

## INFORMATION PAPER

SFAE-CDD  
15 September 2016

SUBJECT: Army Acquisition Workforce (AAWF) Talent Management

1. Purpose. To provide details on the current AAWF talent management initiatives.
2. Background. The Army's DACM maintains the responsibility for the education, training, and career development of approximately 37,000 Army acquisition civilian and military professionals. The Director of the U.S. Army Acquisition Support Center (USAASC) serves as the Deputy DACM, and the Army DACM Office resides within USAASC.
3. Discussion.
  - a. Talent management challenges are complex and sustainment of the Army Acquisition Workforce (AAW) depends upon the investment we make today. Talent management must be based on creating strategic-focused military and civilian leaders who can prepare the force for the future. We must continue to develop tools, processes, and programs to ensure we develop our best and brightest talent to meet our future AAWF senior leader requirements.
  - b. Future military and civilian workforce reductions, including drawdown of Centralized Selection List (CSL) positions, and potentially limited civilian promotion opportunities are a fiscal reality. Therefore, it is incumbent upon our leaders to identify and manage their high performers and high potential acquisition personnel to meet the mission and vision of the AAW. Crucial to creating these leaders is the development of a cohesive plan with strategic messaging, which highlights both individual and leader accountability. Most importantly, there is no substitute for Program Executive Office (PEO) and Command day-to-day personnel development and management responsibilities.
  - c. Military acquisition officer positions have been identified by categories to depict career progression from functional, to career broadening, to senior levels and further defined high-visibility positions to be filled by high-performers. This allows us to analyze our acquisition talent pool and identify personnel with the potential for these higher-level job responsibilities from the more junior grades all the way to General Officer. The Acquisition Management Branch within the U.S. Army Human Resources Command in conjunction with the Army DACM office will also define necessary metrics, capture, and archive data to evaluate results NLT than mid-FY15.

d. Initiatives for our acquisition civilians include the following:

1). Effective On-Boarding activities energize new acquisition personnel to the critical importance of our acquisition mission, acclimate them to the acquisition team, reinforce retention, and begin from day one to guide, mentor and coach them on their acquisition functional responsibilities. The USAASC Army DACM Office has enhanced the current AAW welcome letter to include a videotaped DACM message; pilot an orientation briefing for senior acquisition leaders' delivery on behalf of the DACM; and launched "Ellie", the Army's virtual acquisition career guide, to provide acquisition career management guidance. Career development models for each acquisition career field, similar to the military models, are also available on the DACM website through "Ellie".

2). Mentoring. In addition to expanding the virtual capabilities of "Ellie", we will enable hybrid opportunities like Flash Mentoring. The Army DACM Office will also field an AAW mentoring capability, based on feedback and lessons garnered from our 2014 cohort program participants.

3). A centrally selected Product Director (PD) program pilot was deployed in FY15 as an opportunity for high performing civilians with leadership potential. This includes appropriate pre-development and follow-on positions after a successful tenure as a PD. Approximately 7 to 10 re-designated CSL PM billets were identified as PD positions annually for a steady state of approximately 21-30. PDs will be equivalent to CSL PMs in level of cost, schedule, and performance responsibilities, differing by position in the lifecycle. PD Board application requirements will mirror PM CSL applications. The first board in FY15 was conducted separate from, but immediately following, the PM CSL board utilizing the same board members. The Army DACM Office has also established a standard Position Requirements Documents (PRDs) for PM, PD and other positions for PEOs.

4). Post-utilization for Senior Service College graduates, post CSL Program Managers (PMs), and Product Directors. First, we must set and manage expectations regarding follow on assignments. Positions of "higher-level responsibilities" are not always appropriate or available. However, equal-level lateral developmental and broadening experiences that enhance an AAW members' skills, while allowing them to utilize new found learnings, is extremely valuable to both the individual and the Army. Each PEO must be accountable for not only identifying, encouraging and developing their top 5 -10%, but also must plan for and provide opportunities for return-utilization. To assist, the USAASC Army DACM Office will establish one TDA position at each PEO to facilitate post-utilization.

5). Reinstating tools to assist with AAW talent management. Piloting the PEO community first, we will phase in mandatory, annual Senior Rater Potential Evaluations (SRPE) for calendar year 2014. The Army DACM Office will work with the PEOs to establish tenure agreements for critical acquisition and key leader positions, as well as

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provide guidance on the increased use of Management Directed Re-Assignments, both for the purpose of expanding developmental and broadening opportunities within the PEOs. Policy guidance can be found on the Army DACM Office website.

e. These initiatives are only the initial efforts in a long term strategic approach to talent management. The Army DACM Office has looked to identify immediate, and in some cases temporary, solutions to eliminate roadblocks, while longer term solutions are analyzed, programmed for and implemented.

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