

Industrial and Contract Property Management (Property) Workforce Competency Assessment Report

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Executive summary

Background

In response to tasking from the Director of Human Capital Initiatives (HCI) for the Department of Defense's (DOD) Acquisition, Technology, and Logistics (AT&L), CNA is working with HCI and workforce representatives to develop competency models for each of the major career fields within the AT&L workforce. This report contains CNA's analysis of the Industrial and Contract Property Management (Property) career field.

Together, HCI, Property leadership, and subject matter experts (SMEs), with guidance from CNA, developed and validated a model of performance (presented in appendix A) consisting of competencies determined to be necessary to meet Property's mission goals. We used the model to create a competency assessment, in which we invited Property personnel to participate. Respondents reported on their proficiency in each competency element. They also indicated how critical each competency element was to their job. Employees indicated how frequently they perform each competency element and responded to 16 demographic and intentions questions.

The analysis presented in this report uses data collected from the competency assessment to address the following three research goals: (1) assess the current capability of the Property workforce, (2) describe how those capabilities are distributed across DOD services, and (3) develop a profile of the Property workforce.

Approach

Participation rates

The targeted Property population for this assessment consisted of approximately 747 employees. Slightly more than 259 employees participated in the competency assessment across all workforce segments (services and 4th Estate agencies), which represents 35 percent of the Property population.

Competency analysis

Analysis of employee responses suggests that we captured competency ratings mainly pertinent to the 4th Estate/ODA and Navy workforce segments. These workforce segments combined represent 78 percent of the Property workforce. Hence, our importance and proficiency analyses focus on these two communities.

Findings

We found that the relative importance of competencies increases from low-to-mid career levels for 4th Estate/ODA and Navy respondents. Once at the mid-to-high career levels, the relative importance of competencies appears stable. Competencies determined to be highly important to the 4th Estate/ODA and Navy workforce segment by career level are presented in table 1.

Results

Results indicate that:

- 4th Estate/ODA respondents possess *intermediate* to *advanced* proficiency in most competencies of high importance, and *intermediate* proficiency in many other competencies on average.
- Navy respondents, report *basic* to *intermediate* proficiency ratings for Entry-level; *intermediate* to *advanced* for Jour-

ney-level; and *intermediate* to *expert* for Senior-level high importance competencies.

- Mean proficiency values increase with increasing career level and are highest for professional competencies.
- The importance and proficiency findings suggest that Property management should place the development of professional competencies as a high priority.

In presenting our extensive analysis of competency data, we did not explicitly identify proficiency gaps based on a standard because no proficiency standard currently exists. We present and discuss the data in ways intended to help leadership think about the current state of the Property workforce. Given that no proficiency standards exist, we strongly encourage Property leadership to set standards based on this baseline. Once standards have been set, results such as these can be used to determine whether there are existing or potential gaps at appropriate individual and organizational levels.

Table 1. Most important competencies for 4th Estate/ODA and Navy respondents

	Entry	Journey	Senior
4 th Estate/ ODA	Planning Audits of Property	Planning Audits of Property	Planning Audits of Property
	Conducting Audits of Property	Conducting Audits of Property	Conducting Audits of Property
	Evaluating Contractor Property Records	Evaluating Contractor Property Records	Evaluating Contractor Property Records
	Evaluating Contractor Activities	Evaluating Contractor Activities	Evaluating Contractor Activities
	Flexibility, Creativity, and Innovation	Reporting and Corrective Actions	Reporting and Corrective Actions
	External Awareness	Data Collection	Data Collection
	Resilience	Qualitative and Quantitative Methods	Qualitative and Quantitative Methods
		Industry-leading Practices and Voluntary Consensus Standards	
	Strategic Thinking		Risk Management
	Conflict Management	Risk Management	Relief of Responsibility
	Team Building and Partnering	Relief of Responsibility	Contract Management
	Interpersonal Skills	Contract Management	Flexibility, Creativity, and Innovation
	Accountability	Flexibility, Creativity, and Innovation	External Awareness
	Customer Service	External Awareness	Resilience
	Decisiveness	Resilience	Strategic Thinking
	Problem Solving	Strategic Thinking	Conflict Management
	Technical Credibility	Conflict Management	Team Building and Partnering
	Influencing/Negotiating	Team Building and Partnering	Interpersonal Skills
	Written and Oral Communication	Interpersonal Skills	Accountability
		Accountability	Customer Service
	Customer Service	Decisiveness	
	Decisiveness	Problem Solving	
	Problem Solving	Technical Credibility	
	Technical Credibility	Influencing/Negotiating	
	Influencing/Negotiating	Written and Oral Communication	
	Written and Oral Communication		

Navy	Entry	Journey	Senior
	Planning Audits of Property	Planning Audits of Property	Planning Audits of Property
External Awareness	Conducting Audits of Property	Conducting Audits of Property	
Resilience	Evaluating Contractor Property Records	Evaluating Contractor Property Records	
Strategic Thinking	Evaluating Contractor Activities	Evaluating Contractor Activities	
Conflict Management	Reporting and Corrective Actions	Plant Clearance	
Team Building and Partnering	Plant Clearance	Relief of Responsibility	
Interpersonal Skills	Contract Management	Contract Management	
Accountability	Flexibility, Creativity, and Innovation	Flexibility, Creativity, and Innovation	
Customer Service	External Awareness	External Awareness	
Technical Credibility	Resilience	Resilience	
Influencing/Negotiating	Strategic Thinking	Strategic Thinking	
Written and Oral Communication	Team Building and Partnering	Conflict Management	
	Interpersonal Skills	Team Building and Partnering	
	Accountability	Interpersonal Skills	
	Customer Service	Accountability	
	Decisiveness	Customer Service	
	Problem Solving	Decisiveness	
	Technical Credibility	Problem Solving	
	Influencing/Negotiating	Technical Credibility	
	Written and Oral Communication	Influencing/Negotiating	
		Written and Oral Communication	

Section 1: Background and model overview

Personnel challenges within the Acquisition, Technology, and Logistics (AT&L) community must be addressed in order for the Department of Defense (DOD) to effectively perform its mission. As part of the AT&L workforce, the Property career field, as advisors to commanders, program executive officers, program managers, and other acquisition decision-makers, is responsible for Property financial management of defense acquisition programs.

Individuals in this career field perform Government contract property oversight and surveillance of life-cycle processes and their commensurate outcomes for Government-owned property in the possession of contractors and, in some instances, Government-owned contractor-operated plants.¹

Rapid changes in the acquisition environment, retirement eligibility of baby boomers, and potential talent shortages threaten the strength and stability of AT&L. Acquisition personnel are a key focus of government-wide initiatives to enhance recruiting, training, and retention.²

This report presents the most recent assessment of the competencies of the AT&L Property career field.

The Office of Personnel Management (OPM) describes a competency as “an observable, measurable pattern of skills, knowledge, abilities, behaviors and other characteristics that an individual needs to perform work roles or occupational functions successfully.” OPM’s definition of a competency is the

¹ <https://dap.dau.mil/career/ind/Pages/Default.aspx>

² Department of Defense, Acquisition, Technology & Logistics, *AT&L Human Capital Strategic Plan v3.0*, 2007.

foundation on which AT&L workforce competency models are built. The Property workforce, competency-based assessment described here aligns with the AT&L Human Capital Strategic Plan and is one element of an approach by the Human Capital Initiatives (HCI) Office to prepare the AT&L workforce for the future.³

The Property workforce assessment is part of a larger competency assessment program addressing major career fields within the AT&L community.

Research objectives

The research goals for the overall AT&L Competency Program are as follows:⁴

- AT&L Goal-1: Define the competencies required to deliver (needed) capabilities
- AT&L Goal-2: Assess the workforce to identify current and future gaps

The competency model used for this assessment satisfies the first AT&L goal. Discussions in subsequent sections of this report address the second.

Model components

AT&L competency models have both a technical and a professional component. Technical competencies are functional-specific competencies associated with a career field (e.g., Planning Audits of Property). Professional competencies are leadership, relational, cognitive, and management focused

³Ken Krieg, Under Secretary of Defense for Acquisition, Technology & Logistics, *AT&L Human Capital Strategic Plan v3.0*, 2007.

⁴Department of Defense, Acquisition, Technology & Logistics, *AT&L Human Capital Strategic Plan v3.0*, 2007.

and can be applied to all career fields (e.g., Flexibility, Creativity, and Innovation). Competency models contain high-level units of competence that house competencies. Competencies are detailed and are comprised of element statements. Element statements are concise descriptions of behaviors with an associated goal. In addition, competencies often include short statements about the knowledge required to perform the behaviors (referred to as knowledge items).

Model development

The Property competency model was developed and validated in four phases. In Phase I, the competency assessment model development phase, leadership in the Property career field served as an expert panel (EP). They identified the behaviors, skills, characteristics, and knowledge required to be a successful Property employee. Through successive discussions between Property leadership and CNA, this information was developed into a competency model framework, which was then used to solicit more detailed competency information from a larger group of subject matter experts (SMEs).

At the end of Phase I, EP members identified successful Property employees from all representative DOD services and agencies to serve as SMEs and to support development of a model from the framework. Criteria were developed to ensure that the selected SMEs represented the entire Property workforce population and were experienced, superior employees. This ensured that the final competency model would accurately reflect successful performance criteria.

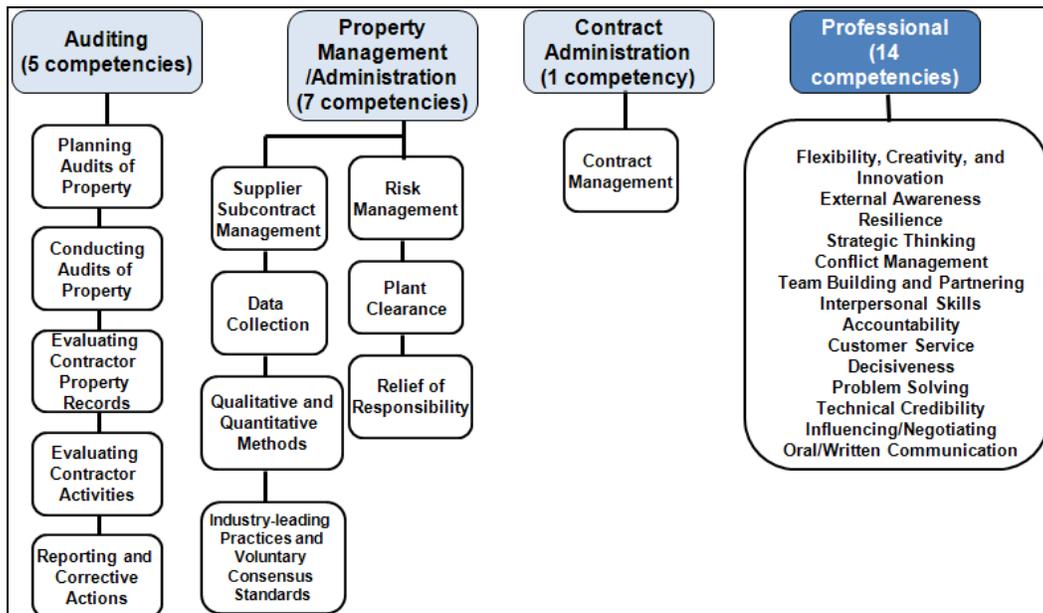
In Phase II, SMEs were asked to provide data about what makes them successful in their jobs. The CNA research team devised a multifaceted approach to collecting the data. Use of CNA's online data collection tool facilitated collection of demographic information, framework validation, and descriptions of key situations. Property SMEs were first asked to provide demographic information. SMEs were also asked to add or suggest removal of competencies, elements, and knowledge

items. Finally, a structured set of questions asked SMEs to compare their job responsibilities with the framework of competencies and provide examples from their own experiences of successful job performance. This process allowed CNA to collect both the qualitative and quantitative data necessary to validate competencies required for superior performance. Feedback was collected from 44 Property SMEs.

In Phase III, CNA worked with Property leadership and workforce experts to decide how to use the information provided by the SMEs in order to refine the Property competency framework developed by the EP. CNA used the resulting competency model to build a web-based assessment tool to capture workforce-wide assessment data.

The Property competency model consists of 66 elements and 27 competencies, organized into four units of competence. Figure 1, below, shows the final model; the detailed elements are listed in appendix A. In Phase IV, we assessed the Property workforce, using this competency model.

Figure 1. Property competency model



Phase IV of the Property competency assessment process began in June 2011. At that time, CNA administered the assessment to

747 Property employees. Employees had just less than six weeks to complete the assessment before it closed on July 31, 2011. Our analysis of employee-provided proficiency and importance ratings are described in this report.

Survey approval

The Director of HCI submitted the Systems Planning, Research Development, and Engineering (SPRDE) assessment survey to the Defense Manpower Data Center (DMDC) and Washington Headquarters Services (WHS) for survey approval in late 2009. The SPRDE assessment survey became the core template which the Property assessment was modeled after. We received survey approval in July 2010, under WHS survey license number DD-AT&L (AR) 2431.

