



## ACQUISITION RESEARCH PROGRAM SPONSORED REPORT SERIES

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### **Optimizing Retention Strategies for the NAVSEA Warfare Center Contracting Officer's Representative (COR) Workforce through Herzberg's Two-Factor Theory**

June 2024

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Prepared for the Naval Postgraduate School, Monterey, CA 93943.

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## ABSTRACT

The evolving landscape of government contracting underscores the critical role played by contracting officer's representatives (CORs) in ensuring the effective oversight and management of contracts. This role is especially vital at Naval Surface Warfare Center Port Hueneme Division (NSWC PHD), where high turnover rates within the COR field have resulted in disorderly contract documentation, impacting operational efficiency and increasing workload for the contracts management community. To address these challenges, research is focused on retaining a skilled COR workforce, drawing insights from Herzberg's Two-Factor Theory of Motivation and Hygiene and surveys from the Defense Organizational Climate Survey (DEOCS) and Procurement Surveillance Program (PSP). By analyzing audit history and identifying patterns associated with turnover, the research aims to propose targeted solutions to improve the sustainability and effectiveness of the COR workforce at NSWC PHD. Literature reviews and workforce surveys underscore the critical nature of the COR role in acquisition success, highlighting the need for ongoing professional development and support. Recommendations include the development of clear career paths with accompanying training programs, the establishment of recognition programs to acknowledge outstanding performance, and the integration of motivational criteria into command assessments to address both hygiene and motivational factors in retaining CORs effectively.



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## LIST OF ACRONYMS AND ABBREVIATIONS

COR	Contracting Officer's Representative
CPARS	Contractor Performance Assessment Reporting System
DASN (AP)	Deputy Assistant Secretary of the Navy for Acquisition and Logistics
DAU	Defense Acquisition University
DAWIA	Defense Acquisition Workforce Improvement Act
DEOCS	Defense Organizational Climate Survey
DEOMI	Defense Equal Opportunity Management Institute
DOD	Department of Defense
DODI	Department of Defense Instructions
FAC-COR	Federal Acquisition Certification for Contracting Officer's Representative
FAI	Federal Acquisition Institute
FAR	Federal Acquisition Regulation
FPO	Field Procurement Office
FY	Fiscal Year
GAO	Government Accountability Office
GS	General Schedule
NAVSEA	Naval Sea Systems Command
NSWC	Naval Surface Warfare Center
OFPP	Office of Federal Procurement Policy
OPM	Office Personnel Management
PHD	Port Hueneme Division
PPMAP	Procurement Performance Measurement and Assessment Program
PSP	Procurement Surveillance Program
QASP	Quality Assurance Surveillance Program



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## EXECUTIVE SUMMARY

Maintaining a consistent and skilled contracts team, inclusive of contracting officer's representatives (CORs), is imperative for ensuring contracts perform optimally and comply with regulations such as the Federal Acquisition Regulation (FAR). While the importance of this requirement is widely acknowledged, there has been extensive analysis from multiple angles on how to effectively train and equip individuals in these roles.

Herzberg's Two Factor Theory of Motivation and Hygiene, first published in the 1950s, is the result of research that attempted to document why employees stay in a position or leave (Herzberg et al., 1959). This research examines the extrinsic and intrinsic factors that influence an individual's motivation or dissatisfaction within their roles. We utilized this study to investigate what the Naval Surface Warfare Center Port Hueneme Division (NSWC PHD) COR workforce leadership must address to improve retention in this critical position. Our analysis encompassed reviewing both the NSWC PHD's Defense Organizational Climate Surveys (DEOCS) and Pre-Procurement Surveillance Program (PSP) surveys. Additionally, we evaluated roles and responsibilities through the lens of Herzberg's Two Factor Theory.

We utilized this research to develop a proactive plan for improving employee retention and reducing turnover within this position. By addressing turnover, our goal is to enhance the audit readiness of NSWC PHD contracts. Thus, by understanding these multifaceted implications, our research provides targeted recommendations to address both short-term and long-term challenges stemming from COR turnover.

## LIST OF REFERENCES

Herzberg, F., Mausner, B., & Bloch Snyderman, B. (1959). *The Motivation to Work* (Reprint). Routledge.



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## I. INTRODUCTION

The contracting officer's representative's (COR's) responsibilities continue to evolve in response to the shift in government contracting and the need for effective oversight and management of contracts. Although the responsibilities associated with this role varies slightly between government entities, the core function remains unchanged. In recent years, there has been an increased emphasis and professional development for CORs. The role requires in-depth knowledge of the procurement process and policies and regulations. Interestingly, there are no formal education requirements or General Schedule (GS) job series for this position.

Contract specialists, like CORs, are instrumental in the government procurement process. Contract specialists are responsible for requirement planning; market research; preparing and releasing solicitations; evaluating proposals; negotiating contract prices, terms, and conditions; addressing disputes, claims, and non-compliance issues; managing contract modifications and changes; and organizing and managing comprehensive contract files. However, it is important to note that the Contracting Job Series, specifically 1102, generally requires a certain level of education and experience, varying according to the grade level within the GS job series, which spans from GS-1102-5 through GS-1102-12 (U.S. Office of Personnel Management, 2023).

Both the COR and the contract specialist play pivotal roles in driving successful outcomes for government agencies. The COR is primarily responsible for overseeing contracts and ensuring the contractor complies with the terms and conditions of the contract. In contrast, the contract specialist's responsibilities encompass the entire procurement life cycle, ranging from initial planning to contract closeout.

With the increasing complexity of contracts and a heightened focus on accountability and oversight, CORs are now required to have a comprehensive understanding of the intricacies of the acquisition life cycle. Acting as intermediaries, CORs streamline communication between contractors and contracting officers. They are not only responsible for understanding the intricacies of contractual and financial



requirements, technical specifications, and performance metrics but also identifying and strategically addressing risks inherent in contracts.

## **A. PROBLEM IDENTIFICATION**

At Naval Surface Warfare Center Port Hueneme Division (NSWC PHD), high turnover rates within the COR's field have contributed to inadequate management of awarded contracts. One of the major impacts of frequent turnover within this role has been disorderly contract documentation. This disorder amongst the contract documentation has resulted in suboptimal execution of processes, and an increased workload for others within the contracts management community. Proper documentation of contract actions is also an audit requirement that can affect a command's ability to issue future contracts.

In order to sustain compliance, and remain audit ready, this research will investigate what techniques NSWC PHD can implement in order to support retention of a trained and qualified COR workforce. This research intends to address the following research questions:

### **a. *Primary Research Question***

- In the context of Herzberg's Two-Factor Theory of Motivation and Hygiene, what approaches can NSWC PHD adopt to retain its COR workforce effectively?

### **b. *Secondary Research Question***

- What strategies have other organizations employed to address retention within their acquisition workforce that could be applied to the COR workforce?

In this section, we identified problems in the methodologies used to establish and verify those standards and guidance as it relates to the Department of Defense (DOD) to propose a primary and secondary research question. The next section will address the purpose of this research.



## **B. PURPOSE**

The purpose of this research is to perform a cumulative case study utilizing previous research, as well as current work force surveys, to provide practical approach to recruiting and maintaining the COR workforce within NSWC PHD. The research aims to identify and implement improvements in communication processes, documentation, and reporting protocols between CORs and the execution office throughout the contract life cycle. Through these enhancements, our aim is to streamline processes and contract closeouts. Addressing these improvements, we aim to align with Herzberg's principles, thereby contributing to employee satisfaction and retention.

## **C. METHODOLOGY**

Our team conducted a comprehensive literature review concerning the COR workforce, initiatives focused on improving motivation, and Herzberg's Two-Factor Theory of Motivation and Hygiene. We synthesized existing research on workforce health to build upon previous findings and inform our approach. Additionally, we analyzed past thesis projects and articles focused on acquisition workforces in both the government and private sector. Furthermore, we delved into literature focused on the history of Herzberg's Two-Factor Theory of Motivation and Hygiene and its relevance to workforce challenges.

We leveraged the findings from our literature review to apply Herzberg's Two-Factor Theory of Motivation and Hygiene to our current workforce analysis. We compared the annual Defense Organizational Climate Surveys (DEOCS) conducted by our command and the yearly internal Procurement Surveillance Program (PSP) survey conducted by the NSWC PHD's Contracts Department, Code 02, to the motivation and hygiene factors discussed in our research on Herzberg's Two Factor Theory. Our objective is to pinpoint correlations between workforce feedback and key retention areas. Utilizing this analysis, we aim to formulate recommendations aimed at improving recruitment and retention strategies for the COR workforce.



## **D. ORGANIZATION**

This research consists of five chapters. In the first chapter, we briefly identify the problem, purpose, methodology, and organizational approach implemented to conduct the analysis and structure the research document. Chapter II provides background information on COR Roles and Responsibilities at NSWC PHD, presents an overview of the current contract audit results, and offers a brief overview of the DEOCS, internal PSP survey, and Herzberg's Two-Factor Theory of Motivation and Hygiene. Chapter III provides an overview of the literature reviewed, documenting the conclusions obtained from previous research efforts. Chapter IV summarizes the surveys analyzed, focusing on their impact on the COR workforce. Finally, the last chapter integrates historical research with workforce survey results to provide a detailed conclusion, document recommendations, and propose potential areas for future research.



## **II. BACKGROUND**

### **A. INTRODUCTION**

In the intricate landscape of contract management at the Naval Surface Warfare Center Port Hueneme Division (NSWC PHD), the contracting officer's representative (COR) assumes a pivotal role as essential in facilitating seamless contract execution. Responsible for overseeing contracts, conducting surveillance of contractor performance, and maintaining comprehensive contract files, the multifaceted duties of the COR demand a nuanced understanding of acquisition regulations. This section delves into the roles and responsibilities of the COR, NSWC PHD's contracts audit history, and identifying recurring themes and root causes associated with high turnover rates. Next, we will provide an overview of the Defense Organizational Climate Survey (DEOCS) and Procurement Surveillance Program (PSP) survey results followed by an examination of Herzberg's Two-Factor Theory of Motivators and Hygiene. This comprehensive exploration seeks to provide practical insights and effective strategies to strengthen NSWC PHD against potential challenges occurring from COR turnover.

### **B. COR ROLES AND RESPONSIBILITIES**

Within NSWC PHD, the COR plays a critical role in overseeing and facilitating the execution of contracts. The COR serves as the liaison between the government, contractors, and contracting officers, ensuring that all parties adhere to the terms and conditions specified in the contract. One primary responsibility of the COR is to conduct thorough and ongoing surveillance of contractor performance, assessing whether deliverables meet the stipulated quality and standards. This involves regular inspections, performance evaluations, and the documentation of any deviations from the agreed-upon requirements.

Additionally, the COR is entrusted with the responsibility of managing and maintaining comprehensive contract files. This includes organizing and archiving all pertinent documentation related to the contract life cycle, such as amendments, modifications, and correspondence. The meticulous documentation maintained by the COR serves not only as a reference for current contract administration but also as a crucial



element during audits and compliance reviews. Ensuring accurate and thorough record keeping is vital for the command's ability to demonstrate accountability, transparency, and adherence to regulatory standards.

CORs within NSWC PHD actively participate in the contract administration process, collaborating with contracting officers to address issues, resolve disputes, and facilitate effective communication between the government and contractors. The COR's involvement spans the entire contract life cycle, from the pre-award phase through to closeout. This requires a comprehensive understanding of acquisition regulations, policies, and procedures. This also requires the ability to address risks and challenges that may arise during the execution of contracts. Overall, the COR at NSWC PHD plays a pivotal role in ensuring the successful and compliant management of contracts critical to the mission and objectives of the command.

### **C. AUDIT HISTORY**

Our primary objective in analyzing NSWC PHD audit history reports is to identify recurring themes and root causes associated with high turnover rates within the COR field. By examining historical audit records, we aim to identify patterns, trends and recurring issues linked to COR turnover, thus shedding light on the challenges faced in managing contracts effectively. These findings will provide a comprehensive view of how frequent changes in the COR role have contributed to disorderly contract documentation and suboptimal execution of processes. Reviewing historical audit reports, will enable us to identify specific instances where frequent turnover in the COR position has disrupted contract documentation. This assessment helps us understand their impacts of turnover, including increased workloads in the contracts community and potential hurdles in maintaining compliance and audit readiness. These are often a consequence from vacancies left by departing COR. This increased workload not only affects the efficiency of day-to-day operations but also has the potential to lead to burnout and decreased morale within the contract's community. For instance, a detailed analysis may reveal cases where incomplete documentation resulted in compliance issues, requiring the command to seek





additional reviews from higher authorities, consequently leading to delays in awarding contracts and the execution of contract actions.

Our analysis seeks to shed light on specific challenges experienced during periods of high turnover among CORs. Understanding breakdowns in communication, knowledge transfer, and contract oversight continuity are essential for devising targeted strategies. For instance, a detailed examination might uncover instances where changes in COR personnel caused disruptions in information flow, affecting the overall coherence of contract documentation.

Exploring into the quantitative aspects of audit reports, our goal is to extract data on the frequency and severity of issues related with COR turnover. This deeper understanding of operational impacts allows us to assess the scale of the problem. For example, numerical data may reveal a correlation between turnover rates and the frequency of compliance issues, providing a concrete basis for strategic decision-making.

By reviewing audit reports spanning multiple years, our objective is to identify trends in the relationship between turnover rates and the quality of contract documentation. This extended analysis allows us to uncover patterns that were overlooked in shorter-term assessments. Recognizing these trends over time is instrumental in predicting future challenges and guiding the development of proactive retention strategies. For instance, if we observe a consistent rise in compliance issues during periods of high turnover, it may prompt the implementation of continuous training programs to mitigate these challenges.

Furthermore, this in-depth analysis can serve as a foundation for proposing targeted solutions and best practices to mitigate the negative effects of turnover, ensuring a more efficient and effective contract management process. Drawing connections between audit history and workforce dynamics will strengthen the research's credibility and provide valuable insights for formulating recommendations that address both immediate concerns and long-term sustainability of skilled and qualified COR workforce at NSWC PHD. Ultimately, our goal is to extract actionable insights and best practices, empowering NSWC PHD to implement effective strategies for retaining a highly competent and proficient COR workforce. This comprehensive examination aims not only to address immediate concerns



but also to fortify the command's resilience against future challenges related to COR turnover.

