



# SMALL BUSINESS TRAINING WEEK 2021



Kimberly D. Buehler  
Director, Army Office of Small  
Business Programs  
19 August 2021



# ARMY OSBP ORGANIZATION



**Secretary of the Army**  
**HON Christine Wormuth**  
**Undersecretary of the Army**  
**Christopher Lowman (Senior Official Performing the Duties)**

**Director**  
**Small Business Programs**  
**Kimberly Buehler**

**Deputy Director**  
 Pamela Callicutt

**Policy**  
 Cynthia Lee

**SACO**  
 Edith St. Catherine

**Oversight & Reporting**  
 Pamela Monroe

**Data Analyst**  
 Angela Hong

**Acquisition & Internal Support**  
 Gayna Malcolm-Packnett

**Special Projects**  
 Gail Foley

**Strategic Communication & Outreach**  
 James Lloyd

Contractor Support  
 Outreach Coordinator  
 Website Developer  
 MPP Program

**Command**

**Associate Directors**  
 AMC—Thaddeus Martin  
 AFC—Vacant (Erin Stevens (Dep))  
 USACE—Liz Mudd  
 MEDCOM—Pete Hunter  
 NGB—Vacant (Beth Healey dev assignment)





# MISSION AND VISION



## Mission

- **Advise** the Secretary of the Army and the Army leadership on small business-related matters.
- Maximize opportunities for innovative initiatives that contribute to **expanding the small business industrial base** relevant to the Army mission priorities.
- Leverage Small Businesses to ensure expansion and/or sustainment of the industrial base and provide opportunities to **obtain innovative technologies, supplies and services for our soldiers.**

## Vision

*To be the premier advocacy organization committed to maximizing Small Business utilization in support of Army forces.*

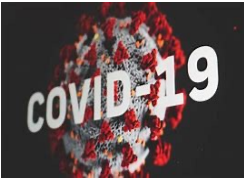
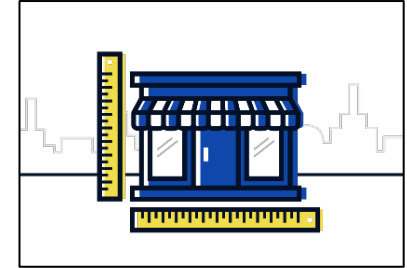


# Small Business Goals Support National Security & Army Priorities



Small businesses are critical infrastructure

- Supply chain resilience, diversity
- Mitigate and adapt to climate change
  - Innovative solutions to sustainability challenges
  - Adaptive technologies and installation resilience



Small business enabled the whole of government response to COVID-19

- \$2.1B out of \$3.89B awarded to SB primes (54.63%)
  - \$1.28B awarded for Drugs and Biologicals
- X-Tech Search COVID-19 Ventilator Challenge



Small businesses bring the innovation needed to respond in MDO and in any scenario

- X-Tech Search
- Small Business Innovative Research & Technology Transfer (SBIR/STTR) programs
- Mentor-Protégé program



Small Business Programs support diversity, equity and inclusion by affording prime and subcontracting opportunities for businesses owned by

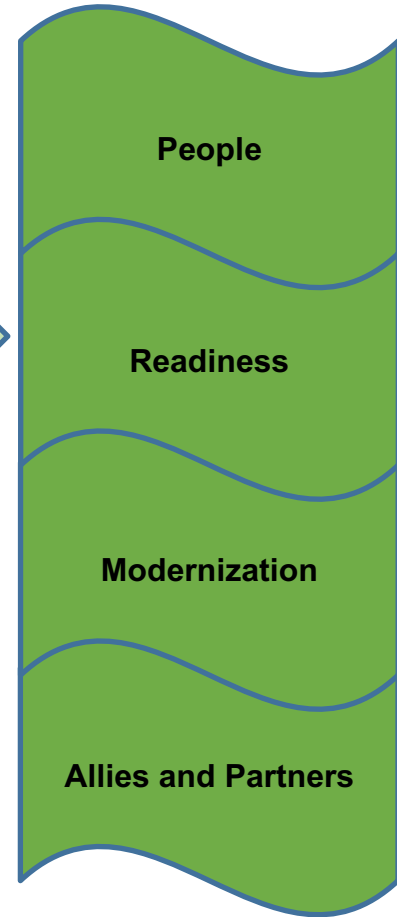
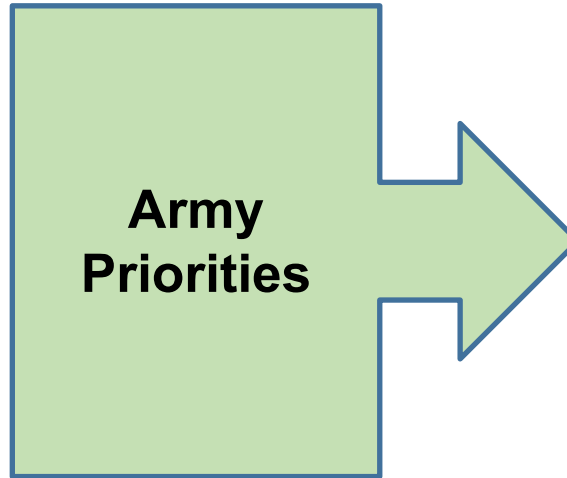
- Disadvantaged business owners, including minorities
- Service-Disabled Veterans
- Women
- Businesses located in “historically underutilized business zones” (HUBZones)

Comprehensive approach to using the purchasing power of the government:

- Executive Order 14017 America's Supply Chains
- Executive Order 14002 Economic Relief Related to the COVID-19 Pandemic
- Executive Order 13985 Advancing Racial Equity and Support for Underserved Communities Through the Federal Government

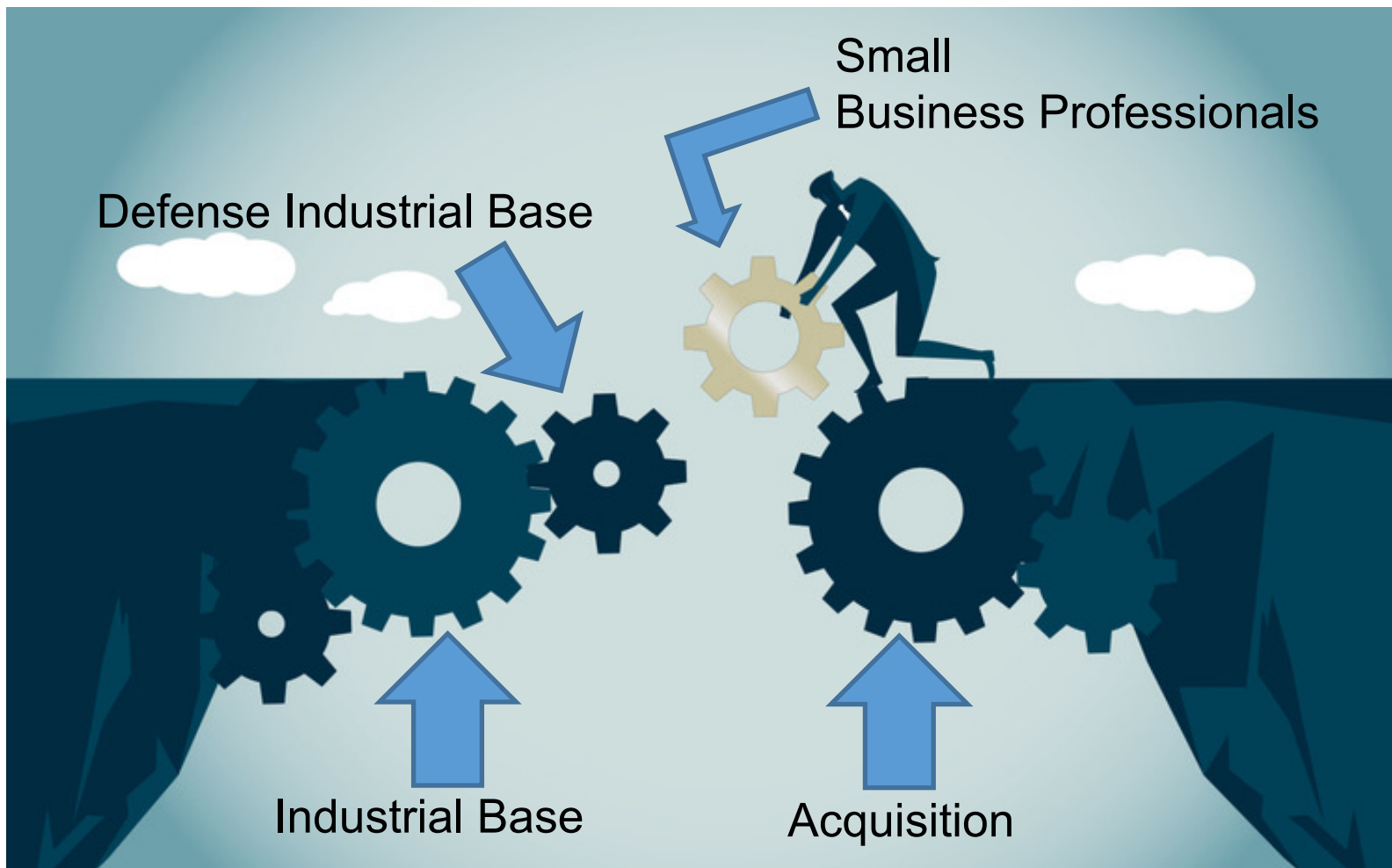


# WHEN OUR NATION NEEDS US, THE ARMY IS THERE





# THE SMALL BUSINESS PROFESSIONAL IN ACTION





# SB GOAL PHILOSOPHY



- SB Goals are mandated by statute--achieving goals is an outcome
- Army SB “Goals”
  - Support Army priorities through small business utilization
  - Deliver quality and value to the warfighter--small business competition vice directed awards
  - Execute the continuum of activities performed by acquisition professionals in accordance with statute/regulation
    - Market research & source identification
    - Acquisition planning
    - Industry engagement
    - Source selection
    - Post-award monitoring
- Support Category Management objectives while assessing risk to industrial base and/or Army mission (impact to readiness?), communicating that risk to decision makers, and communicating as early as possible to industry

Ultimate “goal” is for the small business professionals to be a recognized, value added partner of the acquisition team who is engaged early and often and who can positively influence acquisition strategies for small businesses as prime or sub contractors.