Section summary

We developed the competency model for the Property workforce using the same process used for the other DOD Acquisition workforces. First, a small group of EP members developed a framework for the model. Then, a larger group of SMEs from across the workforce validated the content in the framework to produce the recommended model. Finally, we assessed the workforce population against this model. This final assessment provides further validation of the model, as well as demographic, proficiency, and importance ratings. The assessment survey was approved, prior to the launch of the assessment, by both DMDC and WHS.

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Section 2: Rating and analysis methodology

The original intent of this assessment was to conduct as close to a Property workforce census as possible rather than a sampling of employees. We received over 250 assessment responses, yet the response rate did not achieve a census level. This was especially true for supervisors. As a result, we had to change our planned methodology in order to understand the degree to which the participants are reflective of the population. Therefore, our discussion of methodology begins with a discussion of the observed participation rates.

Representative data

We found that the data we collected is representative of the Property workforce. Our results match demographic data in the DAU Datamart.

- We found the civilian percentages to be 100 percent, which parallels the percentages found in the Datamart Property population (which has less than 1 percent as military and the rest as civilian).
- We found the percentages for the service departments to be comparable to those reported in the Datamart. Specifically, we found 19 percent for Army (Datamart: 17 percent), 33 percent for Navy (Datamart: 25 percent), and 45 percent for 4th Estate (Datamart: 63%). Air Force numbers were slightly less similar: 21 percent for respondents and 7 percent via Datamart. This is dealt with because our analysis focuses on the two largest workforce segments: 4th Estate and Navy.
- We found that 10 percent of respondents were Level I certified (Datamart: 7 percent); 66 percent were Level II certified (Datamart: 52 percent); and 15 percent were

Level III certified (Datamart: 15 percent)—all are similar.

To extrapolate to the Property workforce as a whole, it is necessary that the 35 percent of the workforce that responded be a random sample. This assessment was not a random sample design; it was designed to target a full census. In the demographic dimensions that we were able to explore, we found no major evidence that the sample is not random. However, caution should still be exercised in extrapolating these results to represent the entire workforce. These results *do* represent the 35 percent of the workforce who responded to the survey.

Participation rates

Overall, 35 percent of the Property workforce contributed in some way to the assessment. Across all services and agencies, employees completed 259 self-assessments and supervisors assessed 70 employees, not all of whom participated in the assessment. The Property workforce has employees in all three service departments (Air Force, Army, and Navy), as well as in various 4th Estate agencies, including, but not limited to: the Defense Contract Management Agency – various locations (DCMA), the Defense Logistics Agency (DLA), the Department of Defense (DoD), and Property Center. Participation rates for the overall Property workforce and for each of the four workforce segments of the workforce—Air Force, Army, Navy, and 4th Estate/ODA—are shown in table 2.

Table 2. Participation rates by Property workforce segment

Final assessment status	Property-All		Air Force		Army		Navy		4 th Estate/ODA	
	Count of participants	%	Count of participants	%						
Number of people invited	747	100	53	100	196	100	115	100	383	100
Completed or partially completed employee assessments	259	35	11	21	37	19	38	33	173	45
Completed or partially completed supervisory assessments	70	9	6	11	4	2	4	3	56	15
Completed or partially completed employee and supervisory assessments	69	9	6	11	4	2	4	3	55	14

Methodology changes driven by participation rates

Changes in the data used for analysis

We used a multi-rater approach in some prior DOD Acquisition workforce assessments, by capturing criticality and proficiency ratings for each employee from both the employee and his or her supervisor. The response rate for paired Property employee-supervisor assessments was, however, too low to provide sufficient data for an analysis of this type. Therefore, we modified our methodology to use only employee responses. This approach provides the largest consistent set of responses for our analysis. The number of employee responses is reasonably representative of the overall Property workforce population. The results are, however, less verifiable than employee-supervisor paired responses because the employee proficiency and criticality responses have not been validated against supervisor responses. See the section titled *Data used for analysis* for a discussion of this topic.

Changes to how data are aggregated and reported

In this report, we provide results at the overall Property workforce level and for specific workforce segments. This methodology for data aggregation and reporting eliminates most of the problems associated with low response analysis, which requires masking of responses because of privacy and confidentiality issues.⁵

⁵Because of the lower-than-anticipated response rates, we are unable to present data at all service or agency levels (or below) with the same level of confidence that we can at the aggregate Property-Overall or larger workforce segments. In addition, if we were to show the data at all service or agency levels (or below) we would be forced to mask substantial portions of any report that focuses on individual components or 4th Estate agencies because of privacy and confidentiality restrictions.

Competency ratings

Employees rated (1) their own proficiency for each element of the competency model, (2) how critical they believe the competency element to be in performing their current job, and (3) how frequently they use each competency element. Each employee's supervisor was also asked to rate the proficiency of the employee for each element in the competency model and the criticality of the element to the employee's job. Behavioral descriptions for each competency element assisted the participant in selecting the most appropriate rating for each element. Each rating scale contained five usable ratings, enumerated one through five, and one rating of zero, which indicated that the employee or supervisor could not respond to the question on that element or rating category (proficiency, criticality, or frequency). We excluded all zero ratings in calculating average response rates. The rating scales used are below:

Frequency: How often do you do this activity in your job?
(Employee only)

1. Almost Never
2. Rarely
3. Occasionally
4. Frequently
5. Very Frequently
0. Not Applicable/Not needed in my job

Criticality: How critical is this activity in your job? (Employee) /
How critical is this behavior to the employee whom you are
rating? (Supervisor)

1. Not Critical
2. Somewhat Critical
3. Fairly Critical
4. Very Critical
5. Extremely Critical
0. N/A: Not needed in *my* job (Employee) / NAA - Not able to assess (Supervisor)

Proficiency: Rate how proficient you are at the competency element behaviors. (Employee) / Please rate how proficient your employee is at the competency element behaviors (Supervisor)

1. Awareness: Applies the competency in the *simplest* situations
2. Basic: Applies the competency in *somewhat complex* situations
3. Intermediate: Applies the competency in *complex* situations
4. Advanced: Applies the competency in *considerably complex* situations
5. Expert: Applies the competency in *exceptionally complex* situations
0. No Exposure to or awareness of this competency

Career level

We asked employees to select a career level from the following three options:

Level I (Entry): With technical guidance of a higher grade specialist, performs designated portions of system surveys, or other related work, when a variety of types of property and relatively complex property control systems are involved. Typical Years of Experience: 0-2 years Property experience.

Level II (Journey): Property administrators typically have broad responsibilities for contract administration, receiving general administrative supervision from a supervisor. Work assignments and objectives are prescribed, but methods of accomplishment are seldom reviewed or controlled while work is in progress. Typical Years of Experience: 2-5 years Property experience.

Level III (Senior): Property administrators provide expert advice to management, have extensive practical application and experience across different offices/agencies/missions. Provides leadership/oversight to subordinate PAs. Typical Years of Experience: More than 5 years Property experience.

Analysis of importance

We asked employees to rate the criticality and frequency of use of each competency element against a standard five-point scale.

We computed the mean of both ratings, by competency, for Property’s top two largest workforce segments—4th Estate/ODAs and Navy—in order to assign relative importance. These communities represent approximately 78 percent of the Property workforce (table 23 – appendix D)⁶. We categorized competencies as high, medium, or low based on their mean criticality and frequency values. We also computed mean criticality and frequency ratings by career level within each workforce segment and grouped them according to relative importance.

To determine how many competencies lie within each importance category (high, medium, or low) by workforce segment, we compared mean criticality against mean frequency ratings for the two workforce segments of interest. Comparing high-importance competencies across the two workforce segments allowed us to identify similarities and differences between them. Comparing mean criticality and frequency ratings across career levels within each workforce segment revealed the relative importance of competencies to each career group.

Prior to analyzing importance data, we eliminated any responses that did not include a value of one through five for criticality or frequency of use, and we calculated the sample sizes for importance of each competency by counting respondents who provided reliable frequency or criticality responses at the competency-element level. Eliminating responses using our validation criteria (outlined separately) changed the sample sizes for each question in the assessment.

Analysis of proficiency

We analyzed proficiency data received from respondents across the entire Property workforce, as well as in the 4th Estate/ODA

⁶ Two other workforce segments also appear in appendix D: Air Force and Army.

and Navy workforce segments.⁷ We compared these values to get a sense of the proficiency status for each group of respondents.

Finally, we compared mean proficiency levels across career levels to determine the reported proficiency status for each. We used the same process to remove incomplete/invalid data from our proficiency dataset as we did for our importance analysis.

Data used for analysis

We obtained only 69 sets of paired responses from an employee and his or her supervisor, across the entire 747 targeted respondents of the Property workforce. If we were to perform our analysis using the multi-rater approach, this low level of response would be insufficient for the level and types of analysis expected by Property workforce management and would force us to mask substantial portions of any report because of privacy and confidentiality restrictions. We collected 259 individual employee responses, with somewhat representative distribution across the services and agencies. These independent employee responses do lack the multi-view validation for each respondent, but they still appear to be representative of the Property workforce.

To ensure that the dataset contained reliable data for the analysis, we validated it and excluded the following scenarios:

- If the employee selected 0 (“Not needed in my job”) in the frequency or criticality rating for an element.
- If the employee selected 0 (“No Exposure to or awareness of this competency”) in the proficiency rating for an element.

⁷ During our analysis, we determined that the majority of respondents work primarily within the 4th Estate/ODA or Navy workforce segments. These results suggest that the other Property workforce segments (Air Force and Army) were not well-represented in the responses.

- If the criticality, proficiency, or frequency ratings were blank for an element.
- If the responding employee was identified as a contractor by “.ctr” in his or her email address.
- If a systematic response pattern was identified (i.e., AAA, ABA, ABB, etc).

Section summary

Overall, 35 percent of the Property workforce contributed to the assessment, completing 259 self-assessments. The lower-than-expected response rates, especially from supervisors, dictated two main methodological changes:

- Only employee responses were used in the analysis.
- We reported aggregate data via the overall Property workforce. Then based on the two largest workforce segments (4th Estate/ODA and Navy), subsequent data reporting and analysis focused on these two workforce segments.

The methodologies for analysis of importance and proficiency are consistent with the other DOD Acquisition workforces, and the rating scales used are identical.

Section 3: Workforce demographics

Respondents were asked 16 demographic questions. These questions and the selections available to each respondent are shown in appendix B and additional demographic tables are in appendix D. Supervisors were presented the same demographic questions when they responded as an employee, but provided no demographic input in their supervisory responses. Demographic items were voluntary; not all respondents answered all items.

What follows helps create a profile of the Property workforce obtained from demographic responses.

Career Level

The majority of the Property respondents are Journey- and Senior-level.

Results presented in table 3 are from respondents selecting their career level. They were asked to do this immediately prior to the ratings, but separate from the rest of the demographic items. The career level definitions can be found on page 15.

Forty-one percent of the Property respondents are Senior-level. Slightly more Property respondents self-identified as Journey-level and the remaining respondents chose Entry as their career level (43 percent and 16 percent, respectively).

Table 3. Property career level responses by Property workforce segment

Years of Experience	Property-All		4 th Estate/ ODA		Navy		Air Force		Army	
	Participant count	%	Participant count	%	Participant count	%	Participant count	%	Participant count	%
Entry	46	16	25	13	7	18	5	36	9	21
Journey	125	43	88	45	21	53	2	14	14	33
Senior	121	41	82	42	12	30	7	50	20	47
All respondents	292	100	195	100	40	101*	14	36	43	101*

*Rounding accounts for a summation of over/under 100 percent.

Certification level

Two thirds of Property respondents are Level 2 certified.

Results presented in table 4 are derived from the following demographic question: *My current DAWIA⁸ certification level is: [answer].*

Fifteen percent of the Property respondents are Level 3 certified, while 66 percent are Level 2 certified. Because 41 percent are senior-level and 15 percent are Level 3 certified, then more than half of respondents who self-identify as senior-level respondents are not Level 3 certified.

Table 4. Certification level responses by workforce segment

Level	Property-All		4 th Estate/ ODA		Navy		Air Force		Army	
	Participant count	%	Participant count	%	Participant count	%	Participant count	%	Participant count	%
One	30	10	16	8	4	10	2	14	8	19
Two	196	66	146	73	27	66	6	43	17	40
Three	44	15	24	12	6	15	3	21	11	26
None	26	9	13	7	4	10	3	21	6	14
All respondents	296	100	199	100	41	101*	14	99*	42	99*

*Rounding accounts for a summation of over/under 100 percent.

⁸ DAWIA: Defense Acquisition Workforce Improvement Act

Experience

More than half of Property respondents have 15 years or less of Property experience.

