



**NAVAL  
POSTGRADUATE  
SCHOOL**

**MONTEREY, CALIFORNIA**

---

**JOINT APPLIED PROJECT**

---

**Army Acquisition and Contracting Personnel Requirements:  
How are the Army's Current Recruitment, Development and Retention  
Programs Meeting Current and Future Personnel Requirements?**

---

**By: Karen E. Allen,  
James W. Doran, and  
Bonnie L. Westbrook  
September 2011**

**Advisors: Brad Naegle,  
Carol Lowman  
Timothy Grey**

*Approved for public release; distribution is unlimited*

THIS PAGE INTENTIONALLY LEFT BLANK

REPORT DOCUMENTATION PAGE			Form Approved OMB No. 0704-0188	
Public reporting burden for this collection of information is estimated to average 1 hour per response, including the time for reviewing instruction, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to Washington headquarters Services, Directorate for Information Operations and Reports, 1215 Jefferson Davis Highway, Suite 1204, Arlington, VA 22202-4302, and to the Office of Management and Budget, Paperwork Reduction Project (0704-0188) Washington DC 20503.				
<b>1. AGENCY USE ONLY (Leave blank)</b>		<b>2. REPORT DATE</b> September 2011	<b>3. REPORT TYPE AND DATES COVERED</b> Joint Applied Project	
<b>4. TITLE AND SUBTITLE</b> Army Acquisition and Contracting Personnel Requirements: How are the Army's Current Recruitment, Development and Retention Programs Meeting Current and Future Personnel Requirements?			<b>5. FUNDING NUMBERS</b>	
<b>6. AUTHOR(S)</b> Karen E. Allen, James W. Doran, and Bonnie L. Westbrook				
<b>7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES)</b> Naval Postgraduate School Monterey, CA 93943-5000			<b>8. PERFORMING ORGANIZATION REPORT NUMBER</b>	
<b>9. SPONSORING /MONITORING AGENCY NAME(S) AND ADDRESS(ES)</b> N/A			<b>10. SPONSORING/MONITORING AGENCY REPORT NUMBER</b>	
<b>11. SUPPLEMENTARY NOTES</b> The views expressed in this thesis are those of the author and do not reflect the official policy or position of the Department of Defense or the U.S. Government. IRB Protocol number ___N/A___.				
<b>12a. DISTRIBUTION / AVAILABILITY STATEMENT</b> Approved for public release; distribution is unlimited			<b>12b. DISTRIBUTION CODE</b> A	
<b>13. ABSTRACT (maximum 200 words)</b>  The Department of Defense (DoD) is realizing a current and expected future shortage in experienced acquisition and contracting personnel due, in part, to a hiring freeze in the middle 1990s and the number of personnel that are eligible to retire in the next five years. This Joint Applied Project (JAP) will focus on the Army's current acquisition and contracting personnel recruitment programs, personnel development programs and personnel retention programs within the Army Contracting Command (ACC), its major Centers and two subordinate commands, the Expeditionary Contracting Command (ECC) and the Mission and Installation Contracting Command (MICC). The JAP provides historical background plus information regarding current acquisition and contracting personnel recruitment programs, personnel development programs and personnel retention programs.  To understand the current recruitment programs, personnel development programs and personnel retention programs considered by ACC, the following research questions are addressed:  What are the recruitment program implementation differences among the organizations within ACC?  What are the major differences in training programs among the organizations within ACC?  What major retention programs are utilized among the organizations within ACC?  What key acquisition personnel shortages exist within ACC?  Information was gathered through the review of various sources including Government laws, National Defense Authorization Bills, Government policy letters and reports. In addition, data was collected through a survey questionnaire to ACC's major Centers and two subordinate commands (MICC and ECC).  The JAP provides an additional reference tool for ACC when addressing recruitment, development and retention strategies in updating and expanding the Human Capital Strategic Plan (HCSP).				
<b>14. SUBJECT TERMS</b> Army's current acquisition and contracting personnel recruitment programs			<b>15. NUMBER OF PAGES</b> 164	
			<b>16. PRICE CODE</b>	
<b>17. SECURITY CLASSIFICATION OF REPORT</b> Unclassified	<b>18. SECURITY CLASSIFICATION OF THIS PAGE</b> Unclassified	<b>19. SECURITY CLASSIFICATION OF ABSTRACT</b> Unclassified	<b>20. LIMITATION OF ABSTRACT</b> UU	

THIS PAGE INTENTIONALLY LEFT BLANK

**Approved for public release; distribution is unlimited**

**ARMY ACQUISITION AND CONTRACTING PERSONNEL REQUIREMENTS:  
HOW ARE THE ARMY'S CURRENT RECRUITMENT, DEVELOPMENT AND  
RETENTION PROGRAMS MEETING CURRENT AND FUTURE PERSONNEL  
REQUIREMENTS?**

Karen E. Allen, GS-13,  
James W. Doran, GS-13 and  
Bonnie L. Westbrook, GS-13

Submitted in partial fulfillment of the requirements for the degree of

**MASTER OF SCIENCE IN CONTRACT MANAGEMENT**

from the

**NAVAL POSTGRADUATE SCHOOL  
September 2011**

Authors:

\_\_\_\_\_  
Karen E. Allen

\_\_\_\_\_  
James W. Doran

\_\_\_\_\_  
Bonnie L. Westbrook

Approved by:

\_\_\_\_\_  
Brad Naegle, Lead Advisor

\_\_\_\_\_  
Timothy Grey, Support Advisor

\_\_\_\_\_  
Dr. Carol Lowman, Support Advisor

\_\_\_\_\_  
William R. Gates, PhD, Dean  
Graduate School of Business and Public Policy

THIS PAGE INTENTIONALLY LEFT BLANK

# **ARMY ACQUISITION AND CONTRACTING PERSONNEL REQUIREMENTS: HOW ARE THE ARMY'S CURRENT RECRUITMENT, DEVELOPMENT AND RETENTION PROGRAMS MEETING CURRENT AND FUTURE PERSONNEL REQUIREMENTS?**

## **ABSTRACT**

The Department of Defense (DoD) is realizing a current and expected future shortage in experienced acquisition and contracting personnel due, in part, to a hiring freeze in the mid-1990s and the number of personnel that are eligible to retire in the next five years. This Joint Applied Project (JAP) will focus on the Army's current acquisition and contracting personnel recruitment programs, personnel development programs and personnel retention programs within the Army Contracting Command (ACC), its major centers and two subordinate commands, the Expeditionary Contracting Command (ECC) and the Mission and Installation Contracting Command (MICC). The JAP provides historical background plus information regarding current acquisition and contracting personnel recruitment programs, personnel development programs, and personnel retention programs.

To understand the current recruitment programs, personnel development programs and personnel retention programs considered by ACC, the following research questions are addressed:

1. What are the recruitment program implementation differences among the organizations within ACC?
2. What are the major differences in training programs among the organizations within ACC?
3. What major retention programs are utilized among the organizations within ACC?

4. What key acquisition personnel shortages exist within ACC?

Information was gathered through the review of various sources including government laws, National Defense Authorization Bills, government policy letters and reports. In addition, data was collected through a survey questionnaire to ACC's major centers and two subordinate commands (MICC and ECC).

The JAP provides an additional reference tool for ACC when addressing recruitment, development and retention strategies in updating and expanding the Human Capital Strategic Plan (HCSP).



# TABLE OF CONTENTS

EXECUTIVE SUMMARY .....	1
I. INTRODUCTION.....	5
A. OBJECTIVE OF THE RESEARCH .....	5
B. RESEARCH QUESTIONS .....	5
C. METHODOLOGY .....	5
D. ASSUMPTIONS.....	6
E. DEFINITIONS OF KEY TERMS.....	6
F. ORGANIZATION OF RESEARCH .....	7
II. BACKGROUND .....	9
A. INTRODUCTION.....	9
B. PERIOD 1989 TO 2003 .....	9
1. Overall DoD Reduction in Force .....	9
2. Congressional Mandates .....	10
3. Congressional Mandates Related to the Acquisition Workforce ..	12
4. DoD Acquisition Workforce Management .....	14
5. Army Reduction in Workforce .....	18
6. Impacts of the Reduction in Force .....	19
III. CURRENT SITUATION AND INITIATIVES .....	23
A. INTRODUCTION.....	23
B. PERIOD 2004 TO PRESENT.....	23
1. Department of Defense Studies.....	23
2. Additional Congressional Analysis and Legislative Action .....	24
3. Department of Defense Initiatives .....	25
a. <i>Workforce Planning – Pilot Program</i> .....	28
4. Army Initiatives .....	28
5. ACC Human Capital Strategic Plan Summary .....	34
a. <i>Current Demographics</i> .....	34
b. <i>Recruitment</i> .....	35
c. <i>Development (Training)</i> .....	36
d. <i>Retention</i> .....	37
e. <i>Initiatives and Action Strategies:</i> .....	38
f. <i>Initiative #6 Identify Actions to Close Acquisition</i> <i>Competency Gaps</i> .....	39
6. Impacts.....	40
IV. ASSESSMENT, RESULTS AND RECOMMENDATIONS .....	43
A. INTRODUCTION.....	43
B. DEVELOPMENT AND ADMINISTRATION OF THE QUESTIONNAIRES .....	43
C. ANALYSIS OF THE QUESTIONNAIRE RESPONSES.....	43

1.	What are the Recruitment Program Implementation Differences among the Organizations within ACC?.....	44
2.	What are the Major Differences in Training Programs among the Organizations within ACC? .....	54
3.	What Major Retention Programs are Utilized among the Organizations within ACC? .....	57
4.	What Key Acquisition Personnel Shortages Exist within ACC?...	60
D.	CONCLUSIONS AND RECOMMENDATIONS.....	63
1.	General.....	63
2.	Recruitment.....	64
3.	Training .....	65
4.	Retention.....	67
E.	AREAS FOR FURTHER RESEARCH.....	69
V.	SUMMARY .....	71
	APPENDIX 1. INTERVIEW QUESTIONS.....	73
	APPENDIX 2. AMCOM RESPONSES .....	77
	APPENDIX 3. CECOM RESPONSES .....	81
	APPENDIX 4. ECC RESPONSES .....	87
	APPENDIX 5. JM&L RESPONSES.....	93
	APPENDIX 6. MICC RESPONSES .....	99
	APPENDIX 7. NCRCC RESPONSES .....	107
	APPENDIX 8. RDECOM RESPONSES .....	115
	APPENDIX 9. RICC RESPONSES .....	121
	APPENDIX 10. TACOM RESPONSES .....	127
	LIST OF REFERENCES.....	139
	INITIAL DISTRIBUTION LIST .....	143

## LIST OF FIGURES

Figure 1.	History of DoD Civilian Workforce .....	10
Figure 2.	Comparison Acquisition Organization Workforce to Refined Packard Workforce.....	16
Figure 3.	Downsizing of the Army Civilian Workforce .....	19
Figure 4.	ACC Organizational Chart.....	31
Figure 5.	DoD Civilian Workforce Changes (2003–2009) .....	41
Figure 6.	Army Civilian Workforce Changes (2003–2009).....	41
Figure 7.	Anticipated Unfilled Open Positions by Fiscal Year (FY) .....	62

THIS PAGE INTENTIONALLY LEFT BLANK

## LIST OF TABLES

Table 1.	Workforce Restructuring Act Civilian Workforce Reductions .....	11
Table 2.	Refined Packard Count of Acquisition Workforce .....	17
Table 3.	Summary of Question 1 Answers .....	46
Table 4.	New Interns by Recruitment Authority.....	48
Table 5.	Recruiting Methods Used to Hire Interns .....	50
Table 6.	Summary of Expedited Hiring Authority .....	53
Table 7.	Recruitment Methods Used to Fill EHA Positions .....	54
Table 8.	Summary of Question 2 Answers .....	56
Table 9.	Summary of Question 3 Answers .....	58
Table 10.	Anticipated Unfilled Open Positions by Fiscal Year (FY) .....	61

THIS PAGE INTENTIONALLY LEFT BLANK

## LIST OF ACRONYMS AND ABBREVIATIONS

ACC	Army Contracting Command
ACTEDS	Army Civilian Training, Education & Development System
AFARS	Army Federal Acquisition Regulation Supplement
AMC	Army Material Command
AMCOM	Aviation and Missile Command
APM	Advance Program Management
APS	Army Prepositioned Stocks
AT&L	Acquisition, Technology, and Logistics
AWC	Army War College
BRAC	Base Realignment and Closure
C3	Central Contracting Command
CAPPMIS	Career Acquisition Personnel & Position Management Information System
CECOM	Communications - Electronics Command
CES	Civilian Education System
CHRA	Civilian Human Resources Agency
CMA	Chemical Materials Agency
CNA	Center for Naval Analyses
CONUS	Continental United States
CPAC	Civilian Personnel Advisory Center
CPOC	Civilian Personnel Operations Center
CLP	Continuous Learning Points
DA	Department of the Army
DACM	Director of Acquisition Career Management
DAU	Defense Acquisition University
DAWDF	Defense Acquisition Workforce Development Fund
DAWIA	Defense Acquisition Workforce Improvement Act
DFARS	Defense Federal Acquisition Regulation Supplement

DoD	Department of Defense
ECC	Expeditionary Contracting Command
EHA	Expedited Hiring Authority
FAR	Federal Acquisition Regulation
FASA	Federal Acquisition Streamlining Act
FCIP	Federal Career Intern Program
FERS	Federal Employees Retirement System
FTE	Full-Time Equivalent
FY	Fiscal Year
GAO	U.S. Government Accountability Office
GO	General Officers
HCSP	Human Capital Strategic Plan
HQE	Highly qualified Experts
HQ	Headquarters
HR	Human Resources
IDP	Individual Development Plan
JAP	Joint Applied Project
JM&L	Joint Munitions and Lethality
LCMC	Life Cycle Management Command
LOGCAP	Logistics Civil Augmentation Program
MICC	Mission and Installation Contracting Command
NADG	New Associates Development Group
NCMA	National Contract Management Association
NCO	Non-commissioned Officers
NCRCC	National Capital Region Contracting Command
NDAA	National Defense Authorization Act
NPR	National Performance Review
OIG	Office of the Inspector General
OJT	On The Job Training
OMB	Office of Management and Budget



OPM	Office of Personnel Management
OPM-SANG	Office of the Program Manager Saudi Arabian National Guard
OSD	Office of Secretary of Defense
PADDS	Procurement Automated Data & Document Systems
PBG	Program Budget Guidance
PD2	Procurement Data & Document System
PEO	Program Executive Officer
PEO-EIS	Program Executive Office, Enterprise Information Systems
PM	Program Manager
POC	Point of Contract
RDECOM	Research, Development and Engineering Command
RIA	Rock Island Arsenal
RICC	Rock Island Contracting Center
SEEP	Student Educational Employment Program
SAP	Simplified Acquisition Procedures
SDDC	Surface Deployment and Distribution Command
TACOM	U.S. Army Tank, Armaments, and Automotive Command
TED	Total Employee Development
TDA	Table of Distribution and Allowances
TDY	Temporary Duty
WEL	Women's Executive Leadership

THIS PAGE INTENTIONALLY LEFT BLANK

## **ACKNOWLEDGMENTS**

The authors thank our advisors, Professor Brad Naegle, Mr. Timothy Grey and Dr. Carol Lowman for their guidance and support throughout this project. Finally, the authors extend their most sincere thanks to Professor E. Cory Yoder for his advice, recommendations and direction, as well as their families for their love and support.

THIS PAGE INTENTIONALLY LEFT BLANK

## EXECUTIVE SUMMARY

The end of the Cold War brought about significant changes for the Department of Defense's (DoD) civilian workforce. Between 1989 and 2003, the DoD through legislative measures and policies reduced its civilian workforce by 439,000 (40.84 percent), from 1,075,000 to 636,000. DoD accomplished the reductions with hiring freezes, voluntary separations, normal attrition and retirements. These actions caused a significant gap in the amount of eight to eighteen years' service for 1102 Series employees (otherwise known as the "bathtub affect") and a shortage in the mid-career positions of first level-supervisors and branch chiefs.

In April 2000, the DoD created the Acquisition 2005 Task Force to collect information from the acquisition community and outside experts to address growing concern about the reduced acquisition workforce and the pending need to address a retirement-driven loss of institutional knowledge and experience. The first recommendation of the Task force was to develop and implement a Human Capital Strategic Plan (HCSP) for the civilian acquisition workforce. The Task Force also identified thirty-one new initiatives, eight ongoing initiatives, and seven innovative programs identified as best practices to be implemented throughout DoD. In the development of the DoD civilian HCSP, the DoD concluded these recommendations be grouped in the broader categories of (1) recruiting and hiring (2) retention and recognition, and (3) training and development. In response, the Army created the HCSP.

This Joint Applied Project (JAP) analyzes the Army Contracting Commands' (ACC) current acquisition and contracting personnel recruitment programs, personnel development programs and personnel retention programs within the ACC's two subordinate commands, the Expeditionary Contracting Command (ECC) and the Mission and Installation Contracting Command (MICC) and ACC's seven major contracting centers. Information for the analysis was gathered through a written questionnaire to the subordinate commands and contracting centers.

The questionnaire focused on the organizations' recruitment, training, and retention plans. Responses revealed only three organizations had formal written plans for

each area of recruitment, training, and retention. Two organizations had no formal written plans and the remaining organizations had some written plans. Plan details provided varied widely to plans with overarching, non-specific, goals or visions to plans with more details that showed the basis for the plans actions and measurable goals.

Organizations were asked to anticipate their unfilled Intern and Journeyman positions for fiscal years 2010 through 2015. The ACC organizations anticipated a combined 274 unfilled acquisition positions for FY2010 compared to the HCSP estimated 858 unfilled positions. Future years have similar data. There is an apparent disconnect in the organizations' anticipated amount of unfilled positions and the HCSP.

The questionnaire was designed to determine hiring authority effectiveness. Organizations appeared to have difficulty utilizing the Expedited Hiring Authority (EHA) to acquire journeymen-level positions, in part because hiring agencies were not able to effectively compare private industry skills and experiences to the stringent requirements of federal positions.

Analysis reveals organizations are focused on all employees completing the mandatory training requirements, meeting certification levels for new employees and ensuring journeymen-level employees acquire 80 continual learning points. Boot camps appear to be successful in giving newer employees standardized training to supplement certification training requirements. However, boot camps do not appear to be utilized across all organizations. Responses did not illustrate a focus on succession management, a vital concept to ensure the correct personnel and talent are available to fill future leadership vacancies.

Retention of qualified personnel is essential to efficient and effective mission execution. Organizations provided responses they have or are evaluating schedule flexibility, telework policy, and voluntary civilian fitness. Engaging employees in development of their individual development plans (IDPs) and employee recognition were two ideas submitted as best practices. IDPs and employee recognition are not addressed with any detail in the HCSP.

The ACC has taken effective steps in the areas of recruitment, training and retention of the civilian workforce. The HCSP is a living document and is updated at least every six months. The developing and updating of the HCSP facilitates effective execution of recruitment, training and retention strategies and initiatives. From the research gathered, it is apparent that the individual ACC organizations are addressing recruitment, training and retention. However, many organizations are lacking the documentation of formal planning, and thus in the student researchers' opinion, organizations are not reaching their full potential. ACC should consider enhancing organizations formal personnel planning processes with the organizations written plans tied to HCSP.

THIS PAGE INTENTIONALLY LEFT BLANK



## **I. INTRODUCTION**

### **A. OBJECTIVE OF THE RESEARCH**

The objective of this Joint Applied Project (JAP) is to compare and analyze recruiting, training, and retention strategies, plans and actions within the Army Contracting Command (ACC), its major Contracting Centers and two subordinate commands, the Expeditionary Contracting Command (ECC) and the Mission and Installation Contracting Command (MICC). This effort will result in a resource that can be accessed to provide strategic direction in the updating and expanding of the ACC's Human Capital Strategic Plan (HCSP).

### **B. RESEARCH QUESTIONS**

The primary research question addressed by this JAP is, "How are the Army's acquisition and contracting personnel recruitment programs, personnel development programs and personnel retention programs meeting current and future personnel requirements?" This primary research question is segregated into the following subsidiary questions:

1. What are the recruitment program implementation differences among the organizations within ACC?
2. What are the major differences in training programs among the organizations within ACC?
3. What major retention programs are utilized among the organizations within ACC?
4. What key acquisition personnel shortages exist within ACC?

### **C. METHODOLOGY**

Research for this project includes a literature review of procurement related Government laws, National Defense Authorization Bills, Government policy letters and reports. In addition, the ACC's major Contracting Centers and two subordinate commands (ECC and MICC), were surveyed through a written questionnaire to gather

information on their acquisition and contracting personnel recruitment programs, personnel development programs and personnel retention programs.

#### **D. ASSUMPTIONS**

The JAP makes the assumption the reader has a basic understanding of the role of acquisition personnel within the ACC. The JAP assumed that all organizational elements had a formal or informal plan for acquisition and contracting personnel recruitment, personnel development and personnel retention.

#### **E. DEFINITIONS OF KEY TERMS**

*Acquisition Organization counting* – counts all personnel employed in twenty-two Department of Defense (DoD) designated acquisition organizations as part of the acquisition workforce, regardless of an employee’s occupation.

*Intern* – An Intern is considered an entry-level individual who is required to complete a two- to three-year on-the-job training program including distant learning and residence courses. There are three categories of Interns: Department of Army (DA), Section 852-funded Interns, and locally hired Interns.

*Institutional Army* – supports the Operational Army. Institutional organizations provide the infrastructure necessary to raise, train, equip, deploy, and ensure the readiness of all Army forces.

*Journeyman* – an individual who has completed the intern training program. The Journeyman is usually at the GS 11, 12 or 13 grade.

*Modular Contracting* – an executive agency’s need for a system is satisfied in successive acquisitions of interoperable increments. Each increment complies with common or commercially accepted standards applicable to information technology so that the increments are compatible with other increments of information technology comprising the system.

*Operational Army* – consists of numbered armies, corps, divisions, brigades, and battalions that conduct full spectrum operations around the world.

*Refined Packard Counting* – DoD occupational and organizational data is used to comply and analyze who should be identified as members of the acquisition workforce, regardless of the individuals assigned DoD organization.

*Succession Planning* – the future-focused practice of first identifying the knowledge, skills, and abilities required to perform certain functions and then developing a plan to prepare multiple individuals to perform those functions.

*Total Force* – typically addresses civilian, military, contractor, and local national members of an organization’s workforce.

## **F. ORGANIZATION OF RESEARCH**

This JAP is organized into five chapters. Chapter I introduces the research project; provides the research objectives; research questions, methodology; assumptions and definitions key terms. Chapter II provides background information on the DoD and the Army hiring practices from 1989 through 2003. Chapter III describes the DoD and the Army hiring practices over the time period 2004 to present, a discussion on the formation of ACC, and its organizational elements, and a summary of the HCSP. Chapter IV discusses the development and administration of and analysis of the questionnaires submitted to the ACC major Contracting Centers and two subordinate commands, ECC and MICC. Chapter IV also provides conclusions, recommendations, and areas for further research consideration of this JAP. Chapter V provides a brief summary of this JAP.

THIS PAGE INTENTIONALLY LEFT BLANK

## **II. BACKGROUND**

### **A. INTRODUCTION**

This chapter reviews the laws and statutes that impacted the DoD and the Army recruitment policies and practices from 1989 to 2003. This chapter examines DoD policy to meet the required acquisition workforce reductions and the effects of this policy that include a workforce that was much older and in some cases lacked the required capabilities. This chapter also highlights the different methodologies for counting the acquisition workforce.

### **B. PERIOD 1989 TO 2003**

#### **1. Overall DoD Reduction in Force**

The DoD uses the term “total force” to refer to the different categories of employees utilized to accomplish its mission. The total force includes active duty and reserve military personnel, federal civilian personnel, and private-sector contract personnel (GAO-01-565T, 2001). While all personnel groups play a vital role and have undergone changes, this analysis will concentrate on the changes affecting the civilian workforce.

