TODAY'S CRISIS IN CONTRACTING

SSCF RESEARCH REPORT

May 2012

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ABSTRACT

Contracting has long been an integral part of the overall acquisition process. Today, there is a critical shortage of contracting GS-1102s within the Department of Defense (DoD), in particular within the Army Contracting Command (ACC), which is responsible for the majority of contracting for the Department of the Army. There are many factors for this shortage. However, the result is the same: There is a lack of a qualified GS-1102 workforce with the skills, capabilities, and training necessary to handle the complexities of today's ACC contracting workload.

This shortage in qualified, experienced GS-1102s in contracting is serious and has an impact on the other functions within the acquisition process. This crisis' causes have been discussed throughout acquisition literature. While there may be many causes for this crisis and many possible solutions that may help, no one solution could resolve this crisis in its entirety. This study examines this one issue in the crisis in contracting—the lack of qualified GS-1102 personnel.

My primary research question was focused on the following: Can a portion of the work typically done during a normal day by a GS-1102 be done by a GS-1105 (Purchasing) or GS-1106 (Procurement Technician)? A secondary, supporting question is: Will the transfer of work from a GS-1102 to a GS-1105 or a GS-1106 help ease the contracting crisis?

I surveyed the ACC's GS-1102, GS-1101, GS-1105, and GS-1106 population to include all the centers within the ACC, the Mission Installation Contracting Command (MICC), and the Expeditionary Contracting Command (ECC). This population included all grade levels from GS-05s through GS-14s. The survey included questions designed to determine the type of work done in a typical day.

This study looked at the typical daily tasks for an 1102 within the ACC. It examined the feasibility of using other series, GS-1105 (Purchasing) and GS-1106 (Procurement Technician), as possible alternatives to the shortage of GS-1102s within the ACC. It considered whether GS-1105s and GS-1106s can be used, and the possible effect on organizational structure.

CHAPTER 1
INTRODUCTION

The Army Contracting Command (ACC) is a major player in Army, Department of Defense (DoD), and federal government contracting. "An international business enterprise, the command awards more than 260,000 contracts each year valued at more than $92 billion, which is equal to 66 percent of the Army's contract dollars and 17 percent of the total dollars spent on contracts by the entire federal government. ACC accomplishes this with more than 5,500 military and civilian employees at more than 115 locations worldwide," (ACC Fact Sheet, 2011). Accomplishment of these awards primarily is due to the ACC's contracting, GS-1102, workforce.

Contracting faces a crisis. There are a number of reasons for this. One reason involves the number of actions as well as the increasing volume of dollars dedicated to contracting across DoD. "From 2001 to 2007, the number of (DoD) contracting actions involving more than $100,000 has increased by 62 percent, while the corresponding dollars being obligated increased by 116 percent. Additionally, 73 percent of the DoD civilian contracting workforce is part of the baby boomer [generally born 1946-1964] generation or is older" (Manning, Thomas & Brooks, 2008, p. 44). Another reason is that the complexity and number of contracting actions has been increasing due to mission requirements. This study looked at just one issue in contracting: the lack of qualified GS-1102 personnel.

Background

"The Secretary of the Army established an independent Commission on Army Acquisition and Program Management in Expeditionary Operations to review the lessons learned in recent operations and provide forward-looking recommendations to ensure that future military operations achieve greater effectiveness, efficiency and transparency" (Report of the "Commission on Army Acquisition and Program Management in Expeditionary Operations" 2007, p. 1). This commission is generally referred to as the Gansler Commission. The Gansler Commission found that "Acquisition failures in expeditionary operations urgently require a systemic fix of Army contracting" (p. 2).

One of the commission's recommendations was establishment of the ACC as a major subordinate command to the Army Materiel Command. In 2008, the Army took this recommendation and established the ACC. The ACC has two subordinate commands—the U.S.

Army Expeditionary Contracting Command (ECC), and the Mission and Installation Contracting Command (MICC). The ECC provides contracting support to installations outside of the United States, as well as contingency support. The MICC provides U.S. Army Installation Management Command, U.S. Army Forces Command, and the U.S. Army Training and 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" (http://www.ACC.army.mil). The ACC has six contracting centers: ACC-Redstone, ACC-Aberdeen Proving Ground, ACC-Warren, ACC-Picatinny, ACC-Rock Island, and ACC-National Capital Region. The ACC performs the majority of contracting work for the Army.

Problem Statement

Currently, there is a lack of GS-1102s with the skills and experience to effectively accomplish the mission. Some of the reasons include workload growth, retiring workforce, and the mission workload's complexity. This has stressed the existing contracting workforce.

Purpose

The purpose of this study was to capture the daily workload of a GS-1102 and to analyze whether a portion of that workload could be done by either a GS-1105 or GS-1106. This would allow the GS-1102s to concentrate on the more complex portions of their workloads. The GS-1101s', GS-1105s', and GS-1106s' workloads also were captured. This study looked at only this one factor in the contracting crisis.

Research Question

Can a portion of the work typically done during a normal day by a GS-1102 be done by a GS-1105 (Purchasing) or GS-1106 (Procurement Technician)? Will this help ease the contracting crisis?

Research Hypothesis

The GS-1102 on a typical workday performs functions that could be transferred to either a GS-1105 or GS-1106, freeing the GS-1102 to concentrate on more complex tasks.

Limitations of this Study

The survey was a random sampling of GS-1101s, GS-1102s, GS-1105s, and GS-1106s across the ACC. The limited number of 1105 and 1106 respondents is important to note. This means the research findings primarily were based on the responses of the 1102s. Therefore, the sampling may not accurately represent the total workload of the ACC. As of December 16, 2011,

ACC employed 6,048 workers, many of them in career series outside the target population. There were 4,931 employees in the target GS-1101, GS-1102, GS-1105, or GS-1106 series. This target population was of GS-14s and below as well as the NH equivalent. Approximately 1 in every 8 names of the target population were selected by random sampling to be sent the survey instrument to allow for a sample size of 618. This will allow for a confidence level of 95 percent and a confidence interval of 3.69. The survey will include both subordinate commands as well as the six major centers. The sample size will be comprised of GS-1101, GS-1102, GS-1105, and GS-1106 employees.

CHAPTER 2
LITERATURE REVIEW

Introduction

There is a lot of discussion on the contracting workforce in literature. Common themes throughout the literature reflect that the contracting workforce has remained stable while the work has increased in size and complexity due to mission requirements. The pending retirement of many in the contracting workforce has added to the burden of those who remain in the contracting workforce.

In the DoD Panel on Contract Integrity 2007 report to Congress, the Subcommittee on Contracting Workforce recommended that DoD review its contracting workforce to determine the appropriate size for its workforce (DoD Panel on Contract Integrity 2007 Report to Congress, 2007). This is a result of significantly increased mission requirements as well as the pending departure of workforce baby boomers at a time when the size of the contracting workforce has remained stable. The "Under Secretary of Defense for Acquisition, Technology and Logistics (USD(AT&L)) has initiated AT&L Strategic Thrust Number 3, Take Care of Our People, which includes focus on recruiting, developing, and retaining personnel with the right skills to successfully accomplish the acquisition mission with integrity" (DoD Panel on Contract Integrity 2007 Report to Congress, 2007). In addition, the subcommittee recommended that senior leaders implement recruiting, hiring, and retention initiatives.

In the DoD Panel on Contract Integrity 2008 report to Congress, the Subcommittee stressed the importance of the development of a Contracting Addendum to the *DoD Civilian Human Capital Strategic Plan*. This plan was developed, and DoD senior leaders met to ensure its implementation. In addition, the plan showed the projected strength and losses of the contracting workforce over the next decade (DoD Panel on Contract Integrity 2008 Report to Congress, 2008).

The Government Accountability Office (GAO) report, GAO-07-1098T, acknowledged that the acquisition workforce workload has been increasing in size and complexity without agencies determining if they have a workforce of the right size, with the right skills, to accomplish such a workload. The report further states that the acquisition workforce faces significant challenges (GAO, 1098T, 2007). As the complexity of the work has changed, the knowledge and skills necessary by the acquisition workforce to adjust to the complexities has not

necessarily changed as well. In addition, the pending retirement of the acquisition workforce adds to the stress on the acquisition workforce (GAO, 1098T, 2007).

The GAO Report, GAO-08-621T, in its recommendations stressed the importance of the contracting workforce and the need to strengthen its capability and accountability. It further references the Acquisition Advisory Panel, which noted a difference between what the contracting workforce is asked to do and what it is capable of doing. In addition, the Acquisition Advisory Panel saw the challenge in having the right skills to be able to do alternative contracting in acquisition reform. The report concludes that increasing the size of the acquisition workforce along with its acquisition skills will decrease the likelihood of problems (GAO, 621T, 2008).

In the article, DoD Plans for the Contracting Future, the authors discussed the need to ensure DoD has the right people with the right skills for the present and the future. As a result, a contracting competency model was developed in 2008 by contracting leaders and subject matter experts that looked at what competencies were needed to allow the subject matter experts to be successful on the job. This information was determined by surveys and interviews. This resulted in a list of 28 technical competencies and 10 professional competencies. The formation of the contracting competency model resulted in the establishment of a list of competencies that then allowed senior leaders to tailor their contracting training to those competencies (Manning, Thomas & Brooks, 2008).

The GAO Report, GAO-11-580, has as one of its recommendations that DoD ensure "its acquisition workforce is adequately sized, trained, and equipped" (GAO, 2011, 580). The GAO further reports that while DoD has initiatives to address these issues, GAO is concerned that the recent budget issues may have an impact on these initiatives. The GAO contention is that having the right acquisition workforce in terms of skills and abilities hinders that ability to properly acquire goods and services (GAO, 2011, 580).

A review of the qualification standards for the 1102s, 1105s, and 1106s highlighted a significant difference. In the case of the 1102s, the Office of Personnel Management (OPM) has a standard. However, it does not apply to the DoD (http://www.opm.gov). According to the Defense Acquisition University web site, Defense Acquisition Workforce Improvement Act (DAWIA) required that DoD establish a process that anyone in the acquisition workforce receive professional certification. For the 1102s, the education requirements are at least 24 semester

hours in accounting, law, business, finance, contracts, purchasing, economics, industrial management, marketing, quantitative methods, or organization and management as well as a baccalaureate degree (any field of study) (http://www.dau.mil).

According to the OPM web site, neither the 1105s nor the 1106s have any individual occupational requirements (http://www.opm.gov).

Summary

The literary research completed has found common threads throughout on the issues with the contracting workforce. First, the mission and thus the resulting workload for contracting have been increasing in recent years. Second, the match between skills required for the increased workload and the skills required for the type of work generated by acquisition reforms has not kept pace. This lack of skills as well as increased workload has overwhelmed the current contracting workforce, and something must be done in order to help them. Last, there is an educational qualification to become an 1102.

CHAPTER 3
RESEARCH METHODOLOGY

Introduction

Applied research methodology was followed for this research project. One survey with 17 questions was sent out to collect quantitative data, and participants were asked one open-ended question to enable the collection of qualitative data. Several other questions allowed respondents to provide additional information. This survey was sent to the ACC workforce.

Research Design

The survey instrument was designed to capture the typical daily workload of a GS-1102. This will help determine the time spent on complex vs. less complex work. In addition, the workloads of the GS-1101, GS-1105, and GS-1106 were captured.

Research Instruments

One survey consisting of 17 questions was sent to a random sampling of the GS-1102, GS-1105, GS-1101, and GS-1106 population within the ACC. This survey was piloted on a small group of GS-1102s prior to sending the survey to the designated population. The comments were appropriately reviewed, and any necessary changes were made prior to sending to the designated population. A copy of the research instrument is attached at Appendix A.

Participants, Population and Sample

ACC is a large worldwide organization of two subordinate commands and six major centers. As of December 16, 2011, approximately 6,048 employees worked within ACC, including many employees in career series outside the target population.

