



## DoD INSTRUCTION 5000.66

### DEFENSE ACQUISITION WORKFORCE EDUCATION, TRAINING, EXPERIENCE, AND CAREER DEVELOPMENT PROGRAM

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<b>Originating Component:</b>	Office of the Under Secretary of Defense for Acquisition and Sustainment
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<b>Change 3 Approved by:</b>	Andrew Hunter, Performing the Duties of the Under Secretary of Defense for Acquisition and Sustainment

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**Purpose:** In accordance with the authority in DoD Directive 5135.02, this issuance:

- Implements Chapter 87 of Title 10, United States Code (U.S.C.).
- Establishes policies, assigns responsibilities, and provides procedures for the conduct of the Defense Acquisition Workforce (AWF) Education, Training, Experience, and Career Development Program, referred to in this issuance as the "AWF Program."

- Integrates AWF strategic human capital management planning and budgeting efforts with AWF Program initiatives, as required by Chapter 87 of Title 10, U.S.C., and Volume 250 of DoD Instruction (DoDI) 1400.25.

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## **SECTION 1: GENERAL ISSUANCE INFORMATION**

### **1.1. APPLICABILITY.** This issuance:

a. Applies to OSD, the Military Departments, the Office of the Chairman of the Joint Chiefs of Staff and the Joint Staff, the Combatant Commands, the Office of Inspector General of the Department of Defense (IG DoD), the Defense Agencies, DoD Field Activities, and all other organizational entities within DoD (referred to collectively in this issuance as the “DoD Components”).

b. Does **not** apply to employees in non-acquisition designated positions, wage grade and clerical employees, foreign nationals, non-appropriated fund employees, political appointees, or non-DoD employees. However, for the purposes of contracting and purchasing training priority and associated funding, direct-hire foreign nationals employed in contracting and purchasing positions will be considered the same as AWF members in contracting and purchasing positions.

**1.2. POLICY.** It is DoD policy that the AWF Program support a professional, agile, and high-performing military and civilian AWF that meets uniform eligibility criteria, makes smart business decisions, acts in an ethical manner, and delivers timely and affordable capabilities to the Warfighter. Nothing in this issuance should be construed as impinging upon the authorities or independence of the IG DoD, as provided by Title 5, U.S.C. Appendix, also known as the “Inspector General Act of 1978,” as amended.

### **1.3. SUMMARY OF CHANGE 3.** This change:

a. Incorporates the disestablishment of the Office of the Under Secretary of Defense for Acquisition, Technology, and Logistics and the establishment of the Office of the Under Secretary of Defense for Research and Engineering in accordance with Section 901 of Public Law 114-328.

b. Implements the following statutory changes: repeal of the requirement to obtain 24-semester hours of business-related credit for contracting positions, repeal of the requirement to establish a Defense Acquisition Corps, and name change from Defense Acquisition Workforce Development Fund (DAWDF) to Defense Acquisition Workforce Development Account (DAWDA), in accordance with Sections 860, 861, and 1010, respectively, of Public Law 116-92.

c. Incorporates the guidance in the September 2, 2020 Under Secretary of Defense for Acquisition and Sustainment Memorandum.

d. Streamlines the issuance by moving procedural information to the Defense Acquisition Workforce Program Desk Guide, available at: <https://www.hci.mil/policy.html>.

## **SECTION 2: RESPONSIBILITIES**

**2.1. UNDER SECRETARY OF DEFENSE FOR ACQUISITION AND SUSTAINMENT (USD(A&S)).** Subject to the authority, direction, and control of the Secretary of Defense, the USD(A&S):

- a. Establishes accession, education, training, and experience requirements for each acquisition position category based on the level of complexity of each category's duties.
- b. Carries out all powers, functions, and duties of the Secretary of Defense with respect to the AWF, in accordance with Section 1702 of Title 10, U.S.C.
- c. Establishes a management oversight structure for strategic planning, governance, and execution of the AWF Program.
- d. Establishes policies and procedures for effective management of persons serving in AWF positions.
- e. Establishes and maintains an AWF management information system and data repository, in accordance with Section 1761 of Title 10, U.S.C., and applicable DoD policy.
- f. Designates functional area leaders (FALs) with the responsibilities outlined in Paragraph 3.3. of this issuance to provide senior oversight to one or more defense acquisition functional and knowledge areas.
- g. In coordination with the Under Secretary of Defense for Personnel and Readiness (USD(P&R)), implements applicable issuances and provides direction, policy, guidance, and oversight for operation of DoD Civilian AWF Personnel Demonstration Project (AcqDemo), in accordance with Section 1762 of Title 10, U.S.C. This includes approval of participating DoD sub-Component populations, design modifications, and assessments of the project's effectiveness in creating enhanced DoD acquisition outcomes through improved personnel policy and procedures.
- h. In coordination with the Under Secretary of Defense for Research and Engineering (USD(R&E)), addresses technical workforce priorities and integration into workforce management.
- i. In coordination with the DoD Chief Information Officer, ensures that cybersecurity responsibilities are integrated into processes for DoD acquisition programs, including research and development, in accordance with DoD Instruction (DoDI) 8500.01.
- j. Chairs the Senior Workforce Group (SWG) designates the Deputy Under Secretary (A&S) as the Chair of the Workforce Leadership Team (WLT).
- k. Provides direction, oversight, budgeting of central resources, and evaluation of the AWF Program, including:

(1) The DAWDA, as described in Section 1705 of Title 10, U.S.C.

(2) The Acquisition Demonstration Project (AcqDemo), as described in Section 1762 of Title 10, U.S.C.

l. Selects the President, Defense Acquisition University (DAU), in accordance with DoDI 5000.57.

m. Selects the Director, Human Capital Initiatives (HCI).

## **2.2. USD(R&E).**

The USD(R&E), consistent with DoDD 5137.02, serves as the FAL for the Engineering and Technical Management functional area and the Test and Evaluation functional area.

**2.3. ASSISTANT SECRETARY OF DEFENSE FOR ACQUISITION (ASD(A)).** Under the authority, direction, and control of the USD(A&S), the ASD(A) oversees the DAU.