Results presented in table 5 are derived from the following demographic question: *What are your Years of Property career field Experience?*

The majority of the Property respondents have 15 years or less of Property experience (56 percent). The 4th Estate/ODA and Air Force workforce segments have the largest percentage of respondents with 16-25 years experience (26 percent and 43 percent, respectively), while the Navy and Army workforce segments have the largest percentage of respondents with 5-10 years of experience (39 and 30 percent, respectively). Approximately 20 percent of Property respondents have more than 25 years of Property experience.

Table 5. Property experience responses by Property workforce segment

Years of Experience	Property-All		4 th Estate/ ODA		Navy		Air Force		Army	
	Participant count	%	Participant count	%	Participant count	%	Participant count	%	Participant count	%
Less than 5	60	20	39	20	10	24	2	14	9	21
5 to 10	65	22	35	18	16	39	1	7	13	30
11 to 15	41	14	33	17	3	7	1	7	4	9
16 to 25	72	24	51	26	7	17	6	43	8	19
More than 25	59	20	41	21	5	12	4	29	9	21
All respondents	297	100	199	102*	41	100	14	100	43	100

*Rounding accounts for a summation of over/under 100 percent.

Military versus civilian status

All Property respondents are civilians.

Results presented in table 6 are derived from the following demographic question: *Choose your Employment Status.*

Table 6. Military versus civilian responses by Property workforce segment

Military/civilian status	Property-All		4 th Estate/ ODA		Navy		Air Force		Army	
	Participant count	%	Participant count	%	Participant count	%	Participant count	%	Participant count	%
Federal Civilian - No Prior Military Service	147	50	108	55	18	44	10	71	11	26
Federal Civilian - Prior Military Service	149	50	90	45	23	56	4	29	32	74
All respondents	296	100	198	100	41	100	14	100	43	100

Most Property respondents that are civilians are paid according to the GS-Level pay scale and reside in the GS-11 to GS-13 grade level range.

Results presented in table 7 are derived from the following demographic question: *What is your Grade/Equivalent Rank?*

Almost all Property respondents are paid according to the GS-Level pay scale (291 respondents). Within the GS-Level pay scale system, most civilian respondents fall in the GS-11 to GS-13 range.

One percent of civilian respondents categorized themselves in the National Security Personnel System (NSPS) pay scale system. One percent of civilian respondents categorized themselves in the *Other Pay Plan* category.

Table 7. Civilian grade level/pay band responses by workforce segment

Grade level/ pay band	Property-All		4 th Estate/ ODA		Navy		Air Force		Army	
	# Civ	% Civ	# Civ	% Civ	# Civ	% Civ	# Civ	% Civ	# Civ	% Civ
GS-10 or below	20	7	12	6	2	5	2	14	4	9
GS-11 to GS-13	268	90	183	92	37	90	10	71	38	88
GS-14 or higher	3	1	3	2	0	0	0	0	0	0
NSPS Pay Band 2	2	1	0	0	2	5	0	0	0	0
NSPS Pay Band 3	1	0	0	0	0	0	1	7	0	0
Other Pay Plan	3	1	1	1	0	0	1	7	1	2
All civilian respondents	297	100	199	100	41	100	14	100	43	100

*Rounding accounts for a summation of over/under 100 percent.

Education

The majority of Property respondents have a High School diploma, Associate Degree, or Bachelor’s Degree.

Results presented in table 8 are derived from the following demographic question - *My highest level of education is...*

The highest level of education achieved by most Property respondents is a High School diploma (28 percent), Associate Degree (19 percent), or Bachelor’s Degree (33 percent). This trend is largely true for each of the four workforce segments.

Table 8. Education levels and focus responses by workforce segment

Highest level of educational achievement	Property-All		4 th Estate/ ODA		Navy		Air Force		Army	
	Participant count	%	Participant count	%	Participant count	%	Participant count	%	Participant count	%
High School diploma	83	28	56	28	16	39	3	21	8	19
Associate Degree	57	19	33	17	8	20	1	7	15	35
Bachelor's Degree	99	33	76	38	7	17	4	29	12	28
Master's Degree	31	10	18	9	4	10	4	29	5	12
Doctoral Degree	3	1	2	1	1	2		0		0
Other	23	8	13	7	5	12	2	14	3	7
All respondents	296	100	198	100	41	100	14	100	43	100

Section summary

The responses to the demographic portion of the competency assessment provide insight into the composition of the Property workforce.

Results indicate that most respondents have less than 15 years of Property experience. The respondents completely consist of federal civilians. Almost all civilian respondents are within the GS-Level pay scale and most reside in the GS-11 to GS-13 grade-level range. Most Property respondents (approximately 66 percent) are Level 2 certified. We found that 80 percent of respondents in the Property workforce have a High School diploma, Associate Degree, or Bachelor’s Degree.

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Section 4: Relative importance of competencies

Each assessment participant ranked the criticality and frequency of use for each of the 66 competency elements. We computed the mean criticality and the mean frequency of each competency, which we then used to assign relative importance. We categorize competencies in terms of importance as follows:

- Competencies that have both a mean criticality rating AND a mean frequency rating of 3.0 or above have *high importance*.
- Competencies that have either a mean criticality rating OR a mean frequency rating of 3.0 or above have *medium importance*.
- Competencies that have both a mean criticality rating AND a mean frequency rating below 3.0 have *lower importance*.

In this section, we discuss the relative importance of competencies for the Property workforce overall and the two Property workforce segments that have the greatest number of responses (Table 11). Next, we discuss the relative importance of competencies within each of these workforce segments by career level, highlighting the high- and medium-importance competencies.

When comparing importance across 4th Estate/ODA and Navy workforce segments we find that 4 competencies are rated as highly important across both communities (1-4). All competencies in the Professional Unit of Competence are considered highly important by both the 4th Estate/ODA and Navy respondents.

Table 9. Importance across all Property workforce, then 4th Estate/ODA and Navy workforce segments

Unit of Competence	Competency Name	All	4 th Estate/ODA	Navy
Auditing	1. Planning Audits of Property	H	H	H
	2. Conducting Audits of Property	H	H	H
	3. Evaluating Contractor Property Records	H	H	H
	4. Evaluating Contractor Activities	M	H	H
	5. Reporting and Corrective Actions	L	H	M
Property Management/ Administration	6. Supplier Subcontract Management	L	M	L
	7. Data Collection	L	H	L
	8. Qualitative and Quantitative Methods	M	H	L
	9. Industry-leading Practices and Voluntary Consensus Standards	L	M	L
	10. Risk Management	L	H	L
	11. Plant Clearance	L	M	H
	12. Relief of Responsibility	L	H	M
Contract Administration	13. Contract Management	L	H	M
Professional	14. Flexibility, Creativity, and Innovation	H	H	H
	15. External Awareness	H	H	H
	16. Resilience	H	H	H
	17. Strategic Thinking	H	H	H
	18. Conflict Management	H	H	H
	19. Team Building and Partnering	H	H	H
	20. Interpersonal Skills	H	H	H
	21. Accountability	H	H	H
	22. Customer Service	H	H	H
	23. Decisiveness	H	H	H
	24. Problem Solving	H	H	H
	25. Technical Credibility	H	H	H
	26. Influencing/Negotiating	H	H	H
27. Written and Oral Communication	H	H	H	

Shading indicates relative importance of each competency according to respondents: green = high importance; yellow = medium importance; no shading = lower importance. Importance ratings are a composite of frequency and criticality ratings; definitions are located on pages 14-15.

Property workforce

Senior-level respondents report the most highly important competencies.

Most of the professional competencies that are high importance for the entire workforce span all three career levels (14, 16, 17, and 19-27). The Journey-level respondents have the most medium and high importance competencies (1-5, 8, 9, and 11-27). Senior respondents report competencies 1-4, 8, and 12-27 as either medium or high importance (Table 12).

Table 10. Importance ratings for the Property workforce, by competency and career level

#	Competency Name	Entry		Journey		Senior	
		Mean Freq	Mean Crit	Mean Freq	Mean Crit	Mean Freq	Mean Crit
1	Planning Audits of Property	2.97	2.57	3.73	2.98	3.77	3.53
2	Conducting Audits of Property	2.98	2.76	3.63	3.34	3.57	3.62
3	Evaluating Contractor Property Records	2.97	2.29	3.63	3.34	3.46	3.34
4	Evaluating Contractor Activities	2.63	1.73	3.59	3.13	3.45	3.28
5	Reporting and Corrective Actions	2.25	1.69	3.13	2.77	2.99	3.20
6	Supplier Subcontract Management	1.75	1.17	2.45	2.21	2.39	1.77
7	Data Collection	2.17	1.67	2.98	2.61	2.94	2.93
8	Qualitative and Quantitative Methods	2.37	2.03	3.11	2.55	3.13	2.86
9	Industry-leading Practices and Voluntary Consensus Standards	2.16	1.78	3.03	2.52	2.87	2.84
10	Risk Management	2.05	1.72	2.96	2.04	2.93	2.53
11	Plant Clearance	2.18	1.37	3.01	2.46	2.81	2.85
12	Relief of Responsibility	2.21	1.78	3.07	2.75	3.11	3.03
13	Contract Management	2.11	2.18	3.14	2.91	3.16	2.94
14	Flexibility, Creativity, and Innovation	3.63	3.25	3.48	3.08	3.70	3.73
15	External Awareness	3.34	3.00	3.20	2.73	3.43	3.29
16	Resilience	3.48	4.40	3.96	3.33	4.03	3.93
17	Strategic Thinking	3.22	3.60	3.24	3.27	3.57	4.07
18	Conflict Management	3.15	4.00	3.17	2.92	3.58	3.80
19	Team Building and Partnering	3.80	4.33	3.57	3.64	3.97	4.20
20	Interpersonal Skills	4.41	4.83	4.54	4.33	4.53	4.53
21	Accountability	4.06	4.33	4.19	4.09	4.29	4.60
22	Customer Service	4.18	4.33	4.31	4.17	4.11	4.27
23	Decisiveness	3.94	4.33	4.03	3.82	4.12	4.27
24	Problem Solving	3.79	3.50	3.86	3.82	4.05	4.07
25	Technical Credibility	3.94	4.00	3.79	3.64	4.21	4.53
26	Influencing/Negotiating	3.71	4.17	3.51	3.50	3.73	4.07
27	Written and Oral Communication	4.00	4.00	4.05	3.55	4.33	3.93

Shading indicates relative importance of each competency according to 4th Estate/ODA respondents: green = high importance; yellow = medium importance; no shading = lower importance. Importance ratings are a composite of frequency and criticality ratings; definitions are located on pages 14-15.

Next, we discuss competency importance within the 4th Estate/ODA and Navy workforce segments by career level. As determined in our workforce demographic analysis, the 4th Estate/ODA and Navy workforce segments represent 78 percent of Property respondents. Therefore, we focus our analysis on these two workforce segments. Additional tables with importance information for Air Force and Army are in appendix C.

4th Estate/ODA

The relative importance of competencies increases from Entry- to Journey-career levels among 4th Estate/ODA respondents.

Our analysis suggests that respondents who described themselves as members of the 4th Estate/ODA workforce segment consider almost all of the competencies as highly important (89 percent). They consider the remaining three competencies (11 percent) to be of medium importance. No competencies are considered to be important solely based on their frequency. No competencies were considered to be of lower importance to 4th Estate/ODA respondents.

The same 18 competencies (1-4 and 14–27) were determined to be highly important to both Entry- and Journey-level 4th Estate/ODA respondents. Journey-level respondents find seven additional competencies to be highly important (5, 7-10, and 12-13). Senior-level respondents also find all of these to be highly important to their jobs, with the exception of Competency 9 (Industry-leading Practices and Voluntary Consensus Standards).

One competency of medium importance to Senior-level respondents (9) was identified by Entry- or Journey-level respondents to be of medium or high importance (respectively). However, the two Journey-level, medium-importance competencies are not considered highly important to Senior-level respondents (table 13).

