

**DEMOGRAPHICS  
OF THE  
ARMY CONTRACTING  
COMMAND**

**AN  
ANALYSIS**

# RESEARCH

- **Research Question:**

What are the critical demographics of contracting personnel in the Army Contracting Command (ACC) and how do they compare to other DOD/Federal Government and private sector contracting personnel?

# ARMY CONTRACTING COMMAND

- ACC Established October 2008
- Merged Army Contracting Agency (ACA) and Army Materiel Command (AMC)
- 3,408 Civilian Contracting Personnel (1102 Occupation Series)
- 307 Military Personnel
- 170 Foreign Nationals
- Total Contracting Workforce=3,885

# DATA SOURCES

- ACC Personnel Data Bases
- DOD Contracting Agency Demographic Reports
- Defense Manpower Data Center (DMDC)
- Defense Acquisition University (DAU)
- Federal Acquisition Institute (FAI)
- Institute for Supply Management (ISM)  
Workforce Survey
- Professional & Industry Associations

# **INDIVIDUAL DEMOGRAPHICS**

- **Age**
- **Gender**
- **Grade Level**
- **Years of Civilian Service**
- **Pay Plan**
- **Educational Level**
- **Degree Type**
- **Certification Level in Contracting**
- **Years to Anticipated Retirement**

# **INDIVIDUAL DEMOGRAPHICS**

- **Year Certified at Current Level**
- **Other Certifications**
- **Military Reserve Affiliation**
- **Prior Military Service Organization**
- **Prior Military Service Length**
- **How Accessed in Current Position**
- **Year Accessed into Current Position**
- **Professional Affiliation (s)**

# ORGANIZATIONAL DEMOGRAPHICS

- Positions Authorized
- Geographic Locations
- Critical vs. Non-Critical Positions
- Position Certification Requirement
- Type Incumbent
- Vacant Positions
- Attrition Rates
- Full-Time Equivalents (FTEs)
- Source Hires

# Army Contracting Command Contracting Workforce

Category	# Personnel	% of Total WF
GS	2,384	61%
YA/YC (NSPS)	994	26%
Other	30	1%
Military-Officer	196	5%
Military-Enlisted	111	3%
Foreign Nat'l	170	4%
Total Contracting Workforce	3,885	100%



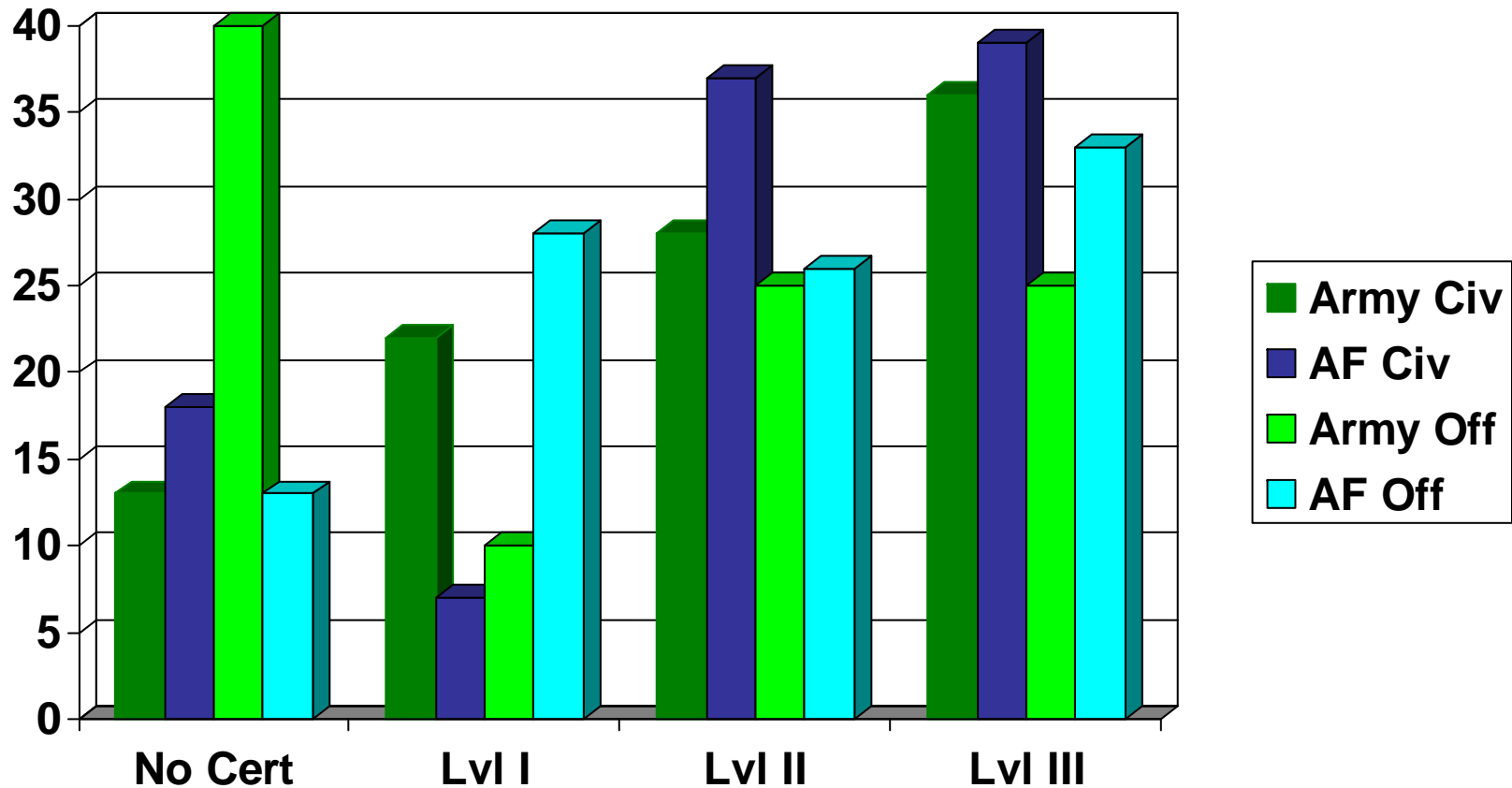
# Army Contracting Command Workforce Certification

