

Presentation to the Acquisition Advisory Panel Workforce Working Group on the Federal Acquisition Workforce Study



Presented by: Katherine Morse, Beacon Associates

Presentation Overview

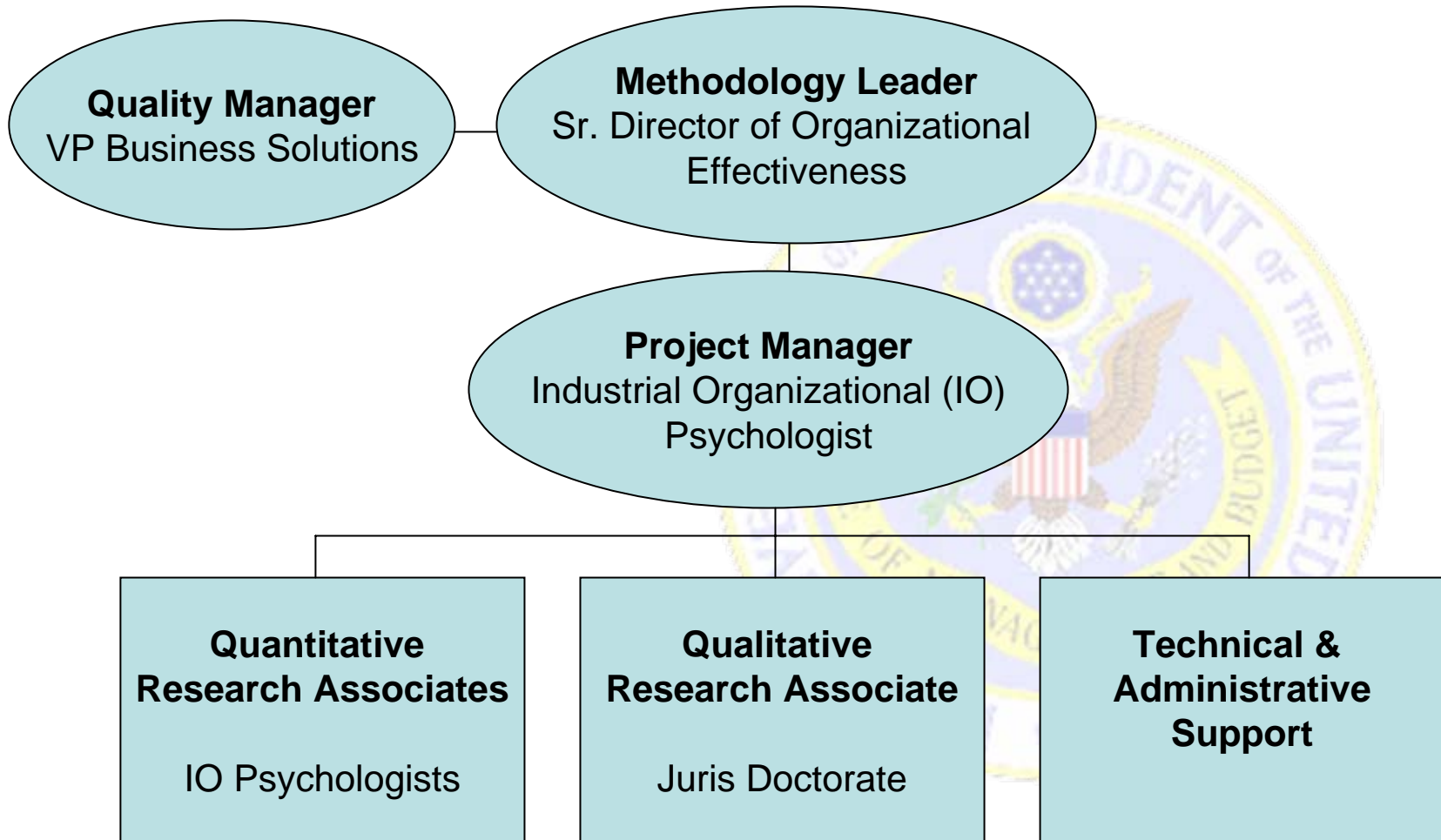
1. Review of contract requirements and project personnel
2. Organization of Report
3. Summary of acquisition workforce trends according to:
 - Size
 - Composition
 - Competency
 - Effectiveness
4. Review of the catalogue of workforce reports



Contract Requirements

- Create a catalogue containing all publicly available studies and reports (quantitative and qualitative) concerning the size, composition, competency, and effectiveness of the federal acquisition workforce dating back to 1977
- Conduct a qualitative and quantitative trend analysis, describing the workforce in terms of size, composition, competency, and effectiveness
- Create a searchable matrix using transcripts from public meetings of the AAP and all written public statements officially submitted to the AAP

Key Personnel



Report Overview

- Both qualitative (meta-analytic summaries of information) and quantitative (trend analyses) descriptions of the workforce
- Qualitative categories are: workforce size, composition, competency, and effectiveness/quality
- All longitudinal quantitative data entered into graphical and statistical database
- Each section of report contains:
 - Overview and qualitative meta-analysis
 - Qualitative summary of the data, year-by-year
 - Discrepancies in definition, measurement, or assumptions
 - Quantitative trend analyses (for Size and Composition ONLY)
 - Conclusions

Overarching Themes

- Lack of standardization of definitions and measurement
 - Changing definitions of acquisition workforce (AWF)
 - Difficulty counting, measuring changes in AWF
- Shrinking Workforce
 - Workforce cuts
 - Aging workforce is retiring
- Changing role of the acquisition professional
 - From contract specialist to contract cycle
 - Knowledge of various contract types (e.g., performance-based)

