



# **DoD Workforce Transformation**

## ***People***

***Briefing for  
DoD Procurement Conference  
May 26, 2004***

# Motivated, Agile Workforce

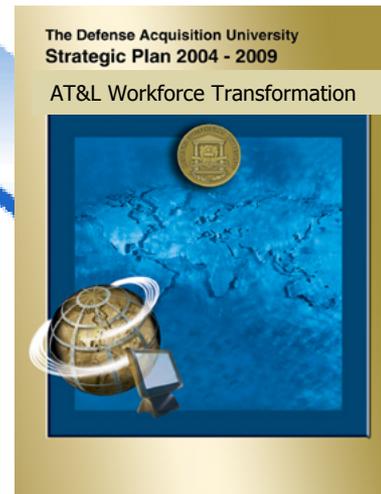


## USD(AT&L)7 Goals

1. Acquisition Excellence with Integrity
2. Logistics: Integrated and Efficient
3. Systems Integration & Engineering for Mission Success
4. Technology Dominance
5. Resources Rationalized
6. Industrial Base Strengthened

**7. Motivated, Agile Workforce**

## AT&L Workforce Management Team Effort!

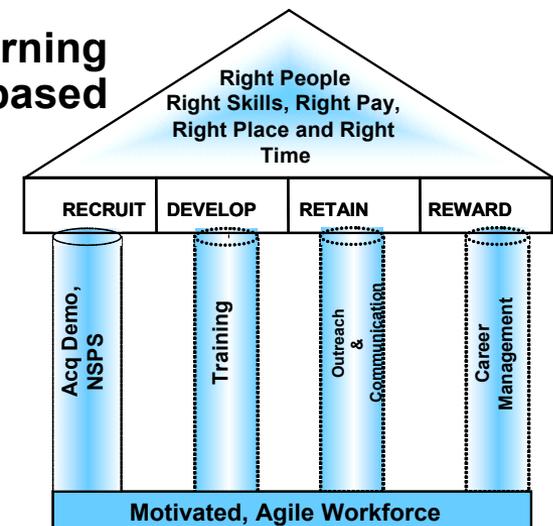


# Motivated, Agile Workforce

- ✓ **Streamlining DAWIA initiative** – flexibility in managing acquisition workforce and career management
- Acquisition Demonstration/NSPS** – compensating employees based on performance/contribution to mission
- Marketing and targeted recruiting** – increase the pool of qualified candidates for acquisition jobs at both the entry and journeyman level – including outside of government
- Implement a central referral system** – allowing the acquisition workforce to apply for jobs across the Department and creating a single repository for all job announcements

- ✓ **AT&L Performance Learning Model (PLM)** - Facilitate learning organizations by deploying the PLM - a capabilities-based approach that promotes career-long learning and provides the workforce more control over their learning solutions

- Rapid Deployment Training (RDT)** – rapidly deliver awareness training on evolving practices and major new policy initiatives