In summary, the CORs at NSWC PHD plays a pivotal role in ensuring effective contract management and mission success. Examining the COR's responsibilities through Herzberg's Two-Factor Theory of Motivation and Hygiene provides insights into the factors influencing job satisfaction and dissatisfaction. Effective contract oversight and meaningful contributions to the contract process align with motivators, while challenges related to COR turnover might affect audit readiness, revealing inconsistencies in contract documentation. Through a detailed examination of audit reports, the research seeks to identify recurring themes, offering targeted solutions to alleviate the adverse impacts of turnover. Connecting audit history with workforce dynamics provides a foundation for implementing strategies to retain a highly skilled and competent COR workforce, strengthening NSWC PHD against future challenges in contract management.

#### **D. DEFENSE ORGANIZATIONAL CLIMATE SURVEY**

The DEOCS is a climate survey that is available to all military commanders and Department of Defense (DOD) civilian organization leaders (Naval Surface Warfare Center, Port Hueneme Division, 2020, 2021, 2023). This survey is congressionally mandated and is taken by over one million personnel annually. The survey collects information on unit climate, harassment and discrimination, diversity and inclusion, and other aspects of organizational climate (Naval Surface Warfare Center, Port Hueneme Division, 2020, 2021, 2023). While administered to nearly all of the DOD, the survey results are provided directly to commanders and their supervisors at the unit level. This survey is often the only completely confidential method of providing direct feedback to their leaders.

The DECOS is organized into Protective Factors and Risk Factors. Protective Factors are developed to track "attitudes, beliefs and behaviors" that result in positive outcomes for an organization (Naval Surface Warfare Center, Port Hueneme Division, 2020, 2021, 2023). Risk factors are associated with negative outcomes for an organization (Naval Surface Warfare Center, Port Hueneme Division, 2020, 2021, 2023). Higher ratings



on protective factors correlate with positive outcomes, such as improved performance and higher retention and are linked to a lower likelihood of negative outcomes, such as suicide, sexual harassment, and sexual assault (Naval Surface Warfare Center, Port Hueneme Division, 2020, 2021, 2023). Protective factors include Morale, Fair Treatment, Work-life Balance, Inclusivity, Connectedness, Engagement and Commitment to the organization (Naval Surface Warfare Center, Port Hueneme Division, 2020, 2021, 2023). Risk factors include Stress, Presence of Harassing Behaviors, Hostility and Toxic Leadership (Naval Surface Warfare Center, Port Hueneme Division, 2020, 2021, 2023).

We will utilize the NSWC PHD Command DEOCS results for FY2024, FY2023 and FY2022 to investigate opportunities to improve retention among the COR workforce. While the results of the DEOCS are rolled up at the command level, encompassing various workforce members, we believe that the feedback obtained can help identify strategic investment areas tailored to the specific needs of our COR workforce.

#### **E. PROCUREMENT SURVEILLANCE PROGRAM INTERNAL SURVEY**

The PSP inspection serves as Naval Sea Systems Command (NAVSEA) Headquarters' primary tool for assessing procurement regulation adherence, process compliance, and organizational culture within NAVSEA 02 and its Field Procurement Offices (FPOs), ensuring the proper handling of delegated procurement authority (Commander, Naval Sea Systems Command, 2018).

In anticipation of a PSP, the Contracts Department at NSWC PHD administers an internal survey to personnel within the organization. The objective is to gauge the consensus with the technical community regarding acquisition personnel, including CORs, and the overall procurement process. We intend to analyze the results of the internal PSP surveys conducted in FY19, FY20, and FY23. Our aim is to pinpoint opportunities for improving retention within the COR workforce. We are optimistic that the insights obtained from this analysis will allow us to identify specific areas that warrant attention to improve retention within the COR workforce. This approach will enable us to tailor our strategies, addressing the unique needs and concerns of COR personnel to foster greater job satisfaction and retention.



## **F. HERZBERG'S TWO-FACTOR THEORY OF MOTIVATION AND HYGIENE**

“The Motivation to Work” first documented Herzberg’s Two-Factor Theory of Motivation and Hygiene, which attempted to address elements of workplace dissatisfaction in terms that are actionable and quantifiable (Herzberg et al., 1959). The authors found that a poor work environment led to discontent personnel but that improving the external environment did not significantly improve the outlook of the workforce. An improved outlook more closely related to elements such as recognition, interest in the tasks and achievements (Herzberg et al., 1959). This research led to the Hygiene-Motivation Theory that separates the external job hygiene factors and the motivators, internal factors (Herzberg et al., 1959).

The roles and responsibilities of a COR within NSWC PHD can be analyzed through the lens of Herzberg’s Two-Factor Theory of Motivation and Hygiene, as discussed in Bassett-Jones et al.’s 2005 journal article titled “Does Herzberg’s Motivation Theory Have Staying Power?” This theoretical framework distinguishes between factors contributing to job satisfaction (motivators) and those preventing dissatisfaction (hygiene factors) (Bassett-Jones et al., 2005). Applying Herzberg’s theory to the COR’s functions provides a detailed perspective into the factors impacting both job satisfaction and dissatisfaction within the context of contract management.

## **G. CHAPTER CONCLUSION**

In conclusion, the role of the COR is pivotal in ensuring effective contract management at NSWC PHD. However, high turnover rates among CORs pose significant challenges to maintaining seamless operations. By analyzing NSWC PHD’s audit history and utilizing tools like the DEOCS and PSP survey, we aim to uncover underlying issues and propose targeted solutions. Herzberg’s Two-Factor Theory of Motivation and Hygiene offers a lens through which to understand the drivers of job satisfaction and dissatisfaction among CORs. Through this comprehensive approach, we aim to empower NSWC PHD to address COR turnover effectively and strengthen its contract management capabilities for long-term success.



### **III. LITERATURE REVIEW**

#### **A. INTRODUCTION**

This chapter will provide a review of previous research, journals articles and other literature providing perspective regarding the contracting officer's representative (COR) workforce and Herzberg's Two-Factor Motivation-Hygiene Theory. The COR Workforce role is documented through various studies, and in regulations such as the Federal Acquisition Regulation (FAR), as critical to the success of government acquisitions yet this position has struggled for additional training and support. The goal of this research is to evaluate prior studies regarding the COR workforce, the Defense Organizational Climate Survey (DEOCS), and the Procurement Surveillance Program (PSP) survey through the lens of Herzberg's Two-Factor Motivation-Hygiene Theory to identify areas requiring improvement.

#### **B. COR WORKFORCE**

Many studies conducted over decades within Department of Defense (DOD) organizations have consistently identified the importance of the COR in ensuring successful acquisition outcomes. However, challenges persist across the workforce. The literature identifies several key areas that require improvement, including the need for better education and training, establishing clear channels of communication, ensuring adequate staffing, implementing effective oversight, and obtaining strong leadership support for CORs. Additionally, research conducted by various DOD organizations highlights the essential role CORs play in maintaining the health of acquisition programs through effective contract surveillance.

When comparing civilian acquisition workforce to those in the public sector, significant differences become apparent. In the civilian acquisition roles, there is a varied structure that includes positions such as contracting officers, CORs, Technical Point of Contact, and Technical Advisors. Additionally, personnel like program managers, financial administrators, and industrial specialists contribute to the acquisition process. In contracts, private companies usually have contract specialists and officers, each with their own



defined tasks in acquisitions. In 2002, in order to bring better acquisition practices to the government, the Government Accountability Office (GAO) interviewed five civilian agencies and found that leaders within the public acquisition workforce did not have the authority to establish and monitor training for other functional areas while some agencies had taken steps to address this issue (United States General Accounting Office, 2002). This report resulted in a recommendation for all agencies to track and monitor the training and development of acquisition workforce (United States General Accounting Office, 2002).

More than a decade later, in 2013, a DOD Panel on Contracting Integrity, a group of senior-level officials from across DOD, worked to review progress made by the DOD to eliminate areas of weaknesses in the defense contracting system. This panel focused on areas that would allow fraud, waste, and abuse to occur, and recommended changes in law, regulations, and policy to eliminate the areas of vulnerability. As a result, measures were implemented to improve the contracting environment, providing additional guidance in the FAR to ensure that CORs have a clear understanding of their duties and responsibilities in monitoring contractor performance (Federal Acquisition Regulation; Contracting Officer's Representative, 2013). Although this research dates back over a decade, it is evident, from continued significant research conducted in this field; many organizations continue to struggle with implementing solutions that adequately support the expectations placed on the COR workforce.

As attention to this career field grew significantly, improvements were made for the workforce, including initiatives for training and the professionalization of COR duties. In the past, in many organizations, like NSWC PHD, COR responsibilities were treated as a part-time function. This is evidenced by experiences and analyses documented in studies such as "Contracting Officer's Representative (COR): An Analysis of Part-Time and Full-Time COR Roles, Competency Requirements and Effectiveness" by D.A. Tatum concluded that the training requirements and workload requires a full-time effort (Tatum, 2018). Additional training, like meeting Defense Acquisition Workforce Improvement (DAWIA) Career Field requirements and implementing additional training opportunities have been suggested in studies for improvement.



Despite the significant strides made in training and professionalization within this career field, NSWC PHD is encountering challenges in retaining skilled personnel. Ortega discusses the benefits of experienced CORs in “Relationship between Contracting Officer Representatives, Surveillance, and Contractor Performance” (Ortega, 2018). This study specifically compares the experience, in length of time, and training of CORs to the Quality Assurance Surveillance Plans (QASP) and the Contractor Performance Assessment Reporting System (CPARS) and found that the more experience and training the COR had the better the contract was documented during execution.

### **C. DEFENSE ORGANIZATIONAL CLIMATE SURVEY**

The DEOCS, established in 2005 by the Defense Equal Opportunity Management Institute (DEOMI), provides commanders a means to oversee and monitor changes in command climate. The DEOCS, mandated by Congress, provides a method for anonymously providing feedback to unit-level leadership. It begins when a new commander assumes their role, acknowledging the predecessor’s performance. This cycle recurs each year to assess the current leader’s progress. DEOMI supports leaders by providing resources for educating on change management and interpreting progress. The DOD views the DEOCS as an essential tool for leadership in identifying and preventing problematic behaviors at an early stage.

The DEOCS consists of items that look to document a command’s demographics, equal opportunity posture, and organizational effectiveness. Within these categories, specific feedback is requested regarding sexual harassment, discrimination, organizational commitment and job satisfaction. The DEOCS is organized into Protective Factors and Risk Factors (Naval Surface Warfare Center, Port Hueneme Division, 2020, 2021, 2023). Protective Factors are developed to monitor “attitudes, beliefs and behaviors” that are associated with “positive outcomes” within an organization (Naval Surface Warfare Center, Port Hueneme Division, 2020, 2021, 2023). Conversely, Risk factors are associated with adverse outcomes. Higher ratings on Protective Factors are correlated with positive results, including improved performance and higher retention rates, and are also linked to a lower likelihood of outcomes such as suicide, sexual harassment, and sexual assault



(Naval Surface Warfare Center, Port Hueneme Division, 2020, 2021, 2023). Detailed descriptions of the specific Protective Factors and Risk Factors, along with their definitions and anticipated outcomes, can be found in Tables 1 and 2.





Table 1. DEOCS Protective Factors

Factor	Definition	Result
Transformational Leadership	Measures the perception that leaders encourage, inspire, and motivate others to meet new challenges and accomplish tasks beyond what they felt was possible. Characteristics of a transformational leader include idealized influence or charisma, inspirational motivation, intellectual stimulation, and individualized consideration.	Improved readiness and higher retention
Morale	The confidence, enthusiasm, collective pride, and willingness to persist in the activities of the group.	Improved readiness and higher retention. Lower likelihood of sexual assault.
Fair Treatment	Perception that formal and informal organizational policies, practices, and procedures regarding information sharing, job opportunities, and promotions are based on merit, inclusion, equality, and respect.	Improved readiness, higher retention, as well as a lower likelihood of sexual harassment and racial/ethnic harassment and discrimination
Work-Life Balance	Measures one's perception that the demands of their work and personal life are compatible.	Improved readiness, and a lower likelihood of suicide.
Inclusive Organization	Indicates whether individuals are treated fairly and respectfully, have equal access to opportunities and resources, and can contribute fully to the organization's success. Inclusive work environments ensure that it is safe for an individual to voice their different opinions, perspectives, and/or suggestions.	Lower likelihood of racial/ethnic harassment and discrimination, improved readiness, and higher retention.