Since the end of the Cold War, the DoD has undergone a sizeable reduction in its civilian workforce. Between Fiscal Years (FY) 1989 and 2003, DoD reduced its civilian workforce by about 439,000 positions, from approximately 1,075,000 to 636,000, a 40.84 percent reduction, as shown in Figure 1.

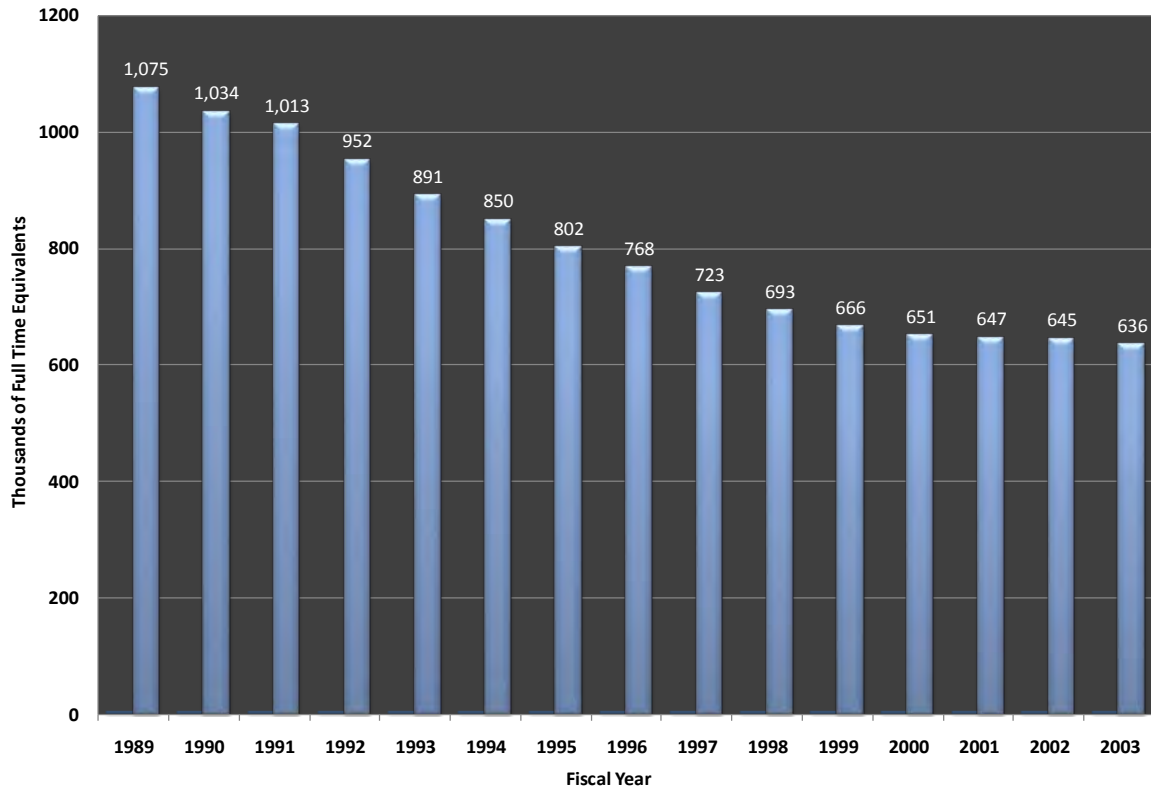


Figure 1. History of DoD Civilian Workforce

## 2. Congressional Mandates

In anticipation of a general workforce reduction due to declining budget authorizations, the various DoD service commands instituted hiring freezes with varying degrees of exceptions starting in January 1990. The specific federal workforce reductions were directed through various executive and congressional mandates. These include:

- DoD enacted a hiring freeze on civilian personnel beginning January 1990 (GAO/NSIAD-90-232BR, 1990).
- Section 322(a) of the National Defense Authorization Act (NDAA) for FY 1991 (Public Law 101-510) required DoD to develop guidelines for reducing the work-force by setting priorities for reduction by categories of workers. DoD submitted a five-year plan to Congress that projected a net

reduction of 245,000 positions (22.79 percent) between fiscal years 1992 and 1996 (GAO/NSIAD-92-42, 1993).

- The National Performance Review (NPR), a Clinton administration initiative to “reinvent” Government, required executive agencies to implement a variety of management reforms that would allow for the elimination of 252,000 federal positions over the following five years (September 1993 report). According to NPR, the original purpose of the DoD buyout authority was to ease the reductions in the size of DoD following the end of the Cold War (GAO/GGD-96-62, 1996).
- Federal Workforce Restructuring Act of 1994 (Public Law 103-226) required the Government to reduce its workforce by 272,900 full-time equivalent (FTE) positions by FY1999 and proposed legislation to provide buyout authority to non-Defense agencies. DoD, though subject to the Government wide FTE ceilings, had the authority, under earlier legislation, to offer buyouts through September 30, 1999 (GAO/GGD-96-62, 1996). The annual FTE ceiling mandated by the Workforce Restructuring Act was as follows (Table 1):

<b>Fiscal Year</b>	<b>FTE Ceiling</b>
1994	2,084,600
1995	2,043,300
1996	2,003,300
1997	1,963,300
1998	1,922,300
1999	1,882,300

*Source: Federal Workforce Restructuring Act of 1994*

Table 1. Workforce Restructuring Act Civilian Workforce Reductions

- Office of Management and Budget (OMB) Circular No. A-76 (Revised 1999) sets the policies and procedures that executive branch agencies must

use in identifying commercial-type activities and determining whether these activities are best provided by the private sector, by Government employees, or by another agency through a fee-for-service agreement. Under OMB Circular No. A-76, DoD studied activities that had over 200,000 positions held by civilians, for potential outsourcing to the private sector (GAO/T-GGD/NSIAD-00-120, 2000).

- Section 8109 of the DoD Appropriations Act for FY 2000 (Public Law 106-79) required DoD to submit a report providing specific information on all instances since 1995 in which missions or functions of the Department have been reviewed pursuant to OMB Circular A-76 (GAO-01-20, 2000).

From a review of Office of Personnel Management (OPM) data, it can be noted that the workforce reductions occurred government-wide, although the civilian workforce reductions were not evenly distributed among government agencies. Indeed, most of the downsizing took place at DoD. For example, the DoD absorbed nearly three-quarters of the FTE reductions in FY 1994 and over half of the Government wide reductions in FY 1995 (GAO/T-GGD-95-108, 1995).

### **3. Congressional Mandates Related to the Acquisition Workforce**

Although the reductions in the DoD acquisition workforce over the past decade were part of the overall downsizing of the federal and Military workforce, Congress focused on the acquisition civilian workforce through a series of legislation.

First, Congress enacted legislation designed to reduce the acquisition workload and procurement processing time. These congressional actions included:

- Federal Acquisition Streamlining Act (FASA) of 1994 – was issued to streamline the acquisition process, thereby reducing the administrative overhead required to award and administer contracts. FASA allowed the government to purchase commercial items using the existing commercial terms and conditions common to the commercial market instead of government unique terms and conditions. FASA exempted commercial items from some regulations thereby reducing the cost of contractors to



comply with Government contracts. FASA also allowed for the use of simplified acquisition procedures (SAP) for an expanded amount of purchases (Drelicharz, 1994).

- Federal Acquisition Reform Act of 1995 – directed reform initiatives intended to improve the efficiency and timeliness of the acquisition process by significantly reducing the number of protests filed.
- Subdivision E of the Clinger-Cohen Act of 1996 – directed the use of modular contracting to acquire systems in successive, interoperable increments.

Second, Congress enacted legislation that defined the DoD acquisition workforce as follows:

*Section 912(a) of the National Defense Authorization Act for FY 1998 (the Act) defined the term “Defense acquisition personnel” as the military and civilian personnel, excluding civilian personnel employed at a maintenance depot, who are assigned to or employed in DoD acquisition organizations as specified in DoD Instruction 5000.58 (OIG D-2000-088, 2000).*

*Section 912(b) of the Act required DoD to report reductions in the DoD acquisition workforce, to define the term Defense acquisition workforce, and to apply the term uniformly throughout DoD (OIG D-2000-088, 2000).*

Third, Congress directed specific acquisition workforce reductions. These include:

- Section 906(a) of the NDAA for FY 1996 (Public Law 104-106) required a plan that, if implemented, would reduce the DoD acquisition workforce by 25 percent over the 5-year period beginning October 1, 1995, not counting blue-collar depot level workers. Note that Section 906(d) required a specific reduction of 15,000 persons in FY 1996 (OIG D-2000-088, 2000). Section 902 of the NDAA for FY 1997 (Public Law 104-201)

amended Section 906(d) to require a total reduction of 30,000 personnel in FYs 1996 and 1997 combined (OIG D-2000-088, 2000).

- Sections 912 and 931 of the NDAA for FY 1998 (Public Law 105-85) and for FY 1999 (Public Law 105-261), respectively, required a reduction of 25,000 defense acquisition personnel positions in FY 1998 and again in FY 1999 from the defense acquisition workforce. The Acts gave the Secretary of Defense the authority to reduce that number to as few as 10,000 under Section 912 and as few as 12,500 under Section 931 if he determined and certified to Congress that further reductions would be inconsistent with the cost-effective management of defense acquisition programs and would adversely affect military readiness. As a result, the reductions in FY 1998 were 20,096 (OIG D-2000-088, 2000).
- Section 922 of the NDAA for FY 2000 required the Secretary of Defense to reduce the acquisition and support workforce in FY 2000 by not less than the number that was programmed in the President's FY 2000 Budget. However, this Section gave the Secretary of Defense the authority to reduce that number to no less than 90 percent of the number in the President's FY 2000 Budget (OIG D-2000-088, 2000).

#### **4. DoD Acquisition Workforce Management**

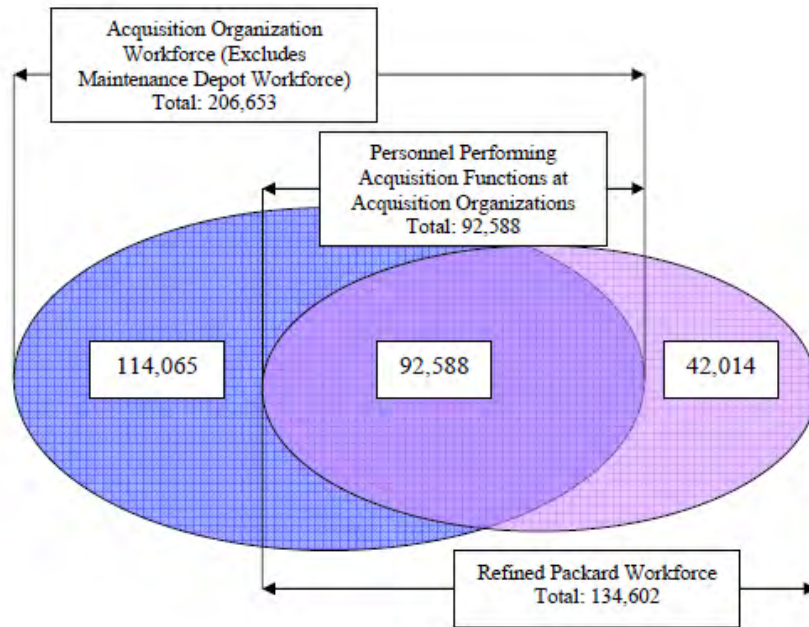
The defense acquisition workforce includes individuals responsible for planning, design, development, testing, contracting, production, introduction, acquisition logistics support, and disposal of systems, equipment, facilities, supplies, or services that are intended for use in, or in support of, military missions (DoD Instruction 5000.55, 2001).

The DoD acquisition workforce is subject to two methods of counting and congressional reporting. The first method, known as the "Acquisition Organization" workforce counting approach, was established by the 1986 President's Blue Ribbon Commission on Defense Management and counts all personnel employed in twenty-two (22) designated DoD acquisition organizations as part of the acquisition workforce, regardless of an employee's occupation. As of September 30, 2004, there were 206,653 civilian and military personnel included in the twenty-two designated DoD acquisition

organizations (OIG D-2006-073, 2006). Any organization whose mission includes significant acquisition programs is included in this list, even though many, and in some cases most, of its employees are primarily engaged in other functions.

The second acquisition workforce counting method is known as the ~~Refined~~ Packard” approach. In 1997, DoD reviewed and accepted an alternative method, proposed by Jefferson Solutions, to identify the acquisition workforce. Under this approach, DoD occupational and organizational data was compiled and analyzed to determine those personnel that should be identified as members of the acquisition workforce, regardless of which organization the individual was assigned to within DoD. In a December 1997 letter, the Secretary of Defense forwarded the Jefferson Solutions report to Congress and stated that, beginning October 1, 1998, members of the acquisition workforce would be uniformly identified using the Refined Packard model. While accepting the new approach, the House Armed Services Committee requested that DoD continue to report the Acquisition Organization workforce count in conjunction with the Refined Packard count (OIG D-2006-073, 2006).

DoD does not count civilians assigned to maintenance depots in the Acquisition Organization workforce count. Acquisition, Technology, and Logistics (AT&L) personnel stated that the House Armed Services Committee requested that DoD report acquisition workforce levels to the committee using the Acquisition Organization format. Of the 206,653 acquisition organization personnel counted in FY 2004, 55 percent (114,065) were non-acquisition personnel performing support functions, such as firefighting, police, human resources, administration, accounting, legal, engineering technicians, supply, transportation, and trades (such as equipment and facilities operations and maintenance). The remaining 45 percent (92,588) were performing designated acquisition workforce missions and are included in the DoD Refined Packard workforce count as shown in Figure 2 (OIG D-2006-073, 2006).



*Source: Office of the Inspector General Report No. D-2006-073*

Figure 2. Comparison Acquisition Organization Workforce to Refined Packard Workforce

As shown in the Table 2, the Refined Packard count has remained substantially less than the corresponding FYs Acquisition Organization workforce count.

<b>Fiscal Year</b>	<b>Acquisition Organization Workforce</b>	<b>Refined Packard Workforce</b>
<b>1990</b>	<b>460,516</b>	<b>No Data</b>
<b>1999</b>	<b>230,556</b>	<b>138,851</b>
<b>2000</b>	<b>219,419</b>	<b>135,014</b>
<b>2001</b>	<b>215,909</b>	<b>129,249</b>
<b>2002</b>	<b>212,482</b>	<b>132,593</b>
<b>2003</b>	<b>213,670</b>	<b>134,431</b>
<b>2004</b>	<b>206,653</b>	<b>134,602</b>

*Source: Office of the Inspector General Report No. D-2006-073*

Table 2. Refined Packard Count of Acquisition Workforce

The Congressional mandates allowed the Secretary of Defense wide latitude in implementing the workforce reductions. DoD relied primarily on voluntary attrition and retirements to achieve its workforce reductions. In some selected instances involving major reductions, DoD used the OPM authority for early retirements to encourage voluntary separations at DoD organizations facing major reductions in workforce, though with decreasing success over time. The NDAA for FY 1993 authorized a number of transition-assistance programs for civilian employees, including financial separation incentives (i.e., “buyouts”) to induce the voluntary separation of civilian employees. DoD credited the use of these separation incentives, early retirement authority, and various job-placement opportunities for enabling it to avoid nearly 200,000 involuntary demotions and separations (GAO-01-565T, 2001).

The management of civilian personnel is more decentralized in DoD than it is for the uniformed military, and civilian employment levels are more driven by operating budgets at the DoD organizational level (GAO/T-NSIAD-92-10, 1991). Therefore, the DoD approach to civilian workforce reduction was not oriented toward shaping the makeup of the workforce, but rather focused more on controlling the number of personnel.

To improve the acquisition process, DoD implemented over 40 reform initiatives from 1995 through 2000. The DoD acquisition organizations improved efficiency in contracting through acquisition reform initiatives, such as using credit cards for processing acquisitions of \$2,500 or less, using SAP for purchases below the simplified acquisition threshold (at the time generally \$100,000 or less), and using reengineered acquisition procedures for acquisitions in general. These improvements were projected to offset the impact of acquisition workforce reductions. Although these initiatives reduced the number of man hours needed for contract actions, DoD at the same time saw significant increases in the amount of contract actions executed. Therefore, DoD did not realize a net gain from a human capital standpoint (OIG D-2000-088, 2000).

## **5. Army Reduction in Workforce**

Following the directives from DoD, the Army in a commensurate fashion reduced its civilian workforce by about 150,284 positions, from approximately 382,014.00 to 231,730.00, a 39.34 percent reduction during the fiscal years 1989 through 2003, as shown in Figure 3.

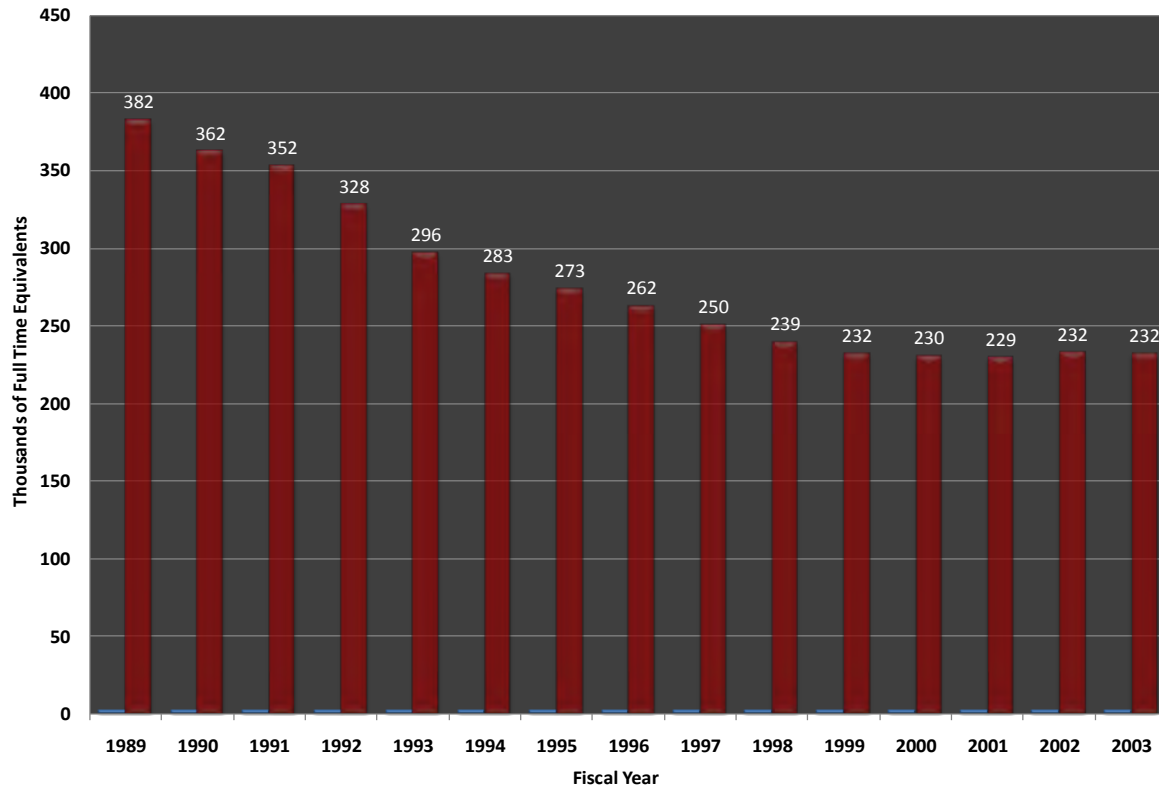


Figure 3. Downsizing of the Army Civilian Workforce

## 6. Impacts of the Reduction in Force

The initial rounds of congressional-directed downsizing were set in motion without full consideration of the long-term effects on performance capacity. Partly as a result of complying with the legislation, DoD reduced the acquisition workforce from 460,516 in FY 1990 to 213,670 in FY 2003 (Acquisition Organization workforce counting method). The rate of reduction in the civilian acquisition workforce substantially exceeded that of the rest of the DoD workforce. From September 1990 to September 2003, the civilian acquisition workforce has been reduced by almost 46.40 percent. This compares to a nearly 36 percent decrease in the total DoD civilian workforce and a nearly 37 percent reduction in the total federal civilian workforce. Eleven consecutive years of downsizing produced serious imbalances in the skills and experience of the highly talented and specialized civilian acquisition workforce (GAO-01-565T, 2001).

Since 1997, various DoD studies have highlighted the lack of a centralized, overall strategic approach to the management of the acquisition workforce. The DoD has lacked an organized process to identify current and future workforce needs, assess the existing situation relative to those needs, and develop strategies for addressing the shortfalls in workforce composition, skills, and knowledge. Collectively, these studies of the acquisition workforce have identified the following impacts resulting from the workforce reductions:

- loss of corporate memory and expertise
- lower morale of remaining workforce
- increased backlog in closing out completed contracts
- increased program costs resulting from contracting for technical support versus using in-house technical support
- insufficient personnel to fill-in for employees on deployment
- insufficient staff to manage requirements
- reduced scrutiny and timeliness in reviewing acquisition actions
- personnel retention difficulty
- increase in procurement action lead time
- some skill imbalances
- lost opportunities to develop cost savings initiatives

The effect of the A-76 studies was the outsourcing of many of the contracting administrative functions (such as contract closeout) to the commercial sector. This provided civilian staff augmentation. Despite the variations in the way the acquisition workforce is defined and counted, no method counts contractor personnel that are used to assist, support and augment the acquisition workforce.

An additional development that occurred in this time period was the participation of the civilian and contractor acquisition workforce in deployed combat support functions. For example, available DoD reports show that over 5,000 DoD civilian employees and nearly 9,200 contractor personnel voluntarily were deployed to the Persian Gulf area to support the military forces during the Gulf War (GAO-01-565T, 2001).



The disparaging differences between the two accounting styles have contributed to an image of an inflated workforce. The resultant cuts and their seeming wanton nature, allowing for the cutting of personnel regardless of actual relationship to any real acquisition performance, has left DoD's acquisition workforce precariously unbalanced. This condition has been exacerbated by the voluntary as well as involuntary deployment of qualified personnel. Possibly more problematic is the belief that these deficits, while problematic in the current state of affairs, will leave the organization crippled within the next decade due to an inability of the remainder of the skilled workforce to perform its primary function and still adequately train the incoming and existing, but relatively inexperienced personnel in what is a highly specialized skill set.

THIS PAGE INTENTIONALLY LEFT BLANK

### **III. CURRENT SITUATION AND INITIATIVES**

#### **A. INTRODUCTION**

This chapter will outline the findings of various studies identifying the procedures and processes required to bring the DoD workforce back into balance. It will give structure and set up a method of organization outlining both tools and procedures already in place as well as concepts recommended for implementation. This chapter will also describe the DA's creation of a new command (ACC) specifically organized to manage the efficiency of the process of acquisitions and the structure of the personnel assigned to that task.

#### **B. PERIOD 2004 TO PRESENT**

##### **1. Department of Defense Studies**

Since 1997, the DoD has conducted studies addressing the lack of a centralized, overall strategic approach to the management of the DoD workforce. Each study recognized deficiencies in the DoD's ability to identify current and future workforce needs, assess where the agency is relative to those needs, and develop strategies for addressing any gaps, including efforts addressing workforce composition, skills, knowledge, and succession planning. These studies include:

- The 8th Quadrennial Review of Military Compensation (1997), which observed that personnel costs represent nearly 50 percent of the defense budget, yet leaders in the DoD had no institution-wide process for systematically examining future human resource needs or for translating those needs into a coherent strategy that supports DoD's overall strategic plan. The review noted the DoD research, development, and procurement communities used a formal process and structure to present leaders with acquisition issues and solutions to support future operational needs (GAO-01-565T, 2001).
- The Defense Science Board task force (February 2000) reported:

- The insufficient number of properly trained candidates in the pipeline, an aging workforce with little turnover and limited professional development opportunities;
- The lack of a continuing professional development program for career civilian employees;
- The need for an integrated personnel management plan that includes accounting for the increasing use of private sector personnel; and
- The long confirmation cycle for political appointees (GAO-01-565T, 2001).