Approximately 4,931 employees were in the target GS-1101, GS-1102, GS-1105, or GS-1106 series. The list was obtained from list of ACC employees from Defense Civilian Personnel Data System (DCPDS). A random sampling of approximately 1 in 8 names of the target population was selected to be sent the survey instrument to allow for a sample size of 618. This allowed for a confidence level of 95 percent and a confidence interval of 3.69. The survey will include both subordinate commands and the six major centers.

CHAPTER 4
DATA ANALYSIS AND RESULTS

Overview

This chapter presents the results of the survey. The results are organized by the demographics of the respondents, and then the actual results. The survey population was determined by looking at the DCPDS report for the ACC from December 2011 and selecting every eighth name of the 1102s, 1101s, 1105s, and 1106s who were in the grade of GS-14 and the NH equivalent and below. This accounted for a population of 618. A commercial tool, SurveyMonkey, was utilized to populate, release, and capture the results of the survey. The survey was released and held open for 10 business days, after which it was closed.

The survey was released and nine participants had opted out of surveys from SurveyMonkey, which meant they opted out before seeing this survey. Thus, the survey was sent to 609 potential respondents. In addition, 40 participants opted out of the survey while the survey was open. Two hundred respondents participated in the survey. Five declined to participate.

Throughout the demographics as well as the actual results of the survey, a common theme was that some respondents skipped one or more questions. That accounts for the fact that all survey participants are not shown answering each question. Some of these questions may have been skipped because the participants were involved in various support areas, including information technology (IT), pricing, policy, and other areas not looked at for this survey. These individuals could not be screened out of the population ahead of time. In addition, respondents were to select to answer Questions 13, 14, or 15 depending on what they performed on a daily basis and should not have responded to Questions 13, 14, and 15 together.

Demographics of the Respondents

The predominant respondents of the survey, 186 respondents or 94.9 percent, were in the 1102 career field. This correlates to the predominant career series found within ACC. Both the 1101 and 1105 career fields had 4 respondents or 2 percent. The 1106 career field had only 2 respondents. The limited number of 1105 and 1106 respondents is important to note. This means the research findings primarily were based on the responses of the 1102s. See Figure 1, which indicates the breakout of the respondent's career field.

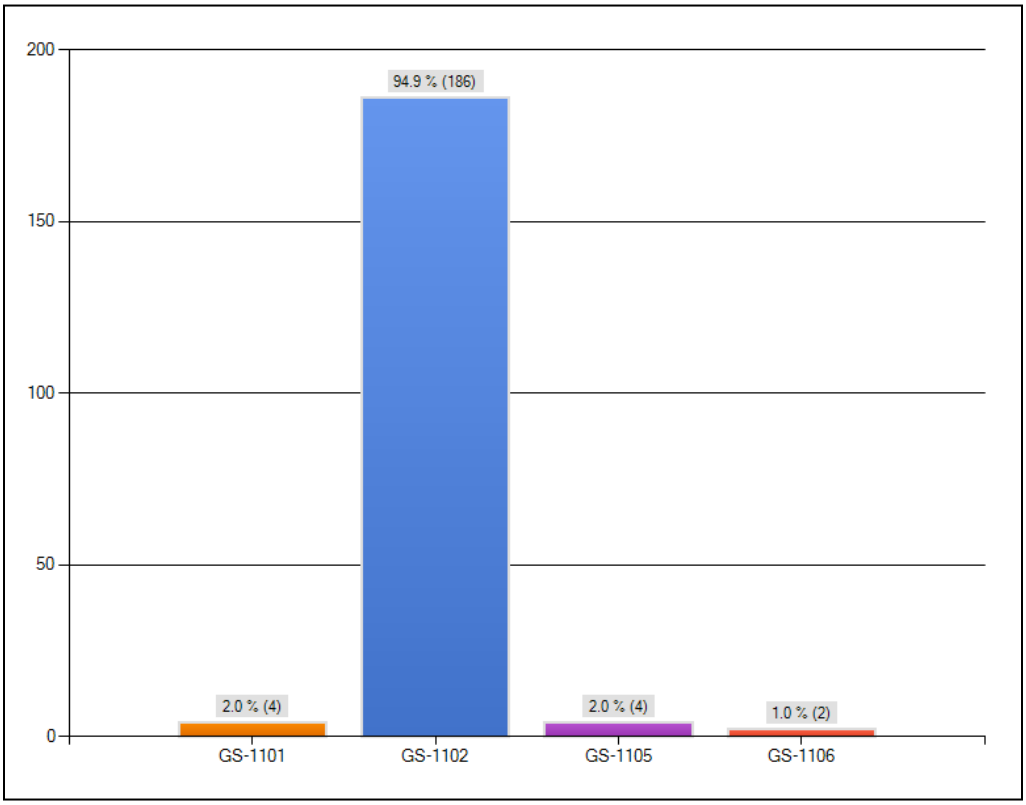


Figure 1. Response to Question 2, Career Field (196 answered, 9 skipped)

The possible grades of the respondents ranged from GS-05 through GS-14 and NH-02 through NH-04, with the majority in the GS-09 through GS-14 and NH-03 and NH-04 grades. GS-12 had the largest number of respondents with 48, or 24.5 percent. This was followed closely by the GS-11 at 41, or 20.9 percent, and the GS-13 at 32, or 16.3 percent. There were no NH-02 respondents, and so no bar graph was generated for that grade. There were 2 fill-ins for grades that made up the "Other" listed on the bar graph. These included a temp GS-12 and a GS-08. These fill-in responses are located at Appendix B. See Figure 2 for the actual number of the breakdown of grades.

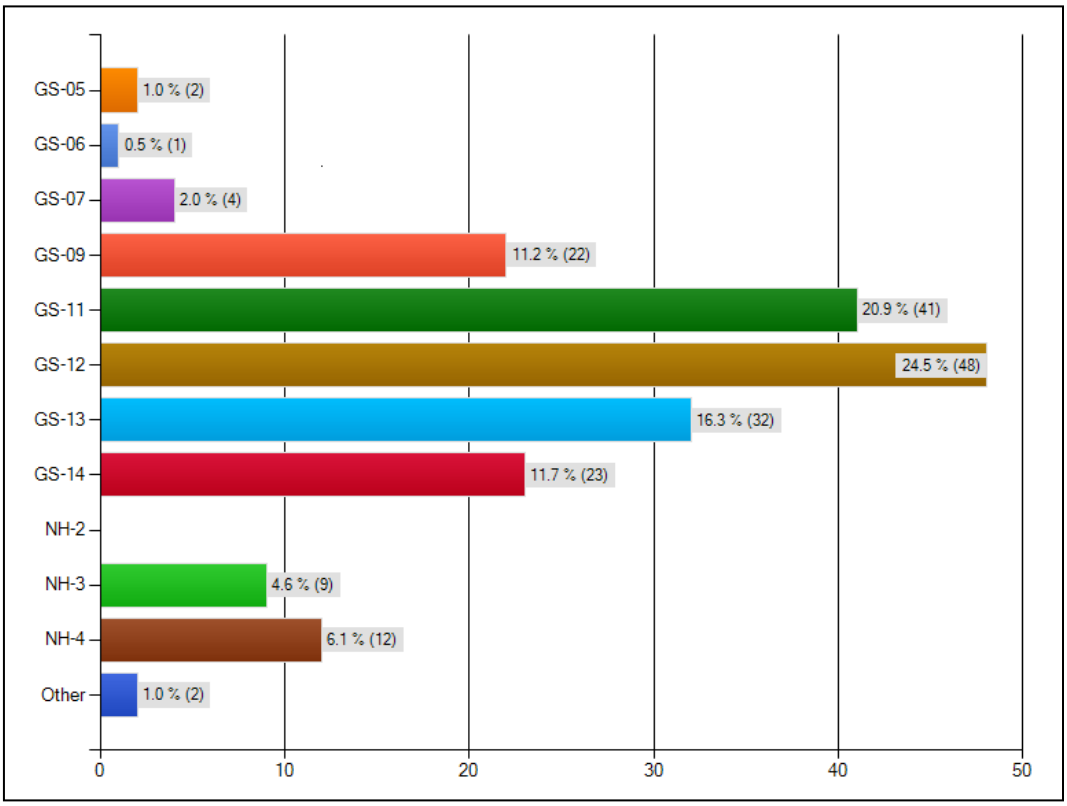


Figure 2. Response to Question 3, Grades (196 answered, 9 skipped)

The number of years of federal service for the respondents varied widely from under a year to more than 20 years. Those with more than 20 years of federal service had the most respondents at 67 or 34.2 percent, with 1 to 3 years having the next greatest number of respondents at 50, or 25.5 percent. Slightly more than 54 percent, or 106 respondents, had fewer than 10 years in federal service. This results in a bathtub graph for the years of federal experience with the highs in the more than 20 years or fewer than 10 years, with not many respondents in the 11- to 20-year range. Only 23 respondents or 11.7 percent had federal service in the 11- to 20-year categories. See Figure 3 for the actual breakdown of years of federal service.

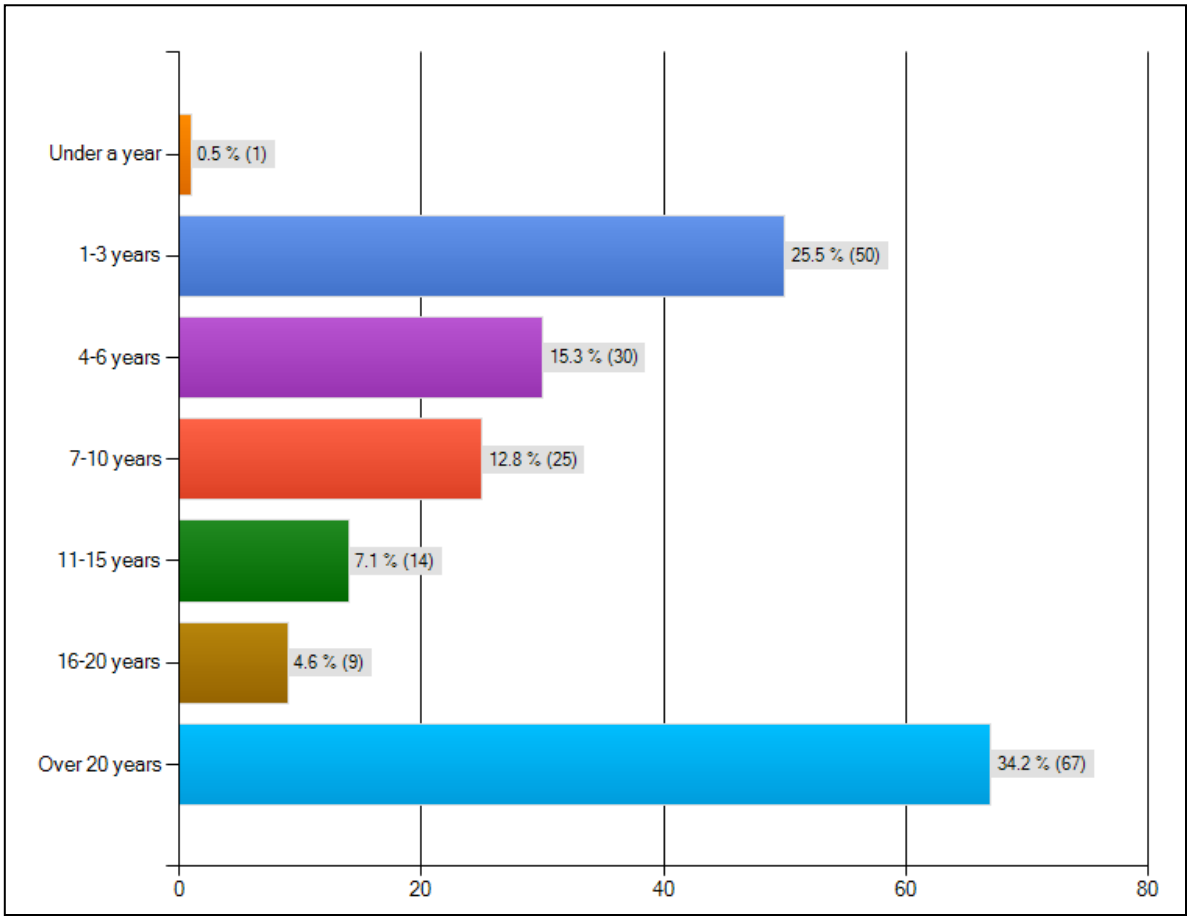


Figure 3. Response to Question 4, Years of Federal Service (196 answered, 9 skipped)

The data provided for the sample population did not specify in which ACC organization the potential respondents worked. However, a cross-section of the ACC organizations responded. The largest number, 111 or 56.6 percent, came from the Contracting Centers, closely followed by the MICC, with 65 or 33.2 percent of respondents. That correlated to those organizations having the largest number of potential respondents. Both the Expeditionary Command and ACC Headquarters had 10 or 5.1 percent of respondents. See Figure 4 for the breakdown of organizations within the ACC to which the respondents belonged.

