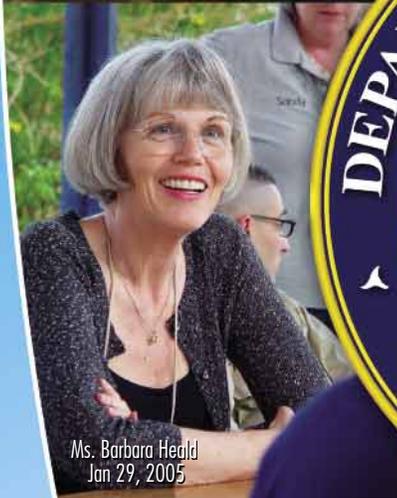
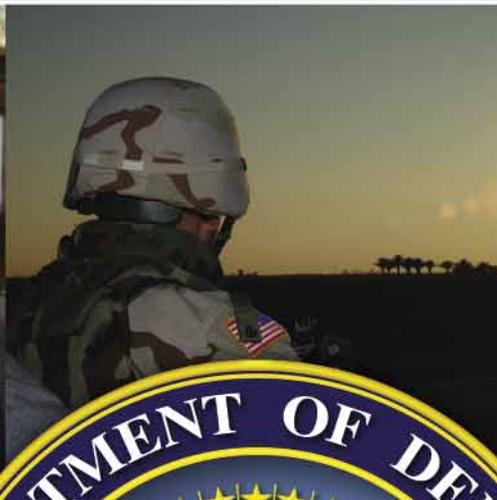
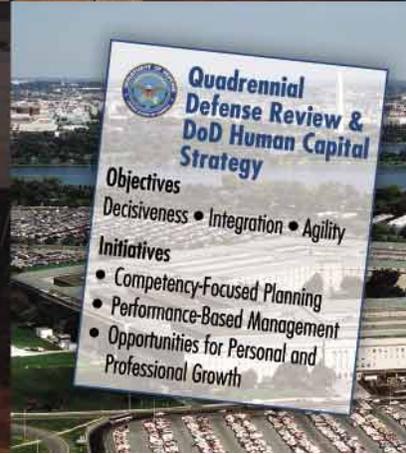


Department of Defense
Acquisition, Technology and Logistics

AT&L Human Capital Strategic Plan v 1.0



Ms. Barbara Heald
Jan 29, 2005



An aerial photograph of the Pentagon building in Arlington, Virginia, showing its iconic pentagonal shape and surrounding infrastructure like roads and parking lots. The image is used as a background for a slide titled 'AT&L Goals'.

AT&L Goals

- 1. High Performing, Agile, and Ethical Workforce**
2. Strategic and Tactical Acquisition Excellence
3. Focused Technology to Meet Warfighting Needs
4. Cost-effective Joint Logistics Support for the Warfighter
5. Reliable and Cost-effective Industrial Capabilities Sufficient to Meet Strategic Objectives
6. Improved Governance and Decision Processes



A Message from the Under Secretary of Defense (Acquisition, Technology and Logistics) (AT&L)

The need to transform our Armed Forces, as well as the organizations and processes that control, support, and sustain them, is compelling. This need is a by-product of the effects of globalization on the international security order, the transition from the industrial age to the information age, and national demographic shifts in the American talent pool.

President George W. Bush's mandate for defense transformation was "to challenge the status quo and envision a new architecture of American defense for decades to come." Both he and Secretary Rumsfeld view transformation as a continuing process; one that not only anticipates the future, but also seeks to create it. The Department of Defense is transforming itself: mission, organization, capabilities, infrastructure, and business processes.

Overall, the Department's transformation must address three major areas: how we do business inside the Department, how we work with our interagency and multinational partners, and how we fight. New weapon systems and state-of-the-art technology are also important parts of the Defense Department's transformation, but I believe that the key to the process is the PEOPLE involved.

To accomplish our mission, DoD AT&L depends on a diverse and knowledge-based workforce comprising individuals with a broad spectrum of technical expertise, program skills, and institutional memory. Our workforce represents our human capital—our greatest asset—and is critical to our success in serving and protecting our way of life and our nation.

The Congress is and should be concerned about actions we are taking to ensure we maintain a world-class DoD Acquisition, Technology and Logistics workforce. I appreciate the Congress' support and will work with them in this important endeavor.

I have established People—A High Performing, Agile, and Ethical Workforce—as my number one priority. I have established a new role, the Director, Human Capital Initiatives, to ensure a strategic focus on People. My intent is to upgrade our workforce analysis capability so the senior leadership team can thoughtfully address AT&L right-shaping strategies. We have begun and we will continue to lead the way.

This human capital strategic plan starts a dynamic process to provide an integrated workforce strategy that will enable us to build a highly effective, performance-based culture that can attract, retain, motivate, and reward a high-performing, top-quality workforce. Our objective is to put in place an actionable plan that will influence decisions and behavior as we right-shape the DoD AT&L workforce for future success.

We will build upon what we have already accomplished and take full advantage of existing authorities. From the results we have achieved, it is clear that we are leading and we are on the right track ... but we must accelerate the pace. Our plan builds upon our accomplishments and positions the DoD AT&L workforce for the future. Finally, this strategic human capital plan is aligned and directly linked to DoD's overall strategic vision, and is based on the principles of Service-unique force planning, and cross-component sharing and collaboration.

I solicit your support and help, and I look forward to working this important initiative with you. This is version 1.0. As we grow and learn—so will this document.

A handwritten signature in black ink, appearing to read "Ken Krieg".

Ken Krieg
Under Secretary of Defense
(Acquisition, Technology and Logistics)



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Introduction

People—Top Priority for the Department of Defense

The top strategic focus of the Under Secretary of Defense for Acquisition, Technology and Logistics (USD(AT&L)) is PEOPLE. The No. 1 AT&L Goal is to enable a High Performing, Agile, and Ethical Workforce. We must take an integrated, strategic approach to human capital management of the AT&L workforce.

The Top Strategic Focus of the Under Secretary of Defense for Acquisition, Technology, and Logistics is PEOPLE

The AT&L workforce exists to support the nation’s security objectives and to ensure smart business decisions are made for the benefit of the warfighter and American people. With approximately 134,000 members, the Department of Defense (DoD) AT&L community is a multidisciplinary, professional workforce that provides a wide range of acquisition, technology and logistics support (products and services) to our nation’s warfighters.

To accomplish its mission, the DoD depends on a diverse and knowledge-based workforce comprised of individuals with a broad spectrum of technical and business skills and institutional memory from the following career fields:

- Auditing
- Business, Cost Estimating, and Financial Management
- Contracting
- Facilities Engineering
- Industrial/Contract Property Management
- Information Technology
- Life Cycle Logistics
- Production, Quality and Manufacturing
- Program Management
- Purchasing
- Systems Planning, Research, Development and Engineering—Science and Technology Manager
- Systems Planning, Research, Development and Engineering—Systems Engineering
- Test and Evaluation

AT&L Workforce Statistics

Total Count	Combined	134,299
	Military	15,439 (11.5%)
	Civilian	118,860 (88.5%)
Average Age	Military	35.6 years
	Civilian	47.3 years
Civilian Turnover Rate		7.3%
Workforce with Post High School Degrees		79%
Distribution by Component	Army	49,119 (36%)
	Navy	41,128 (31%)
	Air Force	27,945 (21%)
	4 th Estate	16,107 (12%)

Legislative Foundation

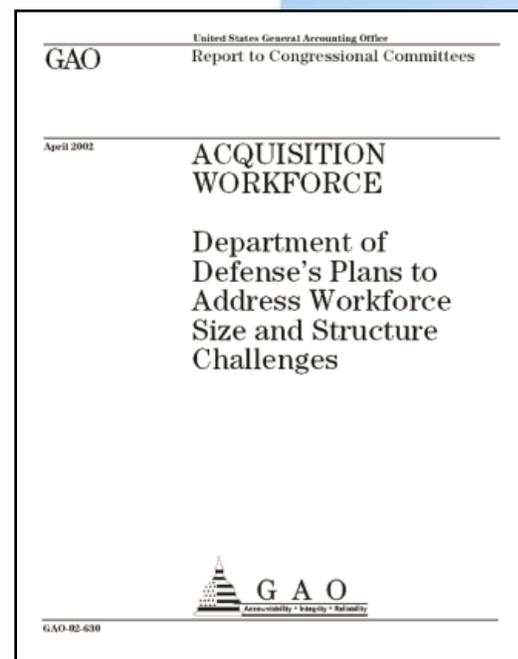
The Defense Acquisition Workforce Improvement Act (DAWIA) was initially enacted by Public Law 101-510 on Nov. 5, 1990. Congress intended that DAWIA would improve the effectiveness of the personnel who manage and implement defense acquisition programs. Most of the Act was codified in Title 10 of the United States Code (currently 10 U.S.C. § 1701-1764), which has been amended a few times since enactment. As part of the Act, Congress called for establishing an Acquisition Corps and professionalizing the acquisition workforce through education, training, and work experience. While the Act applied to both civilian and military personnel, it also emphasized the need to offer civilians greater opportunities for professional development and advancement.

The Act provides the USD(AT&L) authority to establish policy and procedures to manage the DoD-wide AT&L workforce. Similarly, component acquisition executives are delegated authority to implement policy within their organizations.

In 2003, changes were made to the DAWIA legislation which was enacted in PL 108-136. These changes, commonly called DAWIA II, provided greater flexibility to the Department of Defense for managing its acquisition workforce. Professional standards are mandated by DAWIA to ensure that workforce success meets the business challenges. As a result, the workforce is highly skilled and has one of the most comprehensive frameworks for career development in the federal sector.

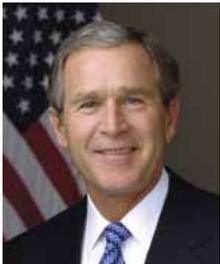
This human capital strategic plan is built on this legislative foundation. It seeks to use the authority of the USD(AT&L) and the component acquisition executives to achieve alignment of human capital initiatives to the goals of the DoD and the components, and to face the challenges that the future will bring to the workforce.

In response to Congressional concerns as previously cited by the Government Accountability Office (GAO), the USD(AT&L) testified on his approach for strategic planning for the AT&L workforce. He pledged to establish the AT&L workforce as one of his top priorities, focusing on senior leadership within the AT&L community, consolidating human capital planning and initiatives functions, and issuing this AT&L Human Capital Strategic Plan to meet the challenges of the future. Additionally, an annual State of the Workforce Report, to be issued in September 2006, will provide a more in-depth bench mark in order to support analysis and management initiatives outlined in this plan.



Strategic Guidance and Alignment

By aligning to executive-level strategic goals, including the President's Management Agenda (PMA), the Secretary of Defense priorities, the Quadrennial Defense Review (QDR), the DoD Human Capital Strategy, and the Under Secretary of Defense for AT&L Strategic Goals, DoD will identify the key performance management and workforce issues that must be addressed.



"The United States will . . . transform America's national security institutions to meet the challenges and opportunities of the 21st century."

*President George W. Bush
September 2002*



"New weapons systems and state-of-the-art technology are important parts of the Defense Department's transformation, but the key to the process is the people involved. I really do believe it's the people. It's the attitude . . . the culture. As we prepare for the future, we must think differently...We must transform not only the capabilities at our disposal, but also the way we think, the way we train."

Secretary of Defense Donald Rumsfeld



"We need a very responsive and modern personnel system so we can attract people, and those people will have the ability to perform to their highest potential."

Deputy Secretary of Defense Gordon England



"To succeed, we must rely on people working together in extremely complex processes. Therefore, we need to build the capacity of our workforce — both as individuals and as groups."

Ken Krieg, USD(AT&L)

These drivers help to focus and reinforce the types of AT&L human capital analysis, planning, and initiatives that must take place to ensure that we have the right skills and competencies in place to meet DoD goals and objectives.

In aligning this AT&L Human Capital Strategic plan, and later the AT&L State of the Workforce Report, with each of the above, we are assured that the foundation for our human capital goals and objectives is solid and drives the workforce towards improving its capability to meet DoD's mission.

By strategically managing the workforce, integrating internal strategic workforce plans, and focusing on results, DoD AT&L leadership is also helping DoD to improve performance and enhance accountability.

