

Winter 2012

Competencies Required of Human Resource Professionals in the Government Contracting Industry

Dawn Denise Boyer
Old Dominion University

Follow this and additional works at: https://digitalcommons.odu.edu/stemps_etds



Part of the [Human Resources Management Commons](#), and the [Vocational Education Commons](#)

Recommended Citation

Boyer, Dawn D.. "Competencies Required of Human Resource Professionals in the Government Contracting Industry" (2012). Doctor of Philosophy (PhD), Dissertation, STEM Education & Professional Studies, Old Dominion University, DOI: 10.25777/cdqz-cf03
https://digitalcommons.odu.edu/stemps_etds/48

This Dissertation is brought to you for free and open access by the STEM Education & Professional Studies at ODU Digital Commons. It has been accepted for inclusion in STEMPS Theses & Dissertations by an authorized administrator of ODU Digital Commons. For more information, please contact digitalcommons@odu.edu.

**COMPETENCIES REQUIRED OF HUMAN RESOURCE PROFESSIONALS
IN THE GOVERNMENT CONTRACTING INDUSTRY**

by

Dawn Denise Boyer
B.F.A. 1983, Radford University, Radford, VA
M.Ad.Ed., 1989, Virginia Commonwealth University, Richmond, VA

A Dissertation Submitted to the Faculty of Old Dominion University and the
Darden College of Education, Department of Science, Technology, Education,
Math, and Professional Studies (STEMPS) in Partial Fulfillment of the
Requirements for the Degree of

DOCTOR OF PHILOSOPHY IN EDUCATION


CONCENTRATION IN
OCCUPATIONAL STUDIES AND TECHNOLOGY

OLD DOMINION UNIVERSITY
December 2012

Approved by:


Cynthia Tomovic (Director)


Petros Katsioloudis (Member)


Richard Overbaugh (Member)

ABSTRACT

COMPETENCIES REQUIRED OF HUMAN RESOURCE PROFESSIONALS IN THE GOVERNMENT CONTRACTING INDUSTRY

Dawn Denise Boyer
Old Dominion University, 2012
Graduate Director: Dr. Ginger Watson-Papelis
Dissertation Committee Chair: Dr. Cynthia Tomovic

The purpose of this study was to determine if a unique set of Knowledge, Skills, and Abilities (KSAs) were required of Human Resource Practitioners (HRPs) in federal-level Government Contracting Companies (GCC) in the United States. Study results identified additional sets of HR-related KSAs to perform with minimum competency within a government-contracting environment. The results of this study can assist in creation and development of training or education curriculum for HRPs interested in or currently working in GCCs. Study results provided parameters for job descriptions for HRP recruitment within GCCs and HRP promotional opportunities.

Copyright, 2012, by Dawn Denise Boyer, All Rights Reserved

ACKNOWLEDGEMENTS

This dissertation is dedicated to my loving husband, James Michael Stallings, whom without his support – both emotionally and financially – this degree may not have been possible. Jim, you are my heart; may we both benefit from ‘our’ accomplishment.

The successful completion of a research project on the level of a dissertation does not come to fruition without the assistance of many who encourage, and push, where necessary. No man (or woman) accomplishes much in a vacuum. My thanks to Dr. John Ritz as my advisor for introducing me to the Doctoral Level Graduate Teaching Assistant (GTA) program, and Dr. Philip Reed, who enabled my third year in the GTA program, helping me to accomplish this doctoral degree in a timely manner. Kudos to Dr. Cynthia Tomovic, as my dissertation Chair, and my dissertation committee members, Dr. Petros Katsioloudis and Dr. Richard Overbaugh for their gentle, astute, and knowledgeable guidance.

This study would not have been possible without the assistance of Subject Matter Experts in my Delphi research study. Thanks to the validators for the raw data and statistical analysis: R. Faruqi, J. Fertig, A. Ramsey, M. Flores, M. Milam, J. Ohler, Jr., and seven other SMEs (who wish to remain anonymous) who devoted valuable time and efforts to ensuring my study dotted the i’s and crossed the t’s. And special thanks to the participants in my Delphi study survey rounds: A. Smith, A. Harris, B. King, C. Hoffman, C. Seal-McAlpine, D. Smith, K. Harris, K. Larson, M. Liulama, R. Love, B. King, plus four other SMEs (who wish to remain anonymous).

My immediate family members, friends, and business associates around the country were wonderful in their encouragement in the obtainment of this degree. Thank all of you so much for your support.

Dawn Denise Boyer

TABLE OF CONTENTS

ABSTRACT	iv
ACKNOWLEDGEMENTS.....	v
LIST OF TABLES	ix
LIST OF FIGURES	x
CHAPTER I.....	1
Introduction	1
Statement Of The Problem	3
Research Objectives	3
Background	4
Significance Of The Study	4
Limitations	5
Assumptions	5
Procedures	7
Definition Of Terms.....	7
Summary and Overview Of Chapters.....	10
CHAPTER II.....	12
Review Of Literature	12
The History of Human Resources Management (HRM).....	12
The History of Government Contracting in the United States.....	15
Government Contractors in the United States.....	17
Human Resources Practice Merges With Government Contracting	17
How Many Human Resource Practitioners Are There in the United States?	20
Defining Competency	21
The Importance of KSAs within Human Resources Practitioners' Job Descriptions in Business and Government Contracting Companies.....	21
KSA Learning Opportunities for HRPs / Testing and Certification of HRPs	23
Human resource trade associations' certification programs.	23
Human resources mentoring and on-the-job (OJT) training.	25
College/university HR training programs and degrees.	26
KSA Learning opportunities for government contractor employees.....	26
Identifying a baseline for HR practices to which to add GCC HRP KSA elements	27
Summary	30
CHAPTER III.....	31
Methods And Procedures	31
Defining a Delphi, Its History, and Its Importance	31
Using SMEs for Identifying Human Resource KSAs to Determine the Delta between Non- Government and Government Contract Vendors	34
Population.....	34
Methods Of Data Collection.....	36
Phase One.....	36
Phase Two.....	37
Round one	37
Phase Two.....	38

Round two	38
Phase Three	39
Phase Four	39
Data Analysis	40
Qualitative Data Collection	41
Quantitative Data Collection	41
Reliability And Validity	43
Summary	44
CHAPTER IV	46
Findings	46
Panel Participants	46
Survey Responses / Data Collection	47
Phase One – Straw Model Agreement of Basic HR KSAs	47
Summary of Phase One	47
Straw-model main- and sub-themes	48
Summary of Phase Two, Round One – Adding to the Straw-Model	50
Phase Two, Round One - main- and sub-themes	51
Summary of Phase Two, Round Two – Consensus Building	52
Summary of Phase Three – Rating of HRP, GCC-related KSA competencies	53
Phase Four – Rating The Importance, Sub-Themes	54
Summary of Round Four	67
Statistical analysis of rating	80
Agreements amongst raters	81
Summary	101
CHAPTER V	104
Summary, Conclusions, And Recommendations	104
Summary	104
Methodology Summary	105
Conclusions	107
Research Goal 1	107
Conceptual Model	107
Research Goal 2	109
<i>Benefits in priority order.</i>	110
<i>Compensation and classification in priority order.</i>	110
<i>Employee relations and discipline in priority order.</i>	111
<i>Legal compliance in priority order.</i>	112
<i>Performance management in priority order.</i>	112
<i>Policies and procedures in priority order.</i>	113
<i>Records and personnel files in priority order.</i>	114
<i>Staffing, recruiting, promotions, retention, termination in priority order.</i>	114
<i>Training and development in priority order.</i>	116
<i>Wage administration and payroll in priority order.</i>	116
<i>Security clearance in priority order.</i>	117
<i>Government contract priority order.</i>	117
<i>Technology in priority order.</i>	118
<i>Finance in priority order.</i>	119
Recommendations	119
Educational or Training Guide	119
<i>Training curriculum.</i>	120
<i>Career development</i>	120
<i>Compensation planning.</i>	121
<i>Job description competencies.</i>	121
<i>Government contracting entities</i>	121
<i>Government contracting levels</i>	122
Recruiting, EEOC qualifiers, and branding	122
Further Research	122

REFERENCES..... 124

APPENDICES..... 156

 Appendix A – Letter To HR Specialists For Face-Validation Of Straw-Model 156

 Appendix B – Straw Model For Validation 157

 Appendix C – Survey – Phase, Two, Round One 158

 Appendix D – Survey – Phase Two, Round Two 162

 Appendix E – Survey – Phase Three – Rating 175

 Appendix F – Accept / Reject Request – Phase Four 181

VITA 188

LIST OF TABLES

Table 1 – Demographics of Participants	46
Table 2 – Straw-model main themes	48
Table 3 – Summary of phase two, Round One findings	50
Table 4 – Summary of phase two, round two findings	53
Table 5 – Summary of Round Four ratings within sections	55
Table 6 – Summary of Round Four Ratings for Sub-themes under Main Themes	68
Table 7 – Summary of chi-square tests for inter-rater agreements	80
Table 8 – First ranked KSAs for inter-rater agreements	81
Table 9 – Second ranked KSAs for inter-rater agreements	81
Table 10 – Third ranked (first set) of KSAs for inter-rater agreements	82
Table 11 – Third ranked (second set) of KSAs for inter-rater agreements	83
Table 12 – Third ranked (third set) of KSAs for inter-rater agreements	84
Table 13 – Fourth ranked (first set) KSAs for inter-rater agreements	86
Table 14 – Fourth ranked (second set) KSAs for inter-rater agreements	87
Table 15 – Fourth ranked (third set) KSAs for inter-rater agreements	88
Table 16 – Fifth ranked (first set) KSAs for inter-rater agreements	90
Table 17 – Fifth ranked (second set) KSAs for inter-rater agreements	91
Table 18 – Fifth ranked (third set) KSAs for inter-rater agreements	92
Table 19 – Summary of Chi-Square tests for frequency of ratings across raters	94
Table 20 – Priority of rankings amongst panelists, resulting from ratings	95

LIST OF FIGURES

Figure 1 – Literature-driven Baseline Model of KSAs for HR Practitioners.....	30
Figure 2 – Results of Phase Two, Round One survey of SME/GCC/HRP Delphi Panelists.....	38
Figure 3 – Results of Phase Two, Round Two survey of SME/GCC/HRP Delphi Panelists.....	39
Figure 4 – Final higher-order model of KSAs (main themes) for HRPs in GCC industry.....	109

CHAPTER I

INTRODUCTION

Many government contracting companies (GCCs) who provide services and products to federal, state, and local governments have Human Resource Professionals or Human Resource Practitioners (HRPs) working to administratively support the employees working for these entities. GCCs may provide support to government organizations or departments via simple janitorial contracts, general information and technical services, and construction contracting. In more complicated deliverables, the GCCs provide via defense related contracts services such as intelligence analysis to manufacturing computer hardware, weapons' parts, and aerospace vehicles (airplanes, helicopters, and rockets). Other contracts provide the building of engines of war such as nuclear carriers and nuclear bombs in war-fighting programs. These GCCs may use the General Services Administration (GSA) as one sample of a contract vehicle to provide services to or sell directly to the government, if there is a unique non-competitive service (sole service provider) no other company can provide.

In the last half-century, the business arena of GCCs providing services and products directly to federal, state, and local area government entities has grown exponentially. However, the recent economic recession (2008-2012) has pressed tighter budget restrictions on all companies, but most especially on GCC companies' profit margins as all levels of government (agencies and departments) have been increasingly reducing or canceling contracts (Sherk, 2010). President Barack Obama noted his intention to curtail funding for external contractors (sequestration) to perform work for the government (Newell, 2010; Obama, 2009). The potential decrease in available contract work puts more pressure on Human Resource Professionals (HRPs) to accomplish more within their job description and scope. In turn, this may pressure the HRPs to learn new knowledge, skills, and abilities (KSAs).

HRPs working for GCCs may be called on to perform tasks and responsibilities unique or additional to compliance issues practiced by general HRPs. The history of the exponential growth of government contracting (federal, state, and local), prompted congress to concentrate on enacting contracting-specific laws, oversight agencies, (the avoidance of) conflict of interest

legislation and executive orders. These compliance actions helped to avoid political backlash, favoritism, and cronyism, which was rampant between WWI and the Vietnam era (“Federal Contracts Training Center,” 2011).

Government contractors are usually required to hire a special cadre of contract support employees (not to be confused with HRPs) requiring unique qualifications to support contract deliverables. Special training is usually provided internally by the HRPs or contracted to external vendors to the GCCs. HRPs must be aware of the minimum training or skills’ requirements within a contract or required by GCCs via the Federal Acquisition Regulations (FAR). Some specific topics covered by this contract-required training are ethics, drug- and alcohol-free workplace, harassment, time charge methods and policies, and human trafficking (Federal Acquisition Regulations, 2005).

This study’s goal is to demonstrate HRPs, working in GCCs, must know more than non-government contracting HRPs about employment practices and about the business arena in which they are working. GCCs may be required to abide by more employment law mandates, executive orders (EO), and contract compliance regulations than are non-government contracting businesses (SHRM, 2010; CCH, 2001; Keller, 2010). A HRP is the ‘go-to’ person for reviewing, understanding, analysis, and advice on compliance information as it pertains to the government contract. To understand the paradigms for unique government contracting knowledge, the HRP also must be in the industry for years to experience and understand the business model (SHRM, 2010; HRCI, 2010). Years of experience help HRPs to comprehend the scope and depth of the required laws, EOs, and regulations, as well as the level of oversight from regulatory agencies (e.g., Office of Federal Contract Compliance Programs (OFCCP)).

The assumption is HRPs working within GCCs vendors to the federal government need unique and additional knowledge requirements. GCC HRPs must have an understanding of their employer’s business dealings with the government – including details of the contract(s) – to protect the company (contract vendor) from liability, as well as contract liabilities or losses through debarment, which could potentially bankrupt a company. GCC HRPs’ objectives are to support the contract employees who supply the products or services, called deliverables, to the

federal government within the contract vehicle. GCC HRPs are also responsible for providing and ensuring specialized training and development programs in relation to the contract and federal government mandated requirements for GSA vendors or government contractors. In essence, competent GCC HRPs working within the defense industry must have specialized knowledge, training, skills, capabilities, and education, as well as aptitudes in the form of minimum competencies to perform their uniquely niched job.

The potential of politics- and economic-driven (Obama administration goals and sequestration) reduction of government contractors may force GCCs to look critically at staff positions for reduction-in-force layoffs. This means HRPs without the additional knowledge, education, training, or experience in the vital support services related to GCCs may be scrutinized closer for lay-offs. HRPs who do have these unique KSAs are likely to be far more desirable, hireable, and retainable (Elswick, 2001; Mandal, 2008; Meisinger, 2004).

STATEMENT OF THE PROBLEM

This study aims to determine if there is a delta of knowledge, skills, and abilities (KSAs) that are considered competencies required of human resource practitioners in a management (or executive) position to perform minimum expectations related to tasks and responsibilities for administrative support needs in a government contracting company. Tasks and responsibilities researched fall within the responsibilities of general human resources management, legal compliance, benefits, employee relations, training and development, safety, compensation plans, and security (worksite and clearances) of employees.

RESEARCH OBJECTIVES

This study started with a face-validated, conceptual model of human resources practices. This conceptual model was considered a standard for business by human resources practitioners and used as a baseline to accomplish the following research goals:

- 1) Determine if any additional knowledge, skills, and abilities (KSAs) can be identified that a HRP must acquire as minimum competencies to perform tasks and responsibilities unique to a government contracting business.
- 2) Determine whether the elements (KSAs) within that identified higher-order model

that emerge can be rated, then ranked, thereby resulting in the creation of a higher-order model based on the identification of themes or sub-themes for KSAs within human resources practice for companies who are government contractors.

A straw-model for KSAs within the practice of human resources was created based on a review of the literature. The straw-model was confirmed by subject matter expert HR practitioners in government contracting who acted as validating specialists in this study. The straw-model gave the Delphi panelists a framework to which they could add KSA suggestions, thus resulting in the development of the higher-order model.

BACKGROUND

This research study reaches into the government contracting business. Defense is one of the more significant segments of government contracting on a federal level. Other arenas of government contracting are services, manufacturing, and sales of products to non-defense-based government agencies, on federal, state, and local levels. This research study seeks to find out if the working environment is unique and if there are specialized KSAs required to perform to minimum competency within a uniquely niched job-set. Finding a set of specialized KSAs would suggest a higher-order model of minimum competencies for HRPs exists. The focus of this study is to determine whether this is the case, and if so, this higher-order model may impact training of HRPs that work within the government-contracting arena.

SIGNIFICANCE OF THE STUDY

The results of this study can be used to fill an existing gap in literature on unique knowledge, skills, and abilities for human resource practitioners in the government contracting business environment. This study was significant because there was no unique training or development identified for this niche market of workers who's current options may only be to learn about the government contracting trade via On-The-Job-Training (OJT), from peers or mentors, or through negative experience (failures, omissions, mistakes, etc.). The core focus for HRP KSAs is present in many certification or degree programs (SHRM, 2011). Developing a specialized training and development program targeting learning objectives related to HR-related tasks, KSAs, and responsibilities within GCCs would be pivotal to performing to minimal

standards the tasks and responsibilities in a GCC leadership position. This training could provide new career paths and promotional opportunities for better performance in this niche job – or to break into the GCC industry. Recruiting outcomes for placement could use a higher-order model to create an enhanced HRP job description for GCCs. Classification and compensation plans may also be enriched by the higher-order model and used to delineate job descriptions and minimum performance expectations for performance reviews. If a set of specialized KSAs is found, a higher-order model has the potential to improve recruiting activity results, provide more direction for career-based promotional activities, guide the curriculum for educational and/or training programs, or even to develop compensation plans for salary or bonus determinations.

LIMITATIONS

The purpose of this study was to generate a conceptual higher-order model of competencies for HRPs within the government contracting industry. One limitation was to identify a unique set of all HR KSAs competencies that were not standardized as knowledge or skill requirements for HRPs working in non-GCC industries. The model was not designed to identify all KSAs of HRPs within GCC industries, but to attempt to identify as many as feasible within the limited time of the study.

Participants in this modified-Delphi study were management professionals with at least five years, or 10,000 hours, of experience in human resources and self-selected as volunteers. Cost and access to participants were addressed by using the Internet and digital communications. A Delphi could result in the research taking months to complete, the participants could drop out from 'fatigue', or the participants could simply 'go along' with the others because they have lost interest in the topic (Clayton, 1997; Tersine & Riggs, 1976; Turoff, 1975). Sampling errors may be present in collected Delphi data by misinterpretation of qualitative coding.

ASSUMPTIONS

The study is based on the assumption there is a unique set of identifiable work-related competencies for HRPs whom work within the government contracting industry that can be identified as additional to baseline KSA competencies required by non-government contracting

businesses. It is assumed a higher-order model of additionally required competencies (KSAs) could be of benefit to management level HRPs as guidelines for practices, as well as executive stakeholders in GCCs who invest in the Knowledge Practices (KPs) of the company itself. Performance evaluations, for example, could include aspects of the KSA concept higher-order model of competencies to direct learning paths to promote career growth. Additionally, the conceptual higher-order model of HRP KSA competencies could provide a basis upon which job descriptions are created within compensation plans, and recruiting practices for job placement. Job classifications within compensation programs can be used to describe skills and knowledge for varying levels of HRP compensation using this higher-order model. If a set of specialized KSAs is found, a higher-order model can guide the curriculum for educational and/or training programs, or used to develop compensation plans for salary or bonus determinations.

It was assumed the panel of HRP SMEs could provide a listing of many, if not all, KSA competencies required of HRPs who work within the government contracting industry. It was also assumed all competencies may never be identified or understood, from a post-positive research theory, in that knowledge is conjectural and generally retains the idea of objective truth (Campbell & Russo, 1999). Identified competencies may have limited direct relationships to similar skills.

Participating modified-Delphi panelists in this study were identified as having the background and knowledge (regardless of level of education) and have 10,000+ hours of experience in a field of expertise. Background, knowledge, and experience are assumed to have enabled them to participate as a Subject Matter Expert (SME) and from a perspective of having worked within human resources and the government contracting industry.

This study attempted to identify organizations or institutions with programs of instruction on the unique competencies required of HRPs who work within the government contracting industry, but found none; thus it is assumed no such programs exist. Some organizations (described in Chapter II) provide HR-related training, providing modules including knowledge competencies this research study has identified (SHRM Learning System, 2009).

Other assumptions are noted as follows. There is an unknown, and unidentifiable, total number of HRPs in the GCC industry. These HRPs may not be cognizant of unique HR practices

for GCCs (finance, contracts, specialized recruiting, ethics, GCC-specific laws, regulations, DoD security and clearances, or other executive orders) identified as KSAs. Based on the results of the study, there may be a need for a change agent - training based on identifiable KSAs – enabling HRP to obtain minimum (or more) competencies to perform their jobs with a greater return on investment (ROI). HRP managers may lack the specialized competencies or a ‘delta’ of KSAs, desire to improve performance, or to become eligible for promotional opportunities.

PROCEDURES

The literature review identified a standardized set of HR KSA competencies taught by colleges and universities, as well as industry and trade organizations. A straw-model of KSA competencies was developed based on a literature review (SHRM, 2010; CEBS, 2011) and learning objectives from multiple college and university courses (degrees or certification programs) in human resources or organizational management disciplines. The literature review also included a review of employment-related regulatory law and executive orders as they reflected KSAs. The straw-model created from the literature was then face-validated by a committee of SME HRP specialists.

This study used a modified-Delphi, conducted in Phases and Rounds. The first Phase enabled a face-validation of a straw-model. Once the straw-model was established, HRPs and Project Managers in the government contracting industry were contacted for interest in participating in the study. A pool of 20 subjects were initially targeted to keep a satisfactory quorum of SMEs of at least 10-15 panelists within the study and to account for attrition. Using the modified-Delphi technique of multiple rounds of questions and consensus building, the subject matter expert HRPs provided input to survey questions, which included open-ended questions. Once the phases and multiple rounds documented a consensus with the panelists, the conceptual higher-order model was completed.

DEFINITION OF TERMS

The following terms are noted to assist the reader with acronyms and definitions used within the study and/or terms generic to the human resources or government contracting industry: **Contract Company Employees (CCEs)** – an uniquely skilled employee working directly for a

GCC vendor, but within a government contract vehicle; in most cases working in a government facility, office, or location performing contract tasks and/or responsibilities for the government, or a government supervisor, but pay-rolled by the GCC vendor.

Central Contractor Registry (CCR) – The CCR is defined as a system by which US Federal Contractor Registration gives small businesses access to the same tools and strategies used by Fortune 500 companies contracting with the government (“The United States Federal Contractor Registration,” 2012). In the later part of 2012, the federal government changed this by merging all the separate systems into the Systems for Award Management (SAM). The newer platform integrates eight federal procurement systems (CCR, FedReg, ORCA, EPLS, CFDA, eSRS, FBO, FPDS-NG, FSRS, PPIRS, and WDOL) and the Catalog of Federal Domestic Assistance.

Delphi, Modified-Delphi, Delphi Technique, Modified Delphi Method – a method of research employing opinions and subsequent consensus between subject matter experts or experienced practitioners in a unique subject or field for forecasting (Linstone & Turoff, 1975). The process uses a communication technique, originally developed as a structured, systematic, interactive method, which relies on a panel of experts to forecast answers anonymously, ending with a consensus – or convergence – of ‘the correct answer’ (Turoff & Linstone, 1970). A modified-Delphi is used for obtaining a consensus to a theory, question, or solution versus forecasting or exploratory decision-making.

Federal Acquisition Registry (FAR) – a manual used by government contract companies (vendors) to determine correct procedures, policies, requirements, and contract work as a guideline for actions, tasks, and responsibilities specifically or not specifically outlined by the government contract (vehicle) for the government contact companies (FAR, 2011).

General Services Administration (GSA) - The GSA oversees the business of the U.S. federal government and assists in supplying federal purchasers with cost-effective, high-quality products and services from commercial vendors. The GSA may also provide work sites (offices) for federal employees and has oversight for the preservation of historic federal properties. Its policies cover travel, property, and management practices to promote

efficient government operations (General Services Administration, 2010).

Government Contracting Companies (GCC) – vendors who provide services or products to federal, state, or local governments via contract vehicles, but are not government entities, agencies, or departments.

Government Service (GS) – a generic (employment) description of persons who work for federal, state, or local government entities (e.g., Department of Energy (DoE), Department of Defense (DoD), Environmental Protection Agency (EPA), a state-level department of education, or local city treasurer's office). These employees do not work for private commercial businesses or publically traded companies, but directly for the federal, state, or local government(s).

Human Resources (HR) – a generic industry acronym used to reference Human Resources Management (HRM), Human Resources Administration (HRA), Human Capital Management (HCM), and/or Human Resources Development (HRD). HR is defined as the task of measuring the cause and effect relationship of various (HR) programs and policies on the financial goals and objectives of a company; training and development of employees including career planning and development (hiring), organizational development, performance management and assessment, and training and development; policies, systems, and practices influencing employee performance, attitudes, and behavior; and developing employees through organizational training and development for the purpose of improving performance (Mondy & Noe, 2005; Noe, Hollenbeck, Gerhart, & Wright, 2009; Swanson & Holton, 2001).

Human Resources Professional or Human Resources Practitioner (HRP) – generic industry term for those who work within the HR field with job titles such as: HR assistant, HR associate, HR clerk, recruiter, payroll clerk, benefits manager, compensation or classification analyst or manager, HR manager or director, compliance and labor law analyst or manager, workers compensation, or OSHA safety analyst (Bureau of Labor Statistics, 2010).

Knowledge, Skills, and Abilities (KSAs) – general job descriptions of minimum qualifying

competencies, education, training, and capabilities within a trade or career, sometimes referred to as cultural competencies within a working environment (Johnson, Lenartowicz, & Apud, 2006).

Society of Human Resources Management (SHRM) – The SHRM professional trade organization focuses on serving HR professionals with resources and advancing the HR profession. This organization sponsors and partners with the Human Resources Certification Institute (HRCI) for HR-related certification programs (SHRM, 2010).

Subject Matter Expert (SME) - A person within a position, with education or training, and/or experience, with a greater-than-normal expertise or insight relative to a system, technical or operational discipline, or process... participating in verification, validation, development, accreditation, or use of a model or simulation (Pace & Sheehan, 2002). A SME is one who attains their superior performance by instruction and practice of approximately 10,000 hours (Rule of 10,000) (Ericsson, Krampe, & Tesch-Römer, 1993; Ericsson & Kintsch, 1995; Ericsson, 1996). A SME is also considered a 'Maven' – an expert or connoisseur of collected information (Dictionary.reference.com, 2012; Gladwell, 2000).

SUMMARY AND OVERVIEW OF CHAPTERS

The purpose of this study was to determine whether there is a list of unique competencies or KSAs required by HRPs in the government contracting industry related to management of compliance, employee relations, safety, and security. The first step in this study was to create a conceptual model of HR competencies of businesses operating in non-government contracting industries. The purpose of this study was to identify competencies that were unique to HRP KSAs working in the GCC environment in an attempt to create a higher-order model of KSAs. The assumption was that there are unique competencies that could be identified, rated and ranked for importance, thereby supporting the development of the said higher-order model. The study had potential to improve several HR-related activities, including: recruiting, promotional career tracking, guide curriculum development for training and/or educational programs, or used to develop compensation plans for HRPs working in GCCs.

This study comprises five chapters. Chapter I provided a description of the study and

explained the problem of identifying a unique set of KSA competencies within a specific industry. Included in this chapter was the statement of the problem, the background and significance of the study, limitations, and basic assumptions. Definitions were included to provide the reader with basic understanding of industry specific terms used within this study. Chapter II includes the review of literature and research of information related to the government contracting industry, HR baseline knowledge and skill sets relative to general practices and issues of concern relevant to HRP KSAs relevant to the government contracting industry. The review of literature explores competencies within the HR industry and parallels to distinctive issues in government contracting. Chapter III will describe the methods and procedures used to gather data for the study. It will demonstrate how the methods and procedures of a Delphi study were used and how the data was reviewed, compiled, and analyzed. Chapter IV describes the research and data in further detail. It describes the methodology of the data compilation, what details were analyzed within the study, and viewpoints of SMEs' opinions of whether there are distinct competencies required for government contracting industry HRPs or identification of new issues for discussion. Chapter V provides results of the SMEs' data, a summarization, and draws conclusions about the competencies for the selected population within the government contracting industry and observations on the end results of the competencies against job qualifications. These conclusions may be used to support further studies in the future related to the achievement of human resources industry specific certifications in the government contracting environment.

CHAPTER II

REVIEW OF LITERATURE

Chapter II includes a review of the literature including research of information related to human resource (HR) knowledge, skill, and ability sets relative to industry knowledge considered part of baseline competency. Competency factors are also of interest for HRPs working within the government contracting industry, including compliance, employee relations, safety, and security. The review of literature explores competencies within the HR industry and parallels of distinctive competencies additionally required or expected of HR practitioners within the government-contracting sector. The history and background of government contracting is also investigated to link HRP competencies to the industry. The background and design of Delphi methodologies is explored in relation to the importance of this study.

The History of Human Resources Management (HRM)

Human resource management (HRM) is a broad field encompassing multiple disciplines and concentrations, and at multiple levels of management (Blancero, Boroski, & Dyer, 1996). HRPs must wear several hats: (a) supervisor, (b) manager, (c) counselor, (d) trainer, and (e) recruiter, as well as (f) senior management team member (Drucker, 1954). Some HRPs have sub-specialties under the broad umbrella of HRM and cover diverse responsibilities including: (a) organizational development or organizational behavior (OD/OB), (b) personnel management (PM), (c) human capital management, (d) human resource development (HRD), (e) labor (industrial) and employee relations management, (f) legislative compliance, (g) benefits and compensation planning, (h) recruiting and retention, (i) termination, (j) diversity, (k) Human Resource Information Systems (HRIS) management, (l) training and development (T&D), (m) supervision, and (n) safety – are considered part of the HRM field (SHRM, 2011). In the 21st century, the HRM function became more complex – often resulting in formation of multiple HR departments, or divisions, within larger companies (Blancero, Boroski, & Dyer, 1996). The size and structure of a company may determine central or de-centralized HR departments, based on geographic locations of the workforce or divisions with different products or services (Nitzan & Paroush, 1980). HRM is an integrated part of the corporate strategy for short- and long-term

planning (Fazzari & Levitt, 2008).

The history of human resources management (HRM) in America is over 200-years old, starting with the first organized labor movement (the first major U.S. labor union was the Knights of Labor, organized in the 1880s) which has grown into a crucial partner for business success (Encyclopedia of U.S. Labor, 2006). Frederick W. Taylor is considered the father of scientific management. Taylor's impact is important because he developed a theory of work design, work measurement, production control, and other functions. His theory changed the nature of business and management. Before 'scientific management,' departments such as work-study, personnel (HRM), maintenance, and quality control did not exist in businesses. In his study, *The Principles of Scientific Management*, Taylor (1911) explained four principles of scientific management:

- Each part of an individual's work is analyzed scientifically
- Employees are scientifically chosen and taught the right way to do the job
- Managers and workers cooperate to ensure the job is done in a scientific way
- Clear (equal) division of work/responsibility between management and workers

University courses for personnel study were introduced in the 1920s. Instructors were either practitioners or economists located in the department of economics and their research was published in economic journals (Strauss, 2001). By the mid-1960s, the field had morphed from human relations to organizational development (OD) in business-school courses, and academic courses stressed the term HRM (Strauss, 2001). The term 'human resource' was introduced to modern American business culture in Peter Drucker's 1954 book, *The Practice of Management*. Drucker defined three areas of management – the third being the most relevant area to human relations – management of workers and work. Drucker explained HRM has qualities not present in other 'management work,' (e.g., the ability to coordinate, integrate, judge, and imagine). Wight Bakke strived to define arenas of personnel management (PM) separate from other types of management by listing seven important responsibilities: (a) meet the same standards and functions of other management, (b) present in the birth of any company, (c) production and opportunity for workers is HR's objective, (d) responsible for every aspect of working relationships, (e) concern for all levels of workers, (f) every employee must practice HR, and (g)

assists in achieving the central/essential interests of the company and its people (Bakke, 1960). Drucker and Bakke are considered the Fathers of the HR practice and initial definers of the parameters of tasks related to HRM (Kaufmann, 2002).

The practice of HR (or personnel management) became a serious career option in the early 20th century for practitioners to create, support, and incentivize membership in HR-related trade organizations. The Society for Human Resource Management (SHRM) is the world's largest organization for practitioners with over 250,000 members in over 140 countries (SHRM, 2011). Other large HR-related organizations are: American Council on International Personnel (ACIP), American Society for Training and Development (ASTD), Employee Assistance Professionals Association (EAPA), Employers Resource Association (ERA), Hong Kong Institute of Human Resources Management (HKIHRM), International Personnel Management Association (IPMA), National Association of Personnel Services (NAPS), National Human Resources Association (NHRA), and the World Federation of Personnel Management Associations (WFPMA).

The HR field has grown in the last 200 years from supervision of workers and/or an administrative paper processor to one of being a strategic member in the corporate executive offices (C-suite) involved in policy and strategic planning (Blancero, Boroski, & Dyer, 1996). Theorists focused initially on the practice of HR from an economic, psychological, or a strictly business perspective. Little relevant research was conducted on the development of the business practice of human resources or personnel management.¹ With the growing recognition of HRM as a vital partner in company growth and business development, there is a growing consideration of perceived value as the career niche of human resources management turns into a respected source and center of business cost-savings due to its impact on idea generation and product development as a function of new hires and retraining.

The United States Department of Labor documents statistical facts about Human Resources Managers (2010) provides guidance for determining subject matter experts: (a) median pay was about \$99,180 annually (\$47.68 hourly), (b) the position requires a Bachelor's

¹ A deep web search using: (a) research, (b) human resources, or (c) personnel management as key search query terms, with additional filters, provided 180 publications between 2000 and 2011. A Google Scholar open web search for the same key words and filters for HR-related research performed in the US, filtering out the medical or healthcare field, returned only 117 research studies since 2000 (Ebsco Host, 2011; Google, 2011).

degree, (c) one to five years experience were required, (d) approximately 71,800 jobs were available in 2010, with a 13% growth since 2009, and (e) future growth projections between 2010 and 2020 predicted an additional 9,300 jobs (BLS, 2012).

HRPs need an understanding of HR-related tasks and responsibilities relative to administrative support for their employer, company, and organization. Job descriptions for HR positions differ based on the company's needs – revolving around employee numbers, benefits and compensation package management, or whether it has a union shop. HR-related tasks may include general tasks, specialty tasks, and a varying range of HR administrative responsibilities and support tasks within the HR department. Some responsibilities are: (a) recruiting, full-life-cycle on boarding, and orientation; (b) benefits and compensation analysis, design, structure, and support; (c) employment and labor law mandates and compliance; (d) employee relations; (e) training and development; (f) employment practices for terminations and related discharge actions; (g) payroll; (h) contract portfolios; and (i) documentation of personnel actions. Management level HRPs should have a minimum and competent understanding of best practices, legal requirements, and liabilities, as well as a clear understanding of the organizational strategic objectives to provide organizational support (SHRM Learning System, 2009).

HR workers typically start in clerical, administrative support, or as entry-level interns. As experience is gained, they may advance in career via promotions to supervision, middle management, or specialized positions within an HR department. Advanced and specialty HR career positions include: (a) benefits managers, (b) payroll specialists, (c) occupational or classification analysts, (d) training and development specialists, (e) recruiters, or (f) labor and employee relation's managers (Bureau of Labor Statistics, 2010).

The History of Government Contracting in the United States

Government contracting has been around since the French and Indian War. General George Washington had to procure food, weapons, and equipment for his troops during the Revolutionary War (Federal Contracts Training Center, 2011). In the last half-century, the business arena of Government Contracting Companies (GCCs), providing services and products directly to federal, state, and local area government entities, has developed a foot-hold under the

congressional Armed Services Procurement Regulation (ASPR). Originally intended to be a small and sporadic service to the military, procurement and acquisition for manufactured goods and services has expanded to include more than 650,000 registered and specialized contractors (Osborn, 2011; CCR, 2011).

The United States Federal government has become the single largest buyer in the world of products and services ("Office of Program Management," 2012). Federal agencies spend over \$400 billion annually for goods and services to meet mission needs. "In 2012, government purchases of goods and services will reach \$2.99 trillion, down slightly from \$3.03 trillion in 2011" (Keating, 2012). Some acquisition companies are specialized – with capabilities to build advanced fighter jets, precision munitions, and nuclear submarines. Products also range from laptop computers, off-the-shelf (OTS) software to information technology (IT) to consulting services, engineering services, and software development. Government agencies rely upon commercial goods and services to conduct business and use government contracts to obtain discounts for large orders. Other goods and services are readily available and purchased in the commercial marketplace, but may need to be modified to meet unique government needs ("Report Of The Acquisition Advisory Panel," 2006).

The 1980s saw procurement and GCC scandals; remedies resulted in investigations and new legislation. Enacted were The Competition in Contracting Act (1984), The Packard Commission ("Executive Order 12526," 1986), Operation Ill Wind (1986), criminalization of some procurement-related actions, and more active and intensive congressional management and oversight for all government contracting. Further reform enacted after 1993 offered more solutions: National Performance Review (1994), defining improved customer service as essential to restoring trust in government; Federal Acquisition Streamlining Act of 1994, which amends the Competition in Contracting Act (CICA) of 1984 and other Federal law with respect to agency procurement; and the Clinger-Cohen Act (Information Technology Management Reform Act (ITMRA)) of 1996, which was designed to improve how the federal government acquires, uses, and disposes of information technology, and Section 800 Panel (2006), which assesses laws affecting defense procurement.

The economic recession of 2008 pressed tighter budget restrictions on all companies, but especially on GCCs and their profit margins as the federal government lowered funding for or canceled contracts (Sherk, 2010). President Barack Obama's intentions to curtail the federal government's use of external vendors (sequestration) performing work for the government did not bode well for contractors (Newell, 2010; Obama, 2009; Obama, 2012). The Sequestration Transparency Act (HR 5872, 2012) required by the Budget Control Act of 2011 further required government agencies to reduce spending, by a uniform percentage reduction, to all programs, projects, and activities within their budget account. The political and economic impact put more pressure on HRPs to perform with greater productivity within their job scope, which expanded the need for more KSAs to capably perform their jobs with less staff ("Budget Control Act of 2011," 2011).

Government Contractors in the United States

GCCs are required to hire a special cadre of contract support employees (contract-worker or CCEs) to support contracts requiring specialized or unique skills and qualifications, (e.g., a candidate or potential contract employee) with a Department of Defense (DoD) security clearance to access the worksite. These worksites are defined as secure locations or clearance-labeled spaces. These spaces range in accessibility from a low-level confidential or secret clearance up to a top secret, special compartmentalized information (TS/SCI, Polygraph, eyes-only, or SCIF) or even Department of Homeland Security Industrial Security Staff Approval (ISSA) levels (Cleared Connections, 2010). Government contract employees may be required to receive or sustain timely and/or unique training from GCC vendor employers as a requirement of the contract (contract line item description of minimum qualifications). Topics that may be mandated by unique contracts stipulating specific training are: ethics, drug- and alcohol-free workplace, harassment, time-charging methods and policies, and human trafficking (FAR, 2005). The HRP staff with oversight to government contract workers are expected to provide training, ensure compliance, and complete reporting requirements.

Human Resources Practice Merges With Government Contracting

In government contracting companies, experience and knowledge of the industry is

critical for HRPs, but also for program, project, and contract managers. The failure to fulfill contractual agreements, required training, or enforce employment law compliance (e.g., the Service Contract Act (Davis-Bacon²)) could have potentially devastating financial liability for a GCC. HRPs should have KSAs – job specific competencies – for implementation, administration, and monitoring of HR tasks and responsibilities relative to the GCC industry. Results of contract non-compliance within a government contract can lead to debarment by direction of a contract official acting in the interest of the government agency. Suspension and debarment actions prevent companies (and individuals) from participating in government contracts, loans, grants, and other programs. This action by a Federal agency is government-wide to protect the government from doing business with individuals, companies, or contract recipients who pose a risk to the government. The debarment official may suspend or 'debar' a contractor (GCC) for a single (or multiple) causes of defective contract requirements or contract non-deliverables. Samples include poor- and/or non-performance for contract, criminal activities including fraud, waste, and abuse, violations of/refusal to train the workforce for a Drug-Free Workplace Act, time-charging (illegal, over-billing, and payroll or tax avoidance), violations of the Walsh-Healy Act, or other employee laws such as Equal Employment Opportunity Compliance (EEOC) and the American Disability Act (ADA) (Federal Acquisition Regulations, 2005). Results are impositions of a set period of time where the vendor is not allowed to perform work for the government – or within the debarred contract – decided on a case-by-case basis ("Grants and Debarment," 2012).

HRPs working for GCCs may be responsible for more compliance tasks than their non-GCC equivalents to service and sustain HR-related legal requirements, including knowledge about the industry and customer(s) the vendor is servicing. GCCs are required to abide by additional, targeted employment law, executive orders (EO) specific to contractors (especially at a federal level), and strict agency contract compliance regulations (SHRM, 2010; CCH, 2001; Keller, 2010; FAR, 2011). A HRP is a 'go-to' person for reviewing, understanding, analyzing, and advice on HR-related contract compliance line item numbers (CLIN). To understand the paradigms for the unique HR-related government contracting knowledge, the HR professional

² *The Davis-Bacon Act, Public Law 107-217 - August. 21, 2002 [as amended]*

HRPs working in GCCs must additionally answer or report to (in sometimes more stringent and data-driven reports) to either more federal regulatory agencies, or with additional reporting requirements to those previously noted. These agencies include: the Office of Federal Contract Compliance Program (OFCCP), Homeland Security (I-9 for e-Verify), Sarbanes-Oxley (SOX; as a government contractor), and the Department of Defense for security clearances (JPAS), which partners with the Department of Homeland Security (DHS) (SHRM, 2010; CCH, 2001; Keller, 2010). Because of GCC-required finance and accounting practices, HRPs must be cognizant of Generally Accepted Accounting Practices (GAAP) for a unique set of functions within both HR and the government contracting industry ("Federal Acquisition Regulations," 2010). GAAP ensures unique expenses for the employee's contract support are charged to the correct financial accounting line. Contract line item(s) examples of acceptable charges include general and administrative (G&A) costs, or costs attributable to contract line items for budgetary purposes related to employee expenses, training and development, per diem charges, and overhead costs ("Federal Acquisition Regulations," 2010).

How Many Human Resource Practitioners Are There in the United States?

There were approximately 127,850,997 businesses in the United States as of March 2011 ("Bureau of Labor Statistics," 2011).³ The Central Contracting Registry is the registration site for all companies who wish to do business with federal and state level government entities and agencies ("CCR.gov," 2012). As of December 20, 2011 there were 621,602 registered government contractors: 327,074 - contracts only; 90,175 - grants only; 204,353 - contract and grant combinations (Osborne, 2011; "Central Contractor Registry," 2011). HRPs held about 846,000 positions overall in the United States in October 2011 (vs. 904,900 in 2008 ("Bureau of Labor Statistics," 2010)). If general percentages from these two metrics are applied (904,900 + 127,850,000 for general businesses), then two-thirds to almost three-quarters (66-70%) percent of 2010 registered government contracting businesses potentially have a HRP(s) on staff (or may use HR external consultants). This results in a rough estimate of approximately 3,265 HRPs working within the government contracting industry ("Small Business Administration," 2010;

³ *In this section, the years of reported data was the most recent statistics for each reported metric, and used to provide a general estimate, not an exact number, at the time this study was conducted.*

"Bureau of Labor Statistics," 2011; "Small Business Administration," 2011; "Central Contractor Registry," 2011) in the United States.

The potential reduction of GCCs because of economic conditions and executive order ("Obama Orders Overhaul," 2009), likely to impart political and congressional budget decisions, may force executive stakeholders to look critically at staff positions for reduction-in-force (RIF) to reduce overhead costs. HRP's not knowledgeable, educated, and trained for minimum ROI, or those who have the least amount of experience in the vital support services related to government contracting, may be 'at-risk' for layoffs. HRP's with GCC-related unique knowledge, skills, and abilities will be more desirable for retention and hire (Elswick, 2001; Mandal, 2008; Meisinger, 2004).

As the HR profession continues to evolve, the challenge of keeping up with increasing competency demands on us will continue. The more we, as HR professionals, can work together, whether in corporations, professional associations, or academic institutions, the faster we can develop ourselves to meet the human and organizational needs of today's and tomorrow's enterprises (Baill, 1999).

Defining Competency

Competency can be defined in several ways. Core competency is a common thread of skill(s), or capabilities, prominent in assisting a worker to accomplish job tasks and responsibilities central to the job's value-generating, productive activities (Mooney, 2007).

Competencies are the principles (and systems), knowledge, and skills, in areas relevant in the broadest level to the business. Business-related competencies encompass: project or program management, ethics, operations, facilities (environmental), procurement and purchasing, evidence-based practice, inventory management, analysis, contract negotiation, critical needs analysis and decision-making, and policy and procedure creation, implementation, and assurance (Garman, Burkhart, & Strong, 2006).

