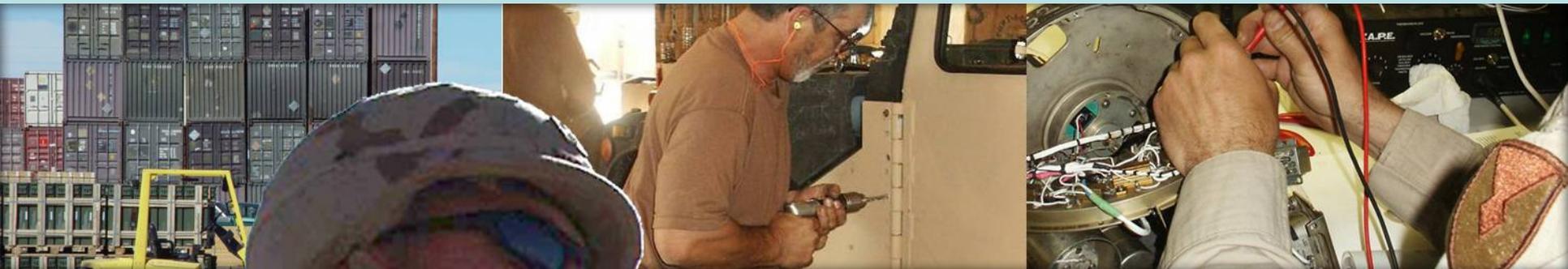




# Review of 51C, Contracting and Production Area of Concentration



Jeffrey Parsons

Director of Contracting, HQ AMC

7/12/2006

"Need to be faster, more agile,  
less bureaucratic - Need to  
fight this every day"

# **51C Area of Concentration (AOC) Review Outline**

- Background
- IPT's Findings
- Structure and Status
- Career Path
- Conclusions and Recommendations

# 51C Area of Concentration (AOC) Review

Objectives of the review: Provide recommendations concerning the contingency contracting force structure and the 51C career path.

# Background

- LTG Yakovac requested review of the 51C AOC to:
  - **Determine if a separate 51C track is needed within the Army Acquisition Corps.**
  - **Determine the skill sets and experience needed to support the contingency contracting mission.**
  - **Determine the minimum number of uniformed contracting officers needed to support the contingency contracting mission.**
  - **Insure a viable career path which supports the contingency contracting mission and allows all acquisition corps uniformed officers the opportunity to compete for critical acquisition senior level positions.**
  - **Determine whether DCMA Commander positions need to be filled by acquisition corps uniformed officers with contracting skills.**

# Background

Integrated Process Team was chartered and led by AMC (Jeff Parsons) and Acquisition Support Center (Craig Spisak) with representatives from:

- ASA(ALT)
- Army G1
- COE
- NGB
- ACA
- AMC
- ASC
- DCMA
- HRC
- MEDCOM
- OCAR

# Background

## Approach:

- Two-day off-site for the IPT
- Small working group meetings
- Survey of DCMA Commanders
- Benchmarked against Air Force Military Contract Review

# IPT's Findings

# **IPT Findings: Why Does the Army Need Uniformed Contracting Officers?**

- **Integrate Planning and Contracting for Combat Conditions**
  - Reach back support, contractors on the battlefield, interface with PEOs, logistics structure and DFAS, legal and IT
- **Conduct Operational Execution in Combat Conditions**
  - Need military/war fighter knowledge and experience
- **Infuse Military Knowledge/Skills into Contracting**
  - Field experience strengthens links to Combatant Commands
- **Ability to Inform and Influence Leadership at all Levels of Command**

# IPT Findings: 51C Skills

- Manage high risk/high visibility cost type contracts
- Manage complex installation contracts
- Contractor Logistics Support
- Reset contracting
- Joint staff experience

