

Section 912(c) Study Status Report

*Recruiting, Developing, Rewarding and Retaining  
Technology Leaders*



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# **PROBLEM**

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Best Technical Workers:

Demand 

Supply 

## **BACKGROUND**

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**PURPOSE:** *This study will examine policies that might be employed to ensure the Department's access to the highest quality science and engineering workforce.*

**PRODUCT:** *[Provide] an implementation plan, including proposed legislation or waiver proposals, and timelines...based on analysis of issues in recruiting, developing, rewarding and retaining technology leaders.*

Technology Leaders  
Senior Study Group Charter  
22 September 1998

## **BACKGROUND**

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- o FY98 Defense Authorization, Section 912(c)
  - Titled: “Implementation Plan to Streamline and Improve Acquisition Organizations”
  - Called for report by 1 April 98: “a plan to streamline the acquisition organizations, workforce and infrastructure”
  
- o SECDEF Report to Congress, 1 April 98 commits to a number of studies, in following categories:
  - Increase Acquisition Workforce Education and Training
    - o Recruit, Develop and Retain Technology Leaders
  - Restructure Research, Development, and Test
  - Restructure Sustainment
  - Move to Integrated, Paper-Less Acquisition

## **PREVIEW**

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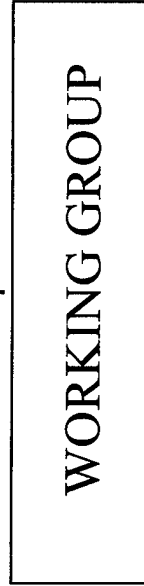
- o Study Structures Established
- o Workshop Convened
- o Report Drafted with Alternatives Suggested:
  - Permanent Personnel
  - Non-Permanent Personnel
- o Results Already Used to Shape Legislative Proposals
- o Next Steps:
  - Coordinate Report, Execute Action Items

# STRUCTURE

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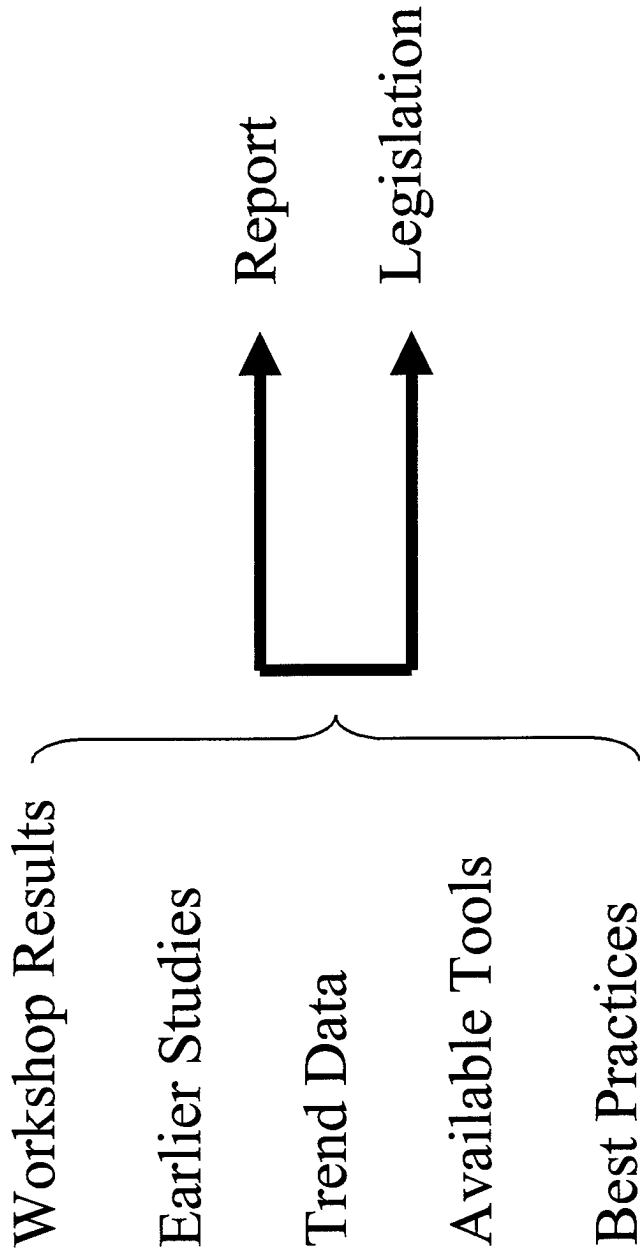
- USD(AT&L), CO-CHAIR
- USD(P&R), CO-CHAIR
- USD(C)
- DDR&E
- ASD(FMP)
- DTSEE now DOT&E
- SOC&E
- SAEs
- ASA(MRA)
- ASN(MRA)
- SAF(MI)