The Importance of KSAs within Human Resources Practitioners' Job Descriptions in Business and Government Contracting Companies

SHRM conducted a study in 2008 of HRP's, consultants, and academics – all subject

matter experts (SMEs) in the HR field – to summarize overall functional knowledge, skill, and ability competencies for senior HR leaders. The consensus for the most critical KSAs identified, in addition to general HR skills, were business, human resources, and organizational knowledge (“Leading Now,” 2009). The expanded definition included operations, products (or services), clients (consumers), challenges, and needs with sensitivity and empathy for line operations, with a keen eye to human capital issues affecting the organization as a system.

Federal regulations require government agencies to define job descriptions based on: basic duties and responsibilities, KSAs required to perform, and important factors in evaluating job candidates (HR in the Federal Sector, 2006). The United States Federal Acquisition Institute (USFAI) conducted research in 2002 to create policy-based competencies for employees. The policy is a guideline for workforce management of planning, managing, and coordinating development of workforce career paths, programs, and practices. The study identified critical skills, knowledge, abilities (KSAs) competencies, duties, and tasks for thousands of government service (GS) employees within the agency. The USFAI identified 14 technical and 24 general competencies, with validity and reliability, as a baseline for use to hire, evaluate, and promote workers into their agency (“Validation of Technical Competencies,” 2002).

Companies develop employee job descriptions within a compensation plan. One of the elements of developing job descriptions for a company is in the context to the organization’s mission, operational and financial considerations, and the benefits and compensation philosophy (Davis, 2011). Compensation plans and policies support the organization’s strategic goals, objectives, and values while ensuring internal equity and competitive external market conditions for recruiting and retention (“Module Four,” 2009). Compensation managers research the market for general responsibilities for a specific job description. The job descriptions usually outline minimum competencies, as well as KSAs, to indicate what background a qualified candidate must possess in meeting the job’s responsibilities. The importance of job descriptions with identifiable KSAs and competencies provide businesses the capability of: (a) recruiting, (b) job grading for compensation, (c) performance appraisal and promotional targeting, (d) training objectives, and (e) improved communications between employees and supervisors about job tasks (Firth, 1989).

The existence of these identifiable and measureable KSAs in the private, public, and government sector emphasizes the need for critical job competencies for a specific industry and/or job title.

KSA Learning Opportunities for HRPs / Testing and Certification of HRPs

There are three primary, but generalized, sources of KSA training programs for general HRPs: (a) HR trade organization certification programs (e.g., SHRM⁴ or IFEBEC⁵), (b) on-the-job training (OJT) and/or mentoring, and (c) formal college or university degrees. There are also training programs for government service (GS) workers to learn basic HRP KSA competencies. SHRM brands itself as the premier organization for general HR certification amongst organizations supporting the field of HR management and partners with Human Capital Institute (HCI) for certification testing (SHRM, 2012). Knowledge by a practitioner is vital for any business. There are growing demands for training in the workplace that requires a variety of learning processes (informal and formal) from which the entire organization can benefit.

Human resource trade associations' certification programs.

Historically, trade associations have historically been created for political and financial reasons. Their purpose is to advance the fortunes of their members, create a formal institution with formal organization, and utilize the combined experience of the trade (and tradespersons) to mold the conduct of that trade, often including market control (Sharpman, 1926).

The distinguishing earmark of the trade organization movement is that it seeks... to organize the conduct of trade and industry... to render business enterprise more efficient and more orderly. Trade associations aim not only to eliminate the wastes and mitigate the fluctuations of the uncoordinated and unintelligent competition, but to develop standards and practices which reflect the best thought and soundest experience of the trade or industry over which each association exercises its influence. Their basic purpose is to fashion the environment within which the competitive forces operate rather than to suppress competitive conditions (Sharpman, 1926).

HR trade associations found in the literature review offer training and certification

⁴ *The Society of Human Resource Management provides certifications for PHR, SPHR, GPHR, PHR-CA, and SPHR-CA.*

⁵ *The International Foundation for Education, Benefits, and Compensation provides certifications for CEBS (Certified Employee Benefits Specialist, GBA (Group Benefits Associate), RPA (Retirement Plans Associate), and CMS (Compensation Management Specialist)*

programs as described below.

The Society for Human Resource Management (SHRM) offers study guides, as well as study courses for examinations, which increases individual knowledge to pass the professional human resources (PHR) and the senior professional human resources (SPHR) certification test (SHRM, 2010). SHRM study materials cover the following competencies within six modules:

- **Strategic Business Management** - role of HR in organizations, HR strategy, evaluating the internal/external environment; HR in legislative and regulatory environments
- **Workforce Planning and Employment** - employee rights, privacy and consumer protection legislation, organizational staffing requirements, and recruitment, selection and retention
- **Human Resource Development** - organizational development, training and development, talent management, and performance management
- **Total Rewards** - compensation structure and systems, benefit programs, compensation and benefits legislation; and administering and evaluating compensation and benefits programs
- **Employee and Labor Relations** - labor relations legislation, union organizing and collective bargaining, unfair labor practices, and employee involvement/engagement
- **Risk Management** - organizational risk, workplace safety, health, security and privacy, and risk management legislation (SHRM, 2011).

The International Public Management Association for Human Resources (IPMA-HR) offers three training and certification programs: the IPMA-Certified Professional (CP) for generalist HRPs, the IPMA-Certified Professional (CP) Executive Level, and the IPMA-Certified Specialist (CS) for HRPs who are benefits-specific experts. The knowledge and skill competencies tested for the certifications cover the following: Employee Labor Relations, Employee Selection, Organizational and Employee Development, Benefits Administration/Risk Management, HR Research, HR Management Systems, Recruitment, HR Diversity/EEO, Compensation, and Classification (IPMA-HR, 2011).

The International Society of Certified Employee Benefit Specialists (ISCEBS) specializes in employee benefits and compensation certification. This organization is dedicated to being a “leading objective and independent global source of employee benefits, compensation and financial literacy education and information” (ISCEBS, 2011). Certification programs offered are: (a) group health plan design, benefits management, group health plan financing/economics; (b) retirement plan design/management, asset management, and personal wealth management; (c) HR /compensation management, compensation concepts and principals, and executive compensation; and (d) personal financial planning covering concepts and principals, as well as (e) tax/estate planning techniques.

The World At Work Society of Certified Professionals (WAWSCP) is a benefits training organization offers certification classes in: (a) Certified Compensation Professional (CCP), (b) Certified Benefits Professional (CBP), (c) Global Remuneration Professional (GRP), and (d) Work-Life Certified Professional – offered for both U.S. and Canadian requirements (“Prepare for Success,” 2011).

Human resources mentoring and On-The-Job (OJT) training.

For organizations with ‘knowledge workers’ and complex learning needs, mentoring (as well as job shadowing, coaching, and job rotation) offers a way to identify and close skill gaps across an entire company (Marsick & Watkins, 1997). The mentoring process provides a cost-effective way to bring about positive business impacts for employee engagement, employee retention, and employee productivity. Mentoring can also be used with other talent management programs and training methods to help companies get the most out of strategic investments, human capital, through informational sharing across knowledge communities (Jacobs & Park, 2009). Impactful business intelligence can be gathered through corporate mentoring allowing deep expertise to be shared across an enterprise to increase employees' speed to competence, while focusing on intentional learning and knowledge sharing. Employees can quickly and effectively meet potential business challenges by business-supported mentoring (Triple Creek, 2011).

On-the-Job Training (OJT) is the planned process of using an experienced worker to train

novices or new employees on a unit of work in the genuine work setting or mockup work setting (Jacobs, 2003). Job shadowing provides an employee (new hire) with tools and skills to learn the best practices for his/her job responsibilities or tasks by shadowing a more experienced worker who knows how to mix their experience and knowledge within a formal or informal structured training program (Neal, 2010; Jacobs & Park, 2009).

College and university HR training programs and degrees.

There are almost 400 colleges, universities, and trade schools in the United States registered as having student chapters of the SHRM trade organization ("Student Chapters," 2010). These institutions offer programs (study courses for PHR or SPHR certification), or business programs offering HR-related degrees (undergraduate/graduate studies). A sampling of universities' undergraduate and/or graduate degree programs is: Georgetown University (Master of Professional Studies in Human Resources Management, 2011), University of Wisconsin (PhD in Management and Human Resources, 2011), DePaul University (Master of Science in Human Resources, 2011). Texas A&M has two PhD programs (Ph.D. in Human Resource Development and Ph.D. in Management - Human Resources Management and Labor Relations, 2011). Note that many schools partner with SHRM for certification training programs, but SHRM affiliation is not required for a fully accredited human resources degree program.

KSA learning opportunities for government contractor employees

There are many government contracting consultants, training companies, and government-run organizations offering short-term training courses and learning opportunities for those interested in government contracting. In addition to learning opportunities HRPs may subscribe to formal or informal settings (educational degrees, mentoring, OJT); GCC human resource employees have other venues to obtain vital HRP-related training. Trade organizations such as Professional Contract Management Association (NCMA), Project Management Institute, Procurement Associates, Inc., American Graduate University, and Federal Contract Training Center provide management-based training opportunities. The Defense Acquisition University (DAU; government-supported and funded), offers classes and training online and in classrooms to GCC contract support staff and government (GS) employees (DAU, 2011).

Colleges offer training for certification courses, such as Old Dominion University, Norfolk, VA ("Graduate Certificate in Public Procurement and Contract Management," 2012); University of Virginia, Charlottesville, VA ("Certificate in Procurement and Contracts Management," 2011); University of Tennessee, Knoxville, TN ("Acquisition and Program Management," 2011); and the University of California, Irvine, CA ("Contract Management Certificate Program," 2011).

While HRPs may access acquisition, procurement, contract program management classes and training programs, these training and certification programs focus on the management of the GCC contract program itself. The training offered is not focused in human resources practice within government contracting parameters. In a research study performed by the Office of the Undersecretary of Defense (Acquisition, Technology, and Logistics), Defense Acquisition University, of competency assessments for various functional communities, human capital strategies and organizational level decision-making areas were identified. The only three HR-related topics offered were: (a) targeted recruitment and retention, (b) strategic human capital planning, and (c) workforce /manpower allocations. The study findings indicated a need for program managers to be aware of HR-related management functions, including human assets and human resource management (Krieger, 2011).

Identifying a baseline for HR practices for KSA elements.

To ensure that HRP KSAs start with a standardized list of tasks and responsibilities human resources practice, it is important to acknowledge where elements for the straw-model were drawn for review and face-validation. A review of the literature was completed to compile sources from commercial (trade industry) resources, federal government-based job descriptions, curriculum course descriptions from university degree and certification programs, as well as training modules from trade organizations, which comprised the basis of the straw-model.

A trade industry description of human resources notes the following (major) areas for which a HRM is responsible: charitable giving; employee and community communication; company-wide committee facilitation; compensation/benefits administration; employee onboarding, development, needs assessment, and training; employee relations; employee safety, welfare, wellness and health; employee services and counseling; employment and compliance to

regulatory concerns regarding employees; organization development and departmental planning; performance management / improvement systems; policy development and documentation; and recruiting and staffing (Heathfield, 2012).

The federal government is a rich source of job descriptions and 'how-to' guides for specific job titles. The Bureau of Labor Statistics (BLS) guidelines listed HR tasks as: recruit, screen, interview, and place workers, employee relations, payroll and benefits, and training (BLS, 2012). BLS also noted HR managers: "recruiting, interviewing, and hiring of new staff; consult with top executives on strategic planning" and serve as liaison management and its employees ("Bureau of Labor Statistics," 2012). The Maryland Office of Human Resources described a HRP as one who administers HR activities including "recruitment and examination, salary administration and classification, employee relations, employee benefits and medical services, performance management, staff development and training, timekeeping, personnel transaction processing, and record maintenance ("Department of Labor," 2012).

Universities and colleges offer Human Resources certification and diploma programs (Bachelors, Masters, and PhD) for the practice, and include many of the following curriculum topics: Business Management and Strategy, Workforce Planning and Employment, Employee Records Management, Human Resources Development, Legislation, Compensation, Employee and Labor Relations, and Risk Management ("Villanova HR Master Certification Program," 2012). The Masters of Science Human Resources Management program offered by Walden University focuses on specializations: Functional Human Resource Management; Integrating Functional and Strategic Human Resource Management, and Organizational Strategy (Walden University, 2012). Online universities, such as DeVry University, offer Human Resource degree programs including the following courses and topics: Employment Law, Labor Relations; Human Resource Information Systems (HRIS); Strategic Staffing; Training and Development; and Compensation and Benefits (DeVry, 2012). The University of Phoenix and Strayer University, also online universities, offer a Bachelor of Science in Business – Human Resource Management and a Bachelor in Business Administration: Human Resource Management. The curriculum requires courses in business foundations, but also: Fundamentals of HRM, Strategic HRM and Emerging

Issues, Change Management, Total Compensation, Employee Development, HR Risk Management, and Employment Law, Staffing Organizations, Labor Relations, Training and Development, and Compensation Management (University of Phoenix, 2012; Strayer University, 2012). Colorado Technical University offers a Bachelor Degree – Business Administration: Human Resource Management with the following core HR topics: Introduction to Human Resource Management, Staffing the Organization, Managing Employee Performance, HRM Legal Environment, Training and Employee Development, Compensation and Benefits, Managing Labor-Management Relations, and Managing Organizational Change (Colorado Technical University, 2012). Additional universities which provide similar curriculum found in the literature review were: University of Akron, Ohio (2012), Georgetown University (2012), Western Carolina (2012), Penn State (2012), Keller Graduate School of Management (2012), Capella University (2012), Averett University (2012), American InterContinental (2012), New England College (2012), and University of Scranton (2012).

Trade organizations offering certification training in HR practice topics list: Employee and Labor Relations, Total Rewards (Compensation), Strategic Management, Risk Management, Human Resources Development, and Workforce Planning and Employment (SHRM Module One, Module Two, et. al., 2010). Benefits-related trade organizations provide training in: health plans, benefits management, retirement planning; HR /compensation management, compensation concepts and principals, and executive compensation (ISCEBS, 2011), Employee Labor Relations, Employee Selection, Organizational / Employee Development, Benefits Administration, Risk Management, HR Research, HR Management Systems, Recruitment, HR Diversity/EEO, Compensation, and Classification (IPMA-HR, 2011), Compensation, Benefits, Remuneration, and Work-Life ("Prepare for Success," 2011).

Consolidating the topics from general job descriptions, curriculum from formal degree programs and training certification programs, provides a standard set of elements for KSAs for the general HRM. The compilation allowed for the development of a baseline model of topics that was tested for face-validity by HRP SMEs.

Figure 1 shows the conceptual straw-model of KSAs for HR general, minimum

competencies developed from the literature review. Based on the literature review, 12 main themes were identified for the basis of the study's HRP KSA straw-model. The straw-model themes were compiled from the SHRM/HCI certification study modules, required courses and course learning objectives in undergraduate and graduate degree programs in college and universities (United States), and from HR trade organizations training programs and classes offered to the trade organizations' membership (see Figure 1 below).

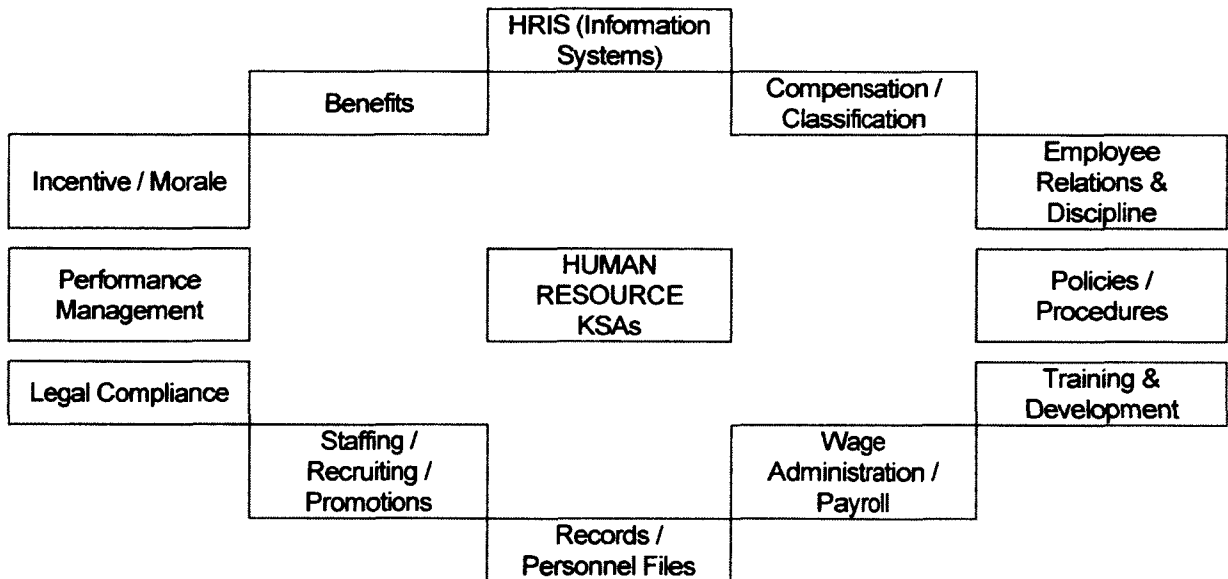


Figure 1 – Literature-driven Baseline Model of KSAs for HR Practitioners

SUMMARY

Chapter II reviewed the literature on which this study was based including the history of human resources and HR-related trade associations, the availability of training for KSAs for minimum competencies for human resource practitioners, and the history of government contracting. The chapter conveyed the related merging of HRP practices and government contracting, as well as attempted to identify the population numbers for HRPs within GCCs in the United States. The definition of competency was provided and the importance of KSAs was stressed for job competencies. The literature review enabled the development of a straw-model that provided a baseline for this study. This general HRP KSA straw-model provided the basis from which HRPs in the GCCs will either add to or delete KSAs unique to the government-contracting environment.

CHAPTER III

METHODS AND PROCEDURES

Chapter III describes the methods and procedures used for gathering data and analyzing the results for this study. This chapter includes a history of the study technique, a description of the research panel of subject matter experts whom guided the researcher, a discussion of the data collection methodology and instruments, an explanation of the data analysis, a summary, and an overview.

The goal of this study was to determine whether a set of unique KSAs for HRP exist in the government contracting industry. If so, the second goal is to determine whether they can be rated and ranked so that a higher-order model can be created for human resource practice within the government-contracting environment. A modified-Delphi method was used in this study.

Defining a Delphi, Its History, and Its Importance

The Delphi was initiated by Dalkey and Helmer in the 1950s and continued into the 1960s while they worked at the Rand Corporation (Linstone & Turoff, 1975). Dalkey and Helmer developed the basic notion, theoretical assumptions, and procedures of this unique method of inquiry (Project Rand) during the height of the cold war between the United States and Soviet-era Russia. The intent for using this methodology was forecasting of trending development in industry. The Delphi method is based on an assumption that judgments combined and validated by a group of experts are more valid than individual judgments (Helmer & Dalkey, 1999). The name came from the ancient Greek myth of the Delphi Oracle established in 8th century BCE (Adler & Ziglio, 1996). The methodology is based on a process of collecting and distilling knowledge from a group of subject matter experts (SMEs). The tool used was a series of questionnaires in surveys interspersed with a built-in controlled opinion feedback (Ziglio, 1996).

In the standard Delphi, the experts answer surveys or questions in a series of at least two rounds. After each round, the facilitator provides a summary of the experts' forecasts to the participants from the previous round (participants remain anonymous to reduce bias or peer influence), including notes or reasons for input. Experts are then encouraged to revise or modify their earlier answers based on feedback and ideas of other members in the panel, or how they

responded, in each successive round. The methodology of this type of study relies on the assumption that during this process, the range of the answers will decrease and the group will converge towards a perceived 'correct' answer. The standard Delphi concentrates on the forecasting of future events. A modified-Delphi, used in this study, is not concerned with forecasting as much as it focuses on a consensus of ideas or viewpoints from the panelists (Linstone & Turoff, 1975).

There are no formal research controls within a Delphi. The methodology does allow for a group of individuals to work through a complex problem, unencumbered by other (external or peer) influences or potential for bias. The Delphi keeps membership within the study anonymous (Wilheim, 2001; Green, Armstrong, & Graefe, 2007). The members might never know whom provided feedback, input, or made a particular statement. The researcher may opt to share names of panel members after the study is completed with permission of the individual panel members.

Initially the Delphi was conducted using a pen-and-paper procedure. The research method has evolved in the information age by the use of digital-assisted methodology (including online surveys or emailed survey forms) (Hiltz & Turoff, 1978). It has reached acceptance in the educational community for career and technical education studies (Stitt-Gohdes, & Crews, 2004). The modification from a standard Delphi methodology (in this study) attempts to gather a consensus among subject matter expert practitioners rather than forecasting future events (Helmer, 1965; Linstone & Turoff, 1975).

Using a Delphi is desirable in applied social research (Rescher, 1998; Rowe, & Wright, 2001). Carl Moore theorized four primary reasons for using a Delphi study as a research methodology: (a) a properly combined judgment of a large group may logically get to more truth; (b) using groups allow researchers to better understand social phenomena; (c) groups will more likely accept conclusions or solutions to problems solved, and (d) complex problems often can more easily be solved by pooled intelligence (Moore, 1987).

There are four distinct 'phases' in the standard Delphi process. Phase One explores the subject being researched (in this study, a straw-model derived from a literature review). SME

participants are provided the opportunity to contribute or add to the baseline by face-validating the straw-model. Phase Two determines an understanding of how the SME panel views the issue. If significant disagreement is determined, Phase Three is used to explore that disagreement and reasons for differences. Phase Four is a summative evaluation of all gathered data (Turoff, & Linstone, 1970; Linstone, & Turoff, 1975). The phases may also be broken into multiple rounds where the SME panel initial agreement is not achieved as a whole (or a majority) and another round may be necessary to find agreeing viewpoints (or closer consensus) is required.

In this research study – a modified-Delphi – a similar process of phases and rounds was used; the difference was the panelists sought a consensus of ideas and viewpoints versus attempting to forecast, which is typical of a standard Delphi. A letter was sent to potential SMEs requesting their participation (refer to Appendix A). Phase One obtained feedback in a ‘accept or reject’ motion from a set of HRP SME specialists (who worked in GCC environments) who participated in face-validating the literature-based, straw-model for HRP generalists (refer to Appendix B). Phase Two engaged a second set of SMEs – human resource practitioners who worked within the government contracting industry (identified as panelists). Those panelists were sent a letter requesting them to participate, the Institutional Review Board (IRB) statement of ethical behavior (refer to Appendix C), and a copy of the straw-model. These SME panelists added elements, in Phase Two, Round One, to the straw-model to provide insight to additional and/or unique KSAs for HRPs within the GCC. In Phase Two, Round Two, Panelists were asked to review, analyze, add/subtract, edit, and make commentary on other panelists’ ideas and suggested GCC HRP KSA competencies (refer to Appendix D for a copy of the survey). Phase Three asked the panelists to rate the importance of those additional KSAs for which there was a majority consensus from the results of the second round of Phase Two (see Appendix E). In Phase Four the SME panelists ‘accepted or rejected’ the higher-order model (see Appendix F).

A criterion was established for what is considered an acceptable consensus within the modified-Delphi. The criterion for Delphi methodologies can be defined many ways. C. Powell reported in the article, *The Delphi Technique: Myths and Realities* (2003), that some panels were

required to have 100% agreement by the panel members, while other Delphi studies were accepting of as little as 55% or a simple majority. If responses within a degree of variation from the mean (+/-1) are acceptable within a normal distribution, then outliers can be dropped and consensus falling within an interquartile scale of ten-units and a strong consensus can be considered to have been achieved (Pisel, 2001; Scheibe, Skutsch, & Schofer, 1975; Wilhelm, 2001).

Using SMEs for Identifying Human Resource KSAs to Determine the Delta between Non-Government and Government Contract Vendors.

Obtaining reliable information about industry specific identification of KSAs or training for job needs is necessary in corporate planning (Linstone & Turoff, 1975). The SME Panelists identified for this modified-Delphi had knowledge of KSAs for HRPs in both non-GCCs and GCCs, mid-level to executive experience supporting businesses of 10 or more employees, and encountered or personally achieved HR competency requirements in day-to-day productivity to achieve business objectives.

To ensure panel members were truly SMEs, based on the 10,000-hour rule (Ericsson et al., 1993; Ericsson et al., 1995; Ericsson, 1996), the study relied on selective inclusion based on several factors. The panelists had to fall within limitations of the identified criteria. For HRP SME panelists, no less than five years of experience as a mid-level or higher level manager within a HR career track, and were required to have worked within the government contracting industry for a contractor on a federal or state level for at least five years.

POPULATION

A Delphi uses panels of SMEs because of specific knowledge of an industry or subject under which the study is investigating, as well as knowledgeable and unique insight based on experience and KSAs. Studies indicate optimum Delphi study groups are between 15-30; ideally 10-18 participants is optimum for a focused group (Okoli & Pawlowski, 2004). There is no statistically significant sample size for a Delphi study (Wilhelm, 2001). Since attrition is expected, this study aimed for 15, then would accept as few as 10 remaining panelists by the end of the study. Little empirical evidence exists for number of participants on the reliability or validity of the

process (Powell, 2003). The ideal size of Delphi is between 10-50, a panel size of less than 10 is still accepted practice (Delbecq, et. al, 1975). While it is unusual to have a small panel with fewer than 10 participants, there have been studies that performed Delphi with as few as three panelists (Delbecq, Van de Ven, & Gustafson, 1975; Wynkoop, & Walz 2000; Nambisan, et. al., 1999; Gustafson, Shukla, Delbecq, & Walster, 1973; Lam, Petri, & Smith, 2000). No attempt was made to limit the pool of SME's to enable as many relevant viewpoints as possible (Goldschmidt, 1996). Probability sampling procedures were not relevant to this study.

In addition to directly relevant career expertise, a stratified layer of the SME panelist's population was targeted. Stratified sampling is a preferred method to reduce the potential for sampling error, and is used in research where there is a possibility of unequal representation of one group or stratum of a population compared to other groups (Wrench, Thomas-Maddox, Richmond, & McCroskey, 2008). This stratified sampling included government contractor HRP SMEs from companies with over 50 employees, and between \$10M and \$15B in annual revenue. Panelists were of diverse gender, ethnic heritage, and had varying levels of formal education – from Associates degrees to PhDs. Some panelists had informal On Job Training (OJT) human resources training, while others had multiple trade organization certifications in HRP in addition to college degrees with HR disciplines. This stratification ensured a broad set of SME experience and knowledge directly related to HR practices within the GCC industry.

The SMEs were contacted via emails with embedded videos and text transcripts within the video (see Appendix C). The researcher described the study, asked the SME HRP about their willingness to participate, and requested the SME to respond with demographic information (to determine eligibility and attempt to fulfill the sampling stratification of the target population). The researcher noted incentives offered to panelists for completion of, and participation throughout, the Delphi.

For this study, the sample population included a broad panel of SMEs from a variety of GCCs within the United States. Panelists were representative of small, medium, and large contractors, and federal or state level GCCs. Additional population sample goals were to find panelists with a broad range of experience and a broad variety of education, years of experience,

geographic locations, levels of management, and career backgrounds.

METHODS OF DATA COLLECTION

This modified-Delphi study was completed in multiple Phases and Rounds. Email (see Appendix C) and Internet-based Software as a Service (SaaS) software (KwikSurveys.com) was used for the Delphi responses and data collection (Hiltz, & Turoff, 1978) (see Appendices D, E, and F). The steps in the modified-Delphi study were to: (a) identify SMEs in HR and GCCs who were willing to participate in the study, (b) obtain feedback and viewpoints within an anonymous survey, (c) compile the raw data for presentation in one to three rounds for more feedback and commentary, and (d) to present a consensus of the data for ratings by the SME panelists. After the ratings round, only then (with written authorization) would the panelists' names and companies be shared, and the last call-to-action would be for the SME panelists to 'accept' or 'reject' the ratings and final data.

Phase One.

Phase One consisted of obtaining institutional review board (IRB) permission to proceed, creating a straw-model (baseline) from the literature review, and developing the modified-Delphi survey. Then letters requesting participation were emailed, soliciting eligible Delphi panelist human subjects and face-validation specialists based on their background, knowledge, experience, and level of career (mid- to high-level management). The SMEs in the face-validation pool consisted of 13 HRP specialists charged with: (a) face-validating the base-model with an accept/reject motion (consensus of 55%+), (b) quality assuring the raw data in transfer from each successive round of the Delphi study surveys, and (c) validating ratings were correctly transcribed from the final survey to the statistical analysis spreadsheet.

The 13 specialists performing face-validation had an average of 15 years of HRM practice, five and a half years of GCC experience, and five years of qualitative research study experience, many with formal degrees (ranging from Bachelors to PhD) in Human Resources and Business Administration. While not defined as a SME requirement within this study, some had Society of Human Resources (SHRM) Professional Human Resources (PHR) and Senior Professional Human Resources (SPHR) certifications. (The same SME minimum requirements

for the Delphi panelists were required of the validating SME specialists.)

Phase One of the study was completed prior to contacting the modified-Delphi panelists to participate. A literature review resulted in a straw-model (see Appendix B) for the HRP SMEs describing the main themes for general KSAs for minimum competencies for generalist HRPs. The straw-model was shared with the 13 specialists who face-validated via an email (see Appendix A), who were asked to review and determine if the straw-model was complete.

If there were no consensus, another round would be completed to obtain a majority acceptance for the straw-model through the method of a 'accept or reject' response. In this modified-Delphi, the specialists accepted the straw-model at a 70% ratio. Specialists who rejected the straw-model based that rejection on semantics. It was assumed that other than wording issues, the straw-model would have been accepted by the other 30%.

Phase Two, Round One.

Phase Two, Round One entailed selecting HRP GCC SMEs for the research study as population panelists, and presenting the literature-based, face-validated, straw-model for baseline KSA competencies to those SME panelists. The panelists were requested to suggest any additional KSA competencies required by HRPs working within the GCC-industry that were not unique within the GCC industry required by non-GCC HRPs as SMEs. There were multiple responses, ideas, viewpoints, and suggestions provided by the panelists.

The panel responded with feedback, observations, and ideas – resourcing their professional experience within the government contracting industry. The results of Phase Two, Round One were recorded and the main themes were recorded as falling with the following 19 topics (refer to Figure 2, next page).

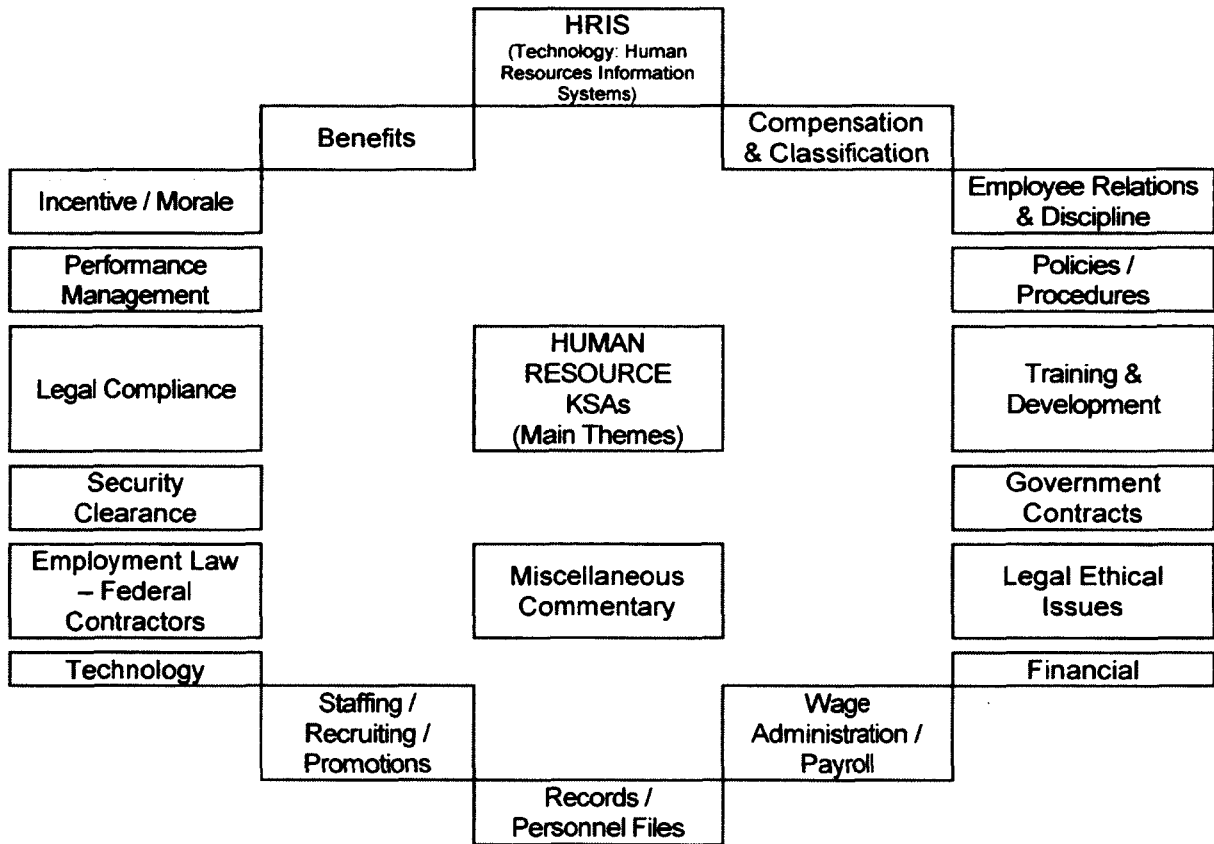


Figure 2 – Results of Phase Two, Round One survey of SME/GCC/HRP Delphi Panelists

Phase Two, Round Two.

Phase Two, Round Two entailed tasking the modified-Delphi panelists to review the added KSA competencies for HRPs working for GCCs provided in Phase Two, Round One (see Appendix C). A survey form was sent to the panelists who were requested to review it further for commentary. (These identified KSAs should not be of any relevance to general HRPs in non-GCC businesses.) In Round Two, based on the revised model of main- and sub-themes, panelist SMEs reflected on suggestions initially shared during Phase Two, Round One with other members of the panel. The objective was to trigger more ideas, viewpoints, suggestions based on the initial observations. Panelists were also asked to review for redundancies, or identifying any topics that needed to be removed or issues that could be expanded upon.

Total consensus would not necessarily be additive to the study, so a majority consensus was sufficient. Phase Two, Round One resulted in 19 main themes, and 224 sub-themes, and

after careful review and analysis indicated redundant topics and sub-topics, or topics identifiable as generic HRP KSAs (not unique to GCC). Duplicative topics identified by panelists were eliminated and general (non-GCC) HR topics removed. This Phase Two, Round Two exercise resulted in 14 main themes, with 89 sub-themes unique to HRP KSAs in the GCC industry (two more main themes than the original straw-model) (see Figure 3).

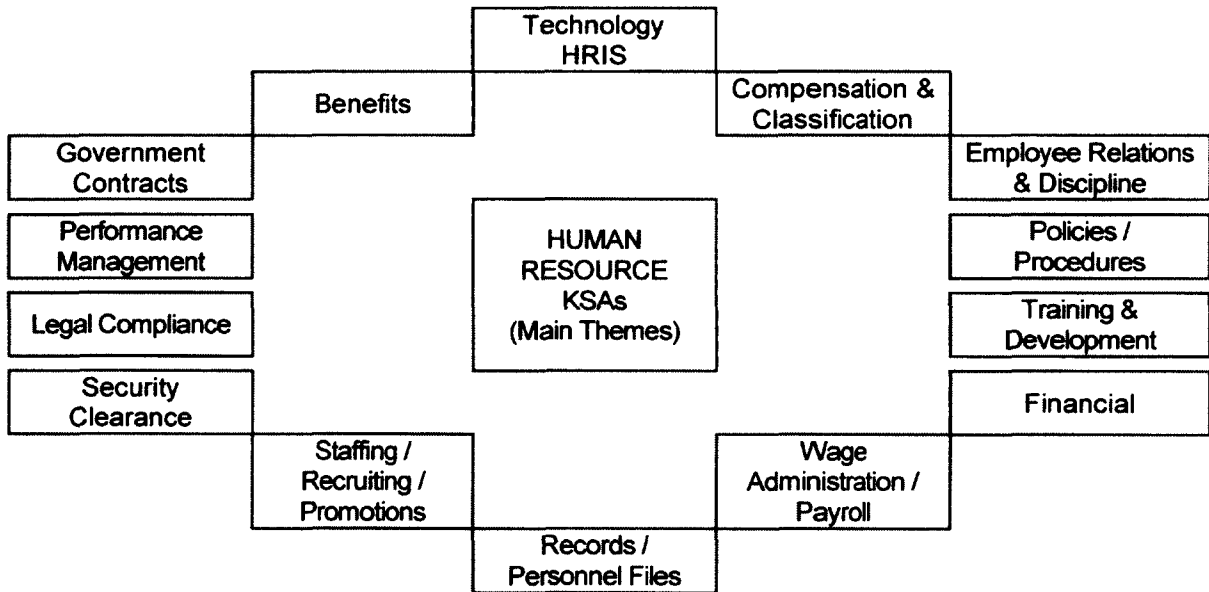


Figure 3 – Results of Phase Two, Round Two survey of SME/GCC/HRP Delphi Panelists

Phase Three.

Phase Three entailed compiling the results from the survey's open-ended questions from Phase Two, Round Two into a higher-order KSA competency model into final results. The study then asked the modified-Delphi panelists to rate the importance of GCC-KSAs for minimum competencies (and by default would provide a ranking). Once ranked, the researcher would report the findings to the Delphi panel (see Appendix F). The set of SME/GCC/HRP specialists that face-validated the straw-model also quality assured the transfer of raw data for statistical analysis.

Phase Four.

In the final study action, Phase Four, panelists were asked to accept/reject the final HRP/GCC higher-order model with the 14 main themes and 89 sub-themes. Panelists were provided the opportunity to share their names with other panel members, as well as the name of

their employer or company. No other personal data were shared. If a panelist preferred anonymity, personal data was kept confidential (see Appendix D).

If consensus of any of the rounds resulted in less than 55% ("Delphi Technique: Myths and Realities," 2003), as in a Delphi standard, the panelists would be provided with the previous rounds' results (Phase Two, Round Two) and requested to respond in a third or even a fourth round. Only two rounds within one phase were required for this modified-Delphi as the minimum consensus (at least 55%) was reached for Phase One (straw-model, 70%). Phase Two, Round One and Round Two (open-dialog questionnaires) resulted in a majority consensus. Phase Four had a 100% acceptance ratio for the higher-order KSA model for HRPs in GCCs.

DATA ANALYSIS

This research study required both qualitative and quantitative data collection and analysis strategies. Phase One required specialists to face-validate a straw-model from the literature review (see Figure 1). The straw-model KSA HRP themes were: Benefits, Compensation /Classification, Employee Relations/Disciplinary Actions, Policies / Procedures, HRIS (HR-Information Systems), Incentive / Morale Programs, Legal Compliance, Performance Management, Records / Personnel Files, Staffing (Recruiting) / Promotions, Training & Development, and Wage Administration / Payroll. This straw-model provided a foundation from which to ask open-ended questions for topic to be added for the specific industry of government contracting for human resource practitioners.

Phase Two, Round One, and Phase Two, Round Two of the modified-Delphi asked open-ended questions, and the data generated by responses required qualitative analysis. The raw data responses from Phase Two, Round One were transcribed verbatim to the Phase Two, Round Two survey (Appendix D & E). The qualitative raw data was face-validated by a set of HRP/GCC/SME Specialists. The raw data from Phase Two, Round Two was coded, translated, and interpreted by the researcher for Phase Three rating by the panelists (Appendix F). The translated data was face-validated by HRP/GCC/SME specialists.

In Phase Three, SME Panelists responded with a Likert scale rating of sub-topics ranging in importance from one (most important) to five (least important). These responses were analyzed

by a quantitative analysis reporting mode, mean, median, standard deviation, interquartile range (IQR), and a chi-square t-test to report ratings and rankings. The translated data was face-validated by HRP/GCC/SME specialists.

Phase Four analyzed the data based on the SMEs observations on the priority level of importance of the final data as to vitally required KSAs for HRPs in GCCs. Panelists were requested to respond with a 'rejection' if they did not accept the higher-order model. There were no reject responses, so the higher-order model was considered 100% accepted.

Qualitative Data Collection.

Data analysis of responses to the surveys were based in grounded theory methodology, described as method(s) containing systematic, yet flexible guidelines for collecting and analyzing qualitative data for the purpose of constructing theories grounded in the data themselves (Charmaz, 2006). The analysis of the qualitative responses received in the Delphi Phases and Rounds used the grounded theory method of constant comparison during the multiple phases: generating categories (low-level of abstraction; open coding), integrating categories and properties (integration), delimiting categories (common themes), and writing the emerging theory (constructing the straw-model) (Glaser & Strauss, 1967; Charmaz, 2006). This study borrowed from grounded theory techniques to ensure all qualitative data was analyzed using systematic methods. Narrative was examined, recurring ideas noted and defined, and emerging codes or categories resulted (Charmaz, 2006). This is where the connections between HRP and the GCC's and the unique KSA's were developed. During the delimiting phase of analysis, duplicative categories or themes were dropped, merged, or created; and the emerging theory and higher-order model was revised and developed.

Quantitative Data Collection.

Descriptive statistics were used to analyze informational and background data. The final round of ratings of importance from a scale of one to five (Likert Scale) was analyzed using a cross tabulation of independent-samples t-test. Frequency distributions of the study specialists (acting as face-validators) and the participants were observed for: number of years as a human resources practitioner (HRP), levels of education, number of years of career in a government

contracting company (GCC). Other demographics collected were specific to the size of the contractor in terms of employees and annual revenue. Generalized statistics were shared with participants after the study's conclusion demonstrating a relational foundation. Developing the camaraderie with group members had an importance in promoting the in-depth discussion and responses within a study (Rotundi & Gustafson, 1996).

The study used demographics to document participant stratification. It was determined demographic data such as race, gender, or education was not directly relevant to the data collected in this study (e.g., those with higher degrees did not necessarily suggest more ideas and viewpoints or more valuable KSAs, nor did those with lower educational degrees suggest fewer viewpoints or less valuable KSAs). There were twice as many females participating than males in this study, which reflects United States statistics of females dominating this job description reported by the Bureau of Labor Statistics: Human Resource Managers (69.3% in 2010; 73.6% in 2011), Human Resource Training and Labor Relations Specialists (70.3% in 2010; 74.5% in 2011), and Payroll and Timekeeping staff (90.8% in 2010; no data available for 2011) ("Bureau of Labor Statistics," 2011; "Bureau of Labor Statistics," 2012).

An aggregation of the participants' responses to Likert scaled items was used to measure statistical consensus for individual items during the final rounds. According to Wilhelm (2001) the Delphi consensus process requires measure of both central tendency and variability. The mean and standard deviation, along with the mode, median, and inter-quartile range of each of the answers in the Likert scale items, were entered into a database for analysis. The mode, median, and mean analysis were sent to the participants in the Phase Four (accept/reject) so they could observe how their own individual responses differed (if any) from the group's response holistic response.

In survey research, a Likert scale is an approach to response categories measuring the extent of a person's satisfaction or agreement with a set of statements or questions. This type of response category makes it easier to quantify survey responses, thus simplifying research data analysis. Chi square statistics allows an analysis of Likert scale data to compare respondents' responses with expected answers. The greater the level of deviation between actual and

expected responses, the higher the chi square statistic, thus the higher deviation mean (or Interquartile Range) results fit less towards the hypothesis of a consensus. Chi-square indicates whether a statistically significant relationship exists, but does not reveal information about the strength of that relationship (Hall, 2012). The analysis of the final survey round duplicated the statistical aggregation measures used in the previous rounds. The coefficient of variation was used as a determinant for consensus reached on each item. Consensus was defined as a coefficient of variation of less than .05.

HRP/GCC/SME study participants provided themes and sub-themes identifying HR-related topics and ideas, of which the majority were identifiable based on public law, agency regulations, and government contracting general terminology. There were few incidences where the data provided by the participants could be misinterpreted.

RELIABILITY AND VALIDITY

Every effort to ensure reliability and validity was made throughout this Delphi using several strategies, including evaluating reliability of the survey items. Construct validity was enhanced by asking SME's to face-validate interpretations and categorization provided by the researcher (Okoki & Pawlowski, 2004). This Delphi created sufficient rounds of questionnaires and discussion to achieve a consensus or a 'near-enough' consensus (55%+). Conducting sufficient number of rounds, achieving 'face-validation' of the straw-model from SMEs, and using panels of impartial HRP GCC SMEs to validate and ensure the raw data was correctly translated to the next round, ensured the reliability and validity of this study.