<b>Factor</b>	<b>Definition</b>	<b>Result</b>
Firearms Stored Safely	Measures whether one would keep a firearm safely stored (i.e., unloaded or in a secure storage container/device) if they had one in their living space.	Lower likelihood of suicide.
Connectedness	Measures perceptions of closeness to a group and satisfaction with one's relationship to others in the group.	Improved readiness, higher retention, and a lower likelihood of suicide
Cohesive Organization	Assesses whether individuals in a workplace care about each other, share the same mission and goals, and work together effectively.	Improved readiness and retention, and a lower likelihood of sexual assault, sexual harassment, and suicide.
Supportive Leadership	The perception that leaders build trust, encourage goal attainment and professional development, promote effective communication, and support teamwork.	Improved readiness, higher retention, as well as a lower likelihood of sexual assault, sexual harassment, and suicide.
Engaged and Committed	Measures the extent to which one finds their work fulfilling and is committed to their job and organization. Engaged and committed individuals demonstrate enthusiasm for, and dedication to, the work that they do.	Improved readiness, higher retention, and a lower likelihood of suicide
Adapted from: Naval Surface Warfare Center, Port Hueneme Division. (2020, 2021, 2023). Defense Organizational Climate Survey		



Table 2. DEOCS Risk Factors

Factor	Definition	Result
Alcohol Impaired Memory	Measures how often, during the last three months, one was unable to remember what happened the night before due to drinking alcohol.	Higher likelihood of sexual harassment, sexual assault, and suicide.
Binge Drinking	Measures how often, during the last three months, one consumed 5 or more drinks on one occasion. This pattern of drinking alcohol within 2 hours brings blood alcohol concentration (BAC) to 0.08 percent or higher for typical adults.	Higher likelihood of sexual harassment, sexual assault, and suicide.
Passive Leadership	This factor measures the perception that leaders avoid decisions, do not respond to problems, fail to follow up, hesitate to act, and are absent when needed.	Lower levels of readiness and retention, as well as a higher likelihood of sexual harassment.
Racially Harassing Behaviors	Measures the experience or witnessing of offensive behaviors based on race or ethnicity that occurred over the past three months.	Lower levels of readiness and retention, as well as a higher likelihood of harassment.
Sexist Behaviors	Measures prejudicial, stereotypical, or negative attitudes and opinions based on perceived sex or gender that occurred over the past three months. Sexist behaviors also include verbal and/or nonverbal behaviors that convey insulting, offensive, or condescending attitudes based on the perceived gender of the individual.	Lower levels of readiness and retention, as well as a higher likelihood of harassment



Factor	Definition	Result
Stress	Measures the feeling of emotional strain or pressure. Stressed individuals may feel unable to predict or influence valued and prominent aspects of their lives.	Lower levels of readiness and retention.
Toxic Leadership	Measures the perception that leaders disregard input, ridicule others, and have self-promoting tendencies. Toxic Leadership also includes behaviors that are demeaning, marginalizing, and/or coercive.	Higher likelihood of sexual assault and suicide, as well as lower levels of retention and readiness.
Workplace Hostility	Measures the degree to which individuals in the workplace act in a hostile manner towards others. It includes behaviors such as insults, sarcasm, or gestures to humiliate a member as well as perception of others interfering with one's work performance.	Lower levels of readiness and retention, as well as a higher likelihood of sexual harassment, sexual assault, and racial/ethnic harassment and discrimination.
Adapted from: Naval Surface Warfare Center, Port Hueneme Division. (2020, 2021, 2023). Defense Organizational Climate Survey		

#### **D. PROCUREMENT SURVEILLANCE PROGRAM INTERNAL SURVEY**

The PSP inspection is the primary tool NAVSEA Headquarters uses to assess procurement regulation adherence, procurement process compliance, and the culture of NAVSEA and its FPOs, and how well they are safeguarding delegated procurement authority (Commander, Naval Sea Systems Command, 2018).

Effective planning and careful preparation are essential prerequisites for navigating through a PSP inspection, demanding a considerable amount of time and effort. During the inspection process, the inspection team focuses on documentation and evidence of adherence with procurement law and regulation, and compliance with procurement policy



and processes. Findings resulting from the inspection are categorized using the Deputy Assistant Secretary of the Navy for Acquisition and Logistics (DASN (AP)) Procurement Performance Measurement and Assessment Program (PPMAP) Rating System, ranging from Strengths, Promising Practices, Best Practices, Significant Findings, Deficiencies, or Weaknesses. Corrective actions are required for Significant Findings and Deficiencies, while Weaknesses require recommendations for improvement. Ratings across four levels, ranging from “Highly Satisfactory,” “Satisfactory,” “Marginal,” and “Unsatisfactory” are assigned. In the event of a “Marginal” or “Unsatisfactory” rating, NAVSEA 02 will conduct a follow-up review within an expedited timeframe. Furthermore, consecutive “Satisfactory” ratings extend the duration between subsequent PSP inspections from three years to four years (Commander, Naval Sea Systems Command, 2018).

The instruction offers a list of questions to contemplate for assessing whether post-award service contract execution accountability and oversight processes are meeting the desired standards. Table 3 represents several questions for consideration.

Table 3. List of Questions

Are your CORs operating per the NAVSEAINST 4200.17 series
Has your activity’s COR received timely training and required refresher training
Is the activity using the Contracting Officer Representative Tracking Tool to make COR nominations and appointments
Are CORs operating in an environment where they can freely raise issues of concern regarding contractor performance and to exercise their authority as COR, even when it conflicts with customer or management viewpoints
Are CORs documenting the rationale they use to determine the appropriateness of an invoice? Are CORs keeping this documentation in the applicable COR file
Are CPARS ratings completed for all service contracts under your cognizance in a timely manner

The Contracts Department’s internal survey is administered to personnel within the department and external personnel from other departments within the organization. The survey uses a four-point numerical scale, ranging from 2 to –2. The results gathered are



used both for self-reporting to the PSP inspection team and as a tool for continuous self-improvement efforts.

The survey covers a range of topics related to the performance of the Contracts Department and its interaction with internal and external personnel. It examines aspects such as timeliness in meeting department goals, recognition of individual's efforts, communication regarding pending contract actions, collaboration efforts, utilization of technical expertise, and the availability of a supportive network. Additionally, it evaluates perceptions of its business acumen, its ability to balance creativity with sound judgement, and its effectiveness in contract administration. The survey also considers whether the Contracts Department is considered a valued partner. Tables 4 and 5 provide a list of questions included in the survey.

Table 4. Code 02's External Survey Questions

Code 02 Timely Meeting Dept. Needs
Code 02 informs me of the status of my pending contract actions
PHD Code 02 displays well-rounded business acumen
PHD Code 02 balances creativity with sound business judgement when developing alternatives to programmatic challenges
PHD Code 02 provides effective contract administration
I regard PHD Code 02 as my business partner
PHD Code 02 takes responsibility for and strives to improve my customer experience
PHD Code 02 conducts business operations in a professional and ethical manner
PHD Code 02 works well with our technical department managers to establish and execute contract milestones
My Contracting Officer utilizes the technical/program expertise of myself and my department
PHD Code 02 encourages and values creativity and innovation
I feel connected to my Code 02 contracting teammates in the current hybrid work environment
I have adequate access to my contracting officer in the current hybrid work environment
I am able to work comfortably with my Code 02 contracting teammates in the current hybrid work environment



Table 5. Code 02's Internal Survey Questions

My organization fosters a team environment
I am recognized for my efforts
My ideas are valued and supported
I have a network of people I can turn to if I need help
I am willing to accept new challenges
I understand how NAVSEA 02 Guidance relates to me
I know what the Code 02 Mission Goals are
I understand how my performance relates to the Code 02 Mission Goals
My organization is ethical and demonstrates integrity
My organization sets challenging goals
My organization's vision and values inspire my best performance
I understand the IDP Process
My IDP is reflective of what is needed for my development
I am able to get training courses to complete my DAWIA certification
I feel that the Code 02 training topics presented are relevant to my job
I feel that the Code 02 training presenters do a good job in presenting training material
I would be interested in presenting a training topic
My supervisor leads by example
My supervisor supports me
My supervisor gives feedback
My supervisor bases his/her decisions on facts
My supervisor genuinely cares about me
My supervisor knows how to handle their frustrations appropriately
My supervisor asks for my ideas
My supervisor is involved in my development
I influence the partnership between my organization and our customers
I am satisfied with the relationship between my organization and our customers
I am satisfied with the service I provide my customers
I am satisfied with the product I provide my customers
I am comfortable communicating regularly and openly with my customers
Training provided to our customers by Code 02 yields improvements in our relationships and work products
I feel connected to my teammates as we work in Code 02's hybrid work environment
I have adequate access to my supervisor in Code 02's hybrid work environment
I am able to work comfortably with my customers in Code 02's hybrid work environment



As evident from Tables 3 through 5, the Contracts Department formulates questions that correspond to those outlined in the PSP framework. This strategic alignment enables the department to effectively evaluate accountability and oversight processes pertaining to post-award service contract execution. By ensuring that the survey questions mirror the key aspects highlighted in the PSP guidelines, the Contracts Department can assess the adherence to established protocols and identify areas for improvement.

#### **E. RESEARCH REGARDING HERZBERG'S TWO-FACTOR MOTIVATION-HYGIENE THEORY**

Significant research into motivation theories and leadership has existed since the 1960s with various levels of importance placed on the internal and external spheres of control (Hur, Y., 2018). Public sector employees are often characterized as receiving lower pay, tolerating more bureaucracy and attempting to achieve more ambiguous goals than private sector employees (Hur, Y., 2018). Yet, studies have shown that people employed in the commercial industry are more satisfied than people employed within the private sector (Hur, Y., 2018).

Bassett-Jones and Lloyd jokingly explain this theory as follows: you can get a dog to move by kicking him or offering him a treat, both achieve the result and have lasting implications (Bassett-Jones et al., 2005). Within Herzberg's Two-Factor Theory of Motivation and Hygiene there are factors that motivate and demotivate, hygiene items. Motivators contribute to job satisfactory when they are present, while the absence of hygiene factors can lead to dissatisfaction with a position. This theory states that these factors are mutually exclusive and can increase and decrease independently (Nickerson, 2023). The combination of these factors can lead to either job satisfaction, dissatisfaction, or a combination of both.

Examples of motivating factors from this framework are recognition, achievement, responsibility, advancement, possibility for growth, flexibility, pride and the work itself. Improving the motivating factors is considered necessary to improve job satisfaction (Herzberg et al., 1959). The definitions and terms behind these factors have been updated





and changed through varying research applications but the foundational essence of these factors are items that satisfy the self-actualizing needs of the person.

Hygiene Factors are described as items that decrease job dissatisfaction. The term hygiene was chosen by the research team from the context of medical hygiene which attempts to remove health hazards from the environment (Herzberg et al., 1959). As opposed to motivators, which focus on the job itself, these factors describe the working conditions outside of the job itself (Nickerson, 2023). Hygiene factors include interpersonal relationships, salary, job security benefits, and bureaucracy.

Yongbeom Hur describes the balance of motivators and hygiene factors with the example of secure job status (Hur, Y., 2018). An employee will seek out a more secure job status but having a secure job status alone does not automatically satisfy an employee. While the specific factors that bring satisfaction to an employee may evolve over time and differ based on personal circumstances, the balance between motivators and hygiene factors can influence the likelihood of an employee remaining in their position (Nickerson, 2023). This balance can be seen in Figure 1.

Hygiene Motivating Factors		
Low Hygiene Factors	Comfortable but unfulfilling	Fun and exciting
	Miserable	Hard, yet meaningful
	Low	High
	Motivating Factors	

Figure 1. Hygiene-Motivator Factors Source: Nickerson (2023).

## F. NAVSEA NSWC PHD COR TRAINING

Workforce retention plays a crucial role in the success and effectiveness of organizations and for purposes of this research paper, more specifically at Naval Surface Warfare Center, Port Hueneme Division (NSWC PHD). In the past, high turnover rates



have had significant negative impacts on operational readiness and overall mission accomplishment at NSWC PHD. Therefore, adopting effective strategies to improve workforce retention is of utmost importance. For instance, one of the key strategies is the establishment of a comprehensive training plan. The plan should clearly outline the required courses and skills for each position within NSWC PHD. By ensuring that all personnel receive the necessary training, employees can feel competent and confident in their roles, ultimately leading to higher job satisfaction as observed by Hertzberg's motivation theory (Hertzberg et al., 1959) where increased training has been shown to positively correlate with higher job satisfaction levels improved retention rates among employees.

Naval Sea Systems Command (NAVSEA) issued a policy, the NAVSEA Contracting Officers' Representative (COR) Instruction 4200.17G, dated April 2020, that provides guidelines and procedures for management and implementation of the COR program within NAVSEA. The instruction outlines the qualifications, responsibilities, and breaks down training requirements for CORs, who serve as the primary liaison between the contracting office and the contractor during the performance of a contract. Instruction 4200.17G aims to ensure that CORs are properly trained and empowered to effectively perform their duties, thereby promoting the successful execution of contracts and the achievement of program objectives within NAVSEA (Commander, Naval Sea Systems Command, 2020).

According to NAVSEA COR Instruction 4200.17G, mandatory COR training requirements "vary based on the contract work standard" (i.e., Type A, B, or C) (Commander, Naval Sea Systems Command, 2020). For instance, "Type A Standard work is generally fixed-priced contracts without incentive or award fees and low performance risk." Training requirements include COR related courses in addition to NAVSEA COR Supplemental Training. This course is conducted by NAVSEA personnel certified to teach the course. "Type B work is generally awarded as fixed-price contracts with incentive or award fees, fixed-price contracts with other than low performance risk and other than fixed priced contracts." This training consists of everything in Type A, in addition to NAVSEA



COR Supplemental Training conducted by NAVSEA personnel certified to teach the course.

Therefore, investing in an ongoing professional development program is a crucial strategy to enhance employee retention. (Ortega, 2018). Providing opportunities for employees to continuously enhance their skill sets demonstrates the organization's commitment to their growth and development. This can lead to increased job satisfaction, motivation, and a sense of loyalty among employees, further contributing to improved employee retention. To ensure the effectiveness of training programs and identify areas for improvement, Smith suggests implementing a systematic tracking system. This system can monitor the impact of training programs on workforce performance and retention. The data collected through such tracking systems helps to identify trends and determine whether adjustments are needed in the training approaches employed. (Ortega, 2018).

In 1990, Congress passed into law the Defense Acquisition Workforce Improvement Act consisting of established education and training standards, requirements and courses. The Defense Acquisition University's (DAU) DAWIA Certification is a professional certification program was established to "enhance the skills and capabilities" of the acquisition workforce within the DOD and ensure effective acquisition outcomes. The program is administered by the DAU, the primary training institution for DOD acquisition professionals. DAU provides a structured curriculum and training courses that cover various acquisition career fields and levels of responsibility. (DAU, 2024). However, for purposes of this research paper, the focus is on the Contracting career path as it relates to CORs within NSWC PHD. The COR certification standards required by DAWIA, include Contract Foundational skills, from pre award, award and post award, in addition to a Contracting Certification exam.

Historically, DAWIA Certification has been instrumental in improving the DOD workforce's acquisition capabilities. It has helped to professionalize the acquisition workforce by establishing standardized competencies and professional development requirements. This has resulted in a more skilled and knowledgeable workforce, capable of effectively managing defense contracts and acquisitions.



The certification program has enhanced the workforce's ability to navigate the complexities and challenges associated with government contracting. It ensures that professionals have a solid understanding of the acquisition process, contract formation, legal considerations, and other critical aspects of the field. While it is challenging to attribute all improvements to DAWIA Certification alone, there is evidence to suggest that the program has had a "positive impact on the DOD's acquisition workforce." It has helped to build a stronger foundation of knowledge and best practices, contributing to a more competent and capable acquisition workforce within the DOD. (DAU, 2024)

The GAO released a report in 2012 titled "PROCUREMENT Actions Needed to Enhance Training and Certification Requirements for Contracting Officer Representatives." This report evaluates the certification programs for the DOD acquisition workforce.

