



ARMY ACQUISITION WORKFORCE

HUMAN CAPITAL STRATEGIC PLAN

2017 - 2021



- 
- SUPPORTING THE **FIGHT**
 - IMPROVING THE **FORCE**
 - BUILDING THE **FUTURE**

VISION

A HIGHLY CAPABLE, AGILE,
ADAPTIVE, AND PROFESSIONAL
ARMY ACQUISITION WORKFORCE

A MESSAGE FROM OUR **ARMY ACQUISITION EXECUTIVE**



*Katharina G. McFarland,
Assistant Secretary of Defense
(Acquisition) Performing the Duties
of the Assistant Secretary of the
Army (Acquisition, Logistics and
Technology)*

I am sincerely proud of what our Army Acquisition Workforce does on a daily basis to keep our Army strong and to affirm our status as the premier fighting force in the world. A quality, agile, right-sized, right-skilled, professional Acquisition Workforce is imperative to support the Department of the Army's mission.

Today's challenges, threats, and opportunities are unprecedented and our Soldiers depend on each of us to be fully engaged and highly effective as we help ensure they have the resources needed to conduct full spectrum operations around the world. I believe we cannot succeed against this set of complex challenges without a well-developed plan going forward.

For that reason, this Army Acquisition Workforce Human Capital Strategic Plan (AAW HCSP) is presented to sustain us in addressing the special challenges of the 21st century. Our human capital goals focus on five critical areas for strengthening our capabilities:

- **Workforce Planning**
- **Professional Development**
- **Leadership Development**
- **Employee Engagement**
- **Communications and Collaboration**

The goals and objectives in this plan create a strategy that builds on the excellent work that is already ongoing in our community and invests in our most valuable resource – our people. Our AAW HCSP is a blueprint for working together across organizations and agencies to sustain our work environment and our workforce as the best in the over 27-year history of the Army Acquisition Corps.

Accompanying this plan are integrated processes and tools that will guide us through 2021. Using this HCSP will ensure prioritization and focused efforts each year and a method to track progress. To keep it current and relevant, the Human Capital Strategic Plan Council will conduct periodic reviews and will need continuous input from our acquisition professionals, managers, and leaders throughout the Army Acquisition community.

I want to personally thank you, the Army Acquisition Workforce, for your dedication to mission accomplishment and your commitment to meeting the needs of our Soldiers. In order for this HCSP to be successful, I expect leadership involvement, engagement of our acquisition professionals and continued commitment to our goals, objectives, and initiatives. I am excited about our progress toward investing in our Acquisition Workforce and I look forward to successful implementation of our Human Capital Strategic Plan.

Katharina G. McFarland,
Assistant Secretary of Defense (Acquisition) Performing the Duties of the Assistant Secretary of the Army (Acquisition, Logistics and Technology)

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 ASA (ALT) Principal Military Deputy serves as the Director of Acquisition Career Management (DACM) responsible for ensuring career development and DAWIA certification (training, education and experience) across the AAW enterprise. The DACM has charged the U.S. Army Acquisition Support Center (USAASC) Army DACM Office to serve as an advocate for the Army Acquisition Workforce (AAW) 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.

ARMY ACQUISITION WORKFORCE

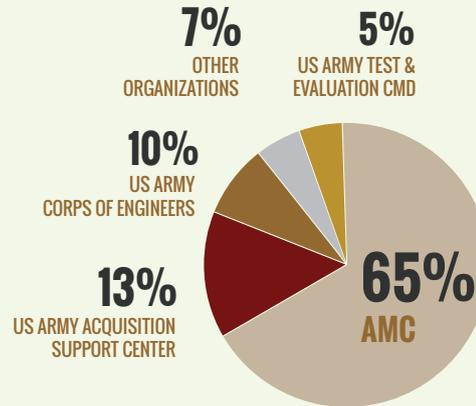
DAWIA CERTIFICATION



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.