Three specific strategies were used to ensure reliability and validity through the modified-Delphi. First, a baseline straw-model was created from the literature review. The GCC, HRP specialists with experience in government contracting were used to 'face-validate' common topics and themes during Phase One. Second, within Phase Two, Round One, the straw-model was shared with the HRP GCC SME modified-Delphi panelists, for open-ended commentary, viewpoints, and ideas. The solicited commentary was then re-submitted to the same panelists in Phase Two, Round Two for an opportunity to revise their own initial responses and to comment on other panelists' responses. This additionally enabled the panelists to validate the researcher's

interpretation of responses, data, and categorization of the variables within their responses from the qualitative analysis. Third, an appropriate number of rounds within the phases were ensured to achieve the highest consensus within the time constraints of the study. The panelists' ability to revise responses to the open-ended questions provided a test-retest methodology. While test-retest methods are used to test the reliability of surveys, in Delphi studies, participants review and are expected to revise answers; therefore a more formal test-retest is not necessary (Okoli & Pawlowski, 2004).

SUMMARY

The purpose of this modified-Delphi was to determine if there was a higher-order model for human resource practitioner knowledge, skills, and abilities within the government contracting industry. Modified-Delphi panelists were asked to review a straw-model and build upon that base. The revised higher-order model identified additional knowledge, skills, and abilities unique to government-contracting companies' human resources practitioners for minimally required competencies. To reach this goal, a modified-Delphi was conducted to gather data and to achieve a majority consensus for a higher-order model. Delphi was the methodology of choice for its ability to enable a geographically dispersed panel of SMEs to participate in validating the base model and co-designing the revised model. This methodology strategy included a stratification of participants for background, education, location, size of contracting company (in number of employees and annual revenue), management level, and years of experience, with subject matter experts who have, or are, working within the government contracting industry.

Delphi phases and rounds were used to build upon, and add to, a straw-model (based on a literature review of general KSAs in HR practice), for additional competencies for GCC HRP-related KSAs. The higher-order model was validated with a panel majority consensus. Phase One requested external SME participants to serve as face-validators to verify and accept components of the literature-based straw-model. Phase Two, Round One used HRP GCC SMEs to provide narrative responses to add unique elements for a revised higher-order model of KSA competencies for GCC industry HRPs, qualitatively analyzed using grounded-theory methodology. Phase Two, Round Two required individual panelists to review data elements

provided by the collective in the second round to determine if more elements (data) or details were required, comment if some elements were not related to unique KSAs, edit newly added elements, and remove KSAs not unique to HRP KSAs in GCCs. Phase Three was used to rate the vital importance of the added competency sub-themes to the revised high-order model. This rating of the unique KSA competencies added the value (importance) of viewpoints of the various main- and sub-themes to the higher-order model. Phase Four provided the group mode, median, and mean rated responses to Phase Three's 'accept' or 'reject' for the higher-order model. A consensus was sought of at least 55% and panelist responses provided a 100% 'accept' ratio.

In Chapter IV, the findings of the study are presented. These findings include responses to a literature-review base-model and commentary from panelists from multiple phases and rounds. The findings also include the mode, median, mean, and standard deviation from rounds two and three responses. The modified GCC-based, HR-relevant, KSA competencies model is also included. In Chapter V, the study is summarized, conclusions are discussed, recommendations made, and a conceptual model for HR-related, GCC-industry, minimum competency KSAs are presented.

**CHAPTER IV
FINDINGS**

The goal of this research was to determine if there were a higher-order model of KSAs required of HRPs within the government contracting industry. The study started with a literature review, resulting in a straw-model for general HRP competencies. A straw-model was developed from a literature review, which identified sources and content for general HR-training such as industry certifications, degree programs, and trade-related training. A modified-Delphi method was used to add HR-related competencies and unique Knowledge, Skills, and Abilities (KSAs) to the straw-model for a higher-order model. The Modified-Delphi Phases and Rounds were used to collect the opinions of successful SME HRP panelists working within the GCC industry at the management level. A modified-Delphi study relies upon SMEs and their continued participation to provide a diversity of views, with a variety of backgrounds.

PANEL PARTICIPANTS

A Delphi's value depends upon the SMEs' knowledge within the industry or subject.

Twenty HRP SMEs within the GCC industry participated initially (see Table 1 below).

Table 1

Demographics of Participants

Characteristic	Round		
	1	2	3
Gender			
Male	5	4	3
Female	15	12	12
Management Level			
Mid-Level	20	16	15
Ethnic Heritage			
Caucasian	16	12	11
African American	3	3	3
Mixed or Pacific Islander	1	1	1

(continued)

Table 1 Demographics of Participants (continued)

Characteristic (cont.)	Round		
	1	2	3
Education			
High School/GED or Associate Degree	2	2	2
Bachelor	8	6	6
Masters	9	7	6
Ph.D.	1	1	1
<i>n</i> =	20	16	15

SURVEY RESPONSES / DATA COLLECTION

Phase One – Straw Model Agreement of Basic HR KSAs.

The main themes of general HR practices listed for the straw-model of KSA competencies discovered via literature review were face-validated by an external set of HRP, GCC experts. These KSAs were considered 'required knowledge, skills, and abilities' for a management level HRP in US-based companies with sufficient employees and/or staff members that a full-time HRP or an external HR consultant. The straw-model main theme KSAs presented to the validation specialists were: Benefits, Compensation /Classification, Employee Relations/Disciplinary Actions, Policies / Procedures, HRIS (HR-Information Systems), Incentive / Morale Programs, Legal Compliance, Performance Management, Records / Personnel Files, Staffing (Recruiting) / Promotions, Training & Development, and Wage Administration / Payroll. (See Table 2.)

Summary of Phase One.

Phase One was conducted with 13 HRP subject matter experts who served to check the face-validity of the straw-model for general HR practices and minimum competencies for KSAs. There was a majority consensus (70%) for the straw-model and it was considered validated for the modified-Delphi purpose of adding KSAs for the higher-order model. The 30% of HRP SME validator participants who rejected the straw-model did so for minor semantics versus egregious differences to the model. The straw-model was considered holistically accepted (see Table 2).

Table 2

Straw-Model Main Themes

Straw-Model - Main Themes
1. Benefits
2. Compensation and Classification
3. Employee Relations and Discipline
4. Human Resources Information Systems (HRIS)
5. Incentive / Moral
6. Legal Compliance
7. Performance Management
8. Policies and Procedures
9. Records / Personnel Files
10. Staffing, Recruiting, Promotions, Retention, Terminations
11. Training and Development
12. Wage Administration & Payroll

Straw-model main- and sub-themes.

The following sub-themes were identified via the literature review and face-validated by the SMEs under each of the main-themes in the straw-model for the purpose of defining the categories' breadth of KSA. Each main-theme identified in Table 2 above has a description of its associated sub-themes noted below.

- *Benefits* included welfare benefits (Health, Dental, Life), Disability, 401(k) plans, and retirement or pension plans, the holistic company contract(s), and servicing employees within the plans on an annual basis, as well as negotiating contract renewals and arbitration of disputes for benefits.
- *Compensation / Classification* included compensation systems and plans, salary range programs, accrued vacation, employees 'perks,' and bonuses related to promotion or performance review(s), as well as classification of jobs as hourly or salary. Compensation

plans show internal fairness for job responsibilities, as well as form a basis for recruiting for job candidates.

- *Employee relations and discipline* included disciplinary processes, management of subordinates, internal incentive and moral programs, internal communications, and strategic and business management.
- *Human Resources Information Systems (HRISS)* included software-based reporting, personnel data reporting and documentation, and may include recruiting and payroll processes.
- *Incentive and moral* included work incentives, employee perks (unique to job accomplishments), birthday, holiday, and other personal recognition by peers and supervisors, and may include paid training, tuition.
- *Legal compliance* included federal, state, and local employment laws, federal agency regulatory compliance, including reporting for EEOC, OSHA, ADA, FMLA, workers compensation, financial compliance, social media privacy, and employee handbooks and manuals.
- *Performance management* included annual (or other) performance evaluations, promotions based on performance, career-path associate training and development, strategic planning and alignment, department goal setting to organizational objectives, and leadership or project management.
- *Policies and procedures* included work-based procedures, company policies for behavior or work-related designations and decision-making, including ISO-9000, and human resources or company policies.
- *Records and personnel files* included hiring documentation and records, disciplinary records, termination documentation, tax and payroll records such as I-9 and W2s.
- *Staffing, recruiting, promotions, retention, and terminations* included recruiting processes and procedures (methodologies), requisitions and position vacancy notices, promotion documentation, background checks, EEOC determinations, out-processing and out-sourcing.
- *Training and development* included tuition or training reimbursement programs, in-house

training, external training for general, business, or unique skill sets, software updates and usage (internal or externally for clients), legal, compliance, harassment, safety, mentoring, and OJT.

- *Wage administration and payroll* included payroll processes, software, legal regulatory compliance, recordkeeping, and tax documentation (I-9 and eVerify).

Summary of Phase Two, Round One – Adding to the Straw-Model.

Integrating new commentary and suggestions into appropriate categories based on the straw-model was completed by asking the modified-Delphi SME panelists for additional themes and sub-themes. The added themes described additional minimum competency KSAs dealing uniquely with the tasks for which GCC HRP's are responsible. The modified-Delphi panelists added unique competency KSAs upon which the next round focused towards a group consensus. Table 3 (below) presents a summary of the main themes identified by the panelists' open-ended commentary for added unique KSAs for HRP's in GCC, including KSA competencies presented in the straw-model, plus a five new main themes.

Table 3 –

Summary Of Phase Two, Round One Findings

Phase Two, Round One - Main Themes

1. Benefits
2. Compensation and Classification
3. Employee Relations and Discipline
4. Human Resources Information Systems (HRIS)
5. Incentive / Moral
6. Legal Compliance
7. Performance Management
8. Policies and Procedures
9. Records / Personnel Files

(continued)

Table 3 - Summary Of Phase Two, Round One Findings (continued)

Phase Two, Round One - Main Themes
10. Staffing, Recruiting, Promotions, Retention, Terminations
11. Training and Development
12. Wage Administration
13. Security Clearance(s)
14. Government Contracts & Contracting
15. Employment Law – Federal Contractors
16. Legal / Ethical Issues
17. Technology
18. Financial
19. Additional Comments and/or Topics submitted by panelists

Phase Two, Round One – main- and sub-themes.

Additional main- and sub-themes were added to the straw-model in the first round for the purpose of defining the categories' breadth of KSA. The following were added.

- *Security clearances* included government level background checks, credentialing procedures, interaction and working with the Joint Personnel Adjudication System (JPAS), understanding and familiarity with the National Industrial Security Program Operating Manual (NISPOM), risk management (security cleared employees), Secure Base Access (SBA) and Contractor Access Cards (CAC), Secure Compartmentalized Information Facility (SCIF), and the various types of security clearances required for government contract employees.
- *Government contracts and contracting* included understanding and familiarity with bids and proposals, contract sections and parts, agencies that deal directly with government contracting auditing and compliance, the Federal Acquisition Regulation manual (FAR), hiring requirements, penalties, prime versus sub-contractor, the Service Contract Act, and union workplaces.

- *Employment law for federal contractors* included familiarity and understanding of government contracting related laws, agency regulations, executive orders, agencies who have oversight of contract vehicles, specific minimum wage laws, and contract-related employment notifications and employment law posters.
- *Legal and ethical issues* included ethics and compliance training, unique to contracting FAR compliance and laws, including Foreign Corrupt Practices Act (FCPA), as well as organizational conflict of interest (OCI).
- *Technology* was included relating to high-demand need for tech-oriented employee skills, confidentiality, contract-driven requirements, online Software-as-a-Service (SaaS), knowledge of government worksite technology, reporting via the HRIS, accessibility to and permission to use online social media platforms, and capability of using technology based on access and permissions at government sites.
- *Wage administration and payroll* in the straw-model was redefined as a main-theme to Financial and included sub-topics relating to: allowable and unallowable costs and expenses to contract invoicing, budgeting. Also included as sub-themes were accounting classification reference numbers (and system), terminology for contract-related terms such as Time and Materials (T&M), fringe benefits calculations (SCA), contract authorization memo (CAM), contract work hours charged to each contract line item (CLIN), overhead versus general and administrative (G&A) expenses, project accounting, joint travel regulations (JTR), and Sarbanes-Oxley (SOX). Other sub-themes provided were direct versus indirect expenses and labor costs, financial accounting standards that were noted as possibly general versus GCC-related by panelists.
- *Additional commentary* included government requirements for contract personnel such as program management, CISSP for IT personnel, worksite shutdowns (federal holidays, acts of god and nature), centralization versus decentralization, HR strategy in alignment with company strategic goals, and special access programs (SAP).

Summary of Phase Two, Round Two – Consensus Building.

The purpose of Phase Two, Round Two was for HRP GCC SME panelists to reflect on

tasks and responsibilities they felt matched the added or unique KSA competencies for HRPs in the GCC industry; and review what other SME panel members have offered as suggestions. Participants were tasked to delete any general HRP KSAs that were not unique, edit other bullets topics on the list, add or subtract sub-headings or main headings, or suggest any bullets in illogical categories be moved to more appropriate topic categories. Table 4 identifies the 14 main themes (89 sub-themes identified in Appendix D) finalized by the modified-Delphi panelists in Phase Two, Round Two.

Table 4 –

Summary Of Phase Two, Round Two Findings

Phase Two, Round Two - Main Themes / Topics	
1.	Benefits
2.	Compensation and Classification
3.	Employee Relations / Discipline
4.	Legal Compliance
5.	Performance Management
6.	Policies / Procedures
7.	Records / Personnel Files
8.	Staffing, Recruiting, Promotions, Retention, Terminations
9.	Training / Development
10.	Wage Administration / Payroll
11.	Security Clearance
12.	Government Contracts
13.	Technology
14.	Financial

Summary of Phase Three – Rating of HRP, GCC-related KSA competencies

Sixteen members of the modified-Delphi panel finished review and reached a consensus of main- and sub-themes to include in the higher-order model at the end of Phase Two, Round

Two (see Table four).

The theme eliminated was: (a) incentive and moral. Panelists noted the reason for eliminating this theme was it was too generalized for any industry or business and not unique to the GCC industry. Some themes were merged or folded into other main themes. The two topics of employment law – federal contractors and legal and ethical issues were merged into legal compliance. Human resources information system(s) (HRIS) was merged into technology. Additional commentary topics were redundant and eliminated or the topics fit better under another main theme.

Phase Four – Rating The Importance, Sub-Themes.

HRP/GCC/SME panelists were then asked to rate the importance of the unique KSA competencies for HRPS working within GCCs, based on the sub-themes revised, edited, and subtracted, and added during the Round Two and Three surveys (see Table 5). A Likert scale was used, rating '1' as most important and '5' as least important for KSAs for HRPs at a management level. Participants analyzed and rated sub-themes for importance to minimum and unique qualifications of KSAs for HRPs in GCCs. Once this round was complete, calculations provided the mode, median, mean, Interquartile Range (IQR), and standard deviation, as well as a cross-tabulation and chi square test. The Interquartile Range (IQR) is defined as the range covered by the middle 50% of any distribution (Gravetter, & Wallnau, 2006, p. 108), and is the statistical measure of the central tendencies calculated by determining the median, lower quartile (Q1) and the upper quartile (Q3) of a set of numbers, and then subtracting Q1 from Q3.

Determining the IQR identifies potential outlier influences when the lower and highest 25% are removed. Thus an IQR of '1' indicates the panelists were in close enough agreement to reach a higher consensus of perceived important for this sub-theme KSA. An IQR of '4' indicates that the panelists had a wider range of agreement for the sub-theme KSA, and ratings illustrated between as much as a 50-75% difference, meaning there may have been disagreement between panelists opinions of whether the sub-theme was important, how important, or whether vital at all to the higher-order model. Categories are identified by alpha letter and number for commentary in table 5, following. (e.g., A – Benefits would have (A)1, then (A)2, in order of table four topics.)

Table 5 –

Summary Of Round Four Ratings Within Sections

Main Themes / Sub-Themes	Mode	Mean	Med.	SD	IQR
A – Benefits					
<ul style="list-style-type: none"> A(1) H&W benefits for SCA contract EE's (mandated); applying H&W benefits to SCA contracts (cost Calculations); SSA provisions for prevailing (SCA) wages includes benefits & stipend for unused portion(s) paid to EE(s); Benefits (Contract Administrative Services) 	1	1.467	1	.89	1
<ul style="list-style-type: none"> A(2) 401(k) & IRA as part of 'contract wages' (fringe benefits – cash value) 	2	1.867	2	.73	2
B – Compensation and Classification					
<ul style="list-style-type: none"> B(3) Service Contract Act (Wage Determination) / SSA / Davis Bacon Act / Walsh-Healy Act – Contract & Prevailing Wages; SCA related pay rates / accrued leave – SCA contract EEs; comp. / accrued leave 	1	1.200	1	.83	1
<ul style="list-style-type: none"> B(4) Compensation Program: document varying wages for identical job title; OFCCP / wage scales, government audits; Labor Categories / Job Classifications / Job Evaluation – survey data validity 	1	1.267	1	.45	1

(continued)

Table 5 – Summary Of Round Four Ratings Within Sections (continued)

Main Themes / Sub-Themes	Mode	Mean	Med.	SD	IQR
• B(5)Wage/Rate determinations, mandated fringe benefits, (if related) to union contracts unique to government worksite	1	1.267	1	.81	1
• B(6) DCAA 'allow-ability' of annual merit increases / executive comp	1	1.867	2	.87	2
• B(7) Operations & Contracts Administration: essential to bidding (negotiating) /recruiting incumbent vs. new hires; Prepare / deal with disgruntled incumbent staff (may refuse position/jump ship)	2	2.000	2	.45	3
• B(8) Government Client Worksite Shut Down: work sites closed for holidays or reasons not funded by the company. (paid/unpaid?)	2	2.133	2	.40	3
• B(9)CONUS / OCONUS (national / international pay structures)	2	2.333	2	1.15	4
C – Employee Relations / Discipline					
• C(10) Government-managed environment and supervision of contract employees; government [client] adherence to contractor's progressive disciplinary procedures	2	2.000	2	.77	3
• C(11) Layoffs, Two week pay in lieu of notice (pay calculation)	2	2.000	2	.73	3

(continued)

Table 5 – Summary Of Round Four Ratings Within Sections (continued)

Main Themes / Sub-Themes	Mode	Mean	Med.	SD	IQR
• C(12) Government Internal Affairs and EEOC Officers familiarity pertinent to HRM if government (GS) worker complaint	2	2.067	2	.97	3
• C(13) Unions (as applicable to SCA & DBA EE's)	3	2.400	3	.96	4
• C(14) Reclamas – knowledge of, ability to work through contract issues with contracting officer	2	2.600	2	1.21	4
D – Legal Compliance					
• D(15) Applicant self-reporting (EEOC/OFCCP), documentation – hiring process; OFCCP compliance/rules: 'applicant flow [hiring/term] logs' documentation for AAP (Exec. Order 11246 – EEO); doc storage terms	1	1.267	1	.58	1
• D(16) Posters required of Federal Contractors in public EE spaces	1	1.400	1	1.09	1
• D(17) Government sites (same/conflicting IT or Physical Security standards)	2	1.933	2	.85	2
• D(18) Government client requirements when being requested to remove staff and adhere to site- and/or department-related leave schedules.	2	2.067	2	.57	3
• D(19) CONUS / OCONUS – legalities and 'protocol'	1	2.200	2	.86	3
• D(20) Knowledge of USACE Manual 385-1-1 (Safety/Health requirements in operations)	3	2.200	2	.62	3

(continued)

Table 5 – Summary Of Round Four Ratings Within Sections (continued)

Main Themes / Sub-Themes	Mode	Mean	Med.	SD	IQR
E – Performance Management					
• E(21) Analysis of hire and promotion within AAP requisitions; 4/5 rule analysis	1.00	1.533	1.00	0.63	1
• E(22) Knowledge/Familiarity – ‘Key Personnel Clause’ in contract (government client concurrence for hire/termination)	1.00	1.933	2.00	0.96	2
• E(23) Contract-driven performance analysis (contracting company supervisor input) versus (federal government supervisor)	1.00	2.067	2.00	1.03	3
• E(24) Relationship with clients; HR staff don’t often interact w/ government clients. Federal contracting is unique / relationship with clients and EEs can make or break company’s performance on the contract.	2.00	2.133	2.00	0.72	3
• E(25) 'Metrics' for government client, (e.g., Firm Fixed Price (FFP) Contracts and/or Time & Cost)	2.00	2.333	2.00	1.20	3
F – Policies / Procedures					
• F(26) FAR, DFAR – understanding how salaries, bonuses and relocation expenses are handled in designing programs & making offers.	1	1.533	1	0.98	1
• F(27) Polices (overall numbers & breadth = increases) due to contract, FAR, employment law, reporting requirements, etc.; Government Contractor policies & procedures vs. company’s	1	1.600	1	0.63	1

(continued)

Table 5 – Summary Of Round Four Ratings Within Sections (continued)

Main Themes / Sub-Themes	Mode	Mean	Med.	SD	IQR
• F(28) Federal Holidays (work, work off-site, telecommute, base/work site closure – paid/unpaid policies per co. / gov. customer)	2	1.933	2	0.85	2
• F(29) Authorization - spending matrix (level of officer of company for financial decisions: pay raises to contract-based financial decisions)	3	2.133	2	0.83	3
• F(30) ISO / CMMI certifications as added value, HR is a 'service' provider with processes keeps department aligned with other business areas.	3	2.800	3	0.73	4
G – Records / Personnel Files					
• G(31) e-Verify – directly related to government contractors(ing)	1	1.467	1	1.02	1
• G(32) 12-year records retention mandate for most government contracts	1	1.933	2	.81	2
• G(33) Intellectual Property Protection Act - DFAR	2	2.133	2	1.02	3
H – Staffing, Recruiting, Promotions, Retention, Terminations					
• H(34) AAP - recruitment for diverse populations; Contract scope / mapping / recruiting available manpower for proposal; multiple venues & recruiting tools (PVNs); Vocational Rehabilitation Act: reasonable accommodation / job descriptions / defense of hiring decisions	1	1.333	1	0.48	1

(continued)

Table 5 – Summary Of Round Four Ratings Within Sections (continued)

Main Themes / Sub-Themes	Mode	Mean	Med.	SD	IQR
<ul style="list-style-type: none"> H(35) Gov. contracting knowledge: staffing, background checks, terminations; Transitions as contracts won/lost (acquisition); Government requirements for personnel (i.e. certifications like PMCISSP, etc.), depending on type of contracts for RFP/RFB 	1	1.333	1	0.73	1
<ul style="list-style-type: none"> H(36) Security Clearance – knowledge/ requirements: briefing / debriefing; legal verbiage - offers / hiring TS/SCI cleared EEs. Badging / clearance acquisition process for incumbents; on-boarding staff to contract jobs 	1	1.467	1	0.89	1
<ul style="list-style-type: none"> H(37) Advertised job openings (internal & external - EEOC reqs.); Work w/ Federal, State, and staffing agencies & sub-contractor(s), ensure compliance w/ regs. 	1	1.533	1	0.81	1
<ul style="list-style-type: none"> H(38) Analysis / training related to hiring / promotion from AAP planning 	1	1.667	2	0.70	2
<ul style="list-style-type: none"> H(39) Contingency hires / offer letters with contingency legal wording 	1	1.667	1	1.15	2
<ul style="list-style-type: none"> H(40) Contingent hire agreement(s) & negotiations with incumbent workforce; transition after contract award; Exec. Orders reqs., related to contract incumbent workforce 	1	1.667	1	0.91	2

(continued)

Table 5 – Summary Of Round Four Ratings Within Sections (continued)

Main Themes / Sub-Themes	Mode	Mean	Med.	SD	IQR
• H(41) Organizational Conflict of Interest (OCI) –before/after hire (military service members moving from GS to civilian in trade arena)	1	1.800	2	1.26	2
• H(42) Incumbent transition following contract award ('grandfathering' of paid leave, key personnel reqs, staff, locations, benefits, etc.).	1	1.867	2	1.06	2
• H(43) Non-Disclosure Agreements; Human Rights determinations	1	2.200	2	0.73	3
• H(44) Sequestration - forced layoffs (effect)	2	2.200	2	0.83	3
• H(45) HR presence during proposal bid process / pursuit decision for contract bid; Contract-based manpower forecasting	3	2.400	3	0.48	4
I – Training / Development					
• I(46) Contract-mandated training (e.g., CMTA), International Trafficking in Arms Regulation (ITAR), Office of Federal Contract Compliance Programs (OFCCP), Transportation Worker Identity Card (TWIC)	2	1.800	2	1.00	2
• I(47) Risk Management – (contract EEs, high- risk work-sites, war-zones)	1	1.867	2	0.83	2
• I(48) Billable training hours (allowable/unallowable); Extra contract time	2	1.933	2	0.93	2

(continued)

Table 5 – Summary Of Round Four Ratings Within Sections (continued)

Main Themes / Sub-Themes	Mode	Mean	Med.	SD	IQR
<ul style="list-style-type: none"> I(49) T&D – planning: government/contract required (Ethics, Harassment, Human Trafficking Training [OCONUS EEs]) / tracking Individual Development Plans, training supervisors & managers - new regs 	2	1.933	2	0.98	2
<ul style="list-style-type: none"> I(50) Human Trafficking Training (contract-driven - OCONUS EEs) 	2	2.267	2	1.15	3
<ul style="list-style-type: none"> I(51) T&D – reimbursement: limitations by fed clients, since (federal contractors) operate on thin profits (whereas commercial entities have higher profit margins) 	2	2.467	2	0.85	4
<ul style="list-style-type: none"> I(52) T&D - investment. Non-renewed contracts for reasons unrelated to EE/Company performance (e.g., if company graduates to a larger size standard), might remove ability to bid on contract, loss of EEs.) 	3	2.600	3	0.81	4
J – Wage Administration & Payroll					
<ul style="list-style-type: none"> J(53) Davis Bacon Act / Service Contract Act (Prevailing Wage) / SCA payroll requirements / SCA 'gap' wages 	1	1.267	1	0.63	1
<ul style="list-style-type: none"> J(54) AAP impacts; impacted by FAR sections as well (compensation) 	1	1.467	1	0.81	1

(continued)

Table 5 – Summary Of Round Four Ratings Within Sections (continued)

Main Themes / Sub-Themes	Mode	Mean	Med.	SD	IQR
• J(55) DCAA – time-keeping & floor checks / Total time accounting	1	1.467	1	0.45	1
• J(56) Certified Payroll procedures (GAAP) for Gov. Contracting	1	1.600	1	0.81	1
• J(57) Timesheet changes / Timesheet deadlines	1	1.933	1	1.41	2
K – Security Clearance					
• K(58) Security Clearance & classification reqs, including background checks; how affect EEs (ability to work on contracts [including interim clearances]): different types of security clearances; what it takes to get; how to determine requirements from contract language	1	1.533	1	0.87	1
• K(59) Contractor Access Card (CAC); Secure Base Access (SBA form/application); Security badges & Security clearances	1	1.733	1	1.12	2
• K(60) Special Access Program (SAP): guiding documents / NISPOM overprint(s). Various agencies & allowance (DoD) personnel or some veterans to adjudicate some clearances, systems, or contract docs; (SCIFs) Secure Compartmentalized Information Facility	1	1.733	1	1.13	2

(continued)

Table 5 – Summary Of Round Four Ratings Within Sections (continued)

Main Themes / Sub-Themes	Mode	Mean	Med.	SD	IQR
• K(61) HR staff – security clearance reqs per contract positions	1	1.800	1	1.14	2
• K(62) Government work sites familiarity (for HR Managers)	1	2.000	2	0.73	3
• K(63) Joint Personnel Adjudication System (JPAS) & National Industrial Security Program Operating Manual (NISPOM): people, facilities, and international Employees	2	2.333	2	0.87	4
L – Government Contracts					
• L(64) ITAR, TWIC and other contract required programs	1	1.600	1	0.91	1
• L(65) Federal Register & Executive Orders per government contractors	1	1.667	1	1.13	2
• L(66) Delivery Orders / Period of Performance	1	1.867	1	1.10	2
• L(67) Contract Quality Assurance Surveillance Plans / Role of Evaluators	2	1.933	2	1.20	2
• L(68) Government contracting knowledge; affect on Employees (EE), benefits, and non-EE insurance policies; Prime Contractor vs. Sub-Contractor	2	2.067	2	1.21	3
• L(69) Bids & Proposals / Contract Resume (writing) for Proposals	2	2.200	2	0.77	3
• L(70) CAS – Contract Administration Services	3	2.200	2	1.09	3

(continued)

Table 5 – Summary Of Round Four Ratings Within Sections (continued)

Main Themes / Sub-Themes	Mode	Mean	Med.	SD	IQR
• L(71) Foreign Corrupt Practices Act (FCPA) (Ethics compliance)	2	2.267	2	1.14	3
• L(72) Debarment – lose of contract; prohibition of contracting for X years; Reclama: Request for reconsideration of decision/proposed action.	2	2.333	2	1.22	4
• L(73) Office of Federal Contract Compliance (OFCC) compliance; Track data for AAP if contract amount annually \$50K+	2	2.333	2	1.06	4
• L(74) Communication (Interaction) with Government Contracting Rep; Authorized Contracting Officer (ACO)	2	2.400	2	1.03	4
• L(75) DCAA – Defense Contracting Audit Agency /DCAAM/P (Manual/ pamphlet); DCMA – Defense Contract Management Agency	2	2.400	2	1.02	4
• L(76) CLINs – Contract Line Item Number & SLINs – Sub-Line Item Numbers / Contract Clauses	3	2.467	2	0.81	4
• L(77) Contract ‘type’ knowledge (T&M, Cost Plus Fixed Fee, etc.); and Contract Modifications – Processes for wage increases, EE relations, communication of timetables and budgets.	2	2.467	2	1.06	4

(continued)

Table 5 – Summary Of Round Four Ratings Within Sections (continued)

Main Themes / Sub-Themes	Mode	Mean	Med.	SD	IQR
• L(78) DSS – DLA (Defense Logistics Agency) Support Services	2	2.533	2	0.77	4
• L(79) FAR – Federal Acquisition Regulation (Contract Requirements)	2	2.667	2	0.81	4
• L(80) DFAS – Defense Finance & Accounting Service (DoD)	3	2.733	3	0.87	4
M – Technology					
• M(81) Timekeeping; Government compliance for contracts / accounts	1	1.467	1	1.09	1
• M(82) Contract driven requirements / audits using IT/software for reports	2	2.133	2	1.01	3
• M(83) Government worksites knowledge/experience (preferred)	2	2.333	2	0.51	4
N – Financial					
• N(84) Expense, Direct vs. Indirect (labor / overhead / G&A expenses); Direct vs. Indirect (costs to contract); allowable vs. unallowable	2	1.733	2	0.68	2
• N(85) Financial basics per HR – related to government contracting and overall effect on Human Resources department oversight	1	1.800	2	0.93	2
• N(86) Allowable / Unallowable costs / expenses (Contract GAAP)	2	2.000	2	0.82	3

(continued)

Table 5 – Summary Of Round Four Ratings Within Sections (continued)

Main Themes / Sub-Themes	Mode	Mean	Med.	SD	IQR
• N(87) Accounting Classification Reference Number (ACRNs)	2	2.667	3	0.89	4
• N(88) Contract Authorization Memo (CAM) / Charge Authorization Letter (CAL) – (contract codes for EE hours charged; re-issued with Code / Contract / Time Charge change[s])	2	2.133	2	1.02	3
• N(89) JTR – Joint Travel Regulation (e.g., lowest airfare) / Per Diem Rates	2	2.400	2	1.02	4

Summary of Round Four.

Once the ranking and statistical analysis was completed, the panel was asked in the final round to accept or reject the statistical analysis' conclusions. The last round assumed the panel reached a consensus (or majority) for KSA competencies required of HRPs working within a GCC company.

Round three yielded rating responses from 15 participants to finalize the higher-order model for HRPs minimum competencies for KSAs in a GCC. Table 6 (following) reports the order of participant responses with the highest rating of importance noted in descending importance by the panelists for ratings within a Likert scale – a rating of '1' being the most important and a rating of '5' being least important. The categories are identified by alpha letter and number for commentary in table six below (e.g., A – Benefits would have (A)1, then (A)2, in order of table five topics). The order is now rated by order of importance. Table 6 demonstrated the priority order of submitted responses within each section with rated sub-topics being highest rating of importance noted first and then other sub-topics as they descend in importance within each Section Topic. The sub-themes were rated by panelists, and then reported in sub-sets and a whole set of minimal competencies unique to HRP KSAs in GCCs.

Table 6 –

Summary of Round Four Ratings for Sub-themes under Main Themes

Main Themes/ Sub-Themes	Mode	Mean	Med.	SD	IQR
<ul style="list-style-type: none"> B(3) Service Contract Act (Wage Determination) / SSA / Davis Bacon Act / Walsh-Healy Act – Contract & Prevailing Wages; SCA related pay rates / accrued leave – SCA contract EEs; comp. / accrued leave 	1	1.200	1	.83	1
<ul style="list-style-type: none"> B(4) Compensation Program: document varying wages for identical job title; OFCCP / wage scales, government audits; Labor Categories / Job Classifications / Job Evaluation – survey data validity 	1	1.267	1	.45	1
<ul style="list-style-type: none"> B(5) Wage/Rate determinations, mandated fringe benefits, (if related) to union contracts unique to government worksite 	1	1.267	1	.81	1
<ul style="list-style-type: none"> D(15) Applicant self-reporting (EEOC/OFCCP), documentation – hiring process; OFCCP compliance/rules: 'applicant flow [hiring/term] logs' documentation for AAP (Exec. Order 11246 – EEO); doc storage terms 	1	1.267	1	.58	1
<ul style="list-style-type: none"> J(53) Davis Bacon Act / Service Contract Act (Prevailing Wage) / SCA payroll requirements / SCA 'gap' wages 	1	1.267	1	0.63	1

(continued)

Table 6 - Summary of Round Four Ratings for Sub-themes under Main Themes (continued)

Main Themes/ Sub-Themes	Mode	Mean	Med.	SD	IQR
<ul style="list-style-type: none"> H(34) AAP - recruitment for diverse populations; Contract scope / mapping / recruiting available manpower for proposal; multiple venues & recruiting tools (PVNs); Vocational Rehabilitation Act: reasonable accommodation / job descriptions / defense of hiring decisions 	1	1.333	1	0.48	1
<ul style="list-style-type: none"> H(35) Gov. contracting knowledge: staffing, background checks, terminations; Transitions as contracts won/lost (acquisition); Government requirements for personnel (i.e. certifications like PMCISSP, etc.), depending on type of contracts for RFP/RFB 	1	1.333	1	0.73	1
<ul style="list-style-type: none"> D(16) Posters required of Federal Contractors in public EE spaces 	1	1.400	1	1.09	1
<ul style="list-style-type: none"> A(1) H&W benefits for SCA contract EE's (mandated); applying H&W benefits to SCA contracts (cost Calculations); SSA provisions for prevailing (SCA) wages includes benefits & stipend for unused portion(s) paid to EE(s); Benefits (Contract Administrative Services) 	1	1.467	1	.89	1
<ul style="list-style-type: none"> G(31) e-Verify – directly related to government contractors(ing) 	1	1.467	1	1.02	1

(continued)

Table 6 - Summary of Round Four Ratings for Sub-themes under Main Themes (continued)

Main Themes/ Sub-Themes	Mode	Mean	Med.	SD	IQR
<ul style="list-style-type: none"> • H(36) Security Clearance – knowledge/ requirements: briefing / debriefing; legal verbiage - offers / hiring TS/SCI cleared EEs. Badging / clearance acquisition process for incumbents; on-boarding staff to contract jobs 	1	1.467	1	0.89	1
<ul style="list-style-type: none"> • J(54) AAP impacts; impacted by FAR sections as well (compensation) 	1	1.467	1	0.81	1
<ul style="list-style-type: none"> • J(55) DCAA – time-keeping & floor checks / Total time accounting 	1	1.467	1	0.45	1
<ul style="list-style-type: none"> • M(81) Timekeeping; Government compliance for contracts / accounts 	1	1.467	1	1.09	1
<ul style="list-style-type: none"> • E(21) Analysis of hire and promotion within AAP requisitions; 4/5 rule analysis 	1.00	1.533	1.00	0.63	1
<ul style="list-style-type: none"> • F(26) FAR, DFAR – understanding how salaries, bonuses and relocation expenses are handled in designing programs & making offers. 	1	1.533	1	0.98	1
<ul style="list-style-type: none"> • H(37) Advertising job openings (internal & mandatory external - EEOC reqs.); Work w/ Federal, State, and private staffing agencies & subcontractor(s), ensure compliance w/ regulations 	1	1.533	1	0.81	1

(continued)

Table 6 - Summary of Round Four Ratings for Sub-themes under Main Themes (continued)

Main Themes/ Sub-Themes	Mode	Mean	Med.	SD	IQR
<ul style="list-style-type: none"> • K(58) Security Clearance & classification reqs, including background checks; how affect EEs (ability to work on contracts [including interim clearances]): different types of security clearances; what it takes to get; how to determine requirements from contract language 	1	1.533	1	0.87	1
<ul style="list-style-type: none"> • F(27) Polices (overall numbers & breadth = increases) due to contract, FAR, employment law, reporting requirements, etc.; Government Contractor policies and procedures vs. company's 	1	1.600	1	0.63	1
<ul style="list-style-type: none"> • J(56) Certified Payroll procedures (GAAP) for Gov. Contracting 	1	1.600	1	0.81	1
<ul style="list-style-type: none"> • L(64) ITAR, TWIC and other contract required programs 	1	1.600	1	0.91	1
<ul style="list-style-type: none"> • H(38) Analysis / training related to hiring / promotion from AAP planning 	1	1.667	2	0.70	2
<ul style="list-style-type: none"> • H(39) Contingency hires / offer letters with contingency legal wording 	1	1.667	1	1.15	2

(continued)

Table 6 - Summary of Round Four Ratings for Sub-themes under Main Themes (continued)

Main Themes/ Sub-Themes	Mode	Mean	Med.	SD	IQR
<ul style="list-style-type: none"> • H(40) Contingent hire agreement(s) & negotiations with incumbent workforce; transition after a contract award; Executive Orders reqs., related to contract incumbent workforce 	1	1.667	1	0.91	2
<ul style="list-style-type: none"> • L(65) Federal Register & Executive Orders per government contractors 	1	1.667	1	1.13	2
<ul style="list-style-type: none"> • K(59) Contractor Access Card (CAC); Secure Base Access (SBA form/application); Security badges & Security clearances 	1	1.733	1	1.12	2
<ul style="list-style-type: none"> • K(60) Special Access Program (SAP): guiding documents besides NISPOM overprint(s). Various agencies and allowance for DoD personnel or some veterans to adjudicate some clearances, systems, or contract docs; Secure Compartmentalized Information Facility (SCIFs) 	1	1.733	1	1.13	2
<ul style="list-style-type: none"> • N(84) Expense, Direct vs. Indirect (labor / overhead / G&A expenses); Direct vs. Indirect (costs to contract); allowable vs. unallowable 	2	1.733	2	0.68	2
<ul style="list-style-type: none"> • H(41) Organizational Conflict of Interest (OCI) –before/after hire (military service members moving from GS to civilian in trade arena) 	1	1.800	2	1.26	2

(continued)

Table 6 - Summary of Round Four Ratings for Sub-themes under Main Themes (continued)

Main Themes/ Sub-Themes	Mode	Mean	Med.	SD	IQR
• I(46) Contract-mandated training (e.g., CMMA), International Trafficking in Arms Regulation (ITAR), Office of Federal Contract Compliance Programs (OFCCP), Transportation Worker Identity Card (TWIC)	2	1.800	2	1.00	2
• K(61) HR staff – security clearance reqs per contract positions	1	1.800	1	1.14	2
• N(85) Financial basics per HR – related to government contracting and overall effect on Human Resources department oversight	1	1.800	2	0.93	2
• A(2) 401(k) & IRA as part of 'contract wages' (fringe benefits – cash value)	2	1.867	2	.73	2
• B(6) DCAA 'allow-ability' of annual merit increases / executive comp	1	1.867	2	.87	2
• B(7) DCAA 'allow-ability' of annual merit increases / executive comp	1	1.867	2	.87	2
• H(42) Incumbent transition following contract award ('grandfathering' of paid leave, key personnel reqs, staff, locations, benefits, etc.).	1	1.867	2	1.06	2
• I(47) Risk Management – (contract EEs, high- risk work-sites, war-zones)	1	1.867	2	0.83	2
• L(66) Delivery Orders / Period of Performance	1	1.867	1	1.10	2
• G(32) 12-year records retention mandate	1	1.933	2	.81	2

(continued)

Table 6 - Summary of Round Four Ratings for Sub-themes under Main Themes (continued)

Main Themes/ Sub-Themes	Mode	Mean	Med.	SD	IQR
• D(17) Government sites (same/conflicting IT or Physical Security standards)	2	1.933	2	.85	2
• E(22) Knowledge/Familiarity – 'Key Personnel Clause' in contract (government client concurrence for hire/termination)	1.00	1.933	2.00	0.96	2
• F(28) Federal Holidays (work, work off-site, telecommute, base/work site closure – paid/unpaid policies per co. / gov. customer)	2	1.933	2	0.85	2
• I(48) Billable training hours (allowable /unallowable); Extra contract time	2	1.933	2	0.93	2
• I(49) T&D – planning: government/contract required (Ethics, Harassment, Human Trafficking Training [OCONUS EEs]) / tracking Individual Development Plans, training supervisors & managers - new regs	2	1.933	2	0.98	2
• J(57) Timesheet changes/Timesheet deadlines	1	1.933	1	1.41	2
• L(67) Contract Quality Assurance Surveillance Plans / Role of Evaluators	2	1.933	2	1.20	2
• B(8) Operations & Contracts Administration: essential to bidding (negotiating) /recruiting incumbent vs. new hires; Prepare / deal with disgruntled incumbent staff (may refuse position/jump ship)	2	2.000	2	.45	3

(continued)

Table 6 - Summary of Round Four Ratings for Sub-themes under Main Themes (continued)

Main Themes/ Sub-Themes	Mode	Mean	Med.	SD	IQR
• C(10) Government-managed environment and supervision of contract EEs; government [client] adherence to contractor's progressive disciplinary procedures	2	2.000	2	.77	3
• C(11) Layoffs, 2 week pay in lieu of notice (pay calculation)	2	2.000	2	.73	3
• K(62) Government work sites familiarity (for HR Managers)	1	2.000	2	0.73	3
• N(86) Allowable / Unallowable costs / expenses (Contract GAAP)	2	2.000	2	0.82	3
• C(12) Government Internal Affairs and EEOC Officers familiarity pertinent to HRM if government (GS) worker complaint	2	2.067	2	.97	3
• D(18) Government client requirements when being requested to remove staff and adhere to site- and/or department-related leave schedules.	2	2.067	2	.57	3
• E(23) Contract-driven performance analysis (contracting company supervisor input) versus (federal government supervisor)	1.00	2.067	2.00	1.03	3
• L(68) Government contracting knowledge; affect on EEs, benefits, and non-EE insurance policies; Prime Contractor vs. Sub-Contractor	2	2.067	2	1.21	3

(continued)

Table 6 - Summary of Round Four Ratings for Sub-themes under Main Themes (continued)

Main Themes/ Sub-Themes	Mode	Mean	Med.	SD	IQR
• B(9) Government Client Worksite Shut Down: work sites closed for holidays or reasons not funded by the company. (paid/unpaid?)	2	2.133	2	.40	3
• E(24) Relationship with clients; HR staff don't often interact w/ government clients. Federal contracting is unique / relationship with clients and EEs can make or break company's performance on the contract.	2.00	2.133	2.00	0.72	3
• F(29) Authorization - spending matrix (level of officer of company for financial decisions: pay raises to contract-based financial decisions)	3	2.133	2	0.83	3
• G(33) Intellectual Property Protection Act - DFAR	2	2.133	2	1.02	3
• M(82) Contract driven requirements / audits using IT/software for reports	2	2.133	2	1.01	3
• N(88) Contract Authorization Memo (CAM) / Charge Authorization Letter (CAL) – (contract codes for EE hours charged; re-issued with Code / Contract / Time Charge change[s])	2	2.133	2	1.02	3
• D(19) CONUS / OCONUS - legalities / 'protocol'	1	2.200	2	.86	3
• D(20) Knowledge of USACE Manual 385-1-1 (Safety/Health requirements in operations)	3	2.200	2	.62	3

(continued)

Table 6 - Summary of Round Four Ratings for Sub-themes under Main Themes (continued)

Main Themes/ Sub-Themes	Mode	Mean	Med.	SD	IQR
• H(43) Non-Disclosure Agreements; Human Rights determinations	1	2.200	2	0.73	3
• H(44) Sequestration - forced layoffs (effect)	2	2.200	2	0.83	3
• L(69) Bids & Proposals / Contract Resume (writing) for Proposals	2	2.200	2	0.77	3
• L(70) CAS – Contract Administration Services	3	2.200	2	1.09	3
• I(50) Human Trafficking Training (contract-driven - OCONUS EEs)	2	2.267	2	1.15	3
• L(71) Foreign Corrupt Practices Act (FCPA) (Ethics compliance)	2	2.267	2	1.14	3
• B(10)CONUS / OCONUS (national / international pay structures)	2	2.333	2	1.15	4
• E(25) 'Metrics' for government client (e.g., Firm Fixed Price (FFP) Contracts and/or Time & Cost)	2.00	2.333	2.00	1.20	3
• K(63) Joint Personnel Adjudication System (JPAS) & National Industrial Security Program Operating Manual (NISPOM): people, facilities, and international EEs	2	2.333	2	0.87	4
• L(72) Debarment – lose of contract; prohibition of contracting for X years; Reclama: Request for reconsideration of decision/proposed action.	2	2.333	2	1.22	4

(continued)

Table 6 - Summary of Round Four Ratings for Sub-themes under Main Themes (continued)

Main Themes/ Sub-Themes	Mode	Mean	Med.	SD	IQR
<ul style="list-style-type: none"> L(73) Office of Federal Contract Compliance (OFCC) compliance; Track data for AAP if contract amount annually \$50K+ 	2	2.333	2	1.06	4
<ul style="list-style-type: none"> M(83) Government worksites knowledge/experience (preferred) 	2	2.333	2	0.51	4
<ul style="list-style-type: none"> C(13) Unions (as applicable to SCA & DBA EE's) 	3	2.400	3	.96	4
<ul style="list-style-type: none"> H(45) HR presence during proposal bid process / pursuit decision for contract bid; Contract-based manpower forecasting 	3	2.400	3	0.48	4
<ul style="list-style-type: none"> L(74) Communication (Interaction) with Government Contracting Rep; Authorized Contracting Officer (ACO) 	2	2.400	2	1.03	4
<ul style="list-style-type: none"> L(75) DCAA – Defense Contracting Audit Agency /DCAAM/P (Manual/ pamphlet); DCMA – Defense Contract Management Agency 	2	2.400	2	1.02	4
<ul style="list-style-type: none"> N(89) JTR – Joint Travel Regulation (e.g., lowest airfare) / Per Diem Rates 	2	2.400	2	1.02	4
<ul style="list-style-type: none"> I(51) T&D – reimbursement: limitations by fed clients, since (federal contractors) operate on thin profits (whereas commercial entities seem to have higher profit margins) 	2	2.467	2	0.85	4

(continued)

Table 6 - Summary of Round Four Ratings for Sub-themes under Main Themes (continued)

Main Themes/ Sub-Themes	Mode	Mean	Med.	SD	IQR
• L(76) CLINs – Contract Line Item Number & SLINs - Sub-Line Item Numbers / Contract Clauses	3	2.467	2	0.81	4
• L(77) Contract 'type' knowledge (T&M, Cost Plus Fixed Fee, etc.); and Contract Modifications - Processes for wage increases, EE relations, communication of timetables and budgets.	2	2.467	2	1.06	4
• L(78) DSS – DLA (Defense Logistics Agency) Support Services	2	2.533	2	0.77	4
• C(14) Reclamas – knowledge of, ability to work through contract issues with contracting officer	2	2.600	2	1.21	4
• I(52) T&D - investment. Non-renewed contracts for reasons unrelated to EE/Company performance (e.g., if company graduates to a larger size standard), might remove ability to bid on contract, loss of EEs)	3	2.600	3	0.81	4
• L(79) FAR – Federal Acquisition Regulation (Contract Requirements)	2	2.667	2	0.81	4
• N(87) Accounting Classification Reference Number (ACRNs)	2	2.667	3	0.89	4
• L(80) DFAS – Defense Finance & Accounting Service (DoD)	3	2.733	3	0.87	4

Table 6 - Summary of Round Four Ratings for Sub-themes under Main Themes (continued)

Main Themes/ Sub-Themes	Mode	Mean	Med.	SD	IQR
(continued)					
<ul style="list-style-type: none"> F(30) ISO / CMMI certifications as added value, HR is a 'service' provider with processes keeps department aligned with other business areas. 	3	2.800	3	0.73	4

Statistical analysis of rating.