According to the GAO (2012), the DOD has indeed made improvements in its certification programs for the acquisition workforce. The report states that DOD has enhanced its training and workforce standards, specifically in the areas of contracting training and certification for CORs. However, the report also identifies several key areas where further actions are needed to ensure the effectiveness of these programs. For instance, enhancing the training and certification process for CORs: The report emphasizes the significance of providing comprehensive training to CORs and the crucial role they play in contract management. It suggests that CORs should receive proper training and certification to fulfill their duties effectively. Secondly, the implementation of clear standards for COR certification; the report recommends the establishment of clear standards for the certification of CORs. This would ensure that individuals in these roles have the necessary skills and knowledge to effectively manage contracts. (Smith, 2011)

The Federal Acquisition Institution (FAI) program offers the Federal Acquisition Contracting for Contracting Officer's Representative (FAC-COR) program, as established in 2010 by the FAI in collaboration with the Office of Federal Procurement Policy (OFPP). This program aims to professionalize and enhance the capabilities of individuals serving as CORs within federal agencies. The purpose of the FAC-COR program is to provide



training, education, and certification for individuals who are responsible for performing oversight and management of federal contracts on behalf of the government. This certification program ensures that federal CORs have the necessary skills and knowledge to effectively carry out their duties in monitoring contract performance, quality assurance, and contract administration. (FAI, 2024)

Per the FAI, the FAC-COR certification consists of three levels—Level I, II, and III. Each level has specific training requirements that cover topics such as contract administration, acquisition planning, performance-based contracting, and more. Individuals seeking FAC-COR certification are required to complete the appropriate training courses and meet certain experience requirements. The training covers topics such as: Introduction to Federal Acquisition, not limited to, COR Roles and Responsibilities, COR Ethics, Monitoring Contractor Performance, among other required topics related to Contract Performance and Closeout. The higher the level, the further it enhances the capabilities of the CORs in contract administration, Contract Pricing and Negotiation, Contract Financing, contract changes and modifications and disputes.

In summary, additional training such as FAI FAC-COR certification and related training can benefit NSWC PHD CORs by equipping the COR workforce with the necessary skills, knowledge, and credentials to excel in their roles, improve contract performance, and advance their careers.(Ortega, 2018) As we considered the benefits NSWC PHD CORs could potentially gain, we also analyzed some of the key differences in the various certifications considered as stated below:

While analyzing both the FAI FAC-COR and DAWIA certification, it was concluded that FAI FAC-COR certification is applicable to civilian agencies, while DAWIA certification is specific to the DOD. FAI FAC-COR certification allows for broader applicability across various civilian agencies, offering more diverse career opportunities beyond the DOD. Although it was observed, FAI FAC-COR may not fully address the specific needs and requirements of contracting within the DOD since it focuses on civilian agencies and their unique procurement processes.



However, the Department of Defense Instruction (DODI) 5000.72, DOD Standard for Contracting Officer's Representative (COR) Certification is a policy directive specific to the DOD acquisition workforce's career development and certification. This instruction "establishes policies and standards" and "provides procedures to certify CORs." The FAI FAC-COR and DAWIA certification both align with the DODI 5000.72 by "providing training and certification options within the DOD's acquisition workforce." This instruction ensures that the career development and certification programs are tailored to the specific needs of the DOD and its acquisition processes. However, it does not specifically address the broader civilian agency contracting practices, limiting the applicability of the certification to the DOD acquisition workforce.

Overall, the key differences lie in the scope and focus of the certification programs. FAI FAC-COR certification caters to civilian agencies, offering diverse career options, while DAWIA certification and DODI 5000.72 focus on the DOD's specific acquisition workforce needs. NSWC PHD CORs would benefit from DODI 5000.72 by having certification programs tailored to their unique DOD requirements while potentially considering FAI FAC-COR for broader career prospects beyond the DOD.

Table 6. Pros and Cons of FAI FAC-COR, DAWIA Certification and DODI 5000.72

Certification	PROS	CONS
FAI FAC-COR	Broader applicability across various civilian agencies.	May not fully address the specific needs and requirements of the DOD.
DAWIA Certification	Specifically designed for the DOD acquisition workforce.	Limited to career opportunities within the DOD.
DODI 5000.72	Specifically tailored to the needs of the DOD acquisition workforce.	Does not cover broader civilian agency contracting practices.



However, NAVSEA can benefit from establishing partnerships and engaging in knowledge sharing with other warfare centers, in addition to the Army and the Air Force. Sharing best practices in training and employee retention can help leverage successful initiatives implemented by other organizations. Collaboration in this regard fosters a culture of continuous improvement and ensures that NSWC PHD remains updated with the latest strategies to enhance employee retention (Smith, 2011).

Establishing a robust career development and succession planning framework is highly significant in improving workforce retention. Employees who can see clear progression paths and opportunities for growth within the organization are more likely to stay engaged and committed. By actively supporting employees' career advancement, the NSWC PHD can increase its ability to retain skilled and motivated personnel (Smith, 2011).

Therefore, improving workforce retention within NSWC PHD is crucial for maintaining operational readiness and ensuring mission success. The strategies outlined by Smith, 2011, offer effective approaches to enhance workforce retention. By implementing a comprehensive training plan, investing in ongoing professional development, monitoring and evaluating training initiatives, engaging in partnerships and knowledge sharing, and establishing a solid career development and succession planning framework, NSWC PHD can foster a more motivated and loyal workforce. These strategies contribute to higher workforce retention rates and ultimately lead to increased operational effectiveness. By prioritizing and implementing these strategies, the NSWC PHD can ensure the long-term success of its personnel and the organization as a whole.

## **G. CHAPTER CONCLUSION**

Our literature review was able to reinforce the concept that the COR workforce is critical to the success of government acquisitions. Many studies have been conducted that evaluate the COR workforce through a variety of lenses to address issues with training, competency development and retention. Currently, the DOD relies heavily upon the DEOCS, and the PSP surveys to assess the quality of life within the broader DOD workforce. While insightful, these surveys are focused primarily on what a command, can



and should be providing for their employees rather than motivation aspects of the work performed.

Within our research, we found that Herzberg's Two-Factor Motivation-Hygiene Theory proves to be a successful tool to assess a variety of workforce sectors. This framework allows a workforce to identify key areas, both internally and externally, that are required for personnel to remain healthy and motivated within a workplace. When we evaluate the COR workforce through the lens of Herzberg's Two-Factor Motivation-Hygiene Theory we found that the traditional method for assessing workforce health within the DOD, such as the DEOCS and the PSP, were focused primarily on the hygiene factors. Hygiene factors focus primarily on external motivators. Prior research has proven that when an organization focuses too highly on hygiene factors and not enough on motivators the workforce becomes comfortable but unfulfilled (Nickerson, 2023). This was identified as a potential root cause of the frequent turnover rates we are seeing within the COR workforce.





## **IV. SURVEY RESULTS**

### **A. DEFENSE ORGANIZATIONAL CLIMATE SURVEY**

The Defense Organizational Climate Survey (DEOCS) is a congressionally mandated, yearly Department of Defense (DOD) wide climate survey that collects anonymous information regarding specific unit climate, harassment and discrimination, diversity and inclusion, and other aspects of organizational climate. The DEOCS are organized into Protective Factors and Risk Factors (Naval Surface Warfare Center, Port Hueneme Division, 2020, 2021, 2023). Protective Factors are developed to monitor conduct and culture indicators that are associated with positive outcomes; while risk factors are associated with negative outcomes for an organization. Higher ratings on protective factors are correlated with improved performance and higher retention. These are also linked to a lower likelihood of outcomes such as suicide, sexual harassment, and sexual assault. Protective factors include Morale, Fair Treatment, Work-life Balance, Inclusivity, Connectedness, Engagement and Commitment to the organization. Risk Factors include Stress, Presence of Harassing Behaviors, Hostility and Toxic Leadership (Naval Surface Warfare Center, Port Hueneme Division, 2020, 2021, 2023).

As part of our research, we evaluated three years of DECOS results, FY2022 through FY2024. A larger depiction of the figures is provided in the “Survey Results” appendix.



DEOCS - Motivator Factor Score

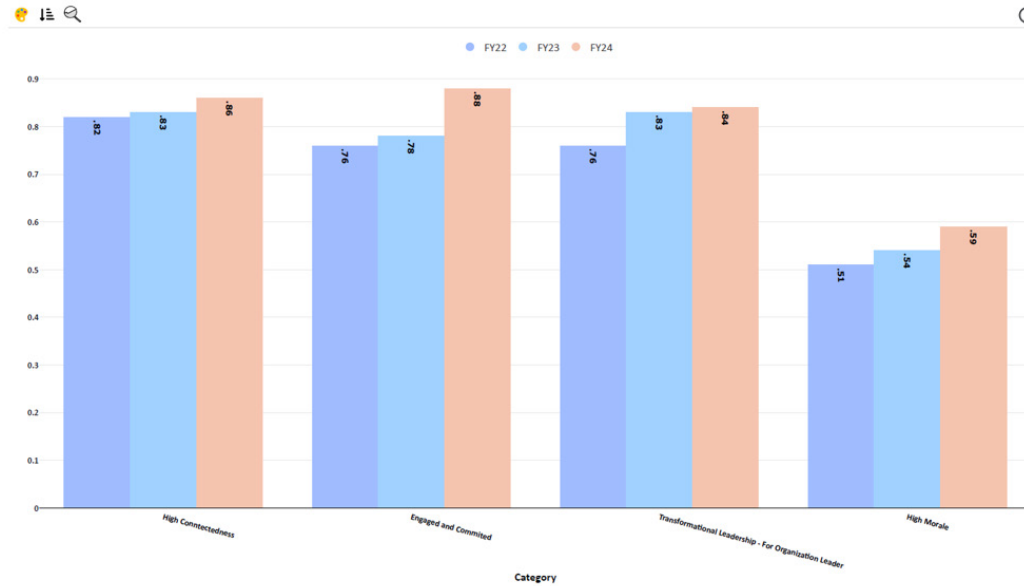


Figure 2. DEOCS Motivator Factor Survey Results. Adapted from S. Aguilar (personal communication, September 6, 2022, May 5, 2023, November 27, 2023)

DEOCS - Hygiene Factor Score

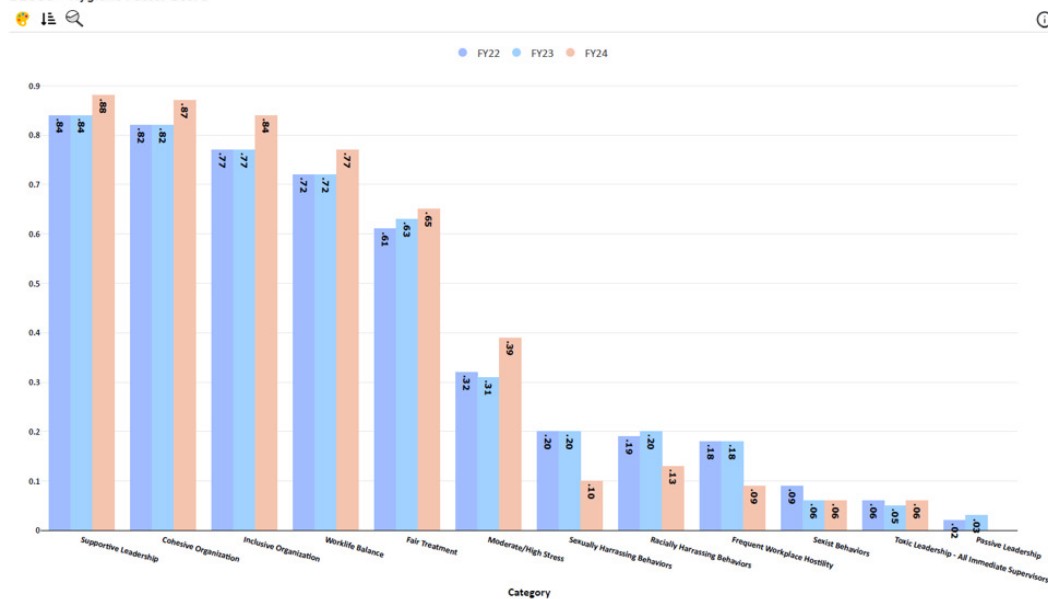


Figure 3. DEOCS Hygiene Factor Survey Results. Adapted from S. Aguilar (personal communication, September 6, 2022, May 5, 2023, November 27, 2023)

In comparing the results of three years of DEOCS surveys to the Herzberg's Two-Factor Theory of Motivation and Hygiene, we broke the DEOCS results into categories that supported motivation factors, Figure 2, and categories that supported hygiene factors, Figure 3. We found that a majority of the DEOCS survey questions are driven towards topics that support workforce hygiene areas. Workplace Hygiene Factors are described as items that decrease job dissatisfaction and are often tied to extrinsic motivators.

When reviewing the data from this perspective we are able to discern that command leadership is incentivized to address workplace hygiene issues as a priority and motivational factors at a smaller scale. Figure 1 demonstrates that when a position has a high focus on hygiene items and a low focus on motivators the position becomes viewed as comfortable but unfulfilling (Nickerson, 2023). The results of this comparison support our theory that a focus on hygiene factors is a potential root cause of the frequent turnover rates we are seeing with in the COR workforce.

## **B. PROCUREMENT SURVEILLANCE PROGRAM INTERNAL SURVEY**

The Contracts Department conducts an annual internal survey, although there have been occasional gaps, which includes personnel within the department as well as external individuals within the organization. The results gathered are used both for self-reporting to the Procurement Surveillance Program (PSP) inspection team and as a tool for continuous self-improvement efforts.

The survey covers a range of topics related to the performance of the Contracts Department and its interaction with internal and external personnel. It covers various aspects of the departmental performance and interactions with internal and external individuals within Naval Surface Warfare Center Port Hueneme Division (NSWC PHD). The findings indicate that while the external survey solely focuses on hygiene factors, the internal survey predominately focuses on hygiene factors but also includes motivator factors. However, the emphasis on identifying hygiene factors without giving equal attention to motivator factors leaves it susceptible to job dissatisfaction and subsequent employee turnover.



