



Acquisition Directorate

Acquisition Human Capital Strategic Plan



Version 2.0 (2009)



Homeland Security

Table of Contents

Message from the Assistant Commandant for Acquisition	ii
CG-9 Vision and Mission.....	iii
CG-9 Goals for Fiscal Year (FY) 2009.....	iii
PART I: Introduction and Background	1
Executive Summary	2
Role of the Office of Acquisition Workforce Management.....	3
Acquisition Workforce Profile	4
Human Capital Challenges.....	6
Human Capital Assessment and Accountability Framework.....	10
Acquisition Workforce Strategic Objectives	12
PART II: Human Capital Management Strategies and Objectives	15
Strategic Alignment.....	17
Leadership and Knowledge Management	18
Results-Oriented Performance Culture.....	20
Talent Management.....	21
Accountability	23
The Way Ahead	24

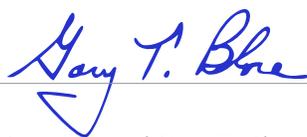
Message from the Assistant Commandant for Acquisition

In July of 2007, the United States Coast Guard's (USCG) Acquisition Directorate (CG-9) stood up, immediately becoming one of the largest USCG headquarters organizations. CG-9 was charged with the mandate to build the internal capability to plan and execute acquisition programs efficiently and effectively, and to expand our capacity to function as the lead system integrator on major system acquisitions. This expanded mandate has accentuated the criticality of building and maintaining a world-class acquisition workforce to rise and meet our 21st century acquisition challenges. At the same time, CG-9 was also chartered to maintain oversight of all contracting activities, as well as incorporate foreign military sales (FMS) and research and development (R&D) competencies.

The first version of the CG-9 Human Capital Strategic Plan (HCSP) was developed by the Office of Acquisition Workforce Management (CG-921) in 2007 and was subsequently submitted to, and approved by, the Department of Homeland Security (DHS) Chief Human Capital Officer. The initial HCSP identified the key challenges we face in building out a world-class acquisition workforce, and focused our human capital management activities on addressing these challenges. Additionally, the first version of the HCSP identified specific actions to be taken in the first year to lay the foundation for long-term success in developing the workforce we need to execute our acquisition missions. These critical actions were all completed on schedule, and have contributed to our significant progress over the course of the first year. Among the most significant of these accomplishments is the achievement of 100% compliance with DHS certification requirements for Program Managers (PM) leading Level I investment programs. Along the path to full compliance, we have learned valuable lessons about the unique complexities of effectively building and managing the acquisition workforce, as compared to the rest of the non-operational USCG workforce.

Building on these initial successes and lessons learned, we now turn our attention towards the longer-term planning and management of the acquisition workforce and the strategies that will help us ensure we have the right workforce, with the right skills, at the right time to achieve our acquisition objectives in support of USCG and DHS mission objectives, now and in the future.

This updated Human Capital Strategic Plan presents the strategies we will use to effectively manage our human capital resources to achieve our acquisition objectives. Through the diligent implementation of these human capital management strategies, we will continue to develop our organic acquisition capabilities and effectively leverage what is truly our most valuable asset—the dedicated and motivated men and women who make up our CG-9 acquisition team.



Rear Admiral Gary T. Blore
Assistant Commandant for Acquisition



CG-9 Vision and Mission

Vision

The Coast Guard’s Acquisition Directorate empowers a workforce motivated by leadership, integrity, and teamwork to deliver the assets and systems that increase operational readiness, enhance mission performance, and create a safer working environment.

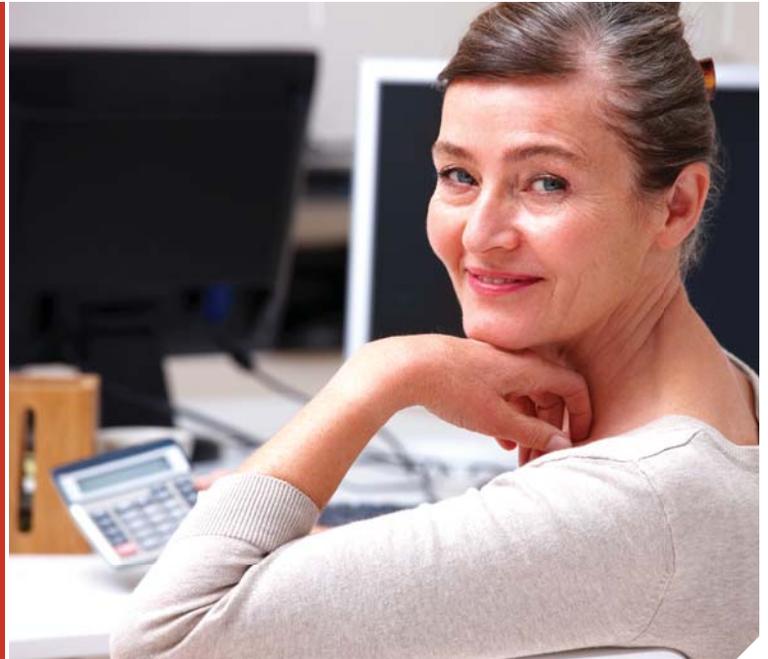
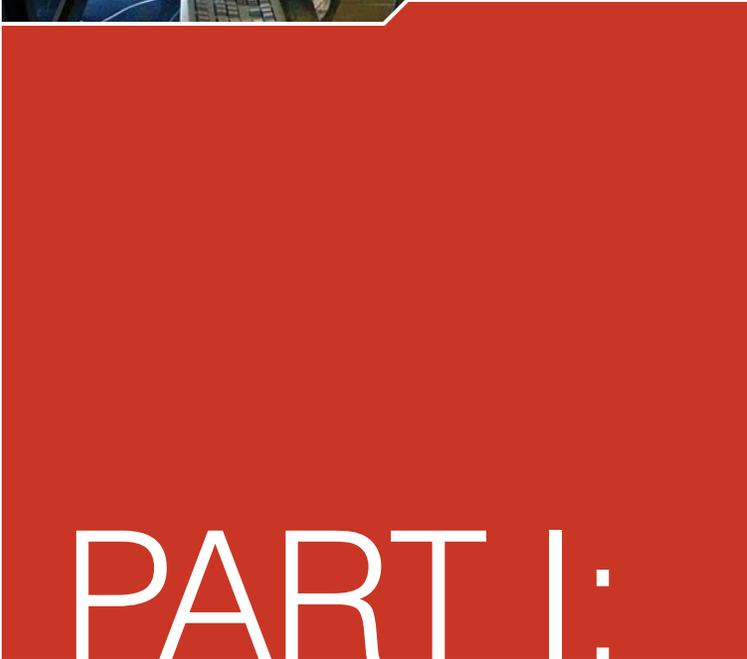
Mission

Acquire and deliver more capable, interoperable assets and systems, and high quality, timely services that support Coast Guard operational forces in executing missions effectively and efficiently.

CG-9 Goals for Fiscal Year (FY) 2009

Table 1 - CG-9 Goals FY 2009

CG-9 Goals	
1	Execute all Coast Guard acquisitions within cost, schedule, and performance goals while developing an overarching USCG asset-based acquisition strategy with the ultimate outcome of meeting Coast Guard operational requirements.
2	Provide transparency of information through documented, repeatable processes and regular standardized reporting.
3	Create and encourage unity of effort within the Coast Guard team to ensure everyone knows their function, understands the goals of the organization, and is focused on executing acquisitions.
4	Explore opportunities and achieve organizational synergies—in conjunction with USCG Technical Authorities in CG-1, CG-4 and CG-6—to deliver timely, effective assets to support operational requirements.
5	Create appropriate alignment within the [prospective] Deputy Commandant for Mission Support organization, including a full life cycle support approach to asset management.
6	Identify, develop, document, and implement best government and business policies, processes, and procedures necessary for the effective execution of acquisition programs throughout the Coast Guard.
7	Recruit, retain, and incrementally build a multidisciplinary, certified acquisition and contracting workforce (military and civilian) capable of supporting the Coast Guard's vision of becoming the model for mid-sized Federal Agency acquisition in process, workforce, and capability.
8	Establish effective Knowledge and Information Management processes and systems to support acquisition management decisions, including electronic records management and storage.



Introduction and Background

Executive Summary

Stewardship, effectiveness, and efficiency in the acquisition enterprise is highly dependent on the men and women who manage and oversee the more than \$1 billion dollars of Acquisition, Construction, and Improvement (AC&I) and Operating Expenses funding allocated to the USCG annually for acquisition and procurement. Our acquisition workforce is the engine that makes the delivery of mission critical assets to USCG operators in the field possible—it is incumbent upon us to ensure that we have a world-class team to execute our acquisition programs.

