

**DEMOGRAPHICS
OF THE
ARMY CONTRACTING
COMMAND**

**AN
ANALYSIS**

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RESEARCH

- **Research Question:**

What are the critical demographics of contracting personnel in the Army Contracting Command (ACC) and how do they compare to other DOD/Federal Government and private sector contracting personnel?

ARMY CONTRACTING COMMAND

- ACC Established October 2008
- Merged Army Contracting Agency (ACA) and Army Materiel Command (AMC)
- 3,408 Civilian Contracting Personnel (1102 Occupation Series)
- 307 Military Personnel
- 170 Foreign Nationals
- Total Contracting Workforce=3,885

DATA SOURCES

- ACC Personnel Data Bases
- DOD Contracting Agency Demographic Reports
- Defense Manpower Data Center (DMDC)
- Defense Acquisition University (DAU)
- Federal Acquisition Institute (FAI)
- Institute for Supply Management (ISM)
Workforce Survey
- Professional & Industry Associations

INDIVIDUAL DEMOGRAPHICS

- **Age**
- **Gender**
- **Grade Level**
- **Years of Civilian Service**
- **Pay Plan**
- **Educational Level**
- **Degree Type**
- **Certification Level in Contracting**
- **Years to Anticipated Retirement**

INDIVIDUAL DEMOGRAPHICS

- **Year Certified at Current Level**
- **Other Certifications**
- **Military Reserve Affiliation**
- **Prior Military Service Organization**
- **Prior Military Service Length**
- **How Accessed in Current Position**
- **Year Accessed into Current Position**
- **Professional Affiliation (s)**

ORGANIZATIONAL DEMOGRAPHICS

- Positions Authorized
- Geographic Locations
- Critical vs. Non-Critical Positions
- Position Certification Requirement
- Type Incumbent
- Vacant Positions
- Attrition Rates
- Full-Time Equivalents (FTEs)
- Source Hires

Army Contracting Command

Contracting Workforce

Category	# Personnel	% of Total WF
GS	2,384	61%
YA/YC (NSPS)	994	26%
Other	30	1%
Military-Officer	196	5%
Military-Enlisted	111	3%
Foreign Nat'l	170	4%
Total Contracting Workforce	3,885	100%

