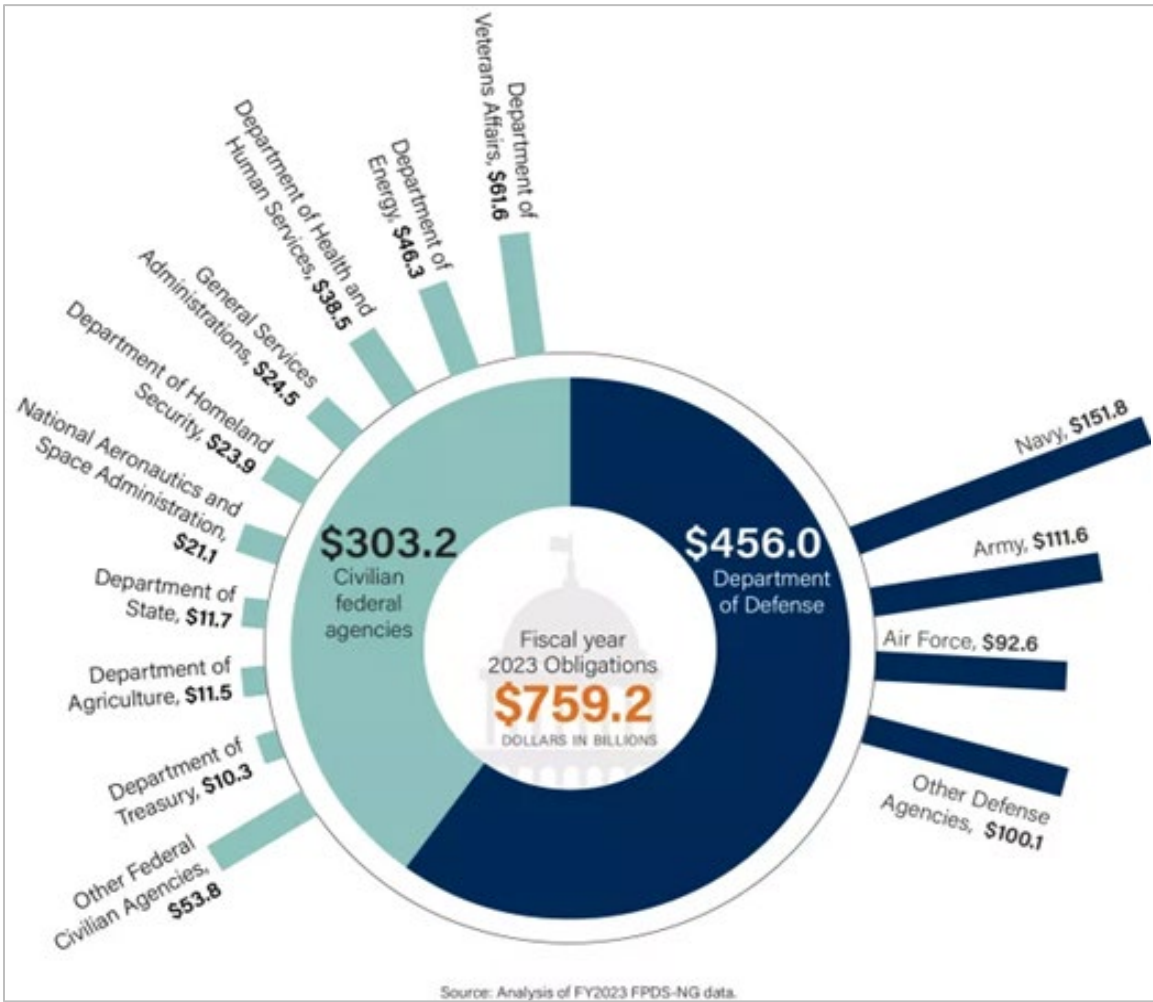