Table 11. Importance ratings for the 4th Estate/ODA workforce segment, by competency and career level

#	Competency Name	Entry		Journey		Senior	
		Mean Freq	Mean Crit	Mean Freq	Mean Crit	Mean Freq	Mean Crit
1	Planning Audits of Property	3.16	3.51	3.90	3.76	3.84	3.78
2	Conducting Audits of Property	3.31	3.85	3.71	3.85	3.60	3.80
3	Evaluating Contractor Property Records	3.37	3.87	3.67	3.66	3.47	3.65
4	Evaluating Contractor Activities	3.26	3.82	3.67	3.79	3.49	3.60
5	Reporting and Corrective Actions	2.74	3.50	3.17	3.58	3.02	3.42
6	Supplier Subcontract Management	2.18	3.01	2.61	3.26	2.57	2.96
7	Data Collection	2.56	3.32	3.11	3.43	3.06	3.36
8	Qualitative and Quantitative Methods	2.76	3.29	3.25	3.31	3.24	3.36

#	Competency Name	Entry		Journey		Senior	
		Mean Freq	Mean Crit	Mean Freq	Mean Crit	Mean Freq	Mean Crit
9	Industry-leading Practices and Voluntary Consensus Standards	2.44	3.17	3.14	3.41	2.94	3.15
10	Risk Management	2.56	3.32	3.29	3.35	3.15	3.26
11	Plant Clearance	2.26	2.95	2.97	3.27	2.77	3.04
12	Relief of Responsibility	2.51	3.27	3.19	3.63	3.15	3.52
13	Contract Management	2.27	3.11	3.22	3.60	3.32	3.59
14	Flexibility, Creativity, and Innovation	3.74	3.84	3.54	3.64	3.69	3.45
15	External Awareness	3.26	3.53	3.30	3.33	3.41	3.18
16	Resilience	3.32	3.84	4.06	3.91	4.04	3.89
17	Strategic Thinking	3.16	3.84	3.36	3.50	3.49	3.31
18	Conflict Management	3.11	3.84	3.33	3.53	3.54	3.54
19	Team Building and Partnering	3.80	3.95	3.58	3.70	3.88	3.85
20	Interpersonal Skills	4.45	4.30	4.60	4.45	4.51	4.33
21	Accountability	4.10	4.45	4.23	4.19	4.23	4.13
22	Customer Service	4.05	4.50	4.41	4.33	4.17	4.11
23	Decisiveness	4.00	4.30	4.05	4.09	4.20	4.07
24	Problem Solving	3.75	4.15	3.86	3.97	4.06	4.00
25	Technical Credibility	4.00	4.37	3.84	3.96	4.25	4.16
26	Influencing/Negotiating	3.63	3.89	3.60	3.66	3.77	3.63
27	Written and Oral Communication	4.16	4.32	4.14	4.08	4.41	4.31

Shading indicates relative importance of each competency according to 4th Estate/ODA respondents: green = high importance; yellow = medium importance; no shading = lower importance. Importance ratings are a composite of frequency and criticality ratings; definitions are located on pages 14-15.

Navy

The majority of the professional competencies were identified as highly important to all career levels among Navy responses; however, the relative importance varies for all other competencies by career level.

Navy respondents considered more than half (70 percent) of the competencies in the competency model to be of high importance. Three of the competencies (11 percent) were considered to be of medium importance. The remaining 5 (19 percent) competencies were considered to be of lower importance to Navy respondents.

Based on the Navy responses, the majority of the professional competencies (15-17, 19-22 and 25-27) are highly important to the job at each career level.

Competencies identified as having medium importance also vary by career level. Only one other competency (1) is highly impor-

tant across all three career fields. Only one competency (7) is of medium importance across two of the three career levels (table 14).

Table 12. Importance ratings for the Navy workforce segment, by competency and career level

#	Competency Name	Entry		Journey		Senior	
		Mean Freq	Mean Crit	Mean Freq	Mean Crit	Mean Freq	Mean Crit
1	Planning Audits of Property	3.52	3.61	3.31	3.17	3.54	3.61
2	Conducting Audits of Property	2.57	2.97	3.49	3.50	3.45	3.70
3	Evaluating Contractor Property Records	2.89	3.11	3.60	3.55	3.52	3.59
4	Evaluating Contractor Activities	2.36	2.74	3.49	3.43	3.58	3.70
5	Reporting and Corrective Actions	1.94	2.46	3.03	3.31	2.73	3.17
6	Supplier Subcontract Management	1.82	2.79	1.86	2.33	2.15	2.38
7	Data Collection	2.30	2.57	2.68	3.00	2.76	3.00
8	Qualitative and Quantitative Methods	2.21	2.29	2.83	2.90	2.74	2.74
9	Industry-leading Practices and Voluntary Consensus Standards	2.29	2.57	2.98	3.09	2.77	2.90
10	Risk Management	1.57	2.50	2.10	2.29	2.54	2.83
11	Plant Clearance	2.38	2.90	3.54	3.57	3.15	3.53
12	Relief of Responsibility	2.38	2.81	2.94	3.35	3.19	3.25
13	Contract Management	2.29	2.75	3.21	3.36	2.99	3.33
14	Flexibility, Creativity, and Innovation	**	**	3.16	3.24	3.60	3.20
15	External Awareness	3.80	4.00	3.15	3.00	3.44	3.22
16	Resilience	3.60	3.80	3.70	3.50	4.30	4.00
17	Strategic Thinking	3.80	4.00	3.05	3.00	4.22	3.89
18	Conflict Management	3.60	4.00	2.70	2.95	4.00	4.11
19	Team Building and Partnering	4.20	3.80	3.50	3.42	4.20	4.20
20	Interpersonal Skills	4.00	4.40	4.35	4.05	4.60	4.30
21	Accountability	3.80	4.40	4.15	4.15	4.50	4.60
22	Customer Service	4.00	4.40	4.05	3.90	3.90	3.80
23	Decisiveness	**	**	4.00	3.65	4.00	3.78
24	Problem Solving	**	**	3.95	3.75	3.90	4.10
25	Technical Credibility	4.00	4.00	3.58	3.53	4.14	4.29
26	Influencing/Negotiating	4.00	4.20	3.20	3.05	3.30	3.56
27	Written and Oral Communication	4.00	4.00	3.85	3.75	4.30	4.40

Shading indicates relative importance of each competency according to Navy respondents: green = high importance; yellow = medium importance; no shading = lower importance. Importance ratings are a composite of frequency and criticality ratings; definitions are located on pages 14-15.

**Denotes masking to ensure respondent anonymity.

Section summary

We classified competencies by their relative importance to the entire Property workforce as well as the two largest Property workforce segments: 4th Estate/ODA and Navy. Through this analysis, we found that 4th Estate/ODA and Navy responses closely align to the Auditing Unit of Competence of the

Property competency model. The relative importance of each competency varies among career levels within the entire workforce and each workforce segment.

Professional competencies were consistently determined to be highly important to the respondents within the two workforce segments and across all career levels within those workforce segments. Professional competencies largely have the highest mean criticality and frequency ratings of all competencies. This finding could indicate that the entire workforce shares a common regard for professional competencies or it could be an acknowledgement by the workforce that Property management places high value on professional competencies.

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Section 5: Proficiency ratings

In this section, we present the average proficiency ratings provided by assessment participants for all competencies in the Property competency model. We display our results for the entire Property workforce and then for workforce segment by career level at the competency level (additional data tables are in appendix C). We finish our discussion by highlighting the proficiency of the highly important competencies.

Proficiency ratings of Property respondents

Across career level, proficiency ratings trend higher.

For all competencies, higher career levels reported higher proficiency (table 15).

Mean proficiency ratings of Property respondents, for most competencies identified as high-importance, are above 3.0.

We summarize the mean proficiency results of high-importance competencies as rated by Property respondents:

- Entry—Mean proficiency ratings are between 3.0 (*intermediate*) and 4.0 (*advanced*) for 11 of 14 high-importance competencies.
- Journey—Mean proficiency ratings are between 3.0 (*intermediate*) and 4.0 (*advanced*) for all 15 high-importance competencies.
- Senior—Mean proficiency levels are between 3.0 (*intermediate*) and 5.0 (*expert*) for all 19 high-importance competencies.

Table 13. Mean proficiency ratings for the Property workforce, by competency and career level

#	Competency	Entry	Journey	Senior
1	Planning Audits of Property	2.31	3.27	3.79
2	Conducting Audits of Property	2.39	3.37	3.81
3	Evaluating Contractor Property Records	2.46	3.37	3.64
4	Evaluating Contractor Activities	2.15	3.37	3.68
5	Reporting and Corrective Actions	2.01	3.22	3.61
6	Supplier Subcontract Management	1.54	2.86	3.25
7	Data Collection	1.87	3.05	3.48
8	Qualitative and Quantitative Methods	2.02	2.98	3.46
9	Industry-leading Practices and Voluntary Consensus Standards	1.80	2.99	3.28
10	Risk Management	1.74	2.89	3.39
11	Plant Clearance	1.80	2.97	3.34
12	Relief of Responsibility	1.82	3.18	3.60
13	Contract Management	1.80	3.16	3.62
14	Flexibility, Creativity, and Innovation	3.00	3.36	3.88
15	External Awareness	2.61	3.07	3.44
16	Resilience	3.39	3.54	4.07
17	Strategic Thinking	2.83	3.13	3.66
18	Conflict Management	2.94	3.19	3.79
19	Team Building and Partnering	3.20	3.40	3.94
20	Interpersonal Skills	3.79	4.00	4.35
21	Accountability	3.56	3.84	4.20
22	Customer Service	3.62	3.90	4.14
23	Decisiveness	3.26	3.72	4.06
24	Problem Solving	3.21	3.61	4.09
25	Technical Credibility	3.09	3.52	4.18
26	Influencing/Negotiating	3.22	3.39	3.82
27	Written and Oral Communication	3.38	3.60	4.17

Green shading indicates high importance of each competency according to the Property workforce segment. Proficiency ratings: 1=Awareness; 2=Basic; 3=Intermediate; 4=Advance; 5=Expert. Ratings are defined in full on pages 15.

Proficiency ratings of 4th Estate/ODA respondents

Proficiency ratings trend up across career level.

For all competencies, higher career levels reported higher proficiency (table 16).

Mean proficiency ratings of 4th Estate/ODA respondents for most competencies identified as high-importance are above 3.0.

We summarize the mean proficiency results of high-importance competencies as rated by 4th Estate/ODA respondents:

- Entry—Mean proficiency ratings are between 3.0 (*intermediate*) and 4.0 (*advanced*) for 10 of 18 high-importance competencies.
- Journey—Mean proficiency ratings are between 3.0 (*intermediate*) and 4.0 (*advanced*) for all 25 high-importance competencies.
- Senior—Mean proficiency levels are between 3.0 (*intermediate*) and 4.0 (*advanced*) for all 24 high-importance competencies.

Table 14. Mean proficiency ratings for the 4th Estate/ODA workforce segment, by competency and career level

#	Competency	Entry	Journey	Senior
1	Planning Audits of Property	2.49	3.38	3.83
2	Conducting Audits of Property	2.69	3.42	3.83
3	Evaluating Contractor Property Records	2.72	3.39	3.64
4	Evaluating Contractor Activities	2.59	3.43	3.72
5	Reporting and Corrective Actions	2.30	3.29	3.67
6	Supplier Subcontract Management	1.79	2.98	3.40
7	Data Collection	2.20	3.13	3.54
8	Qualitative and Quantitative Methods	2.31	3.07	3.53
9	Industry-leading Practices and Voluntary Consensus Standards	1.92	3.09	3.33
10	Risk Management	1.88	3.13	3.53
11	Plant Clearance	1.81	2.95	3.41
12	Relief of Responsibility	1.95	3.24	3.69
13	Contract Management	1.85	3.21	3.71
14	Flexibility, Creativity, and Innovation	2.95	3.43	3.79
15	External Awareness	2.58	3.17	3.36
16	Resilience	3.42	3.58	4.05
17	Strategic Thinking	2.63	3.22	3.54
18	Conflict Management	2.84	3.35	3.72
19	Team Building and Partnering	3.25	3.42	3.85
20	Interpersonal Skills	4.00	4.04	4.35
21	Accountability	3.65	3.88	4.11
22	Customer Service	3.65	3.94	4.08
23	Decisiveness	3.30	3.74	4.07
24	Problem Solving	3.30	3.65	4.03
25	Technical Credibility	3.05	3.53	4.18
26	Influencing/Negotiating	3.11	3.48	3.82
27	Written and Oral Communication	3.61	3.68	4.16

Green shading indicates high importance of each competency according to the 4th Estate/ODA workforce segment. Proficiency ratings: 1=Awareness; 2=Basic; 3=Intermediate; 4=Advance; 5=Expert. Ratings are defined in full on pages 15.

Proficiency ratings of Navy respondents

For Navy respondents, proficiency ratings consistently trend up across career level.

For most competencies, Entry-level employees report the lowest proficiency and Senior-level respondents report the highest proficiency (table 17).

Mean proficiency ratings of Navy respondents for most competencies identified as high-importance are above 3.0.

We summarize the mean proficiency results of high-importance competencies as rated by Navy respondents:

- Entry—Mean proficiency ratings are between 3.0 (*intermediate*) and 4.0 (*advanced*) for 6 of 12 high-importance competencies.
- Journey—Mean proficiency ratings are 3.0 (*intermediate*) or higher, but less than 4.0 (*advanced*) for all but 1 high-importance competency.
- Senior—Mean proficiency levels are between 3.0 (*intermediate*) and 5.0 (*expert*) for all 20 high-importance competencies.

