



DIRECTOR, ACQUISITION CAREER MANAGEMENT OFFICE

## Acquisition Talent Management: A Strategic Path Ahead

Sustainment of the Army Acquisition Corps (AAC) depends upon the investment we make today. Talent management must be based on creating a strategic force of military and civilian leaders prepared for the future. The AAC has tools in place to assist the military and civilian leaders in development of the workforce. It is incumbent upon these leaders to identify the potential of the acquisition personnel they lead, from a succession planning point of view, and use these tools to manage the talent of their people as guided by the vision of the AAC.

The first tool is a three-tier Acquisition Career Development Model that highlights functional competencies, which support career broadening assignments leading toward strategic leadership. This model balances the building of leadership skills while serving the needs of the Army. From day one, a new Army acquisition employee should be guided, mentored, and coached to develop acquisition expertise by fine tuning and building functional entry-level competencies. Positions at the entry level are typically Level I Defense Acquisition Workforce

Improvement Act (DAWIA) certification required billets. At this entry level, there are Army requirements as well as DAWIA requirements. Leadership training is included at every level. There are Army intern programs, Army leader programs, an Acquisition Intern Academy, an Army fellows program, defense leader programs, and an entry level Acquisition Leadership Challenge Program. These entry level positions are typically GS-07 through GS-11 positions.

As the employee moves into the career broadening stage of their acquisition development, there are additional requirements and opportunities for these journeyman-level positions. Career broadening includes branching into new acquisition functional arenas, higher level acquisition competencies, and other leadership development opportunities. One such opportunity is the Competitive Development Group – Army Acquisition Fellowship. This program allows Army leaders to nominate journeyman-level personnel with recognized leadership potential for this program. There are also higher education programs for Bachelor Degrees as well as advanced level tuition assistance. This is another opportunity for the acquisition professional to work

★ All FY14 Acquisition Education and Training (AET) Opportunities will be posted mid-August. Please see all available events within the Army Acquisition Professional Development System (AAPDS) on the [CAMP/CAPPMIS website](#)

with his/her supervisor to discuss a career broadening path-ahead based on an employee’s potential as a future leader. Positions at this level can range from GS 12-13 and some GS-14 positions.

The Strategic Leadership level of the Acquisition Career Development Model, allows acquisition professionals to apply acquired leadership/functional competencies to senior leader positions. Successful development at the lower levels of the acquisition career development model results in the strategic leaders necessary for our Critical Acquisition Positions and Key Leadership Positions as they become vacant.

## FY14 Certification Changes: Defense Acquisition University

The Department of Defense (DoD) Acquisition, Technology & Logistics (AT&L) career field certification standards are implemented on 1 October of each fiscal year (FY). FY14 changes are outlined in the table on

Page 3. For career fields not listed in the table, there are no approved changes to date. For certification considerations under the FY13 standards, workforce members must submit their certification application by

midnight 30 September 2013. To view the most current acquisition career field certification standards required for your current acquisition position, please access the [DAU iCatalog](#).

[FY14 Certification Changes continues on Page 3]



## Survey Results: Civilian Selection Rates for PM

The Army DACM Office recently launched a Project Manager (PM) Interest Survey to over four hundred Acquisition workforce members including: current PMs, Acquisition Directors, Assistant PMs (APM) and Deputy PMs (DPM); Senior Service College (SSC) Graduates, as well as those deferred from 2010-2013; and former AAC Centralized Selection List (CSL) applicants. The intent of this survey, which yielded over 200 responses, was to:

- Explore and validate motivation factors
- Explore additional performance incentives currently unavailable
- Develop courses of action to affect change in our current CSL application process, boarding, slating and/or post utilization placement

- Reinforce our interest in the “voice” of our workforce

The “ranked” factor responses indicated that the Desire to Lead, Make a Difference and/or Lasting Impression, and Desire to Serve were the primary motivating factors for applying to AAC CSL positions. Among the potential incentives and rewards presented to respondents in the survey, more rated the monetary factors such as Recruitment Bonus (53%), Retention Bonus (48%) and Relocation Bonus (42%) as the most effective tools for recruiting, rewarding and retaining qualified leaders. Results indicate that non-monetary incentives are as significant of an incentive and retention consideration, such as: Guaranteed Post Tour Placement (44%) and Site Specific Geographic Preference Identification (40%).

Congruent to the PM Survey findings,

the DACM staff is assessing the past two CSL After Action Reports with the express intent of evaluating potential differences between civilian and military CSL files. To this end, the DACM has taken immediate action:

1. Developing a new civilian career development path ahead for CSL PMs.
2. Standardize the civilian application process to ensure ease of submission and better aligning the look of civilian files with those of the military.
3. Partnering with the Acquisition Management Branch at the U.S. Army Human Resource Command to discuss and affect the Civilian application process in time for the September 2016 CSL board.