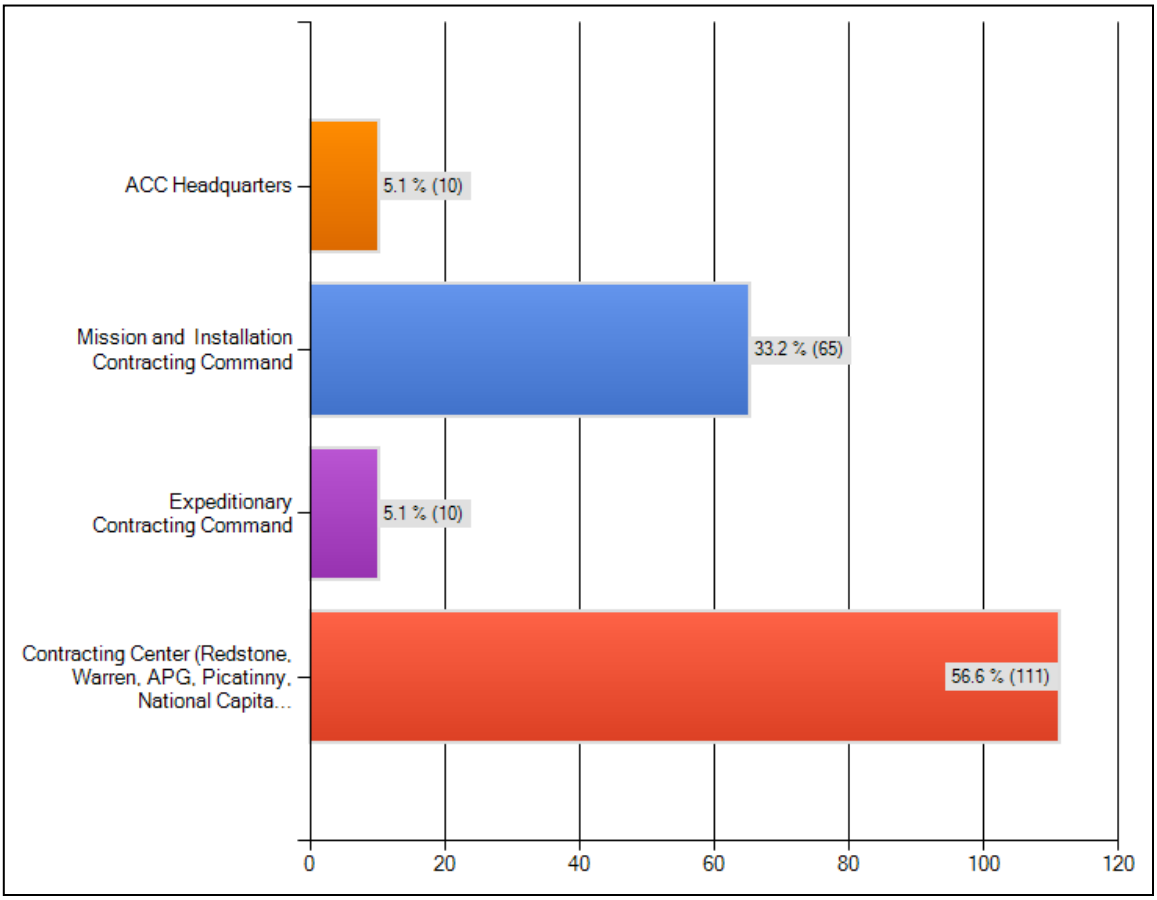


Figure 4. Response to Question 5, Organizations (196 answered, 9 skipped)

The last demographic question looked at whether the respondents were in a supervisory role and the identification of the role of the supervisor. The largest number of respondents, 124 or 63.3 percent, identified themselves as nonsupervisory. The rest of the responses ranged from interns to senior managers (those who supervised one or more managers). The category of supervisor, at 22 or 11.2 percent, was the only other category other than nonsupervisory that had more than 10 percent of responses.

See Figure 5 for the breakdown of positions.

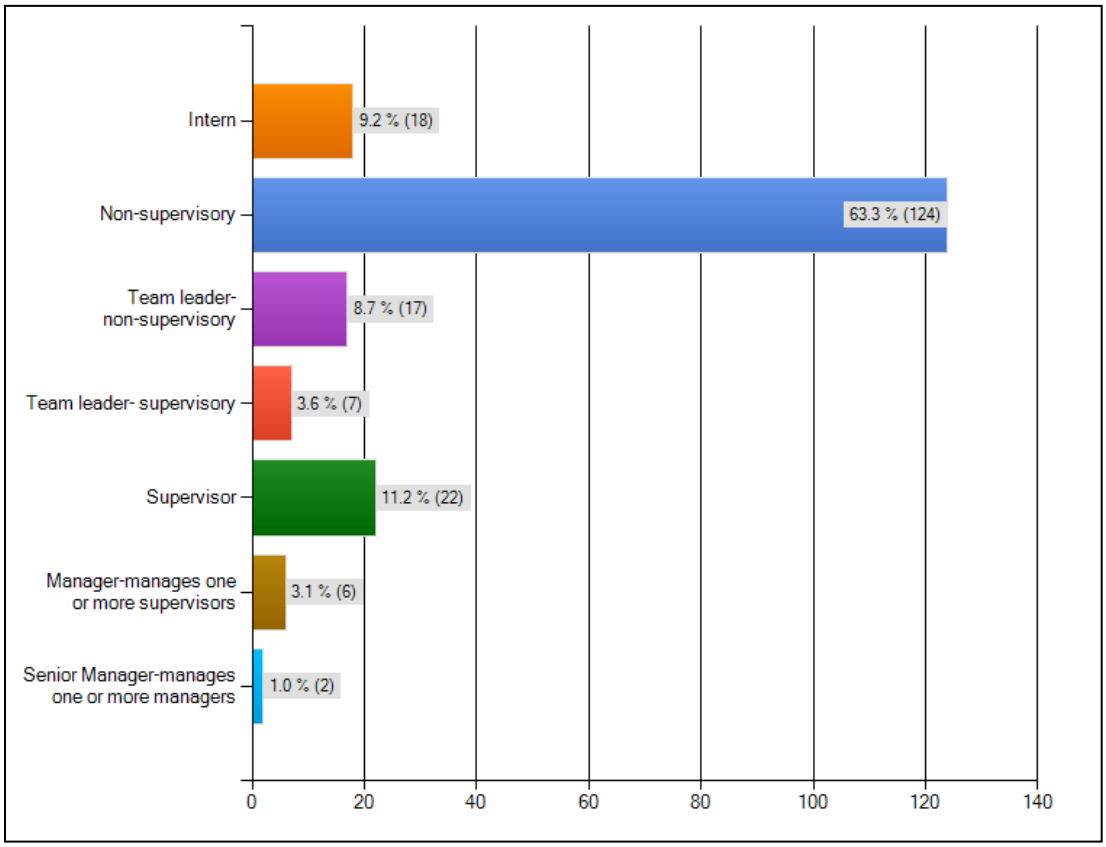


Figure 5. Response to Question 6, Position (196 answered, 9 skipped)

Results

The first area on which the study attempted to collect contracting data was the primary activity of contracting performed by the respondents. Contracting workload was divided into pre-award only, post-award only, pre-award and post-award, and types of support including pricing, policy, IT, and other support. If a respondent selected pricing, policy, IT, or other support, the respondent did not need to complete the rest of the survey since this study was looking at contracting workload that could be done by an 1105 or 1106. Forty-nine or 25 percent of respondents fell into the combined category of support as well as 1 (or one-half of 1 percent) into the category of "not applicable." The combined category of pre-award and post-award contracting had the most respondents at 91, or 46.4 percent. Roughly the same number of respondents solely did pre-award contracting, 26 or 13.3 percent, as did post-award contracting, 29 or 14.8 percent. This question allowed respondents to list responses other than those that were provided as options. Some of the responses included government purchase card, procurement

analyst, lead quality assurance/CPARs (Contractor Performance Assessment Reports) subject matter expert, and business operations.

Appendix B has the complete list of responses. See Figure 6 for the breakdown on the primary activity of contracting done by the respondents.

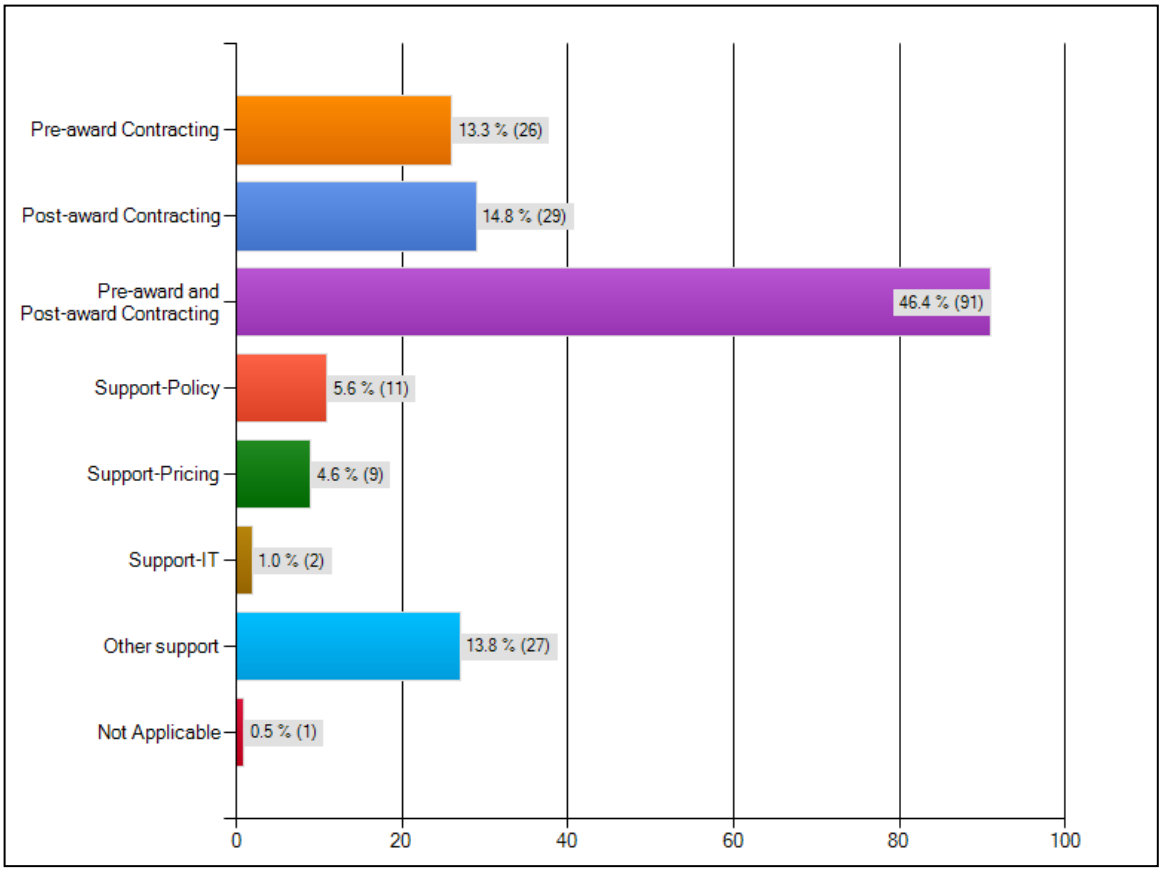


Figure 6. Response to Question 7, Primary Activity (196 answered, 9 skipped)

Next, the study attempted to collect the type of contracting that was the respondents' primary function. Base Operations to include construction had the most respondents at 25, or 21.2 percent. This was followed closely by Research and Development and by Systems Acquisition, with 22 respondents, or 18.6 percent, each. "Commercial" and "Other" both had 15, or 12.7 percent of respondents each. Only 6, or 5.1 percent, of respondents felt that none of the categories listed described their primary function. See Figure 7 for the total breakdown of the respondent's primary function.