Table 15. Mean proficiency ratings for the Navy workforce segment, by competency and career level

#	Competency	Entry	Journey	Senior
1	Planning Audits of Property	2.33	3.13	3.85
2	Conducting Audits of Property	1.86	3.33	3.88
3	Evaluating Contractor Property Records	2.09	3.37	3.95
4	Evaluating Contractor Activities	1.94	3.36	3.93
5	Reporting and Corrective Actions	1.94	3.12	3.53
6	Supplier Subcontract Management	1.51	2.52	3.19
7	Data Collection	1.71	2.90	3.54
8	Qualitative and Quantitative Methods	1.64	3.02	3.31
9	Industry-leading Practices and Voluntary Consensus Standards	1.89	2.96	3.26
10	Risk Management	1.50	2.38	3.25
11	Plant Clearance	1.86	3.40	3.58
12	Relief of Responsibility	1.76	3.27	3.64
13	Contract Management	1.89	3.20	3.71
14	Flexibility, Creativity, and Innovation	**	3.33	4.00
15	External Awareness	2.80	2.84	3.67
16	Resilience	2.80	3.65	4.20
17	Strategic Thinking	2.80	3.06	4.33
18	Conflict Management	3.00	2.74	4.22

#	Competency	Entry	Journey	Senior
19	Team Building and Partnering	3.00	3.37	4.40
20	Interpersonal Skills	2.80	3.95	4.50
21	Accountability	3.00	3.85	4.40
22	Customer Service	3.00	3.90	4.20
23	Decisiveness	3.00	3.80	4.10
24	Problem Solving	3.00	3.60	4.22
25	Technical Credibility	3.20	3.58	4.13
26	Influencing/Negotiating	3.20	3.05	3.78
27	Written and Oral Communication	2.80	3.55	4.40

Green shading indicates high importance of each competency according to the Navy workforce segment. Proficiency ratings: 1=Awareness; 2=Basic; 3=Intermediate; 4=Advance; 5=Expert. Ratings are defined in full on page 15.

**Denotes masking to ensure respondent anonymity.

Section summary

Analysis of proficiency responses by competency suggests that 4th Estate/ODA and Navy respondents are, on average, applying most highly important competencies in *complex* situations (scale rating of 3). Property-wide and by workforce segment, mean proficiency ratings largely increase with increasing career level.

Respondents in both workforce segments and across all career levels report being able to apply most professional competencies in *complex/considerably complex* situations. Senior-level respondents report being able to apply more than half of the professional competencies in *considerably complex/exceptionally complex* situations.

The results of our proficiency analysis should not be used to judge whether adequate levels of proficiency have been achieved for each group for two main reasons:

- Although our proficiency analysis suggests that most assessment respondents have *intermediate* proficiency (scale rating of 3) in most highly important competencies, individual responses are often higher or lower than the average response.
- There are no proficiency standards for the Property workforce. Therefore, a lower than *intermediate* proficiency rating does not necessarily indicate a deficiency. Likewise, one grouping of the workforce may

have consistently rated itself above *intermediate* proficiency in a given competency, but the proficiency rating might fall well short of what is actually needed to get the job done. Alternatively, it may not be necessary for employees at certain career levels or in certain communities to be proficient in some competencies.

Therefore, Property leadership should consider using the proficiency analysis presented in this report as the impetus for developing proficiency standards. Once standards are set, results such as these can be used to determine whether and where deficiencies exist in the Property workforce.

Section 6: Intentions analysis

In this section, we present the results of our analysis of respondent-provided intentions data for the entire Property workforce.

Retirement and leaving intentions

Respondents were asked the following two questions related to their intentions: (1) [Please indicate your] *Retirement Plan* and (2) *In How Many Years Do You Plan To Retire?* A large portion of the Property workforce answered “FERS” to item one (64 percent), with “CSRS” as the second highest response (32 percent), and 4 percent stated that they were “Currently Retired Military”.

Answers to item two are shown in figure 2 below.

Figure 2. Leaving intentions of Property-wide respondents

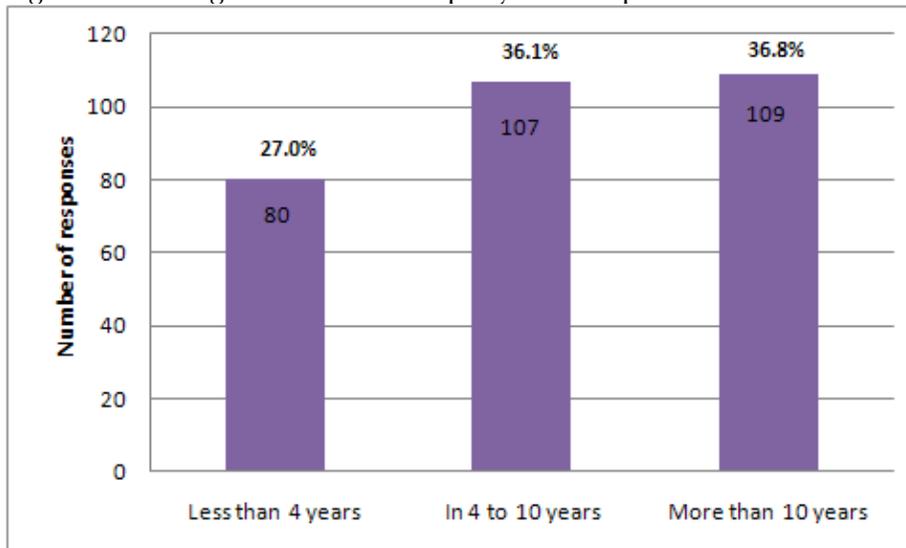
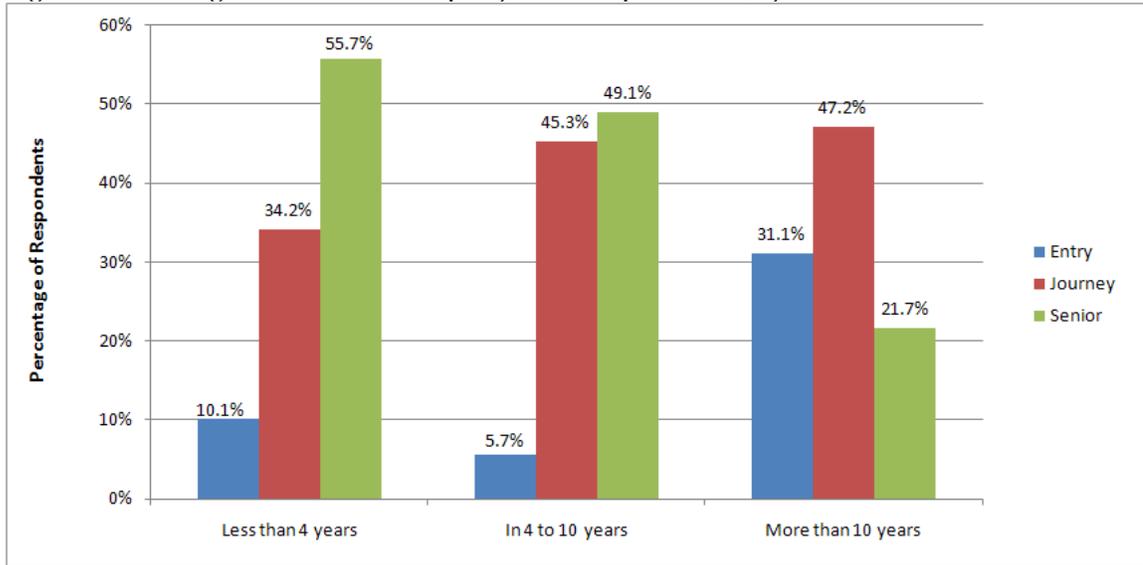


Figure 3 below also shows answers to item two, but specific to career level.

Figure 3. Leaving intentions of Property-wide respondents, by career level



Section summary

Examining the second item that respondents answered, *In How Many Years Do You Plan To Retire?*, via the two perspectives in Figures 2 and 3 allow for Property senior leadership to observe a snapshot of their workforce. These snapshots are both career-field wide and via the three career-levels self reported by the respondents (Entry, Journey, and Senior). As can be seen in Figure 3, over half of the Senior-level respondents reported that they plan to retire or resign in less than 4 years as compared to one third of the Journey-level respondents. These percentages suggest a need to ensure that institutional knowledge and processes are captured from these individuals within the next four years.

We recommend adding additional retirement questions in future assessments; understanding and accounting for knowledge loss is important to successful workforce effectiveness.

Section 7: Conclusion and next steps

Our analysis of employee-provided responses to the Property competency assessment suggests that the Property competency model captures technical competencies pertinent to both the 4th Estate/ODA and Navy workforce segments. Professional competencies seem to be applicable to all workforce communities. For the most part, competency importance increases with increasing career level.

4th Estate/ODA respondents report *intermediate* to *advanced* proficiency in most competencies of high importance to their respective workforce segments, and intermediate proficiency in several other competencies; however, some respondents report the ability to apply most competencies in *somewhat complex* situations or only an awareness of some competencies. Mean proficiency values increase with increasing career level and are highest for professional competencies.

Although there were military respondents found in the Property workforce, we found, that the majority of the Property workforce respondents are federal civilian.

We recommend Property management consider using our analysis results to

- Develop proficiency standards
- Consider future assessment efforts to generate large enough sample sizes for the additional workforce segments that comprise the remainder of the Property workforce (e.g., Air Force and Army)

In addition, we recommend that a strong emphasis be placed on the development of professional competencies. Responses to the assessment indicate that professional competencies captured in the Property model are universally important to the entire

Property workforce, as opposed to any single Property workforce segment. Finally, we found that over half of the Senior-level respondents reported that they plan to retire in less than 4 years. This suggests that proficiency resident in the Senior-level workforce could be substantially impacted by the departure of employees over that time period.

Appendix A: Property workforce competency model

Figure 4. Complete and detailed Property competency model

Functional Unit of Competence	Technical Competencies (13 total)		Competency Elements
Auditing	1	Planning Audits of Property	Element 1. Initiate auditing process (i.e., review past audit findings; determine length of audit, procedures, audit results).
			Element 2. Develop a system analysis plan for functional areas, segments, and criteria.
			Element 3. Perform trend analysis for Business System Risk Assessment.
			Element 4. Review active contracts, reports, records, instructions, regulations, special delegations, property requirements and clauses, past audits reports, and findings.
			Element 5. Determine during planning process: systems, functions, and processes to be audited.
			Element 6. Develop audit objectives, scope (population size, sample size, timeframes, and special interest areas), action plan, and system analysis plan, and determine pertinent references.
	2	Conducting Audits of Property	Element 1. Review procedures, contract requirements, and directives.
			Element 2. Review Property records and support documents, and populate worksheets for functional areas.
			Element 3. Perform contractor systems analysis, determine overall status of functions and contractor's overall property control system (e.g., adequate/inadequate or compliant/noncompliant).
			Element 4. Document findings and conclusions, conduct exit interview, and distribute written notifications.
			Element 5. Reanalyze functions/functional areas that have undergone Corrective Action Plan for noncompliance.
	3	Evaluating Contractor Property Records	Element 1. Ensure contractor compliance with contract terms and conditions, data requirements, and authorizations for property processing.
			Element 2. Request and validate records, receiving reports, requisitions, and supporting documentation for property transactions.
Element 3. Determine if property has been authorized, received, and properly classified according to contract requirements.			
Element 4. Review, accept, and oversee contractor GP procedures, plans, and processes.			
			Element 5. Ensure contractor compliance with property records procedures and maintenance requirements.

Auditing (cont'd)	Technical Competencies (cont'd)		Competency Elements (cont'd)
	4	Evaluating Contractor Activities	<p>Element 1. Conduct Property Management Systems Analysis.</p> <p>Element 2. Monitor contractor physical inventory (PI) adjustments, utilization requirements, and maintenance requirements; review reports for accuracy, completeness, and timeliness.</p> <p>Element 3. Ensure contractor compliance with contract terms and conditions, such as disposition instructions, completed contractual closeout actions, proper maintenance methodology, preparation and timely submission of reports (e.g., IUID), and physical inventories.</p> <p>Element 4. Review contractor documentation, including receipts, property utilization and disposition, contractor PCP, procedures, inventory tally sheets, and records.</p> <p>Element 5. Review closeout process, which includes disposition and completion of LDD cases.</p>
	5	Reporting and Corrective Actions	<p>Element 1. Prepare written summary of findings and conclusions.</p> <p>Element 2. Ensure that appropriate communication processes and procedures are followed, including correspondence with contractors at the executive level IAW DoD 4161.2-M; inform CO of property management system status.</p> <p>Element 3. Conduct an exit briefing/conference with appropriate contractor personnel.</p> <p>Element 4. Receive and accept corrective action plans and conduct follow-up visits.</p> <p>Element 5. Verify adequacy of the corrective action plan by conducting reanalysis of identified deficiencies.</p>
Property Management/ Administration	6	Supplier Subcontract Management	<p>Element 1. Coordinate with CO/contractor/subcontractors to perform support property administration (SPA), including subcontract risk of loss provisions.</p> <p>Element 2. Ensure that requests for support property delegation contain all required information (e.g., extent of support, delegation limitations, purchase orders (POs) and contracts).</p> <p>Element 3. Verify completion of subcontractor responsibilities, including physical inventory letters, CO approval, including risk of loss, system analysis program, LD&D reports, and oversight controls.</p> <p>Element 4. Ensure that subcontractors comply with regulations and procedures, and that a GP subcontractor property list is provided in accordance with the subcontract/POs.</p>
	7	Data Collection	<p>Element 1. Obtain appropriate information from contractor, query available databases, and analyze data as appropriate.</p> <p>Element 2. Understand and utilize quantitative and qualitative data analysis methods.</p>

