

**Defense Acquisition  
Workforce Development Fund  
(DAWDF)**

**FY 2009 Annual Report to Congress**

**Section 852 of the  
National Defense Authorization Act (NDAA)  
for FY 2008, Public Law No. 110-181**



**Office of the Secretary of Defense  
June 2010**

**Defense Acquisition Workforce Development Fund (DAWDF)  
FY 2009 Annual Report to Congress**

**Table of Contents**

<b>Title</b>	<b>Page</b>
Table of Contents .....	i
Foreword .....	ii
Executive Summary .....	iii
Implementation—Three Phases .....	1
Amounts Credited to the Fund .....	3
Amounts Expended from the Fund .....	4
Improvements to the Workforce .....	5
Additional Authorities .....	9
Remaining Balance .....	9
Funding for Workforce Improvement.....	10
Appendix 1 .....	11
Appendix 2.....	12
Appendix 3.....	13
Appendix 4.....	14
Appendix 5.....	15
Appendix 6.....	16
Appendix 7.....	17
Appendix 8.....	18
Appendix 9.....	19
Appendix 10.....	20
Appendix 11.....	21
Appendix 12.....	22
Appendix 13.....	23

# Defense Acquisition Workforce Development Fund (DAWDF) FY 2009 Annual Report to Congress

## Foreword

This report is a companion to the 2009 Defense Acquisition Strategic Workforce Plan (the Plan) which was recently provided to Congress on April 27, 2010. The Plan is Appendix 1 of the FY 2009 Department of Defense (DoD) Civilian Strategic Human Capital Plan Update. Previously required by Section 851, "Requirement for Section on Defense Acquisition Workforce in Strategic Human Capital Plan," of the National Defense Authorization Act (NDAA) of 2008, the requirement for the Plan was reestablished by the FY 2010 NDAA and codified under 10 U.S.C. 115b, "Annual Strategic Workforce Plan." Section 115b(d), "Defense Acquisition Workforce," requires a plan for funding needed improvements in the acquisition workforce of the Department through the period of the future-years defense program, including: 1) the funding programmed for defense acquisition workforce improvements, including a specific identification of funding provided in the Department of Defense Acquisition Workforce Fund established under section 1705 of this title, along with a description of how such funding is being implemented and whether it is being fully used; and 2) a description of any continuing short falls in funding available for the acquisition workforce. This Defense Acquisition Workforce Development Fund (DAWDF) report to Congress also satisfies the funding reporting requirements of Section 115b(d).

Section 852, "Department of Defense Acquisition Workforce Development Fund" of the NDAA for FY2008 (Public Law 110-181) directed the establishment of the DAWDF. It directed the Military Departments and Defense Agencies to remit funding to the Secretary of Defense for crediting to the Fund and required credits in amounts equal to the applicable percentage for a fiscal year of all amounts expended by the DoD for contract services, other than services relating to Research, Development, Test and Evaluation, and those relating to Military Construction. Section 852 is codified in Title 10, United States Code, Section 1705 (f).

The DAWDF supports the expanded emphasis on the recruitment, training, and retention of acquisition personnel of the Department of Defense.

The Secretary of Defense is required to submit an annual report on the operation of the Fund, and that each report will include, for the fiscal year covered by such report, the following:

1. Amounts remitted to the Secretary for crediting to the Fund by each Component to include a statement of the amounts credited to the Fund for such fiscal year; [Appendix 1](#), p. 10;
2. A description of the expenditures made from the Fund including the purpose of the expenditures; pp. 4-7;
3. A description and assessment of improvements in the Department's acquisition workforce resulting from such expenditures; pp. 4-7;
4. Recommendations for additional authorities to fulfill the purpose of the Fund; p. 8; and
5. The balance remaining in the Fund at the end of FY 2009 (30 September 2009), p. 9.

# Defense Acquisition Workforce Development Fund (DAWDF) FY 2009 Annual Report to Congress

## Executive Summary

The DAWDF is a critical enabler for the Defense Acquisition Workforce (DAW) improvement strategy. President Obama's March 4, 2009, memo, "Government Contracting," included a mandate for the Federal Government to have sufficient capacity to manage and oversee its contracting process. Secretary of Defense Robert M. Gates announced his plan in April 2009 to increase the size of the organic Defense Acquisition Workforce by 20,000 employees. DoD's hiring initiatives are on track, and the acquisition workforce will grow from approximately 127,000 to 147,000 by 2015. This will return the acquisition workforce to above the 1998 level of approximately 146,000. Approximately 10,000 of 20,000 anticipated new hires are, or will be, funded for up to three years by the DAWDF. In addition, DAWDF funds quality initiatives such as training, education, and incentives for the workforce.

DoD depends on a diverse and knowledge-based workforce comprised of acquisition, technology, and logistics professionals. Congress has been actively involved in shaping and supporting the Department's workforce initiatives. The Department is benefiting from the enablers provided by Congress to include funding and expedited hiring authority. The DAWDF funds initiatives in the following areas:

**Recruiting and Hiring:** Sixty-three percent of the civilian Defense acquisition workforce is in the Baby Boomer and Traditional generations. In addition, RAND® research suggests that approximately 16 percent of acquisition workforce civilians are eligible for full retirement today and 18 percent will become eligible in the next five years. Over the next ten years approximately 50 percent will be eligible to retire. Accordingly, the Department has leveraged existing acquisition intern programs and offered means to develop new, robust acquisition intern, journeymen, and Highly Qualified Expert (HQE) programs. In addition, DoD has expanded the current Student Career Experience Program (SCEP) participant pool, using the program as a pipeline from which to populate acquisition intern programs and a vehicle through which to increase diversity within the Defense acquisition workforce. Funding for hiring initiatives supports recruiting incentives such as hiring bonuses and student loan repayments, and Temporary Duty (TDY) and conference attendance costs.

**Training and Development:** DoD components have consistently signaled an annual demand for acquisition training that exceeds the Defense Acquisition University's (DAU's) current capacity -- approximately 15,000 classroom and 40,000-50,000 online training seats per year have been added to DAU's annual training capacity. The Department funded DAU training enhancement and capacity expansion programs to better serve the needs of the Defense acquisition community. The Military Departments and Defense agencies also funded targeted acquisition and leadership training to better prepare their workforces for the future.