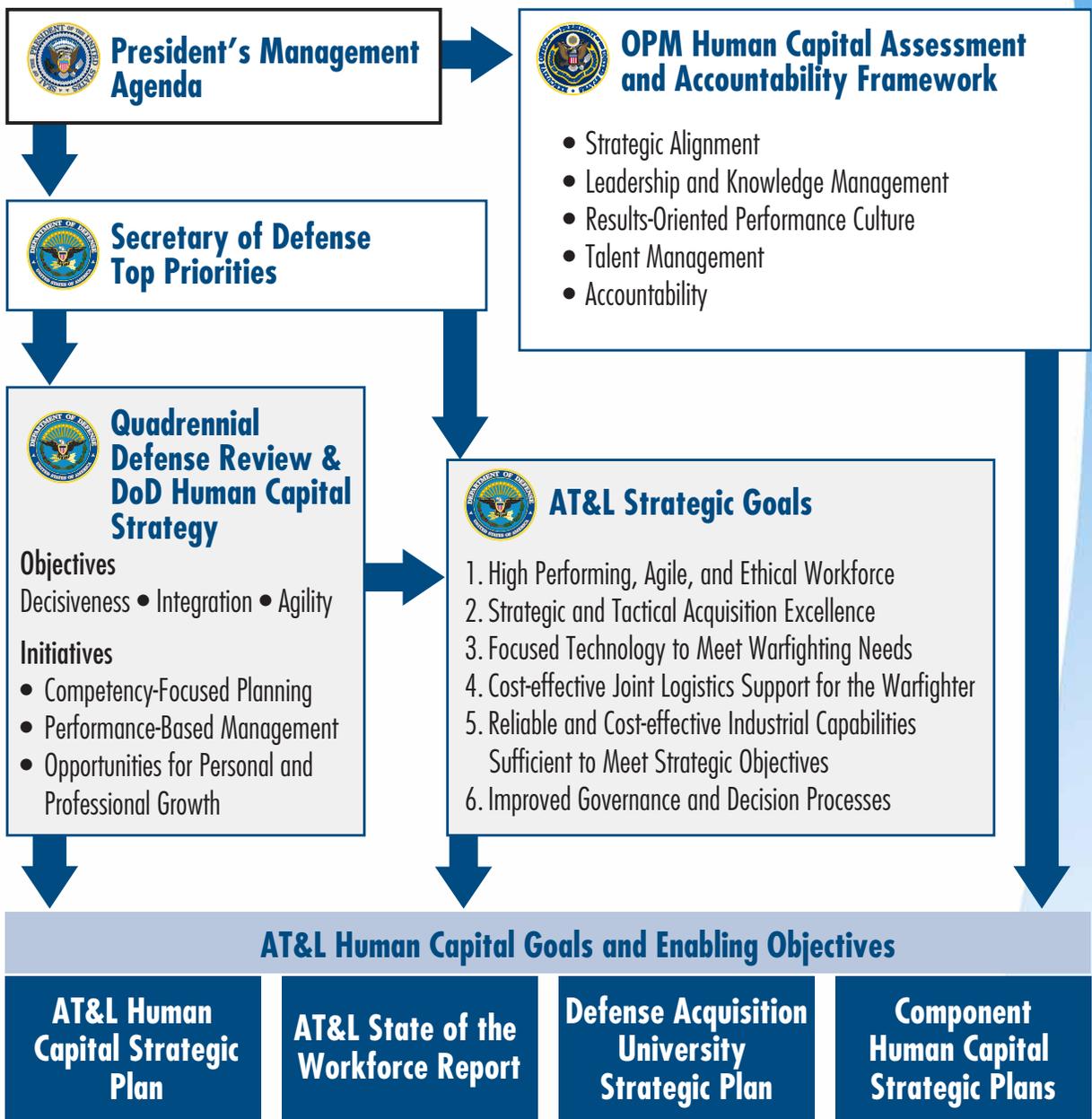
The importance of Human Capital Strategic planning and linking those strategies to organizational mission, vision, goals, and objectives is evidenced in the cascading effect of the President's Management Agenda, through the Office of Personnel Management (OPM) Human Capital Assessment and Accountability Framework and the associated Standards for Success, and further down to the DoD priorities and goals. The OPM framework and the standards provide guidance to

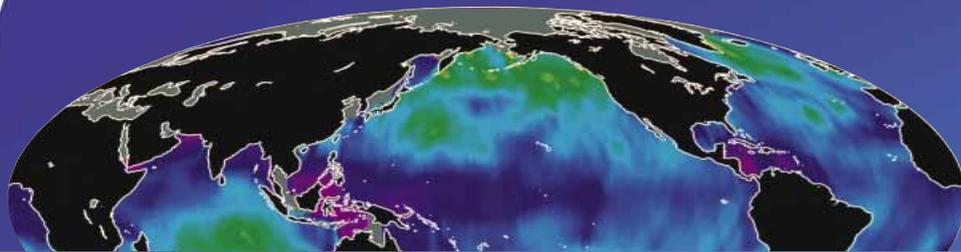
agencies in support of the PMA's objectives for human capital strategies. We used this framework to evaluate our current workforce human capital management practices and to conduct our human capital strategic planning.

Additionally, the HCSP is in alignment with the Quadrennial Defense Review (QDR)

that sets the strategic direction for the Department of Defense. The QDR Human Capital Strategy report outlines three objectives—decisiveness, agility, and integration—and three strategic initiatives that collectively support and enable those objectives. The QDR’s initiatives include improving competency-based occupational planning, development of an improved performance-based management system, and increasing opportunities for personal and professional growth.

Finally, the HCSP helps to implement the USD(AT&L)’s six strategic goals, specifically his Goal No. 1—a *High Performing, Agile, and Ethical Workforce*.





The Strategic Environment

Our strategic environment is changing rapidly, deeply, and in all dimensions—social, economic, and political. At the same time, significant demographic changes are taking place that profoundly affect the available workforce pool and the competitive environment for future talent.

We must scan the environment (Global, National, Federal, and DoD) to identify current and emerging worldwide, national, and federal trends that have implications for DoD and more specifically DoD AT&L's strategic workforce priorities. We believe these trends impact the way in which we should collectively shape and manage human capital within the AT&L workforce.

Global Environment

The growth of technology in the 20th century has dramatically changed the world as we knew it. Today, changes in countries half-way around the world can have a profound effect on us here in the United States. Therefore, we can not ignore the global environment as we develop our strategies for human capital. Global trends that are particularly significant for human capital planning include:

- ***The global response to terrorism*** and other threats to personal and national security.
- ***The increasing interdependence*** of enterprises, economies, civil society, and national governments, referred to as “globalization.”
- ***Shift from industrial era to information age*** with the maturation of the Internet and Web technologies causing people to operate in a more complex, information-rich, and technologically sophisticated environment.
- ***Shifts in highly skilled workers and technical degrees*** from the United States and Western Europe to Central and Eastern Europe, India, and China.
- ***The new competitive landscape*** created by emerging economies such as India, China, and Central and Eastern Europe.

Some studies claim that countries such as China and India are producing up to one and a half times the college graduates that the United States is producing and more than six times the engineering graduates. Other studies argue that the type and quality of the programs and graduates overseas can not compete with those of the United States. However, the most important point to be made here is that these countries are developing a highly trained and technical workforce. It is the engineers and scientists who do most of the inventing of new technologies that lead to new industries and ultimately economic growth. In this new global environment, nations that best create and develop their human resource talents will experience a competitive advantage.

National Environment

The 20th century was a century of enormous change for the American worker. Wages grew, fringe benefits increased, and working conditions improved. Technology

exploded, vastly changing the composition of the workforce. National trends that are particularly significant for human capital planning include:

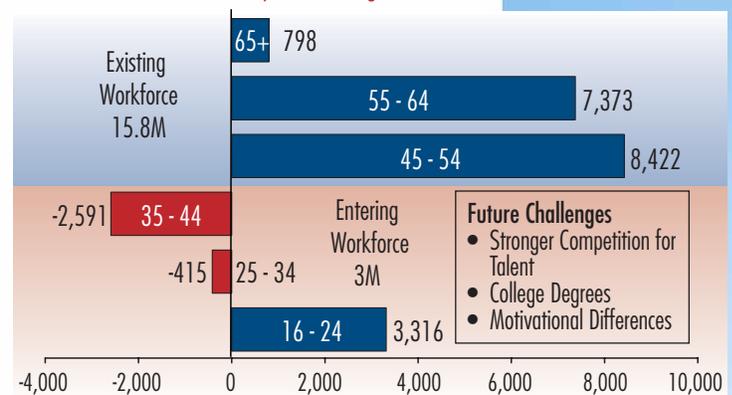
- The shift to **market-oriented, knowledge-based** economies
- An **aging** U.S. population with a median age of 41 by 2008
- Subsequent **decline in the nation's workforce**
- A **more diverse** U.S. population with increasing numbers of immigrants entering the U.S. workforce
- **Advances in science and technology** and the opportunities and challenges created by these changes
- Challenges and opportunities to **improve the quality of life** for the nation, communities, families, and individuals
- Significant current and projected **budget deficits**
- Significant **shift in areas of study** for college degrees

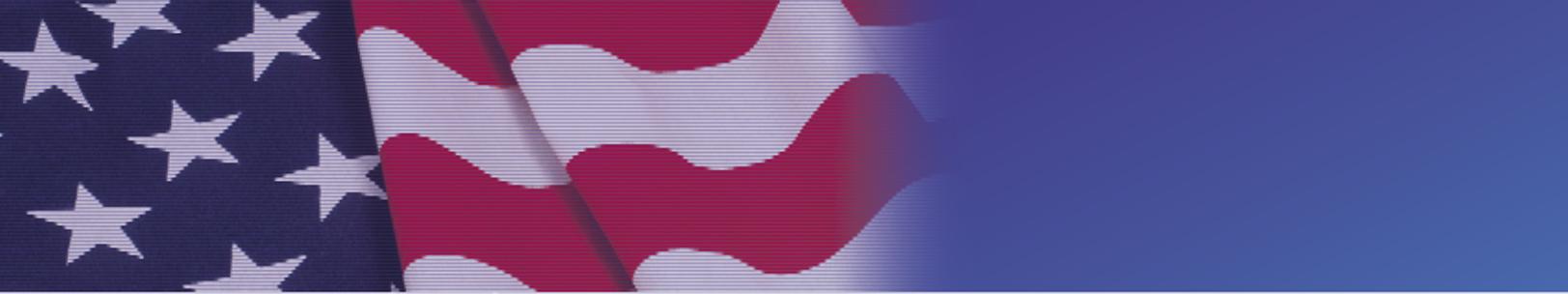
As shown in the chart, the Department of Labor indicates that as the 'baby boomer' generation approaches retirement, the overall labor force is aging. Those who do retire take away strong institutional knowledge and talent. In addition, the replacement workforce, those employees in the 25 to 44 year age group (today's middle managers and technical experts) are expected to decline by 3 million by 2008. We have completed an analysis of the DoD AT&L workforce to see how these national demographic trends compare to our workforce. The trends were parallel. Therefore, the issues that we face is not just a DoD issue this is a national demographic issue that will impact every single employer in America. Consequently, even a modest retirement rate combined with fewer replacement workers could potentially have a distressing impact on DoD as well as our national talent pool.

This expected decline in the nation's workforce must be addressed in the context of a growing economy. Between 2000 and 2019, even at a conservative 2.5% annual growth rate, the U.S. economy is forecasted to increase by 60%. If the annual growth is 3.5%, the U.S. economy will double. The dual impact of new job demand created by a growing economy and the need to replace baby boomers as they exit the workforce will require significant increases in productivity, and new and innovative recruiting and hiring incentives to maintain a rising national standard of living. This situation will unleash complex organizational competition between private and public sector organizations for skilled employees while concurrently giving them unprecedented power and leverage to define the terms of employment.

Talent Pool Force Change: 1998 - 2008

(Population Change in Thousands)





Another significant trend is the slow- to no-growth rate in enrollment in technical degree programs, specifically engineering degree programs, in U.S. colleges and universities. Humanities and social science disciplines attract the largest numbers of U.S. students and have the largest growth rates. The most evident trend is that fewer young Americans are interested in pursuing degrees and careers in science and engineering (S&E). When compared with job listings, these data suggest that there is a mismatch with employer demand and the available stream of graduates.

Federal Environment

As the impact of changes at the global and national levels is felt at the Federal level, government leaders will see the following trends in the federal workforce:

- ***Loss of knowledge***, due to large number of eligible retirees and smaller replacement generation
- ***Evolving federal workforce***
 - Periodic rather than lifetime service
 - Enhanced workplace flexibilities rather than traditional working arrangements
- ***Greater competition for talent*** with private sector
- ***Need to attract and cultivate*** high performers
- ***Increased demand*** for management and leadership skills
- ***Increased numbers of veterans and diversity***
- ***Virtual workplaces***

As noted in the Office of Personnel Management Strategic and Operational Plan (2006 – 2010), the Federal Government workforce is evolving from its historical composition in which career employees with traditional working arrangements dominated. This trend will continue in the future as the pool of potential workers becomes increasingly diverse in its employment arrangement goals.

