**ACQUISITION,
TECHNOLOGY
AND LOGISTICS**

APR 2 3 2012

MEMORANDUM FOR DEPARTMENT OF DEFENSE CHIEF INFORMATION OFFICER

SUBJECT: Information Technology Acquisition Workforce Strategic Plan

Thank you for the opportunity to review and co-sign the attached subject plan. I look forward to working with you in leveraging Information Technology (IT) reform and other related initiatives to foster dialogue within the Federal environment and with academic and industry partners, all of whom are committed to creating responsive, innovative solutions for agile IT acquisition.

Our combined efforts to fulfill this plan will influence and enhance the entire Defense IT acquisition framework; including the stature and management of the DoD IT acquisition and program management communities.

Frank Kendall
Acting

Attachments:
As stated

Department of Defense

IT Acquisition Workforce Strategic Plan

April 2012

Office of the Chief Information Officer

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FOREWORD

Every day we witness the unveiling of new technologies and new capabilities. It is an exciting time to be working in technology as we oversee the acquisition and management of sophisticated systems and capabilities within the Department of Defense. The rapid innovations we are seeing in technology must be matched by an agile acquisition process in order to maintain a secure information advantage in delivering needed capabilities in a timely manner. As we work to implement IT reform within the Department, we must also build a strengthened corps of highly skilled, trained and experienced IT acquisition and IT program management professionals who can advance the Department's technology imperatives. This plan, a partnership of the DoD CIO and the USD(AT&L), aligns the IT acquisition workforce improvements to the larger and ongoing strategic efforts for the entire Defense acquisition workforce. Key stakeholders have been identified in this plan to assist our offices in implementing the initiatives. Your involvement and assistance will help drive the retooling, enhancement and sustainment of a skilled pipeline of IT acquisition professionals within the Department.

Teresa M. Takai
DoD Chief Information Officer

Frank Kendall
Acting Under Secretary of Defense
(Acquisition, Technology & Logistics)

IT Acquisition Workforce Strategic Plan

EXECUTIVE SUMMARY

Within the Department of Defense (DoD) and across the federal IT acquisition landscape, a series of change initiatives is underway to improve the acquisition of IT systems. These initiatives are driven internally by DoD's need to acquire information technology and cyber capabilities more effectively and efficiently in response to Defense Science Board findings, and externally by Congress and the U.S. Office of Management and Budget (OMB). The DoD Chief Information Officer (DoD CIO) and the Acting Under Secretary of Defense for Acquisition, Technology, and Logistics (USD(AT&L)) are leveraging IT reform initiatives, along with other main drivers, shown below, to foster dialogue both within the federal environment and with academic and industry partners, all of whom are committed to creating responsive, innovative solutions for agile IT acquisition. The combined efforts are expected to influence the entire Defense IT acquisition framework; including the stature and management of the DoD IT acquisition and IT program management communities.
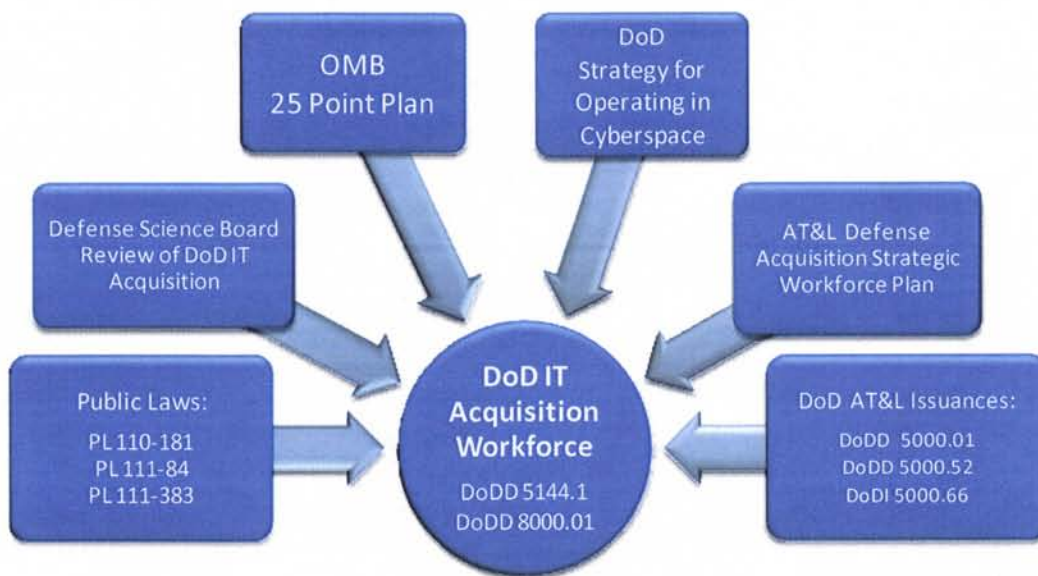
To facilitate these changes, the DoD CIO has developed a strategic plan to implement near-term initiatives; and to plan for longer term objectives associated with DoD's IT Acquisition Reform movement. These actions can be summarized under four guiding strategic goals which are discussed in more detail within this plan.

WORKFORCE STRATEGIC GOALS

1. Create robust, sustainable IT acquisition and IT program management communities.
2. Develop a competency model and career roadmaps for IT acquisition and IT program management personnel.
3. Sustain learning and growth throughout the professional life cycle.
4. Work across broad stakeholder communities to integrate IT acquisition reforms into IT acquisition curricula.

IT Acquisition Workforce Strategic Plan

INTRODUCTION – The IT ACQUISITION REFORM LANDSCAPE

The National Defense Authorization Act (NDAA) for fiscal year (FY) 2008 (Public Law 110-181) required the Defense Science Board (DSB) to review Department of Defense (DoD) policies and procedures for the acquisition of information technology. The March 2009 DSB report, *Department of Defense Policies and Procedures for the Acquisition of Information Technology,* ultimately concluded that the current process for the acquisition of DoD IT was ineffective, finding it overly long and cumbersome, thus ill-suited to maintain the wide array of systems requirements within the Department. Subsequently, in Section 804 of the FY 2010 NDAA (Public Law 111-84), DoD was directed by Congress to implement a new acquisition process for IT systems and to report on the Department's progress.

About the same time that DoD was submitting its required report to Congress, *A New Approach for Delivering Information Technology Capabilities in the Department of Defense (November 2010)*, the Office of Management and Budget (OMB), through the U.S. Chief Information Officer, issued the *25 Point Implementation Plan to Reform Federal Information Technology Management (December 2010)*. The plan is dedicated, in the same way that Section 804 is, to instituting IT acquisition reforms that will enable rapid fielding of capabilities and improved outcomes. Similar to the DoD November 2010 report to Congress, the 25 Point Plan highlights the role of the IT acquisition workforce. In addition to a focus on IT acquisition specialists, the 25 Point Plan has driven the creation of a new occupational category, the IT Program Manager, and includes planning steps to ensure that successful IT program managers are rewarded for their performance. The 25 Point Plan highlights are shown on the following page.