# KEY POINTS ABOUT SMALL BUSINESS



- Small businesses make strategic decisions about solicitations
  - To validate “rule of two” (FAR 19.502-2), employ multiple market research techniques including one-on-one meetings if necessary to clarify capabilities
  - Past performance--the hardest contract to get is the first contract
    - Certificate of Competency process
- Talk with contractors
  - FAR 15.201 encourages exchanges of information with industry before receipt of proposals; follow 15.306 for exchanges with offerors after receipt of proposals
- Small businesses feed local economies—don’t underestimate the importance of one contract to a small business
- Small businesses may need more assistance during post-award administration





# Army Prime Contracting Achievement Fiscal Year 2021



Category	FY21 Goal	FY21 % Achieved as of 08/09/2021	FY21 Dollars Achieved as of 08/09/2021	Change from Prior Week	FY20 Goal	FY20 % Achieved as of 08/09/2020	FY20 Dollars Achieved as of 08/09/2020	Change from Prior FY
Small Business	27.86%	28.57%	\$21.13B	↓ -1.37%	27.86%	25.07%	\$15.19B	↑ 3.50%
Small Disadvantaged Business	5.00%	9.16%	\$6.78B	↓ -0.36%	5.00%	12.02%	\$7.28B	↓ -2.86%
Service-Disabled Veteran-Owned Small Business	3.00%	2.41%	\$1.78B	↓ -0.11%	3.00%	3.42%	\$2.07B	↓ -1.01%
Women-Owned Small Business	5.00%	3.52%	\$2.60B	↓ -0.15%	5.00%	4.90%	\$2.97B	↓ -1.38%
HUBZone Business	3.00%	2.06%	\$1.52B	↓ -0.10%	3.00%	2.87%	\$1.74B	↓ -0.81%

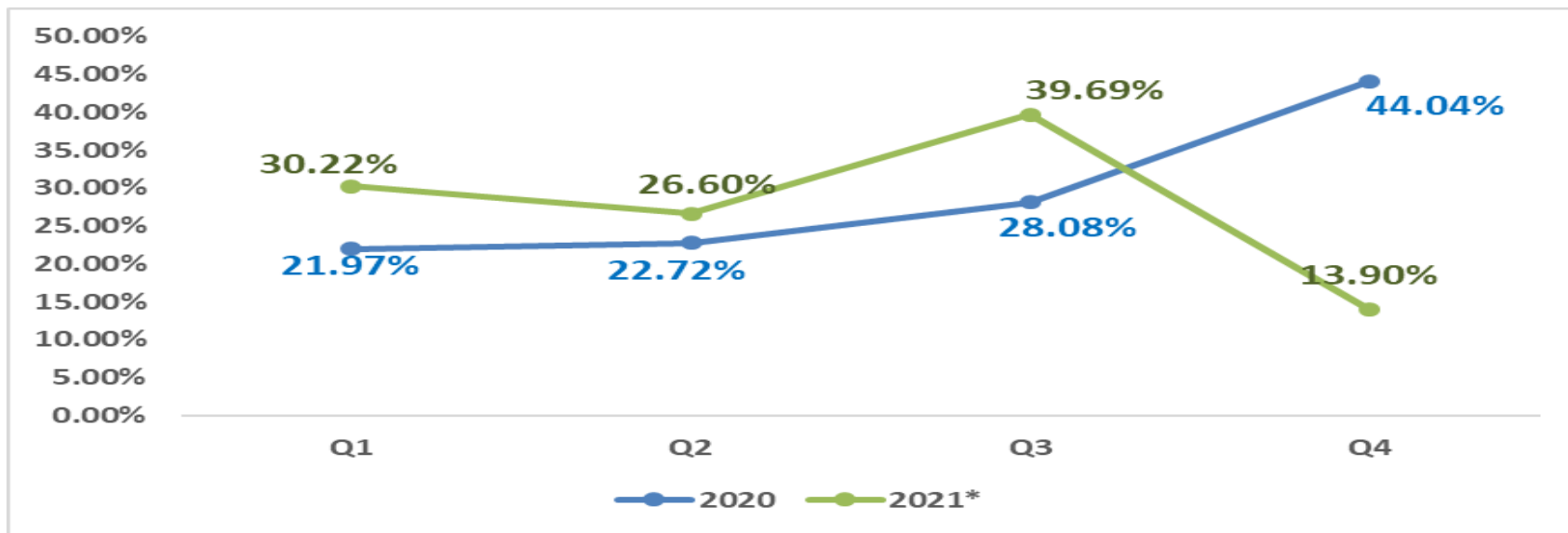


# Army Prime Contracting Achievement

## Fiscal Year 2021



### Small Business % by Quarter



Fiscal Year	Q1	Q2	Q3	Q4	Totals	Goal
2020	21.97%	22.72%	28.08%	44.04%	30.69%	27.86%
2021*	30.22%	26.60%	39.69%	13.90%	28.56%	27.86%



# Army Prime Contracting Achievement

## Fiscal Year 2020



### Impact of COVID-19 on Army Prime Contracting Achievements

Fiscal Year	Small Business Eligible Dollars	Small Business Dollars	% Small Business	COVID 19 Small Business Eligible Dollars	COVID 19 Small Business Dollars	% COVID 19 Small Business	Small Business Eligible Dollars Less COVID 19	Small Business Dollars Less COVID 19	% Small Business Dollars Less COVID 19
2020	\$79.44B	\$24.40B	30.72%	\$3.89B	\$2.12B	54.63%	\$75.55B	\$22.28B	29.49%

#### Summary of COVID-19 Obligations by Socio-Economic Category

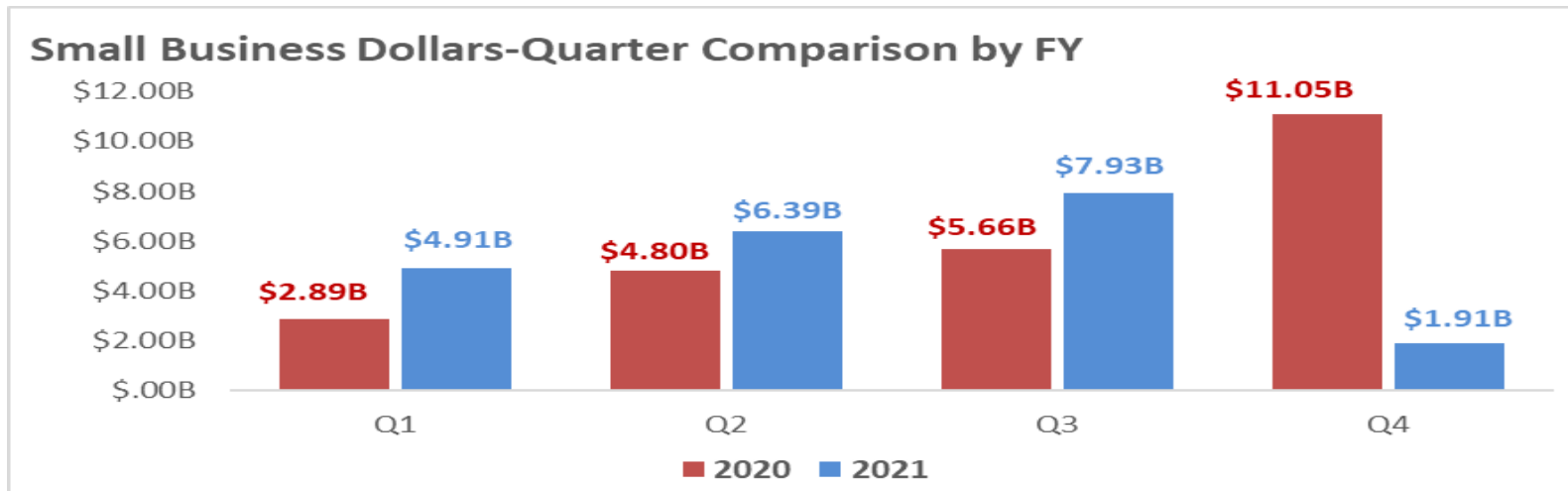
Socio-Economic Category	Cumulative Number of Actions	Cumulative Dollar Value
Small Business Total	3,183	\$2,123,816,765
Small Disadvantaged Business	1,341	\$ 411,164,945
Service-Disabled Veteran-Owned Small Business	313	\$ 41,099,740
Woman-Owned Small Business	650	\$ 78,914,715
Historically Underutilized Business Zone	212	\$ 27,660,424