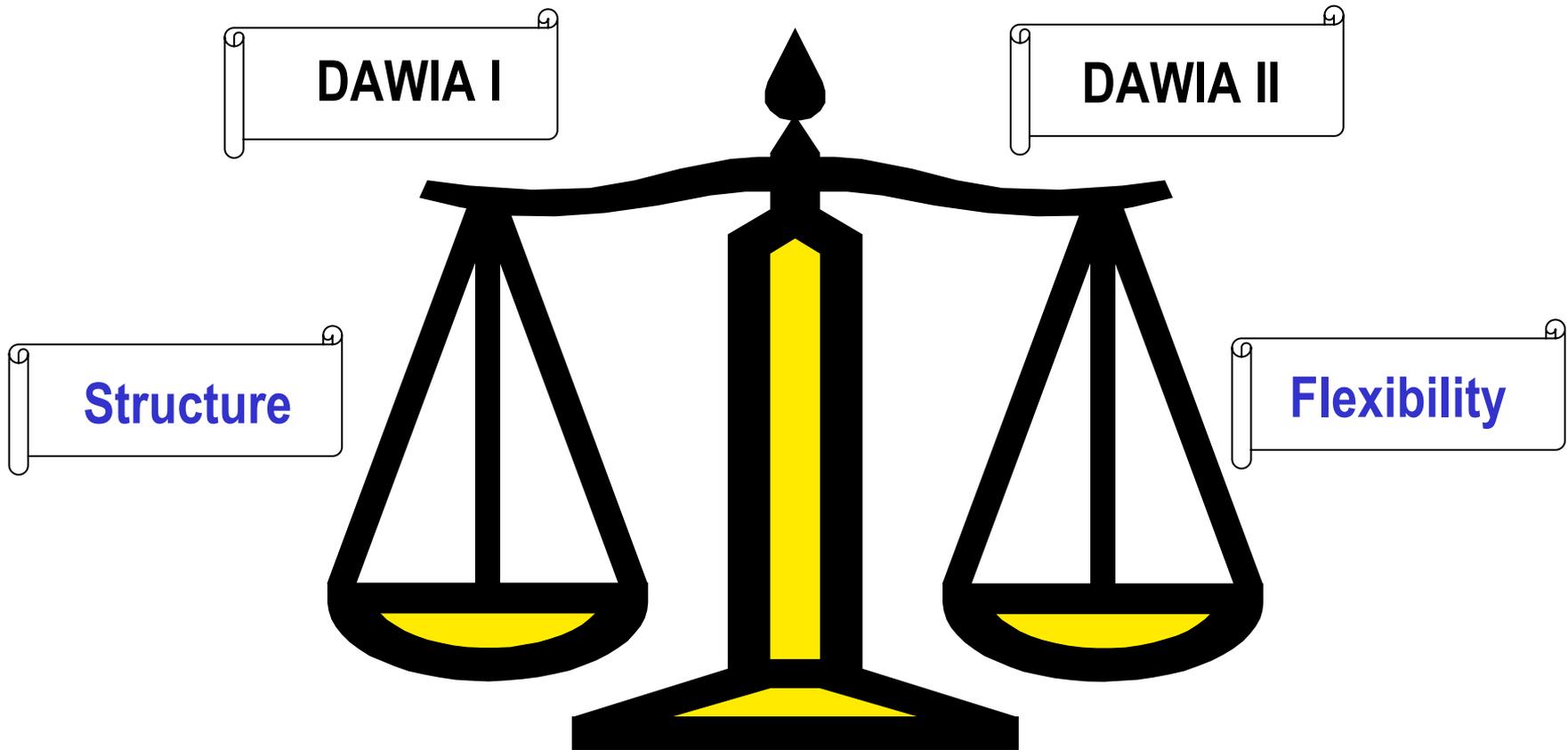
# Background

## DAWIA Streamlining Team Structure



- **Streamlining Steering Group Co-Chairs**
  - Domenic Cipicchio - OSD(DPAP)Policy
  - Frank Anderson - OSD(DPAP)DAU
- **Streamlining Working Group Co-Chairs**
  - Mary Thomas – OSD(DPAP)Policy
  - Linda Neilson – OSD(DPAP)DAU
- **Team Members**
  - Army: Craig Spisak, Trish Hopson
  - Navy/Marine Corps: Chris Stelloh-Garner, John Baranowski
  - Air Force: Carolyn Willis, Lt Col Scott Harwood, Maj Michelle Trigg, Carlyn Diamond
  - 4<sup>th</sup> Estate: Garry Shafovaloff, Cindy Taylor
  - OSD(DPAP): Karla Merritt
  - Functional Advisor Reps: Jesse Stewart, Joni Forman
  - DAU: Ed Fishpaw, Jim McMichael, Paul McMahan, Andy Zaleski