**Retention and Recognition:** The Department deliberately funded recruiting and retention incentives for critical skills. Retention is promoted by offering professional development opportunities to its workforce. Funding for career broadening and academic

**Defense Acquisition Workforce Development Fund (DAWDF)  
FY 2009 Annual Report to Congress**

programs initiatives supported expansion of rotational employee programs and provided personnel opportunities to pursue advanced degrees and participate in executive level training.

# Defense Acquisition Workforce Development Fund (DAWDF) FY 2009 Annual Report to Congress

## Implementation—Three Phases

### Phase I Efforts in FY 2008 focused on:

- Overall acquisition strategy;
- Infrastructure for oversight were established:
  - Financial/accounting structure
  - Management structure ([Appendix 10](#))
  - Business rules and business processes ([Appendices 11, 12, 13](#))
- Methodology for collection of the credits to the Fund; and
- Collection of funds.

Limited funding was released in late FY 2008 to select organizations.

By the end of FY 2008, the DAWDF financial management structure was in place and operationalized. \$169.2M had been collected, \$19.5M distributed, and \$17.2M obligated.

The establishment of the DAWDF financial structure entailed the creation of new Treasury accounts, General Ledger (GL) accounts, and a program account structure (11 line items tied to the three program objectives).

### Phase II Efforts in early FY 2009 centered on program startup:

- Most organizations received funding in first quarter FY 2009.
- Planned acquisition strategy focused on hiring in advance of need (i.e., hiring interns to replace employees expected to retire or separate), recruiting, retention, and expanded acquisition training capacity.

Approximately \$700M was credited to the DAWDF in FY 2009. Some funds were planned for use in FY 2009 but the preponderance was planned to execute in FY 2010 and FY 2011.

### Phase III Funding the Defense Acquisition Workforce Improvement Strategy

- In April 2009, the acquisition strategy shifted to support the FY 2010 President's Budget plan to grow the acquisition workforce by approximately 20,000 people.

**Defense Acquisition Workforce Development Fund (DAWDF)  
FY 2009 Annual Report to Congress**

- The DAWDF will provide funding for approximately 10,000 new hires, which will be funded for up to three years. This provides sufficient lead time for the Department to program and budget long term sustainment funding.
- The DAWDF acquisition strategy depends on the availability of prior year funds to support the Program.

The DAWDF is on track and supports deliberate workforce improvement.

**Defense Acquisition Workforce Development Fund (DAWDF)  
FY 2009 Annual Report to Congress**

**Amounts Credited to the Fund**

Section 852 Paragraph (f)(1) requires the Department to report on the operation of the Fund, including amounts remitted to the Secretary for crediting to the Fund by each Component to include a statement of the amounts credited to the Fund for such fiscal year.

The USD (AT&L) made the following determinations on the amounts to be credited to the fund:

FY 2008	\$ 254,925,470
FY 2009	\$ 700,634,000

As required through FY 2009, funds were collected quarterly. Funds are expected to be collected within 30 days after the end of the quarter. Therefore, a large portion of the FY 2009 funds to be credited were not collected until FY 2010. Collections in FY 2010 are not reflected in the information provided in this annual report.

A summary of funds credited and released in FY 2008 and FY 2009 can be found at [Appendix 1](#).

See [Appendix 2](#), DAWDF FY 08 & FY 09 Tax Collections, Disbursements, & Obligations, Cumulative.

A crucial element of the Department's strategy was to depend on planned carryover of funds into futures years. As shown in [Appendix 2](#), FY 2008 and FY 2009 DAWDF credits fund activities through FY 2009 and beyond.

**Defense Acquisition Workforce Development Fund (DAWDF)  
FY 2009 Annual Report to Congress**

**Amounts Expended from the Fund**

Section 852 Paragraph (f)(2) requires a description of the expenditures made from the Fund (including expenditures following a transfer of amounts in the Fund to a military department or Defense Agency) in such fiscal year, including the purpose of such expenditures.

The Fund Steering Board (USD/AT&L) Chair reviewed and approved the FY 2009 execution plans and initiatives submitted by the Components. The Steering Board approved a FY 2009 allocation of \$95,988,000 based on validated need in FY 2009. The FY 2008 allocation of \$253,740,000 plus the FY 2009 allocation of \$95,988,000 equals a FY 2008 and FY 2009 total allocation of \$349,729,000.

[Appendix 3](#) provides a summary of FY 2008 and FY 2009 funds remitted to the Components for execution of Section 852 initiatives.

[Appendix 4](#) provides a summary of funds obligated by the Components in FY 2009.

[Appendix 5](#) provides a summary of total DAWDF funds obligated by the Components in FY 2008 and FY 2009.

**Defense Acquisition Workforce Development Fund (DAWDF)  
FY 2009 Annual Report to Congress**

**Improvements to the Workforce**

Section 852, Paragraph (f)(3) requires a description and assessment of improvements in the Department of Defense acquisition workforce resulting from such expenditures.

FY 2009 improvements to the workforce include, but are not limited to, increase in the size of the acquisition workforce, improved training capacity, and workforce capability. As a result of human capital strategic planning, workforce growth is focused on the business and technical skills needed to improve acquisition oversight and acquisition outcomes: auditing; contracting; engineering; production, quality & manufacturing; and financial management. Targeted training and education are used to improve competencies and serve as critical recruiting and retention incentives. DoD also expanded the number of Defense Acquisition Workforce Improvement Act (DAWIA) training classes which resulted in the increase of training seats by over 5,700 classroom and 25,000 online class seats. Back-to-basics training such as Federal Acquisition Regulation Fundamentals, Fundamentals of Acquisition Management and Intermediate Project Management provide foundational skills needed in today’s environment. Expanded leadership training at all levels supports development of competencies and characteristics needed to build an acquisition culture that drives for results, serves the customers, and builds successful teams and coalitions.

**Recruiting and Hiring:** The Department funded \$194.9M (cumulative FY 2008 and FY 2009 funds, see Appendix 3) and obligated \$100.7M (52 percent obligated) for recruiting and hiring initiatives in FY 2009. The Fund provides resources to leverage and expand existing hiring programs to meet workforce growth requirements. The majority of the obligations were targeted for recruiting and hiring of journeymen, interns, and HQEs.

