OUSD (AT&L) Human Capital Initiatives
Defense Acquisition Workforce Development Fund (DAWDF)
Desk Operating Guide

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FOREWORD

The National Defense Authorization Act (NDAA) of 2008, established the Defense Acquisition Workforce Development Fund (DAWDF) codified at Title 10 United States Code Section 1705.

The DAWDF provides funds, in addition to other funds that may already be available, for the recruitment, training, and retention of Department of Defense acquisition personnel. The purpose of the Fund is to ensure the Department's acquisition workforce has the capacity, in both personnel and skills, needed to properly perform its mission, provide appropriate oversight of contractor performance, and ensure the Department receives the best value for the expenditure of public resources.

In the FY16 NDAA, the DAWDF became a permanent fund, further enabling critical support for acquisition workforce development initiatives.

1. Background.

1.1. The Defense Acquisition Workforce (AWF) is comprised of more than 156,000 civilian and military personnel across the three military services and multiple defense agencies. The Under Secretary of Defense for Acquisition, Technology, and Logistics USD (AT&L) has statutory responsibilities under the Defense Acquisition Workforce Improvement Act (DAWIA) for managing the Defense Acquisition Workforce. The AWF is made up of 16 acquisition career fields/paths which include: Auditing, Business-Cost Estimating, Business-Financial Management, Contracting, Engineering, Facilities Engineering, Industrial Property, Information Technology, International, Life Cycle Logistics, Production, Quality and Manufacturing, Program Management, Purchasing, Science and Technology Manager, Small Business and Test and Evaluation. The DoD Human Capital Strategic Plan for FY10-FY15 put a deliberate focus on growing, rebuilding, and professionalizing the AWF. Since then, the AWF has experienced sustained growth, received support from Congress and DoD senior leadership, and has become the most qualified acquisition workforce in history. To build upon this success, the FY16-21 strategic plan seeks to: (1) Make the Department of Defense an employer of choice; (2) Shape the acquisition workforce to achieve current and future acquisition requirements; (3) Improve the quality and professionalism of the acquisition workforce; and (4) Continuously improve workforce polices, programs, and processes. DAWDF is and continues to be a critical enabler in realizing the DoD strategic workforce goals.

1.2. From the early 1990's through 2009, the AWF significantly decreased in size due to the reduction of government personnel and outsourcing of tasks to contractors. This trend continued, despite an increasing acquisition workload, until 2009 when it became apparent that the AWF lacked the capacity and capability to adequately meet its growing demands. In 2008, 57% of acquisition workforce professionals were eligible to retire within 10 years, yet the number of early career professionals were not sufficient to replace the capacity and capability of those professionals nearing or eligible for retirement. Faced with this human capital situation, the executive branch and members of Congress recognized the need to restore DoD's AWF and on April 6, 2009, then Secretary of Defense, The Honorable Robert M. Gates announced his intent to change the Department's strategic direction, reform the defense acquisition process and grow the AWF.

1.3. In the FY 2016 memorandum: "Sustaining Momentum – Continuing Efforts to Strengthen the Acquisition Workforce," The Honorable Frank Kendall, USD(AT&L) asked senior leaders to:

- Responsibly sustain the acquisition workforce size, modulated by workload demand and requirements. Effective acquisition management provides high rates of return to the DoD.
- Ensure your personnel continue to increase their professionalism by helping them to obtain the training, education, and experience they need to be effective. Government acquisition professionals, both in and out of uniform, are generally grown from within the Department. True acquisition professionals, such as engineering, contracting, and program management specialists, are created and developed over a period of decades.
- Continue to expand your talent management programs, which include recruitment, hiring, training, development, recognition, and retention initiatives, by using the Defense

Acquisition Workforce Development Fund and other tools such as those provided by the Force of the Future initiatives.

1.4. Since enactment, DoD components have invested $3.2B of the DAWDF to rebuild and strengthen acquisition workforce capacity and capability. DAWDF enabled: 1) the targeted hiring of over 10,000 new AWF professionals across critical acquisition functions; 2) the building of early and mid-career year group strengths – key to building the acquisition force of the future; 3) an increase in certification training capacity and targeted training; and 4) a dramatic increase in certification and education rates.