> **"A New Approach for Delivering Information Technology Capabilities in the Department of Defense"**
>
> The November 2010 DoD report to Congress addressed requirements pursuant to Section 804 of the FY 2010 NDAA and recognized that a top priority is to establish a cadre of trained professionals. Areas for examination included:
>
> - Training
> - Certification
> - Career Paths
> - Recruiting
> - Retention

More recently, in August 2011, OMB issued memorandum M-11-29, on Chief Information Officer Authorities. This document reiterated that agency Chief Information Officers have a lead role in IT program management as well as a cross-agency portfolio management role through the Federal CIO Council.

The Office of the DoD CIO, as the IT acquisition workforce Functional Leader (IT FL), is the proponent for the IT acquisition workforce within the Department of Defense. The IT FL will support the Office of the Under Secretary of Defense for Acquisition, Technology and Logistics (AT&L), the Defense Acquisition University (DAU) and the Office of the Deputy Chief Management Office (DCMO) to implement initiatives to address and fulfill the Department's IT acquisition workforce's needs and associated reporting requirements in the FY 2010 NDAA (Section 804) (Public Law 111-84), as well as supporting the FY 2011 NDAA (Public Law 111-383) requirements below:
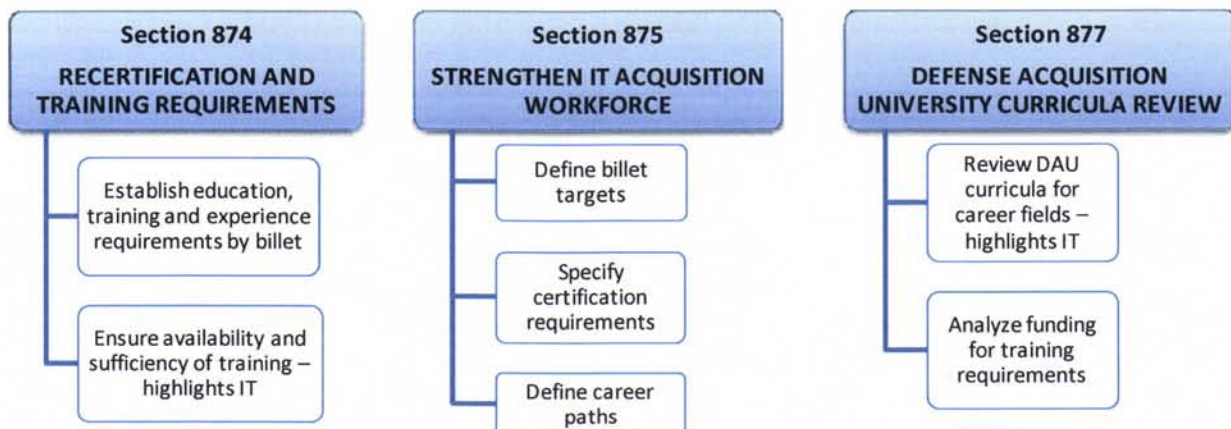
The IT FL is already engaged in improvement efforts. The preliminary focus has been on the "ABC's" --- analysis of the existing state of the IT acquisition workforce; building the IT Functional Integrated Process Team (FIPT), a body of Component IT functional experts, acquisition career managers, and advisors from the DAU and the Information Resources Management College (IRMC) of the National Defense University; and initiating a full-scale competencies review. This strategic plan strengthens and broadens those initiatives, and also incorporates Congressional mandates and federal initiatives. The IT acquisition workforce is truly at a crossroads, creating opportunities for dramatic workforce improvements with consequent positive acquisition outcomes.

In addition to these efforts, the DoD CIO is working within the Department and across the Federal Government, through engagement with OMB and the Office of Personnel Management (OPM), on the wide-ranging activities necessary to create a management structure to strengthen and grow a recognized cadre of IT program managers.

GOAL 1: Create robust, sustainable IT acquisition and IT program management communities.

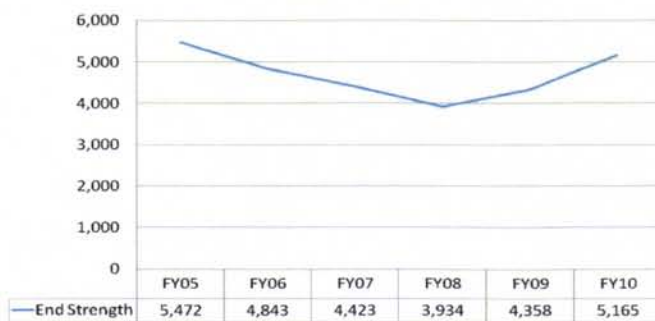The IT acquisition workforce has experienced significant fluctuations in size over the past several years, with the highest numbers (5,612) recorded in FY 2001. After several years of end strength decreases, the workforce has been on an increasing trend. In FY 2010, the workforce grew 19% and has increased another 7% in 2011, ending the third quarter at 5,523 personnel. The growth can be attributed to several reasons, including insourcing of functions, changing mission requirements, and the use of recruiting and retention incentives.

The challenge in managing these changes is that supporting human capital management programs may lag behind. For example, while the community was growing, training utilization did not keep pace, contributing to a low certification rate (percent of people meeting the education, experience, and training requirements for the position they occupy). Improved oversight of the community and the implementation of activities to support IT acquisition reform will enable the Department to develop and maintain a highly skilled workforce that can support the dynamic changes anticipated in defense and federal-wide IT management.

In 2010, the Director of CIO Management Services in the Office of the DoD CIO became dual-hatted as the DoD IT Functional Community Manager (FCM) and the IT Functional Leader (IT FL) for the IT acquisition workforce. This move has strengthened the overall management of the IT acquisition community and will also enable cross-development of initiatives to benefit both functional communities.

Over 90% of the IT acquisition workforce is civilian personnel. The majority of these individuals reside in occupational series that are under the oversight of the IT FCM. The largest representation is from the IT Management, or 2210 series, 1 of 21 mission critical occupations (MCOs) within DoD.

IT Acquisition Workforce FY05-FY10

	FY05	FY06	FY07	FY08	FY09	FY10
End Strength	5,472	4,843	4,423	3,934	4,358	5,165

1.1 Develop an integrated plan to strengthen the IT acquisition workforce.

Although information technology is 1 of 14 career fields under the auspices of the Defense Acquisition Workforce Improvement Act (DAWIA), historically it has lagged in prominence and funded supportive initiatives. In FY 2009 segments of the IT workforce were identified by the Office of the DoD CIO as mission critical to the Department, requiring more attention due to the

growing dependency on information systems and the need to have skilled IT professionals to plan, design, secure, and manage these systems. IT acquisition is also a Congressional area of interest, and most recently, became a federal-wide targeted improvement area by the U.S. Chief Information Officer. Section 875 of the FY 2011 NDAA requires DoD to develop and implement a plan for improving the IT acquisition workforce. This strategic plan will serve as the foundation for that report.