# Motivated, Agile Workforce



Centralized Policy, Guidance, Metrics ...  
Decentralized Execution

# Implementation Goals

## Single Acquisition Corps



- **New Uniform Eligibility Criteria**

- Entry
- Limited waivers

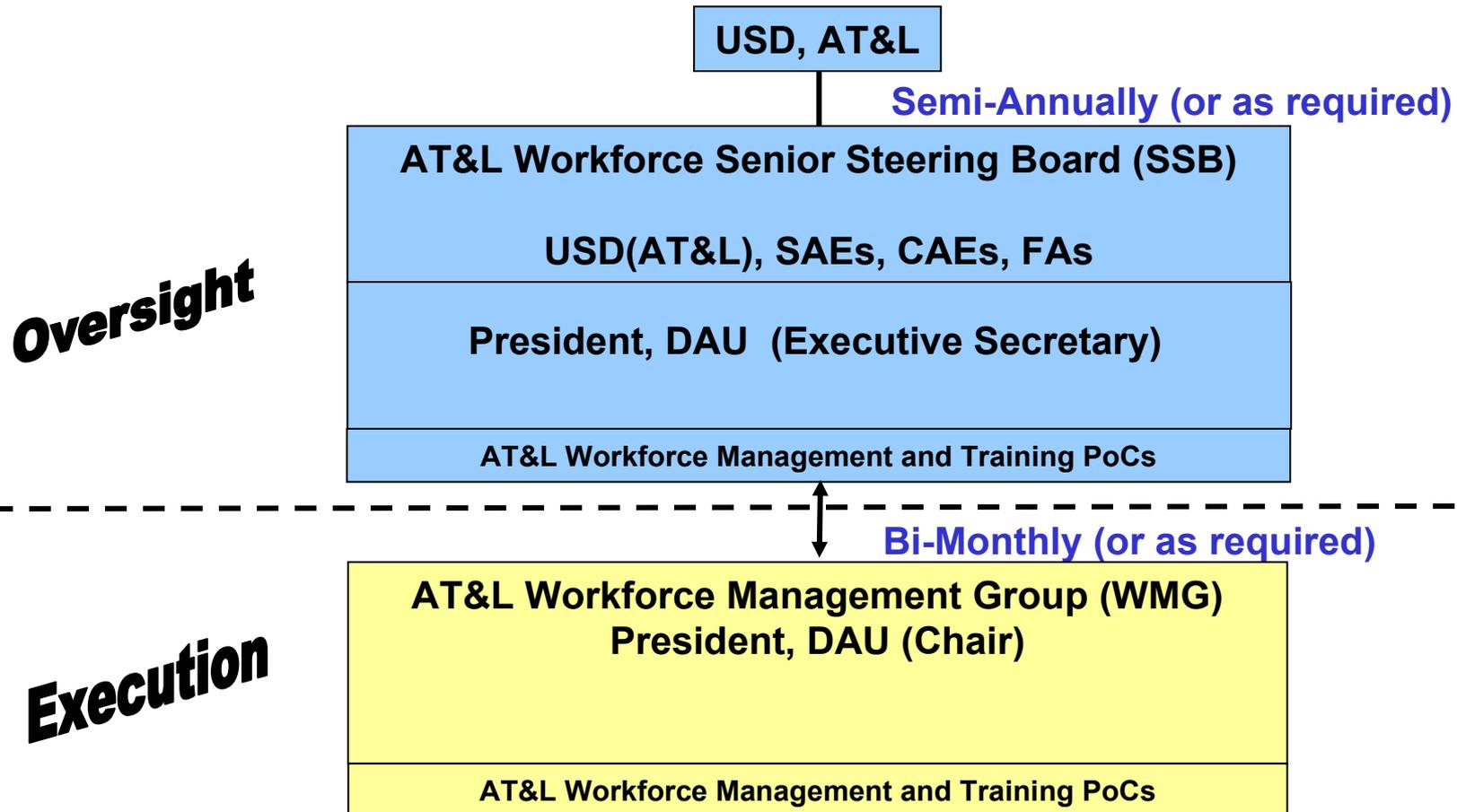