The allocation to the Components for hiring of interns, journeymen, and HQEs is as follows:

<b>FY 2009 Obligations</b>	
Army	\$ 46,739,000
Navy	\$ 13,574,000
Air Force	\$ 7,284,000
Defense-Wide Agencies	\$ 15,176,000
DCMA	\$ 9,685,000
DCAA	\$ 8,222,000
<b>TOTAL:</b>	<b>\$ 100,680,000</b>

The Department hired approximately 2,467 employees, and 2,120 employees were brought onboard, or “reported for duty,” using DAWDF funds in FY 2009—826 Contracting; 399 Engineering; 377 Auditing; 136 Production, Quality, & Manufacturing. [Appendix 6](#), [Appendix 7](#), [Appendix 8](#), and [Appendix 9](#) provide breakouts.

**Defense Acquisition Workforce Development Fund (DAWDF)  
FY 2009 Annual Report to Congress**

**Training and Development:** The Department funded \$136.0M (cumulative FY 2008 and FY 2009 funds, see Appendix 3) and obligated \$79.8M (59 percent obligated) for training and development initiatives in FY 2009. The Department's top training priority and most pressing area of need is to improve certification levels and provide acquisition certification training at the right time in an employee's acquisition career. The Department will reinvigorate certification standards to ensure the workforce is fully qualified to be successful in an increasingly complex acquisition environment.

The allocation to the Components is as follows:

<b>FY 2009 Obligations</b>	
Army	\$ 5,184,000
Navy	\$ 7,302,000
Air Force	\$ 4,672,000
Defense-Wide Agencies	\$ 4,134,000
DAU	\$ 58,498,000
<b>TOTAL</b>	<b>\$ 79,790,000</b>

**Recognition and Retention:** The Department funded \$18.8M (cumulative FY 2008 and FY 2009 funds, see Appendix 3) and obligated \$11.7M (62 percent obligated) for recognition and retention initiatives in FY 2009. The Department is implementing a robust employee retention and talent management strategy to retain acquisition employees with expert knowledge in critical and shortage skill areas. These employees include individuals filling Key Leadership Positions (KLPs) such as program managers (specifically those in ACAT I and ACAT II programs), engineers, senior contracting officers, life cycle logisticians, cost estimators, etc. and other personnel possessing special expertise that is hard to find or retain.

The allocation to the Components is as follows:

<b>FY 2009 Obligations</b>	
Army	\$ 6,766,000
Navy	\$ 3,283,000
Air Force	\$ 1,643,000
<b>TOTAL:</b>	<b>\$ 11,692,000</b>

**Programs that were implemented to improve the workforce for Army, Navy, Air Force, and the Defense-Wide agencies included:**

- Student hires through the Student Career Experience Program (SCEP) to increase entry-level recruitment, training, and experience in the contracting and acquisition workforce.
- Recruiting and retention incentives to support targeted recruitment and retention.

## **Defense Acquisition Workforce Development Fund (DAWDF) FY 2009 Annual Report to Congress**

- Tuition assistance funding for civilian workforce.
- Career broadening assignments.
- Student Loan Repayment Program.
- Outreach programs including job fairs, hiring events, and college recruiting.
- Expanded leadership training at all levels for new entrants and current employees.
- Army Contracting Boot Camps and Naval Acquisition Boot Camps.
- AF Fundamentals of Acquisition Management: increased capacity by 207 in FY 2009; improved student-teacher ratio (from 80 to 40 person classes); addition of capstone acquisition strategy exercise; supports 320 student through-put in FY10.
- AF Mission Ready Contracting Course: increased capacity by 31 above FY 2008 level.
- Intermediate Project management Course: increased capacity by 75 in FY10 over FY 2008/09.
- Air Force Workforce Development and Succession Planning—Pilot Program: Extended competency-based workforce development and succession planning to three more Air Force centers laying the groundwork for deployment to the remaining product, test, and logistics centers by the end of FY10.
- Darden—Commercial Environment: Related to the Balanced Score Card Initiatives.
- Active Duty for Special Work: Designed to activate nine National Guard teams and the three Army Reserve teams and provide the soldiers an opportunity to gain the needed experience, thus reducing risk to the contracting process.
- Local Operational Experience: Designed to familiarize Acquisition workforce civilian interns with the life of the Soldier.
- Carnegie Mellon University Master's of Information Technology Program.
- Tuskegee Naval Engineering Masters Program.
- Naval Post Graduate School.

Defense Acquisition University activities were as follows:

- Classroom capacity was increased by 35 percent.

## **Defense Acquisition Workforce Development Fund (DAWDF) FY 2009 Annual Report to Congress**

- Classroom graduates up 10 percent (FY 2008 35,861 to FY 2009 39,568)—5,708 classroom seats.
- Online (Web) course graduates up 30 percent (FY 2008 118,391 to FY 2009 154,399)—15,693 Web seats.
- Mission Assistance onsite consulting up 21 percent (145 to 176 efforts).
- Continuous Learning Module completions up 48 percent (FY 2008 333,332 to FY 2009 494,568).
- 261 new class offerings, including:
  - New contracting training:
    - Federal Acquisition Regulation (FAR) Fundamentals (CON 090) is a four week foundational course for new hires that provides a total immersion into the FAR (Parts 1-53) and the Defense Federal Acquisition Regulation Supplement (DFARS). The course will prepare the 21st century acquisition workforce to operate successfully in a web-enabled environment.
    - Service Acquisition Mall (web based) is a new initiative to provide training and knowledge sharing for the acquisition community involved in service acquisition.
    - Service Acquisition Workshops are designed to provide four days of training to a cross functional acquisition team that is preparing to develop and execute a contracted service requirement. The workshop provides an overview of the seven step sourcing process with detailed discussion on how to develop performance based requirements, documents, and business strategies using the Requirements Roadmap Worksheet.
  - Expanded contingency training.
  - Expanded requirements training.
  - New technical training.
  - New program management training.

# Defense Acquisition Workforce Development Fund (DAWDF) FY 2009 Annual Report to Congress

## Additional Authorities

Section 852, Paragraph (f)(4) requests recommendations for additional authorities to fulfill the purpose of the Fund.

As stated earlier, the DAWDF supports the expanded emphasis on the recruitment, training, and retention of acquisition personnel of the Department of Defense. The goal is to increase the size of the organic Defense Acquisition Workforce by 20,000 employees to return the acquisition workforce to above the 1998 level of approximately 146,000. Approximately 10,000 of 20,000 anticipated new hires are, or will be, funded for up to three years by the DAWDF.

