Aligning Acquisition & Sustainment Outcomes

Learn.
Perform.
Succeed.
Defense Acquisition Workforce
Shaping the Future

“Workforce size is important, but quality is paramount.”
Dr. Ashton Carter
1. Rebalance the acquisition total force – grow the organic acquisition workforce 15% by 2015 — 126,000 to 147,000
   - 9,887 new positions
   - 10,000 in-sourced contract services positions
2. Strategically grow to improve acquisition capabilities and capacities -- strengthen organic core
   - Technical capabilities – to include Life Cycle Logistics
   - Business functions-- contracting, pricing and cost estimating
3. Improve DoD’s oversight capability to improve acquisition outcomes
4. Assess workforce competencies
5. Strategically reshape DAW training
Functional communities within the Defense Acquisition Workforce are part of larger DoD communities.
<table>
<thead>
<tr>
<th>Career Fields</th>
<th>ARMY</th>
<th>NAVY/USMC</th>
<th>AIR FORCE</th>
<th>Defense Agencies</th>
<th>FY09 TOTAL</th>
<th>FY08 Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Auditing</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>3,777</td>
<td>3,777</td>
<td>3,638</td>
</tr>
<tr>
<td>Business, Cost Est., &amp; Fin. Mgt</td>
<td>2,771</td>
<td>2,286</td>
<td>1,845</td>
<td>360</td>
<td>7,262</td>
<td>7,085</td>
</tr>
<tr>
<td>Contracting</td>
<td>8,391</td>
<td>5,516</td>
<td>7,443</td>
<td>6,305</td>
<td>27,655</td>
<td>25,680</td>
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<tr>
<td>Information Technology</td>
<td>1,843</td>
<td>1,240</td>
<td>966</td>
<td>309</td>
<td>4,358</td>
<td>3,934</td>
</tr>
<tr>
<td>Life Cycle Logistics</td>
<td>7,952</td>
<td>4,784</td>
<td>1,989</td>
<td>127</td>
<td>14,852</td>
<td>13,361</td>
</tr>
<tr>
<td>Production, Quality &amp; Manufacturing</td>
<td>1,930</td>
<td>2,064</td>
<td>389</td>
<td>4,640</td>
<td>9,023</td>
<td>9,138</td>
</tr>
<tr>
<td>Program Management</td>
<td>3,452</td>
<td>4,598</td>
<td>4,461</td>
<td>911</td>
<td>13,422</td>
<td>12,871</td>
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<tr>
<td>SPRDE</td>
<td>10,412</td>
<td>18,328</td>
<td>7,248</td>
<td>1,339</td>
<td>37,327</td>
<td>35,017</td>
</tr>
<tr>
<td>Test and Evaluation</td>
<td>2,235</td>
<td>2,833</td>
<td>3,630</td>
<td>194</td>
<td>7,892</td>
<td>7,420</td>
</tr>
<tr>
<td>Other</td>
<td>1,370</td>
<td>5,323</td>
<td>203</td>
<td>639</td>
<td>7,535</td>
<td>7,825</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>40,356</td>
<td>46,972</td>
<td>27,174</td>
<td>18,601</td>
<td>133,103</td>
<td>125,879</td>
</tr>
</tbody>
</table>
Workforce Lifecycle Model - LC LOGISTICS

Years to Retirement Eligibility (YRE) - DAW Civilians (FY09)

Future
- 18K
- 20K
- 1.5K

Mid-Career
- 4.9K
- 2.0K
- 2.7K

Senior
- 19K
- 21K
- 2.8K

Source: AT&L HCI Generated from HCU/RAND Analysis using DMDC data; CSRS and FERS employees only
Life Cycle Logistics Workforce FY09 Gains

Future Career Group - 16 to 30+ Years to Retirement

- Internal: 314
- External: 824

Mid Career Group - 6 to 15 Years to Retirement

- Internal: 353
- External: 455

Senior Career Group - 5 or less years to retirement or retirement eligible

- Internal: 232
- External: 85

Approximately 9% of these Life Cycle Logistics career field gains transferred from another acquisition career field; primarily Program Management.

Approximately 65% of Life Cycle Logistics external hires have military experience.

Source: AT&L HCI generated from HCI/RAND analysis using DMDC data; analysis on civilians under FERS and CSRS.; does not include administrative gains.
Future Career Group - 16 to 30+ Years to Retirement

Mid Career Group - 6 to 15 Years to Retirement

Senior Career Group - 5 or less years to retirement or retirement eligible

Approximately 21% of these Life Cycle Logistics career field losses transferred to another acquisition career field; primarily to program management

<table>
<thead>
<tr>
<th>Number of Civilians</th>
<th>Future Career Group Losses</th>
<th>Mid Career Group Losses</th>
<th>Senior Career Group Losses</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Internal 212</td>
<td>Mid Career Group 260</td>
<td>Senior Career Group 163</td>
</tr>
<tr>
<td></td>
<td>External 49</td>
<td>35</td>
<td>436</td>
</tr>
</tbody>
</table>