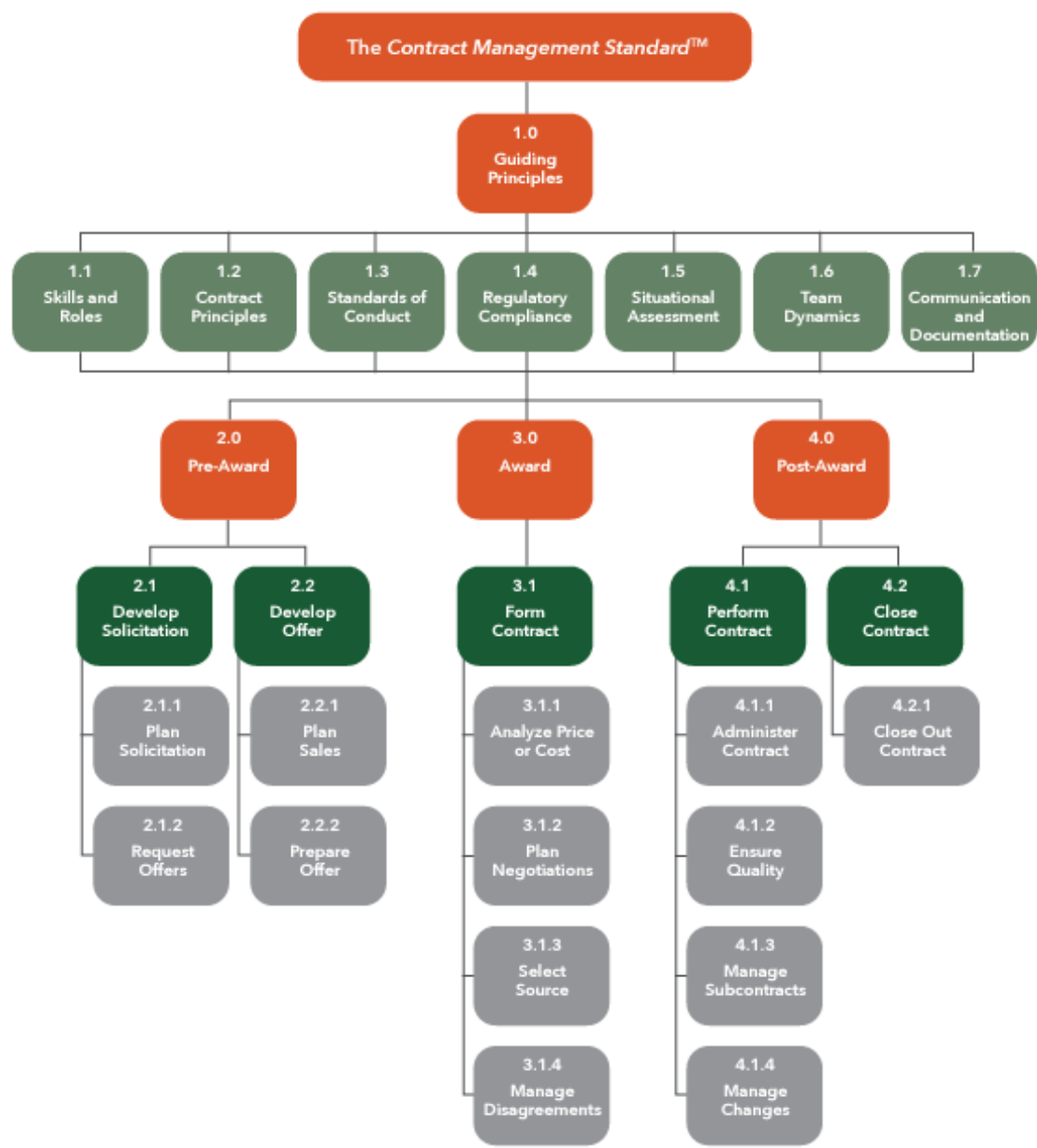
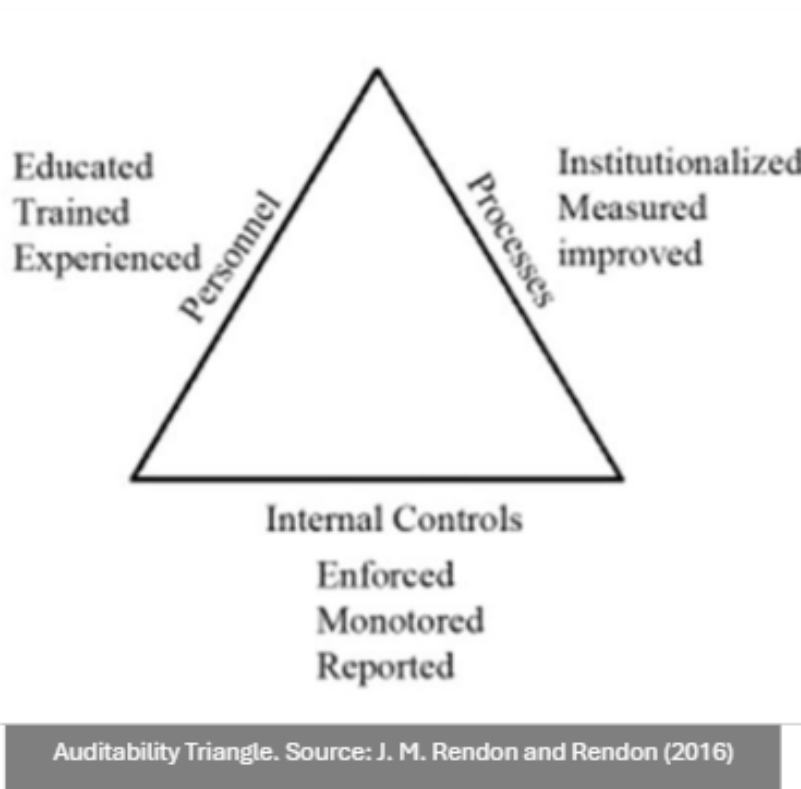
