ARMY ACQUISITION WORKFORCE

HUMAN CAPITAL STRATEGIC PLAN

2017 - 2021

Human Capital Strategic Plan — Version 2017.1

U.S.ARMY

INTRODUCTION

HISTORY

On October 13, 1989, the Army Chief of Staff approved creation of the Army Acquisition Corps (AAC) to improve the quality of military and civilian acquisition specialists. At that time, the Secretary of the Army emphasized that the Army would intensively manage acquisition specialists to create a dedicated corps of acquisition leaders. The AAC received legitimacy in law with the November 1990 passage of the Defense Acquisition Workforce Improvement Act (DAWIA). This law mandated the establishment of an Acquisition Corps in each of the Services to improve the management, quality and professionalism of the Acquisition, Technology and Logistics Workforce.

LEADERSHIP OF ARMY ACQUISITION WORKFORCE

The Assistant Secretary of the Army (Acquisition, Logistics & Technology,) and Army Acquisition Executive oversees the execution of the Army's acquisition function. The U.S. Army Acquisition Support Center (USAASC) Army Director for the Acquisition Career Management (DACM) serves as an advocate for the Army Acquisition Workforce (AAW) and is responsible for ensuring the career development and DAWIA certification (training, education and experience) of the Army Acquisition Workforce. The DACM has charged the DACM Office with instituting enterprise-wide acquisition career management for the civilian and military acquisition workforce.

LAYING THE FOUNDATION FOR OUR FUTURE

This Human Capital Strategic Plan (HCSP) establishes clearly defined goals, objectives and initiatives that complement an environment where the most capable acquisition professionals are challenged with the toughest jobs to support the fight, improve the force and build the future. The AAW HCSP provides direction to ensure the Army has the right acquisition human capital - the developers and program managers, the scientists and engineers, information technology and contracting specialists and other acquisition professionals - who are experienced, high-performing and committed to providing world-class capabilities to our Soldiers. Multiple acquisition stakeholders representing various commands and organizations, acquisition career fields, demographics, and generations were involved in the development of this HCSP.

VISION

A highly capable, agile, adaptable and professional Army Acquisition Workforce.

ARMY ACQUISITION WORKFORCE

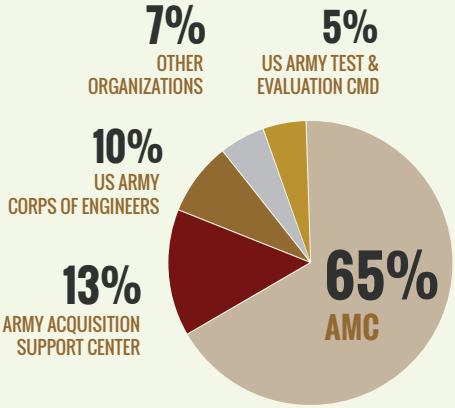
DAWIA CERTIFICATION

36,660 PROFESSIONALS

87% of the AAW meets or exceeds the position required DAWIA certification requirements; 99% of the AAW is either certified or within the allowable 24-month grace period.

- No DAWIA Certification * **2,998**
- DAWIA Level 1 Certified **1,459**
- DAWIA Level 2 Certified **9,446**
- DAWIA Level 3 Certified **22,759**

AAW DISTRIBUTION



** No DAWIA Certification numbers include a certain percentage that are within the grace period.*

25% US Army Research Development & Engineering Command (AMC)

13% US Army Acquisition Support Center (USAASC)

12% US Army Contracting Command (ACC)

10% US Army Corps of Engineers (USACE)

4 ORGANIZATIONS EMPLOY OVER 60%

AAW Data – As of 30 May 2016 - Source: Career Acquisition Personnel & Position Management Information System (CAPPMIS)

5.4% MILITARY

94.6% CIVILIAN

98.7% of the Military acquisition personnel are represented in two acquisition career fields: Contracting and Program Management.