This Human Capital Strategic Plan (HCSP) presents the Acquisition Directorate's (CG-9) strategies for developing and maintaining a professional acquisition workforce that is highly experienced, fully certified, and properly motivated and empowered to execute our acquisition mission.

For several years, the Coast Guard has been actively implementing the *Blueprint for Acquisition Reform* (the *Blueprint*), a comprehensive guide for improving our acquisition capability. The *Blueprint* is based on a model developed by the Government Accountability Office (GAO) for assessing the relative health of acquisition performance. Our HCSP supports our ability to achieve Human Capital (HC) reform necessary to expand the Coast Guard's ability to successfully perform our business of acquisition, described in the *Blueprint*.

The HCSP outlines our vision for the future and explains how we will get there. It identifies the challenges we face, and it details the path we will take in addressing those challenges and successfully developing and maintaining our 21st Century workforce. The HCSP defines the role of the Office of Acquisition Workforce Management and presents our human capital objectives. In doing so, the HCSP establishes the strategic foundation for the specific actions we will take to achieve our objectives, and identifies the performance metrics that we will track to inform us on our progress.

In identifying challenges, determining strategies, and establishing performance metrics, we have adopted and applied the Office of Personnel Management's (OPM) Human Capital Assessment and Accountability Framework (HCAAF)¹. The HCAAF provides excellent guidance in the areas of: Strategic Alignment, Leadership and Knowledge Management, Results-Oriented Performance Culture, Talent Management, and Accountability. In the sections that follow our objectives and strategies in each of these areas are presented.

The HCSP outlines our vision for the future and explains how we will get there. It identifies the challenges we face, and it details the path we will take in addressing those challenges and successfully developing and maintaining our 21st Century workforce.

¹ Detailed information on the OPM HCAAF can be found at http://www.opm.gov/hcaaf_resource_center/index.asp



Role of the Office of Acquisition Workforce Management



The Office of Acquisition Workforce Management (CG-921) exists to ensure that the U.S. Coast Guard's Acquisition Directorate (CG-9) has the professional acquisition workforce it needs to acquire and deliver mission critical assets and technologies to USCG operating forces.

CG-921 serves as an internal resource to CG-9, providing human capital strategy guidance and implementation to support the planning, recruitment, development, and retention of the acquisition workforce² by maintaining capability and expertise in several functional areas including:

- Human Capital Strategy Development and Execution
- Acquisition Workforce Planning and Analysis
- Succession Planning
- Performance Planning and Management
- Human Capital Information Management and Reporting
- Training, Development, and Certification

Combined, these functional areas allow the Office of Acquisition Workforce Management to partner with

² Planning, recruitment, development (training and certification), and retention of Contracting Officers, Contract Specialists, Contracting Officer's Technical Representatives (COTRs), Purchasing Agents, and those personnel within CG-9 holding Contracting Warrants (civilian and military) is managed by Office of Procurement Policy and Oversight (CG-913).

Program Managers (PM) and CG-9 leadership to understand our world of work and workforce needs, staff acquisition programs appropriately, and capture and analyze critical human capital data to support workforce-related decision-making.

To support the Acquisition Directorate's mission, CG-921 resources are aligned to these functional areas and are guided by the following Key Functional Priorities:

- Hire, develop, and retain a talented, high-performing acquisition workforce
- Provide long-range workforce planning and succession planning for the acquisition workforce
- Administer acquisition-specific training and development
- Achieve and maintain compliance with acquisition-specific certification requirements
- Support CG-9's Culture of Performance

Through establishing our long-range strategic objectives, structuring around the core functions necessary to provide the right acquisition workforce, and focusing internal energy and efforts on a fundamental set of key priorities, the Office of Acquisition Workforce Management has created close alignment with the Acquisition Directorate's primary mission of acquiring and delivering assets to USCG operational forces.

Acquisition Workforce Profile

The Acquisition Directorate (CG-9) core workforce includes Program Managers, Project Managers, Business and Financial Managers, Engineers, Contracting Officers, Procurement Analysts, Contracting Specialists, Contracting Officers' Technical Representatives (COTR), and personnel providing direct support to these core team members. The CG-9 workforce is comprised of a diverse group of dedicated professionals including uniformed military personnel, career civil servants, and contractor support personnel (See Figure 1). The combination of military and civilian staff provides several important and complimentary benefits including: a deep understanding of the operational environment where the assets CG-9 procures will be used, and, the continuity and longevity of personnel in critical positions that is possible through the civil service structure. Maintaining the proper balance between uniformed and civilian personnel has been, and will continue to be, an important focus area for the Acquisition Directorate.

Military Workforce

Traditionally military personnel are assigned to the Acquisition Directorate for a 2-4 year tour. This rotation cycle is one element of the overall strategy to develop within the USCG officer corps a robust pool of certified and experienced acquisition personnel.

Civilian Workforce

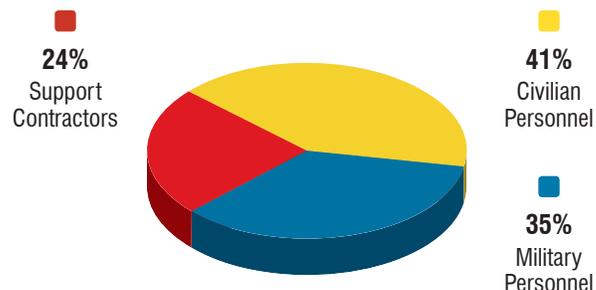
CG-9 faces the same challenges confronting many Federal Government agencies and acquisition organizations. The Federal Acquisition Institute and the Government Accountability Office have reported on the shrinking pool of certified and experienced acquisition professionals across the Federal Government. These challenges are compounded by the large portion of the current federal workforce now entering retirement eligibility. As CG-9 strives to develop and maintain a fully certified acquisition workforce, CG-921 will closely monitor critical indicators including workforce diversity, employee turnover, and other key human capital measures. A summary of the current profile of the USCG civilian acquisition workforce is presented on page 5.

Contractor Support

CG-9 is supported by approximately 200 support contractors who provide assistance with non-inherently governmental

functions in the areas of: project management, logistics, engineering, contract administration, and business analysis and management. Properly utilizing contractors in support roles allows CG-9 to stay focused on core competency areas.

Figure 1 - Acquisition Directorate Total Workforce

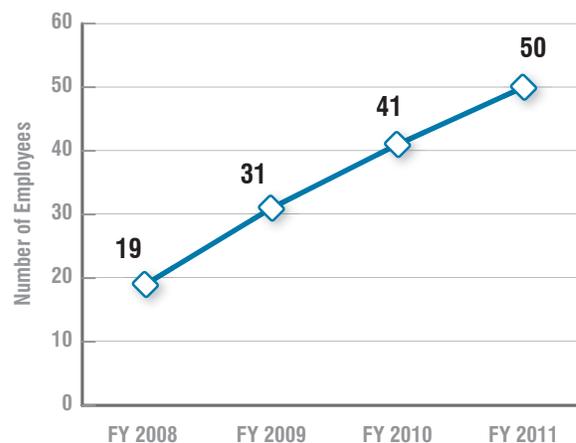


Data Source: CG-9 Acquisition Performance Management System (APMS)

Civilian Retirement Eligibility in CG-9

A considerable portion of our civilian workforce is eligible to retire, with more becoming eligible over the next several years (See Figure 2). At the end of FY 2008, more than 7% of the total CG-9 civilian workforce is eligible to retire. That percentage is projected to increase significantly by the end of FY 2011. Personnel in the acquisition contracting organization (CG-91) will represent more than 40% of the retirement eligible segment in 2011, creating an increased need to recruit and develop people with those specific skill sets.

Figure 2 - CG-9 Retirement Eligibility Through End of FY 2011



Data Source: USCG Personnel Directorate- CG-1

Because CG-921 monitors and understands the retirement eligibility profile of our workforce, we are able to plan for upcoming changes and take specific recruitment and development actions to ensure CG-9 has the workforce we need, when we need them.

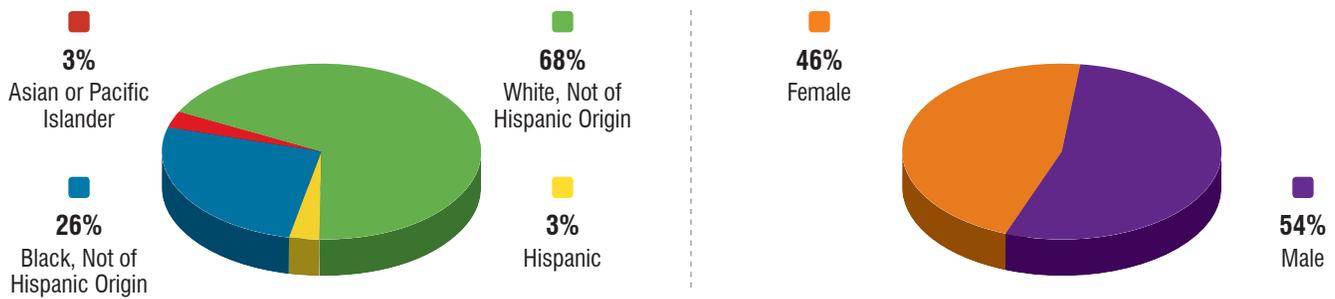
CG-9 Civilian Workforce Demographics

We recognize the importance diversity plays in doing business in the 21st century environment. CG-921 will

continue to strive to develop and maintain a diverse acquisition workforce (See Figure 3) with the skills and competencies necessary to do high quality acquisition business in the global marketplace.

