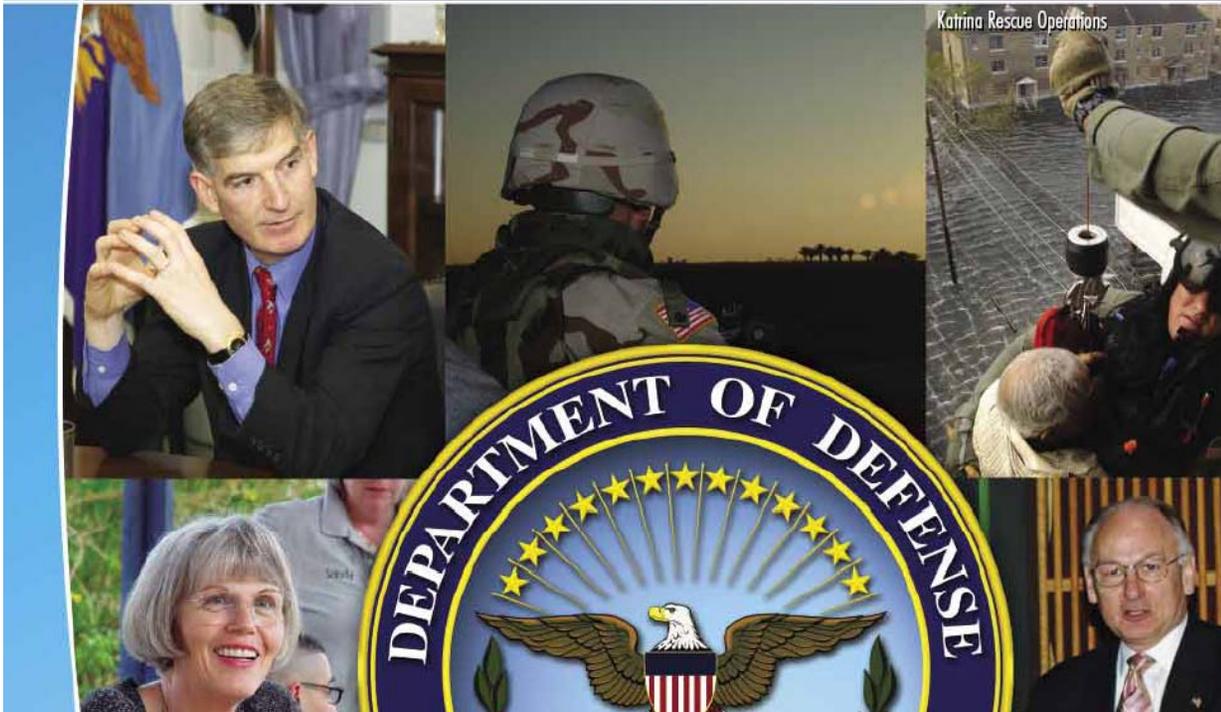




# Food for Thought -- 1423 Panel

## AT&L Human Capital Strategic Plan v 1.0

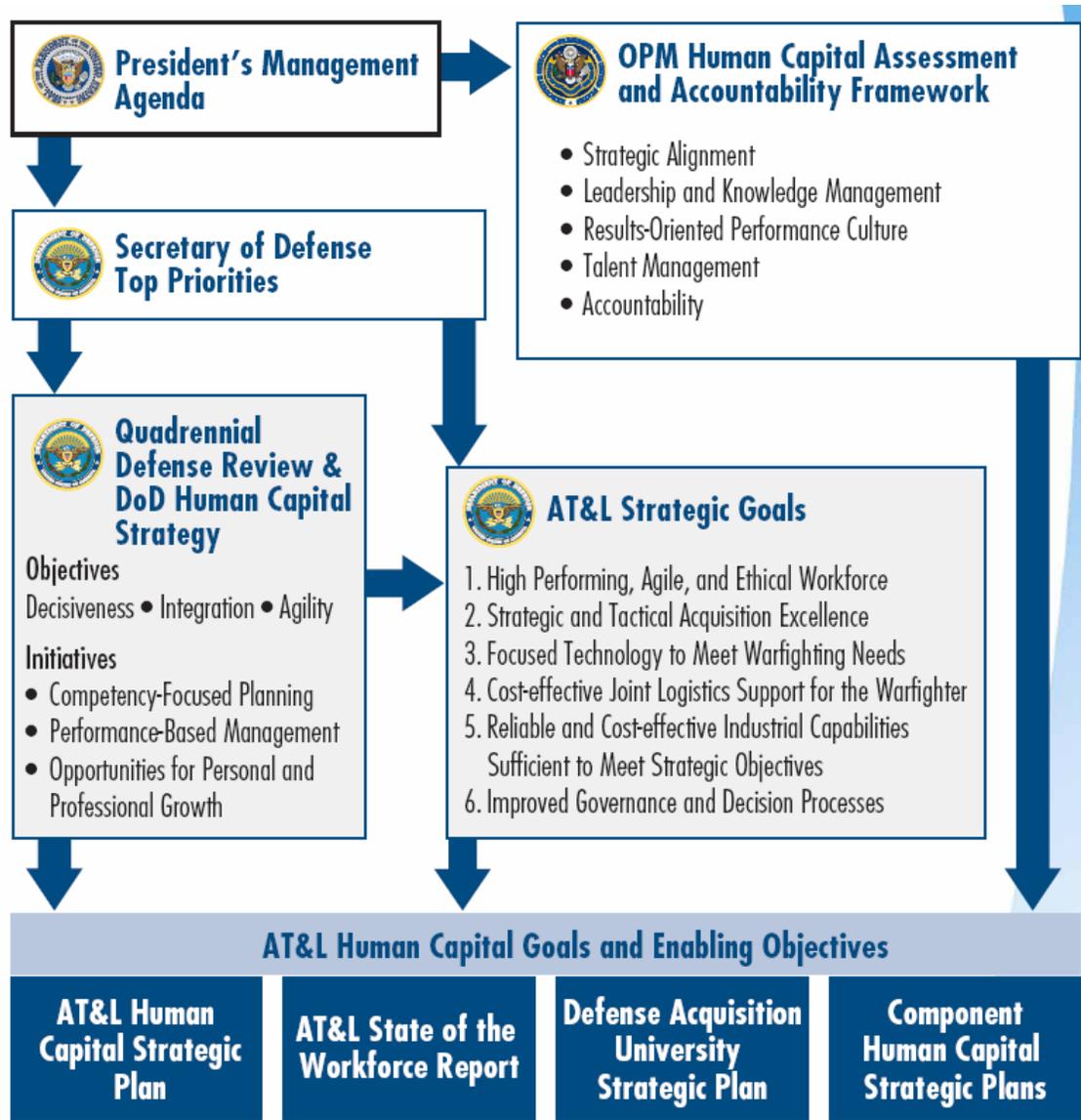


Frank J. Anderson, Jr.  
Director, DoD AT&L Human Capital Initiatives  
President, Defense Acquisition University  
Chairman, AT&L Workforce Management Group

July 21, 2006



# Alignment





# AT&L Human Capital Strategic Plan 1.0

Published June 13, 2006