These findings align with Herzberg’s theory, suggesting that by addressing hygiene factors, organizations can identify areas of discontent among employees. For instance, if employees express concerns about poor communication and limited advancement opportunities, an organization can improve transparency and career development paths.

While addressing hygiene factors is crucial for preventing dissatisfaction, Herzberg emphasizes the importance of motivator factors such as recognition, challenging work, and opportunities for growth. Incorporating these factors into workplace practices is vital for fostering greater employee engagement and productivity. Focusing solely on hygiene factors can lead to several negative outcomes, such as limited understanding of motivation, short-term solutions, missed opportunities, high turnover, and lower engagement levels. Therefore, organizations must address both hygiene and motivator factors to create an environment where employees feel appreciated, motivated, and empowered to achieve their fullest potential.

As part of our research, we analyzed survey results for Internal FY20 and FY23, with no data available for FY19. Additionally, we analyzed external FY19, FY20, and FY23 survey results. A larger depiction of the figures is provided in the “Survey Results” appendix.

Figure 4 illustrates the results related to motivator factors. In FY20, scores range from 1.09 to 1.69, with an outlier at 0.22. By FY23, they span from 1.39 to 1.73, with an outlier at 0.43, indicating a moderate improvement over this period. This observation is noteworthy because motivator factors, such as recognition and growth opportunities, play a fundamental role in promoting employee engagement and job satisfaction. The upward trend in scores suggests that efforts to enhance motivator factors within the organization may be yielding positive results, potentially leading to a more motivated and committed workforce.



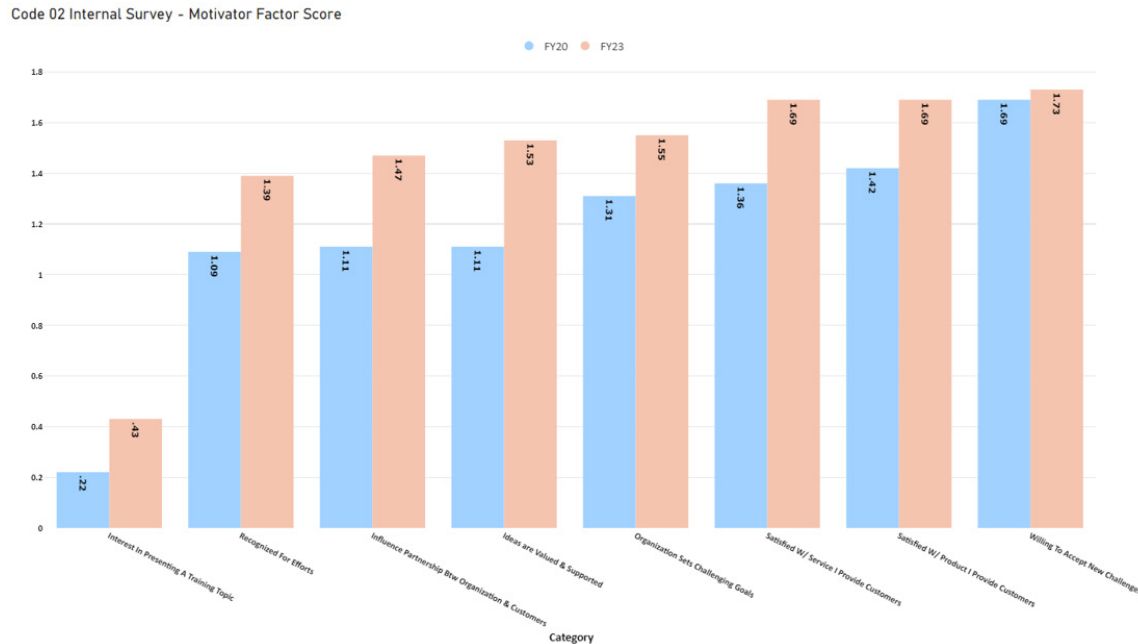


Figure 4. Code 02's Internal Survey Motivator Factor Survey Results.  
Adapted from S. Aguilar (personal communication, December 2019,  
December 2022)

Conversely, Figure 5 presents the findings aligned with hygiene factors. The score ranges are similar to those in Figure 5, showing some improvement from FY20 to FY23. This trend is significant because hygiene factors, including workplace conditions and policies, form the foundation of employee satisfaction and well-being. The observed improvement suggests that initiatives aimed at addressing hygiene factors may be positively impacting the overall work environment, potentially leading to higher levels of employee satisfaction and morale.

Code 02 Internal Survey - Hygiene Factor Score

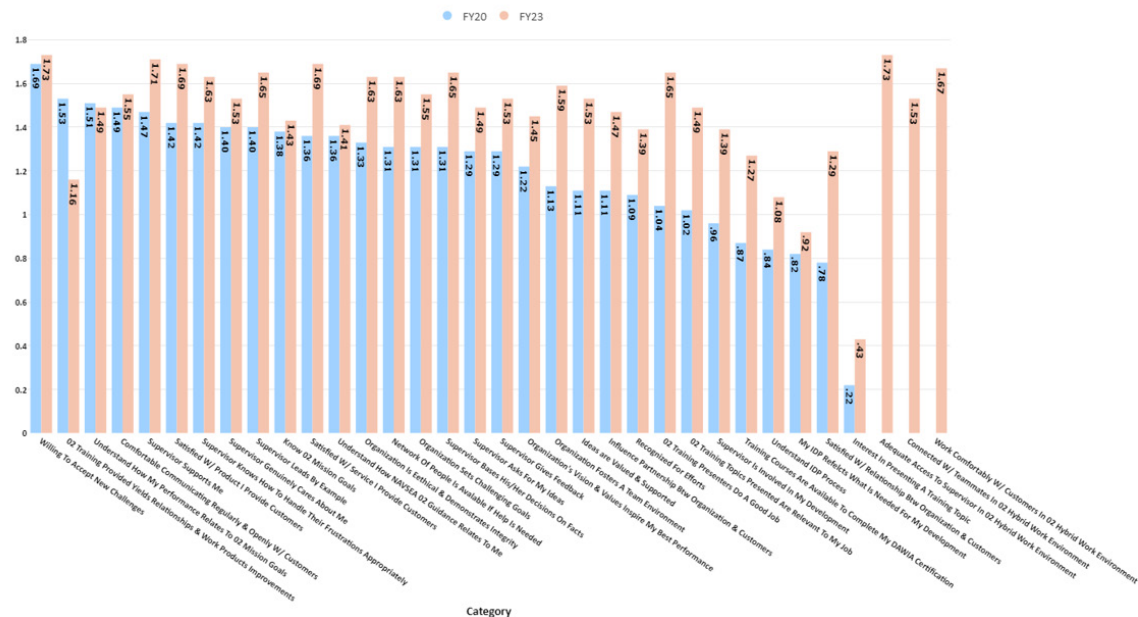


Figure 5. Code 02's Internal Hygiene Factor Survey Results. Adapted from S. Aguilar (personal communication, December 2019, December 2022)

Figure 6 highlights findings related to hygiene factors relevant to external individuals within NSWC PHD. During FY19, satisfaction levels with these factors varied from 0.70 to 1.40, suggesting a moderately high satisfactory degree of contentment. However, there is a decrease in scores in FY20, ranging from 0.49 to 1.15, suggesting a decline in satisfaction with the organizational environment during that period. Nonetheless, there is some improvement from FY20 to FY23, indicating efforts to address issues and enhance hygiene factors. The decrease in scores from FY19 to FY20 may reflect challenges or shortcomings within the organization that need to be addressed to improve employee satisfaction and overall organizational performance.

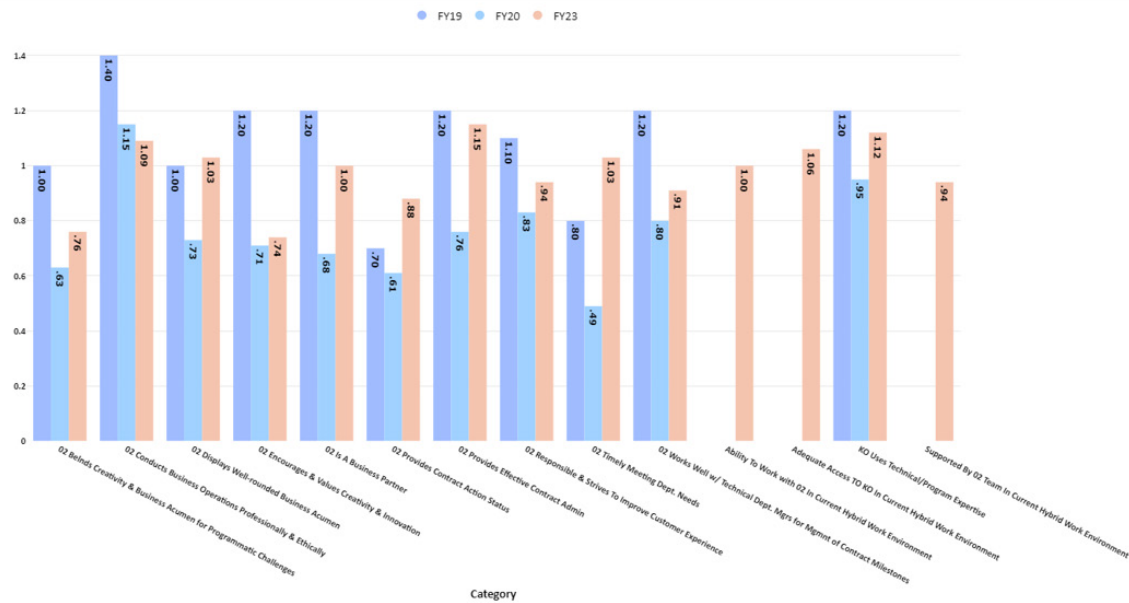


Figure 6. Code 02's External Survey Hygiene Factor Survey Results.  
Adapted from S. Aguilar (personal communication, December 2018,  
December 2019, December 2022)

### C. HERZBERG'S EVALUATION OF COR ROLES

The COR's responsibility for overseeing contracts and ensuring compliance with terms and conditions aligns with Herzberg's hygiene factors (Bassett-Jones et al., 2005). The lack of clear contract oversight and potential non-compliance issues can contribute to dissatisfaction among both the government and contractors. Herzberg's assertion that these hygiene factors, when lacking or inadequate, can lead to job dissatisfaction, underscoring the crucial role of effective contract oversight for overall job satisfaction within the COR role.

Next, the comprehensive understanding of the acquisition life cycle required by CORs can be considered a motivator. Herzberg's motivators, such as personal growth and a sense of achievement, come into play as CORs explore into the intricacies of contracts (Bassett-Jones et al., 2005). Herzberg's article emphasizes that motivators are intrinsic elements that drive job satisfaction, and the COR's ability to contribute meaningfully to the contract process aligns with this concept.

The COR's ability to contribute meaningfully to the contract process aligns with Herzberg's Two-Factor Motivation-Hygiene Theory, specifically with the motivator factors identified in the theory. Herzberg proposed that motivator factors, such as achievement, recognition, the work itself, responsibility, advancement, and growth, are intrinsic elements that lead to job satisfaction.

Contributing meaningfully to the contract process involves actively engaging in various aspects of contract management, including oversight, compliance, and communication. Thus, this engagement aligns with Herzberg's motivator factors in various ways.

For instance, the COR, by overseeing contracts and ensuring compliance with terms and conditions, achieves a sense of accomplishment. Successfully navigating the complexities of contract management, resolving issues, and ensuring adherence to standards can be personally fulfilling for the COR. This sense of achievement serves as a motivator according to Herzberg (Bassett-Jones et al., 2005).

Effectively performing the role of a COR often involves being recognized for one's contributions to the contract process. Recognition may come from superiors, colleagues, or external stakeholders who acknowledge the COR's role in ensuring smooth and successful contract execution. Herzberg argued that recognition is a powerful motivator, contributing to job satisfaction (Bassett-Jones et al., 2005).

The intrinsic nature of the work itself can be a motivator for the COR. Understanding the intricacies of the acquisition life cycle, dealing with technical specifications, financial requirements, and performance metrics, and serving as an intermediary in communication between contractors and contracting officers contribute to the meaningfulness of the work. Herzberg emphasized that finding the work itself inherently rewarding is a key motivator (Bassett-Jones et al., 2005).

A comprehensive understanding of the acquisition life cycle and evolving responsibilities within the COR role allows for personal growth. As the COR delves into the complexities of contracts and hones their skills in communication and oversight, they





experience professional development and personal growth. Herzberg identified personal growth as a motivator that enhances job satisfaction (Bassett-Jones et al., 2005).

The intrinsic rewards associated with achievement, recognition, the nature of the work, and personal growth contribute to a positive work environment and support the overall satisfaction and motivation of the COR within the context of contract management.

Furthermore, the role of CORs as intermediaries who facilitate communication between contractors and contracting officers aligns with Herzberg's motivators. Effective communication and collaboration contribute to a positive work environment, enhancing the intrinsic value of the job. Recognition and appreciation for the COR's role in facilitating smooth interactions act as motivators, supporting Herzberg's contention that factors influencing job satisfaction are rooted in intrinsic aspects of the job.

Moreover, the challenges associated with frequent turnover within the COR field at NSWC PHD are relevant to Herzberg's hygiene factors. High turnover rates can lead to disorderly contract documentation, increased workloads for other team members, and potential hurdles in maintaining compliance—factors that contribute to job dissatisfaction. Herzberg's theory, when applied to the observed turnover challenges, provides a lens to understand the potential sources of dissatisfaction within the COR role (Bassett-Jones et al., 2005).

Connecting this analysis with Bassett-Jones et al.'s 2005 article, which explores the enduring relevance of Herzberg's motivation theory, emphasizes the continued applicability of Herzberg's framework to contemporary organizational dynamics (Bassett-Jones et al., 2005). The exploration of motivators and hygiene factors within the COR's roles and responsibilities aligns with Herzberg's enduring perspective on the intrinsic and extrinsic elements shaping job satisfaction and dissatisfaction. By leveraging Herzberg's theory, this analysis provides a comprehensive view of the interplay between job satisfaction, dissatisfaction, and historical performance, contributing to a nuanced understanding of the COR role within NSWC PHD.