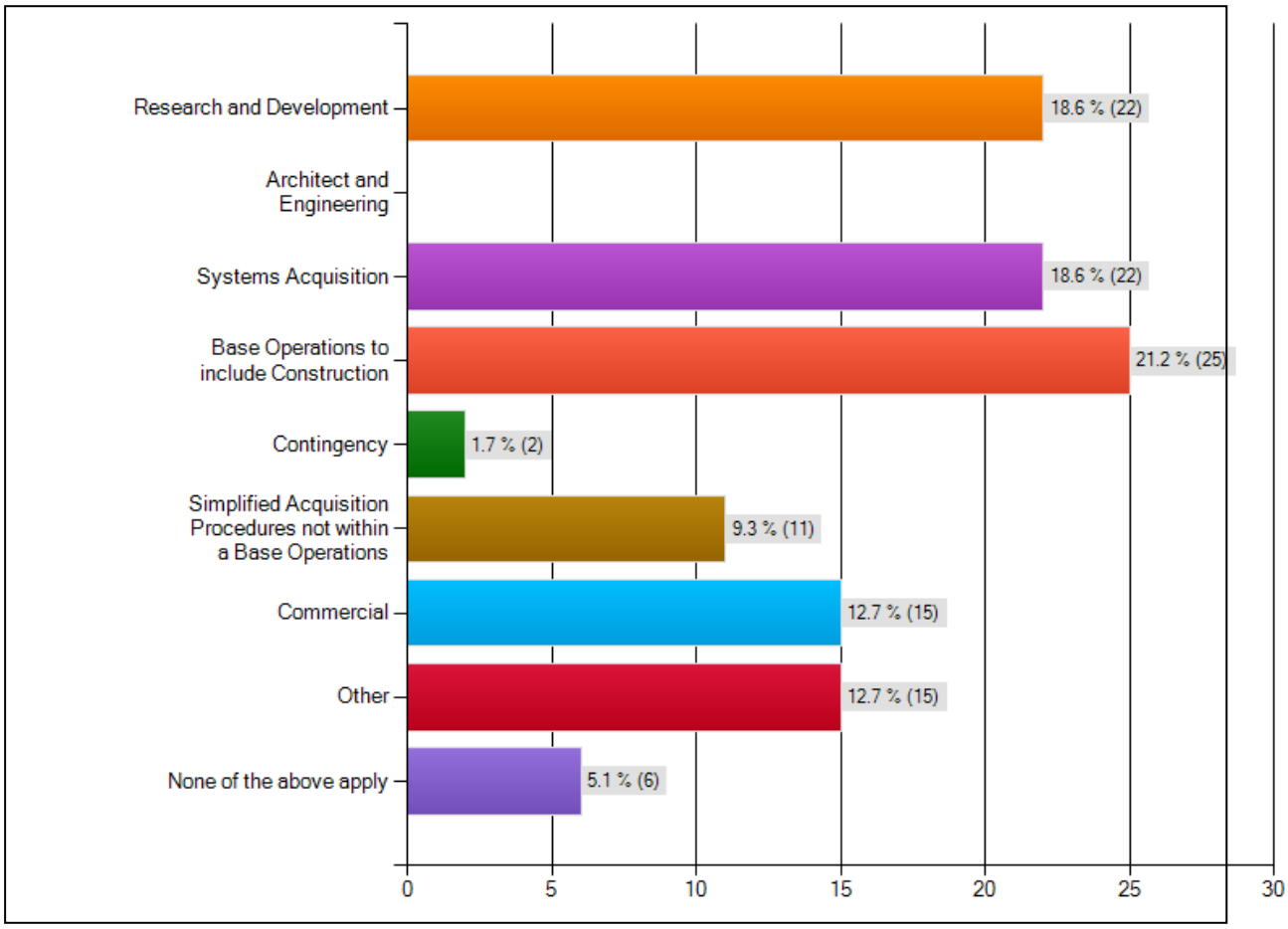
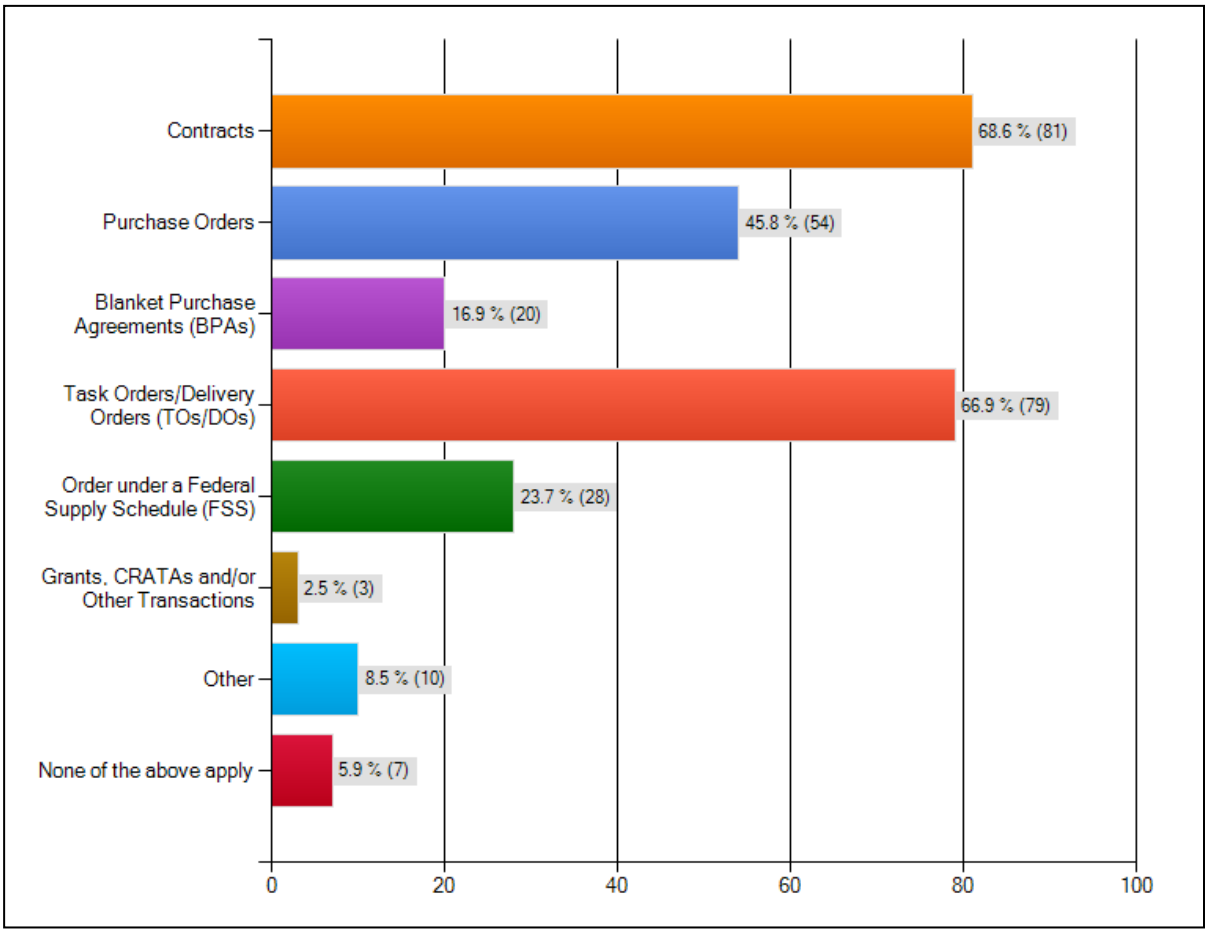


Figure 7. Response to Question 8, Primary Function (118 answered, 87 skipped)

This study sought to ascertain what type of award the respondents were making. The respondents were allowed to select more than one response if they awarded various types of contracting vehicles. Contracts were the most selected vehicle with 81, or 68.6 percent. Task Orders followed closely behind with 79, or 66.9 percent. Purchase Orders were the third most selected at 54, or 45.8 percent. Only 7, or 5.9 percent, of respondents said they did not award any of the listed contractual vehicles. See Figure 8 for the complete breakdown of types of contractual vehicles awarded.



*** Respondents were allowed to select more than one choice, so total percentages are greater than 100**

Figure 8. Response to Question 9, Types of Awards, (118 answered, 87 skipped)*

This study sought to identify the percentage of Task Orders/Delivery Orders/Federal Supply Schedule (TOs/DOs/FSS) orders that were awarded as firm fixed-price. Sixty-one, or 51.7 percent, of the respondents said that more than 75 percent of their TOs/DOs/FSS orders were firm fixed-price. The remainder of the categories for TOs/DOs/FSS—under 10 percent, 10 to 25 percent, 25 to 50 percent, and 50 to 75 percent—received roughly the same number of responses, which were 2 to 5 respondents, and from 1.7 percent to 4.2 percent. Forty-one, or 34.7 percent, of respondents said they did not award TOs/DOs/FSS orders. See Figure 9 for the complete breakdown of responses.