GENDER RATIO

Current workforce gender ratio

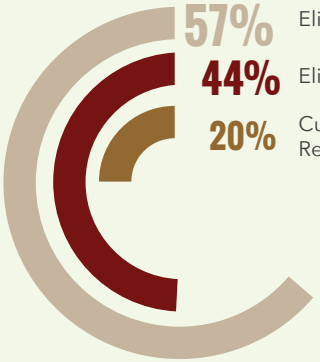
68% Male

32% Female

HIGHLY EDUCATED

15,347 professionals with graduate or higher degree

Doctorate	2%
Masters	40%
Bachelors	44%
High School & Associates	14%



57% Eligible by FY25*

44% Eligible by FY20*

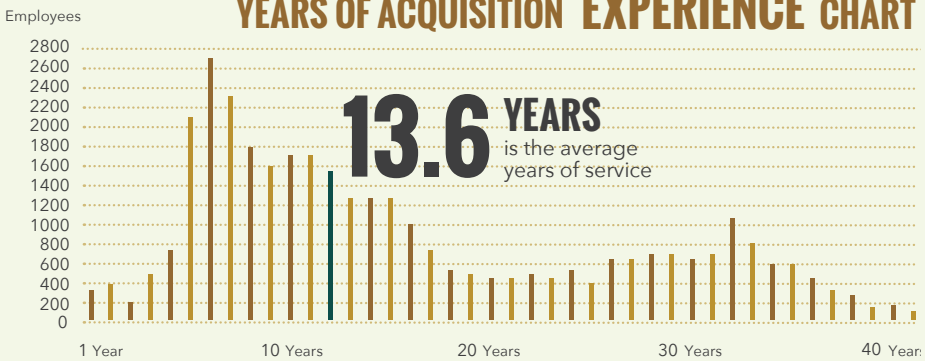
20% Currently Retirement Eligible

20% RETIREMENT ELIGIBLE

Highest retirement eligibility are represented in the Industrial/Contract Property Management, Facility Engineering, Purchasing and Program Management acquisition career fields – all with greater than 20% currently eligible.

**FY20/25 retirement eligibility figures are based on today's workforce.*

YEARS OF ACQUISITION EXPERIENCE CHART

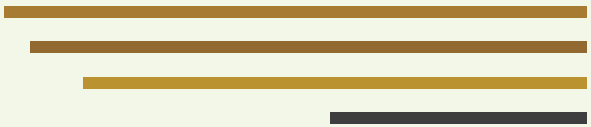


13.6 YEARS is the average years of service

47 YEARS is the average age

ACQUISITION CAREER FIELDS (ACF)

75% OF WORKFORCE IS REPRESENTED IN FOUR ACQUISITION CAREER FIELDS



8990	Engineering*
8027	Contracting*
7211	Life Cycle Logistics
3275	Program Management*
1958	Test and Evaluation*
1684	Information Technology*
1662	Business - Financial Management
1497	Facilities Engineering
1394	Production, Quality and Manufacturing
393	Science and Technology Mgr
272	Purchasing
245	Business - Cost Estimating
46	Industrial/Contract Property Management
8	Acquisition Attorney

**Includes civilian and military acquisition personnel.*

HCSP OVERVIEW

The AAW HCSP has been developed in accord with the ARMY's VALUES. GUIDING PRINCIPLES have been created that give direction to governance and implementation. An assessment of the current ARMY ACQUISITION WORKFORCE and its current and future requirements has been conducted. The STRATEGY MAP includes the AAW PURPOSE STATEMENT, ENDSTATE, and GOALS. Finally, the HCSP includes an ACTION PLANNING AND IMPLEMENTATION structure to manage, track and communicate progress to the entire acquisition workforce.

ARMY VALUES

- **Loyalty:** bear true faith and allegiance to the U.S. constitution, the Army, your unit, and other Soldiers.
- **Duty:** fulfill your obligations.
- **Respect:** treat people as they should be treated.
- **Selfless Service:** put the welfare of the Nation, the Army, and your subordinates before your own.
- **Honor:** live up to all the Army values.
- **Integrity:** do what's right–legally and morally.
- **Personal Courage:** face fear, danger, or adversity both physical and moral.

HCSP GUIDING PRINCIPLES

- **Integrate our actions.** Ensure the Department of the Army's collective Human Capital (HC) knowledge and practices are optimized.
- **Build coalitions and partnerships.** Collaborate and coordinate for mutual benefit and advancement.
- **Innovate.** Introduce and apply new concepts and best practices that help us meet present challenges and anticipate future needs in HC and development.
- **Be accountable.** Assess our work, evaluate our results, and incorporate lessons learned to enhance our performance.
- **Value unique solutions for unique missions.** Recognize and respect the need for unique HC and develop solutions necessary to support the unique mission of an Army acquisition component while seeking optimum synergy and commonality in AAW HC and development programs and practices.

GOALS (STRATEGY MAP)

Please see pages 8-12 for more information on Goals

STRATEGIC DIRECTION

Institutionalizing an enduring human capital planning process to sustain the highest quality Army Acquisition Workforce (AAW) for providing our Soldiers with world-class equipment and services, now and in the future.