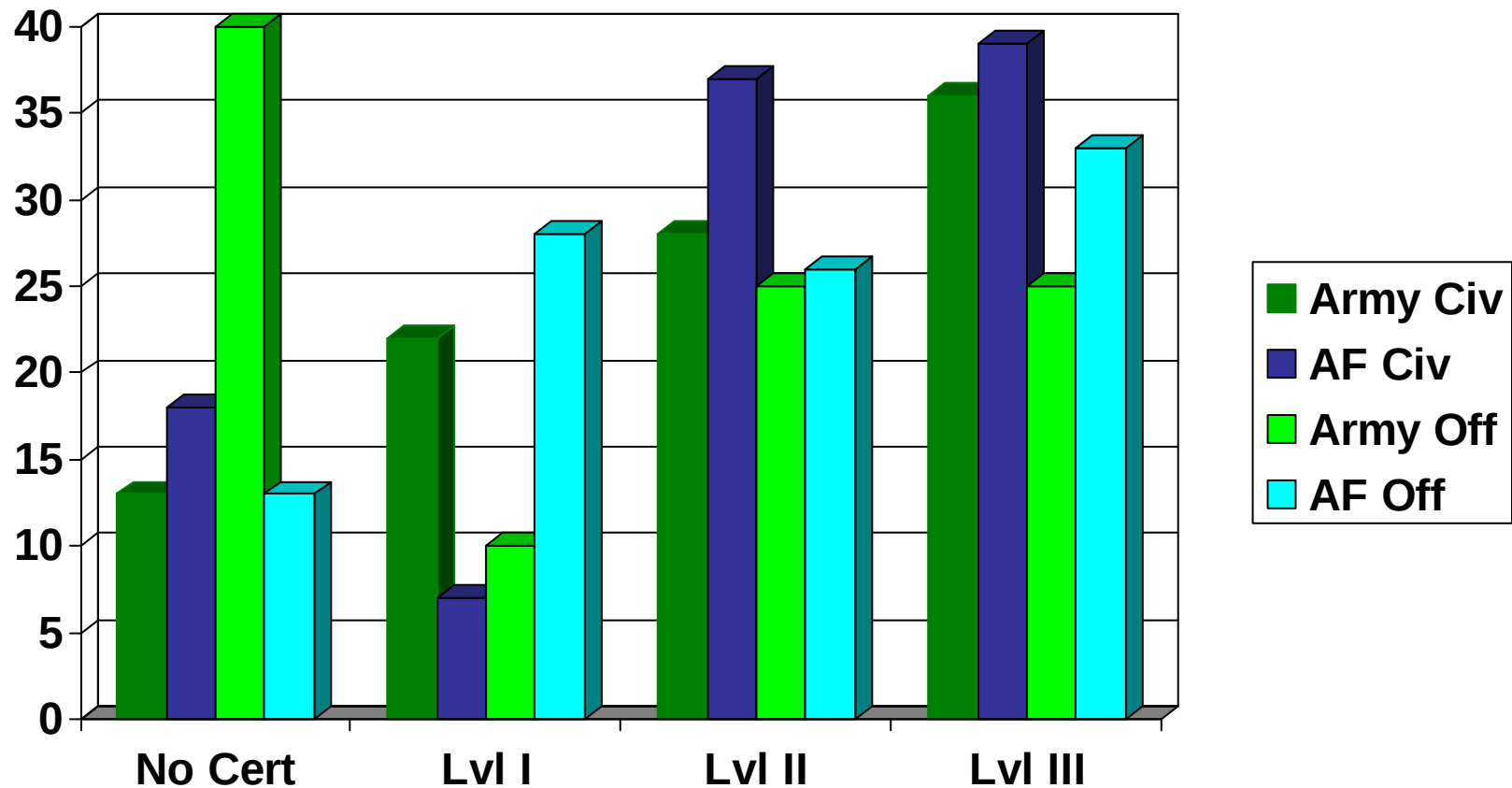
Army Contracting Command Workforce Certification

Category	No Cert	Level I	Level II	Level III	Total
GS	390 (16%)	514 (22%)	807 (34%)	673 (28%)	2384
YA/YC	72 (7%)	230 (23%)	144 (14%)	548 (55%)	994
Other Civ	2	5	5	18	30
Total US Civ	464 (13%)	749 (22%)	956 (28%)	1239 (36%)	3408
Officers	65 (40%)	17 (10%)	40 (25%)	41 (25%)	163
Total	529 (15%)	766 (21%)	996 (28%)	1280 (36%)	3571

Air Force Contracting Workforce Certification

Category	No Cert	Level I	Level II	Level III	Total
Total Civilians	805 (18%)	317 (7%)	1676 (37%)	1768 (39%)	4566 (72%)
Officers	97 (13%)	205 (28%)	188 (26%)	236 (33%)	726 (11%)
Enlisted	40 (4%)	300 (28%)	651 (60%)	96 (9%)	1087 (17%)
Total	942 (15%)	822 (13%)	2515 (39%)	2100 (33%)	6379

Army/AF APDP Comparison (Percentage Distribution)



Army Contracting Command Workforce Education

Category	Pre-Bachelor	Bachelor	Post-Bachelor	Total
GS	630 (26%)	1279 (54%)	475 (20%)	2384
YA/YC	254 (26%)	488 (49%)	252 (25%)	994
Other Civ	2	19	9	30
Officers	0	69 (32%)	127 (65%)	196
Total	886 (25%)	1855 (51%)	863 (24%)	3604

AF Civilians	17%	41%	42%
ISM	25%	37%	36%

Army Contracting Command Workforce Age

Category	<30	30-39	40-49	50-59	>60	Total
GS	363	421	629	719	252	2384
YA/YC	24	94	320	460	96	994
Other	1	4	14	8	3	30
Total Civ	388	519	963	1187	351	3408
Military	8	147	139	13	0	307
Foreign Nat	2	27	51	70	20	170
Total	398	693	1153	1270	371	3885