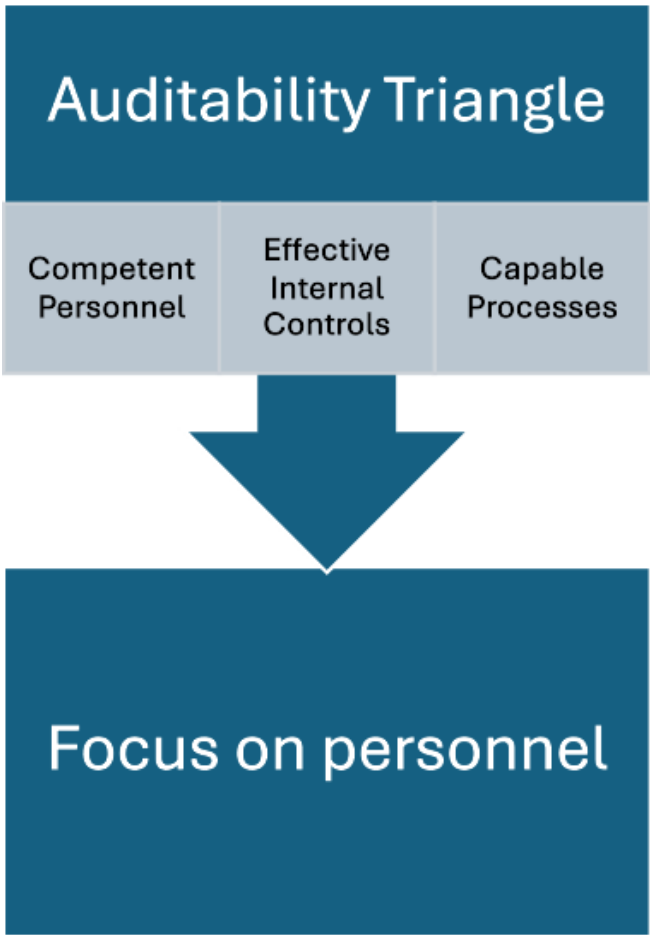
## Abstract