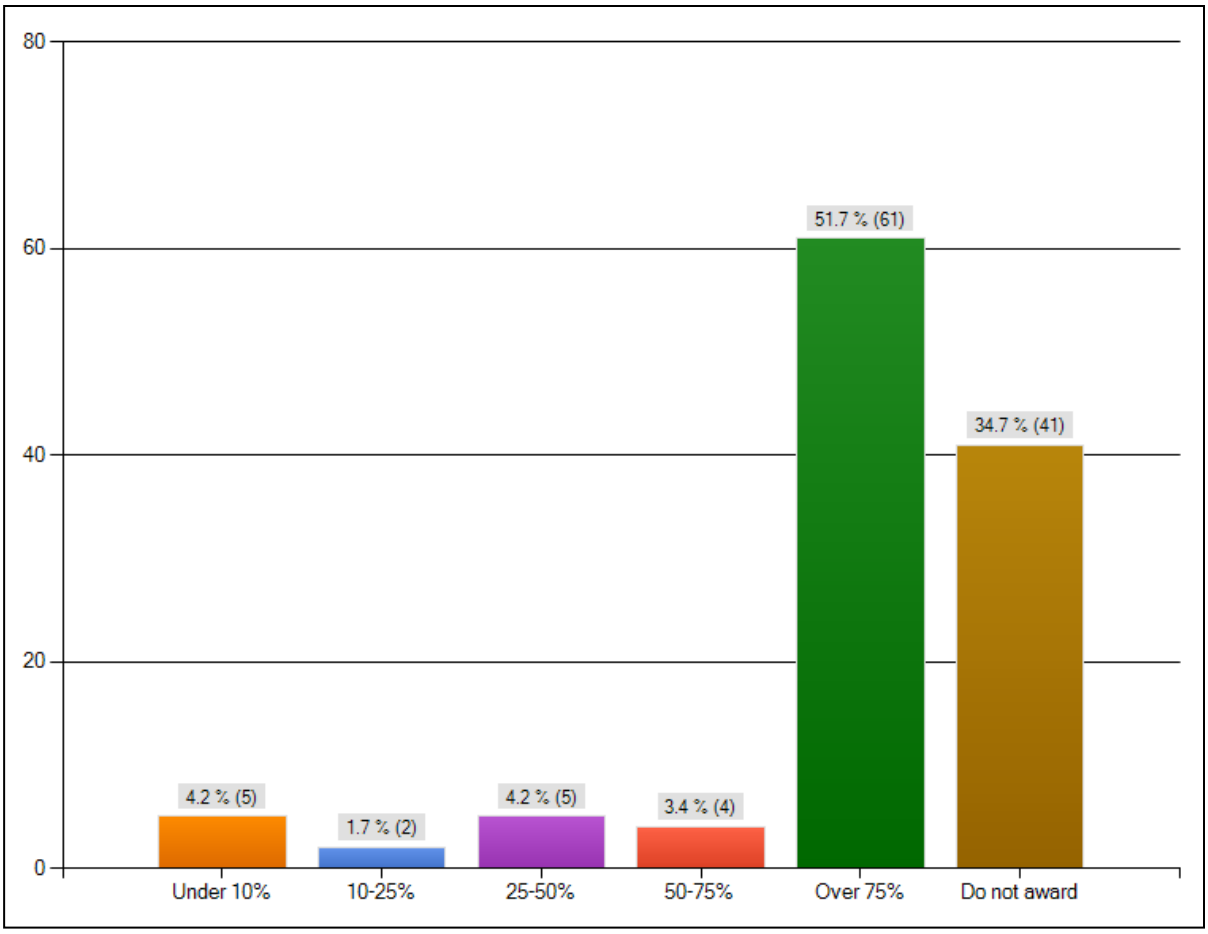


Figure 9. Response to Question 10, TOs/DOs/FSS Awards that are Fixed Price (118 answered, 87 skipped)

The study attempted to quantify time spent on TOs/DOs/FSS orders. Seventeen or 14.4 percent of the respondents said they spend less than 15 percent of their time awarding these vehicles. This was followed closely by 16, or 13.6 percent, of respondents saying they spend between 40 percent and 60 percent of their time awarding these vehicles. Interestingly, 36, or 30.5 percent, of the respondents stated they spend more than 40 percent of their time on these vehicles. Only 42, or 35.6 percent, of the respondents said they did not award these vehicles.

There is a slight discrepancy between Question 11 and Question 12 responses. On Question 11, there were 41 respondents who stated they did not award TOs/DOs/FSS orders. On Question 12, there were 42 respondents who said they did not award TOs/DOs/FSS orders. See Figure 10 for the complete breakdown on the percentage of time spent on TOs/DOs/FSS orders.

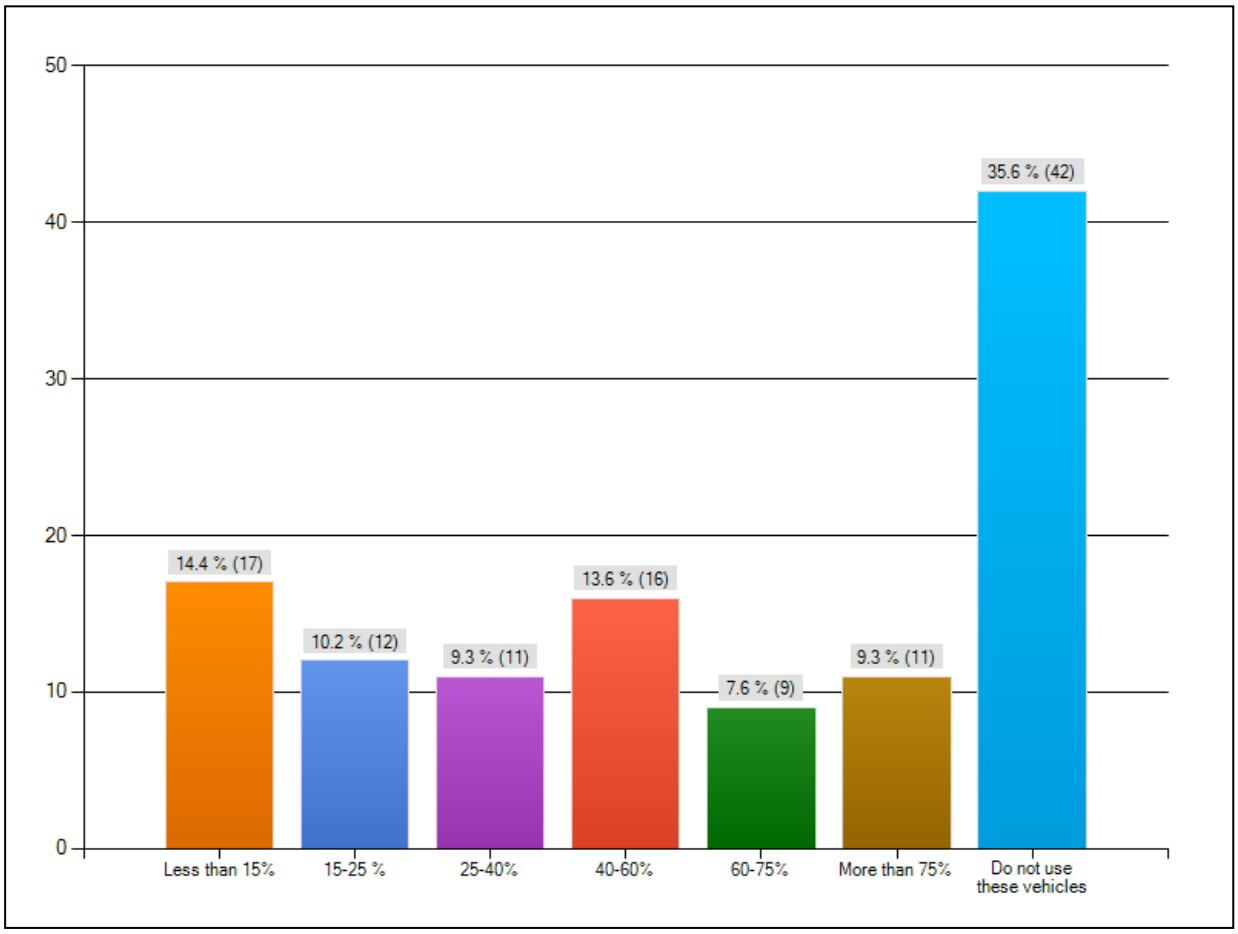


Figure 10. Response to Question 11, Percentage of Time Spent on TOs/DOs/FSS Orders (118 answered, 87 skipped)

The study looked to see if the respondents did any repetitive tasks during their day, and, if so, what tasks were repetitive. The question provided examples of what would be considered repetitive tasks: placing orders against a firm-fixed-price requirements contract and issuing delivery schedule modifications against a weapon system contract. Slightly more than half, or 61 (51.7 percent), of respondents said they did repetitive tasks during their day. Fifty-seven, or 48.3 percent of the respondents said they did not perform any repetitive tasks during their day. Wide-ranging responses were given when respondents were able to list examples of their repetitive tasks. Issuing modifications and placing orders were the two most frequent responses. Nineteen of the responses listed issuing modifications. Fourteen of the responses listed placing orders. Some of the other responses included filing, incremental funding, orders against a blanket

purchase agreement (BPA), and closeouts. See Figure 11 for the breakdown of responses on Repetitive Tasks. See Appendix C for a complete list of responses to the fill-in for Question 12.

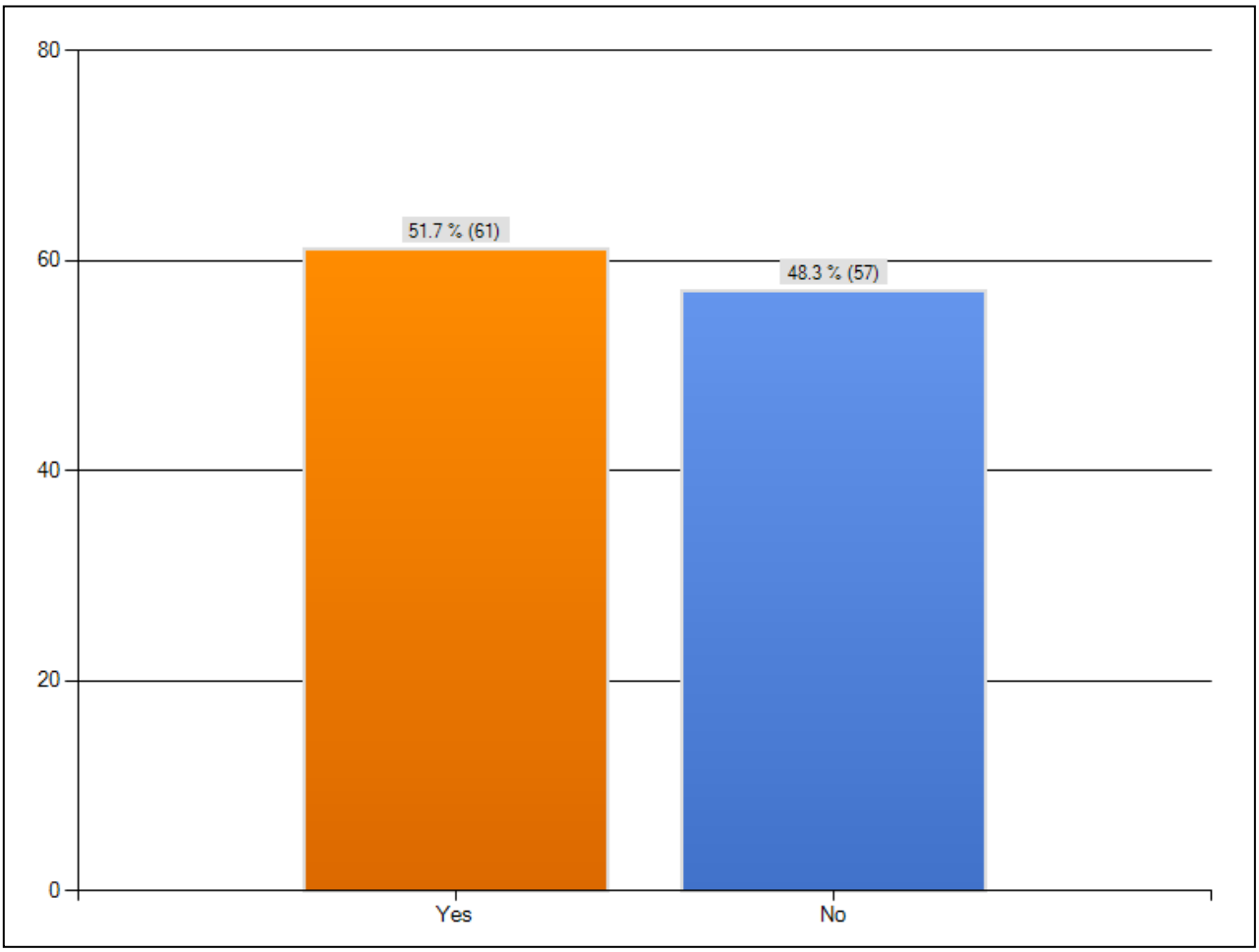


Figure 11. Response to Question 12, Repetitive Tasks (118 responses, 87 skipped)

The study looked at what type of contracting the respondent did during the day—pre-award contracting only, post-award contracting only, or a combination of pre-award and post-award contracting. Figure 6 provided the graph on the respondents' answers to that question. However, there is dissimilarity between how many in Figure 6 said they did pre-award only, 26, and how many on Question 13 said they did not do pre-award contracting solely, 31 (118 respondents—87 of whom stated they did not do pre-award solely). In addition, this does not correlate to those responding to the question since between 59 and 68 respondents answered individual parts of the question. Looking at what the results show with the pre-award area, there

was no one dominant function that the respondents did most of their time. Twelve respondents said they did administrative functions more than 50 percent of their time. Ten respondents stated they reviewed acquisition packages more than 50 percent of their time. All other functions had fewer than 10 respondents state that they performed that function more than 50 percent of their time. However, if you combine the documentation functions of draft presolicitation, solicitation, and award documents, 25 respondents said they perform those functions more than 50 percent of the time. See Appendix D, which has the full spreadsheet of the results to the question.