The personnel systems of the Federal Government (including DoD) have remained fundamentally unaltered for half a century. Although many studies and reports have recommended sweeping changes, actual change has been marginal and has tended to deal with a few specific issues. While in previous times these laws, policies, and processes may have served our needs well, today they must be recognized as severely limiting our ability to meet future challenges. In both the public and private sectors we can no longer rely on inflexible personnel and management systems to produce the workforce needed to do the job in the 21st Century. We must transform, utilize modern business techniques, and explore creative means to access, develop, and retain a multi-talented and skilled workforce.

Department of Defense Environment

While the Department of Defense is affected by trends at the global, national, and federal levels, they are also faced with:

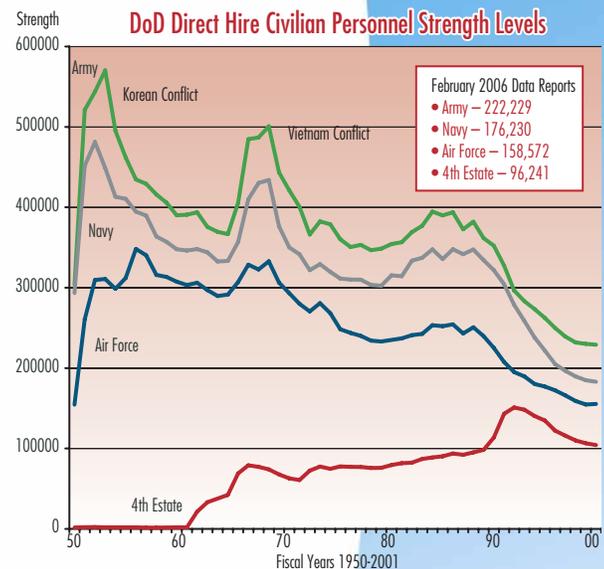
- **Transformation of mission** from fighting the Cold War to reacting quickly to evolving missions, asymmetrical threats, and protracted conflicts around the world
- **New challenges** associated with homeland defense
- **Significant current and projected** budget deficits
- **Shift in workforce composition** from clerical and blue-collar positions to professional, technical, and administrative work
- **Expanding workforce composition** to include reservists and contractors



With almost 700,000 civilian employees on its payroll, DoD is the second largest federal employer of civilians in the nation, after the Postal Service. Given the current global war on terrorism, the role of DoD's civilian workforce is expanding, such as participation in combat support functions that free military personnel to focus on warfighting duties. Career civilians possess "institutional memory," which is particularly important in DoD because of the frequent rotation of military personnel and the short tenure of the average political appointee.

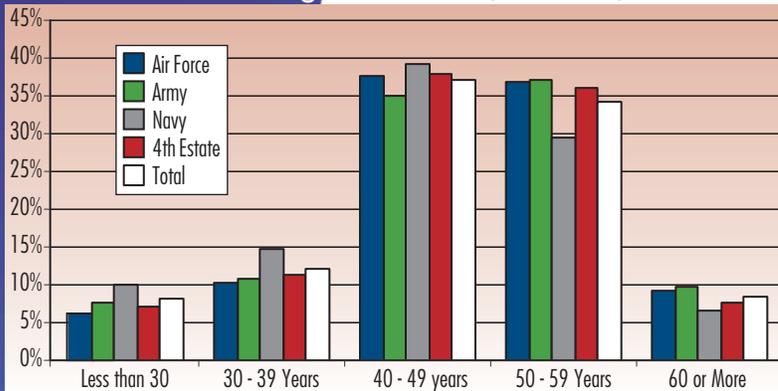
Since the end of the Cold War, the civilian workforce has undergone substantial change, due primarily to downsizing, base realignments and closures, competitive sourcing initiatives, and DoD's changing missions. Since 1989 DoD has reduced its civilian workforce by about 38 percent, with an additional reduction of about 55,000 personnel proposed through fiscal year 2007. While the tools available to DoD to manage its civilian downsizing, such as voluntary retirements, helped mitigate the adverse effects of force reductions, DoD's approach to the reductions was not oriented toward shaping the makeup of the workforce.

Today's workforce is older and more experienced; and not surprisingly, over 50 percent of the DoD workforce will be eligible for retirement in the next 5 years. The net effect is a workforce that is not balanced by age or experience. The continuing increase in the number of retirement-age employees and the loss of experienced personnel and institutional knowledge could make it difficult for DoD to mentor its developing workforce. DoD must develop the skilled civilian workers, managers, and leaders it will need to meet current trends and future mission requirements. Being prepared for the future requires leveraging technologies, business practices, human capital, and leadership principles. Likewise, human capital management must be more efficient, agile, and cost-effective to recruit, train, retain, and employ a future total workforce that can master the challenges of the new operating and business environment.



AT&L Human Capital Challenges

AT&L Civilian Age Distribution by DoD Component



A common thread throughout the above environments is change. Those organizations that create the human resource talents and that best thrive in rapidly changing environments will experience a competitive advantage. AT&L will need that advantage as its employment environment is likely to become ultra-competitive, characterized by a shrinking qualified labor pool and intense competition for the technical skills that the DoD needs. AT&L's ability to plan future workforce requirements will be key to maintaining a workforce capable of accomplishing its very important mission.

The AT&L workforce represents DoD AT&L's human capital—a highly valued asset—critical to DoD's success in serving the nation. Maintaining the right mix of technical knowledge and subject matter expertise as well as general business skills is vital to achieving the acquisition mission. The DoD AT&L community faces significant human capital challenges—challenges that if not effectively addressed, could impair the responsiveness and quality of acquisition outcomes that support the national security mission. As the Defense Acquisition and Performance Assessment report recently pointed out – to become a competent procurer of capability and improve performance, it is necessary for the Department to rebuild and value the acquisition workforce. This recognizes that the acquisition area is a part of the workforce that the United States has relied upon to maintain technological superiority and therefore plays an essential role in the national security strategy. According to DoD's Acquisition 2005 Task Force Report:

- The rate of reduction in the civilian acquisition workforce has substantially exceeded that of the rest of the DoD workforce.
- In the past decade, DoD has downsized its acquisition workforce by almost half.
- 80% of the AT&L workforce is over 40, and over 40% is over 50.

As previously discussed, the DoD is facing major workforce challenges that will bring about significant shifts in the composition and mix of the workforce:

- There is a projected loss of experience and knowledge combined with requirements for new skill-sets.
- The average age of the civilian AT&L workforce is 47.3, and the average years of service is 19.6. Approximately 55 percent of the workforce has over 20 years of service.
- By FY 2008 approximately 37 percent of the civilian AT&L workforce will be eligible to retire.

These statistics drive the need for effective workforce forecasting tools and alternative workforce management solutions for filling the gaps created by retirements. One major influence shaping the DoD AT&L civilian workforce is the retirement demographics.

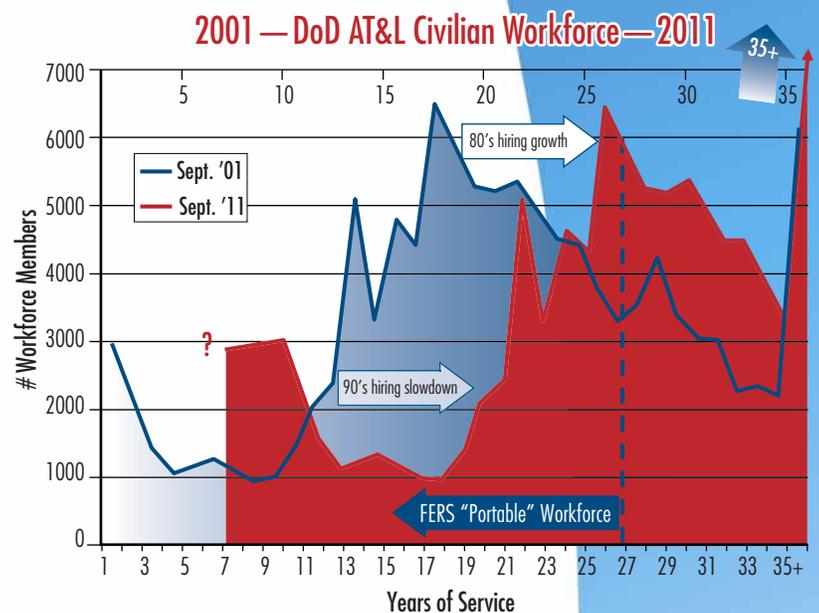
As shown in the diagram to the right, a growing number of those eligible for retirement are covered by the Federal Employee Retirement System (FERS). Under FERS, individuals are not as significantly penalized for leaving their government career early. A RAND Corporation study indicates that FERS offers a weaker incentive to stay if the employee is nearing retirement. The U.S. economy has been improving the past few years, and the positive market conditions—combined with the fewer years employees are required to work to be eligible for retirement—are a risk factor to watch.

During the last decade as the AT&L workforce decreased in numbers, contract actions increased (105 percent) significantly both in dollars and in the number of contract actions. Additionally, the Global War on Terrorism has stretched our workforce and its ability to support the warfighter. The Office of the Inspector General has suggested that workforce reductions might have a potential impact on the acquisition community, including: insufficient staff to manage requirements, reduced scrutiny and timeliness in reviewing acquisition actions, insufficient personnel to fill in for employees on deployment, personnel retention difficulty, and skill imbalances. To meet these challenges, we must develop alternative strategies for recruitment, hiring, retention, and training.

Additional Challenges for the AT&L Workforce

Technical Degree Trends. Particularly challenging issues exist for the AT&L Science and Engineering-related (S&E) career fields since strategic planners predict increased growth. Nearly 14 percent of DoD civilians are in S&E occupations, and 50 percent of DoD engineers belong to the AT&L workforce. According to the National Science Foundation, there will be a 26 percent increase in the number of S&E jobs between 2002 and 2012; this growth is three times faster than the general workforce. However, engineering degrees made up just 4% of all degrees awarded in the 2001-2002 academic year with Computer Sciences at 4% as well. When compared with job listings, these data suggest that there is a mismatch with employer demand and the available stream of graduates.

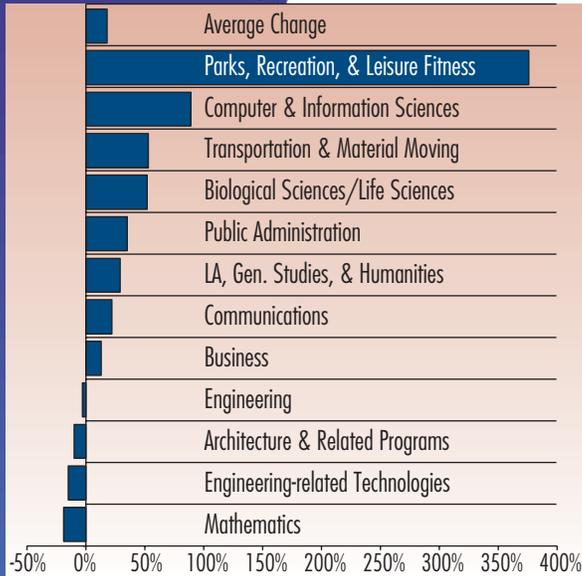
As discussed under National Trends “studies reveal that many of the Humanities and Social Sciences disciplines continue to attract the largest number of students and have the fastest growth rates. Meanwhile, many of the more business-focused disciplines have experienced below average growth, and architecture and engineering fields



We face significant workforce demographic challenges:

- Shifts in the composition and mix of the workforce
- Projected loss of experience and knowledge combined with requirements for new skill sets
- Aging workforce eligible to retire
- Smaller replacement workforce
- Projected shortage of technical degrees and skills will have to compete with the private sector for the same talent

Percent Change in Bachelor's Degrees
 Awarded at U.S. Colleges & Universities 1991 - 2002



are showing declines.” (Academic Disciplines & Employment Trends Applied Information Management Institute, Jan 2006)

Other DoD AT&L Challenges. There are many other factors driving the need to significantly improve how we do business. A significant influence is the recent new emphasis to better integrate the “Big A” acquisition efforts of the requirements, acquisition, and comptroller community—in recognition that multiple players contribute and impact the success of acquisition outcomes. Other influencing factors include the Base Realignment and Closure decisions, which will move AT&L organizations—mission and people; strategic imperatives toward improved joint operations; imperatives to improve interagency partnering in support of contingency and emergency operations; the deliberate enterprise-wide shift to strategic sourcing of supplies and services; and a more strategic alignment of the supply chain to the warfighter capabilities. Significant attention will also be given to ensuring our acquisition policies, processes, and resources are improving and in the best state of readiness to support the warfighter. DoD transformation efforts will also result in significantly modernized supporting business and financial management

infrastructure—processes, systems, and data standards. These changes will also impact how we do business in the AT&L community. Together these influences will drive the need for improved human capital planning and effort to ensure we update the competence and capability of the AT&L workforce.

