Section 912(c) Study Status Report

Recruiting, Developing, Rewarding and Retaining Technology Leaders

13 July 2000

DISTRIBUTION STATEMENT A
Approved for Public Release
Distribution Unlimited
PROBLEM

Best Technical Workers:

Demand ↑

Supply ↓
BACKGROUND

PURPOSE: This study will examine policies that might be employed to ensure the Department's access to the highest quality science and engineering workforce.

PRODUCT: [Provide] an implementation plan, including proposed legislation or waiver proposals, and timelines...based on analysis of issues in recruiting, developing, rewarding and retaining technology leaders.

Technology Leaders
Senior Study Group Charter
22 September 1998
BACKGROUND

- FY98 Defense Authorization, Section 912(c)
  - Titled: “Implementation Plan to Streamline and Improve Acquisition Organizations”
  - Called for report by 1 April 98: “a plan to streamline the acquisition organizations, workforce and infrastructure”

- SECDEF Report to Congress, 1 April 98 commits to a number of studies, in following categories:
  - Increase Acquisition Workforce Education and Training
    - Recruit, Develop and Retain Technology Leaders
  - Restructure Research, Development, and Test
  - Restructure Sustainment
  - Move to Integrated, Paper-Less Acquisition
PREVIEW

- Study Structures Established
- Workshop Convened
- Report Drafted with Alternatives Suggested:
  - Permanent Personnel
  - Non-Permanent Personnel
- Results Already Used to Shape Legislative Proposals
- Next Steps:
  Coordinate Report, Execute Action Items
STRUCTURE

SENIOR STEERING GROUP

WORKING GROUP

USD(AT&L), CO-CHAIR
USD(P&R), CO-CHAIR
USD(C)
DDR&E
ASD(FMP)
DTSEE now DOT&E
SOCAE
SAEs
ASA(MRA)
ASN(MRA)
SAF(MI)

DDDR&E(LM&TT) now DUSD(S&T)PP, CO-CHAIR
DASD(CPP), CO-CHAIR
SSG NOMINEES (OSD + EACH MILDEP)
PROCESS

Workshop Results

Earlier Studies

Trend Data

Available Tools

Best Practices

\[ \text{Report} \]

\[ \text{Legislation} \]
WORKSHOP

"DoD Technology Leaders of the Future"
- Mechanism for identifying issues and discovering options used by others
- 3-4 Dec 98, Alexandria VA
- Chairs: Dr Lance Davis/DDDR&E(LM&TT),
  Dr Diane Disney/DASD(CPP)

Four structured sessions related to:
- Quality
- Recruitment
- Development
- Retention and Reward

87 Participants
- 13 Industry
- 9 Academia
- 10 Other Government
- 55 DoD
## EXAMPLES

### WORKSHOP RESULTS

<table>
<thead>
<tr>
<th>Quality</th>
<th>Recruitment</th>
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<tbody>
<tr>
<td>- Use Surveys</td>
<td>- Permit On-The-Spot Hiring</td>
</tr>
<tr>
<td>- Establish External Peer Reviews</td>
<td>- Provide Competitive Compensation</td>
</tr>
<tr>
<td>- Conduct 360 Degree Appraisals</td>
<td>- Increase ‘Fly-Before-Buy’ Programs</td>
</tr>
<tr>
<td>- Track Metrics</td>
<td>✓ - Use Hiring Bonuses</td>
</tr>
<tr>
<td>✓</td>
<td>✓ - Improve Processes</td>
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</tbody>
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<table>
<thead>
<tr>
<th>Development</th>
<th>Retention and Reward</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Improve Mentoring</td>
<td>- Provide Competitive Compensation</td>
</tr>
<tr>
<td>✓ - Do Continuous Training</td>
<td>✓ - Eliminate High-Grade Controls</td>
</tr>
<tr>
<td>✓ - Foster Professional Growth</td>
<td>✓ - Link Pay to Performance</td>
</tr>
<tr>
<td>- Assess Individual Needs</td>
<td>✓ - Improve Workforce Shaping Tools</td>
</tr>
<tr>
<td>- View as Investment Not Cost</td>
<td>- ID and Recognize Top Performers</td>
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✓  **Significant Efforts Underway or Achieved**
Draft (not yet coordinated)

- Permanent Workforce:
  - Continue personnel demonstrations and pilots, propagate best practices
  - Engage independent, outside organization(s) to coordinate design of separate personnel system for scientists and engineers (S&Es)
  - Consider alternative governance models (e.g., government corporations, Government-Owned Contractor-Operated or Federally Funded Research and Development Center)

- Non-Permanent Workforce:
  - Establish Commercial Intergovernmental Personnel Act (IPA)
  - Expand DARPA Experimental Personnel Pilot to labs
LEGISLATION

o ‘Recent’ Defense Authorization statutes that help
  -FY95 s.342 Personnel Demonstrations  -FY99 s.246 Partnering Pilots
  -FY00 s.245 Workforce Pilots  -FY00 s.1109 High-Grade Controls

o Initiatives worked but not being considered for FY01
  -Scientist and Engineer Excepted Service
  -Scientist and Engineer Pilot Personnel Program
  -Civil Service Recruitment and Retention Act 2000 (‘Bonuses’)
  -Commercial Intergovernmental Personnel Act

o Initiatives Congress is considering for FY01
  -DARPA Experimental Personnel Pilot Program for Labs
  -DoD Civil Service Workforce Realignment Act 2000 (‘VERA/VSIP’)
  -Clarification of Demonstration Authority (appeal pending)
SASC FY01 PROPOSAL

- Clarification of S&T Personnel Demonstration Authority (S.1114)

"Notwithstanding any law, the director of the [demo] laboratory is authorized to appoint individuals...and to fix compensation...without the review or approval of any official or agency other than the Under Secretary [AT&L]."

- OUSD(P&R) drafted an appeal:
  - Usurps SECDEF, Service Secretaries' Authority to manage workforce
  - Potential to pay lab employees more than SECDEF or Congress
  - Veteran's Preference, Equal Opportunity and Merit System Principles at-risk
  - Possible labor conflicts over negotiable hiring and compensation
  - Change would have cost impacts beyond labs
  - Disrupts ongoing personnel demonstrations (reporting and analysis)
NEXT STEPS

- Coordinate Report (target date: 30 Sept 00)
- Execute Report Recommendations
- Suspend Report Coordination
- Transition Efforts to Acquisition 2005 Taskforce
- Expand Taskforce Charter and Roster as Required
PAY ISSUE
GOVERNMENT FUNDED LABS DOING LIKE WORK
1998

Government S&E Salary Comparison

Non-DoD (GOCO)

DoD In-House Labs

Difference

Source: LLNL FY 1999 Salary Program Guidelines