



Army Acquisition Workforce Human Capital Strategic Plan

October 2020

When we published the Army Acquisition Workforce (AAW) Human Capital Strategic Plan (HCSP) in October 2016, our promise to you was to conduct periodic reviews and seek continuous input from our acquisition professionals, managers, and leaders throughout the Army to improve and guide this important strategy. Over the last four years, we have implemented the AAW HCSP and simultaneously, our strategic environment has evolved while Army policy in the Human Capital space has matured. Accordingly, the Army Director, Acquisition Career Management (DACM) Office has refined the AAW HCSP to more intentionally align with Army policy and I'm pleased to share this updated work with you.

People constitute the backbone of the AAW. Soldiers, civilians, and their supporting families make the AAW the strong, effective, and ready professional community that it is. To preserve and grow readiness in the AAW, and as part of the Army's wider readiness-building effort, a Human Capital Strategy is imperative. Moreover, the contemporary global security environment necessitates an acquisition Human Capital Strategy that is oriented to build a ready, professional, diverse, and integrated AAW. This plan is a reflection of our commitment to the AAW to develop the next generation of leaders and advance the Army acquisition profession.



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This document details the AAW HCSP. At its core, the AAW HCSP is comprised of four human capital goals that drive progress towards four strategic outcomes aimed at creating a ready, diverse, integrated, and professional AAW. To support the four goals of the AAW HCSP, the Army DACM Office has identified several priorities and supporting objectives to coordinate, enable, and organize work enabling the AAW HCSP goals and strategic outcomes. The AAW HCSP will define and describe the working relationship between the plan's key elements: AAW HCSP Strategic Outcomes, AAW HCSP Goals, Army DACM Office Priorities, and Army DACM Office Objectives.

As a community, we must remain ready to provide the equipment and services Soldiers need to win across multiple missions, conditions, and geographies. To that end, the implementation of the HCSP will involve everyone, from acquisition senior leaders to the individual AAW professional. I invite you to continue joining us in our progressive quest of putting people first by submitting suggestions, comments or questions to usarmy.belvoir.usaasc.mbx.usaaasc-aaw-hcsp@mail.mil, or go to <https://asc.army.mil/web/hcsp/>.

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EXECUTIVE SUMMARY

During Fiscal Year 2020, the Director, Acquisition Career Management (DACM) Office revisited the Army Acquisition Workforce (AAW) Human Capital Strategic Plan (HCSP) to ensure it continues to meet the needs of a changing AAW and strategic environment. The review was driven by several factors, including the publication of the Army People Strategy (APS) and the Civilian Implementation Plan, the evolving needs of the strategic environment to include the Army Talent Management Task Force (ATMTF), and lessons learned from four years of AAW HCSP implementation.

The AAW HCSP focuses on the acquisition workforce's most valuable asset—a dedicated and talented workforce. The purpose of the plan is to institutionalize the human capital planning process for the entire AAW. The AAW HCSP will continue to have goals that address workforce planning, professional development, leadership development, and employee engagement. These four actionable goals energize progress against four new strategic outcomes for the AAW HCSP: Ready, Professional, Diverse, and Integrated. The ultimate outcome of this strategic planning process is a more ready, integrated, diverse, and professional AAW. The AAW HCSP will continue to build and maintain an educated, qualified, and diverse acquisition workforce in support of the Army's needs.

In addition to redefined goals and the strategic outcomes, the AAW HCSP governance model has been enhanced to better enable senior leader advocacy and decision making. The AAW HCSP governance structure includes an Executive Steering Committee, the AAW HCSP Council, and the DACM Council. This tiered structure permits and encourages engagement by leaders at all levels and is required to successfully achieve the Army DACM Office vision of developing a more capable, agile, adaptive, and professional AAW.



THE STRATEGIC ENVIRONMENT

The contemporary global security environment is characterized by growing competition for resources, influence, and economic advantage between the United States, its allies, and near-peer rivals. This competition is further complicated by rapid technological change, public health crises, terrorism, persistent low-intensity conflict, and a worsening global climate with implications for food security. These trends will likely persist in the future, and their serious strategic and operational implications for the Army necessitate continued institutional assessment and appropriate adjustments. Consequently, the U.S. Army's leadership has prioritized human capital development and institutional readiness, necessitating a renewed effort within the Army Acquisition Workforce (AAW) to maintain and effectively manage human capital.

These strategic challenges mandate the intentional development of the AAW by enhancing the speed of decision making and, by extension, the speed with which Soldiers are equipped with winning capabilities. To remain relevant and responsive to the Army's evolving talent management and readiness needs, Acquisition leaders must plan and manage the long-term transformation of the AAW guided by the tenets of the Army People Strategy (APS), as well as Defense Department guidelines for acquisition human capital.

This includes the recent "Back-to-Basics" initiative for the acquisition workforce which initiates the phased implementation of the 21st Century talent management framework beginning in October 2020. This initiative sets out to streamline the functional area framework and prioritize the limited training resources for the Defense acquisition workforce who develop, acquire, and sustain operational capability. *As the Army transforms, we must be prepared to answer the question: How should the AAW adapt to remain relevant and responsive to the institution's changing talent management and readiness needs?* This understanding demands a dedicated initiative by the Director, Acquisition Career Management Office to consistently re-evaluate and adapt the AAW HCSP.



AAW PROFILE

An appreciation of the size and composition of the AAW is central to understanding the importance of developing and implementing a coherent and effective human capital strategy. The AAW consists of military and civilian professionals that reside in commands and organizations across the globe. The AAW Human Capital Strategic Plan (HCSP) applies to all AAW professionals, notwithstanding their assigned component. Figure 1 details various AAW demographic statistics. This demographic data is important because it describes the target audience for the HCSP and allows our work to be targeted, intentional, and effective.