Next, the study looked at those respondents who did post-award contracting only, Question 14. Again, there is dissimilarity to those who responded to Question 7, which is displayed in Figure 6 as doing post-award contracting only and those who responded here that they did not do post-award contracting. On Question 14, out of 118 respondents 75 stated they did not do post-award contracting only. Thus, 43 respondents responded to this question that they did do post-award contracting. This is in contrast to some of the responses to individual subsections of the questions, where there was a range of 52 to 72 respondents.

There was no one function so dominant that all respondents performed that function more than 50 percent of the time. On preparing, drafting, and awarding modifications, 30 respondents responded they performed this function more than 51 percent of the time. Thirteen respondents said they did administrative tasks more than 51 percent of the time. Twelve responded they did post-award correspondence more than 51 percent of their time. Drafting and awarding TOs/DOs and attending meetings/teleconferences both had 10 respondents that did those functions more than 51 percent of the time.

Two areas, Engineering Change Proposals and Closeouts had 28 and 25, respectively, respond that they do not do work in those areas. See Appendix E for the complete breakdown of the responses.

Next, the study looked at those respondents who did both pre-award and post-award contracting on a typical day. This was Question 15 in the survey. Again the total numbers don't match those numbers in Question 7, displayed in Figure 6. On Question 7, respondents answered that 91 did both pre-award and post-award contracting. On Question 15, of 118 respondents 53 said they did not do both pre-award and post-award contracting. That left 65 who responded that they did do both pre-award and post-award contracting. This is in contrast to the range of 76 to 95 respondents who answered each of the subquestions to Question 15.

There was no one dominant function that the respondents did more than 51 percent of the time. The majority of the functions were performed by respondents less than 20 percent of the time. Respondents did six functions more than 20 percent of the time. Modifications had the largest number, 24 of the respondents which did this function more than 20 percent of the time. Next, 26 reviewed acquisition requirements packages more than 20 percent of the time. This was followed by administrative tasks, 24 respondents; drafting award documentation, 21 respondents; and drafting solicitation documents, 20 respondents who did those tasks more than 20 percent of the time. See Appendix F for a complete breakdown of the responses to Question 15.

The study asked: If a respondent did modifications, what type of modifications were these? This was Question 16 of the survey. An anomaly occurred with this question in the survey. It inadvertently had under 5 percent as well as a last column of 5 percent in the choices for the respondents to make. This may have been confusing to the respondents for this question. Funding and administrative modifications received 21 and 20 respondents, respectively, reporting that did these two types of modifications, which accounted for more than 51 percent of the modifications they performed. Forty-eight of the respondents said they did not award modifications. See Appendix G for a complete break-out of responses.

In the last area on which the study attempted to collect data, respondents were asked whether they felt any functions they performed daily could be performed by someone else. Twenty-five out of the 60 responses were “no” or “not applicable” to the question whether someone else could do their functions. Those who did respond offered widely varying suggestions. Closeouts comprised one area that received multiple suggestions for transfer to someone else. Filing also received multiple suggestions for transfer to procurement clerks or interns. Research and responding to suspenses were areas that respondents suggested could be moved. Freedom of Information Act (FOIA) requests were seen as another transferrable area. Data calls and entering data into the enterprise systems of Project Contract Folder (PCF) and Virtual Contracting Enterprise (VCE) also were suggested for transfer.

There were a couple of surprising suggestions, such as writing and advising the requiring activity how to write requirement documents. The duties of Information Management Officer (IMO) and Information Assurance Security Officer (IASO) were being performed by a contracting officer and were suggested for transfer to a noncontracting officer. Reviewing procurement requests (PRs) was suggested for transfer, as was award fee board preparation.

There were multiple areas suggested for transfer outside the contracting office. It was suggested that the Defense Contract Management Agency (DCMA) do more contract administration functions. Payment issue tracking was seen as a function that could be offloaded to Defense Finance and Accounting Service (DFAS). See Appendix H for a complete list of the responses.

CHAPTER 5
CONCLUSIONS AND RECOMMENDATIONS

Introduction

This study attempted to look at the workload of the 1102 during a typical day to determine if any of that workload could be done by either the 1105 or the 1106. This would then help alleviate the stress on the overwhelmed 1102 workforce. The results showed there were functions that could be transferred away from the 1102. The limited number of 1105 and 1106 respondents is important to note. This means my research findings were primarily based on the responses of the 1102s.

Conclusion

First, the study showed the demographics of the respondents reflect a theme found in literature about the acquisition workforce. The aging workforce may add to the contracting crisis. The study found 34.2 percent of respondents had worked for the federal government more than 20 years, and 54 percent of the respondents have less than 10 years of experience. This gap between those respondents closing in on retirement and those who are new to the contracting workforce is important for the managers in the contracting workforce to consider when looking at alternatives to the contracting crisis.

Second, about half or 46.4 percent of the respondents do both pre-award and post-award contracting. Approximately the same number 13.3 percent (pre-award) and 14.8 percent (post-award) do either pre-award or post-award solely. Within the daily work of the 1102, there are complex and less complex functions. This study has quantified the percentage of less complex work within the 1102s' daily workload. Most important, it has found there is an opportunity for work currently done by the 1102 to be done by an 1105 or 1106. Seventy-nine of the respondents said they do TOs and 54 respondents reported they do POs on a daily basis. Twenty-eight respondents said they do orders under a FSS on a daily basis. TOs, POs, and orders under a FSS can be done by an 1105 or an 1106. Lending credence to this, more than half of those who do TOs/POs/awards under FSS, 75 percent, are firm fixed-price. Generally, firm-fixed-price awards are considered less complex than other actions that support those being transferred to the 1105 or 1106.

Repetitive tasks are another area that should be considered for transfer to the 1105 or 1106. More than half of the respondents, 51.7 percent, said they perform repetitive tasks. The

following are some repetitive tasks listed: placing orders, issuing modifications, filing, incremental funding, orders against BPAs, and closeouts. All the above except issuing modifications are tasks that could be done by an 1105 or 1106. Depending on the type of modifications being issued, some of those modifications as well may be doable by an 1105 or 1106.

Interestingly, there was no one dominant function for those who do pre-award only, post-award only, or both pre-award and post-award. Within pre-award only, 12 respondents said they do administrative functions more than 20 percent of their time. That is an area that could be considered for transfer to the 1105 or 1106. Within post-award only, 13 respondents reported they do administrative functions more than 51 percent of the time. Ten respondents stated they do TOs/DOs more than 51 percent of the time. Again, this provides credibility to the idea that both administrative functions and issuing TOs/DOs could be transferred to the 1105s and 1106s. Within pre-award and post-award, 24 respondents responded they do modifications more than 20 percent of the time. Funding and administrative functions had the most respondents performing them more than 51 percent of the time. These two types of modifications are appropriate for consideration to be transferred to an 1105 or 1106. However, depending on the type of modification, this may or may not be suitable for transfer to the 1105 or 1106. Nineteen respondents stated they did draft and award task orders more than 21 percent of the time. Twelve respondents stated they did closeouts more than 21 percent of the time. Both draft/award TOs and closeouts are opportunities to transfer work to the 1105 or 1106.

The study found there were functions that the 1102 performed that could be done by someone other than an 1102. Processing an FOIA request is one function that may not need to be performed by an 1102. The function of IMO and IASO does not necessarily need to be performed by an 1102. DFAS could be utilized more to help with payment issues. The 1102 could work with DCMA to see if there were any additional administrative functions that DCMA could perform to relieve the 1102 in the procuring contracting office.

There are no individual occupational requirements for the 1105 or the 1106, which makes the educational requirements less for an 1105 or 1106 than an 1102. This makes it easier to recruit and bring on board the 1105 or 1106. Thus, if ACC employs 1105s or 1106s to perform some of the less complex work of the 1102, this won't solve the crisis but it may help ease the crisis.

Finally, I am not concluding with my research that the existing 1105 or 1106 workforce is underworked or has the excess capacity to take over the functions from the current workload from the 1102s. They are needed to continue to do their current workload. What I have concluded is that the 1105 or 1106 series as a whole may be part of the answer to help the contracting crisis. The hiring of additional 1105s and 1106s instead of hiring 1102s may be part of the answer.

Recommendations

Based on the results of this study, I would recommend further study on the workload of the 1102 to better define additional workload that could be moved to the 1105 or 1106 career series. In addition, it may be beneficial for the breadth of the sample size within ACC to be increased. The areas of support within contracting—i.e., policy, pricing, and IT—that were not looked at for this study may be future targets of opportunity to look at for workload transfer to the 1105s or 1106s. I would recommend that the management within ACC consider hiring additional 1105s and 1106s who could handle that workload transfer from the 1102. I would recommend, to start, a ratio of one additional 1105 or 1106 for every ten 1102s. This would allow the workforce to have its workload eased, and, as that transition occurs, the ratio of 1105/1106s to 1102s may increase as their value in the workforce is seen.

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GLOSSARY OF ACRONYMS AND TERMS

ACC	Army Contracting Command
BPA	Blanket Purchase Agreement
CLIN	Contract Line Item Number
CPAR	Contractor Performance Assessment Report
CPAF	Cost Plus Award Fee
CPFF	Cost Plus Fixed-Fee
DAWIA	Defense Acquisition Workforce Improvement Act
DCAA	Defense Contract Audit Agency
DCMA	Defense Contract Management Agency
DCPDS	Defense Civilian Personnel Data System
DFAS	Defense Finance and Accounting Service
DO	Delivery Order
DoD	Department of Defense
ECC	Expeditionary Contracting Command
FOIA	Freedom of Information Act
FSS	Federal Supply Schedule
GAO	Government Accountability Office (formerly General Accounting Office)
GFEBS	General Fund Enterprise Business System
GS	General Schedule
GSA	General Services Administration
HAP	Humanitarian Assistance Projects
HQ	Headquarters
IASO	Information Assurance Security Officer
IDIQ	Indefinite Delivery, Indefinite Quantity
IGCE	Independent Government Cost Estimates
IMO	Information Management Officer
IT	Information Technology
LTC	Long-Term Contracts
MICC	Mission Installation Management Command
OPM	Office of Personnel Management

PCF	Project Contract Folder
PM	Program Manager
PO	Purchase Order
PR	Procurement Request
SME	Subject Matter Expert
TO	Task Order
USD(AT&L)	Under Secretary of Defense for Acquisition, Technology and Logistics
VCE	Virtual Contracting Enterprise

APPENDIX A
SURVEY INSTRUMENT

1. As an adult, 18 years or older, I agree to participate in this survey about the contracting workload within the Army Contracting Command. This research is being conducted by Debbie Abbruzzese, Defense Acquisition University (DAU) Senior Service College Fellow, debra.abbruzzese@dau.mil.

I understand that my participation is entirely voluntary. I can withdraw my consent at any time. By agreeing to participate in this study, I indicate that I understand the following:

1. The purpose of this study is to understand the contracting workload within the Army Contracting Command.

2. If I choose to participate I will complete an online questionnaire. This questionnaire will have questions pertaining to demographics and the workload of contracting. This questionnaire will take 5 to 10 minutes to complete.