## AT&L Human Capital Goals

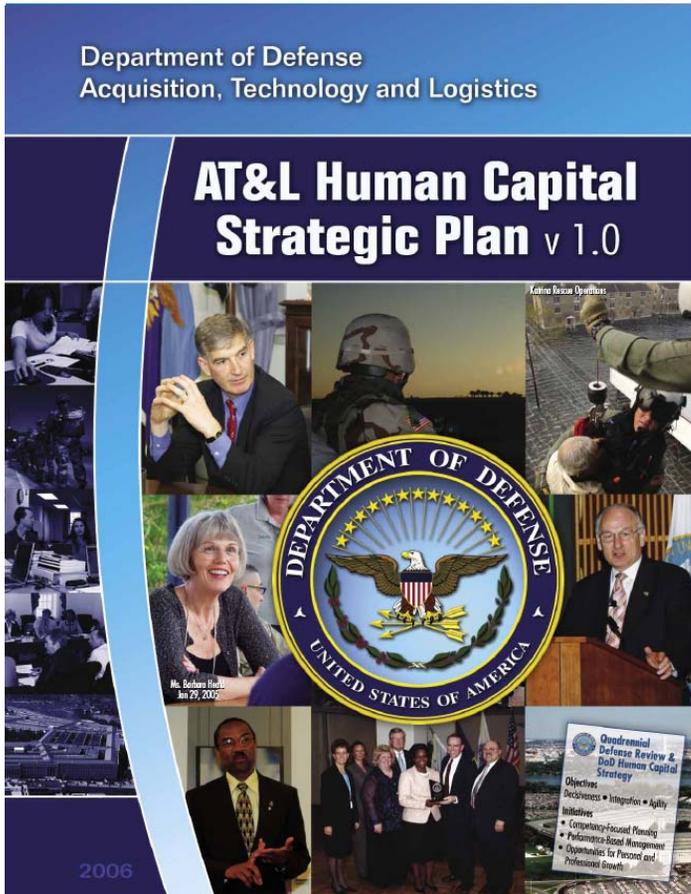
Goal 1 – Alignment and Full Integration with Overarching DoD Human Capital Initiatives

Goal 2 – Maintain 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

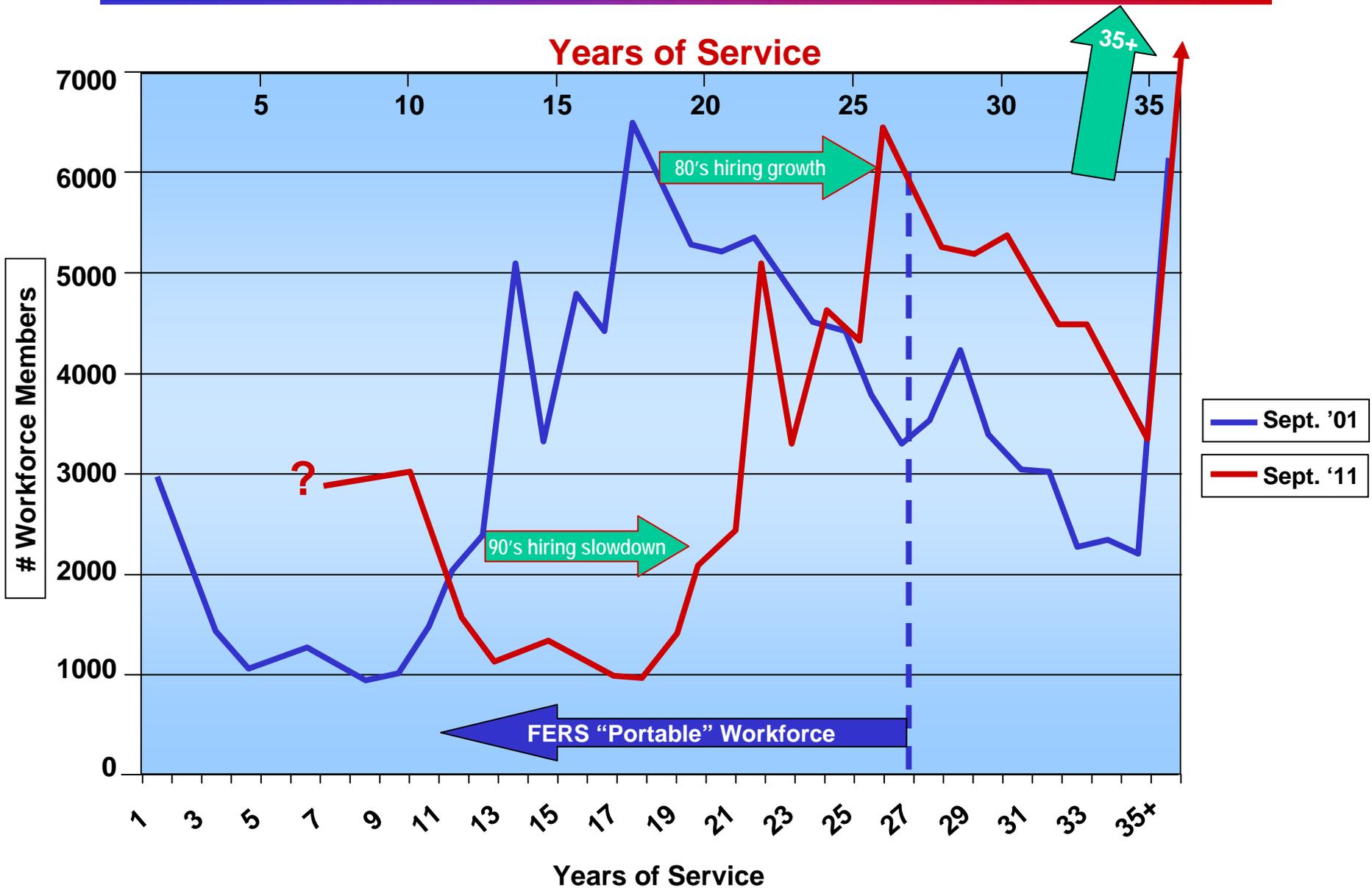
Goal 4 – Mission-responsive human capital development that provides learning assets at the point of need