Category	No Cert	Level I	Level II	Level III	Total
GS	390 (16%)	514 (22%)	807 (34%)	673 (28%)	2384
YA/YC	72 (7%)	230 (23%)	144 (14%)	548 (55%)	994
Other Civ	2	5	5	18	30
Total US Civ	464 (13%)	749 (22%)	956 (28%)	1239 (36%)	3408
Officers	65 (40%)	17 (10%)	40 (25%)	41 (25%)	163
Total	529 (15%)	766 (21%)	996 (28%)	1280 (36%)	3571

# Air Force Contracting Workforce Certification

Category	No Cert	Level I	Level II	Level III	Total
Total Civilians	805 (18%)	317 (7%)	1676 (37%)	1768 (39%)	4566 (72%)
Officers	97 (13%)	205 (28%)	188 (26%)	236 (33%)	726 (11%)
Enlisted	40 (4%)	300 (28%)	651 (60%)	96 (9%)	1087 (17%)
<b>Total</b>	<b>942 (15%)</b>	<b>822 (13%)</b>	<b>2515 (39%)</b>	<b>2100 (33%)</b>	<b>6379</b>

# Army/AF APDP Comparison (Percentage Distribution)



# Army Contracting Command Workforce Education

Category	Pre-Bachelor	Bachelor	Post-Bachelor	Total
GS	630 (26%)	1279 (54%)	475 (20%)	2384
YA/YC	254 (26%)	488 (49%)	252 (25%)	994
Other Civ	2	19	9	30
Officers	0	69 (32%)	127 (65%)	196
<b>Total</b>	<b>886 (25%)</b>	<b>1855 (51%)</b>	<b>863 (24%)</b>	<b>3604</b>

<b>AF Civilians</b>	<b>17%</b>	<b>41%</b>	<b>42%</b>
<b>ISM</b>	<b>25%</b>	<b>37%</b>	<b>36%</b>

# Army Contracting Command Workforce Age

Category	<30	30-39	40-49	50-59	>60	Total
GS	363	421	629	719	252	2384
YA/YC	24	94	320	460	96	994
Other	1	4	14	8	3	30
<b>Total Civ</b>	<b>388</b>	<b>519</b>	<b>963</b>	<b>1187</b>	<b>351</b>	<b>3408</b>
Military	8	147	139	13	0	307
Foreign Nat	2	27	51	70	20	170
<b>Total</b>	<b>398</b>	<b>693</b>	<b>1153</b>	<b>1270</b>	<b>371</b>	<b>3885</b>