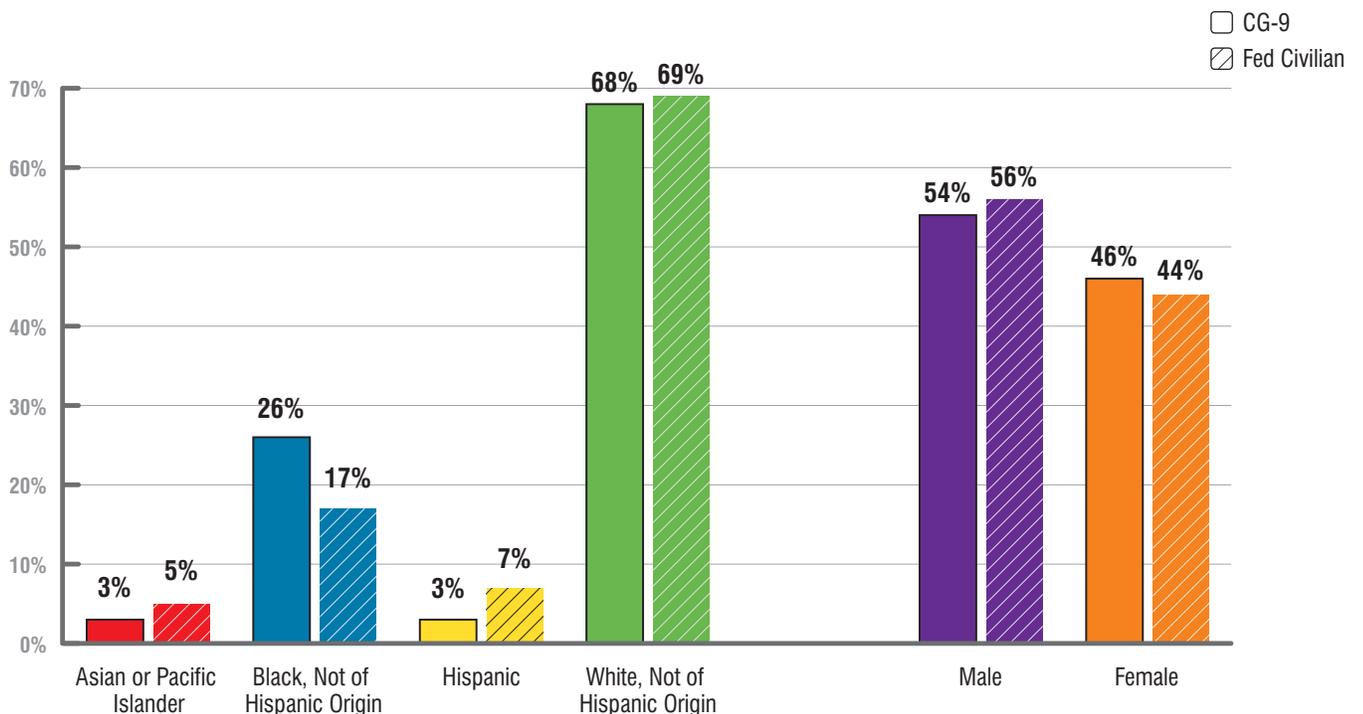
The diversity of the USCG civilian acquisition workforce is similar to the diversity of the total federal civilian workforce by gender, and differs somewhat from the overall federal civilian workforce for some minority groups (See Figure 4).

Figure 3 - CG-9 Civilian Workforce Demographics



Data Source: USCG Personnel Directorate- CG-1

Figure 4 - CG-9 Workforce Diversity Compared to Federal Civilian Workforce



Data Source: USCG Personnel Directorate- CG-1

Human Capital Challenges

Like many Federal agencies engaged in the major systems acquisition, the U.S. Coast Guard faces a number of human capital challenges. The Acquisition Directorate is committed to exploring and understanding the challenges we face so that we can further develop solutions to those challenges. By engaging third-party organizations with expertise in government acquisition, process improvement, policy analysis, and human capital planning, we create opportunities to increase our understanding and ability to mitigate challenges, and to benefit from lessons learned and best practices from across government.

We have engaged a number of private and government organizations to conduct assessments and offer guidance in these areas. They include the Defense Acquisition University (DAU) and the Government Accountability Office (GAO), among others. We are actively seeking knowledge and expertise from these organizations as we identify and respond to the challenges we face in continually developing and improving our acquisition workforce and capability, and are implementing many of their recommendations.

The Department of Defense (DOD) and the DAU have identified a “crisis” in the federal acquisition workforce that puts the ability to acquire necessary new technologies and systems in potential jeopardy. This acquisition workforce crisis applies to both the quantity of available acquisition professionals, and the experience and expertise of the total federal acquisition workforce. These acquisition workforce challenges do not represent the only challenges we face, but they are the challenges that we view as most immediate, and those that present the greatest threats to acquisition mission success. They fall into three categories: (1) recruitment, development, and retention of qualified acquisition personnel; (2) human capital information management; and (3) human capital management policy guidance, procedures, and practices.

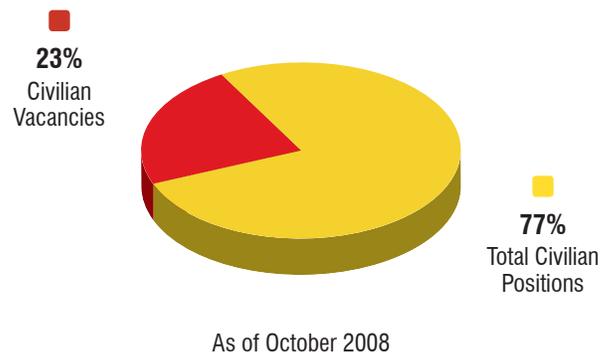
Challenge 1- Recruitment, Development, and Retention of Qualified Acquisition Personnel

Civilian Acquisition Workforce Shortage

A number of trends in the federal civilian workforce contribute to the crisis described by the DOD and the DAU, including the large pool of baby boomer employees who are now eligible for retirement. This represents the potential loss of a significant amount of institutional knowledge and experience. Additionally, since the late 1980s, the DOD has downsized both its civilian and uniformed acquisition corps significantly. As a significant producer of acquisition professionals, the DOD downsizing has a ripple effect across the Federal Government, making certified and experienced acquisition professionals in short supply.

The impact of the overall shortage of qualified acquisition professionals across the federal civilian workforce is evidenced by the CG-9 civilian vacancy rate (See Figure 5). We are using all available resources and hiring flexibilities to fill vacant positions.

