“The Way Ahead”

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Director, HCI

13 March 08
How We Begin to Solve The Challenges Ahead

- Gaps in Skills & Competencies
- Skills Needed
- Recruitment
- Retention
### Leadership Considerations

#### DAW Areas of Need
- Replace Expected Baby Boomer Vacuum
- Satisfy Technical Skills Shortage
- Certify More Employees
- Collect Accurate and Complete data of Workforce
- Leverage And Expand Learning Assets
- Develop More Precise Competency Management
- Provide More Complete Context Training On “Big A”

#### DAW Functional Area Gaps
- Fewer Available SPRDE Degreed People
- Tenured Program Management Employees Leaving The Workforce
- Contracts Becoming More Complex
- Too Few People Certified At Levels II And III In Lifecycle Logistics
- Deeper Testing And Evaluation Curriculum
- More Clear Alignment and Training of BCEFM Skilled Personnel in Acquisition Workforce
AT&L Functional Composition

Figure 1. AT&L Workforce Count by Career Field (as of Sep 07)

Engineering: 34,710
Contracting: 26,038
Logistics: 12,604
Prog Mgt: 12,427
Prod/Qual/Mfg: 8,364
Test & Eval: 7,419
Bus Fin Mgt: 7,387
IT Mgt: 4,423
Facilities Eng: 4,394
Audit: 3,556
Unknown: 2,577
Purchasing: 1,170
S&T: 483
Property Mgt: 481
Certification Shortfalls/Gaps in Competencies and Skills

Certification Levels vs Position Requirements for the AT&L Workforce
FY08 Life Cycle Logistics Level I
Core Plus Framework Example

Three Level Certification Framework

Distinct Acquisition Logistics & Sustainment Tracks

Acquisition & Functional Core DAWIA Certification Standards – applies to all career field members

Tailored Cross-Functional “Plus” Training, Education & Experience Opportunities – based on the job or assignment

Life Cycle Logistics (Entry) Level I

<table>
<thead>
<tr>
<th>Type of Assignment</th>
<th>Representative Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Acquisition Logistics (i.e., Service Acquisition Community (SAC); Program Offices, Life Cycle Management Community)</td>
<td>Planners/deploy effective and affordable systems, materiel, or information systems support strategies. Ensures product support strategies must program goals for operational effectiveness and success. Ensures that systems and systems support consistent with cost, schedule, and performance are addressed. Plans and develops performance based logistics (PBL) as predicted DD product support approach. Ensures integration of all support elements to maximize system availability, sustainability, and mobility. Specifies effective and affordable acquisition process, material, or information system support of fielded and non-fielded production systems, including obsolescence, modernization, modification, sustaining engineering, acquisition/development, operational partnerships, supply chain management (SCM), and/or system retirement. Manages and coordinates system life cycle support, ensures systems performance requirements are met.</td>
</tr>
<tr>
<td>Sustainment (i.e., Logistics/ Materiel Community/Centers, (CMPC), Safety, defense logistics)</td>
<td>Implements effective and affordable acquisition, material, or information system support of fielded and non-fielded production systems, including obsolescence, modernization, modification, sustaining engineering, acquisition/development, operationally partnerships, supply chain management (SCM), and/or system retirement. Manages and coordinates system life cycle support, ensures system performance requirements are met.</td>
</tr>
</tbody>
</table>

Core Certification Standards

1. Training:
- ACO 101: Fundamentals of Systems Acquisition Management
- CMM 101: Mission Support Planning
- CMM 101: Mission Planning Execution

2. Functional Training:
- LOG 101: Acquisition Logistics Fundamentals
- LOG 102: Systems Sustainment Management Fundamentals
- DDL 111: Sustaining the Supportability in DoD Systems
- DDL 111: Performance Based Logistics (PBL)

3. Education:
- Formal education as required for certification.

4. Experience:
- 1 year of acquisition and/or sustainment experience in life cycle logistics

Core Plus Developmental Guide

<table>
<thead>
<tr>
<th>Training</th>
<th>Type of Assignment</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACQ 101: Fundamentals of Systems Acquisition Management</td>
<td>X</td>
</tr>
<tr>
<td>CMM 101: Mission Support Planning</td>
<td>X</td>
</tr>
<tr>
<td>CMM 101: Mission Planning Execution</td>
<td>X</td>
</tr>
<tr>
<td>DDL 111: Sustaining the Supportability in DoD Systems</td>
<td>X</td>
</tr>
<tr>
<td>DDL 111: Performance Based Logistics (PBL)</td>
<td>X</td>
</tr>
<tr>
<td>LOG 101: Acquisition Logistics Fundamentals</td>
<td>X</td>
</tr>
<tr>
<td>LOG 102: Systems Sustainment Management Fundamentals</td>
<td>X</td>
</tr>
<tr>
<td>DDL 111: Sustaining the Supportability in DoD Systems</td>
<td>X</td>
</tr>
<tr>
<td>DDL 111: Performance Based Logistics (PBL)</td>
<td>X</td>
</tr>
<tr>
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<td>X</td>
</tr>
<tr>
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<td>X</td>
</tr>
</tbody>
</table>