# Army Small Business Goals for Fiscal Year 2021



Goal Category	FY21 Goal	FY21 Achievement*	FY21 Achievement* (w/o COVID-19 \$)
<b>Small Business</b>	<b>27.86%</b>	28.56%	28.91%
<b>Small Disadvantaged Business</b>	<b>5.00%</b>	9.16%	13.82%
<b>Service-Disabled Veteran-Owned</b>	<b>3.00%</b>	2.41%	3.67%
<b>Woman-Owned</b>	<b>5.00%</b>	3.52%	5.36%
<b>HUBZone</b>	<b>3.00%</b>	2.06%	3.14%





# Army Prime Contracting Achievement Fiscal Year 2020



## Financial Assistance Award

ASSISTANCE TYPE	2020			2019			Change from Prior FY
	FAADC Obligations	FAADC Small Business Dollars	% FAADC Small Business Dollars	FAADC Obligations	FAADC Small Business Dollars	% FAADC Small Business Dollars	
COOPERATIVE AGREEMENT	\$3.33B	\$33.29M	1.00%	\$3.19B	\$49.20M	1.54%	↓
GRANT	\$1.18B	\$50.20M	4.25%	\$1.13B	\$61.77M	5.47%	↓
OTHER FINANCIAL ASSISTANCE	\$556.37M	\$143.00M	25.70%	\$53.77M	\$0	0.00%	↑
Totals	\$5.07B	\$226.48M	4.47%	\$4.37B	\$110.98M	2.54%	↑



# Army Prime Contracting Achievement Fiscal Year 2021



## Financial Assistance Award

ASSISTANCE TYPE	2021*			2020			Change from Prior FY
	FAADC Obligations	FAADC Small Business Dollars	% FAADC Small Business Dollars	FAADC Obligations	FAADC Small Business Dollars	% FAADC Small Business Dollars	
COOPERATIVE AGREEMENT	\$2.60B	\$24.32M	0.94%	\$3.60B	\$33.29M	0.92%	↑
GRANT	\$933.83M	\$51.46M	5.51%	\$1.18B	\$51.06M	4.32%	↑
OTHER FINANCIAL ASSISTANCE	\$177.64M	\$64.64M	36.39%	\$556.37M	\$143.00M	25.70%	↑
Totals	\$3.71B	\$140.42M	3.79%	\$5.34B	\$227.34M	4.25%	↓



# Army Prime Contracting Achievement

## Fiscal Year 2021



### Top Five NAICS

NAICS Description	SB Dollars
325412 - PHARMACEUTICAL PREPARATION MANUFACTURING	\$6.97B
236220 - COMMERCIAL AND INSTITUTIONAL BUILDING CONSTRUCTION	\$1.30B
541712 - RESEARCH AND DEVELOPMENT IN THE PHYSICAL, ENGINEERING, AND LIFE SCIENCES (EXCEPT BIOTECHNOLOGY)	\$1.13B
541330 - ENGINEERING SERVICES	\$1.12B
237990 - OTHER HEAVY AND CIVIL ENGINEERING CONSTRUCTION	\$1.11B

NAICS Description	SDB Dollars
236220 - COMMERCIAL AND INSTITUTIONAL BUILDING CONSTRUCTION	\$978.03M
561210 - FACILITIES SUPPORT SERVICES	\$643.34M
541330 - ENGINEERING SERVICES	\$552.85M
237990 - OTHER HEAVY AND CIVIL ENGINEERING CONSTRUCTION	\$438.00M
541512 - COMPUTER SYSTEMS DESIGN SERVICES	\$272.00M

NAICS Description	SDVO SB Dollars
541330 - ENGINEERING SERVICES	\$254.45M
561210 - FACILITIES SUPPORT SERVICES	\$150.44M
237990 - OTHER HEAVY AND CIVIL ENGINEERING CONSTRUCTION	\$129.89M
236220 - COMMERCIAL AND INSTITUTIONAL BUILDING CONSTRUCTION	\$126.19M
541712 - RESEARCH AND DEVELOPMENT IN THE PHYSICAL, ENGINEERING, AND LIFE SCIENCES (EXCEPT BIOTECHNOLOGY)	\$102.46M

NAICS Description	WOSB Dollars
236220 - COMMERCIAL AND INSTITUTIONAL BUILDING CONSTRUCTION	\$278.24M
541330 - ENGINEERING SERVICES	\$249.59M
561210 - FACILITIES SUPPORT SERVICES	\$205.02M
237990 - OTHER HEAVY AND CIVIL ENGINEERING CONSTRUCTION	\$188.52M
541712 - RESEARCH AND DEVELOPMENT IN THE PHYSICAL, ENGINEERING, AND LIFE SCIENCES (EXCEPT BIOTECHNOLOGY)	\$171.44M

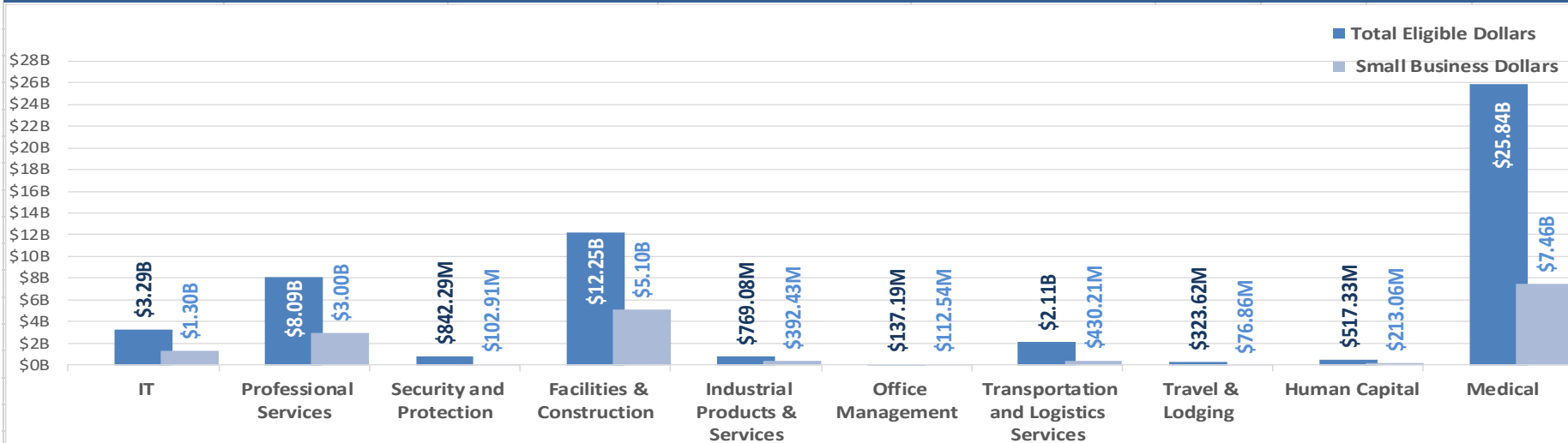
NAICS Description	HUBZone Dollars
236220 - COMMERCIAL AND INSTITUTIONAL BUILDING CONSTRUCTION	\$488.31M
237990 - OTHER HEAVY AND CIVIL ENGINEERING CONSTRUCTION	\$303.81M
561210 - FACILITIES SUPPORT SERVICES	\$140.08M
237310 - HIGHWAY, STREET, AND BRIDGE CONSTRUCTION	\$54.12M
561720 - JANITORIAL SERVICES	\$52.46M