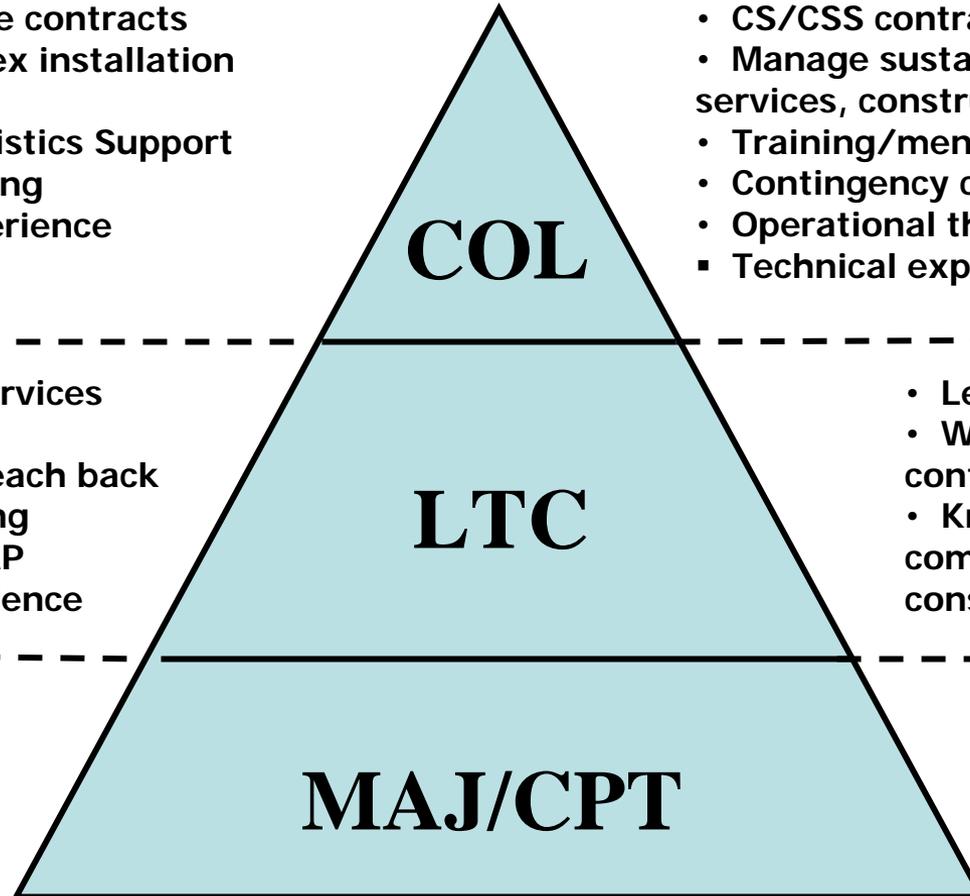
- Advising Joint Commands
- CS/CSS contracting
- Manage sustainment contracts: services, construction
- Training/mentoring junior personnel
- Contingency contracting experience
- Operational thru strategic planning
- Technical expertise

- Installation/Services Contracts
- Conduct/use reach back
- PMO Contracting
- Manage LOGCAP
- HQ Staff experience

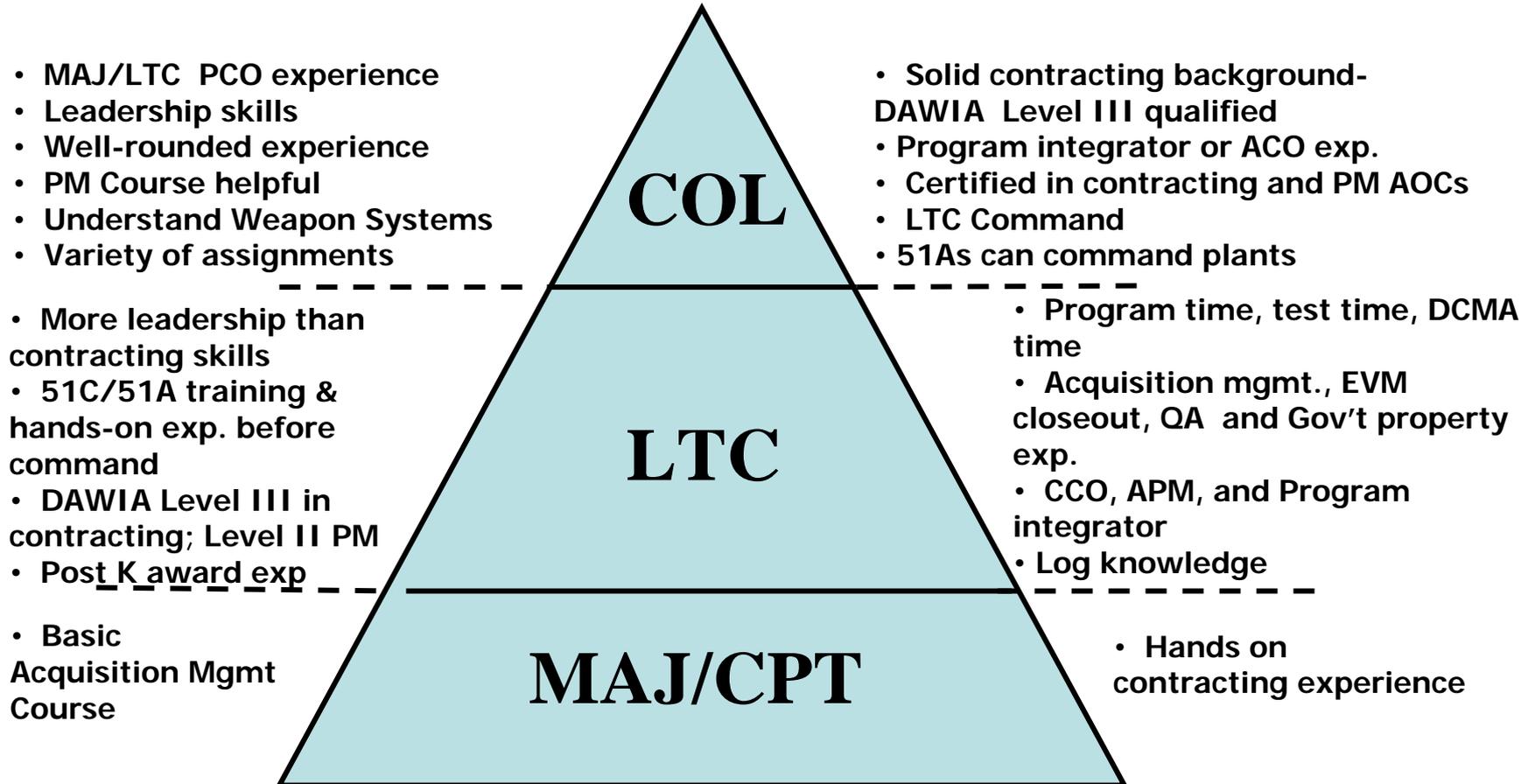
- Lead contracting teams
- Work complex systems contracts
- Knowledge of commercial items, FMS, construction contracting