Because of the complexity of the Program and the wide distribution across the field offices, it is imperative that the Fund have the timeline flexibility of a 3-year window.

In accordance with original Public Law 110-181, January 28, 2008, National Defense Authorization Act (NDAA), (e) (6) Duration of Availability [of Funds], “Amounts credited to the Fund under subsection (d)(2) shall remain available for expenditure in the fiscal year for which credited and the two succeeding fiscal years,” it is recommended that all funds (to include appropriated funds) that contribute to the DAWDF maintain the three-year availability and move away completely from a one-year appropriation. Three-year funding enables better planning and time to build logical, effective performance work statements. The extra flexibility provided by three-year funding allows for well thought out plans for current and future years. In terms of hiring, longer-term planning is facilitated by constant funding.

## Remaining Balance

Section 852, Paragraph (f)(5) requires a statement of the balance remaining in the Fund at the end of such fiscal year.

The Fund balance at the end of FY 2009 was \$345,454,470.

DAWDF BALANCE as of 9/30/09 (\$M)	
Collected	\$ 695.2
Distributed	\$ 349.7
<b>Balance</b>	<b>\$ 345.5</b>

Funding is distributed based on need and the ability to execute.

UNOBLIGATED BALANCE as of 9/30/09 (\$M)	
Distributed	\$ 349.7
Obligated	\$ 193.0
<b>Unobligated</b>	<b>\$ 156.7</b>

**Defense Acquisition Workforce Development Fund (DAWDF)  
FY 2009 Annual Report to Congress**

**Funding for Workforce Improvement**

In addition to the 10 U.S.C. 1705 (Section 852) reporting requirements for the DAWDF, 10 U.S.C. 115b(d), “Defense Acquisition Workforce,” includes additional funding-related reporting requirements:

*“(D) a plan for funding needed improvements in the acquisition workforce of the Department through the period of the future-years defense program, including—  
(i) the funding programmed for defense acquisition workforce improvements, including a specific identification of funding provided in the Department of Defense Acquisition Workforce Fund established under section 1705 of this title, along with a description of how such funding is being implemented and whether it is being fully used; and (ii) a description of any continuing short falls in funding available for the acquisition workforce.”*

The 2009 Defense Acquisition Strategic Workforce Plan addresses implementation of the DoD strategy and supporting initiatives. The President’s FY 2010 and FY 2011 budgets provide resources for planned acquisition workforce improvement initiatives. Funding for defense-wide acquisition workforce improvement initiatives are provided through three sources: 1) Component credits to the DAWDF; 2) annual appropriations for the DAWDF; 3) Component funding for in-sourcing-related workforce growth; 4) Component funding to sustain all workforce growth. The Plan and this funding report meet the 10 U.S.C. 115b(d) reporting requirements. All available funding is planned for full use and there are currently no known shortfalls. While subject to annual Administration decisions, the following identifies projected funding needs by source through FY 2011.

<b>Fiscal Year (\$M)</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>
<b>DAWDF Funds Available for Obligation</b>	937.34	846.05	765.30
Unobligated Balance Carried Forward, Start of Year	237.7	746.2	267.2
Appropriated Funds		99.9	217.6
Receipts	700.6		280.5
Actual/Planned Obligation	(192.2)	(578.8)	(765.3)
Unobligated Balance Carried Forward, End of Year	746.2	267.2	-
<i>In-Sourcing</i>	-	193.2	474.6
Service and Agency Sustainment Funding		-	26.8

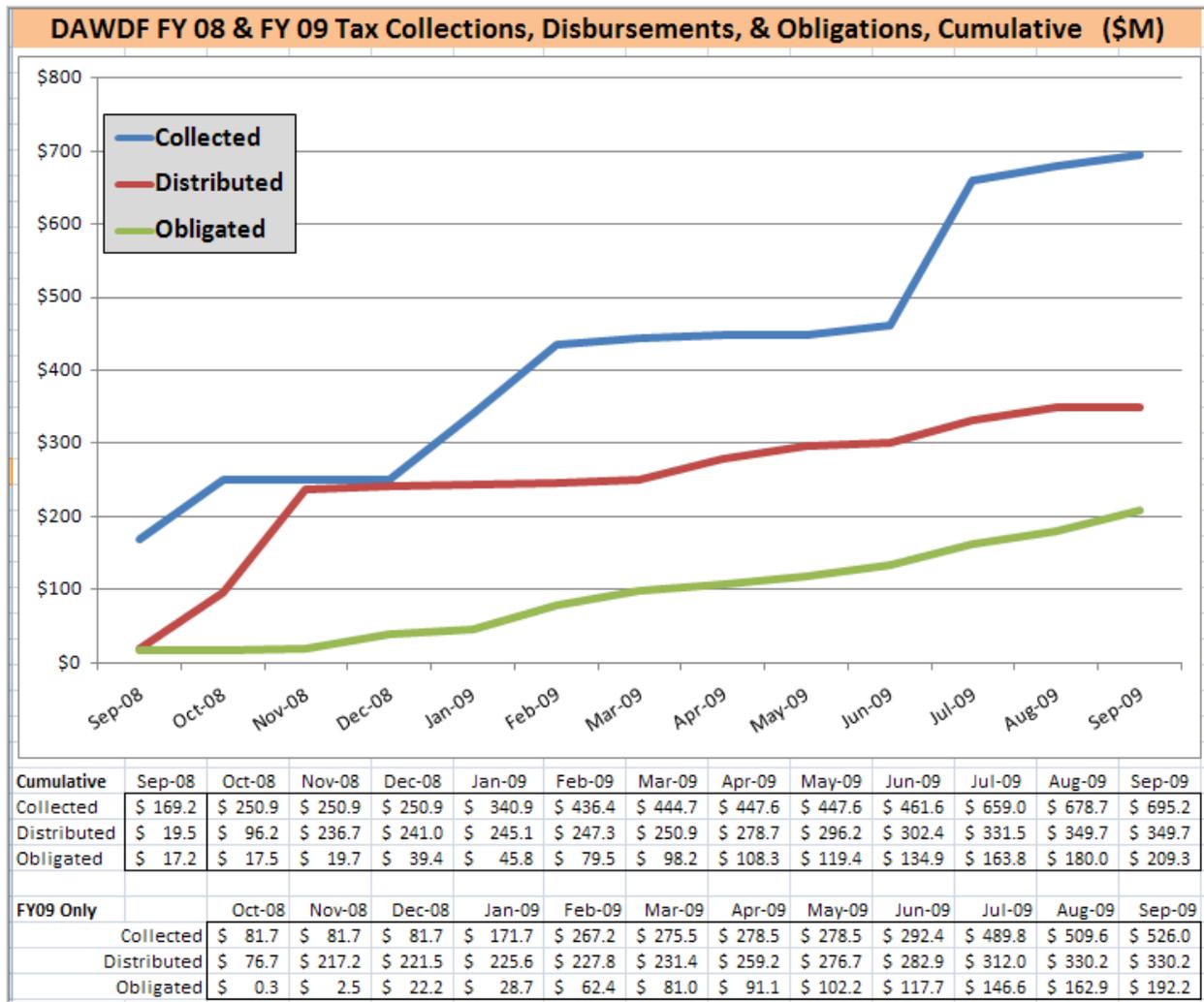
**Defense Acquisition Workforce Development Fund (DAWDF)  
FY 2009 Annual Report to Congress**

