

An Organizational Climate Assessment Of The Army Contracting Workforce

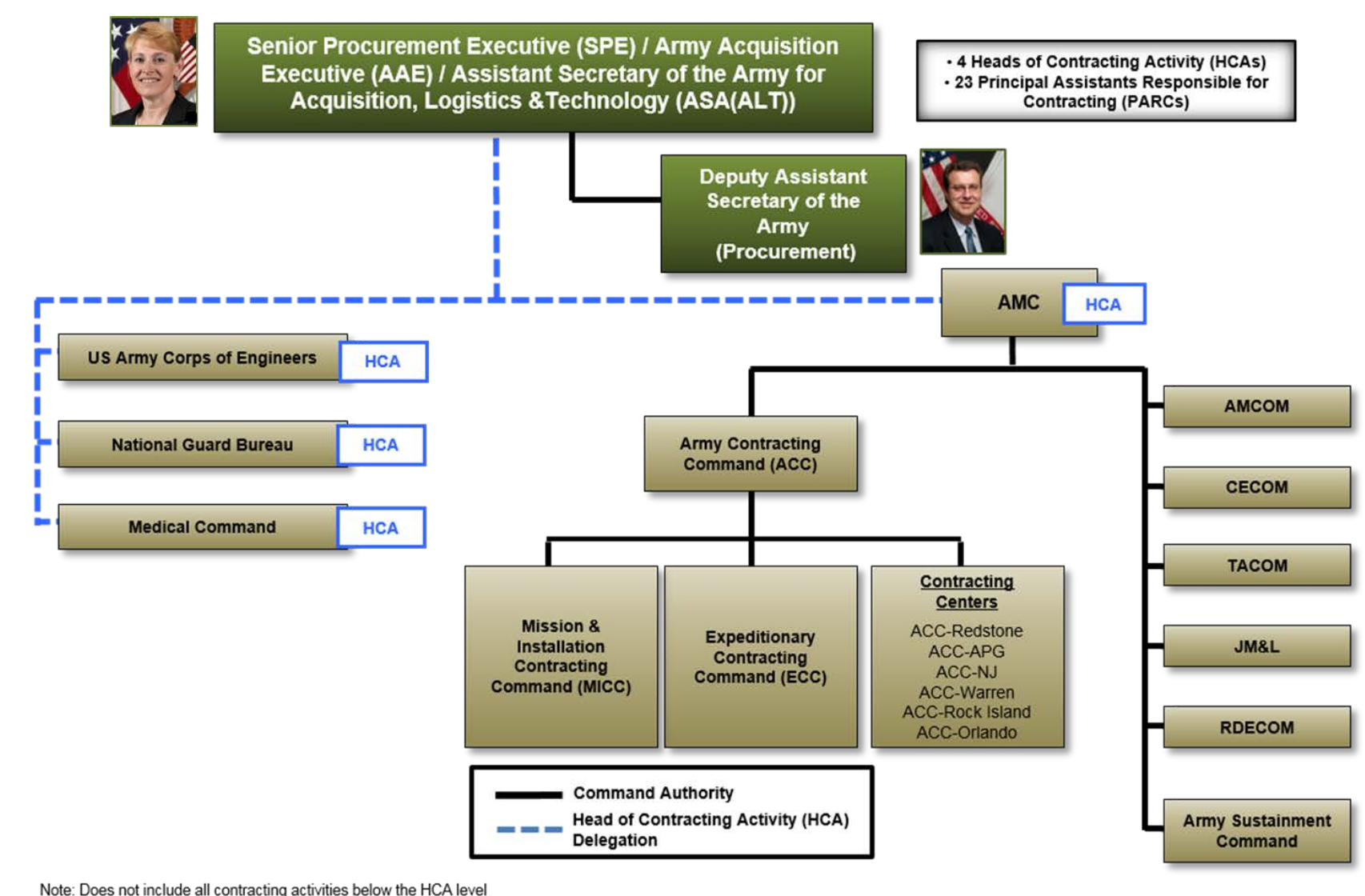


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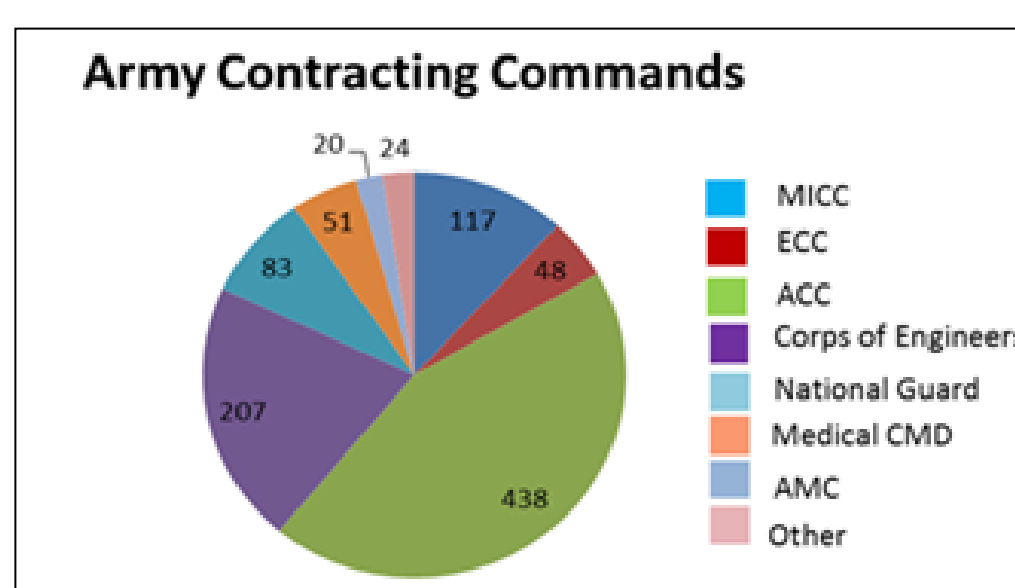
Abstract

Having a competent contracting workforce is vital in keeping pace with an increase in workload and complex contracting actions. Government Accountability Office (GAO) and Congressional Research Service (CRS) reports highlight the contracting workforce shortfalls in education and experience; however, lack of education and experience are not the only contributing factors that foster an environment where fraud, waste and abuse are prevalent. The more complex the contracting actions, the more competent, agile, and innovative the contracting workforce must become. This creates stress