

Workforce Shaping and ROICC Office Model 2010

15 January 2003

Workforce Shaping (WFS)

- One of NAVFAC's top five strategic initiatives is Community Management (CM)
- The next evolution of the CM Program is a process that aligns our Strategic and Business Line Plans with NAVFAC's future workforce requirements or Workforce Shaping.
- Workforce Shaping (WFS) is a process that identifies the quantity, skills and abilities that the NAVFAC workforce must possess to meet Navy and Marine Corps mission requirements.
- WFS will posture NAVFAC for continued success by leveraging the most efficient and effective skills possible on behalf of our clients.



Goals:

- ◆ Establish a common approach for ROICCs in delivering Kpm (Construction Project Management), T (Technical/Field Engineering), and Q (Quality Assurance) functions.
- ◆ Establish a plan to gradually transform to the 2010 ROICC Construction Team model.

The 2010 Business Environment

- ◆ There will be continuing need for greater efficiency. NAVFAC resources (most importantly, staffing) will continue to diminish.
- ◆ The ability to exercise sound engineering judgment by field engineers/architects will become even more prevalent and will continue to be a core capability of the ROICC office.

The 2010 Business Environment

- ◆ Client expectations will continue to be high for quality, timeliness, financial performance, and personal attention resulting in a more defined NAVFAC field presence with high interdependency among proximate ROICC offices and with their respective EFD/A.
- ◆ Anticipate full integration of functional IT systems and web-based tools.
- ◆ The ROM will continue to be the guiding functional framework for ROICC Office operations.

Engineer Retirement and VERA Eligible for CY2003

Population	Retirement Elig.		Early Retire Elig.		Total Retire Elig	
	No.	Percent	No.	Percent	No.	Percent
51	3	6%	14	28%	17	34%

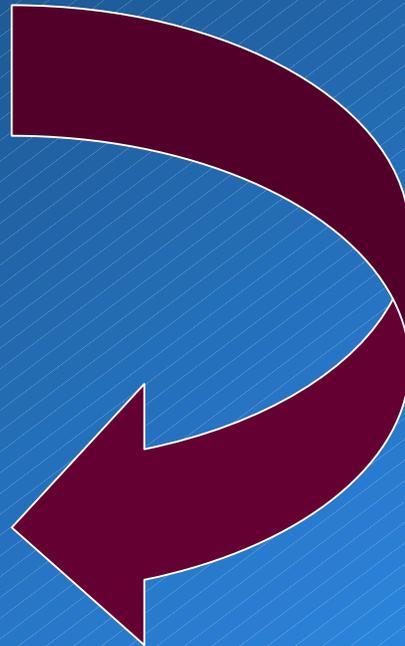
Delivery of Kpm functions in 2010

- ◆ All Kpm functions associated with construction (Type I and II) shall be performed by engineers/architects with degrees from accredited schools.
- ◆ Journeyman level shall remain at GS-8XX-12, but where appropriate and where workload / responsibilities dictate, Senior Kpm, GS-8XX-13, positions may be established in some ROICC offices (determined by EFD).
- ◆ Supervisory General Engineers (SGE) shall typically be GS-801-13. Some SGE positions, for larger offices that carry a more complex workload, may be GS-801-14.
- ◆ All GS-8XX-13 and above positions shall require professional registration.

ET/QA Retirement and VERA Eligible for CY2003

Population	Retirement Elig.		Early Retire Elig.		Total Retire Elig	
	No.	Percent	No.	Percent	No.	Percent
87	28	32%	37	43%	65	75%

Present Performers of Kpm
functions: *Engineers/Architects,*
Engineering Technicians (ETs),
Contract Administrators (1102s)



Slowly migrate ALL Kpm responsibilities to degreed engineers/architects.

- As ETs who perform Kpm attrite, vacancies shall be filled with engineers/architects.
- Transition other remaining ETs to non-Kpm functions as appropriate and as conditions/timing permits.

Community Mgmt plans for Construction Engineers/Architects (incl Sr. Kpm GS-13 positions) have been developed and are posted on the WEB.