## **2. Additional Congressional Analysis and Legislative Action**

The summation of a U.S. Government Accountability Office (GAO) study –“Human Capital: Meeting the Government wide High-Risk Challenge” stated that the federal government’s current approach to strategic human capital management met all three of the criteria the GAO had adopted for identifying government-wide high-risk areas. GAO defined these criteria as:

- a) strategic human capital management challenges are evident at multiple agencies.
- b) these challenges affect a significant portion of the government’s total budget or other resources.
- c) these challenges constitute deficiency that should be monitored and addressed through individual agency actions as well as through OMB and OPM initiatives, legislative action, and/or congressional oversight. (GAO-01-357T, 2001)

The study concluded the DoD acquisition workforce was sorely undermanned. Further, the needs would only become greater for a workforce slowly dwindling due to attrition. The effect of which was congressional funding of various DoD programs to recruit new personnel as well as train and retain the existing workforce. GAO studies starting in 2001 listed Human Resource management as a high risk area (GAO-01-357T, 2001).

Section 852 of the NDAA for FY 2008 (Public Law 110-181) directed the establishment of the Defense Acquisition Workforce Development Fund (DAWDF). This fund was set aside for DoD to recruit and hire, develop and train, as well as recognize and retain its acquisition workforce.

NDAA for FY 2009 required the U.S. Office of Federal Procurement to develop the Acquisition's Workforce Development Strategic Plan to guide the growth in the capacity and capability of the civilian agency acquisitions workforce over the next five years.

### **3. Department of Defense Initiatives**

In April 2000, the DoD created the Acquisition 2005 Task Force to collect information from the acquisition community and outside experts in order to address the growing concern about the reduced acquisition workforce and the pending need to address a retirement-driven loss of institutional knowledge and experience. In summary, the Task Force concluded that during the past decade, the DoD downsized its civilian acquisition workforce by half. The Task Force concluded DoD faced serious imbalances in the skills and experience of its remaining workforce and the potential further loss of highly specialized knowledge and skills with an increasing number of acquisition specialists eligible for retirement. The first recommendation of the task force was to develop and implement a HCSP for the civilian acquisition workforce (GAO-03-55, 2002).

The Acquisition 2005 Taskforce identified thirty-one new initiatives, eight ongoing initiatives, and seven innovative programs identified as best practices to be implemented throughout DoD acquisition organizations. Specifically, these recommendations included:

1. Develop and implement comprehensive, needs-based human resource performance plans
2. Maximize the use of existing hiring authorities
3. Maximize use of existing authorities to make pay more competitive
4. Expand public and private sector recruiting efforts and make it easier to apply for DoD acquisition positions

5. Maximize use of the Student Educational Employment Program (SEEP) to recruit from colleges and other sources
6. Provide timely certification training
7. Provide more career broadening opportunities
8. Increase the use of employee incentive program
9. Ensure a work-friendly environment
10. Promote DoD's challenging work and rewarding opportunities
11. Develop acquisition workforce recruiting programs
12. Establish a scholarship program for the acquisition community
13. Establish a central DoD acquisition career management website
14. Develop a functional manager's recruiting, hiring and retention handbook
15. Reengineer the hiring process
16. Assess competition on a location-by-location basis
17. Develop a mechanism for acquisition certification of private sector accessions
18. Rehire federal annuitants without financial offset
19. Establish career paths to achieve multifunctional acquisition professionals
20. Increase civilian leadership development opportunities
21. Assess the effect of Federal Employees Retirement System (FERS) on the DoD workforce
22. Component assessment of high-grade requirements
23. Improve management of personnel lapse rates
24. Conduct entrance and exit surveys
25. Establish a program to share best practices within the acquisition workforce
26. Convert term appointments to permanent appointments non-competitively
27. Establish a DoD/industry two-way exchange program
28. Encourage job mobility, both local and geographic
29. Assess DoD acquisition personnel management authorities
30. Allow employees to buy down the early retirement penalty
31. Maximize use of return home visit authority for temporary duty (TDY) employees and permit spouse travel as an alternative

In response to these recommendations, the DoD components undertook a strategic planning effort in 2001 in tandem with an array of other initiatives aimed at strengthening the acquisition workforce, including personnel demonstration projects and new recruiting and new training initiatives. In the first strategic planning cycle, the DoD engaged a consultant to provide training on the workforce planning process, which took about two days, and set out to develop needs-based human resource performance plans for the acquisition workforce (GAO-03-55, 2002).

The DoD concluded a need to group the recommendations into broader strategies, or functional areas, to provide a framework for coordinating component efforts and targeting future initiatives in the DoD report responding to the NDAA for FY 2002. The areas include: (1) recruiting and hiring, (2) retention and recognition, and (3) training and development (GAO-02-630, 2002). The DoD Civilian HCSP (SEC 1122 & 851) converted the thirty-one recommendations into three main areas:

1. Recruit & Hire
  - a. Intern Programs
  - b. Recruiting Incentives
  - c. Outreach Programs
  - d. Journeyman Hiring
  - e. Highly Qualified Experts (HQE's)
2. Retain & Recognize
  - a. Retention and Recognition Incentives
  - b. Career Broadening and Academic Programs
3. Train & Develop
  - a. Training Enhancement & Capacity Expansion
  - b. Comprehensive Acquisition Workforce and Student Information System
  - c. Competency Management and Assessments

*a. Workforce Planning – Pilot Program*

As required by the NDAA for FY 2002, the DoD report summarized actions and plans to implement the Acquisition 2005 Task Force recommendations. The report showed the DoD made progress laying a foundation for reshaping the acquisition workforce by removing barriers to the strategic planning initiative, began making significant changes to the acquisition workforce-training program, and continued with the testing of various human capital innovations (GAO-02-630, 2002).

**4. Army Initiatives**

In 2007, the Secretary of the Army formed an independent commission on Army Acquisition and Program Management in Expeditionary Operations, also known as the Gansler Commission, to review lessons learned and recommend ways to improve future military operations. The Commission analyzed processes (including internal controls), personnel, organizations, training, policy and regulations, as well as looked into legislative solutions, to establish whether or not the Army is properly equipped for future expeditionary operations.

The Commission found five vital elements that the “Institutional Army” had not adopted in order to enable responsive acquisition and sustainment for expeditionary operations. The following key failures were found to encumber the performance of the Army acquisition system and significantly contribute to the waste, fraud, and abuse in-theater by Army personnel:

- Financial management
- Civilian and military personnel
- Contracting and contract management
- Training and education
- Doctrine, regulations, and processes

Other critical findings contained in the Commission report were:

- The expeditionary environment required more trained and experienced military officers and Non-commissioned officers (NCOs). At the time,



only 3 percent of Army contracting personnel were active duty military and there were no longer any Army contracting career General Officers (GO) positions.

- The Army commands had no central organizational structure for reporting or accountability purposes. The Army's acquisition workforce was not adequately staffed, trained, structured, or empowered to meet the Army's mission. At the time of the report, only 53 percent of the civilians in the contracting career field were certified for the position they held.
- With a seven-fold increase in the procurement workload coupled with a growing complex contracting mechanism, the institutional Army was not able to provide key capability or competence to meet the mission.
- The Operational Army failed to understand the impact of the significant procurement workload increase and its reliance on contractor personnel performing essential mission related tasks in the Kuwait/Iraq/Afghanistan Theaters.

The acquisition core competences from the stage of requirements definition through contract management to contract closeouts were often treated as an operational and institutional side issue. The Commission's position stated the Army's acquisition and contracting problems identified in the Gansler Report would not be resolved by completing a list of corrective actions. The Commission felt the Army's existing structure was dysfunctional to such a degree that completing corrective actions under the existing system would only amount to a temporary fix. The Commission believed the Army needed to return to basic organizational and Army leadership principles. The Commission made four main recommendations. The Commission also recommended a Special Task Force, chartered by the Secretary of the Army, be established within a year tasked to ensure the Commission's recommendations were implemented (Gansler, 2007). The significant Gansler Commission recommendations included:

1. Increase the stature, quantity, and career development of the Army's Contracting Personnel, Military and Civilian (especially for Expeditionary operations)
2. Restructure the organization and restore responsibility to facilitate contracting and contract management in Expeditionary and in operations inside the Continental United States (CONUS).
3. Provide training and tools for overall contracting activities in expeditionary operations
4. Obtain legislative, regulatory and policy assistance to enable contracting effectiveness in expeditionary operations (Gansler, 2007).

In response to the Gansler recommendations, the Army recognized the formal establishment of ACC as a major subordinate command of the Army Materiel Command (AMC) in October 2008. The ACC consists of two subordinate contracting commands and seven contracting centers. The ACC provides the vast majority of acquisition and contracting support for the Army. ACC military, civilian and contractor staff ensures contracting support to the warfighter as mission requirements emerge, through the acquisition of goods and services vital to the soldier's mission and well being as the Army transforms and moves within the CONUS and throughout the globe (ACC website, 2010). This organization is illustrated in Figure 4.



Doctrine Command with contracting support for base operations, power projection, schools and training centers, the National Training Center, the Joint Readiness Training Center, and various other tenant missions (ACC-MICC website, 2010).

The ACC contracting centers consists of Aviation and Missile Command (AMCOM), Communications - Electronics Command (CECOM), Joint Munitions and Lethality (JM&L) Life Cycle Management Command (LCMC), National Capital Region Contracting Command (NCRCC), Research, Development and Engineering Command (RDECOM), Rock Island Contracting Center (RICC) and U. S. Army Tank, Armaments, and Automotive Command (TACOM).

AMCOM supports Joint Warfighters and Allies, assuring aviation and missile readiness with seamless transition to combat operations. AMCOM supports Program Executive Officers (PEO) and Project Managers (PM) to enable the development, acquisition and fielding of superior aviation and missile systems and it assures the integration of aviation and missile technology in partnership with PEOs and PMs. AMCOM was renamed Army Contracting Command – Redstone on January 19, 2011 (ACC-Redstone website, 2011).

CECOM acquires high-quality, advanced technology, next-generation equipment and services for warfighters. The CECOM Contracting Center is a full service, life-cycle acquisition organization that provides experts in market research as well as in the solicitation, award and administration of contracts, grants, cooperative agreements and other transactions. CECOM was renamed Army Contracting Command – Aberdeen Proving Ground (C4ISR) on January 19, 2011 (ACC-APG (C4ISR) website, 2011).

JM&L LCMC is located at Picatinny Arsenal, New Jersey, and is drawn from the “Ammunition Enterprise” of the PEO Ammunition, the Joint Munitions Command, and the Armament Research, Development and Engineering Center. The JM&L LCMC integrates the people, organizations, infrastructure and processes necessary for the life cycle management of conventional munitions for the warfighter. JM&L was renamed Army Contracting Command – Picatinny on January 19, 2011 (ACC-Picatinny website 2011).

NCRCC provides contracting support to the Army Secretariat and the Army Staff and worldwide information technology contracting support and procures enterprise information technology support and equipment for Army and DoD activities. NCRCC was renamed Army Contracting Command – National Capital Region on January 19, 2011 (ACC-NCR website, 2011).

RDECOM headquartered at Aberdeen Proving Ground, Maryland, provides acquisition and contracting support to US Army Research, Development and Engineering Command elements and a broad, diverse customer base to equip the soldier with the latest technology, goods and services on time and at a reasonable cost. RDECOM provides expertise in all areas of contracting, including research, development and engineering; systems and systems support; production; foreign military sales; grants; and other transactions. RDECOM was renamed Army Contracting Command – Aberdeen Proving Ground (SCRT) on January 19, 2011 (ACC-APG (SCRT) website, 2011).

RICC provides full-spectrum support of acquisitions to the following six diverse customers: the U.S Army Sustainment Command (ASC); JM&L LCMC; Rock Island Program Executive Office, Enterprise Information Systems (PEO-EIS); the CENTCOM Contracting Command (C3); the Surface Deployment and Distribution Command (SDDC) and the Office of the Program Manager Saudi Arabian National Guard (OPM-SANG). Mission includes the staff supervision and management of major contracting areas including Chemical Demilitarization (supporting the Chemical Materials Agency or CMA), Ammunition, Installations, the Logistics Civil Augmentation Program (LOGCAP), Army Prepositioned Stocks (APS), Reach back Contracting for Southwest Asia (SWA) and the Contract Support Staff, having oversight of more than 400 personnel and in excess of \$80 billion worth of contracts. . RICC was renamed Army Contracting Command – Rock Island on January 19, 2011 (ACC-RI website, 2011).

TACOM headquartered in Warren, MI, unites all of the organizations that focus on soldier and ground systems throughout the entire life cycle. TACOM is responsible for acquisition support and contracting for the Army's major weapon systems, for systems and equipment supporting other services, and foreign military sales customers. TACOM ensures war fighting readiness for the soldier by purchasing ground combat, tactical vehicles, small arms, chemical/biological systems, targeting systems, supporting

services, associated consumable parts, and the Brigade Combat Team Modernization program. TACOM was renamed Army Contracting Command – Warren on January 19, 2011 (ACC-Warren website, 2011).

## **5. ACC Human Capital Strategic Plan Summary**

The Acquisition 2005 Task Force’s first recommendation to DoD was to develop and implement a human resource performance plan. The DoD took this recommendation and directed that the ACC develop such a plan. The ACC response was the HCSP, which addresses recruiting, developing, and retaining of personnel. This section summarizes the latest HCSP, version 1.3.1, dated December 9, 2009.

The HCSP addresses the workforce needs of the ACC, the Centers, and the ACC two subordinate commands (ECC and MICC) for the three year period FY 2010 through FY 2012. The primary focus of the HCSP is on the Acquisition Workforce, but the non-acquisition workforce is also addressed. The HCSP is considered a living document and is updated every six months (ACC HCSP, December 2009).

The HCSP summarizes the FY 2009 ACC civilian, military, and contractor workforce by job series. The 1100 Series (Business) was the predominant occupational group accounting for 87 percent of the total civilian workforce. The 1102 Series (Contracting) comprised 78 percent of the 1100 Series and therefore, the HCSP by necessity focused largely on the 1102 series (ACC HCSP, December 2009).

### ***a. Current Demographics***

For the civilian side, the most notable and challenging demographic characteristic of the workforce is the “bathtub” shape of the *Age and Years-Of-Service* distribution. There are significant gaps in the amount of eight to eighteen years of service for 1102 Series employees and the 30- to mid-40 age group in mid-career positions for first level supervisors and branch chiefs.

The HCSP discusses the major challenges facing the ACC over the next few years to include the recruitment and training of large numbers of new civilian Contract Specialists, the expeditionary deployment of military and civilian personnel, expected personnel losses from the aging workforce, issues associated with Base

Realignment and Closure (BRAC), mission migrations, and the increasing demands placed on the federal acquisition workforce. The HCSP summarizes these challenges into the following three themes: recruiting, developing, and retaining of both the civilian and military professional workforces (ACC HCSP, December 2009).

***b. Recruitment***

FY 2010 projections cited approximately 1,100 civilian vacancies. This pace of heightened recruitment will likely continue well into the future. Some challenges in recruiting include a tight labor market for experienced contracting personnel especially in the National Capital Region, Huntsville, and other remote locations; competition from other agencies, and dependency on the Army Civilian Human Resources Agency (CHRA) to handle the increased hiring workload. Although military strength is increasing, recruitment was lagging at the end of FY 2009. To fill military positions, close coordination with the US Army Acquisition Support Center, AMC and the Human Resource Command is done.

At the time the HCSP was prepared, there were 125 vacancy announcements open for the Command over 117 locations serviced by numerous human resource offices worldwide. The HCSP discusses developing a centralized recruitment process to promote greater efficiency by reducing the number of separate vacancy announcements at each hiring location, providing a single strategic point of contact to implement new procedures such as expedited hiring, and facilitating the development of partnerships for corporate recruitment. Expedited Hiring Authority (EHA) allows for the recruitment and appointment of highly qualified candidates to higher acquisition positions, as opposed to hiring candidates at the entry level regardless of experience level. The EHA intent is to address the need to hire experienced workers from outside government in order to address shortages at the mid- and senior-career levels.

To address challenges with recruiting, the HCSP puts forth ideas such as the already mentioned EHA. The HCSP also encompasses the continual implementation of the corporate marketing plan to include organization of a corporate recruitment team, the design, procurement, and distribution of promotional materials; the publication of job fair calendars, and the establishment of partnerships with professional organizations and

educational institutions to promote Command career opportunities. The HCSP recognizes that one of the most effective recruitment methods is word-of-mouth referrals by friends and family members, and the importance of providing a workplace that employees are happy to recommend (ACC HCSP, December 2009).

*c. Development (Training)*

The Center for Naval Analyses (CNA) partnered with the Defense Acquisition University (DAU) under the sponsorship of the Director for AT&L in 2007 and 2008. This effort was to conduct an assessment of the workforce using the Contracting Competency Model and to establish a standard for the knowledge, skills, abilities, and behaviors needed for effective contract job performance at the entry level, journey and senior career field. At all three levels, competency gaps were noted at various Centers and in various areas such as cost-price analysis, contract administration, and source selection.

In addition to the results from the assessment mentioned above, as of 22 September 2009, just fewer than 72 percent of the workforce achieved the required level of certification for their position. This was down from a high of 85 percent at the beginning of FY 2009. The reduction reflects the influx of newly-hired entry-level employees who have two years in which to achieve their required certification (ACC HCSP, December 2009).

The HCSP addresses development and training opportunities for entry level, mid-level and senior contracting personnel to close competency gaps and achieve a higher overall level of certification. For entry-level personnel, efforts are being made to expand and standardize already established basic training programs (boot camp) for new contracting professionals. The boot camps would provide the basic knowledge on contracting policies to supplement the training provided by DAU. Existing boot camps are typically five weeks in duration. At locations where the boot camps have already been implemented, organizations have been very successful in providing new hires a forum for learning and for networking. The plan is to take the best practices from each Command and standardize the process as much as practicable (ACC HCSP, December 2009).



The HCSP recognizes that opportunities for development and professional growth are needed for mid and senior level contract professionals need to be further developed. For seasoned employees, there is a need to continue to motivate these employees and to encourage them to pass on institutional knowledge to less experienced personnel. For military personnel, the HCSP indicates that NCOs must acquire sufficient business class credits to meet the education requirements of the acquisition career field and the variety of assignments to enable them to develop sound contracting experience (ACC HCSP, December 2009).

For the development of associates, the HCSP addresses the concept of Succession Management. Succession Management is concerned with the passing of leadership from one individual to the next, ensuring that every management position is filled with a competent individual, and that capable successors are available when a departure occurs. Succession management is a specialized area of employee development focusing on mid- and senior-level employees (ACC HCSP, December 2009).

*d. Retention*

Retention is the third theme of the HCSP. In addition to recruiting and developing associates, organizations need to retain employees. The HCSP reports the FY 2009 preliminary attrition rate for 1102 Series was 12 percent for civilians and 1 percent for the Military. The Military losses at the time were due to retirements, which are minimal.

The HCSP provides insight on how to determine the causes of nonretirement attrition to include ascertaining the level of workforce morale and job satisfaction through the use of tools such as exit and stay surveys, interviews and focus groups. The HCSP notes for military personnel, critical retention considerations include a viable career path and the availability of career-enhancing positions.

The HCSP discusses many avenues through which retention can be improved. For example, CECOM Contracting Center has implemented the following retention concepts: incentives, promotions from within where feasible and warranted,

training and education opportunities, increased training for new supervisors, mentoring at all levels, cross-functional training opportunities, increased emphasis on welcoming and socialization for new hires, one-on-one Human Resources (HR) assistance, and one-on-one career management counseling (ACC HCSP, December 2009).

*e. Initiatives and Action Strategies:*

The HCSP lists initiatives and action strategies to address the challenges identified and notes the activities addressed in the plan as projects—either new starts or improvements to existing processes. Below is a brief summary for each initiative and action strategy identified in the plan.

Initiative #1 Establish an Executive Oversight Board: Establish Board to ensure a comprehensive and coordinated approach to Human Capital management. The board will meet quarterly to coordinate and review proposed plans, policies, practices, progress, and emergent issues as needed. The Board membership will be chaired by the ACC Deputy Director and will include senior level representation from the MICC, ECC and ACC Headquarters G-1, G-8 and G-4/5/7/9. Primary responsibilities of the Board include to set strategic human capital goals and direction including ensuring that adequate funding is in place to accomplish Action Plan and that accountability of performance is ensured (ACC HCSP, December 2009).

Initiative #2 Civilian Retention: To improve retention of employees at all levels, areas such as job stress, work-life programs, telecommuting policy, physical wellness programs, mobility and cross-functional developmental opportunities, availability of mentoring, coaching, an peer-to-peer support, compensation equity, performance incentives, quality of physical facilities and incentives to stay (monetary or otherwise) are to be addressed. Diagnostic tools such as exit and stay surveys, climate surveys and focus groups will be used to obtain required data to make informed decisions and cost tradeoffs (ACC HCSP, December 2009).

Initiative #3 Career Development: The goal is to provide contracting and acquisition professionals with the qualifications, business acumen, and the leadership and management skills needed to ensure the successful accomplishment of the Command's

mission. Focus will be on the expansion and standardization of boot camps for early-career training; developmental/rotational assignments for all levels, and managerial and leadership development training and opportunities for all levels with emphasis on mid-to senior levels (ACC HCSP, December 2009).

Initiative #4 Civilian Recruitment: The purpose of civilian recruitment is to bring interested candidates to the point of submitting an application. Different tasks include developing a corporate recruitment marketing team, mid/senior recruitment, including the use of EHA, screened hiring events, resume mining, partnerships with private industry and alumni associations. Other tasks include refining the approach for generating a high-level of candidate interest through the dedicated army.hire.com website and social networking sites such as Facebook and LinkedIn. Also incorporate diversity planning and goals as per the Equal Employment Opportunity Office direction (ACC HCSP, December 2009).

Initiative #5 Develop a Human Capital Dashboard: The purpose is to provide a tool for use by senior management at Headquarters (HQ) and the field to gain visibility into the “health” of their workforce capital relative to workload requirements on a whole-location basis. The system will combine demographic and competencies data with diagnostic information such as attrition and retirement data, climate, stay, and exit surveys. The long-term focus of the dashboard will be on predictive metrics to provide a look-ahead capability to aid in workforce planning at local level and at the aggregate level for human capital planning (ACC HCSP, December 2009).

***f. Initiative #6 Identify Actions to Close Acquisition Competency Gaps***

Identify competency gaps to further refine the HCSP. Analyze the results from the Office of Secretary of Defense (OSD) competency tool to determine competency gaps and recommend actions to be taken to close those gaps (ACC HCSP, December 2009).

## **6. Impacts**

The result of the DoD workforce reduction measures from the previous ten years finds the DoD in FY 2009 with an acquisition workforce whose averaging 45 years old with an average 16.3 years of experience. In FY 2009, 18 percent of the acquisition workforce was eligible for retirement within five years (DoD, 2010).

As illustrated in Figure 5, the DoD civilian acquisition workforce decline was reversed. Beginning in 2003 through 2008, the numbers increased about four or five thousand employees per year. Finally, in 2008 there is a significant jump of 67,000 employees, creating an overall gain of about 100,000 personnel increase over a seven-year time frame. From 2003 through 2008, the numbers are not as impressive, fluctuating down as well as up, from 232,000 to 249,000, a 9 percent change. The end result was that over the same seven-year period, the DA gained only 34,000 more personnel. See Figure 6.