## **2.4. UNDER SECRETARY OF DEFENSE FOR PERSONNEL AND READINESS (USD(P&R)).** The USD(P&R):

a. Advises and collaborates with the USD(A&S) on the implementation of the AWF Program to ensure DoD Component compliance with applicable manpower and personnel management laws, regulations, and policies.

b. Supports the USD(A&S) in establishing and maintaining an AWF management information system and data repository, in accordance with Section 1761 of Title 10, U.S.C., and applicable DoD policy.

c. Advises on policy, guidance, oversight, and implementation of issuances for operation of the AcqDemo, including:

(1) Assistance with eligibility and processing criteria for approval of the DoD Component in its entirety or individual organizations and teams within DoD Component populations that the DoD Components nominate for participation in the AcqDemo.

(2) Review of proposed design modifications.

(3) Assessments of effectiveness of the project in creating enhanced DoD acquisition outcomes through improved personnel policy and procedures.

d. As appropriate, provides the DAU President and Director, HCI, with DoD-wide manpower, personnel, and workforce information that may be necessary for strategic planning and management of the AWF.

**2.5 UNDER SECRETARY OF DEFENSE (COMPTROLLER)/CHIEF FINANCIAL OFFICER, DEPARTMENT OF DEFENSE (USD(C)/CFO).** The USD(C)/CFO:

- a. Supports USD(A&S) budget processes that provide for AWF management, education, and training.
- b. Provides support for the administration and resourcing of the DAWDA.

**2.6. DIRECTOR, DEFENSE CONTRACT AUDIT AGENCY (DCAA).** Under the authority, direction, and control of the USD(C)/CFO and in addition to the responsibilities in Paragraph 3.3., the Director, DCAA:

- a. Serves as the FAL for the auditing functional area. Provides workforce management for DCAA personnel serving in acquisition positions.
- b. Structures, directs, manages, resources, and executes all elements of the AWF Program as it pertains to contract auditors, consistent with this issuance and Chapter 87 of Title 10, U.S.C., including career and information management.
- c. Designates AWF positions for the DCAA.

**2.7. INSPECTOR GENERAL (IG) DOD.** The IG DoD, in addition to the responsibilities in Paragraph 3.3., designates AWF positions, as appropriate, for IG DoD personnel.

**2.8. DOD COMPONENT HEADS.** The DoD Component heads oversee the AWF Program within their Components as uniformly as practicable and in accordance with each DoD Component's force management construct.



## **SECTION 3: GENERAL PROVISIONS**

### **3.1. PRESIDENT, DAU.**

Under the authority, direction, and control of the USD(A&S), and through the ASD(A), the President, DAU:

- a. Serves as the Chief Learning Officer of the DoD acquisition community by developing and delivering learning assets that address competencies identified by the FALs.
- b. Provides direction and control of the Director, HCI.
- c. In addition to the duties outlined in DoDI 5000.57, provides centralized functions described in Paragraph 3.6. of this issuance for the AWF outside the Military Departments as directed by the USD(A&S).
- d. Maintains competency models in a repository.

### **3.2. DIRECTOR, HCI.** Under the authority, direction, and control of the President, DAU, Director, HCI:

- a. Assists the USD(A&S), through the President, DAU, to carry out all statutory powers, functions, and duties of the Secretary of Defense with respect to the AWF, including all DoD-wide AWF strategic planning, policy, and programs, as well as directing, overseeing, budgeting central resources of, and evaluating the AWF Program.
- b. Leads efforts to ensure a coherent AWF strategy, integrated and effective execution of the AWF Program and, to the maximum extent practicable, uniform implementation of AWF policies and procedures throughout DoD.
- c. Executes the responsibilities of Section 1705 of Title 10, U.S.C., and manages the DAWDA to support strategic planning, management, and execution of the fund. Provides annual guidance to the DoD Components for the allocation of DAWDA resources.
- d. In coordination with the Office of the USD(P&R), executes the responsibilities of Section 1762 of Title 10, U.S.C., to include management of the AcqDemo personnel system, appointing the AcqDemo Program Manager (PM) and ensuring effective resourcing of, and operations executed by, the AcqDemo Program Office.
- e. In coordination with the DoD Components and FALs, develops policies, processes, reporting, and procedural guidance to implement the AWF program.
  - (1) Oversees the development of reporting templates, position category descriptions and Functional Integration Team charter templates.

(2) Develops, analyzes, and reports appropriate metrics on the AWF Program to the USD(A&S).

(3) Coordinates and oversees competency management of the acquisition functional areas as related to the acquisition workforce.

f. In coordination with the DoD Components and FALs, develops enterprise strategies and guidance to achieve the objectives of the AWF Program in support of recruitment, training, development, and retention of acquisition personnel.

g. Leads and oversees strategic human capital planning efforts within the acquisition community in accordance with Volume 250 of DoDI 1400.25.

h. Provides guidance for the development of career models for civilian and military AWF personnel regarding education, training, experience, and assignments necessary for career progression.

i. Collaborates with other Federal agencies and the Federal Acquisition Institute to leverage best practices and other applicable resources, as needed, to work on acquisition interests that are common across the Federal Government.

j. Issues supplemental guidance to DoD Components on how to execute the AWF program and coordinates updates with the Directors for Acquisition Career Management (DACMs) and Director of Acquisition Talent Management (DATM), FALs, and others whom the guidance may affect. This guidance, located at <https://www.hci.mil>, includes:

(1) The Defense Acquisition Workforce Program Desk Guide, which outlines detailed procedures for the AWF Program. The WLT will formally coordinate changes to these procedures.

(2) The Defense AWF Data Reporting Standards Guide, which includes standardized definitions of data elements and procedures for providing data quarterly and as directed to the Director, HCI. The WLT will formally coordinate changes to these reporting requirements.

(a) The reporting requirements will not require DoD Component submission of classified reports.

(b) In cases where reports would contain classified information, DoD Components will maintain internal records and documentation consistent with applicable USD(A&S) issuances and certify recordkeeping compliance with the Director, HCI, on an annual basis.

### **3.3. FALS.** The FALs:

a. Serve as the subject matter lead for their respective functional area and senior proponent for relevant knowledge areas as assigned by the WLT chair.

b. Provide the USD(A&S) with functional advice and recommendations to support implementation of the AWF Program.

c. Establish and maintain a competency model compliant with the framework outlined in the Defense Acquisition Workforce Program Desk Guide and Volume 250 of DoDI 1400.25.

(1) Validate the model to ensure it is reflective of the knowledge and skills required to be successful within the FALs' respective functional or knowledge areas, as appropriate.