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)



**15 Enabling Objectives**  
**38 Defined Tasks**

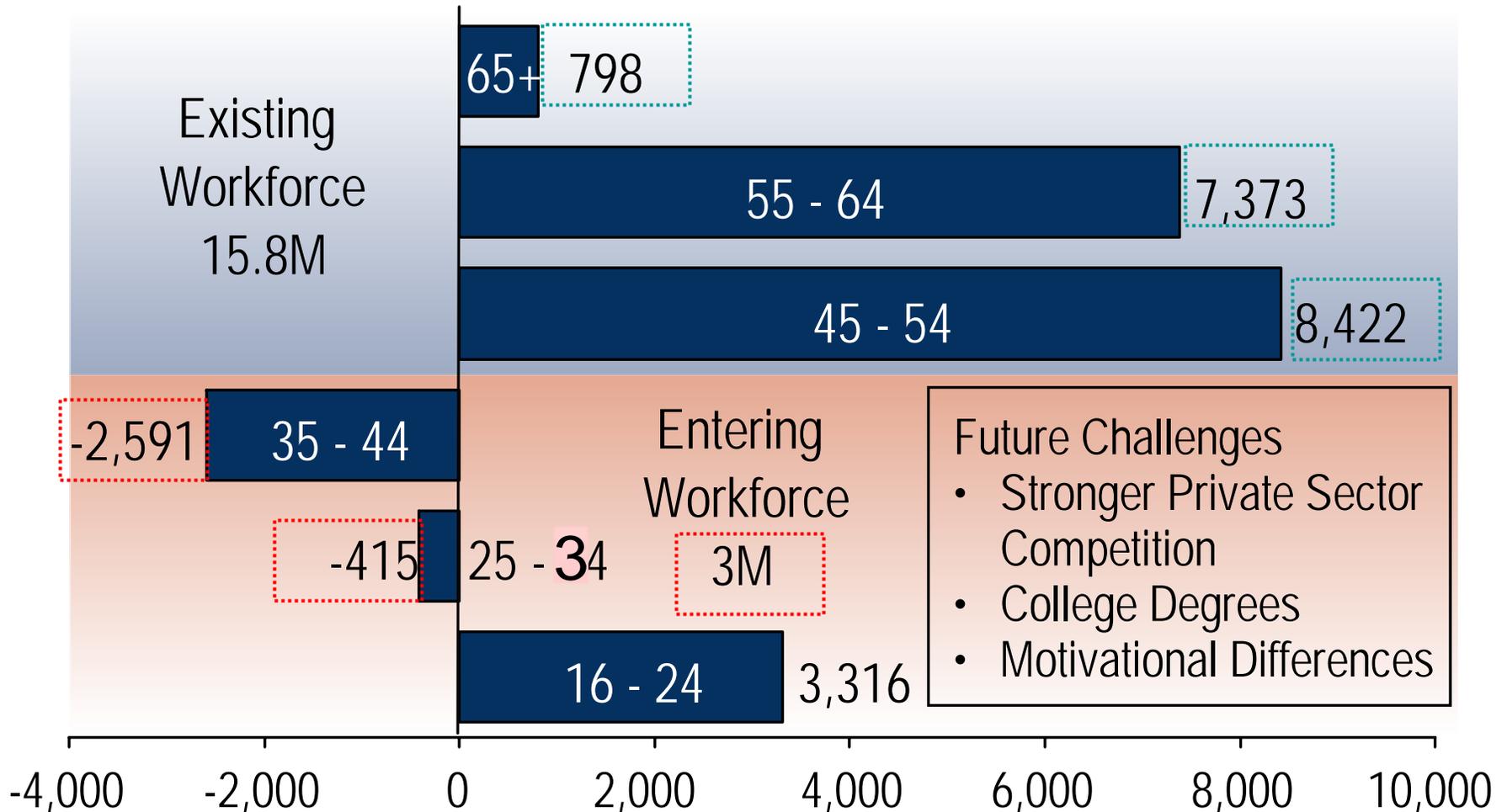
# 2001 -- DoD AT&L Civilian Workforce -- 2011