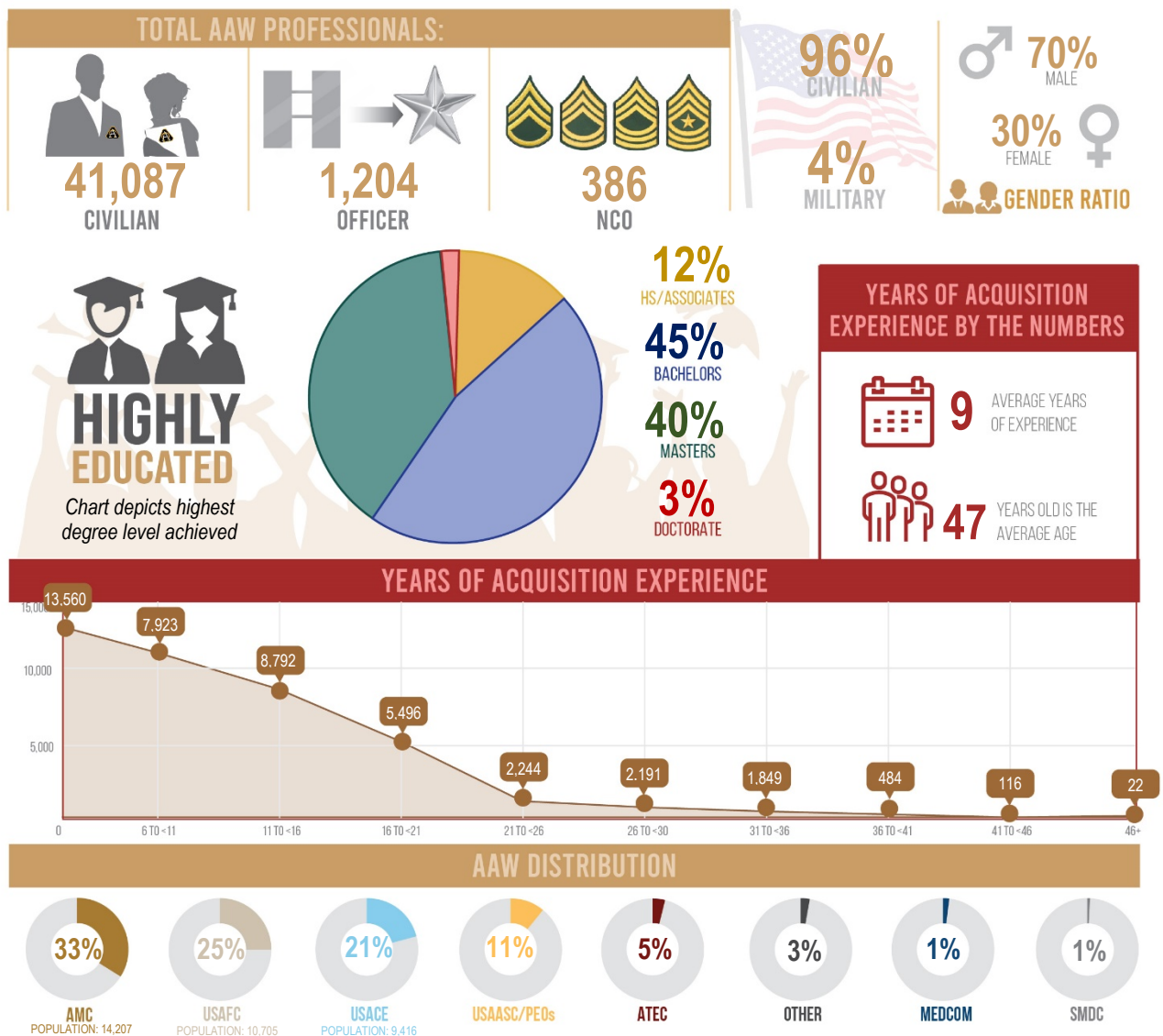


Figure 1. AAW Demographic Summary (Data from September 2020 - Active Component and Title X Civilians)

DIVERSITY IN THE AAW

The AAW is diverse in talent, demographics, knowledge, skills, behaviors, and experiences. Through each of its goals, the AAW HCSP supports this diverse and inclusive workforce. Army acquisition leaders are committed to equality of opportunity, providing our members with fulfilling and rewarding professional careers, where diversity of viewpoints and the complexities of merging them are valued.

Within the AAW, personal perspectives vary within every individual. Understanding and appreciating the different backgrounds, qualifications, experiences, and potential of each individual is an important part of the AAW's strength. Leaders within the AAW understand that harnessing the diverse skills and perspectives build cohesive teams and are responsible for creating conditions where subordinates know they are valued for their individual talents, skills, and perspectives that contribute to mission accomplishment.

THE AAW HCSP

In October 2016, the Army DACM Office launched the foundational AAW HCSP. The AAW HCSP supports a professional environment in which acquisition professionals are challenged daily to enable the Army's priority for a ready and modern force. The AAW HCSP is the guiding document that unites a variety of human resource and talent management processes working in a coordinated and efficient way. The Army DACM understands that the most important asset of the AAW is its people and that investing in our employees is the best way to ensure that we have an AAW that is ready, diverse, integrated, and professional.

The AAW HCSP sets actionable goals and strategic objectives guiding efforts that sustain acquisition professional excellence through the challenges that we are facing now and in the future. As the guiding strategic document for the AAW, the AAW HCSP provides direction to ensure the Army has the right acquisition human capital who are experienced, high-performing, and committed to providing world-class capabilities to our Soldiers.