3. There will be no incentive for participation.

4. All items in the questionnaire are important for analysis, and my data will be more meaningful if all questions are answered. However, I do not have to answer any question that I prefer not to answer. I can discontinue my participation in the investigation at any time without penalty by exiting out of the survey.

5. This research will not expose me to any discomfort, or stress beyond that which might normally occur during a typical day. There are no right or wrong answers; thus, I need not be stressed about finding a correct answer.

6. There are no known risks associated with my participation in this study.

7. Data collected will be handled in a confidential manner.

The purpose of this research has been explained and my participation is entirely voluntary. I understand that the research entails no known risks and that by completing this survey, I am agreeing to participate in this research project.

YOU MAY PRINT THIS PAGE FOR YOUR RECORDS.

Research at DAU that involves human participants is carried out under the oversight of an

Institutional Review Board.

- ◯ I have read this informed consent and I AGREE to participate
- ◯ I have read this informed consent and I DO NOT AGREE to participate

***11. If you do purchase orders, task orders/delivery orders or orders under a Federal Supply Schedule, what percentage of your time do you perform these tasks as a total? (ie. if you perform one, two or three of the above, what is the total percentage of your time that you perform these?)**

- ◯ Less than 15%
- ◯ 15-25 %
- ◯ 25-40%
- ◯ 40-60%
- ◯ 60-75%
- ◯ More than 75%
- ◯ Do not use these vehicles

***12. Do you do any repetitive tasks? Examples would be placing orders against a firm fixed price requirements contract, issuing delivery schedule modifications against a weapon system contract, etc.**

- ◯ Yes
- ◯ No

Please list what type of repetitive tasks you do.

***13. In your typical day, if you ONLY perform pre-award functions, please align what percentage of your day you do the following (the total of all percentages given must equal 100%): if you do not do pre-award, select I do not do pre-award contracting.**

	under 5%	6-10%	11-20%	21-30%	31-40%	41-50%	51-60%	61-70%	71-80%	81-90%	over 91%	N/A
Market Research	○	○	○	○	○	○	○	○	○	○	○	○
Acquisition Strategy/Acquisition Plan	○	○	○	○	○	○	○	○	○	○	○	○
Reviewing Acquisition Requirement Package Documents (i.e. PWS, IGCE)	○	○	○	○	○	○	○	○	○	○	○	○
Drafting Pre solicitation Documents (ie. Memos for file, memos for record, DD2579)	○	○	○	○	○	○	○	○	○	○	○	○
Drafting solicitation documents	○	○	○	○	○	○	○	○	○	○	○	○
Review boards (internal and peer reviews)	○	○	○	○	○	○	○	○	○	○	○	○
Negotiations	○	○	○	○	○	○	○	○	○	○	○	○
Drafting award documentation	○	○	○	○	○	○	○	○	○	○	○	○
Staffing documents for approval	○	○	○	○	○	○	○	○	○	○	○	○
Administrative tasks (answering suspenses, taking training, distribution, CARs)	○	○	○	○	○	○	○	○	○	○	○	○
I do not do pre-award contracting	○	○	○	○	○	○	○	○	○	○	○	○

***14. In your typical day, if you do postaward functions ONLY, please assign a percentage to the following. (Total percentage must equal 100%) If you do not do post-award contracting select, I do not do post award contracting.**

	under 5%	6-10%	11-20%	21-30%	31-40%	41-50%	51-60%	61-70%	71-80%	81-90%	over 91%	N/A
Preparing, negotiating and awarding modifications (funding, administrative, supplemental agreements)	○	○	○	○	○	○	○	○	○	○	○	○
Drafting and Award Task Orders/Delivery orders	○	○	○	○	○	○	○	○	○	○	○	○
Awarding Engineering Change Proposals	○	○	○	○	○	○	○	○	○	○	○	○
Post award correspondence	○	○	○	○	○	○	○	○	○	○	○	○
Attend meetings/teleconferences to resolve issues	○	○	○	○	○	○	○	○	○	○	○	○
Administrative tasks (take training, distribution, CAR generation)	○	○	○	○	○	○	○	○	○	○	○	○
Closeouts	○	○	○	○	○	○	○	○	○	○	○	○
Other	○	○	○	○	○	○	○	○	○	○	○	○
I do not do post-award contracting	○	○	○	○	○	○	○	○	○	○	○	○

***15. In your typical day if you do both pre-award and post-ward functions please assign a percentage to the following. (Total percentage must equal 100%.) If you do not do both pre-award and post-award contracting, select I do not do both pre-award and post-award contracting.**

	under 5%	6-10%	11-20%	21-30%	31-40%	41-50%	51-60%	61-70%	71-80%	81-90%	over 91%	N/A
Market Research	○	○	○	○	○	○	○	○	○	○	○	○
Acquisition Strategy/Acquisition Plan	○	○	○	○	○	○	○	○	○	○	○	○
Reviewing Acquisition Requirement Package Documents (i.e. PWS, IGCE)	○	○	○	○	○	○	○	○	○	○	○	○
Drafting Pre solicitation Documents (ie. Memos for file, memos for record)	○	○	○	○	○	○	○	○	○	○	○	○
Drafting solicitation documents	○	○	○	○	○	○	○	○	○	○	○	○
Review boards (internal and peer reviews)	○	○	○	○	○	○	○	○	○	○	○	○
Negotiations	○	○	○	○	○	○	○	○	○	○	○	○
Drafting award documentation	○	○	○	○	○	○	○	○	○	○	○	○
Staffing documents for approval	○	○	○	○	○	○	○	○	○	○	○	○
Preparing, negotiating and awarding modifications (funding, administrative, supplemental agreements)	○	○	○	○	○	○	○	○	○	○	○	○
Drafting and Award Task Orders/Delivery orders	○	○	○	○	○	○	○	○	○	○	○	○
Awarding Engineering Change Proposals	○	○	○	○	○	○	○	○	○	○	○	○
Post award correspondence	○	○	○	○	○	○	○	○	○	○	○	○
Attend meetings/teleconferences to resolve issues	○	○	○	○	○	○	○	○	○	○	○	○
Administrative tasks (answering suspenses, taking training, distribution, CARs)	○	○	○	○	○	○	○	○	○	○	○	○
Closeouts	○	○	○	○	○	○	○	○	○	○	○	○
Other	○	○	○	○	○	○	○	○	○	○	○	○
I do not do both pre-award and post award	○	○	○	○	○	○	○	○	○	○	○	○

***16. If you checked you award modifications, what percentage are;**

	under 5%	6-10%	11-20%	21-30%	31-40%	41-50%	51-60%	61-70%	71-80%	81-90%	over 91%	N/A	5%
Funding	○	○	○	○	○	○	○	○	○	○	○	○	○
Administrative	○	○	○	○	○	○	○	○	○	○	○	○	○
Change Orders	○	○	○	○	○	○	○	○	○	○	○	○	○
Supplemental agreements	○	○	○	○	○	○	○	○	○	○	○	○	○
Definitizations	○	○	○	○	○	○	○	○	○	○	○	○	○
Other	○	○	○	○	○	○	○	○	○	○	○	○	○
Do not award modifications	○	○	○	○	○	○	○	○	○	○	○	○	○

17. Do you have any functions you perform daily that you believe can be performed by someone else? What are those functions and who do you believe could perform them?

APPENDIX B
FILL-IN RESPONSES TO QUESTION 3 AND QUESTION 7

Fill-in Answers to Question 3 (2 responses). What is your pay grade? If other, please indicate your pay grade.

1) Temp GS-12
2) GS-08

Fill-In Answers to Question 7 (8 responses). In your typical work day, what is your Primary activity? (Only select one). If you have selected policy, pricing, it support, other support or not applicable as your PRIMARY function you do not need to answer any additional questions. Thank you for your time.

1) Your choices are too narrow.
2) GPC
3) Organization Management, Customer Focus, etc.
4) We do all Per and Post Award
5) Procurement Analyst, Contracting Workload Analysis
6) Lead QA, Source Selection and CPARs SME team
7) Business Operations working with and as all of the above.
8) GOVERNMENT PURCHASING

APPENDIX C
FILL-IN RESPONSES TO QUESTION 12

Fill-In Answers to Question 12 (54 responses). Do you do any repetitive tasks? Examples would be placing orders against a firm fixed price requirements contract, issuing delivery schedule modifications against a weapon system contract, etc. (See Figure XX for the responses) Please list what type of repetitive tasks you do.

1) Modifications to existing contracts.
2) Services contracts
3) Modifications on a task order
4) Modifications to exercise options, etc. Modification to change COR appointments.
5) Closeouts, exercise options, and modification to realign funds.
6) Incremental funding mods
7) Construction
8) Issue task orders for IDIQ contract
9) Modify contracts for incrementally funding. Modify contracts to extend the period of performance.
10) As a supervisor I review orders that the PCO will award. I do not typically award daily as the only actions I need to award will be those that are above the PCOs warrant authority which is not a daily event.
11) Placing calls against small construction BPA
12) Sole source, purchase orders from federal supply, commercial and non-commercial
13) Delivery Orders
14) Constant Delivery Orders, constant modifications, constant FOIA requests against weapon systems.
15) Modifications to Delivery Orders for Funding.
16) Modifications, and acquiring needed information, towards closing a contract, grant, etc.
17) Support Services
18) FFP Delivery Orders against IDIQ System/Spare Contracts, Delivery Schedule Modifications, Phase/Incremental Funding Modifications for CR Task Orders, and Period of Performance extensions for Non-severable service efforts

19) Issuing administrative modifications to correct errors related to GFEBS [General Fund Enterprise Business System] funding, incremental funding actions, contract structure, etc. At least 50 percent of modifications that I issue include the correction of previous errors resulting from insufficient knowledge or experience by previous specialists.
20) I sign 1594s for closeout of contracts awarded in Iraq and Afghanistan
21) Pay office changes mods, adding funding to SAF contracts and exercising options
22) Modification to delivery schedules
23) CHESS Contracts and GSA
24) Filing
25) Hardware Delivery Orders against a Firm Fixed Price IDIQ contract.
26) Close-out— check-list, final reports, final payments, release statements, etc.
27) Mod BPA for Calls, Add funding to D contracts.
28) Continuous administrative modifications & exercise of options
29) Mainly delivery orders but I do an order once every couple months.
30) Modifications, Delivery Orders
31) No cost period of performance mods . . . incremental funding
32) Procurement reviews Placing orders Awarding contracts
33) New parts added to FFP requirements contracts; additional hours added to CPFF [cost plus fixed-fee] services contracts
34) Modifications against a weapon system contract
35) Placing orders against a firm fixed price.
36) Recurring software license requirements
37) Incremental funding; zero dollar modifications; increase level of effort
38) Manage the work of other contracting officers and specialists who buy satellite communications equipment and services, and I am currently acting as a KO on a very large source selection for a multiple award contract.
39) Issuing modifications against an IDIQ contract
40) Issue task orders against the open-end electric contract. I do not use FSS for my construction task orders.
41) Modifications to CPAF [cost plus award fee] contract.

42) We have external Humanitarian Assistance Projects (HAP) that we place orders against frequently in support of Humanitarian Aid Project overseas.
43) I award delivery orders to an in-place long-term contract (LTC) that require solicitation to the sole source contractor and then negotiations. These steps are normally repeated for each new live-buy, except in the case where the CLIN for the item is already on the LTC and has not expired.
44) Everything
45) I said yes here because I think the documentation that we have to complete is repetitive in nature. Each document contains basically the same information. I am going to put this information in this section only because there does not appear to be any other place. In regards to questions 13, 14 & 15. It would be very difficult to respond in regards to a typical day. You can spend days preparing the required documents depending upon where you are in the procurement process. The majority of our buys are considered large complex buys which would mean that it could take a week to complete the market research or any of the other required documents. Hopefully I won't skew your numbers but I really cannot respond to those questions.
46) Purchase order under the Army CHESS program
47) Placing orders against a firm fixed price requirements contract Modifications funding work directives
48) Modification against the contract or task order, construction
49) Contracts awarded to sole source on a BPA is repetitive.
50) Contract Modifications for POP extensions and consideration Delivery Orders
51) Incremental funding
52) Orders against CHESS contracts. Two or three of us might be awarding DO from the same contract within a couple weeks of each other.
53) Issue DO modifications
54) Supply buys and IDIQ contracts

APPENDIX D
RESPONSES TO QUESTION 13

In your typical day, if you ONLY perform pre-award functions, please align what percentage of your day you do the following (the total of all percentages given must equal 100%): if you do not do pre-award, select I do not do pre-award contracting.