Acquisition Workforce Size

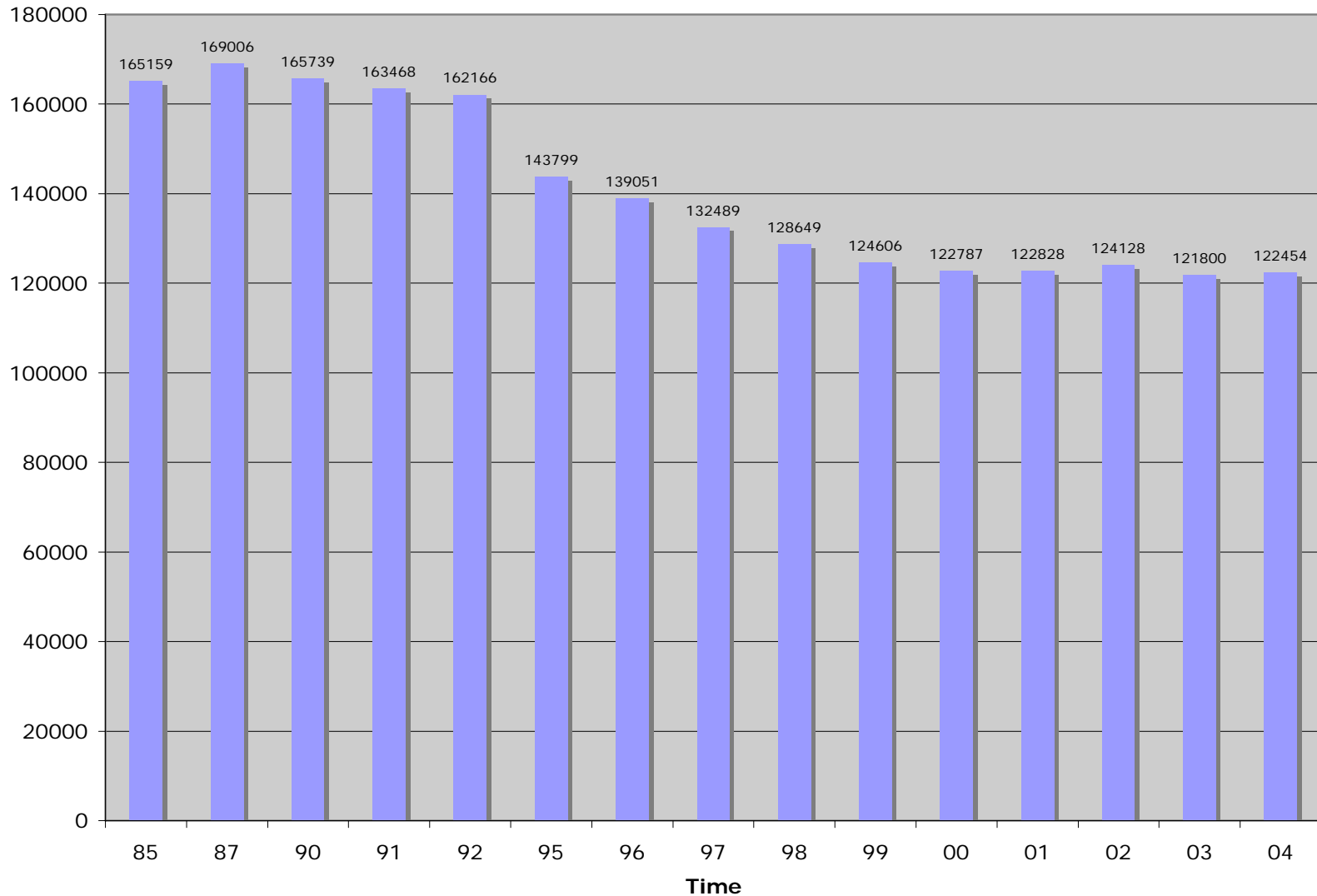
- Lack of consistent definition makes it difficult to assess the size of the AWF workforce longitudinally
- Civilian and DoD AWF measurement methodologies differ
 - Civilian has been narrow focused on traditional occupational categories (FAI: 1101, 1102, 1104, 1105, 1106, 1150)
 - DoD Refined Packard Methodology is broad and seeks to describe the DoD acquisition mission from a life-cycle perspective
 - Policy Letter 05-01 expanded the civilian definition to include personnel involved in requirements definition, performance measurement, and technical and management direction.

Acquisition Workforce Size

- Between 1989 and 1999 DoD cut its AWF by nearly 50%
- Civilian workforce also declined steadily since 1996 (with the exception of 1101s)
- Impact of civilian and DoD workforce cuts:
 - Insufficient staff to manage contract requirements
 - Increased backlog in closing out completed contracts
 - Retention difficulty with current staff
 - Reduced attention to detail and timeliness in reviewing acquisition actions