In summary, understanding the AT&L human capital challenges resulting from the past, change, and other challenges at hand is necessary as we move forward. We are significantly improving what we “know” about the current workforce and its capability. We are improving our planning to understand future needs. We must act now, with urgency, to deliberately right-shape an agile AT&L workforce of the future. Now let’s look at some of our current efforts.

Note: See Appendix A. for additional workforce demographics and data by component,

AT&L Human Capital Efforts to Date

Although we have painted a picture of our challenges, it is important to document our human capital successes to date in the following key areas, which we will leverage as we resolve the challenges of the future:

- **Governance**
- **Performance Management**
- **Competency Management**
- **Integrated Workforce Management Information Systems**
- **Knowledge Management**
- **AT&L Learning Architecture**

In addition to the following highlights, credit is also given to the resourcefulness of the Services and Components in leveraging recruitment and retention programs available within their organizations, and in developing and sustaining unique career development programs for their AT&L workforce members—their success stories will be shared in the State of the Workforce Report.

Governance

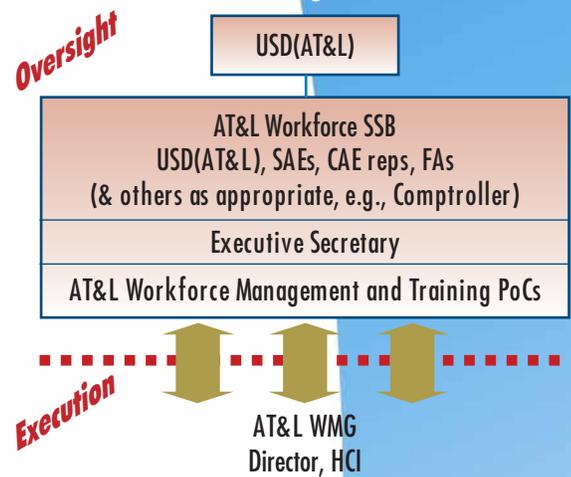
DoD policy (DoD Directive 5000.52) provides for an integrated workforce management approach based on centralized policy and guidance and decentralized execution. DoD-wide strategies, guidance, and standards are led and championed by the USD(AT&L). As depicted in the chart, the USD(AT&L) is now advised by an AT&L Workforce Senior Steering Board (SSB) that is composed of Service Acquisition Executives (SAEs), Component Acquisition Executive (CAE) Representatives, Functional Advisors (FAs), and others as appropriate from the Components and OUSD(AT&L) staff. Decentralized execution is facilitated by the Workforce Management Group (WMG), which is chaired by the Director, Human Capital Initiatives (HCI) and provides a collaborative forum for sharing best practices and lessons learned and discussing workforce needs.

Performance Management

The Defense Science Board Task Force on Management Oversight in Acquisition Organizations recommended that DoD implement a deliberate process that ensures senior leaders throughout AT&L embrace the tenets of performance-management and meet OMB performance requirements for senior executives. As such, the USD(AT&L) has initiated a process that:

- Aligns individual contributions with the USD(AT&L) mission and goals;
- Helps leadership plan and manage workload;
- Coaches leaders on providing meaningful insight into expectations and feedback on performance;

Leadership Involvement in AT&L Human Capital Initiatives



AT&L Workforce Management and Training PoCs

- Integrated plan to move to competency-based capability planning
- Management information & decision making capability
- Linkage & success of Component Human Capital Planning
- Key Leadership Positions

- Assesses individual contribution; and
- Continuously develops and renews the AT&L workforce.

The AcqDemo Performance-Based Management System has piloted the benefits of performance-management well in advance of the National Security Personnel System. The AcqDemo project was designed to provide a personnel management system that increases DoD's ability to attract, retain, and motivate a highly qualified AT&L workforce. Today, participants include over 10,000 union and non-union employees from across the Department, representing more than 60 geographic locations, 13 acquisition career fields, and over 400 occupational specialties.

Competency Management

The QDR and DoD Human Capital Strategy requires a competency-focused approach. To that end, the Center for Naval Analysis is working with AT&L to develop a comprehensive competency model to be developed for each functional career field including the technical tasks, knowledge, skills, abilities, and personal characteristics that our workforce requires for superior performance on the job. Lessons learned with this pilot effort will be shared with the USD (Personnel and Readiness) and the newly formed Program Executive Office for Competency Management.

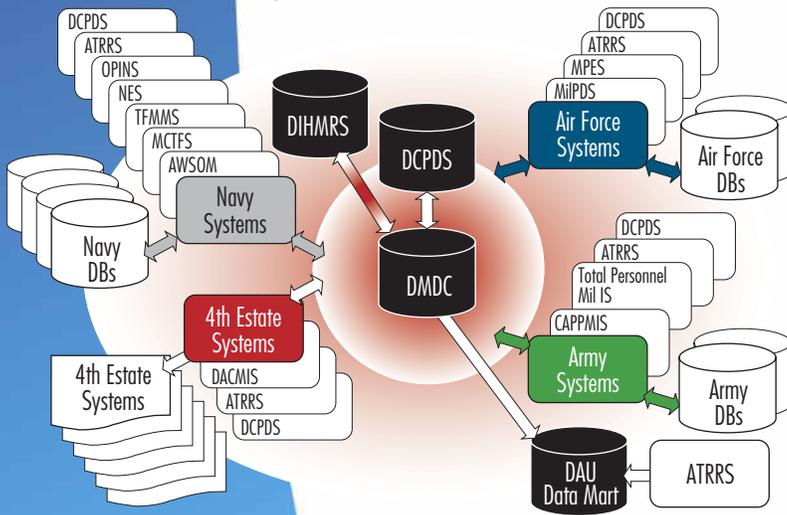
Future changes to DAWIA II will add refinements and improvements in order to (1) provide greater definition to AT&L employees and their supervisors on the competencies required to perform

their jobs at the entry, developmental management, and executive levels; (2) give the community insight into the full spectrum of job requirements and career opportunities, so they can better plan their futures and appreciate the interrelationships among the functional communities; and (3) enable the AT&L community to base its requirements on the essential needs identified by employees and supervisors.

Integrated Workforce Management Information Systems

Leveraging DAU's existing data mart capability, we have begun to integrate our data gathering and reconciliation processes—moving from disparate process and data bases to a more collaborative approach to integrate, share, and access AT&L workforce data. Although progress is being made, the consistent availability and integrity of the data remains a concern. Given the importance of data to the workforce analysis and strategic planning process, providing a data-driven decision making capability remains one of the primary goals of this Human Capital Strategic Plan.

AT&L Acquisition Workforce MIS Architecture



ATRRS – Army Training Requirements and Resources System	DMDC – Defense Manpower Data Center
AWSOM – Acquisition Workforce System of Management	NES – Navy Enlisted System
CAPPMS – Civilian Acquisition Personnel and Position Management System	OPINS – Officer Personnel Information System
DACMIS – Defense Acquisition Career Management Information System	MCTFS – Marine Corps Total Force System
DCPDS – Defense Civilian Personnel Data System	MPES – Manpower Programming Execution System
DIHMRS – Defense Integrated Human Resource System	MilPDS – Military Personnel Data System
	Total Mil IS – Total Personnel Military Information System
	TFMMS – Total Force Manpower Management System

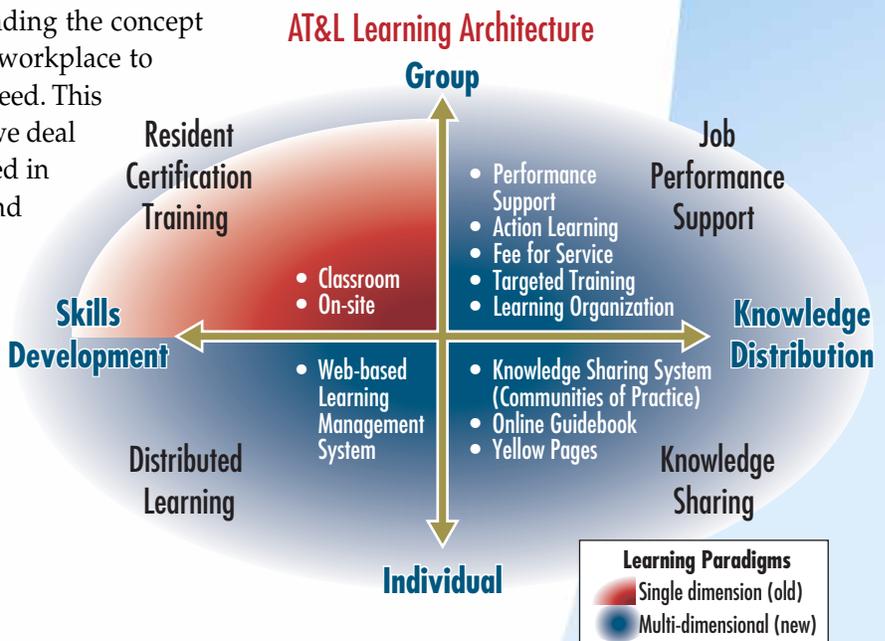
Knowledge Management

The Defense Acquisition University (DAU) is the knowledge manager and repository for the AT&L body of knowledge and steward of communities of practice across the AT&L workforce. The AT&L Knowledge Sharing System (AKSS) is the central repository for acquisition policy and reference materials that leverages valued sources of knowledge developed and continuously maintained by OSD and the military services and agencies. A high-end search engine allows users to choose among the various libraries to find knowledge quickly. The Acquisition Community Connection (ACC) is the collaborative tool for the AT&L community, where members can contribute knowledge and interact with other practitioners. The ACC's goal is to connect practitioners across all DoD organizations and industry, conveying and capturing the experiential knowledge in people's heads.

AT&L Learning Architecture

We have already developed new ways of accessing knowledge and skills on the job at the point of need. Given the rapid pace of change with learning concepts and enabling technologies, we constantly improve ways we help our workforce learn and be successful on the job by delivering the right knowledge and skills at the point of need. DoD AT&L must be able, through deployment of an overarching learning architecture, to fully engage our workforce with learning assets both in the classroom and on the job. The Defense Acquisition University is already implementing the AT&L learning architecture, the Performance Learning Model (PLM). All learning activities are focused on enhancing job performance and workplace capability.

Moving from a single dimension of classroom training to a multi-dimensional holistic one that integrates all learning assets including training, performance support, knowledge sharing, and distributed learning, the model itself provides a learner-centric approach with access to learning products 24 hours a day, 7 days a week. This customer-focused approach significantly contributes to extending the concept of learning beyond the classroom into the workplace to engage the AT&L workforce at the point of need. This learning architecture must be leveraged as we deal with the knowledge sharing aspects involved in the demographic workforce challenges and solutions in the future.





AT&L Human Capital Strategic Plan: The Next Steps to Success

The major demographic trends depicted within this human capital strategic plan present huge challenges to the DoD AT&L community. They can be summarized by comparing the following:

The 25–44 age group AT&L workforce attributes:

- *Less experience and depth in functional and cross-functional jobs*
- *Less time to professionally develop*
- *Smaller pool from which to select high-performing talent for more jobs*

The 45–65 age group AT&L workforce unique skills and experience will be lost such as:

- *Major program experience and lessons learned (1980s build up)*
- *Understanding of the acquisition enterprise and how to get things done*
- *Functional expertise and wisdom (systems engineering, logistics, test and evaluation, contracting, program management).*

What are the implications for DoD AT&L?

Long-term strategies must take into account multiple approaches and solutions. DoD AT&L must attract, recruit, develop and retain the 25 – 44 age groups to the maximum degree possible. We will be competing with industry for the same smaller pool of high-performing talent. DoD AT&L must get more out of the 45 – 64 age group and try to retain them longer. This may mean even heavier investment in incentives, retention bonuses, alternative work schedules, e-learning and knowledge infrastructures, and learning and development investment to “retool.”