Answer Options	under 5%	6-10%	11-20%	21-30%	31-40%	41-50%	51-60%	61-70%	71-80%	81-90%	over 91%	N/A	Response Count
Market Research	15	10	6	3	3	2	2	0	0	0	0	24	65
Acquisition Strategy/Acquisition Plan	13	11	9	2	1	2	0	0	1	0	0	23	62
Reviewing Acquisition Requirement Package Documents (i.e. PWS, IGCE)	3	11	7	8	3	3	2	1	1	2	4	21	66
Drafting Pre solicitation Documents (i.e. Memos for file, memos for record, DD2579)	6	14	9	1	1	2	2	1	0	3	3	20	62
Drafting solicitation documents	7	12	7	6	1	2	4	1	0	1	1	22	64
Review boards (internal and peer reviews)	16	12	4	2	0	0	1	2	0	1	0	23	61
Negotiations	15	7	7	5	3	2	1	0	0	0	1	20	61
Drafting award documentation	9	7	6	5	4	2	3	2	0	1	3	17	59
Staffing documents for approval	11	7	5	9	1	1	1	2	1	1	3	22	64
Administrative tasks (answering suspenses, taking training, distribution, CARs)	8	13	7	7	2	1	4	1	1	1	5	18	68
I do not do pre-award contracting	27	0	0	0	0	0	1	0	0	0	9	50	87

APPENDIX E
RESPONSES TO QUESTION 14

In your typical day, if you do post-award functions ONLY, please assign a percentage to the following. (Total percentage must equal 100%) If you do not do post-award contracting select, I do not do post award contracting.

Answer Options	under 5%	6-10%	11-20%	21-30%	31-40%	41-50%	51-60%	61-70%	71-80%	81-90%	over 91%	N/A	Response Count
Preparing, negotiating and awarding modifications (funding, administrative, supplemental agreements)	6	5	12	7	6	2	6	2	3	3	5	15	72
Drafting and Award Task Orders/Delivery orders	6	6	6	10	5	2	1	1	2	2	4	20	65
Awarding Engineering Change Proposals	9	4	6	0	1	1	2	0	0	0	1	28	52
Post award correspondence	9	11	10	3	7	1	1	0	2	4	5	17	70
Attend meetings/teleconferences to resolve issues	13	8	10	6	5	3	1	0	4	1	4	15	70
Administrative tasks (take training, distribution, CAR generation)	14	11	9	7	3	2	2	2	1	3	5	13	72
Closeouts	13	5	6	3	2	1	2	0	0	1	5	25	63
Other	7	6	2	2	2	1	1	1	0	0	3	29	54
I do not do post-award contracting	20	0	0	0	0	0	0	0	0	0	6	49	75

APPENDIX F
RESPONSES TO QUESTION 15

In your typical day if you do both pre-award and post-ward functions please assign a percentage to the following. (Total percentage must equal 100%.) If you do not do both pre-award and post-award contracting, select I do not do both pre-award and post-award contracting.

Answer Options	under 5%	6-10%	11-20%	21-30%	31-40%	41-50%	51-60%	61-70%	71-80%	81-90%	over 91%	N/A	Response Count
Market Research	31	25	8	3	0	3	1	0	1	0	2	13	87
Acquisition Strategy/Acquisition Plan	31	18	9	4	2	1	1	1	1	1	1	20	90
Reviewing Acquisition Requirement Package Documents (i.e. PWS, IGCE)	17	25	14	10	2	3	2	1	2	1	5	11	93
Drafting Pre solicitation Documents (i.e. Memos for file, memos for record)	23	15	17	7	1	4	2	0	0	1	4	13	87
Drafting solicitation documents	26	26	5	7	4	5	1	0	1	0	2	12	89
Review boards (internal and peer reviews)	24	13	7	1	2	2	0	1	3	1	1	21	76
Negotiations	27	20	8	4	3	2	2	0	0	0	2	15	83
Drafting award documentation	25	19	9	11	2	2	2	0	0	2	3	10	85
Staffing documents for approval	21	22	7	8	1	3	2	0	0	2	4	13	83
Preparing, negotiating and awarding modifications (funding, administrative, supplemental agreements)	17	22	18	13	1	3	5	1	1	1	3	10	95
Drafting and Award Task Orders/Delivery orders	19	22	11	9	0	1	3	2	1	1	2	15	86
Awarding Engineering Change Proposals	22	5	2	4	0	0	1	0	0	0	1	34	69
Post award correspondence	27	18	10	6	0	1	1	2	1	1	4	15	86
Attend meetings/teleconferences to resolve issues	22	22	14	5	2	1	3	1	1	4	1	13	89
Administrative tasks (answering suspenses, taking training, distribution, CARs)	22	22	16	8	1	3	1	3	3	0	5	11	95
Closeouts	28	12	3	3	1	1	1	1	0	0	5	25	80
Other	15	4	5	1	0	1	2	1	1	0	3	27	60
I do not do both pre-award and post award	7	1	0	0	0	0	1	0	0	0	7	37	53

APPENDIX G
RESPONSES TO QUESTION 16

If you checked you award modifications, what percentage are;														
Answer Options	under 5%	6-10%	11-20%	21-30%	31-40%	41-50%	51-60%	61-70%	71-80%	81-90%	over 91%	N/A	5%	Response Count
Funding	10	13	16	17	7	6	6	2	2	1	10	8	0	98
Administrative	11	12	19	15	11	5	5	3	3	5	4	6	0	99
Change Orders	22	13	13	8	6	3	2	1	2	2	1	10	2	85
Supplemental agreements	9	10	7	19	8	5	4	3	1	1	3	12	3	85
Definitizations	23	5	5	2	0	0	2	1	0	0	1	19	10	68
Other	14	9	5	3	2	1	2	1	0	0	1	19	9	66
Do not award modifications	7	1	0	1	0	0	0	0	0	0	2	25	12	48

APPENDIX H
RESPONSES TO QUESTION 17
QUESTION 17: DO YOU HAVE ANY FUNCTIONS YOU PERFORM DAILY THAT YOU BELIEVE CAN BE PERFORMED BY SOMEONE ELSE? WHAT ARE THOSE FUNCTIONS AND WHO DO YOU BELIEVE COULD PERFORM THEM? (60 RESPONSES)

1) Filing—Interns
2) Close-outs could be done by ACO or DCMA.
3) Most if not all of the functions below could be performed by other contracting officers if we had more experience personnel. Some functions could be performed if we had more experienced contract specialists.
4) Close-outs and unpriced modifications. Purchasing agents could complete close-outs and unpriced modifications to free time for contract specialists to perform more complicated contract functions.
5) Resolving GFEBS issues—our customers and resource managers need better training on proper input and resolution of errors.
6) None
7) None.
8) Data calls, administrative help could perform.
9) No.
10) I believe that the Freedom of Information FOIA responsibilities should be diverted back to the FOIA Officer. They have strict timelines in order to be processed, and we have too many critical requirements to be met in this office to keep up with all the FOIA requests. They just recently assigned this duty to our office.
11) Yes, most people in my office are capable of doing the things I do, which is mostly construction contracting under 150K.
12) Not Applicable.
13) I would like an Alternate COR Training Coordinator and Office Training Coordinator to assist me. Note: 15 is 100+%, therefore, 13 and 14 are not 100% each.
14) First-line supervisors are frequently required to do administrative tasks where an admin. person would be more effective.
15) Initial Market Research should be done by the PM.

16) Answering higher HQ suspenses, chasing down historical data, following up with requiring activity personnel to populate CPARS, cleaning up funding-related CDRs, ULOs, FOIAs, SPOT approval/monitoring, etc. can likely be supported by Operations staff or Divisional Procurement Analysts.
17) No.
18) Writing and advising the requiring activity on how to write requirements documents could certainly be handled by a separate activity or the requiring activity itself if they had a basic knowledge of acquisitions prior to initiating a project. Additionally, many contract administration functions could be shifted to a separate individual, team or activity designated to handle these functions.
19) Certain close-out functions.
20) Proc Techs could no more of the research that I have to accomplish each day.
21) N/A.
22) No.
23) YES! Administrative duties such as entering contract documents into PCF, distribution to contractors, obtaining DCAA reports.
24) Writing sole source documentation that should be coming from the customer.
25) N/A.
26) Unknown at this time. (Fairly new to the position.)
27) Constantly. A secretary. An accountant. Filing. Invoice logs. Checking on bond dates. Sending out basic correspondence, i.e. your bond expired. Close-outs. Dragging files out and trekking over to the storage unit to store them— manual labor, a 15-year- old worker? Why, do I w/a masters and Level III have to spend days doing these things?
28) Break the work load down to pre-award, post-award, contract admin. and business operations.
29) There is never a function that's less worthy of another.
30) None.
31) No.
32) No.
33) The majority of work that I complete can be handled by any contracting officer and specialist, as the work is similar to what was asked of them when they were specialists as

well. Each had to perform the normal functions listed above in order to be granted the warranted responsibility of authorizing these awards.

34) There is no one else to do it. Even as interns, from Day One, you're handed work and sent off to do it. There are just not enough people.

35) No.

36) Scanning Closeout Pull pay vouchers. Distribute WAWF notifications. Enter actions into VCE-Contract Management tool. Receive PRs into the office. Mail Procurement Clerk duties.

37) No.

38) I serve as the IMO and IASO for the MCC and MCO. This duty could and should be given to someone other than a contracting officer.

39) No.

40) Anyone trained can do these functions. However, the workload is high, so everyone has their own work to complete.

41) PCF is a HUGE function hog. PCF has created more work, not made work more streamlined or efficient. The "other" above is mostly creating PCF folders, scanning documents in, uploading to PCF and validating the documents.

42) CCP Definitizations, Award fee board preparation, Filing and maintenance of filing systems, Mod packages and financial tracking.

43) N/A.

44) The most overwhelming functions I currently have is reviewing PRs, PWS, IGCEs [independent government cost estimates] etc., from multiple customers that are time-consuming. We are trying to establish a section within our Brigade now [that] will review such documents initially. However, we still have the problem of reviewing PRs within the new system (GFEBS) that slows the procurement process down. Having someone who works directly in my office who would work with the budget and customer folks re submitting their PRs within the new system will alleviate the backlog of meeting the customers' timeline. The functions can be performed by someone else and I suggest someone with an administrative or financial background.

45) No.

46) Contract administration some could be handled by the DCMA, with initial guidance from me.
47) Collecting information/data—admin. person responding to taskers—admin. Person.
48) Yes, timesheet, could be done by admin. Assistant.
49) I respond to FOIA request. I believe we should have a FOIA SME to respond to these request. The 1102's get very little training in FOIA processing, yet my agency puts the preponderance of FOIA processing on specialist and KOs.
50) NO.
51) No.
52) Yes. Procurement Techs or student workers can help with checking purchases against the LMP system meaning to see if the purchases awarded were actually received in the receiving department.
53) NA.
54) Not applicable.
55) No.
56) No.
57) Payment issue tracking should be handled by DFAS. With the GFEBS phase in, many contractors are not being paid by DFAS, we are having to track these issues on a TOs/DOs basis. It is very time-consuming and should be a DFAS function
58) No.
59) NO.
60) No.