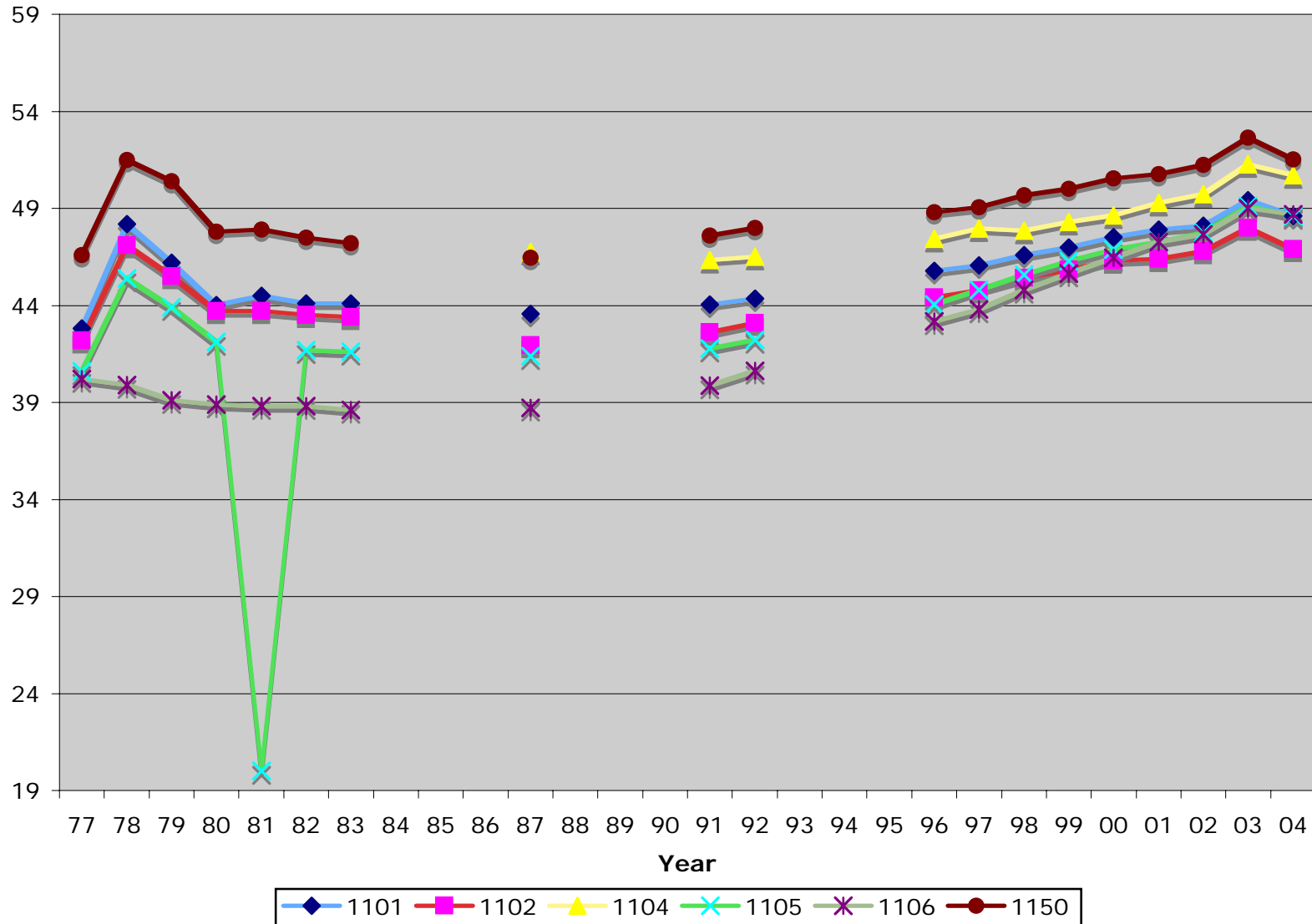
Acquisition Workforce Size

- Civilian and partial DoD combined total



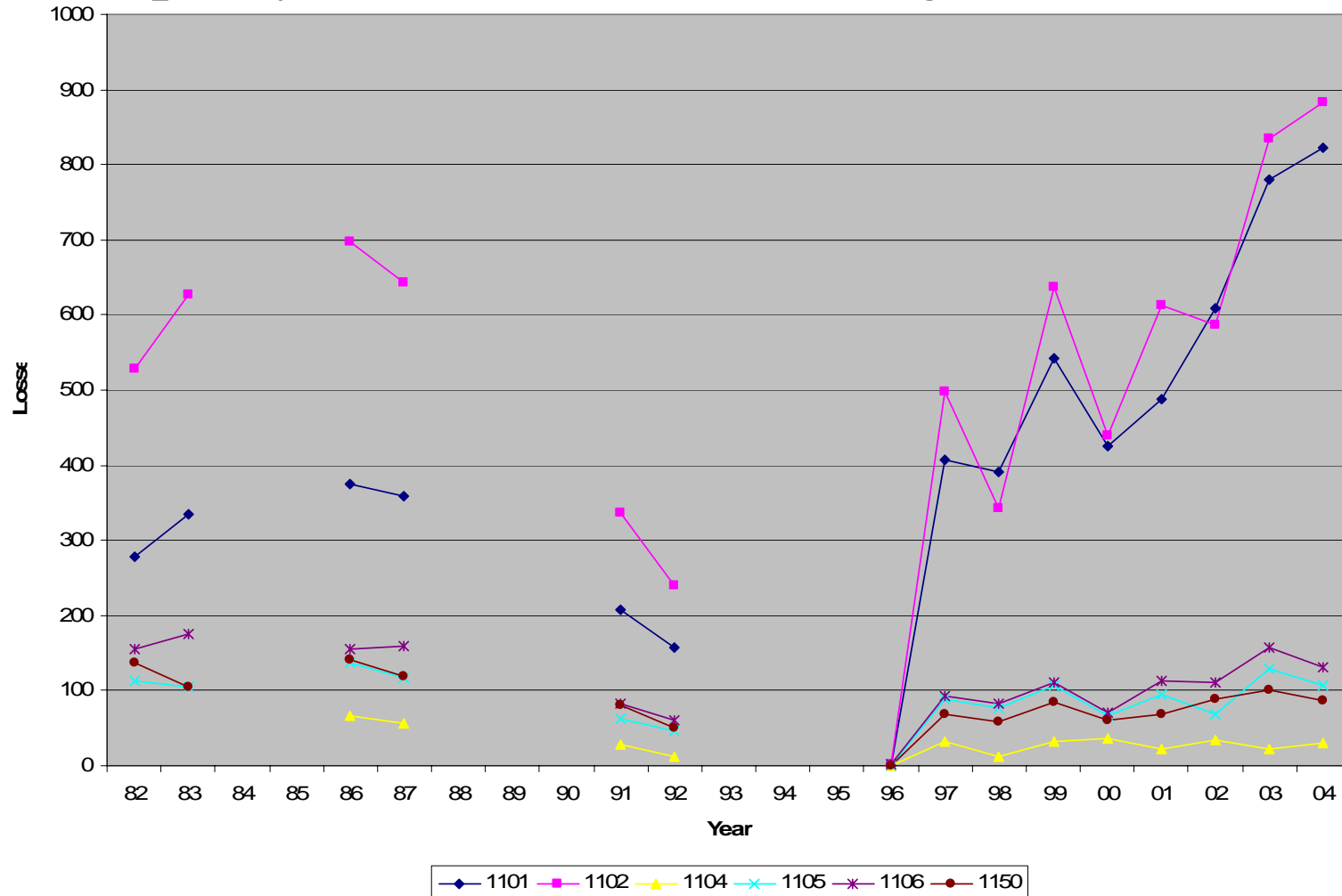
Acquisition Workforce Composition