# Talent Pool Force Change: 1998 - 2008

(Population Change in Thousands)





# AT&L Civilian Workforce Change: 2005 - 2011

2005 Baseline Count (118,354) Held Constant

Strategies for Retaining... **92**

**28,000**

Existing Workforce

*Does not reflect retirements*

65+

+10,757

+16,881

Existing Workforce

**Need Integrated Coherent Strategy**

-6,142

45 - 54

-16,881

35 - 44

**29,000**

Strategies for Hiring...  
*Does not reflect hires/losses*

-4,204

25 - 34

-2,014

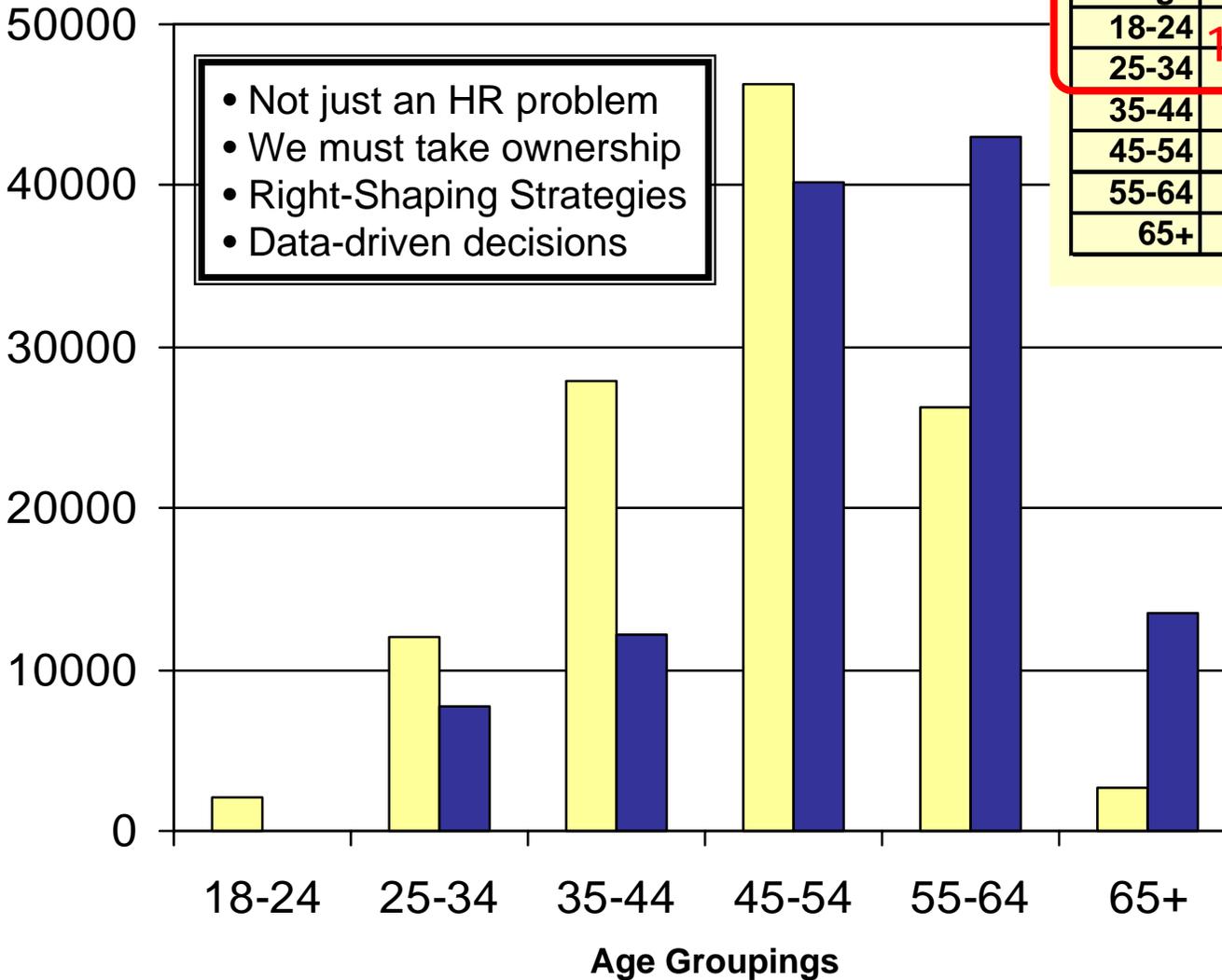
<25

-16,000 -14,000 -10,000 -6,000 -2,000 2,000 6,000 10,000 14,000 16,000



# AT&L Civilian Workforce Migration: 2005 - 2011

Workforce Count



- Not just an HR problem
- We must take ownership
- Right-Shaping Strategies
- Data-driven decisions

Age	2005	2011
18-24	2016	2
25-34	11984	7780
35-44	27391	12209
45-54	46313	40171
55-64	26203	43084
65+	2702	13459