This thesis seeks to examine the impact of military personnel turnover in the contract management process at the Defense Contract Management Agency. We deployed a contracting competency assessment instrument to DCMA staff, both military and civilian personnel, to determine their proficiency performing buyer tasks and knowledge levels performing seller tasks. This helped us to analyze the criticality of military contracting officers in DCMA contract management positions. We concluded with specific recommendations for NPC Millington leadership.



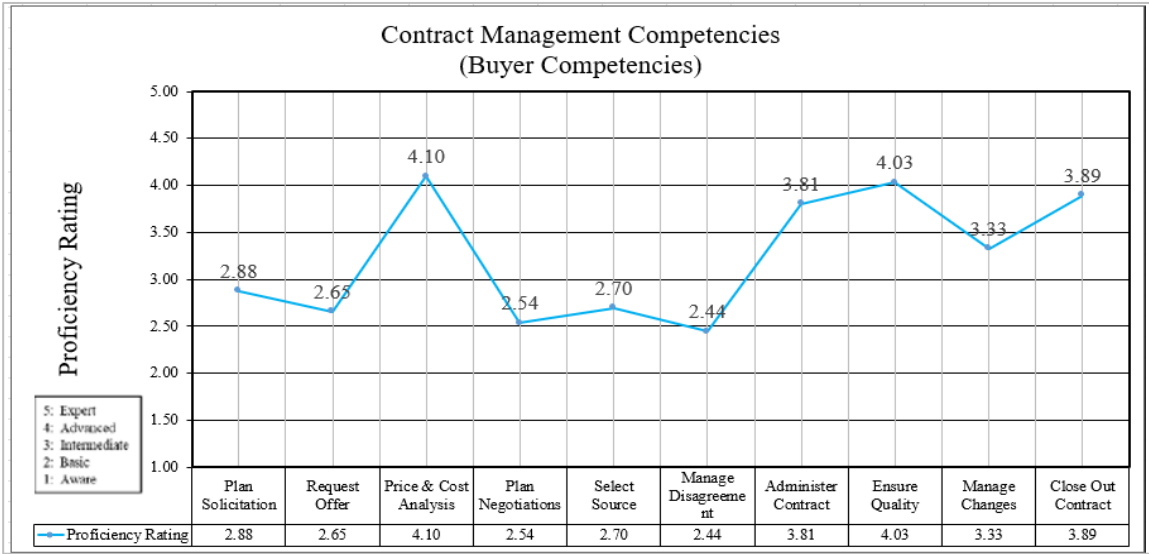
Which Agencies Were Responsible for the Most Contract Dollars