- Aging workforce



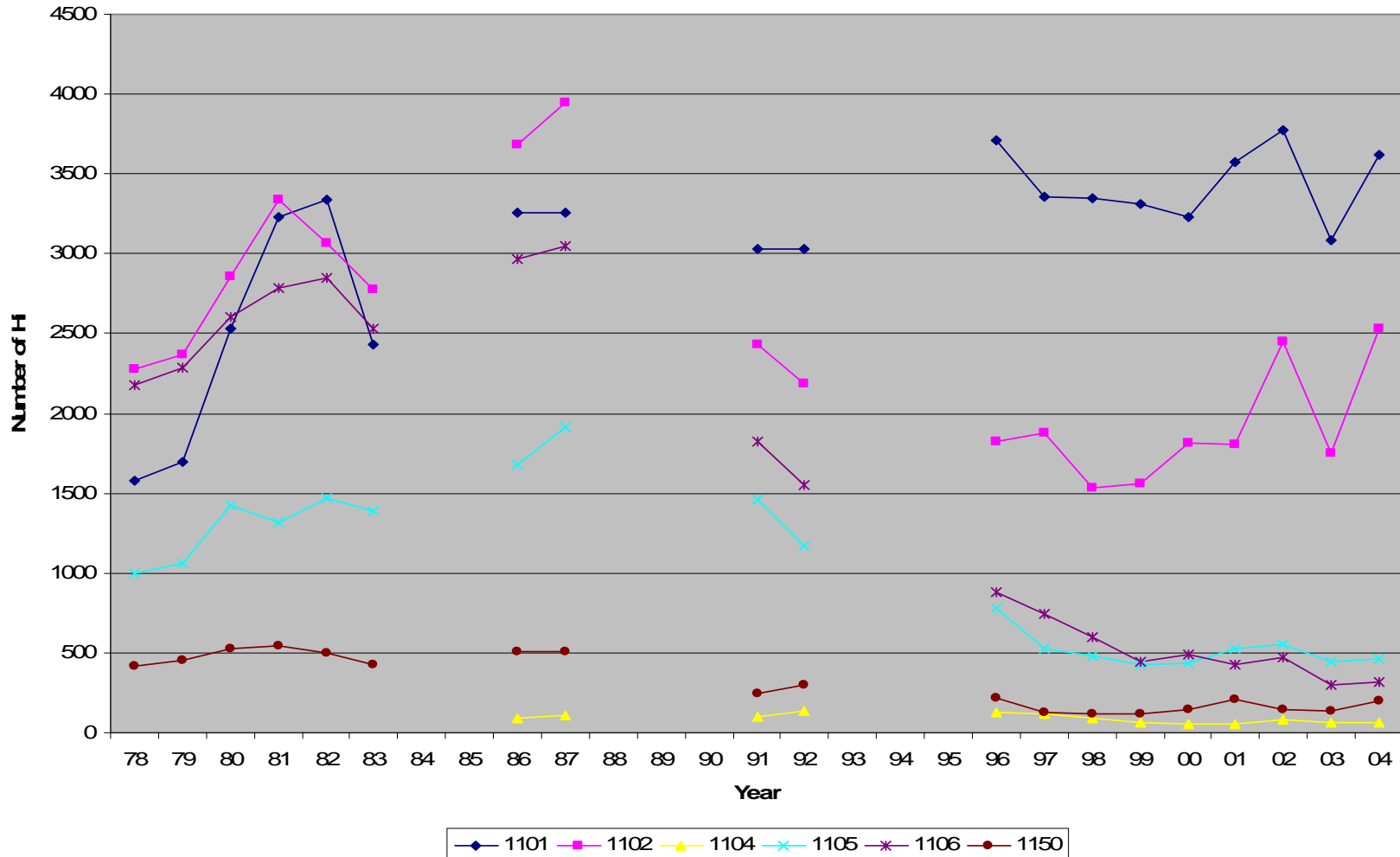
Acquisition Workforce Composition

- Increasing losses due to retirement
- Disparity between actual and eligible for retirement