# Workforce Age/Percentage Comparisons

Category	<30 %	30-39 %	40-49 %	50-59 %	>60 %	% of total force
GS	15	18	26	30	10	61%
YA/YC	2	9	32	46	10	26%
Other	<1	13	46	26	10	<1%
<b>Total Civ</b>	<b>11</b>	<b>15</b>	<b>28</b>	<b>35</b>	<b>10</b>	<b>88%</b>
Military	3	48	45	4	0	8%
Foreign Nat	1	16	30	41	12	4%
<b>Total</b>	<b>398</b>	<b>693</b>	<b>1153</b>	<b>1270</b>	<b>371</b>	<b>3885</b>
Air Force Civilian	9%	14%	31%	35%	10%	
ISM Workforce		16% (<35)	28%(<45)	41% (<55)	16% (>55)	

# Army Contracting Command Workforce Gender

Category	Male	Female	Total
GS	941	1443 (61%)	2384
YA/YC	399	595 (60%)	994
Other	12	18 (60%)	30
<b>Total US Civilian</b>	<b>1352</b>	<b>2056 (60%)</b>	<b>3408</b>
Foreign Nat	62	108 (64%)	170
Military	249	58 (19%)	307
<b>Total</b>	<b>1663</b>	<b>2222 (57%)</b>	<b>3885</b>

