



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

**Department of the Army Operating Guide**

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## **1.0 – The Army Acquisition Workforce**

**1.1. Background.** The Army Acquisition Workforce was established in 1990 to comply with the Defense Acquisition Workforce Improvement Act (DAWIA). The focus of DAWIA was to improve the quality and professionalism of the entire workforce and to establish an Acquisition Corps of professional acquisition personnel within the acquisition workforce. The Army Acquisition Workforce consists of 15 acquisition career fields (ACF)/path which include: Business-Cost Estimating, Business-Financial Management, Contracting, Engineering, Facilities Engineering, Industrial/Contract Property Management, Information Technology, International Acquisition, Life Cycle Logistics, Production, Quality and Manufacturing, Program Management, Purchasing, Science and Technology Manager, Small Business and Test and Evaluation.

**1.2 Leadership.** The Army Acquisition Executive has delegated authority and responsibilities for the implementation of all initiatives affecting the acquisition workforce to the Director of Acquisition Career Management (DACM). The Army Deputy DACM (DDACM) is responsible for providing expert advice/council to the DACM through the development of acquisition workforce career policy, career management and career development programs to educate/train the Army Acquisition Workforce.

**1.3 The Secretary of Defense Acquisition Workforce Growth Initiative.** On 6 April 2009, the Secretary of Defense announced an initiative to grow the defense acquisition workforce by ~20,000 positions by Fiscal Year 2015 (FY15). This growth consisted of in-sourcing ~10,000 positions and hiring ~ 10,000 new acquisition workforce members Service-wide. As a result, at the end of FY15, the Army in-sourced over 1,000 positions and hired 2,358 new government acquisition civilian personnel. The Defense Acquisition Workforce Development Fund (DAWDF) became the funding mechanism to fund the initial salaries in support of the new hire initiative. An Army Acquisition Workforce Growth Taskforce was established in January 2010 to capture specific organization input and ACF designation with regard to the new hires.

## **2.0 – The Defense Acquisition Workforce Development Fund**

**2.1. Background.** Section 852 of the 2008 National Defense Authorization Act (NDAA), Public Law No. 110-181, directed the establishment of the DAWDF. NDAA 2016 made DAWDF permanent (NDAA Section 841); Title 10 USC, Section 1705 – DAWDF Ch. 87. This fund enables the Department of Defense (DoD) to recruit and hire, develop and train, and recognize and retain its acquisition workforce.

**2.2. Purpose.** This Operating Guide serves as the Department of the Army's overarching DAWDF operating guidance. Each Army acquisition organization providing requirements under the auspices of the DAWDF intent and ultimately accepting funding under this program must establish guidelines for the execution of the funding within their organization to coincide with the parameters of the DAWDF funding authority. These guidelines should be consistent with the intent of the legislation and the DoD and Department of Army guidelines for the DAWDF Program.

**2.3. Fund Establishment.** The DAWDF (herein after referred to as the “Fund”) was initially established as a result of the taxing of Service contracts. Each Service collects these tax dollars for incorporation into the Fund, and DoD provides a percentage back to each Service as well as 4<sup>th</sup> Estate agencies. In FY16, legislation expanded the use of expired funds which enabled the DAWDF to be funded by expiring Operation and Maintenance (OMA) funds. Funding was established as base year plus two years, however it is treated as year of execution dollars.

### **3.0 – Army Execution and Management of the Fund**

**3.1. Funding Categories.** The Fund provides the Army an unprecedented opportunity to invest in the health and growth of the Army Acquisition Workforce. There are three categories for workforce initiatives: Category 1 – Training and Career Development (Line 1); Category 2 – Retention and Recognition (Line 5); and Category 3 – Recruitment and Hiring (Line 7). Under each category, there are Line Items and Catalog numbers defining the used of the Fund. The Line Items are listed below along with some examples of the Catalog Initiatives that are available.