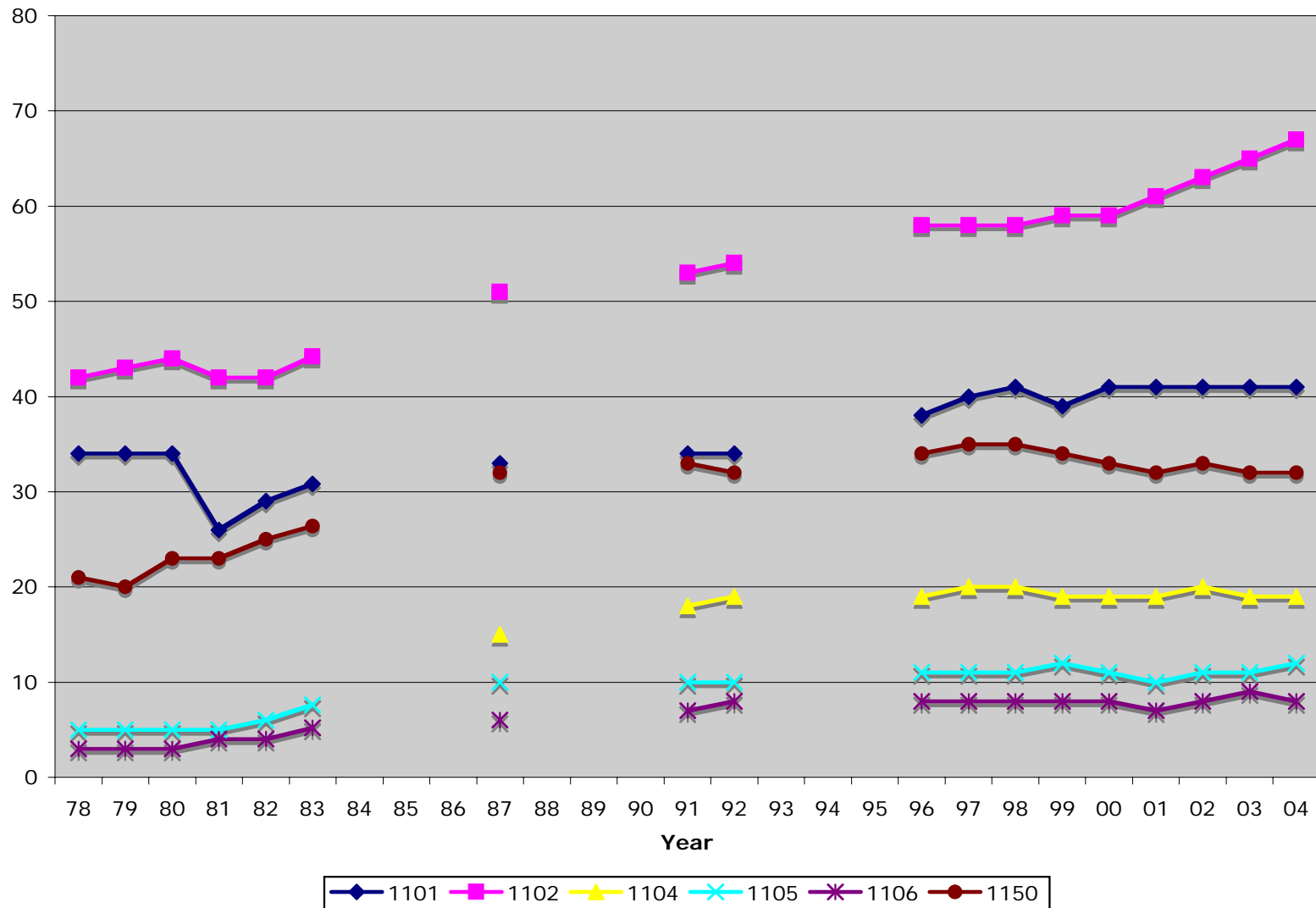
Acquisition Workforce Composition

- Hiring efforts have not compensated for losses



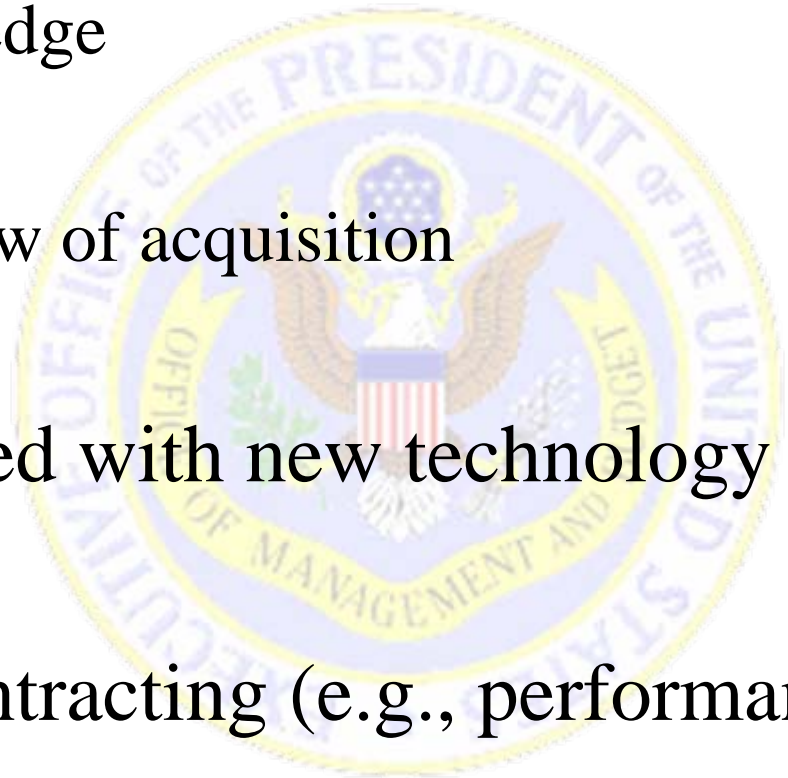
Acquisition Workforce Composition

- Education level has been increasing



Acquisition Workforce Competency

- Evolving role of the acquisition professional requires:
 - Marketplace knowledge
 - Strategic planning
 - Results-oriented view of acquisition
- Challenges associated with new technology
- New methods of contracting (e.g., performance-based, interagency)

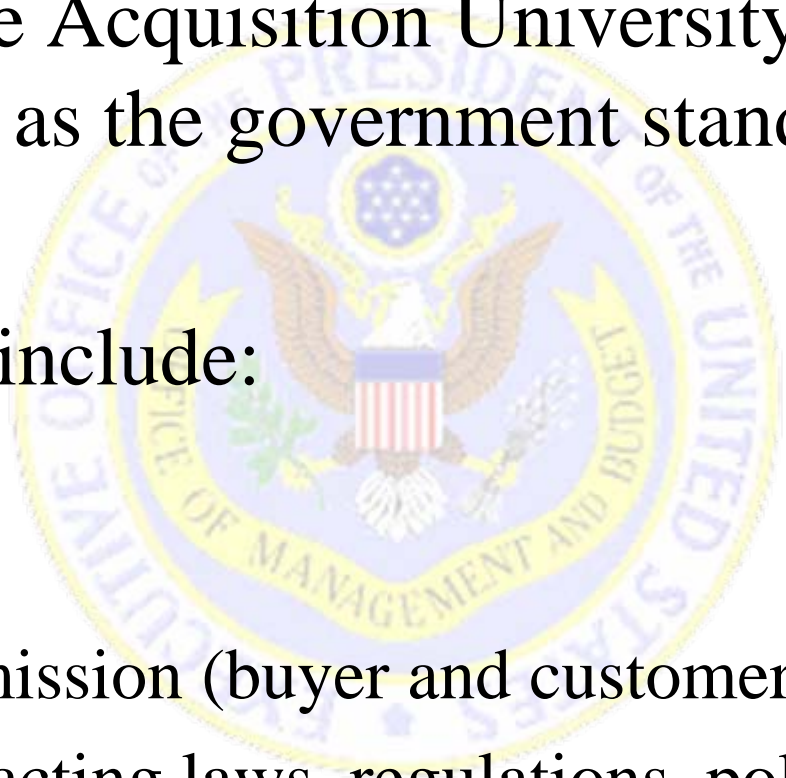


Acquisition Workforce Competency

- In 2005, the list of competencies required for acquisition professionals developed and validated by Defense Acquisition University (DAU) was adopted as the government standard.

Sample competencies include:

- Communication
- Market research
- Understanding the mission (buyer and customer)
- Knowledge of contracting laws, regulations, policies
- Knowledge of acquisition methods and applications



