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OFFICE OF THE SECRETARY
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WASHINGTON DC 20350-1000

SECNAVINST 5300.38
ASN(RD&A) DACM
22 July 2009

SECNAV INSTRUCTION 5300.38

From: Secretary of the Navy

Subj: DEPARTMENT OF THE NAVY ACQUISITION, LOGISTICS AND
TECHNOLOGY WORKFORCE MANAGEMENT, OVERSIGHT, AND
STEWARDSHIP

Ref: (a) Chapter 87 of Title 10, United States Code (U.S.C.)
(b) DoD Instruction 5000.66 of 21 December 2005
(c) DoD Directive 5000.52 of 12 January 2005
(d) DON Defense Acquisition Workforce Improvement Act
(DAWIA) Operating Guide of 19 February 2008
(e) DoD Instruction 5000.02 of 8 December 2008
(f) DoD Instruction 1400.25-V250 of 18 November 2008
(g) SECNAVINST 5430.7P
(h) Chapter 3, Section 129a, Title 10, U.S.C.
(i) SECNAV M-5210.1 of 16 November 2007

1. Purpose. To describe the roles and responsibilities of the Assistant Secretary of the Navy for Research, Development and Acquisition (ASN(RD&A)) as the Department of the Navy (DON) steward of the Acquisition, Technology and Logistics (AT&L) workforce, hereafter referred to as the acquisition workforce. This instruction describes these responsibilities and authorities for stewardship of the acquisition workforce; additional references for roles and responsibilities are contained within references (a) through (g).

2. Scope and Applicability

a. For the purposes of this instruction, the acquisition workforce is defined as the military and civilian workforce occupying designated acquisition positions in accordance with references (a), (b), (c), and (d) and/or assigned to Naval organizations performing acquisition functions such as Systems Commands (SYSCOMs) including Program Executive Offices (PEOs), direct reporting program management offices, and the Office of Naval Research, and all subordinate activities, hereafter referred to as acquisition commands.

b. ASN(RD&A) will implement the processes of acquisition workforce stewardship in conjunction with the Planning, Programming, Budgeting and Execution (PPBE) and acquisition governance processes, in close coordination with the Chief of Naval Operations (CNO) and the Commandant of the Marine Corps (CMC) acquisition resourcing organizations.

c. The DON acquisition workforce processes contained in this instruction will be implemented in accordance with the references.

3. Objective. ASN(RD&A) will work in partnership with Navy and Marine Corps resourcing organizations to ensure acquisition workforce capabilities and capacity requirements are balanced with workload.

4. Background

a. The DON acquisition community is tasked with ensuring a capable, effective, and efficiently-sized acquisition workforce that is properly balanced with workload. ASN(RD&A) has the responsibility to monitor workforce capabilities and capacities and provide strategic guidance on acquisition workforce requirements. Annual workforce requirements will vary as acquisition workforce capacity is aligned with planned acquisition workload. To ensure any required adjustments are properly allocated in the PPBE process, the Office of the ASN(RD&A) will coordinate all acquisition workforce requirements with CNO and CMC resourcing organizations that affect the acquisition workforce.

b. To ensure the proper in-house expertise in the acquisition workforce, ASN(RD&A) will advise the appropriate level of in-sourcing, the practice in which work that has been contracted out is performed in-house. Since the 1990s, the Department of the Navy has experienced a significant decline in civilian employees and a loss of in-house expertise. These have resulted in oversight deficiencies in several major acquisition programs leading to a renewed interest in the appropriate management of acquisition. A major portion of the DON budget supports acquisition programs, and the DON's mission success is based on the ability of its personnel to develop, produce, field, and maintain weapon systems and related programs. While considering the advantages of converting from one form of

personnel (military, civilian, or contractor support) to another in accordance with reference (h), the Department of the Navy must ensure that essential Government capabilities and corporate knowledge remain in-house. The Department of the Navy will strive to guarantee that sufficient in-house acquisition workforce employees (military and civilian) are hired, trained, certified, and retained to carry out acquisition programs in the functional areas prescribed in section 1721 of reference (a).

5. Process. Figure 1 describes the partnership among the DON acquisition leadership through the stewardship process. The acquisition workforce capabilities and capacities will be documented in a common staffing framework and communicated throughout the PPBE and acquisition governance processes. The strategic planning process will be managed by ASN(RD&A), in partnership with the acquisition resourcing organizations and other workforce stakeholders.



Figure 1. Acquisition Workforce Stewardship Process

ASN(FM&C) = ASN for Financial Management and Comptroller
SPP = Sponsor Program Proposal

a. Acquisition Workforce Strategic Planning:

(1) Acquisition Workforce Studies and Analysis.

ASN(RD&A), with the acquisition commands, will ensure workforce analysis and studies are conducted to determine the workforce capabilities and capacities required to execute planned workload and balance acquisition workforce among DON's total workforce resourcing requirements.

(2) Acquisition Workforce Staffing Framework. ASN(RD&A)

will partner with Deputy CNO for Manpower, Personnel, Training and Education (CNO (N1)), Director, Assessment Division, Office of the CNO (OPNAV (N81)), Deputy Commandant of the Marine Corps for Programs and Resources (DC (P&R)), and other appropriate Naval organizations to develop and validate an acquisition workforce staffing framework.

(3) Acquisition Workforce Gap Analysis. The acquisition

commands will apply the common workforce staffing framework to program requirements, identifying workforce capability and/or capacity gaps, projecting gains and losses of experience and knowledge, as well as requirements for new skill-sets and changes to the workforce mix (military/civilian/contractor support).