2. Usage Eligibility Criteria.

2.1. All personnel utilizing DAWDF funds directly or via group training must be certified to their required level (or within their allowed grace period) and must meet Continuous Learning (CL) requirements. AWF personnel who are delinquent in their certification may only use DAWDF funds to attend mandatory DAWIA certification courses required to attain minimum certification requirements.

2.2. Civilian employees are expected to maintain a minimum rating of record of "Valued Employee", "Fully Successful", or the equivalent.

2.3. Continued Service Agreements (CSA) must be employed as mandated by statute and whenever possible for any DAWDF funded initiative, event, or training which requires a significant investment (i.e. Executive Education or Leadership Training) in accordance with service/component policy/procedures.

3. Governance.

3.1 The Defense Acquisition Workforce Senior Steering Board (SSB). The SSB shall:

3.1.1. Provide enterprise-wide strategic focus and guidance for the use of DAWDF across the AWF. The SSB was chartered to oversee the execution of AWF education, training and career development programs.

3.1.2. Ensure integration and positive workforce outcomes by instituting overarching workforce strategy policy and providing oversight.

3.2. Defense Acquisition Workforce Management Group (WMG). The WMG was chartered to guide the daily execution of the acquisition workforce education, training, and career development program, advise the SSB on workforce issues, and develop performance measures to facilitate and enhance oversight by the SSB. The WMG also administers and guides the implementation and integration of initiatives and policy under DAWIA. The WMG shall:

3.2.1. Provide a review and assessment of the implementation and execution of DAWDF.

3.3. Reviews and Reporting.

3.3.1. Monthly Report Fund Execution and Hiring Status as detailed in paragraph 6.5.

3.3.2. DAWDF Mid-year Review as detailed in in paragraph 6.7.

3.3.3. DAWDF Monthly Manager's Meeting. A monthly forum for the interchange of program changes, operating status and best practices with the USD(AT&L) HCI DAWDF Program Manager.

4. Responsibilities.

4.1. The Director, Human Capital Initiatives (HCI) is designated in writing by USD(AT&L) as the "senior official" responsible for the management of DAWDF in accordance with 10 USC 1705 and shall:

4.1.1. Develop enterprise strategies and guidance, with Functional Leads (FLs) and Service/Component Directors for Acquisition Career Manager (DACMs) coordination, to achieve the objectives of the AWF program and use the DAWDF in support of improving recruitment, training, development, and retention of AWF personnel.

4.1.2. Execute the DAWDF to support strategic planning, management, and execution of the fund.

4.1.3. Provide detailed instructions to components and functional community leaders for submitting proposals (applications) and the annual guidance on allocation and use of DAWDF resources.

4.1.4. Host an annual mid-year review for all components and functional communities that leverage the DAWDF. The mid-year review is the primary forum for discussion of best practices, reviews of execution, and discussion of challenges and concerns.

4.1.5. Provide annual guidance for preparation of an annual report on DAWDF execution to the FLs and DACMs via the Year in Review discussed in detail in paragraph 6.8.

4.1.6. Prepare the DAWDF Annual Report to Congress for the Secretary of Defense.

4.2. Under Secretary of Defense Comptroller (USD(C)). The USD(C) shall:

4.2.1. Provide support for the administration of the DAWDF.

4.2.2. Ensure that DAWDF funding amounts, determined by the Secretary of Defense, are appropriately credited to the DAWDF account.

4.3. Functional Leaders (FLs). FLs shall:

4.3.1. Ensure DAWDF FL enterprise-wide programs and initiatives are aligned with strategic goals and acquisition executive priorities.

4.3.2. Coordinate FL enterprise initiatives with Service/Component DACMs and FIPT representatives to avoid duplication of initiatives and to ensure execution of proposals at the proper level.

4.3.3. Ensure sufficient management controls are in place to effectively manage planning and execution of FL initiatives, to include tracking progress towards objectives and financial status.