**Air Force civilian contracting personnel are 58% Female**

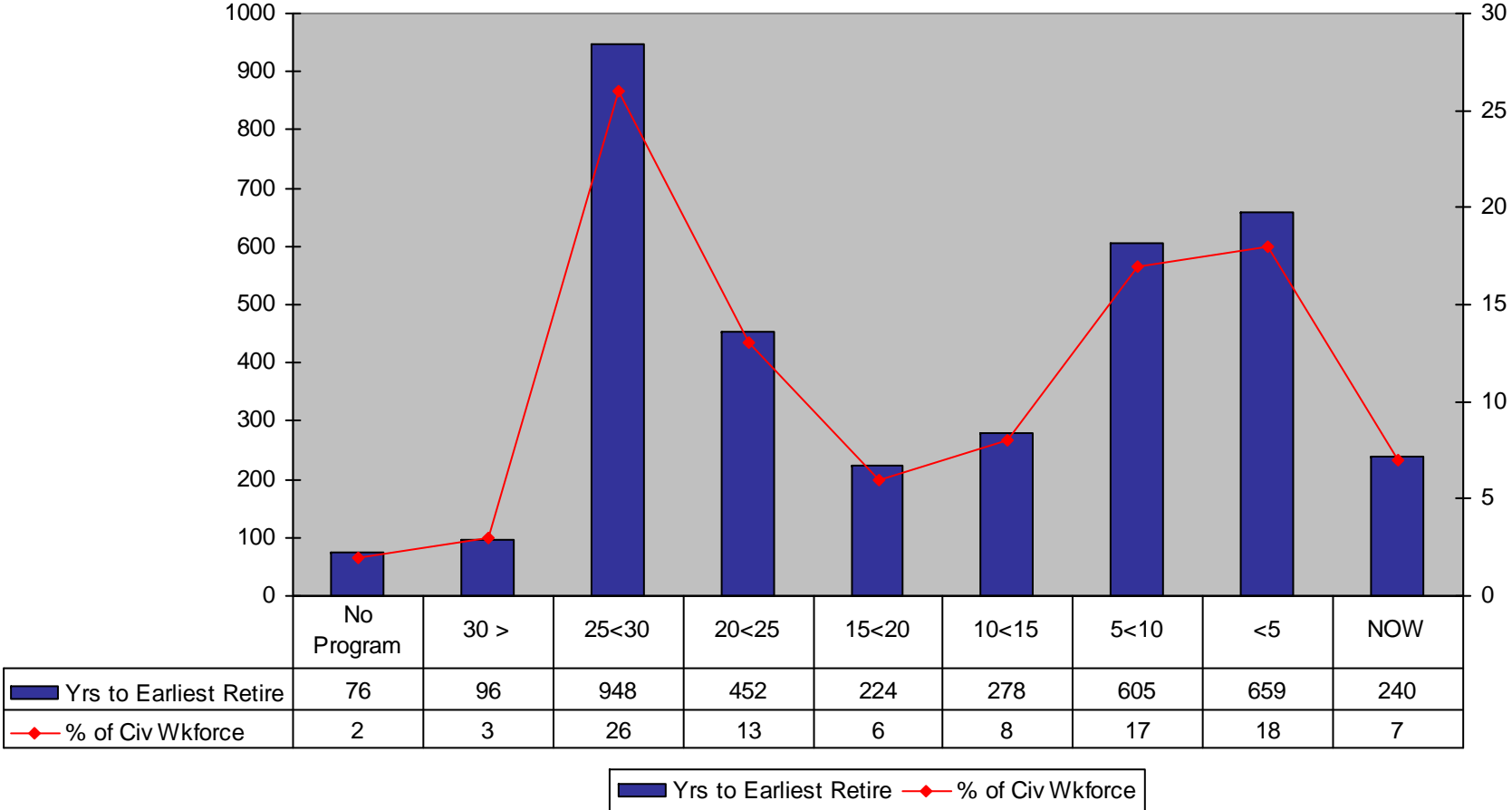
**ISM workforce is 40% female**

# Army Contracting Command Supervisors

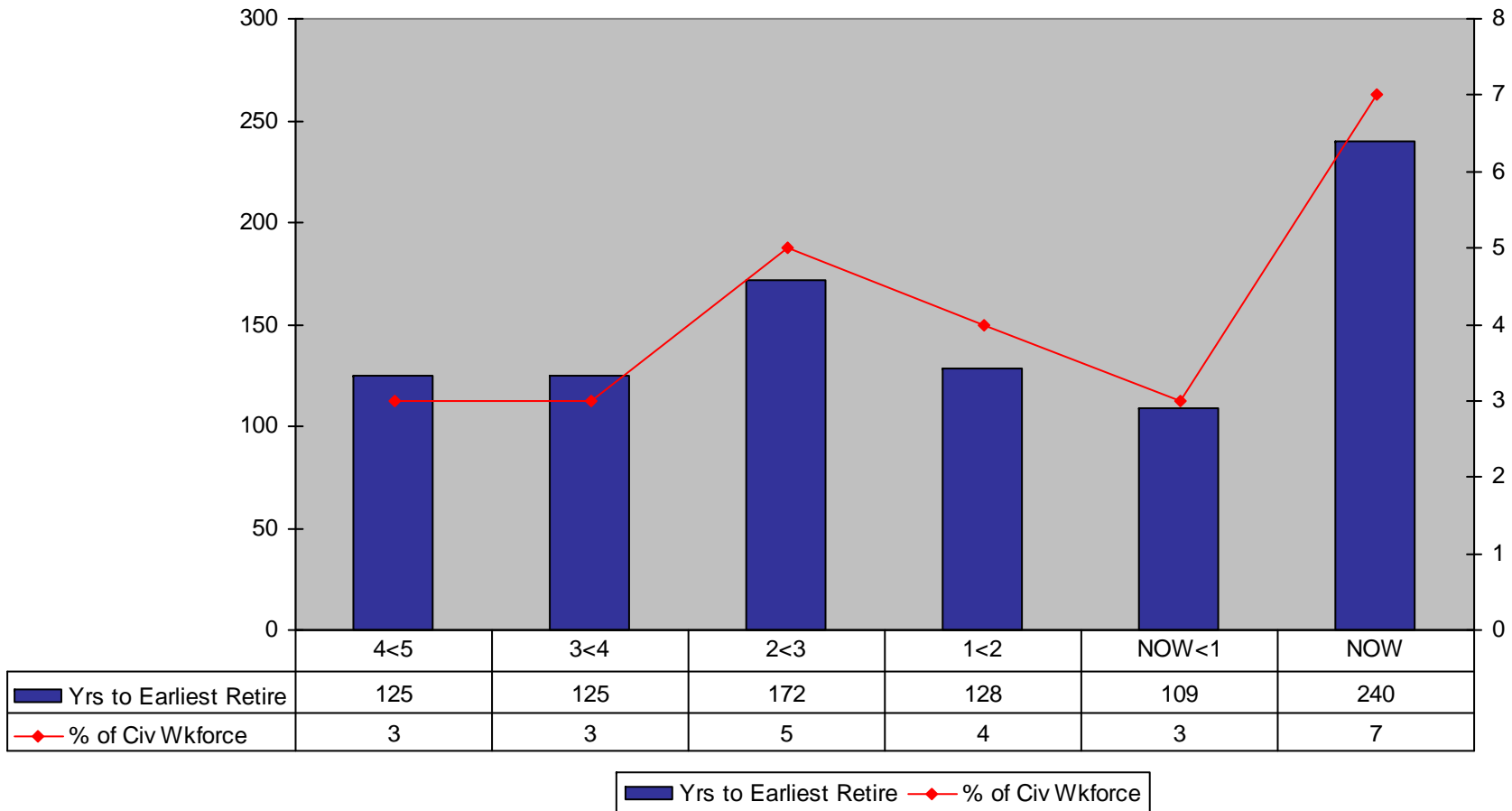
Category	Supervisor	Non-supervisor	Total
GS	7 (<1%)	2377	2384
YA	113 (23%)	387	500
YC	494 (100%)	0	494
Other	4 13%)	26	30
Total US Civilian	618 (18%)	2790	3408