Before we can implement far-reaching policy solutions and incentives to aggressively recruit, develop, sustain, and retain the talent necessary to meet future challenges, we must first establish and begin to execute against a common set of goals. Goals that allow for alignment and integration appropriately distribute leadership responsibilities; support enterprise capabilities for decisions based on accurate data; focus career development initiatives and learning assets where needed; and effectively communicate workforce strategies.

AT&L Strategic Goals

- 1. High Performing, Agile, and Ethical Workforce**
2. Strategic and Tactical Acquisition Excellence
3. Focused Technology to Meet Warfighting Needs
4. Cost-effective Joint Logistics Support for the Warfighter
5. Reliable and Cost-effective Industrial Capabilities Sufficient to Meet Strategic Objectives
6. Improved Governance and Decision Processes

AT&L Human Capital Strategic Plan: A Key Step to Success

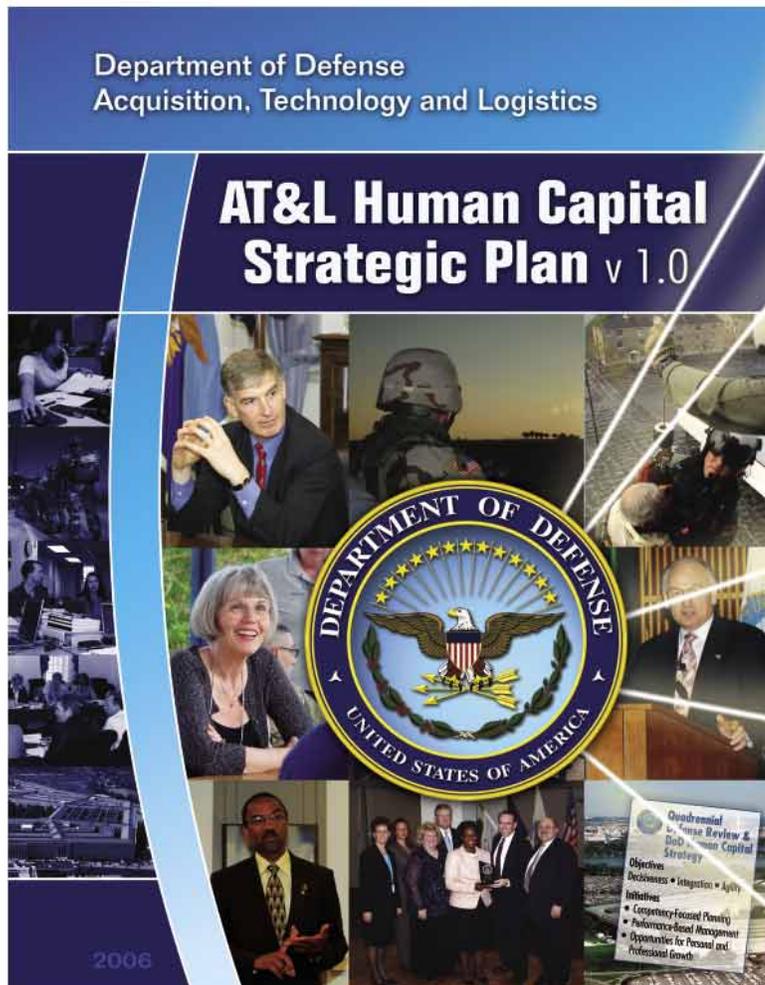
Our strategic human capital plan is a key step in response to the global, national, federal, and Department of Defense human capital challenges. We strongly believe that strategic human capital must be a pillar of the AT&L workforce initiatives and effort to transform the culture and its operations. Most importantly, this strategic human capital plan is directly linked to AT&L’s Goal No. 1—A High Performing, Agile, and Ethical Workforce—and will serve as a foundation for our future transformation initiatives.

The plan is iterative and dynamic. Each year, it will be updated and an annual State of the Workforce Report will be published outlining our progress and recommending changes to the next year's Human Capital Strategic update.

This AT&L Human Capital Strategic Plan is comprised of five human capital overarching goals with enabling objectives with measurable outcomes and initiatives. These five goals are the essential first steps that must be in place in order to address the significant demographic challenges we are facing.

AT&L Human Capital Goals

- Goal 1** – Align and fully integrate with overarching DoD human capital initiatives.
- Goal 2** – Maintain a decentralized execution strategy that recognizes the components' lead role and responsibility for force planning and workforce management.
- Goal 3** – Establish a comprehensive, data-driven workforce analysis and decision-making capability.
- Goal 4** – Provide learning assets at the point of need to support mission-responsive human capital development.
- Goal 5** – Execute DoD AT&L Workforce Communication Plan that is owned by all AT&L senior leaders (One Team, One Vision, A Common Message, and Integrated Strategies).





AT&L Workforce Goal 1 – Align and fully integrate with overarching DoD human capital initiatives.

Enabling Objectives

- Create a performance management culture by deploying the National Security Personnel System (NSPS) and a Senior Executive Service (SES) pay for performance construct that drives improved alignment and performance.
- Create a Joint SES Development Strategy that meets corporate needs, functional requirements, diversity goals, and provides personal career growth opportunities.
- Improve and standardize AT&L workforce competencies.

The overarching purpose of AT&L Workforce Goal No. 1 is to promote vertical alignment and Department-wide sharing of workforce best practices by the Components. The specifically defined tasks will move the AT&L community on a broad front to transform to a performance management culture as we address the dramatic changes and significant workforce reductions that have occurred since 1989. These reductions continue today. There are several ongoing DoD initiatives—competency-focused and performance-based management, SES pay-for-performance, NSPS, and Joint SES Development Strategy—which serve as a DoD-wide foundation for the AT&L workforce strategy.

We must develop innovative and integrated workforce strategies to produce the capability needed to support the 21st century national security operational environment. There is consensus among the Congress, Secretary of Defense, and the DoD senior leadership team that we must improve our workforce management to successfully execute our overarching acquisition improvement initiatives as proposed by the Quadrennial Defense Review (QDR), Defense Acquisition Performance Assessment (DAPA), and other reform recommendations. In addition, the competition between the DoD, other federal agencies, and the private sector to recruit and retain high-quality talent mandates that we reshape old processes, while developing new and innovative workforce strategies.

The AT&L community, in collaboration with Office of the Under Secretary of Defense for Personnel & Readiness (P&R), must fully commit to successful deployment of Competency-Focused Management, SES pay for performance, NSPS, and Joint SES Development Strategy. Since civilian personnel constitute 88% of the AT&L workforce, successful implementation is critical for overall DoD success. By successfully deploying this plan and the enabling objectives, we can demonstrate how we value our people and their capabilities.

Bottom-line: Goal 1 will ensure our AT&L workforce human capital strategies align with DoD workforce strategies and will develop and sustain a high performing, agile, and ethical workforce.

AT&L Workforce Goal 1 – Align and fully integrate with overarching DoD human capital initiatives.

Enabling Objective	Outcome	Measures/Milestone
<p>Create a performance management culture by deploying NSPS and an SES pay for performance construct that drives improved alignment and performance</p>	<p>Cross-Component sharing by OUSD(AT&L) and Component leaders of performance management best practices, lessons learned, and training resources</p>	<ul style="list-style-type: none"> • Achieve a customer-driven and outcome-focused OUSD(AT&L) SES performance management system for the OUSD(AT&L) staff that aligns organization and individual contributions by Sep 06 (USD (AT&L), Dir HCI, OUSD(AT&L) Direct Reports) • Best practice strategies identified and communicated across AT&L and Components starting Sep 06 (Dir HCI, Components)
<p>Create a Joint SES Development Strategy that meets corporate needs, functional requirements, diversity goals, and provides personal career growth opportunities</p>	<p>Sharing by OUSD(AT&L) and Component leaders to ensure alignment, effective strategy and support of the DoD Joint SES development, and other related workforce development initiatives</p>	<ul style="list-style-type: none"> • Establish an AT&L Joint SES development strategy by Dec 06 (Dir HCI, represents the community to OUSD(P&R)) • Collect, share, assess, and use diversity results in the AT&L community no later than Mar 07 (All Components)
<p>Improve and standardize AT&L workforce competencies</p>	<p>Updated, validated, and standardized AT&L functional competencies that support workforce planning, gap analysis, development, and training applications</p>	<p>Complete four functional competency models: Program Management (Oct 06); Logistics (Dec 06); SPRDE Systems Engineering (Mar 07), Property (Jun 07); complete remaining functional models by Jun 08 (Dir HCI, Functional Advisors, Components)</p>



AT&L Workforce Goal 2 – Maintain a decentralized execution strategy that recognizes the components’ lead role and responsibility for force planning and workforce management.

Enabling Objectives

- Share and migrate workforce management strategies and best practices (e.g., planning, recruiting, hiring, retention, Key Leadership Positions (KLP) management construct and development)
- Update AT&L workforce Position Category Descriptions
- Revalidate AT&L-coded positions to improve workforce analysis and management decisions
- Assess, share, and incorporate contracted support information as part of Total Force analysis and planning

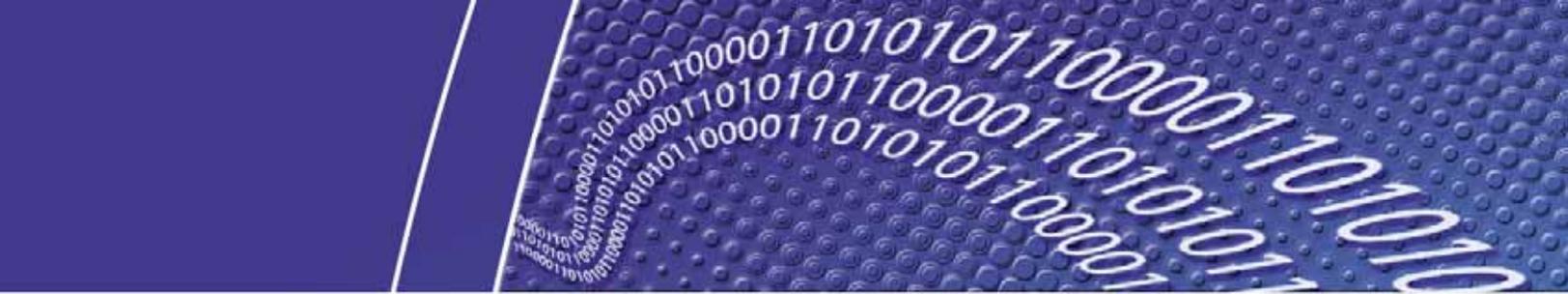
Component organizations lead force planning. They also lead the recruiting, hiring, retention, and workforce development for most of the 134,000-member AT&L workforce. DoD policy (DoD Directive 5000.52, Para 4.1.1) provides for an integrated workforce management approach based on centralized policy and guidance and decentralized execution. DoD-wide strategies, guidance, and standards are led and championed by the USD(AT&L). In this role, the USD(AT&L) is advised by the AT&L Workforce Senior Steering Board that is composed of senior acquisition leaders from the Components and OUSD(AT&L) staff.

The Component organization’s lead role in execution is critical to the success of the integrated workforce management structure. Successful sharing and migration of internal workforce strategies and best practices relative to recruiting, retention, and human capital planning initiatives will enable achieving this goal. There are already Component workforce initiatives such as the Navy’s Sea Warrior and Five Vector Model program, Air Force’s Just-in-Time construct, and the Army’s Acquisition Workforce Transformation Campaign Plan (TCP). These critical initiatives are supported and embraced by AT&L and will facilitate and enhance right-shaping the AT&L workforce.

Bottom-line: Goal 2 will maintain Components’ lead responsibility for force planning and workforce management while integrating in a way that we can collectively address issues relevant to right-shaping the AT&L workforce.

AT&L Workforce Goal 2 – Maintain a decentralized execution strategy that recognizes the components’ lead role and responsibility for force planning and workforce management.