Source: AT&L HCI generated from HCI/RAND analysis using DMDC data; analysis on civilians under FERS and CSRS.; does not include administrative losses.
### Total Logistics Graduates (Classroom & Web) FY01 – FY09

#### Web and Classroom Graduates

<table>
<thead>
<tr>
<th>Year</th>
<th>Web</th>
<th>Classroom</th>
<th>Total</th>
</tr>
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<tbody>
<tr>
<td>FY01</td>
<td>3,028</td>
<td>1,694</td>
<td>4,722</td>
</tr>
<tr>
<td>FY02</td>
<td>3,977</td>
<td>1,238</td>
<td>5,215</td>
</tr>
<tr>
<td>FY03</td>
<td>4,283</td>
<td>1,908</td>
<td>6,191</td>
</tr>
<tr>
<td>FY04</td>
<td>7,242</td>
<td>1,878</td>
<td>9,120</td>
</tr>
<tr>
<td>FY05</td>
<td>14,223</td>
<td>3,152</td>
<td>17,375</td>
</tr>
<tr>
<td>FY06</td>
<td>14,329</td>
<td>3,298</td>
<td>17,627</td>
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<tr>
<td>FY07</td>
<td>13,731</td>
<td>3,144</td>
<td>16,875</td>
</tr>
<tr>
<td>FY08</td>
<td>16,708</td>
<td>3,419</td>
<td>20,127</td>
</tr>
<tr>
<td>FY09</td>
<td>20,564</td>
<td>4,675</td>
<td>25,239</td>
</tr>
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</table>

#### More than Five-Fold Student Increase without Sacrificing Classroom Training Opportunities
## DAU Industry Logistics Course Graduates
*(1,946% Increase Since FY01)*

<table>
<thead>
<tr>
<th>Course</th>
<th>FY01</th>
<th>FY02</th>
<th>FY03</th>
<th>FY04</th>
<th>FY05</th>
<th>FY06</th>
<th>FY07</th>
<th>FY08</th>
<th>FY09</th>
<th>Total</th>
</tr>
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<tbody>
<tr>
<td>LOG 101</td>
<td>133</td>
<td>298</td>
<td>326</td>
<td>488</td>
<td>658</td>
<td>862</td>
<td>931</td>
<td>1,278</td>
<td>1,313</td>
<td>6,287</td>
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<tr>
<td>LOG 102</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>445</td>
<td>484</td>
<td>542</td>
<td>698</td>
<td>831</td>
<td>3,001</td>
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<tr>
<td>LOG 200</td>
<td>0</td>
<td>12</td>
<td>15</td>
<td>43</td>
<td>98</td>
<td>153</td>
<td>185</td>
<td>224</td>
<td>284</td>
<td>1014</td>
</tr>
<tr>
<td>LOG 201</td>
<td>0</td>
<td>12</td>
<td>12</td>
<td>7</td>
<td>26</td>
<td>28</td>
<td>61</td>
<td>49</td>
<td>66</td>
<td>267</td>
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<tr>
<td>LOG 203</td>
<td>16</td>
<td>31</td>
<td>56</td>
<td>68</td>
<td>48</td>
<td>91</td>
<td>185</td>
<td>137</td>
<td>162</td>
<td>794</td>
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<td>LOG 204</td>
<td>1</td>
<td>5</td>
<td>8</td>
<td>5</td>
<td>6</td>
<td>61</td>
<td>209</td>
<td>278</td>
<td>309</td>
<td>882</td>
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<tr>
<td>LOG 205</td>
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<td>10</td>
<td>11</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>34</td>
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<td>LOG 210</td>
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<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>4</td>
<td>1</td>
<td>2</td>
<td>7</td>
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<tr>
<td>LOG 235</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>131</td>
<td>212</td>
<td>299</td>
<td>284</td>
<td>247</td>
<td>251</td>
<td>1,424</td>
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<tr>
<td>LOG 236</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>36</td>
<td>35</td>
<td>37</td>
<td>73</td>
<td>42</td>
<td>51</td>
<td>274</td>
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<tr>
<td>LOG 304</td>
<td>0</td>
<td>2</td>
<td>8</td>
<td>3</td>
<td>12</td>
<td>9</td>
<td>16</td>
<td>39</td>
<td>0</td>
<td>89</td>
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<tr>
<td>LOG 350</td>
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<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>19</td>
<td>19</td>
</tr>
<tr>
<td>Totals</td>
<td>169</td>
<td>370</td>
<td>436</td>
<td>782</td>
<td>1,540</td>
<td>2,024</td>
<td>2,490</td>
<td>2,993</td>
<td>3,288</td>
<td>14,092</td>
</tr>
</tbody>
</table>
# Life Cycle Logistics