- **New Accountability & Oversight**

- Single DoD Management Information System (MIS)
  - Execution metrics
  - Senior leadership oversight

USD(AT&L): Sets policy

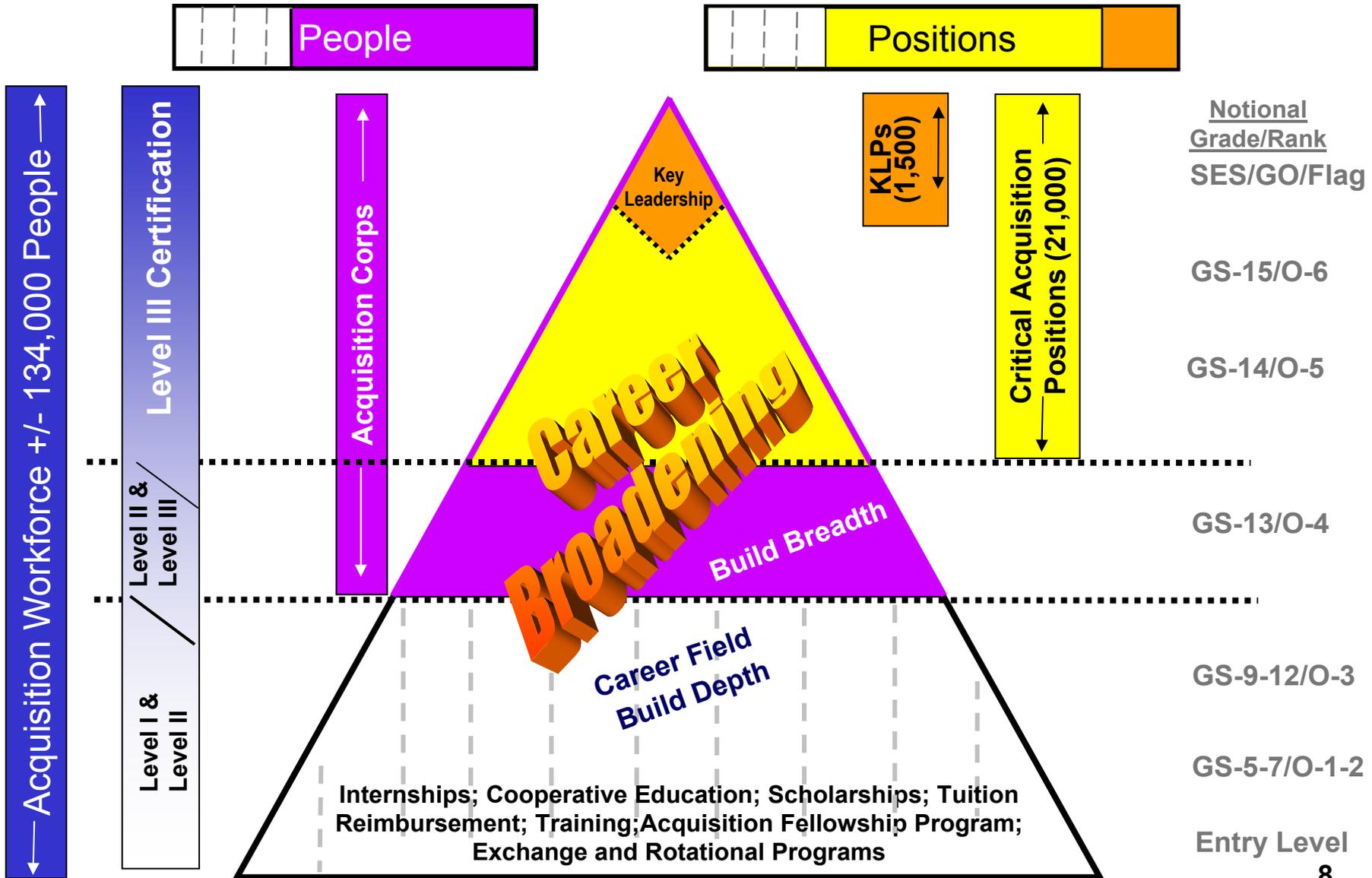
Components: Execute career management program