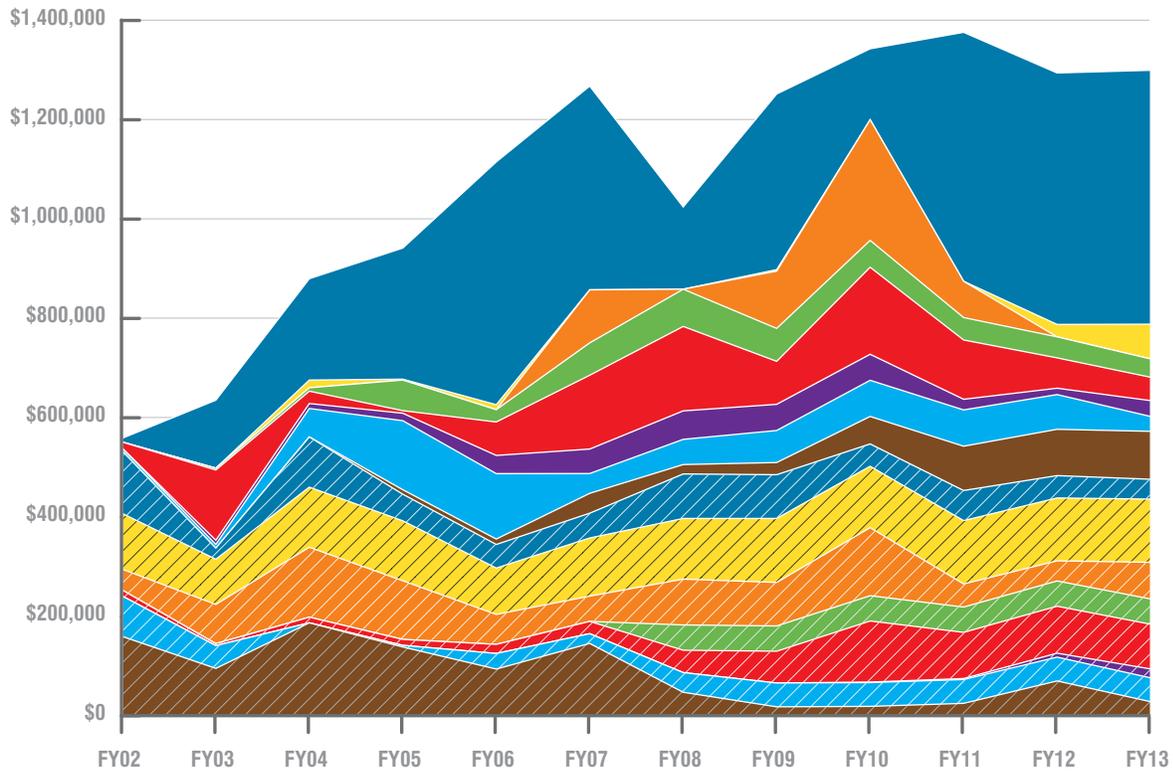
Figure 5 - CG-9 Civilian Vacancy



Data Source: USCG Personnel Allowance List (PAL)

At the same time, appropriations for Coast Guard Acquisition, Construction, and Improvements (AC&I) have risen significantly (See Figure 6 on page 7). These continual increases have resulted in acquisition work that is greater in both quantity and complexity. The dynamic fluctuation of AC&I funding makes it difficult to forecast funding for staffing acquisition projects.

Figure 6 - Multi-year AC&I Expenditure Projection



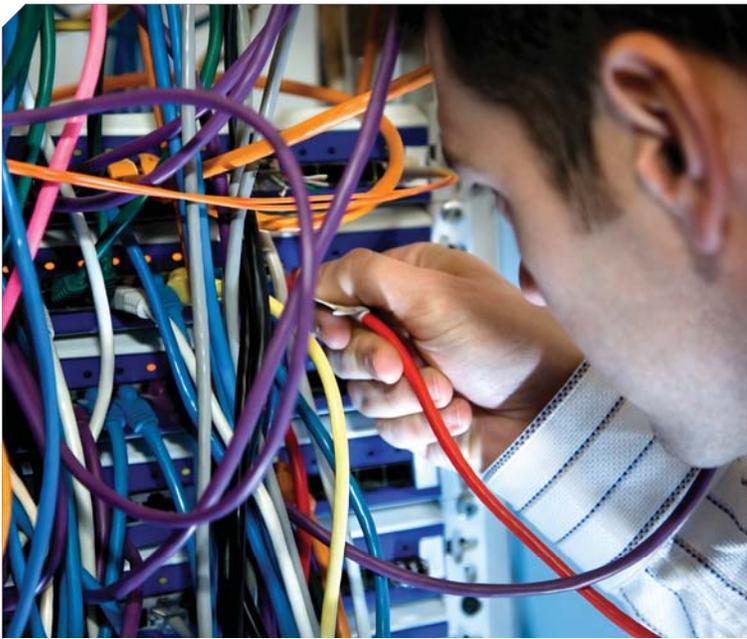
- National Security Cutter (NSC)
- Offshore Patrol Cutter (OPC)
- Fast Response Cutter (FRC) - B Class
- Medium Endurance Cutter & Patrol Boat Sustainment
- Maritime Patrol Aircraft (MPA)
- HH-60 Conversion Projects
- HH-65 Conversion/Sustainment Projects
- HC-130H Conversion/Sustainment Projects
- C4ISR
- Gov't Program Mgmt, Sys Engineering & Logistics
- Rescue 21 & Nationwide Automatic Identification System
- Interagency Operations Centers
- Response Boat - Medium (RB-M)
- Heartland Waterway Vessel
- Shore Projects
- Other AC&I Projects

Widening Complexity-Expertise Gap

The decrease in the general availability of qualified acquisition professionals comes at a time when the scope and complexity of USCG acquisitions is increasing. In 2002, the Coast Guard initiated the largest asset recapitalization in its history. These efforts include replacing air, surface, and C4I assets that must operate with a level of integration that is without precedent in the service. These sophisticated acquisition programs, driven by expanding mission needs, require significant technological and acquisition expertise which is increasingly harder to obtain in either the federal civilian or military workforce.

Acquisition Career Path for Military Personnel

In addition to the shortages of acquisition personnel across the entire federal civilian workforce, CG-9 faces challenges stemming from the mixed uniform-civilian acquisition workforce. Unlike the DOD services, the Coast Guard does not have a formal acquisition career path for the uniformed officer corps. As a result, uniformed officers typically rotate in for a 2-4 year tour in acquisition, and then rotate out to other operational or support assignments around the Coast Guard. While the operational and support experience is useful in future acquisition assignments, this group of individuals needs to be properly tracked for the necessary experience and acquisition certifications to serve the Coast Guard in subsequent, more senior acquisition positions. This compounds the significant challenge of building and maintaining long-term expertise in acquisition.



Challenge 2- Human Capital Information Management

Human Capital Information Management Systems

The Acquisition Directorate (CG-9) depends on current and accurate human capital data to effectively manage the acquisition workforce. The existing patchwork of DHS and USCG human capital information systems (e.g. Acquisition Career Management Information System (ACMIS)) does not provide the data to effectively manage the existing workforce, nor to conduct workforce planning for the future. More robust systems are needed to support fact-based decision-making by senior leadership, and at the acquisition project execution level.

Acquisition Workload Data

In addition to the limited data available on the total USCG workforce, limited information is available on the acquisition workload, which is, the amount of total effort required to execute a major system acquisition across its full lifecycle. These data can be helpful in conducting long-range planning and making accurate projections about future staffing. Challenges relating to quality acquisition workload data exist across the Federal Government.

Training and Certification Data and Systems

Information systems that track certification levels of personnel across the Coast Guard are not able to fully support assignment and staffing decisions. Current USCG personnel data systems used by military detailers do not accurately capture and report who has acquisition certification (outside of the Acquisition Directorate). As a result, it is difficult to make informed assignment and rotation decisions. Improving the processes and systems for tracking acquisition certification will help to ensure that the most qualified personnel end up in the right positions.

By engaging third-party organizations with expertise in government acquisition, process improvement, policy analysis, and human capital planning, we create opportunities to increase our understanding and ability to mitigate challenges, and benefit from lessons learned and best practices from across government.

Challenge 3- Human Capital Management Policy Guidance, Procedures, and Practices



Performance Planning and Evaluation Systems

DHS continues to refine the DHS Performance Management System (DHS/PMS) used by Coast Guard supervisors and managers, who are covered. In the future, coverage under DHS/PMS will be expanded to all employees. Under the DHS/PMS, we will maintain the practice of goal alignment so that supervisors and employees see the linkage of their goals to organizational goals and objectives and ensure accountability. DHS sees goal alignment and accountability as key components of an effective performance planning and evaluation process.

Pay-banding System

Several federal agencies have implemented pay-banding systems, which replace the General Schedule system and provide for a relatively wide range of base compensation, and is impacted by individual performance. Pay-banding systems typically provide opportunities for top performers to increase their total compensation based on their performance and contributions to organizational goals and objectives. Recent studies conducted within the Coast Guard indicate, “a significant number of acquisition professionals have left the Coast Guard for positions in other federal agencies that have implemented pay-banding.”³ The lack of a pay-banding system appears to be contributing to turnover; and therefore, creates a challenge to our ongoing efforts to build and maintain the acquisition workforce we need.

Effective Use of Support Contractors

Support contractors can provide a variety of critical programmatic and administrative support, but their utilization must be carefully balanced with the importance of maintaining the integrity of those functions that are inherently governmental. However, definitive policy guidance needs to be developed to fully define what is and is not inherently governmental.



Overcoming Challenges

The Acquisition Directorate is committed to working to overcome the challenges inherent in the current environment, and developing long-term acquisition expertise in the Coast Guard. We will systematically identify the barriers to building and maintaining the acquisition workforce we need, and develop innovative solutions to achieve acquisition workforce excellence.

To address these and other challenges in building and managing the acquisition workforce, we have set objectives that describe the targeted future state in a variety of areas. We have also identified the strategies that will be employed to achieve those objectives, as well as the indicators of progress and milestones that we will monitor and manage to along the way. Finally, we have identified the specific actions that will get us to the future state we desire.

