

Analysis of the Marine Corps Expeditionary Contracting Workforce Competency Assessment



NAVAL
POSTGRADUATE
SCHOOL

Abstract

This research provides an analysis of competency assessment results obtained from the contracting workforce that makes up the three Marine Corps Expeditionary Contracting Platoons and co-located Regional Contracting Offices. The data analyzed were collected through a Contracting Workforce Competency Assessment based on the new Department of Defense Contracting Competency Model. The purpose of this research was to establish a baseline of current workforce competency in two areas: proficiency in performing buyer activities and knowledge in seller activities.



U.S. Marine Corps LCpl Joshua Watson (right), and U.S. Air Force SSgt Jenna Rogers cut wood during a construction project

Methods

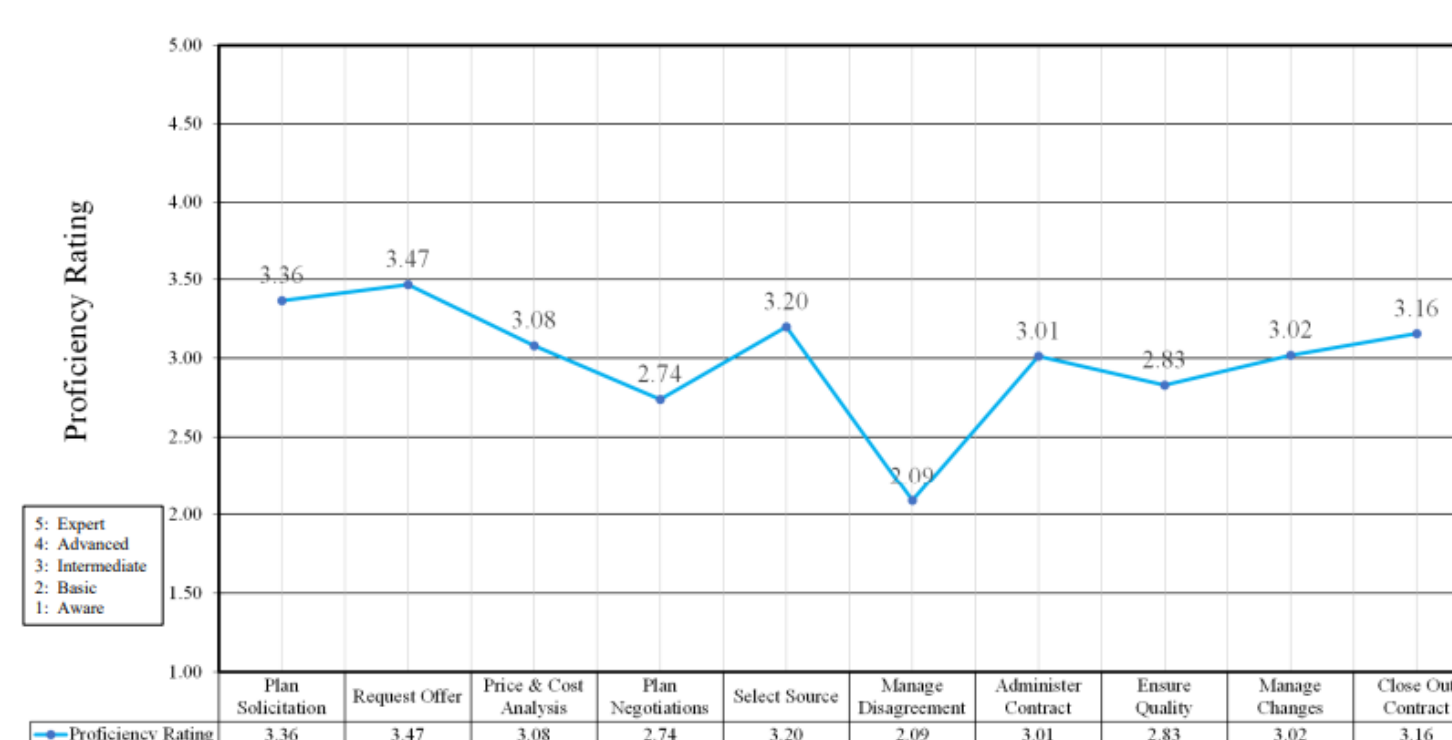
- The contracting competency assessment instrument based on the National Contract Management Association (NCMA) Contract Management Standard (CMS) was developed by Rene Rendon of NPS.
- The competency assessment instrument includes questions from each phase of the contract life cycle (pre-award, award, and post-award) and covers both buyer and seller contracting perspectives.
- The demographics section of the survey asked participants basic questions associated with their occupation.
- The proficiency section aimed to collect data on respondents as buyers performing contract management tasks in all three phases of the contract life cycle.
- The knowledge section aimed to collect data on respondents pertaining to contract management tasks performed by sellers in all three phases of the contract life cycle.
- Each competency statement was rated by the survey respondents using a Likert scale.
- The proficiency rating scale pertaining to buyer job tasks, are identified and defined as: Aware, Basic, Intermediate, Advanced, Expert, and N/A.
- The knowledge rating scales, for understanding seller job tasks, are identified and defined as: None, Aware, Basic, Intermediate, Advanced.
- The Survey was deployed using a surveying tool called LimeSurvey.
- The survey link was emailed to a designated POC within each of the six offices analyzed.
- The LimeSurvey link remained open for approximately two weeks from the time the point of contact deployed the survey. Responses were collected and consolidated by the lead investigator, then provided to the student investigator for analysis and interpretation.