4.3.4. Submit an annual report on execution of their FL DAWDF initiatives as described in paragraph 6.8. to USD(AT&L) HCI.

4.3.5. Ensure FL proposals are supported by executable plans, which address the basis (case) for initiative; cost, to include cost consciousness; schedule and performance considerations; integration and trade considerations with other DoD and component initiatives; near term and long term initiative risk management; and near and long term resourcing.

4.3.6. Report status of funds monthly to USD(AT&L) HCI.

4.4. Directors for Acquisition Career Management (DACMs). DACMs shall:

4.4.1. Serve as the Program Manager for their Service/Component's DAWDF program.

4.4.2. Compile annual and Future Years Defense Program (FYDP) DAWDF requirements, provide an annual and FYDP spend plan, and a projected annual and FYDP hiring plan. The requirements and plans should be coordinated with their Service/Component Acquisition Executive (SAE/CAE) and submitted to USD(AT&L) HCI for review and approval.

4.4.3. Ensure proposed service/component programs and initiatives are aligned with strategic goals and acquisition executive priorities.

4.4.4. Report status of funds monthly to USD(AT&L) HCI.

4.4.5. Submit an annual report of DAWDF execution as described in paragraph 6.8. to USD(AT&L) HCI.

4.4.6. Integrate and coordinate proposals within the component and ensure support of and linkage to strategic objectives and priorities.

4.4.7. Ensure sufficient management controls are in place to effectively manage planning and execution of initiatives. These controls should include tracking progress towards objectives and of financial status.

4.4.8. Ensure proposals are supported by:

4.4.8.1. Executable plans which address the basis (case) for the initiative, effectively estimate cost, to include cost consciousness;

4.4.8.2. Accurate schedule and performance estimates and timelines;

4.4.8.3. Properly vetted integration and trade considerations with other DoD and component initiatives already in place;

4.4.8.4. Risk management analysis, both near term and long term analysis of the initiative;

4.4.8.5. Resourcing capabilities, both near and long term including adequate in-house capacity and capability of enduring/core acquisition critical functions;

4.4.8.6. Adequate in-house capacity and capability of scientific, technical, engineering and mathematical skills and expertise critical to successfully acquiring required technological capabilities; and

4.4.8.7. Sufficient capacity and capability for cyber, information technology, contracting services acquisition, and contingency acquisition mission requirements.

4.4.9. Ensure the DAWDF funds closest to expiration are obligated first.

4.5. DAWDF Managers are personnel identified to manage the day-to-day execution and operation of DAWDF within the components and DAWDF subordinate organizations for their respective DACM. DAWDF Managers shall:

4.5.1. Execute DAWDF in accordance with this document and service/component prescribed guidance.

4.5.2. Track program obligation status and notify leadership with significant program variance.

4.5.3. Ensure the DAWDF funds closest to expiration are obligated first.

4.5.4. Ensure local leadership is aware of DAWDF and its intended purposes.

4.5.5. Adhere to DoD financial management principles.

5. DAWDF Initiatives and Program Structure.

5.1. DAWDF Initiatives (General Guidance)

5.1.1 Proposals must be consistent with Secretary of Defense and AT&L direction and guidance. They must also be aligned with service/component and AWF strategies and initiatives.

5.1.2. Proposed hiring and non-hiring initiatives must address DoD and component areas of need on a prioritized basis.

5.1.3. Proposed initiatives must be supported by executable plans, which address basis (case) for the initiative; cost, to include cost consciousness; schedule and performance considerations; integration and trade considerations with other DoD and component initiatives; near term and long term initiative risk management; and near and long term resourcing.