(4) Acquisition Workforce Strategic Planning. ASN(RD&A)

will apply the acquisition commands' gap analyses to optimize short-term and long-term acquisition workforce strategies. The ASN(RD&A) goal, as the strategic planning process matures, is to formulate a 5-year acquisition workforce strategic plan, considering overall Department of Defense and DON strategies. These strategies will support defining and communicating of acquisition workforce requirements to meet anticipated acquisition workload as informed by the resourcing processes of Deputy CNO Integration of Capabilities and Resources (CNO (N8)), DC (P&R), and Deputy Commandant of the Marine Corps for Manpower and Reserve Affairs (DC (M&RA)).

(5) Acquisition Workforce Staffing. Acquisition

commands will maintain and execute workforce staffing plans, defining work requirements and associated workforce, to support acquisition workforce programming and budgeting and alignment of the current workforce to the acquisition workforce strategies.

b. Acquisition Workforce Resourcing:

(1) Acquisition Workforce Strategies. ASN(RD&A) will forward the acquisition workforce strategies to CNO (N1)/Deputy CNO Fleet Readiness and Logistics (CNO (N4))/Deputy CNO Communications Networks (CNO (N6))/N8, DC (P&R) as input to the programming guidance.

(2) Acquisition Workforce Programming. CNO (N1/N4/N6/N8), DC (P&R), and DC (M&RA) will ensure ASN(RD&A) participation throughout the programming phase of the PPBE process. ASN(RD&A) will review and assess impacts on acquisition workforce.

(3) Sponsor Program Proposal. ASN(RD&A) will participate in all sponsor program proposal briefings affecting the acquisition workforce resourcing.

(4) ASN(RD&A) will monitor budgeting activities for consistency and appropriate application of the acquisition workforce strategies. Any unresolved budget issues will be adjudicated in accordance with approved PPBE procedures and authorities.

6. Responsibilities

a. ASN(RD&A) has overall authority and responsibility for AT&L workforce and will:

(1) Serve as the responsible and accountable authority for DON acquisition workforce stewardship and advocacy.

(2) Provide broad executive oversight for the DON AT&L Workforce Career Management Program, ensuring that it meets the overarching needs of the DON acquisition workforce, and serve as the senior DON representative on acquisition workforce matters. ASN(RD&A) will develop policy and implement the DON AT&L Workforce Career Management Program via reference (d).

(3) Conduct acquisition workforce strategic planning, with participation from the CNO, CMC, and Assistant Secretary of the Navy for Manpower and Reserve Affairs (ASN(M&RA)) organizations that will promulgate acquisition workforce strategic guidance in partnership with Navy and Marine Corps

leaders and oversee acquisition workforce capabilities and capacities to ensure successful acquisition program execution.

(4) Conduct acquisition workforce strategy reviews and associated planning sessions as necessary to redirect acquisition workforce programming and budgeting outcomes.

(5) Communicate acquisition workforce requirements to resourcing organizations to effectively execute current and future acquisition programs.

(6) Designate focal point(s) for DON AT&L workforce management and career development matters.

(7) Publish program policies and implementing procedures.

(8) Establish workforce performance measures to assist in the formulation of workforce strategic guidance.

(9) Establish a common workforce staffing framework across the acquisition commands and associated programs.

(10) Ensure that the acquisition commands establish and maintain workforce staffing plans in accordance with the common workforce staffing framework and address workforce issues through the PPBE process, in coordination with ASN(RD&A).

(11) Ensure that Acquisition Category I/II program managers identify acquisition workforce requirements, in accordance with the common workforce staffing framework and strategic guidance, through the acquisition governance process.

(12) Execute funds allocated to ASN(RD&A) for acquisition workforce management, career development and sustainment.

b. CNO (N8), CNO (N1), and DC (P&R) will:

(1) Establish and maintain open communications with ASN(RD&A) regarding proposed acquisition workforce resource decisions throughout the PPBE process.

(2) Appoint members and action officers to participate in discussions and working groups to address specific acquisition workforce resourcing issues.

(3) Partner with ASN(RD&A) to develop and validate an acquisition workforce staffing framework.

(4) Address acquisition workforce strategies as an integral part of the PPBE process to balance acquisition workload with workforce.

(5) Provide ASN(RD&A) periodic updates on civilian community management as it pertains to community health assessments for communities which contain skill sets critical to the acquisition workforce such as program management, engineering, and contracting.

c. Echelon I and II organizations with acquisition workforce members will:

(1) Implement the requirements to execute Defense Acquisition Workforce Improvement Act programs in accordance with reference (d).

(2) Assist ASN(RD&A) in conducting workforce analysis and studies to determine the workforce capabilities and capacities required to execute planned workload and balance acquisition workforce.

(3) Apply the common workforce staffing framework to program requirements, identifying workforce capability and/or capacity gaps, projecting gains and losses of experience and knowledge, as well as requirements for new skill-sets and changes to the workforce mix (military/civilian/contractor support).

(4) Maintain and execute workforce staffing plans, defining work requirements and associated workforce in accordance with reference (e).

(5) Address acquisition workforce strategies as an integral part of the PPBE process to balance acquisition workload with workforce.

(6) Reflect required acquisition workforce adjustments in budget submissions.

d. ASN(M&RA) will:

(1) Support workforce policies as necessary to execute to the acquisition workforce strategies, balanced with overall Navy workforce requirements, to foster a workforce partnership among the acquisition stakeholders.

(2) Appoint members and action officers to participate in discussions and working groups to address specific workforce resourcing issues.

7. Records Management. Records created as a result of this instruction, regardless of media and format, shall be managed in accordance with reference (i).



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Under Secretary of the Navy

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