Results & Their Impact

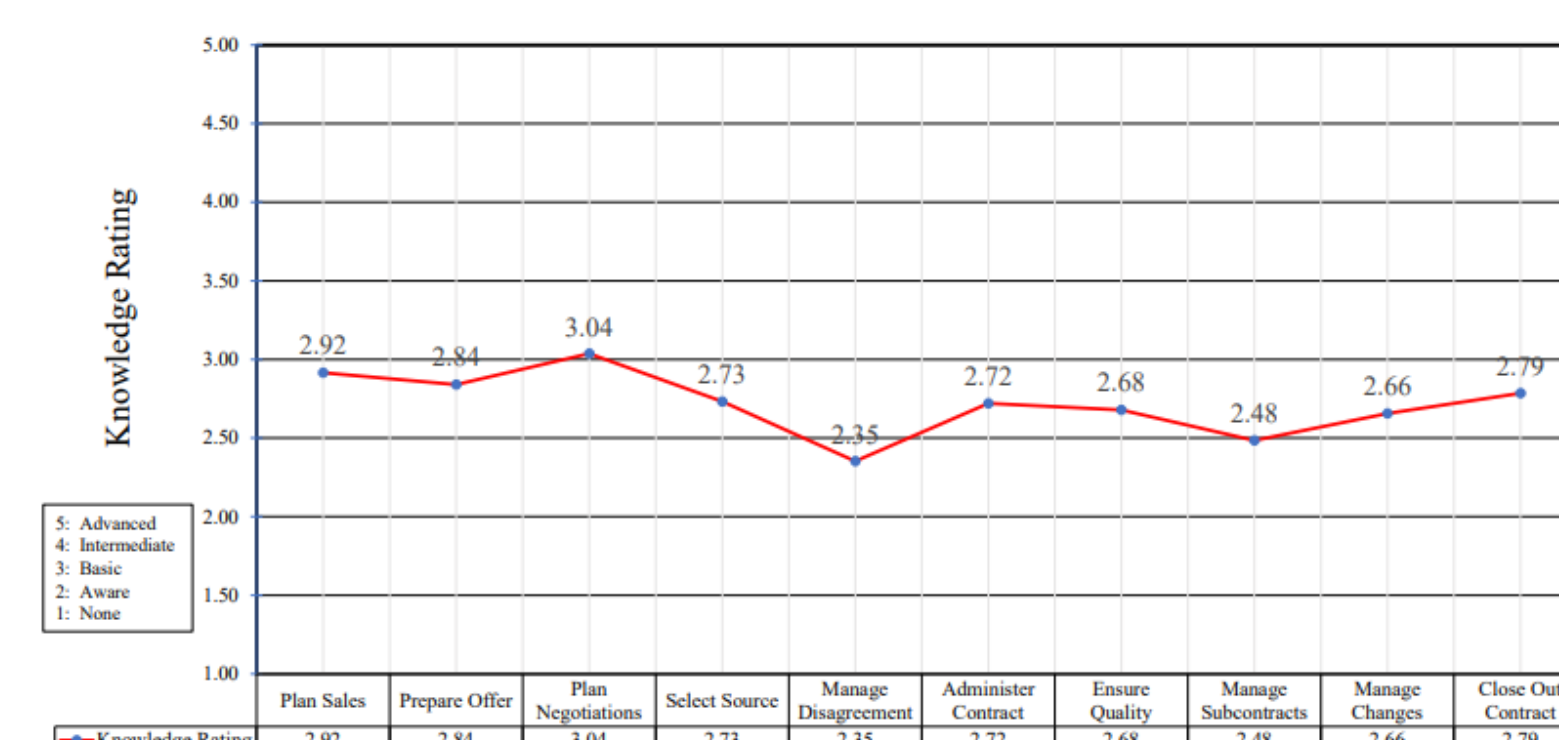
- Respondents demonstrated a proficiency rating of Intermediate (3.30) in pre-award buyer competencies (the highest of the 3 phases), a proficiency rating of Basic (2.67) in award buyer competencies (the lowest of the 3 phases), and a proficiency rating of Intermediate (3.00) in post-award buyer competencies.
- The highest buyer proficiency rating was the Request Offer competency with a rating of Intermediate (3.47), and the lowest buyer proficiency rating was the Manage Disagreement competency with a rating of Basic (2.09).
- Respondents demonstrated a knowledge rating of Aware (2.88) in pre-award seller competencies (the highest of the 3 phases), a knowledge rating of Aware (2.70) in award seller competencies, and a knowledge rating of Aware (2.66) in post-award seller competencies (the lowest of the 3 phases).
- The highest seller knowledge rating was the Plan Negotiations competency with a rating of Basic (3.04), and the lowest seller knowledge rating was the Manage Disagreement competency with a rating of Aware (2.35).
- These results indicate the need for additional or supplemental contract management training, particularly in the Manage Disagreement competency.

CM Years of Experience		Years in Organization	
3 or Less	15	1 or Less	15
4 to 8	19	1 to 2	6
9 to 13	5	2 to 3	6
14 to 18	2	3 or More	12
19 or More	0		
		PCO	22
DAWIA Level Certification		Other Professional Certifications	
None	8	CFCM	0
Level I	11	CCCM	0
Level II	16	CPCM	0
Level III	6	Other	0

Expeditionary Contracting Workforce Competency Assessment Demographic Results



Expeditionary Contracting Workforce Competency Assessment Results (Buyer Competencies)



Expeditionary Contracting Workforce Competency Assessment Results (Seller Competencies)