Enabling Objective	Outcome	Measures/Milestone
Share and migrate workforce management strategies and best practices (e.g., planning, recruiting, hiring, retention, KLP management construct and development)	Improved DoD-wide strategies for AT&L workforce management	<ul style="list-style-type: none"> • Collaborate Department-wide and publish workforce Best Practices in AT&L State of the Workforce Report by Sep 06 (Dir HCl, Functional Advisors, Components) • Establish partnerships with Government and non-government organizations (e.g., Partnership for Public Service and Center for Government Excellence) to share initiatives relative to best practice recruiting and hiring approaches by Sep 06 (Dir HCl) • In partnership with the Human Resources community, reinstitute centralized AT&L marketing program, link and share best practices across Components starting Sep 07. (Dir HCl) • Evolve a DoD-wide solution for KLP identification and management by Jul 06 (Dir HCl, Components)
Update AT&L Workforce Position Category Descriptions	Position Category Descriptions consistently and effectively used across the Department in workforce management applications	Complete initial update of Position Category Descriptions by Jul 06 (Dir HCl, Functional-Advisors, Components)
Revalidate AT&L-coded positions to improve workforce analysis and management decisions	High confidence in AT&L workforce information used for analysis, human capital planning, and workforce management	<ul style="list-style-type: none"> • Issue appropriate policy and guidance for updated workforce count definition by Sep 06 (Dir HCl) • All Components complete workforce position and employee information revalidation by Mar 07 (Components) • Future validation done on basis of statistically sound random samples—first sample completed by Jun 07 (Dir HCl, based on Component-provided data)
Assess, share, and incorporate contracted support information as part of Total Force analysis and planning	Accurate understanding of the AT&L Total Force including contracted support. These data will allow the AT&L senior leadership to better right-shape the AT&L workforce	<ul style="list-style-type: none"> • Standard process for identifying and analyzing information in place by Sep 06 • Contracted Support impact (human capital planning) analysis and Way Ahead strategies by Dec 07



AT&L Workforce Goal 3 – Establish a comprehensive, data-driven workforce analysis and decision-making capability.

Enabling Objectives

- Update metrics to support AT&L workforce management
- Update and standardize data requirements and establish a consistent, recurring process for data-driven workforce analysis
- Improve DoD-wide information system construct and capability to support AT&L workforce information needs
- Improve transparency of workforce-related planning and management information

Workforce strategies should be supported by real-time data and integrated, robust analysis. This does not exist today. The ability to anticipate human capital needs is critical to successful workforce planning and ultimately the accomplishment of an organization's mission. The capacity to analyze data rapidly and make real-time, integrated decisions is an absolute necessity in today's environment. The processes currently used by the AT&L community to manage and make human capital decisions are incomplete, fragmented, and represent critical choke points that must be improved for future success.

To achieve the required capability to conduct timely, data-driven workforce analyses, we must establish updated data requirements, a common data model, and effective system interfaces. Additionally, we must build a business intelligence capability that provides real-time access to relevant data and analytical tools that are available to all key stakeholders. Finally, we must establish processes that ensure a recurring, systematic framework that is transparent and integrated for analyzing workforce data. A significant analytic focus will be diversity in the AT&L workforce. Data will be collected from both the workforce information management system and other data sources, such as Defense Civilian Personnel Data System (DCPDS), analyzed, shared, understood, and used by leadership and managers at all levels to meet this objective. As the Navy has stated in its Human Capital Strategic Plan, the age of a bureaucratic model as a design is rapidly coming to an end. In turn, the internal capabilities of an organization must change to cope successfully with this new environment. We agree. It is imperative that we quickly improve accessibility and quality of information used to make workforce decisions.

In addition, key information on demographics, trends, gaps, strategies, and progress on human capital initiatives will be communicated through the annual State of the AT&L Workforce Report. OUSD(AT&L) and the Components will collaborate on this report.

Bottom-line: Goal 3 will ensure USD(AT&L) and Component leaders have accurate and timely, data-driven information to better shape smart workforce decisions to achieve a high performing, agile, and ethical workforce.

AT&L Workforce Goal 3 – Establish a comprehensive, data-driven workforce analysis and decision-making capability.

Enabling Objective	Outcome	Measures/Milestone
Update metrics to support AT&L workforce management	Improved leadership decision making for AT&L workforce management	USD(AT&L) approved metrics by Nov 06
Update and standardize data requirements and establish a consistent, recurring process for data-driven workforce analysis	High-value analyses conducted on consistent basis across Components and AT&L, and used for improved Component and AT&L-level planning, decision making, and accountability needs	<ul style="list-style-type: none"> • Issue updated USD(AT&L) Policy and Guidance on workforce data and analysis requirements by Nov 06. (Dir HCI) • Long-term FOC DCPDS/DMDC Data Marts FOC deployed by Sep 07 (Dir HCI) • Near-term AT&L Workforce HCI Data Mart and Dashboards IOC deployed by Sep 06 (Dir HCI) • Capability to collect, analyze, and share diversity data by Mar 07 (Dir HCI)
Improve DoD-wide information system construct and capability to support AT&L workforce information needs	Optimized and network-centric AT&L workforce information and application system capability that meets Component and DoD-wide needs	<ul style="list-style-type: none"> • Baseline and define current AT&L MIS architecture by 30 Sep 06 (Dir HCI) • Develop integrated construct to reduce redundant workforce information and application systems and improve capability Develop construct by Jun 07 (Dir HCI and Components)
Improved transparency of workforce-related planning and management information	Broad access available to AT&L workforce demographics, metrics, trend data, and initiatives	Publish the first Annual State of the Workforce Report by Sep 06 (Dir HCI, Components provide input)

AT&L Workforce Goal 4 – Provide learning assets at the point of need to support mission-responsive human capital development.

Enabling Objectives

- Engage senior OUSD(AT&L) Functional Advisors and Component leaders to improve DoD-wide certification framework to better support performance outcomes and evolving workforce needs
- Establish learning strategies to drive continuous learning and performance outcomes (Engaged Learner, Core Plus, unit cohort training, etc.)
- Promote enhanced training and educational opportunities to support the AT&L community

We need a multi-skilled and agile AT&L workforce to support the national security mission. We must establish learning strategies to improve learning and performance outcomes. Our current AT&L certification construct has served us well, but drives us to a one-size-fits-all learning solution that makes it extremely difficult for the workforce to adapt to new and emerging mission requirements. We must modify our current certification construct to provide more flexibility for field leaders and individuals to gain rapid access to learning assets. Our workforce must have the ability to adapt and transfer knowledge learned to meet mission needs without formal training. It is imperative that we move away from the career-development/entitlement paradigm to a high-impact, just-in-time, targeted, performance outcome paradigm. To be successful, we must deploy embedded and workflow learning assets in the workplace so our people can satisfy mission needs with less training down time. This is especially true if we continue a force planning construct that continues to drive a smaller, complex workforce.

USD(AT&L) and the Component leads have already started this reengineering process making our training much more modular, flexible, and network-centric. We have put in place an infrastructure that will support a mobile agile workforce. The next certification framework will leverage improved competency-management, the AT&L Performance Learning Model (PLM), and provide more flexibility and control for leaders, supervisors, and individuals to determine what training is required to meet mission needs and support job performance. This framework, called Core Plus, increases engagement of the workforce by using core multi-dimensional learning assets and resources. This construct will make more learning assets available to individuals and organizations at their learning point of need as opposed to the current construct of “queue” training. This paradigm supports Component initiatives such as the Navy’s Five Vector model and the evolving Air Force requirement for Just-in-Time training.

Bottom-line: Goal 4 will provide more flexibility and control for field leaders, supervisors, and individuals to obtain access to learning assets at their point of need.



AT&L Workforce Goal 4 – Provide learning assets at the point of need to support mission-responsive human capital development.

Enabling Objective	Outcome	Measures/Milestone
Engage senior OUSD(AT&L) Functional Advisors and Component leaders to improve DoD-wide certification framework to better support performance outcomes and evolving workforce needs	<ul style="list-style-type: none"> • Move away from the career-development/entitlement paradigm to a high-impact, just-in-time, targeted, performance outcome paradigm. • More flexibility for field leaders and individuals to gain rapid access to learning assets. • Systematic and integrated demand management to shape future competency and skill set development 	<ul style="list-style-type: none"> • Hold workforce capability requirements summit for senior OSD and Component functional leaders by Oct 06 (Dir HCI, Components, and Functional Advisors) • Create a new certification concept and framework by Dec 06 (Dir HCI, Functional Advisors, and Components) • Pilot Core Plus framework within the logistics functional area by Sep 06. Pilot Core Plus framework with the SPRDE functional area by Mar 07 (Dir HCI, AT&L Functional Advisors, Components) • Implement Core Plus framework across AT&L functional areas by Sep 07 (Dir HCI, and Functional Advisors) • Develop an agile demand management construct by Dec 06 (Dir, HCI, DAU, and Components)
Establish learning strategies to drive continuous learning and performance outcomes (Engaged Learner, Core Plus, unit cohort training, etc.)	Improved organizational and individual performance	<ul style="list-style-type: none"> • Expand knowledge sharing assets by 20% growth in registered users by Sep 06 (DAU) • Pilot continuous learning simulation capability by Sep 06; convert 25% by Sep 07 and remainder by Sep 08 (DAU) • Pilot unit cohort training program by Jun 07 (DAU)
Promote enhanced training and educational opportunities to support the AT&L community	Expanded access for the AT&L workforce to degree, high-priority training, professional, and other certification programs	<ul style="list-style-type: none"> • Increase capacity for high-priority training (e.g. program management) via agile demand management by Mar 07 (DAU and Components) • Baseline and migrate Component and other best practice information by Oct 06 (Dir HCI, Components, Functional Advisors) • Complete feasibility study for expanding existing undergraduate level COOP program by Jun 07 (Dir HCI) • Enhance use of the network of education providers to assist workforce members to obtain degrees and credit for AT&L training courses by Sep 06 (Components)



AT&L Workforce Goal 5 – Execute DoD AT&L Workforce Communication Plan that is owned by all AT&L senior leaders (One Team, One Vision, A Common Message, and Integrated Strategies).

Enabling Objectives

Develop joint, collaborative communication plan to inform the workforce about the AT&L Human Capital Strategic Plan

A thoughtful, actionable collaborative communication plan, developed and presented by an organization's key leaders is both a catalyst and foundation for an effective human capital strategy. In too many cases, the communication strategy, or lack thereof, is the key reason for failure. Achievement of this goal will ensure broad awareness and understanding, and promote AT&L workforce ownership and buy-in. We believe a critical missing link in previous efforts to establish an AT&L HCSP was that we did not have a supporting collaborative communication strategy.

We have learned from our previous efforts. We are asking all AT&L senior leaders to embrace and actively cascade throughout their organizations the principles and goals of our human capital strategic plan. Our efforts to achieve broad-based awareness and ownership by the total AT&L workforce will only be achieved by senior leadership advocacy.

Bottom-line: Goal 5 will ensure One Team, One Vision, A Common Message, and Integrated Strategies, yet recognizes Component differences.

AT&L Workforce Goal 5 – Execute DoD AT&L Workforce Communication Plan that is owned by all AT&L senior leaders (One Team, One Vision, A Common Message, and Integrated Strategies).

Enabling Objective	Outcome	Measures/Milestone
Develop joint collaborative communication plan to inform the workforce about the AT&L Human Capital Strategic Plan	One vision and common message that drives broad AT&L workforce awareness and understanding and buy-in <i>We value you – the AT&L workforce</i>	<ul style="list-style-type: none"> • Publish AT&L Human Capital Communication Plan by July 06 • Provide a baseline presentation for use by all AT&L and Component acquisition leaders for appropriate presentation by Aug 06 • Publish appropriate articles to inform the AT&L workforce about our workforce strategies starting Aug 06

Appendix A. – DoD AT&L Workforce Summary Information

The data contained in this plan are based on the AT&L workforce as of 30 September 2005, and provide a preliminary assessment of the workforce that will be expanded upon with further analysis and data validation as part of the State of the Workforce Report to be published in September 2006. The need for a comprehensive, consistent, and automated approach for obtaining and evaluating workforce data is evident. The sources used and processes applied in preparing this workforce summary follow:

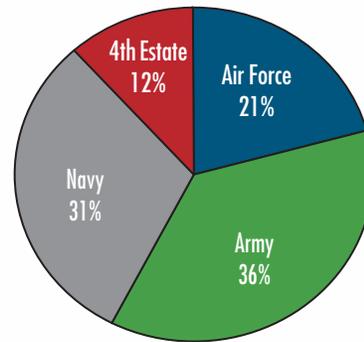
For the Army, Navy, and Air Force the workforce count statistics and career field distribution data were provided through a data call issued under the Workforce Management Group (WMG), and match the data available from the Defense Manpower Data Center (DMDC). The demographic data such as the average age, civilian retirement program distribution, and years of service were also provided through the WMG data call, but have not been validated against DMDC data. Information for the certification requirements for the positions in each career field, as compared to the certification achievements against those positions and as shown on page 30, was also provided as a result of the WMG data call.