The AAW is comprised of program managers, scientists and engineers, information technologists, contracting specialists, and other acquisition professionals. As such, multiple acquisition stakeholders representing various commands and organizations, acquisition career fields, demographics, and generations were involved in the reassessment of this HCSP. As a result of these engaged, active, and responsive leaders, the HCSP enables the AAW to continue to serve as a force multiplier by ensuring the AAW has the skills needed to provide equipment and services that allow our Soldiers to fight, win, and come home.

HCSP Successes through 2020

Thus far, the AAW HCSP has proven to be a productive framework for the AAW. Significant progress has been made against each of the HCSP goals and tangible results have been realized. Highlights of success include:

- In the **workforce planning** domain, for example, the AAW Recruitment and Sustainment (R&S) Center of Excellence (COE) has been established to help overcome hiring challenges in the AAW. That initiative has contributed to a significant reduction in the average onboarding time for new AAW members.
- In another example from the **professional development** space, an acquisition competency assessment was implemented to identify and remedy leadership and acquisition functional

competency gaps. This analysis allowed developmental programs to focus their programming and highlighted the areas that demanded the most attention.

- Similarly, in the **leader development** domain, the Training with Industry Program was expanded to industry partners representing the finance, business consulting, and defense sectors. This expansion broadens and deepens the relationship between industry and the AAW, while enabling more industry-leading techniques to matriculate into the AAW.
- To support supervisors in **employee engagement**, the AAW Quick Reference Guide was developed that arms supervisors with information and resources to help keep their employees engaged.
- Finally, the HCSP has enabled significant progress in the **communication and collaboration** realm. First and foremost, the AAW HCSP supported the establishment of a dedicated AAW communication branch that develops, implements, and integrates effective communications. This branch has helped formalize the DACM Office Stakeholder Network and improved functional, organizational, tactical, and strategic AAW integration.

ADVANCING THE AAW HCSP

In 2020, the AAW HCSP underwent a review to evaluate its critical elements and adjust the strategic plan to meet the needs of a changing environment. The reassessment was driven in part by the publication of the Army People Strategy (APS). This new Army-wide strategy describes how the Army will shift from simply “distributing personnel” to more deliberately managing the talents of our Soldiers and civilians. Accordingly, the new Army guidance demanded a thoughtful review and calibration of the AAW’s approach to human capital management.

Further, the AAW HCSP was reconsidered through the lens of lessons learned from nearly four years of implementation. The AAW HCSP revisits and enhances several key elements to improve alignment with the strategic environment, including the Army Talent Management Task Force (ATMTF), respond to recent Army policies (e.g., APS, the Civilian Implementation Plan, the Army Modernization Strategy, and the Army Data Strategy), and update how the Army DACM Office itself approaches the important work of human capital management for the AAW.

The APS defines how the Army of 2028 must be ready to deploy, fight, and win decisively against any adversary, anytime and anywhere, in a joint, multi-domain, high-intensity conflict, while simultaneously deterring others and maintaining its ability to conduct irregular warfare. Winning matters, and *people* are the Army’s enduring strategic advantage. The APS was developed with the intent to deliberately manage AAW talent. The AAW HCSP supports the implementation of the APS in three principal ways:

- ➔ The enhanced **HCSP Governance** approach, which permits and encourages engagement by leaders at all levels, supporting the APS vision of developing a more ready, professional, integrated and diverse AAW.
- ➔ Each of the four **HCSP Strategic Outcomes** and supporting metrics explicitly connect to the APS by replicating the APS four strategic outcomes and calibrating AAW outcomes in a way that speaks directly to the strategic outcomes of the APS.
- ➔ The **HCSP Goals**, which reflect the APS guidance that the main effort through 2028 is to acquire talent, with an emphasis on devising a comprehensive workforce plan focused on a strategic approach to talent acquisition.

SUMMARY UPDATES TO THE HCSP

The AAW HCSP enhances several key elements of the plan that aim to improve alignment with the strategic environment, respond to the APS, and reassess how the Army DACM Office itself approaches the important work of human capital management for the AAW. Enhancements include the following:

AAW HCSP Governance Documents

- ➡ The AAW HCSP has detailed governance that outlines the roles and responsibilities of the many strategic and tactical bodies responsible for the AAW HCSP's implementation and execution. The Army DACM Office has revised the governance to redefine the roles of the Executive Steering Committee (ESC), HCSP Council, and the DACM Council meeting the intent of the recalibrated AAW HCSP.

AAW HCSP Strategic Outcomes and Supporting Metrics

- ➡ A strategic outcome is what will be achieved by virtue of the actions taken within each goal. Designed as the Army's framework for building the AAW of the future, with extensive input from senior acquisition stakeholders, the strategic outcomes of the AAW HCSP will support the DoD Acquisition Workforce Strategic Plan and the APS drive to deliberately manage the talents of Soldiers and civilians. For each strategic outcome, specific and measurable metrics will be identified to ensure that progress is being made against the desired state.

AAW HCSP Goals and Enablers

- ➡ The AAW HCSP now includes four goals (versus the legacy five goals): Workforce Planning, Professional Development, Leader Development, and Employee Engagement. The legacy fifth goal, Communications and Collaboration, is designated as an Army DACM Office "enabler," as it applies equally in support of the other four goals and re-labeled as Communication. The three AAW HCSP enablers are Communication and Collaboration, Resources, and Data Analytics. No goal or enabler is to be considered a higher priority. Each goal and enabler is as equally important as the other and rely on each other to ensure success.

HCSP APPLICATION

These key updates (Governance, Strategic Outcomes, Goals, and Priorities) to the AAW HCSP align with Army policy, the strategic environment, and the lessons learned from four years of AAW HCSP implementation. The resultant human capital construct, depicted in Figure 2, illustrates the connection between Army DACM Office objective and priorities, AAW HCSP goals, and the APS strategic outcomes.