Phase Three yielded responses from 15 participants ratings of each sub-theme in priority of importance of KSAs required for minimum competencies for HRPs within the GCC industry. Using a cross-tabulation of an independent-samples t-test for inter-rater agreements, the chi-square among mean frequency of ratings across KSAs was 459.737 (df = 352, $p < .000$). The analysis is demonstrated below (Table 7).

Table 7 –

Summary Of Chi-Square Tests for Inter-Rater Agreements

Chi square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi square	459.737(a)	352	.000
Likelihood Ratio	498.651	352	.000
n of valid cases	1335		

(a) 267 cells (60.0%) have expected count less than 1. the minimum expected count is .26.

This indicates significant inter-KSA difference within a given rater's scores; the distinctions by KSAs are meaningful because the differences between are significantly greater than the differences within. There are significant differences between the raters who had lots of 1's and 2's and those who had lots of 4s and 5s. There was an obvious set of ratings within a normal curve within the viewpoints of the range of raters and there was a broad spread of ratings

between the raters on most to least importance.

Agreements amongst raters.

The only agreement upon first-ranked KSAs was between two experts on the sub-theme of J57 (Wage Administration & Payroll) comprising 8.69% of all the 'first important' ratings (see Table 8).

Table 8 –

First Ranked KSAs for Inter-Rater Agreements

Main Themes / Sub-Themes	Mode	Mean	Median	Stand. Dev.
J – Wage Administration & Payroll				
• J(57) Timesheet changes / Timesheet deadlines	1	1.933	1	1.41

The most substantial agreement upon second-ranked KSAs was among three experts each on rating were for H40 (Staffing, Recruiting, Promotions, Retention, Terminations) and N84 (Financial) each with a concordant trio of scores comprising 4.1% of all 'second important' ratings (see Table 9).

Table 9 –

Second Ranked KSAs for Inter-Rater Agreements

Main Themes / Sub-Themes	Mode	Mean	Median	Stand. Dev.
H – Staffing, Recruiting, Promotions, Retention, Terminations				
• H(40) Contingent hire agreement(s) & negotiations with incumbent workforce; transition after a contract award; Executive Orders reqs., for incumbent workforce	1	1.667	1	0.91

(continued)

Main Themes / Sub-Themes	Mode	Mean	Median	Stand. Dev.
---------------------------------	-------------	-------------	---------------	--------------------

Table 9 – Second Ranked KSAs for Inter-Rater Agreements (continued)

Main Themes / Sub-Themes	Mode	Mean	Median	Stand. Dev.
N – Financial				
• N(84) Expense, Direct vs. Indirect (labor / overhead / G&A expenses); Direct vs. Indirect (costs to contract); allowable vs. unallowable	2	1.733	2	0.68

There were three groups of experts voicing agreement for 'third-ranked' KSA importance. The most substantial ratings agreement within third-ranked KSAs was among seven experts (2.9% of 'third important' ratings each) on D15 (Legal Compliance) and F29 (Policies / Procedures) Authorization) (see Table 10).

Table 10 –

Third Ranked (First Set) Of KSAs For Inter-Rater Agreements

Main Themes / Sub-Themes	Mode	Mean	Median	Stand. Dev.
D – Legal Compliance				
• D(15) Applicant self-reporting (EEOC/OFCCP), documentation - hiring process; OFCCP compliance/rules: 'applicant flow [hiring/term] logs' documentation for AAP (Exec. Order 11246 - EEO); doc storage terms	1	1.267	1	.58

(continued)

Table 10 - Third Ranked (First Set) Of KSAs For Inter-Rater Agreements (continued)

Main Themes / Sub-Themes	Mode	Mean	Median	Stand. Dev.
F – Policies / Procedures				
• F(29) Authorization – spending matrix (level of officer of company for financial decisions: pay raises to contract-based financial decisions)	3	2.133	2	0.83

Six experts agreed upon rankings (2.5% of 'third important' ratings each) for C14 (Employee Relations / Discipline), I50 (Training / Development), L64 (Government Contracts), and L72 (Government Contracts) (see Table 11).

Table 11 –

Third Ranked (Second Set) Of KSAs for Inter-Rater Agreements

Main Themes / Sub-Themes	Mode	Mean	Median	Stand. Dev.
C – Employee Relations / Discipline				
• C(14) Reclamas – knowledge of, ability to work through contract issues with contracting officer	2	2.600	2	1.21
I – Training / Development				
• I(50) Human Trafficking Training (contract-driven – OCONUS employees)	2	2.267	2	1.15

(continued)

Table 11 - Third Ranked (Second Set) Of KSAs for Inter-Rater Agreements (continued)

Main Themes / Sub-Themes	Mode	Mean	Media n	Stand. Dev.
L – Government Contracts				
• L(64) ITAR, TWIC and other contract required programs	1	1.600	1	0.91
• L(72) Debarment – lose of contract; prohibition of contracting for X years; Reclama: Request for reconsideration of decision/proposed action.	2	2.333	2	1.22

Five experts also agreed upon rankings (2.1% of 'third important' ratings each) for C13 (Employee Relations / Discipline), E22 and E25 (Performance Management), F26 (Policies / Procedures), H40 and H45 (Staffing, Recruiting, Promotions, Retention, Terminations), I52 (Training and Development), L65, L73, L77 (Government Contracts), and N84 (Financial) (see Table 12).

Table 12 –

Third Ranked (Third Set) Of KSAs for Inter-Rater Agreements

Main Themes / Sub-Themes	Mode	Mean	Med.	SD
C – Employee Relations / Discipline				
• C(13) Unions (as applicable to SCA & DBA EE's)	3	2.400	3	.96
E – Performance Management				
• E(22) Knowledge/Familiarity – 'Key Personnel Clause' in contract (government client concurrence for hire/termination)	1.00	1.933	2.00	0.96

(continued)

Table 12 - Third Ranked (Third Set) Of KSAs for Inter-Rater Agreements (continued)

Main Themes / Sub-Themes	Mode	Mean	Med.	SD
<ul style="list-style-type: none"> E(25) 'Metrics' for government client (e.g., Firm Fixed Price (FFP) Contracts and/or Time & Cost) 	2.00	2.333	2.00	1.20
F – Policies / Procedures				
<ul style="list-style-type: none"> F(26) FAR, DFAR – understanding how salaries, bonuses and relocation expenses are handled in designing programs & making offers. 	1	1.533	1	0.98
H – Staffing, Recruiting, Promotions, Retention, Terminations				
<ul style="list-style-type: none"> H(40) Contingent hire agreement(s) & negotiations with incumbent workforce; transition after a contract award; Executive Orders reqs., related to contract incumbent workforce 	1	1.667	1	0.91
<ul style="list-style-type: none"> H(45) HR presence during proposal bid process / pursuit decision for contract bid; Contract-based manpower forecasting 	3	2.400	3	0.48
L – Government Contracts				
<ul style="list-style-type: none"> L(65) Federal Register & Executive Orders per government contractors 	1	1.667	1	1.13

(continued)

Main Themes / Sub-Themes	Mode	Mean	Med.	SD
<ul style="list-style-type: none"> L(73) Office of Federal Contract Compliance (OFCC) compliance; Track data for AAP if contract amount annually \$50K+ 	2	2.333	2	1.06
<ul style="list-style-type: none"> L(77) Contract 'type' knowledge (T&M, Cost Plus Fixed Fee, etc.); and Contract Modifications – Wage increase processes, EE relations, comm. of timetables/budgets. 	2	2.467	2	1.06
N – Financial				
<ul style="list-style-type: none"> N(84) Expense, Direct vs. Indirect (labor / overhead / G&A expenses); Direct vs. Indirect (costs to contract); allowable vs. unallowable 	2	1.733	2	0.68

There were three groups of experts voicing rankings agreement for 'fourth-rated' KSA importance. The most substantial rankings agreement in fourth-ranked KSAs was between ten experts (2.1% of 'fourth important' ratings each) on C11 (Employee Relations / Discipline) and D18 (Legal Compliance) (see Table 13).

Table 13 –

Fourth Ranked (First Set) KSAs For Inter-Rater Agreements

Main Themes / Sub-Themes	Mode	Mean	Med.	SD
<ul style="list-style-type: none"> C(11) Layoffs, Two week pay in lieu of notice (pay calculation) 	2	2.000	2	.73

(continued)

Table 13 - Fourth Ranked (First Set) KSAs For Inter-Rater Agreements (continued)

Main Themes / Sub-Themes	Mode	Mean	Med.	SD
D – Legal Compliance				
<ul style="list-style-type: none"> D(18) Government client requirements when being requested to remove staff and adhere to site- and/or department-related leave schedules. 	2	2.067	2	.57

Among nine experts (1.9% of 'fourth important' ratings each), there was ranking agreement on C10 (Employee Relations / Discipline), L68 (Government Contracts), and M82 (Technology) (see Table 14).

Table 14 –

Fourth Ranked (Second Set) KSAs for Inter-Rater Agreements

Main Themes / Sub-Themes	Mode	Mean	Med.	SD
C – Employee Relations / Discipline				
<ul style="list-style-type: none"> C(10) Government-managed environment and supervision of contract employees; government [client] adherence to contractor's progressive disciplinary procedures 	2	2.000	2	.77
L – Government Contracts				
<ul style="list-style-type: none"> L(68) Government contracting knowledge; affect on EEs, benefits, and non-EE insurance policies; Prime Contractor vs. Sub-Contractor 	2	2.067	2	1.21

(continued)

Table 14 - Fourth Ranked (Second Set) KSAs for Inter-Rater Agreements (continued)

Main Themes / Sub-Themes	Mode	Mean	Med.	SD
M – Technology				
• M(82) Contract driven requirements / audits using IT/software for reports	2	2.133	2	1.01

Among eight experts (1.7% of 'fourth important' ratings each), there was ranking agreement on B4 and B6 (Compensation / Classification), F28 (Policies / Procedures), I47 and I52 (Training / Development), K63 (Security Clearance), L79 (Government Contracts), M81 (Technology), and N85 (Financial) (see Table 15).

Table 15 –

Fourth Ranked (Third Set) KSAs for Inter-Rater Agreements

Main Themes / Sub-Themes	Mode	Mean	Med.	SD
B – Compensation and Classification				
• B(4) Compensation Program: document varying wages for identical job title; OFCCP / wage scales, government audits; Labor Categories / Job Classifications / Job Evaluation – survey data validity	1	1.267	1	.45
• B(6) DCAA 'allow-ability' of annual merit increases / executive comp	1	1.867	2	.87
F – Policies / Procedures				
• F(28) Federal Holidays (work, work off-site, telecommute, base/work site closure – paid/unpaid policies per co. / gov. customer)	2	1.933	2	0.85

(continued)

Table 15 - Fourth Ranked (Third Set) KSAs for Inter-Rater Agreements (continued)

Main Themes / Sub-Themes	Mode	Mean	Med.	SD
I – Training / Development				
• I(47) Risk Management – (contract EEs, high-risk work-sites, war-zones)	1	1.867	2	0.83
• I(52) T&D - investment. Non-renewed contracts for reasons unrelated to EE/Company performance (e.g., if company graduates to a larger size standard), might remove ability to bid on contract, loss of EEs	3	2.600	3	0.81
K – Security Clearance				
• K(63) Joint Personnel Adjudication System (JPAS) & National Industrial Security Program Operating Manual (NISPOM): people, facilities, and international EEs	2	2.333	2	0.87
L – Government Contracts				
• L(79) FAR – Federal Acquisition Regulation (Contract Requirements)	2	2.667	2	0.81
M – Technology				
• M(81) Timekeeping; Government compliance for contracts / accounts	1	1.467	1	1.09

(continued)

Table 15 - Fourth Ranked (Third Set) KSAs for Inter-Rater Agreements (continued)

Main Themes / Sub-Themes	Mode	Mean	Med.	SD
N – Financial				
<ul style="list-style-type: none"> N(85) Financial basics per HR – related to government contracting and overall effect on Human Resources department oversight 	1	1.800	2	0.93

There were three groups of experts voicing agreement for 'fifth-ranked' KSA importance. The most substantial ratings agreement in fifth-ranked KSAs was among twelve experts (2.3% of 'fifth important' ratings each) on B8 (Compensation/Classification), D15 (Legal Compliance), and H39 (Staffing, Recruiting, Promotions, Retention, Terminations) (see Table 16).

Table 16 –

Fifth Ranked (first set) KSAs for Inter-Rater Agreements

Main Themes / Sub-Themes	Mode	Mean	Med.	SD
B – Compensation and Classification				
<ul style="list-style-type: none"> B(8) Operations & Contracts Admin: vital to bidding (negotiating) /recruiting incumbent vs. new hires; Prepare / deal with disgruntled incumbent staff (refuse position/jump ship) 	2	2.000	2	.45

(continued)

Table 16 - Fifth Ranked (first set) KSAs for Inter-Rater Agreements (continued)

Main Themes / Sub-Themes	Mode	Mean	Med.	SD
D – Legal Compliance				
<ul style="list-style-type: none"> D(15) Applicant self-reporting (EEOC /OFCCP), documentation - hiring process; OFCCP compliance/rules: 'applicant flow [hiring/term] logs'; AAP (Exec. Order 11246 - EEO); doc storage terms 	1	1.267	1	.58
H – Staffing, Recruiting, Promotions, Retention, Terminations				
<ul style="list-style-type: none"> H(39) Contingency hires / offer letters with contingency legal wording 	1	1.667	1	1.15

Among eleven experts (2.1% of 'fifth important' ratings each) there were ranking agreements on B3 and B9 (Compensation /Classification), H44 (Staffing, Recruiting, Promotions, Retention, Terminations), J55 and J56 (Wage Administration & Payroll) (see Table 17).

Table 17 –

Fifth Ranked (Second Set) KSAs for Inter-Rater Agreements

Main Themes / Sub-Themes	Mode	Mean	Med.	SD
B – Compensation and Classification				
<ul style="list-style-type: none"> B(3) Service Contract Act (SCA; Wage Determination) /SSA/Davis Bacon & Walsh-Healy Act – Contract & Prevailing Wages; pay-rate accrued leave - contract EEs; comp. 	1	1.200	1	.83

(continued)

Table 17 - Fifth Ranked (Second Set) KSAs for Inter-Rater Agreements (continued)

Main Themes / Sub-Themes	Mode	Mean	Med.	SD
• B(9) Government Client Worksite Shut Down: work sites closed for holidays or unfunded reasons (paid/unpaid?)	2	2.133	2	.40
H – Staffing, Recruiting, Promotions, Retention, Terminations				
• H(44) Sequestration - forced layoffs (effect)	2	2.200	2	0.83
J – Wage Administration & Payroll				
• J(55) DCAA – time-keeping & floor checks / Total time accounting	1	1.467	1	0.45
• J(56) Certified Payroll procedures (GAAP) for Gov. Contracting	1	1.600	1	0.81

Among ten experts (1.9% of 'fifth important' ratings each) there were ranking agreements on A2 (Benefits), D20 (Legal Compliance), G32 (Records / Personnel Files), H34 (Staffing, Recruiting, Promotions, Retention, Terminations), and L80 (Government Contracts) (see Table 18).

Table 18 –

Fifth Ranked (Third Set) KSAs for Inter-Rater Agreements

Main Themes / Sub-Themes	Mode	Mean	Med.	SD
A – Benefits				
• A(2) 401(k) & IRA as part of 'contract wages' (fringe benefits – cash value)	2	1.867	2	.73

(continued)

Table 18 - Fifth Ranked (Third Set) KSAs for Inter-Rater Agreements (continued)

Main Themes / Sub-Themes	Mode	Mean	Med.	SD
D – Legal Compliance				
• D(20) Knowledge of USACE Manual 385-1-1 (Safety/Health requirements in operations)	3	2.200	2	.62
G – Records / Personnel Files				
• G(32) 12-year records retention mandate for most government contracts	1	1.933	2	.81
H – Staffing, Recruiting, Promotions, Retention, Terminations				
• H(34) AAP - recruitment for diverse populations; Contract scope / mapping / recruiting available manpower for proposal; multiple venues & recruiting tools (PVNs); Vocational Rehabilitation Act: reasonable accommodation / job descriptions / defense of hiring decisions	1	1.333	1	0.48
L – Government Contracts				
• L(80) DFAS – Defense Finance & Accounting Service (DoD)	3	2.733	3	0.87

The chi square among mean frequency of ratings across raters was 754.678 (df = 56, $p < .000$). This indicates significant inter-rater differences (ratings) within a given KSA's scores; the distinctions by rater are meaningful because the differences between ratings by panelists are significantly greater than the differences within ratings by panelists on indicating what sub-themes are important by ranked order within the unique KSAs of HRP's within the GCC industry. There

was a broad set of differences between groups of participants who agreed within sets of sub-themes on what was most to what was least important (see Table 19).

Table 19 –

Summary of Chi-Square tests for frequency of ratings across raters

Chi-square Tests			
	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi square	754.678(a)	56	.000
Likelihood Ratio	684.616	56	.000
n of valid cases	1335		

(a) 30 cells (40.0%) have expected count less than 5. the minimum expected count is 1.53

These observations mean there are two main effects: difference by KSA and difference by rater. Based on the chi-square, the main effect of difference by rater appears to be greater. There were a broad set of ratings and agreements of rankings within the ratings – and no one point where there were more agreements on ratings than others. Such inter-rater agreements are critical for controlling for outlier rankings from overly optimistic or pessimistic raters. For instance, Raters 4, 8, 10, and 15 each ranked 57% or more of KSAs as lowest-priority, whereas Raters 5, 7, and 9 each ranked 21% or more of KSAs as either primary or secondary in importance.

The following (see Table 20) provides a holistic view of the sub-themes in ranked order in one table. This demonstrates the sub-themes in order of ranked importance, as a result of the ratings provided by the modified-Delphi panelists. This ranking chart, showing the first through the fifth level of importance of sub-themes, indicates of the final 89, 46 are more important as agreed upon by the panelists to have a highest priority of consideration for KSAs within the higher-order model.

This result of the rankings was obtained by using the chi-square of ratings across the panelists' ratings, identifying a consensus of ranking of importance between them. This identified a number of times a sub-theme fell within a main theme, which in turn indicated KSAs considered

more vital within the higher-order model based on statistical ratings (see Table 20).

Table 20

Priority Of Rankings Amongst Panelists, Resulting From Ratings

Rank	Sub-theme in order of ranking	Main Theme
1	J(57) Timesheet changes / Timesheet deadlines	Wage Admin. & Payroll
2	H(40) Contingent hire agreement(s) & negotiations with incumbent workforce; transition after a contract award; Executive Orders reqs., related to contract incumbent workforce	Staffing, Recruiting, Promotions, Retention, Terminations
3	N(84) Expense, Direct vs. Indirect (labor / overhead / G&A expenses); Direct vs. Indirect (costs to contract); allowable vs. unallowable	Financial
4	D(15) Applicant self-reporting (EEOC/OFCCP), documentation – hiring process; OFCCP compliance/rules: ‘applicant flow [hiring/term] logs’ documentation for AAP (Exec. Order 11246 - EEO); doc storage terms	Legal Compliance
5	F(29) Authorization - spending matrix (level of officer of company for financial decisions: pay raises to contract-based financial decisions)	Policies / Procedures
6	C(14) Reclamas – knowledge of, ability to work through contract issues with contracting officer	Employee Relations / Discipline
7	I(50) Human Trafficking Training (contract-driven - OCONUS EEs)	Training / Development

(continued)

Table 20 - *Priority Of Rankings Amongst Panelists, Resulting From Ratings (continued)*

Rank	Sub-theme in order of ranking	Main Theme
8	L(64) ITAR, TWIC and other contract required programs	Government Contracts
9	L(72) Debarment – lose of contract; prohibition of contracting for X years; Reclama: Request for reconsideration of decision/proposed action.	Government Contracts
10	C(13) Unions (as applicable to SCA & DBA EE's)	Employee Relations / Discipline
11	E(22) Knowledge/Familiarity – ‘Key Personnel Clause’ in contract (government client concurrence for hire/termination)	Performance Management
12	E(25) ‘Metrics’ for government client (e.g., Firm Fixed Price (FFP) Contracts and/or Time & Cost)	Performance Management
13	F(26) FAR, DFAR – understanding how salaries, bonuses and relocation expenses are handled in designing programs & making offers.	Policies / Procedures
14	H(40) Contingent hire agreement(s) & negotiations with incumbent workforce; transition after a contract award; Executive Orders reqs., related to contract incumbent workforce	Staffing, Recruiting, Promotions, Retention, Terminations
15	H(45) HR presence during proposal bid process / pursuit decision for contract bid; Contract-based manpower forecasting	Staffing, Recruiting, Promotions, Retention, Terminations
16	L(65) Federal Register & Executive Orders per government contractors	Government Contracts

(continued)

Table 20 - *Priority Of Rankings Amongst Panelists, Resulting From Ratings (continued)*

Rank	Sub-theme in order of ranking	Main Theme
17	L(73) Office of Federal Contract Compliance (OFCC) compliance; Track data for AAP if contract amount annually \$50K+	Government Contracts
18	L(77) Contract 'type' knowledge (T&M, Cost Plus Fixed Fee, etc.); and Contract Modifications – Processes for wage increases, EE relations, communication of timetables and budgets.	Government Contracts
19	N(84) Expense, Direct vs. Indirect (labor / overhead / G&A expenses); Direct vs. Indirect (costs to contract); allowable vs. unallowable	Financial
20	C(11) Layoffs, 2 week pay in lieu of notice (pay calc.)	Employee Relations / Discipline
21	D(18) Government client requirements when being requested to remove staff and adhere to site- and/or department-related leave schedules.	Legal Compliance
22	C(10) Government-managed environment and supervision of contract employees; government [client] adherence to contractor's progressive disciplinary procedures	Employee Relations / Discipline
23	L(68) Government contracting knowledge; affect on EEs, benefits, and non-EE insurance policies; Prime Contractor vs. Sub-Contractor	Government Contracts
24	M(82) Contract driven requirements / audits using IT /software for reports	Technology

(continued)

Table 20 - Priority Of Rankings Amongst Panelists, Resulting From Ratings (continued)

Rank	Sub-theme in order of ranking	Main Theme
25	B(4) Compensation Program: document varying wages for identical job title; OFCCP / wage scales, government audits; Labor Categories / Job Classifications / Job Evaluation – survey data validity	Compensation and Classification
26	B(6) DCAA 'allow-ability' of annual merit increases / executive comp	Compensation and Classification
27	F(28) Federal Holidays (work, work off-site, telecommute, base/work site closure – paid/unpaid policies per co. / gov. customer)	Policies / Procedures
28	I(47) Risk Management – (contract EEs, high-risk work-sites, war-zones)	Training / Development
29	I(52) T&D - investment. Non-renewed contracts for reasons unrelated to EE/Company performance (e.g., if company graduates to a larger size standard, might remove ability to bid on contract, loss of EEs)	Training / Development
30	K(63) Joint Personnel Adjudication System (JPAS) & National Industrial Security Program Operating Manual (NISPOM): people, facilities, and international EEs	Security Clearance
31	L(79) FAR – Federal Acquisition Regulation (Contract Requirements)	Government Contracts
32	M(81) Timekeeping; Government compliance for contracts / accounts	Technology

(continued)

Table 20 – Priority Of Rankings Amongst Panelists, Resulting From Ratings (continued)

Rank	Sub-theme in order of ranking	Main Theme
33	N(85) Financial basics per HR – related to government contracting and overall effect on Human Resources department oversight	Financial
34	B(8) Operations & Contracts Administration: essential to bidding (negotiating) /recruiting incumbent vs. new hires; Prepare / deal with disgruntled incumbent staff (may refuse position/jump ship)	Compensation and Classification
35	D(15) Applicant self-reporting (EEOC/OFCCP), documentation - hiring process; OFCCP compliance/rules: 'applicant flow [hiring/term] logs' documentation for AAP (Exec. Order 11246 - EEO); doc storage terms	Legal Compliance
36	H(39) Contingency hires / offer letters with contingency legal wording	Staffing, Recruiting, Promotions, Retention, Terminations
37	B(3) Service Contract Act (Wage Determination) / SSA / Davis Bacon Act / Walsh-Healy Act – Contract & Prevailing Wages; SCA related pay rates / accrued leave – SCA contract EEs; comp. / accrued leave	Compensation and Classification
38	B(9) Government Client Worksite Shut Down: work sites closed for holidays or reasons not funded by the company. (paid/unpaid?)	Compensation and Classification

(continued)

Table 20 – Priority Of Rankings Amongst Panelists, Resulting From Ratings (continued)

Rank	Sub-theme in order of ranking	Main Theme
39	H(44) Sequestration - forced layoffs (effect)	Staffing, Recruiting, Promotions, Retention, Terminations
	J(55) DCAA – time-keeping & floor checks / Total time	Wage Administration &
40	accounting	Payroll
41	J(56) Certified Payroll procedures (GAAP) for Gov. Contracting	Wage Administration & Payroll
42	A(2) 401(k) & IRA as part of 'contract wages' (fringe benefits – cash value)	Benefits
43	D(20) Knowledge of USACE Manual 385-1-1 (Safety/Health requirements in operations)	Legal Compliance
44	G(32) 12-year records retention mandate for most government contracts	Records / Personnel Files
45	H(34) AAP - recruitment for diverse populations; Contract scope / mapping / recruiting available manpower for proposal; multiple venues & recruiting tools (PVNs); Vocational Rehabilitation Act: reasonable accommodation / job descriptions / defense of hiring decisions	Staffing, Recruiting, Promotions, Retention, Terminations
46	L(80) DFAS – Defense Finance & Accounting Service (DoD)	Government Contracts

In sorting the number of times a main theme was connected to a sub-theme in the rankings, what is demonstrated is the number of times a main theme is considered while rating and ranking the sub-themes, to the fifth level of agreement for priority by the modified-Delphi panelists.

There were eight sub-themes under the main theme of government contracts; six sub-themes under the main themes of Staffing, Recruiting, Promotions, Retention, Terminations; five sub-themes under compensation and classification; four sub-themes under the main theme of financial; and four sub-themes under the main theme of legal compliance. These could be considered the most important main themes within the list of unique KSAs because there were so many sub-themes under the main theme. Still within the first to fifth most agreed upon rankings according to the panelists' ratings, and rankings results are: three sub-themes each under the four main themes of employee relations and discipline, policies and procedures training and development, and wage administration and payroll. Also within the final 46 identified rankings, two sub-themes each were under the two main themes of performance management and technology; as well as one sub-theme each under the three main themes of benefits, records and personnel files, and security clearance.

SUMMARY

The purpose of this study was to identify whether it was possible to develop, refine, and validate a higher-order model of minimum competency knowledge, skills, and abilities (KSAs) for human resource practitioners (HRPs) who work within the government contracting company (GCC) industry. This higher-order model could be used as a foundation to strengthen knowledge, skills, and HRPs' abilities for working within a niche market of government contracting. The higher-order model can be used to identify weaknesses in knowledge, or lack of skills, that once gained, would increase abilities to perform job tasks with stronger capabilities. This research study was not completed to field-test the higher-order model. The study was designed to provide a structure upon which training programs, educational curriculum, recruiting practices, compensation planning, career planning and promotions, or further research could be planned or expanded. This higher-order model could assist in expanding current programs where there are gaps for industry niche markets.

To achieve this objective, a literature review based straw-model was face-validated as a baseline; a modified-Delphi research study conducted with Phases and Rounds to gather data and subject matter expert (SME) viewpoints, ideas, and opinions; and then panelists built a

consensus by ratings for minimum competencies for KSAs unique to HRPs within the GCC. The modified-Delphi was an optimal research method based on the geographic diversity of the HRP GCC SME participants – for those who assisted in face-validation and also for the modified-Delphi. The success of this modified-Delphi study relied on a broad range of experience from HRPs across the United States, as well as diverse base of types of vendors, educational levels, and years of experience.

Four Phases and five Rounds were conducted within this study. The Phase One face-validated a straw-model developed from the literature review. Using the modified-Delphi methodology, the objective was to obtain a majority consensus of the panelists for the straw model. This was achieved with a 70% consensus of KSA requirements for HRPs for the validation of the straw-model. The straw-model focused on defining the main themes and sub-themes present as KSAs in general HR practice as a base from which to start the modified-Delphi panelists' dialog.

Phase Two, Round One of the modified-Delphi asked the SME HRPs in GCCs to add their viewpoints and ideas about what they believed might be additional or unique KSAs required of HRPs within the government contracting industry. Using the qualitative analysis methodology of grounded theory, the study asked SMEs who practiced HR within the government contracting industry to provide narrative responses for ideas to open-ended questions in the first of two surveys.

Phase Two, Round One confirmed, with a majority agreement, the original 12 main themes and sub-themes. Panelists also added and expanded to five more main themes, for a total of 19 main- and 224 sub-themes identified in the first revision of the higher-order model.

Phase Two, Round Two tasked the HRP GCC SME modified-Delphi panelists to revise their initial viewpoints and ideas. They were asked to subtract or add, move sub-themes to more appropriate main themes, eliminate redundancy, and edit responses from Phase Two's first Round. The goal was to evaluate, refine, and reduce the 224 sub-themes to minimum HRP competency KSAs identifiable as unique only to the government contracting industry. The results of Phase Two, Round Two removed and added some main themes from the first revision of the

higher-order model and resulted in 14 main themes, and reducing the sub-themes to 89.

Phase Three tasked the modified-Delphi panelists to review the results of Phase Two, Round Two and rate the importance of those remaining 89 sub-themes under the 14 main themes to determine which were more vital KSAs within a higher-order model. Phase Three results were analyzed using descriptive statistics for determining central tendency and variation. The group mode, median, mean, interquartile ranges, inter-rater reliability coefficients of raters' responses were used to determine what elements should be added to the higher-order model for main- and sub-themes. The ratings and rankings of importance were analyzed and reported as determined by the modified-Delphi panelists. All of the main themes were retained from Phase Two, Round Two within the higher-order model. Of the 89 rated sub-themes seven rated lowest in the ratings (mean ratings between 2.5 and 2.8), but were uniquely identified with government contracting and human resources oversight, so were retained within the main themes.

Phase Four of the modified-Delphi panel provided the panelists the group mode, median, mean, and interquartile ranges of the responses and a chart of the final higher-order model for review. The panelists were asked to either 'accept' or 'reject' the higher-order model to validate the study conclusions. Because this study was a modified-Delphi, the objective was to obtain a majority consensus (over 55%) of the panelists for the validation of the higher-order model. The 15 panelists were asked to respond to the higher-order model; and the majority consensus was achieved with a 100% acceptance.

In Chapter IV, the findings of the study were described and presented. These research results included the narrative responses (see Appendix D and E) to Phase Two, Rounds One and Two, as well as the statistical analysis showing the mode, median, mean, standard deviation, and interquartile range of each of the sub-theme responses from Phase Three. The revised, higher-order model and an analysis of the findings were included. In Chapter V, the study is summarized, conclusions are offered, recommendations are made, and the higher-order model for human resource practitioners' knowledge, skills, and abilities minimum competencies within the government contracting industry is presented.

CHAPTER V

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

The purpose of this study was to develop a higher-order model of knowledge, skills, and abilities (KSAs) recommended by Subject Matter Experts (SMEs) in the field of Human Resources practice for those working within the government-contracting industry. The intent of this chapter is to draw conclusions from the data and to make recommendations for training, modeling, and curriculum development, as well as recruiting and promotional identifiers for HRPs to increase the efficacy and capabilities of HR managers.

To achieve this goal, a modified-Delphi research study was used to solicit opinions and collect data from SMEs who had at least five years of practice in the human resources field and at least five years of government contracting industry experience. A modified-Delphi methodology was an appropriate method for the study. This research technique allowed anonymous ideas to be expressed by participants to avoid undue influence or bias from their peers during the study, as well as endorsed responses towards developing a majority consensus.

SUMMARY

The research objective guiding this study was to determine whether a higher-order model could be developed from a straw-model (baseline) model of human resources knowledge, skills, and abilities. If a higher-order model was possible, the study would identify unique KSAs for inclusion as added minimum competencies to perform required tasks and responsibilities as a HRP in the unique niche of government contracting. If a higher-order model was possible, then the second objective was to identify KSAs with rankings for importance within the higher-order model. The purpose of building a higher-order model for human resources practice with government contracting would have a value to practitioners to build skills and knowledge to enhance the HRP's value as a 'maven' within the company. A maven is the 'go-to' person within a company who knows, or where to obtain, unique information (Gladwell, 2000; "Maven," 2012). Government contracting is highly regulated and requires compliance to regulatory and legislative guidelines. An internal company HR maven with high KSA capabilities could feasibly increase the ROI or reduce overhead costs or business liability from internal or external elements.

Ranking the higher-order model KSAs would enable HRPs to concentrate on higher-rated topics in attaining education or training and work their way through the list to the least important topics.

Methodology Summary.

The modified-Delphi SME sample pool started with 20 panelists, and ended with 15 (25% attrition rate); but with a sufficient number of panelists to meet the requirements of a modified-Delphi study (Delbecq, Van de Ven, & Gustafson, 1975; Wynkoop, & Walz 2000; Nambisan, et al., 1999; Gustafson, Shukla, Delbecq, & Walster, 1973; Lam, Petri, & Smith, 2000). The SME panel represented a stratified subject group, with diversity of gender and ethnic members (Ericsson et al., 1993; Ericsson et al., 1995; Ericsson, 1996). The group also represented a diverse set of government contractors from a broad geographic, national pool of 19 states, with a range of revenue earnings of between \$10M to \$15B annually. The panelists were employees of companies who provided a diverse range of NAICS-based code services and/or products to federal or state government entities via contract vehicles ("Fed Market," 2011; "Government Contract Vehicles" 2012).

The higher-order model was created from the development, refinement, and validation of a literature-based, straw-model, which provided a base for the modified-Delphi SME panelists to suggest ideas for additional KSAs required for minimum competencies of HRPs in the government contracting industry (Rotundi, & Gustafon, 1996). Four Phases and five Rounds were conducted within this modified-Delphi study using a panel of 13 HRP specialists to face-validate a literature-based, straw -model in the first Phase of the study. The specialists also quality-assured data transcription throughout the modified-Delphi. A second group of SMEs who were HRPs at the management level within the government contracting industry participated in three of the four Phases of the study as panelists (started with 20; ended with 15 panelists). The panelists provided input about KSAs unique to HRP minimum competencies within the government contracting industry to transform the straw-model into a higher-order model.

Phase One enabled the specialists to face-validate the straw-model. Twelve main topics were identified in the original straw-model. The main topics were: (a) benefits, (b) compensation and classification, (c) employee relations/discipline, (d) human resources information systems

(HRIS), (e) incentive/moral, (f) legal compliance, (g) performance management, (h) policies /procedures, (i) records/personnel files, (j) staffing, recruiting, promotions, retention, and termination, (k) training/development, and (l) wage administration/ payroll. (See Figure 1.)

The modified-Delphi SME panelists were tasked with adding elements to the straw-model to develop a higher-order KSA model. Phase Two, Rounds One and Two, engaged panelists to explore each other's input and ideas, edit, add, or subtract based on their level of agreement. The raw data from Round One was collected, compiled, and added verbatim to a second survey in Round Two. The narrative data was grouped into main themes and sub-themes using analysis practices from the grounded theory method of qualitative analysis supporting seven new main themes. The newly added main themes were: (m) security clearances, (n) government contracts /contracting, (o) employment law (federal contractors), (p) legal/ethical issues, (q) technology, (r) financial, and (s) additional commentary.

Phase Two, Round Two used the raw data collected identifying 14 main themes and 224 sub-themes and presented to panelists in Phase Two, Round Two. Panelists added more commentary or ideas or objected to previously submitted ideas based on knowledge and experience as a HRP within the government contracting industry. Sixteen participants continued in this round of the original 20 subject matter experts (92% retention). This round reduced the 19 main themes to 14, and 224 sub-themes to 89 KSAs agreed for the higher-order model.

The 14 main themes identified in Phase Two, Round Two for the higher-order model were: (a) benefits, (b) compensation/classification, (c) employee relations/discipline, (d) legal compliance, (e) performance management (f) policies/procedures, (g) records/personnel files, (h) staffing, recruiting, promotions, retention, and terminations, (i) training/development, (j) wage administration/payroll, (k) security clearances (l) government contracts, (m) technology, and (n) financial.

Of the 89 sub-topics finalized in Phase Three, only seven sub-topics rated less than the 2.5% mean. None rated less than 2.8% mean, indicating 92% of the topics agreed upon in the higher-order model were sufficient to meet the inter-quartile range of significance.

The objective of Phase Four was for SME panels to 'accept or reject' the findings and

ratings. The goal would be for majority consensus, with a minimum of 55% acceptance rate. No participants responded with rejections by the deadline required for a 100% acceptance.

CONCLUSIONS

The purpose of the study was to determine if a conceptual higher-order model could be created for minimum competency KSAs to distinguish capabilities between general HRPs in commercial businesses and capabilities for HRPs within government contracting. The results of the Delphi panelists' input indicated the possibility a higher-order model could be developed, refined, and validated.

Research Goal 1.

This study's objective was to determine what added or unique KSAs were recommended for inclusion as minimum competency KSAs to perform required tasks and responsibilities as a HRP in the unique niche of government contracting resulting in a higher-order model. The modified-Delphi study started with a literature-based, straw-model of general HRP KSA competencies and resulted in identification of a higher-order model of 14 main- and 89 sub-theme KSAs identified in conjunction with government contracting industry human resource managers.

Conceptual Model.

The result of the study promulgated a conceptual higher-order to enhance job skills for KSAs for HRPs within the GCC industry. The higher-order model identified 14 main themes, with 89 sub-themes for the higher-order model from a strong consensus of experienced SMEs (see Figure 3). Of the 89 sub-themes in the rated listing, 83 received a mean rating of importance of 2.5 or higher (most important = 1, least important = 5, on a Likert scale rating of 1 through 5), with only seven sub-themes receiving a mean rating of between 2.53 and 2.80.

Twenty sub-themes fell within the fourth (lower group of rater's consensus) inter-quartile rating (IQR) with a mean rating of less than 2.333. While these were within the fourth IQR, they were retained because there was value as a KSA within the higher-order model. The lower IQR KSAs were still higher than the extreme ranges of Inter-Decile Ratings (considered outliers).

In the statistical analysis, rankings were also calculated and reviewed as a result of the chi square statistical analysis. The rankings provide insight on the valuation of sub-themes, but

emphasis was entirely on the sub-theme as a unique factor. The sub-themes did not fall within main themes in a model conducive to illustration.

The higher-order model designed by panelist consensus provides an indicator there are identifiable deltas of KSAs between HRP generalists and HRPS working in the government contracting industry. The purpose of developing the higher-order model was to strive to identify as many elements of the main and sub-themes as possible from the perspective of a post-positive research theory in that knowledge is conjectural and generally retains the idea of objective truth (Campbell & Russo, 1999). While this study aims to observe and document 100% of all KSAs, it also recognizes it may not be possible to document them all. The study sought responses to the surveys, in a systematic, methodology with flexible guidelines for collecting and analyzing the qualitative data, using constructive grounded theory as a basis for the collection of that data (Charmaz, 2006).

The main themes identified by the SME panelists, indicated that regardless of the straw-model's main themes, there were additional themes for KSAs in the GCC higher-order KSA HRP model. Those resulting main themes are listed, with the corresponding number of sub-themes, as follows: (a) Benefits - 2, (b) Compensation & Classification - 7, (c) Employee Relations & Discipline - 5, (d) Financial - 6, (e) Government Contracts - 17, (f) Legal Compliance - 6, (g) Performance Management - 5, (h) Policies / Procedures - 5, (i) Records / Personnel Files - 3, (j) Security Clearance - 6, (k) Staffing / Recruiting / Promotions - 12, (l) Technology - 3, (m) Training & Development - 7, and Wage Administration / Payroll - 5.

The final higher-order model showing all the main themes is noted in Figure 4 (see below). The main themes are listed within the higher-order KSA model in order of ranking priority (top row having more sub-themes identified in the ranking; lower rows having fewer rankings).