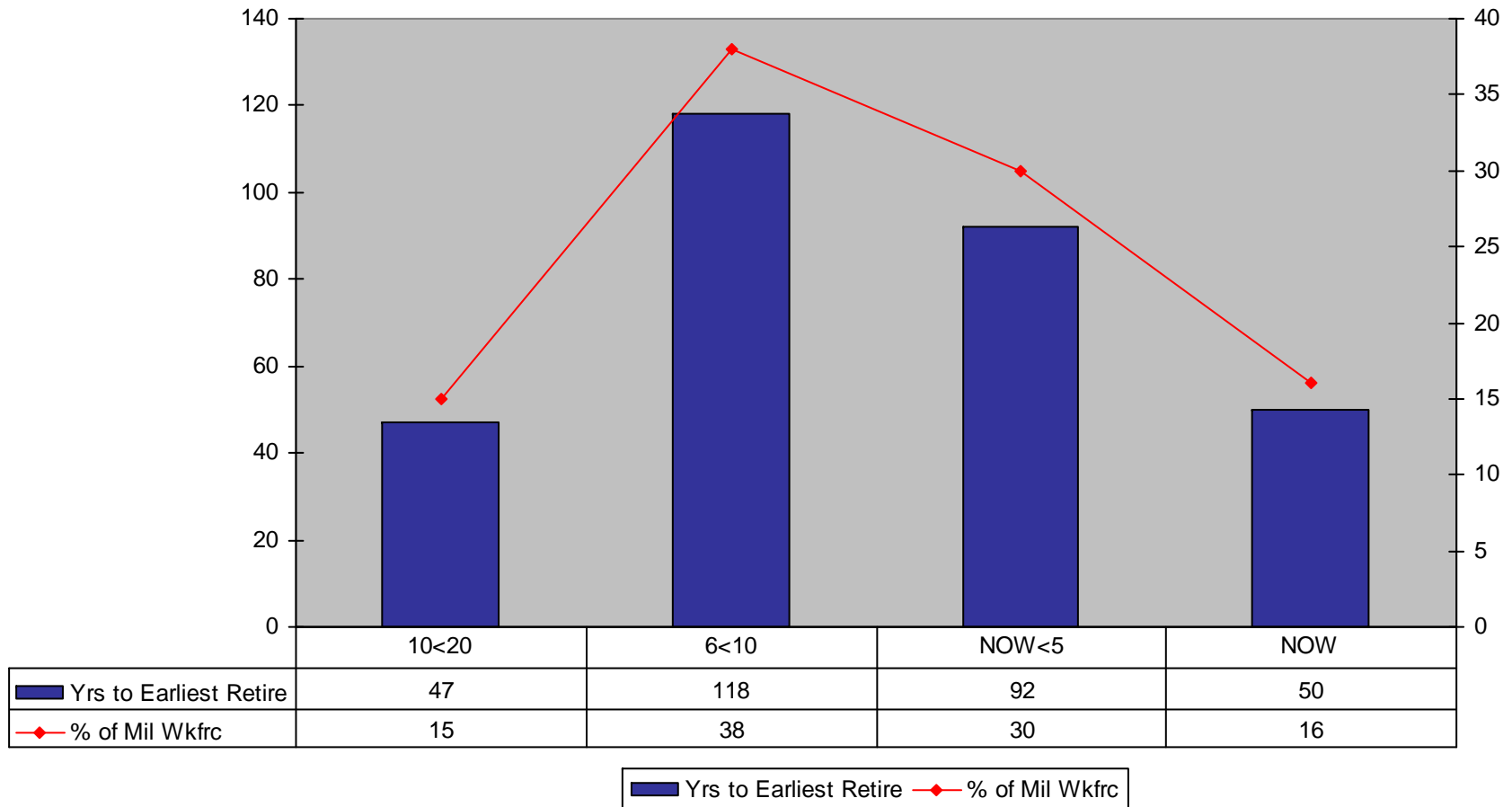
# Retirement Tsunami?