- Planned Actions
  - ☐ Support development of Appendix 1 to the FY 2011 DoD Strategic Human Capital Plan Update on the Defense Acquisition Workforce[1].
  - ☐ Publish update to IT acquisition workforce strategic plan on an annual basis.

In October 2011, the Director, Human Capital Initiatives (AT&L) promulgated the *Defense Acquisition Workforce Guidance Roadmap*. The roadmap focuses on six key goals, as shown below. As the Department implements the initiatives contained in this strategic plan, the new roadmap will guide progress in further moving the IT acquisition workforce forward.

Defense Acquisition Workforce Guidance Roadmap
Will Take the Workforce to a Higher Level

| Strategically Build Workforce | Better Buying Power | Level 4 Workforce | Workforce Profession Recognition | Mid Career Workforce Readiness | Workforce Planning |
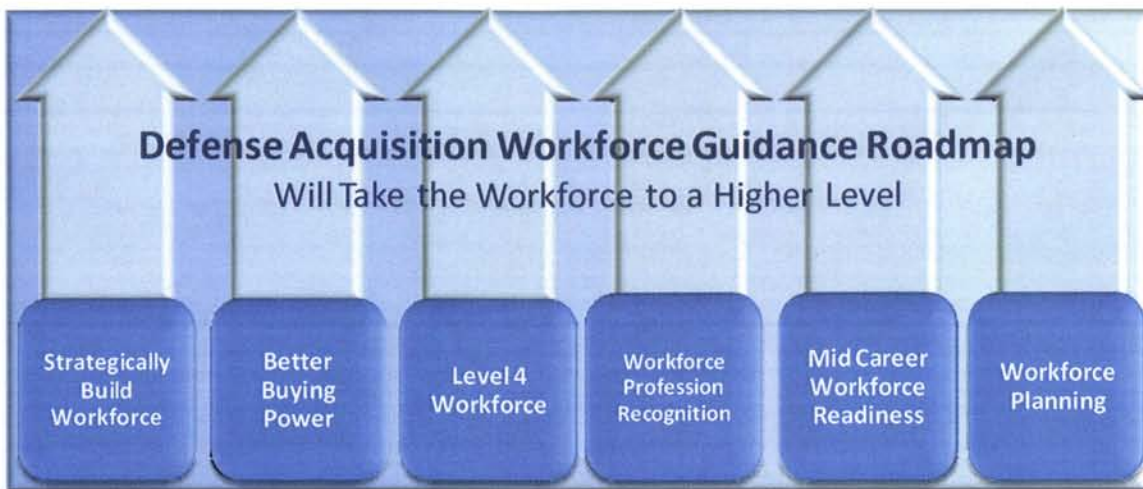
1.2 Create metrics to measure the overall health of the IT acquisition workforce.

The IT FL has analyzed available data from Data Mart and other sources to form an objective picture of the IT acquisition workforce relative to other acquisition career fields. The IT acquisition workforce lags behind the overall DAWIA workforce in several key measures of goodness, including certification rate, educational attainment, and turnover rate. It is well understood that the success of the IT acquisition reform efforts depends upon a well-qualified workforce. The purpose of developing a panel of indicators is to provide visibility to senior leadership on continuing improvement needs and opportunities for improvement. The IT FL will work with the FIPT membership to quantify improvements required.

- Completed Actions
  - ☑ Identified metrics to measure the overall health of the IT acquisition workforce.

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[1] Action items that have been completed are listed in Appendix A: "Workforce Improvement Implementation Plan - Completed Actions." Action items that are in development are included in Appendix B: Workforce Improvement Implementation Plan – Planned Actions."

☑ Established key metrics in which the IT acquisition workforce lags behind the overall acquisition workforce: certification rate, educational attainment, and turnover rate.

- Planned Actions
  - ☐ Develop realistic goals for each workforce improvement metric.
  - ☐ Track metrics on a quarterly basis.

The metrics shown below will serve as the foundation for a tracking system by which to measure the "health" of the IT acquisition workforce.

Performance Metrics

Certification Rate			
Metric	**Baseline in FY 2009**	**FY 2010**	**Q3 FY 2011**
Information Technology (Civilian)	38%	39%	40%
Information Technology (Military)	12%	10%	12%
Total (Civilian and Military)	36%	37%	38%
Defense Acquisition Workforce	59%	57%	60%
Educational Attainment			
Metric	**Baseline in FY 2009**	**FY 2010**	**Q3 FY 2011**
Bachelor's Degree or Higher (IT Civilian)	56%	57%	58%
Bachelor's Degree or Higher (IT Military)	91%	90%	90%
Total (Civilian and Military)	58%	59%	59%
Defense Acquisition Workforce	79%	79%	80%
Turnover Rate			
Metric	**Baseline in FY 2009**	**FY 2010**	**Q3 FY 2011**
IT Senior Career Group (10 or less years to Retirement)	12.7%	11.6%	N/A
IT Mid Career Group (11 to 20 years to Retirement)	11.8%	8.9%	N/A
IT Future Career Group (21 to 25+ years to Retirement)	11.2%	8.2%	N/A
Total	12.3%	10.2%	N/A
Defense Acquisition Workforce	6.8%	6.0%	N/A

1.3 Enhance Component access to a portfolio of recruiting and retention tools.

The DoD has a wide range of recruiting and retention tools that can assist in acquiring top tier IT acquisition talent within the Department. The IT FL will work in concert with the Directors of Acquisition Career Management (DACMs) to examine current utilization of these human resource flexibilities and to improve their deployment across all Components.

- Completed Action
  - ☑ Submitted proposal to gain Defense Acquisition Workforce Development (DAWDF) funding for the DoD Information Assurance Scholarship Program to create a cadre of cyber-informed IT acquisition professionals with degrees.

- Planned Actions
  - ☐ Work with the IT FIPT and Director, AT&L Human Capital Initiatives (HCI), to address key IT acquisition workforce recruitment and retention challenges.
  - ☐ Examine utilization of the Defense Acquisition Expedited Hiring Authority by Component, and provide findings and outcomes.
  - ☐ Examine recruitment bonus, retention bonus and loan repayment program utilization rates within the IT acquisition workforce, and provide findings and outcomes.
  - ☐ Partner with the Director, AT&L HCI and the Components to identify and select qualified IT acquisition candidates under the DoD Information Assurance Scholarship Program (IASP) using DAWDF funds.

