

# Capabilities of the Acquisition Workforce

Second Acquisition Reform Event

July 29, 2014

These are working papers and do not necessarily represent the views of NDIA, its staff, or members.

# Professionalizing the Acquisition Workforce

- **Problem Statement:** The Defense Department lacks a consistent and standardized acquisition system, including a workforce that can deliver products and services that are replicable across the enterprise. Each of the Military Services also has their individual acquisition/HR systems, policies, practices and procedures. Systemic issues of leadership, communications, priorities, uncertain resources, changing requirements, and unpredictability in contingency operations or missions, etc. plague the acquisition system. This further complicates decision-making and forces systems to remain status quo, stove-piped or resist change.

# Professionalizing the Acquisition Workforce

- **Root Causes**

- Civilian workforce lacks the level of leadership and other soft skill of their military counterparts.
- Unclear definition of acquisition professional makes it difficult to professionalize the workforce.
- An aging workforce with declining years of experience.
- A lack of training with industry, and increasing reliance of contractors to supplement the government acquisition workforce.
- The acquisition workplace does not promote a culture of learning and does not include enough mentors/coaches, resulting in a “checklist workforce.”

- **Solution Proposal:** Build and sustain an OSD Acquisition System Project-Based Organizational Structure that embraces a culture of project-based learning. This should include establishing an enterprise-wide formal human capital program which supports the AWF professionals who are trained, certified, experienced, and knowledgeable in program, project and portfolio management.

These are working papers and do not necessarily represent the views of NDIA, its staff, or members.

# Professionalizing the Acquisition Workforce

- **Current Laws and Regulations**

- Defense Acquisition Workforce Improvement Act (DAWIA), FY 2013 NDAA and Acquisition Workforce Qualification Initiative (AWQI)
- Defense Acquisition Workforce Development Fund, FY 2013 NDAA
- FY 2014 Program Management (page 603)—Report on Program Management Training and Experience
- Interim DoD Instruction 5000.02, November 26, 2013

These are working papers and do not necessarily represent the views of NDIA, its staff, or members.

# Contract Deliverable Requirements List

- **Problem Statement:** Acquisition contracts and their Contract Deliverable Requirements List (CDRL) instructions are too often poorly developed and inconsistent within and among functional disciplines. Vendors must comply with even the most ridiculous instructions resulting in management artifacts that are unusable.
- **Root Causes**
  - The hole left from the hiring freeze of the 1980s and 1990s, later combined with economic factors, sequestration, and early retirements have created a knowledge drain of the acquisition workforce leaving individuals to perform tasks for which they have been trained, but not prepared.
  - Dependence on non-measurable performance standards and “can’t fail” tasks such as meeting or Working Group attendance, rather than outputs or outcomes.

These are working papers and do not necessarily represent the views of NDIA, its staff, or members.

# Contract Deliverable Requirements List

- **Solution Proposal:** Prepare and issue a schedule of 'Customer' processes on a reliable timeline to assign and guide the AWF through the complex application, contracting, and life-cycle management processes. This will inform the workforce allowing it to anticipate workload, and increase morale. The result is a more agile, effective, and coordinated TEAM. When this capability is centralized, training seats can be reserved for Just-In-Time and specific needs, rather than the diligence of the training seekers. DAU mentorship will be better utilized and those sharing the programmatic coincidence will bond for mutual support.

# Questions?

DRAFT

These are working papers and do not necessarily represent the views of NDIA, its staff, or members.