**Appendix 1**

<b>FY 2008 and FY 2009 Collections and Distributions (as of September 30, 2009)</b>						
<b>Dept/Agency</b>	<b>Credits (\$M)</b>			<b>Released (\$M)</b>		
	<b>FY 2008</b>	<b>FY 2009</b>	<b>Total</b>	<b>FY 2008</b>	<b>FY 2009</b>	<b>Total</b>
Army	98.4	265.5	363.9	69.6	8.2	77.8
Navy	60.5	58.2	118.7	48.1	0.0	48.1
Air Force	60.6	46.8	107.3	48.2	0.0	48.2
DAU	0.0	0.0	0.0	38.2	64.1	102.3
DCMA	0.1	0.3	0.4	25.9	0.0	25.9
DCAA	0.0	0.0	0.0	7.2	10.0	17.2
CIFA	0.0	0.0	0.0	0.0	0.0	0.0
DARPA	0.1	0.4	0.5	0.0	0.0	0.0
DeCA	0.7	0.7	1.5	0.6	0.0	0.6
DFAS	0.7	1.9	2.6	0.0	0.3	0.3
DIA	1.3	1.0	2.3	0.6	1.1	1.6
DISA	7.8	13.5	21.3	1.6	3.4	5.0
DLA	4.9	8.4	13.3	3.7	0.0	3.7
DMA (AFIS)	0.0	0.4	0.5	0.0	0.0	0.0
DMEA	0.8	0.3	1.2	3.5	0.0	3.5
DoDEA	0.2	0.3	0.5	0.0	0.0	0.0
DSCA	0.0	0.5	0.5	0.0	0.0	0.0
DSS	0.0	0.0	0.0	0.0	0.7	0.7
DTRA	1.1	1.9	3.0	0.0	3.7	3.7
MDA	0.9	1.0	1.9	0.0	1.5	1.5
NGA	1.3	3.2	4.4	1.5	1.1	2.6
NSA	1.2	8.4	9.6	0.1	0.0	0.1
OSD AT&L	0.0	0.0	0.0	1.4	0.0	1.4
SOCOM	2.2	8.2	10.4	1.9	0.0	1.9
TRANSCOM	0.2	9.6	9.8	0.0	0.0	0.0
TRICARE	11.1	7.7	18.7	0.0	0.0	0.0
USUHS	0.0	0.0	0.0	0.0	0.7	0.7
WHS	0.8	2.1	2.8	1.7	1.3	3.0
<b>Total</b>	<b>254.9</b>	<b>440.3</b>	<b>695.2</b>	<b>253.7</b>	<b>96.0</b>	<b>349.7</b>

**Defense Acquisition Workforce Development Fund (DAWDF)  
FY 2009 Annual Report to Congress**

**Appendix 2**



**Defense Acquisition Workforce Development Fund (DAWDF)  
FY 2009 Annual Report to Congress**

**Appendix 3**

<b>Cumulative Distribution of Funds to Components DAWDF FY 2008 and FY 2009 Funds Distributed (\$M) (as of September 30, 2009)</b>								
<b>Summary</b>	<b>Army</b>	<b>Navy</b>	<b>Air Force</b>	<b>All Others</b>	<b>DCMA</b>	<b>DCAA</b>	<b>DAU</b>	<b>Total</b>
Training and Development	9.9	10.8	6.5	5.9	0.6	-	102.3	136.0
Recognition and Retention	9.2	6.7	1.8	1.1	-	-	-	18.8
Recruiting and Hiring	58.7	30.6	39.9	23.2	25.3	17.2	-	194.9
<b>Total</b>	<b>77.8</b>	<b>48.1</b>	<b>48.2</b>	<b>30.1</b>	<b>25.9</b>	<b>17.2</b>	<b>102.3</b>	<b>349.7</b>
Training and Development	12.8%	22.5%	13.4%	19.5%	2.3%	0.0%	100.0%	38.9%
Recognition and Retention	11.9%	14.0%	3.7%	3.5%	0.0%	0.0%	0.0%	5.4%
Recruiting and Hiring	75.3%	63.5%	82.8%	77.1%	97.7%	100.0%	0.0%	55.7%

**Defense Acquisition Workforce Development Fund (DAWDF)  
FY 2009 Annual Report to Congress**

**Appendix 4**

<b>DAWDF FY 2008 and FY 2009 Funds Obligated in FY 2009 (\$M)</b> (as of September 30, 2009)								
<b>Summary</b>	<b>Army</b>	<b>Navy</b>	<b>Air Force</b>	<b>All Others</b>	<b>DCMA</b>	<b>DCAA</b>	<b>DAU</b>	<b>Total</b>
Training and Development	5.6	7.3	4.7	4.1	-	-	58.8	80.6
Recognition and Retention	6.8	3.3	1.6	-	-	-	-	11.7
Recruiting and Hiring	46.7	13.6	7.3	15.2	9.7	8.2	-	100.7
<b>Total</b>	<b>59.1</b>	<b>24.2</b>	<b>13.6</b>	<b>19.3</b>	<b>9.7</b>	<b>8.2</b>	<b>58.8</b>	<b>193.0</b>
Training and Development	9.5%	30.2%	34.4%	21.4%	0.0%	0.0%	100.0%	41.8%
Recognition and Retention	11.4%	13.6%	12.1%	0.0%	0.0%	0.0%	0.0%	6.1%
Recruiting and Hiring	79.0%	56.2%	53.6%	78.6%	100.0%	100.0%	0.0%	52.2%

