, some of which are centrally selected positions, or schooling. These individuals have achieved the advanced training, education, and experience that are essential for the workforce to successfully accomplish its mission. We cannot afford to lose this talent.

Another challenge is attracting our talented civilian workforce to compete for project/product manager positions. ASA(ALT) has already taken steps to address this issue. The most significant change has been a two-year moratorium on the mobility agreement requirement. This requirement had been one of the leading reasons for many individuals not applying. A new initiative, Supervisor Outreach, will focus on

assisting and enabling Acquisition supervisors in their role in guiding the career development of their subordinates.

XI. Succession Planning.

Succession planning is those steps taken to prepare an organization to maintain its effectiveness though a key leader or key staff member is lost through retirement, promotion or other means. Succession planning is an important element in any human capital plan. When key personnel leave an organization they take with them the knowledge and expertise required for the job. Oftentimes this knowledge and expertise spans decades. An effective succession plan will ease the transition.

The Army Acquisition Executive supports succession planning by providing the resources and programs necessary to enable the workforce leadership to execute their succession plans. As an example, the Rotational Development Programs (RDAPs) are ASA(ALT) sponsored programs that provide a means for accelerating the experience, diversification, and development of our future leaders. The aforementioned forecasting framework will provide some helpful statistics and identify significant workforce trends in support of succession planning.

Each organization must take the responsibility for its own succession planning. It is at this level that the most effective measures can be employed. Each must know what its immediate needs are and have a plan for workforce management within their scope.

At the individual level each professional should assess his or her own development and progress and set appropriate goals. The Individual Development Plan (IDP) is a key tool for achieving personal and professional goals. The Acquisition Support Center (ASC) is constantly pushing improvements to the web-based IDP module to ease its use. It is up to supervisors and subordinates to work together to maximize the effectiveness of this tool.

XII. Knowledge Management.

Knowledge management (KM) practices work hand-in-hand with succession planning and should be practiced at all levels. KM includes knowledge transfer and knowledge generation as well as knowledge capture. KM is more than technical tools such as file libraries and enhanced document search capabilities. Good KM discipline will allow an organization to continue executing its mission when it loses a key leader or staff member.

ASA(ALT) has developed the Army Acquisition Lessons Learned Management System (ALLMS) designed to provide service to the Army Acquisition community and the Army as a whole and is the Acquisition Branch's repository for the Center for Army Lessons Learned (CALL). Acquisition lessons learned are collected from Army Acquisition programs, academic research papers, contingency operations, Program Executive Officer and Program Manager end-of-tour reports, reports of contract protests and other acquisition-related efforts, events or activities (http://asc.army.mil/divisions/com/all_oview.cfm).

XIII. Securing Resources.

Due to the nature of existing operations and conflicts, U.S. military operations will continue to have an accelerated OPTEMPO. This is a very expensive endeavor and it will be a challenge to manage resources in a constrained environment. In this climate it will be an additional challenge to keep the necessary funding for the workforce at the appropriate level. It is essential that the Forecasting Framework process generate business cases that define our workforce requirements and arm Program Evaluation Group (PEG) decisions that support our funding requirements.

It is equally important to educate other key personnel in the Army who either make funding decisions or make recommendations that impact the funding of our human capital programs. We must maintain frequent contact with the PEG representative and leverage their knowledge. We must also strive to ensure that Army Leadership understands our mission and recognizes the critical nature of building and maintaining our bench.

XIV. Appendices.

Appendix A. Initiatives

Establish consequences for not meeting certification requirements. This initiative seeks to establish consequences for failing to meet certification requirements within the prescribed timeframes. ASA(ALT) will develop policies to include certification requirements in performance objectives to enable enforcement. This initiative will also assess if the supporting information systems are sufficient to track compliance.

Establish Senior Service College (SSC)/Program Manager Post-utilization Program. This initiative is to develop and codify placement policies and procedures for AAC SSC graduates and civilian PMs. The AAC SSC selection process is a key factor in any post-utilization program for AAC SSC graduates. This initiative will encompass the development of criteria and a supporting methodology to be used for the selection of the best and brightest, as well as agreement at the HQDA G-1 level to codify this criteria/methodology in their guidance. The identification of key leadership positions within the Army Commands and Direct Report Units (DRU) of those selected to attend SSC; the freezing of positions by HQDA G-1; and the utilization of other incentives to ensure the placement of both AAC SSC graduates and civilian PMs into leadership positions are potential components of this program. The establishment of close working alliances with HQDA G-1 and the other Army Commands and DRUs is a prerequisite to the successful placement of these personnel.