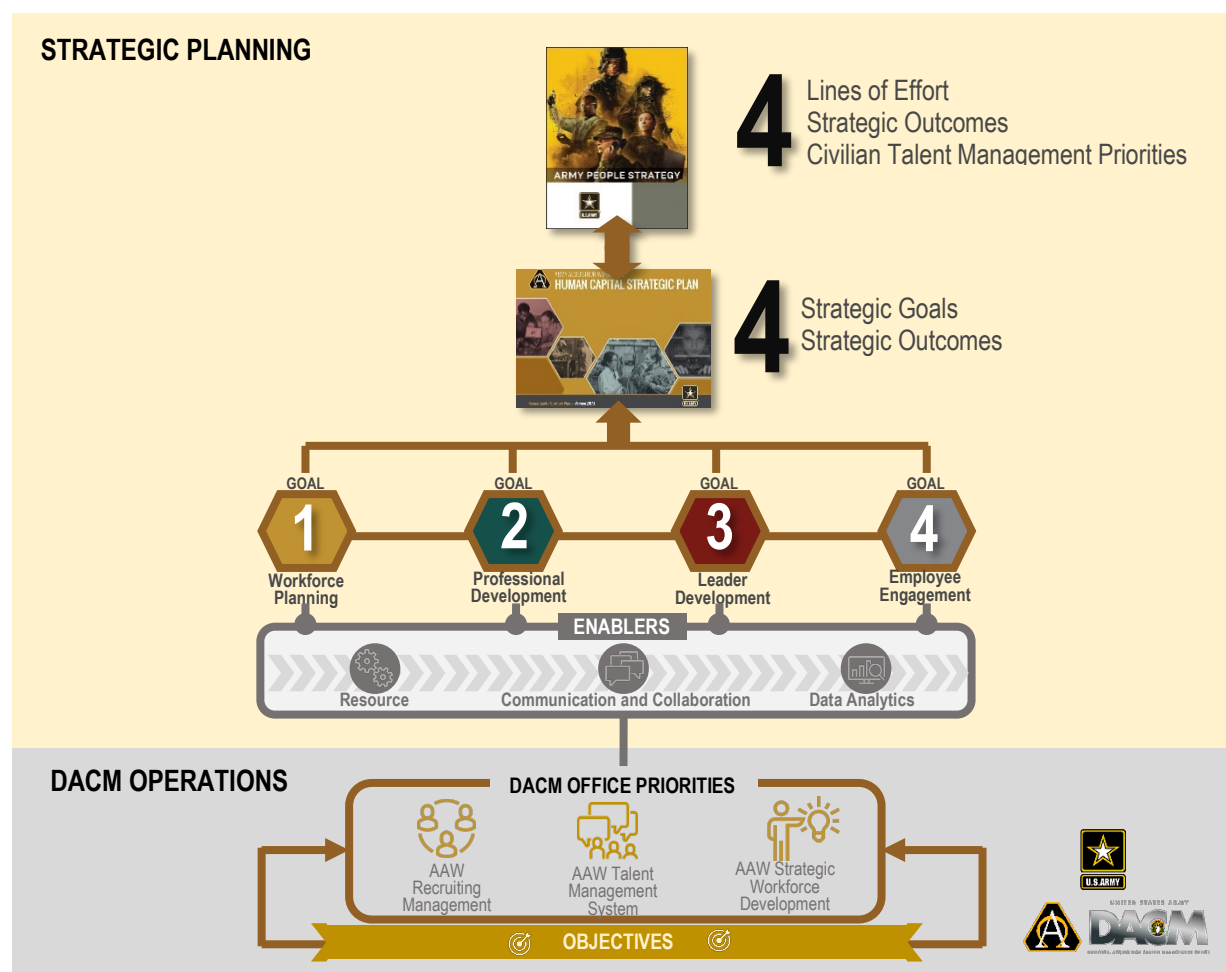


Figure 2. AAW HCSP Connection to the APS

As Figure 2 depicts, the Army DACM Office has three priorities that are populated by actionable objectives. Those Army DACM Office priorities and objectives support the four goals of the AAW HCSP. Those goals organize and drive the work toward the four AAW HCSP strategic outcomes that tie to and are in service to APS strategic outcomes.

HCSP GOVERNANCE

The Assistant Secretary of the Army for Acquisition, Logistics and Technology (ASA(ALT)) serves as the Army Acquisition Executive (AAE) and has responsibility and authority for the career and leader development of all Army acquisition professionals. The Army DACM is the individual with delegated responsibility for tracking in the Defense Acquisition Workforce Improvement Act (DAWIA) statute compliance (and subsequent modifications by amendments to USC Title 10) within the AAW and offering acquisition career and leader development opportunities to ensure a professional AAW. The Army DACM Office is responsible for the implementation of acquisition statutory requirements and compliance with DoD and Army policies regarding the AAW.

The AAW HCSP governance structure enables the AAE to leverage enterprise-wide knowledge and resources, reduce program and resource redundancies, and optimize human capital support critical to

the Army mission. The governance structure includes a mix of formal standing governance bodies and temporary integrated planning teams. The ASA(ALT) Principal Deputy has oversight for the continuous commitment of acquisition leaders and the AAW to the goals, initiatives, and tasks of the AAW HCSP.

Governing Bodies

The AAW HCSP governance structure includes three governing bodies and an Implementation Team to ensure continuous implementation. They are ESC, HCSP Council, DACM Council, and the HCSP Implementation Team and are arranged as shown in Figure 3. This tiered structure enables engagement by leaders at all levels and is required to successfully achieve the Army acquisition community's AAW HCSP and human capital vision of developing a more capable, agile, adaptive, and professional AAW.



