



Blended Workforce In MDA Contracting



OVERVIEW

- **Workload Resource Summary History**
- **Evolution of the MDA Contracting Organization**
- **Use of SETA Support In MDA/DAC**
- **Benefits from a Blended Workforce**
- **Lessons Learned**



HISTORY - CONTRACT ACTIVITY AND RESOURCES

Fiscal Year	Dollars Obligated (\$M)	Contract Awards	Task Orders	Contract Mods	Purchase Orders	BOA Awards	GSA Delivery Orders	Active Contracts	FTEs/ Actual	
									Gov	Seta
1986	22	11	-	10	-	-	-	11	11	0
1987	136	46	-	165	-	-	-	55	11	0
1988	255	54	-	224	-	-	-	100	12	<26
1989	354	50	-	347	-	-	-	144	13	26
1990	638	34	-	510	-	-	-	143	14	26
1991	702	29	-	556	-	-	-	128	14	26
1992	894	29	-	613	-	-	-	110	13	26
1993	653	29	-	611	1	-	-	87	13	52
1994	344	23	3	548	18	-	-	80	13	49
1995	252	25	7	475	16	-	-	63	20	48
1996	300	7	6	509	28	-	-	61	24	42
1997	383	17	15	445	40	-	-	63	39	32
1998	557	12	63	749	16	-	-	65	41	31



CONTRACTING ACTIVITY - HISTORY

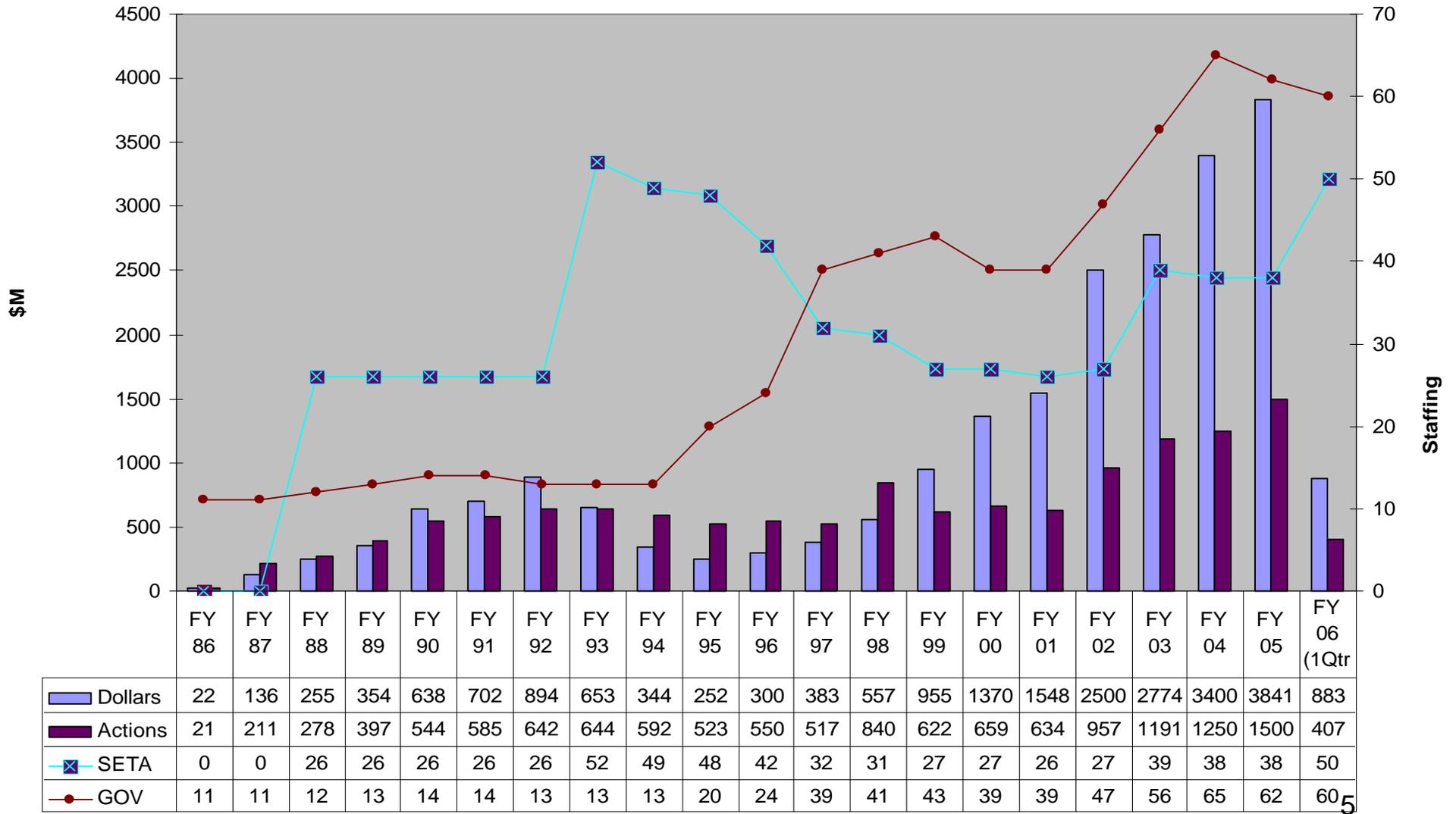
Fiscal Year	Dollars Obligated (\$M)	Contract Awards	Task Orders/BPA Calls	Contract Mods	Purchase Orders	BOA/ BPA Awards	GSA Delivery Orders	OTs/ Cooperative Agreements	Active Contracts	FTEs Actual	
										Gov	Seta
1999	955	7	59	552	4	-	-		62	43	27
2000	1,370	7	33	590	3	5	21		57	39	27
2001	1,548	8	22	554	14	3	33		86	39	26
2002	2,500	42	36	823	4	6	32	14	163	47	27
2003	2,774	137	32	994	3	6	15	4	245	56	39
2004	3,401	125	48	1070	11	1	25	3	300	65	38
2005	3,841	180	44	1311	19	0	20	0	337	62	38
2006 (1 st Qtr)	883	15	7	379	5	0	1	0	205	*60	50