5.1.4. Sustain required capacity and reduce skill gaps associated with mission critical acquisition functions.

5.1.5. Proposals must be supported by documented workforce planning and an executable initiative plan.

5.1.6. Proposals are subject to the services/components internal policy/procedures.

5.1.7. All proposed initiatives are subject to approval by the Director, AT&L HCI and availability of funding.

5.2. DAWDF Program Structure.

5.2.1. Since inception in 2008, DAWDF has had three workforce categories:

5.2.1.1. Category 1 – Training and Development

5.2.1.2. Category 2 – Retention and Recognition

5.2.1.3. Category 3 – Hiring

5.2.2. DAWDF funding is further categorized into 12 Line Items which fall into one of the three categories listed in paragraph 5.2.1. Table 1 lists the original line item structure as well as the future consolidated line item structure and definitions for each line item. Beginning in FY18 the number of DAWDF Line Items will be reduced to four to promote efficiency, effectiveness, and allow for continuity of reporting. In FY17, DAWDF users may plan their proposals using either definition.

Line Item Number	Original Definition	Consolidated Line item Definition - FY18
1	Training Enhancements & Capacity Expansion	Training & Career Development (includes original Lines 1, 3, 4, and 6)
2	Comprehensive Acquisition Workforce System - Restricted to DAU use only	Reserved for future use.
3	Competency Management & Assessment	Reserved for future use.
4	Workforce Planning	Reserved for future use.
5	Retention & Recognition Incentives	Recruiting, Recognition, & Retention Incentives (includes original Lines 5, 8, and 9)
6	Career Broadening & Academic Programs	Reserved for future use.
7	Intern Programs	Hiring (includes original Lines 7, 10, and 11)
8	Recruiting Incentives	Reserved for future use.
9	Outreach Programs	Reserved for future use.
10	Journeyman Programs	Reserved for future use.
11	Highly Qualified Experts	Reserved for future use.
12	Student Travel - Restricted to DAU use only	DAU Student Travel (includes original Line 2 and 12 and is restricted to DAU use only)

Table 1 – Line Item Definitions

5.3. Consolidated Line Item Details.

5.3.1. The Line Item details are presented utilizing the Consolidated Line Item definition. Original Line Items are represented in parenthesis in the example initiatives listed below in section 5.3.2.3.

5.3.2. Training and Career Development – Line Item 1

5.3.2.1. Line Item Purpose – This Line Item provides the mechanism for services/components to develop a more detailed understanding of their AWF and developmental shortcomings; develop broad sweeping workforce planning initiatives, objectives and guidance; and provide AWF personnel necessary development opportunities to achieve desired acquisition outcomes.

5.3.2.2. Objectives/Guidance:

- Continuously improve certification training, targeted training and available on-the-job resources for personnel performing acquisition functions.

- Develop continuous development programs beyond required certification; leverage coaching/mentoring; increase workforce achievement of key experiences and leadership development.
- Sustain required capacity and reduce skill gaps associated with mission critical acquisition functions.
- Improve development of future leaders throughout the career lifecycle.
- Ability to utilize commercial activities for registration fees, classroom or on-line training, training development or facilitating training as appropriate.
- Restrict advanced education funding to career-related courses and degrees regardless of the level of degree sought.
- Expenditure of funds for mandatory DAU DAWIA certification training equivalency courses should be limited to only those classes that are at maximum capacity for the operating year.

5.3.2.3. Examples:

- Advanced Education (6) – mandatory or desired academic education necessary to support the AWF. This can include education at private institutions and can include bachelors, masters, doctoral, or certificate training such as Project Management Professional (PMP). All education funding should be in a career-related program.
- Leadership Training (1) – leadership development at all levels of the AWF including Executive Leadership programs held at private educational institutions, Service/component self-developed leadership programs such as "Leading at the Speed of Trust" and Federal Executive Institute.
- Career Field/Competency Training (1) – training or material costs related to a career field such as contracting source selection training, use of commercial cost estimating tools, or "How to Break Software".
- Conferences/Seminars/Symposiums (1) – examples include DoD Cost Analysis Symposium, National Defense Industrial Association, or DoD Small Business Conference.
- Continuous Learning/General Acquisition Training (1) – examples include "Team Problem Solving", "How to Turn Data into Compelling Visual Presentations", or "Better Business Writing".
- COOP/College Programs/Training Development (1, 7 or 9) – examples include tuition reimbursement for Pathways Interns, development of computer based training, or development of training curriculum.
- CYBER Education and Training Development (1) – examples include CISSP Course, Cybersecurity and Logistics, or commercially available Cyber training.
- Rotational Assignments (1 or 6) – the travel costs associated with the developmental activity or assignment located outside the commuting area of the member's assigned duty location.
- Travel Expense for Training Opportunities (1) – travel costs associated with training activities (excluding travel for Defense Acquisition University

certification training which is provided separately to DAU for further allocation to the services/components).