Workforce Age/Percentage Comparisons

Category	<30 %	30-39 %	40-49 %	50-59 %	>60 %	% of total force
GS	15	18	26	30	10	61%
YA/YC	2	9	32	46	10	26%
Other	<1	13	46	26	10	<1%
Total Civ	11	15	28	35	10	88%
Military	3	48	45	4	0	8%
Foreign Nat	1	16	30	41	12	4%
Total	398	693	1153	1270	371	3885
Air Force Civilian	9%	14%	31%	35%	10%	
ISM Workforce		16% (<35)	28%(<45)	41% (<55)	16% (>55)	

Army Contracting Command Workforce Gender

Category	Male	Female	Total
GS	941	1443 (61%)	2384
YA/YC	399	595 (60%)	994
Other	12	18 (60%)	30
Total US Civilian	1352	2056 (60%)	3408
Foreign Nat	62	108 (64%)	170
Military	249	58 (19%)	307
Total	1663	2222 (57%)	3885

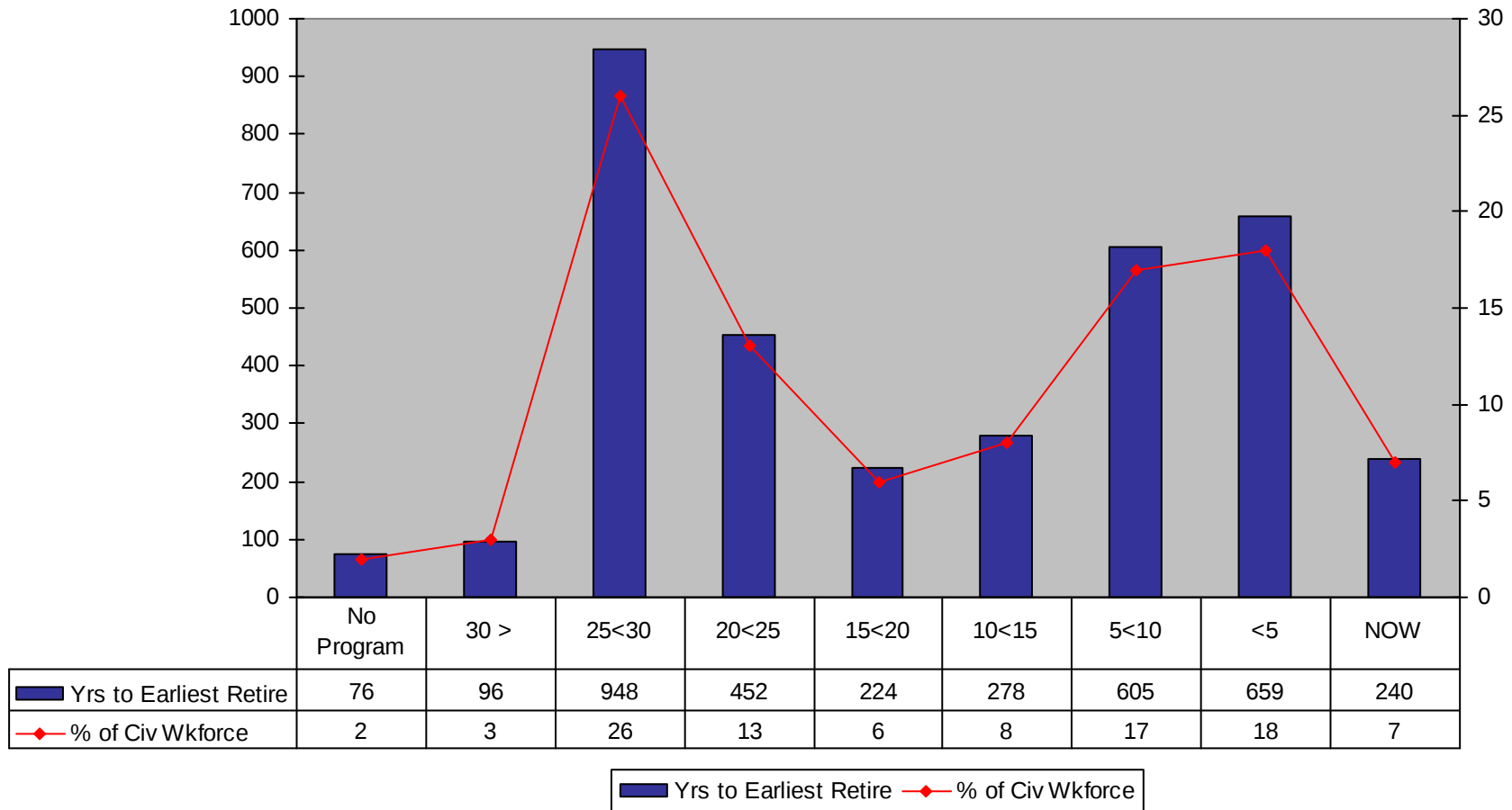
Air Force civilian contracting personnel are 58% Female