Count includes MDA in NCR and JNIC

* FTE Count includes actual on-board staffing—Authorized Gov FTE in 1st Qtr 2006: 75

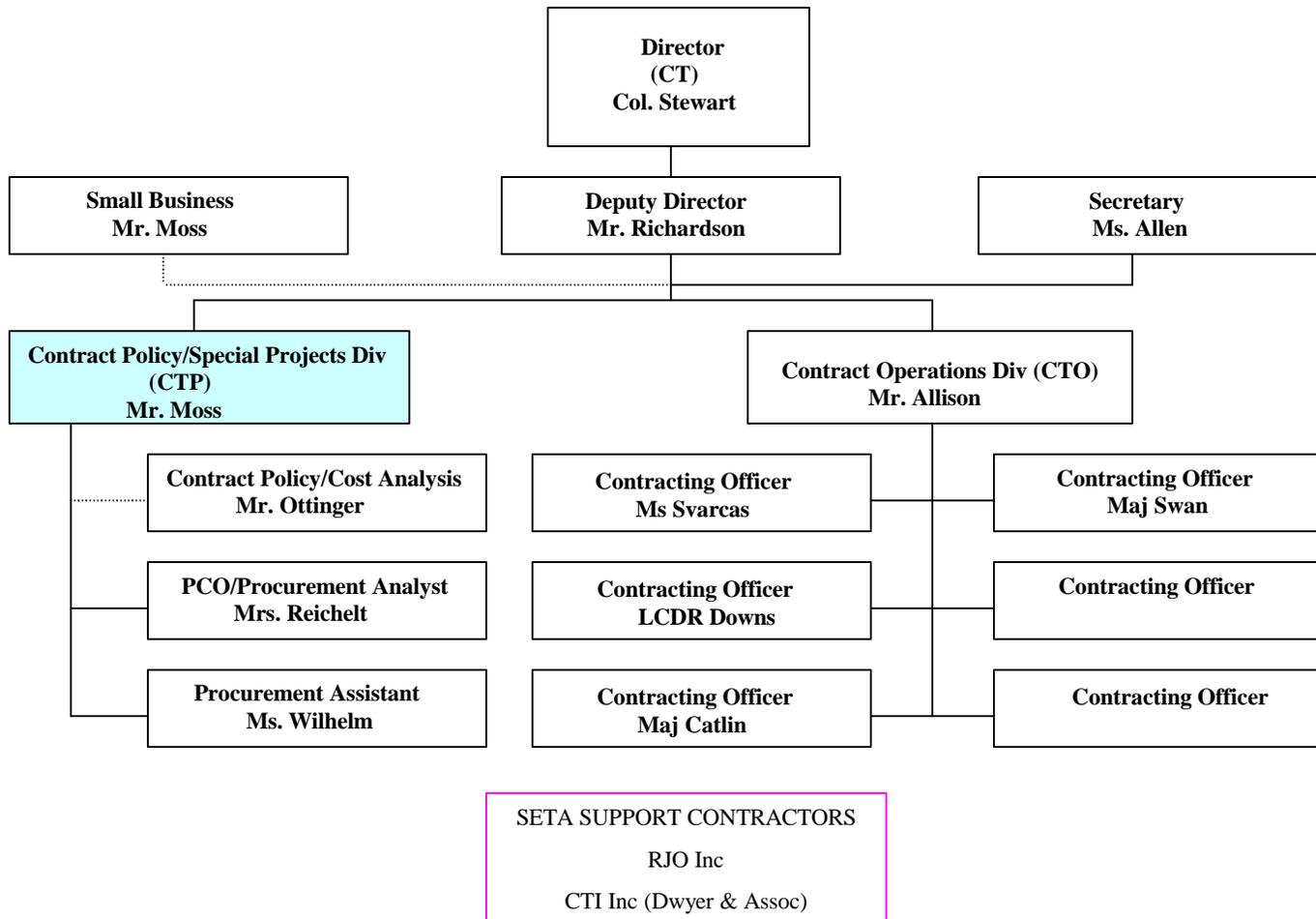


BLENDED WORKFORCE PROFILE





1986-1992 ERA CONTRACTING ORGANIZATION--SDIO

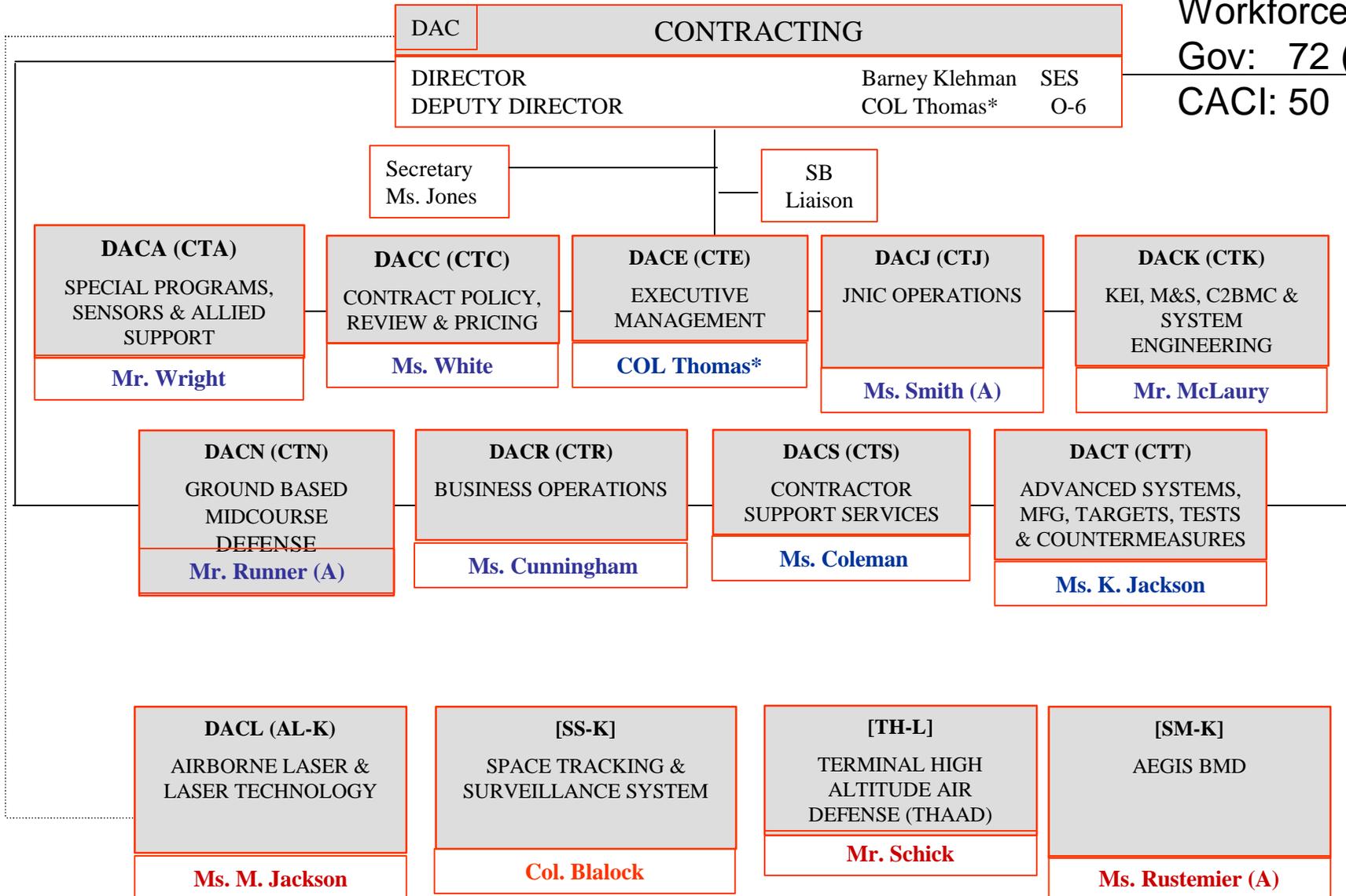




CURRENT MDA/DAC ORGANIZATION



Workforce
Gov: 72 (Auth)
CACI: 50



*Dual-Hatted



INTERESTING ACQUISITION INITIATIVES HAVE DRIVEN THE WORKLOAD

- Super SETA Contracts (1988) were the model for Multiple Award Task Order Contracts in FASA
- LACE/RME Launch Services – Innovative Approaches
- Major Influence In Early Days was on Keeping Many Technologies Under Work and Shifting Funds to those With the Most Promise