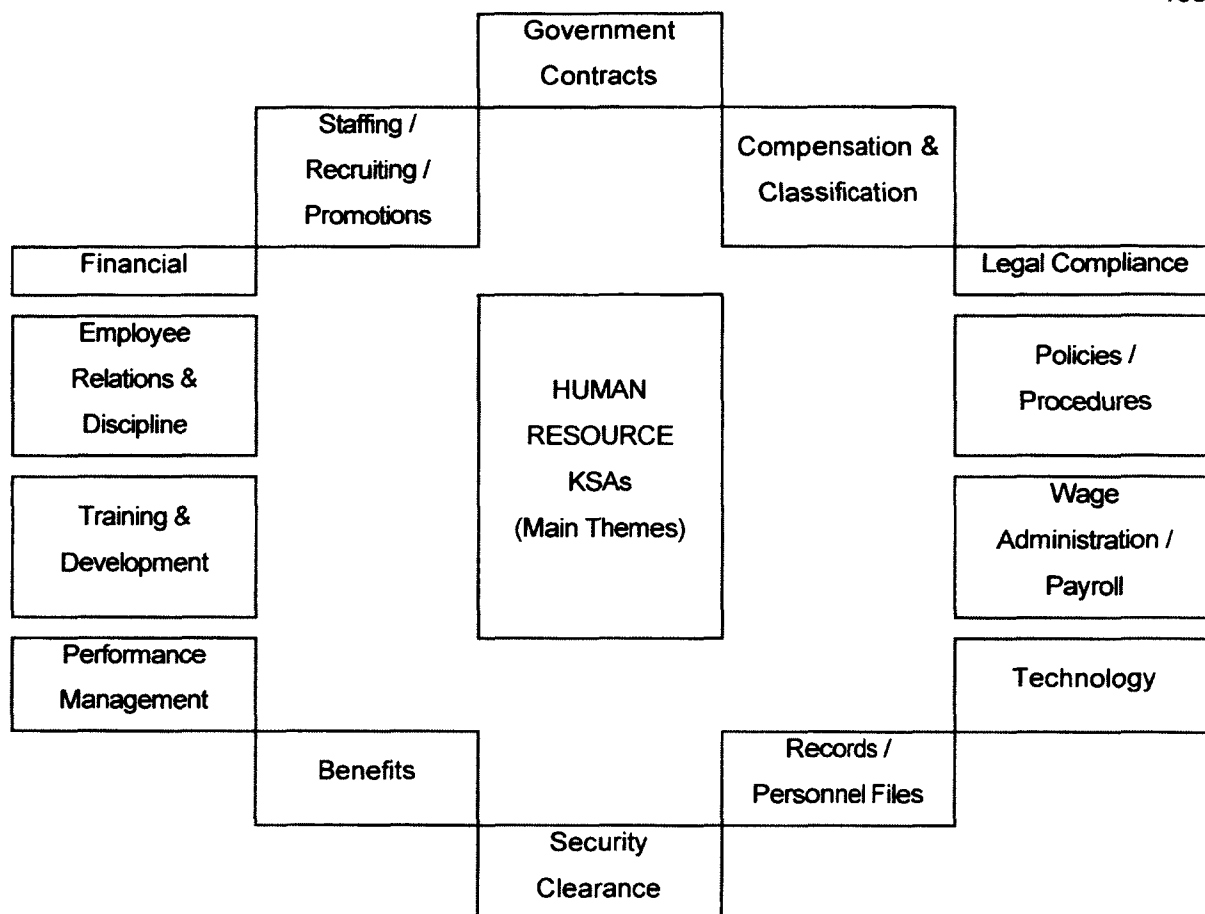


Figure 4 – Final higher-order model of KSAs (main themes) for HRPs in GCC industry

Sub-themes were identified within each of the main themes in the higher-order model, and ranked for importance overall (by the panelists ratings' mean) within each main theme. These sub-themes provide indications for the importance of specific sub-themes under the main-themes, based on the modified-Delphi study results. These sub-themes show relevance to HR practice within the GCC industry. The study indicates a correlation to HRPs being able to demonstrate that possession of these KSAs, within the main and sub-themes of this high-level model, and could provide and conduct the minimum capabilities to deal with issues prevalent within the government contracting industry.

Research Goal 2.

In requesting the SME HRP GCC panelists to rate the importance of the sub-themes within the higher-order model resulting from Phase Two, Round Two, there was determined to be an order of ranking for what industry specialists believe is important for the unique KSAs for HRPs

within the government contracting industry. The listing below shows the main themes, in order of ratings of the sub-themes, by statistical rating (mean), under each main theme. Where feasible, the source of the information related to the KSA is noted, or a general explanation of the sub-theme is noted.

Benefits in priority order.

Benefits sub-themes in priority order of importance within the main theme covered are:

- Health and welfare (H&W) benefits for Service Contract Act (SCA)-based contract employees, including cost calculations to the contract and overhead costs (Service Contract Act of 1965, 2012); minimum wages as related to the Social Security Act's (SSA) provisions for prevailing wages, including benefits and stipends (Social Security Act of 1935, 2012); Contract Administrative Services (CAS) ("Federal Directory of Contract Administration Services," 2012)
- 401(k) & IRA-related benefits as part of 'contract wages' (fringe benefits; cash value) ("DOL SCA Compliance Principles," 2010)

Compensation and classification in priority order.

Compensation and classification sub-themes identified in order of importance within the main theme are:

- Service Contract Act (SCA- Wage Determination) / Davis Bacon Act / Walsh-Healy Act – Contract & Prevailing Wages (Service Contract Act of 1965, 2012)
- SCA related pay (wage) rates / accrued leave – SCA contract employees (Service Contract Act of 1965, 2012)
- Compensation for accrued leave (as part of benefits for hourly and salaried workers)
- Documentation of varying wages for (identical) job title, ensuring equal pay for equal work; and balance of market salaries (general compensation) against the internal wages and salaries of staff; ability to report fair and equal pay in AAP reports
- Office of Federal Contract Compliance Programs (OFCCP) / wage scales, government audits ("United States Department of Labor," 2012)
- Labor Categories / Job Classifications and Evaluations – survey data validity (Bureau

of Labor Statistics, Standard Occupational Classification, 2012)

- Mandated fringe benefits, (if related) to union contracts unique to government worksite (some union contracts have inclusive benefits, that may be different or separately mandated outside the required minimum contract wages and benefits within the contract vehicle)
- Defense Contract Audit Agency (DCAA) 'allow-ability' of annual merit increases (executive compensation), Operations & Contracts Administration: essential to bidding (negotiating) /recruiting incumbent vs. new hires
- Preparation, capability to deal with disgruntled incumbent staff on contract acquisition actions (current staff may refuse the new contract's position under a new company (vendor's) contract and/or jump ship; critical skill sets on which the contract was 'bid' to the government agency may be lost or lost to a non-contract market competitor)
- Government client worksite shut down: work sites closed for holidays/ reasons unfunded by company (paid/unpaid – for acts of God, federally recognized holidays, but not company-recognized paid-days off)
- CONUS/OCONUS (national/international pay (companies need to ensure that employees are able to sustain the same or similar cost of living (COL) between a state-based location and that of a foreign cost of living work location (e.g., US vs. Japan at a ~50% + COL, or within the country, COL between a rural location and high COL location such as Washington, DC area location at a ~25%+ higher COL)

Employee relations and discipline in priority order.

Employee relations and discipline sub-themes, identified in order of importance within the main theme as:

- Government-managed environment and supervision of contract employees (company employees will work side-by-side with government service workers (GS-staff) or in government agency work sites (e.g., DoD Pentagon, CIA HQ's, etc.)
- Government [client] adherence to contractor's progressive disciplinary procedures
- Layoffs, Two week pay in lieu of notice (pay calculation) (WARN, 1989)

- Government Internal Affairs and EEOC Officers familiarity pertinent to HRM if government (GS) worker complaint; Unions (as applicable to Service Contract Act & Defense Base Act employees) (Defense Base Act, 1941)
- Reclamas – knowledge of, ability to work through contract issues with contracting officer (“Glossary of Defense Acquisition Acronyms & Terms,” 2009)

Legal compliance in priority order.

Legal compliance sub-themes, identified in order of importance within the main theme as:

- Applicant self-reporting (EEOC/OFCCP), documentation - hiring process
OFCCP compliance/rules: ‘applicant flow [hiring/term] logs’ documentation for AAP (Exec. Order 11246 - EEO) (“Executive Order 11246,” 2002).
- Document storage terms (life of storage of documents) (Title 48 – FARS, 2000)
- Posters required of Federal Contractors in public EE spaces (“Office of Labor Management Standards,” 2010)
- Government sites (same/conflicting IT/Physical Security standards), Government client requirements; request to remove staff, adhere to site or department leave schedules (see sub-topic, government managed environment under employee relations main topic)
- CONUS / OCONUS - legalities and ‘protocol’ (contract workers in foreign countries must be enabled to understand and follow laws within those countries, as well as aware of ethical behavior in work place, and in personal non-work related situations)
- Knowledge of USACE Manual 385-1-1 (Safety/Health requirements in operations) (Executive Order 12196, 1980)

Performance management in priority order.

Performance management sub-themes identified in order of importance within the main theme are:

- Analysis of hire and promotion within AAP requisitions (government performs audits

on and 4/5 rule analysis⁶

- Knowledge/Familiarity – 'Key Personnel Clause' in contract (government client concurrence for hire/termination) (Contracting Officer's Representative Manual, 2012)
- Contract-driven performance analysis (contracting company supervisor input) versus (federal government supervisor); contract employees are potentially under different performance requirements and deliverables compared to government service workers in similar jobs, departments, or agencies
- Relationship with clients; HR staff don't often interact w/ government clients, Federal contracting is unique / relationship with clients and EEs can make or break company's performance on the contract
- 'Metrics' for government client (e.g., Firm Fixed Price (FFP) Contracts and/or Time & Cost), deliverables, timed deadlines for deliverables, 75% of contract deliverables completed benchmark, could impact hours worked during the week (overtime or time off) and time left for contract employees to complete the contract total deliverables

Policies and procedures in priority order.

Policies and procedures sub-themes identified in order of importance within the main

theme are:

- FAR, DFAR – understanding how salaries, bonuses and relocation expenses are handled in designing programs & making offers (FAR, 2011; FAR, 2012; DFAR, 2012)
- Policies (overall numbers & breadth = increases) due to contract, FAR, employment law, reporting requirements (FAR, 2011)
- Government Contractor policies and procedures vs. company's (different set of rules for employees, guidelines for work-place, work-hours, paid time-off availability, etc.
- Federal Holidays (work, work off-site, telecommute, base/work site closure – paid/unpaid policies per co. / gov. customer) ("United States Office of Personnel

⁶ A selection rate for any race, sex, or ethnic group which is less than four-fifths (4/5) (or 80%) of the rate for the group with the highest rate will generally be considered by Federal enforcement agencies as evidence of adverse impact, while a greater than four-fifths rate will generally not be regarded by Federal enforcement agencies as evidence of adverse impact, from Section 60-3, Uniform Guidelines on Employee Selection Procedure (1978); 43 FR 38295 (August 25, 1978).

Management,” 2012)

- Authorization - spending matrix (level of officer of company for financial decisions: pay raises to contract-based financial decisions; company-based policy); internal company policy, providing spending authorization for all departments within a GCC, including spending authorization for HRPs
- ISO / CMMI certifications as added value, HR is a 'service' provider with processes keeps department aligned with other business areas (ISO, 2012; CMMI, 2012)

Records and personnel files in priority order.

Records and personnel files sub-themes identified in order of importance within the main theme are:

- e-Verify – directly related to government contractors(ing) (“Federal Contractor Regulation,” 2009)
- 12-year records retention mandate for most government contracts
- Intellectual Property Protection Act – DFAR (DFAR, 2011)

Staffing, recruiting, promotions, retention, termination in priority order.

Staffing, recruiting, promotions, retention, termination sub-themes are identified in order of importance within the main theme as:

- Affirmative Action Plan (AAP), recruitment for diverse populations (DOL-AAP, 2012)⁷
- Contract scope / mapping / recruiting available manpower for proposal; multiple venues & recruiting tools (PVNs), will determine and impact costs of obtaining qualified candidates for contract positions, as well as spending against G&A or overhead for recruiting actions to find and/or relocate the candidate(s)
- Vocational Rehabilitation Act: reasonable accommodation / job descriptions / defense of hiring decisions (“Rehabilitation Act of 1973,” 1973)
- Government contracting knowledge: staffing, background checks, terminations; transitions as contracts won/lost (acquisition); government agencies have a right to terminate a contract worker from the contract (site) and GCC may need to find

⁷ DOL AAP encompass the following Laws, Executive Orders, and Regulations: E.O. 11246, 29 USC §793, 38 USC §4212, 41 CFR Part 60-1, 41 CFR Part 60-2, 41 CFR Part 60-250, and 41 CFR Part 60-741.

another job within the company or release them from employment; employees may be transferred between contract vehicles, with vetting and acceptance by the new government agency

- Government requirements for personnel (i.e. certifications like program Manager (PM) or Certified Information Systems Security Professional (CISSP), etc.), depending on contract types for Request For Proposal (RFP) or Request For Bid (RFB) may require HRPs to obtain specialized training for the contract employee, with or without reimbursement by the contract vehicle
- Security Clearance – knowledge/ requirements: briefing / debriefing; legal verbiage - offers / hiring TS/SCI cleared EEs, Badging / clearance acquisition process for incumbents; on-boarding staff to contract jobs
- Advertising job openings (internal & mandatory external - EEOC reqs.), Work w/ Federal, State, and private staffing agencies & subcontractor(s), ensure compliance w/ regulations (DOL-AAP, 2012); Analysis of publication of jobs posted; training for hiring / promotion in AAP planning
- Contingency hires/offer letters with contingency legalities, Contingent hire agreement(s)/negotiations with incumbent workforce, including 'grandfathering' of benefits and other compensation; transition after contract award
- Executive Orders requirements, related to contract incumbent workforce (FAR, 2011)
- Organizational Conflict of Interest (OCI) –before/after hire (military service members moving from GS to civilian in trade arena) (OCI, 1988)
- Incumbent transition following contract award ('grandfathering' of paid leave, key personnel reqs, staff, locations, benefits, etc.)
- Non-Disclosure Agreements (FAR, 2012a)
- Human Rights determinations (international law, social justice)
- Sequestration - forced layoffs (effect) (Sequestration, 2012)
- HR presence during proposal bid process / pursuit decision for contract bid; Contract-based manpower forecasting

Training and development in priority order.

Training and development sub-themes identified in order of importance within the main theme as:

- Contract-mandated training (e.g., CMMA), International Trafficking in Arms Regulation (ITAR) (BIS, 2011), Office of Federal Contract Compliance Programs (OFCCP), Transportation Worker Identity Card (TWIC) (TWIC, 2006)
- Risk Management – (contract EEs, high-risk work-sites, war-zones)
- Billable training hours (allowable/unallowable); Extra contract time (contract time extensions, for government agency required deliverables)
- T&D – planning: government/contract required (Ethics, Harassment, Human Trafficking Training [OCONUS EEs]) / tracking Individual Development Plans, training supervisors & managers - new regulations
- Human Trafficking Training (contract-driven - OCONUS EEs) (FAR, 2011)
- T&D – reimbursement: limitations by fed clients, since (federal contractors) operate on thin profits (whereas commercial entities make higher profit margins) (FAR, 2011)
- T&D - investment. Non-renewed contracts for reasons unrelated to EE/Company performance (e.g., if company graduates to a larger size standard), might remove ability to bid on contract, loss of employees (FAR, 2011)

Wage administration and payroll in priority order.

Wage administration and payroll sub-themes identified in order of importance within the main theme are:

- Davis Bacon Act / Service Contract Act (Prevailing Wage) / SCA payroll requirements / SCA 'gap' wages (Service Contract Act of 1965, 2012)
- AAP impacts; impacted by FAR sections as well (compensation)
- Defense Contracting Audit Agency (DCAA) – time-keeping & floor checks / Total time accounting (FAR, 2012b)
- Certified Payroll procedures (GAAP) for Gov. Contracting (FAR, 2012b)
- Timesheet changes / Timesheet deadlines (FAR, 2012b)

Security clearance in priority order.

Security clearance sub-themes identified in order of importance within the main theme are:

- Security Clearance & classification reqs, including background checks, how affect EEs (ability to work on contracts [including interim clearances]): types of security clearances; how to get; how to determine requirements from contract language
- Contractor Access Card (CAC)⁸ (“Defense Human Resource Activity,” 2012); Secure Base Access (SBA form/application); Security badges & Security clearances; Special Access Program (SAP) (“DoD National Industrial Security Program,” 1998): guiding documents besides NISPOM overprint(s)
- Various agencies / allowances for DoD personnel or veterans to adjudicate systems, clearances, or contract docs; Secure Compartmentalized Information Facility (SCIFs) (“DHS,” 2004)
- HR staff – security clearance requirements per contract (positions), indicates that either a GCC Security Manager be on staff, or HRPs have training and capability to perform the security clearance processes and/or applications
- Government work sites familiarity for HRPs where contract employees work
- Joint Personnel Adjudication System (JPAS) (“DSS,” 2012a; “DSS,” 2012b) & National Industrial Security Program Operating Manual (NISPOM, 2006): people, facilities, and international employees

Government contract priority order.

Government contract sub-themes identified in order of importance within the main theme are:

- International Traffic in Arms (ITAR) (BIS, 2011), Transportation Workers Identification Card (TWIC, 2006) and other contract required programs, Federal Register &

⁸ *The CAC, a 'smart' card about the size of a credit card, is the standard identification for active-duty military personnel, Selected Reserve, DoD civilian employees, and eligible contractor personnel. It is also the principal card used to enable physical access to buildings and controlled spaces; it provides access to defense computer networks and systems (“Defense Human Resource Activity,” 2012)*

Executive Orders per government contractors

- Delivery Orders / Period of Performance; Contract Quality Assurance Surveillance Plans / Role of Evaluators, Government contracting knowledge for HRP's in general
- Affect (contract and/or acquisition) on EEs, benefits, and non-EE insurance policies
- Prime Contractor vs. Sub-Contractor (rules, regulations, reporting requirements)
- Bids & Proposals / Contract Resume (writing) for Proposals
- Contract Administration Services (CAS) ("Federal Directory of Contract Administration Services," 2012)
- Foreign Corrupt Practices Act (FCPA) (Ethics compliance) (FCPA, 1998)
- Debarment – lose of contract; prohibition of contracting for X years (FAR, 2011)
- Reclama: Request for reconsideration of decision/proposed action (FAR, 2011)
- Office of Federal Contract Compliance (OFCC) compliance (OFCC, 2012)
- AAP tracking and reporting (if contract amount annually \$50K+) (DOL-AAP, 2012)
- Communication (Interaction) with Government Contracting Rep; Authorized Contracting Officer (ACO) (FAR, 2011)
- Defense Contracting Audit Agency (DCAA, 2012) / DCAA-M/P (Manual/ pamphlet)
- Defense Contract Management Agency (DCMA, 2012)
- CLINs – Contract Line Item Number & SLINs - Sub-Line Item Numbers / Contract Clauses; Contract 'type' knowledge (T&M, Cost Plus Fixed Fee, etc.); and Contract Modifications - Processes for wage increases, EE relations, communication of timetables and budgets (FAR, 2011)
- Defense Logistics Agency (DLA) Support Services (DSS) (DLA, 2012)
- Federal Acquisition Regulation (FAR; Contract Requirements) (FAR, 2011)
- Defense Finance & Accounting Service (DFAS; DoD) (DFAS, 2012)

Technology in priority order.

Technology sub-themes identified in order of importance within the main theme are:

- Timekeeping; Government compliance for contracts / accounts (DCAA, 2012)
- Contract driven requirements / audits using IT/software for reports (DCAA, 2012)

- Government worksites knowledge/experience (preferred) provides an understanding if when, and if, contract workers can obtain access to work sites during allowable, or expected, working hours during the week

Finance in priority order.

Finance sub-themes identified in order of importance within the main theme are:

- Expense, Direct vs. Indirect (labor / overhead / G&A expenses) (DCAA, 2012)
- Direct vs. Indirect (costs to contract); allowable vs. unallowable; financial basics per HR – related to government contracting / overall effect on HR department oversight; Allowable / Unallowable costs / expenses (Contract GAAP) (FAR, 2012d)
- Accounting Classification Reference Number (ACRN, 2012)
- Contract Authorization Memo (CAM) / Charge Authorization Letter (CAL) – (contract codes for employee hours charged; re-issued with Code / Contract / Time Charge change[s]) (FAR, 2012c)
- Joint Travel Regulation (JTR; e.g., lowest airfare) / Per Diem Rates (“Defense Travel Management Office,” 2012)

RECOMMENDATIONS

Based on the findings of this modified-Delphi study and the review of literature, the following recommendations are offered.

Education or Training Guide.

One purpose of the higher-order model is to serve as an educational or training guide to human resources practitioners in the government contracting business arena. The SME panelists’ added unique KSAs to a straw-model within HR practice in the government contracting industry, which developed into a higher-order model. This higher-order model could result in several educational opportunities that would enhance the knowledge of HRPs within the GCC industry for identifying potential liabilities, as well as enhancing inter-department communication, cooperation, and understanding (e.g., HR and Finance, HR and Contracts, HR and Contract Proposals), in advancing the businesses’ short- and long-term strategic goals.

Training curriculum.

A curriculum of instruction could be developed for future training and education for HRPs considering moving into the GCC business arena. Active HRPs in GCCs might recognize KSA weaknesses in their own experience and capabilities portfolio, and strive to improve the knowledge or experience gaps, once aware of those deltas between general KSAs and GCC HRP KSAs. HRPs may also recognize GCC-related KSA gaps in peer or subordinate HR staff – to identify learning objectives needed for strategic business goals within the organization overall or for specific departments. Training modules or packages could be developed with specific learning objectives tied to the higher-order model of 'unique' KSAs for GCC HRPs.

From this higher-order model, planning could be structured for bridging the knowledge delta via OJT, mentoring, or job shadowing. Another learning opportunity would be for educational institutions to recognize the unique KSAs within GCCs for HRPs and to develop training curriculum to offer to human resource managers seeking inclusion or trying to obtain promotions for advancement of career goals within GCCs. Currently universities offer certification programs for government contracting, but may not offer curriculum for HR specific programs. Trade organizations focusing on HR training may consider developing and offering the specialized training for HRPs within the niche of government contracting. This could be a value-added asset to a trade organization's training packages offered.

Career development.

Career development objectives could be based upon the higher-order model to enable promotional opportunities; those HRPs with the minimum competency KSAs within the higher-order model would most likely have more qualifications, and opportunities, for upward mobility toward career track goals. As mentioned earlier, with possibilities of sequestration and loss of government contracts impacting the 2008-2013 economic and political activity, HRPs with a richer portfolio of KSA experience relevant to the GCC industry are more likely to retain their positions – or be more in demand. The more knowledgeable a HRP is about the GCC industry, the more likely they can forecast future trends (manpower, contract requirements for human assets), resolve potentially negative impacts to the company, avoid or reduce legal and financial liabilities,

and ensure regulations and compliance reporting are completed appropriately and within a schedule of required deliverability.

Compensation planning.

Compensation plans could be revised (or built) based upon the breadth and depth of KSA experience and practice for HRPs within GCCs. Job descriptions could be written or revised for candidate minimum qualifications for HRP management levels within GCC compensation plans. Revision of HRP recruiting processes and policies within GCCs could include newly revised compensation plans and job descriptions as the basis upon which to source qualified candidates. From this compensation revision, HRP salaries can be more accurately measured against the market standard for competition, which may encourage retention or have more qualified candidates to apply for HR positions within the company.

Job description competencies.

This higher-order model may be used as a guide to write job descriptions for minimum requirements or competencies for HRPs with the GCC industry. This higher-order model would enable hiring managers, or executive staff, to determine if the experience, education, and skills of a job candidate would enhance the company's holistic capabilities, or are required or needed for GCC arena of business. Using the ranking of the sub-themes within the higher-order model, KSAs may be identified under the 14 main themes, requiring the 46 first-ranked to the fifth-ranked sub-themes as 'must have' KSAs, while the remaining 43 sub-themes as 'prefer to have' KSAs, but not vital to the position.

The ratings of the KSAs might also be broken down into required, prefer to have, nice to have, and nice to know as four levels of KSAs considered in the hiring process. The KSA qualifications could also be based on the mean ratings resulting in the four levels of IQRs. Sub-themes with higher mean agreements within the study's higher-order model and falling within the first IQR could be priority (must have) KSAs.

Government contracting entities.

Some government agencies might be solely dedicated to one type of strategic agenda – for example, the Department of Defense focuses on national defense; the Bureau of Indian Affairs

dedicates government services to a niche demographic. Because these government agencies have such a wide variety of service goals, the contracting to businesses for services and products will be just as varied and broad in scope. Understanding this potential for such a wide variety of GCC-vender provided services and products could lead to discovery, via additional research, of more KSAs related to HRP within the GCC industry.

Government contracting levels.

Additionally, there are three levels of government entities: (a) federal (national government), (b) state, and (c) local government (city, county, parish, or municipality) meaning a GCC could contract with any, or all, of the three levels. There may be different levels of rules, policies, regulations, employment law, governor-mandated executive orders, or city-level acquisition and procurement rules for GCC vendors to follow, for which HRPs need to be aware, and incorporate into their KSA portfolio of capabilities. Understanding this potential for the service level of GCC-vender provided services and products could lead to discovery, via additional research, of more KSAs related to HRP within the GCC industry based on hierarchy.

Recruiting, EEOC qualifiers, and company branding.

The higher-order model should be tested for recruiting and promotional (branding) purposes using the minimum competencies as a basis upon which to write job descriptions for GCC-based, HRPs. Compensation plans for HRPs in the government contracting industry may be analyzed and reviewed for matching competencies to those listed or to broaden general KSA competencies. Using the ranking model, priority KSAs can be included, and then the 'prefer to have, but not mandatory' KSAs, then the 'nice to have, but not vital' levels to be tested and validated. This would provide further bullet points upon which candidates for HRP positions can be judged for qualifications against 'seemingly equal' applicants for KSAs. Companies need to be able to document why they picked one candidate over another when the two seem to have equal qualifications. Rating or ranking models could provide documentation of KSA comparisons for the more qualified candidate to ensure that decisions fall within EEOC guidelines.

Further Research.

This higher-order model can be used for further research into the GCC-related, HRP

practices and the competencies for KSAs. While 14 main themes, and 89 sub-theme KSAs were identified, there may be more KSAs not identified in this study. Because of the breadth and scope of the types of services provided by agencies and government organizations in existence in the United States, as well as the level of contracting required, there could be additional GCC-related KSAs as yet identified.

Additional studies to test the reliability of the ratings and rankings, as well as validating the KSA higher-order model, are recommended. Further qualitative research is encouraged to increase the understanding of KSAs within the unique HRP GCC niche. The panelists offered many valid and experienced opinions. Implications from panelists' commentary indicated there could be more KSAs, or the sub-themes could be broken down further into tertiary-level themes. Using a modified-Delphi to repeat this study, and possibly identify more KSAs for HRPs within GCCs would validate this study's findings, and also enhance the higher-order model's reliability. Research could also be conducted within job postings for HRPs to discover more KSA sub-themes or determine if there could be added main themes.

Further quantitative research on the ratings and rankings of the perceived value and importance of the KSAs by experienced subject matter experts would also validate the initial findings of this study, but also show reliability in the straw-model, and the resulting higher-order model.

REFERENCES

- A History of Human Resources. (2009). Alexandria, VA: Society of Human Resource Managers.
Retrieved from <http://www.shrm.org/about/history/Pages/default.aspx>
- About ERA: Employee Assistance Professionals Association (EAPA). (2010). Retrieved from
<http://www.hrxperts.org/about/>
- About the American Council on International Personnel (ACIP). (2010). Retrieved from
<http://www.acip.com/about>
- About the American Society of Training and Development (ASTD). (2011). Retrieved from
<http://www.astd.org/ASTD/aboutus/>
- About the National Association of Personnel Services (NAPS). (2011). Retrieved from
<http://www.recruitinglife.com/aboutnaps/index.cfm>
- About Us: Employee Assistance Professional Association (EAPA). (2011). *Employee Assistance Professional Association*. Retrieved from <http://www.eapassn.org/i4a/pages/index.cfm?pageid=325>
- About Us: International Public Management Association for Human Resources (IPMA-HR) (2011). Retrieved from <http://www.ipma-hr.org/about-us>
- About: National Human Resources Association (NHRA). (2011). Retrieved from
<http://www.humanresources.org/about/index.cfm>
- About: World Federation of Personnel Management Associations (WFPMA). (2011). Retrieved from <http://www.wfpma.com/about>
- Acquisition and Program Management. (2011). National Defense Business Institute, University of Tennessee – Knoxville, TN. Retrieved from <http://research.utk.edu/rcc/national-defense-business-institute/>
- ACRN. (2012). *204.7107 Contract accounting classification reference number (ACRN)*. Retrieved from <http://www.farmaster.com/farmaster/data/idx/DFAR98/0471070000.htm>
- Adler, M., & Ziglio, E. (Eds.). (1996). *Gazing Into the Oracle: The Delphi Method and Its Application to Social Policy and Public Health*. London: Kingsley Publishers.
- Aguinis, H., Michaelis, S. E., & Jones, N. M. (2005). Demand for certified human resources

- professionals in internet-based job announcements. *International Journal of Selection and Assessment*, 13(2), 160-171.
- Ait Razouk, A., Bayad, M., & Wannemacher, D. (2009). Strategic human resource management and tacit knowledge transfer: A case study. *Human Systems Management*, 28(1/2), 77-82. doi:10.3233/HSM-2009-0694
- Algorta, M., & Zeballos, F. (November 15, 2011). Human resource and knowledge management: best practices identification. *Measuring Business Excellence*, 15(4), 71-80. doi:10.1108/13683041111184125
- Allen, K., Varner, K., & Sallee, J. (2011). Addressing nature deficit disorder through primitive camping experiences. *Journal of Extension*, 49(3). Retrieved from: <http://www.joe.org/joe/2011june/iw2.php>
- Allen, W., Fischer, M., & Swanson, R. (Jan. 01, 2008). Economics: Opportunity and challenges for human resource development. *Advances in Developing Human Resources*, 10(6), 882-890.
- American InterContinental. (2012). Master of Business Administration in Human Resource Management. Retrieved from <http://www.gradschools.com/search-programs/human-resource-management/masters>
- Ary, D., Jacobs, L. C., & Sorensen, C. (2010). *Introduction to research in education* (8th ed.). California: Thomson Wadsworth.
- Atwater, L. E., Waldman, D. A., & Brett, J. F. (2002). Understanding and optimizing multisource feedback. *Human Resources Management*, 41(2), 193-208. doi:10.1002/hrm.10031
- Averett University. (2012). Master of Business Administration in Human Resources Management. Retrieved from <http://www.gradschools.com/search-programs/human-resource-management/masters>
- Baill, B. (1999). The changing requirements of the HR professional - Implications for the development of HR professionalism. *Human Resource Management*, 38(2), 171-176.
- Bakke, E. W. (1960). The human resources function. In E. W. Bakke, C. Kerr & C. W. Anrod (Eds.), *Unions, Management and the Public*, 197-201. New York, NY: Harcourt Brace.

- Barber, A. E. (1999). Implications for the design of human resource management-Education, training, and certification. *Human Resource Management, 38*(2), 177-182.
- Beard, M. R. (1920). *A Short History of the American Labor Movement*. New York, NY: Harcourt, Brace and Howe.
- Beaudreault, A. R., & Miller, L. E. (2011). Need for methamphetamine programming in Extension education. *Journal of Extension, 49*(3). Retrieved from:
<http://www.joe.org/joe/2011june/rb6.php>
- Becker, G. S. (1964). *Human Capital: A Theoretical and Empirical Analysis*. New York, NY: National Bureau of Economic Research.
- Behnke, A. O., & Kelly, C. (2011). Creating programs to help Latino youth thrive at school: The influence of Latino parent involvement programs. *Journal of Extension, 49*(1). Retrieved from: <http://www.joe.org/joe/2011february/a7.php>
- Bernstein, I. (1966). *The Lean Years: A History of the American Worker, 1920-1933*. Chicago, IL: Haymarket.
- Bill, H. (2006). What does it mean to be globally competent? *Journal of Studies in International Education, 10*(3), 267-285.
- BIS. (2011). Directorate of Defense Trade Controls (DDTC), The Bureau of Industry and Security. Washington, DC: US Department of State. Retrieved from http://pmdtdc.state.gov/regulations_laws/itar_official.html
- Blancero, D., Boroski, J., & Dyer, L. (1996). Key competencies for a transformed human resource organization: Results of a field study. *Human Resource Management, 35*(3), 383-403.
- Bloom, D. (Feb. 2010). Transitional jobs: Background, program models, and evaluation evidence *Enhanced Services for the Hard-to-Employ Demonstration and Evaluation Project* (pp. i-51): Administration for Children and Families (ACF) and the Office of the Assistant Secretary for Planning and Evaluation (ASPE) in the U.S. Department of Health and Human Services.
- Boyer, D. (2011). *Intrinsic and Extrinsic Valuation of HR Certifications*. Manuscript in preparation.
- Brauchle, P. E., & Schmidt, K. (2004). Contemporary approaches for assessing outcomes on

- training, education, and HRD programs. *Journal of Industrial Teacher Education*, 41(3), 1-22.
- Bridges, W. (1991). *Managing transitions: Making the most of change*. Reading, MA: Addison-Wesley.
- Bridging the skills gap. (2006). ASTD Public Policy Council. 1-30. Alexandria, VA: American Society of Training and Development.
- Buckley, J. E. (2009). Fifty years of BLS surveys on Federal employees' pay. *Monthly Labor Review*, 132(9), 36-46.
- Burbash, J. (1954). *Taft-Harley act in action, 1947-1954*. New York, NY: League for Industrial Democracy.
- Bureau of Labor Statistics, Office of Occupational Classification. (2010). The 2010 Standard Occupational Classification (SOC) system. Retrieved from <http://www.bls.gov/SOC/>
- Bureau of Labor Statistics, Office of Occupational Statistics and Employment Projection (2010-2011a). *Occupational Outlook Handbook*. Washington, DC: United States Department of Labor. Retrieved from <http://www.bls.gov/gov/oco/ocos021.htm>
- Bureau of Labor Statistics, Office of Occupational Statistics and Employment Projection (2010-2011b). *Occupational Outlook Handbook*. Washington, DC: United States Department of Labor. Retrieved from <http://www.bls.gov/oes/current/oes113121.htm#nat>
- Bureau of Labor Statistics, Office of Occupational Statistics. (2010c). *Employed persons by detailed occupation and sex, 2010 annual averages*. Washington, DC: United States Department of Labor. Retrieved from <http://www.bls.gov/cps/cpsaat11.pdf>
- Bureau of Labor Statistics, Office of Occupational Statistics. (2011d). *Employed persons by detailed occupation, sex, race, and Hispanic or Latino ethnicity*. Retrieved from <http://www.bls.gov/cps/wlf-table11-2011.pdf>
- Bureau of Labor Statistics, US Department of Labor. (2012). *Management, Human Resource Managers*. Retrieved from <http://www.bls.gov/ooch/management/human-resources-managers.htm>
- Bureau of Labor Statistics. (2012). Human resource managers. Retrieved from <http://www>.

[bls.gov/ooh/management/home.htm](http://www.bls.gov/ooh/management/home.htm)

Bureau of Labor Statistics. (2012). What compensation and benefits managers do. Retrieved from <http://www.bls.gov/ooh/management/compensation-and-benefits-managers.htm#tab-2>

Bureau of Labor Statistics. (2012). What human resources specialists do. Retrieved from <http://www.bls.gov/ooh/management/human-resources-managers.htm#tab-2>

Bureau of Labor Statistics. (2012). What training and development managers do. Retrieved from <http://www.bls.gov/ooh/management/training-and-development-managers.htm#tab-2>

Business: The Ultimate Resource. (2002). Cambridge, MA: Bloomsbury.

Campbell, D.T. & Russo, M.J. (1999). *Social Experimentation*. Thousand Oaks, CA: Sage.

Capella University. (2012). MS - General Human Resource Management. Retrieved from <http://www.gradschools.com/search-programs/human-resource-management/masters>

Cappelli, P., & Crocker-Hefter, A. (1996). Distinctive human resources are firms' core competencies. *Organizational Dynamics*, 24(3), 7-22.

Caravatti, M. L. (1996). The role of governments in the development of human resources training for employability. *Canada - US Law Journal* 22, 37-44.

CEBS Designations: About the Program. (2011). Brookfield, WI: International Foundation for Education, Benefits, and Compensation. Retrieved from <http://www.ifebp.org/CEBSDesignation/Overview/>

Central Contract Registry. (2011). *Active Registrants/Contractors, Central Contract Registry*. Retrieved from <http://ccr.gov>

Certificate in Procurement and Contracts Management. (2011). University of Virginia, School of Continuing and Professional Studies. Charlottesville, VA. Retrieved from <http://128.143.128.54/programs/program-detail/certificate-in-procurement-contracts-management-undergraduate>

Charmaz, K. (2006). *Constructing grounded theory: a practical guide through qualitative analysis*. Thousand Oaks, CA: Sage Publications.

Cho, Y., & Yoon, S. W. (Jan. 01, 2010). Theory development and convergence of human

- resource fields: Implications for human performance technology. *Performance Improvement Quarterly*, 23, 3, 39-56.
- Christie, J. (2011). *Personal communication: Can you help me?* History of Employee Assistance Professionals Association.
- Clardy, A. (2007). Strategy, core competencies and human resource development. *Human Resource Development International*, 10(3), 339-349. doi:10.1080/13678860701516628
- Clason, D. L., & Dormody, T. J. (1994) Analyzing data measured by individual Likert-type items. *Journal of Agricultural Education*, 35(4), 31- 35.
- Clayton, M. J. (1997). Delphi: A technique to harness expert opinion for critical. *Educational Psychology*, 17(4), 373.
- Cleared Connections: The Value of ISSA Clearance. (2010). Retrieved from <http://www.clearedconnections.com/security-clearance-news/ISSA-clearance-top-secret-jobs.htm>
- CMMI. (2006). *Capability Maturity Model Integration. Standard CMMI Appraisal Method for Process Improvement (SCAMPI) A Versions 1.2: Method Definition Document*. Carnegie Mellon University Software Engineering Institute. Retrieved from <http://www.sei.cmu.edu/library/abstracts/reports/06hb002.cfm>
- Cohen, D. J. (Dec. 2012). The Efficacy of HRM Certification: Identifying the value of HR certification: Clarification and more complex models required. *Human Resource Management Review*, 22(4), 258–265.
- Cole, M. S., Rubin, R. S., Feild, H. S., & Giles, W. F. (2007). Recruiters' perceptions and use of applicant résumé information: Screening the recent graduate. *Applied Psychology: An International Review*, 56(2), 319-343. doi:10.1111/j.1464-0597.2007.00288.x
- Colorado Technical University. (2012). Bachelor - Business Administration: Human Resource Management. Retrieved from: http://degreedirectory.org/course-catalog/CTU_Programs_Bachelor_-_Business_Administration_Human_Resource_Management.html#page1
- Commonwealth v. Pullis, Mayor's Court of Philadelphia (1806), reprinted in Commons, J. R., Ulrich, B. P., Gilmore, E. A., Sumner, H. L., & Andrews, J. B. (1910-11). *A Documentary History of American Industrial Society*. Cleveland, OH: A.H. Clark.

- Contract Management Certificate Program*. (2011). National Contract Management Association, University of California Irvine Extension, CA. Retrieved from http://unex.uci.edu/certificates/business_mgmt/mgmt_supervisory_skills/contracts/
- Contracting Officer's Representative Manual. (2012). FAR 7.503(c)(12). Retrieved from www.doi.gov/archive/pam/CORManual.doc
- Cortez, T. (2007). Of seasoned HR professionals: What types of credentials would you see necessary for future HR business partners? Retrieved from http://www.linkedin.com/answers/hiring-human-resources/staffing-recruiting/HRH_SFF/73445-9231735?searchIdx=6&sik=1265401064555&goback=%2Easr_1_1265401064555
- Dare, D. E., & Leach, J. A. (1999). Preparing tomorrow's HRD professionals: Perceived relevance of the 1989 competency model. *Journal of Vocational and Technical Education*, 15(2), 1-20.
- Davis, J. H. (2011). *Statistics for Compensation: A Practical Guide to Compensation Analysis*. Hoboken, NJ: John Wiley and Sons.
- DCAA. (2012). *Home*. Defense Contracting Audit Agency. Washington, DC: Under Secretary of Defense (Comptroller), (USD(C))/Chief Financial Officer (CFO), Department of Defense. Retrieved from <http://www.dcaa.mil/>
- DCMA. (2012). *Our agency*. Washington, DC: Defense Contract Management Agency. Retrieved from <http://www.dcmamail/>
- DeCenzo, D. A., & Robbins, S. P. (1978). *Fundamentals of Human Resource Management* (9th ed.). Hoboken, NJ: John Wiley & Sons.
- Defense Base Act. (1941). *Division of Longshore and Harbor Worker's Compensation (DLHWC)*. *Defense Base Act. [Public--No. 208--77th Congress Passed August 16, 1941, as Amended] S. 1642*. Retrieved from <http://www.dol.gov/owcp/dlhwc/dba.htm>
- Defense Human Resource Activity. (2012). *About us*. Department of Defense. Retrieved from <http://www.cac.mil/about/>
- Defense Travel Management Office. (2012). *Travel regulations*. Retrieved from <http://www.defensetravel.dod.mil/site/travelreg.cfm>

- Delbecq, A. L., Van de Ven, A. H., & Gustafson, D. H. (1975). *Group techniques for program planning: A guide to nominal group and Delphi processes*. Glenview, IL: Scott, Foresman.
- DeNisi, A. S., & Griffin, R. W. (2004). *Human Resource Management*. Boston, MA: Houghton Mifflin.
- Department of Labor, Licensing, and Regulation, State of Maryland. (2012). Program description. Retrieved from <http://www.dllr.state.md.us/personnel/>
- Department of Labor, Service Contract Act. (2010). *SCA Compliance Principles. United States Department of Labor, Prevailing Wage Resource Book*. Retrieved from <http://www.dol.gov/whd/recovery/pwrb/Tab10SCACompliance.pdf>
- DePaul University (Master of Science in Human Resources). (2011). Retrieved from <http://sr.depaul.edu/catalog/catalogfiles/Current/Charles%20H%20Kellstadt%20Graduate%20School%20of%20Business/pg49.html>
- DeVry University. (2012). Human Resource Management About. Retrieved from <http://www.devry.edu/degree-programs/college-business-management/human-resource-management-about.jsp>
- DFAR. (2012). *Defense Procurement and Acquisition Policy Defense Pricing. Defense Federal Acquisition Regulation Supplement (DFARS) and Procedures, Guidance, and Information (PGI)*. Director of Defense. Secretary of Defense (Acquisition, Logistics, and Technology (AT&L)). Washington, DC: Defense Procurement and Acquisition Policy Office. Retrieved from <http://www.acq.osd.mil/dpap/dars/dfarspgi/current/index.html>
- DFAS. (2012). *Defense Finance and Accounting Services (DFAS)*. Retrieved from <http://www.dfas.mil/>
- DHS. (2004). *Management Directives System, MD Number: 11043, Sensitive Compartmented Information Program Management*. Washington, DC: Department of Homeland Security. Retrieved from http://www.dhs.gov/xlibrary/assets/foia/mgmt_directive_11043_sensitive_compartmented_information_program_management.pdf
- Diker, A., Walters, L. M., Cunningham-Sabo, L., & Baker, S. S. (2011). Factors influencing adoption and implementation of cooking with kids, An experiential school-based nutrition

- education curriculum. *Journal of Extension*, 49(1). Retrieved from:
<http://www.joe.org/joe/2011february/a6.php>
- DLA. (2012). *About us*. Washington, DC: Defense Logistics Agency. Retrieved from <http://www.dla.mil/Pages/default.aspx>
- Documents of American Constitutional and Legal History: Volume I: From the Founding Through the Age of Industrialization (Documents of American Constitutional & Legal History)*. (2002). (2nd ed.). New York, NY: Oxford University Press.
- DoD National Industrial Security Program. (1998). *Department of Defense National Industrial Security Program Supplement Overprint*. Washington, DC: Department of Defense. Retrieved from http://www.fas.org/sgp/library/nispom_dod_overprint.pdf
- DOL-AAP. (2012). *Department of Labor, Affirmative Action*. Retrieved from <http://www.dol.gov/dol/topic/hiring/affirmativeact.htm#.UKVBa2letVQ>
- Drucker, P. (1954). *The Practice of Management*. New York, NY: Harper Collins Publishers.
- DSS. (2012). *About us*. Defense Security Service. Quantico, VA: Department of Defense. Retrieved from http://www.dss.mil/about_dss/index.html
- DSS. (2012b). *Joint Personnel Adjudication System (JPAS). Attention All JPAS, SWFT and DCII Users (Supporting Documents Migration)*. Quantico, VA: Department of Defense. Retrieved from <http://www.dss.mil/diss/jpas/jpas.html>
- Ebbinghaus, B., & Visser, J. (2000). *Trade Unions in Western Europe Since 1945 (Societies of Europe)*. New York, NY: Palgrave Macmillan.
- Elizer, A. H. (2011). Are transformational directors required for satisfied agents? *Journal of Extension*, 49(2). Retrieved from <http://www.joe.org/joe/2011april/rb1.php>
- Elswick, J. (2001). Letter perfect: Experts certification programs advise benefit professionals to get a comma after their names. *Employee Benefit News*. Retrieved from <http://www.lexisnexis.com.proxy.lib.odu.edu/us/Inacademic>
- Encyclopedia of U.S. Labor and Working-Class History*. (2006). New York, NY: Routledge, Taylor & Frances Group.
- Enz, C., & Siguaw, J. (Jan. 01, 2000). Best practices in human resources. *The Cornell Hotel and*

Restaurant Administration Quarterly, 41(1), 48-61.