- Knowledge of LOGCAP and reach back spt
- Systems/R&D contracting
- Construction & environmental contracting
- CS/CSS

- Acquisition/Contract planning
- Fulfill DAWIA req
- Warranted
- Contingency contracting
- Contract admin
- Installation contracting



# DCMA Commanders' Comments: 51C Skills



# Structure and Status

# 51C Distribution

51C STRUCTURE		WEBTADS										TOPMIS					MAPL
MACOM	TITLE	02	03	04	05	06	AUTHOFF	03	04	05	06	TOTALS	03	04	05	06	TOTALS
AC	CONTRACTING COMMAND	0	4	12	11	4	31	1	12	8	7	28	8	17	12	6	43
AE	ARMY ACQUISITION EXECUTIVE SUPPORT AGENCY	0	0	5	0	0	5	0	3	8	0	11	0	3	0	1	4
AJ	ARMY TACTICAL APPLICATION ELEMENT (ATAE)	0	0	3	0	0	3	0	0	0	0	0	0	0	0	16	16
AT	US ARMY TEST AND EVALUATION COMMAND (USATEC)	0	0	1	0	0	1	0	2	0	0	2	0	1	0	0	1
CE	US ARMY CORPS OF ENGINEERS	0	6	6	0	1	13	0	2	0	0	2	0	8	0	0	8
DF	DEPARTMENT OF DEFENSE AGENCIES (DOD)	0	14	58	28	1	101	1	35	34	11	81	8	46	36	0	90
DJ	JOINT SPECIAL OPERATIONS FORCES ACTIVITIES	0	0	1	0	0	1	0	0	1	1	2	0	0	1	0	1
DM	DIRECTED MILITARY OVERSTRENGTH	0	0	0	0	1	1	0	0	0	0	0	0	0	0	1	1
E1	US ARMY, EUROPE AND SEVENTH ARMY	0	0	1	0	0	1	3	3	1	0	7	4	4	1	0	9
FC	US FORCES COMMAND	0	16	19	0	0	35	12	43	5	1	61	53	70	4	2	129
G6	NETWORK ENTERPRISE TECHNOLOGY & 9TH SIGNAL CMD (NETCOM)	0	0	2	0	0	2	0	1	0	0	1	0	2	0	0	2
JA	JOINT ACTIVITIES (LESS NATO)	0	0	4	0	0	4	1	0	3	0	4	0	1	0	0	1
P1	US ARMY PACIFIC	0	4	4	0	0	8	2	5	3	0	10	3	8	0	0	11
P8	EIGHTH US ARMY	0	0	0	0	0	0	1	0	0	0	1	2	2	0	0	4
SC	USA SPACE & MISSILE DEFENSE COMMAND (USASSMC)	0	0	0	1	0	1	10	0	0	0	10	0	0	0	0	0
SE	FOAS RESOURCED BY OA-22	0	0	1	0	0	1	0	0	0	0	0	0	1	0	0	1
SJ	OSA JOINT & SUPPORT AGENCIES	0	0	2	1	0	3	0	0	0	1	1	0	2	2	1	5
SP	US ARMY SPECIAL OPERATIONS COMMAND (USASOC)	0	0	1	0	0	1	0	1	1	0	2	2	2	0	0	4
TC	US ARMY TRAINING AND DOCTRINE COMMAND	0	0	5	0	0	5	0	13	2	0	15	0	4	0	0	4
X1	US ARMY MATERIEL COMMAND	0	19	12	1	0	32	5	12	7	1	25	12	13	3	2	30
			63	137	42	7	249	36	132	73	22	263	92	184	59	29	364
	<b>October 2005</b>	51C	CPT	MAJ	LTC	COL	WEBTADS	CPT	MAJ	LTC	COL	TOPMIS	CPT	MAJ	LTC	COL	MAPL
		51Z	0	0	13	23	36										
	<b>WEBTADS DATA</b>						285										