Further, the DACM Office has established the following Working Groups, attacking each of the primary

*[Civilian CSL Article continues on Page 3]*

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## DoD Financial Management vs. DAWIA Certification

In accordance with the National Defense Authorization Act for Fiscal Year (FY) 2012, DoD initiated a mandatory Financial Management (FM) Certification Program. The DoD program is competency based and impacts nearly 2,400 Army acquisition workforce members in occupational series 05xx with financial management occupational specialties. The program used the Defense Acquisition Workforce Improvement Act (DAWIA) and the acquisition workforce as a model, focusing on the special needs of financial management.

The DoD FM Certification Program will establish a framework to guide DoD FM professional development. The program goals are to transition to a more analytic orientation; improve skills and knowledge in audit

readiness, decision support, and analysis; encourage career broadening and leadership training; and establish a standard DoD FM body of knowledge.

Acquisition workforce members in positions coded 05xx are required to obtain both the DoD FM certification and the DAWIA certification. The Army DACM office, in coordination with the OSD Business Community Functional Lead, and the Army Comptroller Office ASA (FM&C), will continue work to minimize the impact to the acquisition community. Much work has already been done to deconflict certification requirements and ensure award of maximum credit for completion of acquisition training courses as outlined in Directive Type Memorandum 13-004, Operation of the DoD Financial Certification Program, March 2013. Detailed information pertaining to the DoD FM Certification requirements for

the acquisition community will be released upon approval of Department of Defense Instruction 1300.jj. Operation of DoD FM Certification Program.

The FM Certification Program is projected to be implemented early FY14 and administered using the DoD’s Learning Management System (LMS). At that time, acquisition workforce members will be expected to begin taking classes toward FM certification. Pilot testing of course curriculum and testing of the LMS is ongoing. Human Resource and Manpower offices are currently engaged in an effort to ensure applicable positions are coded to reflect the appropriate remarks and certifications levels.

Visit DoD’s FM Certification’s [website](#) for more information.

## FY14 Changes to DAU Certification Requirements

Career Field	Level	Added	Deleted
CON (C)	1	<ul style="list-style-type: none"> <li>▪ CLC 025</li> <li>▪ CLC 057</li> </ul>	None
CON (C)	2	None	CLC 057
CON (C)	3	ACQ 315 to the "Choose One of Seven"	None
LCL (L)	2	<ul style="list-style-type: none"> <li>▪ CLC 011</li> </ul> And a choice of one of the following: <ul style="list-style-type: none"> <li>▪ EVM 101 (BCF 102 valid predecessor course)</li> <li>▪ LOG 204</li> <li>▪ RQM 110</li> </ul> OR the combination of <ul style="list-style-type: none"> <li>▪ CON 121</li> <li>▪ CON 124</li> <li>▪ CON 127</li> </ul>	None
LCL (L)	3	<ul style="list-style-type: none"> <li>▪ ACQ 315 to the "Choose One of Four"</li> <li>▪ LOG 211 to the "Choose One of Four"</li> </ul>	<ul style="list-style-type: none"> <li>▪ RQM 110</li> <li>▪ LOG 204</li> </ul>
PQM (H)	1	CLE 003	CLC 024
PQM (H)	2	None	CLE 003
SPRDE-SE (S)	1	<ul style="list-style-type: none"> <li>▪ CLE 001</li> <li>▪ CLE 004</li> </ul>	None
SPRDE-SE (S)	2	<ul style="list-style-type: none"> <li>▪ LOG 103</li> </ul>	None
SPRDE-SE (S)	3	<ul style="list-style-type: none"> <li>▪ CLE 012</li> <li>▪ CLE 068</li> </ul>	None
T&E (T)	2	TST 204 (Not available until January 2014)	TST 203

## Survey Results: Civilian Selection Rates for PM

[Civilian PM CSL Survey article from Page 2]

focus areas identified in the PM Survey results:

### POST UTILIZATION

What happens after the PM tour ends is a major concern of candidates and incumbents. The perception is that the Army has not done a very good job at identifying and implementing post utilization assignments. This working group will explore the ability to establish and create Army Acquisition Executive (AAE) directed assignments, as well as other robust developmental assignments.

### GEOGRAPHIC

Large geographic regionalization designation may be an inhibitor for civilians considering CSL application. Consideration will be made for Site

Specific Preference Designation, enabling declination without prejudice lower than regional level.

### COMPENSATION/INCENTIVES

There is a perceived disparity in pay when compared to the level of responsibility, commitment and visibility of CSL positions, potentially limiting candidates from applying. The working group will determine the feasibility of relocation and retention bonuses, as well as expanding AAE authority as selecting official, to set pay within the NH-04 broadband salary range commensurate with level of responsibility.

### MARKETING

Ensure continued feed of information relative to the CSL Board results, PM Survey findings and resulting working group progress.

The point of contact for the PM Survey is Ms. Kelly Terry, Army DACM Office, at commercial: (571) 329-2053, or [email](#).

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