## Methods

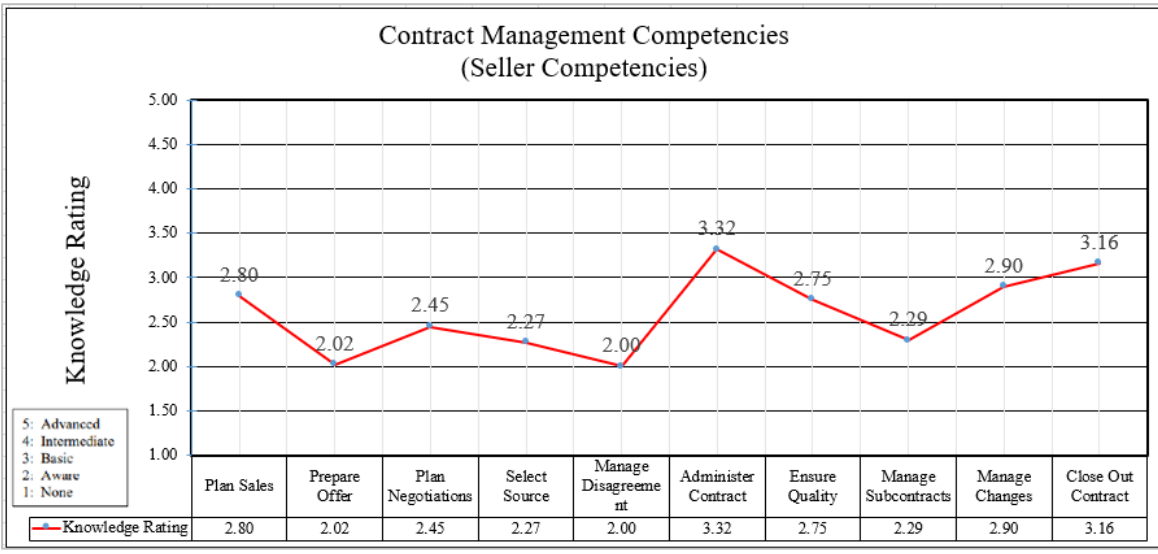


## Results & Their Impact

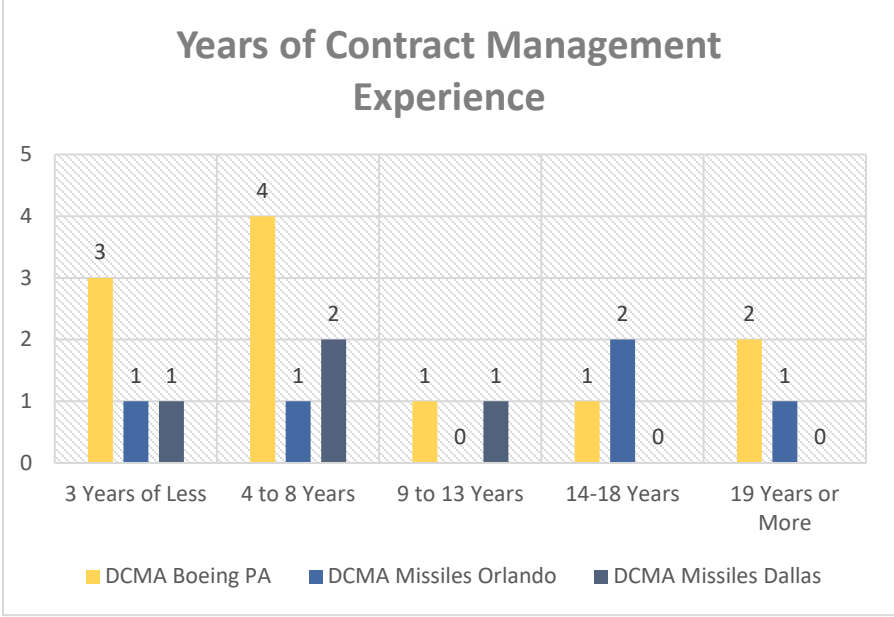
- The military contracting officer turnover rate at DCMA remains unresolved due to a lack of accurate, current, complete data from NPC Millington.
- Explore focused training initiatives based on data from DCMA sites to improve buyer proficiency across all contracting phases.
- Investigate seller knowledge gaps in the pre-award and award phases to improve collaboration between DCMA buyers and contractors.
- DCMA can still meet mission objectives and deliver critical defense contracting tasks without seasoned military contracting officers, indicating the non-critical nature of their role in achieving mission. success.
- Continuously assess buyer proficiency and seller knowledge across the acquisition workforce (military and civilian) to identify knowledge gaps and training deficiencies.
- Ensure accurate, current, and complete billet coding by the NPC to align officers' qualifications with the specific requirements of contracting officer roles at DCMA sites.
- Investigate the efficiency and effectiveness of using Navy Supply Corps officers to fill contracting officer billets amid ongoing manning shortages and turnover.



Respondent Buyer Proficiency Levels



Respondent Seller Knowledge Levels



Respondent Experience Levels