ISM workforce is 40% female

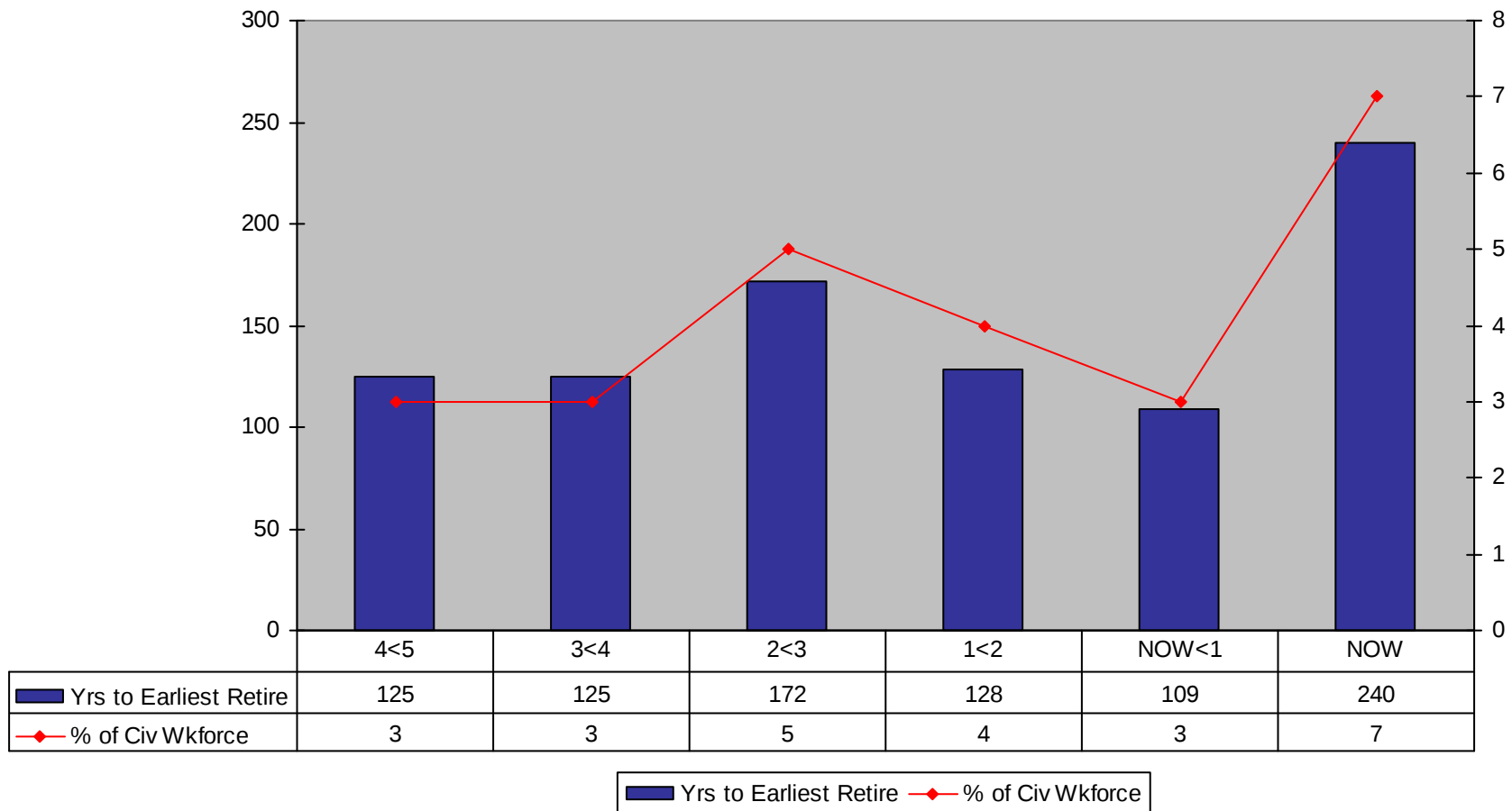
Army Contracting Command Supervisors

Category	Supervisor	Non-supervisor	Total
GS	7 (<1%)	2377	2384