**3.1.1. Category 1: Training and Career Development.** This category provides the mechanism for the Army to: develop a more detailed understanding of their AAW and developmental shortcomings; develop broad sweeping workforce planning initiatives, objectives and guidance; test innovative pilot programs; and provide the personnel development necessary to achieve the desired outcomes.

**Line Item 1: Training and Career Development.** Initiatives in this line item will provide developmental/broadening assignments; programs at academic institutions; training to fill target gaps in acquisition functional competencies; competency management and assessment; workforce planning; training enhancements and capacity expansion; and opportunities to acquire joint and interagency experience. The legacy career structure for civilian employees has emphasized depth over breadth, which results in a “silo” framework that inhibits the broader perspective needed to manage complex acquisition programs. A more attractive career structure, which will improve retention in the acquisition workforce, is one that provides breadth of experience, training and education.

Catalog 301: Acquisition Training Forums

Catalog 304: DAWIA Certification Equivalency Throughput: Initiatives in this line item will provide additional throughput, curriculum development and other learning support to meet previously unmet demand. There is a gap between the Components’ demand for certification and assignment-specific training and the capacity of the Defense Acquisition University to provide training. In addition, the Components have identified unique Component requirements that will be funded.

Catalog 26: Leadership Training - Training initiatives targeting gaps in professional development and leadership competencies.

Catalog 107: Congressional Operations - This five-day course provides a comprehensive look at congressional operations and organization, and at how Congress affects the daily operations of every department and agency in the executive branch. Over the course of the week, participants will hear from - and be afforded the opportunity to ask questions of - Members of Congress, congressional committee and personal staff, political scientists, lobbyists, and news media representatives. Topics may include: Leadership and organization in Congress; the appropriations and budget processes; congressional committee and floor procedure representing constituent interests; the role of committee staff congressional oversight of the executive branch; the influence of the media and special interests on policy formulation; and the role of congressional liaison offices. Participants will also be given the opportunity to attend congressional committee hearings and/or observe floor action when Congress is in session.

Catalog 172: Operational “Greening” Experience - The Army Team C4ISR Greening Experience is designed to familiarize Acquisition workforce civilian interns with the life of the Soldier, as well as operations, weapons systems, strategy, and tactics in a field environment. It also provides interns with the basic understanding of the U.S. Army through informal instruction and actual Soldier experience. Army Team C4ISR Greening Experiences are available for interns who are unable to attend the week long CERDEC Greening Course, which has limited availability. Greening experiences include field trips to the CERDEC C4ISR On-The-Move Test Bed at Fort Dix; visits to the Army Experience Center near Phil, PA; tours of Tobyhanna Army Depot to observe weapons systems; and to introduce the participants to the military environment and/or military applications of Team C4ISR products.

Catalog 308: Functional Skill Development – Training initiatives targeting gaps in acquisition functional competencies.

Catalog 309: Rotational Assignments Program - Initiatives in this line item will provide developmental assignments, rotations, programs at academic institutions, training outside one’s current specialization, and opportunities to acquire joint and interagency experience. The legacy career structure for civilian employees has emphasized depth over breadth, which results in a “silo” framework that inhibits the broader perspective needed to manage complex acquisition programs. A more attractive career structure, which will improve retention in the acquisition workforce, is one that provides breadth of experience, training and education. Assignments should be 179 days in length (120 days minimum) and focus on broadening the employee’s acquisition functional or leadership competencies.

**3.1.2. Category 2: Recruiting, Recognition and Retention Incentives.** This category often utilizes a Service or DoD commitment to retain acquisition civilian government employees for a certain length of time as well as support training and education programs. These types of programs are a direct investment in our acquisition workforce career development as well as provide retention incentives.