1.4 Develop avenues to recognize high performing IT acquisition personnel.

In 2009 acquisition workforce individual achievement awards were established to encourage and recognize individual excellence in acquisition work on behalf of the DoD. These awards recognize best practices, incentivize individual performance, and encourage achievement within the defense acquisition community. They are given almost exclusively by career field, which includes Program Management; Contracting; Business Management; Life Cycle Logistics; and Systems Planning, Research, Development, and Engineering (SPRDE). As part of this objective, the IT FL recommended, and AT&L approved, the inclusion of the IT acquisition career field as an achievement award category for the 2011 award cycle. The IT acquisition winner was recognized in November 2011 at the annual Program Executive Office/Systems Command PEO/SYSCOM Conference. Providing recognition for excellence in IT acquisition will enhance the visibility and prestige of the field and reward proven performance.

- Completed Actions
  - ☑ Initiated IT acquisition individual achievement award in 2011, which was awarded on November 1, 2011 at the annual PEO/ SYSCOM Conference.
  - ☑ Determined the feasibility of including military personnel in monetary performance incentive programs.
- Planned Actions
  - ☐ Identify further opportunities to recognize achievements within the IT acquisition and IT program management communities.
  - ☐ Develop joint AT&L and DoD CIO on-the-spot recognition criteria for significant IT acquisition and IT program management achievements.

GOAL 2: Develop a competency model and career roadmaps for IT acquisition and IT program management personnel.

The IT FL, supported by members of the IT FIPT and aligned with AT&L strategic planning guidance on competency assessment, has begun developing a competency model and career roadmap to improve IT acquisition workforce analysis and human capital planning. The competency framework will be integrated with human resources, learning management, performance management, and learning content systems to enable:

- A High Performing Workforce
- Agile Mission Support
- Strategic Workforce Planning
- Improved Competency Gap Assessment
- Professional Development and Career Planning
- Recruiting and Selection
- Succession Planning
- Improved Learning and Training
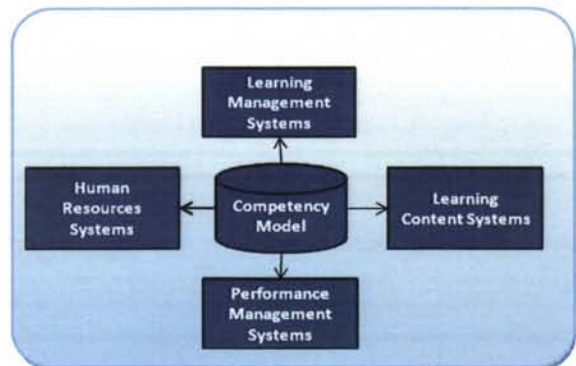
In addition to these efforts, DoD is working internally and across the Federal Government to create the management structure for developing a robust cadre of IT program management personnel. This series of initiatives for IT acquisition and IT program management personnel will help strengthen the acquisition and performance capabilities of IT systems and services.

2.1 Conduct a competency review for the IT acquisition workforce.

An integral part of a career path is the development of a competency model that identifies the competencies and proficiencies required of employees as they move along that path. The DoD CIO has initiated a comprehensive IT acquisition competencies review that aligns with a broader AT&L acquisition competency development effort to identify characteristics of successful IT acquisition workforce members. The results of these efforts will inform recruiting and retention efforts, as well as curriculum and professional development.

The IT FL has been leading subject matter experts (SMEs) through a four-phase process to build an IT acquisition workforce competency model.

- Completed Action
  - ☑ Completed three phases of a four phase IT Acquisition Workforce competency review process.
- Planned Actions
  - ☐ Survey the IT acquisition workforce to validate the approved competency model.
  - ☐ Evaluate gaps and plan for continuous updates and use.

2.2 Review IT acquisition career field certification requirements, focusing on entry-level and experience requirements.

Certification training is a critical element for improving workforce quality. The IT acquisition career field certification rate is approximately 38%, the lowest of any of the 14 acquisition fields. The IT FL will review IT acquisition career field certification requirements, especially entry-level training requirements and years of functional experience requirements, to determine the right mix of education, training and experience needed to improve workforce capability and quality.

- Planned Actions

  - ☐ Examine qualification requirements for the IT acquisition career field.
  - ☐ Identify barriers to certification completion and create a strategy for improvement.

2.3 Develop senior-level IT acquisition capabilities.

The IT FL, supported by the IT FIPT, will partner with AT&L to develop IT acquisition Key Leadership Positions (KLP) within the IT acquisition career field. Individuals designated as KLPs have significant responsibilities and authorities, and warrant special management attention for qualification and tenure requirements. A KLP requires Level 3 certification or the highest certification level identified for the position category. Under the new Defense Acquisition Workforce Roadmap, each workforce is being encouraged to develop a rigorous Level 4 program to take the workforce beyond the Level 3 certification to the fully qualified master. The new KLP, therefore, may ultimately become a new level 4.

- Planned Actions

  - ☐ Identify IT acquisition Key Leadership Positions within the DoD.
  - ☐ Identify qualification and tenure requirements for IT acquisition Key Leadership Positions.
  - ☐ Develop a process for including the DoD CIO and DCMO in the selection process of the critical IT acquisition Key Leadership Positions.

2.4 Develop IT program management career field.

The OPM, at the request of the U.S. CIO, with input from agencies and the OMB, began an effort in January 2011 to create a specialized career path for IT program managers. This initiative was fast-tracked and a separate occupational title specific to IT program management was created within the current IT Management (2210) series (July 2011).

The OPM has published the IT Program Management Career Path Guide (November 2011) and recommended training curriculum for the newly-established Information Technology (IT) Program Management job title. The information presented in this Guide captures critical activities for agencies to achieve success in Federal IT Program Management through recruitment, development, and retention of top talent. At the federal level, this Guide serves as a roadmap for individuals interested in pursuing or advancing in an IT Program Management career. The Guide serves as a reference for federal employees and supervisors to support training and development initiatives within the IT Program Management career field. The IT FL was engaged in OPM's career path and competency framework development, and provided input from DoD lessons learned, and leveraged federal efforts where appropriate.

As part of this effort, DoD will examine its current workforce (most of whom are coded as (Program Management acquisition workforce) to identify IT program management personnel/positions and their relationships to the IT and acquisition communities. In doing so, required education and training will be identified for those individuals to ensure that they are well qualified for their work.

> **OMB 25 Point Plan**
>
> Item 7: "Design a formal IT program management career path."
>
> Item 8: "Scale an IT program management career path government-wide."
>
> This will require the development of a competency framework for IT program management.

Within DoD, the challenge will be sifting through the potential sources of individuals who are already performing program management functions, as well as those individuals who can become part of the sustainable pipeline. Each potential source of talent may provide a segment of the emerging IT program management career field.