Our strategies, milestones, progress indicators, and actions are detailed in Part II of this Human Capital Strategic Plan, and are organized around the Office of Personnel Management’s Human Capital Assessment and Accountability Framework (HCAAF).

³ Coast Guard Acquisition Function Final Consolidated Report, Page 37, Acquisition Solutions (September 21, 2007)

Human Capital Assessment and Accountability Framework

The Office of Personnel Management developed the Human Capital Assessment and Accountability Framework (HCAAF) to help agencies leverage Human Capital to:

- Effectively achieve the results and outcomes the agency wants
- Deliver high quality products and services to citizens, customers, and partners
- Be responsive and adaptive to changing needs and environments

The HCAAF provides a robust framework for both the planning and the assessment of the human capital management function. The Acquisition Directorate (CG-9) Human Capital Strategic Plan uses the HCAAF model as its primary organizing structure, around which our human capital management strategies are developed, implemented, and assessed.

HCAAF focuses on five specific elements or, “Systems” of Human Capital management. These are:

1. Strategic Alignment
2. Leadership and Knowledge Management
3. Results-Oriented Performance Culture
4. Talent Management
5. Accountability

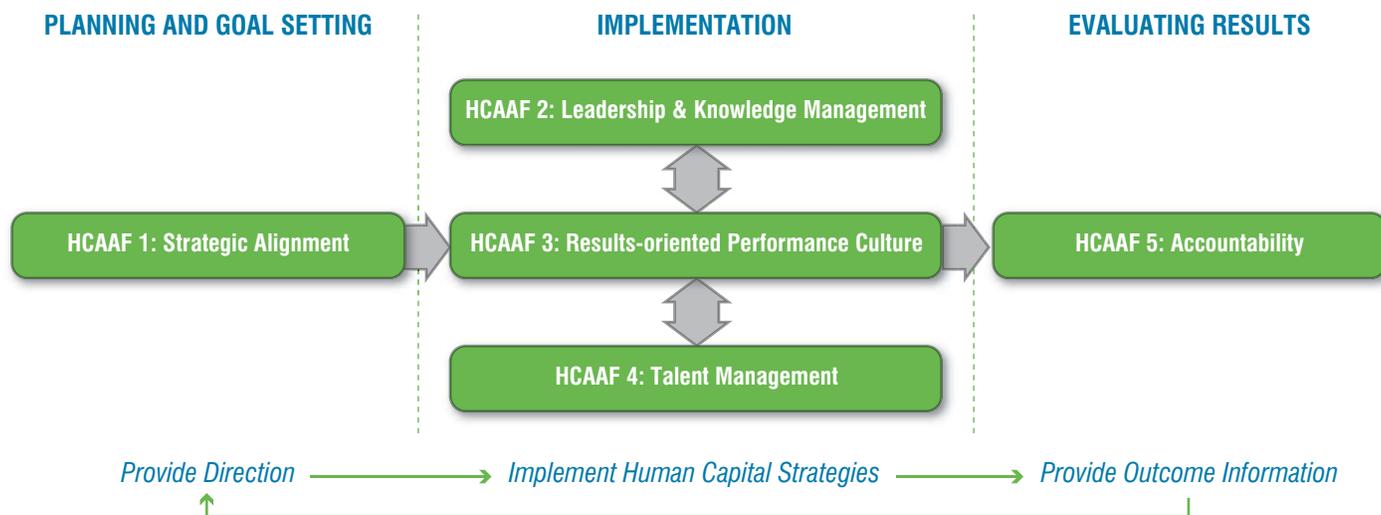
The USCG Office of Acquisition Workforce Management (CG-921) uses these five interrelated human capital management systems as a structure to guide CG-9 strategies and performance objectives relating to the recruitment, development, and retention of the USCG acquisition workforce. Figure 7 shows the way in which the five HCAAF Systems relate to, and complement one another.

Creating Alignment Through HCAAF

HCAAF supports CG-9 in maintaining strategic alignment between DHS and USCG mission outcome objectives and acquisition goals, and also in creating and maintaining close alignment between Acquisition Directorate goals and the human capital procedures and practices used to hire, develop, and retain the acquisition workforce.

Aligning goals in the dynamic environment in which we operate requires multidirectional communication and coordination that is timely and responsive. Each year the Chief Acquisition Officer sets annual goals for CG-9 (See Table 1, page iii). CG-921 responds to these updated acquisition goals by examining existing human capital strategies and making determinations as to how these strategies should be adjusted to ensure we are supporting the Acquisition Directorate to the fullest extent possible. Because the CG-9 acquisition goals are driven directly by USCG organizational and operational goals, CG-921 strategic objectives for human capital management are inherently aligned with the Agency and the Department (See Figure 8).

Figure 7 - HCAAF Systems Interrelationship



Data Source: Office of Personnel Management

In addition to supporting CG-9 annual goals, which are, in some cases, responsive to short-term dynamics including budget, our human capital management strategies must support long-term, multi-year objectives for recruitment, development, and retention of the acquisition workforce. Balance between short- and long-term needs is critical in order to maintain the right workforce to accomplish our acquisition missions.

Establishing and maintaining this balance and alignment of goals is accomplished through a continuous process of planning, implementing, evaluating, and refining the human capital management strategies, policies, procedures, practices, and performance metrics we use to recruit, develop, and retain the acquisition workforce.

Human capital strategies to achieve Acquisition Directorate goals are developed collaboratively with CG-9 leadership. Those strategies are then implemented through human capital policies, procedures, and practices for recruiting, developing, and retaining the workforce. Outcome targets are established through human capital performance measures, and actual performance outcomes are evaluated against targeted goals and objectives. Based on the achieved outcomes, refinements to strategies, policies, practices, and procedures are made to continually improve the way we develop and manage the acquisition workforce. This continual assessment and improvement process is depicted in Figure 9.

Strategic Integration of Human Capital Planning

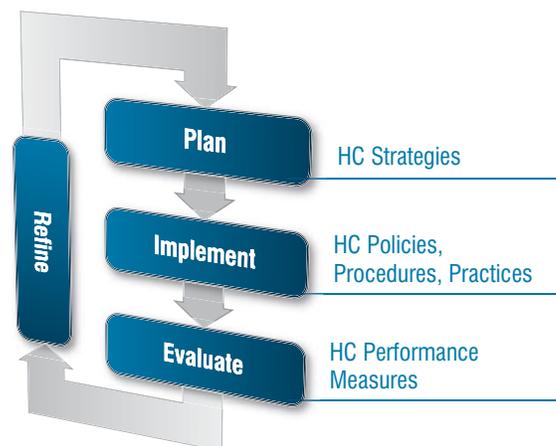
A critical element to developing and maintaining strategic alignment is the integration of the human capital function with the acquisition planning and execution function. This integration supports aligning human capital planning and management activities with strategic acquisition objectives and with the budget planning process.

The HCSP, and the Human Capital management strategies contained in it, directly support the Acquisition Directorate's mission by identifying and describing the strategic objectives and the core functions of the Office of Acquisition Workforce Management that are critical to ensuring that we have the certified and accredited workforce we need to execute acquisition programs. Also, the HCSP is directly linked to the ongoing implementation of the *Blueprint* through its focus on the recruitment, development, and retention of a skilled acquisition workforce, now and in the future. Strategies and objectives described in our HCSP, particularly actions related to acquisition workforce management policies and processes, are fundamentally based on the *Blueprint's* plan for improving the way CG-9 does its acquisition business. Further, the HCSP is aligned with the action-oriented USCG culture as it outlines the specific strategies, upon which tactical actions are taken, to ensure that we have the right workforce at the right time to execute successfully.

Figure 8 - Linking and Aligning Goals



Figure 9 - Continual Assessment and Improvement Process





Acquisition Workforce Strategic Objectives

A skilled and experienced professional acquisition workforce is crucial to achieving CG-9's acquisition execution goals. CG-921's strategic objectives (See Table 2) are oriented towards building and maintaining a world-class acquisition workforce and supporting the Acquisition Directorate in achieving its goals. CG-921's strategic objectives concentrate on setting the strategy, implementing the strategy, and evaluating of both implementation efforts, and the strategies themselves. CG-921's strategic objectives are aligned to the USCG Acquisition Directorate's goals, as shown in Figure 10 on page 13.

Table 2 - Office of Acquisition Workforce Management Strategic Objectives

Aligning goals in the dynamic environment in which we operate requires multi-directional communication and coordination that is timely and responsive. CG-921 strategic objectives support CG-9 acquisition goals, which link directly to USCG and DHS mission execution goals.