Performers of Kpm functions in 2010:
Engineers/Architects ONLY

Delivery of Q functions in 2010



- ◆ ETs shall perform Q functions vice Construction Representatives (CONREPs).
- ◆ We will have fewer QAs than we do today (approx. 25% less). Targeting staff reductions in 802/809 series to occur by July 2004.
- ◆ ETs shall require higher skill sets (e.g. more academics, advanced training, certifications, IT proficiency).
- ◆ Journeyman level shall be at GS-802-11 ONLY after fulfilling specific skill sets (such as those listed above). Supervisory ETs shall be at GS-802-12.
- ◆ Engineers/Architects shall remain actively engaged in the overall Q functions (e.g. championing the three phases of control)

1102 Retirement and VERA Eligible for CY2003

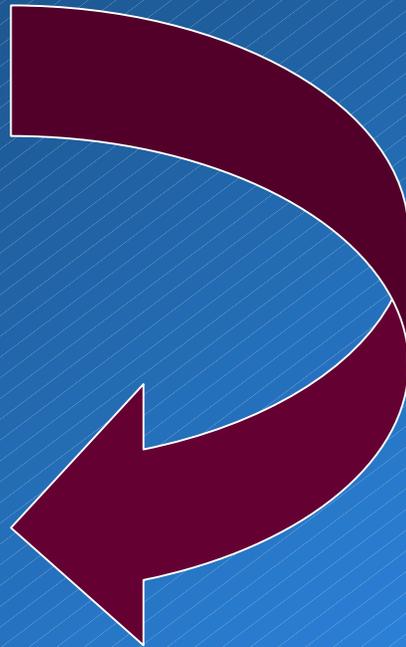
Population	Retirement Elig.		Early Retire Elig.		Total Retire Elig	
	No.	Percent	No.	Percent	No.	Percent
77	11	14%	30	39%	41	53%

Admin Retirement and VERA Eligible for CY2003

Population	Retirement Elig.		Early Retire Elig.		Total Retire Elig	
	No.	Percent	No.	Percent	No.	Percent
32	5	16%	6	19%	11	35%

Admin includes (3xx,1101 and 1106 series)

Present Performers of Q
functions: *CONREPs, ETs,
PW QAE/CSRs,
Engineers/Architects*



Performers of Q functions in 2010:
*ETs and Engineers/Architects (as
applicable & needed)*

Currently developing personnel policies & procedures to gradually transform to end state.

Competencies and career development requirements within the ET Community Management Plan have been published on the WEB:

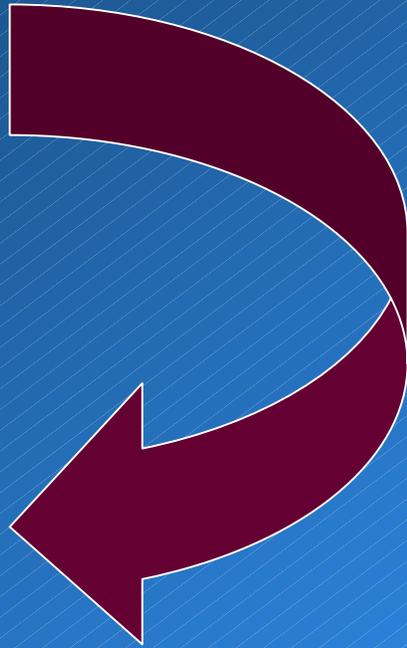
- Experience and education (e.g. focusing on and accounting for job-related experiences such as superintendent or trade journeyman skills, continued academics)
- Advanced training (e.g. facilitation, conflict resolution, scheduling)
- Certifications (CQM, P-445 core & refresher courses, “trades” licenses such as Master Electrician, Master Plumber, Gen’l Contractor)
- IT Proficiency (knowledge and familiarity with computer hardware, software and databases)

Delivery of T functions in 2010



- ◆ Typical T functions shall be performed by mixture of Kpm and Q personnel (specific mix shall depend on staffing availability and their respective skill level, as well as complexity of workload) within the individual ROICC office.
- ◆ Dedicated and specialized T and Q billets (e.g. scheduling, cost estimating, HVAC/TABS/DDC/ACATS acceptance testing and startup, safety, emergency generator/switchgear acceptance testing and startup, roofing, elevators, etc.) may be established (at grade levels commensurate with the job function) at the EFD/A, and, where appropriate, within individual ROICC offices, to STRATEGICALLY deploy leveraged support across an AOR.
- ◆ Specialized engineers shall typically be at the GS-8XX-12 or 13 and specialized ETs shall typically be at the GS-802-11 or 12 (determination made by the EFD).