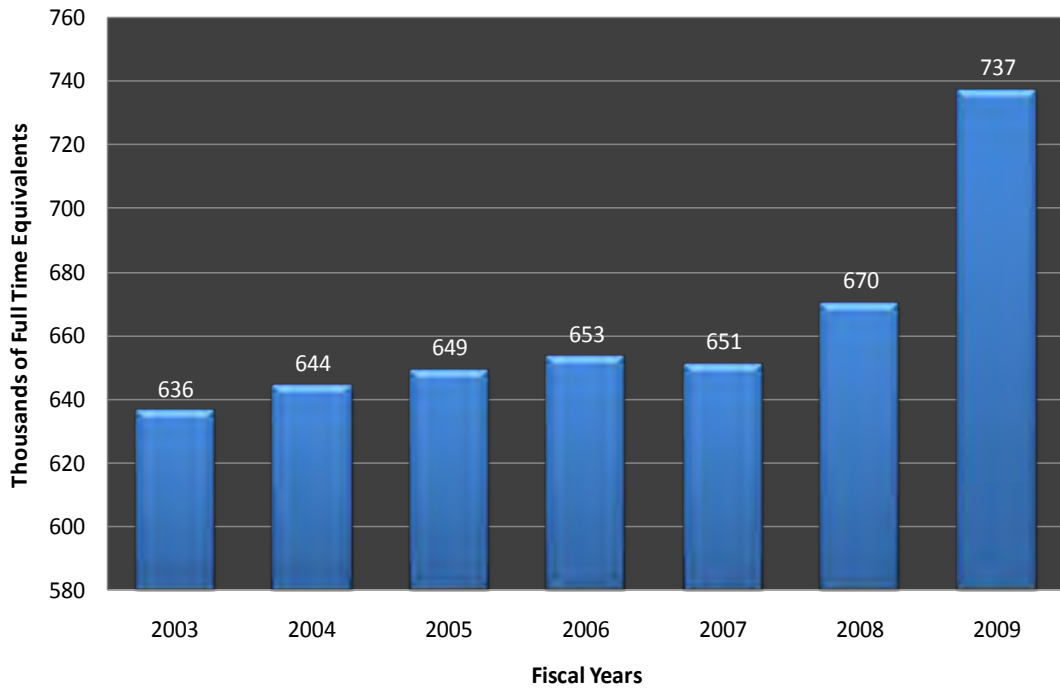


Figure 5. DoD Civilian Workforce Changes (2003–2009)

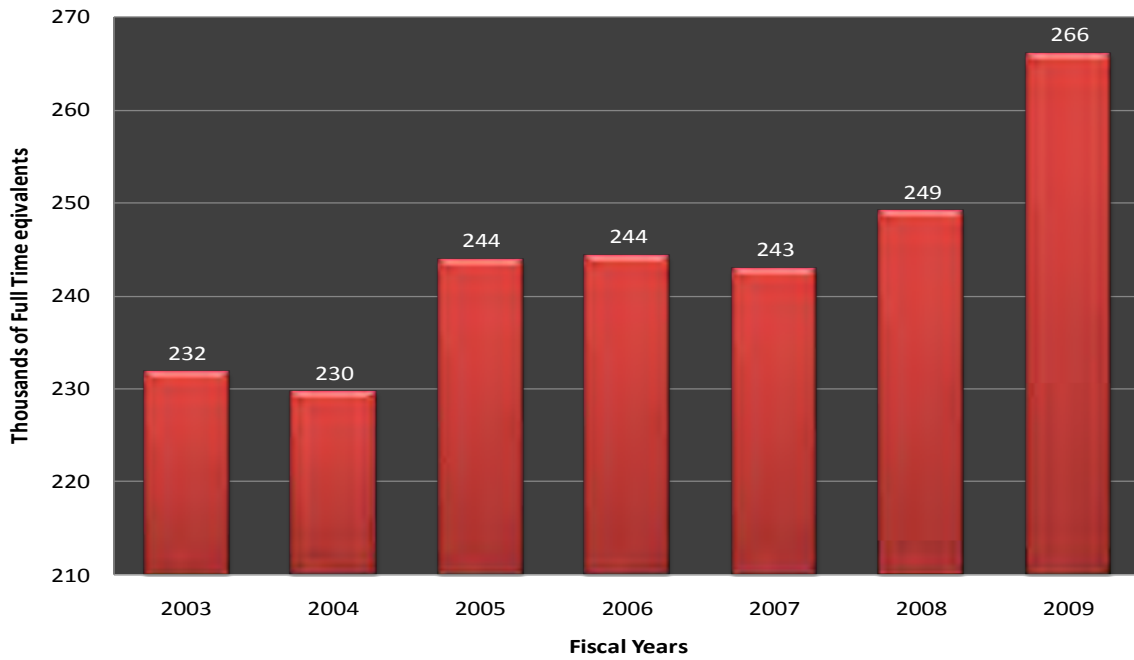


Figure 6. Army Civilian Workforce Changes (2003–2009)

THIS PAGE INTENTIONALLY LEFT BLANK

## **IV. ASSESSMENT, RESULTS AND RECOMMENDATIONS**

### **A. INTRODUCTION**

This chapter presents the findings, results and recommendations that stemmed from the research completed through responses to a written questionnaire sent to the two subordinate commands and the seven major Contracting Centers that constitute ACC. It begins with a discussion on the administration of the questionnaire to the participants. This chapter then summarizes the responses and analysis of the data collected as it pertains to the three major categories of recruitment, training, and retention. This chapter concludes with recommendations and topics of further research for ACC to consider.

### **B. DEVELOPMENT AND ADMINISTRATION OF THE QUESTIONNAIRES**

The student researchers coordinated the development of the written questionnaire with advisors Professor Brad Naegle, Naval Postgraduate School; Dr. Carol Lowman, Army Contracting Command Deputy Director; and S. Timothy Grey, Deputy Chief of Staff, Human Capital Management, G1. The intent of the questionnaire and this JAP is to provide ACC with information that could serve as an additional resource in the updating of the HCSP. The questionnaires were sent by e-mail to the directors of the two subordinate commands and the seven major Contracting Centers on July 29, 2010, and response were received on or before November 2, 2011.

### **C. ANALYSIS OF THE QUESTIONNAIRE RESPONSES**

The information gathered from the questionnaire responses provides a snapshot in time regarding each organization's recruitment, training and retention plans. The student researchers consider the information gathered and recorded in this JAP to be dynamic and accurate as of November 2, 2010. In accordance with discussions with the ACC G1 Huntsville, AL, follow-up questions to each organization were not conducted, since the G1 will seek additional information directly from the respondents as needed to supplement the findings in this JAP. Therefore, the responses provided by each organization were analyzed as submitted.

Each organization's unedited responses are provided in the appendices at the end of this document. Some organizations responded they did not have a written recruitment, training, or development plan or that a draft version was in progress, but later in their response provided details about a written plan. When these situations occurred, the analysis considered the organization as having a written plan. Other "No answers" were interpreted to be no responses. Analyses of the responses are provided below.

**1. What are the Recruitment Program Implementation Differences among the Organizations within ACC?**

Of the nine organizations surveyed, five stated they had a written plan for recruitment in either a draft or final form (Table 3). Four of the five organizations stated their plans contained goals. The goals ranged in scope and depth. For instance, two organizations goals are overarching or broad with no quantifiable, observable, or measurable attributes. These goals appear to be more of a vision statement. One organization provided a list of strategies to enhance recruitment efforts and also included attributes to be measured to determine success. One organization did take into account current workforce, customers' requirements, and projected customer needs as they compare to projected budget in a quantifiable process. Organizations varied in the review of their plan from weekly, quarterly, annually, not at all or did not provide an answer. Organizations also varied in how often the plan was updated. It does not appear that there is a consistent, planned update cycle. Some of the lessons learned/best practices received included:

- Providing early human resource reach back support to subordinate organizations to assist with recruitment actions;
- Meeting between Human Resources and Budget Execution personnel on a weekly basis to discuss the organization's movement to and from reimbursable personnel and conducting analysis of vacant positions;
- Yearly negotiation of resource needs with customers;
- Utilization of recruitment events and online/newspaper advertisement;
- Centralized recruitment at the Center versus division-branch level,



- Responsive Civilian Personnel Advisory Center (CPAC) support to ensure minimal delays in receipt of referral lists.

While several organizations gave anecdotes of their experiences in regard to best practices and lessons learned, these organizations failed to provide a means to institutionalize the lessons learned for future planning and successors. Only one organization with a written plan indicated future revisions of their plan would incorporate lessons learned/best practices. Another organization indicated that the new plan will address lessons learned in the future from both a Command and specific location perspective. Responses covering the contents of the written recruitment plan varied among the organizations. One organization provided specific details indicating how that organization conducts analysis to determine the number of new employees needed. This practice is beneficial towards determining personnel needs. The plan did not specifically address how the recruitment will be accomplished to ensure the required positions are filled. The remaining organizations provided even less detailed descriptions.

Organization	Recruitment Plan	Goals	Frequency Plan Reviewed	Frequency Plan Updated	Incorporate Lessons Learned	Incorporate Best Practices	Plan Description Summarized
MICC	Yes	Yes	No less than annually	No answer	Not currently, new plan will	N/A	Yes
TACOM	Yes	Yes	Once per week	Every July	Yes	Yes	Yes
AMCOM	No answer	No	No answer	No answer	No answer	No answer	No answer
NCRCC	Yes, DRAFT	Yes	No answer	No answer	No answer	No answer	Yes
RICC	Yes	Yes	Quarterly	As needed	No answer	No answer	No answer
CECOM	No	No	No answer	No answer	No answer	No answer	No
ECC	Yes, DRAFT	No	No answer	No answer	No answer	No answer	In Progress
RDECOM	No	No	Quarterly	No answer	No answer	N/A	Yes
JM&L	No	No	No answer	No answer	No answer	N/A	Yes

Table 3. Summary of Question 1 Answers

To gain further understanding of different recruitment authorities utilized by ACC, the respondents were asked to identify the recruitment authorities used by number of applicants and number of new hires resulting from those applications. The purpose of obtaining the information was to help identify the most commonly used techniques in recruitment and determining if one type of recruitment was more efficient than another.

Table 4 summarizes the number of new interns by recruitment authority type (DA, Section 852 or Local Interns) reported by each organization for FY 08–FY 10. The percentages indicate the proportion that each recruitment authority type represented in regard to the total number of Interns hired. In Table 4, the range of utilization of the various recruitment authorities is indicated as follows; gray equals the low end of the range and yellow represents the most utilized recruitment authority.

The researchers for this analysis discarded the CECOM data as an outlier as CECOM did not provide any data. An analysis of Table 4 reveals:

1. Section 852 and Local Interns hiring authorities dominate ACC intern recruitment methodologies, used by 75 percent of the organization and accounting for recruitment 74 percent of all interns.
2. Section 852 recruitment authority constitutes the largest category in terms of actual number of new hires (392) and the overall percentage, 38.47 percent. Four organizations reported predominantly hiring Section 852 Interns.
3. Local Intern recruitment authority dominates as the primary intern recruitment process for two organizations. While this recruitment authority is the least utilized intern recruiting method for five organizations, this process constitutes the second largest category in terms of actual number of new hires (363) and the overall percentage of 35.6 percent.
4. Dept of Army intern recruitment dominates as the primary intern recruitment process for two organizations. This method is either not used or moderately utilized by the remaining organizations.

Organization	Dept. of Army	% of Total	Section 852	% of Total	Local Interns	% of Total	Total Interns Hired
MICC	50	17.06%	69	23.55%	174	59.39%	293
TACOM	87	38.16%	81	35.53%	60	26.32%	228
AMCOM	30	30.93%	66	68.04%	1	1.03%	97
NCRCC	54	40.00%	51	37.78%	30	22.22%	135
RICC	18	32.73%	30	54.55%	7	12.73%	55
CECOM	0	0.00%	0	0.00%	0	0.00%	0
ECC	0	0.00%	4	7.69%	48	92.31%	52
RDECOM	20	22.99%	53	60.92%	14	16.09%	87
JM&L	5	6.94%	38	52.78%	29	40.28%	72
Total	264	25.91%	392	38.47%	363	35.62%	1019

Note:  
Blue = lowest use percent  
Yellow = highest use percent

Table 4. New Interns by Recruitment Authority

Table 5 depicts the recruiting methods used by each organization to fill Intern positions. This analysis focuses on the types of recruitment used rather than the success of each recruitment technique. One set of data stands out in a way that validates the HCSP assessment regarding word of mouth referrals by friends and families. NCRCC reported success in hiring 92 new interns utilizing an internal private event, which focused on referrals through current employees, friends, and others in the acquisition workforce. No one organization utilized all of the recruitment methods available. The more frequently used recruitment methods were SCEP followed by USA Jobs/CPOL website.

Organization	Job Fairs : non-college related	Job Fairs: college sponsored	Future Acquisition Student Training (FAST)	Student Career Experience Program (SCEP)	USA Jobs /CPOL	Other	Other
MICC			X		X		
TACOM		X		X			
AMCOM				X		Announcement post at colleges	
NCRCC	X	X		X		Public event handled by Civilian Personnel Officer	Referrals
RICC		X		X	X		
CECOM							
ECC					X		
RDECOM	X			X	X	Contractor Transfer	Referral
JM&L			X				

Table 5. Recruiting Methods Used to Hire Interns

Survey responses indicated the primary recruitment method for hiring Journeymen level contracting position was general job postings.

DoD implemented Expedited Hiring Authority (EHA) to allow for the recruitment and appointment of highly qualified candidates to higher acquisition positions, as opposed to hiring candidates at the entry level regardless of experience level. Multiple organizations provided feedback on what could be done to improve the use of EHA. One was to establish a database of qualified applicants, which an organization could utilize on a continuous basis for use in conducting invitational only job fairs as well as an on-going expedited recruitment source. One organization worked with the Civilian Human Resources Agency (CHRA) to set up a focused recruitment team that handled only EHA for a test period. The organization stated this team was not fully utilized and suggested reinstating the special recruitment team with better marketing for the hiring authority process. One suggestion was to educate managers and hiring officials and to use EHA when no other authority is applicable. One organization recommended lowering the grade to GS-08s and below to allow greater flexibility in using EHA. One organization stated their Civilian Personnel Operations Center (CPOC) would only allow a minimum of five days instead of one day.

Regarding EHA, the data collected indicates two major problems with regard to the use of EHA. The first problem identified in the responses is the inflexibility of this program to fill higher level positions. This problem can be further subdivided into three fundamental elements. One is the ineffective methodology for comparing civilian job experience to similar positions in federal employment. This technique employs unique, often very specific, procurement and contracting experience requirements for a position. The unique, specific, experience requirements typically eliminate all civilian commercial contracting experience as being applicable.

Second is finding qualified candidates at higher grade levels is especially challenging because candidates often fail to meet experience requirements needed to rate them “highly qualified.” Even when candidates have the qualifying experience, it may be very difficult to meet the Defense Acquisition Workforce Improvement Act (DAWIA) certification requirements for that position within the required 24 months.

Third is the tendency of the organizations to be inundated with applicants that fail to meet the basic qualifications for the solicited positions. This results in the organization expending excessive time to filter out any qualified candidates. The second major problem is educating organizations to properly apply EHA in their recruiting activities. This information should address how, when and why EHA can be most useful to the specific needs of its customers.

In general, the data in Table 6 indicates that organizations used EHA more in each successive year starting with FY 2008, yet only 136 total positions were filled using this authority. The majority of hires using EHA occurred in geographic areas where labor markets were tight. This observation is not a surprise since qualified applicants command a higher starting compensation than entry level positions allow. Another observation is the organization's success rate varied widely in terms of the number of new hires to the number of applications received. As an example, MICC hired 15 from 11,020 applicants or 0.14 percent of responses, compared to 7.69 percent for JM&L (four hires from twenty-six applicants). MICC had attempted to maintain open registers for EHA in order to be able to produce candidates quickly for all of their forty plus locations. MICC found the response to the announcements to be overwhelming and determined it was not a good return on their investment. Now MICC only posts EHA announcements on an "as needed" basis. Of the organizations that provided data to both the number of responses received and the number hired, RDECOM had the highest success rate of 35 percent of hires to applications received. Excluding MICC who appeared to be recruiting for forty plus locations, TACOM had the lowest success rate of 8.0 percent. The success rate is only measuring the number of hires compared to the number of applicants received. TACOM may have filled all the positions that needed to be filled. This data may be somewhat skewed as TACOM is in a market that has very high unemployment compared with RDECOM with a tight labor market. The success rate identified here makes sense, since one would expect many more applicants in a high unemployment area than in a tight labor market. Recruitment at the center versus the division-branch level was identified as a best practice, showing recruitment at higher levels can be more effective.



Expedited Hiring Authority							
Organization	Number of Applicants Using EHA			Number Hired Using EHA			Total Hired
	FY 08	FY 09	FY 10	FY 08	FY 09	FY 10	
MICC		2020	9000		4	11	15
TACOM		100	100		4	4	8
AMCOM				1*	3*	44*	48
NCRCC					5*	16*	21
RICC		275	40		22	3	25
CECOM							
ECC					2*	2*	4
RDECOM	3	3	79	3	3	10	16
JM&L		17	9		1*	1*	2
Total hired using EHA: 136							
* These numbers assume number of hires and not number of applicants received.							

Table 6. Summary of Expedited Hiring Authority

Table 7 shows the various recruitment methods employed by organizations to fill EHA designated positions. The more popular methods were announcement posted to USA Jobs/CPOL websites and most organizations hired Annuitant Rehires to fill EHA positions.

Organization	Job Fairs: non-college related	Job Fairs: college sponsored	Newspaper	USA Jobs/CPOL	Annuitant Rehires	Other
MICC	X		X			Craig's List
TACOM				X		
AMCOM	X			X	X	
NCRCC				X	X	Other Public Announcements
RICC			X			
CECOM						
ECC				X	X	
RDECOM				X	X	Other Agencies & DoD
JM&L				X		

Table 7. Recruitment Methods Used to Fill EHA Positions

**2. What are the Major Differences in Training Programs among the Organizations within ACC?**

Of the nine organizations surveyed, three indicated they have a written plan for training (Table 8). However, six of the organizations provided a plan description summary and thus, all six were counted as having a written plan. Only three of the six organizations stated their plan had goals. Training plans characteristically included general, all encompassing goals for organizational training, often repeating higher command strategic goals. The three organizations stated they tracked the mandatory training requirements for achieving required procurement certification levels and continuous learning requirements.

Organizations also varied in how often the plan was updated from ~~as needed~~ to ~~event driven~~ (based upon budget, mission needs, and statutory, regulatory, guideline or policy changes), ~~annually~~ or ~~not at all~~ (or no answer provided). Some of the lessons learned/best practices received include:

- More on the job training
- 99 percent retention rate for interns attributed to assigning each intern a sponsor and a mentor before they report on the first day,
- Structured boot camps, career assessment and monitoring throughout the entire internship, and
- Assigning all interns to one supervisor for consistency; well communicated standards, defined processes, deliberate, progressive leader development, risk management and safety, plus accountability.

Two organizations stated they have a “boot camp” training program to focus training for new interns. Organizations in general, concentrated on DAWIA certification of their new personnel with less focus on the existing workforce. Two of the organizations have established training programs for new employees beyond the certification training. Two organizations have a team or training group whose focus is to provide training and stated they follow the Army Civilian Training, Education & Development System (ACTEDs) training plan and track training results in the CAPMIS and TED systems. The plan summaries provided focus on the training of new employees and provide little information on training for the existing workforce. Two of the organizations stated they provide and monitor the requirement for 80 continuous learning points (CLPs) for career-related training. With the exception of one organization, none of the training plans identify activities for providing existing employees the opportunity for career or personal growth. No organization indicated the use of the Civilian Education Systems (CES) to train and educate future leaders.

Organization	Personnel Development Plan	Goals	Frequency Plan Reviewed	Frequency Plan Updated	Incorporate Lessons Learned	Incorporate Best Practices	Plan Description Summary
MICC	Yes	Yes	At least annually	No answer	Not currently, new plan will	No answer	Yes
TACOM	Yes	No answer	Annually	Event driven	Yes	No answer	Yes
AMCOM	No answer	No answer	When needed	Updated 2009	Yes	No answer	No answer
NCRCC	No answer	No answer	No answer	No answer	No answer	No answer	Yes
RICC	No answer	Yes	Quarterly	As needed	No answer	No answer	Yes
CECOM	Yes	Yes	Annually	Event driven	No answer	Yes	Yes
ECC	No	No answer	No answer	No answer	No answer	No answer	No answer
RDECOM	No	No answer	Quarterly	Continuously	No answer	No answer	No answer
JM&L	No answer	No answer	No answer	No answer	No answer	No answer	Yes

Table 8. Summary of Question 2 Answers

### **3. What Major Retention Programs are Utilized among the Organizations within ACC?**

Of the nine organizations surveyed, four stated they have a written plan for retention (Table 9). Only two organizations stated their plan had goals. Organizational goals for retention plans included general overarching goals that were not quantifiable, observable or measureable. Most plans simply repeated higher commands' plans or did not have detailed specific retention goals. Two of the organizations review and update their plan annually and two organizations did not provide information regarding often their plan was reviewed or updated. Only one organization stated it incorporated lessons learned. Some of the lessons learned/best practices received include:

- Fair and equitable treatment
- Strategic and succession planning
- Investment in human capital
- Work-life balance
- Strong, structured training program, and
- Communicating to employees through Town Halls

Contents of the written retention plans varied among the organizations and included overarching statements such as identifying initiatives for a friendly work/life environment, establishing a voluntary civilian fitness program, embracing alternative work schedules, implementing ACC Telework policy, relocation incentives, and management placing special emphasis on the importance of recognizing exceptional performance within the workforce. One organization provided specific actions in their plan to include conducting attrition studies, conducting baseline succession studies, conducting leadership survey and evaluating part time work applications. None of the retention plans identified goals, objectives, or activities for providing employees the opportunity for career or personal growth. RICC and TACOM submitted a best practice not mentioned in the HCSP that ACC should consider. RICC indicated in its response under retention that management places special emphasis the importance of recognizing exceptional performance in the workplace while TACOM indicated rewarding, recognizing, and appreciating employee contributions results in long-term loyalty.

Organization	Retention Plan	Goals	Frequency Plan Reviewed	Frequency Plan Updated	Incorporate Lessons Learned	Incorporate Best Practices	Plan Description Summarized
MICC	Yes	Yes	At least annually	Annually	No answer	No answer	Yes
TACOM	Yes	Yes	Annually	Annually	No answer	No answer	Yes
AMCOM	No answer	No answer	No answer	No answer	No answer	No answer	No answer
NCRCC	No	No answer	No answer	No answer	No answer	No answer	No
RICC	Yes	No answer	No answer	No answer	Yes	No answer	Yes
CECOM	No	No answer	No answer	No answer	No answer	No answer	No answer
ECC	Yes	No answer	Annually	Annually	No answer	No answer	Yes
RDECOM	No	No answer	No answer	No answer	No answer	No answer	No answer
JM&L	No	No answer	No answer	No answer	No answer	No answer	No

Table 9. Summary of Question 3 Answers

**4. Overall Observation:**

Table 10 summarizes the responses from each organization for written plans. The purpose of the chart is to provide a snapshot of the amount of human capital planning occurring at each organization. Analyzing the table, one can see that two organizations indicated they do not have any formal written training plans. Only three of the nine organizations indicated they have formal written plans for each of the three areas of recruitment, training and retention. The remaining organizations have plans covering only a portion of the three main categories.

Organization	Written Recruitment Plan	Written Training Plan	Written Retention Plan
MICC	X	X	X
TACOM	X	X	X
AMCOM			
NCRCC	X		
RICC	X	X	X
CECOM		X	
ECC	X		X
RDECOM			
JM&L		X	

Table 10. Summary of Organizational Planning

A review of the plans provided disclosed little consistency in the content or format. Specifically, there was no consistency:

- In how the lower command goals and objectives for recruitment, training, and retention were developed and were derived from ACC strategic acquisition workforce management goals and objectives.
- In what manner and to what extent organizational specific recruitment, training, or retention efforts, which accomplish the stated goals and objectives, were addressed.
- In what way organization specific acquisition workforce information is developed and presented.

- The reliability of acquisition workforce information may be uncertain due to the wide variation in the presentation of workforce information.

#### **4. What Key Acquisition Personnel Shortages Exist within ACC?**

Of the nine organizations surveyed, six provided data on anticipated unfilled open positions by fiscal year (Table 11). Two organizations only provided data for FY 2010.

Number of unfilled positions reported is summarized in Table 10 and illustrated in Figure 7.