Acquisition Workforce Competency

- Many agencies do not assess competency of the workforce; others use varying methods and tools for assessment
- No longitudinal quantitative data to longitudinally assess AWF competency
- The recent standardization of AWF competencies provides a starting point for future assessment, trend identification, and benchmarking

Acquisition Workforce Effectiveness

- GAO has provided a framework to assess the strength and weakness of the acquisition function, but no data has been collected

Sample factor:

Cornerstones	Elements	Critical Success Factors
Organizational Alignment and Leadership	Aligning acquisition with Agency's missions and needs	Assuring appropriate placement of the acquisition function
	Commitment from leadership	<ul style="list-style-type: none">• Clear, strong, ethical executive leadership• Effective communications and continuous improvement

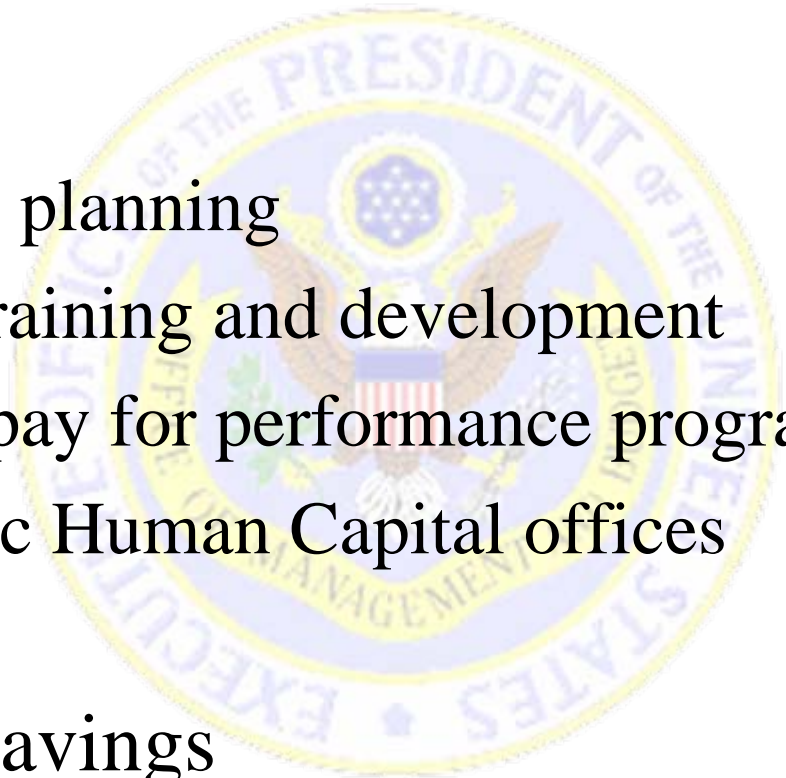
(reproduced from GAO-05-218G)