Develop a Lean Six Sigma (L6σ) AAC Business practice policy/strategy. This initiative involves the dissemination of mandatory Sixth Sigma training and the follow-up training events focused on the two pillars of Lean: Continuous Improvement and Respect for People.

Design an expanded Competitive Development Group (CDG) Program to include full Life Cycle Management of Small Group of Select AAC civilian employees. Design and plan a full life cycle CDG program that includes a diversity of experiences in developmental positions and, like the military counterpart, creates a leadership career track that includes both staff and line positions (may incorporate the RDAP initiative) – a program that is not Washington D.C. centric. Senior civilian and military leaders make decisions using CDG as a screening criterion to identify and groom potential future civilian AAC leaders., therefore, the lifecycle approach is warranted.

Determine AAC military personnel requirements. Determine the number of acquisition billets that require "active duty" (either Active or Reserve Component) military personnel. Conduct an analysis based on the new ALT concept and design for support of the new modular and expeditionary Army, Homeland Defense mission, Proponency mission, and core capabilities, factoring in the use of strategic partnerships to determine the most effective utilization of military personnel in support of the Army Transformation Roadmap.

Integrate AAC Reserve Component capabilities in support of a holistic AAC core capability and associated footprint. This initiative seeks to integrate the existing strengths of the ARNG and USAR Acquisition soldiers into the overall AAC core capability footprint. The AAC Reserve Component soldiers will be integrated primarily in support of the worldwide contracting mission for which they are well represented

(over 90% of the USAR assets are in contracting) and in Program Management. Integration of the Reserve forces in other developmental areas of concentration and competition for PM and PEO positions will be evaluated for impact on the AAC core capability and achievability under the RC's unique constraints (geography and structure) resulting in a decision to either focus on integrating the USAR contracting role, or expanding the RC into all areas of the AAC core capability-demanding the same level of diversity of experience.

Reestablishment of Training with Industry (TWI) Civilian Programs. This initiative includes establishment, improvement and execution of the following programs on behalf of civilian AAC members: Senior Service College – Fellowship Program (SSCFP), SSC, Naval Postgraduate School (NPS) (resident and distance learning (DL)), Industrial College of the Armed Forces (ICAF) and TWI. This initiative will expand to include the AAC workforce in these opportunities. Use training with industry to develop expert relevant and ready workforce. Don't limit consideration as a leadership development opportunity. Recommend required management and centralized funding with allocation distribution by region. Offer one for one exchange with industry, an exchange program (rotating door/partnering with industry).

Civilian Rotation Developmental Assignment Program (CRDAP). This program will be decentralized and managed by the Regional Directors at the Regional Customer Support Offices (RCSO). At other locations where the civilian AL&T workforce density supports this initiative, but lacks RCSO support, the RDAP will be managed by designated senior civilians. The program will target mid-level workforce members (GS-11 or broadband equivalent with at least one year of specialized experience equivalent to the GS-11 grade level, and GS-12/13 or broadband equivalent). It consists of two tracks – functional and leadership. The goal is to enhance individual professional development by providing opportunities for civilians to gain the experience necessary to develop and strengthen needed functional and leadership competencies. RDAP Candidates, upon completing the assignment, will have the experience necessary to become dual-certified, if they meet all other certification prerequisites.

Develop a civilian leader development program at every level. Establish a sequential leadership development plan (Ref: "Army Training and Leadership Development" Panel Report). Provide leadership training opportunities at every level on the civilian career path (Functional Expertise, where the technical foundation is built; Broadening Experience, where cross functional and leadership competencies are developed through educational opportunities and developmental assignments; and Strategic Leadership). Based on AAC doctrine for full spectrum acquisition support, strategic leadership development, management, and Force Structures.

Appendix B. Forecasting Framework

Acquisition Workforce Forecasting Framework

The acquisition workforce forecasting framework is essential to guiding the Army acquisition community as workforce plans are prepared. The framework provides a structured approach for shaping the acquisition workforce to meet the current and future needs of the Army. The information it generates will assist the acquisition leadership in formulating and directing its Human Capital Strategic Plan. It will enable the Army to better focus its recruiting and training efforts. It will also assist the Army in developing business cases to support its program funding requirements specific to acquisition career management and career development.