**Line Item 5: Recruiting, Recognition and Retention Incentives.** Initiatives in this line item will retain high performers with critical acquisition skills, those in key leadership positions, and improve retention in acquisition positions that are in short supply through incentives and programs designed to make a career in Army acquisition more attractive. The

forecasted loss of corporate knowledge and expertise due to pending retirements has the potential to significantly impact the ability of the acquisition workforce to carry out its mission of achieving successful acquisition outcomes. Line item 5 includes retention bonuses, tuition assistance, and student loan repayments. Permanent Change of Station (PCS) payments may be utilized to support the execution of service wide talent management and development programs such as the centralized selection of key leadership positions and senior level education programs. In addition, initiatives in this line item seek to attract qualified applicants in such critically needed areas such as: Contracting; Cost Estimating; Science, Technology, Engineering, and Mathematics (STEM); minority applicants; and recent college graduates. This complements other hiring initiatives by enabling DoD to more effectively hire high demand talent in an increasingly competitive labor market. Initiatives in this line item will deliberately market the DoD acquisition community as an employer of choice. It is a DoD goal to maintain a diverse, capable, and ready civilian and military workforce, which this line item will support.

Catalog 50: Student Loan Repayment Program (SLRP) - <http://asc.army.mil/web/career-development/programs/student-loan-repayment-program/>

Catalog 306: Retention and Recognition Incentives

Catalog 177: Recruitment Incentive Program - Successfully improve the Army's recruitment and retention capability for the civilian Army acquisition workforce (AAW). USD Memorandum dated 21 September 2006 provided implementing amendments to sections 5753 and 5754 of title 5, United States Code, expanding the flexibilities DoD can use to recruit and retain employees more effectively.

Catalog 310: Job Fairs - The Acquisition Workforce has been grappling with a steady increase in attrition with journeyman-level contracting specialist positions (series 1101/1102). The expected attrition rate will be 3-4% higher than other Army acquisition functional areas in the out years. Currently, Army commands (ACOMs) have a critical need to quickly fill contract specialist positions in order to prepare for future mission needs and succession planning. The Job Fairs will give the ACOMs an excellent outlet to reach approximately 2,000 potential candidates. We expect these Job Fairs to strengthen the acquisition workforce.

**3.1.3. Category 3: Hiring.** This category provides the mechanism for organizations to request funding to support Intern, Entry level, Journeymen, Expert and Highly Qualified Expert (HQE) hiring in support of approved concept plans and/or against needs necessitated by attrition of mission critical acquisition personnel.

**Line Item 7: Hiring.** Initiatives in this line item support the hiring of acquisition professionals placed in acquisition coded positions. Hiring is primarily focused on mission critical acquisition career fields as designated by the Army Acquisition Executive. Seventy-three percent of the current Defense acquisition workforce is in the Baby Boomer and Traditional generations and 19 percent (20,000 civilians) are eligible for full retirement. At the same time, there are skill and competency areas within the current workforce that have too few people and need to be built up. Initiatives in this line item will also target experienced journeymen and expert employees, such as retiring military and seasoned industry candidates. Workforce analysis

indicates a need for mid-career hires to complement our intern initiatives and to ensure strong bench strength to fill senior and executive positions as the Baby Boomer and Traditional generations depart the workplace. In many cases, there is a need for people with special expertise who are already at a senior level and are recognized experts in an acquisition field or related discipline. HQEs are hired under a special hiring authority granted by Congress and must be approved by the Office of Personnel Management (OPM). This line item complements other hiring initiatives. All Intern, Journeymen and Expert hiring assumes the incumbent will fill an existing, within base funding level, authorized position upon completion of funding by DAWDF. Components are responsible for planning transition of DAWDF hires to base funding.

Catalog 60: Intern Hiring - Pathways Intern Program (Recent Graduates). Students to serve as a feeder group for the Army civilian intern program. Students will be hired under the OPM Pathways authority.

Catalog 99: Intern Orientation Programs

Catalog 110: Entry Level Hiring - Initiatives in this line item support recruiting, hiring and developing interns to be better qualified at the point of migration into the acquisition workforce. Typically GS05/07/09 in a developmental program with a full performance level of GS11 or broadband equivalent.