Acquisition Workforce Effectiveness

- Agencies have recently begun Human Capital Planning efforts to increase effectiveness.

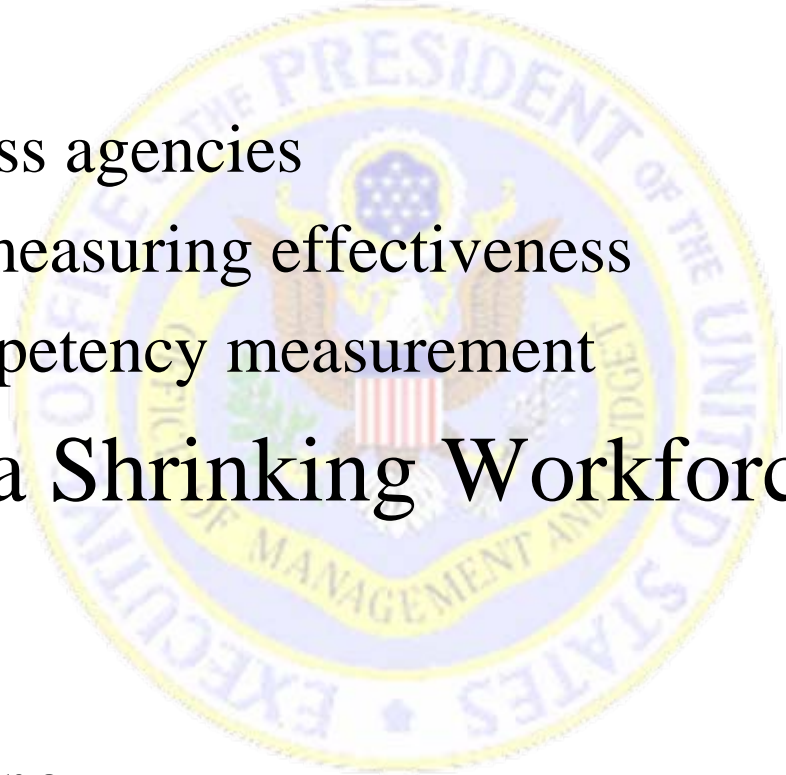
Efforts include:

- Strategic workforce planning
 - Federal employee training and development
 - Implementation of pay for performance programs
 - Creation of Strategic Human Capital offices
- Realization of cost savings



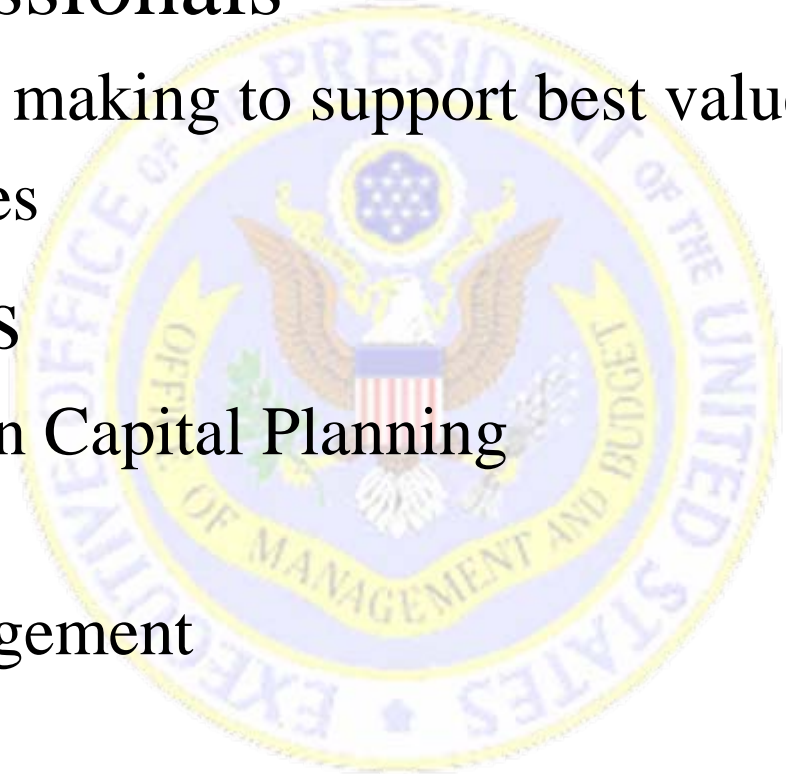
Conclusions

- Need for Standardization of Definition and Assessment
 - AWF definition
 - Terminology across agencies
 - Assessment tool measuring effectiveness
 - Standardized competency measurement
- Consequences of a Shrinking Workforce
 - Workload
 - Retirement
 - Succession Planning