# New Concepts: Integrated AT&L Workforce Management Structure



Centralized Policy, Guidance, Metrics  
Decentralized Execution

# New Concepts: Focused Career Development



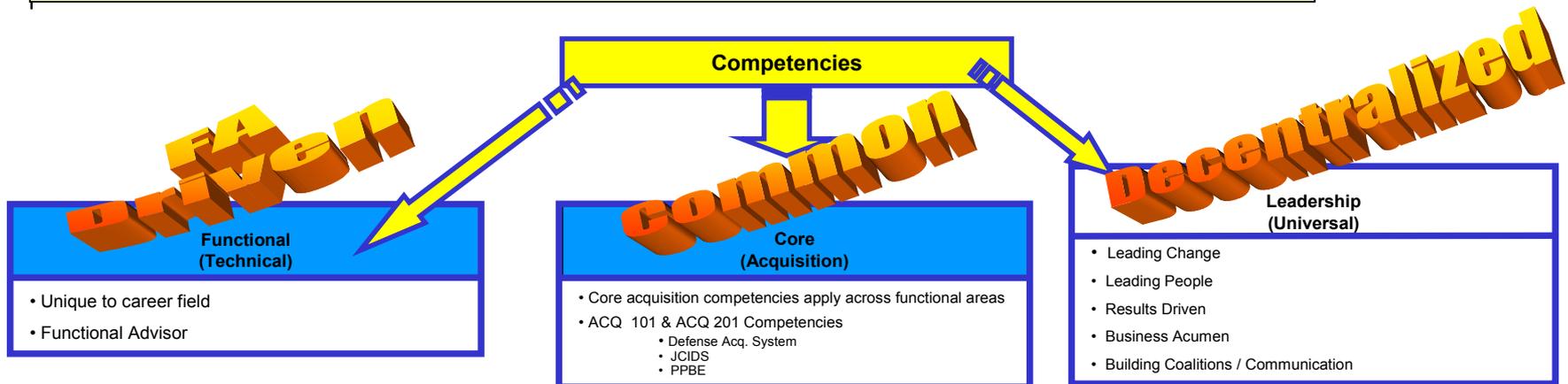
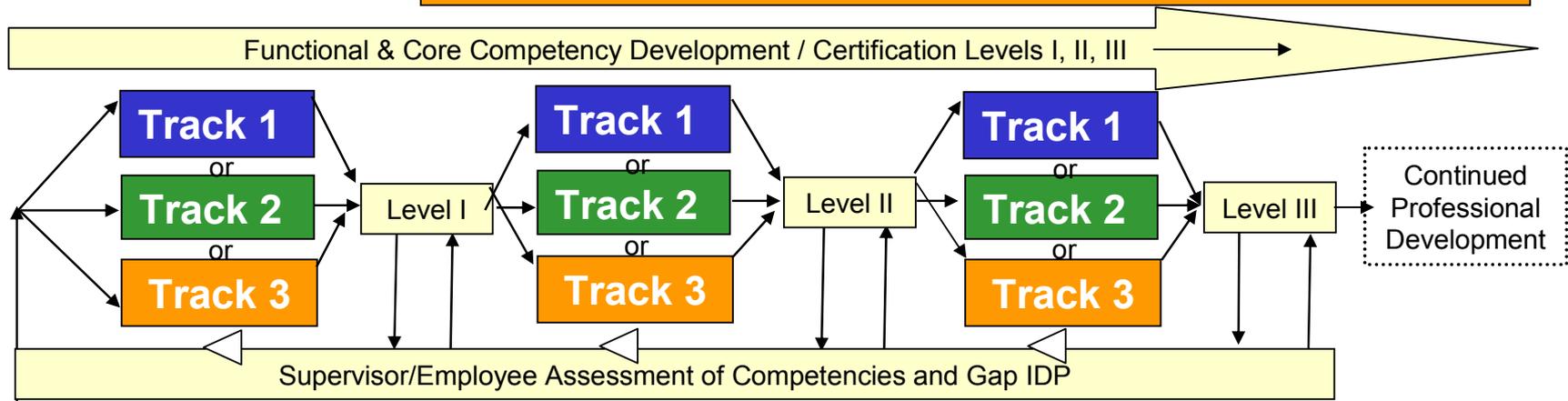
# Implementation Goals: Competency-Based Certification Program