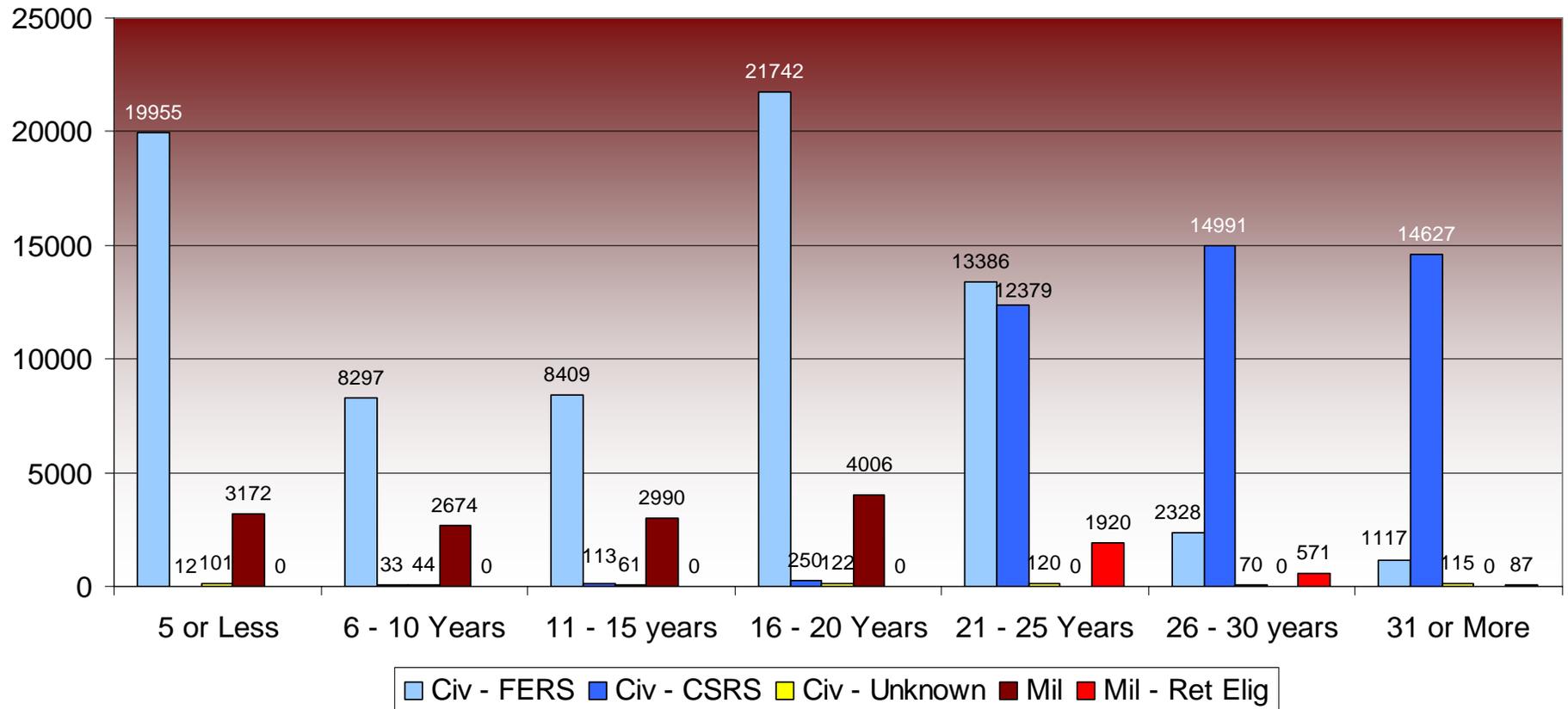
2005  
2011

Source: DMDC 2005 Data; approx 1,700 records with age unknown



# Total AT&L Workforce Years of Service

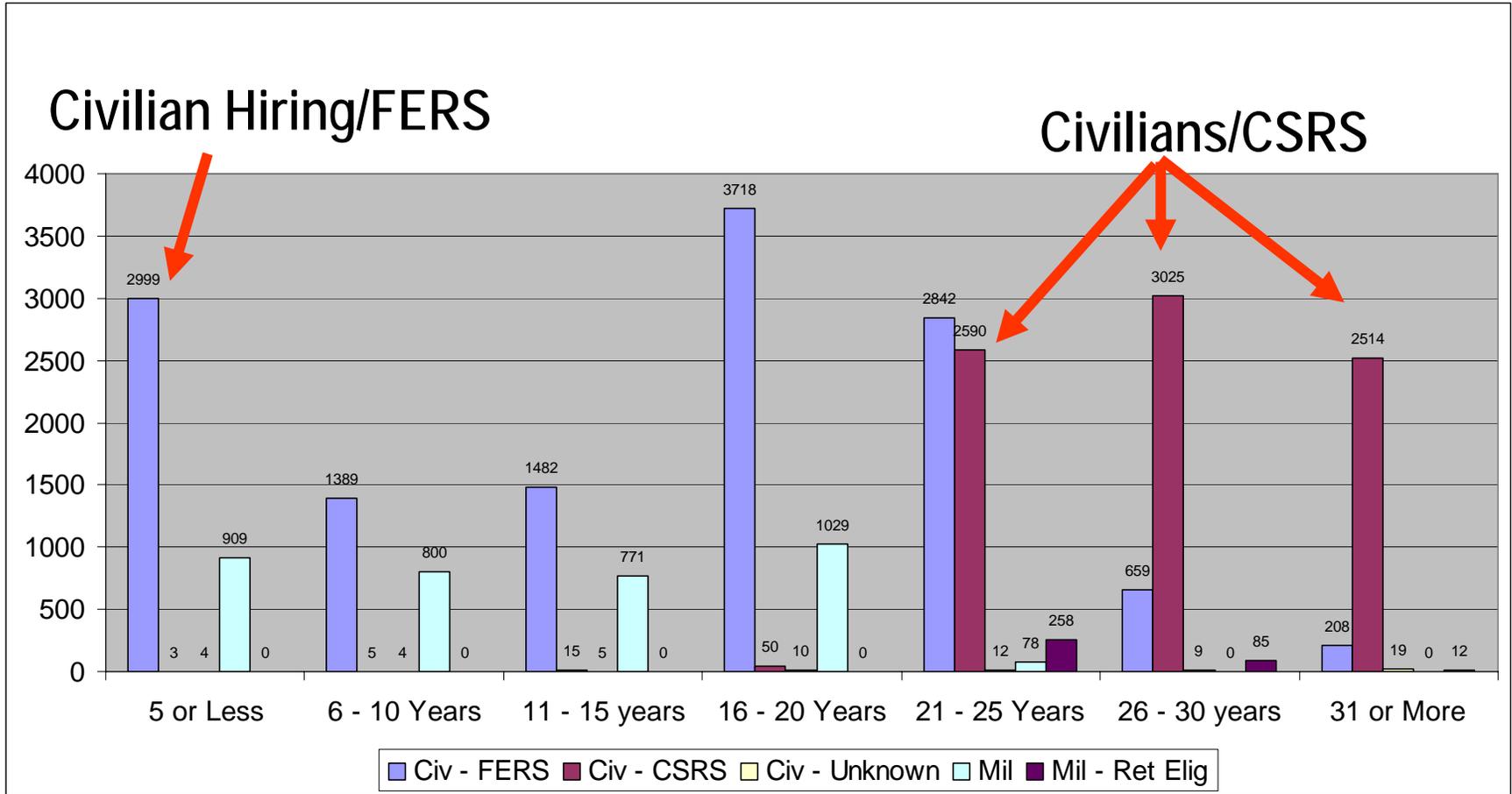
## DoD AT&L Workforce Distribution by Category and Years of Service