Catalog 111: Journeymen Hiring. Typically GS12 or GS13 or broadband equivalent.

Catalog 112: Expert Hiring. Typically GS14 or GS15 or broadband equivalent.

Catalog 113: HQE Hiring

## **3.2. Fund Management**

**3.2.1. Principal Agent.** The DACM is the Principal Agent responsible for the Army's DAWDF initiatives. The Army Budget Office will serve as the DACM Office subject matter expert for fund distribution of the Fund.

**3.2.2. Management of the Program.** The DDACM, as delegated by the DACM, provides the senior leadership focus on the Army's DAWDF initiatives.

**3.2.3. Management Cell.** The DDACM has established a DAWDF Management Cell within the U.S. Army Acquisition Support Center (USAASC) Army DACM Office with a focus on: accepting Army acquisition organizational and acquisition career field requirements; analyzing to ensure requirements meet the program intent; and providing a recommendation to the DDACM/DACM.

**3.3. Fund Availability.** The Funds are available only for approved recruitment, training, and retention of designated acquisition personnel in the U.S. Army including the provision of training and retention incentives.

**3.4. Fund Limits.** There are specific limitations to DAWDF explained below.

**3.4.1. Salary Stipulations of the Fund.** The Funds may not be used to pay the base pay salary of any individual who was a civilian employee of the DoD serving in an acquisition position as of the date of the enactment (28 January 2008) unless they have had a break in service resulting in a new appointment. The Fund will pay for salaries for new hires based on Entrance on Duty Date (EOD). Reference NDAA FY-16. Overhead burden rates shall not exceed 30% of salary costs. Authorizing overtime is a command decision and will not be funded by DAWDF. Interns and Entry level hires may be funded up to three years, subject to the availability of funding. The third year of funding must be requested in advance of the next fiscal year. Journeymen and Expert hires may be funded for up to two years.

**3.4.2. Redirecting/Reprogramming Funds.** Funding cannot be redirected or reprogrammed between line items by the receiving organization. The approval authority for reprogramming is delegated to the DDACM. Depending on the reprogramming request and the availability of funds within that line item at the time of the request, the reprogramming action may need to be processed through the DoD Funds Manager. That process can take up to 72 hours from the time of Service request. If the reprogramming involves a new requirement that has not been vetted through the appropriate original process for requesting DAWDF, it will be ranked against competing approved or emerging priorities; it will likely not receive funding, yet it can be submitted during the next FY data call. It is extremely important to determine priorities for funding each FY and develop accurate monthly spend plans. Funding will be sent explicitly for the line item and approved initiative. If an organization has an excess of funds, the funds must be returned to the Army DACM Office at the USAASC for a reprogramming action to occur.

**3.4.3. Funding for Acquisition Only.** An individual hired with DAWDF funds must be on a position description coded by one of the ACFs listed in paragraph 1.1 in which the Army participates. (*Note: ACF details are listed in Appendix B of this document*).

**3.4.4. Acquisition Coding.** The new hire must be properly coded as acquisition in the Defense Civilian Personnel Database System (DCPDS). The AAW central repository for acquisition workforce information, Career Acquisition Personnel and Position Management Information System (CAPP MIS) has a bi-weekly update from DCPDS. The acquisition details from DCPDS are reflected in CAPP MIS with an Acquisition Position Category (APC), Acquisition Position Type (APT), and Acquisition Position Level (APL). (Note: All DAWDF funded hires are tracked by a specific code within the CAPP MIS.)

**3.4.5. Enduring Initiatives.** DAWDF allows senior acquisition leaders to target human capital initiatives to address gaps in our acquisition and leadership functional competencies. Initiatives that are funded with DAWDF that become an enduring event should be submitted for sustainment funding with a Program Objective Memorandum (POM). This will allow DAWDF to meet the needs of the acquisition workforce by developing innovative pilot programs to determine long term sustainment.