# FY21 Small Business Category Management



## Common Government Category ARMY



## Defense Centric Category ARMY







# Army Prime Contracting Achievement

## Fiscal Year 2021

### OMB Category



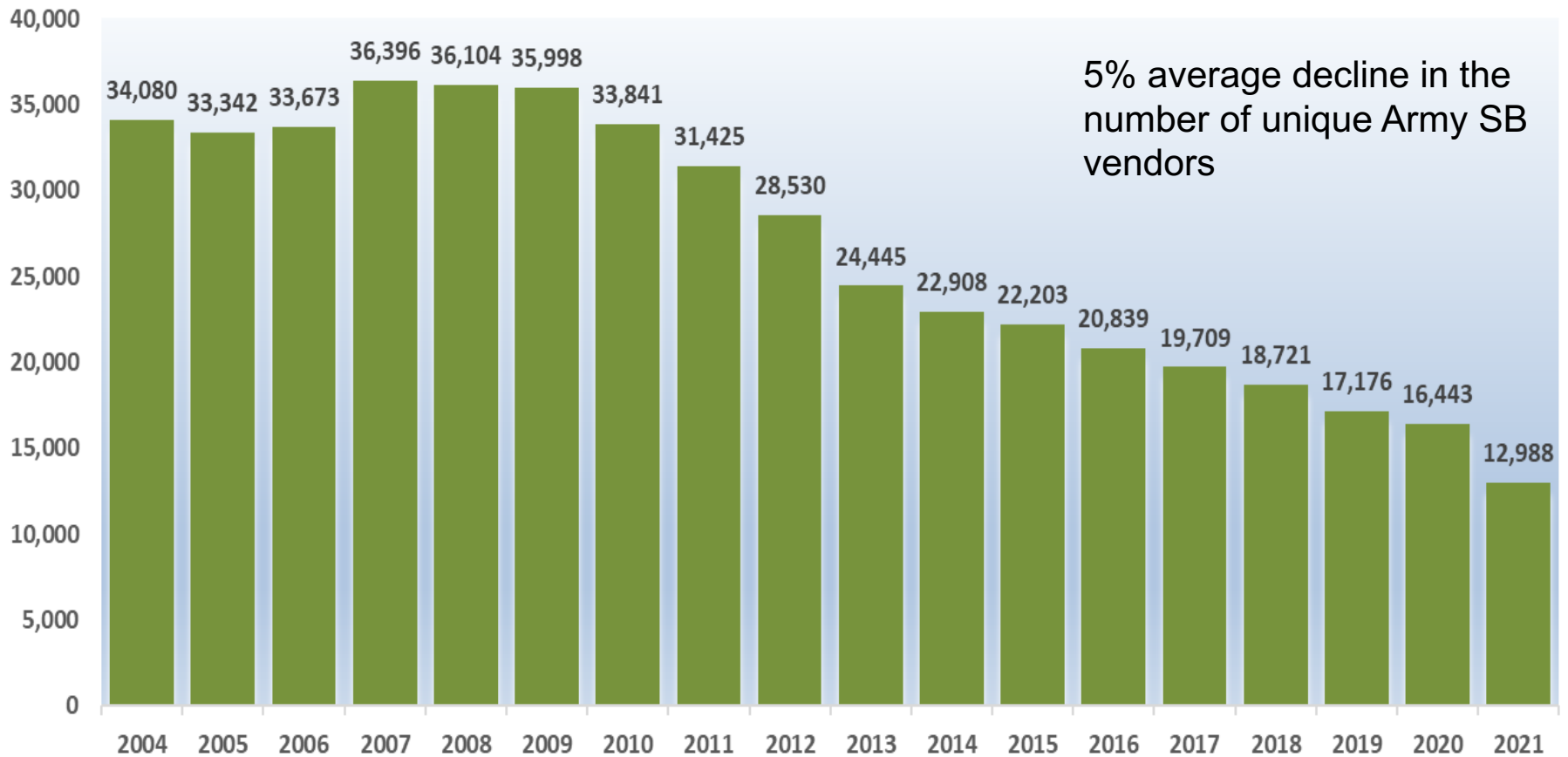
OMB Level 1 Category	FY21*			FY20			Change from Prior FY
	SB Eligible	SB Dollars	% SB	SB Eligible	SB Dollars	% SB	
1 - IT	\$3.29B	\$1.30B	39.59%	\$6.18B	\$2.07B	33.45%	↑
2 - PROFESSIONAL SERVICES	\$8.09B	\$3.00B	37.10%	\$9.79B	\$4.10B	41.87%	↓
3 - SECURITY AND PROTECTION	\$842.29M	\$102.91M	12.22%	\$850.25M	\$148.88M	17.51%	↓
4 - FACILITIES & CONSTRUCTION	\$12.25B	\$5.10B	41.66%	\$28.15B	\$9.90B	35.15%	↑
5 - INDUSTRIAL PRODUCTS & SERVICES	\$769.08M	\$392.43M	51.03%	\$1.05B	\$578.61M	55.12%	↓
6 - OFFICE MANAGEMENT	\$137.19M	\$112.54M	82.04%	\$254.38M	\$205.57M	80.81%	↑
7 - TRANSPORTATION AND LOGISTICS SERVICES	\$2.11B	\$430.21M	20.37%	\$2.63B	\$814.04M	30.95%	↓
8 - TRAVEL & LODGING	\$323.62M	\$76.86M	23.75%	\$313.68M	\$207.62M	66.19%	↓
9 - HUMAN CAPITAL	\$517.33M	\$213.06M	41.19%	\$699.43M	\$284.27M	40.64%	↑
10 - MEDICAL	\$25.84B	\$7.46B	28.89%	\$2.94B	\$2.32B	78.68%	↓
11 - AIRCRAFT, SHIPS/SUBMARINES & LAND VEHICLES	\$4.81B	\$302.03M	6.27%	\$6.94B	\$483.82M	6.97%	↓
12 - WEAPONS & AMMUNITION	\$5.87B	\$540.72M	9.21%	\$7.47B	\$507.32M	6.79%	↑
13 - ELECTRONIC & COMMUNICATION EQUIPMENT	\$958.19M	\$79.63M	8.31%	\$1.38B	\$145.97M	10.60%	↓
14 - SUSTAINMENT S&E	\$2.26B	\$482.31M	21.34%	\$3.02B	\$593.32M	19.67%	↑
15 - CLOTHING, TEXTILES & SUBSISTENCE S&E	\$254.77M	\$136.18M	53.45%	\$326.74M	\$238.09M	72.87%	↓
16 - MISCELLANEOUS S&E	\$26.73M	\$19.20M	71.85%	\$93.60M	\$75.49M	80.65%	↓
17 - RESEARCH AND DEVELOPMENT	\$3.15B	\$1.14B	36.22%	\$4.16B	\$1.47B	35.38%	↑
18 - EQUIPMENT RELATED SERVICES	\$2.46B	\$220.63M	8.98%	\$3.20B	\$253.87M	7.93%	↑
19 - ELECTRONIC & COMMUNICATION SERVICES	\$28.10M	\$13.58M	48.33%	\$68.01M	\$12.34M	18.14%	↑



# Industrial Base Changes By Fiscal Year

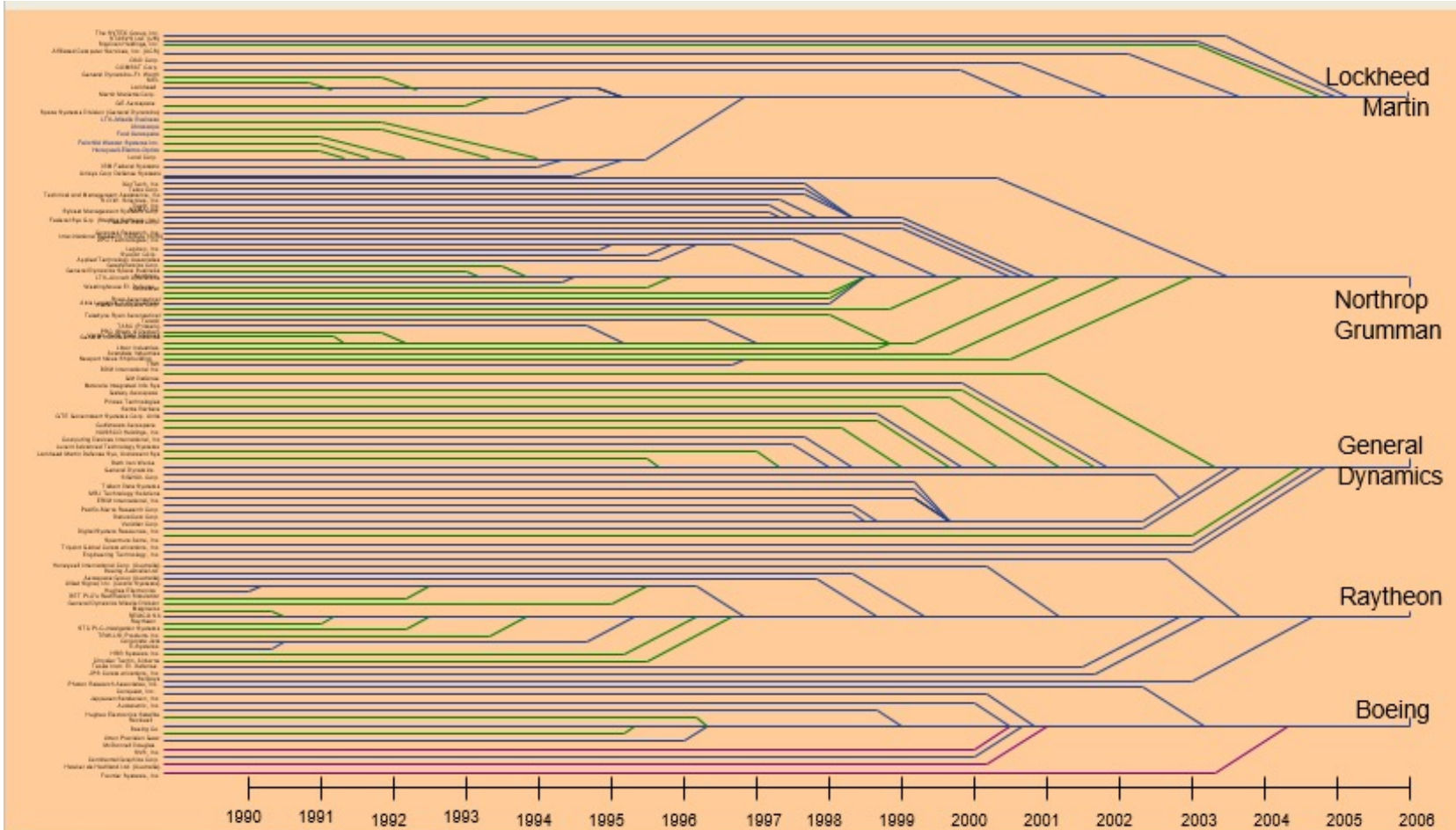


**ARMY**  
Number of Unique Army Small Business Vendors by Year  
Fiscal Year 2004-2021\*





# HISTORY REPEATING ITSELF?



**What were over 100 primes in the 1980s are now ~ five firms**



**Small business**  
**is big business**  
in the  
Department of the **Army!**



*People First!*

*Winning Matters!*

*Army Strong!*

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**Questions?**

<https://osbp.army.mil>



# ARMY ACQUISITION WORKFORCE (AAW) TRAINING OPPORTUNITIES

Mr. Jason Pitts  
Chief, AAW Proponency  
USAASC



# ARMY ACQUISITION WORKFORCE EDUCATION AND TRAINING OPPORTUNITIES



## EDUCATION



Acquisition Tuition Assistance Program



Student Loan Repayment Program



Senior Service College Program



- ◀ Naval Postgraduate School (NPS) Systems and Program Management Non-Resident Master's Degree Program
- ◀ NPS Systems Engineering Non-Resident Master's Degree Program With a System of Systems Focus