(2) Coordinate with DAU President to appropriately define the knowledge, skills, and abilities (sub competencies) that comprise the competency models, including proficiency standards, learning objectives, and other talent management applications, as appropriate, in accordance with the 5-tiered DoD Competency Management Framework outlined in Volume 250 of DoDI 1400.25 and the Defense Acquisition Workforce Program Desk Guide.

d. Establish and maintain position category descriptions for acquisition functional areas, as appropriate. Annually review and validate that these descriptions are current and reflective of the primary duties associated with the functional areas.

e. Establish and maintain key leadership position (KLP) functional specific requirements and preferences for DoD Component use when selecting and assigning KLPs. Annually review and validate that functional specific requirements and preferences are current and reflective of the qualifications needed to successfully perform in KLP positions. Coordinate changes through the WLT, in accordance with Paragraph 3.3.f.(1) of this issuance.

f. Establish and oversee the certification (i.e., education, training, and experience) standards for the functional areas they represent. Articulate experience standards in terms of activities or types of experience reflective of the competencies and proficiency required for the category. In all cases, changes to certification standards and functional area requirements must be:

(1) Communicated through the WLT before implementation.

(2) Provided to DAU President at least 120 days before release of the next fiscal year (FY) training schedule to take effect at the start of a new FY, unless it makes fiscal and logical sense to deviate from this timetable. The FALs must coordinate exceptions through the WLT.

g. Coordinate with subject matter leads from knowledge areas and DAU to ensure training is available and maintained.

h. Establish and publish continuous learning (CL) activities, as needed, in order to ensure AWF currency within their respective functional areas, including relevant defense acquisition credentials, in accordance with DAU Directive 703, as applicable.

i. Annually certify that DAU course content and objectives to be implemented in the forthcoming FY are:

(1) Current, technically accurate, and consistent with DoD policy; or

(2) Satisfy efforts underway to align material with recent policy or regulatory changes.

j. Oversee workforce planning for their respective areas, in alignment with AWF strategic objectives and enterprise initiatives.

k. Charter and chair a Functional Integration Team to provide support in the execution of these responsibilities and facilitate collaboration among stakeholders (including DAU and DoD Component functional and workforce management personnel) for workforce-related initiatives undertaken within their respective functional areas. FALs should use the common charter template, located at <https://www.hci.mil>, to guide format and contents of the specific functional charter.

l. Designate the Functional Area Executive Secretary to the WLT.

**3.4. COMPONENT ACQUISITION EXECUTIVES (CAES).** Under the authority, direction, and control of the DoD Component heads, the CAEs:

a. Implement the AWF Program within their DoD Components as uniformly as practicable and in accordance with each Component's force management construct.

b. Designate AWF positions, including KLPs and critical acquisition positions (CAPs), to establish an appropriately-sized, requirements-based, and properly-skilled AWF comprised of DoD civilian and military members.

c. Establish requirements for AWF positions that support AWF Program goals for stability, accountability, and success. This includes:

(1) Assigning an acquisition functional area (position category), certification category, position criticality, and special assignment type for each AWF position, as described in Paragraph 4.1. of this issuance.

(2) Assigning additional position requirements in terms of assignment-specific education, training, or experience for each AWF position, when applicable.

d. Establish a selection process to ensure KLP candidates meet the requirements identified in Table 1 of Paragraph 4.2. of this issuance.

e. Provide AWF personnel with properly-phased education, training, and experience opportunities to ensure they are qualified to perform the requirements of their positions and to facilitate development and sustainment of a professional, agile, high-performing workforce. This includes experiential and on-the-job training opportunities.

f. Hold supervisors accountable for providing AWF personnel with opportunities to meet the requirements of their positions.

g. Integrate the education, training, and experience requirements of the AWF Program with the personnel policies and procedures of their respective DoD Components.

- h. Establish procedures for processing and reporting waivers in exceptional circumstances when AWF members do not meet the requirements of their positions or the terms of their tenure agreements.
- i. Establish policies and processes to select the best-qualified persons for AWF positions and plan effective successions for those positions.
- j. Coordinate with DoD Component budget-submitting offices and Director, HCI to allocate budget resources in support of the AWF Program. Provide strategic guidance and oversight for the DAWDA and other budgeted resources used to support the AWF Program.
- k. Implement procedures that provide appropriate CL activities for their AWF members. Provide funding for DoD Component-sponsored CL activities. Ensure AWF compliance and take appropriate action for non-compliance. Report to Director, HCI annually, and as directed, the compliance rate for satisfying the CL requirement.
- l. Provide AWF data quarterly and as required to the Director, HCI.
- m. Provide to Director, HCI the DoD Component's human capital strategic planning information related to the acquisition workforce needed to meet functional community requirements of Volume 250 of DoDI 1400.25.
- n. Identify AWF requirements in accordance with Volume 250 of DoDI 1400.25, DoD Directive 1100.4, DoDI 1100.22, and Chapter 19 of Volume 2B of DoD 7000.14-R.
- o. Provide an opportunity for review and inclusion of any comments on any performance appraisal of a person serving in an acquisition position by a person serving in an acquisition position in the same acquisition functional area.
- p. Ensure that at least first-level performance appraisals of contracting officers are performed by supervisors within the individual's contracting chain of command. The only exception will be the performance appraisal of the senior official in charge of contracting for the organization when this official is not the primary contracting officer for the command. This evaluation is performed by the CAE or designated senior leader.
- q. Encourage positional, functional, and geographic mobility of the AWF at all levels within the career development framework. As deemed appropriate, establish mobility requirements to meet DoD Component workforce management and career development needs, and require AWF members to sign mobility agreements, in accordance with Chapter 87 of Title 10, U.S.C.
- r. Provide contracting and purchasing training for direct-hire foreign nationals who are in contracting and purchasing positions. Priority and associated funding for the training will be the same as that provided to AWF members in the contracting-functional area.
- s. For the Military Departments, establish a sufficient number of billets coded as acquisition that are reserved for general and flag officers needed to ensure effective management of acquisition functions of DoD.

t. For the Military Departments, establish command AWF positions, including acquisition billets reserved for general or flag officers, and ensure sufficient military billets are established at lower grades to provide viable career paths, so that members of the Armed Forces have opportunities for promotion and advancement in the acquisition field.

u. Develop strategies and policies to ensure AWF requirements are aligned with planned acquisition workload, documented in a common staffing framework, and communicated in the Program Objective Memorandum and the planning, programming, budgeting, and execution processes.

