



**U.S. ARMY**

**U.S. ARMY ACQUISITION SUPPORT CENTER**



**Director, Acquisition Career Management Office**

# **Army Acquisition Workforce Human Capital Strategic Plan**

**2024**

**SUMMARY OF CHANGES**

<b>SECTION</b>	<b>PAGE</b>	<b>SIGNIFICANT CHANGES FROM THE PREVIOUS VERSION</b>
DACM Welcome Letter	ii	Updated content and signature from current DACM
AAW Summary	2	Updated Figure 1, AAW Summary, with CAPPMS data from October 2023
Overall HCSP Body	1-9	Overall updated content to reflect the current state through FY2023.
Strategy Map	5	Updated Figure 2, AAW HCSP Connection to the APS to reflect external factors that affect HCSP implementation, as well as the priority areas reflecting the Talent Management lifecycle
Appendix A	A-1-A-9	Comprehensive rewrite of the AAW HCSP Implementation Plan describing accomplishments, revised objectives, and baseline analyses.
Appendix B	B-1	Updated Abbreviations list

When we published the updated Army Acquisition Workforce (AAW) Human Capital Strategic Plan (HCSP) in October 2020, our promise to you was to routinely assess progress against and update our shared strategy to improve and guide this important effort.

Over the last three years, we have implemented the updated HCSP, and simultaneously, our strategic environment has evolved while Army policy related to Human Capital for both military and civilian personnel has continued to mature, most notably with the implementation of “Back-to-Basics” (BtB). Accordingly, I am pleased to share this updated work with you.

This document details the HCSP and in particular, it revises the implementation plan and Appendix A, of this strategy. Appendix A illustrates and describes the accomplishments of this strategy while laying the groundwork for the future. The HCSP maintains its core components: four human capital goals that drive progress towards three strategic outcomes aimed at creating a ready, professional, and integrated AAW. To support the four goals of the HCSP, my office has updated several of its objectives to coordinate, enable, and organize work enabling the HCSP goals and strategic outcomes.

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 the acquisition senior leaders to the individual AAW professionals. 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@army.mil](mailto:usarmy.belvoir.usaasc.mbx.usaaasc-aaw-hcsp@army.mil), or go to <https://asc.army.mil/web/hcsp/>.



*Mr. Rob Richardson, Director, U.S. Army Acquisition Support Center and DACM*

RONALD R. RICHARDSON, JR.  
Director, Acquisition Career Management

**TABLE OF CONTENTS**

EXECUTIVE SUMMARY ..... iv

THE STRATEGIC ENVIRONMENT ..... 1

AAW SUMMARY ..... 2

AAW HCSP BACKGROUND ..... 3

    AAW HCSP SUCCESSES THROUGH 2023 ..... 4

ADVANCING THE AAW HCSP ..... 4

SUMMARY UPDATES TO THE AAW HCSP ..... 5

AAW HCSP APPLICATION ..... 6

AAW HCSP GOVERNANCE ..... 6

    GOVERNING BODIES ..... 6

AAW HCSP STRATEGIC OUTCOMES ..... 7

    STRATEGIC OUTCOMES DEFINITIONS ..... 7

AAW HCSP GOALS ..... 8

AAW STANDARDS ..... 9

CONCLUSION ..... 9

APPENDIX A: AAW HCSP IMPLEMENTATION ..... A-1

    MOVING THE NEEDLE: HSCP ACCOMPLISHMENTS ..... A-1

MAJOR STRATEGIC EFFORTS ..... A-3

    BACK-TO-BASICS ACTUALIZATION ..... A-3

    DIGITAL LITERACY ..... A-4

    ACQUISITION AND SUSTAINMENT WORKFORCE FRAMEWORK (ASWF) ..... A-5

HCSP OPERATIONAL RHYTHM ..... A-5

    HCSP PRIORITIES ..... A-6

    TRACKING PROGRESS: DATA-DRIVEN ASSESSMENT OF THE HCSP ..... A-8

    NEXT STEPS ..... A-9

APPENDIX B: ABBREVIATIONS ..... B-1

## EXECUTIVE SUMMARY

The Army Director, Acquisition Career Management (DACM) office regularly revisits the AAW 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 implementation of BtB, the publication of the Army People Strategy (APS) and the Civilian Implementation Plan (CIP), the evolving needs of the strategic environment to include the Army Talent Management Task Force (ATMTF), and lessons learned from previous years of HCSP implementation. We continue to review this HCSP to ensure it meets the needs of our AAW professionals while supporting larger Army efforts.

While the overall strategy remains intact, the updated strategy addresses changes in operational needs, strategic goals, and approaches to reach those goals. Additionally, the HCSP has been updated to address accomplishments and ensure the plan evolves with the current operating environment.

The 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 HCSP will continue to have goals that address workforce planning, professional development, leader development, and employee engagement. These four actionable goals energize progress against the three strategic outcomes for the HCSP: Ready, Professional, and Integrated, which align with the APS. The HCSP will continue to build and maintain an educated and qualified acquisition workforce in support of the Army's needs.

## THE STRATEGIC ENVIRONMENT

The contemporary global security environment is characterized by growing competition for resources, influence, and economic advantage between the United States (U.S.), 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 and water 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 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 APS, as well as Defense Department guidelines for acquisition human capital.