Conclusions

- Increase in the Competencies Required for Acquisition Professionals
 - Focus on decision making to support best value
 - Technical advances
- Recommendations
 - Succession/Human Capital Planning
 - Training
 - Knowledge Management
 - Culture



Catalogue Reference

- In addition to summarizing reports from the AAP for the report, Beacon searched an exhaustive list of websites, the Library of Congress, and the National Archives
- For each report, an annotated bibliography summarizes: report overview, categories of information provided in the report, key assumptions, key results, and limitations
- Contains a keyword index
- Organized by key topic areas: workforce size, composition, competency, and effectiveness

Report Catalogue Screen Shots

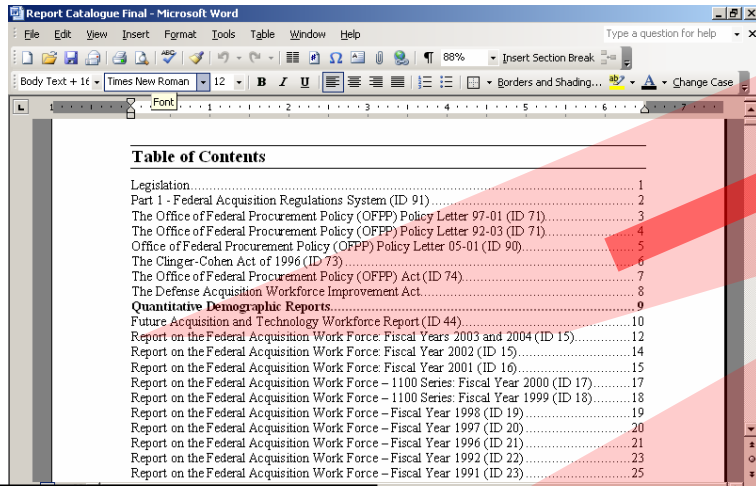
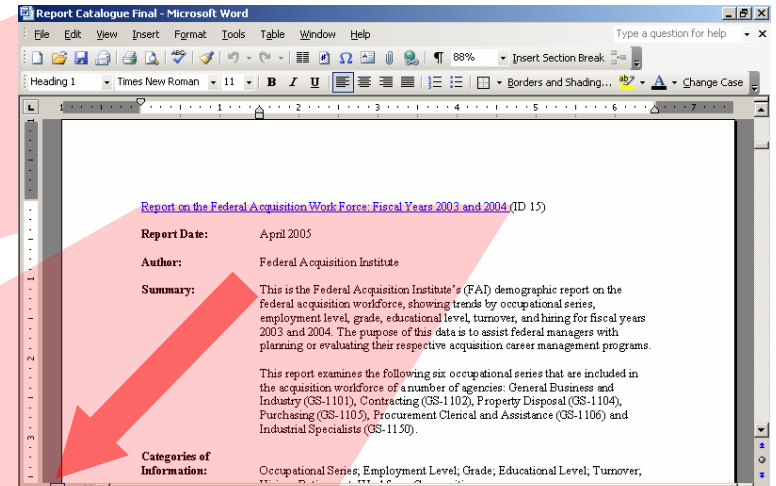


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[Report on the Federal Acquisition Work Force: Fiscal Years 2003 and 2004 \(ID 15\)](#)

Report Date: April 2005

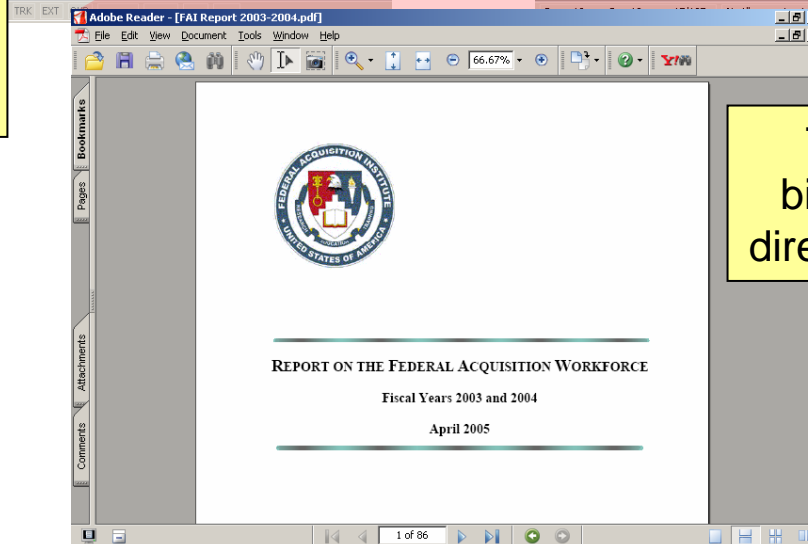
Author: Federal Acquisition Institute

Summary: This is the Federal Acquisition Institute's (FAI) demographic report on the federal acquisition workforce, showing trends by occupational series, employment level, grade, educational level, turnover, and hiring for fiscal years 2003 and 2004. The purpose of this data is to assist federal managers with planning or evaluating their respective acquisition career management programs.

This report examines the following six occupational series that are included in the acquisition workforce of a number of agencies: General Business and Industry (GS-1101), Contracting (GS-1102), Property Disposal (GS-1104), Purchasing (GS-1105), Procurement Clerical and Assistance (GS-1106) and Industrial Specialists (GS-1130).

Categories of Information: Occupational Series, Employment Level, Grade, Educational Level, Turnover,

The table of contents links to the annotated bibliography.



The annotated bibliography links directly to the report.