- Competency Management & Assessment (3)
- Workforce Planning (4)

5.3.2.4. Accomplishments Metrics. At a minimum, Services/Components should maintain data on costs, number of classes, number of attendees, and career field of attendees for each example utilized and report these metrics to USD(AT&L) HCI on a regular basis throughout the program operating year.

5.3.3. Recruiting, Recognition, and Retention Initiatives – Line Item 5

5.3.3.1. Purpose – Efforts in this line item will allow recognition and retention of high performers with critical skills and help to effectively recruit the "best and brightest" from college campuses and the private sector, in part by making a career in Defense Acquisition more attractive to these potential new employees. The forecasted loss of corporate knowledge and expertise has the potential to significantly impact the ability of the acquisition workforce to carry out its mission of achieving successful acquisition outcomes. These initiatives will also be used to improve retention in positions that are in critical supply through incentives and programs designed to make remaining a part of the AWF more attractive to current employees. Incentives must be targeted to mitigate workforce risk to acceptable levels and to identified, high-priority gaps. Additionally, this line item will allow the DoD to deliberately market the Defense AWF as an employer of choice and help to achieve the goal of maintaining a diverse, capable, and ready civilian workforce.

5.3.3.2. Objectives/Guidance:

- May be used for targeted incentives for recruiting and retention. Services/components must use documented plans, coordinated with the component HR, to support use of monetary incentives. Monetary incentives must not be used in a manner that causes employees to expect to receive the incentive as part of regular compensation.
- Monetary incentives must comply with statutory requirements as well as federal and DoD policy and guidance.
- In addition to appropriate use of monetary incentives, services/components must also demonstrate equal consideration and proactive use of non-monetary incentives.
- Must be used to establish and strengthen an enduring talent base and recruitment pipeline.
- DAWDF Recognition Award funding should not be based on general overall performance, but on a specific act or service an employee performed that is worthy of recognition such as performing in an exceptional manner under difficult, unusual and/or complicated circumstances.
- Hiring Outreach can include college career days, diversity recruiting events, STEM recruiting and hiring functions, career and hiring advertisements, and branding initiatives.

- DAWDF Permanent Change of Station funding should be used on a limited basis for the most critical AWF positions and should not be used for expected rotation from overseas assignments.

5.3.3.3. Examples:

- Recognition Awards (5)
- Recruiting Incentives (5 CFR 575 Subpart A) (8)*
- Permanent Change of Station – Full (5)*
- Permanent Change of Station – Partial (5)*
- Permanent Change of Station – First Duty Station Move (5)*
- Relocation Incentives (5 CFR 575 Subpart B) (5)*
- Retention Incentives (5 CFR 575 Subpart C) (5)*
- Student Loan Repayments – Retention (5)**
- Student Loan Repayment – Recruiting (8)**
- Hiring Outreach (9)

* Minimum one year CSA required
** Three year CSA required

5.3.3.4. DAWDF end-users should maintain metrics on costs, number of awards, incentives, PCS by type, and student loan repayments and career field of recipient. Hiring Outreach metrics should include colleges and specialty events attended and any resultant hiring by career field. DAWDF users should report these metrics to USD(AT&L) HCI on a regular basis throughout the program operating year.

5.3.4. Hiring - Line Item 7

5.3.4.1. Purpose – To ensure the AWF is sustained and maintained at appropriate levels; ensure adequate capacity, capability and readiness of a succession pool of workforce members; and ensure effective (5-7 year horizon) talent recruitment, succession, readiness and lead time actions are taken to mitigate major experience loss and enable the succeeding workforce to seamlessly assume major complex acquisition responsibilities.