Present Performers of T
functions: *Engineers/Architects,*
CONREPs, ETs



Typical T functions (e.g. prepare/review schedules, review/approve submittals, preparation of government estimates and modification scope of work, constructability review, systems acceptance, evaluation of field changes, etc.) handled by Kpm and Q personnel within the individual ROICC offices.

Each EFD shall assess their common, specialized needs (across business lines as applicable) and create in-house or forward deploy the staff required to perform these specialized functions.

Performers of T functions in 2010:
Engineers/Architects and ETs

Other Opportunities in Realizing Efficiencies:



- ◆ Explore increased integration with other business/support lines (e.g. FSC program and project management, design-build, fixed price environmental efforts, PPV (LLC)).
- ◆ Partner with ACQ, CIBL, BOS, and other business/support lines in exploring potential efficiencies and client responsiveness gained by broadening contracting authority levels for all key ROICC team members (e.g. COAR authority, warranting of engineers/architects, increased warrant levels for ROICC 1102s, etc.)
- ◆ Partner with military leadership to balance career development of junior CEC officers with needs of ROICC offices (e.g. strategic timing and placement of billets).

What's Next:



- ◆ Brief EFD Leadership Council for approval to proceed.
- ◆ Work with HQ Human Resource Office on policies & procedures and identify potential stumbling blocks.
- ◆ Evaluate resource impacts of ALL consensus issues (e.g. transition of journeyman conreps to ETs)
- ◆ Evaluate potential efficiencies gained by IT advances and higher skill sets of QA and Technical personnel.
- ◆ Develop deployment and communications strategy.

ROICC Functional Responsibilities (proposed revisions from 5 Mar 02 mtg)

K-PCO

ACO

T

Q

Procurement

Contract Administration

Field Engineering

Quality Assur

(Typically K Lead, Kpm support)

(Typically Kpm Lead, K support)

Develop Acq Strategy
 Provide AP Support
 Issue Pre-Award Synopsis
 Prepare SSP
 Prepare Award Fee Plan
 Prepare Small Business Record
 Obtain Wage Determinations
 Prepare/Issue Solicitation
 Answer Pre-Bid Questions
 Conduct Pre-Prop Conf
 Evaluate Bids/Proposals
 Request Audits
 Conduct Negotiations
 Responsibility Determinations
 Prepare Post BCM
 Award Contract
 Debrief Contractors
 Process Protest/Disputes

Evaluate Proposals
 Issue Task Orders
 Debrief Proposers
 Rqst for Proposed Changes
 Process PNMs / BCMs
 Negotiate Mods / REAs
 Issue Sup Agreements/ Mods/ Unilateral Changes
 Definitize Change Orders
 Labor Disputes
 Process Invoices
 Process Protests/ Disputes/Claims/Termination Actions
 Prepare Final Release
 Close Out Contract Files / Archive
 Reporting Metrics

Monitor/ Manage Project Schedule
 Assist Technical Reqmts for TO's / Mods
 Review Technical Proposals
 Obtain Funds
 Tech Input on Requests for Change Proposals / REAs
 Ensure Independent Govt Estimate
 Partnering
 Conduct Constructibility Review
 Assist in Review & Approve Submittals
 Prepare Perform Evals
 Manage Mod / RFI Process
 Correspondence
 Safety Enforcement
 Conduct Pre-Con & Pre-Performance Conf
 Conduct TO Site Visits
 Report WIP
 Primary POC for clients

Prepare & Review Project Schedule
 Prepares Tech Requirements for Changes
 Review / Approve Submittals
 Prepare Independent GE
 Assist with Constructibility Reviews
 Specialized System Acceptance

Reviews QC & Safety Plan
 Develop QA Plan
 Monitor / Document Field Work
 Conduct Labor Interviews
 Invoices
 Assist with Constructibility Reviews
 Safety Inspections
 Responsible for QA
 Utility Outages, Road Outages,
 As-Builts
 Site Visits