# AT&L Workforce – Contracting

## Demographic – Years of Service

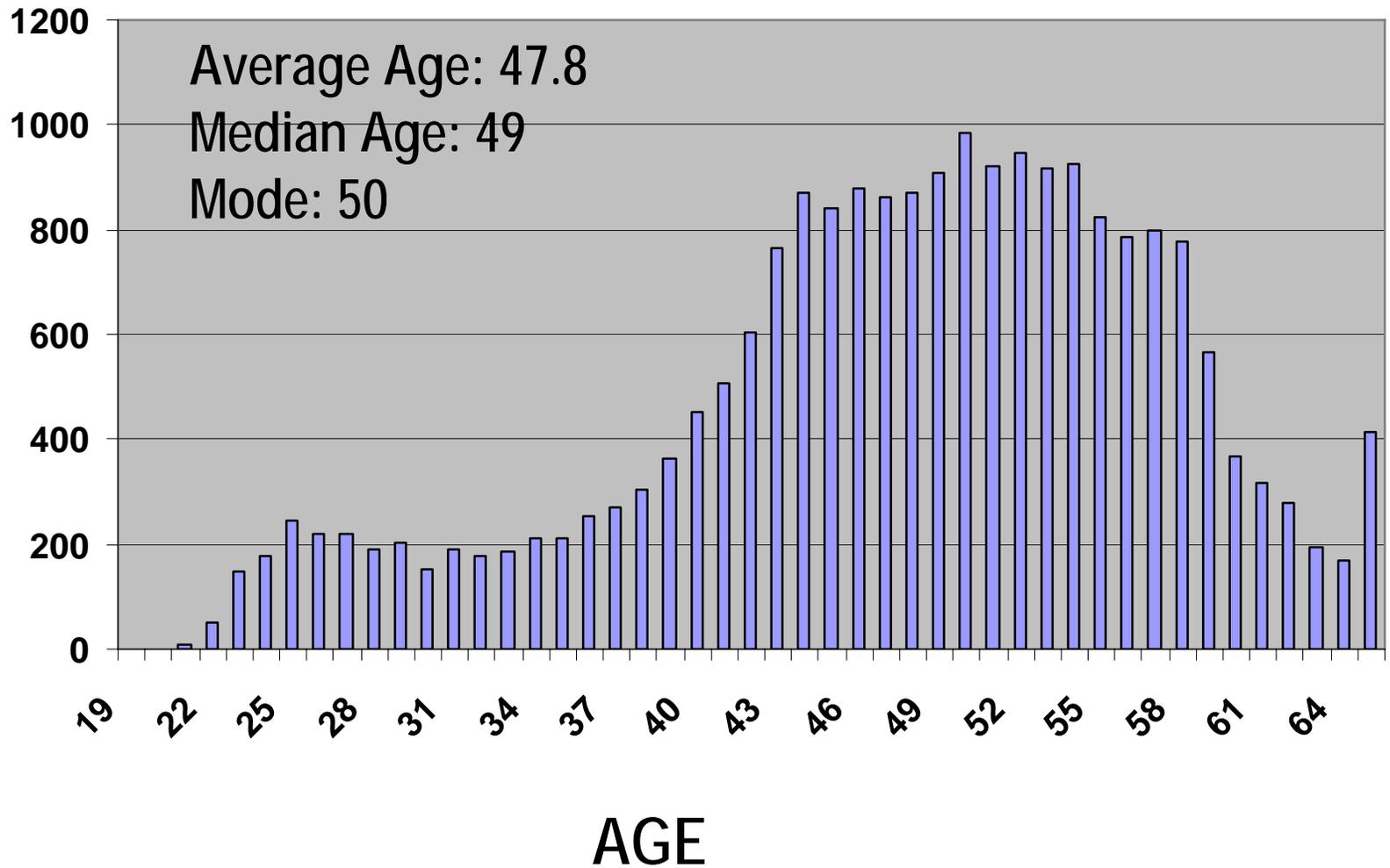




# AT&L Civilian Workforce – Contracting

Number members by Age (30 Sep 2005)

Number of Workforce Members





# AT&L Civilian Workforce – Contracting

Number members by Age (30 Sep 2005)