For the 4th Estate agencies the workforce information was provided in response to two data calls issued by the DoD Defense Acquisition Career Manager (DACM). For the purpose of this appendix the workforce count, career field distribution, and demographics data are from what is termed the workforce assessment data call. The 4th Estate agencies that responded to this call were: Defense Acquisition University, Defense Contract Audit Agency, Defense Contract Management Agency, Defense Commissary Agency, Defense Information Systems Agency, Defense Logistics Agency, Defense Threat Reduction Agency, Missile Defense Agency, and Washington Headquarters Services (Acquisition and Procurement Office). Certification requirements for the positions in each career field and the comparison to the certification achievements against those positions were derived from the second data call, termed the FY05 workforce count and certification data call. In addition to the above agencies, the DoD Education Activity responded to this second data call. It is interesting to note that the total 4th Estate workforce count derived from the workforce assessment data call is 16,107; however, the total count based on the FY05 workforce count and certification data call was 15,269—further highlighting the importance of Goal 3 and its enabling objectives.

Total AT&L Workforce Statistics

Total Count	Combined	134,299
	Military	15,439 (11.5%)
	Civilian	118,860 (88.5%)
Average Age	Military	35.6 yrs
	Civilian	47.3 yrs
Civilian Retirement Program Distribution	CSRS	34.9%
	FERS	64.2%
	Unknown	0.9%

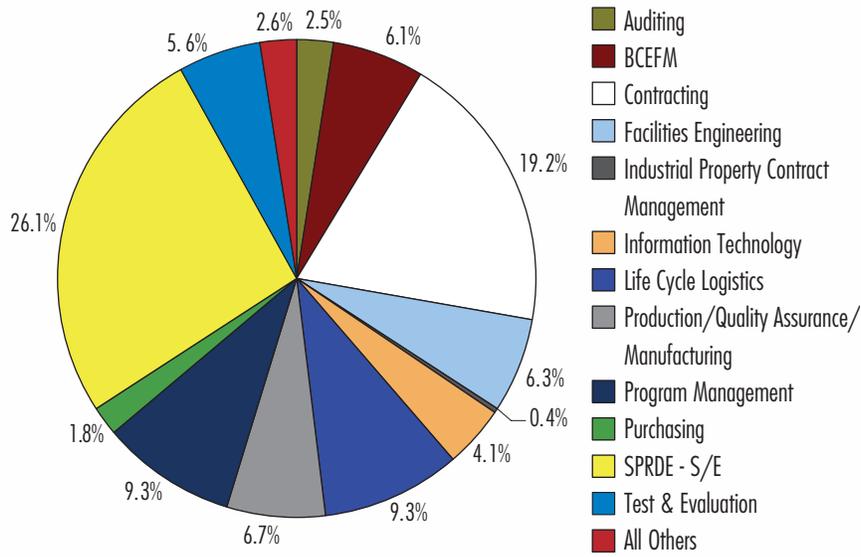
AT&L Workforce Distribution by DoD Component



Total AT&L Workforce Summary Data by Component

		Air Force	Army	Navy	4th Estate
Total Count	Combined	27,945	49,119	41,128	16,107
	Military	9,695 (34.7%)	1,472 (3.0%)	4,272 (10.4%)	n/a
	Civilian	18,250 (65.3%)	47,647 (97.0%)	36,856 (89.6%)	16,107 (100%)
Average Age	Military	33.4 yrs	40.3 yrs	38.8 yrs	n/a
	Civilian	47.9 yrs	47.7 yrs	45.9 yrs	47.7 yrs
Civilian Retirement Program Distribution	CSRS	34.5%	38.2%	31.0%	34.1%
	FERS	65.5%	60.4%	69.0%	64.8%
	Unknown	n/a	1.4%	n/a	0.1%

Total AT&L Workforce Career Field Distribution

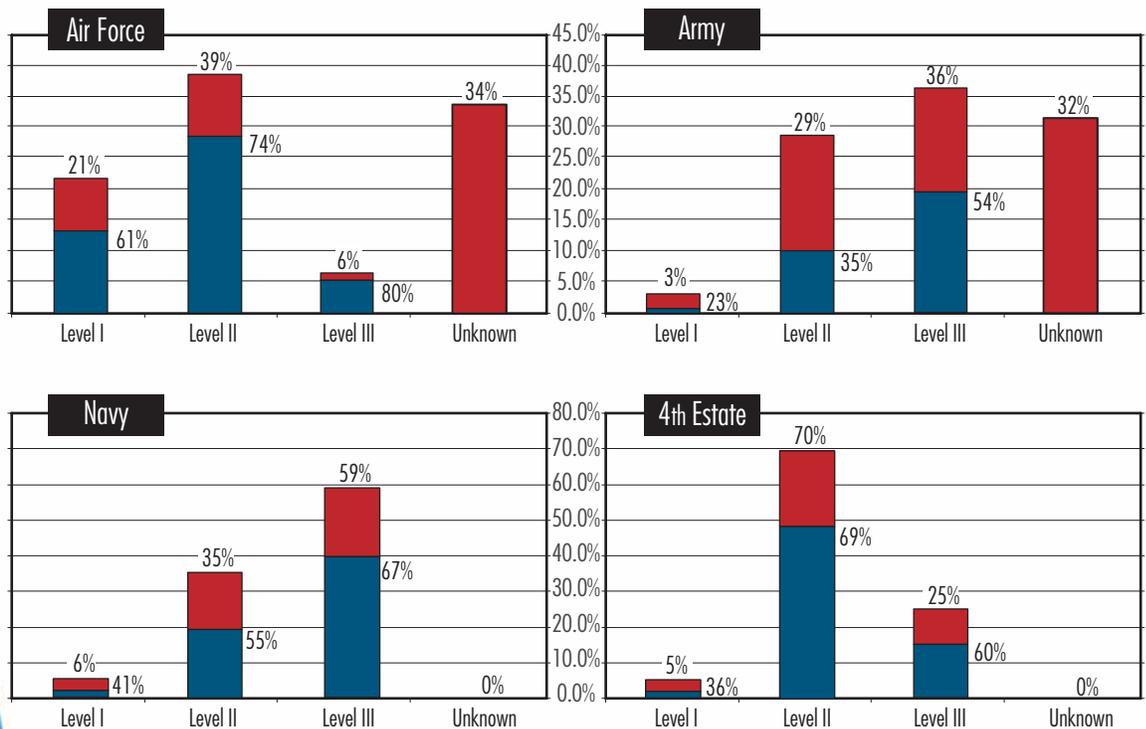
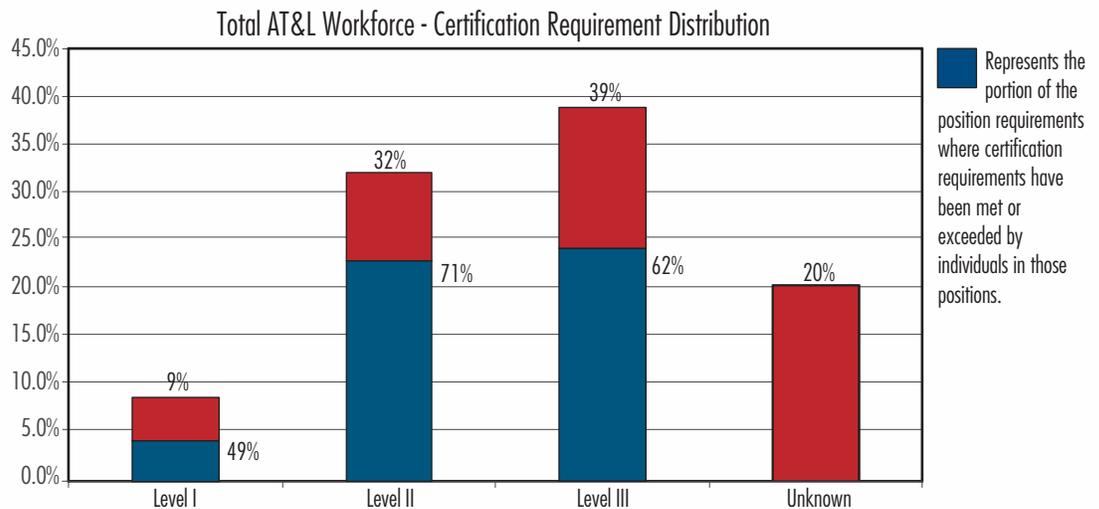


AT&L Workforce Summary Data by Functional Career Fields

Career Field	Distribution		Total Count				Average Age		Retirement Program	
	Military	Civilian	Air Force	Army	Navy	4th Estate	Military	Civilian	FERS	CSRS
Auditing	0%	100%	-	-	-	3,367	n/a	45.3	77%	23%
BCEFM	4%	96%	1,826	4,384	1,840	155	34.7	48.5	54%	43%
Contracting	16%	84%	7,430	8,092	5,080	5,191	33.9	47.9	62%	38%
Facilities Engineering	0%	100%	-	4,922	3,506	4	n/a	47.0	64%	36%
Industrial Property Contract Management	0%	100%	-	155	61	327	n/a	52.0	57%	43%
Information Technology	12%	88%	1,550	3,023	760	205	35.8	48.8	61%	39%
Life Cycle Logistics	9%	91%	2,081	6,143	4,208	85	39.3	49.8	57%	43%
Production/Quality Assurance/Manufacturing	7%	93%	407	2,295	2,033	4,207	39.5	50.8	56%	44%
Program Management	40%	60%	4,510	3,804	3,552	564	37.7	49.8	56%	44%
Purchasing	1%	99%	627	348	586	893	29.9	50.4	64%	36%
SPRDE - S/E	6%	94%	6,505	11,259	16,888	413	31.6	44.7	72%	28%
Test & Evaluation	21%	79%	2,417	2,500	2,454	83	33.7	44.5	74%	26%

Note: SPRDE - S/T Manager data not included.

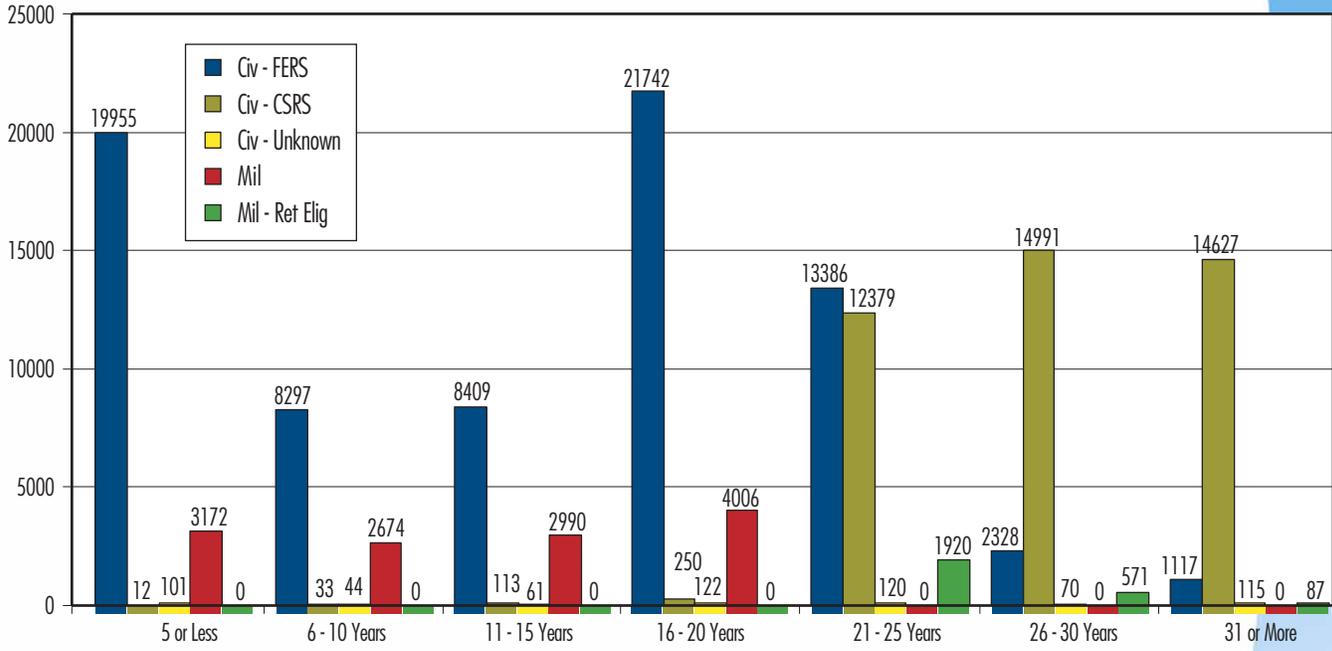
AT&L Workforce Certification Level Distribution



The level of certification required for each position is established by Service/agency leadership, as such the distribution of certification requirements differs from Service to Service, agency to agency (resulting for the total AT&L workforce in 9% of positions requiring level I, 32% at level II, 39% at level III, and 20% unknown). The degree to which the workforce is certified to meet the requirements of their positions (as indicated by the blue portion of the bar) and the number of positions for which the certification level is unknown indicate that progress must be made toward certification and data integrity.