1. Any track for certification.
2. Tracks can be switched.
3. Ed and exp the same.

**Track 1: DAU Functional Training**

**Track 2: Workplace / Personal Experience / Fulfillment**

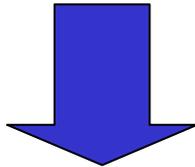
**Track 3: Professional Association Certification / Other**



# Implementation Goals: Improved Management Information System (MIS)

## Current

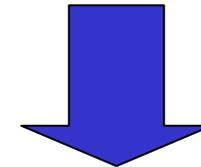
- Decentralized ... Each Component / Agency has Unique Data Collection Systems



**Current System Is Not An Optimum MIS For Performance Measurement**

## New

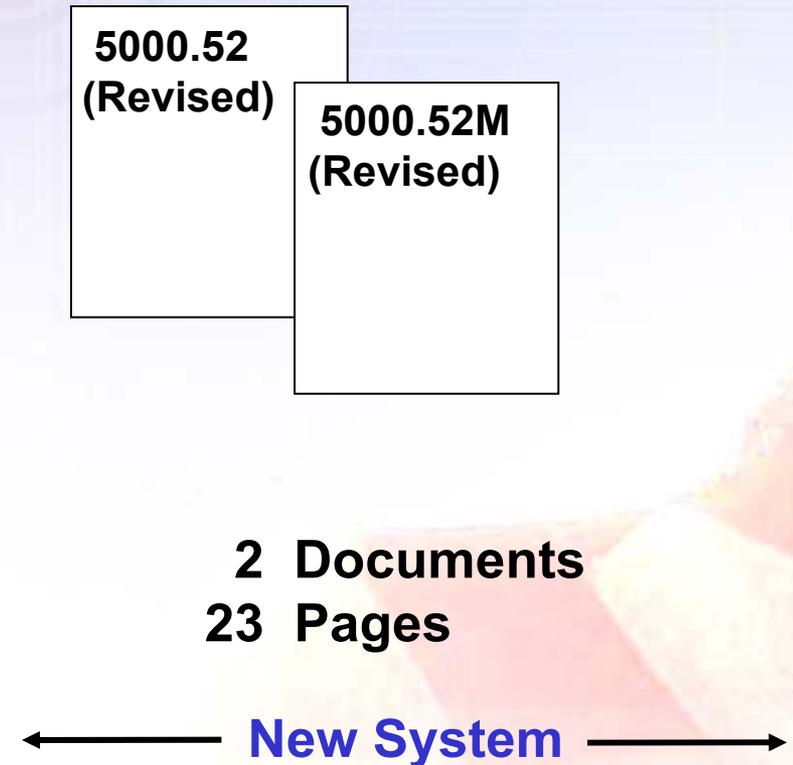
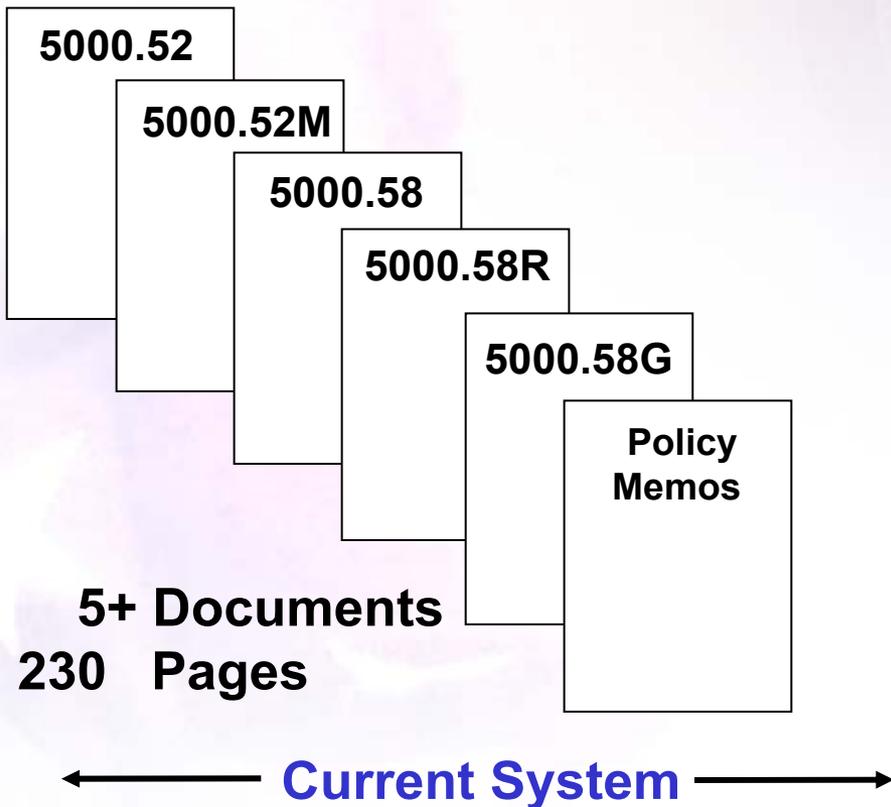
- Centralized ...
  - Integrated within the **Joint AT&L Workforce Management Structure**