## **D. CHAPTER CONCLUSION**

In conclusion, the DEOCS provides valuable insights into the DOD organizational climate, highlighting factors influencing performance and retention. Our analysis of three years of DEOCS data, alongside Herzberg's Two-Factor Theory, revealed a focus on hygiene factors, potentially overlooking key motivators crucial for employee satisfaction and retention. Similarly, our analysis of the PSP survey indicated a similar emphasis on hygiene factors, neglecting essential motivators. Herzberg's theory emphasizes addressing both hygiene and motivator factors to foster a positive work environment and reduce turnover.

Exploring the COR's roles through Herzberg's theory revealed how elements like meaningful work and recognition align with motivators, enhancing job satisfaction. Conversely, turnover challenges in the COR field suggest issues with hygiene factors. Connecting our findings with Bassett-Jones et al.'s insights highlights Herzberg's continued relevance in understanding organizational dynamics. This thorough analysis provides NSWC PHD with valuable insights to improve employee retention strategies and bolster organizational resilience amidst turnover challenges.



## **V. CONCLUSION AND RECOMMENDATIONS**

### **A. CONCLUSION**

Maintaining a consistent and skilled contracts team, which encompasses contracting officer's representative (CORs), is crucial for optimal contract performance and compliance with regulations such as the Federal Acquisition Regulation (FAR). It has been found that there is a direct correlation between the amount of experience a COR has to the quality of output the government receives in a contract, measured by the Contractor Performance Assessment Reporting System (CPARS) and Quality Assurance Surveillance Program (QASP) feedback (Ortega, 2018). While the need is well recognized, how to properly train and equip these positions has been studied from many angles.

Herzberg's Two-Factor Theory of Motivation and Hygiene first published in the 1950s is the result of research, which attempted to document why employees stay in a position or leave (Herzberg et al., 1959). This study looks at the extrinsic and intrinsic factors that causes a person to be motivated or dissatisfied with a given position. We utilized this research to investigate what the Naval Surface Warfare Center Port Hueneme Division (NSWC PHD) COR workforce leadership needs to address to improve retention within this critical position. We analyzed the command Defense Organizational Climate Survey (DEOCS), over a period of three years, as well as an assessment of the roles and responsibilities as tied to Herzberg's Two-Factor Theory. Additionally, we analyzed survey results for Procurement Surveillance Program (PSP) Internal for FY20 and FY23, with no data available for FY19. Additionally, we analyzed External FY19, FY20, and FY23 survey results.

We found that traditional command assessment tools focused heavily on workforce hygiene issues, extrinsic in nature. Based on research focusing to highly on hygiene items results in a workforce that is comfortable but unfulfilled (Nickerson, 2023). Additionally, we found that while studying the duties of a COR that some elements of the work could have negative impacts on motivational factors such as the desire for recognition, achievement and growth.



Research conducted by GALLUP revealed that 48% of individuals are looking for a different job. It categorized the reasons for leaving a job to shed light on trends. It grouped these reasons into broader themes like “Engagement and Culture” and “Wellbeing and Work-Life Balance.” Together, these themes make up 66% of the total reasons employees departed their roles in 2022. Notably, “Engagement and Culture” took the lead, constituting 40% of the reasons, closely followed by “Wellbeing and Work-Life Balance” at 26%. This data underscores that a significant proportion of turnover is driven by concerns related to workplace environment, culture, and maintaining a healthy work-life balance. In contrast, factors like “Pay/Benefits” represent a smaller fraction, underscoring the broader spectrum of job satisfaction elements beyond monetary rewards in retaining talent (Gallup, n.d.).

“Engagement and Culture” and “Wellbeing and Work-Life Balance” are primarily driven by motivator factors rather than hygiene factors according to Herzberg’s theory. Motivator factors, like challenging work, recognition, growth opportunities, and a supportive work environment, influence job satisfaction. These elements contribute to employees feeling connected to their work, valued, and able to effectively manage both work and personal life. Although, they can prevent dissatisfaction by addressing hygiene factors, their primary effect is to motivate employees and increase overall job satisfaction.

## **B. RECOMMENDATIONS**

The recommendations presented in this section stem from the comprehensive analysis and findings detailed in the preceding chapters. These recommendations aim to address the identified gaps and challenges within the Contracting Officer’s Representative (COR) community at Naval Surface Warfare Center Port Hueneme Division (NSWC PHD), where high turn-over rates continue to be a critical factor in the mismanaging of documentation hindering the operational efficiency of contract administration at NSWC PHD.

Our current methods of workforce assessments focused heavily on workforce hygiene issues, extrinsic in nature. Based on research, an organization that focuses on hygiene items only results in a workforce that is comfortable but unfulfilled (Nickerson, 2023). Creating a workforce that has both hygiene and motivational items addressed will



increase retention. To address the finding we have developed the following five recommendations to improve retention within the COR competency:

Finding 1: In addition to NSWC PHD's already established unique COR certification requirements we did not find record that NSWC PHD policy has engaged with other Acquisition Career Managers or agencies to obtain approval for FAC-COR training certification accessibility to NSWC PHD COR workforce for collaboration that supports a clear career path for upward mobility. As a result, this hinders the opportunity to improve the overall capabilities and understanding of CORs, enabling them to more effectively manage contracts and support contracting officers.

Recommendation 1:

We propose development of a structure that allows the assignment contracts to CORs based on their skills and growth potential, providing opportunities for them to expand their expertise and knowledge. Provide challenging contracts that allow CORs to apply their expertise, solve problems and contribute to outcomes. Empower CORs to make decisions within their delegated authority, supporting them to effectively manage contracts and resolve issues independently.

We recommend NSWC PHD's Policy team to engage with the appropriate Acquisition Career Managers or appropriate agencies to obtain approval for FAC-COR training certification accessibility to NSWC PHD COR workforce. Given approval is obtained, it is recommended that our Policy team develops a training program related to FAC-COR certification as deemed appropriate. Training structures such as the FAC-COR certification or completing relevant COR-related training can bring several benefits to NSWC PHD's CORs. FAC-COR certification and training programs provide comprehensive and up-to-date knowledge of contracting and acquisition processes. This helps improve the overall capabilities and understanding of CORs, enabling them to more effectively manage contracts and support acquisition efforts.

The FAC-COR certification ensures that CORs meet the mandatory training requirements set forth by federal agencies. This helps the command demonstrate compliance with regulations and maintain a high level of professionalism in contract



administration. With the knowledge gained from FAC-COR certification and training, CORs can better monitor and evaluate contractor performance. This can lead to increased accountability, improved contract outcomes, and better value for the organization. Additionally, CORs can demonstrate a commitment to professional development and open opportunities for career advancement within NSWC PHD or in the broader federal acquisition workforce. It can also enhance credibility and professional reputation among the NSWC PHD Contracts community (Ortega, 2018).

Finding 2: The study found the current setting lacks a centralized online platform for knowledge-sharing within the COR community that fosters recognition of excellent work. This deficiency restricts the efficient dissemination of best practices and hinders the acknowledgement and collective achievements, thus missing opportunities to enhance performance through shared learning and recognition.

#### Recommendation 2:

To establish a centralized online platform where individuals can share best practices and innovative ideas. This platform should include discussion forums and document repositories to facilitate collaboration. Encouraging participation is crucial to creating a culture of knowledge exchange; recognizing and celebrating individuals who consistently contribute valuable insights can motivate others to actively engage. Implementing a recognition system that highlights outstanding contributions and peer-to-peer recognition can further incentivize the COR workforce to share their expertise. Continuous improvement is key to sustaining the program's effectiveness, and feedback from fellow CORs can guide enhancements to ensure relevance and engagement over time. Through these strategies, a knowledge-sharing program that not only promotes collaboration but also acknowledges exceptional work within the COR community can be developed.

Finding 3: The current setting does not have a Recognition program established within the COR community that highlights achievements and contributions of CORs through agency-wide announcements.



### Recommendation 3:

To establish an annual or quarterly awards program to recognize outstanding performance by CORs in areas such as contract management, oversight, compliance, problem-solving, or innovation. Provide incentives, financial or time off, to CORs that consistently achieve results in their roles. Highlight achievements and contributions of CORs through agency-wide announcements. Furthermore, institute a distinguished “COR of the Year” award at the command level to recognize the outstanding performer. This individual must demonstrate exceptional results and innovative approaches, exemplifying the fundamental principles of the COR role.

Finding 4: The command currently does not have a Self-Assessment of Motivational Criteria metric that tracks motivational elements within the DEOCS and PSP frameworks. This absence impedes the ability to effectively gauge and enhance motivational elements crucial for overall morale and performance. Consequently, without this metric, there is a missed opportunity to identify and address factors that could significantly boost motivation and retention.

### Recommendation 4:

We recommend designing specific survey questions and assessment criteria that focus on motivation-related aspects. This can be achieved by integrating motivational elements into both the DEOCS and PSP inspection. The integration of motivational elements into the two frameworks aligns well with Herzberg’s Two-Factor Theory of Motivation hygiene. Herzberg proposed that there are certain factors, known as hygiene factors, that can cause dissatisfaction if absent but do not necessarily lead to motivation if present. These hygiene factors include aspects such as job security, work conditions, company policies, salary, and interpersonal relationships.

For example:

#### *a. For the DEOCS,*

1. Introduce a new section within the survey that specifically addresses motivational factors, including questions on job satisfaction, career



development opportunities, and manager support. Adding survey questions related to motivation, for instance, “I feel motivated to perform my best at work” or “I am satisfied with the level of recognition and rewards for my contributions.”

2. Analyze existing Protective Factors and Risk Factors to identify elements that inherently reflect motivational aspects, such as morale, engagement, and commitment. Enhance these factors by including sub-questions or indicators related to motivation.

***b. For the PSP inspection,***

1. Include a section in the inspection process that assesses the motivational climate within NAVSEA 02 and its FPOs. This can involve interviews, surveys, or focus groups to gather feedback on motivational factors.
2. Evaluate the procurement practices and compliance in alignment with motivation principles, such as fair treatment, career advancement opportunities, and recognition programs that encourage positive behavior.
3. Develop specific evaluation criteria related to motivation, such as employee engagement levels, perceived recognition for achievements (ex. COR of the Year Program), and alignment of organizational goals with individual motivations.

By incorporating motivational elements into both the DEOCS and PSP inspection, NSWC PHD can gain insights into COR motivation levels, identify areas for improvement, and enhance overall workforce satisfaction and performance. As reported, previous studies have shown this can help strengthen the organizational climate and promote a culture of motivation and engagement within the COR workforce. This holistic approach has contributed to a positive organizational climate, higher workforce morale, and improved performance.

Finding 5: Findings in this report reveal that insufficient leadership engagement significantly contributes to low employee retention rates. The low active leadership





participation in COR workforce development and engagement strategies inadvertently foster a disengaged workforce. Consequently, this lack of involvement leads to higher turnover rates, as individuals feel undervalued and unsupported in their roles.

Recommendation 5:

To improve engagement and nurturing a positive workplace culture. Effective leadership plays a pivotal role in creating an environment conducive to productivity. Providing leadership-training programs equips managers with vital communication skills, team motivation techniques, and empowerment strategies. Building trust is essential, achieved through transparency in decision-making processes, policies, and organizational changes. Engaging employees in decision-making and promptly addressing their concerns cultivates trust. Instituting a culture of ongoing feedback, including regular performance evaluations and avenues for employee input, promotes engagement and continuous improvement in the workplace. This could be addressed through reintroduce pre-COVID team-building activities and social events to bolster camaraderie and reinforce relationships among colleagues. These activities provide valuable opportunities for relaxation and open communication, offering insights into the prevailing organizational culture.



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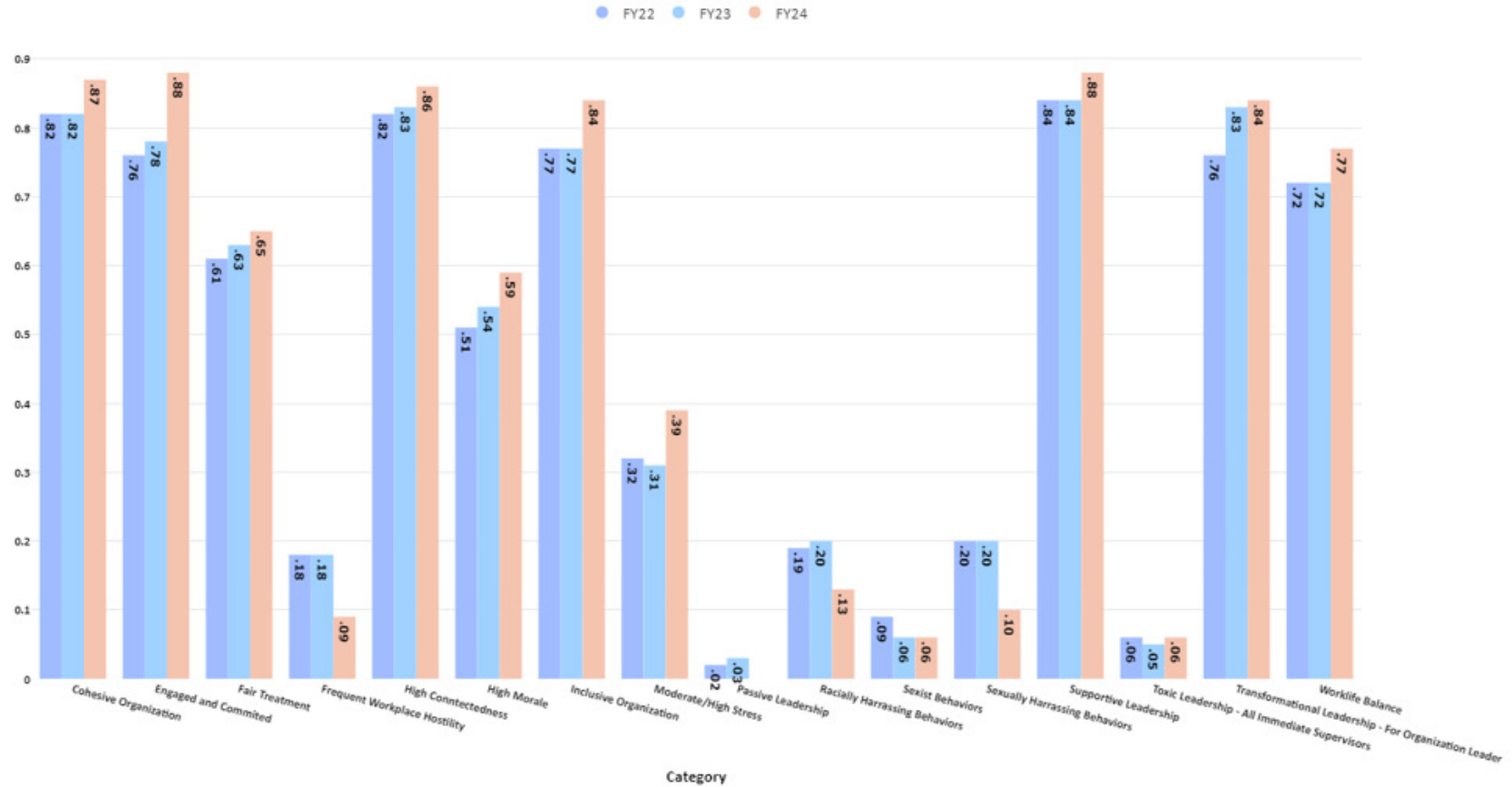