## LEADER DEVELOPMENT



Acquisition Leadership Challenge Program



DAU-Senior Service College Fellowship



DOD Industry Exchange Program



Senior Enterprise Talent Management (TM)/Enterprise TM



Leadership Excellence and Acquisition Development (LEAD) Program



Defense Civilian Emerging Leader Program



Inspiring and Developing Excellence in Acquisition Leaders



Emerging Enterprise Leader Program

## CIVILIAN



Training with Industry



Advanced Civil Schooling Program Masters Program and PhD Program (FA 51A)

- ◀ NPS
- ◀ University of Alabama at Huntsville
- ◀ School of Choice



- ◀ Army Acquisition Professionals Course (AAPC)
- ◀ Army Intermediate Contracting Course (AICC)
- ◀ Intermediate Qualification Course



- ◀ Program Manager's Course (PMT 401)
- ◀ Executive Program Manager's Course (PMT 402)



- ◀ Acquisition Pre-Command Course
- ◀ Contracting Pre-Command Course

## OFFICER



Acquisition Tuition Assistance Program



Advanced Civil Schooling Program Masters Program NPS 815 Program



AAPC  
AICC



DEGREE COMPLETION PROGRAM



Acquisition Leadership Challenge Program



SENIOR LEADERS COURSE

## NCO

<https://asc.army.mil/web/career-development/programs/>



U.S. ARMY



## ACQUISITION LEADER CHALLENGE PROGRAM (ALCP)

- What:
  - ✓ 2- to 2.5-day leadership development program
  - ✓ Teambuilding with an emphasis on self-awareness
  - ✓ Utilizes effective tools to increase understanding of leadership preferences and behaviors to facilitate an understanding of the dynamics of leadership style across a spectrum of challenges
  - ✓ Provides a data based, interactive, and practical experience for each attendee
- Who:
  - **ALCP B** - Current certified civilian AAW GS-07-11 or equivalent
  - **ALCP I** – Current certified civilian AAW GS-12/13 or equivalent, military AAW Captains, Majors, Staff Sergeant and Sergeant First Class
  - **ALCP II** - Current certified civilian AAW GS-14/15 or equivalent, military AAW Colonels, Lieutenant Colonels, First Sergeant, and Master Sergeant
  - **ALCP III** - Current certified civilian AAW GS-14/15 and Senior Executive Service (SES) Members or equivalent, military AAW General Officers, Colonels, Lieutenant Colonels, Command Sergeant Majors, Sergeant Majors, First Sergeants, and Master Sergeants who have previously taken ALCP I



For more information visit: <https://asc.army.mil/web/career-development/programs/acquisition-leadership-challenge-program/>





# INSPIRING & DEVELOPING EXCELLENCE IN ACQUISITION LEADERS (IDEAL)

## Program Description

- Leadership training for GS-12,13 AAW professionals with identified leadership and supervisory potential.

### Purpose

- To prepare future acquisition leaders and supervisors for roles where they will lead people, teams and other workgroups.

### Target Audience

- Targeted to current and future supervisors who are seeking to refine their leadership skills or develop them in preparation for a supervisory position.

## Program Structure

- Three one-week resident sessions over a period of ~ six months; participants return to workplace between sessions to implement and practice skills
- Facilitated by the Army Acquisition Center of Excellence (AACoE)
- Includes classroom courses combined with special activities such as guest speakers and site visits

## Background

- Established and piloted in FY17 at three sites: APG (25); HSV (25); WRN (20)
- Have completed 4<sup>th</sup> year of execution
- FY18: One Cohort: HSV (31)
- FY19: Two Cohorts: WRN (30) and DC (33)
- FY20: Two Cohorts: HSV (34) and Belvoir (30)
- 223 Graduates to date (Aug 20)

## IDEAL Program Manager

Kristine Faria  
Army DACM Office  
[kristine.e.faria2.civ@mail.mil](mailto:kristine.e.faria2.civ@mail.mil)



For more information, visit <https://asc.army.mil/web/career-development/programs/inspiring-and-developing-excellence-in-acquisition-leaders-ideal/>



## DEFENSE CIVILIAN EMERGING LEADER PROGRAM (DCELP)

### Program Description

- *DOD Leader development program that develops Civilians in a range of competencies needed to lead self and to lead teams and projects.*

### Purpose

- *The goal of DCELP is to serve as the foundation for further development as leadership responsibilities increase.*

### Target Audience

- *GS-07 through GS-12 or equivalent broadband*

### Program Structure

- *Four, one-week classroom sessions over a period of ~ four months (depending on COVID situation)*
- *Classwork includes assessment tools, knowledge transfer activities, participant writing and briefing projects, individual coaching. Program concentrates on five terminal learning objectives: Know Self, Express Self, Build Teams, Manage Organizations, Understand DOD.*
- *Participants are from across DOD.*

### Background

- *FY19 (Cohort 9) – 14 AAW graduates*
- *FY20 (Cohort 11) – 8 AAW participants (started with 11; three deferred to FY21 – COVID)*
- *FY21 (Cohort 13) – 13 AAW participants (10 selected, three deferred from Cohort 11)*

### DCELP Program Manager

*Kristine Faria*  
 Army DACM Office  
[kristine.e.faria2.civ@mail.mil](mailto:kristine.e.faria2.civ@mail.mil)



For more information, visit <https://asc.army.mil/web/career-development/programs/dcelp/>



# LEADERSHIP EXCELLENCE & ACQUISITION DEVELOPMENT (LEAD)

## Program Description

- 24-30 month leadership development program offering expanded training through a series of education, leader development and broadening assignments to build skills required for positions of greater responsibility.

## Purpose

- Develop high performing/potential acquisition personnel toward a future goal of obtaining an Acquisition Key Leadership Position

## Target Audience

- Army civilians GS-13 or equivalent broadband (to include high performing GS12)

## Program Structure

- Three phases with an optional fourth
- Participants assigned to USAASC TDA
- Mentors, Developmental Assignments, Writing Requirement
- Students must apply for Army's LTC/GS-14 Acquisition Key Billet Product Manager/Acquisition Director/Product Director board.

## Background

- Competitive Development Group (CDG), YG97. Three year Program, PM Centric, Leadership Track Added – Army Acquisition Fellows
- Redesigned in 2020 to better meet the needs of the evolving acquisition workforce

## LEAD Program Manager

Kelly Terry  
Army DACM Office  
[kelly.l.terr2.civ@mail.mil](mailto:kelly.l.terr2.civ@mail.mil)



For more information, visit <https://asc.army.mil/web/career-development/programs/lead/>



## DAU-SENIOR SERVICE COLLEGE FELLOWSHIP (DAU-SSCF)

### Program Description

- Ten month education and leader development residential program at Huntsville; Aberdeen Proving Ground; and a Virtual Cohort

### Purpose

- Prepares civilians for senior leadership roles such as Product and Project Manager, Program Executive Officer, and other key acquisition leadership positions [Acquisition Centric]

### Target Audience

- Army Civilians GS-14/15 or equivalent broadband; DAWIA Level III certified in current ACF. Completion of CES Advanced Course required

### Program Structure

- Credit for DAU Program Manager Course (PMT 4010)
- Studies in resource requirements and acquisition integration for senior and strategic leaders
- Studies in executive leadership
- Applications of acquisition in national defense/security study
- Research project on relevant acquisition issue
- Mentoring program with government and industry senior leaders
- Senior Leadership Speaker's Program

### Background

- 2006: SSCF established to provide civilians an SSC opportunity/home station
- 2013: Army G-3 granted the program Military Education Level 1 (MEL-1)
- Master's an Individual Option; Funding through AAW ATAP, etc.
- ROI to date: 21 of 210 CSL select; 8 of 210 Acquisition SES select

### DAU-SSCF Program Manager

Kelly Terry  
Army DACM Office  
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For more information, visit <https://asc.army.mil/web/career-development/programs/defense-acquisition-university-senior-service-college/>



## CENTRALLY SELECTED BOARDS

- **DA Secretariat Boards**
  - ✓ Promotion & Selection Boards
  - ✓ Conducted at U.S. Army Human Resources Command – Ft Knox
  