### **3.5. SERVICE ACQUISITION EXECUTIVES (SAES) OF THE MILITARY**

**DEPARTMENTS.** In addition to the responsibilities identified in Paragraph 3.4. of this issuance and subject to the authority, direction, and control of the Secretary of the Military Department concerned, the SAEs of the Military Departments:

a. Carry out all powers, functions, and duties of the Secretary concerned, with respect to the AWF within the Military Department. Help fully implement the policies of the Secretary of Defense established in accordance with this issuance in their respective Departments.

b. Ensure that no requirement or preference for a Service member is used when considering persons for AWF positions, unless specifically in accordance with Chapter 87 of Title 10, U.S.C., when a Service member is:

(1) Required for that position by law.

(2) Essential for the performance of duties of the position.

(3) Necessary for another compelling reason, as identified by the SAE.

c. Establish an AWF management structure, in conjunction with the responsibilities outlined in Paragraph 3.6. of this issuance, that includes a DACM or DATM to serve as the principal advisor to the SAE on all matters pertaining to AWF education, training, and career development.

d. Ensure that the qualifications of acquisition commissioned officers at the grade of O-5 and above are such that those officers are expected, as a group, to be promoted at a rate not less than the rate for all line (or equivalent) officers in the same Military Department (both in the zone and below the zone) in the same grade. Provide metrics for military officer promotion rates by acquisition functional area to the USD(A&S) pursuant to DoDI 1320.04. This section is not applicable to Senior Military Acquisition Advisors.

e. Assign military officers to AWF positions in a manner that provides a balance between career-broadening experience and sufficient time in each position to ensure accountability, responsibility, and stability.

**3.6. DACMS AND DATM.** The Military Department DACMs and DATM and the 4th Estate DACM (in the case of the 4th Estate Defense Agencies and DoD Field Activities) serve as the principal advisors to their respective agencies on all matters pertaining to AWF education, training, experience, and career development. Unless otherwise specified by the CAEs, the DACMs and DATM:

- a. Provide DoD Component policy guidance to AWF members on matters associated with the AWF Program.
- b. Serve as the CAE's single point of contact for the implementation, execution, and oversight of the AWF Program.
- c. In coordination with FALs:
  - (1) Implement acquisition management stewardship processes.
  - (2) Establish and participate in DoD Component and DoD forums (e.g., functional integration teams, boards, and working groups).
  - (3) Designate senior-level representatives to advise on matters that affect the education, training, career development, and overall management of the AWF.
- d. Manage each DoD Component's DAWDA, as directed by the CAE.
- e. Oversee the designation of AWF positions, including KLPs and CAPs, and associated waivers.
- f. Establish a methodology to adjudicate non-AWF Position-coded experience applicable to acquisition-related competencies that an AWF member or potential member claims to hold.
- g. Execute Fulfillment Program requirements.
- h. Collaborate with OSD and other DoD Components to implement statutory requirements, participate in senior acquisition assignment slating panels, and advise the CAE on the acquisition credentials of individuals being considered for PMs of acquisition categories (ACATs) I and II and other senior acquisition assignments.
- i. Manage acquisition career development programs and opportunities (e.g., DAU training registration and travel management, certification, CL, AWF tuition assistance, and centralized acquisition developmental programs).
- j. Oversee the development and maintenance of DoD Component acquisition data systems to support workforce management, performance measures, and information requests consistent with the Defense Acquisition Workforce Data Reporting Standards Guide.

**3.7. ACQUISITION SENIOR LEADERS.** Under the authority, direction, and control of their respective CAEs or SAEs, the acquisition senior leaders:

- a. Align their local strategic business plans with DoD Component guidance to communicate team and individual performance objectives to the AWF.
- b. Determine how their resources can advance the acquisition mission and assign work to the AWF accordingly. This individual alignment at the beginning of performance rating cycles will ensure efforts are focused on achievement of the collective organizational goals already aligned with higher-level DoD Component and DoD goals.

**3.8. AWF SUPERVISORS.** Under the authority, direction, and control of the acquisition senior leadership, the AWF supervisors:

- a. Create and maintain a high level of excellence by providing AWF members training and developmental opportunities to meet the requirements of their positions within allowable timeframes.
- b. Provide the link between DoD Component strategic business goals, aligned subordinate goals, and work assigned to employees. Performance planning will include documented communication with workforce members so they understand how performance objectives relate to organizational goals. AWF supervisors will use written or automated individual development plans to plan acquisition workforce development, review certification requirements, and determine how to meet CL requirements, per DoD Component guidance.

**3.9. AWF MEMBERS.** AWF members must complete the necessary training and development requirements assigned in the development plans for their positions in order to perform required duties in a professional and competent manner.



## SECTION 4: TYPES OF DEFENSE ACQUISITION POSITIONS, POSITION REQUIREMENTS, AND WAIVERS

### 4.1. TYPES OF DEFENSE ACQUISITION POSITIONS.

a. The coding of civilian and military AWF position functional area designation forms the framework for implementing Chapter 87 of Title 10, U.S.C. Certain positions, such as contracting positions, are coded pursuant to statute; however, most require the judgment of DoD Components in applying the guidance in this section. Figure 1 identifies the basic framework for career progression of the AWF and clarifies the hierarchy between KLPs and CAPs.

**Figure 1. Acquisition Career Progression**



b. DoD AWF positions are positions that include acquisition functions, as defined in Chapter 87 of Title 10, U.S.C., as the predominant (i.e., greater than 50 percent) duty in a specific functional area. They do not include wage grade and clerical, indirect hire foreign national, non-appropriated fund, or political appointee positions.

c. Once a DoD Component head has designated a position as an AWF position, the incumbent must adhere to the implementing regulations and policies of Chapter 87 of Title 10, U.S.C., and meet the specific position requirements outlined in this section.

d. At a minimum, the DoD Component heads will code the following positions as AWF positions regardless of their organizational locations:

(1) Senior positions with significant acquisition-related duties who have direct influence on the success of acquisition programs governed by DoDI 5000.02T.

(2) Civilian Occupational Series 1102 positions and their military equivalents and contracting officers (regardless of function or series) as "Contracting."

e. The CAE designates KLPs which require special CAE attention and USD(A&S) oversight.