CG-921 Strategic Objectives

1	Human Capital policies, programs, and practices are aligned with CG-9's strategic plans, performance plans, and budgets.
2	Work collaboratively with the HC community, CG-1, and other Coast Guard Directorates to share HC best practices and learn lessons that support creating and maintaining a skilled and effective acquisition workforce.
3	Support continuity of leadership, and sustain a learning environment that drives performance improvement.
4	Identify, through a systematic process, current and future gaps in mission critical occupations and competencies and develop strategies to close the gaps.
5	Establish and maintain Human Capital Information Systems that support the recruitment, development, and retention of the acquisition workforce, and performance planning, assessment, and measurement.
6	Build a culture of performance that includes a performance management system that effectively links individual, team, and unit performance to organizational goals and desired results.
7	Human Capital decisions are data-driven and results-oriented, and are supported by a robust planning and performance measurement system.
8	Recruit, develop, and retain the right workforce at the right time to support CG-9 in executing its acquisition mission.
9	Create a "reward environment" that recognizes factors beyond employee compensation and benefits that attract, retain, and motivate employees.
10	Continually assess human capital management policy guidance, procedures, and practices to ensure effective execution of the Human Capital Strategy.

Figure 10 - CG-921 to CG-9 Goal Alignment

CG-9 Goals	CG-921 Strategic Objectives
<p>1 Execute all Coast Guard acquisitions within cost, schedule, and performance goals while developing an overarching USCG asset-based acquisition strategy with the ultimate outcome of meeting Coast Guard operational requirements.</p>	<p>Build a culture of performance that includes a performance management system that effectively links individual, team, and unit performance to organizational goals and desired results.</p>
<p>2 Provide transparency of information through documented, repeatable processes and regular standardized reporting.</p>	<p>Human Capital decisions are data-driven and results-oriented, and are supported by a robust planning and performance measurement system.</p>
<p>3 Create and encourage unity of effort within the Coast Guard team to ensure everyone knows their function, understands the goals of the organization, and is focused on executing acquisitions.</p>	<p>Human Capital policies, programs, and practices are aligned with CG-9's strategic plans, performance plans, and budgets.</p>
	<p>Support continuity of leadership, and sustain a learning environment that drives performance improvement.</p>
	<p>Build a culture of performance that includes a performance management system that effectively links individual, team, and unit performance to organizational goals and desired results.</p>
<p>4 Explore opportunities and achieve organizational synergies—in conjunction with USCG Technical Authorities in CG-1, CG-4 and CG-6—to deliver timely, effective assets to support operational requirements.</p>	<p>Work collaboratively with the HC community, CG-1, and other Coast Guard Directorates to share HC best practices and learn lessons that support creating and maintaining a skilled and effective acquisition workforce.</p>
<p>5 Create appropriate alignment within the [prospective] Deputy Commandant for Mission Support organization, including a full life cycle support approach to asset management.</p>	<p>Work collaboratively with the HC community, CG-1, and other Coast Guard Directorates to share HC best practices and learn lessons that support creating and maintaining a skilled and effective acquisition workforce.</p>
<p>6 Identify, develop, document, and implement best government and business policies, processes, and procedures necessary for the effective execution of acquisition programs throughout the Coast Guard.</p>	<p>Continually assess human capital management policy guidance, procedures, and practices to ensure effective execution of the Human Capital Strategy.</p>
<p>7 Recruit, retain, and incrementally build a multidisciplined, certified acquisition and contracting workforce (military and civilian) capable of supporting the Coast Guard's vision of becoming the model for mid-sized Federal Agency acquisition in process, workforce, and capability.</p>	<p>Identify, through a systematic process, current and future gaps in mission critical occupations and competencies and develop strategies to close the gaps.</p>
	<p>Recruit, develop, and retain the right workforce at the right time to support CG-9 in executing its acquisition mission.</p>
	<p>Create a “reward environment” that recognizes factors beyond employee compensation and benefits that attract, retain, and motivate employees.</p>
<p>8 Establish effective Knowledge and Information Management processes and systems to support acquisition management decisions, including electronic records management and storage.</p>	<p>Establish and maintain Human Capital Information Systems that support the recruitment, development, and retention of the acquisition workforce, and performance planning, assessment, and measurement.</p>



PART II:



Human Capital Management Strategies and Objectives

The Office of Acquisition Workforce Management (CG-921) develops the human capital strategy in conjunction with the Acquisition Directorate (CG-9) leadership to ensure that we have the workforce we need to effectively and efficiently execute the acquisition programs that deliver mission critical assets and systems to U.S. Coast Guard operators in the field. This collaborative approach ensures that the human capital strategy driving recruitment, development, and retention activities is continually aligned with the execution goals of the Acquisition Directorate, Coast Guard mission needs, the *Blueprint*, and DHS goals and objectives. Alignment is maintained through human capital planning, workforce planning, and human capital information and knowledge management.

The OPM Human Capital Assessment and Accountability Framework (HCAAF) provides the foundation for creating alignment through a systematic approach to linking human capital goals and objectives to organizational goals and objectives. By using the HCAAF as the basis for CG-9's HCSP, CG-921 has successfully led and continues to lead a

number of significant *Blueprint* actions showing real value to the Acquisition Directorate. Coordination and alignment between the human capital management function and CG-9's mission has helped to establish a true partnership between CG-9 and CG-921, oriented towards improving overall acquisition capability. This partnership has also allowed us to focus in on the root causes of misalignment and begin to address them.

These root causes of misalignment include shortcomings in areas such as human capital planning, workforce planning, positioning the human capital management function as a strategic partner and advisor to senior leadership, and incorporating appropriate human capital best practices. We are addressing these important human capital management issues through the strategies presented on the following pages, which address each of the five HCAAF systems.

CG-921's Strategic Objectives, which are aligned to the goals of the Acquisition Directorate, directly support each of the five HCAAF systems as shown in Figure 11.

Figure 11 - Human Capital Strategic Objectives Aligned with HCAAF

CG-921 Strategic Objectives		
1	Human Capital policies, programs, and practices are aligned with CG-9's strategic plans, performance plans, and budgets.	HCAAF 1: Strategic Alignment
2	Work collaboratively with the HC community, CG-1, and other Coast Guard Directorates to share HC best practices and learn lessons that support creating and maintaining a skilled and effective acquisition workforce.	
3	Support continuity of leadership, and sustain a learning environment that drives performance improvement.	HCAAF 2: Leadership and Knowledge Management
4	Identify, through a systematic process, current and future gaps in mission critical occupations and competencies and develop strategies to close the gaps.	
5	Establish and maintain Human Capital Information Systems that support the recruitment, development, and retention of the acquisition workforce, and performance planning, assessment, and measurement.	
6	Build a culture of performance that includes a performance management system that effectively links individual, team, and unit performance to organizational goals and desired results.	HCAAF 3: Results-Oriented Performance Culture
7	Human Capital decisions are data-driven and results-oriented, and are supported by a robust planning and performance measurement system.	
8	Recruit, develop, and retain the right workforce at the right time to support CG-9 in executing its acquisition mission.	HCAAF 4: Talent Management
9	Create a "reward environment" that recognizes factors beyond employee compensation and benefits that attract, retain, and motivate employees.	
10	Continually assess human capital management policy guidance, procedures, and practices to ensure effective execution of the Human Capital Strategy.	HCAAF 5: Accountability

Strategic Alignment

Strategic Alignment Definition: Human capital management strategies are aligned with the mission, goals and organizational objectives, and integrated into strategic plans, performance plans, and budgets.

The Acquisition Directorate's (CG-9) human capital strategic planning process strives to get the right workforce in the right place, doing the right work at the right time. Partnership has been key to our success thus far. By partnering with the Coast Guard's Human Resources Directorate (CG-1) and DHS, CG-9 is able to access and leverage a wide range of human capital management tools, programs, and initiatives.

To strategically align our human capital efforts to accomplish CG-9's mission, we have:

- ▶ **Established the Office of Acquisition Workforce Management (CG-921).**

- ▶ **Hired an experienced human capital management core staff to support CG-921's strategic and operational objectives.**
- ▶ **Published a 2008 Acquisition Human Capital Strategic Plan.**
- ▶ **Incorporated out-year staffing requests into our budget planning process.**
- ▶ **Adopted the Sustainment/Acquisition Composite Model (S/ACOM) developed by the U.S. Air Force for assessing acquisition project workforce needs.**
- ▶ **Conducted S/ACOM evaluations on 12 current CG-9 acquisition projects.**
- ▶ **Initiated process to award follow-on contract to conduct additional S/ACOM assessments.**
- ▶ **Successfully completed the physical move and consolidation of the Systems Integration Program Office (SIPO) and the CG-9 Acquisition Directorate.**

Table 3 outlines our strategies, indicators and milestones, and current and future actions related to this HCAAF system factor.