- **Army Acquisition Corps (AAC) PM Centralized Selection List (CSL)**
  - ✓ Command & Key Billets
    - Product (LTC/GS14) & Project (COL/GS15) Manager positions
    - Battalion & Brigade Contracting Commands
    - Acquisition Director Positions
  - ✓ Best qualified (Military and Civilian)
  - ✓ Centrally selected & managed
  
- **AAE PD CSB (est. 2015)**
  - ✓ Civilian only
  - ✓ Product (GS14) Director & Project (GS15) Director positions
  - ✓ DACM led utilizing DA Secretariat Board Room & Board Members
  - ✓ Centrally selected and managed by DACM Office





## Product/Project Director Boards

### ▪ Eligibility

- ✓ AAW Member
- ✓ GS14/15 payband equivalent
- ✓ DAWIA Level III PM certified

### ▪ Civilian-only Centralized Selection Board (CSB)

- ✓ Same Process as DA Secretariat CSL
- ✓ Different Selection Tool – Within CAMP/CAPPMIS (AAPDS)
- ✓ Objective - Develop an executable Order of Merit List (OML) for Slating

### ▪ Slating

- ✓ Board of Directors (BOD) slates (January)
- ✓ Slate released in February
- ✓ Assigned June-August
- ✓ Lateral reassignment
- ✓ Charter & Tenure

▪



## AAW Education and Training Opportunities

- **Deliberate and focused leader development programs for civilians**
  - Acquisition Leadership Challenge Program (ALCP)
  - Defense Civilian Emerging Leaders Program (DCELP)
  - Inspiring and Developing Excellence in Acquisition Leaders (IDEAL)
  - Leadership Excellence and Acquisition Development (LEAD)
  - DAU-Senior Service College Fellowship
- **Tuition Assistance Programs**
  - Acquisition Tuition Assistance Program (ATAP)
  - Naval Postgraduate School (NPS)
  - School of Choice (SoC)





Questions?







## DAU FULFILLMENT – ARMY PROCESS

Controlled by: Army

Controlled by: DACM Engagement Branch

CUI Category(ies): OPSEC

Limited Dissemination Control: FEDCON

POC: Ms. Kim Gibbons, <https://apps.asc.army.mil/camp/>, Workforce Management Inquiry/Help Request/Ask an ACM



# DAU Fulfillment – Army Process



## Purpose:

- The DoD Fulfillment Program enables Army Acquisition Workforce (AAW) professionals to receive credit for Defense Acquisition University (DAU) training courses for which they can demonstrate competency through an assessment of their previous work experience, education, training, or any combination thereof.
- Fulfillment is only available to AAW professionals. Non-AAW professionals seeking to satisfy course pre-requisites must complete the required DAU pre-requisite course or an approved equivalent course.
- Cannot request fulfillment of a DAU Continuous Learning courses.
- Actual course attendance remains the preferred method.



# Procedures to Request Fulfillment



- Fulfillment requests must be processed through employee's supervisor and submitted through the Help Request link located in CAMP below:

<https://apps.asc.army.mil/camp/index.cfm?fuseaction=support.helpRequest>

- Fulfillment Process – Request Package must include the following:

- 1) Completed and signed DD Form 2518 – form available at [https://icatalog.dau.edu/learning/DevDocs/Fulfillment/DD\\_Form\\_2518\\_fillable.pdf](https://icatalog.dau.edu/learning/DevDocs/Fulfillment/DD_Form_2518_fillable.pdf)
- 2) Self-Assessment Competency form filled out for the specific course(s) for which you are requesting fulfillment. The competency self-assessment forms are available on the DAU Blackboard:  
[https://myclass.dau.edu/webapps/portal/execute/tabs/tabAction?tab\\_tab\\_group\\_id=\\_1\\_1](https://myclass.dau.edu/webapps/portal/execute/tabs/tabAction?tab_tab_group_id=_1_1).
- 3) ACRB/ORB/ERB
- 4) Current Resume
- 5) Any other documentation to establish that careerist meets the course competencies (college transcripts, training certificates, etc.)
- 6) Briefing or power point presentations are not valid documentation for self-assessments

***Cannot base knowledge strictly on completion of a college/training course which is not approved by DAU as an Equivalency Program product. If basing some knowledge on a training course, the individual must also show on-the-job experience!***

# DAU Fulfillment Program

- An AAW professional writes to the major course objectives, identified by bold black font (next slide), and explains how s/he met the course objectives.

The image shows two screenshots from the DAU website. The left screenshot is the 'iCatalog Home Page' with a red box around the 'Fulfillment' icon. The right screenshot is a course page titled 'DAU Fulfillment Program' with a red box around the 'Public Use' button in the top right corner. A red arrow points from the 'Fulfillment' icon to the 'Public Use' button. A second red box highlights a warning message on the course page: 'Internet Explorer Module Compatibility: If you've presented with a statement indicating that module information is temporarily unavailable, please Click Here for a quick solution.' A red arrow points from this message to the 'Public Use' button.

- Select the **Public Use** at the upper right-hand part of the screen.

# DAU Fulfillment Program

**DAU** **Objectives Sheet**  
 ACQ 1010 - Fundamentals of Systems Acquisition Management

Course Learning/Performance Objectives followed by enabling learning objectives

ACQ 1010.001.01	Recognize the key drivers of the Department of Defense's Acquisition Management System
ACQ 1010.001.01.01	Define Systems Acquisition Management
ACQ 1010.001.01.02	Name the principal regulations governing defense acquisition and procurement
ACQ 1010.001.01.03	Identify the major institutions involved in the defense acquisition process
ACQ 1010.001.01.04	Recognize the key players within DOD who have an impact on the acquisition workforce and programs
ACQ 1010.001.01.05	Identify Acquisition Categories (ACATs) in defense acquisition programs
ACQ 1010.001.01.06	Identify the different types of ACATs used for Weapon Systems
ACQ 1010.001.01.07	Recognize how risk (cost/schedule/performance) is at core of acquisition management
ACQ 1010.001.01.08	Recognize the role of Integrated Product Teams (IPTs) in systems acquisition
ACQ 1010.001.01.09	Identify the premier DOD decision-making support systems in defense acquisition programs
ACQ 1010.002.01	Recognize the Joint Capabilities and Integration Development System (JCIDS) as a key driver of new defense acquisition program requirements
ACQ 1010.002.01.01	Recognize the purpose of the JCIDS and the role of the warfighter within the JCIDS process
ACQ 1010.002.01.02	Recognize the documents governing the JCIDS process
ACQ 1010.002.01.03	Identify the importance of the Capability Requirements and Capabilities Based Assessment (CBA) Process
ACQ 1010.002.01.04	Identify the preferred order of non-materiel and materiel solutions contained in the JCIDS
ACQ 1010.002.01.05	Name the documents, developed by the user, that refine initial systems capabilities
ACQ 1010.002.01.06	Identify the terms used to specify performance parameters
ACQ 1010.003.01	Recognize the key activities and considerations of a phased-acquisition
ACQ 1010.003.01.01	Recognize the interface between the Major Capability Acquisition Pathway and the Joint Capabilities Integration and Development (JCIDS) System
ACQ 1010.003.01.02	Recognize the key considerations of the Materiel Solutions Analysis phase of the Major Capability Acquisition Pathway
ACQ 1010.003.01.03	Recognize the key considerations of the Technology Maturation and Risk Reduction phase of the Major Capability Acquisition pathway
ACQ 1010.003.01.04	Recognize the key considerations of the Engineering and Manufacturing Development phase of the Defense Acquisition System
ACQ 1010.003.01.05	Recognize the key considerations of the Production and Deployment phase of the Major Capability Acquisition pathway
ACQ 1010.003.01.06	Recognize the key considerations of the Operations and Support phase of the Major Capability Acquisition pathway
ACQ 1010.003.01.07	Define the term Acquisition Strategy (AS)
ACQ 1010.003.01.08	Define the term Acquisition Program Baseline (APB)
ACQ 1010.003.01.09	Identify how DOD I&AE activities support the U.S. National Security and National Defense Strategies
ACQ 1010.003.01.10	Identify which DOD I&AE activities help achieve DoD Security Cooperation goals and objectives

• A DAU Objective Sheet can be one to multiple pages in length.

• Bolded black font indicate what an AAW member needs to address in narrative page(s) justification.

**Provide justification on how the learning objectives were achieved through, experience, education, alternative training, or any combination of the three.**



# Army OSBP

## Teams and channels

- Ms. Gail Foley
- Army Office of Small Business Programs
- XX August 2021



# Teams Army SB Professionals Join Code qvmu0s4



ht



# Teams – Army SB Professionals



The screenshot displays the Microsoft Teams interface. On the left-hand navigation pane, the 'Teams' section is expanded, and the 'ARMY SB Professionals' team is highlighted with a brown circle. An arrow points from the U.S. Army logo in the top left corner to this team. The main area shows the 'Chat' tab for the selected team, with a welcome message: 'Let's get the conversation started' and a prompt to '@mention people you want to collaborate with, or add some tabs to customize your space.' Below the message are icons for Planner, OneNote, Website, and an 'Add tab' button. At the bottom, there is a 'New conversation' button and a notification: 'Foley, Gail L CIV USARMY HQDA OSBP (USA) set this channel to be automatically shown in the channels list.'