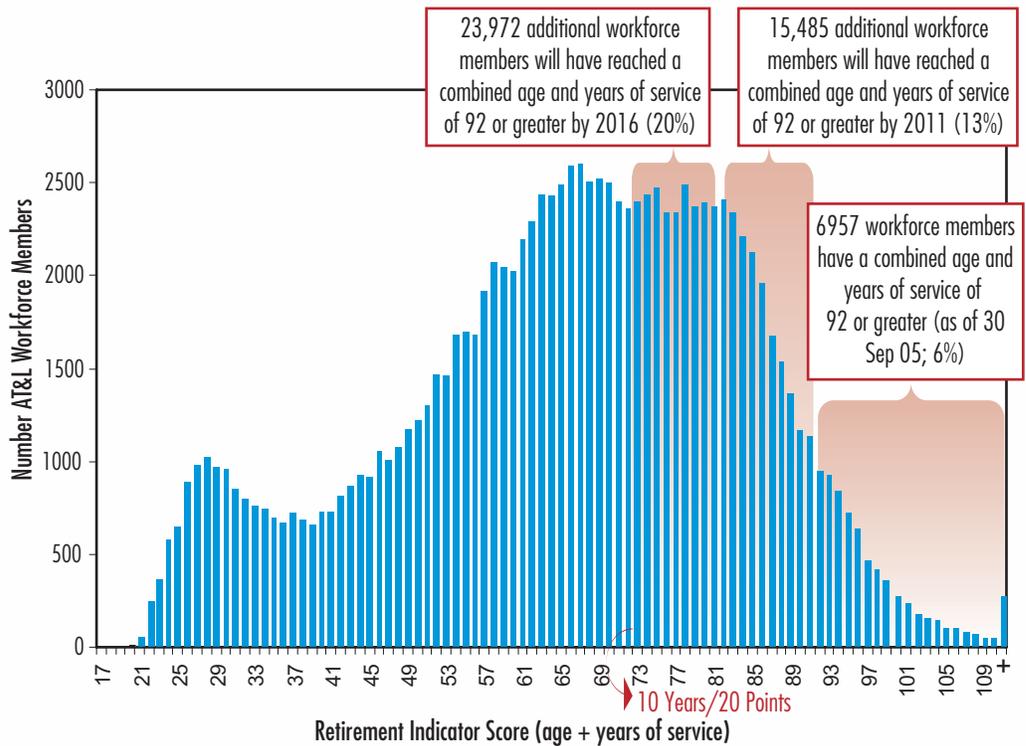
By assessing the years of service (YOS) in 5-year increments, civilian retirement program distribution, and military retirement eligibility, we are able to draw a potential picture of the workforce’s distribution across the career continuum and gain some insight into the extent of the pending wave of retirements. In the State of the Workforce Report, however, we plan to gain better insight by analyzing the average age of each YOS grouping and evaluating the workforce based on “years to go” vs. “years in”—thereby gaining an appreciation of the effects of those who are starting their second or third careers in the AT&L workforce.

Total AT&L Workforce by Years of Service Groupings

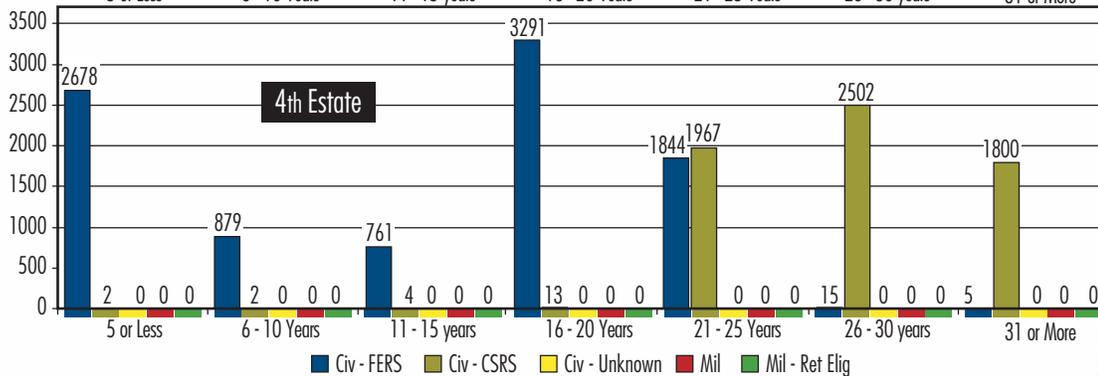
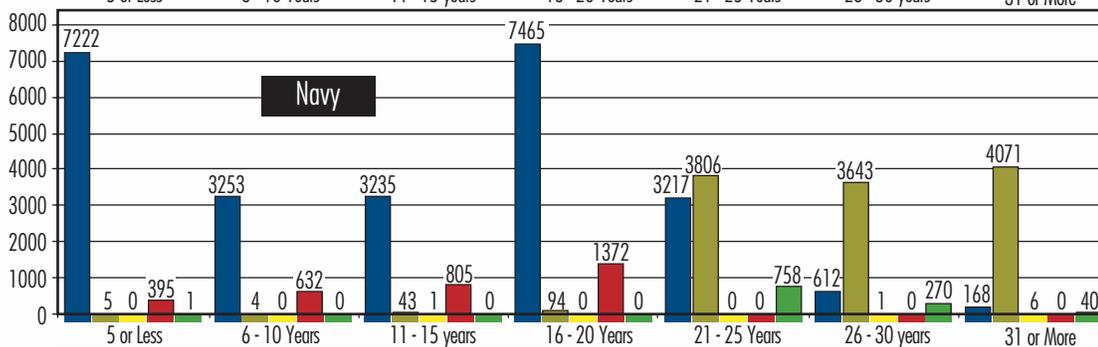
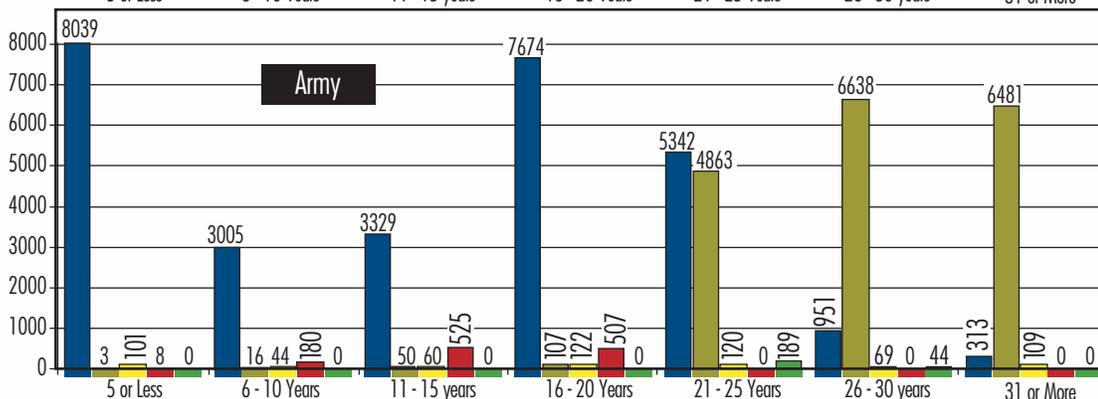
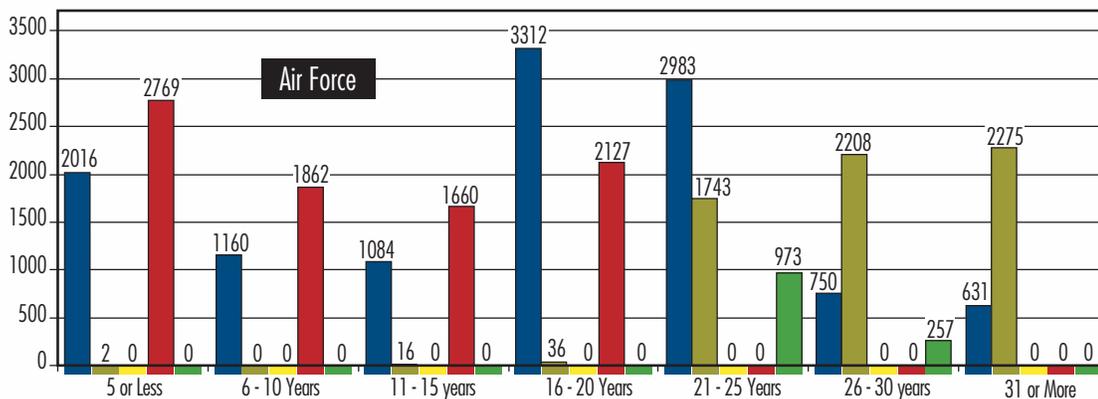


In recent human capital conferences, a rule of thumb has emerged to help predict when people will leave the workforce. Known as the “Rule of 92,” this theory implies that the probability that someone will retire (vs. being counted as retirement-eligible) increases significantly when the sum of a person’s age and years of service equals 92. In the State of the Workforce Report, we intend to further analyze this theory and assess the usefulness of such an indicator in workforce and succession planning.

Workforce Rule of “92” Retirement Indicator (RI) — All AT&L Workforce



AT&L Workforce Years of Service



■ Civ - FERS
 ■ Civ - CSRS
 ■ Civ - Unknown
 ■ Mil
 ■ Mil - Ret Elig

Appendix B. – Human Capital Assessment and Accountability Framework (HCAAF)

Alignment with the Office of Personnel Management (OPM)

Strategic Alignment

A system led by senior that promotes the alignment of human capital management strategies with agency mission, goals, and objectives through analysis, planning, investment, measurement, and management of human capital programs.

OPM Critical Success Factors	AT&L HCSP Goal / Enabling Objective
Human Capital Planning	Goals 1, 2, 3, 4, 5
Workforce Planning	Goal 1/Obj. 3; Goal 2/Obj. 2; Goal 3/Obj. 1
Human Capital Best Practices and Knowledge Sharing	Goal 1/Obj. 1; Goal 2/Obj. 1
Human Resources as Strategic Partner	Goal 2/Obj. 1

Leadership and Knowledge Management

A system that ensures continuity of leadership by identifying and addressing potential gaps in effective leadership and implements and maintains programs that capture organizational knowledge and promote learning.

OPM Critical Success Factors	AT&L HCSP Goal / Enabling Objective
Leadership Succession Management	Goal 1/Obj. 2
Change Management	Goal 1/Obj. 3, Goal 2/Obj. 2
Integrity and Inspiring Employee	Goal 1/Obj. 1 & 3; Goal 2/Obj. 1
Commitment	Goal 1/Obj. 2; Goal 4/Obj. 1; Goal 5/Obj. 1
Continuous Learning	Goal 4/Obj. 1, 2 & 3
Knowledge Management	Goal 1/Obj. 1; Goal 4/Obj. 2

Results-Oriented Performance Culture

A system that promotes a diverse, high-performing workforce by implementing and maintaining effective performance management systems and awards programs.

OPM Critical Success Factors	AT&L HCSP Goal / Enabling Objective
Communication	Goal 3/Obj. 3; Goal 5/Obj. 1
Performance Appraisal	Goal 1/Obj. 1
Awards	Goal 1/Obj. 1
Pay-for-Performance	Goal 1/Obj. 1
Diversity Management	Goal 1/Obj. 2
Labor/Management Relations	Goal 1/Obj. 1; Goal 4/Obj. 1 & 2

Talent Management

A system that addresses competency gaps, particularly in mission-critical occupations, by implementing and maintaining programs to attract, acquire, develop, promote, and retain quality talent.

OPM Critical Success Factors	AT&L HCSP Goal / Enabling Objective
Recruitment	Goal 2/Obj. 1
Retention	Goal 2/Obj. 1

Accountability

A system that contributes to agency performance by monitoring and evaluating the results of its human capital management policies, programs, and activities; by analyzing compliance with merit system principles; and by identifying and monitoring necessary improvements.

OPM Critical Success Factors	AT&L HCSP Goal / Enabling Objective
Data-Driven	Goal 2/Obj. 3; Goal 3/Obj. 1, 2 & 3
Results-Oriented	Goal 2/Obj. 3; Goal 3/Obj. 1, 2, & 3

Bibliography/Source Notes

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