*"I believe that no American Soldier should ever be in a fair fight, anywhere—they should always have the advantage."*

- RONALD R. RICHARDSON, JR.  
Director, Acquisition Career Management

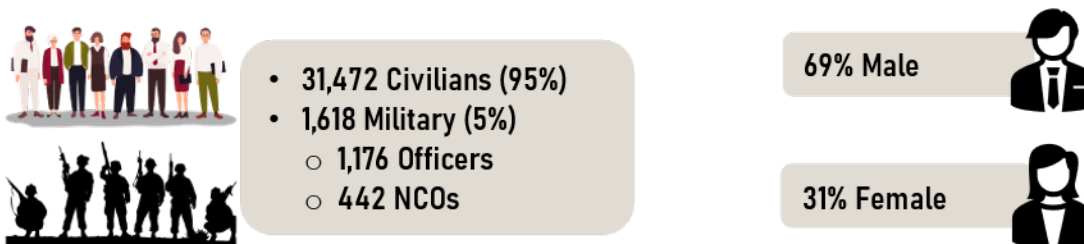
This includes the BtB initiative for the acquisition workforce which initiated the phased implementation of the 21st Century talent management framework. This initiative streamlined the functional area framework and prioritized limited training resources for the Defense acquisition workforce who develop, 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?* To adapt to the changing environment and remain responsive and ready, the AAW deserves a dedicated initiative by the DACM Office to consistently re-evaluate and evolve the AAW HCSP.

## AAW SUMMARY

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 who reside in commands and organizations across the globe. The AAW HCSP applies to all AAW professionals, notwithstanding their assigned component.

# 33,090

## ARMY ACQUISITION WORKFORCE PROFESSIONALS



### HIGHLY EDUCATED

- 10% Associates / HS
- 45% Bachelors
- 42% Masters
- 3% Doctorate

*Highest Degree  
Achieved*



### HIGHLY EXPERIENCED

- Average Age: 46 years
- Average Acquisition experience
  - Civilian: 13 years
  - Officers: 8 years
  - NCOs: 6 years

## SUPPORTING ACROSS THE ARMY – AAW DISTRIBUTION

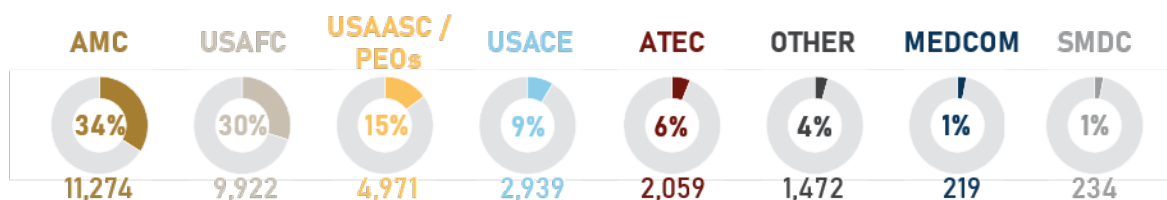


Figure 1 details various AAW statistics. This data is important because it describes the target audience for the HCSP and allows our work to be focused and effective.

# 33,090

## ARMY ACQUISITION WORKFORCE PROFESSIONALS



- 31,472 Civilians (95%)
- 1,618 Military (5%)
  - 1,176 Officers
  - 442 NCOs

69% Male



31% Female



### HIGHLY EDUCATED

- 10% Associates / HS
- 45% Bachelors
- 42% Masters
- 3% Doctorate

*Highest Degree Achieved*



### HIGHLY EXPERIENCED

- Average Age: 46 years
- Average Acquisition experience
  - Civilian: 13 years
  - Officers: 8 years
  - NCOs: 6 years

### SUPPORTING ACROSS THE ARMY – AAW DISTRIBUTION

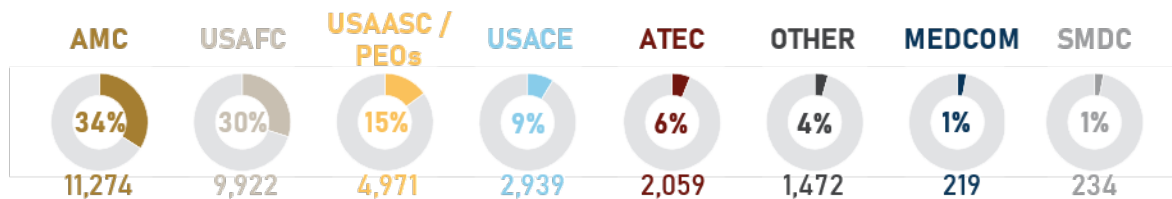


Figure 1. AAW Summary (Data as of 30 September 2023 - Active Component and Title X Civilians)

### AAW HCSP BACKGROUND

In October 2016, the Army DACM Office launched the foundational HCSP. The 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 HCSP is a foundational 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, professional, and integrated.

The HCSP sets actionable goals and strategic objectives that guide efforts that sustain professional excellence through the challenges that we are facing now and in the future. The HCSP provides direction



to ensure the Army has the right acquisition of human capital who are experienced, high-performing, and committed to providing world-class capabilities to our Soldiers.

The AAW is comprised of program management professionals, scientists and engineers, information technologists, contracting specialists, and other acquisition professionals. The HCSP enables the AAW to continue to serve as a force multiplier by ensuring the AAW approaches human capital challenges with intention and thoughtfulness, ultimately enabling our Soldiers to deploy, fight, and win our Nation's wars.

### AAW HCSP Successes through 2023

Thus far, the HCSP has proven to be a productive framework for the AAW. The AAW has made significant progress against each of the HCSP goals. Highlights of successes are outlined below with additional detail in Appendix A.