#### **4.0 – Acquisition Workforce/Organizational Requirements**

**4.1. Spend Plan Documentation for New Hires.** Organizations must submit spend plans to the DAWDF Program Office based on the allocation of new hires approved. The exact funding amount will be provided via a Fund Authorization Document (FAD) or General Fund Enterprise Business System (GFEBS) depending on the level of the personnel to be hired and the EOD. If applicable, FADs will be issued separately for salary dollars and other personnel costs to ensure tracking of these separate costs is able to be monitored accordingly.

**4.1.1. Intern, Entry Level, Journeyman and Expert Hiring Stipulations.** DAWDF Interns, Entry level and Journeymen hires are currently funded for a two year period. This funding strategy coincides with existing Army Career Program Intern Programs and DAWDF funding strategies employed by our sister Services. However, the Army's DAWDF Operating Guide is herein modified to enable supplemental funding for DAWDF Interns to enable a third year of salary dollars, as sustainment costs and authorizations are secured. Organizations seeking same, must submit as part of their monthly spend plans requests, to include justification for sustainment funding, beyond the initial tenure. Requests will be evaluated on a case-by-case basis, and are subject to the availability of DAWDF funds.

**4.1.2. HQE and Pathways Intern Hiring.** DAWDF HQEs and Pathways Intern Program participants are issued funding for one year. Funding distributions for salaries will be in accordance with FY spend plans and based on a valid EOD. Requests for an additional year of funding must be justified and will be evaluated on a case-by-case basis.

## **5.0 – Requesting DAWDF Funds**

**5.1. Requirements.** When an acquisition organization has a requirement that meets the intent of the DAWDF, the requirement must be submitted via a Program Request Form (PRF) to the DAWDF Program Manager. Prior to each FY (around the February timeframe), a data call will be sent to all Commands/ organizations with acquisition personnel requesting requirements for funding. All requirements will be prioritized, boarded and recommendations made prior to approval of the new FY Plan by the DACM. Approval occurs on or about July and all commands/organizations will be notified prior to the start of the new FY. The DAWDF Program Manager will operate the funds based on the vetted and approved requirement and according to a FY spend plan for that requirement.

**5.2. Guidelines for filling out the PRF.** A PRF must be provided with each request for DAWDF funds. In addition, attach a spend plan as a supplement to the PRF. A link to the USAASC Army DACM Office DAWDF website to download a copy of the PRF and a sample spend plan is attached to this guide at Appendix C. Appendix A lists the step by step guidelines for filling out a PRF.

**5.3. Submitting a PRF.** The Career Acquisition Management Portal (CAMP) has been updated to house DAWDF initiatives and facilitate your ACOM's submission of DAWDF PRFs for all DAWDF requirements, to include emerging requirements, also known as Unfunded Requirements (UFRs).

The PRF can be found on the CAMP website:

<https://rda.altess.army.mil/camp/index.cfm?fuseaction=splash.aup>

Please ensure only your ACOM's designated DAWDF representative is provided access to the DAWDF tab in CAMP. In addition, to ensure all DAWDF PRFs submitted in the CAMP database are valid and vetted through the appropriate Chain of Command, we require you to provide a command endorsement.

Each PRF must be reviewed by leadership within your command/organization. Their endorsement may be accomplished by any means to include providing this office an e-mail with a list of the PRFs being endorsed by the Command/Organization and the priority level of each.

Only complete PRFs will be accepted. Certain fields will be prefilled, based on your User/ID. Other fields will require selection from a prescribed look up table (i.e. Line Item selection, Catalog selection). Other fields will require you to enter free text to include General Description, Milestones, Metrics and Funding Resources sought.

System generated emails will confirm receipt of your ACOM's completed PRF submission and any/all updates that are made.