## Learning Asset Delivery Quality Indicators

<table>
<thead>
<tr>
<th>Category</th>
<th>FY07</th>
<th>FY08</th>
<th>FY09</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>All DAU LOG Courses</td>
<td>All DAU LOG Courses</td>
<td>All DAU LOG Courses</td>
</tr>
<tr>
<td>Instructor</td>
<td>6.57 (n=2,991)</td>
<td>6.69 (n=3,517)</td>
<td>6.63 (n=4,334)</td>
</tr>
<tr>
<td>Environment</td>
<td>6.06 (n=2,944)</td>
<td>6.12 (n=3,841)</td>
<td>6.16 (n=4,278)</td>
</tr>
<tr>
<td>Courseware</td>
<td>5.88 (n=14,243)</td>
<td>5.90 (n=15,527)</td>
<td>5.91 (n=20,127)</td>
</tr>
<tr>
<td>Online Delivery</td>
<td>5.78 (n=11,265)</td>
<td>5.83 (n=11,276)</td>
<td>5.80 (n=15,802)</td>
</tr>
<tr>
<td>Learning Eff</td>
<td>5.92 (n=14,196)</td>
<td>5.95 (n=15,465)</td>
<td>5.95 (n=20,033)</td>
</tr>
<tr>
<td>Job Impact</td>
<td>5.80 (n=14,247)</td>
<td>5.84 (n=15,536)</td>
<td>5.84 (n=20,145)</td>
</tr>
</tbody>
</table>

Other Inst

| 0.00 | 5.24 | 5.25 | 5.59 | 5.60 | 7.00 |

Inst
Life Cycle Logistics Functional IPT

*Meets quarterly – advises*  
*Life Cycle Logistics Functional Leader on*  
career field competencies, DAWIA certification & workforce training requirements
• Emphasis on “fully qualified”
• Diversified experience to achieve acquisition success – The Enterprise Logistician
• DAU committed to improving caliber of both civilian AND military Defense Acquisition Workforce members
• Crucial balance between recruitment & training
  – "Adding 10,000 people each with one year's experience is different than adding 500 people with 20 years' experience" -- Norm Augustine, 25 Feb 10
• Life Cycle Logistics workforce expanding
  – FY05-09 +2,360 (19%); FY08-09 +1,500 (11%); by FY15 20,000?
Shaping the Future Enterprise Logistician
Aggressive Life Cycle Logistics Roadmap (FY10-13)

Level I Certification
- 2 Continuous Learning Modules: PBL & Designing for Supportability
  - ACQ 101 Fundamentals of Systems Acquisition Management
    - 25 hrs, on-line
  - LOG 103 Reliability, Availability & Maintainability
    - 26 hrs, on-line
- Knowledge based
- GS 5-9 & E7-O3
- Experience: 1 yr

Level II Certification
- Application/case based
- GS 9-12 & E7-O4
- Experience: 2 yrs
- LOG 200 Intermediate Acquisition Logistics
  - 35 hours, online
- LOG 201 Intermediate Acquisition Logistics
  - 4.5 days classroom
- LOG 206 Intermediate Systems Sustainment
  - 35 hours, online
- LOG 202 Intermediate Systems Acquisition
  - 28 hrs, on-line
- LOG 203 Intermediate Systems Sustainment Management
  - 30 hrs, on-line

Level III Certification
- Case/scenario based
- GS 13-14 & E7-O5
- Experience: 4 yrs
- LOG 340 Performance Based Life Cycle Sustainment
  - 8.5 days classroom
- LOG 350 Enterprise Life Cycle Logistics Management
  - 8.5 days classroom

Level I “Core Plus” Courses & CL Modules
(See DAU catalog for details)

Level II “Core Plus” Courses & CL Modules
(Include LOG 204 CM Course)
(Plus future LOG 215 Tech Data Mgt Course)

Level III “Core Plus” Courses & CL Modules
(See DAU catalog for details)
(Plus future 400 Level PSM Training)

NOTE: There would still be NO prerequisites for LOG 235

P = Prerequisite
Shaping the Future Enterprise Logistician

- Professional development of executive level, strategic-thinking logisticians who can function successfully across DoD enterprise
  - Focus on supporting warfighter & achieving best value life cycle systems readiness
  - Logistics is NOT a PM’s “only discretionary account” -- cannot simply “worry about sustainment later”
  - DoD needs “Enterprise Logisticians” with broadly diverse understanding
    - across the DoD logistics domain of maintenance, supply, transportation/distribution, life cycle logistics, AND
    - Across the DoD acquisition domain of life cycle logistics, program management, systems engineering, business, and others

- DAU leverages Performance Learning Model (PLM) to raise the professional development bar for the Life Cycle Logistician
Objective: “Agile, timely, precise, cost-effective support to the warfighter

- Fully Qualified vs. Fully Certified
- Partnering with NDIA and AIA logistics committees
- Established DAU Chair at Industrial College of the Armed Forces (ICAF)*
- Evolving Strategy to Embed DAU Life Cycle Logistics Training into ICAF Senior Acquisition Course Portfolio
- DoD Logistics Human Capital Strategy Implementation – Collaboration

*April 28, 2010

DAU is an Important Part of the TEAM