- In the **workforce planning** domain, for example, the AAW Recruitment and Sustainment (R&S) Center of Excellence (CoE) was established to help overcome hiring challenges in the AAW. That initiative contributed to a significant reduction in the average time to hire new AAW members. Additionally, through the DACM partnership with the Civilian Human Resources Agency (CHRA), acquisition policies and best practices are communicated and implemented in a uniform fashion across the Army.
- 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 (TWI) 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 to arm 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 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 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 APS. The APS 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 HCSP was reconsidered through the lens of lessons learned from nearly four years of implementation. The 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 CIP, 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 HCSP supports the implementation of the APS in three principal ways:

- The **HCSP Governance** approach, which permits and encourages engagement by leaders at all levels, supports the APS vision of developing a more ready, professional, and integrated AAW.
- Each of the three **HCSP Strategic Outcomes** explicitly connects to the APS by replicating the APS three strategic outcomes and calibrating AAW outcomes in a way that speaks directly to the strategic outcomes of the APS.
- The **HCSP Goals**, 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 AAW HCSP

The 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 HCSP has detailed governance that outlines the roles and responsibilities of the many strategic and tactical bodies responsible for the HCSP's implementation and execution. The Army DACM Office has revised the governance to redefine the roles of the HCSP Council and the DACM Council meeting the intent of the recalibrated HCSP.

### AAW HCSP Strategic Outcomes and Supporting Data Analysis

- A strategic outcome is what will be achieved by 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 HCSP will support the Department of Defense (DoD) Acquisition Workforce Strategic Plan and the APS to deliberately manage the talents of Soldiers and civilians. For each strategic outcome, specific data analysis will be identified to ensure that progress is being made against the desired state.

### AAW HCSP Goals and Enablers

- The HCSP maintains four goals: Workforce Planning, Professional Development, Leader Development, and Employee Engagement. The legacy fifth goal, Communications, and Collaboration is designated as an "enabler," as it applies equally in support of the other four goals and is re-labeled as Communication. The three 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 are as equally important as the other and rely on each other to ensure success.

## AAW HCSP APPLICATION

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

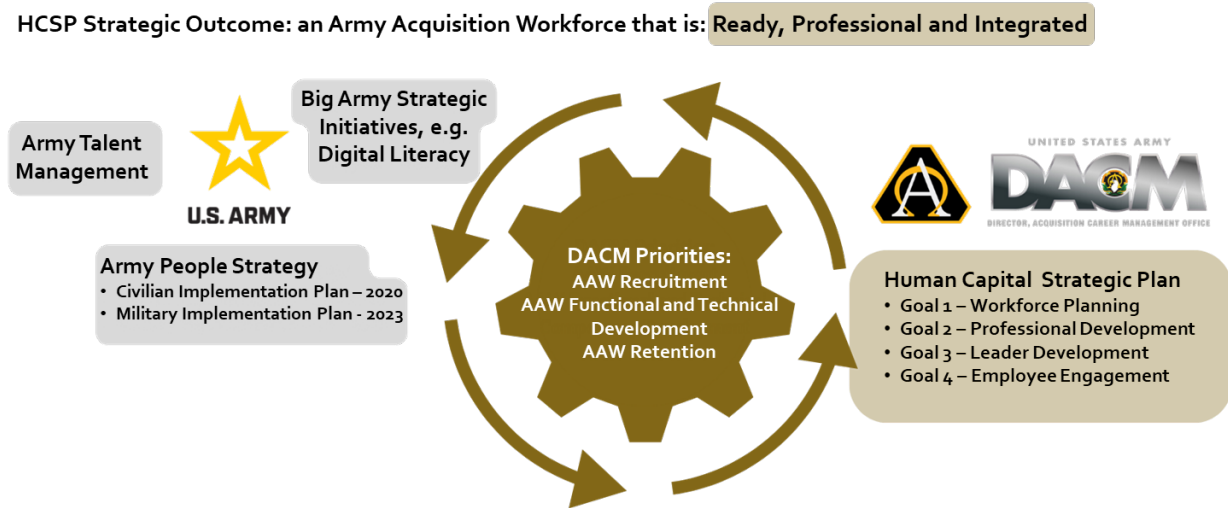


Figure 2. AAW HCSP Connection to the APS

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

## AAW 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 responsible for tracking the Defense Acquisition Workforce Improvement Act statute compliance and subsequent modifications by amendments to the United States Code Title 10. The Army DACM Office is also responsible for the implementation of acquisition statutory requirements and compliance with DoD and Army policies regarding the AAW.

The 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 Deputies have oversight for the continuous commitment of acquisition leaders and the AAW to the goals, initiatives, and tasks of the AAW HCSP.

### Governing Bodies

The HCSP governance structure includes two governing bodies and supporting Implementation Teams to ensure continuous implementation. The two governing bodies include the HCSP Council and DACM Council. They 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 HCSP and human capital vision of developing a more capable, agile, adaptive, and professional AAW.