- Ericsson, K. A. (1996). The acquisition of expert performance: An introduction to some of the issues. *The Road to Excellence: The Acquisition of Expert Performance in the Arts and Sciences, Sports, and Games*. K. A. Ericsson (Ed.). Mahwah, NJ: Earlbaum.
- Ericsson, K. A. & Smith, J. (Eds.). (1991). *Toward a General Theory of Expertise: Prospects and Limits*. Cambridge, England: Cambridge University Press.
- Ericsson, K. A., & Kintsch, W. (1995). Long-term working memory. *Psychological Review*, 102, 211-245.
- Ericsson, K. A., & Lehmann, A. C. (1996). Expert and exceptional performance: Evidence on maximal adaptations on task constraints. *Annual Review of Psychology*, 47, 273-305.
- Ericsson, K. A., Krampe, R. Th., & Tesch-Romer, C. (1993). The role of deliberate practice in the acquisition of expert performance. *Psychological Review*, 100, 363-406.
- Executive Order 11246. (2002). Executive Order 11246 — Affirmative Action. *Executive Order 11246, as amended; Section 503 of the Rehabilitation Act of 1973, as amended and the affirmative action provisions (Section 4212) of the Vietnam Era Veterans' Readjustment Assistance Act*. Retrieved from <http://www.dol.gov/compliance/laws/comp-eeo.htm#UKUzMWletVR>
- Executive Order 12196. (1980) 45 FR 12769, 3 CFR, 1980 Comp. Section 7902(c) of Title 5, US Code, Section 19, Occupational Safety and Health Act of 1970, as amended (29 U.S.C. 668). Retrieved from <http://www.archives.gov/federal-register/codification/executive-order/12196.html>
- Federal Acquisition Regulation (FAR)*. (2010). (See FAR references.)
- FAR. (2011). Right of first refusal, Nondisplacement of Qualified Workers Under Service Contracts. FAR Part 7.305 c. Executive Order 13204 of February 17, 2001. New Contractor's Guide. U.S. Department of Labor. *Federal Register*, 76(167), 53720 – 53762. Retrieved from http://www.dol.gov/ofccp/TAguides/new_contractors_guide.htm
- FAR. (2012a). 227.7103-7 Use and non-disclosure agreement. *Federal Acquisition Register*. Retrieved from <http://www.farmaster.com/farmaster/data/idx/DFAR98/2771030007.htm>

- FAR. (2012b). FAR 16.301-3, Government Contractors, Requirements for Adequate Accounting Systems. *Federal Acquisition Register*. Defense Contracting Audit Agency. Retrieved from <http://www.dcaa-assist.com/adequate-accounting-system.htm>
- FAR. (2012c). 50.102-3. Limitations on exercise of authority, (a) Pub. L. 85-804. *Federal Acquisition Register*. Defense Contracting Audit Agency. Retrieved from http://acquisition.gov/far/current/html/Subpart%2050_1.html
- FAR. (2012d). Part 31--Contract Cost Principles And Procedures. *Federal Acquisition Register*. Defense Contracting Audit Agency. Retrieved from <https://www.acquisition.gov/far/97/html/31.html>
- Fazzari, A. J., & Levitt, K. (2008). Human resources as a strategic partner: Sitting at the table with Six Sigma. *Human Resource Development Quarterly*, 19(2), 171-180.
- FCPA. (1998). *Foreign Corrupt Practices Act*. 15 U.S.C. §§ 78dd-1, 78dd-2, 78dd-3, 78m, 78ff. Washington, DC: Department of Justice (DOJ) and the Securities and Exchange Commission (SEC). Retrieved from <http://www.sec.gov/spotlight/fcpa/fcpa-resource-guide.pdf>
- Federal Acquisition Regulation (FAR)*. (2010). Washington, DC: U.S. General Services Administration (GSA) Retrieved from <http://www.gsa.gov/portal/content/101126>
- Federal Contractor Regulation. (2009). *Executive Order 12989, as amended. Economy and Efficiency in Government Procurement Through Compliance With Certain Immigration and Naturalization Act Provisions*. Presidential Documents. Federal Register. Retrieved from <http://www.nacua.org/documents/eo12989.pdf>
- Federal Contracts Training Center: A History of Government Contracting*. (2011). Federal Contracts Contracting Center. Retrieved from <http://www.fctcenter.com/history-government-contracting>
- Federal Directory of Contract Administration Services. (2012). *CAS Components Page. Federal Directory of Contract Administration Services (CAS) Components*. Washington, DC: Defense Contract Management Agency. Retrieved from <https://pubapp.dcma.mil/CASD/welcome.do>

- Fertig, J., Zeitz, G., & Blau, G. (2009). Building internal motivation for worker competency certifications: A critique and proposal. *Human Resources Development Review*, 8(2), 197-222. doi:10.1177/1534484309333614
- Findlay, J. (2003). Cockroaches of human resources practice: Exit interviews and knowledge management. *Business Information Review*, 20(3), 127-135.
- Firth, R. (May, 1989). Write a job description. *British Medical Journal*, 298, 1306-1307.
- Frequently Asked Questions. (2010). Washington, DC: Small Business Administration, Office of Advocacy.
- Friedman, R. A., & Holtom, B. (2002). The effects of network groups on minority employee turnover intentions. *Human Resources Management*, 41(4), 405-421. doi:10.1002/hrm.10051
- Friel, B. (2002). A cautionary note. *GovernmentExecutive.com*, 1. Retrieved from Pay + Benefits Watch website: <http://www.govexec.com/dailyfed/0902/091202pb.htm>
- Garman, A. N., Burkhart, T., & Strong, J. (2006). Business knowledge and skills. *Journal of Healthcare Management*, 51(2), 81-85.
- Gazing into the Oracle: The Delphi Methods and its Application to Social Policy and Public Health. (1996). London, England: Jessica Kingsley Publishers, Ltd.
- Georgetown University, Masters of Professional Studies in Human Resources Management. (2011). Retrieved from <http://scs.georgetown.edu/departments/10/master-of-professional-studies-in-human-resources-management/archive.cfm>
- Georgetown University. (2012). Master of Professional Studies Degree. Retrieved from <http://scs.georgetown.edu/programs/341/master-of-professional-studies-in-human-resources-management>
- Giannantonio, C. M., & Hurley, A. E. (2002). Executive insights into HR practices and education. *Human Resources Management Review*, 12, 491-511.
- Gibson, P. (2009). U.S. Master Human Resources Guide. Chicago, IL: CCH, Paul Gibson, A Wolters Kluwer Company.
- Giullian, M. A., Odom, M. D., & Totaro, M. W. (2000). Developing essential skills for success in

- the business world: A look at forecasting. *Journal of Applied Business Research*, 16(3), 51-61.
- Gladwell, M. (2002). *The Tipping Point: How Little Things Can Make a Big Difference*. New York: Back Bay Books.
- Glaser, B. G., & Strauss, A. L. (1968). *The discovery of grounded theory: Strategies for qualitative research*. London: Weidenfield and Nicholson.
- Glaser, B., & Strauss, A. (1967). *The Discovery of Grounded Theory*. Chicago, IL: Aldine Publishing Company.
- Glenn, J. C., & Gordon, T. J. (2003). *Futures research methodology*. American Council for the United Nations University, the Millennium Project.
- Global Unions?: *Theory and Strategies of Organized Labour in the Global Political Economy* (2002). New York, NY: Routledge.
- Glossary of Defense Acquisition Acronyms & Terms. (2009). *Definition of Reclama*. Hagan, G. (Ed.). 13th ed. B-153. Fort Belvoir, VA: Defense Acquisition University (DAU). Retrieved from http://www.dau.mil/pubscats/PubsCats/13th_Edition_Glossary.pdf
- Goldschmidt, P. (1996). A comprehensive study of the ethical, legal, and social implications of advances in biochemical and behavioral research and technology. In M. Adler & E. Ziglio (Eds.), *Gazing Into the Oracle: The Delphi Method and its Application to Social Policy and Public Health*, 89-132. London, England: Jessica Kingsley Publishers, Ltd.
- Gompers, S. (1985). *70 Years of Life and Labor An Autobiography*. Ithaca, NY: Cornell University Press.
- Government Contract Vehicles. (2011). *fedmarket, Sales Resources for Government Contractors*. Retrieved from <http://www.fedmarket.com/contractors/Government-Contract-Vehicles>
- Graduate Certificate in Public Procurement and Contract Management. (2012). Old Dominion University, Norfolk, VA.
- Grants and Debarment. (2012). The United States Environmental Protection Agency. Retrieved from <http://www.epa.gov/ogd/sdd/debarment.htm>
- Gravetter, F. J., & Wallnau, L. B. (2004). *Statistics For The Behavioral Sciences* (6 ed.). Pacific

Grove, CA: Wadsworth/Thompson Learning.

- Green, K. C., Armstrong, J. S., & Graefe, A. (2007). Methods to elicit forecasts from groups: Delphi and prediction markets compared. *Foresight: The International Journal of Applied Forecasting*, 8, 17-20. Retrieved from <http://kestengreen.com/greenarmstrong-graefe-2007x.pdf>
- Gustafson, D. H., Shukla, R. K., Delbecq, A., & Walster, G. W. (1973). A comparative study of differences in subjective likelihood estimates made by individuals, interacting groups, Delphi groups, and nominal groups. *Organizational Behavior and Human Performance*, 9(2), 280-291.
- H.R. 5872. (2011-2012). *Sequestration Transparency Act of 2012*, 112th Congress. Retrieved from <http://www.gop.gov/bill/112/2/hr5872>
- Hafeez, K., & Abdelmeguid, H. (January 01, 2003). Dynamics of human resource and knowledge management. *Journal-Operational Research Society*, 54, 153-164.
doi:10.1057/palgrave.jors.26015
- Hall, S. (n.d.). How to Use a Chi Square Test in Likert Scales. eHow. Retrieved from http://www.ehow.com/how_6677769_use-square-test-Likert-scales.html
- Hansen, W. L. (2002). Developing new proficiencies for human resource and industrial relations professionals. *Human Resource Management Review*, 12, 513-538.
- Harzallah, M., Berio, G., & Vernadat, F. (2006). Analysis and modeling of individual competencies: Toward better management of human resources. *IEEE Transactions on Systems, Man, and Cybernetics. Part A, Systems and Humans: a Publication of the IEEE Systems, Man, and Cybernetics Society*, 36(1), 187.
- Heathfield, S. M. (2012). Human resources manager job description: Human resources manager overall job description. Retrieved from <http://humanresources.about.com/od/samplejobdescriptions/a/Human-Resources-Manager-Job-Description.htm>
- Helmer, J. R. (1940). *The complete problem solver*. Hillsdale, NJ: Lawrence Erlbaum.
- Helmer, O., & Dalkey, N. (Spring, 1999). The Modified Delphi Technique - A Rotational Modification. *Journal of Vocational and Technical Education*, 15(2). Retrieved from:

<http://VT-edu-JVTE-v15n2>

- Hendrickson, A.R. (January 01, 2003). Human Resource Information Systems: Backbone Technology of Contemporary Human Resources. *Journal of Labor Research*, 24(3), 382-394.
- Heneman, R. L. (1999). Emphasizing analytical skills in HR graduate education: The Ohio State University MLHR program. *Human Resource Management*, 38(2), 131-134.
- Herzog, S. (2008). A four-step faculty compensation model: From equity analysis to adjustment. *New Directions for Institutional Research*, 2008(140), 49-64.
doi:10.1002/ir.269
- Hilbert, M., Miles, I., & Othmer, J. (Sept. 2009). Foresight tools for participative policy-making in inter-governmental processes in developing countries: Lessons learned from the eLAC Policy Priorities Delphi. *Technological Forecasting and Social Change*, 76(7), 880-896.
- Hiltz, S. R., & Turoff, M. (1978). *The Network Nation: Human Communication via Computer*, Addison-Wesley.
- Hines, S. L., Hansen, L., & Falen, C. (2011). So, you want to move out?! – An awareness program of the real costs of moving away from home. *Journal of Extension*, 49(1)
Retrieved from: <http://www.joe.org/joe/2011february/iw2.php>
- History: Hong Kong Institute of Human Resource Management (HKIHRM). (2011). Retrieved from http://www.hkihrm.org/ihrm_eng/ih_abs_hr_evo.asp
- Hoyt, B. (2010, Aug. 17). We the people: Be on guard against corporate takeover, *Crossville Chronicle*, p. 1. Retrieved from <http://crossville-chronicle.com/opinion/x743764296/WE-THE-PEOPLE-Be-on-guard-against-corporate-takeover>
- HR in the Federal Sector. (2006). Alexandria, VA: Society for Human Resource Management.
- HRCI. (2010). Human resources institute overview. Retrieved from <http://hrci.org/>
- Human Resources Management Guide: Your Essential Compliance Resource*. (2010). Neenah: WI: J. J. Keller & Associates.
- Human resources, training, and labor relations managers and specialists report (2010-2011). In Occupational Outlook Advocacy (Ed.), *Occupational Outlook Handbook, 2010-11 Edition*.

- Washington, DC: Bureau of Labor Statistics, U.S. Department of Labor.
- Hunt, J. W., & Strongin, P. K. (1994). *Law of the Workplace: Rights of Employers and Employees* (3rd ed.). Washington, DC: BNA.
- Industrial Relations Research Association (IRRA). (2003). *Industrial relations and human resources degree programs in the U.S., Canada, Germany, and Australia*. Retrieved from <http://www.irra.edu/Pubs/DegreePiOgrams/degreeprograms.htm>
- International Foundation for Education, Benefits, and Compensation: Our history. (2011). Retrieved from <http://www.ifebp.org/AboutUs/Our+History/>
- International Public Management Association for Human Resources (IPMA-HR). (2011). Retrieved from <http://www.ipma-hr.org/professional-development/certification>
- ISO. (2012). *International Organization for Standardization*. Geneva, Switzerland: International Organization for Standardization. Retrieved from <http://www.iso.org/>
- Jacobs, R. L. (2003). *Structured on-the-job training: Unleashing employee expertise in the workplace*. San Francisco: Berrett-Koehler.
- Jacobs, R. L., & Hawley, J. D. (n.d.). Emergence of workforce development: Definition, conceptual boundaries, and implications. *International Handbook of Technical and Vocational Education and Training*. Amsterdam, Holland: Kluwer Academic.
- Jacobs, R. L., & Park, Y. (2009). A proposed conceptual framework of workplace learning: Implications for theory development and research in human resources development. *Human Resource Review*, 8(2), 133-150. doi:10.1177/1534484309334269
- Jenny, Q., & Jim, O. (March 01, 1992). Redefining human resource management. *Industrial and Commercial Training*, 24(2).
- Johnson, C. D., & King, J. (2002). Are we properly training future HR/IR practitioners? A review of the curricula. *Human Resource Management Review*, 12, 539-554.
- Johnson, J. P., Lenartowicz, T., & Apud, S. (2006). Cross-cultural competence in international business: Toward a definition and a model. *Journal of International Business Studies*, 37, 525-543. doi:10.1057/palgrave.jibs.8400205
- Kalambokidia, L. (2011). Spreading the word about Extension's public value. *Journal of*

- Extension*, 49(2) Retrieved from: <http://www.joe.org/joe/2011april/a1.php>
- Kaufman B. (Summer, 1999). Evolution and current status of university HR programs. *Human Resource Management*. 38(2), 103.
- Kaufman, B. E. (1999). Evolution and current status of university HR programs. *Human Resource Management*, 38(1), 103-110.
- Kaufman, B. E. (2002). The role of economics and industrial relations in the development of the field of personnel/human resource management. *Management Decision*, 40(10), 962 – 979. doi:10.1108/00251740210452836
- Keating Report on Government Budgets and Spending*. (2012). Retrieved from <http://govpro.com/news/government-spending-2012/>
- Keller Graduate School of Management. (2012). Master of Human Resource Management. Retrieved from <http://www.gradschools.com/search-programs/human-resource-management/masters>
- Klutz, L., & Cohen, D. (2003, November). *SHRM undergraduate HR curriculum study*. Alexandria, VA: Society for Human Resource Management.
- Kochan, T. A. (1997). Rebalancing the role of human resources. *Human Resource Management*, 36(1), 121-127.
- Krieger, J. (2011). Knowing and loving your program manager: A guide for contracting officers. *Contract Management*, 51(11), 20-30.
- Kroth, M., & Peutz, J. (2011). Workplace issues in extension - A Delphi study of Extension educators. *Journal of Extension*, 49(1). Retrieved from: <http://www.joe.org/joe/2011february/rb1.php>
- Kupritz, V. W. (1999). Workplace design compatibility for today's aging worker. *Journal of Industrial Teacher Education*, 36(3), 1-18.
- Labour, Globalization and the State: Workers, Women and Migrants Confront Neoliberalism. (2008). New York, NY: Routledge.
- Lam, S. S., Petri, K. L., & Smith, A. E. (2000). Prediction and optimization of a ceramic casting process using a hierarchical hybrid system of neural networks and fuzzy logic. *Lie*

- Transactions*, 32(1), 83-91.
- Langbert, M. (2000). Professors, managers, and human resource education. *Human Resource Management*, 39(1), 65-78.
- Laursen, K., & Mahnke, V. (2001). Knowledge strategies, firm types, and complementarity in human-resource practices. *Journal Of Management & Governance*, 5(1), 1-27.
doi:10.1023/A:1017985623502
- Le Blanc, P. (1999). *A Short History of the U.S. Working Class: From Colonial Times to the Twenty-First Century*. Atlantic Highlands, NJ: Humanities Press.
- Leach, J. A., & Sandall, D. L. (1995). Required business skills for training professionals. *Journal of Industrial Teacher Education*, 32(4), 1-20.
- Leading Now, Leading the Future: What Senior HR Leaders Need to Know*. (2009). Alexandria, VA: Society for Human Resource Managers. Retrieved from <http://www.shrm.org>
- Ledford, T. (2009). *Best east coast cities for defense jobs 2009*. Retrieved from ClearanceJobs.com, A Dice Company website: <http://www.clearancejobs.com/cleared-news/80/best-east-coast-cities-for-defense-jobs-2009>
- Lee, Y. (2009). Competencies needed by Korean HRD master's graduates: A comparison between the ASTD WLP competency model and the Korean study. *Human Resource Development Quarterly*, 20(1), 107-133.
- Lengnick-hall, M. L. & Aquinis, H. (Dec. 2012). What is the value of human resource certification? A multi-level framework for research. *Human Resource Management Review*, 22(4), 246–257.
- Lester, S., Mencl, J., Maranto, C., Bourne, K., & Keaveny, T. (2007). *The impact of passing the professional in human resources (PHR) exam on early career success for undergraduates entering the HR field*. Paper presented at the Midwest Academy of Management - Celebrating Legacies: Leading Our Renaissance, Grand Forks, ND. Retrieved from <http://www.midwestacademy.org/proceedings/2007/papers/mam07p1.pdf>
- Lewis, T., & Peasah, K. (1998). An investigation of the instructional thoughts, beliefs, and preferences of selected HRD practitioners. *Journal of Industrial Teacher Education*,

35(2), 1-35.

Lichtenstein, N. (2003). *State of the Union: A Century of American Labor (Politics and Society in Twentieth-Century America)* Princeton, NJ: Princeton University Press.

Liden, R. C., Wayne, S. J., & Kraimer, M. L. (2001). Managing individual performance in work groups. *Human Resource Management, 40*(1), 63-72.

Likert, R. (1932). A technique for the measurement of attitudes. *Archives of Psychology, 22*(140), 1-55.

Linstone, H. A., & Turoff, M. (1975). *The Delphi method: techniques and applications*. Reading, MA: Addison-Wesley.

Losey, M. R. (1997). The future HR professional: Competency buttressed by advocacy and ethics. *Human Resource Management, 36*(1), 147-150.

Losey, M. R. (1999). Mastering the competencies of HR management. *Human Resource Management, 38*(2), 99-102.

Luthans, F., & Peterson, S. J. (2003). 360-degree feedback with systematic coaching: Empirical analysis suggests a winning combination. *Human Resource Management, 42*(3), 243-256. doi:10.1002/hrm.10083.

Mandal, K. (2008). How useful is a PHR Certification for HR Professionals? Retrieved from http://www.linkedin.com/answers/hiring-human-resources/staffing-recruiting/HRH_SFF/177370-4855570?searchIdx=33&sik=1265401064555&goback=%2Easr_4_1265401064555

Maris, G. M. (May 01, 1995). Knowledge-based systems leverage human resource management expertise. *International Journal of Manpower, 16*(2), 17.

Marsick, V. J., & Watkins, K. (1997). *Informal and incidental learning in the workplace*. London: Routledge.

Maurer, T. J., & Tross, S. A. (2000). SME committee vs. field job analysis ratings: Convergence, cautions, and a call. *Journal of Business & Psychology, 14*(3), 489-500.

Maven. (2012). *In dictionary.com's online dictionary*. Retrieved from <http://dictionary.reference.com/browse/maven>

May, R. (1923). The trade association and its place in the business fabric. *Harvard Business Review*, 2(1), 84-97.

McCartin, J. A. (1997). *Labor's Great War: The Struggle for Industrial Democracy and the Origins of Modern American Labor Relations, 1912-1921*. Greenville, NC: University of North Carolina Press.

Meisinger, S. (2004). Certification is worth the effort...and then some. *HR Magazine*, Editorial - from the President.

Military industrial complex. (2010). Retrieved September 24, 2010, 2010, from http://www.sourcewatch.org/index.php?title=Military-industrial_complex

Module Five: Employee and Labor Relations – The SHRM Learning System. (2009). Alexandria, VA: Society for Human Resource Management.

Module Four: Total Rewards – The SHRM Learning System. (2009). Alexandria, VA: Society for Human Resource Management.

Module One: Strategic Management – The SHRM Learning System. (2009). Alexandria, VA: Society for Human Resource Management.

Module Six: Risk Management – The SHRM Learning System. (2009). Alexandria, VA: Society for Human Resource Management.

Module Three: Human Resources Development – The SHRM Learning System. (2009). Alexandria, VA: Society for Human Resource Management.

Module Two: Workforce Planning and Employment – The SHRM Learning System. (2009). Alexandria, VA: Society for Human Resource Management.

Moore, C. M. (1956). *Group Dynamics: Research and Theory*. Bel Air, CA: Row, Peterson and Co.

Moore, C. M. (1987). *Group Techniques for Idea Building: Applied Social Research Methods*. Thousand Oaks, CA: Sage Publications.

Murry, J., & Hammons, J. (1995). Delphi: A versatile methodology for conducting qualitative research. *Review of Higher Education*, 18(4), 181-217.

Nadler, D., & Berger, J. R. (2009). President Obama heralds change for government contracting.

The Government Contractor, Information and Analysis on Legal Aspects of Procurement, 51(3), 1-5.

Nambisan, S., Agarwal, R., & Tanniru, M. (1999). MIS-rterly. *Mis Quarterly*, 23(3), 365-395.

Neal, B. (2010). Stop following Joe around! *T+D*, 64(1), 76-77.

Nen, M., Stoika, R., & Radulescu, C. (Sept. 2011). Lifelong learning of human resources for sustainable development. *Environmental Engineering & Management Journal (EEMJ)*, 10(9), 1305-1309.

New England College. (2012). Master of Science in Management - Human Resource Management. Retrieved from <http://www.gradschools.com/search-programs/human-resource-management/masters>

Newell, E. (2010). Lawmakers criticize growth of federal workers. *Government Executive*, 1. Retrieved from http://www.govexec.com/story_page_pf.cfm?articleid=45426&printerfriendlyvers=1

NISPOM. (2006). National Industrial Security Program Operating Manual. DoD 5220.22-M. Washington, DC: Department of Defense. Retrieved from <http://www.fas.org/sgp/library/nispom.htm>

Nitzan, S., & Paroush, J. (1980). Investment in human capital and social self-protection under uncertainty. *International Economic Review*, 21(3), 547.

Noble, E. D. (2005). *Determining the effectiveness of the international public management association for human resources certified professional certification program in assisting HR managers in performing the responsibilities of their job*. Doctoral Thesis, University of North Carolina, Chapel Hill. (AAT 3164023)

Obama orders overhaul of government contracting. (2009). In YouTube.com's online video site. Retrieved from <http://youtu.be/3dwO4UNzJSA>

OCI. (1988). Section 8141 of the 1989 Department of Defense Appropriation Act, Pub. L. 100-463, 102 Stat. 2270-47. Retrieved from http://www.acquisition.gov/far/current/html/Subpart%209_5.html

Office of Labor Management Standards. (2010). *Executive Order 13496: Notification Of*

- Employee Rights Under Federal Labor Laws, 29 CFR Part 471*. Retrieved from <http://www.dol.gov/olms/regs/compliance/EO13496.htm#.UKU0vWletVR>
- Office of the Secretary of Defense, (2006, August). *Risk Management Guide for DoD Acquisition*. Washington, DC: United States Department of Defense.
- Office of Program Management*. (2012). Retrieved from <http://www.opm.gov/>
- Okoli, C., & Pawlowski, S. D. (2004). The Delphi method as a research tool: An example, design considerations, and applications. *Information & Management*, 42(1), 15-29.
- Orren, K. (1991). *Belated Feudalism: Labor, the Law, and Liberal Development in the United States*. New York, NY: Cambridge University Press
- Osborne, Celeste. (personal communication, December 20, 2011)
- Pace, D. K., & Sheehan, J. (2002). Subject matter expert (SME)/Peer user in M&S V&V, *The Invited Paper for Session A4 of the Foundations for V&V in the 21st Century Workshop*. Johns Hopkins University Applied Physics Laboratory: Laurel, MD.
- Patton, C. (2010). HR technology: Today and tomorrow. *University Business*, 13(7), 57-58.
- Patton, M. Q. (2002). Designing qualitative studies. In C. D. Laughton (Ed.), *Qualitative Research & Evaluation Methods* (3rd ed.), 230-242. Thousand Oaks, CA: Sage Publications.
- Patton, M. Q. (2002). *Qualitative Research & Evaluation Methods* (3rd ed.). Thousand Oaks, CA: Sage Publications.
- Paul, E. F. (1990). *Liberty, Property, and the Future of Constitutional Development*. New York, NY: State University of New York Press.
- Penn State. (2012). Master of Professional Studies in Human Resources and Employment Relations. Retrieved from <http://www.worldcampus.psu.edu/degrees-and-certificates/human-resources-and-employment-relations-masters/course-schedule>
- Perez, L. S., Montes, P. J. M., & Vazquez, O. C. J. (Jan. 01, 2005). Human Resource Practices, Organizational Learning and Business Performance. *Human Resource Development International*, 8(2), 147-164.
- Pisel, K. (2001). The validation of a detailed strategic planning process model for the implementation of distance education in higher education (Doctoral dissertation).

Dissertation Abstracts International, 63(2), 569. doi:UMI#3042704

Powell, C. (2003). The Delphi technique: Myths and realities. *Journal of Advanced Nursing*, 41(4), 376-382. doi:10.1046/j.1365-2648.2003.02537.x

Prepare for Success. (2011). *World at Work Society of Certified Professionals, An affiliate of WorldAtWork, the Total Rewards Association*. Scottsdale, AZ: WorldAtWork.

Quill, W. G. (1999). The psychology of human resources development: A consequent of radical cultural change in America. *Journal of Business & Psychology*, 13(4), 525-544.

Quinn, R. W., & Brockbank, W. (2006, Fall). The development of strategic human resource professionals at BAE systems. *Human Resource Management*, 45, 477-494.
doi:10.1002/hrm

Readings in Systematic Management of Human Resources. (1979). Reading, MA: Addison-Wesley.

Rehabilitation Act of 1973. (1973). Section 504, Section 794, Rehabilitation Act of 1973. United States Department of Labor. Retrieved from http://www.dol.gov/oasam/regs/statutes/sec504.htm#_UKVD8GletVQ

Report Of The Acquisition Advisory Panel To The Office Of Federal Procurement Policy And The United States Congress. (2006). Retrieved from <https://www.acquisition.gov/comp/aap/documents/Introduction%20and%20Executive%20Summary.pdf>

Rescher, N. (1998). *Predicting the Future*. Albany, NY: State University of New York Press.

Ripley, D., Irene, H., Tuner, R., & Osman-Gani, A. (2006). Cross-national similarities and differences in employee participation of issues in the work environment. *Performance Improvement Quarterly*, 19(1), 41-66.

Rivera, L., Alvarado, J., Roberts, P., & Burns, A. (2002). *History Of The Defense Industry*. NM: University of New Mexico.

Robinson, P., & Shepard, R. (2011). Outreach, applied research, and management needs for Wisconsin's great lakes freshwater estuaries: A Cooperative Extension needs assessment model. *Journal of Extension*, 49(1), Retrieved from <http://www.joe.org/joe/2011february/a3.php>

- Rodriguez, D., Patel, R., Bright, A., Gregory, D., & Gowing, M. K. (2002). Developing competency models to promote integrated human resource practices. *Human Resource Management, 41*(3), 309. doi:10.1002/hrm.10043
- Rontundi, A., & Gustafson, D. (1996). Theoretical, methodological, and practical issues arising out of the Delphi method. In M. Adler & E. Ziglio (Eds.), *Gazing Into the Oracle: The Delphi Method and its Application to Social Policy and Public Health*, 34-55. London, England: Jessica Kingsley Publishers, Ltd.
- Rossouw, D. (1994). *Business ethics: A southern African perspective*. Southern Africa: International Thomson Publishing.
- Rowe, G. & Wright, G. (2001). Expert opinions in forecasting. Role of the Delphi technique. In Armstrong (Ed.), *Principles of Forecasting: A Handbook of Researchers and Practitioners*. Boston: Kluwer Academic Publishers.
- Rowe, G., & Wright, G. (1999). The Delphi technique as a forecasting tool: issues and analysis. *International Journal of Forecasting, 15*(4), 353-375.
- Ruether, W. P. (1961). *Selected Papers*. New York, NY: McMillan.
- Rugges, N. (1914). *Jurisdiction in American Building-Trades Union*. Charleston, SC: John Hopkins Press.
- Ruona, W. E. A., & Gibson, S. K. (2004). The making of twenty-first-century HR: An analysis of the convergence of HRM, HRD, and OD. *Human Resource Management, 43*(1), 49-66. doi:10.1002/hrm.20002
- Rynes, S. L., Colbert, A. E., & Brown, K. G. (2002). HR professionals' beliefs about effective human resource practices: Correspondence between research and practice. *Human Resource Management, 41*(2).
- Scheel, M. J., & Gonzalez, J. (2007). An investigation of a model of academic motivation for school counseling. *Professional School Counseling, 11*(1), 49-56.
- Scheibe, M., Skutsche, M., & Schofer, J. (1975). Experiments in Delphi methodology. In H. Linstone & M. Turoff (Eds.), *The Delphi Method: Techniques and Applications* (pp. 262-287). Reading, MA: Addison-Wesley Publishing Company.

- Schuler, R. S. (1990). Repositioning the human resource function: Transformation or demise? *Academy of Management Executive*, 4(3), 49-60.
- Scruggs, L., & Lange, P. (2002). Where have all the members gone? Globalization, institutions, and union density. *Journal of Politics*, 64(1), 126-153.
- Selmer, J., & Chiu, R. (2004). Required human resources competencies in the future: a framework for developing HR executives in Hong Kong. *Journal of World Business: JWB*, 39(4), 324.
- Sequestration. (2012). Budget Control Act of 2011, H.R. 5872. Retrieved from <http://www.gpo.gov/fdsys/pkg/BILLS-112hr5872ih/pdf/BILLS-112hr5872ih.pdf>
- Service Contract Act of 1965. (2012). 41 U.S.C. 251. Required contract provisions; minimum wages. Retrieved from <http://www.dol.gov/oasam/regs/statutes/351.htm#UKUueGletVQ>
- Sexton, P. C. (2003). The decline of the labor movement. In J. Goodwin & J. M. Jasper (Eds.), *The Social Movements Reader: Cases and Concepts (Blackwell Readers in Sociology)*, 318-327. Malden, MA: Blackwell.
- Sharfman, I. L. (1926). The trade association movement. *The American Economic Review*, 16(1), 203-218.
- Shaw, S. (1994). Integrating IT into the human resource management curriculum: Pain or pleasure?. *Education & Training*, 50(2), 25-30.
- Sherk, J. (2010). Unemployment remains high because job creation has yet to recover, 2420, 1-12. Washington, DC: The Heritage Foundation.
- Shippman, J. S., Ash, R. A., Carr, L., Hesketh, B., et. al. (2000). The practice of competency modeling. *Personnel Psychology*, 53(3), 703.
- SHRM Certification Learning Modules. (2010). Society of Human Resource Management. Alexandria, VA: Society of Human Resource Management.
- SHRM Learning System (2009), *Society of Human Resource Managers (SHRM)*, Alexandria, VA.
- SHRM: About Us. (2011). *Society for Human Resource Managers*. Retrieved from <http://www.shrm.org>
- SHRM's mission and history. (2010). Retrieved from <http://www.shrm.org/about/history/>

Pages/default.aspx

- Shyh-Jer, C., Pei-Fen, L., Chia-Mei, L., & Chiung-Wen, T. (2007). The moderation effect of HR strength on the relationship between employee commitment and job performance. *Social Behavior & Personality: An International Journal*, 35(8), 1121-1138.
- Silva, R. (2007). The career development of successful Hispanic administrators in higher education: A Delphi study. *Dissertation Abstracts International*, 68(09). doi:UMI#3281008
- Singletary, L., Emm, S., & Hill, G. (2011). An assessment of Agriculture and Natural Resource Extension programs on American Indian reservations in Idaho, Nevada, Oregon, and Washington. *Journal of Extension*, 49(2). Retrieved from <http://www.joe.org/joe/2011april/a2.php>
- Skill requirements of contemporary senior- and entry-level logistics managers: A comparative analysis. (2006). *Transportation Journal*, 45(3), 46-60.
- Skousen, K. F., & Bertelsen, D. P. (1994). A look at change in management education. *Advanced Management Journal*, 59(1), 13-20.
- Smith, A. (1776 [2011]). *An Inquiry Into the Nature and Causes of the Wealth of Nations*. London: Simon & Brown.
- Smith, R. M. (2005). An examination of the relationship between emotional intelligence and leader effectiveness. *Doctoral dissertation*. Nova Southeastern University, Fort Lauderdale-Davie, FL.
- Social Security Act of 1935. (2012). H.R. 7260. Title VIII – taxes with respect... Retrieved from <http://www.ssa.gov/history/35act.html>
- Society of Human Resource Management Learning System*. (2010). Alexandria, VA: Society of Human Resources Management (SHRM).
- Stevens, M. J., & Campion, M. A. (1994). The knowledge, skill, and ability requirements for teamwork: Implications for human resource management. *Journal Of Management*, 20(2), 503.
- Stewart, T. A. (1996, January 15). Taking on the last bureaucracy. *Fortune*, 133(1), 105-108.
- Stitt-Ghodes, W., & Crews, T. (2004). The Delphi technique: A research strategy for career and

- technical education. *Journal of Career and Technical Education*, 20(2), 55-67.
- Strauss, G. (2001). HRM in the USA: Correction some British impressions. *International Journal of Human Resources Management*, 12(6), 873-897.
- Strayer University. (2012). Bachelor in Business Administration: Human Resource Management. Retrieved from http://degreedirectory.org/course-catalog/Strayer_University_Programs_Bachelor_in_Business_Administration_Human_Resource_Management.html#page1
- Student Chapters. (2010). Society for Human Resources Management. Retrieved from <http://www.shrm.org>
- Sturm, R. (1962). How do education and training affect a country's economic performance? (366-801 ed.), 1-84. Santa Monica, CA: Lilly Endowment.
- Stybel, L. J. (2010). Managing the Inner Contradictions of Job Descriptions: A Technique for Use in Recruitment. *Psychologist-Manager Journal*, 13(2), 105-110.
doi:10.1080/10887151003776554
- Swanson, R. A., & Holton, E. F. (2001). The beginnings: Survival through labor and learning *Foundations of Human Resource Development* (1st ed., 27-62). San Francisco, CA: Berrett-Koehler.
- Swartz, O. (2004). Defending labor in Commonwealth v. Pullis: Contemporary implications for rethinking community. *Murdoch University Electronic Journal of Law*, 11(1).
- Tapio, P. (2003). Disaggregative policy Delphi: Using cluster analysis as a tool for systematic scenario formation. *Technological Forecasting and Social Change* 70(1), 83-101.
- Taylor, M. (2008). Student affairs divisions as learning organizations: Toward a conceptual framework for organizational improvement. *Dissertation Abstracts International*, 69(07).
doi:UMI# 3322366
- Tersine, R. J., & Riggs, W. E. (1976). The Delphi technique: A long-range planning tool. *Business Horizons*, 19(2), 51-56.
- Texas A&M, Ph.D. in Human Resource Development. (2011). Retrieved from <http://www.hotcoursesusa.com/us/texas-am-university-1067/all-phd-doctoral-degree-in-human-resources-programs.html>

Texas A&M, Ph.D. in Management - Human Resources Management and Labor Relations.

(2011). Retrieved from <http://www.hotcoursesusa.com/us/texas-am-university-1067/all-phd-doctoral-degree-in-human-resources-programs.html>

The History Of Human Resources Management. (2011). Retrieved from http://wiki.answers.com/Q/History_of_human_resources_management#ixzz1P5AK904V

The History Of The Society Of Human Resource Management Organization. (2011) Retrieved from <http://www.shrm.org>

The United States Federal Contractor Registration. (2012). Retrieved from <https://www.uscontractorregistration.com/>

Title 48 – FARS. (2000). 65 FR 36022, June 6, 2000, 48 C.F.R. 4.805, Storage, handling, and disposal of contract files. Federal Acquisitions Regulations System. Retrieved from <http://law.justia.com/cfr/title48/48-1.0.1.1.4.8.1.11.html>

Tomlins, C. L. (1993). *Law, Labor, and Ideology in the Early American Republic*. New York, NY: Cambridge University Press.

Tracey, J. B., & Charpentier, A. (2004). Professionalizing the human resources function: The case of ARAMARK. *Cornell Hotel and Restaurant Administration Quarterly*, 45(4), 388-397. doi:10.1177/0010880404265446

Tracy, L., & Peterson, R. B. (1979). Tackling problems through negotiation. *Human Resource Management*, 18(2), 14-23.

Triple Creek Mentoring. (2011). Retrieved from <http://www.3creek.com/index.php?/Open-Mentoring/business-value.html>

Turoff, M., & Linstone, H. A. (1970). The policy Delphi. *Technological Forecasting and Social Change*, 2(2), 80-96.

TWIC. (2006). *Maritime & Transportation Safety Act (MTSA), Security and Accountability For Every Port Act (SAFE Port Act) of 2006* (Pub. L. No. 109-347, 120 Stat. 1884). Washington, DC: Government Accountability Office. Retrieved from <http://www.gao.gov/new.items/d11657.pdf>

Ulrich, D. (1997a). HR of the future: Conclusions and observations. *Human Resource*

Management, 36, 175-179.

Ulrich, D. (1997b). Judge me more by my future than by my past. *Human Resource Management*, 36, 5-8.

Ulrich, D., (1997). Human resource champions: The next agenda for adding value and delivering results. Cambridge, MA: Harvard Business School Press.

Ulrich, D., Brockbank, W., Johnson, D., & Younger, J. (2007). Human resource competencies: Responding to increased expectations. *Employment Relations Today (Wiley)*, 34(3), 1-12. doi:10.1002/ert.20159

Ulrich, D., Brockbank, W., Yeung, A. K., & Lake, D. C. (1995). Human resource competencies: An empirical assessment. *Human Resource Management*, 34(4), 473-495.

Ulrich, D., Brockbank, W., Yeung, A. K., & Lake, D. G. (1995). Human resource competencies: An empirical assessment. *Human Resource Management*, 34(4), 473-495. doi:0090-4848/94/040473-23

Union History Timeline. (2004). Retrieved from http://www.unionhistory.info/timeline/1815_1834.php

United States Department of Labor. (2012). Office of Federal Contract Compliance Programs. Retrieved from <http://www.dol.gov/ofccp/>

United States Federal Contractor Registration (CCR). (2010). Retrieved from <http://uscontractorregistration.com/>

United States General Services Administration (GSA). (2005). *Federal Acquisition Regulation*. Retrieved from <http://www.gsa.gov/>

United States General Services Administration (GSA). (2010). *Background and History*. Retrieved from <http://www.gsa.gov/portal/content/104774>

United States Office of Personnel Management. (2012). Operating Status & Schedules. 2012 Federal Holidays. Washington, DC: United States Office of Personnel Management. Retrieved from http://www.opm.gov/Operating_Status_Schedules/fedhol/2012.asp

United States Small Business Administration (SBA). (2010). Retrieved from <http://www.sba.gov/>

University of Akron, Ohio. (2012). Bachelor of Business Administration. Retrieved from <http://>

www.uakron.edu/cba/cba-home/academic-programs/ug/program-details.dot?programId=482887&pageTitle=Undergraduate%20Programs&crumbTitle=Human%20Resource%20Management

University of Phoenix. (2012). BS in Business – Human Resource Management. Retrieved from http://degreedirectory.org/course-catalog/University_of_Phoenix_Programs_Bachelor_in_Business_-_Human_Resource_Management.html#page1

University of Scranton. (2012). Master of Science in Human Resource Management. Retrieved from <http://www.gradschools.com/search-programs/human-resource-management/masters>

University of Wisconsin, PhD in Management and Human Resources. (2011). Retrieved from <http://www.hotcoursesusa.com/us/university-of-wisconsin-madison-72187/all-phd-doctoral-degree-in-human-resources-programs.html>

Van Eynde, D. F., & Burr, R. M. (2011). Human resource knowledge and skills needed by non-HR managers: Recommendations from leading senior HR Executives. *Organization Development Journal*, 29(4), 67-80.

Van Eynde, D. R., & Tucker, S. L. (1997). A quality human resource curriculum: Recommendations from leading senior HR executives. *Human Resource Management*, 36(4), 397-408.

Villanova HR Master Certification Program. (2012). Retrieved from <http://www.villanovau.com/certificate-programs/human-resource-management-certificate.aspx>

Walden University. (2012). M.S. in Human Resource Management. Retrieved from <http://info.waldenu.edu/walden-programs/business-management/masters/m-s-in-human-resource-management/>

Walker, E. L., Vaught, C. R., Walker, W. D., & Nusz, S. R. (2011). Attitudinal survey of producers involved in a meat goat artificial insemination clinic. *Journal of Extension*, 49(2). Retrieved from: <http://www.joe.org/joe/2011april/a6.php>

Walker, G., & MacDonald, J. R. (2001). Designing and implementing an HR scorecard. *Human Resource Management*, 40(4), 365-377.

- Walker, K. B., & Black, E. L. (2000). Reengineering the undergraduate business core curriculum: Aligning business schools with business for improved performance. *Business Process Management Journal*, 6(3), 194-211.
- Wang, G. G., & Wang, J. (2004). Toward a theory of human resources development learning participation. *Human Resource Development Review*, 3(4), 326-354.
doi:10.1177/1534484304271152
- WARN. (1989). *Worker Adjustment and Retraining Notification Act (WARN)*, 29 USC §2101 et seq.; 20 CFR Part 639. Retrieved from <http://www.dol.gov/compliance/laws/comp-warn.htm#UKU2oGletVQ>
- Way, P. K. (2002). HR/IR professionals' educational needs and master's program curricula. *Human Resource Management Review*, 12, 471-489.
- Weinberg, R. B. (2002). Defining the HR body of knowledge. *Human Resource Institute certification guide* (7th ed.), 25-27.
- Western Carolina. (2012). Master's Degree Program in Human Resources (HR). Retrieved from <http://www.wcu.edu/6404.asp>
- What is certification preparation? (2010). Retrieved from <http://www.hrci.org/about/>
- Whitney, N. R. (2010). *Jurisdiction in American Building-Trades Unions*. New York, NY: General Books.
- Wiley, C. (1992). The wave of the future: Certification in human resource management. *Human Resource Management Review*, 2(2), 157-170.
- Wiley, C. (1995). Reexamining professional certification in human resource management. *Human Resource Management*, 34(2), 269-289.
- Wilhelm, W. J. (2001). Alchemy of the Oracle: The Delphi technique. *The Delta Pi Epsilon Journal*, 43(1), 6-26.
- Wolcott, M. E. History and evolution of vocational and career-technical education (pp. 1-20). Columbus, OH: Center on Education and Training for Employment, College of Education, Ohio State University.
- World Federation of People Management Associations: History. (2011). Retrieved from

<http://www.wfpma.com/history>

- Wrench, J.S., Thomas-Maddox, C., Richmond, V. P., & McCroskey, J. C. (2008). *Quantitative Research Methods for Communication*. New York: Oxford University Press.
- Wyman, M., Escobedo, F., Varela, S., Asuaje, C., Mayer, H., Swisher, N., & Hermansen-Baez. (2011). Analyzing the natural resource Extension needs of Spanish-speakers: A perspective from Florida. *Journal of Extension*, 49(2). Retrieved from <http://www.joe.org/joe/2011april/a3.php>
- Wynekoop, J. L., & Walz, D. B. (2000). Investigating traits of top performing software developers. *Information Technology & People*, 13(3), 186-195.
- Wythe, H. (1984). Labour conspiracy cases in the United States, 1805-1842: Bias and legitimization in common law adjudication. *Osgoode Hall Law Journal*, 22, 643-653.
- Yang, Y. F. (2008). The roles of human resources, information technology, and marketing knowledge capabilities in performance: An extension of the resource-based theory perspective. *Social Behavior & Personality: An International Journal*, 36(9), 1269-1282. doi:10.2224/sbp.2008.36.9.1269
- Zhang, H., & Smith, M. (2010). Exposure to global markets, internal labour markets, and worker compensation: evidence from Canadian micro-data. *Canadian Journal of Sociology*, 35(3), 371-398.
- Ziglio, E. (1996). The Delphi method and its contribution to decision-making. In M. Adler & E. Ziglio (Eds.), *Gazing into the Oracle: The Delphi method and its application to social policy and public health* (pp. 3-33). London, England: Jessica Kingsley Publishers.
- Zulauf, C. A., Johansen, K. J., Kusy, M. E., Rouda, R., Rowden, R. W., & Turner, B. S. (1996). *HRD & business outcomes*. Paper presented at the Academy of Human Resources Development, 1996 Conference, Minneapolis, MN.