---

Average Age: 47.8

Median Age: 49

Mode: 50

<b>Culture</b>	<b>Age</b>	<b>Count</b>	<b>%</b>	<b>Cumm</b>	<b>Cumm</b>
<b>Millennium</b>	<b>18-24</b>	<b>384</b>	<b>2%</b>	<b>2%</b>	<b>100%</b>
<b>Gen Y</b>	<b>25-34</b>	<b>2001</b>	<b>9%</b>	<b>11%</b>	<b>98%</b>
<b>Gen X</b>	<b>35-44</b>	<b>4596</b>	<b>21%</b>	<b>32%</b>	<b>89%</b>
<b>Boomer</b>	<b>45-54</b>	<b>9055</b>	<b>41%</b>	<b>73%</b>	<b>68%</b>
<b>Boomer</b>	<b>55-64</b>	<b>5072</b>	<b>23%</b>	<b>97%</b>	<b>27%</b>
<b>Pre-Boomer</b>	<b>65+</b>	<b>729</b>	<b>3%</b>	<b>100%</b>	<b>3%</b>



# AT&L Workforce – Contracting

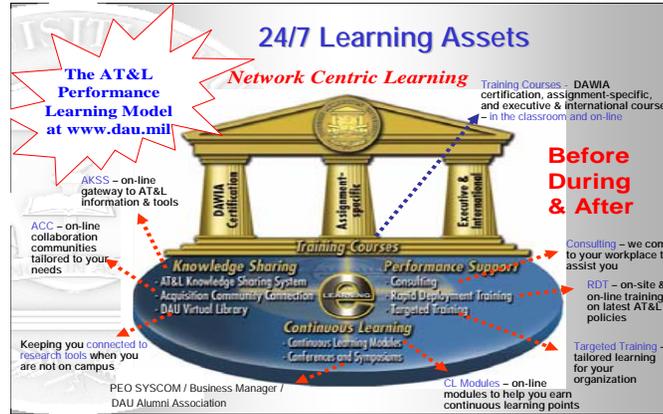
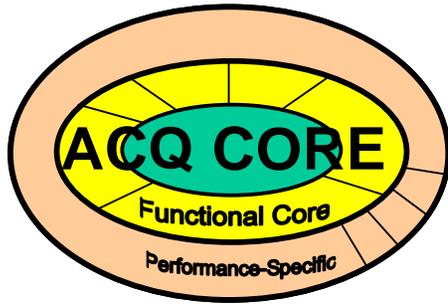
## Members with 1 Year of Service (30 Sep 2005)

Number of Workforce Members



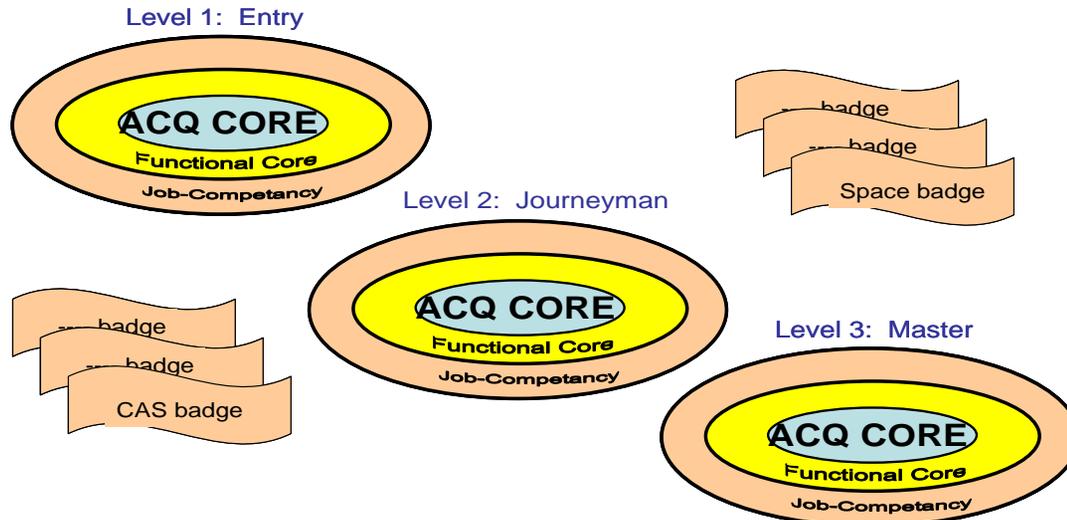


# DoD AT&L Core Plus Framework



**= High Performance on the Job!**

## Core Plus Certification Construct



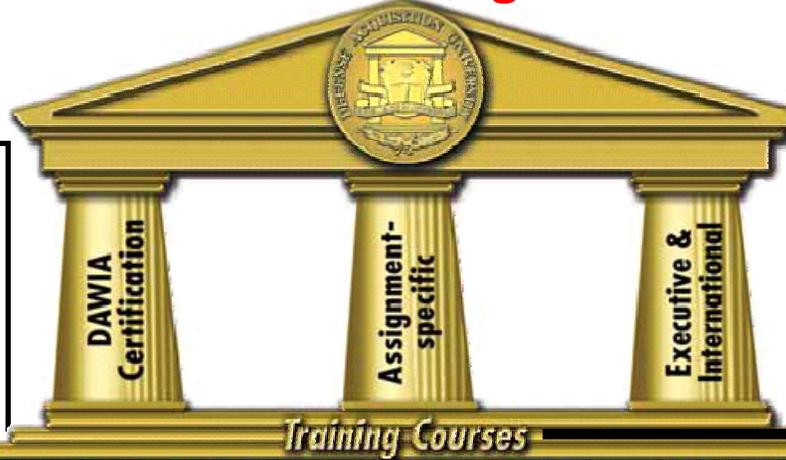
Working with Functional Advisors (SYS, LOG, & International) to design CORE Plus framework