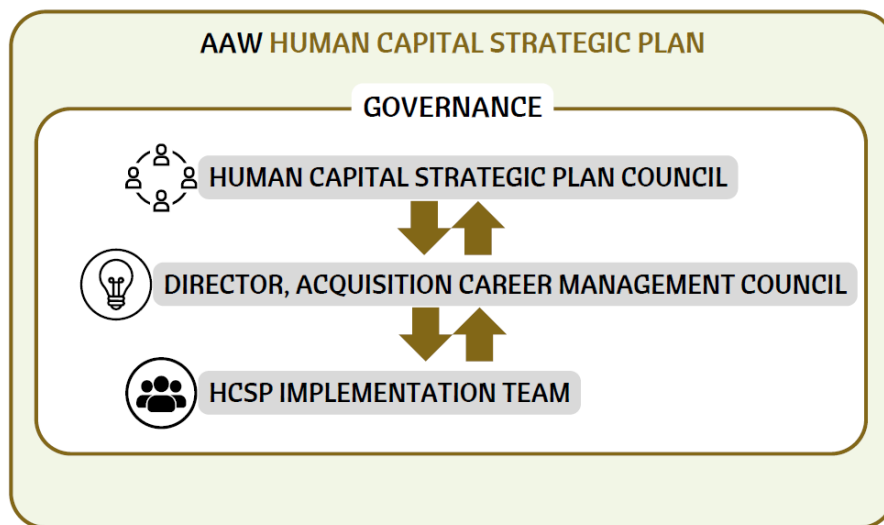


Figure 3. HCSP Governance Structure

- ➔ **HCSP Council:** Comprised of acquisition and talent management leaders throughout the Army acquisition community, the HCSP Council provides a strategic collaborative forum to solve the AAW's most pressing challenges. The council provides a collaborative platform where members are encouraged to share challenges and best practices on a myriad of human capital-related topics. The council also tracks progress toward HCSP goals. The HCSP Council meets twice per year, 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 HCSP Council into execution. The DACM Council meets to assess progress against 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 the DACM Council as needed to provide specific updates or additional support, if required, on tactical activities.

## AAW HCSP STRATEGIC OUTCOMES

### Strategic Outcomes Definitions

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

Those strategic outcomes are defined for the AAW, based on the Army People Strategy, 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 to build cohesive teams that effectively deliver capabilities.

**Professional**

- ➔ AAW members are skilled, agile, and resilient professionals because of continuous, intentional development.<sup>1</sup> Within the AAW, individuals are treated with dignity and respect while retaining the trust and confidence of stakeholders.

**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.

### AAW HCSP GOALS

The purpose of the 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 HCSP has four goals, each of which defines the aim of an area of human capital focus. The 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.



**GOAL 1: Workforce Planning**  
Devise a comprehensive workforce plan that focuses on a strategic approach to talent acquisition to conduct competency identification and identify skill gaps to drive alignment, recruitment, and retention of the acquisition workforce.



**GOAL 2: Professional Development**  
Develop a professional, resilient, and agile AAW that is prepared to adapt and succeed in a rapidly changing environment.



**GOAL 3: Leader Development**  
Develop and sustain collaborative Army acquisition leaders at all levels who encourage the importance of cohesive competent teams and are prepared to support evolving missions.



**GOAL 4: Employee Engagement**  
Develop strategic workforce engagement initiatives that enhance AAW members' sense of purpose, dedication, and persistence, as well as their commitment to the mission, their organization, and the acquisition profession.

Figure 4. AAW HCSP Goals

<sup>1</sup> 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).

## AAW STANDARDS

It is important to ensure that the HCSP is making progress against the strategic outcomes. The table below aligns the HCSP strategic outcomes with AAW standards to determine if the underlying objectives that drive the strategic outcomes are having the intended impact. If they are not, the standards will provide insight for appropriate adjustments in our efforts.

AAW Standards (FY24)	HCSP Strategic Outcomes			Primary Align to
	Ready	Professional	Integrated	
100% Individual Development Plans (IDPs) discussed/updated every six months	X	X	X	Goal 1
100% certified for current position/within the grace period	X	X		Goal 2
100% achieve at least 80 Continuous Learning Points (CLPs) every two years	X	X		Goal 3
100% receive annual Senior Rater Potential Evaluation (SRPE)	X	X		Goal 3
100% complete annual acquisition ethics training	X	X		Goal 4

These standards are published annually at the beginning of the fiscal year and outline the expectations that the Army Acquisition Executive has set for AAW professionals and their parent organizations to achieve, to comply with DAWIA requirements and DACM policy.

## CONCLUSION

The AAW HCSP will continue to build and maintain an educated and qualified acquisition workforce in support of the Army’s needs. Going forward, the HCSP initiatives outlined above will provide the focus, guidance, and framework for recruiting, managing, and developing a trained and ready acquisition workforce. The 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 HCSP will ensure it is sustainably manned, trained, and ready to do so.

To prevail in evolving competition with near-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 HCSP has defined four enduring goal areas and three strategic outcomes to ensure the continued success of those mission capabilities. By institutionalizing an enduring 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

Appendix A describes the implementation of the HCSP. Updated in March 2024, this Appendix refreshes the HCSP regarding its current accomplishments, ongoing strategic efforts, and operational rhythm.

Since the last publication in 2020, our strategic environment has evolved and Army policy in the Human Capital space has matured. As such, the strategic needs, priorities, and challenges faced by the AAW have evolved, which necessitates operational updates to the HCSP. This Appendix is intended to serve as a living document, updated regularly, to ensure the relevance and effectiveness of the HCSP in a constantly changing environment. This update reflects the AAW's commitment to developing the next generation of world-class Army acquisition professionals and in practice, describes how the HCSP continues to support Army readiness by ensuring AAW professionals are ready, professional and integrated.

### Moving the Needle: HCSP Accomplishments

Since implementation, the AAW has accomplished a tremendous amount in alignment with the HCSP. From a strategic perspective, the HCSP provided the framework to seamlessly conduct virtual stakeholder network engagements, enabling opportunities for two-way communication between the Army DACM Office and our partners throughout the COVID-19 pandemic and beyond. These engagements ensure the DACM Office hears, understands, and appreciates the ongoing work and issues within the AAW and provide the opportunity to share a strategic perspective on career management topics. From a tactical perspective, the HCSP has provided the impetus for several activities that supported improvements in recruiting, leader development, and supervisor resources, among other areas. Summary accomplishments include:

#### Goal 1: Workforce Planning

- Supervisors have continued to have critical development conversations with their subordinates as semi-annual IDP update completion rates have stayed in the mid-90 percentile across the last few fiscal years.
- Established and executed working groups (Communications, Position Updates, Policy, and Career Acquisition Management Portal (CAMP) system changes) focused on effectively managing and implementing BtB initiatives. Given the scope of implementing BtB, a more comprehensive overview is provided later in the appendix.
- Achieved full operational capability status for the AAW R&S CoE, resulting in a significantly faster time-to-hire than the overall Army average.
- Developed and published a targeted recruiting webpage which aligns with the overarching recruiting strategy that synchronizes our messaging, and integration with big Army efforts, and leverages best practices ([Recruitment \(army.mil\)](#))
- Produced and released AAW recruiting videos on the [USAASC Recruitment webpage](#), including separate videos for Officers, Noncommissioned Officers (NCOs), and civilians showcasing the effects the AAW has on providing capabilities to the warfighter. Additionally, partnered with the Army Civilian Human Resources Agency (CHRA) and the R&S CoE to include the link to this video on all civilian acquisition job announcements as of 1 October 2022.
- The Talent Based Career Alignment (TBCA) program is a targeted recruiting effort for junior officers that offers a mid-career pathway, affording them greater stability and incentive to

remain in the service. This program recently (FY24) transitioned from a pilot program run by the Army's talent management task force to a program of record run by Human Resources Command (HRC). Although HRC's Acquisition Management Branch (AMB) has formally accepted the role of accessions within the TBCA program, the DACM Office's Proponency Branch has retained the recruiting LoE for this program and works with AMB on the execution of the program.

- Established a Cooperative Agreement with George Mason University (GMU) and Army Research Institute (ARI), as the PM, to develop several proof-of-concept machine learning models that provide individual-level resolution of longitudinal AAW personnel and organizational micro-level data. In keeping with ARI and DACM goals, these initial models are being incrementally improved with a focus on understanding and forecasting individual AAW careers, management and composition of teams, and team performance.
- The Proponent office continued to establish a presence at the United States Military Academy (USMA) Branch week, Fort Knox Cadet Summer Training (CST) and Texas A&M Corps of Cadets Branch Week (TAMU) to expose Cadets to the Army Acquisition Corps military workforce. Briefed thousands of cadets per year and discussed FA51 acquisition career opportunities and benefits early in their career to raise awareness and retain talent that might leave the Army or choose another career path.

#### Goal 2: Professional Development

- Across all Key Leadership Positions (KLPs), Critical Acquisition Positions (CAPs), and the general AAW the entire workforce has met all certification requirements.
- More than 71% of AAW professionals have maintained a steady glide path towards achieving the threshold of 50 continuous learning points by the end of Q1 FY24.
- Completed analysis of the Functional Area (FA) 51 Intermediate Qualification Course (IQC), ensuring that future IQC and FA-51 Military Education Level (MEL)-4 Certifications are aligned with the Army's proposed Tailored, Talent-based MEL-4 experience.
- Developed and published a Supervisor Guide/Handbook available for download from the [Army DACM website](#).
- Conducted a series of Lunch & Learn workshops focused on Senior Rater Potential Evaluations (SRPEs) with the intent to identify and socialize best practices across the AAW. Collated best practices and reference guides onto the [Army DACM website](#).
- Conducted a digital literacy upskilling initiative leveraging Udemy, an online learning platform, to establish the Digital Foundations learning pathway. The Army DACM Office partnered with the Army Civilian Career Management Activity to create an AAW group in Udemy and leverage pre-purchased licenses. The Principal Civilian Deputy to the ASA(ALT) directed the digital foundations training as a mandatory objective for ASA(ALT) Direct Reporting Units (DRUs) acquisition workforce members in FY23. Additionally, the mandatory objective is required for new employees entering the AAW before 1 July 2024. It is also strongly recommended for those outside the ASA(ALT) DRU to digitally upskill and support modernization efforts.
- Expanded professional development opportunities for NCOs by enabling eligibility into Naval Postgraduate School and TWI.
- Expanded the TWI program from 11 to 30 industry partners representing finance, business consulting, and defense sectors.



### Goal 3: Leader Development

- Senior Rater Potential Evaluation (SRPE) completions trended upwards to nearly 90%, continuing a positive trend from the previous FY.
- Redesigned the Competitive Development Group/Army Acquisition Fellowship (CDG/AAF) program to the Leadership Excellence Acquisition Development (LEAD) program preparing participants for program manager roles. Included opportunities for LEAD participants to receive development in digital competencies.
- Developed and implemented the Acquisition Leader Assessment Program (ALAP) to supplement the acquisition command and key billet centralized selection list (CSL) process, as part of the ATMTF initiatives.
- Enhanced the DACM Leader Development portfolio with the DoD Public Private Talent Exchange (PPTe) program providing participants with an understanding of the industry's business operations and challenges.
- Developed and implemented a new inter-disciplinary, leadership competency assessment methodology. This methodology is currently in a pilot phase utilizing the Inspiring and Development Excellence in Acquisition Leaders (IDEAL) program. This new DACM initiative incorporates quantitative student and supervisor assessments to determine individual and class-level growth potential to inform curriculum developers, teachers, mentors, and students about their role in the training process and to maximize its benefits. This truly unique DACM process is theoretically based on the Kirkpatrick Model and the adult learning theory andragogy.

The methodology measures 28 focused leadership competencies with an integrated analysis of normalized and scaled measures that promise to provide improved insight and continuity with the curriculum designers. The assessment has already proven to be helpful to the IDEAL curriculum designers, as they used the first pre-assessment analysis results from the students and their supervisors to add more instruction on coaching.