Information Technology Program Managers (e.g., MAIS) **Weapons Systems Program Managers (e.g., MDAP)**

- Completed Actions
  - ☑ Supported development of IT Program Manager titling for 2210 IT Management series.
  - ☑ Partnered with the Office of Personnel Management (OPM) to develop IT program management competencies.
  - ☑ Developed IT program management data field for 2210 series within the Defense Civilian Personnel Data System (DCPDS).

- Planned Actions
  - ☐ Work with OPM on IT program manager competencies, training, and classification efforts.
  - ☐ Identify DoD individuals performing IT program management/project management functions.
  - ☐ Establish management plan for the DoD IT program management community.
  - ☐ Develop IT program management Key Leadership Position requirements and training to enhance performance of IT programs/projects.
  - ☐ Modify civilian and military databases with new occupational title coding.

GOAL 3: Sustain learning and growth throughout the professional life cycle.

3.1 Review Defense Acquisition University curricula and incorporate new IT acquisition reform processes, and critical IT acquisition reform competencies.

Review of the Defense Acquisition University (DAU) curricula is an annual responsibility of each career field Functional Leader. This requirement has been elevated in importance for FY 2012 as there is a mandate to conduct a full review of DAU curricula in accordance with Section 877 of the FY 2011 NDAA. The NDAA specifically highlighted four acquisition areas of Congressional interest; Information Technology is one of those areas. This will be an opportunity to examine the sufficiency of the current IT acquisition curricula, to address emerging cybersecurity requirements, and to prepare for changes resulting from defense and federal-wide acquisition reform. In addition, student throughput and satisfaction with DAU course quality are essential to creating and sustaining a highly qualified IT acquisition workforce.

- Completed Action
    - ☑ Provided qualified certification that DAU course content is current, accurate, and meets the training needs of the IT acquisition workforce.

- Planned Actions
    - ☐ Conduct comprehensive review of IT acquisition curricula in accordance with Section 877 requirements and ensure consistency with IT acquisition reform methodologies.
    - ☐ Develop learning materials for the agile IT acquisition methodologies for use across DAU curricula.
    - ☐ Monitor utilization of DAU courses in meeting certification requirements.
    - ☐ Monitor student satisfaction with DAU courses.

3.2 Expand DAU's Mission Assistance Program to include Major Automated Information Systems.

The DAU has a robust Mission Assistance Program that historically has provided on-site training, team-building, executive coaching, and other services for Major Defense Acquisition Programs (MDAPs). In January 2011, the Mission Assistance Program began its outreach to Major Automated Information Systems (MAIS) program offices and their goal statement was recently formally amended to include both MDAP and MAIS. Expanding the capabilities of this program to IT acquisition will provide great benefit and could be a significant asset in improving the effectiveness and success rate of MAIS.

- Completed Action
    - ☑ Conducted preliminary DAU-wide faculty data call to ascertain faculty program management expertise on MAIS, business systems and Enterprise Resource Planning (ERP) systems.

- Planned Actions
  - ☐ Refine understanding of DAU agile IT teaching capabilities with the aid of the Talent Management System (TMS) currently being implemented within DAU.
  - ☐ Develop an implementation/roll-out strategy for offering mission assistance to managers of MAIS in conjunction with IT acquisition reform, timed to reform initiation.

3.3 Expand IT acquisition and IT program management education and training options outside of DAU.

The DAU is the chief provider of acquisition workforce training, but other acquisition career fields, such as Contracting, have led the way in partnering with other educational institutions that can provide quality training solutions. Specifically for IT acquisition, the Information Resources Management College (IRMC) of the National Defense University, the Naval Postgraduate School (NPS), and the Air Force Institute of Technology (AFIT) have solid IT project or program management curricula that could be leveraged by the IT acquisition and program management workforce. In response to the goals of this strategic plan, IRMC has implemented a new IT Program Management Certificate Program and Government Information Leadership Master of Science degree with an IT Program Management concentration for academic year 2011-2012. To keep pace with rapid changing skills, cybersecurity and technology requirements, it will become increasingly important to expand partnerships to maximize the training and educational options available to the IT acquisition workforce.

- Completed Actions
  - ☑ Developed IT Program Management Certificate Program at the IRMC.
  - ☑ Developed Government Information Leadership Master's of Science with IT program management concentration at the IRMC.
- Planned Actions
  - ☐ Expand partnership with IRMC to offer IT program/project management classes and professional development seminars to IT acquisition professionals.
  - ☐ Explore partnerships with the Naval Postgraduate School and the Air Force Institute of Technology to develop and offer IT acquisition and IT program management courses.

3.4 Develop a rotational plan for the IT acquisition and IT program/project management workforce.

Private industry is playing a key role in federal IT acquisition improvement initiatives. As DoD and the rest of the Federal Government leverage commercial best practices, IT acquisition professionals may require enhanced skills to effectively manage more agile acquisition processes. The IT FL will lead the effort, in partnership with AT&L, the Office of the Under Secretary of Defense for Personnel and Readiness (OUSD (P&R)), and the IT FIPT to implement a program with industry for rotational personnel exchanges. Under this collaborative learning venture, DoD IT acquisition professionals and private industry organizations will have a unique opportunity to share best practices and enhance employee/organizational capabilities through personnel details that range in length from three months to one year.

- Planned Actions
  - ☐ Leverage the DoD Information Technology Exchange Program (ITEP) pilot rotation program with industry to strengthen IT acquisition and IT program/project management skills and capabilities.
  - ☐ Communicate advantages of ITEP to IT acquisition community.

GOAL 4: Work across broad stakeholder communities to integrate IT acquisition reforms into IT acquisition curricula.

Successful implementation of IT Acquisition Reform initiatives will require collaboration and "all in" efforts from a number of key acquisition stakeholders. Selected major stakeholders include the DoD CIO, the DCMO, AT&L, DAU, and Service Acquisition Executives (SAEs). Each of these stakeholders has significant equity in decision-making; the Acquisition Functional Leaders are broadly responsible for DAU curricula and career field certification requirements; while the SAEs have the responsibility for the development of personnel within each of their Components. The DAU is the chief educational arm of DoD for the acquisition workforce. The Director, AT&L Human Capital Initiatives (HCI) is responsible for policies/initiatives that address the career development needs of the entire DoD acquisition workforce. The IT FL is responsible for applying the overarching acquisition workforce initiatives to the IT acquisition workforce.

The IT FL will facilitate the transfer of knowledge and expertise to other DoD acquisition workforce career fields. Collaboration among the stakeholder communities is paramount to success. Key integrative forums include the Workforce Management Group (WMG), and the Senior Steering Board (SSB).