5.3.4.2. – Objectives/Guidance:

- The DAWDF may not be used to pay the base salary of any person who was an employee of the Department serving in a position in the acquisition workforce as of January 28, 2008, and who has continued in the employment of the Department since such time without a break in such employment of more than one year.
- DAWDF shall not be used to offset civilian personnel shortfalls of the AWF.
- The new employee must be assigned to an acquisition career field with a required certification level. Interns should be targeted toward a career field so that, at program completion and placement as a full time employee, they are assigned to that field.

- New hires may be funded with DAWDF for up to three years, subject to adequate availability of funding. Specifically, entry level and expert/Highly Qualified Expert hires may be funded for up to three years, journeymen for up to two years, and interns for length of time it takes to reach the initial qualifying degree or for three years, whichever is less.
- This hiring program assumes the incumbent will fill an existing, within base funding level, authorized position upon completion of funding by DAWDF. Components are responsible for planning transition of DAWDF hires to base funding.
- Hiring categories/definitions:
  - Intern – Full time currently enrolled college/university students meeting the additional qualifications of the Pathways Program Internship.
  - Entry Level – typically GS05/07/09 in a development program with a full performance level of GS11 or GS12 (or equivalent).
  - Journeymen – experienced employees from the private sector such as retired military or seasoned industry candidates. Typically GS12 or GS13 (or equivalent) level.
  - Experts – Subject Matter Experts typically at the GS14 or GS15 (or equivalent) level.
  - Highly Qualified Experts (HQEs) – Formal OPM program at the executive level.
- Overhead burden rates shall not exceed 30% of salary costs.

5.3.4.3. DAWDF end-users should maintain metrics on number hired, labor and overhead costs, non-labor costs, incentives paid, hiring grade and step, career field, and attrition by type of hire and should report these metrics to USD(AT&L) HCI on a regular basis throughout the program operating year

5.3.5. Defense Acquisition University (DAU) Student Travel

5.3.5.1. Purpose – Provide funding for overarching DAU objectives to enable attendance at DAU mandatory and desired DAWIA certification training and support systems to execute this training.

5.3.5.2. Objectives/Guidance;

- DAU Student Travel (Line Item 12) – this funding is further allocated to the services and component DACMs to be used exclusively for travel funding associated with attendance at DAU DAWIA certification courses in accordance with their usage guidance.

6. DAWDF Funding Process.

6.1. DAWDF Annual Program Life Cycle.

6.1.1. Figure 1 represents a notional DAWDF program year life cycle. As shown in the table below, the annual cycle traditionally spans an 18 to 20 month period.

-Jun - Call for Proposals -Sep - Proposal Approval -Sep - Funding Release	- Apr/May - DAWDF Mid-year Review -As required - Realignment of funds between line items & Unfunded Requests (UFR) -Monthly Report Fund Execution and Hiring Status	-Oct - Year in Review -Dec - Report to Congress -Jan - Release Report to Congress
Execution Planning	**Execution Year**	**Results Reporting**

Figure 1 – DAWDF Annual Program Life Cycle

6.2. Call for DAWDF Proposals.

6.2.1. The annual program request requires that the services/components/functional leads to identify their DAWDF needs for the upcoming fiscal year and to provide a FYDP budget and hiring estimate.

6.2.2. The request shall be in sufficient detail to document the nature of, the justification for and the execution plan for the proposed program. Additionally, if the proposed program includes a request for hiring, the proposal must also include hiring specifics (by-month hiring plan, Full Time Equivalent detail by month and End Strength being funded with DAWDF).

6.2.3. Annual proposals are typically due in July.

6.2.4. At a minimum, HCI will provide the following guidance in the annual call for proposals:

6.2.4.1. DAWDF Manager Guidance

6.2.4.2. DAWDF Proposal Guidance

6.2.4.3. DAWDF Proposal Template

6.2.4.4. DAWDF Proposal Official Submission Memo Template

6.3. Proposal Approval.

6.3.1. Upon receipt of annual program requests, the Director, HCI will conduct a detailed review of the requests. The purpose of this review is to validate proposed DAWDF initiatives for adherence to Manager Guidance, reasonable cost estimates and to assess total proposed program funding requirements.