### Goal 4: Employee Engagement

- Included completion of annual acquisition ethics training requirement in the AAW standards memorandum.
- Developed an onboarding eLearning course for new AAW members. The eLearning course is made up of five modules designed to provide standardized onboarding information interactively and engagingly. The course is planned to be available in the Army Training Information System (ATIS) (formerly Army Learning Management System (ALMS)) in Q2 FY24.
- Created several new resources to support supervisors, including a supervisor quick reference desk guide, the Supervisors Corner component of the USAASC website, and a quick reference sheet for the supervisor desk guide.

## MAJOR STRATEGIC EFFORTS

### Back-to-Basics Actualization

The most significant transformation for the AAW that took place within the context of the HCSP was the transition to the "Back-to-Basics (BtB) for the Defense Acquisition Workforce." Implemented in February

2022, BtB created a new framework that organized fourteen legacy career fields into six functional areas: Engineering and Technical Management; Contracting; Program Management; Business-Financial Management/Business-Cost Estimating; Life Cycle Logistics; and Test and Evaluation. Implementation of BtB was the most consequential overhaul to the Defense Acquisition Workforce Improvement Act structure in over 30 years and impacted all four goals of the HCSP.

With BtB implemented, the acquisition workforce will receive the core training they need with extended grace periods to better align training with experience and meet certification requirements. Supervisors should work closely with acquisition personnel to tailor training plans based on mission requirements and allow more “hands-on” time to gain on-the-job experience. The focus now is on inculcating a culture of lifelong learning into the AAW writ large and getting both supervisors and employees actively planning and managing their careers.

## Digital Literacy

Digital literacy, a developing area in acquisition is an ever-evolving concept with definitions ranging from simply being technology fluent, to the ability to apply information literacy skills in digital environments. The evolving and expanding potential of new and emerging information, technologies, and digital tools demands that any definition of digital literacy must be fluid and organic in nature.

Within the AAW, digital literacy efforts have focused on developing a foundational level understanding of topics such as, but not limited to, digital transformation, agile software development, data science, artificial intelligence, and machine learning to support the practical application of those skills tools to lead, develop, test, field, and sustain Army modernization programs.

This emergent concept represents a significant change in the way the AAW conducts business operations with industry partners' recruitment and training priorities. Moving forward, it will be necessary for the AAW to be digital-forward, while understanding the role, uses, and manipulation of data seamlessly across the multidomain battlespace. Having a fundamental baseline understanding of how software functions within modular, open-system architectures, in the systems of systems that will be Soldiers and materiel, and how those function together will promote the digital transformation critical to Soldiers against pacing threats.

To support digital transformation, the AAW must reskill and upskill. Software is pervasive across all aspects of Army acquisition, and there are many layers and levels of that software embedded in our products. As such, having a baseline, functional level of digital literacy across the workforce will help ensure program managers can best manage cost, schedule, and performance. Additionally, contracting professionals must understand approaches to agile software development to write the most effective contracts for the government and our test and evaluation should be as agile as possible throughout the development process. A combination of training, academic institution partnerships, and tuition assistance programs will enable this endeavor.

In 2023, the Army DACM Office promoted several digital upskilling opportunities to the AAW to minimize digital competency gaps and help grow the workforce now and into the future. In concert with the Deputy Assistant Secretary of the Army for Data Engineering and Software, and the Army Civilian Career Management Activity, the DACM leveraged Udemy to offer the AAW a curated, Digital Foundations learning pathway, which included a digital masterclass, Agile Samurai boot camp, and

Product Management course for Artificial Intelligence and Data Science. Another online, self-directed training opportunity afforded to the AAW was digital upskilling courses within Coursera, offered through the Defense Acquisition University (DAU). These Coursera courses are instructed by academic institutions such as Duke University, as well as industry leaders such as Google. Simultaneously the DACM promoted the Data Driven Leadership (DDL) course hosted by Carnegie Mellon University to the O-5/GS-14 level and above to educate and train them in data management, data science, decision-making, emerging technology, change management, data privacy, and security. Lastly, at the end of CY 2023, the DACM Office introduced a training asset provided by the Chief Digital and Artificial Intelligence Office (CDAO) called the Digital On-Demand Training platform. The initiative provides complimentary access to Massachusetts Institute of Technology (MIT) Horizon's library of learning, a platform featuring courses in AI, Internet of Things (IoT), 5G, Edge Computing, Generative AI, Cybersecurity, and Big Data Analytics.

These efforts will enable the AAW to modernize in line with industry and in advance of our adversaries. Digital transformation will lead to better consumption of data between systems and allow the Army to quickly gather and convey data to leaders to enable their decision-making.

## Acquisition and Sustainment Workforce Framework (ASWF)

The Office of the Undersecretary of Defense, Acquisition and Sustainment released the first-ever Acquisition and Sustainment Workforce Framework (ASWF) in MAY 2024, which provides a guiding set of principles, or 'pillars' that better align existing human capital efforts with National Defense Strategy (NDS) priorities. The four key pillars are:

- Acquisition Innovation to Match the Pacing Threat
- Make DoD An Employer of Choice to support Recruiting and Retention
- Talent Development in the Acquisition Ecosystem to include Upskilling and Training
- Continuously Improve Workforce Policies, Programs, and Processes

Within each pillar is a set of signature initiatives prioritized by A&S leadership that will be pursued and measured against identified metrics of success. The Army has many initiatives that align with the ASWF pillars.

## HCSP OPERATIONAL RHYTHM

The successful implementation of the AAW HCSP objectives depends on the commitments and contributions of the entire Army acquisition community. The HCSP governance bodies, comprised of key AAW leaders, are committed to the successful execution of the HCSP as demonstrated by their providing of resources and leading actions needed to realize the outcomes and benefits of the HCSP. Accordingly, the HCSP is driven by several engagement methods that coordinate the many parallel efforts underway. These engagements enable tactical efforts by the objective leads to be aligned with and supported by the HCSP Council, which provides strategic insight and a forum for engagement, and the DACM Council, the decision-making body that guides each objective.