		FY 2010	FY2011	FY2012	FY2013	FY2014	FY2015
<b>AMCOM</b>	Interns	7	20	20	20	20	20
	Journeyman	113	113	90	90	80	80
	673	120	133	110	110	100	100
<b>CECOM</b>	Interns	0	0	0	0	0	0
	Journeyman	0	0	0	0	0	0
	0	0	0	0	0	0	0
<b>ECC</b>	Interns	10	0	0	0	0	0
	Journeyman	62	0	0	0	0	0
	72	72	0	0	0	0	0
<b>JM&amp;L</b>	Interns	0	0	0	0	0	0
	Journeyman	0	0	0	0	0	0
	0	0	0	0			
<b>MICC</b>	Interns	8	8	8	9	10	12
	Journeyman	56	56	59	58	57	58
	399	64	64	67	67	67	70
<b>NCRCC</b>	Interns	0	0	0	0	0	0
	Journeyman	15	0	0	0	0	0
	15	15	0	0	0	0	0
<b>RDECOM</b>	Interns	N/A	15	15	15	15	15
	Journeyman	3	15	15	20	10	10
	148	3	30	30	35	25	25
<b>RICC</b>	Interns	0	5	15	15	10	10
	Journeyman	0	3	5	5	5	3
	76	0	8	20	20	15	13
<b>TACOM</b>	Interns	0	0	0	0	0	0
	Journeyman	0	0	0	0	0	0
	0	0	0	0	0	0	0
<b>Note: Color coding provided for ease of reading table.</b>							
<b>FY Subtotals</b>	FY2010 Interns	25	FY2011 Interns	48	FY2012 Interns	58	
	FY2010 Journeyman	249	FY2011 Journeyman	187	FY2012 Journeyman	169	
	FY2013 Interns	59	FY2014 Interns	55	FY2015 Interns	57	
	FY2013 Journeyman	173	FY2014 Journeyman	152	FY2015 Journeyman	151	

Table 10. Anticipated Unfilled Open Positions by Fiscal Year (FY)

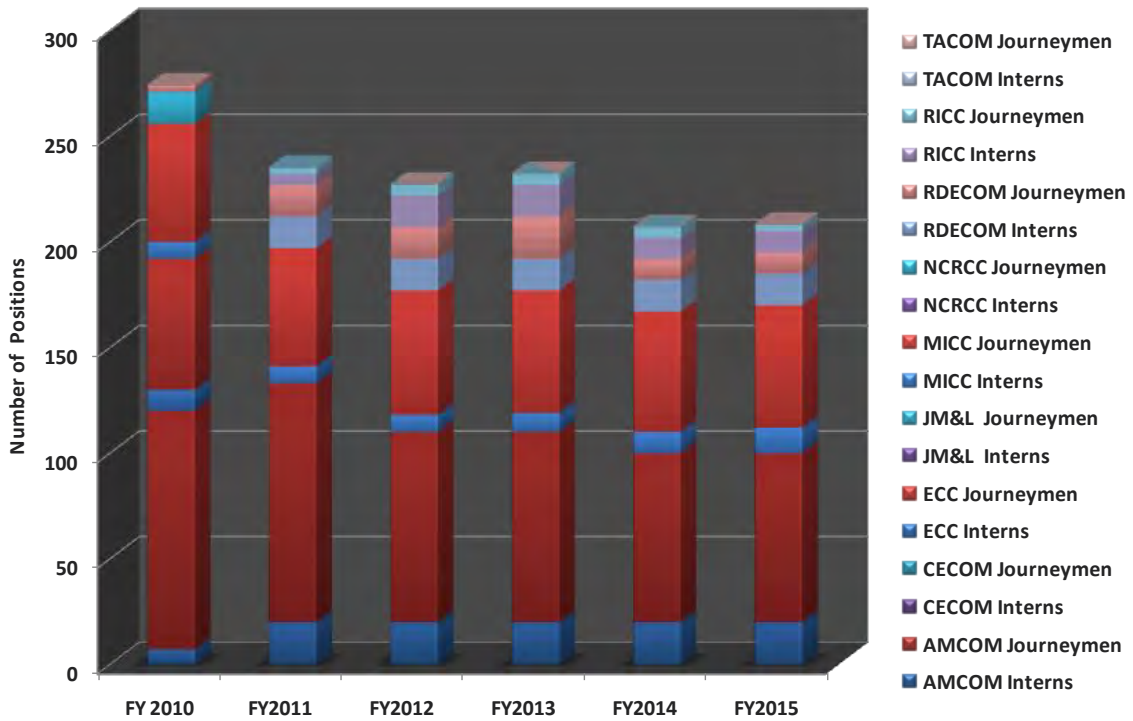


Figure 7. Anticipated Unfilled Open Positions by Fiscal Year (FY)

It should be noted the HCSP stated –“In FY2010, we expect to have approximately 1,100 civilian vacancies to fill. This pace of heightened recruitment activity will likely continue well into the future.” The HCSP indicates that the 1100 Series (Business) comprises 87 percent of the total civilian workforce and the 1102 Series (Contracting) alone comprises 78 percent of the total. Using these percentages, the data indicate that of the 1,100 civilian vacancies that need to be filled, 858 (1,100 x .78) would be in the 1102 Series. However, in their aggregate responses, the organizations indicate they only have 274 unfilled contracting positions. Similar observations can be made for FY 2011 and FY 2012. Using this logic, there appears to be a disconnect between the number of unfilled positions the HCSP projects and the number of unfilled positions the organizations perceive they have.

## **D. CONCLUSIONS AND RECOMMENDATIONS**

### **1. General**

A review of the plans provided, indicates there is no formalized, standard set of processes designed to ensure the consistent planning, recruitment, training, and retention efforts for the acquisition workforce across ACC. ACC needs a tool for coordination of the recruitment, training, and retention efforts resulting in the most efficient use of available resources.

ACC should consider working with all organizations to develop a standardized, written recruitment, training, and retention plan format and content guide that every organization would use to develop and update organizational recruitment plans on at least an annual basis. Each organization should tailor their plan to meet mission requirements but the plan should be standardized enough so that each organization is sufficiently evaluating the relevant factors that affect the organizations' recruitment needs. The benefits of a standardized, written recruitment, training, and retention plan format and content guide include:

1. Streamlined management processes for recruitment, training, and retention efforts across all ACC organizations. Coherent, uniform processes improve the quality, efficiency, and accuracy of recruitment, training, and retention efforts.
2. Specifying what information, documentation, or format is required for recruitment, training, and retention efforts increases predictability. The planning accuracy of recruitment, training, and retention efforts in terms of budget, schedule, and resource requirements is augmented. Increased predictability makes the initial investment case for recruitment, training, and retention efforts undertaken more accurate, making the efforts less likely to be a failure.
3. Lower transaction costs in recruitment, training, and retention efforts as a whole. Organizational cost savings come from the reduction in the various process administration costs.

Each organization's plan should be required to be approved at the next highest level. A suggestion would be to set hard dates for the HCSP updates and then the corresponding organizational updates. This would ensure all plans are updated in a systematic method.

## **2. Recruitment**

Organizational recruitment plans should be subdivided to the lowest level of the organization and be based upon the customer supported, the customers' needs, the skills needed and the complexity of the program. With this, given the Army's aging workforce population, recruitment plans should not be limited to hiring new individuals but should also place emphasis on succession management. Organizational recruitment plans should match the FYs covered by the most current HCSP. Each plan should evaluate the results achieved through an analysis of goals set and goals achieved. Each plan should also incorporate lessons learned/best practices to ensure recruitment capability gaps are lessened and recruitment strengths are exploited. If this plan is going to serve its purpose, then the plan needs to become a living document with mechanisms for periodic update. A suggestion would be to set hard dates for the HCSP updates and then the corresponding organizational updates. This would ensure all plans are updated in a systematic method. Each organization plan should be required to be approved at the next highest level.

ACC should consider establishing a centralized process to define and collect recruitment, training and retention lessons learned and best practices. ACC needs to be able to effectively disseminate the lessons learned and best practices to subordinate commands and centers. An example could be monthly digital newsletters and forums for the human resource groups. Additionally, both lessons learned and best practices should be incorporated into each organization's recruitment plan to assist in keeping the plans relevant and to be used for historical reference.

ACC could consider increasing the effectiveness of the EHA. Some possible opportunities to increase EHA effectiveness include: (1) Survey the current commercial contracting environment and from the survey results, develop civilian commercial contracting experience –equivalences.” These equivalences would then provide HR

specialists with a standardized tool for matching civilian commercial experience with journeyman level job requirements; (2) Develop a process that can effectively group work histories of prospective candidates with federal positions that are close enough to make the transition into those positions reasonable. This would allow a larger group of prospective candidates who could effectively fill vacancies; (3) A process similar to EHA might be considered for the acquisition of interns. ACC should study and analyze effective and successful recruitment methods used by private industry to include job postings, acceptance of resumes, interview procedures and duration of the recruitment process in full. Implementing private industry practices would allow positions at all grades to be filled more readily with less expenditure of resources.

ACC should consider providing training and further guidance on the efficient and effective use of EHA. Direction should include the process, procedures and benefits of using EHA. Guidelines should also include methods to adequately measure an applicant's knowledge, skills and abilities applicable to a vacancy announcement. In other words, if specific direct experience is lacking in an application, can the applicant's experiences be applied to the responsibilities and duties required in the vacancy announcement?

In support of EHA and other recruitment methods, ACC should continue to explore more centralized recruitment methods. ACC should continue to develop this approach in future updates of the HCSP to help reduce the number of vacancy announcements and number of personnel support offices used in the recruitment process. Higher level recruitment could increase the efficiency and effectiveness of recruiting.

### **3. Training**

From the responses received, it appears organizations are focused on training to meet the certification requirements for each position for newer employees or ensuring employees complete the required 80 CLPs. Certification achievement is a good starting point to ensure personnel have the correct skills to fulfill the position held. ACC should continue to evaluate the skill sets taught in the DAWIA certification courses, the depth of the skill sets taught and the accountability of each student to ensure personnel are

equipped with the knowledge needed to fulfill their responsibilities. The use of a unified training tracking system such as the CAPMIS and TED systems would ensure employees meet the training requirements.

ACC should further develop this concept of “boot camps” identified in the HCSP to provide an efficient method of providing consistent training. Along with this, ACC should consider implementing the best practice of assigning all interns to one supervisor within the organizations or at the intern’s location until the intern graduates from the program. This one supervisor would review the intern’s training and provide support and guidance.

One area of concern is succession management coupled with the development of future leaders. None of the responses received provided details in succession management. Some organizations did respond that developmental opportunities are available to meet individual and organizational needs. Although it is believed succession management is occurring within ACC, this JAP did not ask for responses for succession management. ACC should consider requiring training plans to place emphasis on succession management. This area of the plan should be a continuation of the succession management portion of the recruitment plan and specifically identify actions that need to be taken to meet individual organizational needs.

As part of effective succession planning, ACC should evaluate its current professional and leadership development program for the high-potential entry-level candidates, while simultaneously preparing journeyman employees for future leadership roles. This could be accomplished with mentorships programs, which would assist in developing the protégées’ individual development plans, and rotational assignments across organizational and geographic boundaries. Another associated area, leadership development programs, could be offered either through formal educational means or through developmental assignments at higher levels. It is unknown if the lack of CES recognition is because organizations do not promote CES for its future leaders. ACC should analyze the utilization rate of CES courses across all organizations as well as seek feedback from those who have attended CES programs. In addition, ACC should examine how many CES participants are in leadership roles. Expanding and placing more importance on the professional and leadership development program will help

develop new recruits and retain internal talent, thus creating a more robust and consistent operational environment. The plan should then solicit, identify and provide a training path for individuals with the correct aptitude for the position.

To help provide standardization and guidelines, ACC should collect information from each organization's current efforts for training including guides and on-the-job classes each is providing. This information would then provide ACC insight into areas of training that could be shared across the organizations. ACC should incorporate best practices from both the Government and private industry in the development of training plans that will give federal employees the same level of skills as their civilian counterparts and provide the opportunity for career and/or personal growth. Bottom line, the training should ensure employees are better prepared than their private industry counterparts.

Finally, ACC needs metrics to measure the Human Capital Strategy programs and plans implemented in order to assess the organizations return on investment and assist senior management with funding decisions to support the Human Capital Strategy initiatives, including recruitment, training and retention.

#### **4. Retention**

To ensure organizations achieve the highest level of retention, organizations need to understand why nonretirement attrition exists. After determining the reasons for nonretirement attrition, organizations should weigh the costs of implementing programs to retain employees versus allowing the attrition to continue. ACC should consider further developing/enhancing feedback mechanisms such as already developed climate surveys. In addition, ACC should consider developing tools for organizations to understand which employees are leaving and why. A best practice submitted by TACOM that could be the most cost effective is for organizational leaders to know and understand their employees' knowledge, skills, abilities and career desires. Gathering this information can be accomplished through one-on-one conversations or mentoring sessions conducted periodically. This concept should be incorporated into the organization's retention plan.

ACC should consider incorporating employee recognition as part of the retention of civilian employees in future revisions of the HCSP. Although it is perceived the Army and ACC have programs in place to recognize employees, incorporating recognition into the ACC HCSP and subsequent organizations' retention plan will help ensure organizations leaders are providing an appropriate amount of employee recognition.

ACC should continue to research the effectiveness of retaining best practices listed in the HCSP to include incentives, cross-functional training opportunities, one-on-one HR assistance and one-on-one career management.

A final recommendation that can fall into all three categories is the idea of moving work from tight labor markets, where competition for skilled people is high, to labor markets that have skilled people more readily available. In the latter markets, the Army should realize lower personnel costs due to lower salaries for equivalent positions as well as reduced costs for recruitment, training and retention of high quality employees. With increases in technology, movement of workload should be more seamless and could be an efficient alternative.

The organizations within ACC need a common set of retention goals with objectives that can be observed, measured and quantified. The objectives could address both the wide and local needs respective to each command element. These plans need to give current employee opportunities for work place growth as well as keep them competitive with the civilian market plan. The retention plan should identify known factors affecting attrition such as planned retirements. In addition, the retention plan should analyze contributing factors affecting attrition and present measurable solutions, which are within an organization's control to change.



## **E. AREAS FOR FURTHER RESEARCH**

The recommendations for additional research that result from this study include the following:

1. Determine how the anticipated unfilled open positions by fiscal year were calculated by each organization.
2. Determine how each organization plans to fill these anticipated unfilled open positions.
3. Determine which hiring method produces the best ratio of applicants to new hires.
4. Research the alternative of moving work from organizations with less labor force to organizations with more labor force.

THIS PAGE INTENTIONALLY LEFT BLANK

## V. SUMMARY

Today's acquisitions workforce environment is plagued by the retirement of baby boomers with 30 or more years of federal service, as well as downsizing efforts of the 1990s. Much of the acquisition workforce moves from agency to agency in a practice of "poaching." This practice is in part due to the fierce competition among agencies for a limited talent pool of experienced acquisition personnel. As people leave the agency, core competencies and leadership skills are lost, and positions must be back filled with talented individuals, requiring effective succession planning.

ACC needs to have a thorough analysis of the current workforce data for all its contracting organizations. This data would include demographic profiling, skill gap analysis, work climate assessment, and performance management analysis, which identifies gaps between current capabilities and future needs. ACC should use its human capital planning to commit to specific goals and objectives for each organization to close the identified skill gaps, develop implementation plans, and assign accountability for achieving specific results. ACC will then need to identify obstacles to the implementation plan, remove those obstacles where possible, and provide resources for plan completion. Succession planning is fundamental to ensuring the future needs of each organization are effectively and efficiently met by having the right personnel in the right positions to lead the organization. Expanding the leadership development activities and experiences can ensure that the contracting organizations are preparing future leaders to replace current leaders and investing in the future success of their organizations.

Guidance was issued advising the Army Contracting Command to put in place a plan for recruitment, training and retention. Communication between the headquarters and the commands and centers is essential to implement a successful plan, and incorporate lessons learned and best practices that will lead the Army Contracting community into the future.

THIS PAGE INTENTIONALLY LEFT BLANK

## APPENDIX 1. INTERVIEW QUESTIONS

Request that written responses be submitted by email to james.doran3@us.army.mil by close of business 12 August 2010. Please incorporate your answers into this document using the track changes function.

If you have any questions regarding this questionnaire, please contact Jim Doran at 309-782-3276 or by email at james.doran3@us.army.mil.

Questions: Please answer all questions with as much detail as possible for the timeframe of FY 2008 through 3<sup>rd</sup> Quarter FY 2010.

### **Written Recruitment Plan:**

- Does your organization have a written recruitment plan? If yes, please answer the below questions. If you do not have a plan, please respond to as many questions as you can in terms of what you would incorporate in a plan and what you are considering doing to develop such a plan.
  - Does the plan have goals?
    - By FY, list goals in terms of number of new hires (interns and journeymen) and then list actual numbers hired by FY.
    - How many Interns does your organization currently have?
  - How often is the plan reviewed?
  - How often is the plan updated?
  - Does the plan incorporate lessons learned/best practices from within the organization as well as outside of the organization?
    - Please summarize lessons learned.
    - Please summarize best practices.
- Briefly summarize the contents of the written recruitment plan.

### **Written Training Plan:**

- Does your organization have a written training plan? If yes, please answer the below questions. If you do not have a plan, please respond to as many questions as you can in terms of what you would incorporate in a plan and what you are considering doing to develop such a plan.
  - What are the goals of the plan?
  - How are results measured against goals?
  - By FY, describe results in terms of goals.
  - How often is the plan reviewed?
  - How often is the plan updated?

- Does the plan incorporate lessons learned/best practices from within the organization as well as outside of the organization?
  - Please summarize lessons learned.
  - Please summarize best practices.
- Briefly summarize the contents of the written training plan.

**Written Retention Plan:**

- Does your organization have a written retention plan? If yes, please answer the below questions. If you do not have a plan, please respond to as many questions as you can in terms of what you would incorporate in a plan and what you are considering doing to develop such a plan.
  - What are the goals of the plan?
  - How are results measured against goals?
  - By FY, describe results in terms of goals.
  - How often is the plan reviewed?
  - How often is the plan updated?
  - Does the plan incorporate lessons learned/best practices from within the organization as well as outside of the organization?
    - Please summarize lessons learned.
    - Please summarize best practices.
- Briefly summarize the contents of the written retention plan.

**Interns:**

Please complete the chart below:

	Department of Army (DA) funded Interns	Section 852 funded Interns	Local Interns
Number hired FY 2008			
Number hired FY 2009			
Number hired FY 2010			
In the list below, identify how many were hired by type of recruitment/ please estimate the percentage of the number of hired with the number of applicants received for each category. Example: DA hired 10 out of 100 applicants would be recorded as 10/10%.			
Job Fairs: non-college related			
Job Fairs: college			

sponsored			
Future Acquisition Student Training (FAST)			
Student Career Experience Program (SCEP)			
Newspaper			
USA Jobs/CPOL			
Other _____			
Other _____			
Other _____			

**Journeymen – Expedited Hiring Authority (EHA)**

In the list below, identify how many were hired using EHA by type of recruitment/ please estimate the percentage of the number of hired with the number of applicants received for each category. Example: Hired 10 out of 100 applicants would be recorded as 10/10%.			
	FY 2008	FY 2009	FY 2010
Job Fairs: non-college related			
Job Fairs: college sponsored			
Newspaper			
USA Jobs/CPOL			
Annuitant Rehires			
Other agencies			
Other _____			
Other _____			
Other _____			

Please describe any challenges your organization has found in attempting to use EHA.

Please provide feedback on what can be done to improve the use of EHA.

Please complete the below chart indicating the number of unfilled open positions you anticipate having for each fiscal year listed. The Journeymen level is considered the normal Journeymen target grade for your organization. Please indicate your organization's Journeymen target grade.

Anticipated Unfilled Open Positions by Fiscal Year (FY)						
	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Interns						
Journeymen						
Journeymen Target Grade						



## APPENDIX 2. AMCOM RESPONSES

Request that written responses be submitted by email to james.doran3@us.army.mil by close of business 12 August 2010. Please incorporate your answers into this document using the track changes function.

If you have any questions regarding this questionnaire, please contact Jim Doran at 309-782-3276 or by email at james.doran3@us.army.mil.

Questions: Please answer all questions with as much detail as possible for the timeframe of FY 2008 through 3<sup>rd</sup> Quarter FY 2010.

### **Written Recruitment Plan:**

- Does your organization have a written recruitment plan? If yes, please answer the below questions. If you do not have a plan, please respond to as many questions as you can in terms of what you would incorporate in a plan and what you are considering doing to develop such a plan.
  - Does the plan have goals?
    - By FY, list goals in terms of number of new hires (interns and journeymen) and then list actual numbers hired by FY.
    - How many Interns does your organization currently have?
  - How often is the plan reviewed?
  - How often is the plan updated?
  - Does the plan incorporate lessons learned/best practices from within the organization as well as outside of the organization?
    - Please summarize lessons learned.
    - Please summarize best practices.
- Briefly summarize the contents of the written recruitment plan.

### **Written Training Plan:**

- Does your organization have a written training plan? If yes, please answer the below questions. If you do not have a plan, please respond to as many questions as you can in terms of what you would incorporate in a plan and what you are considering doing to develop such a plan. What are the goals of the plan?
  - How are results measured against goals?
  - By FY, describe results in terms of goals.
  - How often is the plan reviewed? **When needed**
  - How often is the plan updated? **Updated in 2009**
  - Does the plan incorporate lessons learned/best practices from within the organization as well as outside of the organization? **Yes**
  - Please summarize lessons learned. **More on the job training**
  - Please summarize best practices.
- Briefly summarize the contents of the written training plan.

### **Written Retention Plan:**

- Does your organization have a written retention plan? If yes, please answer the below questions. If you do not have a plan, please respond to as many questions as you can in terms of what you would incorporate in a plan and what you are considering doing to develop such a plan.
  - What are the goals of the plan?
  - How are results measured against goals?
  - By FY, describe results in terms of goals.
  - How often is the plan reviewed?
  - How often is the plan updated?
  - Does the plan incorporate lessons learned/best practices from within the organization as well as outside of the organization?
  - Please summarize lessons learned.
  - Please summarize best practices.
- Briefly summarize the contents of the written retention plan.

**Interns:**

Please complete the chart below:

	Department of Army (DA) funded Interns	Section 852 funded Interns	Local Interns
Number hired FY 2008	<b>20</b>	<b>10</b>	<b>0</b>
Number hired FY 2009	<b>7</b>	<b>40</b>	<b>1</b>
Number hired FY 2010	<b>3</b>	<b>16</b>	<b>0</b>
In the list below, identify how many were hired by type of recruitment/ please estimate the percentage of the number of hired with the number of applicants received for each category. Example: DA hired 10 out of 100 applicants would be recorded as 10/10%.			
Job Fairs: non-college related	<b>0</b>		
Job Fairs: college sponsored	<b>67 (?? On applications) – Announcement posted at college – no true job fair</b>		
Future Acquisition Student Training (FAST)	<b>0</b>		
Student Career Experience Program (SCEP)	<b>3/25 = 12%</b>		
Newspaper	<b>0</b>		
USA Jobs/CPOL			
Other			
Other			
Other			

**Journeymen – Expedited Hiring Authority (EHA)**

In the list below, identify how many were hired using EHA by type of recruitment/ please estimate the percentage of the number of hired with the number of applicants received for each category. Example: Hired 10 out of 100 applicants would be recorded as 10/10%.			
	FY 2008	FY 2009	FY 2010
Job Fairs: non-college related	<b>0</b>	<b>2</b>	<b>27</b>
Job Fairs: college sponsored	<b>0</b>	<b>0</b>	<b>0</b>
Newspaper	<b>0</b>	<b>0</b>	<b>0</b>
USA Jobs/CPOL	<b>0</b>	<b>0</b>	<b>16</b>
Annuitant Rehires	<b>1</b>	<b>1</b>	<b>1</b>
Other agencies			
Other			
Other			
Other			

Please describe any challenges your organization has found in attempting to use EHA. The security process is still an encumbering problem as it takes several weeks to complete.