6.3.2. A meeting, either in-person or via teleconference, will be conducted between HCI and Service/Component to validate the requirements in August.

6.3.3. Proposed program approval will be based in part on execution history, proper proposal justification and overall benefit to the AWF.

6.4. Funds Release.

6.4.1. Following program approval (usually in late August or early September), Services/components will be notified of their approved program and total estimated funding amount.

6.4.2. Funds distribution is based on the HCI approved plan. Initial release is targeted for early September and ideally will amount to 75% of the approved program but is subject to funds availability and service/component execution history.

6.4.3. Unexecuted and unexpired funds allocated from prior fiscal years will be considered funding available for the newly approved program (carryover) and will be considered a portion of the initial program funding.

6.5. Monthly Report Fund Execution and Hiring Status.

6.5.1. A detailed reporting template (in the form of an Excel spreadsheet called the DAWDF Management Information Tool (DMIT)) shall be completed monthly by services, components and functional leads who receive DAWDF funding.

6.5.2. The DMIT captures the approved monthly funding profile, hiring plan, accomplishments, fund execution to date and updated estimated spend plan for the balance of the FY.

6.5.3. The monthly DMIT will be used by HCI to track and report program status, execution status and DAWDF total plan on a monthly basis.

6.6. Approved Program Changes

6.6.1. Realignment of Funds between Line Items or Return of Funds.

6.6.1.1. The DAWDF program office utilizes a formal process for users to realign or return allocated funds to accommodate for execution changes during the execution year. The Program Request Change Form (PRCF) is used to initiate a funds transfer.

6.6.1.2. The PRCF must include sufficient detail to adequately document reason(s) for the change.

6.6.1.3. A PRCF is not required to request the balance of a previously approved allocation.

6.6.2. Unfunded Requests (UFRs).

6.6.2.1. In the event of a change to an approved program (due to increased initiative cost or new requirements), services/components/functional leads may request additional program approval and funding (example: if a new AWF training requirement is identified). This additional request shall be made via a Program Request Form (PRF) using the annual request template for that FY.

6.6.2.2. The request shall meet all requirements for the annual program request detailed in section 6.2. Call for DAWDF Proposals.

6.7. DAWDF Mid-year Review.

6.7.1. The Director, HCI will hold a DAWDF Mid-year Review, usually in April, with the Services/Components. The purpose of mid-year review is to provide a forum for a program-wide review of execution, presentation and discussion of best practices, address concerns or questions related to the program, and provide support to maximize the use of DAWDF within existing legislation

6.7.2. A standardized reporting template will be provided.

6.8. Year in Review.

6.8.1. HCI will require an annual Year in Review report from all DAWDF users to allow for standardized reporting of DAWDF execution and accomplishments for the most recent program year. The report will highlight program successes and accomplishments and will be used to compile the Annual Report to Congress.

6.8.2. Data collected shall include details on training, recruiting and retention initiatives, outreach (to include STEM, career days, college recruiting), and hiring (including career field breakout) accomplished. Additionally, the report shall include hiring a narrative section detailing the most significant accomplishments and benefits to the AWF.

6.9. Report to Congress.

6.9.1. DAWDF legislation requires that an annual report of program execution be submitted to Congress not later than 120 days after the end of each fiscal year. The report shall include:

6.9.1.1. A statement on the amounts remitted and credited to the Fund.

6.9.1.2. A descriptions of the expenditures made from the Fund (including expenditures to a military department or Defense Agency), including the purpose of the expenditures.

6.9.1.3. A description and assessment of improvements in the AWF resulting from the expenditures.

6.9.1.4. Recommendations for additional authorities to fulfill the purpose of the Fund.

6.9.1.5. A statement of the balance remaining in the Fund.

6.9.2. The importance of quantifying successes, accomplishments and AWF improvements made with DAWDF cannot be understated and shall be reported in the Year in Review and the Report to Congress.

7. Additional Resources.

7.1. Additional DAWDF information and resources can be found at: http://www.hci.mil/DAWDF.html.