**Defense Acquisition Workforce Development Fund (DAWDF)  
FY 2009 Annual Report to Congress**

**Appendix 5**

<b>Cumulative DAWDF FY 2008 and FY 2009 Funds Obligated in FY 2008 and FY 2009</b>								
(\$M)								
(as of September 30, 2009)								
Line Items	Army	Navy	Air Force	All Others	DCMA	DCAA	DAU	Total
Training and Development	7.7	7.3	4.7	4.1	-	-	73.1	97.0
Recognition and Retention	6.8	3.3	1.6	-	-	-	-	11.7
Recruiting and Hiring	46.7	13.6	7.3	15.2	9.7	8.2	-	100.7
<b>Total</b>	<b>61.2</b>	<b>24.2</b>	<b>13.6</b>	<b>19.3</b>	<b>9.7</b>	<b>8.2</b>	<b>73.1</b>	<b>209.3</b>
Training and Development	12.6%	30.2%	34.4%	21.4%	0.0%	0.0%	100.0%	46.3%
Recognition and Retention	11.1%	13.6%	12.1%	0.0%	0.0%	0.0%	0.0%	5.6%
Recruiting and Hiring	76.4%	56.2%	53.6%	78.6%	100.0%	100.0%	0.0%	48.1%

**Defense Acquisition Workforce Development Fund (DAWDF)  
FY 2009 Annual Report to Congress**

**Appendix 6**

<b>DAWDF Funded Employees Brought Onboard in FY 2009</b>							
	<b>Army</b>	<b>Navy</b>	<b>Air Force</b>	<b>All Others</b>	<b>DCMA</b>	<b>DCAA</b>	<b>Total</b>
Auditing	-	-	-	-	-	377	377
Cost Estimating	29	-	30	-	4	-	63
Financial Management	9	38	8	8	-	-	63
Contracting	388	98	104	83	153	-	826
Facilities Engineering	6	9	-	-	-	-	15
IT Management	15	2	-	2	3	-	22
Industrial Property Management	-	-	-	-	10	-	10
Logistics	66	30	20	-	5	-	121
Production, Quality & Manufacturing	5	-	-	-	131	-	136
Program Management	1	2	34	10	1	-	48
Engineering	24	104	186	32	53	-	399
Test and Evaluation	-	-	-	-	-	-	-
Other	-	32	-	-	8	-	40
<b>Total</b>	<b>543</b>	<b>315</b>	<b>382</b>	<b>135</b>	<b>368</b>	<b>377</b>	<b>2,120</b>

**Defense Acquisition Workforce Development Fund (DAWDF)  
FY 2009 Annual Report to Congress**

**Appendix 7**

Interns	On Board						Total
	Army	Navy	Air Force	All Others	DCMA	DCAA	
Auditing	-	-	-	-	-	377	377
Cost Estimating	29	-	18	-	1	-	48
Financial Management	9	18	3	5	-	-	35
Contracting	384	72	59	67	149	-	731
Facilities Engineering	6	8	-	-	-	-	14
IT Management	14	-	-	2	2	-	18
Industrial Property Management	-	-	-	-	10	-	10
Logistics	65	21	14	-	5	-	105
Production, Quality & Manufacturing	4	-	-	-	89	-	93
Program Management	-	-	17	5	1	-	23
Engineering	15	26	121	26	42	-	230
Test and Evaluation	-	-	-	-	-	-	-
Other	-	-	-	-	1	-	1
<b>Total</b>	<b>526</b>	<b>145</b>	<b>232</b>	<b>105</b>	<b>300</b>	<b>377</b>	<b>1,685</b>

Interns	Hired (On Board + Accepted Offers)						Total
	Army	Navy	Air Force	All Others	DCMA	DCAA	
Auditing	-	-	-	-	-	383	383
Cost Estimating	29	-	18	-	1	-	48
Financial Management	9	18	3	5	-	-	35
Contracting	385	72	59	69	149	-	734
Facilities Engineering	6	8	-	-	-	-	14
IT Management	14	-	-	2	2	-	18
Industrial Property Management	-	-	-	-	10	-	10
Logistics	65	21	14	-	5	-	105
Production, Quality & Manufacturing	4	-	-	-	89	-	93
Program Management	-	-	17	6	1	-	24
Engineering	15	26	121	26	42	-	230
Test and Evaluation	-	-	-	-	-	-	-
Other	-	34	53	-	1	-	88
<b>Total</b>	<b>527</b>	<b>179</b>	<b>285</b>	<b>108</b>	<b>300</b>	<b>383</b>	<b>1,782</b>

**Defense Acquisition Workforce Development Fund (DAWDF)  
FY 2009 Annual Report to Congress**

**Appendix 8**

<b>Journeyman On Board</b>							
	<b>Army</b>	<b>Navy</b>	<b>Air Force</b>	<b>All Others</b>	<b>DCMA</b>	<b>DCAA</b>	<b>Total</b>
Auditing	-	-	-	-	-	-	-
Cost Estimating	-	-	12	-	3	-	15
Financial Management	-	20	5	3	-	-	28
Contracting	4	26	45	16	4	-	95
Facilities Engineering	-	1	-	-	-	-	1
IT Management	1	2	-	-	1	-	4
Industrial Property Management	-	-	-	-	-	-	-
Logistics	1	9	6	-	-	-	16
Production, Quality & Manufacturing	1	-	-	-	42	-	43
Program Management	-	2	17	5	-	-	24
Engineering	9	78	65	6	11	-	169
Test and Evaluation	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
<b>Total</b>	<b>16</b>	<b>138</b>	<b>150</b>	<b>30</b>	<b>61</b>	<b>-</b>	<b>395</b>