# AT&L Performance Learning Model

24/7 Learning Assets for the Classroom and the Workplace

Before.....During.....After



**Training Courses** - DAWIA Certification, assignment-specific, and executive & international courses – in the classroom and online



- **AKSS** - Online gateway to AT&L information & tools
- **ACC** - Online collaboration communities tailored to your needs
- **Virtual Library** - Keeping you connected to research tools when you are not on campus

- **CL Modules** - Online modules to help you earn continuous learning points
- **Conferences**
  - PEO / SYSCOM
  - Business Manager
  - DAU Alumni Association

- **Consulting** - We come to your workplace to assist you
- **Targeted Training** - Tailored learning for your organization
- **RDT** - On-site and online training on the latest AT&L policies





# Workforce Data Scorecard

	A	B	C	D	E	F	G	H	K	L	M	N	O	P	Q	R	S	T	U	V	W	
7																						
8														Unknowns								
9	5000							New Payroll File	Total		Known		Total Unknown		Unknown - Null		Unknown - Code		Percent Known		Additional Notes	
10	- 55							DOD 5000 55	Military	Civilian	Military	Civilian	Military	Civilian	Military	Civilian	Military	Civilian	Military	Civilian		
11	1	Perr	Perran & Parition	High	High	High	High	SSN	5165	37343	5165	37343	0	0	0	0	0	0	100.0%	100.0%		
12	2	Perr	Perran & Parition	High	High	High	High	Component	5165	37343	5165	37343	0	0	0	0	0	0	100.0%	100.0%		
13	3	Perr	Perran & Parition	High	High	High	High	Parition Number	5165	37343	5025	37343	140	0	140	0	0	0	97.3%	100.0%		
14	4	Perr	Perran & Parition	High	High	High	High	Civilian Pay Plan	N/A	37343	N/A	37343	N/A	0	0	0	0	0	N/A	100.0%		
15	5	Perr	Perran	High	High	High	High	Civilian Occupational Series	N/A	37343	N/A	37343	N/A	0	0	0	0	0	N/A	100.0%		
16	6	Perr	Perran	High	High	High	High	Civilian Pay Grade	N/A	37343	N/A	37343	N/A	0	0	0	0	0	N/A	100.0%		
17	7	Perr	Perran	Medium	High	Medium	Medium	Civilian Step or Rate	N/A	37343	N/A	37343	N/A	0	0	0	0	0	N/A	100.0%		
18	8	Perr	Perran	Low	High	Low	Low	Parition Occupied (Parition Service Identifier)(SES, Competitive or Excepted	N/A	37343	N/A	36839	N/A	504	0	504	0	0	N/A	98.65%		
19	9-E	Perr	Perran	Low	High	Medium	Medium	Military Occupation; Enlisted	318	N/A	318	N/A	0	N/A	0	0	0	0	100.0%	N/A		
20	9-O	Perr	Perran	Low	High	Medium	Medium	Military Occupation; Officer	4847	N/A	4847	N/A	0	N/A	0	0	0	0	100.0%	N/A		
21	10	Perr	Perran	Medium	High	Medium	Medium	Military Pay Grade	5165	N/A	5165	N/A	0	N/A	0	0	0	0	100.0%	N/A		
22	11	Perr	Perran	High	High	High	High	Acquisition Career Field	5165	37343	4270	36316	895	527	892	501	3	26	82.7%	98.59%		
23	12A	Perr	Perran	High	High	High	High	AQ Corp Qualification Baris - Grade	5165	37343	173	9928	4992	27415	4992	27415	0	0	3.3%	26.59%		
24	12B1	Perr	Perran	High	High	High	High	AQ Corp Qualification Baris - Education: Baccalaureate or ACPB Certification Requirement	5165	37343	172	9929	4993	27414	4993	27414	0	0	3.3%	26.59%		

Page 1



# Shaping the Future: New Certification Framework

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- **Systems Engineering** – Mark Schaefer and Bob Skalamara deploying new systems engineering workforce certification model and training
- **Logistics** – Jack Bell and Jim Hall completing new DoD Logistics workforce transformation roadmap
- **Contracting** – Shay Assad engaging Department-wide contracting senior leaders in developing integrated human capital strategies – **meeting as we speak**
- **Business, Cost Estimating, Finance** – Dr. Nancy Spruill leading shift to flexible, targeted certification training
- **Facilities Engineering** – Phil Grone and Dr. Get Moy led addition of human capital goal and objectives as part of new DoD Installations Strategic Plan



# The Federal Acquisition Workforce

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- It is not a single, monolithic workforce
- DoD AT&L workforce as defined by DoD – **135,000**
- Civilian agency workforce as defined by FAI – **35,000**
- DAWIA framework in place since 1991
- DAU broadly recognized as Best in Class (public/private)
- OFPP policy established similar framework April 2005
- DAU/FAI Co-location March 2005

*Bottom Line*

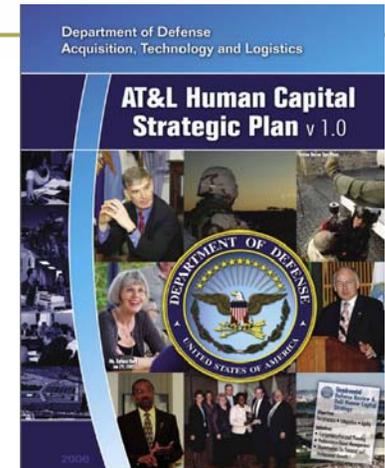
*Recommendations Based Primarily on Needs Related to the 35,000*



# The DoD Acquisition Workforce



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



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.

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.