on organizations to structure their workforce to meet these demands. Organizational climate is an important part in retaining a competent contracting workforce.

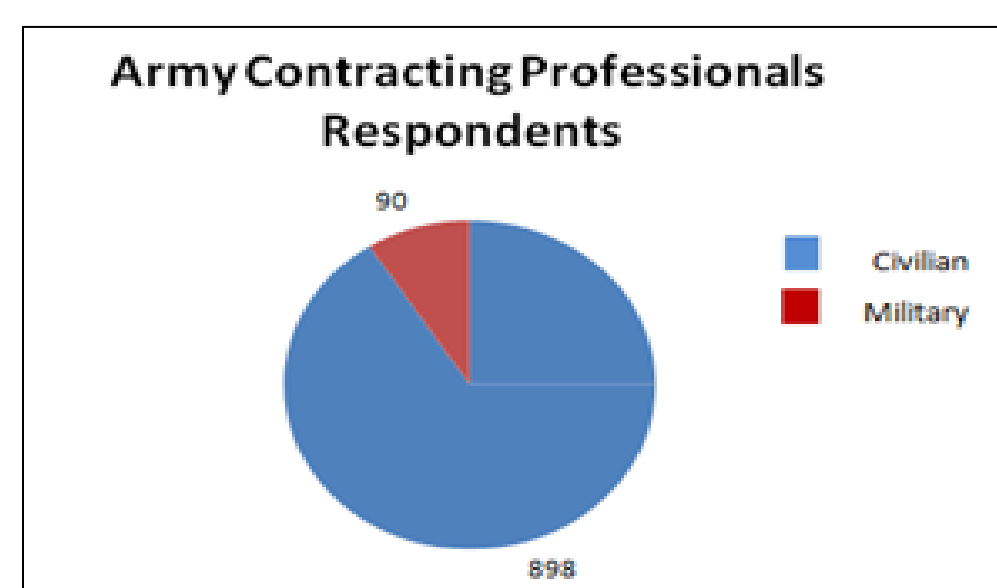
The purpose of this research is to assess the organizational climate of the Army contracting workforce in terms of thirteen commonly accepted dimensions within organizational climate. Responses to a previously developed web-based survey completed by the Army contracting workforce may identify trends that negatively impact the Army's goal in recruiting and retaining talent within the contracting workforce. Analysis of the trends may assist senior Army leaders in developing and/or implementing strategies to address recruitment and retention challenges within the Army's contracting workforce.