(1) Individuals in KLPs hold a significant level of authority, commensurate with their responsibilities and accountability for acquisition program success. They are key to the success of Major Defense Acquisition programs (MDAPs) in management and key functional roles of their respective ACAT program, and are held by personnel in the most demanding AWF positions.

(2) In accordance with Sections 2337(b) and 2337(c) of Title 10, U.S.C., CAEs must ensure product support managers (Program Lead Logistician) are designated and assigned within every ACAT I and II program. Product Support Managers in covered systems will be designated as KLP positions.

**4.2. UNIQUE REQUIREMENTS FOR KLP AND CAP.** In addition to the certification standards and CL requirements applicable to all AWF positions, KLPs and CAPs have additional requirements that must be met before assignment, as specified in Table 1 (KLPs), Table 2 (CAPs), and the AWF Desk Guide.

**Table 1: Additional Requirements for KLPs**

POSITION	ADDITIONAL POSITION REQUIREMENTS
All KLPs  Note: KLPs for ACAT I programs require 8 years of experience in addition to the functional specific requirements listed in this table.	<ul style="list-style-type: none"> <li>● Highest category of certification in the applicable functional area (required upon assignment)</li> <li>● Incumbent must execute a 3-year tenure agreement, except as tailored by the CAE for KLPs or as identified below for ACAT I PMs and DPMS.</li> </ul> Note: DoD Components are encouraged to assess incumbents of these positions for rotational opportunities to new assignments after completion of 5 years of service or, in the case of PM, after completion of major program milestone, whichever is longer.
General Officer and Flag Officers and Senior Executive Service members. (These may be a KLP or a CAP.)	<ul style="list-style-type: none"> <li>● 10 years acquisition experience in an AWF position, at least 4 years of which was performed while assigned to a CAP.</li> </ul>
Program Executive Officers (PEOs) & Deputy PEOs (DPEOs).	<ul style="list-style-type: none"> <li>● 10 years acquisition experience in an AWF position, at least 4 years of which was performed while assigned to a CAP.</li> <li>● Served as PM or DPM.</li> <li>● Completed DAU Program Manager’s Courses.*</li> <li>● Tenure period: 3 years, or as tailored.</li> <li>● Written tenure agreements are required to be assigned to this position.</li> <li>● The CAE must consult with USD(A&amp;S) on PEO assignments. <b>This requirement cannot be waived.</b></li> </ul>

**Table 1: Additional Requirements for KLPs, Continued**

POSITION	ADDITIONAL POSITION REQUIREMENTS
PM for MDAPs (ACAT I).	<ul style="list-style-type: none"> <li>● 8 years acquisition experience, with at least 2 years in a program office or similar organization.</li> <li>● Completed DAU Program Manager’s Courses.*</li> <li>● Tenure period: <ul style="list-style-type: none"> <li>▪ Program Manager for an ACAT I program assigned before Milestone B will be assigned at least through Milestone B approval.</li> <li>▪ ACAT I Program Manager assigned immediately following Milestone B approval will be assigned until initial operational capability is achieved.</li> <li>▪ Program Managers outside of these periods will be assigned for at least 4 years or until completion of the phase that occurs closest in time to 4-year tenure period.</li> </ul> </li> <li>● Written tenure agreements are required to be assigned to this position.</li> <li>● DoDI 5000.85 should be consulted for additional details regarding requirements for this position.</li> </ul>
DPM for MDAPs (ACAT I).	<ul style="list-style-type: none"> <li>● 8 years acquisition experience, with at least 2 years in a program office or similar organization.</li> <li>● Completed DAU Program Manager’s Courses.*</li> <li>● Tenure period: A minimum of 4 years or closest to next major milestone.</li> <li>● Written tenure agreements are required to be assigned to this position.</li> </ul>
PM for Significant Non-major Programs (ACAT II).	<ul style="list-style-type: none"> <li>● 8 years acquisition experience.</li> <li>● Completed DAU Program Manager’s Courses.*</li> <li>● Tenure period: A minimum of 3 years.</li> <li>● Written tenure agreements are required to be assigned to this position.</li> </ul>
DPM for Significant Non-major Programs (ACAT II).	<ul style="list-style-type: none"> <li>● 8 years acquisition experience.</li> <li>● Completed DAU Program Manager’s Courses.*</li> <li>● Tenure period: A minimum of 3 years.</li> <li>● Written tenure agreements are required to be assigned to this position.</li> </ul>
* PMT 4010, the Program Manager’s Course, and PMT 4020, the Executive Program Manager’s Course, are required to be completed within 6 months of assuming a Program Management KLP position. In advance of assuming the position would be preferred.	

**Table 2: Additional Requirements for CAPs**

POSITION	ADDITIONAL POSITION REQUIREMENTS
All CAPs.	<ul style="list-style-type: none"> <li>● Highest category of certification in the applicable functional area, except for Program Management, which requires Practitioner or higher category certification.</li> <li>● Incumbent must execute 3-year tenure agreement, except as tailored by the CAE</li> <li>● GS-14 or equivalent/O-5 level or above</li> <li>● 4 years of acquisition experience</li> </ul>
General and Flag Officers and Senior Executive Service members. (These may be a KLP or CAP).	<ul style="list-style-type: none"> <li>● 10 years acquisition experience in an AWF position, at least 4 years of which was performed while assigned to a CAP.</li> </ul>

### 4.3. UNIQUE REQUIREMENTS FOR CONTRACTING POSITIONS.

a. Table 3 specifies certain unique requirements that contracting positions must meet before assignment, in addition to certification standards and CL requirements applicable to all AWF positions.