Please provide feedback on what can be done to improve the use of EHA.

Please complete the below chart indicating the number of unfilled open positions you anticipate having for each fiscal year listed. The Journeymen level is considered the normal Journeymen target grade for your organization. Please indicate your organization's Journeymen target grade.

Anticipated Unfilled Open Positions by Fiscal Year (FY)						
	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Interns	<b>7</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>
Journeymen	<b>113</b>	<b>113</b>	<b>90</b>	<b>90</b>	<b>80</b>	<b>80</b>
Journeymen Grade Target	align="center"> <b>12</b>					

### APPENDIX 3. CECOM RESPONSES

Request that written responses be submitted by email to james.doran3@us.army.mil by close of business 12 August 2010. Please incorporate your answers into this document using the track changes function.

If you have any questions regarding this questionnaire, please contact Jim Doran at 309-782-3276 or by email at james.doran3@us.army.mil.

Questions: Please answer all questions with as much detail as possible for the timeframe of FY 2008 through 3<sup>rd</sup> Quarter FY 2010.

#### **Written Recruitment Plan:**

- Does your organization have a written recruitment plan? If yes, please answer the below questions. If you do not have a plan, please respond to as many questions as you can in terms of what you would incorporate in a plan and what you are considering doing to develop such a plan.

**No, point of contract (POC) for written Recruitment Plan is Frank Brigham, Chief, Human Capital, 410-436-3920**

- Does the plan have goals? **N/A**
  - By FY, list goals in terms of number of new hires (interns and journeymen) and then list actual numbers hired by FY.

**117 Interns/852 funded/fellows were brought on-board to augment the transition from FM to APG.**

- How many Interns does your organization currently have? **117**
- How often is the plan reviewed? **N/A**
- How often is the plan updated? **N/A**
- Does the plan incorporate lessons learned/best practices from within the organization as well as outside of the organization? **N/A**
  - Please summarize lessons learned.
  - Please summarize best practices.
- Briefly summarize the contents of the written recruitment plan.

### **Written Training Plan:**

- Does your organization have a written training plan? If yes, please answer the below questions. If you do not have a plan, please respond to as many questions as you can in terms of what you would incorporate in a plan and what you are considering doing to develop such a plan.

**Yes, POC for written training plan is Connie Fox-Samson, MA, JD, Chief of Workforce Development, 410-436-6145**

- What are the goals of the plan?

**We follow our higher headquarters annual training guidance. The goals of the plan are to establish priorities, training philosophy, intent, and strategies for personal and professional development.**

- How are results measured against goals?

**Metrics are established and tracked on a quarterly basis by the Director of Acquisition Career Management (DACM) (three-star general officer) to determine certification, Individual Development Plan (IDP), and continuous learning point compliance. Mandatory training compliance rates are tracked quarterly by the ACC G-3. In addition, the Center's Executive Director briefs the ACC Commander annually on outcomes.**

- By FY, describe results in terms of goals.

**I can only speak to outcomes for FY 2010 since I do not have access to data prior to that date. Since I became the Chief of Workforce Development in September 2009, our mandatory training goals were met at a rate of 100%. Our entire acquisition workforce has either met or is within the statutory twenty-four months of meeting certification requirements. One hundred percent of the workforce met their continuous learning point requirement during the last two-year Defense Acquisition Workforce Improvement Act (DAWIA) cycle.**

- How often is the plan reviewed? **Annually**
- How often is the plan updated?

**Event driven or in response to statutory, regulatory, guideline or policy changes.**

- Does the plan incorporate lessons learned/best practices from within the organization as well as outside of the organization?
  - Please summarize lessons learned.

**The ACC's Fiscal Year Army Leader Development and Training Guidance is developed with input from the field, representing command-wide lessons learned and best practices.**

- Please summarize best practices.

**1) Clear, well-communicated standards, (2) Defined processes, (3) Deliberate, progressive leader development, (4) Risk management and safety, (5) Accountability.**

- Briefly summarize the contents of the written training plan.

**Send ACC Fiscal Year 2001 Army Leader Development and Training Guidance Memo dated 21 Sept 2010 signed by Jeffrey P. Parsons, ACC executive Director**

**Written Retention Plan:**

- Does your organization have a written retention plan? If yes, please answer the below questions. If you do not have a plan, please respond to as many questions as you can in terms of what you would incorporate in a plan and what you are considering doing to develop such a plan.

**No, POC for the written Retention Plan is Frank Brigham, Chief Human Capital, 410-436-3920**

- What are the goals of the plan?
- How are results measured against goals?
- By FY, describe results in terms of goals.
- How often is the plan reviewed?
- How often is the plan updated?

- Does the plan incorporate lessons learned/best practices from within the organization as well as outside of the organization?
  - Please summarize lessons learned.
  - Please summarize best practices.
- Briefly summarize the contents of the written retention plan.

**Interns:**

Please complete the chart below:

	Department of Army (DA) funded Interns	Section 852 funded Interns	Local Interns
Number hired FY 2008			
Number hired FY 2009			
Number hired FY 2010			
In the list below, identify how many were hired by type of recruitment/ please estimate the percentage of the number of hired with the number of applicants received for each category. Example: DA hired 10 out of 100 applicants would be recorded as 10/10%.			
Job Fairs: non-college related			
Job Fairs: college sponsored			
Future Acquisition Student Training (FAST)			
Student Career Experience Program (SCEP)			
Newspaper			
USA Jobs/CPOL			
Other			
Other			
Other			



**Journeymen – Expedited Hiring Authority (EHA)**

In the list below, identify how many were hired using EHA by type of recruitment/ please estimate the percentage of the number of hired with the number of applicants received for each category. Example: Hired 10 out of 100 applicants would be recorded as 10/10%.			
	FY 2008	FY 2009	FY 2010
Job Fairs: non-college related			
Job Fairs: college sponsored			
Newspaper			
USA Jobs/CPOL			
Annuitant Rehires			
Other agencies			
Other			
Other			
Other			

Please describe any challenges your organization has found in attempting to use EHA.

Please provide feedback on what can be done to improve the use of EHA.

Please complete the below chart indicating the number of unfilled open positions you anticipate having for each fiscal year listed. The Journeymen level is considered the normal Journeymen target grade for your organization. Please indicate your organization's Journeymen target grade.

Anticipated Unfilled Open Positions by Fiscal Year (FY)						
	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Interns						
Journeymen						
Journeymen Target Grade						

THIS PAGE INTENTIONALLY LEFT BLANK

## APPENDIX 4. ECC RESPONSES

Request that written responses be submitted by email to james.doran3@us.army.mil by close of business 12 August 2010. Please incorporate your answers into this document using the track changes function.

If you have any questions regarding this questionnaire, please contact Jim Doran at 309-782-3276 or by email at james.doran3@us.army.mil.

Questions: Please answer all questions with as much detail as possible for the timeframe of FY 2008 through 3<sup>rd</sup> Quarter FY 2010.

### **Written Recruitment Plan:**

- Does your organization have a written recruitment plan? If yes, please answer the below questions. If you do not have a plan, please respond to as many questions as you can in terms of what you would incorporate in a plan and what you are considering doing to develop such a plan.

**Our organization does not presently have a written recruitment plan but we presently have a DRAFT that is in progress. We would incorporate how the organization would like personnel actions handled such as recruit actions, reassignments, realignments, selections, etc.**

- Does the plan have goals?
  - By FY, list goals in terms of number of new hires (interns and journeymen) and then list actual numbers hired by FY.

**By FY 2011 approximately 77 new hires are expected to be on board. This includes interns and journeyman level positions.**

- How many Interns does your organization currently have?

**The organization is authorized 28 interns but currently have a total of 18 on hand. There are recruit actions out for more interns.**

- How often is the plan reviewed?
- How often is the plan updated?

- Does the plan incorporate lessons learned/best practices from within the organization as well as outside of the organization?
  - Please summarize lessons learned.
  - Please summarize best practices.
- Briefly summarize the contents of the written recruitment plan.

**In progress.**

**Written Training Plan:**

- Does your organization have a written training plan? If yes, please answer the below questions. If you do not have a plan, please respond to as many questions as you can in terms of what you would incorporate in a plan and what you are considering doing to develop such a plan. What are the goals of the plan?

**I am not aware of a written training plan.**

- How are results measured against goals?
- By FY, describe results in terms of goals.
- How often is the plan reviewed?
- How often is the plan updated?
- Does the plan incorporate lessons learned/best practices from within the organization as well as outside of the organization?
  - Please summarize lessons learned.
  - Please summarize best practices.
- Briefly summarize the contents of the written training plan.

**Written Retention Plan:**

- Does your organization have a written retention plan? If yes, please answer the below questions. If you do not have a plan, please respond to as many questions as you can in terms of what you would incorporate in a plan and what you are considering doing to develop such a plan.
  - What are the goals of the plan?
  - How are results measured against goals?

- By FY, describe results in terms of goals.

**The goal of the plan is to help recruit new employees, relocate current employees, or retain employees with unusually high or unique qualifications or who fulfill a special need, when positions would be difficult to fill in the absence of the incentive.**

- How often is the plan reviewed?

**The plan is reviewed on a yearly basis.**

- How often is the plan updated?

**The plan is updated yearly.**

- Does the plan incorporate lessons learned/best practices from within the organization as well as outside of the organization?
  - Please summarize lessons learned.
  - Please summarize best practices.
- Briefly summarize the contents of the written retention plan.

**An authorized management official may approve relocation incentives paid under this policy to a current Federal employee who must relocate, without a break in service, to accept a position in a difficult geographic area that is likely to be difficult to fill.**

**Interns:**

Please complete the chart below:

	Department of Army (DA) funded Interns	Section 852 funded Interns	Local Interns
Number hired FY 2008	<b>0</b>	<b>0</b>	<b>24</b>
Number hired FY 2009	<b>0</b>	<b>4</b>	<b>24</b>
Number hired FY 2010			
In the list below, identify how many were hired by type of recruitment/ please estimate the percentage of the number of hired with the number of applicants received for each category. Example: DA hired 10 out of 100 applicants would be recorded as 10/10%.			
Job Fairs: non-college related	<b>0</b>		
Job Fairs: college	<b>0</b>		

sponsored			
Future Acquisition Student Training (FAST)	0		
Student Career Experience Program (SCEP)	0		
Newspaper	0		
USA Jobs/CPOL	4		
Other			
Other			
Other			

**Journeymen – Expedited Hiring Authority (EHA)**

In the list below, identify how many were hired using EHA by type of recruitment/ please estimate the percentage of the number of hired with the number of applicants received for each category. Example: Hired 10 out of 100 applicants would be recorded as 10/10%.			
	FY 2008	FY 2009	FY 2010
Job Fairs: non-college related	0	0	0
Job Fairs: college sponsored	0	0	0
Newspaper	0	0	0
USA Jobs/CPOL	0	0	2
Annuitant Rehires	0	2	0
Other agencies			
Other			
Other			
Other			

Please describe any challenges your organization has found in attempting to use EHA.

**Our Civilian Personnel Operations Center (CPOC) will only allow a minimum of 5 days instead of 1 day.**

Please provide feedback on what can be done to improve the use of EHA.

Please complete the below chart indicating the number of unfilled open positions you anticipate having for each fiscal year listed. The Journeymen level is considered the

normal Journeymen target grade for your organization. Please indicate your organization's Journeymen target grade.

Anticipated Unfilled Open Positions by Fiscal Year (FY)						
	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Interns	<b>10</b>					
Journeymen	<b>62</b>					
Journeymen Target Grade						

THIS PAGE INTENTIONALLY LEFT BLANK



## APPENDIX 5. JM&L RESPONSES

Request that written responses be submitted by email to james.doran3@us.army.mil by close of business 12 August 2010. Please incorporate your answers into this document using the track changes function.

If you have any questions regarding this questionnaire, please contact Jim Doran at 309-782-3276 or by email at james.doran3@us.army.mil.

Questions: Please answer all questions with as much detail as possible for the timeframe of FY 2008 through 3<sup>rd</sup> Quarter FY 2010.

### **Written Recruitment Plan:**

- Does your organization have a written recruitment plan? If yes, please answer the below questions. If you do not have a plan, please respond to as many questions as you can in terms of what you would incorporate in a plan and what you are considering doing to develop such a plan.

**The Joint Munitions and Lethality Contracting Center (JM&L CC) does not have a written recruitment plan.**

- Does the plan have goals?
  - By FY, list goals in terms of number of new hires (interns and journeymen) and then list actual numbers hired by FY.
  - How many Interns does your organization currently have?

**Currently we have 61 interns (total workforce is 255); 5 are ACTEDS, 18 are Local, and 38 are Section 852.**

- How often is the plan reviewed?
- How often is the plan updated?
- Does the plan incorporate lessons learned/best practices from within the organization as well as outside of the organization?
  - Please summarize lessons learned.

**Regarding lessons learned and best practices, in our experience we have found the Federal Career Intern Program (FCIP) hiring process to be the most successful and**

**use that program almost exclusively to attract recent college graduates. We've had limited success using EHA**

- Please summarize best practices.

**Regarding lessons learned and best practices, in our experience we have found the Federal Career Intern Program (FCIP) hiring process to be the most successful and use that program almost exclusively to attract recent college graduates. We've had limited success using EHA**

- Briefly summarize the contents of the written recruitment plan.

**The Joint Munitions and Lethality Contracting Center (JM&L CC) does not have a written recruitment plan. Currently we have 61 interns (total workforce is 255); 5 are ACTEDS, 18 are Local, and 38 are Section 852. Regarding lessons learned and best practices, in our experience we have found the Federal Career Intern Program (FCIP) hiring process to be the most successful and use that program almost exclusively to attract recent college graduates. We've had limited success using EHA. Our hiring goals are dependent upon customer requirements and funding, attrition, and regeneration of the workforce.**

**Written Training Plan:**

- Does your organization have a written training plan? If yes, please answer the below questions. If you do not have a plan, please respond to as many questions as you can in terms of what you would incorporate in a plan and what you are considering doing to develop such a plan. What are the goals of the plan?
  - How are results measured against goals?
  - By FY, describe results in terms of goals.
  - How often is the plan reviewed?
  - How often is the plan updated?
  - Does the plan incorporate lessons learned/best practices from within the organization as well as outside of the organization?
    - Please summarize lessons learned.
    - Please summarize best practices.
- Briefly summarize the contents of the written training plan.

**The JM&L CC New Associates Development Group (NADG) developed and maintains a New Associates manual that addresses intern training topics and provides a training plan. The NADG is a self-directed group whose purpose is to facilitate the efficient and effective integration of new associates into the Center and to provide a forum for recognition and resolution of common problems encountered in the probationary period as well as provide an arena in which new associates can enhance their skills on various topics. They share best practices, partner with National Contract Management Association (NCMA) on training initiatives and in effect, serve as a local “boot camp” since traditional boot camp is not practical for us. We also have a Training Guide that complements the New Associate Manual in providing desired competencies, performance expectations, and on the job training (OJT) subject areas. In addition, we use the ACTEDs training plan as a guideline for all our interns.**

**Written Retention Plan:**

- Does your organization have a written retention plan? If yes, please answer the below questions. If you do not have a plan, please respond to as many questions as you can in terms of what you would incorporate in a plan and what you are considering doing to develop such a plan.
  - What are the goals of the plan?
  - How are results measured against goals?
  - By FY, describe results in terms of goals.
  - How often is the plan reviewed?
  - How often is the plan updated?
  - Does the plan incorporate lessons learned/best practices from within the organization as well as outside of the organization?
    - Please summarize lessons learned.
    - Please summarize best practices.
- Briefly summarize the contents of the written retention plan.

**The JM&L CC does not have a written retention plan as turnover here is low (approximately 5%), with negligible effect on productivity and mission**

accomplishment. Although small, the loss of seasoned contracting associates through transfers to the Program Manager (PMs)/PEO and retirement creates some difficulties due to the loss of knowledge, but also allows for advancement opportunities.

**Interns:**

Please complete the chart below:

	Department of Army (DA) funded Interns	Section 852 funded Interns	Local Interns
Number hired FY 2008	<b>0</b>	<b>1</b>	<b>15</b>
Number hired FY 2009	<b>5</b>	<b>24</b>	<b>10</b>
Number hired FY 2010	<b>0</b>	<b>13</b>	<b>4</b>
In the list below, identify how many were hired by type of recruitment/ please estimate the percentage of the number of hired with the number of applicants received for each category. Example: DA hired 10 out of 100 applicants would be recorded as 10/10%.			
Job Fairs : non-college related	<b>0</b>	<b>0</b>	<b>0</b>
Job Fairs: college sponsored	<b>0</b>	<b>0</b>	<b>0</b>
Future Acquisition Student Training (FAST)	<b>0</b>	<b>0</b>	<b>0</b>
Student Career Experience Program (SCEP)	<b>0</b>	<b>0</b>	<b>*</b>
Newspaper	<b>0</b>	<b>0</b>	<b>0</b>
USA Jobs/CPOL	<b>0</b>	<b>0</b>	<b>0</b>
Other – FCIP with flyers posted at local colleges	<b>0</b>	<b>38</b>	<b>29</b>
Other – Centralized recruitment conducted by RIA ACTEDs cell – unsure of recruitment methods used.	<b>5</b>	<b>0</b>	<b>0</b>

\*We recently hired 4 SCEPs that we plan on converting to interns sometime in FY 2011 & FY 2012.

**Journeyman – Expedited Hiring Authority (EHA)**

In the list below, identify how many were hired using EHA by type of recruitment/ please estimate the percentage of the number of hired with the number of applicants received for each category. Example: Hired 10 out of 100 applicants would be recorded as 10/10%.			
	FY 2008	FY 2009	FY 2010
Job Fairs: non-college related	<b>0</b>	<b>0</b>	<b>0</b>
Job Fairs: college sponsored	<b>0</b>	<b>0</b>	<b>0</b>
Newspaper	<b>0</b>	<b>0</b>	<b>0</b>
USA Jobs/CPOL	<b>0</b>	<b>1.06%</b>	<b>1.11%</b>
Annuitant Rehires	<b>0</b>	<b>0</b>	<b>0</b>
Other agencies	<b>0</b>	<b>0</b>	<b>0</b>
Other	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>
Other	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>
Other	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>

Please describe any challenges your organization has found in attempting to use EHA.

**The only drawback the JM&L CC has experienced with EHA is it's difficult to find candidates who qualify at the higher grades due to the nature of the mission we support (R&D/Life Cycle of Weapons and Armaments Systems)**

Please provide feedback on what can be done to improve the use of EHA.

Please complete the below chart indicating the number of unfilled open positions you anticipate having for each fiscal year listed. The Journeyman level is considered the normal Journeyman target grade for your organization. Please indicate your organization's Journeyman target grade.

**The JM&L CC does not anticipate having unfilled positions since we are currently hiring above our authorized positions. We're able to do this because we receive funding reimbursements from our customers, which is funding above our allotted Operation and Maintenance, Army (OMA) funding. OMA funds cover our authorized positions. As employees retire or transfer, our interns are progressing and filling those positions.**

Anticipated Unfilled Open Positions by Fiscal Year (FY)						
	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Interns						
Journeymen						
Journeymen Target Grade	<b>GS-11</b>					

## APPENDIX 6. MICC RESPONSES

### Written Recruitment Plan:

- Does your organization have a written recruitment plan? **YES** If yes, please answer the below questions. If you do not have a plan, please respond to as many questions as you can in terms of what you would incorporate in a plan and what you are considering doing to develop such a plan.
- Does the plan have goals?

**The plan contains one Overarching goal for recruitment, “To attract and retain a high-performing workforce with the technical and professional skills needed.”**

- By FY, list goals in terms of number of new hires (interns and journeymen) and then list actual numbers hired by FY.

**MICC has not had sufficient G-1 staff on-board to adequately analyze projected gains/losses to have previously established hiring goals by location. These will be identified in the Strategic Recruitment and Retention Plan.**

- How many Interns does your organization currently have?
- How often is the plan reviewed?

**The plan is to be reviewed and updated as required, but no less than once a year.**

- How often is the plan updated?
- Does the plan incorporate lessons learned/best practices from within the organization as well as outside of the organization?

**Not currently but the new plan will address these in the future from both a Command perspective, as well as specific location.**

- Please summarize lessons learned.

**MICC G-1 attempted to establish standing registers of candidates for all of our locations under EHA. The responses to announcements were overwhelming and it was discovered that the majority of candidates applying did not meet qualification**

requirements. As such, all announcements were cancelled and are now only issued on an as required basis.

- Please summarize best practices.

MICC G-1 was not aware of the difficulty in hiring being encountered by one of our Centers until they had approx. 13 vacancies. While they had initiated personnel actions on all, referral listings issued were overwhelming the Director and Deputy as they struggled to deal with them as well as continue their mission responsibilities. MICC G-1 sent a HR Specialist on site to perform preliminary screening of candidates, provide recommended selections, and perform reference checks. Also utilized existing EHA lists to fill a number of the vacancies. MICC G-1 continued to provide reach-back assistance to the Center following the on-site visit. Contracting Centers and Offices have engaged G-1 much earlier on when they are confronted with recruitment problems as a result.

- Briefly summarize the contents of the written recruitment plan.

Our plan outlines various recruitment programs (outside normal recruitment channels) which may be utilized and identifies recruitment initiatives to be conducted.

#### **Written Training Plan:**

- Does your organization have a written training plan? If yes, please answer the below questions. If you do not have a plan, please respond to as many questions as you can in terms of what you would incorporate in a plan and what you are considering doing to develop such a plan.

**Yes, it is a part of our Command Staffing Plan. How are results measured against goals?**

- What are the goals of the plan?

MICC overarching goal for training is to design and deliver a training and development program that develops workforce skills in line with MICC requirements.

- By FY, describe results in terms of goals.



**MICC G-1 has just recently hired a HR training specialist, who will report in August. Workforce training (other than interns) has been identified and monitored between existing HR Specialists. Reports are conducted quarterly or on an as-needed basis to ensure mandatory training requirements are met. Individual training request are reviewed against mission requirements prior to approval.**

- How often is the plan reviewed?

**The plan is to be reviewed and updated as required, but no less than once a year.**

- How often is the plan updated?
- Does the plan incorporate lessons learned/best practices from within the organization as well as outside of the organization?

**Not currently due to staff shortages but will in the future when we have a training specialist on board.**

- Please summarize lessons learned.
- Please summarize best practices.
- Briefly summarize the contents of the written training plan.

**Following the same lines as the recruitment portion of our plan, it identifies various training opportunities and sources which may be used and identifies initiatives to undertake in identifying skill gaps and taking action to fill the gaps.**

**Written Retention Plan:**

- Does your organization have a written retention plan? If yes, please answer the below questions. If you do not have a plan, please respond to as many questions as you can in terms of what you would incorporate in a plan and what you are considering doing to develop such a plan.

**Yes, it is also a part of the Command Staffing Plan.**

- What are the goals of the plan?

**MICC overarching goal is to retain critical skills shortages to maintain a high-performing workforce in order to effectively respond to MICC workload requirements.**

- How are results measured against goals?

**Reviews are conducted periodically of our workforce statistics and exit interview questionnaires are utilized. The data provided by the exit interviews assists in identifying areas which may need adjustment and/or implemented. MICC policies are also reviewed to ensure they meet the needs of the workforce.**

- By FY, describe results in terms of goals.
- How often is the plan reviewed?

**The plan is to be reviewed and updated as required, but no less than once a year.**

- How often is the plan updated?
- Does the plan incorporate lessons learned/best practices from within the organization as well as outside of the organization?

**MICC is still in its infancy in knowing whether our retention efforts are truly successful and therefore merit a best practice or not; however, we have reviewed lessons learned and practices of others in the development of our policies which impact workforce retention**

- Please summarize lessons learned.
- Please summarize best practices.
- Briefly summarize the contents of the written retention plan.