- ➔ **HCSP Council.** The HCSP Council continues to represent the executive agency of the HCSP. Meeting twice annually, the body confers on key human capital topics, shares challenges, and best practices, and develops connections across organizations.

- **DACM Council.** The DACM Council continues to be the bond between the tactical execution of HCSP activities and the strategy from which those objectives are derived. Meeting as needed, the council tracks and supports ongoing operations, determines key topics for the HCSP Council meetings and, perhaps most notably, is responsible for the continued implementation and enhancement of the HCSP itself.
- **Implementation Teams.** Implementation teams implement solutions to solve problems identified by HCSP objectives. The DACM council has a primary responsibility to identify the objectives. Typically led by a single individual within the DACM Office, these teams implement the work of a particular initiative within the scope of the HCSP and as defined by the DACM Council, with input from commands and organizations when necessary. The teams meet regularly on an as-needed basis.

## HCSP Priorities

There are no changes to the strategic goals of the HCSP currently. However, there have been important changes to the HCSP priorities – aligned to the primary functions of the talent management lifecycle: *Recruit, Develop, and Retain*. Adhering to the talent management lifecycle ensures better alignment with persistent DACM operations and organization.

- **Priority:** Army Acquisition Workforce Recruiting Strategy

**Description:** Develop and implement an overarching and enduring recruiting strategy to identify and recruit professional experts into the Army Acquisition Workforce. Two LOEs support this objective: (1) Military AAW Recruiting Strategy; and (2) Civilian AAW Recruiting Support Strategy.

**Desired Outcome:** There is a deliberate and targeted enterprise AAW recruiting strategy that is in line with both the Army People Strategy and the Army Modernization Strategy. Attracting, identifying, and selecting high-performing individuals to serve in the AAW is a critical aspect of the recruiting management lifecycle. There is a continuous understanding of areas of opportunity along with the targeted needs of the Army and the Army Acquisition community, which is imperative to ensure an educated, experienced, and agile AAW.

**LOE 1: MILITARY RECRUITING** - Develop and execute a targeted military recruiting strategy to engage and acquire outstanding talent for FA51 and Career Management Field (CMF) 51 based on the needs of the AAW. Leverage data, expertise, and skills in the Army DACM Office to enable military recruiting at various points in the Soldier lifecycle. This line of effort may require establishing and maintaining relationships with recruiting and personnel organizations such as Human Resources Command (HRC) to enhance overall communication and collaboration, and to leverage existing Army enterprise-wide recruiting efforts.

**Desired Outcome:** AAW officer strength by basic branch aligns largely with the Army average while meeting specific targets (knowledge, skills, and behaviors (KSBs)) and maintaining promotion rates at or above the Army promotion rates.

**LOE 2: CIVILIAN RECRUITING SUPPORT**- Develop and implement an effective and sustainable Civilian recruiting support strategy that leverages the strengths and influence of the DACM office to complement and support the Civilian recruiting strategies of commands and organizations that have Army acquisition positions. Develop tools and guide Army acquisition commands and organizations, while also supporting the needs of the AAW. Such a toolkit may

include a consolidated recruiting calendar, Direct Hire Authority (DHA) references and best practices, leveraging organizational hiring events, organizing a collaboration forum, and the Defense College Acquisition Intern Program (DCAIP). This line of effort will also require establishing and maintaining partnerships with recruiting and personnel organizations such as CHRA to enhance overall communication and collaboration, and to leverage existing Army enterprise-wide recruiting efforts.

**Desired Outcome:** A professional Civilian population is recruited into the AAW and meets specific targets (KSBs).

➔ **Priority:** Develop Functional and Technical Competency of the AAW

**Description:** This objective is focused on the continued development and training of the AAW regarding their technical and functional capabilities.

**Desired Outcomes:**

- Issued Acquisition Functional Area-specific guidance memorandums, which identify continuous learning opportunities and credentials that AAW professionals should take to maintain relevancy and increase their technical competency within their functional area. Ensure the continuous learning courses or activities from these memorandums are listed on the CAPPMS Individual Development Plan for the primary functional area of each AAW member.
- Engage regularly with each AAFL and AAFA to ensure that Army concerns, issues, and viewpoints are well-represented and synchronized at the Office of the Secretary of Defense (OSD) Functional Integrated Team (FIT) meetings.
- Provide the AAFLs and AAFAFs with a regular workforce data package for their Functional Area, so they have good situational awareness of how their workforce measures against several important metrics (such as DAWIA certification rates, CLP achievement, and credential completion).
- Conduct an annual roundtable with the Director, Army Acquisition Corps (DAAC), and Army Acquisition Functional Leads (AAFL) to review AAW data and discuss any important issues that may impact the workforce.
- Maintain an updated career model for each Functional Area to provide a recommended timeline for civilian and military AAW members. The career models show important information such as when they should take certain courses or DACM-sponsored program opportunities or what positions they should consider at each grade.

**Potential Resources Assigned:** The DACM Office should leverage the technical expertise of the AAFLs and Army Acquisition Functional Advisors (AAFAFs) and increase partnering opportunities with them, to shape the strategic direction and focus of each Functional Area as well as increase the socialization, awareness, and usage of developmental opportunities for the Army Acquisition Workforce.

➔ **Priority:** AAW Retention

**Description:** As mentioned in the US Army Talent Management Strategy, retention is described as the capability to *identify individuals with in-demand talents and engage them with an integrated mix*

*of incentives and opportunities as part of a tailored labor contract.* Examining retention levels for the AAW reveals the AAW's attrition rate is lower than that of comparable trends in the private sector.