**5.4. Requirement/PRF Approval Process.** The requirement/PRF is analyzed and vetted through the DDACM to the ACF Functional lead to ensure acquisition career field or functional chief guidance is factored into the requirement. Fully analyzed and vetted PRFs are sent to the Army Budget Office for concurrence/signature and then submitted to the DACM for final signature.

**5.4.1. Coordination with Requesting Organizations.** The DAWDF Resource Management (RM) personnel will coordinate with the requesting organization's ACOM's RM personnel for receipt of the funds. GFEBs will be used to distribute funds to Army organizations as a rule; FAD's are the exception for those organizations/commands not currently utilizing GFEBs.

## **6.0 – DAWDF Funding Process**

**6.1. Use of Funds.** Funds must be used to support the DAWDF line items/initiatives requested and approved during the PRF process. Funds provided should not be used on any requirements that have not been approved by the DAWDF Program Manager(s).

**6.2. Organizational POCs.** Funding will be sent to a single point of contact at each requesting Army Command/acquisition organization. Each command/acquisition organization will be responsible for further distributing funds to their subordinate organizations.

**6.3. Organizational Requirements to Accept Funding.** A Command/acquisition organization receiving DAWDF funds may need to provide the following when contacted by the DAWDF Resource Management Office (RMO): Budget POC; Fiscal Station Number,

DODAAC, GFEBS (General Fund Enterprise Business System) Fund Center, WBS (Work Breakdown Structure) and the servicing Defense Finance and Accounting Service (DFAS) site.

**6.4. Spend Plans.** The Spend Plan attached as a supplement to the PRF submittal will be reviewed with the requesting command/organization monthly to ensure obligations and disbursements are occurring as recorded in the spend plan. Any adjustments to the spend plan will be documented. A link to the USAASC Army DACM Office DAWDF website to download a sample spend plan is attached to this guide at Appendix C.

**6.5. Distribution of Funds.** Funds distribution will be based on the spend plan. The DAWDF Program Manager in conjunction with the RM personnel will monitor command execution compared to the spend plan and will adjust funding for under execution.

## **7.0 – Fund Reporting & Tracking of Data**

**7.1. Return on Investment.** Once approved for a DAWDF initiative, Commands/acquisition organizations must provide the DAWDF Program Manager with details on how the funding was spent and the return on investment. Congress is closely monitoring this fund, so details are important.

**7.2. Report Templates.** Template details are listed below and a link to the USAASC Army DACM Office DAWDF website is attached in Appendix C of this document.

**7.2.1. Hiring Demographic Report Template.** Information for all new employees must be reported by providing the following data:

- 7.2.1.1.** Date job was accepted
- 7.2.1.2.** On-Board date
- 7.2.1.3.** Employee's name; last four digits of social security number
- 7.2.1.4.** Series & Grade
- 7.2.1.5.** Job Title & Salary (fully burdened)
- 7.2.1.6.** Acquisition Position Category (APC)
- 7.2.1.7.** Command name, code, and UIC
- 7.2.1.8.** Indicate attrition or growth

**7.2.2. Training Program Demographic Template.** To ensure details can be entered into the CAPPMS database and the award of corresponding Continuous Learning Points (CLPs), provide the following using the prescribed Training Demographic Report Template:

- 7.2.2.1.** Name
- 7.2.2.2.** Last 4 of SSN
- 7.2.2.3.** Status (Enrolled, Completed)
- 7.2.2.4.** Course Dates
- 7.2.2.5.** Individual Development Plan (IDP) Short Name
- 7.2.2.6.** Corresponding CLPs
- 7.2.2.7.** Program Lead Name, Phone and Email

**7.2.3. Monthly Review of Command Initiatives.** A monthly review of the details associated with each of the command/acquisition organization initiatives will be conducted. A list of proposed details (depending on the type of initiative) follow:

- 7.2.3.1.** Who are the personnel (by name) on board?
- 7.2.3.2.** What is the name of the initiative?
- 7.2.3.3.** When will the training/new hires take place for that month and follow-on months?
- 7.2.3.4.** Where is the location of the training?
- 7.2.3.5.** Why is the training being conducted?
- 7.2.3.6.** Funding status, to include Allocation, Obligation and Disbursements.