# Positions Requiring Contracting Training and/or Skills to Support the AFSB Structure

51 Positions

	51Z	51A	51C	51S	51T	
AFSB	7	7	7	7	7	35
PARC	12	0	16	0	0	28
CCBN	3	0	9	0	0	12
SRCCT	0	0	14	0	0	14
CCT	0	0	60	0	0	60
	22	7	106	7	7	149

51Z/C Positions

	06Z	05Z	04C	03C	
AFSB	0	0	7	0	7
PARC	4	8	8	8	28
CCBN	0	3	9	0	12
SRCCT	0	0	7	7	14
CCT	0	0	30	30	60
	4	11	61	45	121

Based on 7 AFSBs, 4 PARCs, 3 CCBNs, 7 SRCCTs and 30 CCTs



Indicates need for contracting training/skills

# AFSB 51C Positions Requested versus Authorized

## Requested

Position	06Z	05Z	04C	03C	Total
<b>AFSB</b>	0	0	6	0	6
<b>PARC</b>	4	8	20	20	52
<b>CCBN</b>	0	3	18	9	30
<b>SRCCT</b>	0	0	13	13	26
<b>CCT</b>	0	0	43	43	86
<b>Total</b>	4	11	100	85	200

## Authorized

Position	06Z	05Z	04C	03C	Total
<b>AFSB</b>	0	0	7	0	7
<b>PARC</b>	4	8	8	8	28
<b>CCBN</b>	0	3	9	0	12
<b>SRCCT</b>	0	0	7	7	14
<b>CCT</b>	0	0	30	30	*60
<b>Total</b>	4	11	61	45	121

Requested based on 6 AFSBs, 4 PARCs, 3 CCBNs, 13 SRCCTs, & 30 CCTs

\*Note: Battalion Commanders are responsible to select deploying CCTs

# DCMA Army Spaces Needed to Support Contingency Operations

<b>Grade</b>	<b>Assets Dedicated only to Contingency Contracting Support</b>
CPTs	0
MAJs	55
LTCs	2
COLs	1
Total	58

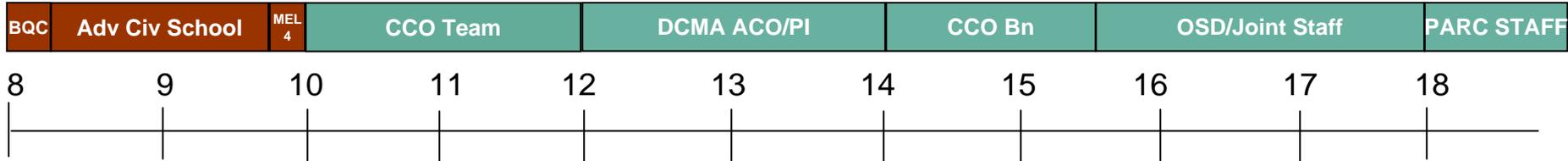
# Officers Positions Requiring Contracting Skills