**Table 3: Contracting Position-specific Requirements**

POSITION	UNIQUE POSITION REQUIREMENTS
Contracting professionals (civilian occupational series 1102 positions), military equivalent positions, and members of the Contingency Contracting Force (CCF).	<ul style="list-style-type: none"> <li>● A baccalaureate degree from an accredited academic institution.</li> </ul> This requirement does not apply* to a DoD civilian employee or Service member who: <ul style="list-style-type: none"> <li>- Served as a contracting officer with authority to award or administer contracts in excess of the Simplified Acquisition Threshold on or before September 30, 2000.</li> <li>- Served in an 1102 position or as a Service member in a similar occupational specialty on or before September 30, 2000.</li> <li>- Is an enlisted member of the CCF. This exemption only applies to CCF members in their current or future CCF positions. The baccalaureate degree exemption <b>does not</b> apply to current CCF members seeking employment within DoD as an 1102.</li> </ul> *This exception does not apply to new hires into an 1102 position.
Contracting professionals who award or administer contracts above the Simplified Acquisition Threshold (see Note 1).	<ul style="list-style-type: none"> <li>● Complete all contracting courses required for the contracting functional area.</li> <li>● 2 years of experience in a contracting position.</li> <li>● 1102 education requirements for a degree.</li> <li>● Any additional requirements established, based on the dollar value and complexity of the contracts awarded or administered in the position.</li> <li>● Exceptions to education requirements: same as those for Civilian 1102 (and equivalent military positions).</li> </ul>
Senior Contracting Official. (This is a KLP.)	<ul style="list-style-type: none"> <li>● 1102 education requirements for a degree.</li> <li>● 4 years of experience in contracting.</li> <li>● Tenure period: Milestone closest to 3 years, or as tailored by CAE based on unique program requirements.</li> </ul>
<p>Note 1: Each of the Military Departments will establish a minimum amount of experience or training required for each CCF member before a deployment. The minimum training should include training in Government contracting principles, simplified acquisition procedures, contingency contracting, and Government purchase card, as appropriate.</p> <p>Note 2: Each of the Military Departments will establish minimum training and experience requirements for CCF members before issuing them a warrant at or below the SAT. CCF members appointed as contracting officers with authority to award or administer contracts above the SAT will meet the qualification requirements identified in this section for contracting officers above the SAT.</p>	

b. DoD Components may establish a Contracting Professional Development Program, as authorized pursuant to Subsection 1724(e) of Title 10, U.S.C., and accept individuals into civil service positions in the program for a probationary period of up to 3 years in order to complete the statutory educational requirements specified in Subsection 1724 (a)(3) of Title 10, U.S.C.

#### **4.4. POSITION AND TENURE WAIVERS.**

**a. Position Waivers.** A position waiver permits the incumbent of a coded AWF position who has not met the qualification requirements of the position within the prescribed timeframes, as outlined in Paragraphs 4.4.a.(2) of this issuance, to remain in the position for a prescribed period of time. Neither the position qualifications themselves nor the components of the qualification requirement (e.g., components of a certification) may be waived or altered when assigning an employee to an AWF position or to permit the employee to remain in the position.

(1) All waivers for KLPs must be by exception only.

(2) CAEs will consider and approve all position waivers on a case-by-case basis. CAEs may delegate this authority to the DACM or DATM or appropriate senior-level official within the command, except for the following positions:

- (a) PEOs and DPEOs.
- (b) PMs of ACAT I and II programs.
- (c) DPMs of ACAT I programs.

(3) The statutory education requirements may be waived for contracting positions for current DoD employees or members of the Armed Forces if the CAE determines that the individual possesses significant potential for advancement to levels of greater responsibility and authority, based on demonstrated job performance and qualifying experience. For any current DoD employee or Service member who has not occupied an 1102 or similar military occupational specialty, a waiver of qualification requirements must be approved prior to appointment to an 1102 position or similar military occupational specialty.

**b. Tenure Waivers.** Tenure waivers permit the incumbent of a KLP or CAP to be reassigned or released from the position before completing the tenure obligation.

(1) **CAPs (not in a KLP).** The CAE will approve tenure waivers or delegate this authority to the appropriate senior-level official. A tenure waiver is required for CAPs except when promotion, reassignment to a commanding officer position, or mobilization occur.

(2) **KLPs.** The CAE will approve tenure waivers for the following KLP positions and may delegate this authority to the appropriate senior-level official for all other KLP positions:

- (a) PEOs and DPEOs.
- (b) PMs of ACAT I and II programs.
- (c) DPMs of ACAT I.

## SECTION 5: CERTIFICATION AND CL

### 5.1. CERTIFICATION.

a. Certification categories are based on their complexity, authority, and impact on defense acquisition programs, and not solely on a position’s grade or rank. Certification categories applicable for each functional area are indicated in Table 4.

(1) **Foundational.** Foundational certification standards are reflective of fundamental competencies for the position. In addition to participating in education and training courses, individuals are expected to develop their required competencies through relevant on-the-job experience, including rotational assignments.

(2) **Practitioner.** Competencies at the practitioner category emphasize functional specialization. Individuals at this category are expected to have and apply journeyman level acquisition-related skills. Broadening experiences provide the competencies and skills necessary to assume positions of greater responsibility. This may involve multi-functional experience and development.

(3) **Advanced.** This category is typically assigned to positions located in DoD Components’ organizations with a primary acquisition mission and where the duties require a high level of acquisition knowledge and skills.

**Table 4: Functional Area Certification Categories**

Functional Area	Foundational	Practitioner	Advanced
Auditing		X	X
Business – Financial Management and Cost Estimating		X	X
Contracting	Contracting Professional Certification*		
Engineering & Technical Management	X	X	
Life Cycle Logistics	X		X
Program Management		X	X
Test & Evaluation	X	X	
*Note 1: For the purposes of Paragraph 5.1.e., contracting grace period is three (3) years.			

b. The SWG may approve other acquisition functional areas, consistent with Section 1721 of Title 10, U.S.C.

c. Proposed certification standards will be communicated through the WLT, issued by FALs, and published by DAU. The DoD Components will not modify or augment the standards, which apply uniformly across DoD.

d. Certification is required for military and civilian DoD employees assigned to an AWF position. The position category (e.g., functional area) and category of the position to which the employee is assigned determine the employee's certification requirements. Certification in other functional areas is permissible, once primary certification is attained.

e. DoD employees who are not in AWF positions or career tracks and non-DoD employees are not eligible for certification.

f. All personnel filling AWF positions, except KLPs, have a grace period to meet certification required by the functional area certification category of the position. Individuals assigned to KLPs must meet certification requirements of the KLP at the time of assignment. Certification standards cannot be waived and an individual cannot be certified through a waiver.

(1) The grace period for the foundational certification category is 3 years.

(2) The grace period for the practitioner certification category is 5 years.