Figure 3. HCSP Governance

- **ESC:** Comprised of senior acquisition leaders, the ESC provides advocacy to the AAW HCSP effort and is invited to provide recommendations on enterprise-wide AAW initiatives and promote engagement and transparency. The ESC is primarily engaged through one-on-one and small group forums and meets in plenary annually. An Executive Summary of AAW HCSP information is distributed to the ESC members.
- **HCSP Council:** Comprised of acquisition leaders throughout the Army Acquisition Community, the HCSP Council provides strategic guidance to solve the AAW's most pressing challenges. The HCSP Council monitors the goals and objectives while tracking progress and achievement of initiatives. The HCSP Council meets throughout the year in plenary, either virtual or in-person.
- **DACM Council:** Comprised of Division and Branch Chiefs from within the Army DACM Office, this body monitors the strategic outcomes, goals, and objectives to track progress in each of these HCSP areas. The DACM Council incorporates strategic direction from the ESC and HCSP Council into execution. The DACM Council meets to assess progress against AAW HCSP goals and strategic outcomes.
- **HCSP Implementation Team:** An agile and dynamic team, this body integrates, coordinates, and implements objectives and develops action plans to achieve strategic outcomes. The HCSP

Implementation Team meets with objective leads as needed to provide specific updates on tactical activities.

HCSP STRATEGIC OUTCOMES

Strategic Outcome Definitions

The strategic outcomes of the AAW HCSP will be the results of our actions—they are the final product or effects of putting our HCSP goals to action. To align clearly with the APS, the HCSP will leverage the same four strategic outcomes that the APS identified: Ready, Professional, Diverse, and Integrated.

Those strategic outcomes will be defined for the AAW as follows:

Ready

- ➔ The AAW leverages a range of technologies and data driven analytics to identify the talents of its members and the talent demands of its organizations in timely, accurate, and granular detail in order to build cohesive teams that effectively deliver capabilities.

Professional

- ➔ AAW members are skilled, agile, and resilient professionals as a result of continuous, intentional development.¹ Within the AAW, we treat one another with dignity and respect while retaining the trust and confidence of our stakeholders.

Diverse

- ➔ The AAW is diverse in talent, demographics, knowledge, skills, behaviors, and experiences. It is committed to equality of opportunity, providing our members with fulfilling and rewarding professional careers, where diversity of viewpoints and the complexities of merging them are valued.

Integrated

- ➔ AAW members are aligned with Army acquisition missions and work in collaboration to achieve them. The acquisition community actively integrates its people, data, systems, and processes across the Army.

HCSP GOALS

The purpose of the AAW HCSP is to codify and institutionalize an enduring human capital planning process to sustain the highest quality AAW for providing our Soldiers with world-class equipment and services, now and in the future. To that end, the AAW HCSP has four goals, each of which define the aim of an area of human capital focus. The AAW HCSP goals are the specific, actionable areas of work that will organize, coordinate, integrate, and enable efforts across the AAW and DACM Office. The four goals of the HCSP are defined in Figure 4.

¹ For the purpose of the AAW HCSP, “development” will be defined as having 3 pillars: (1) training and education, (2) action learning (e.g., developmental assignments), and (3) coaching and mentoring).



Figure 4. AAW HCSP Goals

METRICS ASSESSMENT FRAMEWORK

To ensure that the HCSP is making progress against the strategic outcomes, metrics are required. The framework described below allows the HCSP governing bodies to determine if the underlying objectives that drive the strategic outcomes are having the intended impact. If they are not, the framework will provide critical insight for appropriate adjustments in our efforts.

In the AAW HCSP assessment framework, there are four levels of interaction:

- ➔ **Objectives:** Clearly defined, decisive, and attainable toward which every operation is directed.
- ➔ **Effects:** Physical or behavioral states that result from an action or a set of actions.
- ➔ **Measures of Effectiveness (MoE):** Observable information that validates whether or not the effect is being achieved.
- ➔ **Measures of Performance (MoP):** Individual elements of information that when aggregated, indicate the status of the MoE (i.e. participant feedback and statistical data).

Given the AAW HCSP recalibration, an updated metrics baseline needs to be established, focused at the MoP level. Once the baseline is established, additional analysis and integration will be required to provide an assessment of the interactions between elements. This requires the development of the following:

- ➔ **Thresholds:** A quantitative or qualitative statement expressing achieved capability for a given function along a continuum. It facilitates a description of the current state of a given function and can be expressed at the National, Area, Regional, or Site-Specific level of consideration.
- ➔ **Pre-Defined Decision Points:** A set of identified and desired thresholds which, once achieved, trigger consideration for subsequent action at a specified level of consideration and function.
- ➔ **Benchmarks:** A set of specific functions considered to be critical to understand and communicate the achieved status of progress. These are expressed using intermediate and building waypoints to illustrate success over time.

This framework will provide a logical and common methodology for understanding the environment, whether the user is an operational planner, fellow stakeholder, or higher headquarters. It serves as a common basis for comparison over time, enabling tracking of assessed progress and strategic communication underpinned by both quantitative and qualitative information. Finally, as this effort involves a large set of diverse stakeholders who are developing their own assessments, a truly integrated strategic reporting framework is needed to incorporate that information as well.

CONCLUSION

The AAW HCSP will continue to build and maintain an educated, qualified, and diverse acquisition workforce in support of the Army's needs. Going forward, the AAW HCSP initiatives outlined above will provide the focus, guidance, and framework for recruiting, managing, and developing a trained and ready acquisition workforce. The AAW HCSP will help identify and address recruiting and manning challenges, talent management, and workforce development. The acquisition workforce is a critical part of the Army's effort to build and field overmatch capabilities to the Soldier, and the AAW HCSP will ensure it is sustainably manned, trained, and ready to do so.