## APPENDIX A: Program Request Form Guidelines

**Instructions:** *Listed below are the step-by-step details for the information required in each block on the e-form PRF.*

**Top of the page:** Select if the funding requirement is a UFR or a FY requirement and select the year.

**Block #5A:** Choose the line item number and name of the line item from the drop down menu. Each line item number and detail is listed below:

- **Line Item 1:** Training and Career Development
- **Line Item 5:** Recruiting, Recognition and Retention Incentives
- **Line Item 7:** Hiring

**Block #5C:** Identify Initiative Title

**Blocks#7A-7E:** Amount of funding requested for FY

**Block #9:** Select which Acquisition Position Category the funding will be utilized for.

**Block #9B:** Indicate project risks

Describe the program to be funded and reasons for request. PRFs should be clear and concise, and utilize who, what, when, where and why format.

**Block #10:** Provide specific, measurable, quantifiable information. This block should include the total cost of the initiative: cost breakdown of the event; cost per person; TDY expenses; tuition; books; other materials; and any additional fees.

**Block #11:** Provide specific, measurable, quantifiable outcomes and metrics. Describe how the initiative will remedy the need/problem statement listed in block 9. State the projected return on investment or expected learning outcomes.

## **APPENDIX B: Acquisition Career Fields and Acquisition Position Categories**

**Army Acquisition Career Field (ACF).** Recruitment of personnel for coded positions within the following ACFs may be funded using DAWDF funding. They include:

- Business Cost Estimating
- Business Financial Management
- Contracting
- Industrial/Contract Property Management
- Facilities Engineering
- Information Technology
- Life Cycle Logistics
- Production, Quality, and Manufacturing
- Program Management
- Purchasing
- Engineering
- Science and Technology Management
- Small Business
- Test and Evaluation

**Acquisition Position Category (APC).** Any person hired with DAWDF funds must be in an ACF and properly coded in DCPDS and CAPPMS with an APC. The APCs include:

- A Program Management
- C Contracting
- D Industrial/Contract Property Management
- E Purchasing
- F Facility Engineering
- H Production Quality & Manufacturing
- I Science and Technology Management
- K Business – Financial Management
- L Lifecycle Logistics
- M Small Business
- P Business – Cost Estimating
- R Information Technology
- S Engineering
- T Test and Evaluation

## APPENDIX C: Program References

1. National Defense Authorization Act (NDAA) 2008 Excerpt - [http://asc.army.mil/docs/programs/852/NDAA\\_Excerpt.pdf](http://asc.army.mil/docs/programs/852/NDAA_Excerpt.pdf)
2. Title 10 USC Section 1705: Department of Defense Acquisition Workforce Development Fund (DAWDF) - <http://uscode.house.gov/view.xhtml?req=granuleid:USC-prelim-title10-section1705&num=0&edition=prelim>
3. United States Army Acquisition Support Center (USAASC) Army Director of Acquisition Career Management (DACM) Office DAWDF website - <http://asc.army.mil/web/career-development/dawdf-program/>
4. Office of the Under Secretary of Defense for Acquisition, Technology and Logistics (USDAT&L) Human Capital Initiatives (HCI) DAWDF website - <http://www.hci.mil/DAWDF.html>
5. Office of the Under Secretary of Defense for Acquisition, Technology and Logistics (USDAT&L) Human Capital Initiatives (HCI) Annual Reports to Congress archive - <http://www.hci.mil/policy.html>
6. Office of the Under Secretary of Defense for Acquisition, Technology and Logistics (USDAT&L) Human Capital Initiatives (HCI) DAWDF Desk Operating Guide - <http://asc.army.mil/web/wp-content/uploads/2016/08/08-18-2016-DAWDF-DeskOpGuide.pdf>