**Within this section of the MICC plan, areas are identified that may assist in our retention efforts and initiatives identified that we will pursue in ensuring MICC provides a work/life friendly environment. In addition to completing pay equity analysis of the workforce, MICC G-1 established a voluntary civilian fitness program, embraced alternative work schedules, and implemented ACC Telework policy.**

**Interns:**

Please complete the chart below:

	Department of Army (DA) funded Interns	Section 852 funded Interns	Local Interns
Number hired FY 2008	<b>27</b>	<b>0</b>	<b>44</b>
Number hired FY 2009	<b>18</b>	<b>33</b>	<b>73</b>
Number hired FY 2010	<b>5</b>	<b>36</b>	<b>57</b>
In the list below, identify how many were hired by type of recruitment/ please estimate the percentage of the number of hired with the number of applicants received for each category. Example: DA hired 10 out of 100 applicants would be recorded as 10/10%.			
Job Fairs : non-college related			
Job Fairs: college sponsored			
Future Acquisition Student Training (FAST)		<b>18%</b>	<b>6%</b>
Student Career Experience Program (SCEP)			
Newspaper			
USA Jobs/CPOL	<b>100%</b>	<b>72%</b>	<b>81%</b>
Other			
Other			
Other			

**Journeymen – Expedited Hiring Authority (EHA)**

In the list below, identify how many were hired using EHA by type of recruitment/ please estimate the percentage of the number of hired with the number of applicants received for each category. Example: Hired 10 out of 100 applicants would be recorded as 10/10%.			
	FY 2008	FY 2009	FY 2010
Job Fairs: non-college related	<b>0</b>	<b>0/20 or 0%</b>	<b>0</b>
Job Fairs: college sponsored	<b>0</b>	<b>0</b>	<b>0</b>
Newspaper	<b>0</b>	<b>0</b>	<b>0</b>
USA Jobs/CPOL	<b>0</b>	<b>0/1500 or 0%</b>	<b>11/9,000 or .1%</b>
Annuitant Rehires	<b>0</b>	<b>2</b>	<b>0</b>
Other agencies			
Other <b>Craig's List</b>		<b>2/500 or .2%</b>	
Other			
Other			

Please describe any challenges your organization has found in attempting to use EHA.

**MICC - As mentioned earlier, MICC attempted to maintain open registers for EHA in order to be able to produce available candidates quickly to all of our 40+ locations, but quickly found the response to be overwhelming. Coupled with the vast majority of applicants not meeting qualification requirements, the return on investment did not warrant our initiative. As such, we now only post EHA announcements on an as-needed basis.**

**MICC - ACC worked with Civilian Human Resources Agency (CHRA) to set up a cell that handled only EHA for a test period. It was an excellent opportunity however it was not utilized as much as all envisioned and as a result, did not justify the resources dedicated to it. Reinstating the cell within CHRA and providing better marketing of its availability would be helpful. MICC managers were somewhat reluctant to use it initially and by the time MICC G-1 was able to demonstrate its simplicity and usefulness, the decision had been made to close it down. Additionally, MICC was brought into the test late and was limited to six**

installation sites. Had we been allowed to use it at all of our sites, we believe multiple positions would have been filled through this source.

An alternative to this, but also along the same line, would be to establish a data base of qualified applicants which an organization could utilize on a continuous basis. This could be used when conducting invitation only job fairs, as well as an on-going expedited recruitment source.

Please provide feedback on what can be done to improve the use of EHA.

Please complete the below chart indicating the number of unfilled open positions you anticipate having for each fiscal year listed. The Journeymen level is considered the normal Journeymen target grade for your organization. Please indicate your organization's Journeymen target grade.

Anticipated Unfilled Open Positions by Fiscal Year (FY)						
	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Interns	<b>8/168</b>	<b>8/176</b>	<b>8/190</b>	<b>9/200</b>	<b>10/212</b>	<b>12/223</b>
Journeymen	<b>56/1229</b>	<b>56/1286</b>	<b>59/1391</b>	<b>58/1418</b>	<b>57/1447</b>	<b>58/1476</b>
Journeymen Target Grade	<b>11 or 12 depending on size of contracting office and complexity</b>					

THIS PAGE INTENTIONALLY LEFT BLANK

## APPENDIX 7. NCRCC RESPONSES

Request that written responses be submitted by email to james.doran3@us.army.mil by close of business 12 August 2010. Please incorporate your answers into this document using the track changes function.

If you have any questions regarding this questionnaire, please contact Jim Doran at 309-782-3276 or by email at james.doran3@us.army.mil.

Questions: Please answer all questions with as much detail as possible for the timeframe of FY 2008 through 3<sup>rd</sup> Quarter FY 2010.

### **Written Recruitment Plan:**

- Does your organization have a written recruitment plan? If yes, please answer the below questions. If you do not have a plan, please respond to as many questions as you can in terms of what you would incorporate in a plan and what you are considering doing to develop such a plan. **Yes**
  - Does the plan have goals?
    - By FY, list goals in terms of number of new hires (interns and journeymen) and then list actual numbers hired by FY.
    - How many Interns does your organization currently have?
  - How often is the plan reviewed?
  - How often is the plan updated?
  - Does the plan incorporate lessons learned/best practices from within the organization as well as outside of the organization?
    - Please summarize lessons learned.
    - Please summarize best practices.
- Briefly summarize the contents of the written recruitment plan.

### **RECRUITMENT PLANNING: VISION**

*To attract and retain a developed workforce capable of providing outstanding contracting support to serviced customers in the NCR. To be the “employer of choice” in the NCR.*

**This goal consists of five objectives:**

- Implement strategies to attract talented employees;**
- Retain employees by enhancing the work environment and creating a culture that values employees;**
- Invest in employees' professional development and growth;**
- Provide opportunities for leadership to learn and share best practices with each other; and**
- Provide opportunities for all employees to learn and share with one another, encouraging better dialogue between employees and management.**

**All five objectives are necessary to ensure a workforce that meets the Center's strategic goal and to secure the leadership and workforce resources necessary for the Center to accomplish its mission, reach for its vision, and maintain its values.**

**This plan specifically addresses our objective to implement effective strategies to attract talented employees.**

## **WHAT IS RECRUITMENT PLANNING?**

**Recruitment is the foundation of any personnel selection process. We cannot hire the best employees if we do not attract the best applicants. Recruitment planning takes into account workforce demographics and trends, the Center's "mission critical" job classifications, future workforce needs, as well as current ones, the Center's strengths and weaknesses, achieving or maintaining diversity in the workplace, and feedback from new and departing employees. All of these factors are taken into consideration in adopting recruitment goals and strategies.**

## **CURRENT SITUATION**

**The Center is facing the loss of experienced contracting professionals partly because of its aging workforce. Current data indicates that approximately \_\_\_\_% of NCRCC's management and supervisory positions and approximately \_\_\_\_\_% of**



**its non-supervisory positions are occupied by employees who are eligible for retirement within the next five years.**

#### **MISSION-ESSENTIAL POSITIONS**

**The positions identified below have been identified as essential to the overall mission accomplishment of the NCRCC to provide global contracting support to war-fighters through the full spectrum of military operations.**

**Contract Specialist, YA-1102-02; GS-1102-12/13**

**Contract Specialist, YA-1102-03; GS-1102-14**

#### **DEPARTMENT RECRUITMENT PLAN**

**One of the factors hindering our ability to get “the right people in the right position at the right time” is the recruitment and interview/selection process.**

**Career program unique requirements mandate that all vacancy announcements for GS-14/15 and pay band equivalent YA-03/YC-03 positions will be open a minimum of 14 calendar days. The minimum area of consideration is Army-wide.**

**We must focus on identifying and carrying out recruitment and interviewing and selection process improvements that are within our purview.**

#### **STRATEGIES**

- Enhance the “jobs” page on the NCRCC website.**
- Identify and participate in recruitment activities and measure and evaluate these activities to determine their effectiveness in filling contracting positions.**
- Improve job opportunity announcements (simplify, clarify duty summaries; “sell” the position.)**
- Utilize New Employee Survey data to help direct recruitment and outreach efforts.**
- Adopt practices that are attractive to different workforce generations, such as expanding the use of alternate work schedules.**

- **Develop a recruitment brochure, portfolio, or a series of brochures to market NCRCC job opportunities.**
- **Identify specific positions to be filled as developmental with promotion opportunity**
- **Create a flexible job rotation plan to improve employee retention levels.**

#### **MEASURING RECRUITMENT SUCCESS**

- **Develop a New Employee Survey and ask new employees to evaluate our hiring process Their responses will be tabulated, analyzed, and shared with HR and managers/supervisors on a regular basis.**
- **We attract the best and the brightest job candidates, as evidenced by 1) fewer declinations on firm job offers; 2) demographics of new hires (e.g., years of experience; level of education).**
- **The number of days to fill vacancies, decreases by at least 20% in the next two fiscal years.**
- **Reduction in vacancy levels.**

#### **CONCLUSION**

**The ability to meet these objectives requires a commitment on the part of leadership as well as each employee, manager, and supervisor within the National Capital Region Contracting Center. It also requires an investment in time and resources that is not only necessary, but vital to our success as an organization that values the legacy of providing outstanding contracting support to the war fighter.**

#### **Written Training Plan:**

- Does your organization have a written training plan? If yes, please answer the below questions. If you do not have a plan, please respond to as many questions as you can in terms of what you would incorporate in a plan and what you are considering doing to develop such a plan.
  - What are the goals of the plan?
  - How are results measured against goals?
  - By FY, describe results in terms of goals.
  - How often is the plan reviewed?

- How often is the plan updated?
- Does the plan incorporate lessons learned/best practices from within the organization as well as outside of the organization?
  - Please summarize lessons learned.
  - Please summarize best practices.
- Briefly summarize the contents of the written training plan.

**NCRCC utilizes the CP14 training plan and ACTEDS training plan refined to meet our requirements**

**Written Retention Plan:**

- Does your organization have a written retention plan? If yes, please answer the below questions. If you do not have a plan, please respond to as many questions as you can in terms of what you would incorporate in a plan and what you are considering doing to develop such a plan.

**No written retention plan in place.**

- What are the goals of the plan?
- How are results measured against goals?
- By FY, describe results in terms of goals.
- How often is the plan reviewed?
- How often is the plan updated?
- Does the plan incorporate lessons learned/best practices from within the organization as well as outside of the organization?
  - Please summarize lessons learned.
  - Please summarize best practices.
- Briefly summarize the contents of the written retention plan.

**Interns:**

Please complete the chart below:

	Department of Army (DA) funded Interns	Section 852 funded Interns	Local Interns
Number hired FY 2008	<b>21</b>	<b>0</b>	<b>3</b>
Number hired FY 2009	<b>23</b>	<b>18</b>	<b>13</b>
Number hired FY 2010	<b>10</b>	<b>33</b>	<b>14</b>
In the list below, identify how many were hired by type of recruitment/ please estimate the percentage of the number of hired with the number of applicants received for each category. Example: DA hired 10 out of 100 applicants would be recorded as 10/10%.			
Job Fairs : non-college related	<b>1/75%</b>	<b>2/75%</b>	<b>0</b>
Job Fairs: college sponsored	<b>1/75%</b>	<b>4/75%</b>	<b>0</b>
Future Acquisition Student Training (FAST)	<b>0</b>	<b>0</b>	<b>0</b>
Student Career Experience Program (SCEP)	<b>0</b>	<b>0</b>	<b>9/100%</b>
Newspaper	<b>0</b>	<b>0</b>	<b>0</b>
USA Jobs/CPOL	<b>0</b>	<b>0</b>	<b>0</b>
Other			
Other: Public event handled by the Civilian Personnel Office	<b>8/10%</b>	<b>8/10%</b>	<b>10/10%</b>
Other: Internal Private event (referrals thru current employees, friends other in the acquisition work force)	<b>44/75%</b>	<b>37/75%</b>	<b>11/75%</b>

**Journeymen – Expedited Hiring Authority (EHA)**

In the list below, identify how many were hired using EHA by type of recruitment/ please estimate the percentage of the number of hired with the number of applicants received for each category. Example: Hired 10 out of 100 applicants would be recorded as 10/10%.			
	FY 2008	FY 2009	FY 2010
Job Fairs: non-college related	NONE		
Job Fairs: college sponsored	NONE		
Newspaper	NONE		
USA Jobs/CPOL	NONE		12
Annuitant Rehires	NONE		2
Other agencies	NONE		
Other Public Annos.	NONE	5	2
Other	NONE		
Other	NONE		

Please describe any challenges your organization has found in attempting to use EHA.

Please provide feedback on what can be done to improve the use of EHA.

**NCRCC - Educate managers and hiring officials. Only utilize EHA when no other authority is applicable.**

**NCRCC - Educate managers and hiring officials. Only utilize EHA when no other authority is applicable.**

Anticipated Unfilled Open Positions by Fiscal Year (FY)						
	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Interns						
Journeymen	15					
Journeymen Target Grade	GS-13					

THIS PAGE INTENTIONALLY LEFT BLANK

## APPENDIX 8. RDECOM RESPONSES

Request that written responses be submitted by email to james.doran3@us.army.mil by close of business 12 August 2010. Please incorporate your answers into this document using the track changes function.

If you have any questions regarding this questionnaire, please contact Jim Doran at 309-782-3276 or by email at james.doran3@us.army.mil.

Questions: Please answer all questions with as much detail as possible for the timeframe of FY 2008 through 3<sup>rd</sup> Quarter FY 2010.

### **Written Recruitment Plan:**

- Does your organization have a written recruitment plan? If yes, please answer the below questions. If you do not have a plan, please respond to as many questions as you can in terms of what you would incorporate in a plan and what you are considering doing to develop such a plan. No written plan, however significant past experience recruiting in a challenging market for contracting personnel has yielded strategies that optimize our success.
  - Does the plan have goals?

**No, however please note that this Center has a formal metrics program and turnover, vacancy rates and related analysis of recruitment results are tracked each quarter.**

- By FY, list goals in terms of number of new hires (interns and journeymen) and then list actual numbers hired by FY.
- How many Interns does your organization currently have?

- How often is the plan reviewed?

**Recruitment and retention is reviewed quarterly.**

- How often is the plan updated?
- Does the plan incorporate lessons learned/best practices from within the organization as well as outside of the organization?
  - Please summarize lessons learned/best practices.

**Responsive CPAC support is critical (delays in receipt of referral lists result in many qualified candidates no longer being available for hiring**

- **Use of EHA**
- **Local (Center) web access for resumes supports by-name selections.**
- **Centralized recruitment (at the Center v. division-branch level) enables a single management process for recruitment, interviews, and selections. This balances capabilities across the enterprise.**
- **2<sup>nd</sup> year interns are programmed against vacancies, so there is available Table of Distribution and Allowances (TDA) positions for them upon program completion and vacancy rates are fairly depicted.**
- Please summarize best practices.
- Briefly summarize the contents of the written recruitment plan.

**Written Training Plan:**

- Does your organization have a written training plan? No, however intern interviews and PMR results are used as tools to identify systemic and local training needs. Then, training products are developed, posted to a shared organizational computer drive and employed at all organizational levels. If yes, please answer the below questions. If you do not have a plan, please respond to as many questions as you can in terms of what you would incorporate in a plan and what you are considering doing to develop such a plan. What are the goals of the plan?
  - How are results measured against goals?
  - By FY, describe results in terms of goals.
  - How often is the plan reviewed?

**Training needs reviewed at the completion of each PMR and intern interview cycle.**

- How often is the plan updated? **Continuously**
- Does the plan incorporate lessons learned/best practices from within the organization as well as outside of the organization?



- Please summarize lessons learned.
- Please summarize best practices.
- Briefly summarize the contents of the written training plan.

**Written Retention Plan:**

- Does your organization have a written retention plan?

**No, however retention numbers are monitored quarterly. For example, thru the first three quarters of FY 2010, 1102 turnover is 4.5% and non-1102 turnover (operational support personnel) is 8%. Intern turnover is low: < 2%. If yes, please answer the below questions. If you do not have a plan, please respond to as many questions as you can in terms of what you would incorporate in a plan and what you are considering doing to develop such a plan.**

- What are the goals of the plan?
- How are results measured against goals?
- By FY, describe results in terms of goals.
- How often is the plan reviewed?
- How often is the plan updated?
- Does the plan incorporate lessons learned/best practices from within the organization as well as outside of the organization?
  - Please summarize lessons learned.
  - Please summarize best practices.
- Briefly summarize the contents of the written retention plan.

**Interns:**

	Department of Army (DA) funded Interns	Section 852 funded Interns	Local Interns
Number hired FY 2008	<b>11</b>	<b>2</b>	<b>4</b>
Number hired FY 2009	<b>6</b>	<b>37</b>	<b>5</b>
Number hired FY 2010	<b>3</b>	<b>14</b>	<b>5</b>

Please complete the charts below by Fiscal Year indicated:

In the list below, identify how many were hired by type of recruitment/ please estimate
---

the percentage of the number of hired with the number of applicants received for each category. Example: DA hired 10 out of 100 applicants would be recorded as 10/10%.

<b>FY 2008</b>	Department of Army (DA) funded Interns	Section 852 funded Interns	Local Interns
Job Fairs: non-college related			<b>3/12%</b>
Job Fairs: college sponsored			
Future Acquisition Student Training (FAST)			
Student Career Experience Program (SCEP)		<b>1/33%</b>	<b>1/33%</b>
Newspaper			
USA Jobs/CPOL	<b>5/40%</b>	<b>1/33%</b>	
Other College ads	<b>2/28%</b>		
Other Referral	<b>3/100%</b>		
Other Contractor Transfer	<b>1/100%</b>		

In the list below, identify how many were hired by type of recruitment/ please estimate the percentage of the number of hired with the number of applicants received for each category. Example: DA hired 10 out of 100 applicants would be recorded as 10/10%.

<b>FY 2009</b>	Department of Army (DA) funded Interns	Section 852 funded Interns	Local Interns
Job Fairs: non-college related	<b>1/6%</b>	<b>25/22%</b>	
Job Fairs: college sponsored			
Future Acquisition Student Training (FAST)			
Student Career Experience Program (SCEP)			<b>2/33%</b>
Newspaper			
USA Jobs/CPOL			<b>1/30%</b>
Other College Posting		<b>9/30%</b>	<b>2/25%</b>
Other	<b>1/25%</b>	<b>3/75%</b>	

Private event			
Other Referral 1; Reassignment 1; Contractor Trans 2.	<b>4/100%</b>		

In the list below, identify how many were hired by type of recruitment/ please estimate the percentage of the number of hired with the number of applicants received for each category. Example: DA hired 10 out of 100 applicants would be recorded as 10/10%.

<b>FY 2010</b>	Department of Army (DA) funded Interns	Section 852 funded Interns	Local Interns
Job Fairs: non-college related		<b>4/6%</b>	<b>1/10%</b>
Job Fairs: college sponsored		<b>2/33%</b>	<b>1/25%</b>
Future Acquisition Student Training (FAST)			
Student Career Experience Program (SCEP)		<b>1/100%</b>	<b>1/33%</b>
Newspaper			
USA Jobs/CPOL		<b>1/50%</b>	<b>1/33%</b>
Other College Posting	<b>3/33%</b>	<b>2/33%</b>	<b>1/25%</b>
Other Unsolicited resumes		<b>4/80%</b>	
Other			

**Journeymen – Expedited Hiring Authority (EHA)**

In the list below, identify how many were hired using EHA by type of recruitment/ please estimate the percentage of the number of hired with the number of applicants received for each category. Example: Hired 10 out of 100 applicants would be recorded as 10/10%.

	FY 2008	FY 2009	FY 2010
Job Fairs: non-college related			
Job Fairs: college sponsored			
Newspaper			
USA Jobs/CPOL			<b>6/8%</b>
Annuitant Rehires	<b>3/100%</b>	<b>3/100%</b>	<b>2/100%</b>
Other agencies			<b>1/100%</b>

Other DoD			<b>1/100%</b>
Other			
Other			

Please describe any challenges your organization has found in attempting to use EHA.

**The EHA concern is the ability of the candidate selected at the journeyman level to satisfy DAWIA requirements within a 24-month period. For example, an industry candidate may be recruited under EHA at a GS-12/13 grade but lacks the certifications required and may have a difficult or impossible time, obtaining Level II or III certification within 24-months.**

Please provide feedback on what can be done to improve the use of EHA.

Please complete the below chart indicating the number of unfilled open positions you anticipate having for each fiscal year listed. The Journeymen level is considered the normal Journeymen target grade for your organization. Please indicate your organization's Journeymen target grade.

Anticipated Unfilled Open Positions by Fiscal Year (FY)						
	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Interns	<b>N/A</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>
Journeymen	<b>3</b>	<b>15</b>	<b>15</b>	<b>20</b>	<b>10</b>	<b>10</b>
Journeymen Target Grade	<b>GS-13</b>					

## APPENDIX 9. RICC RESPONSES

Request that written responses be submitted by email to james.doran3@us.army.mil by close of business 12 August 2010. Please incorporate your answers into this document using the track changes function.

If you have any questions regarding this questionnaire, please contact Jim Doran at 309-782-3276 or by email at james.doran3@us.army.mil.

Questions: Please answer all questions with as much detail as possible for the timeframe of FY 2008 through 3<sup>rd</sup> Quarter FY 2010.

### **Written Recruitment Plan:**

- Does your organization have a written recruitment plan? If yes, please answer the below questions. If you do not have a plan, please respond to as many questions as you can in terms of what you would incorporate in a plan and what you are considering doing to develop such a plan. **Yes**
  - Does the plan have goals? **Yes**
    - By FY, list goals in terms of number of new hires (interns and journeymen) and then list actual numbers hired by FY.
    - How many Interns does your organization currently have?

### **2 Department of Army (DA) funded Interns, 10 Section 852 funded Interns and 7 local interns**

- How often is the plan reviewed? **Quarterly**
- How often is the plan updated? **As needed**
- Does the plan incorporate lessons learned/best practices from within the organization as well as outside of the organization? **See below**
  - Please summarize lessons learned.
  - Please summarize best practices.
- Briefly summarize the contents of the written recruitment plan.

**The Rock Island Contracting Command utilizes the strong candidate pool of the local geographic area and the opportunities afforded by the encroaching BRAC**

**move of TACOM-RI to create a new generation of capable, college-educated, experienced contracting personnel to meet the increasing demand of mission**

**Also utilized:**

**- Recruitment events**

**- Online/Newspaper advertisement in FY 2009/FY 2010**

**\* Goals for hires- OB Staff, to include Mil and Civilian: 404 by 1 Oct 10**

**\* Actual Civilian Hires: The numbers do not include DA Interns:**

**FY 2008: 31 new hires Total Civilian OB: 250**

**FY 2009: 20 (Interns) 48 - Total 68 new hires Total Civilian OB: 318**

**FY 2010: 17 (Interns) 112 - Total 129 new hires Total Civilian OB: 447**

**DA Interns hired:**

**FY 2008: 6 Interns have graduated - no longer in Intern Numbers**

**FY 2009: 10**

**FY 2010: 2**

**Written Training Plan:**

- Does your organization have a written training plan? If yes, please answer the below questions. If you do not have a plan, please respond to as many questions as you can in terms of what you would incorporate in a plan and what you are considering doing to develop such a plan.
  - What are the goals of the plan?
  - How are results measured against goals?
  - By FY, describe results in terms of goals.
  - How often is the plan reviewed? **Quarterly**
  - How often is the plan updated? **As needed**
  - Does the plan incorporate lessons learned/best practices from within the organization as well as outside of the organization?
    - Please summarize lessons learned.
    - Please summarize best practices.
- Briefly summarize the contents of the written training plan.