<b>Journeyman Hired (On Board + Accepted Offers)</b>							
	<b>Army</b>	<b>Navy</b>	<b>Air Force</b>	<b>All Others</b>	<b>DCMA</b>	<b>DCAA</b>	<b>Total</b>
Auditing	-	-	-	-	-	-	-
Cost Estimating	-	-	12	-	3	-	15
Financial Management	-	20	5	3	-	-	28
Contracting	4	32	45	25	4	-	110
Facilities Engineering	-	1	-	-	-	-	1
IT Management	1	2	-	1	1	-	5
Industrial Property Management	-	-	-	-	-	-	-
Logistics	1	9	6	-	-	-	16
Production, Quality & Manufacturing	1	-	-	-	42	-	43
Program Management	-	2	17	5	-	-	24
Engineering	9	78	65	6	11	-	169
Test and Evaluation	-	-	-	-	-	-	-
Other	1	10	161	-	22	-	194
<b>Total</b>	<b>17</b>	<b>154</b>	<b>311</b>	<b>40</b>	<b>83</b>	<b>-</b>	<b>605</b>

**Defense Acquisition Workforce Development Fund (DAWDF)  
FY 2009 Annual Report to Congress**

**Appendix 9**

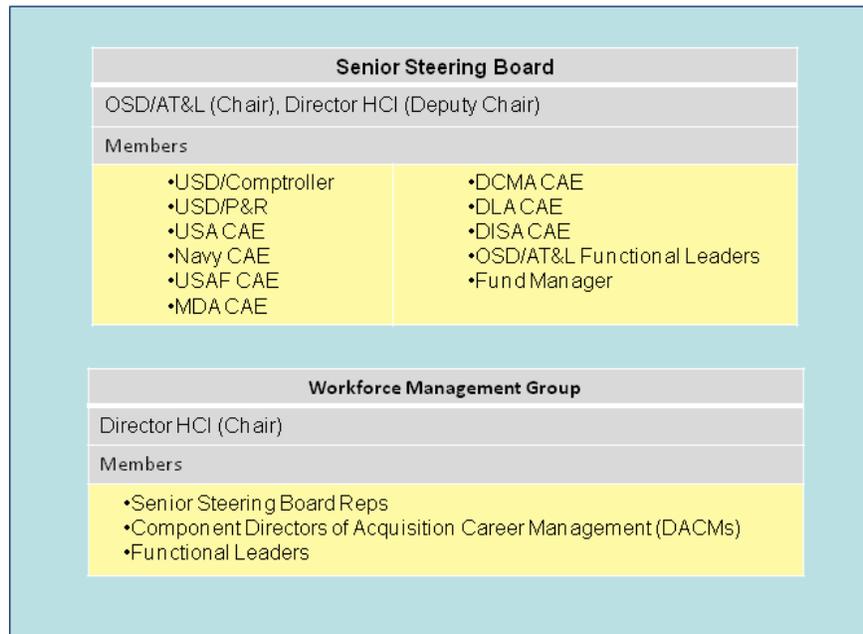
<b>HQEs</b>		<b>On Board</b>					
	Army	Navy	Air Force	All Others	DCMA	DCAA	Total
Auditing	-	-	-	-	-	-	-
Cost Estimating	-	-	-	-	-	-	-
Financial Management	-	-	-	-	-	-	-
Contracting	-	-	-	-	-	-	-
Facilities Engineering	-	-	-	-	-	-	-
IT Management	-	-	-	-	-	-	-
Industrial Property Management	-	-	-	-	-	-	-
Logistics	-	-	-	-	-	-	-
Production, Quality & Manufacturing	-	-	-	-	-	-	-
Program Management	1	-	-	-	-	-	1
Engineering	-	-	-	-	-	-	-
Test and Evaluation	-	-	-	-	-	-	-
Other	-	32	-	-	7	-	39
<b>Total</b>	<b>1</b>	<b>32</b>	<b>-</b>	<b>-</b>	<b>7</b>	<b>-</b>	<b>40</b>

<b>HQEs</b>		<b>Hired (On Board + Accepted Offers)</b>					
	Army	Navy	Air Force	All Others	DCMA	DCAA	Total
Auditing	-	-	-	-	-	-	-
Cost Estimating	-	-	-	-	-	-	-
Financial Management	-	-	-	-	-	-	-
Contracting	-	-	-	-	-	-	-
Facilities Engineering	-	-	-	-	-	-	-
IT Management	-	-	-	-	-	-	-
Industrial Property Management	-	-	-	-	-	-	-
Logistics	-	-	-	-	-	-	-
Production, Quality & Manufacturing	-	-	-	-	-	-	-
Program Management	1	-	-	-	-	-	1
Engineering	-	-	-	-	-	-	-
Test and Evaluation	-	-	-	-	-	-	-
Other	-	33	-	-	8	-	41
<b>Total</b>	<b>1</b>	<b>33</b>	<b>-</b>	<b>-</b>	<b>8</b>	<b>-</b>	<b>42</b>