- Heavy use of Award Fee Contracts to Support Need for Flexibility and Responsiveness
- Many, many other innovative programs and contracting approaches have driven the need for more highly qualified contracting personnel



SDIO/BMDO/MDA

- **All Three Organizations by Careful Design Utilized a Mix of Government and Contractor Personnel**
- **These Organizations All Changed Rapidly in Technology and Skills**
- **All MDA-NCR Directorates Are a Blended Workforce – Not True Yet for External Locations (CO, CA, NM)**



WHERE ARE WE NOW?

- **MDA WORKLOAD INCREASING – AMOUNT AND COMPLEXITY**
 - MANY ELEMENTS INCREASING DEVELOPMENT
 - MORE EMPHASIS ON TOTAL INTEGRATION
- **1102 WORKFORCE IS IN SHORT SUPPLY**
 - RETIREMENTS – INSUFFICIENT REPLACEMENTS IN “PIPELINE”
 - COST OF LIVING INHIBITS RECRUITMENT FROM ELSEWHERE
 - **INTENSE COMPETITION AMONG GOVT AGENCIES AND PRIVATE SECTOR (GETTING WORSE EVERY DAY)**
 - INABILITY TO RECRUIT/RETAIN TO NECESSARY LEVEL
 - REENGINEERING MOVES, BRAC MOVES, MARKETPLACE
- **SOLUTION: USE SETA SUPPORT TO FILL THE GAP**
 - USE OF SETA NOT CHEAPER, BUT CAN BE MORE COST EFFECTIVE
 - EASIER TRANSITION, LESS NONRECURRING COSTS, MORE CAPABILITY
- **RESULT: HIGHLY SUCCESSFUL – MISSION STILL BEING ACCOMPLISHED DESPITE ADVERSE CONDITIONS**