## APPENDIX: SURVEY RESULTS

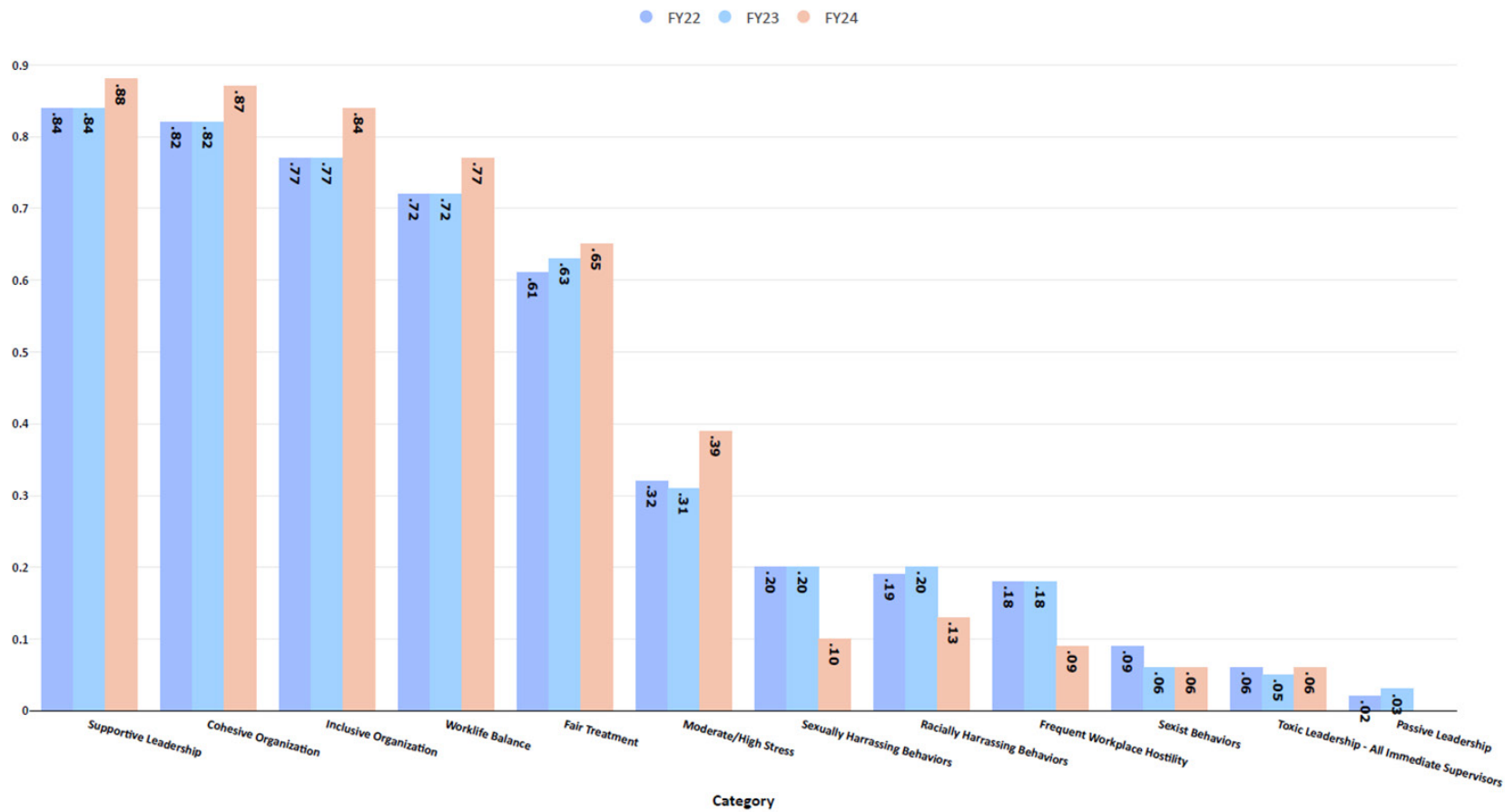
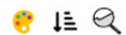
Category	Factor	FY22 Score	FY23 Score	FY24 Score
Cohesive Organization	Hygiene	0.82	0.82	0.87
Engaged and Committed	Motivator	0.76	0.78	0.88
Fair Treatment	Hygiene	0.61	0.63	0.65
Frequent Workplace Hostility	Hygiene	0.18	0.18	0.09
High Connectedness	Motivator	0.82	0.83	0.86
High Morale	Motivator	0.51	0.54	0.59
Inclusive Organization	Hygiene	0.77	0.77	0.84
Moderate/High Stress	Hygiene	0.32	0.31	0.39
Passive Leadership	Hygiene	0.02	0.03	0.00
Racially Harrassing Behaviors	Hygiene	0.19	0.20	0.13
Sexist Behaviors	Hygiene	0.09	0.06	0.06
Sexually Harrassing Behaviors	Hygiene	0.20	0.20	0.10
Supportive Leadership	Hygiene	0.84	0.84	0.88
Toxic Leadership - All Immediate Supervisors	Hygiene	0.06	0.05	0.06
Transformational Leadership - For Organization Leader	Motivator	0.76	0.83	0.84
Worklife Balance	Hygiene	0.72	0.72	0.77



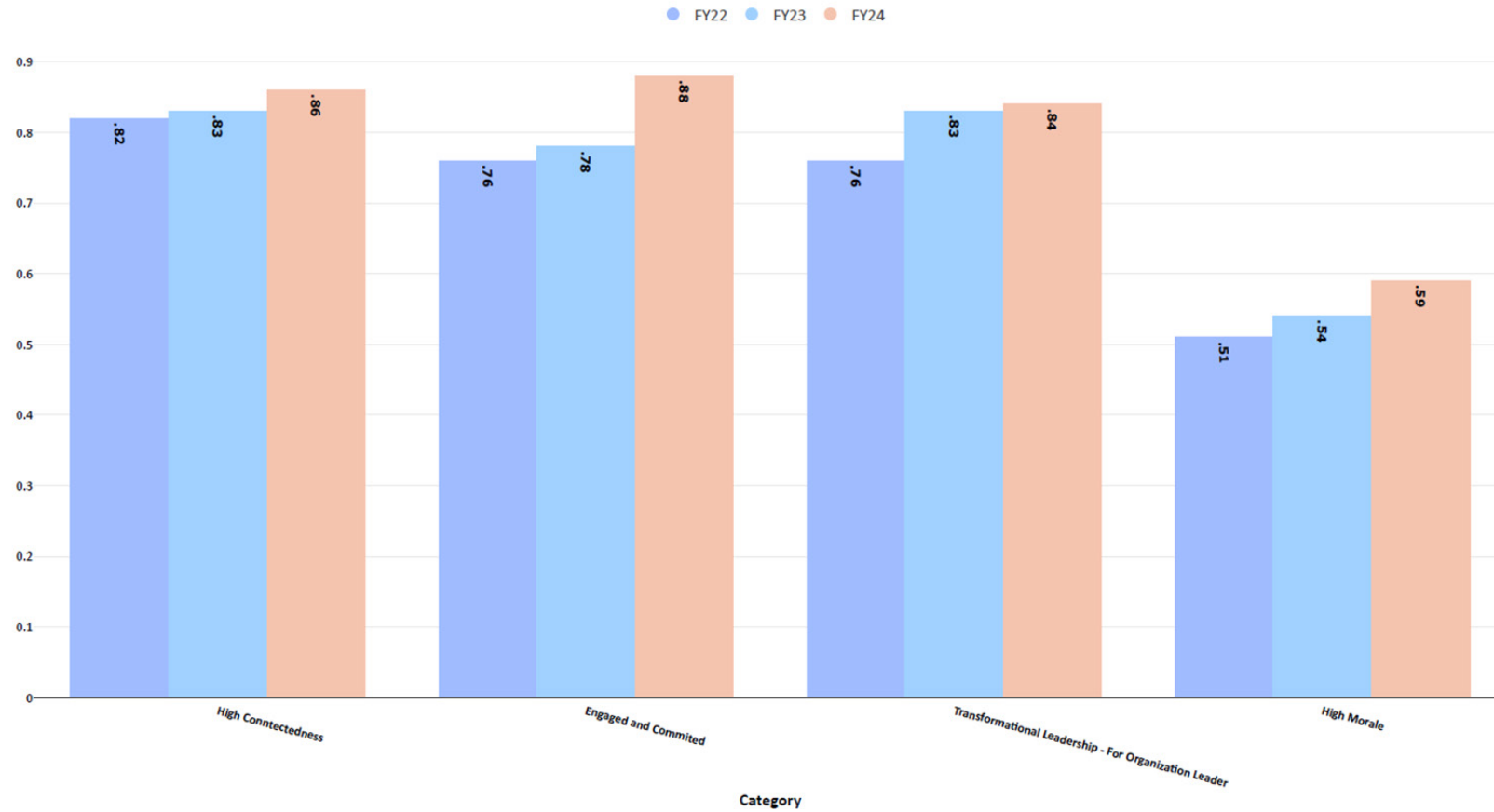
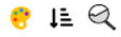
# DEOCS - Score By FY



## DEOCS - Hygiene Factor Score



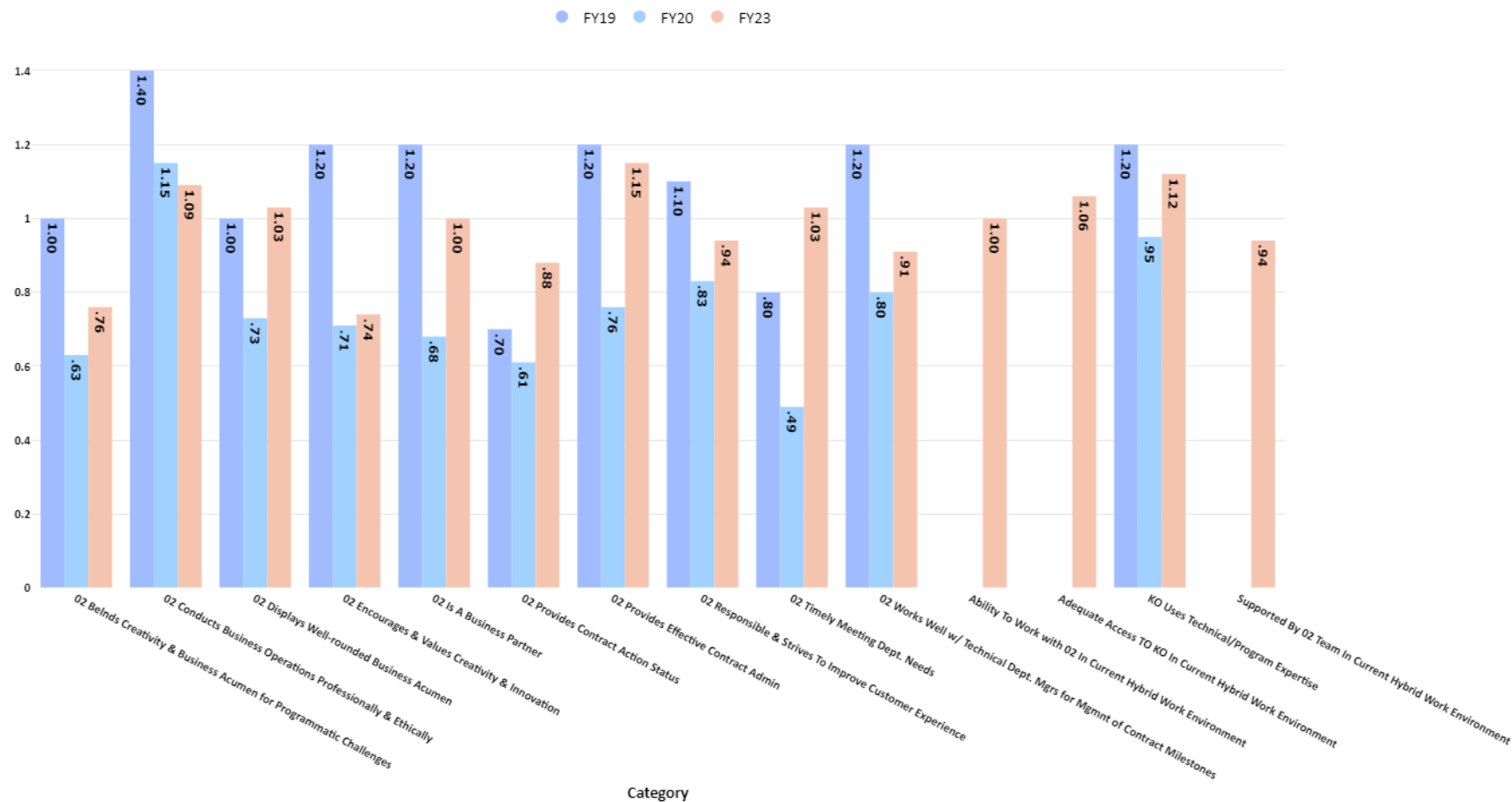
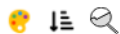
## DEOCS - Motivator Factor Score