- DDDR&E(LM&TT) now DUSD(S&T)PP, CO-CHAIR
- DASD(CPP), CO-CHAIR
- SSG NOMINEES (OSD + EACH MILDEP)

# PROCESS

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## **WORKSHOP**

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### o “DoD Technology Leaders of the Future”

- Mechanism for identifying issues and discovering options used by others
- 3-4 Dec 98, Alexandria VA
- Chairs: Dr Lance Davis/DDDR&E(LM&TT),  
Dr Diane Disney/DASD(CPP)

### o Four structured sessions related to:

- Quality
- Development
- Recruitment
- Retention and Reward

### o 87 Participants

- 13 Industry
- 10 Other Government
- 9 Academia
- 55 DoD

## EXAMPLES WORKSHOP RESULTS

### ✓ Quality

- Use Surveys
- Establish External Peer Reviews
- Conduct 360 Degree Appraisals
- Track Metrics

### Recruitment

- Permit On-The-Spot Hiring
- Provide Competitive Compensation
- Increase 'Fly-Before-Buy' Programs
- ✓ -Use Hiring Bonuses
- ✓ -Improve Processes

### Development

- Improve Mentoring
- ✓ -Do Continuous Training
- ✓ -Foster Professional Growth
- Assess Individual Needs
- View as Investment Not Cost

### Retention and Reward

- Provide Competitive Compensation
- ✓ -Eliminate High-Grade Controls
- ✓ -Link Pay to Performance
- ✓ -Improve Workforce Shaping Tools
- ID and Recognize Top Performers
- Provide Challenging Work



*Significant Efforts Underway or Achieved*

# **REPORT HIGH LIGHTS**

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*Draft (not yet coordinated)*

o Permanent Workforce:

- Continue personnel demonstrations and pilots, propagate best practices
- Engage independent, outside organization(s) to coordinate design of separate personnel system for scientists and engineers (S&Es)
- Consider alternative governance models (e.g., government corporations, Government-Owned Contractor-Operated or Federally Funded Research and Development Center)

o Non-Permanent Workforce:

- Establish Commercial Intergovernmental Personnel Act (IPA)
- Expand DARPA Experimental Personnel Pilot to labs

## **LEGISLATION**

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- o ‘Recent’ Defense Authorization statutes that help
  - FY95 s.342 Personnel Demonstrations -FY99 s.246 Partnering Pilots
  - FY00 s.245 Workforce Pilots -FY00 s.1109 High-Grade Controls
  
- o Initiatives worked but not being considered for FY01
  - Scientist and Engineer Excepted Service
  - Scientist and Engineer Pilot Personnel Program
  - Civil Service Recruitment and Retention Act 2000 (‘Bonuses’)
  - Commercial Intergovernmental Personnel Act
  
- o Initiatives Congress is considering for FY01
  - DARPA Experimental Personnel Pilot Program for Labs
  - DoD Civil Service Workforce Realignment Act 2000 (‘VERA/VSIP’)
  - Clarification of Demonstration Authority (*appeal pending*)

## **SASC FY01 PROPOSAL**

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- o Clarification of S&T Personnel Demonstration Authority (S.1114)  
*“Notwithstanding any..law, the director of the [demo] laboratory is authorized to appoint individuals...and to fix compensation...without the review or approval of any official or agency other than the Under Secretary [AT&L].”*
  
- o OUSD(P&R) drafted an appeal:
  - Usurps SECDEF, Service Secretaries’ Authority to manage workforce
  - Potential to pay lab employees more than SECDEF or Congress
  - Veteran’s Preference, Equal Opportunity and Merit System Principles at-risk
  - Possible labor conflicts over negotiable hiring and compensation
  - Change would have cost impacts beyond labs
  - Disrupts ongoing personnel demonstrations (reporting and analysis)