Property Management/ Administration (cont'd)	Technical Competencies (cont'd)		Competency Elements (cont'd)
	8	Qualitative and Quantitative Methods	<p>Element 1. Select and use appropriate statistical analysis tools and techniques (e.g., Pareto charts, root cause analysis, trend analysis).</p> <p>Element 2. Analyze contractor support documentation, raw data, and internal audits to determine risks, trends, deficiencies, and noncompliance issues.</p> <p>Element 3. Obtain population size of items to determine sample size.</p> <p>Element 4. Conduct judgmental analysis (high risk, high dollar, sensitive poor condition, etc.).</p>
	9	Industry-leading Practices and Voluntary Consensus Standards	<p>Element 1. Review and accept contractor property management procedures.</p> <p>Element 2. Determine applicable functions, goals, and/or strategies.</p> <p>Element 3. Review standards against contract requirements for applicability.</p> <p>Element 4. Audit the Property Management System against standards (e.g., ASTM) to determine if industry-leading practices and voluntary consensus standards are efficient and effective.</p>
	10	Risk Management	<p>Element 1. Perform risk assessment and determine risk rating by function and overall risk rating for the Property Management System.</p> <p>Element 2. Perform reviews of contractor past performance, applicable functions, and contract and program requirements.</p>
	11	Plant Clearance	<p>Element 1. Review, monitor, and identify contracts nearing completion and ensure that inventory schedules are submitted.</p> <p>Element 2. Process inventory schedules, perform verification surveys, and initiate appropriate screening requirements.</p> <p>Element 3. Conduct property oversight activities (e.g., review and approve contractor scrap procedures, verify transfers, provide contractor disposition instructions) and contract closeout.</p>
	12	Relief of Responsibility	<p>Element 1. Review terms and conditions of the contract.</p> <p>Element 2. Analyze the contractor LDD report (including corrective action plan and the replacement/repair costs), and perform independent investigation.</p> <p>Element 3. Relieve contractor of responsibility or recommend to the CO that contractor be held liable.</p>
Contract Administration	13	Contract Management	<p>Element 1. Provide expert opinion and technical support; interpret regulations, policies, and procedures for contract property management.</p> <p>Element 2. Review solicitations and contracts for appropriate terms and conditions.</p> <p>Element 3. Provide overall contract property administration, including input to preaward/postaward processes (surveys, briefings, conference attendance); contract receipt, review, and analysis; and terms, conditions, regulations, provisions, and requirements.</p> <p>Element 4. Ensure that all property is properly dispositioned off the contract and that all LDDT cases are completed.</p>

Functional Unit of Competence	Professional Competencies (14 total)	Competency Elements	
Professional	14	Flexibility, Creativity, and Innovation	Open to change and new information; rapidly adapts to new information, changing conditions, or unexpected obstacles. Develops new insights into situations; questions conventional approaches; encourages new ideas and innovations; designs and implements new or cutting-edge programs/processes.
	15	External Awareness	Understands and keeps up to date on local, national, and international policies and trends that affect the organization and shape stakeholders' views; is aware of the organization's impact on the external environment.
	16	Resilience	Deals effectively with pressure; remains optimistic and persistent, even under adversity. Recovers quickly from setbacks.
	17	Strategic Thinking	Formulates objectives and priorities, and implements plans consistent with the long-term interests of the organization in a global environment. Capitalizes on opportunities and manages risks.
	18	Conflict Management	Anticipates and takes steps to prevent counterproductive confrontations. Manages and resolves conflicts and disagreements in a constructive manner.
	19	Team Building and Partnering	Inspires and fosters team commitment, spirit, pride, and trust. Facilitates cooperation and motivates team members to accomplish group goals. Develops networks and builds alliances; collaborates across boundaries to build strategic relationships and achieve common goals.
	20	Interpersonal Skills	Treats others with courtesy, sensitivity, and respect. Considers and responds appropriately to the needs and feelings of different situations.
	21	Accountability	Holds self and others accountable for measurable high-quality, timely, and cost-effective results. Determines objectives, sets priorities, and delegates work. Accepts responsibility for mistakes. Complies with established control systems and rules.
	22	Customer Service	Anticipates and meets the needs of both internal and external customers. Delivers high-quality products and services; is committed to continuous improvement.
	23	Decisiveness	Makes well-informed, effective, and timely decisions, even when data are limited or solutions produce unpleasant consequences; perceives the impact and implications of decisions.
	24	Problem Solving	Identifies and analyzes problems; weighs relevance and accuracy of information; generates and evaluates alternative solutions; makes recommendations.
	25	Technical Credibility	Understands and appropriately applies principles, procedures, requirements, regulations, and policies related to specialized expertise.
	26	Influencing/Negotiating	Persuades others; builds consensus through give and take; gains cooperation from others to obtain information and accomplish goals.
	27	Written and Oral Communication	Writes in a clear, concise, organized, and convincing manner for the intended audience. Makes clear and convincing oral presentations. Listens effectively; clarifies information as needed.

Appendix B: Property demographic and intentions questions

The table below contains the demographic and intentions questions provided to Property assessment participants and the possible response options. The final column ties the demographic and intentions questions to the applicable Property research goals, which are as follows:

- Property Goal-1: Describe how those capabilities are distributed across DOD workforce segments
- Property Goal-2: Develop a profile of the Property workforce

Table 16. Property demographic and intentions questions, response options, and planned use of responses

Demographic/Intentions Questions	Response Options	Applicable Property Research Goal(s)
1) Please identify your Service/Defense Agency?	Army Navy Air Force Not Applicable Other Defense Agency Other: FILL IN	Goal-1, Goal-2
2) What is your Organization?	FILL IN	Goal-1, Goal-2
3) What is your Job Title?	FILL IN	Goal-2
4) What is your Grade/Equivalent Rank?	N/A: Not civil service (or NSPS) GS-10 or below GS-11 to GS-13 GS-14 or higher NSPS Pay Band 1 NSPS Pay Band 2 NSPS Pay Band 3 Other Pay Plan N/A: Not active-duty E1 to E5 E6 to E9 O1 to O3 O4 or higher	Goal-1, Goal-2

Demographic/Intentions Questions	Response Options	Applicable Property Research Goal(s)
5) Please identify your Career Field:	Life Cycle Logistics Program Management Business SPRDE Systems Engineering SPRDE Science and Technology Facilities Engineering Industrial and Contract Property Management Test and Evaluation Contracting Information Technology (IT) Other Logistics Related Production, Quality, and Management Purchasing I Don't Know Other	Goal-2
6) What are your Years of Experience on Current Job:	Less than 5 5 to 10 11 to 15 16 to 25 More than 25	Goal-2
7) Please choose your Years of Acquisition Experience:	Less than 5 5 to 10 11 to 15 16 to 25 More than 25	Goal-2
8) What are your Years of Property career field Experience:	Less than 5 5 to 10 11 to 15 16 to 25 More than 25	Goal-2
9) Please provide your Location:	FILL IN	Goal-1, Goal-2
10) My current DAWIA certification level is:	None Level I Level II Level III	Goal-2
11) Choose your Employment Status:	Active Duty Military Federal Civilian – Prior Military Service Federal Civilian – No Prior Military Service Reserve	Goal-1, Goal-2
12) My highest level of education is:	High school diploma Associates Degree Bachelors Degree Masters Degree Doctoral Degree Other	Goal-2
13) If you work in a PMO (or equivalent), the most representative acquisition category applicable to my work is:	Pre-ACAT Technology Project ACAT IA ACAT ID ACAT IC	Goal-1, Goal-2

Demographic/Intentions Questions	Response Options	Applicable Property Research Goal(s)
	ACAT I/AM/MAIS ACAT II ACAT III Not applicable Other >> FILL IN	
14a) Do you have a/more than one mentor?	Yes No	Goal-2
14b) If yes, how was/were the mentor(s) assigned?	Assigned by someone else Self-selected Other	Goal-2
14c) If you have a/more than one mentor, has it been beneficial to you?	Yes No	Goal-2
15) Retirement Plan:	CSRS (Civil Service Retirement System) FERS (Federal Employees Retirement System) Active Duty Military Currently Retired Military	Goal-2
16) In How Many Years Do You Plan To Retire?	Less than 4 years In 4 to 10 years More than 10 years	Goal-2

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Appendix C: Additional Data Tables

This table illustrates the high importance competencies across the remaining Property workforce segments.

Table 17. Comparison of high importance competencies across Air Force and Army communities/functional areas

Unit of Competence	Competency Name	Air Force	Army
Auditing	1. Planning Audits of Property	X	X
	2. Conducting Audits of Property	X	X
	3. Evaluating Contractor Property Records	X	X
	4. Evaluating Contractor Activities	X	
	5. Reporting and Corrective Actions		
Property Management/ Administration	6. Supplier Subcontract Management		
	7. Data Collection		
	8. Qualitative and Quantitative Methods		
	9. Industry-leading Practices and Voluntary Consensus Standards		
	10. Risk Management		
	11. Plant Clearance	X	
12. Relief of Responsibility			
Contract Administration	13. Contract Management		
Professional	14. Flexibility, Creativity, and Innovation	X	X
	15. External Awareness		X
	16. Resilience	X	X
	17. Strategic Thinking	X	X
	18. Conflict Management		X
	19. Team Building and Partnering	X	X
	20. Interpersonal Skills	X	X
	21. Accountability	X	X
	22. Customer Service	X	X
	23. Decisiveness	X	X
	24. Problem Solving	X	X
	25. Technical Credibility	X	X
	26. Influencing/Negotiating	X	X
	27. Written and Oral Communication	X	X

Table 18. Mean frequency and criticality ratings for the Air Force workforce segment, by competency and career level

#	Competency Name	Entry		Journey		Senior	
		Mean Freq	Mean Crit	Mean Freq	Mean Crit	Mean Freq	Mean Crit
1	Planning Audits of Property	1.73	2.30	**	**	3.79	3.90
2	Conducting Audits of Property	1.92	2.52	**	**	3.63	3.97
3	Evaluating Contractor Property Records	2.12	2.44	**	**	3.63	3.89
4	Evaluating Contractor Activities	1.68	2.28	**	**	3.66	3.86

#	Competency Name	Entry		Journey		Senior	
		Mean Freq	Mean Crit	Mean Freq	Mean Crit	Mean Freq	Mean Crit
5	Reporting and Corrective Actions	1.52	2.40	**	**	3.54	3.74
6	Supplier Subcontract Management	0.90	2.05	**	**	3.25	3.64
7	Data Collection	1.33	2.30	**	**	3.13	3.50
8	Qualitative and Quantitative Methods	1.70	2.10	**	**	3.21	3.39
9	Industry-leading Practices and Voluntary Consensus Standards	1.45	2.10	**	**	3.36	3.54
10	Risk Management	1.30	2.10	**	**	3.29	3.64
11	Plant Clearance	3.27	3.13	**	**	3.48	3.62
12	Relief of Responsibility	1.50	2.20	**	**	3.33	3.71
13	Contract Management	1.60	2.35	**	**	3.39	3.93
14	Flexibility, Creativity, and Innovation	**	**	**	**	3.83	4.17
15	External Awareness	**	**	**	**	3.67	3.67
16	Resilience	**	**	**	**	4.00	4.00
17	Strategic Thinking	**	**	**	**	3.67	4.00
18	Conflict Management	**	**	**	**	3.50	3.83
19	Team Building and Partnering	**	**	**	**	4.33	4.17
20	Interpersonal Skills	**	**	**	**	4.67	4.50
21	Accountability	**	**	**	**	4.33	4.33
22	Customer Service	**	**	**	**	3.67	4.00
23	Decisiveness	**	**	**	**	4.00	3.83
24	Problem Solving	**	**	**	**	4.33	4.00
25	Technical Credibility	**	**	**	**	4.00	4.33
26	Influencing/Negotiating	**	**	**	**	4.17	4.00
27	Written and Oral Communication	**	**	**	**	4.50	4.33

Green shading indicates high importance of each competency according to the Air Force workforce segment. Importance ratings are a composite of frequency and criticality ratings; definitions are located on pages 14-15.