YA	113 (23%)	387	500
YC	494 (100%)	0	494
Other	4 13%)	26	30
Total US Civilian	618 (18%)	2790	3408

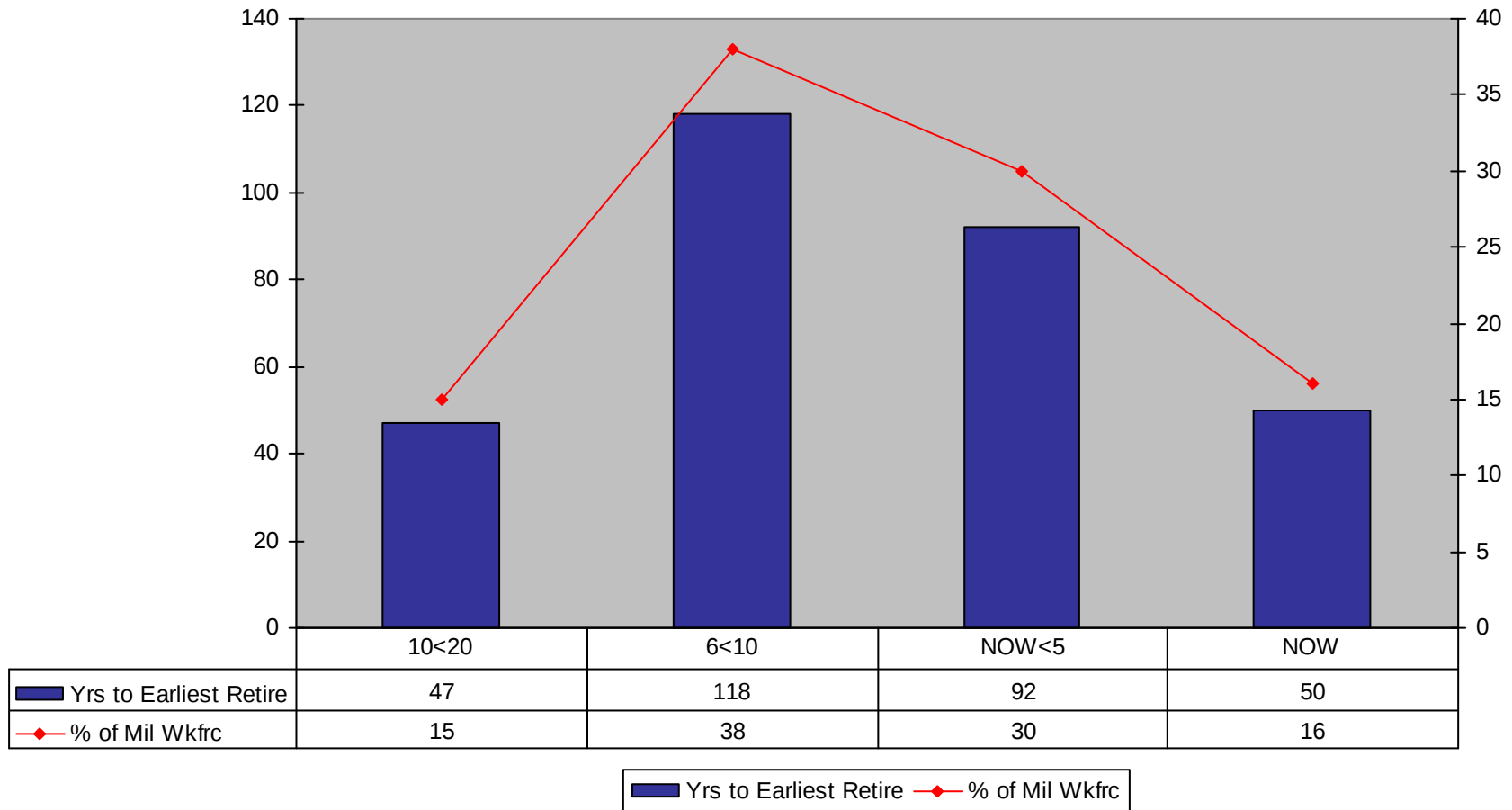
Retirement Tsunami?