4.1 Build an effective IT Functional Integrated Process Team.

Under the leadership of the IT FL, the IT Functional Integrated Process Team (IT FIPT) is the primary engine of change for the IT acquisition career field. The IT FIPT has representatives from both the functional and career management communities of each of the Components, as well as representatives from DAU, the IRMC, and the AT&L HCI. The IT FIPT contains a wealth of subject matter expertise, and has the ability to reach back to their respective Components to garner support for IT FIPT initiatives. The IT FL's first priority upon appointment was to build the engagement of the IT FIPT. Since the appointment, the IT FIPT has met on a regular basis, and has been engaged in new workforce improvement initiatives. Most prominently, the IT FIPT members were integrally engaged in forming and contributing to Expert Panels and Subject

Matter Expert (SME) focus groups for the IT acquisition workforce competency review process. The IT FL chairs the meetings to underscore the importance of the IT FIPT as a change agent within the system.

- Planned Actions
  - ☐ Lead the IT FIPT to complete the competency framework development.
  - ☐ Lead the IT FIPT in assessing outcomes of the IT acquisition reform process, examining the DAU curricula, and determining changes to maximize the development of the IT acquisition workforce.

4.2 Partner with other acquisition workforce career fields to build buy-in for IT acquisition workforce reform initiatives.

The IT acquisition career field is highly interdependent with other career fields. Program Management; Systems Planning, Research Development, and Engineering (SPRDE); Test and Evaluation; and Contracting are the most notable examples. It is important to understand the intersections to determine how to best train someone with both engineering and IT interests. As discussed in Section 2.4, persons who manage IT acquisitions such as MAIS need to be very well grounded in the special aspects of IT acquisitions. These fields, among others, will need to receive education/training to ensure that the right skills are present in each community.

- Planned Actions
  - ☐ Engage each career field to ensure their respective workforces get the requisite training/education to support the new IT acquisition methodologies.
  - ☐ Determine which personnel require additional training, and develop a work plan for needed course offerings and/or certification(s).

4.3 Revitalize the IT acquisition Community of Practice.

The IT acquisition workforce has a Community of Practice (CoP) on the DAU Acquisition Community Connection (ACC), an online practice center focused on acquisition-specific topics. The CoP is a way to provide a constant presence to the DoD workforce, as well as to industry partners, to facilitate sharing across the DoD acquisition environment. Given the new focus on enhancing the skills and learning opportunities for the DoD IT acquisition workforce, as well as the re-engagement of the IT FIPT, the IT FL has revitalized the IT acquisition CoP and will use it to share knowledge, presentations, new processes and training materials in a secure environment.

- Completed Action
  - ☑ Reinvigorated the IT CoP as a prominent place to share best practices and exchange materials.
- Planned Action
  - ☐ Post IT FIPT minutes and other relevant IT acquisition workforce documents on the IT CoP.

APPENDIX A: WORKFORCE IMPROVEMENT IMPLEMENTATION PLAN – COMPLETED ACTIONS

	Action Item	Stakeholders	Month Completed
1. Create robust, sustainable IT acquisition and IT program management communities.			
1.2	**Create metrics to measure the qualifications of the IT acquisition and IT program management workforce.**		
	Identified metrics to measure the overall health of the IT acquisition workforce.	**Leads** – DoD CIO, Director, AT&L HCI **Partners** – Defense Manpower Data Center (DMDC)	August 2011
	Established key metrics in which the IT acquisition workforce lags behind the overall acquisition workforce: certification rate, college graduation rate, and turnover rate.	**Leads** – DoD CIO, Director, AT&L HCI **Partners** – IT FIPT, DAU, Components	September 2011
1.3	**Enhance Component access to a portfolio of recruiting and retention tools.**		
	Submitted proposal to gain DAWDF funding for the DoD Information Assurance Scholarship Program to create a cadre of cyber-informed IT acquisition professionals with degrees.	**Leads** – DoD CIO, Director, AT&L HCI **Partners** – IT FIPT, DAU, Components	August 2011
1.4	**Develop avenues to recognize high performing IT acquisition personnel.**		
	Initiated IT acquisition individual achievement award in 2011, which was awarded on November 1, 2011 at the annual PEO/ SYSCOM Conference.	**Leads** – DoD CIO, Director, AT&L HCI, DAU **Partners** – IT FIPT, Components	May 2011
	Determined the feasibility of including military personnel in monetary performance incentive programs.	**Leads** – DoD CIO **Partners** – OUSD (P&R)	May 2011
2. Develop a competency framework and career roadmaps for IT acquisition and IT program management personnel.			
2.1	**Conduct a competency review for the IT acquisition workforce.**		
	Completed three phases of a four phase IT Acquisition Workforce competency review process.	**Leads** – DoD CIO, Director, AT&L HCI **Partners** – IT FIPT, IRMC, DAU Components	September 2011

	Action Item	Stakeholders	Month Completed
2.4	**Develop IT program management career field.**		
	Supported development of IT Program Manager titling for 2210 IT Management series.	**Leads –** OPM **Partners –** DoD CIO, Federal Agencies	May 2011
	Partnered with the Office of Personnel Management (OPM) to develop IT program management competencies.	**Leads –** OPM **Partners –** DoD CIO, Federal Agencies	July 2011
	Developed IT program management data field for 2210 series within the Defense Civilian Personnel Data System (DCPDS).	**Leads –** DoD CIO, DCPAS	September 2011
3. Sustain learning and growth throughout the professional life cycle.			
3.1	**Review DAU curricula and incorporate new IT acquisition reform processes, and critical IT acquisition reform competencies.**		
	Provided qualified certification that DAU course content is current, accurate, and meets the training needs of the IT acquisition workforce.	**Leads –** DoD CIO, Director, AT&L HCI, DAU **Partners –** IT FIPT, IRMC, Components	September 2011
3.2	**Expand DAU's Mission Assistance Program to include Major Automated Information Systems.**		
	Conducted preliminary DAU-wide faculty data call to ascertain faculty program management expertise on MAIS, business systems and Enterprise Resource Planning (ERP) systems.	**Lead –** DAU **Partner –** DoD CIO	July 2011
3.3	**Expand IT acquisition and IT program management education and training options outside of DAU.**		
	Developed IT Program Management Certificate Program at the IRMC.	**Leads –** DoD CIO, IRMC	August 2011
	Developed Government Information Leadership Master's of Science with IT program management concentration at the IRMC.	**Leads –** DoD CIO, IRMC	August 2011
4. Work across broad stakeholder communities to integrate IT acquisition reforms into IT acquisition curricula.			
4.3	**Revitalize the IT acquisition community of practice.**		
	Reinvigorated the IT CoP as a prominent place to share best practices and exchange materials.	**Leads –** DoD CIO, Director, AT&L HCI, DAU **Partners –** IT FIPT, IRMC, Components	August 2011