<b>Grade</b>	<b>Must Have</b>	<b>No.</b>	<b>Highly Desirable</b>	<b>No.</b>
<b>Colonel</b>	PARCs	4	ASC Acquisition Deputy	1
	DCMA Fwd ACOs	1	DASA P&P MILDEP	1
			AMCCP Deputy	1
			COE Deputy	1
			ACA CoS	1
			OPTEMPO Reqmts	5
<b>Colonel Totals</b>		<b>5</b>		<b>10</b>
<b>Lieutenant Colonel</b>			ACA Installations	15
	DCMA Deployment	2	LCMC Acq Centers	12
	AFSB Structure	11	ALT Futures Office	1
			Staff Positions	9
			LOGCAP PMO	2
			DCMA	9
<b>Lieutenant Colonel Totals</b>		<b>13</b>		<b>48</b>
<b>Captains &amp; Majors</b>			ACA Branch Chf/IMA Spt	20
	DCMA Deployment	55	Construction Contracting	6
	AFSB Structure	106	Staff Activities/LOGCAP	11
	Special Ops Contracting	4	DCMA	7
<b>Captains and Majors Total</b>		<b>165</b>		<b>44</b>
<b>Totals</b>		<b>183</b>		<b>102</b>
<b>Grand Total</b>				<b>285</b>

# Career path

# Career Path Alternatives

## Ideal



**Note:** BQC for 51C = 13 Weeks; BQC for 51A = 12 Weeks

MEL-4 = ILE (15 Weeks) and IQC (4 Weeks)

### Training Requirements

Level I/II Contracting = BQC (9 Wks) + Contracting Class (4 wks)

Level I/II PM = BQC (9 Wks) + Logistics Class (3 Wks)

Level III Contracting = Add Adv Bus Solutions Course (2 Wks)

Plus 2 Internet Electives

Level III PM = Add PMT 352 A&B -PM Course (6 Wks)

### Experience Requirements

Level I/II Contracting = 2 Yrs Con Experience

Level I/II PM = 2 Yrs Acq Experience (at least 1 Yr in PM)

Level III Contracting = 4 Yrs Con Experience

Level III PM = 4 Yrs Acq Experience (at least 2 Yrs in PM)

### Education Requirements

Level I/II/III Contracting = Bachelors Plus 24 Semester Hours (Plus Desired Ed Rqmts)

Level I/II/III PM = None (Only Desired Ed Rqmts)

# Conclusions And Recommendations

# Conclusions

- 51C AOC consists of 285 authorizations; 121 of those are earmarked for the AFSB structure.
- Approximately 101 positions are needed to build and ensure an adequate bench for war fighting needs.
- IPT findings and comments from DCMA commanders indicate that leadership, ability to advise commanders and having both contracting and PM experience are equally important as technical experience.
- Adjustments to 0-6 authorizations needed to reflect actual need – identified 15 0-6 positions that require level III contracting certification.
- A separate 51C track is not needed within the Army Acquisition Corps.
- A successful career path to 0-7 is available for all 51 FA members.

# Recommendations

(Approved by LTG Yakovac on 6/19/06)

- Remove the distinction among 51 AOCs with the goal of a single Functional Area 51.
- Require the majority of entry level 51s to attend the contracting portion of the Basic Qualifications Course to provide sufficient personnel for AFSB structure, particularly CCO teams.
- Intensively manage officer assignments at all grades in order to meet the war fighting structure and DCMA requirements
  - Assignments may be less than 3 years
  - Use CSL slating to enhance the development of multi-functional acquisition officers
  - Increase positions that provide contracting expertise within the regions.
- Continue identifying positions in the MAPL needing contracting skills.
- Update appropriate documentation, e.g., DA Pam 600.3, Commissioned Officer Professional Development and Career Mgmt.

# Back-up Charts



# 51C Active Duty Grade Distribution Matrix

51C	IDEAL AGDM	2 % TOLERANCE	WEBTADS	WEBTADS %	PYRAMID LOW	PYRAMID HIGH	POPULATION CHANGE NEEDED
COL	12.30%	12.05 TO 12.54%	30	10.53	34	36	4.34
LTC	34.60%	33.9 TO 35.29%	55	19.30	97	101	41.62
MAJ	53.10%	52.03 TO 54.16%	200	70.18	148	154	-51.71
CPT							
			285		279	291	

# Positions Requiring 51C and Z Skills: Result of MAPL Scrub

51C	51C Must	51C/51A	* Fix 51C PDs	Total
COL	22	1	1	24
LTC	30	2	2	34
MAJ	47	11	2	60
CPT	22	6	8	36
51Z				
COL	9	5	3	17
LTC	7	3	2	12
Total	137	28	18	183

\* Note: Positions are approved as 51Cs or 51Zs.  
MAPL position descriptions are incomplete.  
ASA(ALT) will fix during next MAPL Review  
Board and will add AFSB Positions.