(3) The grace period for the advanced certification category is 4 years.

g. Reciprocity exists among all DoD Components with respect to acquisition functional area certifications, as long as each certification is appropriately awarded.

h. The DAU iCatalog lists predecessor courses at iCatalog ([www.dau.edu](http://www.dau.edu)). AWF members may use those courses that have not expired as substitutes to meet current certification training standards and DAU course prerequisites.

i. Course fulfillment provides a means for AWF members to receive credit for DAU courses for which they demonstrate competency through an assessment of their previous work experience, education, training, or any combination thereof.

(1) Fulfillment is only available to persons serving in acquisition positions.

(2) There is no fulfillment available for DAU CL modules; they must be completed as required.

j. Certifications issued by Federal, non-DoD organizations (e.g., the Federal Acquisition Certifications) or the Department of Homeland Security are not accepted within DoD. However, DoD Components may consider these Federal, non-DoD certifications in exercising the fulfillment process toward meeting the certification requirements of Chapter 87 of Title 10, U.S.C. Completed DAU or equivalent coursework may be transferable and applied toward the functional or acquisition training standards for an AWF member's DoD Acquisition functional area certification.

k. AWF members accomplish certification renewal (i.e., recertification) through meeting CL requirements, in accordance with Paragraph 5.2. of this issuance.

**5.2. CL .** All AWF members must engage in at least 80 hours of CL every 2 years (with a goal of engaging in 40 hours annually), commencing from the time the member enters an AWF position throughout his or her continuous tenure in the AWF. Each Military Department or DoD Component will determine and implement the 2-year CL cycle. CL plans should be consistent with any applicable FAL and DoD Component guidance, including guidance pertaining to the use of DAU Credentials.



## **SECTION 6: MANAGEMENT AND OVERSIGHT**

### **6.1. DEFENSE AWF SWG.**

**a. Function.** The SWG:

- (1) Provides strategic direction for, and oversees execution of, the AWF Program.
- (2) Ensures that funds allocated to the AWF Program are aligned with DoD Acquisition Workforce Strategic Plan, available at <https://www.hci.mil/policy.html>.
- (3) Meets at the call of the Chair.

**b. Membership.** The SWG principal members include:

- (1) USD(A&S) (SWG chair).
- (2) Director, HCI (SWG executive secretary).
- (3) USD(R&E).
- (4) Director, Cost Assessment Program and Evaluation.
- (5) SAEs of the Military Departments.
- (6) Director, DCAA.
- (7) President, DAU.
- (8) Others, as the USD(A&S) considers appropriate.

### **6.2. DEFENSE AWF WLT.**

**a. Function.** The WLT supports the SWG in execution of its responsibilities and serves as a primary forum for reviewing elements of the AWF program to integrate enterprise requirements and align supporting initiatives with strategic workforce goals and resources. Additionally, the WLT:

- (1) Provides assistance, oversight, and review of the AWF Program to the SWG to integrate enterprise initiatives and cross-functional issues and advise on workforce matters.
- (2) Communicates functional area certification changes before implementation.
- (3) Meets every other month or at the call of the Chair.

**b. Membership.**

- (1) The principal members include:
  - (a) Director, HCI (Executive Secretary).
  - (b) Deputy USD(A&S) (WLT Chair).
  - (c) ASD(A).
  - (d) Assistant Secretary of Defense for Sustainment (Office of the USD(A&S)).
  - (e) Deputy Director of Engineering (Office of the USD(R&E)).
  - (f) Director, Defense Pricing and Contracting (DPC).
  - (g) Deputy Director, Cost Assessment and Program Evaluation.
  - (h) Principal Deputies to the SAEs.
  - (i) President, DAU.
  - (j) Director, DCAA.
- (2) The Chair may designate additional members from the Defense Agencies and DoD Field Activities, as required.

## **GLOSSARY**

### **G.1. ACRONYMS.**

ACAT	acquisition category
AcqDemo	DoD Civilian Acquisition Workforce Personnel Demonstration Project
ASD(A)	Assistant Secretary of Defense for Acquisition
AWF	acquisition workforce
CAE	Component Acquisition Executive
CAP	critical acquisition position
CCF	Contingency Contracting Force
CL	continuous learning
DACM	Director, Acquisition Career Management
DATM	Director of Acquisition Talent Management
DAU	Defense Acquisition University
DAWDA	Defense Acquisition Workforce Development Account
DCAA	Defense Contract Audit Agency
DoDI	DoD instruction
DPEO	Deputy Program Executive Officer
DPM	Deputy Program Manager
FAL	functional area leader
FY	fiscal year
HCI	Human Capital Initiatives
IG DoD	Inspector General of the Department of Defense
KLP	key leadership position
MDAP	Major Defense Acquisition Program
PEO	Program Executive Officer
PM	Program Manager
SAE	Service Acquisition Executive
SWG	Senior Workforce Group
U.S.C.	United States Code
USD(A&S)	Under Secretary of Defense for Acquisition and Sustainment
USD(C)/CFO	Under Secretary of Defense (Comptroller)/Chief Financial Officer, Department of Defense
USD(P&R)	Under Secretary of Defense for Personnel and Readiness

USD(R&E)	Under Secretary of Defense for Research and Engineering
WLT	Workforce Leadership Team

**G.2. DEFINITIONS.** These terms and their definitions are for the purposes of this issuance.

**ACAT.** All defense acquisition programs are designated by an ACAT (i.e., ACAT I through III) and type (e.g., MDAP or Major System). Further description is provided in DoDI 5000.02T.

**AcqDemo.** A project designed to allow DoD greater managerial control over personnel processes and functions as an alternative to constraints identified in the General Schedule system; better align individual efforts with mission goals; enhance supervisor-employee communication results from scheduled and unscheduled feedback; retain, recognize, and reward employees for their contribution to the mission; and support employees' personal and professional growth through flexibilities created to enhance their quality and professionalism.

**CAE.** The individual within the DoD Component who is responsible for all acquisition functions. Within the Military Departments (Army, Navy, and Air Force), the CAE is called the SAE.

**CAP.** A subset of Defense AWF positions specifically designated by the CAEs in accordance with Chapter 87 of Title 10, U.S.C., and this issuance. CAPs are AWF positions that have significant supervisory, managerial, or lead acquisition responsibilities.

**certification.** The professional credentialing process through which a DoD Component determines that an employee meets the education, training, and experience standards required for the appropriate category in any acquisition functional area.

**chief learning officer.** The person who formulates strategies for training, learning and development, and disseminating knowledge and information through technology. The President, DAU, serves as the chief learning officer for the DoD acquisition community.