**Rock Island Center Training Plan - The overarching drivers behind our training plan are both the number of contracting employee certifications at the appropriate level and within the 24 month timeframe and ACC mandatory training requirements pushed to the employees thru Total Employee Development (TED). Results are gathered, reported, and measured thru reports generated in Career Acquisition Personnel & Position Management (CAPPMS) and TED. The Training and Workforce Development Team oversees both of these systems reporting as required. The ultimate goal is to reach 100% for appropriate certification levels and mandatory classes taken by the employees.**

**Another aspect of the training plan is the requirement for 80 CLPs of career-related training. This career development is again offered thru classes in TED which are researched, pushed, and tracked thru TED.**

**Intern Training Plan - The Rock Island Contracting Center's plan is for each new group of Interns to receive four to five weeks of training geared to help new employees go to their rotational assignments with similar knowledge in the field of contracting.**

**The process begins with New Employee information including Rock Island Arsenal (RIA) History, Military Greening, Newcomers Tour, Contracting Overview, Basic Contracting Methods, and Federal Acquisition Regulation (FAR)/Defense Federal Acquisition Regulation Supplement (DFARS)/ Army Federal Acquisition Regulation Supplement (AFARS), Ethics, and tours of Small Business, Competition Advocate, and Legal. Then specialty topics are added with briefings from Contracting personnel and several days of Procurement Automated Data & Document Systems (PADDS) and Procurement Data & Document System (PD2) training. This is also the vehicle for acquiring a travel credit card and registering for DAU online classes to be worked on in class or at their desk. The students meet management and other co-workers throughout the Boot Camp. The culmination is a trip to Iowa Army Ammunition Plant.**

**After completing Boot Camp the Intern rotates thru the various divisions for the remainder of the two years acquiring on the job training to supplement the core curriculum of classes required for Level I and Level II certification. The three**

rotations are broken into one year and two-six month tours. The goal is to get training in hardware and services procurement as well as to experience different phases of the procurement process.

We conduct monthly Intern Meetings to discuss any new training topics or current issues with the Supervisor and Intern Coordinator.

**Best Practices:** RICC has achieved a 99% retention rate for Interns. This is attributed to assigning each Intern a sponsor and a mentor before they report on the first day. Also contributing to the success rate is the structured boot camp and the career assessment and monitoring throughout their entire internship. All interns are assigned to one Supervisor to allow consistency in the RICC.

#### **Written Retention Plan:**

- Does your organization have a written retention plan? If yes, please answer the below questions. If you do not have a plan, please respond to as many questions as you can in terms of what you would incorporate in a plan and what you are considering doing to develop such a plan.
  - What are the goals of the plan?
  - How are results measured against goals?
  - By FY, describe results in terms of goals.
  - How often is the plan reviewed?
  - How often is the plan updated?
  - Does the plan incorporate lessons learned/best practices from within the organization as well as outside of the organization? **Yes**
    - Please summarize lessons learned. **See Below**
    - Please summarize best practices.
- Briefly summarize the contents of the written retention plan.

**Rock Island Contracting Command retention Plan is the same that AMC and ACC utilizes. Due to the continuing practice of placing graduated interns to permanent position within the RICC, combined with outstanding training and advancement opportunities, the RICC has realized an extremely high retention rate of Interns/journeyman and Acquisition positions. RICC management places special**



emphasis the importance of recognizing exceptional performance within the workforce. RICC has nominated several employees for honorary awards, resulting in receipt of two prestigious national honorary awards in FY 2009. The RICC is currently submitting 100 additional nominations for 4 honorary awards.

**Interns:**

Please complete the chart below:

	Department of Army (DA) funded Interns	Section 852 funded Interns	Local Interns
Number hired FY 2008	6	0	0
Number hired FY 2009	10	20	0
Number hired FY 2010	2	10	7
In the list below, identify how many were hired by type of recruitment/ please estimate the percentage of the number of hired with the number of applicants received for each category. Example: DA hired 10 out of 100 applicants would be recorded as 10/10%.			
Job Fairs: non-college related			
Job Fairs: college sponsored		<b>9/25%</b>	
Future Acquisition Student Training (FAST)			
Student Career Experience Program (SCEP)		<b>3/100%</b>	
Newspaper			
USA Jobs/CPOL	<b>16/28%</b>	<b>18/15%</b>	<b>7/19%</b>
Other _____	<b>2 conversion of local inter to DA interns</b>		
Other _____			
Other _____			

**Journeymen – Expedited Hiring Authority (EHA)**

In the list below, identify how many were hired using EHA by type of recruitment/ please estimate the percentage of the number of hired with the number of applicants received for each category. Example: Hired 10 out of 100 applicants would be recorded as 10/10%.			
	FY 2008	FY 2009	FY 2010
Job Fairs: non-college related			
Job Fairs: college sponsored			
Newspaper		<b>22/8%</b>	<b>3/.075%</b>
USA Jobs/CPOL			
Annuitant Rehires			
Other agencies			
Other			
Other			
Other			

Please describe any challenges your organization has found in attempting to use EHA.

Please provide feedback on what can be done to improve the use of EHA.

**RICC - Challenging guidance came down from the higher HQ and CHARA.**

**Necessitated many meeting and communication clarifications.**

**RICC - Lower the grade requirement to utilized EHA to GS-08s and below as these position are found to be hard to fill.**

Please complete the below chart indicating the number of unfilled open positions you anticipate having for each fiscal year listed. The Journeymen level is considered the normal Journeymen target grade for your organization. Please indicate your organization’s Journeymen target grade.

Anticipated Unfilled Open Positions by Fiscal Year (FY)						
	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Interns	<b>0</b>	<b>5</b>	<b>15</b>	<b>15</b>	<b>10</b>	<b>10</b>
Journeymen	<b>0</b>	<b>3</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>3</b>
Journeymen Target Grade	<b>GS-1102-11</b>					

## APPENDIX 10. TACOM RESPONSES

Request that written responses be submitted by email to james.doran3@us.army.mil by close of business 12 August 2010. Please incorporate your answers into this document using the track changes function.

If you have any questions regarding this questionnaire, please contact Jim Doran at 309-782-3276 or by email at james.doran3@us.army.mil.

Questions: Please answer all questions with as much detail as possible for the timeframe of FY 2008 through 3<sup>rd</sup> Quarter FY 2010.

### **Written Recruitment Plan:**

- Does your organization have a written recruitment plan? If yes, please answer the below questions. If you do not have a plan, please respond to as many questions as you can in terms of what you would incorporate in a plan and what you are considering doing to develop such a plan.

**We have a recruitment process. The recruitment plan is an analysis of how many new employees will be needed to perform the TACOM Contracting Center mission in the upcoming year.**

- Does the plan have goals? **Yes**
  - By FY, list goals in terms of number of new hires (interns and journeymen) and then list actual numbers hired by FY.
  - How many Interns does your organization currently have?

**206 at all sites including SCEPs**

- How often is the plan reviewed?

**The plan is reviewed once a week during our weekly Human Capital/Budget Execution personnel and position management meetings.**

- How often is the plan updated?

**The plan is updated every year, beginning with the annual Resource Summit during July.**

- Does the plan incorporate lessons learned/best practices from within the organization as well as outside of the organization? **Yes**
  - Please summarize lessons learned.
  - Please summarize best practices.

**1.Meeting between Human Resources and Budget Execution personnel on a weekly basis to discuss the organization’s movement to and from reimbursable positions and conducting analysis of vacant positions. 2. Yearly negotiation of our resource needs with our customers. This process of discussion and negotiation of required resources and funding increases knowledge of future of program needs, customer ability and willingness to finance, and improves/ensures communication. This practice plays a direct role in what our recruitment targets will be in the upcoming year.**

- Briefly summarize the contents of the written recruitment plan.

**The recruitment plan is an analysis of how many new employees will be needed to perform the TACOM Contracting Center mission in the upcoming year. It takes into account a target end state, direct authorizations, the Program Budget Guidance (PBG), BRAC mission transfer, how many centrally funded interns will graduate in the next year and need to be permanently placed, current and future program needs from customers, customer ability and willingness to finance reimbursable positions, and attrition. Based on this analysis, a target hire number is developed. Based on how many ACTEDS allocations and Section 852 funded positions are received, we then determine how many additional hires can be afforded and during what quarter**

**Written Training Plan:**

- Does your organization have a written training plan? If yes, please answer the below questions. If you do not have a plan, please respond to as many questions as you can in terms of what you would incorporate in a plan and what you are considering doing to develop such a plan. **Yes**
  - What are the goals of the plan?
  - How are results measured against goals?

**Workforce Development Team tracks all development through automated systems and 100% IDP**

- By FY, describe results in terms of goals.
- How often is the plan reviewed? **Annually since the plan is tied to the Budget**
- How often is the plan updated? **As needed based on higher HQ Directions, budget and mission needs**
- Does the plan incorporate lessons learned/best practices from within the organization as well as outside of the organization?

**Current ACC environment facilitates sharing across all best practices and draws form the working level.**

- Please summarize lessons learned.
- Please summarize best practices.
- Briefly summarize the contents of the written training plan.

**A. Government Education & Training Courses**

- 1. The Acquisition Center will provide formal Government training through the Defense Acquisition University (DAU) to obtain the appropriate career certification which is required for each employee's current position.**
- 2. The Acquisition Center will provide formal Government training through appropriate sources to enhance functional skills of employees. An example is a refresher in basic contracting for employees who have not bought recently.**

**Once the required certification has been obtained, the Acquisition Center will provide opportunities for the next higher level of certification in an employee's specific career field. The goal is for all Acquisition Center employees to attain Level III Certification in their individual career field.**

**Upon completion (or near completion) of Level III career certification requirements, the Acquisition Center will provide opportunity for classes in managerial & leadership training, when required for the employee's current position. Additionally, this opportunity will be provided for employee's interested in the development of leadership skills for future management positions.**

**The Acquisition Center will continue to support long term leadership training opportunities in Government programs when it is appropriate for the organization's mission and goals. These courses include the Army War College (AWC), Advance Program Management (APM), Women's Executive Leadership (WEL) as well as many others.**

**The Acquisition Center will provide the opportunity for continuous education to maintain career certification.**

**The long term strategy of the Acquisition Center is to provide for continued formal Government training through the Defense Acquisition University (DAU) for Acquisition Center employees in alternate career fields to support a multi-knowledgeable workforce. These opportunities for training in alternate career fields will be made available upon completion (or near completion) of Level III certification in an employee's current career field.**

#### **B. Cross-Developmental Training**

- 2. The Acquisition Center will provide cross-developmental training opportunities within the Acquisition Center to broaden employees' skills. Cross-developmental assignments will be made through such vehicles as promotions and lateral reassignments to develop skills in spares contracting, base operations contracting, R&D contracting, systems (vehicle) contracting, operations, policy, procedures, business management, program management, contract pricing and production and support positions throughout the Acquisition Center. These**

assignments will be made to meet the needs of the individual as well as the organization.

3. The long-term strategy of the Acquisition Center is to provide cross-developmental training opportunities outside of the Acquisition Center. This training in different career fields will meet TACOM goals to develop multi-knowledgeable employees. Training opportunities will be provided for various career fields, such as acquisition logistics, program management, financial management, communications-computer systems, and systems planning RD&E.

#### **C. Non-Government Education & Training Courses**

1. The Acquisition Center will provide budgetary support to raise the business education level of all Acquisition Center employees to the extent permitted by law and regulation and budgetary constraints (professional staff and support staff). This budget support includes financial aid for the mandatory 24 business credit hours toward career certification, the completion of college business courses toward an undergraduate business degree, the completion of graduate business courses toward a graduate degree and the reimbursement of course books (undergraduate or graduate level).
2. The Acquisition Center will facilitate and sponsor courses which are needed by a substantial number of the workforce as stated on their IDP in areas other than business, such as briefing techniques, technical writing, conflict resolution, problem-solving skills, and managing change. The Acquisition Center will also facilitate and sponsor courses that will enhance the individuals' current job skills, such as refresher contracting courses.
3. The Acquisition Center will provide opportunities for support staff to accept increased responsibilities and skill enhancement through on-the-job training, formal education at local colleges, DAU courses and an internal intern program.

#### **Written Retention Plan:**

- Does your organization have a written retention plan? If yes, please answer the below questions. If you do not have a plan, please respond to as many questions as you can in terms of what you would incorporate in a plan and what you are considering doing to develop such a plan. **Yes**
  - What are the goals of the plan?
  - How are results measured against goals?

**VIA In-place processes. See annotations with each element above**

- By FY, describe results in terms of goals.
- How often is the plan reviewed?

**This plan was created in FY 2010. It will be reviewed annually.**

- How often is the plan updated?

**The plan will be updated annually as need. Our goals extend beyond FY 2010.**

- Does the plan incorporate lessons learned/best practices from within the organization as well as outside of the organization?
  - Please summarize lessons learned.
  - Please summarize best practices.
- Briefly summarize the contents of the written retention plan.

**FY 2010-01 Retain the sufficient staffing levels and talent at the TACOM Rock Island Contracting Center until September 2011 to facilitate the BRAC transfer of contracting mission from Rock Island to the TACOM Warren Contracting Center or to DLA. MEASURED: Tracked weekly at BRAC mission transfer meeting. Monitored monthly via on-board strength report-. Right-sizing of divisions conducted as needed with monthly division meetings.**

- **Identify mission transfer glide path and requisite talent to accomplish transfer(completed)**
- **Utilize Group and Individual retention bonuses to the maximum extent authorized by the Army Contracting Command (in process)**
- **Reemploy annuitants to meet short term mission goals.**
- **Provide attractive job opportunities in Warren to retain experienced staff and newly trained**



**FY 2010-02: Conduct attrition study to identify workforce trends and develop subsequent plan of action. MEASURED: FY 2010 study/data collection applies to 2 sites. Hiring plan has been created for FY 2010.**

- **Conduct site visits, data collection, meet with chiefs of the contracting offices and divisions (*Current attrition rate varies across 7 CONUS locations*).**
- **develop hiring plan**

**FY 2010-03: Conduct Leadership survey Completed- results are being compiled for analysis**

- **develop and issue survey to entire workforce, assessing the state of our leadership (3QFY 2010)**
- **assess survey results and prepare plan of action (4QFY 2010)**

**FY 2010-04: Conduct Baseline Succession Study**

- **YC3 Assessment 2QFY 2010**
- **YC2 Assessment 3QFY 2010**
- **Prepare Plan of Action**

**FY 2010-05: Explore alternate work schedules**

- **Evaluate part time work applications (1QFY10 and ongoing) Annually assess in December**
- **Survey workforce interest in 4/10 work schedule (2QFY10) Completed Completed**
- **Implement a pilot telework program with PEO Integration (4QFY10) Initiated**

**FY 2010 - continual: Conduct realistic workforce planning to provide a stable, secure work environment Measured: Weekly manpower assessment conducted that includes budget team Bi-annual assessment against budget and retirement/attrition conducted**

**FY 2010 - continual: Target training for first-line supervisors Measured: tracked and input in TEDS**

- **Generational training (planned 2QFY 2010) Completed**

- **Performance Evaluation and Feedback (in process)**

**Union contract/employee rights and responsibility (in process) Completed  
FY 2010 - continual: Align talent to mission to enhance talent utilization  
Measured: Right-sizing or organization assessed. Re-assessment occurs with  
each major hiring/promotion event**

- **Centrally manage employees to access to the full range of direct as well as support mission functions within the organization**
- **engage all managers in assessment of current talent mix across the TACOM Contracting Center (complete for FY 2010 )**
- **through new assignment provide opportunities for employees to develop new skills and contribute in new ways( in process)**

**FY 2010- continual: Create an Individual Development Plan for every employee  
MEASURED: Tracked in TEDS, included in each supervisor's performance objectives, 100% compliance required across center. 100% evaluation of each employee by Senior Leaders**

- **Engage employees in the creation of their personal development**
- **Engage all managers in the review, evaluation and feedback of all plans**
- **Executive director review of results**
- **prepare and train our employees for competent leadership**

**Interns:**

Please complete the chart below:

	Department of Army (DA) funded Interns	Section 852 funded Interns	Local Interns
Number hired FY 2008	<b>22</b>	<b>0</b>	<b>35</b>
Number hired FY 2009	<b>48</b>	<b>73</b>	<b>5</b>
Number hired FY 2010	<b>17</b>	<b>8</b>	<b>20</b>
In the list below, identify how many were hired by type of recruitment/ please estimate the percentage of the number of hired with the number of applicants received for each category. Example: DA hired 10 out of 100 applicants would be recorded as 10/10%.			
Job Fairs: non-college related			
Job Fairs: college sponsored	<b>87 (FCIP)</b>	<b>81 (FCIP)</b>	<b>60 (FCIP)</b>
Future Acquisition Student Training (FAST)			
Student Career Experience Program (SCEP)			<b>16 additional</b>
Newspaper			
USA Jobs/CPOL			
Other			
Other			
Other			

**Journeymen – Expedited Hiring Authority (EHA)**

In the list below, identify how many were hired using EHA by type of recruitment/ please estimate the percentage of the number of hired with the number of applicants received for each category. Example: Hired 10 out of 100 applicants would be recorded as 10/10%.			
	FY 2008	FY 2009	FY 2010
Job Fairs: non-college related			
Job Fairs: college sponsored			
Newspaper			
USA Jobs/CPOL	<b>0</b>	<b>4/100 = 4%</b>	<b>4/100 = 4%</b>
Annuitant Rehires			
Other agencies			
Other			
Other			
Other			

Please describe any challenges your organization has found in attempting to use EHA.

**Due to Detroit area economy, had approximately 400 resumes to review and determine EHA qualifications. Finding qualified candidates at higher grade levels. For example, recruiting at GS-11 is challenging. Candidates fail to meet highly qualifying experience (such as private industry vs. Federal Government). TACOM Contracting Center has chosen to recruit at the GS-7 target 11 level instead of recruiting at the journeyman level.**

Please provide feedback on what can be done to improve the use of EHA.

**No comment.**

Please complete the below chart indicating the number of unfilled open positions you anticipate having for each fiscal year listed. The Journeymen level is considered the normal Journeymen target grade for your organization. Please indicate your organization’s Journeymen target grade.

Anticipated Unfilled Open Positions by Fiscal Year (FY)						
	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Interns	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Journeyman	<b>0</b>					
Journeyman Grade	Target	<b>12</b>				

**Assumes we will have funding. Assumes that positions may be encumbered by ACTEDS or 852 interns**

THIS PAGE INTENTIONALLY LEFT BLANK

## LIST OF REFERENCES

- Army Contracting Command website (Nov 2010). Retrieved November 2, 2010 from <https://acc.army.mil/about/>
- Army Contracting Command – Redstone (Jan 2011) Retrieved January 30, 2011 from <https://wwwproc.redstone.army.mil/acquisition/>
- Army Contracting Command-APG (C4ISR) (Jan 2011) Retrieved January 30, 2011 from [http://www.acc.army.mil/contractingcenters/acc\\_apg\\_c4isr/](http://www.acc.army.mil/contractingcenters/acc_apg_c4isr/)
- Army Contracting Command-Picatanny (Jan 2011) Retrieved January 30, 2011 from <http://procnet.pica.army.mil/>
- Army Contracting Command – National Capital Region (Jan 2011) Retrieved January 30, 2011 from [http://www.acc.army.mil/contractingcenters/acc\\_ncr/](http://www.acc.army.mil/contractingcenters/acc_ncr/)
- Army Contracting Command – Aberdeen Proving Ground (SCRT) (Jan 2011) Retrieved January 30, 2011 from <http://www.acc.army.mil/contractingcenters/rdecom/>
- Army Contracting Command – Rock Island (Jan 2011) Retrieved January 30, 2011 from <http://www.aschq.army.mil/ac/aais/ioc/>
- Army Contracting Command – Warren (Jan 2011) Retrieved January 30, 2011 from <http://contracting.tacom.army.mil/>
- Army Contracting Command – Expeditionary Contracting Command (Nov 2010) Retrieved November 2, 2010 from <http://www.acc.army.mil/ecc/>
- Army Contracting Command – Mission & Installation Contracting Command (Nov 2010) Retrieved November 2, 2010 from <http://www.acc.army.mil/micc/>
- Army Contracting Command (December 2009). *Human Capital Strategic Plan FY 2010-FY 2012. Version 1.3.1*
- DoD Instruction 5000.55 (November 2001). *Reporting Management Information on DoD Military and Civilian Acquisition Personnel and Position.*
- DoD (April 2010). *DoD Strategic Human Capital Plan Update Appendix 1 The Defense Acquisition Workforce.* Retrieved November 2, 2010 from <https://acc.dau.mil/CommunityBrowser.aspx?id=340752>

- Drelicharz, Joseph A. (November 1994). *Acquisition system Rebirth: Highlights of the Federal Acquisition Streamlining Act of 1994: Lowering Government's Cost of Doing Business*. Retrieved November 1, 2010, from <http://www.dau.mil/pubscats/PubsCats/PM/articles94/drelicha.pdf>
- Gansler Commission (October 2007). *Report of the "Commission on Army Acquisition and Program Management in Expeditionary Operations"*.
- Office of the Inspector General (OIG), Department of Defense (Feb. 29, 2000). *DoD Acquisition Workforce Reduction Trends and Impacts*. D-2000-088.
- Office of the Inspector General, Department of Defense (April, 17, 2006). *Human Capital: Report on DOD Acquisitions Workforce*. D-2006-073.
- U.S. Government Accountability Office (1990). *Defense Budget Issues: Effect of Civilian Hiring Freeze on Fiscal Year 1991 Budget*. GAO/NSIAD-90-232-BR.
- U.S. Government Accountability Office (1991). *Defense Force Management: DoD Management of Civilian Force Reductions*. GAO/T-NSIAD-92-10.
- U.S. Government Accountability Office (1992). *Defense Force Management: Limited Baseline for Monitoring Civilian Force Reductions*. GAO/NSIAD-92-42.
- U.S. Government Accountability Office (1995). *Federal Downsizing: The Administration's Management of Workforce Reductions*. GAO/T-GGD-95-108.
- U.S. Government Accountability Office (1996). *Federal Downsizing: Better Workforce and Strategic Planning Could Have Made Buyouts More Effective*. GAO/GGD-96-62.
- U.S. Government Accountability Office (2000). *DoD Competitive Sourcing: Results of A-76 Studies Over the Past 5 Years*. GAO-01-20.
- U.S. Government Accountability Office (2000). *Human Capital: Strategic Approach Should Guide DoD Civilian Workforce Management*. GAO/T-GGD/NSIAD-00-120.
- U.S. Government Accountability Office (2001). *Human Capital: Meeting the Government wide High Risk Challenge*. GAO-01-357T.
- U.S. Government Accountability Office (2001). *Human Capital: Major Human Capital Challenges at the Departments of Defense and State*. GAO-01-565T.
- U.S. Government Accountability Office (2002). *Acquisition Workforce: Status of Agency Efforts to Address Future Needs*. GAO-03-55



U.S. Government Accountability Office (2002). *Acquisition Workforce: Department of Defense's Plans to Address Workforce Size and Structure Challenges*. GAO-02-630.

THIS PAGE INTENTIONALLY LEFT BLANK

## INITIAL DISTRIBUTION LIST

1. Defense Technical Information Center  
Ft. Belvoir, VA
2. Dudley Knox Library  
Naval Postgraduate School  
Monterey, CA
3. Dr. Carol Lowman  
Army Contracting Command Deputy Director  
Fort Belvoir, VA
4. S. Timothy Grey  
Deputy Chief of Staff, Human Capital Management, G1  
Redstone Arsenal, AL
5. Ms. Sharon Alsop  
MICC G1  
Fort Sam Houston, TX
6. Bryan Samson  
OPARC, RDECOM CC  
Redstone Arsenal, AL
7. Beth A Scherr  
Operations Execution Office  
JM&L Contracting Center  
Picatinny, NJ
8. D. Lea Gray Karmer Gallogly  
Chief, Career Management  
National Capital Region Contracting Center  
Alexandria, VA
9. Kathryn Herhusky,  
Chief, Business Operations, Human Capital,  
Contracting Workforce Development and Security  
Aberdeen Proving Ground (South) Edgewood, MD
10. Theresa Harrison  
Lead Program Specialist (Human Resources) Rock Island Contracting Center  
Rock Island, IL

11. Diane Couch  
AMCOM Contracting Center  
Redstone Arsenal, AL
12. Kim Kathryn Murphy  
TACOM Contracting Command  
Warren, MI
13. Glenda Malden  
Expeditionary Contracting Command  
Redstone Arsenal, AL