APPENDICES

APPENDIX A

LETTER TO HR SPECIALISTS FOR FACE-VALIDATION OF STRAW-MODEL

I am trying to reach out to the Human Resources manager for your company - not to sell or market anything - but to ask them if I could use their brain cells for a research study as a Subject Matter Expert in an HR topic for a PhD dissertation on which I am currently working. The end result would be the HR manager would be listed in the dissertation publication as a SME - AND - I am providing training on how to use LinkedIn (worth up to \$250; via Adobe Connect) as an incentive.

May I ask you to forward this message with an encouraging note to the HR manager? My POC info is noted below. I hope you are able to listen to this 60 second video and forward it to your HR Manager: <http://www.youtube.com/watch?v=i33EW1rLCT0>

Transcript: I am contacting you with the hope you would forward my inquiry to the highest level HR Manager within your company. This appeal is for participation in a ground-breaking research study with help from your HR Manager. I am seeking HR Experts for this study to be conducted in the next few months. This will fulfill the final requirements for a Doctorate of Philosophy in Education from Old Dominion University, in Norfolk, VA.

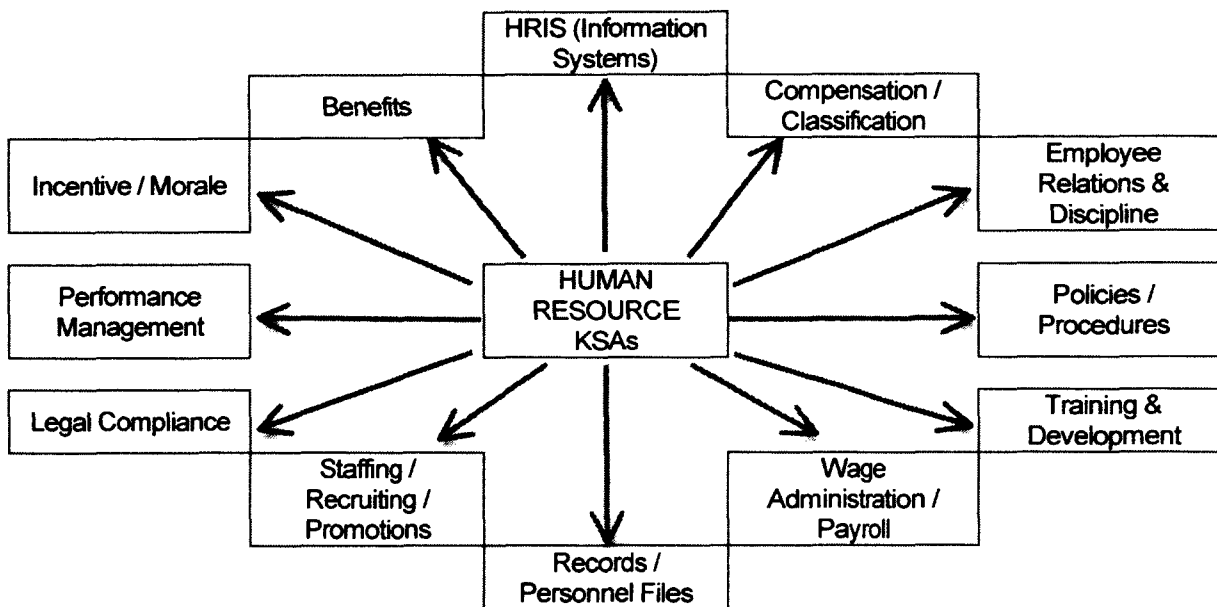
TO THE HUMAN RESOURCES MANAGER: If you would like to participate, DO let me know! The incentive will be training on how to use LinkedIn's Social Media Platform - worth approximately \$200-250 for training in the market (2-3 hours).

I am seeking those who have worked for a government contracting business for federal governments for a minimum of five years in a management-level position. This study will survey HR managers for knowledge, viewpoints, and opinions on a HR-related research theory. The study will not ask for any business proprietary data, but rather asks for general information about HR practices.

Your company's participation would be of direct, as well as indirect, value to your company after its completion as a public relations and research source. Please forward this communication to your Human Resources Senior Manager, with a note asking them to assist in this valuable, ground breaking, modified-Delphi study. Thank you in advance for your assistance and time in helping this Ph.D. student achieve that final stage of degree requirements!

APPENDIX B – STRAW MODEL FOR VALIDATION

Below is a model compiled from a concentration of various literature, study modules, learning institutions, as well as certification organizations to determine, and then create a baseline (or straw) model of what general, management level, Knowledge, Skills, and Abilities (KSAs) that most, if not all, Human Resources Practitioners (HRP) in a management role should know as a minimum competency for HR practice in their career. (Assume interdepartmental communication and strategic company management skills already in place, as a management level career HRP.)



Please review the model and indicate below whether you believe the model is complete based on your knowledge of the industry – or – if the model is missing any details for KSAs within the Human Resources practice *within the Human Resources department*. These topics should be familiar to, and usually part of the HR practice, for any management level HRP as a general HR manager within any general business industry.

Accept

Reject / Reason(s):

I would like to publish your name as part of my dissertation research study as a Subject Matter Expert who volunteered your time to validate this human resources model. If you would like to see your name published as a SME for the HR practice straw model, please print and sign your name below to acknowledge your permission to use your name and institution as the source of the validation for the model.

Accept I give permission for Dawn D. Boyer to publish my name and institution in the dissertation study as a SME validator for the HR practice Straw Model discussed in her Ph.D. dissertation research study.

Reject I will provide input on the validation to the straw model as an SME, but do not wish to have my name or institution published in the dissertation.

Signature _____
 Printed Name _____
 Organization/Institution/Employer/Address _____
 HR Validation (Certification / Degree in HR? _____
 If yes, which?) _____

APPENDIX C – SURVEY – PHASE TWO, ROUND ONE

COVER LETTER TO RESEARCH SURVEY PARTICIPANTS

I am inviting you to participate in a research project to study the differences in minimum competencies of management-level Knowledge, Skills, and Abilities (KSAs) of general HR practitioners in non-government contracting companies versus HR practitioners in government contracting companies (GCCs). This research is self-funded and conducted as a partial requirement for my Ph.D. degree in Education (STEMPS – Science, Technology, Engineering, Math, and Professional Studies) from Old Dominion University, Norfolk, VA.

This study will use a modified-Delphi Method. The Delphi requires three rounds (minimum) of review, observations, reflection, and contribution. The research study will be on-line (or paper survey form available), and will take from five minutes to as much as 10 minutes per round, based on completeness of SME answers, level of input panelists provide from experience and background, and the details from SME viewpoints. The surveys will ask questions about minimum KSAs for human resource practitioner competencies *in addition* to general HR issues such as HRIS, compensation, employee relations, policies, T&D, personnel records, staffing, legal compliance, employee relations, safety, security, performance management, and benefits to name a few – but as competencies (KSAs) are *related to HR Practice in government contracting*.

This study may be groundbreaking in an unexplored niche. Being part of the study will ensure you will be part of future contributions to the HR field, as well as providing a potential return-on-investment (ROI) and quality assurance for your employer as a stakeholder. Your participation will provide you a value-added career growth 'bullet' for your resume. The results of this study will be a greater understanding of competencies within the partnership of HR and federal GCCs. The results will be useful for HR practitioners who are working within the GCC industry, or wish to pursue career growth in that business arena. The results may also be used for performance evaluation assessments, job descriptions, or job competencies for recruiting future HR staff.

I do not know of any risks to you if you participate in the study. Your voluntary responses will not be identified with your personally as the survey responses will remain confidential. At the end of the study, with permission of participants, a Delphi Method study usually discloses each of the panel member names to the entire panel and published as part of the research results. You may opt out of disclosure if you desire, and only those who provide written permission to share general information will be disclosed to other panel participants. There is no penalty if you do not participate. I promise not to share your personal information with anyone outside the dissertation committee (the chair and two other members). Active participation in in the online (or paper) survey process indicates your legal consent for me to use the information collected in my research study.

I am offering an incentive to all SME panel participants as a token of my appreciation for your time and expertise in this study. I am providing up to three hours of one-on-one or small-group training on the use of LinkedIn (the professional business social networking platform) to those SMEs who participate in all rounds of this Delphi Method research study. This training is worth approximately \$200-250 from professional trainers in the current market, and will be provided between the end of the research study rounds and June 31, 2013. Regardless of whether you choose to participate, please let me know if you would like a summary of my findings. To receive a summary, please contact me after October 2012 for a report of my findings. The dissertation upon which this study is based should be published and available to the educational community by February of 2013.

If you have any questions or concerns about participating in this Delphi or completing the Survey Rounds, you may contact me via my POC information noted below. This project has been approved by the Institutional Review Board (IRB), Old Dominion University, Norfolk, VA. If

you have any questions about your rights as a research study participant, you may contact the chair of the IRB through the Compliance Office of Institutional Research & Assessment Program, ODU, 218 Koch Hall, Norfolk, VA 23529. If you agree to participate, you may keep this letter and complete your participation in the multiple-round surveys. If you wish you may stop at any time, and dispose of this letter and any other materials.

Respectfully, Dawn D. Boyer, M.Ed., Ph.D./ABD
 Old Dominion University, Norfolk, VA, STEMPS Department, Darden College of Education
 228 Education Building, Norfolk, VA 23529-0498 / DBoyer@odu.edu, DBoye003@odu.edu,
Dawn.Boyer@me.com

DEMOGRAPHIC INFORMATION PAGE:

Please note – ALL data collected will be held in the strictest confidence, kept under lock & key, and only used to describe the general demographics of Subject Matter Expert (SME) participants in the study. Data will not be shared with other panelists or outside the dissertation committee. Participants will have an opportunity to share their name and employer (specific or general description) once the study is complete, and if they provide a written authorization to disclose those that data, which will then be noted within the dissertation study.

Name:

Please provide your first and last name for tracking and coding purposes. During the third and final round, you will be provided an opportunity to provide permission to the researcher to share your name and your company/employer. The researcher will reveal name and the type of industry of their employer and/or company name ONLY if the panel member participant provides written permission to share this info with other participants and within the dissertation publication. Those who DO NOT provide written permission will remain anonymous - identifying data will remain confidential.

E-mail address

Please provide an email address, which you will use as your professional point of contact if the researcher has any questions about answers, ideas, or suggestions during this research study. (This email address should be used consistently throughout the three rounds of the research study and is how the researcher will identify participating panel members for completion of the study and award of the free LinkedIn training incentive. Email addresses will be kept confidential and not shared with any other panelists and kept confidential within the research study.)

Telephone number

Please provide your telephone number, which you can best be reached if the researcher has any questions about your answers, ideas, or suggestions during the research study. (This phone number will be kept confidential and not shared with any other panelists and kept confidential within the research study.)

Ethnic Heritage

- White / Caucasian
- Black / African American
- Hispanic (non-black/non-white) / Puerto Rican
- Asian or Pacific Islander
- Native American Indian
- Mixed Race or "Other" (please explain, if you wish)
- Decline to Share

Please provide your ethnic background. (This data will be used only to disclose the fact there was diversity and the ratio of diversity of the Subject Matter Expert panelists. Individual ethnic background will NOT be shared publicly nor will be identified with any unique panelist participant.)

Gender

Female

Please provide your gender. (This data will be used only to disclose the fact there was diversity and the ratio of diversity of the Subject Matter Expert panelists. Individual genders will NOT be shared publicly nor will be identified with any unique panelist participant.)

You have been an HR Manager for how many years?

Please note the number of years you have been practicing Human Resources on a Management Level - regardless of the business or industry.

You have been a HR Practitioner in the government contracting industry for ___ years?

Working within the Federal Contracting Industry can be defined within this study as providing services, selling products, manufacturing products, or performing construction for agencies that are identified as government entities (e.g., Department of Defense, Department of Energy, Department of Education, etc.)

Your highest level of education (formal degrees/discipline: (e.g., Bachelors of ?))

What other certifications and/or training related to HR have you achieved in Human Resources? (e.g., PHR/SPHR (SHRM), CEBS, etc.)

Please note any training certifications you have completed or achieved in your career related to Human Resources, Personnel Management, Project Management, trade organization training certifications (ex: PHR, SPHR, GPHR, CEBS, etc.). If you have none, note "NA". This information will be used to compile and explain a general background for all participant panelists to verify how & why they are to be considered a Subject Matter Expert within the Human Resources field. Note each certification on a separate line.

Your company provides what types of services or manufactures what types of products? (You may describe generally or provide the NAICs codes.)

Your company's annual revenue is approx.. (e.g., note in broad terms – "\$10-20M" or "\$200-250M")

In what geographic area of the country does the company perform business? (City/State of HQ's

or most productive or worksite w/ highest number of employees)
 You may respond within the document (following pages) and e-mail the results back, or you may write/type in the answers to the form and fax the pages directly and confidentially back to me at (757) 416-5522.

SURVEY

What additional Knowledge, Skills, and Abilities / Capabilities are necessary for a Human Resources Manager to operate at minimum competency within the Government Contracting industry as an Human Resources Practitioner? This round should take less than 10-15 minutes.

<i>Human Resources Tasks, Topics, Knowledge, Skills, Abilities - BASE MODEL -</i>	<i>Added HR KSAs for Gov. Contracting Industry (multiple bullets and descriptive notes are acceptable)</i>
1. Benefits - Welfare benefits (Health, Dental, Life, Disability, 401(k), retirement/pension plans, etc.	
2. Compensation / Classification - Systems, compensation plans, salary programs, accrued vacation / leave days	
3. Employee Relations / Discipline - Disciplinary processes, management, general work environment (some incentive/morale), communications, strategic/business management	
4. Human Resources Information Systems (HRIS) - HRIS, Recruiting, and/or Payroll, PeopleSoft, ABRA, Ascentis, Sage, SilkRoad, Taleo, ICIMS, etc.	
5. Incentive / Morale - Employee work incentives, perks, birthdays, holiday events, paid tuition	
6. Legal Compliance - Federal, State, Local employment laws, Agency compliance, EEOC, OSHA, ADA, FMLA, Worker's Compensation, Finance, Social Media Privacy	
7. Performance Management - Annual Performance Evaluations, Promotions based on Performance, Career-pathing, Associated Training & Development, Strategic Planning /Alignment, Department goal setting to organizational objectives, Leadership/Project Management	
8. Policies / Procedures - ISO-9000, Company Handbook, Procedures, Human Resources and Company policies	
9. Records / Personnel Files - Hiring, Disciplinary Records, Termination, I-9, Tax Papers, etc.	
10. Staffing, Recruiting, Promotions, Retention, Terminations - Recruiting Processes & procedures, requisitions /position vacancy notices, promotion documentation, background checks, EEOC determinations, out-processing	
11. Training & Development - Tuition and or training reimbursement programs, in-house training, external training for general business or unique skill sets, software updates, legal, compliance, harassment, safety, mentoring programs, etc.	
12. Wage Administration / Payroll - Payroll processes, software, legal, recordkeeping, I-9 and e-Verify	
13. Security Clearance	
14. Government Contracts -	
15. Employment Law – Federal Contractors	
16. Legal / Ethical Issues	

<i>Human Resources Tasks, Topics, Knowledge, Skills, Abilities - BASE MODEL -</i>	<i>Added HR KSAs for Gov. Contracting Industry (multiple bullets and descriptive notes are acceptable)</i>
17. Technology	
18. Financial	

Any additional comments?

WHAT HAPPENS NEXT NOW THAT ROUND ONE IS COMPLETED?

All the data will be compiled as provided by the Subject Matter Experts on the panel and presented to the Panelists for review. During this Second Round, the SMEs will have the opportunity to add more to their suggestions, comment on other panelist's ideas and suggestions, or recommend removal of observations or ideas. The second round should take less than 5-10 minutes.

Once Round Two is completed, the panelists will have the third and final round to complete. In that third round, the SMEs will observe ideas that have been revised, added, or edited as "added KSAs for HRM's minimum competencies in the government contracting industry" and then have an opportunity to 'rank' those answers in importance or value. This third round should take no more than five minutes.

Once round three has been completed, panelists will be able to schedule their LinkedIn training for up to three hours online (or alternatively be able to directly call or email me for answers, instructions, and/or suggestions on how to use LinkedIn). Scheduling can be accomplished up to as late as July of 2013.

WHAT WILL YOU GET OUT OF THE STUDY?

- 1) You will be recognized as a Human Resource Subject Matter Expert when the dissertation is published (if you provide permission to use your name after the data is collected) in approximately spring of 2013.
- 2) Your company/employer will have an increased Public Relations and Search Engine Optimization (SEO) opportunity.
- 3) You will contribute valuable knowledge to research in Human Resources and perhaps learn a few things from other participating SME panelists in the study.
- 4) You will earn valuable training on how to use LinkedIn (for personal branding, job or career search efforts, recruiting, and/or business development) with a value of \$200-250 in the current market; and you'll be able to link with me (I have 6,400+ connections) to obtain valuable introductions to others if you need.
- 5) If you need anything in the future related to business, human resources, training, development, etc. – all you have to do is pick up the phone or send me an email... I am very grateful for your assistance and am willing to help you in your endeavors (pay-back, pay-forward)!

TENTATIVE RESEARCH STUDY DEADLINES

Round 1 – approx. 10 minutes – tentatively to be completed by July 30th

Round 2 – approx. 5-8 minutes – tentatively to be completed by Aug. 15th

Round 3 – approx. 5 minutes – tentatively to be completed by Aug. 30th

I can't thank you enough for assisting with this study – again – I appreciate your contributions!

Respectfully, Dawn Boyer, Dawn.Boyer@me.com

APPENDIX D – SURVEY – PHASE TWO, ROUND TWO

Participants – I want to thank you again for your participation in this ground-breaking study. You will be amazed at the information collected. I am delighted so many knowledgeable and skilled panel members are providing such rich data and insight to the field of HR Management within government contracting!

Round Two may feel massive; it is a compendium of all answers provided by SME panelists in the Human Resources field within the government-contracting arena. The data is enlightening, and you may learn something useful from other panelist members' commentary. I compressed some data by consolidating redundant wording, but all suggestions by all SME panelists were included and are verified by a third-party for reliability in transcription.

Please note: The following data, it's compilation, all data and text is confidential and copyrighted material; it should not be copied, distributed, shared, retyped, or otherwise used outside this study. Refer to the initial Round One Survey Cover Letter to Research Participants if you have any questions.

ROUND TWO: Your task is to review the panelists' list and note whether (1) you agree with provided ideas or (2) add/edit/clarify the ideas to ensure ideas are concise and targeted (from your expertise). It might be useful if you print out the survey to review in hard copy before answering... If you...

- ... agree with all the KSA information, simply type in 'YES' (or 'Y') to 'Agree with All' blank field in the 1st box.
- ... have additional ideas, suggested edits, clarifications, or disagree (to any degree) with the KSAs noted by the other SME panelists from within the HRM government contracting industry, or any of the sub-topics belong in another topic section, provide your editing suggestions in the 2nd 'Add/Edit/Delete Any?' box.
- ...believe any of the bulleted data is NOT added KSAs, but already required of general HR, note in the 3rd box.

As further incentive to encourage all participants to complete all three rounds of the research study, I am offering a \$5.00 Starbucks Gift card at the completion of Round 2; those completing all 3 Rounds will receive an additional \$15.00 Starbucks Gift Card for a total value of \$20.00. This is 'in addition' to the offer of up to 3 hours of LinkedIn Social Media training (or alternative of profile review, questions answered as needed, etc.)

Respectfully, Dawn D. Boyer, M.Ed., Ph.D./ABD; Old Dominion University, Norfolk, VA, Darden College of Education, 228 Education Building, Norfolk, VA 23529-0498 / DBoyer@odu.edu, DBoye003@odu.edu, Dawn.Boyer@me.com; You may respond within the document (following pages) – simply 'tab' to each data entry box, and then e-mail the results. Alternatively, you may write/type answers into the form and fax the pages directly and confidentially to me at (757) 416-5522.

PARTICIPANT IDENTIFICATION ASSURANCE

ALL data provided/collected will be held in strictest confidence, under lock & key, and used to describe the general input and ideas of Subject Matter Expert (SME) participants in the study. Demographic data will not be shared with other panelists or outside the dissertation committee. Participants will have an opportunity to share their name and employer (specific or general description) once the study is complete, and if they provide a written authorization to disclose that data, which will then be published within the dissertation study. Enter your name, email address, and telephone to continue to ensure you are ID'ed and credited with completing all three rounds of this study for the incentives.

Name:	<input type="text"/>
E-mail address:	<input type="text"/>
Telephone number:	<input type="text"/>
Note your preference in the box to the right: (a) \$20 card at end of study? OR (b) \$5.00 after Round 2 (now) and \$15.00 after (final) Round 3?	<input type="checkbox"/>
Address for mailing Starbucks Gift Card:	<input type="text"/>

Additional Knowledge, Skills, and Abilities / Capabilities (KSAs) necessary for a Human Resources Manager to operate at minimum competency within the Government Contracting industry as an Human Resources Practitioner have been identified by 19 Subject Matter Experts. This round should take under 15 minutes. Each of the main topic KSAs have been broken down into sections, with the input and comments by panelists listed in the column to the right. Note your agreement, or suggestions to submissions in text fields under the bulleted listings provided by your peers in the field. This is a 'locked form' - Simply 'tab' to move to the next data entry field for confirmation/agreement with list or for adding suggestions for editing. (Acronyms: EE = Employee(s); HRM = Human Resource Manager; HRP = Human Resource Practitioners)

HUMAN RESOURCES TASKS, TOPICS, KNOWLEDGE, SKILLS, ABILITIES (KSAs)© - BASE MODEL - PANELIST SUGGESTIONS - AGREE / DISAGREE -	
Benefits - Welfare benefits (Health, Dental, Life, Disability, 401(k), retirement/pension plans, etc.	
SME Panelist Suggestions	<p>401(k) & IRA as part of 'contract wages' (fringe benefits – cash value) and how it operates</p> <p>Ashton Carter Memorandum - 'Doing more with less' concept; contractors are faced with; affects of staffing/retention; determining what benefits can be offered to compensate for salary reductions.</p> <p>Certified payroll experience/when applicable within a workforce and/or contract.</p> <p>Contract mandated Health and Welfare Benefits</p> <p>Davis Bacon Act (DB) / Service Contract Act (SCA) – benefits application(s)</p> <p>Ensure HR understands benefit(s) plan offered intimately. Ensure if multiple plans, a bona-fide reason for why each plan is offered to a specific EE group and/or how equitable to all EEs. (EEOC: Non-discrimination issues)</p> <p>Executive Orders regulating the acquisition of incumbent contract personnel.</p> <p>Federal Acquisitions Register (FAR) - Read / interpret laws within Federal Holidays (9-12) vs. Company (paid/unpaid)</p> <p>'Grandfathering' of benefits and service level agreements when acquiring incumbent personnel for a newly acquired federal contract.</p> <p>HCAA / Health Care Reform - related to health benefits and religious organizations (i.e. contraception and other family planning accessibility).</p> <p>Health & Welfare (H&W) benefits for employees on SCA contract; how to apply H&W benefits to SCA contracts (Math skills/ability to calculate costs)</p> <p>SSA provisions covering prevailing wages includes prevailing benefits & stipend for unused portion(s) paid to the EE(s).</p> <p>Wage/Rate determinations, mandated fringe benefits, (if related) union contracts unique to government worksite.</p> <p>Wellness programs (equitable for all EEs)</p>
	Agree With All? Confirm all are specifically and uniquely related to ONLY the government contracting industry?
	Add/Edit/Delete? Or, should any bullet (sub-heading) be moved to another Topic heading?
	Any bullet above is NOT an added KSA for government contracting because it belongs to all HR KSAs in general?

HUMAN RESOURCES TASKS, TOPICS, KNOWLEDGE, SKILLS, ABILITIES (KSAs)© - BASE MODEL - PANELIST SUGGESTIONS - AGREE / DISAGREE -	
Compensation / Classification - Systems, compensation plans, salary programs, accrued vacation / leave days	
SME Panelist Suggestions	<p>Affirmative Action Plan (job descriptions, pay levels, equitable pay/work)</p> <p>Ashton Carter Memorandum - 'doing more with less"; contractors required to cut 10%+ of salaries.</p>

HUMAN RESOURCES TASKS, TOPICS, KNOWLEDGE, SKILLS, ABILITIES (KSAs)© – BASE MODEL – PANELIST SUGGESTIONS – AGREE / DISAGREE –	
	Board Action – when certain compensation plans become qualified, etc. Compensation Program: explain why EEs are paid a varying wages for identical job title. OFCCP / wage scales - HR must provide for government audits. Labor Categories/Job Classifications/Job Evaluation - survey data validity; how to apply to jobs CONUS / OCONUS (national / international pay structures) Davis Bacon, Walsh-Healy Act, and Related Acts Regulations DCAA 'allowability' of annual merit increases / executive compensation Direct vs. Indirect (costs to contract) Exempt overtime and time reporting – DCAA / DOL conflict and balance Federal Minimum Wage & Overtime (time and half/ premium pay for salary); Labor Categories – Job Classifications (Compensation Plan) Operations and Contracts Administration: essential to bidding/recruiting incumbent versus new hires for proposed staff; Prepare for disgruntled incumbent staff (may refuse position/jump ship) Payroll check presentation/documentation – what must be on the pay stub SCA related pay rates / accrued vacation/leave days for SCA contract employees; Calculate SCA rules to compensation & accrued vacation. Service Contract Act (Wage Determination) - Contract & Prevailing Wages SSA provisions require payment of prevailing wages, including paid time off. Wage Theft Prevention Act (in New York state)
Agree With All? Confirm all are specifically and uniquely related to ONLY the government contracting industry?	
Add/Edit/Delete? Or, should any bullet (sub-heading) be moved to another Topic heading?	
Any bullet above is NOT an added KSA for government contracting because it belongs to all HR KSAs in general?	

HUMAN RESOURCES TASKS, TOPICS, KNOWLEDGE, SKILLS, ABILITIES (KSAs)© – BASE MODEL – PANELIST SUGGESTIONS – AGREE / DISAGREE –	
Employee Relations / Discipline - <i>Disciplinary processes, management, general work environment (some incentive/morale), communications, strategic/business management</i>	
SME Panelist Suggestions	Affirmative Action Planning EE morale / need(s) to reduce turnover where high competition for tech-skilled EE is high. Small agencies (e.g., NASA & NOAA) don't have budgets to compete with Department of Defense. Critical competition in market. Enforcement of policies - " <i>mandate only what is required and get out of the EE's way so they can do their real job - service the client</i> " versus " <i>we must make sure our employees are serving us and us alone.</i> " EEs feel more loyal to government entity served, so HR should support and get out of way. Government Internal Affairs and EEOC Officers familiarity pertinent to HRM if a complaint is launched against a government EE. Government work environment / management (knowledge of/familiarity with) if employees work at government site. Government-managed environment / supervision of contract EEs; tough to 'make' government [client] adhere to contractor's progressive disciplinary procedures; good relationship with government client is essential. Grievance Procedure – established and used HR central POC for disciplinary actions. Ensure hiring managers understand the company policies (rules); policies deviations channel through HR, documented as to 'WHY' deviation allowed. HRMs ensure EEs treated equitably and fairly. Reclamas – knowledge of, ability to work through Unions (if union contract) and/or Union Environments

HUMAN RESOURCES TASKS, TOPICS, KNOWLEDGE, SKILLS, ABILITIES (KSAs)© - BASE MODEL - PANELIST SUGGESTIONS - AGREE / DISAGREE -	
Agree With All? Confirm all are specifically and uniquely related to ONLY the government contracting industry?	
Add/Edit/Delete? Or, should any bullet (sub-heading) be moved to another Topic heading?	
Any bullet above is NOT an added KSA for government contracting because it belongs to all HR KSAs in general?	

HUMAN RESOURCES TASKS, TOPICS, KNOWLEDGE, SKILLS, ABILITIES (KSAs)© - BASE MODEL - PANELIST SUGGESTIONS - AGREE / DISAGREE -	
Human Resources Information Systems (HRIS) - HRIS, Recruiting, and/or Payroll, PeopleSoft, ABRA, Ascentis, Sage, SilkRoad, Taleo, ICIMS, etc.	
SME Panelist Suggestions	<p>DCAA compliant timekeeping system Affirmative Action, EEO-1 (increased reporting) Government contractors typically use Deltek (CostPoint or GCS Premier) accounting system(s); it meets all government compliance for contracts / accounts; not always a 'plus' for HR - some HRIS systems do not feed into Deltek or vice versa. Deltek products preferred by Gov Contractors. These include: CostPoint and Time & Expense; SilkRoad is a Deltek partner. Avoid system that with double/triple entry = advantage. Computer skills for HR practitioners...as technology increases, HRM must provide tech-based support. HRMs in federal contracting - imperative for required reports and documentation. Database management - lost art in HR. Few HR professionals know how HRIS systems work so can't ID bad data (GIGO - garbage in/ garbage out) Must track OFCCP data for AAP if total contract amount annually exceeds \$50K E-Verify (online submission, retrieval of data, gov. approvals) Layoffs, Two week pay in lieu of notice (pay calculation)</p>
Agree With All? Confirm all are specifically and uniquely related to ONLY the government contracting industry?	
Add/Edit/Delete? Or, should any bullet (sub-heading) be moved to another Topic heading?	
Any bullet above is NOT an added KSA for government contracting because it belongs to all HR KSAs in general?	

HUMAN RESOURCES TASKS, TOPICS, KNOWLEDGE, SKILLS, ABILITIES (KSAs)© - BASE MODEL - PANELIST SUGGESTIONS - AGREE / DISAGREE -	
Incentive / Morale - Employee work incentives, perks, birthdays, holiday events, paid tuition	
SME Panelist Suggestions	<p>EE awards programs & financial incentives Unique benefits offered to attract new hires including: awards programs extended to subcontracting EEs w/ government clients invited to presentation; programs such as entrepreneurial assistance; and self-designed achievement awards. Happy EEs are productive EEs. HRMs must be cognizant of latest / greatest programs. Always looking for new ways to retain EEs. Know what EEs want. You have to be a hands-on HR Manager vs. "sit in your office". Programs must ensure equity, fairness, and all EEs ample opportunity to 'win.' Familiarity with Service Contract Act (SCA) and Davis Bacon Act (DB) regulations Mandated payment of nine (9) nationally recognized holidays Government Holidays (Stop Work; Commute, for work site & government sites) Telecommute (ability to work off-site or must work on-site due to nature of work) Tuition support - the tax law. Need to know when a taxable benefit to EE.</p>

HUMAN RESOURCES TASKS, TOPICS, KNOWLEDGE, SKILLS, ABILITIES (KSAs)© - BASE MODEL - PANELIST SUGGESTIONS - AGREE / DISAGREE -	
Agree With All? Confirm all are specifically and uniquely related to ONLY the government contracting industry?	
Add/Edit/Delete? Or, should any bullet (sub-heading) be moved to another Topic heading?	
Any bullet above is NOT an added KSA for government contracting because it belongs to all HR KSAs in general?	

HUMAN RESOURCES TASKS, TOPICS, KNOWLEDGE, SKILLS, ABILITIES (KSAs)© - BASE MODEL - PANELIST SUGGESTIONS - AGREE / DISAGREE -	
Legal Compliance - Federal, State, Local employment laws, Agency compliance, EEOC, OSHA, ADA, FMLA, Worker's Compensation, Finance, Social Media Privacy, etc.	
SME Panelist Suggestions	<p>Affirmative Action Program (AAP): Administration / Planning / Diversity Hiring</p> <p>Compliance issues in areas not normally relevant until a non-government contracting company is much larger. For example, the threshold for an AAP or various compliance tracking normally not required for a small business; small company with one HR generalist has to be more of an expert in various subject areas.</p> <p>CONUS / OCONUS (legalities) and 'protocol'</p> <p>DCAA, OFCCP, ISO (audits)</p> <p>Document retention requirements for government contractors</p> <p>Drug Free Workplaces</p> <p>EEO-1, EEO-4, and EEO-6 Reports</p> <p>Executive Order 11246 - Affirmative Action</p> <p>EEOC vs. OFCCP – conflict rules for job applicants self-identifying; Affirmative Action Plan preparation, definition of applicant, EEO data</p> <p>Equal Opportunity for Veterans</p> <p>Government client requirements when being requested to remove staff and adhere to site- and/or department-related leave schedules.</p> <p>Government sites (different IT and/or Physical Security standards)</p> <p>Independent Contractors</p> <p>Layoffs, Two week pay in lieu of notice</p> <p>OFCCP compliance - increased compliance review/audits; more in-depth tracking of recruiting & numbers of hires are vital. OFCCP fixated on disabilities & veterans. HRM must know format in which government wants responses to questions - not just what to answer to questions.</p> <p>OSHA Logs 101 and 200</p> <p>Posters required of Federal Contractors in public EE spaces requires applicant self-reporting, documentation during hiring process; cognizant of 'ever changing' rules with OFCCP: 'applicant flow [hiring] logs' to buying a software program to assist with building of AAP, to 'termination logs.' Applications must be kept longer; Storage space issues / time to log entries.</p> <p>Security (Safety)</p> <p>Service Contract Act (SCA) & Davis Bacon Act (DB) regulations/prevaling wage</p> <p>Social media...</p> <p>VETS 100 tracking, application, and data reporting to final AAP documentation.</p> <p>Whistleblower rights</p>
Agree With All? Confirm all are specifically and uniquely related to ONLY the government contracting industry?	
Add/Edit/Delete? Or, should any bullet (sub-heading) be moved to another Topic heading?	
Any bullet above is NOT an added KSA for government contracting because it belongs to all HR KSAs in general?	

<i>HUMAN RESOURCES TASKS, TOPICS, KNOWLEDGE, SKILLS, ABILITIES (KSAs)© - BASE MODEL - PANELIST SUGGESTIONS - AGREE / DISAGREE -</i>	
Performance Management - Annual Performance Evaluations, Promotions based on Performance, Career-pathing, Associated Training & Development, Strategic Planning /Alignment, Department goal setting to organizational objectives, Leadership/Project Management	
SME Panelist Suggestions	<p>Analysis of hire and promotion within affirmative action requirements. 4/5 rule analysis</p> <p>Contract-driven performance analysis (contracting supervisor input)/(federal government supervisor)</p> <p>Performance evaluations (one more piece of documentation for action) ensure hiring managers know how & HRM checks wording for biased statements</p> <p>Provide 'metrics' to the government client, especially for Firm Fixed Price (FFP) Contracts and/or Time & Materials (T&M); document where the government \$s are being spent. Tracking performance is critical for project & EE.</p> <p>Relationship with clients on preferred level; HR staff don't often interact w/ government clients. Federal contracting is unique / relationship with clients and EEs can make or break company's performance on the contract.</p> <p>Team Building / Counseling / Written/Verbal Communications</p> <p>Union Environments</p>
Agree With All? Confirm all are specifically and uniquely related to ONLY the government contracting industry?	
Add/Edit/Delete? Or, should any bullet (sub-heading) be moved to another Topic heading?	
Any bullet above is NOT an added KSA for government contracting because it belongs to all HR KSAs in general?	

<i>HUMAN RESOURCES TASKS, TOPICS, KNOWLEDGE, SKILLS, ABILITIES (KSAs)© - BASE MODEL - PANELIST SUGGESTIONS - AGREE / DISAGREE -</i>	
Policies / Procedures - ISO-9000, Company Handbook, Procedures, Human Resources and Company policies	
SME Panelist Suggestions	<p>Host unit Government Contractor policies and procedures</p> <p>ISO / CMMI certifications a plus; contracts consider this a value, HR is a 'service' provider with processes keeps department aligned with other business areas.</p> <p>Handbook compliance/match contract-driven rules/regulations, as issued. Ensure policies followed consistently. HRMs must read fed contracts to ensure company compliant. Policy EE signature acknowledgement - best practices</p> <p>Union environments</p> <p>Service Contract Act (SCA) and Davis Bacon Act (DB) regulations</p> <p>Approval / Authorization for spending matrix (level of officer of company to approve financial decisions: pay raises to contract-based financial decisions)</p> <p>Internet-based communications</p> <p>ISO-9000 knowledge, ability to create and follow processes, policies</p> <p>Polices (overall numbers and breadth) Increases due to contract, FAR, employment law, reporting requirements, etc.</p> <p>Federal Holidays (work, work off-site, telecommute, base/work site closure - paid/unpaid policies)</p> <p>Internet-based communications, including Social Media</p> <p>FAR, DFAR - understanding how salaries, bonuses and relocation expenses are handled can be important in designing programs and making offers.</p>
Agree With All? Confirm all are specifically and uniquely related to ONLY the government contracting industry?	
Add/Edit/Delete? Or, should any bullet (sub-heading) be moved to another Topic heading?	

HUMAN RESOURCES TASKS, TOPICS, KNOWLEDGE, SKILLS, ABILITIES (KSAs)© - BASE MODEL - PANELIST SUGGESTIONS - AGREE / DISAGREE -	
Any bullet above is NOT an added KSA for government contracting because it belongs to all HR KSAs in general?	

HUMAN RESOURCES TASKS, TOPICS, KNOWLEDGE, SKILLS, ABILITIES (KSAs)© - BASE MODEL - PANELIST SUGGESTIONS - AGREE / DISAGREE -	
Records / Personnel Files - Hiring, Disciplinary Records, Termination, I-9, Tax Papers, etc.	
SME Panelist Suggestions	<p>Affirmative Action Planning / Affirmative Action- self-ID, hires and promotions</p> <p>Audit trail documentation for financial decisions (promotions, hires, raises, confidentiality maintenance, electronic vs. paper records, etc.); financial & contract-related decisions</p> <p>e-Verify</p> <p>Electronic Signatures (allowable or not-allowable)</p> <p>Records maintenance / retention / policies / privacy / personnel files - fed contractor – longer retention periods / timely availability for audit. Storage issues. Ensure files (I-9/Verify vs. regular personnel files) kept in appropriate & separate place.</p> <p>Service Contract Act (SCA) and Davis Bacon Act (DB) regulations</p>
Agree With All? Confirm all are specifically and uniquely related to ONLY the government contracting industry?	
Add/Edit/Delete? Or, should any bullet (sub-heading) be moved to another Topic heading?	
Any bullet above is NOT an added KSA for government contracting because it belongs to all HR KSAs in general?	

HUMAN RESOURCES TASKS, TOPICS, KNOWLEDGE, SKILLS, ABILITIES (KSAs)© - BASE MODEL - PANELIST SUGGESTIONS - AGREE / DISAGREE -	
Staffing, Recruiting, Promotions, Retention, Terminations - Recruiting Processes & procedures, requisitions /position vacancy notices, promotion documentation, background checks, EEOC determinations, out-processing	
SME Panelist Suggestions	<p>AAP - Document recruitment towards diverse populations (i.e. minorities, women, veterans, individuals with disabilities, unemployed). Contract work scope / mapping / recruiting available manpower for RFP; multiple venues and recruiting tools to post positions; ADA (Vocational Rehabilitation Act of 1973): reasonable accommodation / job descriptions / defense of hiring decisions</p> <p>Analysis / training related to hiring / promotion from AAP results and planning</p> <p>Background checks (criminal/education verification): Added research for OIG & EPLS; legal use; credentials required by contract job descriptions. E-Verify.</p> <p>Compensation plan, job descriptions (with approved language from proposals) for recruiting; research market value vs. contract value. Research external geographic salaries; perform internal & external salary reviews annually to ensure employees are paid at market value to decrease turnover %.</p> <p>Conflict of Interest hire; military service members in contracting moving from GS to civilian to sell in same business arena (e.g., contracts/acquisition)</p> <p>Contingency hires (acquisition of contract); Contingent hire agreement negotiations with incumbent work to transition after a contract award.</p> <p>Contract-based manpower forecasting</p> <p>Drug screening (drug-free workplace)</p> <p>EEOC requirements; Vietnam Era Readjustment Assistance Act (VERAA)</p> <p>Sequestration - forced layoffs (effect)</p> <p>Employee referral(s) tracking/compensation for referrals</p> <p>Ensure use of state/fed work force Services (only 3 exceptions). Work w/ staffing agencies & subcontractor(s): ensure compliance w/</p>

HUMAN RESOURCES TASKS, TOPICS, KNOWLEDGE, SKILLS, ABILITIES (KSAs)© - BASE MODEL - PANELIST SUGGESTIONS - AGREE / DISAGREE -	
	<p>regulations</p> <p>Government contracting knowledge for: staffing, background checks, terminations; Transitions as contracts won/lost (acquisition changeovers)</p> <p>HR presence during proposal bid process / pursuit decision for contract bid.</p> <p>Advertising open PVNs (internal promotions & external mandatory - EEOC requirements); State Workforce Boards, State & Veterans agencies</p> <p>Non-Disclosure Agreements; Human Rights determinations – state decisions</p> <p>Security Clearance – knowledge/requirements for contract EEs, to include briefing /debriefing; appropriate verbiage for offer letters when hiring TS/SCI cleared EEs. Badging / clearance acquisition process during transition of incumbent staff and on-boarding staff into contract positions.</p> <p>Interviewing skills (training hiring managers for legal language/good judgment when speaking with applicants.</p> <p>Transition requirements for incumbents following a contract award (to include transition time, key personnel requirements, staff, locations, benefits, etc.).</p> <p>Unemployment process, claims management, fight erroneous claims / transfer experience when claims unjustified; State Unemployment guidelines.</p> <p>Workforce planning vs. staffing; Turnover –track / analyze</p>
Agree With All? Confirm all are specifically and uniquely related to ONLY the government contracting industry?	
Add/Edit/Delete? Or, should any bullet (sub-heading) be moved to another Topic heading?	
Any bullet above is NOT an added KSA for government contracting because it belongs to all HR KSAs in general?	

HUMAN RESOURCES TASKS, TOPICS, KNOWLEDGE, SKILLS, ABILITIES (KSAs)© - BASE MODEL - PANELIST SUGGESTIONS - AGREE / DISAGREE -	
<p>Training & Development - Tuition and or training reimbursement programs, in-house training, external training for general business or unique skill sets, software updates, legal, compliance, harassment, safety, mentoring programs, etc.</p>	
SME Panelist Suggestions	<p>Billable training hours (allowable/unallowable); Extra time spent for fed contractors.</p> <p>Contract required Training programs & IT certifications (CMMA), International Trafficking in Arms Regulation (ITAR), Office of Federal Contract Compliance Programs (OFCCP), Transportation Worker Identity Card (TWIC), etc.</p> <p>Diversity and Harassment and EEO training annually</p> <p>Drug-free Workplace Training Program (Supervisory training for awareness)</p> <p>Ethics Training (contract-driven) & Harassment Training (contract-driven)</p> <p>Human Trafficking Training (contract-driven for OCONUS contract employees)</p> <p>Risk Management – contract employees in high-risk work-sites (e.g., war-zones)</p> <p>Software (mandatory/reporting/in-house and/or external reqs. of Fed client): Purchase/training for use (e.g. AAP)</p> <p>T&D - reimbursement limitations by fed clients, since (federal contractors) operate on thin profits (whereas commercial entities seem to have more margin for profits). T&D = investment). Contracts may not be renewed for reasons unrelated to EE or company performance (e.g., if the company graduates to a larger size standard), might remove ability to bid on contract/ lose EE(s). Balance - EE retention / meeting budget is different from non-federal contractor.</p>

HUMAN RESOURCES TASKS, TOPICS, KNOWLEDGE, SKILLS, ABILITIES (KSAs)© – BASE MODEL – PANELIST SUGGESTIONS – AGREE / DISAGREE –	
	T&D plans - government-required / additional; track IDPs (Individual Development Plans) to ensure compliant contract EEs; T&D of HRMs, supervisors, and managers on new regulations; time researching info for up-to-date regulations/rules.
Agree With All? Confirm all are specifically and uniquely related to ONLY the government contracting industry?	
Add/Edit/Delete? Or, should any bullet (sub-heading) be moved to another Topic heading?	
Any bullet above is NOT an added KSA for government contracting because it belongs to all HR KSAs in general?	