**Defense Acquisition Workforce Development Fund (DAWDF)  
FY 2009 Annual Report to Congress**

**Appendix 10**

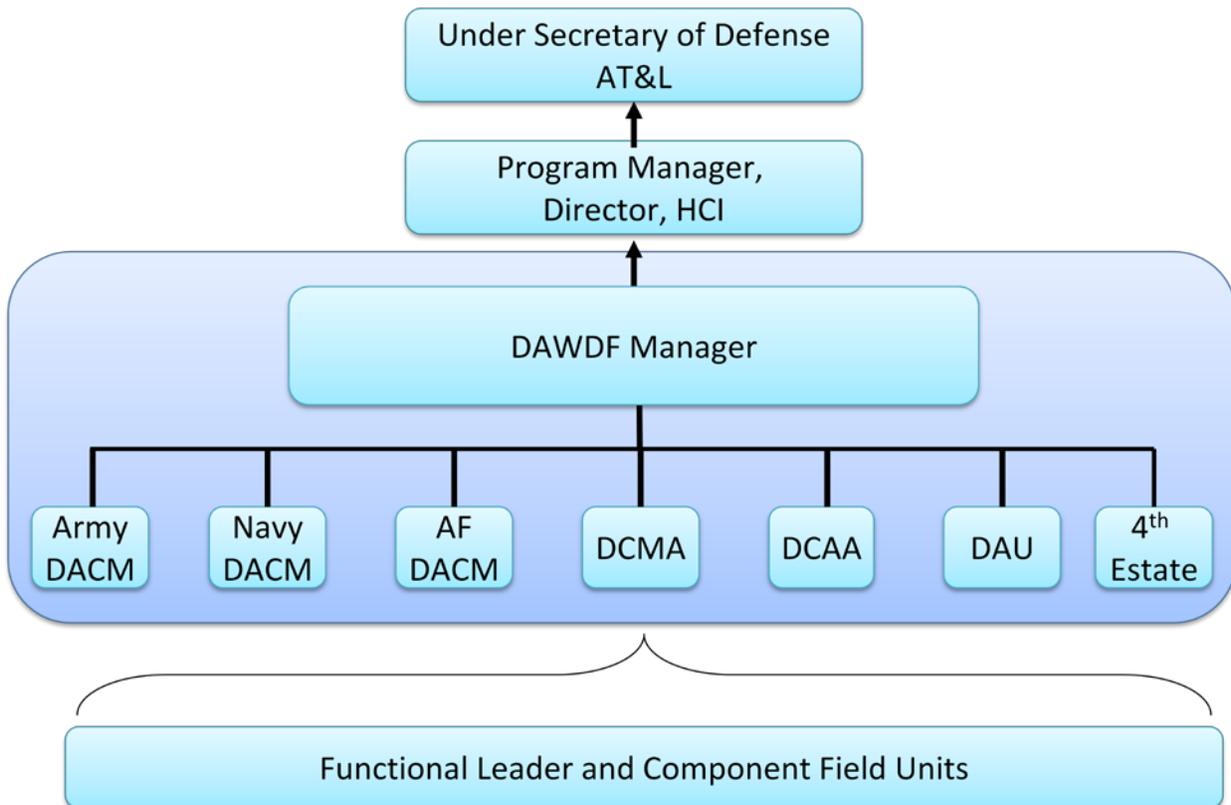
**DAWDF Governance Framework**



**Defense Acquisition Workforce Development Fund (DAWDF)  
FY 2009 Annual Report to Congress**

**Appendix 11**

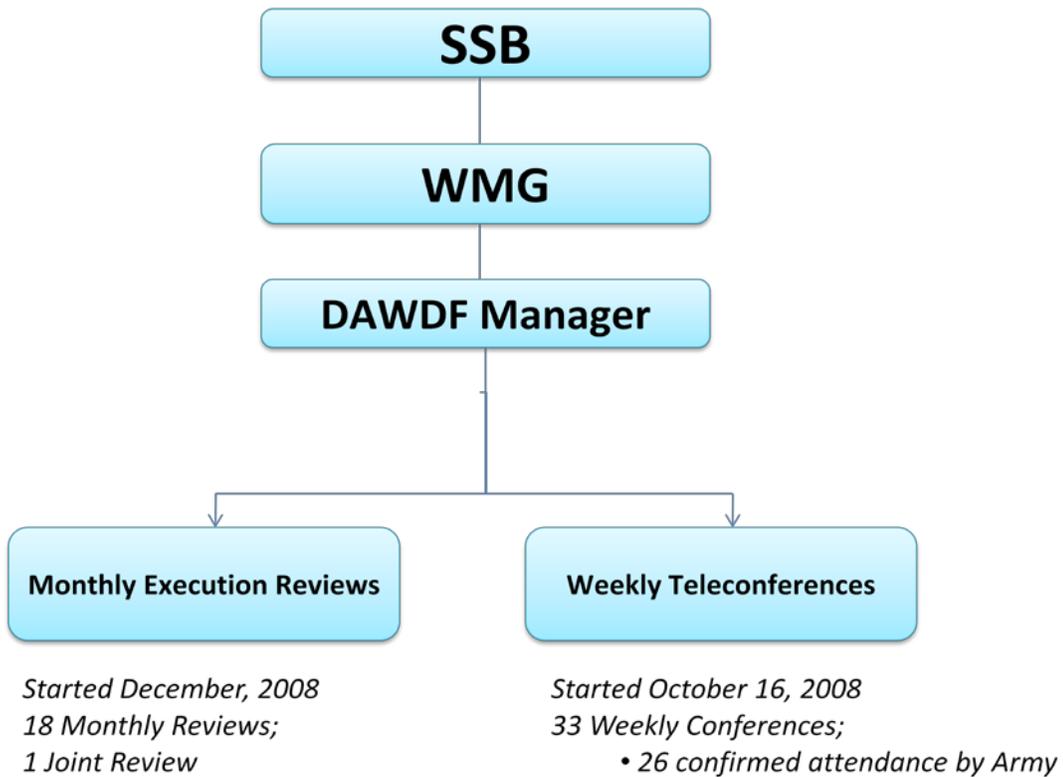
**DAWDF Management Structure**



**Defense Acquisition Workforce Development Fund (DAWDF)  
FY 2009 Annual Report to Congress**

**Appendix 12**

**DAWDF Oversight Meeting Structure**



Multiple Component Meetings, One-on-One, on DAWDF Process and Procedures

**Defense Acquisition Workforce Development Fund (DAWDF)  
FY 2009 Annual Report to Congress**

**Appendix 13**

**Meetings/Significant Events**

<b>FY08</b>	
01 January 2008	NDAAs FY08 Signed
01 April 2008	Steering Board Meeting - Process and Schedule for establishing Baseline, statutory requirements, and review of initiatives
28-29 May 2008	Off-site at Airlie House w/Steering Board members to discuss Fund procedures
03 July 2008	Steering Board Meeting – Finalize governance and Management Structure, Allocation, & FY08 Plan
05 August 2008	Steering Board Meeting—Guidance provided
29 August 2008	DAWDF Charter signed
08 August 2008	First FY08 Distribution of Funds
<b>FY09</b>	
16 October 2008	First DAWDF Status Meeting
10 December 2008	First Monthly Execution Review held
11 December 2008	Steering Board Meeting—Guidance provided
06 March 2009	Steering Board Meeting
<b>FY10</b>	
06 October 2009	Working Management Group (WGM) Meeting
26 October 2009	Senior Steering Board (SSB) Meeting
07 December 2009	Working Management Group (WGM) Meeting
20 January 2010	2-day Working Management Group Offsite Meeting
02 March 2010	First Joint Execution Review (Army, Navy, Air Force)
23 March 2010	Working Management Group Meeting
30 March 2010	Senior Steering Board Meeting
05 May 2010	Working Management Group meeting