To prevail in evolving competition with peer rivals, Army acquisition leaders will continue to focus on attaining a quality, agile, right-sized, right-skilled, professional acquisition workforce which is necessary to support the Department of the Army's mission. The AAW HCSP has defined four enduring goal areas and strategic outcomes to ensure the continued success of those mission capabilities. By institutionalizing an enduring AAW HCSP, the Army can sustain the highest quality acquisition workforce that provides our Soldiers with world-class equipment and services, now and in the future.

APPENDIX A: AAW HCSP IMPLEMENTATION PLAN

Appendix A describes the individual objectives that support the AAW HCSP implementation plan.

The Army DACM Office has reviewed AAW HCSP priorities and supporting objectives to align with the revised governance structure, goals, and strategic outcomes. These priorities are how the execution of the AAW HCSP occurs.

Each of the several Priorities and Objectives, the engines that drive the four HCSP goals, leverage the four APS lines of effort and the APS Civilian Talent Management priorities by directly and indirectly supporting the acquisition, development, employment, and retention across the AAW.

Priorities and Supporting Objectives

The DACM Council identified three priorities to drive progress against the goals and strategic outcomes. The three priorities (AAW Recruiting Management, AAW Talent Management Systems, and AAW Strategic Workforce Development) are the areas of work that will focus efforts towards strategic outcomes by integrating multiple interdependent initiatives. Priorities do not have individual owners or leaders; instead, they are a work construct. Although the underlying objectives may adjust with shifting environment, new opportunities, and new challenges, its purpose remains the same.

To drive and support the three priorities the DACM Council researched, evaluated, and developed a series of new objectives. Priorities will focus efforts towards strategic outcomes by linking critical objectives, tasks, and initiatives. Objectives, which populate those priorities, are projects that will deliver outcomes for priorities. Priorities and objectives are the elements most routinely reassessed and can change to ensure effective execution of the AAW HCSP goals. The current priorities are defined below, while their supporting objectives are described in Appendix A.

Priority: AAW Recruiting Management

AAW Recruiting Management describes the AAW process of recruiting and selecting employees, both civilian and military. It includes the complete lifecycle of recruitment on the civilian side, from developing position descriptions, to posting opportunities, to assessing candidates and selection. On the military side, it includes targeted recruiting, assessment of the AAW, and deliberate early training and education. The AAW recruiting management system aims to inform and attract high-performing Officers and Non-Commissioned Officers to enter the Acquisition Corps to support the Army's modernization priorities.

Priority: AAW Talent Management System

AAW Talent Management System is a strategically focused effort to align recruitment, training, development, and retention with the workforce needs and demands of a 21st century Army. The approximately 42,000 military and civilian professionals within the AAW perform a critical mission to cultivate innovation, design the impossible, and provide Soldiers with what they need to be successful. This priority will provide 21st century talent management technology to the AAW.

Priority: AAW Strategic Workforce Development

AAW Strategic Workforce Development is the comprehensive series of strategic initiatives that enable and ensure the AAW can meet its mission through highly-productive professionals and retain high performing/high potential employees. When AAW employees participate in personal and professional

growth activities, the AAW benefits through a workforce with increased motivation, morale, and effectiveness.

Priorities and their supporting objectives work to support the AAW HCSP goals and strategic outcomes. To drive these priorities forward, implementation plans for the HCSP are time and data-driven to identify gaps, implement solutions to close those gaps, and measure improvements. Each objective will be led by an integrated project team and will be guided by a project plan that identifies supporting tasks, sets timelines and assigns responsibilities. Each priority and objective relates to and supports one or more HCSP goals or strategic outcome.

Table 1 illustrates the specific connections of priorities and objectives to an HCSP goal(s).

HCSP PRIORITIES	OBJECTIVES	GOAL 1 Workforce Planning	GOAL2 Professional Development	GOAL3 Leadership Development	GOAL4 Employee Engagement	SO 1 Ready	SO 2 Professional	SO 3 Diverse	SO 4 Integrated
AAW Recruiting Management	Implement Targeted Military Recruiting Strategy	✓				✓	✓	✓	
	Ensure successful launch of AAW R&S CoE effort	✓				✓	✓	✓	
	Develop Civilian Recruiting Strategy	✓				✓	✓	✓	
AAW Talent Management System	Establish / Document functional requirements for AAW Talent Management Tools	✓	✓	✓		✓	✓		✓
	Develop forecasting capabilities for the AAW	✓			✓	✓		✓	✓
	Enhance supervisor workforce development acumen		✓	✓		✓	✓		
AAW Strategic Workforce Development	Interpret objectives of Back to Basics - Acquisition Workforce Framework and operationalize for the AAW		✓			✓	✓		✓
	Interpret objectives of Army Talent Management Task Force Initiatives and operationalize for the AAW		✓			✓	✓	✓	✓
	Improve technical acumen of the AAW		✓		✓	✓	✓		
	Ensure all DACM office program / opportunities maximize efficiency, ensure relevance in alignment with the needs of the AAW	✓		✓	✓	✓	✓		✓

Table 1. DACM Office Objectives and AAW Goals

Priority: AAW Recruiting Management

➡ **Objective:** Implement targeted military recruiting strategy

Attracting, identifying, and selecting high performing individuals to serve in the military component of the AAW is a critical component of the recruiting management lifecycle of the AAW. The AAW needs a specific and actionable strategy to engage and acquire outstanding talent for Functional Area 51.

AAW Human Capital Strategic Plan (HCSP) Goal: Workforce Planning

Army People Strategy (APS) Line of Effort: Acquire Talent

APS Strategic Outcomes: Ready, Professional, Diverse, Integrated

Desired Outcome: Short and long-term strategy on military recruiting for officers and Non-Commissioned Officers is documented and put into action.