# Use of SBP Team

- Follow General and Announcements Channels
- General – General information and files for all SBP. There is a calendar in General
- Announcements – Add new guidance, important information
- General Chat – Area for chat with community
- Innovation – Suggestions for innovation
- Channels can be added for areas including – Ask a Question. Contact Gail Foley if a channel needs to be added.



# General Channel



The screenshot shows a Microsoft Teams interface for a channel named 'General'. The channel name is circled in red. The interface includes a search bar at the top, a left-hand navigation pane with icons for Army Hub, Activity, Chat, Teams, Calendar, Calls, Files, and Help, and a main content area. The main content area displays a message from Gail L Foley (GF) dated 7/30 11:46 AM, which has 1 thumbs up. The message discusses setting up a Team calendar in the General area. Below this message is a date separator for August 3, 2021, followed by another message from Gail L Foley (GF) dated 7/29 9:47 AM, which has 5 thumbs up. This message is about testing a meeting for Small Business Specialists on Tuesday, August 3, 2021, at 10:00 AM. A meeting card is visible below the message, showing the meeting title 'Test meeting' and the time 'Tuesday, August 3, 2021 @ 10:00 AM'. Below the meeting card, there is a message indicating the meeting ended at 24s. At the bottom of the channel, there is a 'New conversation' button.



# How to follow a Channel

The screenshot displays the Microsoft Teams interface. On the left sidebar, the 'Teams' section is expanded, showing a list of channels. A context menu is open over the 'General' channel, with the 'Follow this channel' option highlighted by a red circle. The main chat area shows a post from Thomas, Harmony J (Charms) CTR USARMY HQDA OCCH (USA) at 7:34 AM. The post content includes a banner for 'Teams Thursday - Power Automate' and a meeting link for 'Microsoft Teams Meeting' on Thursday, 29 July at 0800 ET. The meeting details include a phone number (616-7941) and location (United States, Englewood (Toll)). Below the meeting link, there is a post from Keoveunexay, C Kevin CIV USARMY 302 ME BDE (USA) at 7:57 AM asking 'Will this meeting be recorded?'.



# Why Teams?

- Army OSPB intends to use the Army 365 platform for communicating with SB professionals
- Current Teams
  - Army SB Directors
  - Army SB Professionals
- External Team planned for communication with outside SB Community
- Provides single place for information.
- Ability to collaborate with other SBS and provide information instantaneously



# Top 10 NAICS Awarded in FY19 -20



NAICS Code (Description)	FY19 Top 10 NAICS By Total Dollars							FY20 Top 10 NAICS By Total Dollars							Change from Previous FY	
	Total Dollars	OTSB Dollars	% OTSB Dollars	SB Dollars	% SB Dollars	SDB Dollars	% SDB Dollars	Total Dollars	OTSB Dollars	% OTSB Dollars	SB Dollars	% SB Dollars	SDB Dollars	% SDB Dollars	% SB Actions	% SDB Actions
236220 (COMMERCIAL AND INSTITUTIONAL BUILDING CONSTRUCTION)	\$8.03B	\$4.81B	59.90%	\$3.22B	40.10%	\$2.33B	29.00%	\$9.45B	\$6.03B	63.76%	\$3.42B	36.24%	\$2.66B	28.10%	↓ -3.87%	↓ -0.90%
541712 (RESEARCH AND DEVELOPMENT IN THE PHYSICAL, ENGINEERING, AND LIFE SCIENCES (EXCEPT BIOTECHNOLOGY))	\$3.40B	\$1.38B	40.44%	\$2.03B	59.56%	\$353.39M	10.39%	\$3.09B	\$1.28B	41.41%	\$1.81B	58.59%	\$288.79M	9.33%	↓ -0.97%	↓ -1.05%
541330 (ENGINEERING SERVICES)	\$7.22B	\$5.24B	72.67%	\$1.97B	27.33%	\$1.09B	15.12%	\$6.86B	\$5.10B	74.28%	\$1.77B	25.72%	\$862.26M	12.56%	↓ -1.61%	↓ -2.56%
237990 (OTHER HEAVY AND CIVIL ENGINEERING CONSTRUCTION)	\$4.73B	\$3.21B	67.92%	\$1.52B	32.08%	\$497.23M	10.51%	\$5.22B	\$3.46B	66.38%	\$1.75B	33.62%	\$775.07M	14.86%	↑ 1.55%	↑ 4.35%
325412 (PHARMACEUTICAL PREPARATION MANUFACTURING)	\$35.06M	\$0.1B	18.47%	\$28.58M	81.53%	\$221,106	0.63%	\$1.83B	\$38B	20.53%	\$1.45B	79.47%	\$304,233	0.02%	↓ -2.06%	↓ -0.61%
561210 (FACILITIES SUPPORT SERVICES)	\$5.98B	\$4.91B	82.10%	\$1.07B	17.90%	\$753.85M	12.61%	\$6.14B	\$4.96B	80.78%	\$1.18B	19.22%	\$770.55M	12.55%	↑ 1.32%	↓ -0.06%
541715 (RESEARCH AND DEVELOPMENT IN THE PHYSICAL, ENGINEERING, AND LIFE SCIENCES (EXCEPT NANOTECHNOLOGY AND BIOTECHNOLOGY))	\$1.99B	\$1.26B	63.28%	\$731.33M	36.72%	\$141.89M	7.12%	\$2.71B	\$1.74B	64.08%	\$973.13M	35.92%	\$191.69M	7.08%	↓ -0.80%	↓ -0.05%
562910 (REMIEDIATION SERVICES)	\$882.68M	\$1.6B	18.65%	\$718.10M	81.35%	\$389.19M	44.09%	\$1.16B	\$24B	20.62%	\$918.14M	79.38%	\$491.63M	42.50%	↓ -1.98%	↓ -1.59%
237310 (HIGHWAY, STREET, AND BRIDGE CONSTRUCTION)	\$4.15B	\$3.78B	91.19%	\$365.16M	8.81%	\$203.24M	4.90%	\$6.87B	\$6.12B	89.17%	\$743.26M	10.83%	\$471.87M	6.87%	↑ 2.02%	↑ 1.97%
541512 (COMPUTER SYSTEMS DESIGN SERVICES)	\$1.81B	\$1.14B	62.99%	\$670.60M	37.01%	\$393.05M	21.69%	\$1.76B	\$1.12B	64.05%	\$631.04M	35.95%	\$382.25M	21.77%	↓ -1.06%	↑ 0.08%



Show Reports For

- Assistance Listings
- Contract Opportunities
- Contract Data**
- Federal Hierarchy

Report Type

- Static
- Standard
- Administrative
- Ad Hoc

Favorites

**Reports** Subscriptions History List

## Data Bank

Sam.gov reports can be used to support analysis of federal spending including geographical analysis, market analysis, and analysis on the impact of the congressional and presidential initiatives in socio-economic areas such as small business spending. The data is also a reliable basis for measuring and assessing the impact of Federal acquisition policy and management improvement.

### Contract Data Reports

Reports on acquisition awards are available to the public. Your reports provide detailed information on awarded contracts and associated modifications. Reports can assist with market analysis including data by federal organization, geographical area, business demographics, and product/service type.

Showing 31-37 of 37 reports

Prev 1 2 3 **4**

#### Sustainability ☆

This report displays actions and dollars for the "Recovered Materials/Sustainability" values. Actions with a foreign Place of Performance or a Claimant Program coded as Weapons are excluded from this report.

#### Saved Criteria +

#### Total Actions by NAICS ☆

The report displays actions and dollars for North American Industry Classification System (NAICS) Categories and how many of them are acquired by Commercial Item procedures at the Federal Government level.



Back to: [Standard Reports](#)

## Total Actions by NAICS

Description +

Report Criteria -

Date range correspond to the Date Signed on Procurement Awards

From	<i>Required</i>	To	<i>Required</i>
Month	Day	Month	Day
Year		Year	
10	1	9	30
2019		2021	

Organization

▼
...

2100 - DEPT OF THE ARMY Sub-Tier
✕

Contracting Office Region

**Tips for selecting organizations:**

Only choose organizations that are at the same level in the hierarchy (e.g. department, sub-tier, major command, office).