This document defines the acquisition workforce forecasting framework. The elements of the framework include the process to be followed, the tools that support it, the parameters to be considered, and the outcomes that are desired. The scope of this framework includes the entire acquisition community: military, civilian and onsite government contractors. The perspective is from both the Assistant Secretary of the Army (Acquisition, Logistics and Technology) (ASA(ALT)) and Army Command (ARCOM)/Direct Reporting Units (DRU)/Program Executive Office (PEO) levels. The ASA(ALT)-level analysis focuses on the acquisition workforce overall and produce the Army Acquisition Human Capital Strategic Plan goals, objectives and initiatives. The ARCOM/DRU/PEO level focuses on current demographic trends and the possible impact.

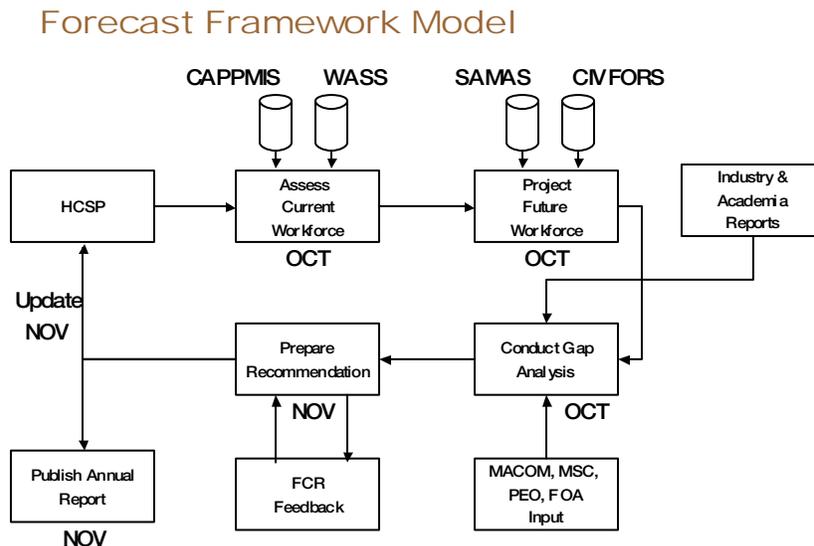


Figure 1

Process Overview. The Army Acquisition Human Capital Strategic Plan (HCSP) provides the overarching guidance for the future composition and capabilities of the workforce. The process is tied to the PPBE cycle and aligns with the ASA(ALT) Strategic Planning Cycle. The baseline data for the submission year is locked on 30 September of each year and a current assessment of the acquisition workforce is conducted. This assessment is compared to the projected workforce and a gap analysis is conducted. The projected workforce structure comes from the Structure And Manpower Allocation System (SAMAS), which is the Army's official record. From this gap analysis strategies are developed to address critical areas and the HCSP is updated. An annual report will be provided to the acquisition ARCOMs, DRUs, PEOs, and AMC major subordinate commands.

Supporting Models and Tools. Workforce Analysis Support System (WASS)/Civilian Forecasting System (CIVFORS) – These models have the same underlying data containing over 30 years of data concerning civilian personnel actions for the Army. Using CIVFORS it is possible to project the demographics of the workforce to the POM period (e.g., 2006-2011). The model, using SAMAS input, could project the strength and the needed accessions each year by various categories such as occupational series, grade, career program, and acquisition career field. There is a current Army G-1 effort to improve the projections by inviting ARCOM and DRU input (Revitalization Program) regarding the SAMAS data and the target levels. The Army G-1 Civilian Personnel Policy directorate is also pursuing a competency-based projection model. It is in the early stages of development.

Career Acquisition Personnel and Position Management Information System (CAPP MIS) – This database contains all of the acquisition information for military and civilian personnel and positions for Army Acquisition. It is currently the sole repository of all of the acquisition information. Planned improvements in the Modern Defense Civilian Personnel Data System (mDCPDS) may replace the CAPP MIS in the next few years, but until such time, CAPP MIS is the best source of information to evaluate the current health of the Army Acquisition workforce in terms of certification, education, and experience.

Manpower Models – The Center for Naval Analysis is currently developing manpower models to assist the ARCOMs, DRUs, and PEOs in identifying their future manpower requirements. The outcomes of these models lead to the basic foundation for the target structure used in the CIVFORS model. The models support the Total Army Analysis (TAA) process, which assists the Army in recommending the needed force structure as part of the program objective memorandum (POM) process.

These models are used in tandem to provide the total picture of the workforce, now and in the future. The limitations of the models are their dependence on the completeness and quality of the data.

Assess Current Workforce. This part of the framework focuses on the current demographic make up of the workforce. It is important to first understand the current situation and use this baseline to assess progress toward meeting published goals. Key

indicators in the dynamic of the workforce are the age and years of service. These help in predicting the retirements. Other demographic elements include: grade, education level, instructional program taken, acquisition career fields, type and level of acquisition certification, population densities by location, occupations, and competencies.