GOAL 1

Workforce Planning

Shape the Army Acquisition Workforce to Achieve Current and Future Acquisition Requirements

GOAL 2

Professional Development

Develop and Sustain a Professional, Agile, and Qualified Acquisition Workforce

GOAL 3

Leadership Development

Develop and Sustain Effective Army Acquisition Leaders

GOAL 4

Employee Engagement

Improve Army Acquisition Workforce Engagement as a Core Business Practice

GOAL 5

Communications and Collaboration

Improve Communications and Collaboration to Support the Acquisition Workforce

GOAL 1 – SHAPE THE ARMY ACQUISITION WORKFORCE (AAW) TO ACHIEVE CURRENT AND FUTURE ACQUISITION REQUIREMENTS

GOAL 1 DEFINITION

Plan, align, recruit, and hire a highly qualified, adaptable, diverse workforce to meet mission requirements

OBJECTIVES

- **1.1** Develop tools and processes to support workforce shaping
- **1.2** Lead development of a collaborative Army Acquisition Workforce (AAW) planning process that understands acquisition requirements and builds a pipeline of qualified acquisition professionals for current, emerging, and future needs
- **1.3** Improve knowledge, access, and capability of integrated data management for workforce planning and analytics

GOAL 2 – DEVELOP AND SUSTAIN A PROFESSIONAL, AGILE AND QUALIFIED ARMY ACQUISITION WORKFORCE (AAW)

GOAL 2 DEFINITION

Develop and sustain a professional, agile, and qualified workforce equipped with the capabilities needed to deliver the current and future acquisition missions

OBJECTIVES

- **2.1** Ensure all DAWIA (Defense Acquisition Workforce Improvement Act) mandates are met for certification and continuous learning points (CLPs)
- **2.2** Improve acquisition career development opportunities at every level
- **2.3** Identify, implement, and leverage internal and external education and training best practices

GOAL 3 – DEVELOP AND SUSTAIN EFFECTIVE ARMY ACQUISITION LEADERS

GOAL 3 DEFINITION

Develop and sustain effective Army Acquisition leaders through tailored leader development programs and opportunities

OBJECTIVES

- **3.1** Develop a leadership culture that embraces talent management and employee feedback through the use of acquisition career management tools
- **3.2** Promote leader development programs and opportunities to current and emerging Army acquisition leaders
- **3.3** Provide leadership development programs to high potential acquisition professionals

GOAL 4 – IMPROVE ARMY ACQUISITION WORKFORCE (AAW) ENGAGEMENT AS A CORE BUSINESS PRACTICE

GOAL 4 DEFINITION

Improve Army Acquisition Workforce (AAW) engagement to advance an employee's sense of purpose, dedication, persistence, effort and commitment to the mission, the organization and the acquisition profession

OBJECTIVES

- **4.1** Formally onboard all new Army Acquisition Workforce (AAW) professionals
- **4.2** Improve acquisition employee-supervisor relations
- **4.3** Advocate for a supportive, inclusive workplace culture

GOAL 5 – IMPROVE COMMUNICATIONS AND COLLABORATION TO SUPPORT THE ARMY ACQUISITION WORKFORCE (AAW)

GOAL 5 DEFINITION

Improve communication and collaboration within and external to the Army acquisition community

OBJECTIVES

- **5.1** Institutionalize an integrated and inclusive human capital governance process
- **5.2** Communicate and synchronize Army Acquisition Workforce (AAW) initiatives while building enduring relationships with internal and external customers, partners, and stakeholders
- **5.3** Increase brand recognition and positive perception of the Army acquisition community as an employer of choice

AAW HCSP PLANNING AND IMPLEMENTATION

In order to fully realize this Human Capital Strategic Plan, the AAW will employ an implementation plan to provide an action planning framework for leaders and human capital professionals to manage, report and communicate progress. This implementation plan will incorporate initiatives, measures, and best practices to achieve goals and close gaps.

To successfully plan and implement the HCSP, the governance structure will consist of:

HCSP LEVEL

- **Executive Steering Committee** approves the HCSP and provides resource support
- **HCSP Council** develops and tracks progress of initiatives

GOAL LEVEL

- **Goal Champions** sponsor and advocate for a goal area
- **AAW Advisory Board** sponsor and advocate for goals, objectives, and initiatives
- **Goal Owners** synchronize efforts across Army and OSD and report progress to HCSP Council

OBJECTIVE LEVEL

- **Objective Owners** synchronize initiatives and report progress to Goal Owners
- **Measure Owners** track metrics and report progress to Objective Owners

INITIATIVE LEVEL

- **Initiative Owners** report progress to Objective Owners
- **IPT**s implement initiatives
- **Acquisition Professionals**, managers, and leaders provide continuous feedback

The success of this AAW HCSP and the implementation of objectives and initiatives will depend on the commitments and contributions of the entire Army Acquisition Community. Working as a collaborative team, the Army Acquisition leadership and the workforce will forge new human capital successes to continue supporting mission accomplishment, improving the force and building the future. Your input and feedback to the DACM and the DACM Office is critical to keeping the strategy current and relevant to the AAW.

Contact us at: usarmy.belvoir.usaasc.mbx.usaasc-aaw-hcsp@mail.mil.

AAW HCSP GOVERNANCE

UNITED STATES ARMY

DACM

DIRECTOR, ACQUISITION CAREER MANAGEMENT OFFICE

UNITED STATES ARMY
EXCELLENCE
INNOVATION
DEDICATION
ACQUISITION CORPS

U.S.ARMY

AAW 2017 – 2021

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