

**HOW CAN CIVILIAN RETENTION
IN THE ACC CONTRACTING
PROFESSIONAL COMMUNITY
BE AFFECTED?**

Charles Farrior

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BLUF

Fifteen recommendations
presented for use by ACC to
improve retention of 1102s

Background

- ⦿ Extensive Review of Existing Literature
- ⦿ Historical Paradigms and Research
- ⦿ Review of what has worked
 - Industry
 - Government

Expected Findings

Herzberg Effect

- ⦿ Satisfaction/motivator and dissatisfaction/hygiene factors decoupled
- ⦿ Conclusion that salary is only a dissatisfier; not related to job satisfaction or motivation
- ⦿ His View>> Fringe benefits, reduced hours, sensitivity training, and increased salaries only cause workers to seek other jobs

Has Led to Belief that Salary Not Important Factor in Retention

Contemporary View

- Most important part of compensation is fairness
- Losing employees costs up to double the departing employees' salary
- Today's workforce is one of free agency
- Managers don't understand employee desires
- 2010 Towers Watson study
 - 94% of employees desired increased compensation
 - Other employee desires identified by survey
 - Better pension
 - Job Security
 - Improved Work/Life Balance
 - Career Advancement opportunity
 - Flexible Hours (80%)

Cannot Decouple Salary from Satisfaction/Retention

Research Contrast

- Did not appear to be DoD issue (*DoD Strategic Human Capital Plan Update, The Defense Acquisition Workforce, 2010*)
- Appeared to be ACC issue

AMCOM
CC

CECOM
CC

CECOM/
Ft.
Belvoir

TACOM
CC

413th
CSB

CECOM/
Huachuca

Army Contracting *Command*

Stay Survey

- 10 questions
- Goal: find out attitudes and thoughts of invested employees
 - Survey those who have \geq 4 yrs in org
 - Open ended questions
 - Organizational follow-up

Survey Results and Research Conclusions

1. Employees will leave for more money (from stay survey)
2. Supply and Demand of local market will drive salary competition
3. Degree of Corporate Communication to employees will affect feeling of inclusion in organization's future
4. Recognition of Employees will ensure employee appreciation
5. Job Engagement of Employees necessary to promote employee growth and interest in job and organization

Forms the basis for Retention Equilibrium
Formula and Recommendations

15 Recommendations

Can Execute Now

1. Begin use of Stay Surveys
2. Formalize Mentoring Program
3. Integrate Communication into manager/supervisor/employee relationships
4. Corporate Communication to Employees
5. Forge Agreement with other Federal organizations (location specific) that compete for 1102 talent
6. Establish Relationship with Labor at highest possible levels to gain support for current/prospective initiatives
7. Ensure each IDP is reviewed by Senior Mgt
8. Implement Onboarding and Recruiter follow-up with new employees
9. Invest in Succession Planning Development for Key Employees
10. Continue support of Best Practices in areas of Training (including boot camps) and Award program

15 Recommendations (cont)

11. Employ Retention Equilibrium Formula

- Salary and Extrinsic Rewards - Recognition of Employees
- Market Supply and Demand - Job Engagement
- Corporate Communication to Employee

Need Additional Stakeholder Involvement

12. Initiate or Expand Intern Program to the extent possible

13. Introduction of ProPay

- 1102s in ACC
- L III CON
- KO Warrant ...OR... Cost/Pricing Analyst

14. Modify Retention Incentive authority for use... when employee is likely to leave job for other Federal service

15. Credit ACC 1102 employees with 5 hours of AL per pay period after 1 year of service, and 6 hours of AL after two years