APPENDIX B: WORKFORCE IMPROVEMENT IMPLEMENTATION PLAN – PLANNED ACTIONS

	Action Item	Stakeholders	Months		
			Within 6	6-12	12-18
1. Create robust, sustainable IT acquisition and IT program management communities.					
1.1	**Develop an integrated plan to strengthen the IT acquisition workforce.**				
1.1.1	Support development of Appendix 1 to the FY 2011 DoD Strategic Human Capital Plan Update on the Defense Acquisition Workforce.	**Leads** – DoD CIO, Director, AT&L HCI **Partners** – IT FIPT, DAU, Components	•		
1.1.2	Publish update to IT acquisition workforce strategic plan on an annual basis.	**Leads** – DoD CIO, Director, AT&L HCI **Partners** – IT FIPT, DAU, Components			•
1.2	**Create metrics to measure the overall health of the IT acquisition workforce.**				
1.2.1	Develop realistic goals for each workforce improvement metric.	**Leads** – DoD CIO, Director, AT&L HCI **Partners** – IT FIPT, Components	•		
1.2.2	Track metrics on a quarterly basis.	**Leads** – DoD CIO, Director, AT&L HCI **Partners** – IT FIPT, Components	•		
1.3	**Enhance Component access to a portfolio of recruiting and retention tools.**				
1.3.1	Work with the IT FIPT and the Director, AT&L Human Capital Initiatives (HCI), to address key IT acquisition workforce recruitment and retention challenges.	**Leads** – DoD CIO, Director, AT&L HCI **Partners** – IT FIPT, DAU, Components		•	
1.3.2	Examine utilization of the Defense Acquisition Expedited Hiring Authority by Component and provide findings and outcomes.	**Leads** – DoD CIO, Director, AT&L HCI **Partners** – IT FIPT, Components	•		

	Action Item	Stakeholders	Months		
			Within 6	6-12	12-18
1.3.3	Examine recruitment bonus, retention bonus and loan repayment program utilization rates within the IT acquisition workforce and provide findings and outcomes.	**Leads** – DoD CIO, Director, AT&L HCI **Partners** – IT FIPT, Components		•	
1.3.4	Partner with the Director, AT&L HCI and the Components to identify and select qualified IT acquisition candidates under the DoD Information Assurance Scholarship Program (IASP) using Defense Acquisition Workforce Development (DAWDF) funds.	**Leads** – DoD CIO, Director, AT&L HCI **Partners** – IT FIPT, Components	•		
1.4	**Develop avenues to recognize high performing IT acquisition personnel.**				
1.4.1	Identify further opportunities to recognize achievements within the IT acquisition and IT program management communities.	**Leads** – DoD CIO, Director, AT&L HCI **Partners** – IT FIPT, Components			•
1.4.2	Develop joint AT&L and DoD CIO on-the-spot recognition criteria for significant IT Acquisition and IT Program Management achievements.	**Leads** – DoD CIO, Director, AT&L HCI **Partners** – IT FIPT, Components			•

2. Develop a competency model and career roadmaps for IT acquisition and IT program management personnel.

	Action Item	Stakeholders	Within 6	6-12	12-18
2.1	**Conduct a competency review for the IT acquisition workforce.**				
2.1.1	Survey the IT acquisition workforce to validate the approved competency model.	**Leads** – DoD CIO, Director, AT&L HCI **Partners** – IT FIPT, IRMC, DAU, Components	•		
2.1.2	Evaluate gaps and plan for continuous updates and use.	**Leads** – DoD CIO, Director, AT&L HCI **Partners** – IT FIPT, IRMC, DAU, Components	•		

	Action Item	Stakeholders	Months		
			Within 6	6-12	12-18
2.2	**Review IT acquisition career field certification requirements, focusing on entry-level and experience requirements.**				
2.2.2	Examine qualification requirements for IT acquisition career field.	**Leads** – DoD CIO, Director, AT&L HCI **Partners** – IT FIPT, Components	•		
2.2.3	Identify barriers to certification completion and create a strategy for improvement.	**Leads** – DoD CIO, Director, AT&L HCI **Partners** – IT FIPT, Components	•		
2.3	**Develop senior-level IT acquisition capabilities.**				
2.3.1	Identify IT acquisition Key Leadership Positions within the DoD.	**Leads** – DoD CIO, Director, AT&L HCI **Partners** – IT FIPT, Components		•	
2.3.2	Identify qualification and tenure requirements for IT acquisition Key Leadership Positions.	**Leads** – DoD CIO, Director, AT&L HCI, DAU **Partners** – IT FIPT, Components		•	
2.3.3	Develop a process for including the DoD CIO and DCMO in the selection process of the critical IT acquisition Key Leadership Positions.	**Leads** – DoD CIO, Director, AT&L HCI **Partners** – IT FIPT, Components			•
2.4	**Develop IT program management career field.**				
2.4.1	Work with OPM on IT program manager competencies, training, and classification efforts.	**Leads** – DoD CIO, OPM **Partners** – IT FIPT, Director, AT&L HCI, DAU, Components, Federal CIO		•	
2.4.2	Identify DoD individuals performing IT program management/project management functions.	**Leads** – DoD CIO, Director, AT&L HCI **Partners** – IT FIPT, DAU, Components	•		

	Action Item	Stakeholders	Months		
			Within 6	6-12	12-18
2.4.3	Establish management plan for the DoD IT program manager community.	**Leads** – DoD CIO, Director, AT&L HCI **Partners** – IT FIPT, DAU, Components, Federal CIO		•	
2.4.4	Develop IT program management Key Leadership Position requirements and training to enhance performance of IT programs/projects.	**Leads** – DoD CIO, Director, AT&L HCI **Partners** – IT FIPT, DAU, Components, Federal CIO		•	
2.4.5	Modify civilian and military databases with new occupational title coding.	**Leads** – OUSD (P&R) **Partners** – DoD CIO, Director, AT&L HCI, Components			•
3. Sustain learning and growth throughout the professional life cycle.					
3.1	**Review DAU curricula and incorporate new IT acquisition reform processes and critical IT acquisition reform competencies.**				
3.1.1	Conduct comprehensive review of IT acquisition curricula in accordance with Section 877 requirements and ensure consistency with IT acquisition reform methodologies.	**Leads** – DAU, DoD CIO **Partners** – Director, AT&L HCI, IT FIPT, Components, IRMC, related career field Functional Leaders (e.g., Program Management)		•	
3.1.2	Develop learning materials for the agile IT acquisition methodologies for use across DAU curricula.	**Leads** – DAU, IRMC, DoD CIO **Partners** – Director, AT&L HCI, IT FIPT, Components			•
3.1.3	Monitor utilization of DAU courses in meeting certification requirements.	**Leads** – DAU, DoD CIO **Partners** – Director, AT&L HCI, IT FIPT, Components		•	
3.1.4	Monitor student satisfaction with DAU courses.	**Leads** – DAU, DoD CIO **Partners** – Director, AT&L HCI, IT FIPT, Components		•	