- ➔ **Objective:** Ensure successful launch of AAW Recruitment and Sustainment Center of Excellence (AAW R&S CoE) effort

The AAW R&S COE is focused on centrally hiring AAW professionals using Direct Hiring Authorities—working to reduce time-to-hire from a high of 131 days to the 60-day goal of the Secretary of the Army. Successful launch of this effort should ensure a pipeline of quality mission-focused acquisition professionals, increasing Army Readiness, and complement other initiatives in recruiting happening beyond the scope of the AAW R&S CoE.

AAW HCSP Goal: Workforce Planning

APS Line of Effort: Acquire Talent

APS Strategic Outcomes: Professional, Diverse

Desired Outcomes: Partnership between the Civilian Human Resources Agency, AAW R&S COE, and Army DACM Office codified in a Memorandum of Agreement with recurring discussions/sync meetings established. Stakeholder network embraces AAW R&S COE upon final phase roll-out. Time to hire numbers begin to decrease.

- ➔ **Objective:** Develop civilian recruiting strategy

Developing and sustaining an effective civilian recruitment strategy is the lifeblood of the AAW. It is critical that a pipeline of high-quality employees is developed and nurtured to ensure maximum readiness to both the acquisition community and the Army.

AAW HCSP Goal: Workforce Planning

APS Line of Effort: Acquire Talent

APS Strategic Outcomes: Ready, Professional, Diverse

Desired Outcomes: A deliberate civilian strategy developed in partnership with the HCSP Council. The end state is that this objective has an agreed upon path forward for the AAW. The lead will bring about consensus through use of the HCSP Council.

Priority: AAW Talent Management System

- ➔ **Objective:** Establish / document functional requirements for AAW talent management tools

Identifying the required capabilities of AAW talent management tools will allow for the appropriate selection of the most effective and efficient products to support the AAW.

AAW HCSP Goals: Workforce Planning, Professional Development, Leader Development

APS Line of Effort: Acquire Talent

APS Strategy Strategic Outcome: Professional

Desired Outcomes: Requirements document solidified for new AAW talent management system. Oracle pilot complete. Comprehensive analysis complete on all ongoing DACM talent management pilots with recommendation of path forward drafted.

- ➔ **Objective:** Develop forecasting capabilities for the AAW

Human resource forecasting for the AAW includes determining or predicting the needs of the workforce by means of data and models. AAW forecasting will be used to understand the skills and performance level of the current workforce and to help identify any gaps where hiring or restructuring needs to occur.

AAW HCSP Goal: Workforce Planning

APS Line of Effort: Acquire Talent

APS Strategic Outcomes: Diverse, Integrated

Desired Outcomes: Forecasting capability requirements incorporated into new AAW talent management system. New AAW forecasting system capability available for the DACM Office and strategic partner use.

- ➔ **Objective:** Enhance supervisor workforce development acumen

This objective is focused on improving and enhancing AAW supervisors' awareness on the various tools and resources available and depth of perception and discernment in order to better prepare them to assist, advise, and manage a multi-disciplined AAW on career development decisions.

AAW HCSP Goal: Leader Development

APS Line of Effort: Develop Talent

APS Strategic Outcomes: Ready, Professional

Desired Outcome: Best practices identified and socialized throughout an engaged AAW community.

Priority: AAW Strategic Workforce Development

- **Objective:** Interpret objectives of Back-to-Basics Acquisition Workforce Framework and operationalize for the AAW

This new framework, once codified, may require a dramatic shift in governance, resources, planning, and technology for the DACM office and key stakeholders to properly and effectively manage, monitor, and track the AAW.

AAW HCSP Goal: Professional Development

APS Line of Effort: Develop Talent

APS Outcomes: Ready, Integrated

Desired Outcomes: The DACM Office has the necessary planning steps and implementation plan in place to successfully execute a new paradigm of acquisition workforce qualification (e.g., systems updates, workforce notification, policy updates.)

- **Objective:** Interpret objectives of Army Talent Management Task Force initiatives and operationalize for the AAW

The Army is developing a data-rich, information age approach to how it acquires, develops, employs, and retains the right talent. The focus of the Army Talent Management Task Force is to develop and implement new initiatives aimed at providing officers and civilians usable information and feedback to retain the best talent and properly utilize the talent.

AAW HCSP Goal: Professional Development

APS Lines of Effort: Develop Talent, Employ Talent, Retain Talent

APS Strategic Outcomes: Ready, Professional, Diverse, Integrated

Desired Outcomes: Any Army Talent Management Task Force initiative that is relevant to the AAW has been analyzed and appropriately incorporated into Functional Area 51 career development (e.g., policy, procedures, and programs.)

- **Objective:** Improve technical acumen of the AAW

This objective is focused on the continued development and training of the AAW with regard to their technical capabilities and, moreover, their ability to design, develop, and deliver innovative solutions and products to the warfighter.

AAW HCSP Goal: Professional Development

APS Lines of Effort: Develop Talent, Employ Talent

APS Strategic Outcome: Ready

Desired Outcome: An approved strategy to increase the technical acumen of the AAW has been identified, vetted with stakeholders, and plans are put in place to implement and track.

- ➔ **Objective:** Ensure all Army DACM office program / opportunities maximize efficiency, ensure relevance in alignment with the needs of the AAW

The Army DACM office provides numerous programs and opportunities to support the AAW. These programs enable the AAW community to hire the best and brightest while enriching and developing the current workforce. However, any redundancies, inefficiencies, and misalignments may reduce the impact of these programs. This effort will ensure programs are integrated and targeted to sustain the highest impact as well as promoted and managed in the most effective manner.