**Need MIS That Provides Quality Data, Timely Access & Analytic Capability**



# Streamlined DAWIA Regulations



**90% Reduction of Regulatory Guidance**



# Once Upon a Time...

*Consider the way training was delivered in the past.*

- **Someone set the day**
- **Someone set the place**
- **Someone set the time**

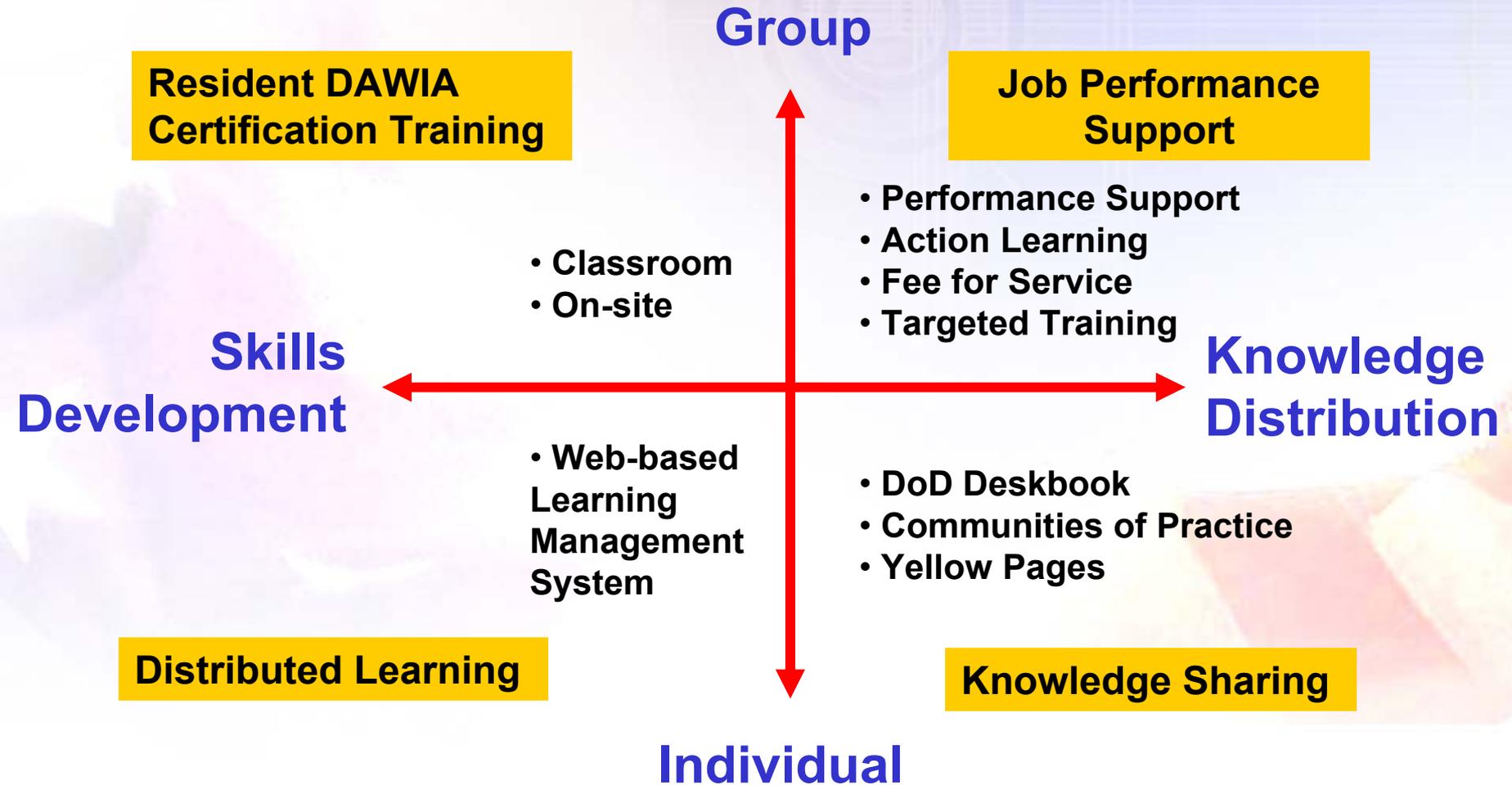
*But today it is different:*

*“We have created a powerful learning environment.”*



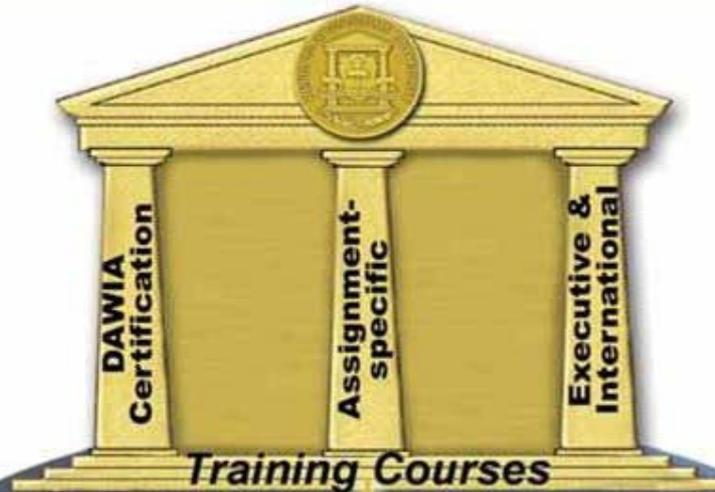
# DAU's Approach to Training Transformation

## *Continuous Presence on the Job*





# AT&L Overarching Learning Architecture



Creating an environment where we learn

- ✓ Before,
- ✓ During, and
- ✓ After

the training intervention...

Overarching Learning Strategy Balancing:

- Curriculum modernization
- Continuous learning
- Performance support
- Evolving practices
- Knowledge sharing / Communities of Practice

& Enabling Learning Organizations

## Knowledge Sharing

- AKSS (Deskbook)
- Acquisition Community Connection
- DAU Virtual Library

## Performance Support

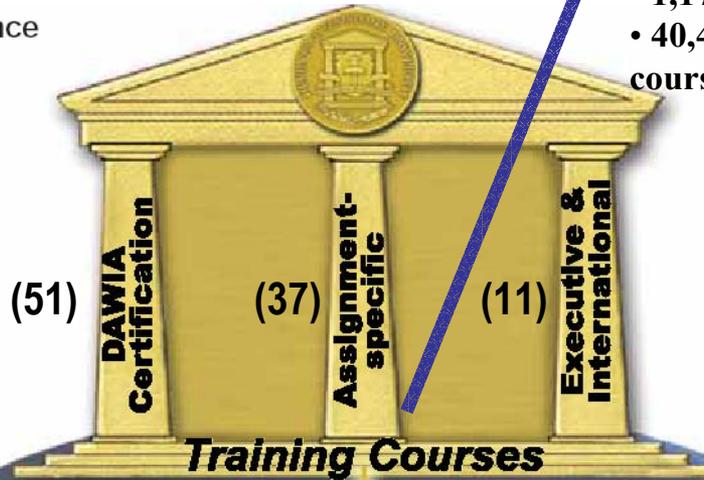
- Consulting
- Rapid Deployment Training (RDT)
- Targeted Training

## Continuous Learning

- Continuous Learning Modules
- Conferences and Symposiums

Closely Linked to Achieving Senior Leadership Goals

AT&L Performance Learning Model



- **58,176 course completions**  
(2,816 industry)
- **1,170 offerings**
- **40,465 students accessed courses via the Internet**

- **93 consulting efforts**  
totaling 6,400 hours

- **Over 12,000 AT&L workforce members received 18,000 hours of RDT training**

- **124 targeted training events** totaling 112,400 contact hours  
(74 courses available)

- **18,000 people per week** visited online Acquisition Knowledge Sharing System (AKSS)
- **5,959 registered members** of the ACC
- **Over 277,000 contact hours**