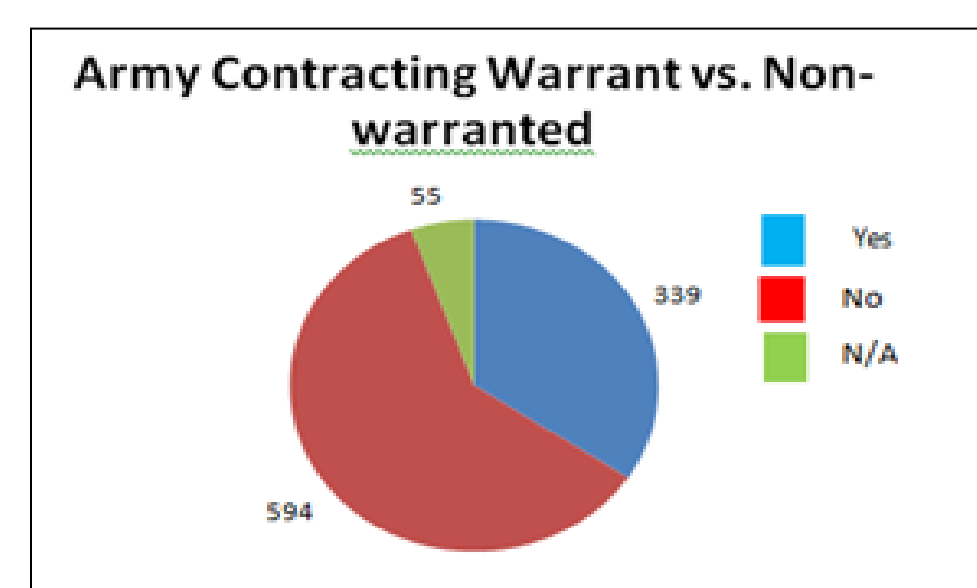
Methods



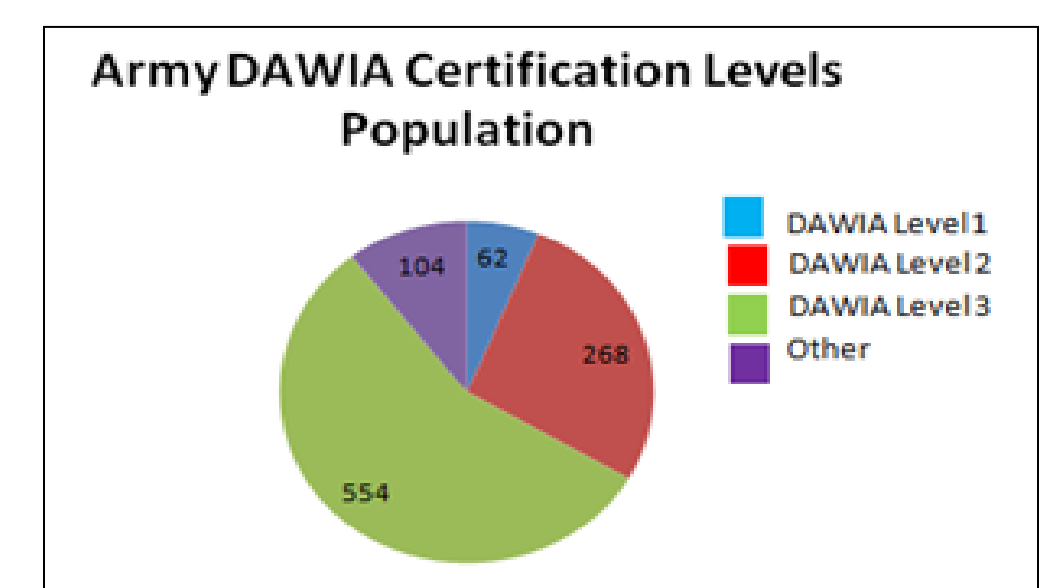
Army Contracting Commands



Civilian vs. Military Populations



Warranted vs. Non-warranted Populations



DAWIA Certification Level Populations

Results

- An Army Contracting Workforce Organizational Climate Assessment was conducted, which resulted in a 9.8% response rate of a population of 10,000.
- Significant positive and negative correlations that could impact the recruiting and retention goals of the Army's Contracting Workforce.
- High Quality Relationships-Experience, Job Characteristics and Job Satisfaction being the highest scored dimensions given the four major population categories.
- Job and commute stress could indicate significant impacts on the Army's contracting workforce recruiting and retention goals.

	JobSat AVG	SupCom AVG	JobCha AVG	JobRole AVG	JobStrain AVG	WKFM Conf AVG	Comm- AVG	OrgJus AVG	JobFit AVG	WKPLVal AVG	HCC- Capacity AVG	HCC- Experience AVG