AAW HCSP Goal: Leader Development

APS Lines of Effort: Develop Talent, Employ Talent

APS Strategic Outcomes: Ready, Professional

Desired Outcome: Battle rhythm and process for reviewing all Army DACM programs established to include Terminal Learning Objectives. Any program overlaps identified and mitigated; recommendations on management of programs are received and implemented.

DACM Office Enablers

Enabler Definition: capability that supports the specific, actionable areas of work within each line of effort.

Resources

- ➔ **AAW Resources (DAWDA and Military Decision Package TIND)** effectively utilize DACM Office resources to plan, forecast, staff, and fund efforts that support and enable development of the AAW.

Communication

- ➔ **Communication** supports DACM Office efforts through consistent, relevant, and timely communications.

Data Analytics and Information Management

Data Analytics and Information Management inspect, clean, transform, and model AAW data with the goal of discovering and leveraging useful information, informing conclusions, and supporting decision making.

Army DACM Office

The Army DACM Office is a component of the U.S. Army Acquisition Support Center (USAASC). The Army DACM is the Army's senior level advocate for all AAW matters within the Department of the Army and is charged with proactively identifying AAW trends and challenges and to develop policies and programs to counter those challenges. The Army DACM Office offers solutions rooted in analytics and provides indispensable career development support to AAW professionals. It is constantly evaluating, monitoring, researching, innovating, and fine-tuning the policies and procedures that help train, educate, and cultivate the AAW.

The Army DACM Office has the authority to manage the integrated execution, oversight, and resourcing of AAW education, training, and talent management in line with DAWIA. The Army DACM Office has several external partners that support its mission execution. Of note is the Army DACM Office's collaboration with the Defense Acquisition University (DAU), the Undersecretary of Defense for Acquisition and Sustainment (USD(A&S)), and the USD(A&S) Human Capital Initiatives Office to enable acquisition workforce initiatives and to serve as advocates for the AAW.

Some functions of the DACM Office are not directly linked to current HCSP objectives or priorities that consistently drive the implementation of the human capital plan. For example, mission-critical programs such as DAU training resource management to include demand forecasting and quota management, DAWIA certification processing, management of Defense Acquisition Workforce Development Account (DAWDA), and Military Acquisition Position List do not explicitly appear in the AAW HCSP.

Nevertheless, these initiatives—and others like them—each play a role within the DACM Office supporting the HCSP's ultimate outcome of a more ready, integrated, diverse, and professional AAW. Internally, the Army DACM Office is organized into four divisions; AAW Workforce Strategy and Communication, AAW Workforce Proponency and Analysis, AAW Workforce Development and Engagement, and Army Acquisition CoE; each of which is accountable for several aspects career management for the AAW.

AAW Workforce Strategy and Communication

- ➔ Maintain a strategic outlook toward developing AAW policy with a clear understanding of Congressional, Department of Defense (DoD), and Army environments.
- ➔ Champion the AAW HCSP as the framework for building the workforce.
- ➔ Integrate the Army DACM Office to ensure a united voice to our customers, partners, and stakeholder network.
- ➔ Oversee the AAW R&S CoE to recruit, hire, and retain the AAW.

AAW Workforce Proponency and Analysis

- ➔ Identify acquisition workforce trends, challenges, and solutions rooted in analytics.
- ➔ Maintain the Career Acquisition Management Portal as the authoritative repository for AAW certification, education, and career development data.
- ➔ Advocate on behalf of the military and civilian AAW.

- ➔ Support partnerships with Army Acquisition Functional subject matter experts and Army Career Program Managers.

AAW Workforce Development and Engagement

- ➔ Provide career management advice, support, and training to leaders, supervisors, and acquisition workforce members.
- ➔ Develop and execute acquisition leader development opportunities, education and incentive programs, and talent management initiatives.
- ➔ Manage and award DAWIA certifications, acquisition workforce memberships, position waivers and training fulfillments for the AAW.
- ➔ Forecast, resource, and schedule DAU training to ensure the AAW meets statutory training requirements.

Army Acquisition CoE

- ➔ Support execution of Defense acquisition and AAW training and development programs.
- ➔ Create and deploy AAW professional development courses through direct interaction with Organizational Acquisition points of contact, supervisors, and leaders.
- ➔ Implement outstanding customer service, employment engagement, workforce support, and talent management initiatives.
- ➔ Communicate the DACM vision and mission priorities through dynamic and relevant training exposures designed to equip and maintain a world-class acquisition workforce.

Given the mission, vision, and responsibility to develop policies and programs to support the AAW, it is an inherent responsibility of the DACM Office to design, develop, execute, and consistently reassess and adjust an enduring AAW HCSP worthy of the nearly 42,000 professionals in the AAW that fall within its purview.



APPENDIX B: ABBREVIATIONS

Acronym	Definition
AAE	Army Acquisition Executive
AAW	Army Acquisition Workforce
AAW R&S COE	Army Acquisition Workforce Recruitment and Sustainment Center of Excellence
APS	Army People Strategy
ASA(ALT)	Assistant Secretary of the Army (Acquisition, Logistics and Technology)
ATMTF	Army Talent Management Task Force
DACM	Director, Acquisition Career Management
DAU	Defense Acquisition University
DAWDA	Defense Acquisition Workforce Development Account
DAWIA	Defense Acquisition Workforce Improvement Act
DoD	Department of Defense
ESC	Executive Steering Committee
HCSP	Human Capital Strategic Plan
MOE	Measures of Effectiveness
MOP	Measures of Performance
SO	Strategic Outcome
USAASC	U.S. Army Acquisition Support Center
USC	United States Code
USD(A&S)	Undersecretary of Defense for Acquisition and Sustainment