**competency.** A measurable pattern of knowledge, skills, abilities, behaviors, and other characteristics that an individual needs to perform work roles or occupational functions successfully. Competencies are used to develop acquisition training and education standards.

**contracting officer.** A person with the authority to enter into, administer, and terminate contracts and make related determinations and findings.

**DAWDA.** A fund established by Public Law 110-181, also known as the "National Defense Authorization Act for Fiscal Year 2008," to provide funds, in addition to other available funds, for the recruitment, training, development, and retention of acquisition personnel of DoD. The purpose of the DAWDA is to ensure that the Defense AWF has the capacity, in both personnel and skills, to properly perform its mission, provide appropriate oversight of contractor performance, and ensure that DoD receives the best value for the expenditure of public resources.

**Defense acquisition credential.** A documented indicator of an individual's knowledge, skills, and abilities to perform an acquisition-related function. The credential is obtained through experience, training, and other means of learning and assessment. Credentials are designed to support in-depth, specific training needs of a defense acquisition functional area or cross-functional training needs for several functional areas.

**Defense acquisition knowledge area.** An acquisition-related function designated by the Defense Acquisition WLT as a DoD-level high priority for meeting defense acquisition mission requirements. Knowledge areas will be cross-functional in nature, and will often address emerging and rapidly changing acquisition subjects.

**Defense acquisition positions.** In accordance with Section 4 of this issuance, civilian and military positions in DoD that are coded acquisition positions and include acquisition functions, as defined in Chapter 87 of Title 10, U.S.C., as the predominant (greater than 50 percent) duty in a specific functional area. They do not include wage grade and clerical, foreign national, non-appropriated fund, or political appointee positions. Also referred to as “Defense Acquisition Positions,” “Defense AWF positions,” and “AWF positions.”

**Defense AWF.** A group comprised of those persons who occupy defense AWF positions. Also referred to as “Defense Acquisition Workforce.”

**Defense AWF Education, Training, Experience, and Career Development Program.** Includes the structure, resources, policies, and procedures that enable the AWF to achieve the competencies necessary to perform the duties and responsibilities required by defense acquisition positions and to promote integrated AWF management.

**FAL.** A senior DoD official, designated by the USD(A&S), who serves as the subject matter expert for a functional area and provides oversight and management of its career development and training requirements.

**functional area.** One or more related occupations that are characterized by a common set of core acquisition and functional competencies. A functional area is a self-sustaining designation with defined or recognized career progression and certification requirements based on experience and training.

**Functional Integration Team.** An acquisition functional integrated team chaired by the FAL, or designee, to support the FAL in carrying out responsibilities, and identify functional stakeholder training requirements, certification standards, position category description, human capital strategic planning initiatives, and professional development.

**KLPs.** Defense Acquisition Positions with a significant level of responsibility and authority that are key to the success of a program or effort. These positions warrant special management attention and oversight for qualification and tenure requirements.

**MDAP.** An acquisition program that is designated by the USD(A&S) as an MDAP; or is estimated to require an eventual total expenditure for research, development, test, and evaluation,

including all planned increments, of more than \$480 million in FY 2014 constant dollars or, for procurement, including all planned increments, of more than \$2.79 billion in FY 2014 constant dollars.

**position category description.** A document that describes the typical duties, job titles, and occupational series for each DoD position category.

**position waiver.** Documentation that permits an AWF member to remain in a specific acquisition-designed position who does not or will not meet the position requirements within the established timeframes. A position waiver does not relieve the workforce member from the requirement nor is it transferrable to another position.

**SAE.** The individual within the Military Department who is responsible for all acquisition functions. The SAEs are the Assistant Secretary of the Army, Acquisition Logistics and Technology; the Assistant Secretary of the Navy for Research, Acquisition, and Development; and the Assistant Secretary of the Air Force for Acquisition.

**Senior Military Acquisition Advisor.** An officer who is appointed to serve as an advisor to, and provide senior-level acquisition expertise to, the SAE of that officer's military department in accordance with Section 1725 of Title 10, U.S.C., and be assigned as an adjunct professor at DAU.

## REFERENCES

- Defense Acquisition University Directive 703, “Defense Acquisition Credential Program,” August 27, 2021
- Defense Acquisition Workforce Data Reporting Standards Guide, July 20, 2017
- Defense Acquisition Workforce Program Desk Guide, July 20, 2017
- DoD 7000.14-R, “Department of Defense Financial Management Regulations (FMRs),” current edition
- DoD Directive 1100.4, “Guidance for Manpower Management,” February 12, 2005
- DoD Directive 5135.02, “Under Secretary of Defense for Acquisition and Sustainment (USD(A&S)),” July 15, 2020
- DoD Directive 5137.02, “Under Secretary of Defense for Research and Engineering (USD(R&E)),” July 15, 2020
- DoD Instruction 1100.22, “Policy and Procedures for Determining Workforce Mix,” April 12, 2010, as amended
- DoD Instruction 1320.04, “Military Officer Actions Requiring Presidential, Secretary of Defense, or Under Secretary of Defense for Personnel and Readiness Approval or Senate Confirmation,” January 3, 2014, as amended
- DoD Instruction 1400.25, Volume 250, “DoD Civilian Personnel Management System: Civilian Strategic Human Capital Planning (SHCP),” June 7, 2016
- DoD Instruction 5000.02T, “Operation of the Defense Acquisition System,” January 7, 2015, as amended
- DoD Instruction 5000.57, “Defense Acquisition University (DAU),” December 18, 2013, as amended
- DoD Instruction 5000.85, “Major Capability Acquisition,” August 6, 2020, as amended
- DoD Instruction 8500.01, “Cybersecurity,” March 14, 2014, as amended
- Public Law 110-181, “National Defense Authorization Act for Fiscal Year 2008,” January 28, 2008
- Public Law 114-328, “National Defense Authorization Act for Fiscal Year 2017,” December 23, 2016
- Public Law 116-92, “National Defense Authorization Act for Fiscal Year 2020,” December 20, 2019
- Under Secretary of Defense for Acquisition and Sustainment Memorandum, ““Back-to-Basics’ for the Defense Acquisition Workforce,” September 2, 2020
- United States Code, Title 10
- United States Code, Title 5, Appendix (also known as the “Inspector General Act of 1978,” as amended)