JobSat AVG	1	.591 ^{**}	.630 ^{**}	.461 ^{**}	-.898 ^{**}	-.379 ^{**}	-.239 ^{**}	.574 ^{**}	.531 ^{**}	.698 ^{**}	.618 ^{**}	.563 ^{**}
SupCom AVG		1	.602 ^{**}	.455 ^{**}	-.538 ^{**}	-.221 ^{**}	-.125 ^{**}	.584 ^{**}	.372 ^{**}	.509 ^{**}	.423 ^{**}	.401 ^{**}
JobCha AVG			1	.481 ^{**}	-.534 ^{**}	-.161 ^{**}	-.122 ^{**}	.555 ^{**}	.505 ^{**}	.585 ^{**}	.471 ^{**}	.449 ^{**}
JobRole AVG				1	-.435 ^{**}	-.209 ^{**}	-.183 ^{**}	.485 ^{**}	.595 ^{**}	.459 ^{**}	.444 ^{**}	.440 ^{**}
JobStrain AVG					1	.597 ^{**}	.312 ^{**}	-.578 ^{**}	-.430 ^{**}	-.605 ^{**}	-.575 ^{**}	-.503 ^{**}
WKFM Conf AVG						1	.312 ^{**}	-.209 ^{**}	-.156 ^{**}	-.347 ^{**}	-.345 ^{**}	-.220 ^{**}
Comm- Combined- AVG							1	-.188 ^{**}	-.160 ^{**}	-.251 ^{**}	-.274 ^{**}	-.228 ^{**}
OrgJus AVG								1	.384 ^{**}	.510 ^{**}	.440 ^{**}	.413 ^{**}
JobFit AVG									1	.473 ^{**}	.437 ^{**}	.450 ^{**}
WKPLVal AVG										1	.664 ^{**}	.544 ^{**}
HCC- Capacity											1	.785 ^{**}
HCC- Experience												1

** Correlation is significant at the 0.01 level (2-tailed).