The primary sources for this information are the WASS and CAPPMS. The Army G-1 Acquisition Management Branch (AMB) will provide the military accessions data as part of the analysis of the current workforce. The Acquisition Support Center (ASC) will conduct the training assessment of the military. ASC will solicit the acquisition ARCOMs, DRUs, PEOs, and field operating agencies (FOAs) for their input on workforce training and skills needs, as well as the Functional Chiefs' representatives (FCRs). The ability to assess the competencies relies on the Army wide implementation of NSPS and the inclusion of the core competencies as part of the performance appraisal process. The "as of" date for the data will be 30 Sep each year.

Project Current Workforce. The second element of the forecasting framework is the projection of the workforce into the out years. The years of interest are those within the Program Objective Memorandum (POM). Though many demographic elements can be projected based on current trends, only the strengths by occupation, grade, and organization can be projected using SAMAS. The manpower models being developed by AMSAA will enable greater efficiency in projecting workforce strength needs, thus improving the reliability of the SAMAS authorizations to reflect true workforce structure. There is currently no system, projected or otherwise, that collects the projected requirements by the other demographics (Education, Acquisition Career Fields, Competencies...). The accession requirement by category can also be forecasted by CIVFORS. This is helpful in identifying emerging overages or shortfalls in specific occupations.

Conduct Gap Analysis. Once the current workforce demographics are known and the projections made, then it is necessary to identify the gaps, whether they exist now or will exist. Key to determining existing gaps is the desired demographic composition of the workforce. These objective demographics are as set in the HCSP.

First, the current demographics are compared to the objective demographics. Significant differences are flagged. This analysis should assist organizations in focusing their hiring requirements in the near term.

Next, the projections are analyzed to identify any significant growth in accession requirements. These indicate where there is either a drop in an area due to retirement or migration or where a new or increased requirement has been projected. This information will assist the affected organizations in conducting succession planning and identifying retraining or supplementary training to preserve capabilities.

Supplemental to the strength projections will be independent reports from Industry and Academia describing the emerging technical skills and best practices of interest to the acquisition community. This information will be assessed for its applicability to acquisition.

Finally, review the input from the ARCOMs, DRUs and PEOs.

Prepare Recommendation. Upon completion of the gap analysis, areas of concern will be identified and recommendations for workforce planning initiatives developed. The Acquisition Support Center will use these recommendations in developing and prioritizing career development programs for the acquisition workforce.

Publish Annual Report. The annual report will provide an overview on the workforce posture. It will include the results of the analysis and the supporting graphical charts. Appendices specific to each acquisition ARCOM, AMC Major Subordinate Command (MSC), PEO, and FOA will be included.

Update the Human Capital Strategic Plan. The HCSP will be updated for any changes to the strategy to include goals, objectives and initiatives.

Parameters. The forecasting framework will adhere to the following parameters:

- Is tied to PPBE cycle.
- Is aligned with the Army Acquisition Human Capital Strategic Plan
- Addresses acquisition positions as designated per the latest language in the Defense Acquisition Workforce Improvement Act (DAWIA II)
- Considers 3-5 years for demand estimates
- Solicits input from ARCOMs, DRUs, FOAs, and PEOs
- FCR's will be consulted as a cross-check for specific career programs

Outcomes.

- Current demographic of the workforce to include population density, occupational series, competencies, career program, acquisition career field, education level, instructional program, grade/payband, average age, average years of service, region (defined by the location of the supporting civilian personnel operations center), unit identification code (UIC), or command
- Forecasts future supply (strength) of workforce by occupational series, grade/payband, region, UIC or command
- Loss/retirement rates by:
 - Region
 - Command
 - Career Program/Occupational Series
- Gap analysis results.
 - Estimates fit of current force to future force

- Flags high risk areas
 - Impact analysis
- Recommendations
 - HCSP Goals and Objectives
 - Initiatives

Use Of Information.

- Update Human Capital Strategic Plan
- Develop business cases
 - Supports needs for Defense Acquisition University (DAU) training seats
 - Supports funding for the personnel-focused management decision packages (VAQN, X4SA, etc.)
- Focus intern programs
- Focus Acquisition Tuition Assistance Program (ATAP) funding (desired skill sets)
- Personnel inventory portion of the PB23 submission, which is an all-Services report of projected acquisition manpower strengths and funding.
- Assist in ASA(ALT)-level succession planning
- Disseminate to ARCOMs and DRUs for their use
- Provide to ASC planners for program review
- Affect military officer accession requirements