# Retirement Tsunami? Next Five Years



# Military Retirement



# FAI/ACC Percentage Comparisons

	FAI*	ACC
Supervisors	14	18
Eligible to Retire		
Now	14	7
Now to 10 Yrs	54	35
Gender (Male/Female)	40/60	40/60
Education		
No Degree	25	26
Bachelor	44	52
Post-Bachelor	31	22
<b>*From FY07 FAI Survey Reported May 2008 (n=28,434)</b>		

# COMPETENCIES

- Business Competencies
  - Creative Thinking
  - Problem Solving
  - Customer Service
  - Interpersonal Skills
- Technical Competencies
  - Cost/Price Analysis
  - Proposal Evaluation
  - Negotiation
  - Source Selection

# **Contractor Personnel PRELIMINARY FINDINGS**

- ACC Organizations=15
- Responses=13
- No Current Contractor Personnel=9
- Never Had Contractor Personnel=7
- Previous Contractor Personnel=2
- Total # Contractor Personnel=81

# Contractor Personnel PRELIMINARY FINDINGS

Age	20-40 [31]	41-65 [44]	>65 [5]	
Yrs Exp	<5 [29]	5-15 [13]	16-30 [32]	>30 [6]
Education	No Deg [26]	Bach [42]	Masters [13]	Doc [0]
DAWIA [45]	Level I [5]	Level II [19]	Level III [21]	

# FUTURE RESEARCH

- Human Capital Management Strategies
- Workforce Modeling
- Workforce Planning
- Rigorous Comparisons to Other Agencies and Industry
- Trend Data Depicting Changes Over Time



Questions?

# BACKUP SLIDES

- The following slides are available for a more detailed discussion of this research effort.

# METHODOLOGY

- Literature Review
- Data Bases
  - Individual Data
  - Aggregate Data
  - Longitudinal Approach
    - Quarterly Snapshots
    - Trends
    - Migration

# LITERATURE

- Texts/Articles on Demographics
- RAND Corp Studies
- Government Accountability Office (GAO) Rpts
- Office of the Secretary of Defense (OSD) Regs
- Federal Acquisition Institute (FAI) Reports
- Office of Federal Procurement Policy (OFPP)
- Naval Postgraduate School (NPS) Studies
- OSD & FAI Competency Surveys

# LITERATURE

- Defense Acqn Workforce: Personnel Trends Relevant to Policy, 1993-2006, RAND 2008
- Air Force Procurement Workforce Transformation: Lessons from the Commercial Sector, RAND 2004
- Demographics: A Casebook for Business and Government, RAND 1994

# Army Contracting Command PRELIMINARY FINDINGS-CIV

- Average Age =
- Average Grade =
- Male/Female % = /
- Average Education =
- Average Certification = Level
- % Eligible to Retire <10 yrs =
- % Supervisory =
- Average Yrs Experience =

# Army Contracting Command PRELIMINARY FINDINGS-CIV

Factor	ACC	DOD	FAI
Age			
Gender			
Grade			
Cert Level			
Education			
< 10 Yrs to Retire			
% Supervisory			
Avg Yrs Exp			

# Army Contracting Command PRELIMINARY FINDINGS-MIL

- Average Age =
- Average Grade =
- Male/Female % = /
- Average Education =
- Average Certification = Level
- % Eligible to Retire <10 yrs =
- % Supervisory =
- Average Yrs Experience =



# Army Contracting Command

## PRELIMINARY FINDINGS-MIL

Factor	ACC	DOD	Notes
Age			
Gender			
Grade			
Cert Level			
Education			
< 10 Yrs to Retire			
% Supervisory			
Avg Yrs Exp			

# CHALLENGES

- Data Bases
  - Comparability
  - Accuracy
- Recent Establishment of ACC
- Private Sector Data
  - Industry & Professional Associations
  - DOD/Federal Contractors
  - Non-DOD/Federal Suppliers