BLENDING WORKFORCE IN MDA/DAC

- **SDIO/BMDO/MDA Workforce Has Changed Often in 20 Years. Surges Up or Down Have Been Met With Changes to Contractor Workforce**
- **Current SETA Contract Calls for 50 FTE: Up from 38 in 2004 to Off-set Loss of Government Staff – Total Authorized Workforce Now Managed Interchangeably – Allows Greater Flexibility Based on Market Situation**
- **42 On-Site FTE In HQ and Operational Functions:**
 - Heaviest Concentration Work as Contract Specialists Supporting Pre-Award, Award, and Post-Award Contract Functions
 - Systems Administration and E-Business Support
 - Policy and Special Projects
- **Eight Offsite FTE Comprise Work by 15+ Specialists Supporting MDA and Multiple Other Clients --- Bring Great “Reachback” into specialized skills:**
 - Competition Support for Automated Source Selection Capabilities
 - Special Studies and Policy Support
 - eBusiness and SPS Expertise
 - Training and Facilitating



BLENDING WORKFORCE BENEFITS

- **Leverage the Core Government Workforce—Extend and Augment Capabilities of Government Team**
- **Highly Trained, Experienced, Qualified Resource Pool**
- **Ability to Ramp-up for Surge Workload**
- **Ability to Downsize Quickly**
- **Ability to Quickly Find Right Skill-Sets for Project Requirements**
- **Successful Implementation of e-Business changes of last fifteen years**
- **Ability to Take Action to Quickly Move/Remove People When Stronger Skills are Needed or Due to Behavior/Performance Issues**
- **Bring knowledge of best-practices in public and private sector**
- **Provides Very Stabilizing Influence – Particularly In Last 12 Months of High Government Turnover (Impact of Marketplace, BRAC, etc)**
- **Provides Better Breadth and Diversity; Critical for Complex Programs**



LESSONS LEARNED

- **Making SETA Staff Part of the On-site Team Works Well When Full-time Support is Needed—On-site Contractor Management Is Needed To Provide Contractor Oversight**
- **Having Access to SETA “Back-Shop” Experts, as Needed, Leverages DAC Capabilities**
- **SETA Staff Typically Have Prior DoD Contracting Experience and Know Limits on Their Actions**
 - **Defined Responsibilities Can “Get in the Way”, but Work Requirements Need to Be Adequately Covered In the Contract**
 - **Feedback Has Proven Beneficial On Defined Taskings**
 - **Partnering Vs Traditional Government/Contractor Relationship**
- **Different Contracting Officers Have Used SETA Resources Differently—Creates Confusion – Striving to Create More Consistency in Processes and Management**
 - **Enables better use of SETA Resources**



LESSONS LEARNED CONT'D

- **On-site SETA Staff are Not Entitled to Government Privileges such as the “59 Minute Rule,” Snow days, Parking—Sometimes a Cause for Concern – but Normally “One” Workforce**
- **Tendency for Government Managers to Want to “Interview” Potential New Hires or Otherwise Get Involved With the Contractor’s Hiring Process—Sometimes Needs to Be Checked (Non-Personal Services Restrictions)**
- **We Have Used FFP, CPAF, and CPFF Contract Vehicles. No Distinguishing Advantages Accrue to Either—both CPARS and Award Fee are Powerful Tools**
- **Turnover Has Been Less of a Problem with SETA than With Government – Critical to Mission Accomplishment**



SUMMARY

- **NECESSITY IS THE MOTHER OF INVENTION**
 - POLITICAL DECISIONS DRIVE CONSTRAINTS
 - INABILITY TO DO OUR MISSION IS UNACCEPTABLE
- **EXTENSIVE USE OF SETA SUPPORT MAY NOT BE APPLICABLE IN ALL CASES – BUT HAS CLEARLY BEEN A SUCCESS STORY FOR MDA**
 - ACROSS THE BOARD IN ALL MDA FUNCTIONS
 - IN CONTRACTING
- **WE HAVE NOT EXPERIENCED ANY SITUATIONS WHICH ARE QUESTIONABLE ETHICALLY – THE OPPOSITE IS TRUE!**
- **WE THINK THIS IS A USEFUL TOOL WHICH SHOULD BE CONSIDERED IN A POSITIVE FRAMEWORK FOR THE POTENTIAL BENEFITS VICE FEAR OF NEGATIVE SITUATIONS**