Table 3 - Strategies and Objectives for Strategic Alignment

CG-921 Strategic Objectives		
1	Human Capital policies, programs, and practices are aligned with CG-9's strategic plans, performance plans, and budgets.	
2	Work collaboratively with the HC community, CG-1, and other Coast Guard Directorates to share HC best practices and learn lessons that support creating and maintaining a skilled and effective acquisition workforce.	
Strategies	Status Indicators and Milestones	Supporting Action
Incorporate and align Human Capital planning with CG-9 strategic goals.	Percentage of acquisition projects with a completed Manpower Requirements Analysis (MRA) a multi-year staffing projection identifying the total required personnel by skill set, rank/grade, certification(s), job title, and targeted arrival/start date.	Partner with CG-1 to support the completion of MRA for acquisition projects.
	Human Capital Strategic Plan (HCSP) aligned with DHS HCP.	Align CG-9 HCSP with the DHS Plan. Update the CG-9 HCSP when the DHS Plan is updated.
Continually evaluate the effectiveness of Human Capital strategies, and make mid-course corrections as necessary.	Recruitment and hiring processes review completed; metrics collected and communicated to responsible organizational unit to make process improvements.	Conduct end-to-end review of recruitment and hiring processing times to identify areas for potential improvement.
	HC strategy review process is fully documented.	Continually evaluate human capital strategic plan to ensure effectiveness and ongoing alignment.

Leadership and Knowledge Management



The Office of Acquisition Management's strategic objectives are oriented towards building and maintaining a world-class acquisition workforce and supporting the Acquisition Directorate in achieving its goals.

Leadership and Knowledge Management Definition: Our organization effectively manages people, ensures continuity of leadership, and sustains a learning environment that drives continuous performance improvement. Knowledge management is supported by an appropriate investment in training and technology.

The Acquisition Directorate (CG-9) is committed to ensuring our leaders are highly skilled and well-qualified. Our supervisors and managers are the foundation upon which a successful and effective human capital strategy can be built and executed. These supervisors and managers are the CG-9 leaders of today and tomorrow. Some of them will become eligible for retirement in the coming years, as discussed in the CG-9 Acquisition Workforce Profile section of this plan. This makes our efforts in the areas of succession planning and leader development all the more important as we develop our near and long-term leader pipeline.

Ready access to robust, comprehensive, and accurate workforce data is critical. CG-9 is committed to using human capital information systems to capture workforce data for tracking certification and accreditation, anticipating workforce shortfalls and surpluses, identifying competency gaps, and monitoring recruiting and hiring metrics.

Our work to build leadership capacity and knowledge management systems has included:

- ▶ Achieving and maintaining 100% compliance with DHS Level III PM certification for major investment programs.
- ▶ Employing the Presidential Management Fellows Program to hire and develop future leaders.
- ▶ Providing continuous development opportunities for our current leaders.
- ▶ Tracking acquisition certifications for military personnel on competencies developed.
- ▶ Tracking workforce metrics and trends in CG-921 database and the Acquisition Performance Management System (APMS).
- ▶ Instituting new human capital measures in the APMS.

Table 4 outlines our strategies, indicators and milestones, and current and future actions related to this HCAAF system factor.

Table 4 - Strategies and Objectives for Leadership and Knowledge Management

CG-921 Strategic Objectives	
3	Support continuity of leadership, and sustain a learning environment that drives performance improvement.
4	Identify, through a systematic process, current and future gaps in mission critical occupations and competencies and develop strategies to close the gaps.
5	Establish and maintain Human Capital Information Systems that support the recruitment, development, and retention of the acquisition workforce, and performance planning, assessment, and measurement.

Strategies	Status Indicators and Milestones	Supporting Action
Create continuity of leadership.	Current and future competency gap analysis/projection performed and documented.	Support the Coast Guard (and/or DHS) assessment of Executive Core Qualifications of CG-9 SES and Flag Officers.
	Plan/recommendation to establish an acquisition military career path.	Partner with DAU or other equivalent independent group (study) to establish an acquisition military career path plan/recommendation for acquisition personnel.
	Track the status of PM certifications.	Ensure that agency officials have access to evidence that certified Program Managers meet education, training, and experience requirements.
	Report recommendations for Tenure Agreements for military/civilians.	Investigate feasibility of Tenure Agreement for military/civilian level 1 investment PMs.
	Identify strategies and key steps for increasing continuity of leadership.	Investigate succession planning best practices in Federal Government.
Share knowledge across the organization.	Human Capital information management system requirements documented.	Support DHS stand-up of the Acquisition Career Management Information System (ACMIS). Stand-up Workforce Management System (beta version) for capturing and reporting key workforce data.
	All CG-9 major systems completed CG-6 certification and accreditation application process.	Promote alignment of CG-9 information and knowledge systems with CG-wide technologies by ensuring all CG-9 major systems complete CG-6 certification and accreditation application process.
	Data Management Standard Operating Procedures (SOP) developed.	Develop Data Management SOP.
Create an environment of continuous learning.	Action Learning Team concept piloted and recommendation developed.	Pilot Action Learning Team concept to address organizational issues and strengthen leadership skills.
	Monitor percent of managers who attend training sessions.	In partnership with CG-1, facilitate professional development seminar sessions on leadership competencies.
	Mentoring program implemented.	Establish a formal PM-focused mentoring program for PMs to speak with former PMs, retired acquisition professionals, PMs from other services, academia, etc.
	CG-9 SOP #5 modified to incorporate continuous learning guidance beyond certification.	Publish continuous learning guidance to facilitate the achievement of mandatory acquisition certification and training performance goals.

Results-Oriented Performance Culture

Results-Oriented Performance Culture Definition: The workplace consists of a diverse, results-oriented, high-performing workforce, and a performance management system that differentiates between levels of performance and links individual/team/work unit performance to organizational goals and desired results.

The Acquisition Directorate (CG-9) fully understands a performance culture is critical to successfully achieve our acquisition execution goals. We recognize the value of instituting a performance system that leverages and aligns with current systems established and maintained by the Coast Guard and DHS. We support managers and employees in the dynamic development of performance plans that are linked to CG-9 goals and work objectives. Because we believe that creating a culture of performance must begin at the “point of entry,” we are taking steps to increase the clarity of roles and responsibilities and setting realistic expectations for incoming employees.

CG-9 knows the importance of recognizing the contributions of military officers serving as Program Managers (PM)

in the acquisition field. Our PMs are talented professional acquisition leaders who are skilled in a number of specialized fields including technical and financial planning; contracting and contract administration; engineering development; testing and production; and the life cycle of these systems. Because we greatly value our PM capabilities and the acquisition career field in which they work, we proposed creating an Acquisition PM Insignia. This initiative demonstrates our commitment to recognize our PM’s talents and brings credibility and prestige to the acquisition career path in the Coast Guard, consistent with other acquisition organizations who have recognized the significance of an acquisition insignia. **To institute a performance culture, we have:**

- ▶ **Taken steps to make performance targets and expectations clear and concise.**
- ▶ **Expanded and tracked use of current federal merit-based awards and recognition.**
- ▶ **Developed reward/recognition policy guidance and programs.**
- ▶ **Developed an Employee Entrance Survey to clarify new employee expectations and perspectives.**
- ▶ **Developed recommendation for appropriate uniform insignia to recognize military acquisition professionals managing major acquisition programs.**

Table 5 outlines our strategies, indicators and milestones, and current and future actions related to this HCAAF system factor.

Table 5 - Strategies and Objectives for Results Oriented Performance Culture

CG-921 Strategic Objectives		
6	Build a culture of performance that includes a performance management system that effectively links individual, team, and unit performance to organizational goals and desired results.	
7	Human Capital decisions are data-driven and results-oriented, and are supported by a robust planning and performance measurement system.	
Strategies	Status Indicators and Milestones	Supporting Action
Develop and maintain a diverse workforce.	Workforce diversity by race, national origin, gender, age, and competencies--trends within CG-9 and compared to federal civilian workforce.	Establish a baseline for workforce diversity data, begin tracking data, and display in APMS.
Develop and maintain a high-performing and results-oriented workforce.	CG-9 Indoctrination sessions provided to new employees.	Enhance New Employee Orientation (NEO) program to incorporate CG-9 indoctrination session.
	Inherently governmental SOP completed and distributed.	Provide guidance to distinguish the roles/responsibilities of contractors support services and inherently governmental functions.
Implement and support a performance management system that facilitates the effective setting of individual level performance goals that are linked to CG-9 strategic objectives.	Evaluation of consultative support.	CG-921 provides consultative support to managers and employees in establishing individual goals and measures for performance plans.
	Percent of Managers who attend performance goal writing training.	Conduct performance goal writing training (SMART goals) for managers on linking individual performance to CG-9 organizational goals.
Use rewards and recognition to drive performance.	Track and analyze use of rewards and recognitions.	Review and update, as appropriate, the CG-9 SOP on Rewards and Recognition.