**Denotes masking to ensure respondent anonymity.

Table 19. Mean frequency and criticality ratings for the Army workforce segment, by competency and career level

#	Competency Name	Entry		Journey		Senior	
		Mean Freq	Mean Crit	Mean Freq	Mean Crit	Mean Freq	Mean Crit
1	Planning Audits of Property	2.70	2.57	3.10	2.98	3.63	3.53
2	Conducting Audits of Property	2.98	2.76	3.27	3.34	3.48	3.62
3	Evaluating Contractor Property Records	2.38	2.29	3.31	3.34	3.32	3.34
4	Evaluating Contractor Activities	1.62	1.73	3.21	3.13	3.15	3.28
5	Reporting and Corrective Actions	1.53	1.69	2.95	2.77	2.82	3.20
6	Supplier Subcontract Management	0.97	1.17	2.18	2.21	1.48	1.77
7	Data Collection	1.47	1.67	2.50	2.61	2.49	2.93
8	Qualitative and Quantitative Methods	1.81	2.03	2.55	2.55	2.86	2.86
9	Industry-leading Practices and Voluntary Consensus Standards	1.67	1.78	2.41	2.52	2.48	2.84
10	Risk Management	1.44	1.72	2.04	2.04	2.13	2.53
11	Plant Clearance	1.22	1.37	2.36	2.46	2.52	2.85
12	Relief of Responsibility	1.63	1.78	2.55	2.75	2.80	3.03
13	Contract Management	1.82	2.18	2.47	2.91	2.53	2.94
14	Flexibility, Creativity, and Innovation	**	**	3.64	3.08	3.73	3.73
15	External Awareness	**	**	2.60	2.73	3.40	3.29
16	Resilience	3.80	4.40	3.83	3.33	3.80	3.93

#	Competency Name	Entry		Journey		Senior	
		Mean Freq	Mean Crit	Mean Freq	Mean Crit	Mean Freq	Mean Crit
17	Strategic Thinking	3.40	3.60	2.82	3.27	3.50	4.07
18	Conflict Management	3.50	4.00	3.08	2.92	3.53	3.80
19	Team Building and Partnering	4.00	4.33	3.55	3.64	4.13	4.20
20	Interpersonal Skills	5.00	4.83	4.50	4.33	4.53	4.53
21	Accountability	4.50	4.33	4.27	4.09	4.40	4.60
22	Customer Service	4.67	4.33	4.08	4.17	4.13	4.27
23	Decisiveness	4.17	4.33	4.00	3.82	3.87	4.27
24	Problem Solving	4.00	3.50	3.91	3.82	4.00	4.07
25	Technical Credibility	4.17	4.00	3.91	3.64	4.13	4.53
26	Influencing/Negotiating	4.33	4.17	3.70	3.50	3.67	4.07
27	Written and Oral Communication	4.00	4.00	3.82	3.55	3.87	3.93

Shading indicates relative importance of each competency according to the Army workforce segment: green = high importance; yellow = medium importance; no shading = least important. Importance ratings are a composite of frequency and criticality ratings; definitions are located on pages 14-15.

**Denotes masking to ensure respondent anonymity.

Table 20. Mean proficiency ratings for the Air Force workforce segment, by competency and career level

#	Competency	Entry	Journey	Senior
1	Planning Audits of Property	1.70	**	3.98
2	Conducting Audits of Property	2.24	**	3.97
3	Evaluating Contractor Property Records	3.00	**	3.89
4	Evaluating Contractor Activities	1.77	**	3.86
5	Reporting and Corrective Actions	1.40	**	3.94
6	Supplier Subcontract Management	1.10	**	3.93
7	Data Collection	1.60	**	3.79
8	Qualitative and Quantitative Methods	1.65	**	3.75
9	Industry-leading Practices and Voluntary Consensus Standards	1.55	**	3.64
10	Risk Management	1.50	**	3.86
11	Plant Clearance	3.07	**	3.76
12	Relief of Responsibility	1.40	**	3.90
13	Contract Management	1.60	**	4.00
14	Flexibility, Creativity, and Innovation	**	**	4.50
15	External Awareness	**	**	3.67
16	Resilience	**	**	4.00
17	Strategic Thinking	**	**	4.33
18	Conflict Management	**	**	4.33
19	Team Building and Partnering	**	**	4.50
20	Interpersonal Skills	**	**	4.33
21	Accountability	**	**	4.50
22	Customer Service	**	**	4.33
23	Decisiveness	**	**	4.00
24	Problem Solving	**	**	4.50
25	Technical Credibility	**	**	4.17
26	Influencing/Negotiating	**	**	4.00
27	Written and Oral Communication	**	**	4.50

Green shading indicates high importance of each competency according to the Air Force workforce segment. Proficiency ratings: 1=Awareness; 2=Basic; 3=Intermediate; 4=Advance; 5=Expert. Ratings are defined in full on page 15.

**Denotes masking to ensure respondent anonymity.

Table 21. Mean proficiency ratings for the Army workforce segment, by competency and career level

#	Competency	Entry	Journey	Senior
1	Using Government Financial Operations and Regulations	2.11	2.65	3.53
2	Budget Formulation	2.04	2.97	3.59
3	Budget Execution (General DOD)	1.73	3.09	3.37
4	Financial Oversight	1.30	2.88	3.30
5	Ensuring Financial Compliance to Fiscal Law	1.57	2.74	3.30
6	Accounting	1.11	2.40	2.44
7	Auditing Processes	1.22	2.57	3.10
8	Contracting Oversight	1.69	2.21	3.13
9	Acquisition Strategy Planning and Analysis	1.56	2.36	2.94
10	Milestone Review	1.67	1.89	2.75
11	Programming and Budget Process	1.04	2.23	2.77
12	Budget Execution (Acquisition Management)	1.70	2.49	3.08
13	Risk Management	1.71	2.60	3.04
14	Manpower Assessment	**	2.92	3.93
15	Contracting	**	2.73	3.57
16	Using Automated Systems and Software	3.80	3.17	4.07
17	Organizing and Formulating Work	**	2.73	3.53
18	Planning, Scheduling, and Budgeting Work	3.50	3.00	3.60
19	Performance Analysis and Management	3.33	3.18	3.87
20	Accounting Considerations	4.40	3.83	4.27
21	Revision and Data Maintenance	4.17	3.64	4.33
22	EVM Compliance/Surveillance	4.17	3.67	4.27
23	EVM Integration With Acquisition Process	3.83	3.45	4.00
24	Define Scope and Requirements	3.20	3.36	4.13
25	Data Collection and Validation	3.33	3.36	4.21
26	Cost Model Development	4.17	3.40	3.80
43	Accountability	3.50	3.09	3.93

Green shading indicates high importance of each competency according to the Army workforce segment. Proficiency ratings: 1=Awareness; 2=Basic; 3=Intermediate; 4=Advance; 5=Expert. Ratings are defined in full on page 15.

**Denotes masking to ensure respondent anonymity.

Appendix D: Additional Demographic Tables

Table 22. Organization, by Property workforce segment

Organization	4 th Estate/ODA Count of participants	Navy Count of participants	Air Force Count of participants	Army Count of participants
30 CONS/LGCZ			1	
5th Signal Command				1
ACC AMIC			2	
ACLC				4
AEDC			1	
AFFTC			2	
AFFTC / PKMI			1	
AFFTC/PK			1	
AFMC/AFFTC/PK			1	
AMC				1
Army				1
Army Contracting Command				1
Army Contracting Command, Rock Island				1
Army Corps of Engineers				1
Army Materiel Command				1
Army Sustainment Command				1
Aviation Center Logistics Command				2
Centers	1			1
Chemical Demilitarization				1
Chief of Naval Air Training	1			
Clothing and Textiles		1		
CNATRA		2		
Contracting			1	
Contracting Demil				1
CORPS OF ENGINEERS				2
DCMA	1			
DCMA	85	1		4
DCMA Americas	1			
DCMA Business Center	1			
DCMA Business Operations Center	1			

DCMA Centers	2			
DCMA Central-Iraq	1			
DCMA CLEVELAND	1			
DCMA HARTFORD	2			
DCMA International	1			
DCMA Plant Clearance	1			
DCMA Plant Clearance Group	1			
DCMA Property Center	1			
DCMA Property Division	1			
DCMA/EPA	1			
DCMAC	2			
DCMAC EYN	1			
DCMAC-EPA	1			
DCMAC-EPD	1			
DCMAC-EYD				1
DCMAC-EYF	1			
DCMAC-EYK	1			
DCMAC-EYN	1			
DCMA-CI	1			
DCMAE-EYI	1			
DCMA-EPA	1			
DCMA-EPC	1			
DCMA-EYH	1			
DCMA-EYI	1			
DCMA-EYJ	1			
DCMA-EYM	1			
DCMAI	3			
DCMA-Long Island, NY	1			
DCMAN	3			
DCMAN-EPA	1			
DCMAN-EPB	2		1	
DCMAN-EPD	1			
DCMAN-EY	2			
DCMAN-EYA	1			
DCMAN-EYB	3			
DCMAN-EYE	1			
DCMAN-EYG	1			
DCMAN-EYJ	2			
DCMAN-EYK	1			

DCMAN-EYM	3			
DCMAN-EYN	1			
DCMAO-AO	1			
DCMA-Pacific	1			
DCMAS	3			
dcmas-mha	1			
Defence Logistics Agency	1			
Defense Contract Management Agency	8			
Defense Contract Management	1			
Department of Defense		1		
Directorate of Logistics				1
DLA	1			
DLA Energy	1			
DoD		1		
dpw				1
DSCC-SAPD	1			
DSCP	1			
EPB	1			
EY	1			
EYB	1			
EYK	1			
EYN	2			
FCCO				1
IMSE-RED-LGM				1
Installation Contracting Office - Fort Bliss				1
Iowa Army Ammunition Plant				1
Joint Region Marianas		2		
LOGSA				1
M&ICCC, Ft Bragg, NC				1
MICC				2
MICC USAR FT Dix,NJ				1
MICC-CB				1
MICC-Fort Irwin				1
Milan Army Ammunition Plant				1
Military Sealift Command		1		
Mission & Installation Contracting Command				1
Mission and Installation Contracting Command				1
NASEA, NUWC Div. Keyport		1		
NAVFAC		3		

NAVFAC/FEAD-FMFD SERVICE CONTRACTS		1		
NAVSEA		2		
NAVSEA SUPSHIP BATH		1		
NON DOD			1	
NORFOLK SHIP SUPPORT ACTIVITY		2		
NRO			1	
NWRMC PSNS & IMF		1		
Operations Group				1
Ops Sectors	1			
Pacific Missile Range Facility		1		
PHNSY & IMF		1		
PLANT CLEARANCE	1			
Plant Clearance Center	1			
Plant Clearance Division (DCMAN-EPB)	1			
PM AAA		1		
PROPERTY	5			
Property Center	8			
PROPERTY CENTERS	1			
Property Division	4			
Property Division-EYC	1			
Property Group	2			
Regional Maintenance Center		1		
SPAWAR		1		
Special Programs	1			
SSP		1		
Strategic Programs		1		
Supervisor of Shipbuilding		2		
Supervisor of Shipbuilding Conversion and Repair, Newport News		1		
Supervisor of Shipbuilding, Conversion and Repair, USN, Groton, CT		1		
Supervisor of Shipbuilding, Groton, CT		1		
Supervisor of Shipbuilding, Newport News, VA		1		
SUPSHIP		2		
SUPSHIP Groton		1		
SUPSHIPNN		1		
SWRMC		3		
TSC HAMPTON ROADS		1		
US Army Contracting Command				1
USARPAC				1
WR-ALC/PKOP			1	

Table 23. Job title, by Property workforce segment

Job title	4 th Estate/ODA	Navy	Air Force	Army
	Count of participants	Count of participants	Count of participants	Count of participants
1103	1			
ADMINISTRATIVE SPECIALIST		1		
Aviation Maintenance Specialist	1			
Business Analyst	1			
Contract Specialist				1
CONTRACT/PROPERTY MGMT SPECIALIST		1		
Deputy Director	1			
Director, Special Programs Property Center	1			
EVMS Specialist				1
Facility Manager				1
Facility Services Contract Manager		1		
Government Property Administrator		1		
Government Property Administrator				2
Government Property Administrator and Plant Clearance Officer		1		
GPA				2
GPA/PLCO				1
IMPS	1			
Ind Prop Clearance Spec	1			
Ind Prop Mgt Spec	1			
IND. PROP. CLEARANCE SPECIALIST	1			
Industrail Property Management Specialist	1			
Industrial Contract Property Specialist		1		
Industrial Management Property Specialist	1			
Industrial Plant Clearance Specialist	1			
Industrial Property				1
INDUSTRIAL PROPERTY ADMINISTRATOR	1	1		2
Industrial Property Administrator/Plant Clearance Officer	1			
INDUSTRIAL PROPERTY CLEARANCE SPECIALIST	3			
Industrial Property Management		1		
Industrial Property Management Spec.	1	1		
Industrial Property Management Specialist	43	12	4	7
Industrial Property Management Specialist, Command Personal Property Manager (PPM)		1		
Industrial Property Management Specialist/Plant Clearance Officer		1		
INDUSTRIAL PROPERTY MANAGMENT SPECIALIST	3			
Industrial Property Mger				1