## **NEXT STEPS**

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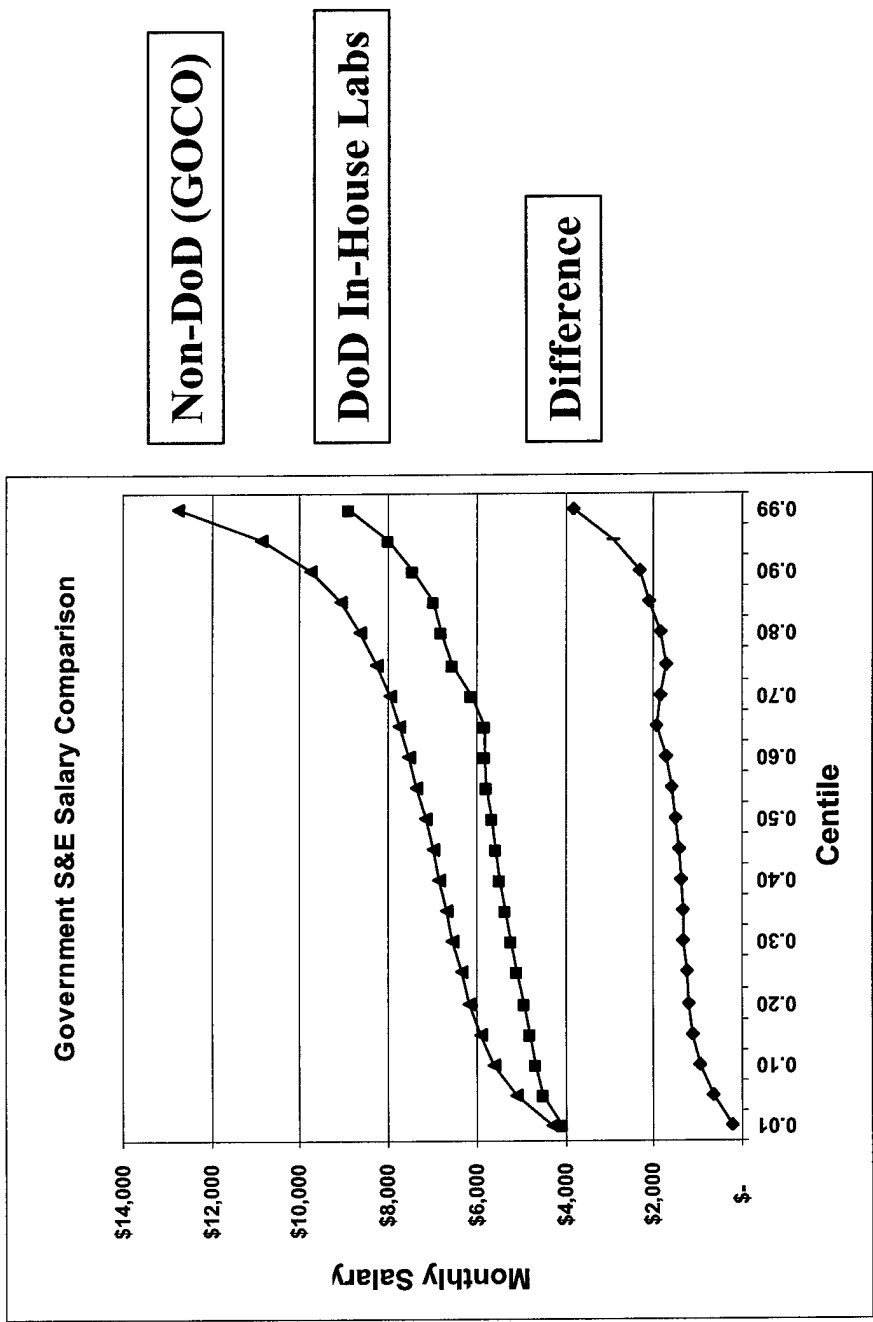
- o Coordinate Report (target date: 30 Sept 00)
  - o Execute Report Recommendations
- or
- o Suspend Report Coordination
  - o Transition Efforts to Acquisition 2005 Taskforce
  - o Expand Taskforce Charter and Roster as Required

# PAY ISSUE

## GOVERNMENT FUNDED LABS DOING LIKE WORK

### 1998

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Source: LLNL FY 1999 Salary Program Guidelines