Code 02 External Survey - Category	Factor	Code 02 External - FY19	Code 02 External - FY19 Outcome	Code 02 External - FY20	Code 02 External - FY20 Outcome	Code 02 External - FY23	Code 02 External - FY23 Outcome
02 Belnds Creativity & Business Acumen for Programmatic Challenges	Hygiene	1.00	Agree	0.63	Agree	0.76	Agree
02 Conducts Business Operations Professionally & Ethically	Hygiene	1.40	Strongly Agree	1.15	Strongly Agree	1.09	Strongly Agree
02 Displays Well-rounded Business Acumen	Hygiene	1.00	Agree	0.73	Agree	1.03	Strongly Agree
02 Encourages & Values Creativity & Innovation	Hygiene	1.20	Strongly Agree	0.71	Agree	0.74	Agree
02 Is A Business Partner	Hygiene	1.20	Strongly Agree	0.68	Agree	1.00	Agree
02 Provides Contract Action Status	Hygiene	0.70	Agree	0.61	Agree	0.88	Agree
02 Provides Effective Contract Admin	Hygiene	1.20	Strongly Agree	0.76	Agree	1.15	Strongly Agree
02 Responsible & Strives To Improve Customer Experience	Hygiene	1.10	Strongly Agree	0.83	Agree	0.94	Agree
02 Timely Meeting Dept. Needs	Hygiene	0.80	Agree	0.49	Agree	1.03	Strongly Agree
02 Works Well w/ Technical Dept. Mgrs for Mgmnt of Contract Milestones	Hygiene	1.20	Strongly Agree	0.80	Agree	0.91	Agree
Ability To Work with 02 In Current Hybrid Work Environment	Hygiene		N/A		N/A	1.00	Agree
Adequate Access TO KO In Current Hybrid Work Environment	Hygiene		N/A		N/A	1.06	Strongly Agree
KO Uses Technical/Program Expertise	Hygiene	1.20	Strongly Agree	0.95	Agree	1.12	Strongly Agree
Supported By 02 Team In Current Hybrid Work Environment	Hygiene		N/A		N/A	0.94	Agree



## Code 02 External Survey - Hygiene Factor Score

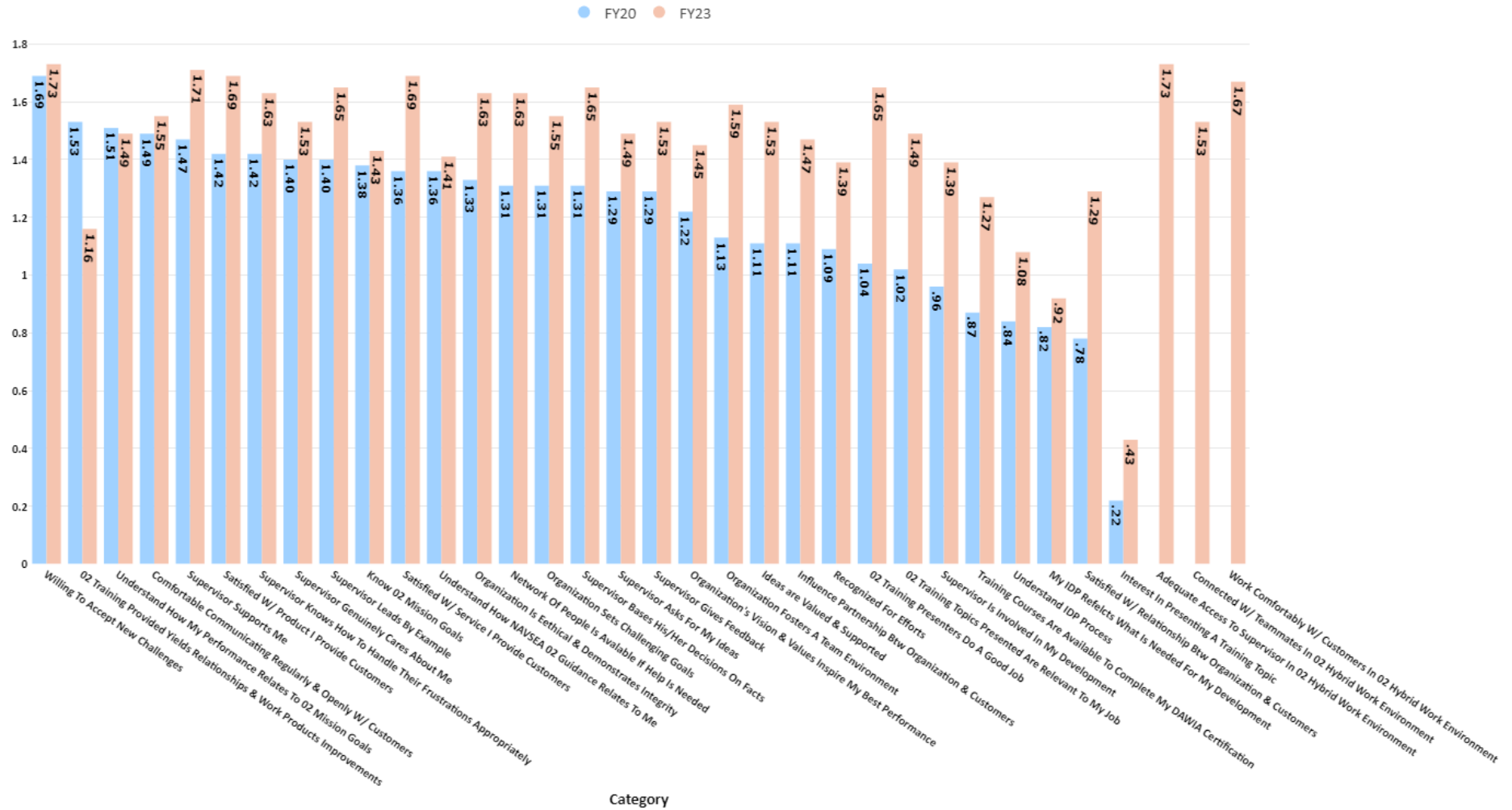




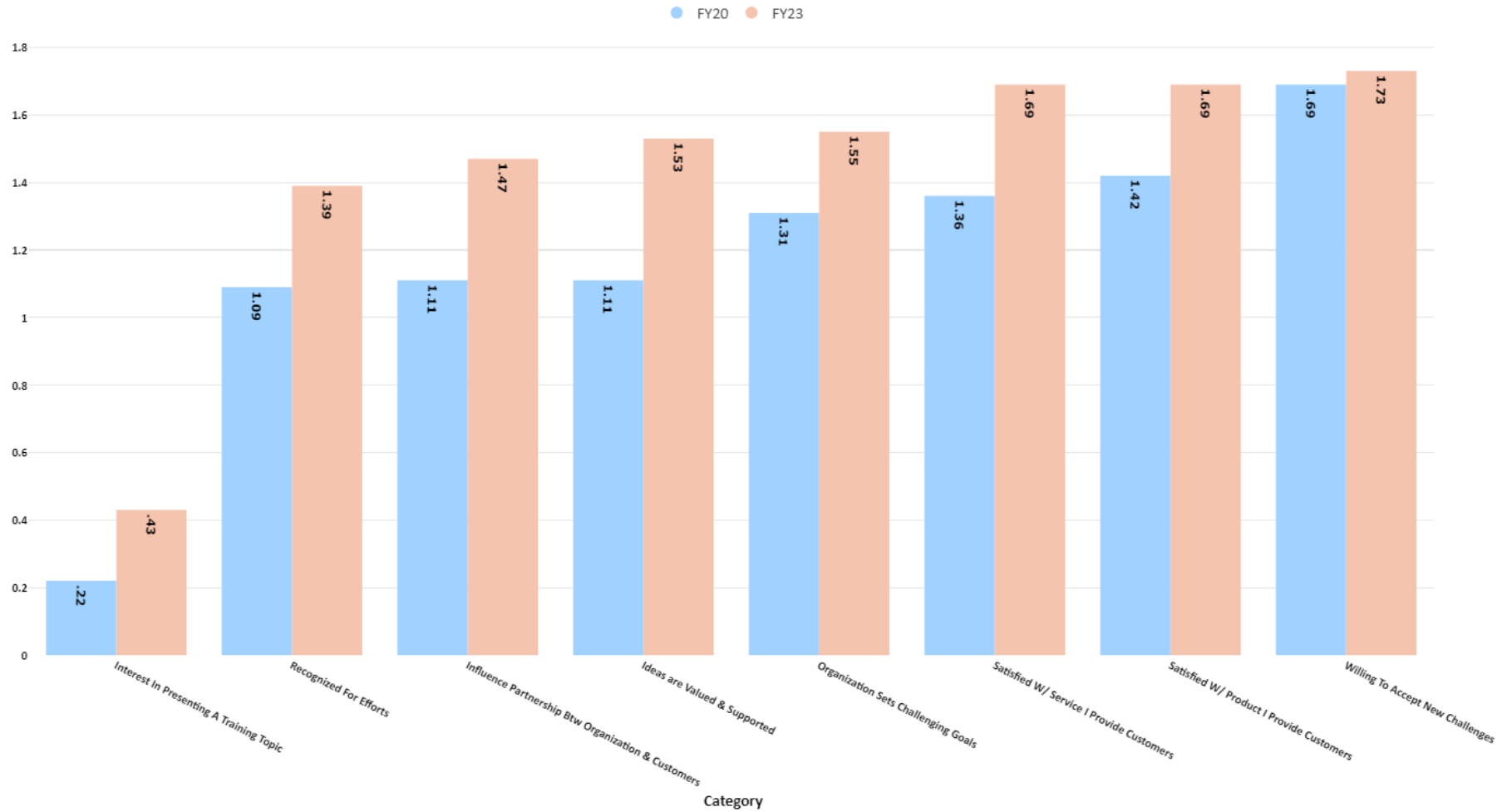
Code 02 Internal Survey - Category	Factor	Code 02 Internal - FY20	Code 02 Internal - FY20 Outcome	Code 02 Internal - FY23	Code 02 Internal - FY23 Outcome
Interest In Presenting A Training Topic	Motivator	0.22	Agree	0.43	Agree
My IDP Refelcts What Is Needed For My Development	Hygiene	0.82	Agree	0.92	Agree
Satisfied W/ Relationship Btw Organization & Customers	Hygiene	0.78	Agree	1.29	Strongly Agree
Supervisor Is Involved In My Development	Hygiene	0.96	Agree	1.39	Strongly Agree
Training Courses Are Available To Complete My DAWIA Certification	Hygiene	0.87	Agree	1.27	Strongly Agree
Understand IDP Process	Hygiene	0.84	Agree	1.08	Strongly Agree
Adequate Access To Supervisor In 02 Hybrid Work Environment	Hygiene	N/A		1.73	Strongly Agree
Connected W/ Teammates In 02 Hybrid Work Environment	Hygiene	N/A		1.53	Strongly Agree
Work Comfortably W/ Customers In 02 Hybrid Work Environment	Hygiene	N/A		1.67	Strongly Agree
02 Training Presenters Do A Good Job	Hygiene	1.04	Strongly Agree	1.65	Strongly Agree
02 Training Provided Yields Relationships & Work Products Improvements	Hygiene	1.53	Strongly Agree	1.16	Strongly Agree
02 Training Topics Presented Are Relevant To My Job	Hygiene	1.02	Strongly Agree	1.49	Strongly Agree
Comfortable Communicating Regularly & Openly W/ Customers	Hygiene	1.49	Strongly Agree	1.55	Strongly Agree
Ideas are Valued & Supported	Motivator	1.11	Strongly Agree	1.53	Strongly Agree
Influence Partnership Btw Organization & Customers	Motivator	1.11	Strongly Agree	1.47	Strongly Agree
Know 02 Mission Goals	Hygiene	1.38	Strongly Agree	1.43	Strongly Agree
Network Of People Is Avable If Help Is Needed	Hygiene	1.31	Strongly Agree	1.63	Strongly Agree
Organization Fosters A Team Environment	Hygiene	1.13	Strongly Agree	1.59	Strongly Agree
Organization Is Eethical & Demonstrates Integrity	Hygiene	1.33	Strongly Agree	1.63	Strongly Agree
Organization Sets Challenging Goals	Motivator	1.31	Strongly Agree	1.55	Strongly Agree
Organization's Vision & Values Inspire My Best Performance	Hygiene	1.22	Strongly Agree	1.45	Strongly Agree
Recognized For Efforts	Motivator	1.09	Strongly Agree	1.39	Strongly Agree
Satisfied W/ Product I Provide Customers	Motivator	1.42	Strongly Agree	1.69	Strongly Agree
Satisfied W/ Service I Provide Customers	Motivator	1.36	Strongly Agree	1.69	Strongly Agree
Supervisor Asks For My Ideas	Hygiene	1.29	Strongly Agree	1.49	Strongly Agree
Supervisor Bases His/Her Decisions On Facts	Hygiene	1.31	Strongly Agree	1.65	Strongly Agree
Supervisor Genuinely Cares About Me	Hygiene	1.40	Strongly Agree	1.53	Strongly Agree
Supervisor Gives Feedback	Hygiene	1.29	Strongly Agree	1.53	Strongly Agree
Supervisor Knows How To Handle Their Frustrations Appropriately	Hygiene	1.42	Strongly Agree	1.63	Strongly Agree
Supervisor Leads By Example	Hygiene	1.40	Strongly Agree	1.65	Strongly Agree
Supervisor Supports Me	Hygiene	1.47	Strongly Agree	1.71	Strongly Agree
Understand How My Performance Relates To 02 Mission Goals	Hygiene	1.51	Strongly Agree	1.49	Strongly Agree
Understand How NAVSEA 02 Guidance Relates To Me	Hygiene	1.36	Strongly Agree	1.41	Strongly Agree
Willing To Accept New Challenges	Motivator	1.69	Strongly Agree	1.73	Strongly Agree



## Code 02 Internal Survey - Hygiene Factor Score



## Code 02 Internal Survey - Motivator Factor Score



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