HUMAN RESOURCES TASKS, TOPICS, KNOWLEDGE, SKILLS, ABILITIES (KSAs)© – BASE MODEL – PANELIST SUGGESTIONS – AGREE / DISAGREE –	
Wage Administration / Payroll - Payroll processes, software, legal, recordkeeping, I-9 and verify	
SME Panelist Suggestions	AAP impacts; impacted by FAR sections as well (compensation). Certified Payroll procedures (GAAP) Davis Bacon Act / Service Contract Act (Prevailing Wage) / SCA payroll requirements / SCA 'gap' wages DCAA – time-keeping & floor checks Familiarity with Service Contract Act (SCA) and Davis Bacon Act (DB) regulations I-9 & E-Verify: Electronic Images/Storage Pay in Lieu of Notice (Layoffs) State & Federal Minimum Wage / Overtime (OT) and/or Premium Pay Timesheet changes / Timesheet deadlines Total time accounting Union environments (Pay processes, compensation)
Agree With All? Confirm all are specifically and uniquely related to ONLY the government contracting industry?	
Add/Edit/Delete? Or, should any bullet (sub-heading) be moved to another Topic heading?	
Any bullet above is NOT an added KSA for government contracting because it belongs to all HR KSAs in general?	

HUMAN RESOURCES TASKS, TOPICS, KNOWLEDGE, SKILLS, ABILITIES (KSAs)© – BASE MODEL – PANELIST SUGGESTIONS – AGREE / DISAGREE –	
Security Clearance	
SME Panelist Suggestions	Background Checks (non-security related; but parallel to employment decision) Contractor Access Card (CAC) Credentialing procedures (past employment / education confirmation) Experience working with government sites preferred (for HR Managers) HR staff – security clearance reqs (Depends on job...not usually needed for HR) Joint Personnel Adjudication System (JPAS) NISPOM (National Industrial Security Program Operating Manual) - Chapters 2,3, and maybe 10; Chapters 2 & 3 deal with clearances for people and facilities; 10 is specifically for international work. Risk Management – (contract employees) Secure Base Access (SBA form/application) / Security badges & Security clearances Secure Compartmentalized Information Facility (SCIFs): EEs cleared for entry Security Clearance & classification requirements, including background checks; how they affect EEs (and ability to work on contracts [including interim clearances]): different types of government security clearances and what it takes to get them; how to determine

HUMAN RESOURCES TASKS, TOPICS, KNOWLEDGE, SKILLS, ABILITIES (KSAs)© - BASE MODEL - PANELIST SUGGESTIONS - AGREE / DISAGREE -	
	requirements from contract language
Agree With All? Confirm all are specifically and uniquely related to ONLY the government contracting industry?	
Add/Edit/Delete? Or, should any bullet (sub-heading) be moved to another Topic heading?	
Any bullet above is NOT an added KSA for government contracting because it belongs to all HR KSAs in general?	

HUMAN RESOURCES TASKS, TOPICS, KNOWLEDGE, SKILLS, ABILITIES (KSAs)© - BASE MODEL - PANELIST SUGGESTIONS - AGREE / DISAGREE -	
Government Contracts -	
SME Panelist Suggestions	Authorized Contracting Officer (ACO) Bids & Proposals CAS – Contract Administration Services CLINs – Contract Line Item Number / SLINs - Sub-Line Item Numbers / Clauses Communication (Interaction) with Government Contracting Reps / QA personnel Confidentiality: HIPAA and 42 CFR pt. 2 (drug & alcohol use/abuse) Contract Modifications - Understanding processes relating to wage increases, EE relations, and morale to communicate timetables and budgets. Contract Resume (writing) DCAA – Defense Contracting Audit Agency /DCAAM (Manual) / DCAAP (pamphlet); DCMA – Defense Contract Management Agency Debarment – lose of contract; prohibition of government contracting for X years Delivery Orders / Period of Performance DFAS – Defense Finance & Accounting Service (DoD) DSS – DLA (Defense Logistics Agency) Support Services FAR – Federal Acquisition Regulation (Contract Requirements) Government contracting general knowledge; how it affects EEs, benefits, and non-EE insurance policies. (Formal education versus OTJ learning?) Hiring requirements (contract EEs) and qualifications (education/experience) of employees ITAR, OFCCP, TWIC and other contract required programs. Penalties Prime Contractor versus Sub-Contractor (differentiation) Reclama: Request to authority to reconsider decision or proposed action. SCA, DBA, and FAR - familiarity Unions, grievance procedures and basic standard of operations for Union contracts and requirements within government contracts relating to benefits, pay, etc.
Agree With All? Confirm all are specifically and uniquely related to ONLY the government contracting industry?	
Add/Edit/Delete? Or, should any bullet (sub-heading) be moved to another Topic heading?	
Any bullet above is NOT an added KSA for government contracting because it belongs to all HR KSAs in general?	

HUMAN RESOURCES TASKS, TOPICS, KNOWLEDGE, SKILLS, ABILITIES (KSAs)© - BASE MODEL - PANELIST SUGGESTIONS - AGREE / DISAGREE -	
Employment Law – Federal Contractors	
SME Panelist Suggestions	Familiar with FARs, SCA, DBA and Executive Orders applying to gov. contractors ITAR, OFCCP, TWIC and other contract required programs.

HUMAN RESOURCES TASKS, TOPICS, KNOWLEDGE, SKILLS, ABILITIES (KSAs)© – BASE MODEL – PANELIST SUGGESTIONS – AGREE / DISAGREE –	
	Office of Contract Compliance Programs (OFCCP) Reporting based on # of employees within an employer site or department Service Contract Act, Davis-Bacon Act, Walsh-Healy Act. SCA knowledge can be extremely important on some contract vehicles. State/Federal Minimum Wage (SCA/Davis-Bacon, etc.) State/Federal Posting Requirements (Employment Law / Whistleblower)
Agree With All? Confirm all are specifically and uniquely related to ONLY the government contracting industry?	
Add/Edit/Delete? Or, should any bullet (sub-heading) be moved to another Topic heading?	
Any bullet above is NOT an added KSA for government contracting because it belongs to all HR KSAs in general?	

HUMAN RESOURCES TASKS, TOPICS, KNOWLEDGE, SKILLS, ABILITIES (KSAs)© – BASE MODEL – PANELIST SUGGESTIONS – AGREE / DISAGREE –	
Legal / Ethical Issues	
SME Panelist Suggestions	Ethics and Compliance Policy/Process/Practices/Knowledge (policy writing/training); training and employment regulation compliance FARs compliance and ethical requirements of government contractors (e.g. gifting limits); Foreign Corrupt Practices Act (FCPA) / FAR ethics compliance ITAR, OFCCP, TWIC and other contract required programs. Organizational Conflict of Interest (OCI) – identification/response before/after hire
Agree With All? Confirm all are specifically and uniquely related to ONLY the government contracting industry?	
Add/Edit/Delete? Or, should any bullet (sub-heading) be moved to another Topic heading?	
Any bullet above is NOT an added KSA for government contracting because it belongs to all HR KSAs in general?	

HUMAN RESOURCES TASKS, TOPICS, KNOWLEDGE, SKILLS, ABILITIES (KSAs)© – BASE MODEL – PANELIST SUGGESTIONS – AGREE / DISAGREE –	
Technology	
SME Panelist Suggestions	Competitive market for demand for high-tech resources, including IT EEs. Confidentiality of email/fax/written/verbal communications and releases Contract driven requirements / audits E-Verify (ability to go-online; data entry, retrieval of confirmation of ability to work) Government worksites knowledge/experience (preferred) ITAR, OFCCP, TWIC and other contract required programs. Reporting via HRIS, ability to run reports Social Media Network Platforms – access or denied access/use Technology use in/at government worksite (cameras, cell-phones, etc.)
Agree With All? Confirm all are specifically and uniquely related to ONLY the government contracting industry?	
Add/Edit/Delete? Or, should any bullet (sub-heading) be moved to another Topic heading?	
Any bullet above is NOT an added KSA for government contracting because it belongs to all HR KSAs in general?	

HUMAN RESOURCES TASKS, TOPICS, KNOWLEDGE, SKILLS, ABILITIES (KSAs)© – BASE MODEL – PANELIST SUGGESTIONS – AGREE / DISAGREE –	
Financial	
SME Panelist Suggestions	Accounting Classification Reference Number (ACRNs) Alcoholic beverages (unallowable)

HUMAN RESOURCES TASKS, TOPICS, KNOWLEDGE, SKILLS, ABILITIES (KSAs)© - BASE MODEL - PANELIST SUGGESTIONS - AGREE / DISAGREE -	
	<p>Allowable / Unallowable costs / expenses</p> <p>Budgets: Developing and managing</p> <p>Contract 'type' knowledge or training for types (e.g., T&M, fixed fee), staffing requirements, fringe benefit calculations, and overhead configuration of each.</p> <p>Contract Authorization Memo (CAM) / Charge Authorization Letter (CAL) - (list of codes for EE hours charged to contract; re-issued on Code / Contract / Time Charge change)</p> <p>Defense Contract Audit Agency (DCAA) OJT vs. experience?</p> <p>Direct vs. Indirect (costs to contract) / direct and indirect labor costs</p> <p>Donations & Entertainment (allowable vs. unallowable)</p> <p>Financial Accounting Standards Board (FASB) rulings impacts on business / contracts.</p> <p>Gifts & Interest Expense(s) & Parties (allowable vs. unallowable)</p> <p>JTR - Joint Travel Regulation (lowest airfare) / Per Diem Rates (Travel [airfare])</p> <p>Knowledge of how finance/accounting works in a government contractor and its effect on HR.</p> <p>Overhead vs. General & Administrative G&A (expenses)</p> <p>Project Accounting (GAAP)</p> <p>Sarbanes-Oxley (SOX)</p>
Agree With All? Confirm all are specifically and uniquely related to ONLY the government contracting industry?	
Add/Edit/Delete? Or, should any bullet (sub-heading) be moved to another Topic heading?	
Any bullet above is NOT an added KSA for government contracting because it belongs to all HR KSAs in general?	

HUMAN RESOURCES TASKS, TOPICS, KNOWLEDGE, SKILLS, ABILITIES (KSAs)© - BASE MODEL - PANELIST SUGGESTIONS - AGREE / DISAGREE -	
Additional Commentary	
<p>• SME Panelist Suggestions</p> <p>WHERE WOULD THESE TOPICS FIT - if practical - UNDER OTHER HEADERS?</p>	<p>Government requirements for personnel (i.e. certifications like PMP, CISSP, etc.), depending on type of contracts for RFP/RFB</p> <p>Government Client Worksite Shut Down: EEs located on work sites that close for holidays or unrecognized reasons not funded by the company. (paid/unpaid?)</p> <p>Centralization/decentralization - remote sites, HR needs to continuously eliminate feeling of disconnect with field locations from the corporate office.</p> <p>Requirements balance: HR professionals have balance company requirements with the government clients requirements, especially with EE relation's issues or for a hostile work environment - possibly created by government client.</p> <p>Strategy: need to ensure HR's strength by playing into company strategy - being part of strategic plan; as one person put it, "can no longer be only a paper pusher or sympathetic ear."</p> <p>Special Access Program (SAP): needs guiding documents besides NISPOM overprint(s). Most alphabet agencies don't play nice with DoD for agreements on guidelines / authorities, to extent they don't allow DoD personnel or some veterans some clearances, systems or contract documents.</p> <p>Government contracting is different for HR in many areas, but summarized: HR professionals are the front line EEs with whom direct labor staff have the most contact. Due to the nature of the business, must be aware of all aspects of the business to give guidance to managers, provide proper support to business development team, and know how to remain compliant with all applicable rules and regulations, while remaining flexible for business growth.</p>

HUMAN RESOURCES TASKS, TOPICS, KNOWLEDGE, SKILLS, ABILITIES (KSAs)© – BASE MODEL – PANELIST SUGGESTIONS – AGREE / DISAGREE –	
Agree With All? Confirm all are specifically and uniquely related to ONLY the government contracting industry?	
Add/Edit/Delete? Or, should any bullet (sub-heading) be moved to another Topic heading?	
Any bullet above is NOT an added KSA for government contracting because it belongs to all HR KSAs in general?	

WHAT HAPPENS NEXT NOW THAT ROUND TWO IS COMPLETED?

Please ensure all your personal POC information is on the first page to ensure incentive awards.

All the data will be compiled as provided by the Subject Matter Experts on the panel and presented to the Panelists for final review. In Round Three, the SMEs will rank the value or importance of the KSAs agreed upon by the SMEs who offered ideas in and were consolidated in Round Two. The third round should take less than 5-10 minutes, as panelists will simply rank the order of importance of the KSA topics for competency.

Once Round Three has been completed, panelists will be able to schedule their LinkedIn training for up to three hours online (or alternatively be able to directly call or email me for answers, instructions, and/or suggestions on how to use LinkedIn). Scheduling can be up to as late as July 31st of 2013.

WHAT WILL YOU GET OUT OF THE STUDY?

- You will be recognized as a Human Resource Subject Matter Expert when the dissertation is published (if you provide permission to use your name after the data is collected) in approximately spring of 2013.
- Your company/employer will have an increased Public Relations and Search Engine Optimization (SEO) opportunity.
- You will contribute valuable knowledge to research in Human Resources and perhaps learn a few things from other participating SME panelists in the study.
- You will earn valuable training on how to use LinkedIn (for personal branding, job or career search efforts, recruiting, and/or business development) with a value of \$200-250 in the current market; and you'll be able to link with me (I have 6,550+ connections) to obtain valuable introductions to others as needed.
- If you need anything in the future related to business, human resources, training, development, etc. – all you have to do is pick up the phone or send me an email... I am very grateful for your assistance and am willing to help you in your endeavors (pay-back, pay-forward)!

TENTATIVE RESEARCH STUDY DEADLINES *(revised for time spent on the Round)*:

Round 3 – approx. 10-15 minutes – tentatively to be completed by Aug. 30th. *I can't thank you enough for assisting with this study – again – I appreciate your contributions!*

Respectfully, Dawn Boyer - Dawn.Boyer@me.com

APPENDIX E – SURVEY – PHASE THREE - RATING

Thank you for your participation and patience in this dissertation study. This is the last round. ☺
I look forward to finalizing the data and sharing it with the participants after the statistical analysis!

Note: The data, it's compilation, context, and all text is confidential, copyrighted material; it should not be copied, distributed, shared, retyped, or otherwise used outside this study. Refer to the initial Round One Survey Cover Letter to Research Participants, if you have any questions.

REMINDER: As further incentive to encourage all participants who complete all 3 Rounds of the research study, I am increasing the offer to a \$25.00 Starbucks Gift Card. This is 'in addition' to the three hours of LinkedIn Social Media training (or alternative of profile review, questions answered as needed, etc.) and an extra bonus – a 'how-to-use, step-by-step' manual for LinkedIn Social Media.

PARTICIPANT IDENTIFICATION ASSURANCE: ALL data provided/collected will be held in strictest confidence. Enter data below to continue to ensure you are credited with completing all three rounds of this study for the above listed incentives.

Fax this page with your signature authorization if you wish to have your name published as a SME within the dissertation.

Name:
E-mail address:
Telephone number:
Address for mailing Gift Card,
LinkedIn Manual &
Dissertation
Signature Authorization
Company name included in
dissertation publication?

(sign & fax ->)
<input type="checkbox"/> Yes (print company name ->)

HR management minimum competency KSAs in government contracting after the 2nd round of the Delphi-Panelist input/review are as follows on the next pages. Some topics have been identified for removal from the listing by panelists as 'general HR KSAs' versus unique KSAs to HR management within government contracting. Other similar or parallel topics have been compressed to one bullet/line and/or moved to a more appropriate section per panelists' suggestions (e.g., salary may have been moved from the financial section to the compensation section).

RATING HOW TO & EXAMPLE

To Rate bulleted KSAs topics in the following sections – Rate the importance of the bulleted line within the section as "1" being most important to "5" being least important in the left hand column for minimum KSA competencies for Human Resource Managers in the government contracting industry. In other words, rate the bulleted sub-topics by how you would *prioritize* the qualifications of a candidate for a job in a government contracting company for a HR Management position. It is acceptable to have multiple levels of the same rating (ex: three bullets rated as '4', five as '1', etc.). Example:

Rate each bulleted sub-topic on its Level of Importance (1-5) é	Human Resource Manager Minimum Competency Knowledge, Skills, Abilities (KSA) in the Government Contracting Industry
1	• Bulleted item KSA
3	• Bulleted item KSA
5	• Bulleted item KSA
1	• Bulleted item KSA
2	• Bulleted item KSA

You may respond within the document (following pages) – simply 'tab' to each data entry box, and then e-mail the results. Proceed to the Rating round, next page(s):

RATING - KSAs for HR Manager Minimum Competency in Government Contracting

Rate the bulleted sub-topics within each section as to level of importance for the knowledge, skill, and/or ability for minimum competency for a Human Resource Manager working within the Government Contracting Industry.

RATING SCALE: '1' = very important, '2' somewhat important, '3' neutral importance, '4' somewhat unimportant, '5' no importance

Rate each bulleted sub-topic on its Level of Importance (1-5) ê	A - Identified KSAs under Benefits
	1. 401(k) & IRA as part of 'contract wages' (fringe benefits – cash value)
	2. H&W benefits for SCA contract EE's (mandated); applying H&W benefits to SCA contracts (cost Calculations); SSA provisions covering prevailing (SCA) wages includes benefits & stipend for unused portion(s) paid to EE(s); Benefits (Contract Administrative Services - CAS)
Rate each bulleted sub-topic on its Level of Importance (1-5) ê	B - Identified KSAs under Compensation/Classification
	3. Compensation Program: document varying wages for identical job title; OFCCP / wage scales, government audits; Labor Categories / Job Classifications / Job Evaluation - survey data validity
	4. CONUS / OCONUS (national / international pay structures)
	5. DCAA 'allow-ability' of annual merit increases / executive comp
	6. Government Client Worksite Shut Down: work sites closed for holidays or reasons not funded by the company. (paid/unpaid?)
	7. Operations & Contracts Administration: essential to bidding (negotiating) /recruiting incumbent vs. new hires; Prepare / deal with disgruntled incumbent staff (may refuse position/jump ship)
	8. Service Contract Act (Wage Determination) / SSA / Davis Bacon Act / Walsh-Healy Act - Contract & Prevailing Wages; SCA related pay rates / accrued leave - SCA contract EEs; comp. / accrued leave
	9. Wage/Rate determinations, mandated fringe benefits, (if related) to union contracts unique to government worksite
Rate each bulleted sub-topic on its Level of Importance (1-5) ê	C - Identified KSAs under Employee Relations / Discipline
	10. Government Internal Affairs and EEOC Officers familiarity pertinent to HRM if government (GS) worker complaint
	11. Government-managed environment and supervision of contract EEs; government [client] adherence to contractor's progressive disciplinary procedures
	12. Layoffs, Two week pay in lieu of notice (pay calculation)
	13. Reclamas – knowledge of, ability to work through
	14. Unions (as applicable to SCA & DBA EE's)
Rate each bulleted sub-topic on its Level of Importance (1-5) ↓	D - Identified KSAs under Legal Compliance

	15. Applicant self-reporting (EEOC/OFCCP), documentation - hiring process; OFCCP compliance/rules: 'applicant flow [hiring/term] logs' documentation for AAP (Exec. Order 11246 - EEO); doc storage terms
	16. CONUS / OCONUS - legalities and 'protocol'
	17. Government client requirements when being requested to remove staff and adhere to site- and/or department-related leave schedules.
	18. Government sites (same/conflicting IT or Physical Security standards)
	19. Knowledge of USACE Manual 385-1-1 (Safety/Health reqs. In ops)
	20. Posters required of Federal Contractors in public EE spaces

<i>Rate each bulleted sub-topic on its Level of Importance (1-5) ↓</i>	E - Identified KSAs under Performance Management
	21. Analysis of hire and promotion within AAP reqs. 4/5 rule analysis
	22. Contract-driven performance analysis (contracting company supervisor input) versus (federal government supervisor)
	23. Knowledge/Familiarity – 'Key Personnel Clause' in contract (government client concurrence for hire/termination)
	24. 'Metrics' for government client (e.g., Firm Fixed Price (FFP) Contracts and/or Time & Materials (T&M)); document where the government \$ spent; Performance tracking for project(s) and contract employees.
	25. Relationship with clients; HR staff don't often interact w/ government clients. Federal contracting is unique / relationship with clients and EEs can make or break company's performance on the contract.

<i>Rate each bulleted sub-topic on its Level of Importance (1-5) ↓</i>	F - Identified KSAs under Policies / Procedures
	26. Authorization - spending matrix (level of officer of company for financial decisions: pay raises to contract-based financial decisions)
	27. FAR, DFAR – understanding how salaries, bonuses and relocation expenses are handled in designing programs & making offers.
	28. Federal Holidays (work, work off-site, telecommute, base/work site closure – paid/unpaid policies per company and gov. customer)
	29. ISO / CMMI certifications as added value, HR is a 'service' provider with processes keeps department aligned with other business areas.
	30. Polices (overall numbers & breadth = increases) due to contract, FAR, employment law, reporting requirements, etc.; Government Contractor policies and procedures vs. company's

<i>Rate each bulleted sub-topic on its Level of Importance (1-5) ↓</i>	G - Identified KSAs under Records / Personnel Files
	31. 12-year records retention mandate for most government

	contracts
	32. e-Verify – as it directly relates to government contractors
	33. Intellectual Property Protection Act - DFAR
<i>Rate each bulleted sub-topic on its Level of Importance (1-5) ↓</i>	H - Identified KSAs under Staffing, Recruiting, Promotions, Retention, Terminations
	34. AAP - recruitment for diverse populations; Contract scope / mapping / recruiting available manpower for proposal; multiple venues & recruiting tools (PVNs); Vocational Rehabilitation Act: reasonable accommodation / job descriptions / defense of hiring decisions
	35. Advertising job openings (internal & mandatory external - EEOC reqs.); Work w/ Federal, State, and private staffing agencies & subcontractor(s), ensure compliance w/ regulations
	36. Analysis / training related to hiring / promotion from AAP planning
	37. Contingency hires / offer letters with contingency legal wording
	38. Contingent hire agreement(s) & negotiations with incumbent workforce; transition after a contract award; Executive Orders requirements related to contract incumbent workforce
	39. Gov. contracting knowledge for: staffing, background checks, terminations; Transitions as contracts won/lost (acquisition); Government requirements for personnel (i.e. certifications like PMP, CISSP, etc.), depending on type of contracts for RFP/RFB
	40. HR presence during proposal bid process / pursuit decision for contract bid; Contract-based manpower forecasting
	41. Incumbent transition following contract award ('grandfathering' of paid leave, key personnel reqs, staff, locations, benefits, etc.).
	42. Non-Disclosure Agreements; Human Rights determinations
	43. Organizational Conflict of Interest (OCI) –before/after hire (military service members moving from GS to civilian in trade arena)
	44. Security Clearance – knowledge/requirements: briefing / debriefing; legal verbiage - offers / hiring TS/SCI cleared EEs. Badging / clearance acquisition process for incumbents; on-boarding staff to contract jobs
	45. Sequestration - forced layoffs (effect)
<i>Rate each bulleted sub-topic on its Level of Importance (1-5) ↓</i>	I - Identified KSAs under Training & Development
	46. Billable training hours (allowable/unallowable); Extra contract time
	47. Contract-mandated training (e.g., CMMA), International Trafficking in Arms Regulation (ITAR), Office of Federal Contract Compliance Programs (OFCCP), Transportation Worker Identity Card (TWIC)
	48. Human Trafficking Training (contract-driven - OCONUS EEs)
	49. Risk Management – (contract EEs, high-risk work-sites,

	war-zones)
	50. T&D - investment. Non-renewed contracts for reasons unrelated to EE/Company performance (e.g., if company graduates to a larger size standard), might remove ability to bid on contract, loss of EEs.
	51. T&D – planning: government/contract required (Ethics, Harassment, Human Trafficking Training [OCONUS EEs]) / tracking Individual Development Plans, training supervisors & managers - new regs
	52. T&D – reimbursement: limitations by fed clients, since (federal contractors) operate on thin profits (whereas commercial entities have higher margins for profits)

<i>Rate each bulleted sub-topic on its Level of Importance (1-5) ↓</i>	J - Identified KSAs under Wage Administration / Payroll
	53. AAP impacts; impacted by FAR sections as well (compensation)
	54. Certified Payroll procedures (GAAP) for Gov. Contracting
	55. Davis Bacon Act / Service Contract Act (Prevailing Wage) / SCA payroll requirements / SCA 'gap' wages
	56. DCAA – time-keeping & floor checks / Total time accounting
	57. Timesheet changes / Timesheet deadlines

<i>Rate each bulleted sub-topic on its Level of Importance (1-5) ↓</i>	K - Identified KSAs under Security Clearance
	58. Common Access Card (CAC); Secure Base Access (SBA form/application); Security badges & Security clearances
	59. Government work sites familiarity (for HR Managers)
	60. HR staff – security clearance reqs per contract positions
	61. Joint Personnel Adjudication System (JPAS) & National Industrial Security Program Operating Manual (NISPOM): people, facilities, and international EEs
	62. Security Clearance & classification reqs, including background checks; how affect EEs (ability to work on contracts [including interim clearances]): different types of security clearances; what it takes to get; how to determine requirements from contract language
	63. Special Access Program (SAP): guiding documents besides NISPOM overprint(s). Various agencies and allowance for DoD personnel or some veterans to adjudicate some clearances, systems, or contract docs; Secure Compartmentalized Information Facility (SCIFs)

<i>Rate each bulleted sub-topic on its Level of Importance (1-5) ↓</i>	L - Identified KSAs under Government Contracts
	64. Bids & Proposals / Contract Resume (writing) for Proposals
	65. CAS – Contract Administration Services
	66. CLINs – Contract Line Item Number & SLINs - Sub-Line Item Numbers / Contract Clauses
	67. Communication (Interaction) with Government Contracting Rep; Authorized Contracting Officer (ACO)
	68. Contract 'type' knowledge (T&M, Cost Plus Fixed Fee, etc.); and Contract Modifications - Processes for wage increases, EE relations, communication of timetables and budgets.

	69. Contract Quality Assurance Surveillance Plans / Role of Evaluators
	70. DCAA – Defense Contracting Audit Agency /DCAAM/P (Manual/ pamphlet); DCMA – Defense Contract Management Agency
	71. Debarment – lose of contract; prohibition of contracting for X years; Reclama: Request for reconsideration of decision/proposed action.
	72. Delivery Orders / Period of Performance
	73. DFAS – Defense Finance & Accounting Service (DoD)
	74. DSS – DLA (Defense Logistics Agency) Support Services
	75. FAR – Federal Acquisition Regulation (Contract Requirements)
	76. Federal Register & Executive Orders per government contractors
	77. Foreign Corrupt Practices Act (FCPA) (Ethics compliance)
	78. Government contracting knowledge; affect on EEs, benefits, and non-EE insurance policies; Prime Contractor vs. Sub-Contractor
	79. ITAR, TWIC and other contract required programs
	80. Office of Federal Contract Compliance (OFCC) compliance; Track data for AAP if contract amount annually \$50K+
<i>Rate each bulleted sub-topic on its Level of Importance (1-5) ↓</i>	M - Identified KSAs under Technology
	81. Contract driven requirements / audits using IT/software for reports
	82. Government worksites knowledge/experience (preferred)
	83. Timekeeping; Government compliance for contracts / accounts
<i>Rate each bulleted sub-topic on its Level of Importance (1-5) ↓</i>	N - Identified KSAs under Financial
	84. Accounting Classification Reference Number (ACRNs)
	85. Allowable / Unallowable costs / expenses (Contract GAAP)
	86. Contract Authorization Memo (CAM) / Charge Authorization Letter (CAL) – (contract codes for EE hours charged; re-issued with Code / Contract / Time Charge change[s])
	87. Expense, Direct vs. Indirect (labor / overhead / G&A expenses); Direct vs. Indirect (costs to contract); allowable vs. unallowable
	88. Financial basics per HR – related to government contracting and overall effect on Human Resources department oversight
	89. JTR – Joint Travel Regulation (e.g., lowest airfare) / Per Diem Rates

**** Note:** Section Lettering and the number were added after the participants rated each bullet within the section to avoid any prejudicial bias in their rating. Each section's bullet was alphabetized before submitting to the participant for rating with the 5-point Likert scale.

APPENDIX F – ACCEPT / REJECT REQUEST – PHASE FOUR

The following is the results of the dissertation study to find the results (per header) within the Delphi study. I promised several points for the participating panelists, as well as the participants who acted as 'face' validators for the research study. I would like to thank the following who have provided written authorization to share their names with other participants. This study would not have been possible without the assistance of Subject Matter Experts in my Delphi research study.

The validators for the raw data and statistical analysis: R. Faruqi, Dr. J. Fertig, A. Ramsey, M. Flores, J. Ohler, Jr., and nine other SMEs (who wish to be anonymous) who devoted valuable time/effort to ensuring the raw data was correctly transcribed. The participants in my Delphi study survey rounds: A. Smith, A. Harris, B. King, C. Hoffman, C. Seal-McAlpine, D. Smith, K. Harris, K. Larson, M. Liulama, and R. Love, plus five other SMEs (who wish to be anonymous). Companies represented were: 1) The Centech Group, Inc., 2) Daisy Outdoor Products, 3) AMSEC/SAIC, 4) SmallToFeds, 5) The Tatitlek Corporation, 6) Thomco Enterprises, and 7-15) companies whose reps preferred to remain anonymous. (If you provided written authorization for your name and/or company to be published in the dissertation and do not see it listed here, please email me ASAP so I can find the documentation and add it.)

Demographics of SME Delphi Participants

Characteristic	Round		
	1	2	3
Gender			
Male	5	4	3
Female	15	12	12
Management Level			
Mid-Level	20	16	15
EEOC			
Caucasian	16	12	11
African American	3	3	3
Mixed or Pacific Islander	1		1
Education			
HS/GED or Associate Degree	2	2	2
Bachelor	8	6	6
Masters	9	7	6
Ph.D.	1	1	1
	<i>n</i> = 20	16	15

ACTION / NON-ACTION REQUIRED: At this point, the final stage / phase /round of the Delphi requires the results be submitted to the final participating panelists to either 1) Accept or 2) Reject the findings. For your part, I will assume if you do not respond with a "REJECT" in the subject line of this email communication, that you have accepted the findings of the data collection and research.

Again – I simply can't thank you enough for participating in my dissertation research study and would encourage you to contact me if you ever need assistance with anything within my power and reason in the future.

Respectfully, Dawn Boyer

The data results from the research study, identifying added/unique KSAs by the panelists, are listed below in sub-topic order by the mean of the rating for the most important to the least important from combined group ratings.

Mode	Mean	Median	SD	Unique Knowledge, Skills, and Abilities for minimum competencies for Human Resources Practitioners within the Government Contracting Industry
1	1.200	1	0.40	Service Contract Act (Wage Determination) / SSA / Davis Bacon Act / Walsh-Healy Act - Contract & Prevailing Wages; SCA related pay rates / accrued leave - SCA contract EEs; comp. / accrued leave
1	1.267	1	0.44	Compensation Program: document varying wages for identical job title; OFCCP / wage scales, government audits; Labor Categories / Job Classifications / Job Evaluation - survey data validity
1	1.267	1	0.44	Wage/Rate determinations, mandated fringe benefits, (if related) to union contracts unique to government worksite
1	1.267	1	0.57	Applicant self-reporting (EEOC/OFCCP), documentation - hiring process; OFCCP compliance/rules: 'applicant flow [hiring/term] logs' documentation for AAP (Exec. Order 11246 - EEO); doc storage terms
1	1.267	1	0.44	Davis Bacon Act / Service Contract Act (Prevailing Wage) / SCA payroll requirements / SCA 'gap' wages
1	1.333	1	0.47	AAP - recruitment for diverse populations; Contract scope / mapping / recruiting available manpower for proposal; multiple venues & recruiting tools (PVNs); Vocational Rehabilitation Act: reasonable accommodation / job descriptions / defense of hiring decisions
1	1.333	1	0.70	Gov. contracting knowledge for: staffing, background checks, terminations; Transitions as contracts won/lost (acquisition); Government requirements for personnel (i.e. certifications like PMP, CISSP, etc.), depending on type of contracts for RFP/RFB
1	1.333	1	0.47	Office of Federal Contract Compliance (OFCC) compliance; Track data for AAP if contract amount annually \$50K+
1	1.400	1	0.61	Posters required of Federal Contractors in public EE spaces
1	1.467	1	0.72	H&W benefits for SCA contract EE's (mandated); applying H&W benefits to SCA contracts (cost Calculations); SSA provisions covering prevailing (SCA) wages includes benefits & stipend for unused portion(s) paid to EE(s); Benefits (Contract Administrative Services - CAS)
1	1.467	1	0.81	e-Verify - as it directly relates to government contractors
1	1.467	1	0.72	Security Clearance - knowledge/requirements: briefing / debriefing; legal verbiage - offers / hiring TS/SCI cleared

Mode	Mean	Median	SD	Unique Knowledge, Skills, and Abilities for minimum competencies for Human Resources Practitioners within the Government Contracting Industry
				EEs. Badging / clearance acquisition process for incumbents; on-boarding staff to contract jobs
1	1.467	1	0.62	AAP impacts; impacted by FAR sections as well (compensation)
1	1.467	1	0.81	DCAA - time-keeping & floor checks / Total time accounting
1	1.467	1	0.50	Timekeeping; Government compliance for contracts / accounts
1	1.533	1	0.62	Analysis of hire and promotion within AAP reqs. 4/5 rule analysis
1	1.533	1	0.62	FAR, DFAR - understanding how salaries, bonuses and relocation expenses are handled in designing programs & making offers.
1	1.533	1	0.72	Advertising job openings (internal & mandatory external - EEOC reqs.); Work w/ Federal, State, and private staffing agencies & subcontractor(s), ensure compliance w/ regulations
1	1.533	1	0.72	Security Clearance & classification reqs, including background checks; how affect EEs (ability to work on contracts [including interim clearances]): different types of security clearances; what it takes to get; how to determine requirements from contract language
1	1.600	1	0.71	Policies (overall numbers & breadth = increases) due to contract, FAR, employment law, reporting requirements, etc.; Government Contractor policies and procedures vs. company's
1	1.600	1	0.80	Certified Payroll procedures (GAAP) for Gov. Contracting
1	1.600	1	0.80	Government contracting knowledge; affect on EEs, benefits, and non-EE insurance policies; Prime Contractor vs. Sub-Contractor
1	1.667	2	0.70	Analysis / training related to hiring / promotion from AAP planning
1	1.667	1	0.87	Contingency hires / offer letters with contingency legal wording
1	1.667	1	0.79	Contingent hire agreement(s) & negotiations with incumbent workforce; transition after a contract award; Executive Orders requirements related to contract incumbent workforce
1	1.667	1	0.79	FAR - Federal Acquisition Regulation (Contract Requirements)
1	1.733	1	0.85	Contractor Access Card (CAC); Secure Base Access (SBA form/application); Security badges & Security clearances
2	1.733	2	0.68	Expense, Direct vs. Indirect (labor / overhead)

Mode	Mean	Median	SD	Unique Knowledge, Skills, and Abilities for minimum competencies for Human Resources Practitioners within the Government Contracting Industry
				/ G&A expenses); Direct vs. Indirect (costs to contract); allowable vs. unallowable
1	1.800	2	1.05	Organizational Conflict of Interest (OCI) - before/after hire (military service members moving from GS to civilian in trade arena)
2	1.800	2	0.83	Contract-mandated training (e.g., CMMA), International Trafficking in Arms Regulation (ITAR), Office of Federal Contract Compliance Programs (OFCCP), Transportation Worker Identity Card (TWIC)
1	1.800	1	1.11	HR staff - security clearance reqs per contract positions
1	1.800	2	0.91	Financial basics per HR - related to government contracting and overall effect on Human Resources department oversight
2	1.867	2	0.88	401(k) & IRA as part of 'contract wages' (fringe benefits - cash value)
1	1.867	2	0.81	DCAA 'allow-ability' of annual merit increases / executive comp
1	1.867	2	0.88	Incumbent transition following contract award ('grandfathering' of paid leave, key personnel reqs, staff, locations, benefits, etc.)
1	1.867	2	0.96	Risk Management - (contract EEs, high-risk work-sites, war-zones)
1	1.867	1	1.20	Debarment - lose of contract; prohibition of contracting for X years; Reclama: Request for reconsideration of decision/proposed action.
2	1.933	2	0.57	Government sites (same/conflicting IT or Physical Security standards)
1	1.933	2	0.93	Knowledge/Familiarity - 'Key Personnel Clause' in contract (government client concurrence for hire/termination)
2	1.933	2	0.85	Federal Holidays (work, work off-site, telecommute, base/work site closure - paid/unpaid policies per company and gov. customer)
1	1.933	2	1.00	12-year records retention mandate for most government contracts
2	1.933	2	1.00	Billable training hours (allowable/unallowable); Extra contract time
2	1.933	2	0.85	T&D - planning: government/contract required (Ethics, Harassment, Human Trafficking Training [OCONUS EEs]) / tracking Individual Development Plans, training supervisors & managers - new regs
1	1.933	1	1.39	Timesheet changes / Timesheet deadlines
2	1.933	2	0.77	Contract 'type' knowledge (T&M, Cost Plus Fixed Fee, etc.); and Contract Modifications - Processes for wage increases, EE relations, communication of timetables and budgets.

Mode	Mean	Median	SD	Unique Knowledge, Skills, and Abilities for minimum competencies for Human Resources Practitioners within the Government Contracting Industry
2	2.000	2	1.15	Operations & Contracts Administration: essential to bidding (negotiating) /recruiting incumbent vs. new hires; Prepare / deal with disgruntled incumbent staff (may refuse position/jump ship)
2	2.000	2	0.73	Government-managed environment and supervision of contract EEs; government [client] adherence to contractor's progressive disciplinary procedures
2	2.000	2	0.97	Layoffs, Two week pay in lieu of notice (pay calculation)
1	2.000	2	1.10	Government work sites familiarity (for HR Managers)
2	2.000	2	0.82	Allowable / Unallowable costs / expenses (Contract GAAP)
2	2.067	2	0.77	Government Internal Affairs and EEOC Officers familiarity pertinent to HRM if government (GS) worker complaint
2	2.067	2	0.85	Government client requirements when being requested to remove staff and adhere to site-and/or department-related leave schedules.
1	2.067	2	1.00	Contract-driven performance analysis (contracting company supervisor input) versus (federal government supervisor)
2	2.067	2	0.77	Foreign Corrupt Practices Act (FCPA) (Ethics compliance)
2	2.133	2	0.81	Government Client Worksite Shut Down: work sites closed for holidays or reasons not funded by the company. (paid/unpaid?)
2	2.133	2	0.72	Relationship with clients; HR staff don't often interact w/ government clients. Federal contracting is unique / relationship with clients and EEs can make or break company's performance on the contract.
3	2.133	2	0.96	Authorization - spending matrix (level of officer of company for financial decisions: pay raises to contract-based financial decisions)
2	2.133	2	1.02	Intellectual Property Protection Act - DFAR
2	2.133	2	1.09	Contract driven requirements / audits using IT/software for reports
2	2.133	2	1.02	Contract Authorization Memo (CAM) / Charge Authorization Letter (CAL) - (contract codes for EE hours charged; re-issued with Code / Contract / Time Charge change[s])
1	2.200	2	1.05	CONUS / OCONUS - legalities and 'protocol'
3	2.200	2	0.83	Knowledge of USACE Manual 385-1-1 (Safety/Health reqs. In ops)
1	2.200	2	1.22	Non-Disclosure Agreements; Human Rights determinations
2	2.200	2	0.83	Sequestration - forced layoffs (effect)

Mode	Mean	Median	SD	Unique Knowledge, Skills, and Abilities for minimum competencies for Human Resources Practitioners within the Government Contracting Industry
2	2.200	2	0.91	Special Access Program (SAP): guiding documents besides NISPOM overprint(s). Various agencies and allowance for DoD veterans to adjudicate some clearances, systems, or contract docs; Secure Compartmentalized Information Facility (SCIFs)
3	2.200	2	1.11	Bids & Proposals / Contract Resume (writing) for Proposals
2	2.267	2	0.93	Human Trafficking Training (contract-driven - OCONUS EEs)
2	2.267	2	1.06	Federal Register & Executive Orders per government contractors
2	2.333	2	0.87	CONUS / OCONUS (national / international pay structures)
2	2.333	2	1.19	'Metrics' for government client (e.g., Firm Fixed Price (FFP) Contracts and/or Time & Materials (T&M)); document where the government \$ spent; Performance tracking for project(s) and contract employees.
2	2.333	2	1.14	Joint Personnel Adjudication System (JPAS) & National Industrial Security Program Operating Manual (NISPOM): people, facilities, and international EEs
2	2.333	2	1.14	DCAA - Defense Contracting Audit Agency /DCAAM/P (Manual/ pamphlet); DCMA - Defense Contract Management Agency
2	2.333	2	0.87	ITAR, TWIC and other contract required programs
2	2.333	2	1.01	Government worksites knowledge/experience (preferred)
3	2.400	3	1.20	Unions (as applicable to SCA & DBA EE's)
3	2.400	3	1.14	HR presence during proposal bid process / pursuit decision for contract bid; Contract-based manpower forecasting
2	2.400	2	1.20	CLINs - Contract Line Item Number & SLINs - Sub-Line Item Numbers / Contract Clauses
2	2.400	2	1.08	Contract Quality Assurance Surveillance Plans / Role of Evaluators
2	2.400	2	1.02	JTR - Joint Travel Regulation (e.g., lowest airfare) / Per Diem Rates
2	2.467	2	0.81	T&D - reimbursement: limitations by fed clients, since (federal contractors) operate on thin profits (whereas commercial entities -
3	2.467	2	1.09	CAS - Contract Administration Services
2	2.467	2	1.20	Communication (Interaction) with Government Contracting Rep; Authorized Contracting Officer (ACO)
2	2.533	2	1.02	DFAS - Defense Finance & Accounting Service (DoD)

Mode	Mean	Median	SD	Unique Knowledge, Skills, and Abilities for minimum competencies for Human Resources Practitioners within the Government Contracting Industry
2	2.600	2	0.95	Reclamas - knowledge of, ability to work through
3	2.600	3	1.14	T&D - investment. Non-renewed contracts for reasons unrelated to EE/Company performance (e.g., if company graduates to a larger size standard), might remove ability to bid on contract, loss of EEs.
2	2.667	2	1.01	DSS - DLA (Defense Logistics Agency) Support Services
2	2.667	3	0.87	Accounting Classification Reference Number (ACRNs)
3	2.733	3	1.06	Delivery Orders / Period of Performance
3	2.800	3	0.83	ISO / CMMI certifications as added value, HR is a 'service' provider with processes keeps department aligned with other business areas.

VITA**Dawn Denise Boyer**

Virginia Beach, VA

<http://www.linkedin.com/in/DawnBoyer>**EDUCATION:**

- 2013, Ph.D. Education, Concentration in Occupational and Technical Studies, Old Dominion University, Norfolk, VA
- 1989, Master's Degree, Adult Education, Concentration in Training and Development in Human Resources, Virginia Commonwealth University, Richmond, VA
- 1983, Bachelor's Degree, Fine Art, Graphic Advertising and Illustration, Radford University, Radford, VA

PROFESSIONAL EXPERIENCE:

- 2009 – present, Owner, D. Boyer Consulting, Va. Beach, VA
- 2012 – 2012, Adjunct Instructor, Old Dominion University, Norfolk, VA
- 2011 – present, Chair, Scholarship Committee, South Hampton Roads Geekettes
- 2010 – 2011, Chair, Mentoring Program, Women in Defense, Greater Hampton Roads, VA
- 2009 – 2012, Doctoral Graduate Teaching Assistant, ODU, Norfolk, VA
- 2007 – present, Director, Business Development and Human Resources, Monster Clean Carpet and Upholstery Cleaning, Virginia Beach, VA
- 2007 – 2009, Director, Human Resources & Ethics Compliance, Chenega Advanced Solutions and Engineering, Norfolk, VA
- 2005 – 2007, Senior Corporate Recruiting Manager, Zel Technologies, Hampton, VA
- 2003 – 2005, HR Manager, AMSEC LLC, Virginia Beach, VA
- 2001 – 2003, HR Manager (Group), AMSEC LLC, Virginia Beach, VA
- 1995 – 2001, HR Manager, Norfolk Warehouse Management, Norfolk, VA
- 1994 – 1994, HR Manager, Atlantic Garden Centers, Greater Hampton Roads, VA
- 1992 – 1992, HR Intern, Farm Fresh, Norfolk, VA
- 1991 – 1995, Visiting Teacher, Virginia Beach City Schools, Va. Beach, VA
- 1989 – 1990, Instructor, Mansfield School of Business, Va. Beach, VA

ASSOCIATION MEMBERSHIPS:

- Society of Human Resource Managers (SHRM)
- American Society for Training and Development (ASTD)
- South Hampton Roads Geekettes Club, Women in STEM
- Women in Defense, Greater Hampton Roads, VA