Retirement Tsunami? Next Five Years



Military Retirement



FAI/ACC Percentage Comparisons

	FAI*	ACC
Supervisors	14	18
Eligible to Retire		
Now	14	7
Now to 10 Yrs	54	35
Gender (Male/Female)	40/60	40/60
Education		
No Degree	25	26
Bachelor	44	52
Post-Bachelor	31	22
*From FY07 FAI Survey Reported May 2008 (n=28,434)		

COMPETENCIES

- Business Competencies
 - Creative Thinking
 - Problem Solving
 - Customer Service
 - Interpersonal Skills
- Technical Competencies
 - Cost/Price Analysis
 - Proposal Evaluation
 - Negotiation
 - Source Selection

Contractor Personnel PRELIMINARY FINDINGS

- ACC Organizations=15
- Responses=13
- No Current Contractor Personnel=9
- Never Had Contractor Personnel=7
- Previous Contractor Personnel=2
- Total # Contractor Personnel=81

Contractor Personnel PRELIMINARY FINDINGS

Age	20-40 [31]	41-65 [44]	>65 [5]	
Yrs Exp	<5 [29]	5-15 [13]	16-30 [32]	>30 [6]
Education	No Deg [26]	Bach [42]	Masters [13]	Doc [0]
DAWIA [45]	Level I [5]	Level II [19]	Level III [21]	

FUTURE RESEARCH

- Human Capital Management Strategies
- Workforce Modeling
- Workforce Planning
- Rigorous Comparisons to Other Agencies and Industry
- Trend Data Depicting Changes Over Time

Questions?

BACKUP SLIDES

- The following slides are available for a more detailed discussion of this research effort.

METHODOLOGY

- Literature Review
- Data Bases
 - Individual Data
 - Aggregate Data
 - Longitudinal Approach
 - Quarterly Snapshots
 - Trends
 - Migration

LITERATURE

- Texts/Articles on Demographics
- RAND Corp Studies
- Government Accountability Office (GAO) Rpts
- Office of the Secretary of Defense (OSD) Regs
- Federal Acquisition Institute (FAI) Reports
- Office of Federal Procurement Policy (OFPP)
- Naval Postgraduate School (NPS) Studies
- OSD & FAI Competency Surveys

LITERATURE

- Defense Acqn Workforce: Personnel Trends Relevant to Policy, 1993-2006, RAND 2008
- Air Force Procurement Workforce Transformation: Lessons from the Commercial Sector, RAND 2004
- Demographics: A Casebook for Business and Government, RAND 1994

Army Contracting Command

PRELIMINARY FINDINGS-CIV

- Average Age =
- Average Grade =
- Male/Female % = /
- Average Education =
- Average Certification = Level
- % Eligible to Retire <10 yrs =
- % Supervisory =
- Average Yrs Experience =

Army Contracting Command

PRELIMINARY FINDINGS-CIV

Factor	ACC	DOD	FAI
Age			
Gender			
Grade			
Cert Level			
Education			
< 10 Yrs to Retire			
% Supervisory			
Avg Yrs Exp			