### Knowledge Sharing

- **AKSS (Deskbook)**
- **Acquisition Community Connection**
- **Virtual Library**

### Performance Support

- **Consulting**
- **Rapid Deployment Training (RDT)**
- **Targeted Training**

### Continuous Learning

- **Continuous Learning Modules**
- **Conferences and Symposiums**

Since FY 98 ---

- **75% increase in student throughput**
- **42% decrease in cost per graduate**

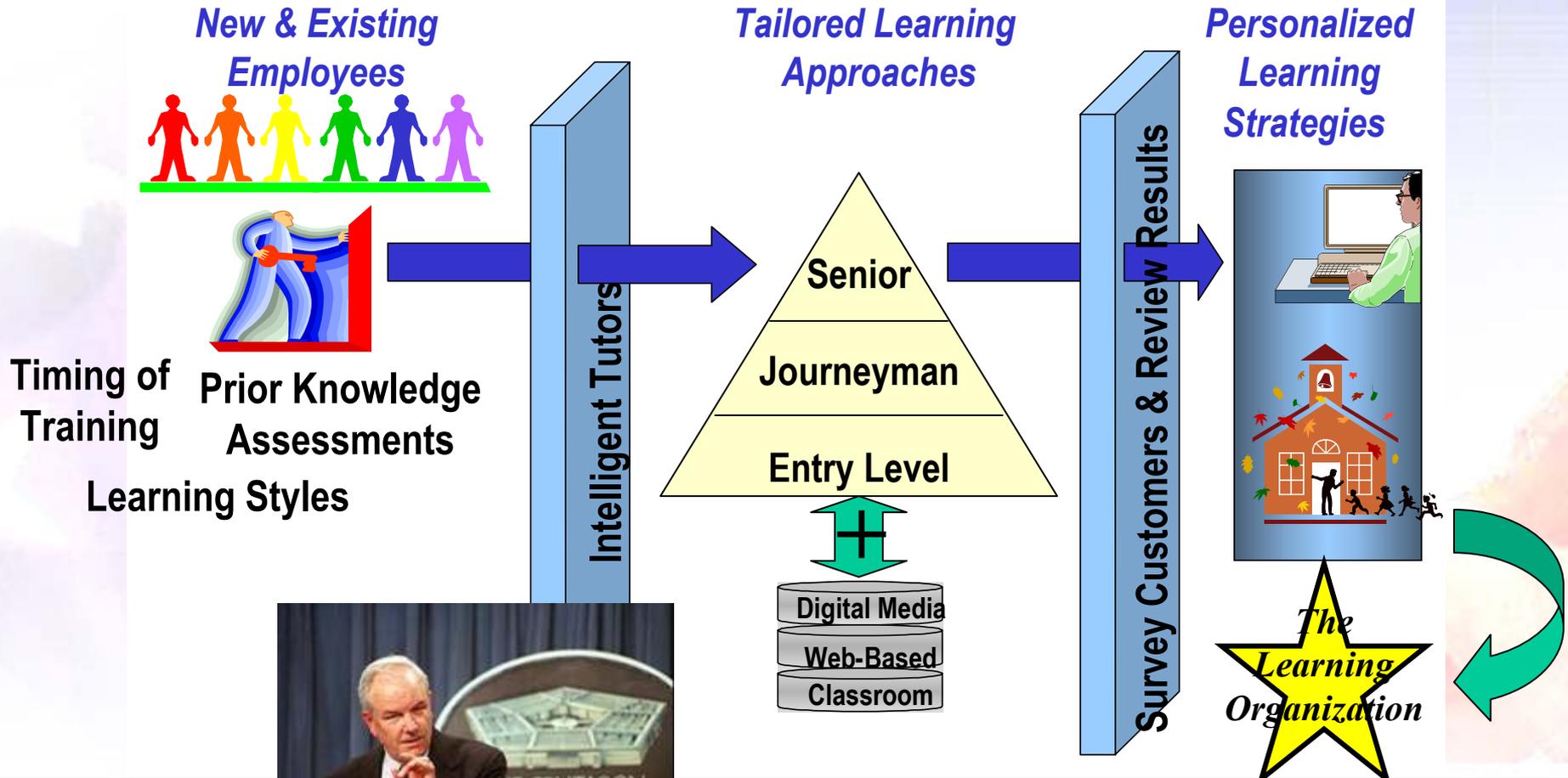
- **190,578 cumulative accesses**
- **166,887 registered users**
- **106,750 completions of Continuous Learning Center Modules**
- **456,423 contact hours**

- **Growth in Performance Support**
- **PM Reengineering 300 work years \$18 million in salary**



# Vision for the Future

**Remember: There is no There...**



**Our boss**



**has ownership – AT&L Goal 7**