Industrial Property Mgmt Specialist	4			1
Industrial Property Mgt Spec				1
Industrial Property specialist	4	2		1
Industrial Propety Management Specialist	1			
Industrial Specialist	5	1		
IPCS	2			
IPMS	14	2		4
Labor Relations Advisor		1		
Logistics Specialist				1
Mission Support Officer				1
PA	1			
PLANT CLEARANCE	1			
PLANT CLEARANCE OFFICER	16			
PLCO	2			
PLCO/GPA		1		
Proeprty Administrator				1
Program Manager	1			
PROPERTY ADMIN/PLANT CLEARANCE		1		
Property Admin/Plant Clearamnce		1		
Property Administration Branch Chief			1	
Property Administrator	65	1	4	10
Property Administrator & Plant Clearance Officer		1		1
Property Administrator and Acting Team Leader	1			
Property Administrator Supv		1		
Property Administrator/Industrial Property Mgmt. Specialist	1			
Property Administrator/Plant Clearance Officer	3	1	1	
Property Administrator/Plant Clearence Officer	1			
Property Adminstrator	1		1	
Property Analyst			2	
Property Disposal Specialist	1			
Property Disposition Technician			1	
Property Keystone	1			
Property Management Specialist		1		
Property Manager		2		
Property Specialist				1
Property Specilist	1			
Property Supervisor	1			
Realty Specialist				1
Supervisor	2			

Supervisor Industrial Property Clearance	1			
Supervisor, Industrial Property Management Specialist		1		
Supervisor, Property Division	1			
Supervisory, Industrial Property Clearance Specialist	1			
Supervisory, Industrial Property Management Specialist		1		
Supervisory, IPMS	1			
Supply Specialist				1
Team Leader	2			

Table 24. Career field, by Property workforce segment

	4 th Estate/ODA	Navy	Air Force	Army
Career field	Count of participants	Count of participants	Count of participants	Count of participants
Business	2	1		1
Contracting	3	2		2
I don't know	2			1
Industrial Contract Property Management	178	37	14	33
Life Cycle Logistics				3
Other Logistics Related	1			1
Production, Quality & Management	4	1		
Program Management	1			1
Property	1			
Government Property	1			
Finance	1			
Property	1			
Plant Clearance	1			
Economics/Social Science	1			
Real Estate				1
Plant Clearance	1			
Property Administration	1			

Table 25. Years of Experience on Current Job, by Property workforce segment

	4 th Estate/ODA	Navy	Air Force	Army
Years of experience	Participant count	Participant count	Participant count	Participant count
Less than 5	58	13	7	18
5 to 10	46	16		13
11 to 15	27	2	1	2
16 to 25	31	7	4	6
More than 25	37	3	2	4

Table 26. Acquisition experience, by Property workforce segment

	4 th Estate/ODA	Navy	Air Force	Army
Years of experience	Participant count	Participant count	Participant count	Participant count
Less than 5	38	13	2	12
5 to 10	32	10	1	10
11 to 15	20	6	2	3
16 to 25	57	7	3	10
More than 25	52	5	6	8

Table 27. Location, by Property workforce segment

	4 th Estate/ODA	Navy	Air Force	Army
Years of experience	Participant count	Participant count	Participant count	Participant count
700 robbins AVE, Phila, Pa 19111		1		
914 Charles Morris Ct., SW, Washington Navy Yard, DC 20398		1		
Addison, Texas	1			
Afghanistan	1			
Ann Arbor, MI	1			
Antelope Valley	1			
Arizona	4			
ARLINGTON HEIGHTS, IL	1			
Arnold AFB TN			1	
Atlanta, GA	1			
Baltimore, MD	2			
Bellevue WA	1			
Bloomington, MN	2			
Boston	3			
Boston MA	1			
Boston, MA	4			
Buffalo NY	1			
ca	2			
California	1			
Camden NJ	1			
Camp Victory Iraq	1			
Canoga Park	1			
Carson, CA	3			
Carson, California	1			
Chantilly VA			1	
CHARLESTON, SC		1		

Chattanooga, TN	1			
Chester, VA	1			
China Lake Naval Base		1		
Cincinnati	1			
Cleveland, OH	2			
Cleveland, Ohio	3			
Clifton, NJ	1			
Columbus Oh	2			
Columbus, OHIO	1			
Connecticut	3			
Corpus Christi, TX	1			
CT	2			
Dallas	1			
Dallas, Texas	1			
Dallas, TX	2			
Dayton Ohio	1			
Dayton, OH	1			
Dayton, Ohio	1			
DCMA Atlanta	1			
DCMA Boeing Huntington Beach, CA	1			
DCMA Dallas - Plant Clearance Center	1			
DCMA Dayton	1			
dcma hartford	1			
DCMA LA	1			
DCMA Lathrop	1			
DCMA Los Angeles	1			
DCMA NORTHERN EUROPE	1			
DCMA NPO ATK Launch Systems	1			
DCMA Philadelphia	1			
DCMA Santa Ana, CA	1			
DCMA VIRGINIA	1			
DCMA/Canoga Park	1			
DCMA-Baltimore	1	1		
DCMA-Long Island	1			
DCMA-NE	1			
Denver	1			
Denver, CO	3			
East Hartford, Ct	1			

East Hartford, CT.	1			
Edwards AFB			1	
Edwards AFB CA			2	
Edwards AFB, CA			1	
Edwards Air Force Base			1	
El Paso TX.				1
FL	1			
Florida	1			
Fort Bliss, Texas				1
Fort Bliss, Texas 79916				1
Fort Carson				1
Fort Carson.CO				1
Fort Irwin, CA				1
Fort Irwin, CA 92310				1
Fort Lee				1
FORT POLK, LA.				1
Fort Rucker				1
Fort Rucker AL				2
Fort Rucker, Alabama				1
Fort Wayne, IN	1			
Fort Worth	1			
Fort Worth, Texas	1			
FSH	1			
Ft Bragg, NC				1
Ft Dix, NJ				1
Ft Lee	1			
Ft Lee, VA	1			
Ft McPherson				1
Ft Rucker Al				2
Ft. Lee, VA	1			
Ft. Rucker, Alabama				1
Ft. Stewart,GA				1
Fullerton, CA	1			
Garden City, NY	3			
Georgia		1		
GERMANY	1			
Greensboro, NC				1
Groton CT		2		
Groton, CT		2		

Guam		3		
Hanover, MD	1			
Hermiston OR				1
Houston Phoenix	1			
Houston, Texas	1			
Houston, TX	1			
HUNTSVILLE	1			
Huntsville Alabama	1			
Huntsville, AL	2			
Iowa AAP				1
Iraq	1			
Japan	1			
JBER Alaska				1
Kekaha, Hawaii		1		
Kennedy Space Center FL 32899	1			
Kentucky	1			
Keyport WA		1		
Korea	1			
LAFB, Virginia			1	
Langley AFB VA			1	
Lathrop CA	1			
Lima, Ohio				1
LM Sunnyvale, CA	1			
Lockheed Martin, Greenville SC	1			
London, Canada	1			
Long Beach, CA	1			
Long Island, NY	1			
Los Angeles CA	1			
Los Angeles, CA	1			
Louisiana		1		
Maine		2		
Manassas, Virginia	1			
Manassas,VA CMO	1			
Maryland	1			
Mayport Florida		1		
METRO NYC	1			
MID WEST	1			
Milan, TN				1
Milton, FL		1		

Milton, Florida		1		
Minneapolis, MN	1			
Missouri	1			
Mobile District				1
MOBILE, ALABAMA		1		
Moorestown, NJ	1			
NAS FALLON, NEVADA		1		
NAS Fallon, NV		1		
NASA/JSC	1			
Naval Base San Diego, CA		1		
NAVSTA Mayport, Florida		1		
New Cumberland Pa	1			
NEW JERSEY	1			
New Orleans, LA				1
New York	1			
Newport News, VA		3		
NORFOLK NAVAL SHIPYARD PORTSMOUTH, VA.		1		
Norfolk, VA		1		
North Hills, California	1			
Northeast	1			
Northern California	1			
Northern Europe	1			
NORTHROP GRUMMAN BALTIMORE	1			
OAKLAND, CA	1			
OLMSTED, IL				1
Ontario, California	1			
orlando	4			
Orlando FL	1			
Orlando, FL	5			1
Orlando, Florida	1			
Ottawa, on	1			
Owego, NY	1			
Pascagoula		1		
Pascagoula, MS		1		
Pearl Harbor, HI		1		
Pensacola Fl	1			
Philadelphia	4			
Philadelphia, Pa	3			

Phoenix, AZ	1			1
Picatinny Arsenal NJ	1			
Pittsburgh	1			
Pittsburgh, PA	1			
Pueblo, CO				1
Redstone Arsenal				1
Redstone Arsenal, Alabama				1
Robins AFB GA			1	
Rock Island Arsenal				1
Rock Island IL				1
Rock Island, Il				1
Rock Island, IL.				1
Sacramento, CA	1			
Saint Louis, Missouri	1			
Saint Petersburg, FL	1			
Salt Lake City, Utah	1			
San Antonio Texas	1			
san antonio, texas	2			
San Diego		1		
san diego ca		1		
San Diego, CA	2			
Santa Barbara, CA	1			
Sepulveda	1			
Smyrna, GA	1			
St. Louis	1			
St. Louis, MO	2			
st. petersburg, florida	1			
Sunnyvale, CA	1			
Sunnyvale, California	1			
SWFPAC Bangor, WA.		1		
Syracuse, NY	1			
Texas	2			
Twin Cities	1			
USA				1
VA	2			
Valley Forge, PA	1			
Vandenberg AFB, CA			1	
Vandenberg AFB, CA.			1	
Virginia	2			

VIRGINIA, BEACH, VA.		1		
washington		2		
Washington DC			1	
West Virginia ABL	1			
White Sands Missile Range NM				1
Wichita Ks	1			
Wiesbaden Germany				1
Wisconsin				1
Woodbridge, VA		1		
WPAFB	1			
WPAFB, OH	3			

Table 28. Most applicable PMO acquisition category, by Property workforce segment

Years of experience	4 th Estate/ODA	Navy	Air Force	Army
	Participant count	Participant count	Participant count	Participant count
ACAT IA	10			1
ACAT IC	1			
ACAT ID		2		
ACAT II	12			2
ACAT III	6			
Not applicable	152	35	12	36
Other	8	2		1

Table 29. Mentor items, by Property workforce segment

Segment	Have mentor?		If so, how assigned?			If so, is the mentor beneficial?	
	Yes	No	Assigned by someone else	Self-selected	Other	Yes	No
4 th Estate/ODA	57	141	29	22	5	52	2
Navy	12	29	3	8	1	12	
Air Force	6	7	4	1	1	5	1
Army	9	34	2	5	2	8	1

Glossary

ACAT	Acquisition Category
ACAT IAM/MAIS	Acquisition Category Information Automated Major/Major Automated Information Systems
AT&L	Acquisition, Technology, and Logistics
BCEFM	Property, Cost Estimating, and Financial Management
CADRe	Cost Analysis Data Requirement
CAO	Chief Administration Officer
CDD	Capabilities Development Document
CDR	Critical Design Review
CDRLs	Contract Data Requirements List
CE	Cost Estimating
CLIN	Contract Line Item Number
COTR	Contracting Officer Technical Representative
CSRS	Civil Service Retirement System
DAES	Defense Acquisition Executive Summary
DARPA	Defense Advanced Research Projects Agency
DASWP	Defense Acquisition Strategic Workforce Plan
DAWIA	Defense Acquisition Workforce Improvement Act
DCAA	Defense Contract Audit Agency
DCMA	Defense Contract Management Agency
DeCA	Defense Commissary Agency
DFAS	Defense Finance & Accounting Service
DISA	Defense Information Systems Agency
DLA	Defense Logistics Agency
DMDC	Defense Manpower Data Center
DOD	Department of Defense
DOD IG	Department of Defense Inspector General
DoDEA	Department of Defense Education Activity
DSS	Defense Security Service
DTRA	Defense Threat Reduction Agency
DTRMC	Defense Test Resource Management Center
EP	Expert panel
EVMS	Earned Value Management System
FERS	Federal Employees Retirement System
FM	Financial Management
HCI	Human Capital Initiatives
ICD	Initial Capabilities Document
JCS	Joint Chiefs of Staff
MDA	Missile Defense Agency
NASA	National Aeronautics and Space Administration
NDU	National Defense University
NSPS	National Security Personnel System
OBS	Organizational Breakdown Structure
OPM	Office of Personnel Management
OUSD (AT&L)	Office of the Under Secretary of Defense, Acquisition Technology & Logistics
pBIB	partially balanced incomplete block
PDR	Preliminary Design Review
PFPA	Pentagon Force Protection Agency
PM	Program Management
PMO	Program Management Office
RFP	Requests for Proposal

SMEs	Subject matter expert(s)
SOWs	Statement of work(s)
SPRDE	Systems Planning, Research Development, and Engineering
SPRDE-PSE	Systems Planning, Research Development, and Engineering-Program Systems Engineer
SPRDE-S&TM	Systems Planning, Research Development, and Engineering-Science and Technology Management
SPRDE-SE	Systems Planning, Research Development, and Engineering-Systems Engineering
WBS	Work Breakdown Structure
WHS	Washington Headquarters Services

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