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 **60%**
OVER

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

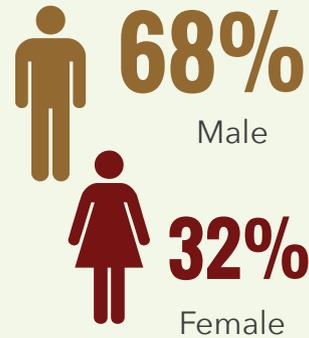


5.4% MILITARY 94.6% CIVILIAN

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

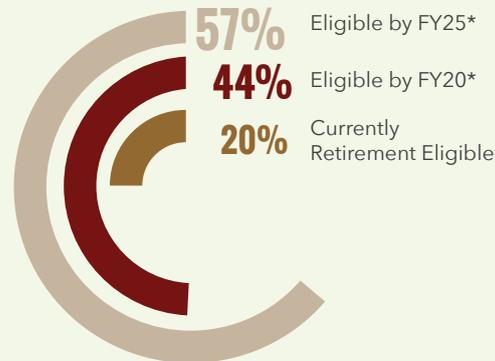
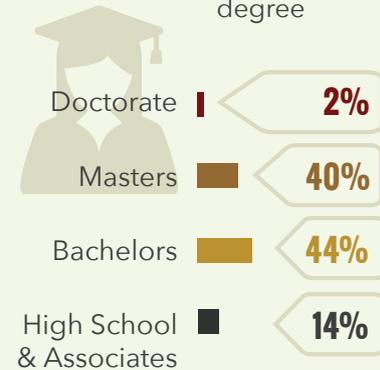
GENDER RATIO

Current workforce gender ratio



HIGHLY EDUCATED

15,347 professionals with graduate or higher degree

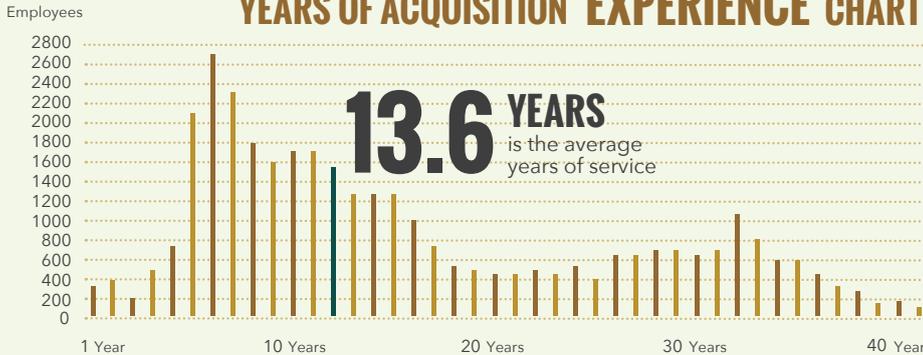


20% RETIREMENT ELIGIBLE

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.

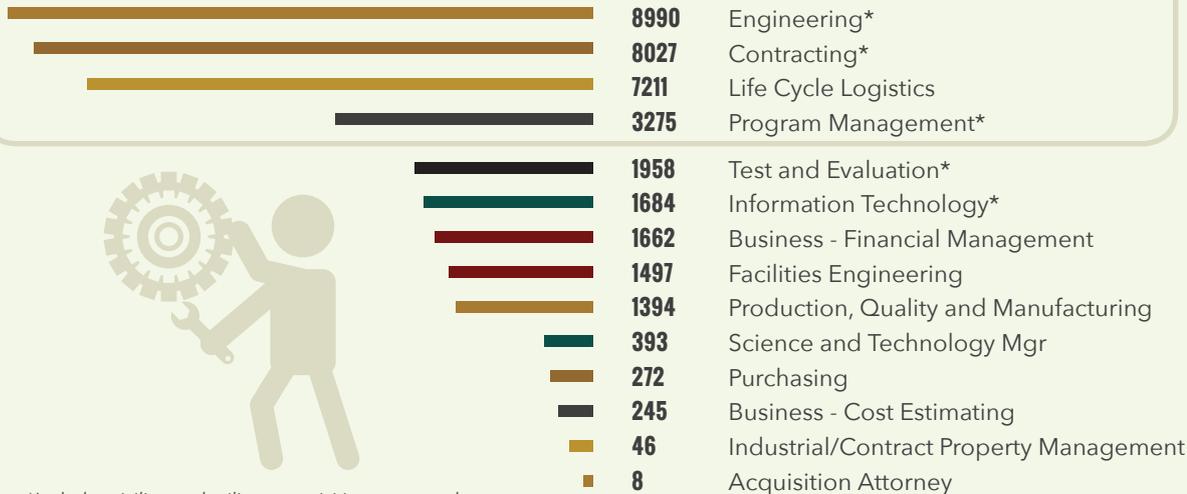
YEARS OF ACQUISITION EXPERIENCE CHART



47 YEARS is the average age

ACQUISITION CAREER FIELDS (ACF)

75% OF WORKFORCE IS REPRESENTED IN **FOUR** ACQUISITION CAREER FIELDS



*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





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

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4

5



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

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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

OBJECTIVE LEVEL

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

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

INITIATIVE LEVEL

- **Initiative Owners** report progress to Objective Owners
- **IPTs** 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 2017 – 2021