**Desired Outcome:** To maintain the relative health of our retention levels, the DACM office continues to monitor several key indicators of retention health:

- Annually, conduct a review of Federal Employment Viewpoint Survey (FEVs) results, specifically focused on the indices (e.g., Employee Engagement, Global Satisfaction, and Employee Experience) for the USAASC compared to similar-sized organizations and the whole of Government.
- Continue / re-validate the Student Loan Repayment Program (SLRP) analysis. In early 2023 an analysis found that:
  - Interest in SLRP remains high across the AAW,
  - SLRP is an effective retention tool for personnel identified as critical within the AAW.
  - SLRP recipients are nearly 50% less likely to leave the AAW than those who do not participate in the program.

### Tracking Progress: Data-driven assessment of the HCSP

Data and Analytics continue to be a key part of HCSP implementation. By measuring program success and workforce health, data analysis aids stakeholders in making decisions about the impact of strategic initiatives. Data-driven decision-making can support the AAW in tracking and validating initiatives that are underway, while simultaneously providing a real-time perspective on how areas of work within the HCSP are progressing.

Currently, the DACM Office uses two broad categories of data analysis – those used to indicate operational health, which are tracked and analyzed routinely; and those linked to current HCSP initiatives. Both sets are used to baseline performance in potential key areas, such as time to hire, and retention. Collecting data in the mid and long-term will enable human capital leadership to better understand how the AAW is trending in these key areas. Further, they may serve as a warning when abnormal or undesirable movement is recognized in a metric.

Also, analyses and assessments of available data are routinely conducted to answer questions such as “Why do we see this movement in this data set?”, or “What are our potential outcomes with this policy?” The DACM office leverages basic and advanced data analytic tools to conduct analysis and share information with stakeholders.

The data used for analysis is received through multiple channels at different intervals. As two primary examples, data is received at the DACM office bi-weekly through the CAPPMS and annually through Annual Score Cards. Data is also pulled in from outside sources for analyses, such as the Federal Employee Viewpoint Survey (FEVs), or CHRA.

Ongoing Analyses that inform DACM Strategy:

- Satisfaction Rate – An annual analysis using the FEVs that informs the DACM office about how satisfied the workforce is with their positions, responsibilities, and organizational culture. This analysis supports the HCSP Goal of Employee Engagement.

- Degree analysis – analysis showing the types of degrees represented between Science, Technology, Engineering, Mathematics (STEM), Business, and other degrees to highlight/identify areas where the AAW can increase the types of education /academic experience leadership desires.
- Attrition Rate – analysis showing the annual number of employees leaving the AAW. Results show steady levels of attrition for most years, around 10%.
- Job offer declinations and the impacts on Time to Hire (TTH) cycle time.
- Direct Hiring Authority (DHA) Analysis – An analysis of which DHAs are being used, by whom, and how effectively they are impacting TTH cycle time.
- Acquisition Education Training and Experience (AETE) Application Rate – A metric showing the rate at which eligible participants apply for leadership programs available to them.

Click here for supporting documentation and a more detailed analysis: [Group: AAW HCSP Council | milBook Home \(milsuite.mil\)](#)

## Next Steps

This appendix is a living document. The Appendix and the subject matter that is covered will be updated periodically as the strategic and operational environments change, issues arise, and new challenges present themselves. Specifically, the DACM Office, as the primary author of the HCSP, will:

- Continue to review and assess the **operational rhythm** of the HCSP's approach to governance. The DACM Office intends to ensure that the stakeholders and bodies identified in this strategic plan are value-added, relevant, and contribute to accomplishing the strategic goals outlined in the strategy. The format, length, medium, and facilitation approach to meetings at all levels may be modified to better support the strategy and enhance communication and connection between human capital stakeholders from across the AAW.
- Review on a routine basis the **HCSP Objectives** that define focus areas for the DACM office. As new challenges emerge, the DACM Office remains flexible in determining what areas of the talent management landscape require the most attention. Modifying existing goals or creating new goals allows the office to assign precious resources to the AAW's greatest needs.
- Continue to identify, develop, and report on the **data analysis projects** that impact this strategy. These focus areas may lead to the development of metrics. These analyses will allow the DACM office to better understand the effects of its efforts while empowering stakeholders across the AAW with actionable data to make better decisions on the recruiting, development, and retention phases of the talent lifecycle.

## APPENDIX B: ABBREVIATIONS

Acronym	Definition
AAE	Army Acquisition Executive
AAW	Army Acquisition Workforce
APS	Army People Strategy
ASA(ALT)	Assistant Secretary of the Army (Acquisition, Logistics and Technology)
ATMTF	Army Talent Management Task Force
BtB	Back-to-Basics
CAMP	Career Acquisition Management Portal
CAPPMIS	Career Acquisition Personnel & Position Management Information System
CHRA	Civilian Human Resources Agency
CIP	Civilian Implementation Plan
DACM	Director, Acquisition Career Management
DHA	Direct Hire Authority
DoD	Department of Defense
DoDI	Department of Defense Instruction
FA	Functional Area
FEVS	Federal Employee Viewpoint Survey
FOC	Full Operational Capability
FY	Fiscal Year
HCSP	Human Capital Strategic Plan
IQC	Intermediate Qualification Course
KSB	Knowledge, Skills, and Behaviors
LEAD	Leadership Excellence and Acquisition Development
LOE	Line of Effort
MEL	Military Education Level
MOE	Measures of Effectiveness
MOP	Measures of Performance
NDAA	National Defense Authorization Act
TTH	Time to Hire
TWI	Training With Industry
USAASC	U.S. Army Acquisition Support Center