Army Contracting Command

PRELIMINARY FINDINGS-MIL

- Average Age =
- Average Grade =
- Male/Female % = /
- Average Education =
- Average Certification = Level
- % Eligible to Retire <10 yrs =
- % Supervisory =
- Average Yrs Experience =

Army Contracting Command

PRELIMINARY FINDINGS-MIL

Factor	ACC	DOD	Notes
Age			
Gender			
Grade			
Cert Level			
Education			
< 10 Yrs to Retire			
% Supervisory			
Avg Yrs Exp			

CHALLENGES

- Data Bases
 - Comparability
 - Accuracy
- Recent Establishment of ACC
- Private Sector Data
 - Industry & Professional Associations
 - DOD/Federal Contractors
 - Non-DOD/Federal Suppliers

COMPETENCIES

- OSD Competency Model (2008)
 - Defense Procurement & Acquisition Policy (DPAP) Assessment
- Federal Acquisition Institute (FAI) Competency Survey (2007)
 - Non-DOD 1102s
 - 48% Return Rate

Army Contracting Command PRELIMINARY FINDINGS

- Competency Deficiencies

BUSINESS PROFICIENCY COMPARISON

Proficiency	DOD	FAI
Problem Solving	1	8
Customer Service	2	5
Oral Communication	3	12
Written Communication	4	3
Interpersonal Skills	5	6
Decisiveness	6	
Technical Credibility	7	
Flexibility	8	7
Resilience	9	
Accountability	10	

BUSINESS PROFICIENCY COMPARISON

Proficiency	DOD	FAI
Creative Thinking		15
Decision Making		11
Influencing/Negotiating		14
Information Management		13
Integrity/Ethics		2
Planning & Evaluating		9
Reasoning		10
Self-Management/Initiative		4
Teamwork		1

TECHNICAL COMPETENCY COMPARISON

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Contractor Personnel

PRELIMINARY FINDINGS

# of Firms	0 [9]	1-5 [4]	>5	
# Contractor Pers	<10	10-20 [2]	>20 [2]	
# Contractor Pers Fed Govt Exp	<5	5-10 [2]	>10 [2]	
Age	20-40 [31]	41-65 [44]	>65 [5]	Total [80]
# Female Pers	1-10	11-20	>20	
# Male Pers	1-10	11-20	>20	

CONTRACTOR PERSONNEL

N=15	YES	NO	
No Current Contracts But Have In Past			
	0	1-5	>5
Number of Firms			
	<10	11-20	>20
Number of Contractor Pers			
	<10	11-20	>20
Number of Contractor Manpower Equivalents (CME)			

CONTRACTOR PERSONNEL

N=15	0	1-10	11-20	>20
Number of Male Employees				
Number of Female Employees				
	<1%	1-10%	11-20%	>20%
Percentage of Workforce Involving Contractor Employees				
	20-40	41-65	>65	
Age Ranges				

CONTRACTOR PERSONNEL

N=15	<5	6-10	>10	
Number Contractor Pers w/Prior Federal Govt Exp				
	<5	5-15	16-30	>30
Number of Years Contracting Experience				

Industry

PRELIMINARY FINDINGS

- Average Age =
- Male/Female % = /
- Average Education =
- % Eligible to Retire <10 yrs =
- % Supervisory =
- Average Yrs Experience =
- Average Annual Salary = \$

PERSONNEL SYSTEMS

- **General Schedule (GS)**
 - GS Grades 5,7,9,11,12,13,14,15,SES
- **National Security Personnel System (NSPS)**
 - Pay Bands
 - YA Standard/Professional
 - YC Supervisor/Manager
 - YA01=GS5-8;YA02=GS9-13;YA03=GS14-15
 - YC01=GS6-11,YC02=GS12-14,YC03=GS15

HUMAN CAPITAL MANAGEMENT

- DOD's Human Capital Strategic Plan
 - Competency-Based Management
 - Performance-Based Management
- Objective-Army Contracting Command Human Capital Strategic Management Plan