Execute
Save
Clear
PDF Export



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### Total Actions by NAICS

Description +

Report Criteria +

Data rows: 26 | Data columns: 8

NAICS Category (Description) △	Total Actions ▾	% Total Actions ▾	Total Dollars ▾	% Total Dollars ▾	Commercial Procedures Actions ▾	% Commercial Actions for NAICS ▾	Commercial Procedures Dollars ▾	% Commercial Dollars for NAICS ▾
33 (MANUFACTURING (METALS, MACHINERY, COMPUTER, ELECTRONICS ELECTRICAL TRANSPORTATION EQUIPMENT, FURNITURE, MISCELLANEOUS))	78,575	21.2326%	\$59,152,717,790.22	31.8865%	47,092	59.9325%	\$7,902,712,279.42	13.3598%
54 (PROFESSIONAL, SCIENTIFIC, AND TECHNICAL SERVICES)	78,245	21.1435%	\$34,768,458,670.15	18.7421%	22,145	28.3021%	\$6,941,121,965.64	19.9638%
23 (CONSTRUCTION)	54,653	14.7684%	\$31,684,692,926.69	17.0798%	5,232	9.5731%	\$1,007,581,648.77	3.1800%
32 (MANUFACTURING (PAPER, PRINTING, PETROLEUM, COAL, CHEMICAL, PLASTICS, RUBBER, NONMETALIC MINERAL))	9,101	2.4593%	\$28,058,497,871.93	15.1251%	8,270	90.8891%	\$18,257,014,205.33	65.0677%
56 (ADMINISTRATIVE AND SUPPORT AND WASTE MANAGEMENT AND REMEDIATION SERVICES)	42,280	11.4250%	\$16,431,425,910.78	8.8574%	29,947	70.8302%	\$4,199,504,312.44	25.5578%
48 (TRANSPORTATION)	12,088	3.2664%	\$4,435,192,354.93	2.3908%	10,123	83.7442%	\$1,387,801,320.36	31.2907%
51 (INFORMATION)	13,060	3.5291%	\$2,084,288,921.44	1.1235%	11,742	89.9081%	\$1,229,877,986.62	59.0071%
81 (OTHER SERVICES (EXCEPT PUBLIC ADMINISTRATION))	16,975	4.5870%	\$1,340,071,808.52	0.7224%	13,356	78.6804%	\$512,618,218.91	38.2530%
61 (EDUCATIONAL SERVICES)	4,125	1.1147%	\$1,252,681,640.02	0.6753%	2,706	65.6000%	\$354,561,746.57	28.3042%
62 (HEALTH CARE AND SOCIAL ASSISTANCE)	7,790	2.1050%	\$1,202,977,509.94	0.6485%	7,287	93.5430%	\$1,128,332,357.25	93.7950%
72 (ACCOMMODATION AND FOOD SERVICES)	11,676	3.1551%	\$1,194,657,998.45	0.6440%	11,033	94.4930%	\$857,469,830.51	71.7753%
92 (PUBLIC ADMINISTRATION)	9,818	2.6530%	\$1,043,000,636.56	0.5622%	5,369	54.6853%	\$81,611,813.24	7.8247%
22 (UTILITIES)	5,141	1.3892%	\$936,054,193.96	0.5046%	3,441	66.9325%	\$413,226,687.77	44.1456%
31 (MANUFACTURING (FOOD, TEXTILE, APPAREL, LEATHER))	4,392	1.1868%	\$800,883,487.12	0.4317%	3,449	78.5291%	\$267,106,998.92	33.3515%
53 (REAL ESTATE AND RENTAL AND LEASING)	7,438	2.0099%	\$299,589,835.03	0.1615%	6,844	92.0140%	\$269,933,674.08	90.1011%
21 (MINING, QUARRYING, AND OIL AND GAS)								





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## Total Actions by NAICS

**Description**

**Report Criteria**

NAICS Category (Description) ▲	Total Actions	Commercial Procedures Actions ▼	% Commercial Actions for NAICS ▼	Cost
33 (MANUFACTURING (METALS, MACHINERY, COMP ELECTRONICS ELECTRICAL TRANSPORTATION EQUIPMENT, FURNITURE, MISCELLANEOUS))	965%	47,092	59.9325%	\$7,...
54 (PROFESSIONAL, SCIENTIFIC, AND TECHNICAL SERVICES)	421%	22,145	28.3021%	\$6,...
23 (CONSTRUCTION)	54,653	798%	9.5731%	\$1,...
32 (MANUFACTURING (PAPER, PRINTING, PETROLEUM, COAL, CHEMICAL, PLASTICS, RUBBER, NONMETALIC MINERAL))	9,101	251%	90.8691%	\$18,...
56 (ADMINISTRATIVE AND SUPPORT AND WASTE MANAGEMENT AND REMEDIATION SERVICES)	42,280	574%	70.8302%	\$4,...
48 (TRANSPORTATION)	12,088	908%	83.7442%	\$1,...
51 (INFORMATION)	13,060	235%	89.9081%	\$1,...
81 (OTHER SERVICES (EXCEPT PUBLIC ADMINISTRATION))	16,975	224%	78.6804%	\$
61 (EDUCATIONAL SERVICES)	4,125	753%	65.6000%	\$
62 (HEALTH CARE AND SOCIAL ASSISTANCE)	7,790	485%	93.5430%	\$1,...
72 (ACCOMMODATION AND FOOD SERVICES)	11,676	440%	94.4930%	\$
92 (PUBLIC ADMINISTRATION)	9,818	322%	54.6853%	\$
22 (UTILITIES)	5,141	046%	66.9325%	\$
31 (MANUFACTURING (FOOD, TEXTILE, APPAREL, LEATHER))	4,392	317%	78.5291%	\$
53 (REAL ESTATE AND RENTAL AND LEASING)	7,438	315%	92.0140%	\$
21 (MINING, QUARRYING, AND OIL AND GAS EXTRACTION)	1,291	499%	88.6135%	\$
49 (POSTAL SERVICE, COURIER/MESSANGER, WAREHOUSING)	516	399%	81.7829%	\$
44 (RETAIL TRADE (MOTOR VEHICLE, FURNITURE, ELECTRONICS, BUILDING MATERIAL, FOOD, HEALTH, GASOLINE, CLOTHING))	1,086	599%	89.2265%	\$
42 (WHOLESALE TRADE)	10,076	2.7228%	13.1501%	\$92,337,191.42
NO NAICS CATEGORY SPECIFIED	100	0.0270%	0.0000%	\$89,754,634.43
52 (FINANCE AND INSURANCE)	111	0.0300%	94.5946%	\$72,768,246.47
11 (AGRICULTURE, FORESTRY, FISHING AND HUNTING)	608	0.1643%	95.3947%	\$23,655,092.77

- Drill ▶
- Sort ▶
- Sort Grid...

- 6 digit NAICS Code (Description)
- Contracting Agency ID
- Contracting Agency Name
- Contracting Office ID
- Contracting Office Name
- Contracting Office Region
- Department ID
- Department Name
- Fiscal Year
- Major Command Code
- Modification Number
- NAICS Sub Category (Description)
- PIID
- Referenced IDV PIID
- Sub Command1 Code
- Sub Command2 Code
- Sub Command3 Code
- Transaction Number
- Award Detail
- NAICS-Socio Economic Report



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## Total Actions by NAICS

Description <span style="float: right;">+</span>											
Report Criteria <span style="float: right;">+</span>											
NAICS Category (Description) <span>▲</span>	NAICS Sub Category (Description) <span>▲</span>	6 Digit NAICS Code (Description) <span>▲</span>	Total Actions <span>▼</span>	Total Dollars <span>▼</span>	Small Business Actions <span>▼</span>	% Small Business Actions <span>▼</span>	Small Business Dollars <span>▼</span>	% Small Business Dollars <span>▼</span>	Small Disadvantaged Business Actions <span>▼</span>	% Small Disadvantaged Business Actions <span>▼</span>	Small Disadvantaged Business Dollars <span>▼</span>
32 (MANUFACTURING (PAPER, PRINTING, PETROLEUM, COAL, CHEMICAL, PLASTICS, RUBBER, NONMETALIC MINERAL))	325 (CHEMICAL MANUFACTURING)	325414 (BIOLOGICAL PRODUCT (EXCEPT DIAGNOSTIC) MANUFACTURING)	73	\$15,080,587,571.43	36	49.3151%	\$1,139,438.02	0.0076%	2	2.7397%	\$154.62
33 (MANUFACTURING (METALS, MACHINERY, COMPUTER, ELECTRONICS ELECTRICAL TRANSPORTATION EQUIPMENT, FURNITURE, MISCELLANEOUS))	336 (TRANSPORTATION EQUIPMENT MANUFACTURING)	336414 (GUIDED MISSILE AND SPACE VEHICLE MANUFACTURING)	1,195	\$14,139,346,983.91	27	2.2594%	\$49,557,506.13	0.3505%	0	0.0000%	\$
23 (CONSTRUCTION)	236 (CONSTRUCTION OF BUILDINGS)	236220 (COMMERCIAL AND INSTITUTIONAL BUILDING CONSTRUCTION)	26,187	\$13,993,833,529.41	16,819	64.2265%	\$4,771,775,121.50	34.0991%	12,087	46.1565%	\$3,636,245.84
32 (MANUFACTURING (PAPER, PRINTING, PETROLEUM, COAL, CHEMICAL, PLASTICS, RUBBER, NONMETALIC MINERAL))	325 (CHEMICAL MANUFACTURING)	325412 (PHARMACEUTICAL PREPARATION MANUFACTURING)	463	\$12,098,538,821.82	196	42.3326%	\$8,422,508,604.41	69.6159%	23	4.9676%	\$352.87
54 (PROFESSIONAL, SCIENTIFIC, AND TECHNICAL SERVICES)	541 (PROFESSIONAL, SCIENTIFIC, AND TECHNICAL SERVICES)	541330 (ENGINEERING SERVICES)	25,293	\$11,762,022,210.56	10,613	41.9602%	\$2,974,980,638.03	25.2931%	4,971	19.6537%	\$1,480,080.78
33 (MANUFACTURING (METALS, MACHINERY, COMPUTER, ELECTRONICS ELECTRICAL TRANSPORTATION EQUIPMENT, FURNITURE, MISCELLANEOUS))	336 (TRANSPORTATION EQUIPMENT MANUFACTURING)	336414 (GUIDED MISSILE AND SPACE VEHICLE MANUFACTURING)									