Education
- Bachelor’s Degree in a technical, scientific, or managerial field

Experience
- 2 years of life cycle logistics experience in areas of acquisition, operation and support or sustainment of DoD weapon/materiel systems

1. These Standards list the training, education and experience required for certification at this level.
2. A “X” following a course title indicates the course is delivered via resident-based instruction.
3. When preparing your CEP, you and your supervisor should consult the training, education and experience listed in this Core Plus Developmental Guide for a complete set. 

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# DAU Logistics Course Graduates

**FY01 - FY07**

<table>
<thead>
<tr>
<th></th>
<th>FY01</th>
<th>FY02</th>
<th>FY03</th>
<th>FY04</th>
<th>FY05</th>
<th>FY06</th>
<th>FY07</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Web Grads</strong></td>
<td>3,028</td>
<td>3,977</td>
<td>4,283</td>
<td>7,242</td>
<td>14,223</td>
<td>14,329</td>
<td>13,731</td>
</tr>
<tr>
<td><strong>Classroom Grads</strong></td>
<td>1,694</td>
<td>1,238</td>
<td>1,908</td>
<td>1,878</td>
<td>3,152</td>
<td>3,298</td>
<td>3,144</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>4,722</td>
<td>5,215</td>
<td>6,191</td>
<td>9,120</td>
<td>17,375</td>
<td>17,627</td>
<td>16,875</td>
</tr>
</tbody>
</table>

- Web Grads: 12% 88% 78% 69% 70% 18% 19% 19%
- Classroom Grads: 24% 31% 21% 18% 19% 19% 19%

Four-fold Student Increase without Sacrificing Classroom Training Opportunities
## DoD Acquisition Workforce
### Generational Composition

<table>
<thead>
<tr>
<th>Generation</th>
<th>National* (millions)</th>
<th>National* % Workforce</th>
<th>DoD** Workforce (millions)</th>
<th>DoD** % Workforce</th>
<th>Civilian AT&amp;L Workforce</th>
<th>% Workforce</th>
<th>Logistics Workforce</th>
<th>% Workforce</th>
</tr>
</thead>
<tbody>
<tr>
<td>Silent Generation</td>
<td>11.5</td>
<td>6.5%</td>
<td>45,625</td>
<td>6.7%</td>
<td>6,624</td>
<td>5.9%</td>
<td>738</td>
<td>5.9%</td>
</tr>
<tr>
<td>Baby Boomers</td>
<td>61.5</td>
<td>34.9%</td>
<td>438,971</td>
<td>64.5%</td>
<td>74,887</td>
<td>67.3%</td>
<td>9,067</td>
<td>72.0%</td>
</tr>
<tr>
<td>Generation X</td>
<td>43.5</td>
<td>24.7%</td>
<td>132,948</td>
<td>19.5%</td>
<td>18,544</td>
<td>16.7%</td>
<td>1,944</td>
<td>15.4%</td>
</tr>
<tr>
<td>Generation Y</td>
<td>31.5</td>
<td>17.9%</td>
<td>62,676</td>
<td>9.2%</td>
<td>11,286</td>
<td>10.1%</td>
<td>837</td>
<td>6.7%</td>
</tr>
<tr>
<td>Millennium</td>
<td>28.0</td>
<td>15.9%</td>
<td>153</td>
<td>0.0%</td>
<td>0</td>
<td>0.0%</td>
<td>0</td>
<td>0%</td>
</tr>
</tbody>
</table>

Notes:
*Source: Armour, Stephanie “Generation Y They’ve Arrived at Work with a New Attitude” USA Today, Nov 7, 2005, 18-28
***Source: AT&L Datamart FY07 AT&L Workforce Count/AT&L workforce data contains 456 files with null for age

Even though our workforce is working longer, there is a growing concern that a large and experienced component of the DAW & LOG will start to contract—creating gaps in critical skills.