	Action Item	Stakeholders	Months		
			Within 6	6-12	12-18
3.2	**Expand DAU's Mission Assistance Program (MAP) to include Major Automated Information Systems (MAIS).**				
3.2.1	Refine understanding of DAU agile IT teaching capabilities with the aid of the Talent Management System (TMS) currently being implemented within DAU.	**Leads** – DoD CIO, DAU **Partners** – Director, AT&L HCI, IT FIPT, Components		•	
3.2.2	Develop an implementation/roll-out strategy for offering mission assistance to managers of MAIS in conjunction with IT acquisition reform, timed to reform initiation.	**Leads** – DoD CIO, DAU **Partners** – Director, AT&L HCI, IT FIPT, Components		•	
3.3	**Expand IT acquisition and IT program management education and training options outside of DAU.**				
3.3.1	Expand partnership with IRMC to offer IT program/program management classes and professional development seminars to IT acquisition professionals.	**Leads** – DoD CIO, DAU, IRMC **Partners** – Director, AT&L HCI, IT FIPT, DCMO, Components, NPS		•	
3.3.2	Explore partnerships with the Naval Postgraduate School and the Air Force Institute of Technology to develop and offer IT acquisition and IT program management courses.	**Leads** – DoD CIO, DAU, IRMC **Partners** – Director, AT&L HCI, IT FIPT, DCMO, Components, NPS			•
3.4	**Develop a rotational plan for the IT acquisition and IT project/program management workforce.**				
3.4.1	Leverage the DoD Information Technology Exchange Program (ITEP) pilot rotation program with industry to strengthen IT acquisition and IT program/project management skills and capabilities.	**Leads** – DoD CIO, **Partners** – IT FIPT, Director, AT&L HCI, Components		•	
3.4.2	Communicate advantages of ITEP to IT acquisition community.	**Leads** – DoD CIO, **Partners** – IT FIPT, Director, AT&L HCI, Components	•		

	Action Item	Stakeholders	Months		
			Within 6	6-12	12-18
4. Work across broad stakeholder communities to integrate IT acquisition reforms into IT acquisition curricula.					
4.1	**Build an effective IT Functional Integrated Process Team (FIPT).**				
4.1.1	Lead the IT FIPT to complete the competency framework development.	**Leads** – DoD CIO, IT FIPT, Director, AT&L HCI **Partners** – DAU, IRMC, Components	•		
4.1.2	Lead the IT FIPT in assessing outcomes of the IT acquisition reform process, examining the DAU curricula, and determining changes to maximize the development of the IT acquisition workforce.	**Leads** – DoD CIO, IT FIPT, Director, AT&L HCI **Partners** – DAU, IRMC, Components		•	
4.2	**Partner with other acquisition workforce career fields to build buy-in for IT acquisition workforce reform initiatives.**				
4.2.1	Engage each career field to ensure their respective workforces get the requisite training/education to support the new IT acquisition methodologies.	**Leads** – DoD CIO, Director, AT&L HCI **Partners** – IT FIPT, DAU, IRMC, Components		•	
4.2.2	Determine which personnel require additional training, and develop a work plan for needed course offerings and/or certification(s).	**Leads** – DoD CIO, Director, AT&L HCI **Partners** – IT FIPT, Components		•	
4.3	**Revitalize the IT acquisition community of practice.**				
4.3.1	Post IT FIPT minutes and other relevant IT acquisition workforce documents on the IT CoP.	**Leads** – DoD CIO, Director, AT&L HCI **Partners** – IT FIPT, DAU, IRMC, Components	•		

APPENDIX C: AUTHORITIES AND REFERENCES

1. Authorities

    a. Section 887, Defense Science Board Review of Department of Defense Policies and Procedures for the Acquisition of Information Technology; Title VIII—Acquisition Policy, Acquisition Management and Related Matters; National Defense Authorization Act, FY 2008, Public Law 110-181, January 28, 2008.

    b. Section 804, Implementation of New Acquisition Process for Information Technology Systems; Title VIII—Acquisition Policy, Acquisition Management and Related Matters; National Defense Authorization Act, FY 2010, Public Law 111-84. October 28, 2009.

    c. Section 874, Recertification and Training Requirements; Title VIII—Acquisition Policy, Acquisition Management and Related Matters; National Defense Authorization Act, FY2011, Public Law 111-383, January 7, 2011.

    d. Section 875, Information Technology Workforce Acquisition; Title VIII—Acquisition Policy, Acquisition Management and Related Matters; National Defense Authorization Act, FY2011, Public Law 111-383, January 7, 2011.

    e. Section 877, Defense Acquisition University Curriculum Review; Title VIII—Acquisition Policy, Acquisition Management and Related Matters; National Defense Authorization Act, FY2011, Public Law 111-383, January 7, 2011.

    f. Section 933, Defense Acquisition University Curriculum Review; Title VIII—Strategy for Acquisition and Oversight of Department of Defense Cyber Warfare Capabilities; National Defense Authorization Act, FY2011, Public Law 111-383, January 7, 2011.

    g. Defense Acquisition Workforce Improvement Act (DAWIA). Annotated – Current Law, Version A-3.1, December 2009.

    h. DoD Directive 5000.01, The Defense Acquisition System, November 20, 2007.

    i. DoD Directive 5000.52, Operation of the Defense Acquisition System, December 8, 2008.

    j. DoD Instruction 5000.66, Operation of the Defense Acquisition, Technology, and Logistics Workforce Education, Training, and Career Development Program, December 21, 2005.

    k. DoD Directive 5144.1, Assistant Secretary of Defense for Networks and Information Integration/DoD Chief Information Officer (ASD (NII)/DoD CIO), May 2, 2005.

    l. DoD Directive 8000.01, Management of the Department of Defense Information Enterprise, February 10, 2009.

    m. Office of Management and Budget Memorandum M-11-29, "Chief Information Officer Authorities," August 8, 2011.

2. References

a. Report of the Defense Science Board Task Force on Department of Defense Policies and Procedures for the Acquisition of Information Technology, March 2009.

b. Appendix 1, FY 2009 DoD Strategic Human Capital Plan Update, Defense Acquisition Strategic Workforce Plan, April 2010.

c. Department of Defense (DoD) Report to Congress: A New Approach for Delivering Information Technology Capabilities in the Department of Defense, November 2010.

d. 25 Point Implementation Plan to Reform Federal Information Technology Management. Vivek Kundra, U.S. Chief Information Officer, December 9, 2010.

e. Department of Defense Strategy for Operating in Cyberspace, July 2011.

f. IT Program Management Career Path Guide. Office of Personnel Management, November 2011.

g. Defense Acquisition Guidance Roadmap (Draft), AT&L Human Capital Initiatives, October 2011.