Talent Management

Talent Management Definition: Recruitment, development and retention efforts are aimed at creating a high-performing acquisition workforce, with essential knowledge and skills.

The Acquisition Directorate (CG-9) has implemented several strategies to improve recruitment, development, and retention of the acquisition workforce. We have taken steps to better understand the expectations and needs of current and incoming employees, identify and address drivers of turnover, and examine and improve our processes for screening and selection of new team members. Our approach to hiring in this highly competitive job market includes collaborating with CG-1 on recruiting initiatives and using all available tools and hiring flexibilities.

Contracting Career Opportunity Program (CCOP)

We realize the extreme demand for contracting professionals in the core series within the acquisition occupations and have addressed this challenge with a two-fold approach: “hiring the experience” and “growing our own.” One approach, which we call our Contracting Career Opportunity Program (CCOP) offers outstanding professional development and career broadening opportunities for active duty personnel who are interested in becoming contracting professionals during their military career. Developing a military contracting workforce is part of our strategy to address near and long-term potential contracting professional shortfalls. In addition, DHS is creating a “Bridge Program” for civilian purchasers (GS 1105/6 series) that is modeled after a version of the CCOP. Upon successful completion of the CCOP, participants can transition to Contract Specialists.

Career Entry Opportunity (CEO) Program

To attract talented, diverse, and highly qualified employees into the Coast Guard and promote career growth of lower-graded employees consistent with their demonstrated capabilities, CG-9 actively participates in the Career Entry Opportunity (CEO) Program. Administered by the Human Resources Directorate (CG-1), the CEO Program ensures a

pipeline of qualified candidates is available to meet current and future workforce needs in the acquisition community. CEO participants are placed in entry-level, centrally-funded positions for a two to three year period and are provided formal and on-the-job training. After completion of the Program, CEO participants are placed in permanent billets in the acquisition community. CG-9 works with CG-1 to assess the CEO billets that are needed for future use. Approximately eleven CEO billets are currently allocated to CG-9 and its programs.

Acquisition Professional Career Program (APCP)

Like the CEO Program, the DHS Acquisition Professional Career Program (APCP) provides a pipeline of qualified applicants for certain acquisition positions. Employees are selected into the program at the entry-level and spend three one-year rotations at three different DHS component organizations, working on various aspects of acquisition. Upon successful completion of the program, participants are converted to full time employees at the journeyman level and permanently placed, based on their preferences, at a DHS component organization where a vacancy for which they are qualified exists. In support of our near-term staffing needs and our long-term acquisition capability development goals, CC-9 participates in the APCP to the maximum extent practical.

We understand that “a rising tide raises all ships” and that the investments we make in our team members through training and professional development provide us with exponential returns in the form of increased acquisition prowess. We will continue to expand training and development opportunities to the fullest extent possible.

Our efforts in the recruitment, development, and retention of the acquisition workforce thus far have included:

- ▶ **Developed SOP on Civilian Hiring Process.**
- ▶ **Using the direct hire authority and employed re-annuitants programs. In calendar year (CY) 2008, hired 15 direct hires and 4 reemployed annuitants.**
- ▶ **Using the USCG Career Entry Opportunity (CEO) Program. Eleven CEO billets currently allocated to CG-9 and its programs.**
- ▶ **Maintaining and expanding our partnership with Naval Postgraduate School for acquisition training and professional development to help build “bench strength.”**
- ▶ **Participating in the DHS APCP Intern (1102s) program. In CY 2008, hired 9 APCP interns.**

- ▶ Filling key leadership positions and over 100 staff positions annually.
- ▶ Designing and implementing an expanded New Employee Orientation (NEO) program.
- ▶ Leveraging contractor support for non-inherently governmental positions, as appropriate.

- ▶ Initiated employee referral bonus program for hard to fill 1102 positions.
- ▶ Developing a program to target retiring military personnel to bridge into critical acquisition career fields.

Table 6 below outlines our strategies, indicators and milestones, and current and future actions related to this HCAAF system factor.

Table 6 - Strategies and Objectives for Talent Management

CG-921 Strategic Objectives		
8	Recruit, develop, and retain the right workforce at the right time to support CG-9 in executing its acquisition mission.	
9	Create a “reward environment” that recognizes factors beyond employee compensation and benefits that attract, retain, and motivate employees.	
Strategies	Status Indicators and Milestones	Supporting Action
Recruit the right people, with the right competencies, at the right time.	Inherently governmental SOP completed and distributed.	Provide guidance to distinguish the roles/responsibilities of contractors support services and inherently governmental functions.
	Decision memo recommending screening and selection process complete.	Develop recommendations for PMs/Project Managers Screening and Selection process.
Continually develop the acquisition workforce to ensure the right competencies are available when needed.	Track percent employees who complete mandatory training to achieve/maintain DHS required acquisition certification levels.	Implement training completion metrics in APMS.
	Monitor percent managers who attend training sessions.	In partnership with CG-1, facilitate professional development seminar sessions on leadership competencies.
	Action Learning Team concept piloted and recommendation developed.	Pilot Action Learning Team concept to address organizational issues and strengthen leadership skills.
Retain high- performing team members.	Monitor % new employees who complete entrance survey.	Create and implement employee entrance survey to identify key reasons new employees joined CG-9 and to inform initiatives to drive recruitment, development, and retention.
	Exit interviews indicating advancement opportunities as a factor in decision to leave.	Evaluate CG-1 employee exit interview data.
	Changes in turnover rate.	Continually monitor turnover rate of mission critical occupations.

Accountability

Accountability Definition: Human capital management decisions are guided by a data-driven accountability system, which is used to develop human capital goals and objectives, and make improvements.

The Office of Acquisition Workforce Management (CG-921) is committed to after-action analysis to determine the effects and results of our human capital management strategies, initiatives, and activities. These analyses include regular review of the status and direction of strategic initiatives where objective and subjective data are used to make judgments and determinations about what is and is not working. Performance measures relating to the recruitment,

development, and retention of the acquisition workforce are a critical part of the review process, as are the establishment of measurable and repeatable business processes.

To ensure ongoing accountability, we have:

- ▶ **Developed standard operating procedures and policy guidance on issues such as staff selection and criteria for awards and recognition criteria.**
- ▶ **Developed an internal workforce climate survey.**
- ▶ **Performed in-depth analysis of the government-wide Organizational Assessment Survey (OAS) for CG-9 and identified opportunities for improvement.**
- ▶ **Reviewed employee exit interview/survey used information to make improvements.**

Table 7 outlines our strategies, indicators and milestones, and current and future actions related to this HCAAF system factor.

Table 7 - Strategies and Objectives for Accountability

CG-921 Strategic Objectives		
10	Continually assess human capital management policy guidance, procedures, and practices to ensure effective execution of the Human Capital Strategy.	
Strategies	Status Indicators and Milestones	Supporting Action
Ensure HC management strategies, activities, programs, and policy guidance are performing and supporting CG-9 in achieving acquisition performance objectives.	Monitor percent new employees who complete entrance survey.	Create and implement employee entrance survey to identify key reasons new employees joined CG-9 and inform initiatives to drive recruitment, development and retention.
	Recruitment and hiring process review completed; metrics collected and communicated to responsible organizational unit to make process improvements.	Conduct end-to-end review of recruitment and hiring processing times to identify areas for potential improvement.
	HC strategy review process is documented.	Continually evaluate Human Capital Strategic Plan (HCSP) to ensure effectiveness and ongoing alignment.
	Develop SOPs for HC Management.	Institutionalize key HC policies and initiatives so they are less sensitive to transitions in leadership.



The Way Ahead

By focusing our human capital management activities and resources on the areas of Strategic Alignment, Leadership and Knowledge Management, building a Results-Oriented Performance Culture, Talent Management, and Accountability, the Acquisition Directorate (CG-9) is taking important steps to continually improve overall acquisition capability. The HCAAF systems, in their entirety, support us in identifying potential barriers and challenges to excellence in acquisition, and responding to them through a strategic combination of short, medium, and long-range actions and initiatives.

The HCAAF elements provide a powerful framework for CG-9 to conduct strategic workforce planning and analyses, design and implement human capital management strategies, and measure the outcomes of human capital initiatives, programs, procedures, and policy guidance so that we can continually assess and improve the way we do acquisition workforce planning and management business. The accountability, created through measurement and analysis of outcomes, supports ongoing strategic planning activities that lead to effective execution of our most important human capital management objective—to recruit, hire, develop, and retain a world-class acquisition workforce.

The accountability created through measurement and analysis of outcomes, supports ongoing strategic planning activities that lead to effective execution of our most important human capital management objective—to recruit, hire, develop, and retain a world-class acquisition workforce.