# COMPETENCIES

- OSD Competency Model (2008)
  - Defense Procurement & Acquisition Policy (DPAP) Assessment
- Federal Acquisition Institute (FAI) Competency Survey (2007)
  - Non-DOD 1102s
  - 48% Return Rate

# **Army Contracting Command PRELIMINARY FINDINGS**

- Competency Deficiencies

# BUSINESS PROFICIENCY COMPARISON

<b>Proficiency</b>	<b>DOD</b>	<b>FAI</b>
<b>Problem Solving</b>	1	8
<b>Customer Service</b>	2	5
<b>Oral Communication</b>	3	12
<b>Written Communication</b>	4	3
<b>Interpersonal Skills</b>	5	6
<b>Decisiveness</b>	6	
<b>Technical Credibility</b>	7	
<b>Flexibility</b>	8	7
<b>Resilience</b>	9	
<b>Accountability</b>	10	

# BUSINESS PROFICIENCY COMPARISON

<b>Proficiency</b>	<b>DOD</b>	<b>FAI</b>
<b>Creative Thinking</b>		15
<b>Decision Making</b>		11
<b>Influencing/Negotiating</b>		14
<b>Information Management</b>		13
<b>Integrity/Ethics</b>		2
<b>Planning &amp; Evaluating</b>		9
<b>Reasoning</b>		10
<b>Self-Management/Initiative</b>		4
<b>Teamwork</b>		1

# TECHNICAL COMPETENCY COMPARISON

Competency	DOD	FAI

# Contractor Personnel PRELIMINARY FINDINGS

# of Firms	0 [9]	1-5 [4]	>5	
# Contractor Pers	<10	10-20 [2]	>20 [2]	
# Contractor Pers Fed Govt Exp	<5	5-10 [2]	>10 [2]	
Age	20-40 [31]	41-65 [44]	>65 [5]	<b>Total</b> [80]
# Female Pers	1-10	11-20	>20	
# Male Pers	1-10	11-20	>20	



# CONTRACTOR PERSONNEL

<b>N=15</b>	<b>YES</b>	<b>NO</b>	
<b>No Current Contracts But Have In Past</b>			
	0	1-5	>5
<b>Number of Firms</b>			
	<10	11-20	>20
<b>Number of Contractor Pers</b>			
	<10	11-20	>20
<b>Number of Contractor Manpower Equivalents (CME)</b>			

# CONTRACTOR PERSONNEL

<b>N=15</b>	<b>0</b>	<b>1-10</b>	<b>11-20</b>	<b>&gt;20</b>
<b>Number of Male Employees</b>				
<b>Number of Female Employees</b>				
	<b>&lt;1%</b>	<b>1-10%</b>	<b>11-20%</b>	<b>&gt;20%</b>
<b>Percentage of Workforce Involving Contractor Employees</b>				
	<b>20-40</b>	<b>41-65</b>	<b>&gt;65</b>	
<b>Age Ranges</b>				

# CONTRACTOR PERSONNEL

<b>N=15</b>	<b>&lt;5</b>	<b>6-10</b>	<b>&gt;10</b>	
<b>Number Contractor Pers w/Prior Federal Govt Exp</b>				
	<b>&lt;5</b>	<b>5-15</b>	<b>16-30</b>	<b>&gt;30</b>
<b>Number of Years Contracting Experience</b>				

# Industry

## PRELIMINARY FINDINGS

- Average Age =
- Male/Female % = /
- Average Education =
- % Eligible to Retire <10 yrs =
- % Supervisory =
- Average Yrs Experience =
- Average Annual Salary = \$

# PERSONNEL SYSTEMS

- **General Schedule (GS)**
  - GS Grades 5,7,9,11,12,13,14,15,SES
- **National Security Personnel System (NSPS)**
  - Pay Bands
  - YA Standard/Professional
  - YC Supervisor/Manager
  - YA01=GS5-8;YA02=GS9-13;YA03=GS14-15
  - YC01=GS6-11,YC02=GS12-14,YC03=GS15

# HUMAN CAPITAL MANAGEMENT

- DOD's Human Capital Strategic Plan
  - Competency-Based Management
  - Performance-Based Management
- Objective-Army Contracting Command Human Capital Strategic Management Plan