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Analysis of Air Force Contingency Contracting Training Needs

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ANALYSIS OF AIR FORCE CONTINGENCY CONTRACTING TRAINING NEEDS

THESIS

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AFIT/GAQ/ENV/02M-12

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ANALYSIS OF AIR FORCE CONTINGENCY CONTRACTING TRAINING NEEDS

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Peter S. Lasch

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Abstract

This research examined the Air Force training needs of contingency contracting officers (CCOs). The study utilized the inductive approach to research. A survey instrument captured the data for the study. The survey captured input from CCOs with deployment experience and each of the Air Force components and Major Commands (MAJCOMs). Series 1 of the survey polled CCOs with deployment experience to determine the training CCOs require based on their personal experiences. Series 2 surveyed the component and MAJCOM level supervisors to determine their perception of the training that should be required for CCOs. Comparing the two series identified the differences in responses from the groups. Descriptive and analytical statistics were used to interpret the completed surveys. The survey analysis was used to determine what tasks should be trained prior to a CCO being deployed. This study tried to capture the general contracting tasks that may be performed at any contingency location. The survey results were combined and a set of training tasks were identified for CCOs.

ANALYSIS OF AIR FORCE CONTINGENCY CONTRACTING

TRAINING NEEDS

I. Introduction

Background

Air Force contracting professionals attend several training courses to learn contracting fundamentals. The courses primarily teach basic principles and not application techniques. Course graduates know what should be accomplished, but they do not know how to actually perform the tasks. Therefore, structured application-based training could be implemented to prepare students for tasks encountered on the job. Application-based training programs assist in the development of fully competent contracting professionals irrespective of whether they work in services, construction, major weapon systems, or contingency contracting. This study concentrated on contingency contracting, but the results may apply to other areas of contracting.

The Air Force lacks a standardized training program that adequately prepares officers and enlisted personnel for contingency contracting operations. The Office of the Deputy Secretary of the Air Force (Contracting) (SAF/AQC) identified the deficiency and wanted to know what skills are important to a contingency contracting officer (CCO). SAF/AQC plans, develops, and implements Air Force-wide contracting policies and procedures. Within SAF/AQC, the Chief, Operational Contracting Division (SAF/AQCO) has the responsibility of providing overall policy, procedures, and direction for developing, reviewing, and managing contracting under the Contingency Operational

Contracting Support Program, as directed by Air Force Federal Acquisition Regulation Supplement (AFFARS) Appendix CC (Department of the Air Force, 1998:2). As it stands today, most contracting units prepare their airmen with the outline provided in AFFARS Appendix CC, but in a non-standardized training program. Therefore, troops reach the deployed location with different levels of knowledge and skill, requiring them to obtain additional training upon arrival.

Since CCOs usually deploy for short periods of time, i.e., 90 and 120-day rotation cycles or shorter depending on the stage of the contingency, they must be prepared to immediately perform CCO duties. Often only one or two members man the CCO work centers at deployed locations. Spending time on training is an inefficient use of valuable resources and detracts from efforts to execute the mission. Participating in a standardized training program prior to deployment may increase the productivity of the CCOs during contingency operations.

In addition, the implementation of the Expeditionary Aerospace Force (EAF) created challenges for training CCOs. The EAF concept involves forming sets of Air Force assets (aircraft, equipment, and personnel) from which tailored force packages deploy to support the Commander-in-Chiefs (Headquarters U.S. Air Force, 2000). Each CCO must be ready to deploy with any organization at any time. Identifying the contracting tasks that should be trained may allow the Air Force to implement a standardized training program. Through the appropriate standardized training, CCOs may be better qualified and prepared for contingency operations.

Several previous studies have examined contracting training, contingency contracting, and contingency contracting training, but none have specifically addressed

the contracting tasks vital to a contingency contracting training program. The lack of information on tasks vital to a contingency contracting program creates a gap in contingency contracting research. This study addresses the gap in this research area.

Problem Statement

The purpose of this study is to identify a set of contingency contracting training tasks based on the needs of Air Force CCOs.

Research Objectives and Investigative Questions

CCOs perform many tasks during contingency operations. Identifying the tasks crucial to the contracting mission may provide insight into the training needs of CCOs. The following are the objectives of this thesis:

1. Determine the contracting related tasks that deployed CCOs perform while carrying out the contingency contracting mission.

2. Identify a set of contingency contracting training tasks that meet the training needs of Air Force CCOs.

The following investigative questions look for answers to meet the objectives of this thesis:

1. What tasks do both the Major Command (MAJCOM) contracting functional area managers and contingency contracting officers with recent deployment experience identify as important to carrying out the contingency contracting mission?

2. How often is each task performed during contingency contracting operations?

3. What relationships exist between the importance of the task and the frequency each task is performed?

Methodology

This study utilized a survey instrument to poll experts in the contingency contracting field. Survey development included a combination of telephone interviews, a literature review, and draft surveys. During survey development, several MAJCOM level contracting personnel and experienced CCOs were polled by telephone to determine which tasks to include on the survey instrument. Also, AFFARS Appendix CC was reviewed to establish the training requirements mandated by the regulation. From the initial research, a list of 88 contracting tasks were identified and included in the survey. Respondents rate the importance and list the frequency of tasks that deployed CCOs may have to perform during a contingency. The responses were analyzed to determine the importance of training each contracting task. Analysis included: means testing between responses from the MAJCOM functional area managers and the CCOs, ranking of the mean importance and frequency for each task, means testing between MAJCOMs, and comparing the responses from each MAJCOM. The final list of tasks comprises the recommended tasks for inclusion in a standardized training program.

Limitations

The study polled individuals with CCO experience, during a specific time period, who are still in active duty contracting positions. It did not collect inputs from previously deployed CCOs who have changed career fields, left the military, or deployed during

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time periods outside the scope of this study. Therefore, the sample size was somewhat limited. However, the fact that the individuals polled are still performing contracting duties makes them the best candidates for the research due to their knowledge of current contracting policies and techniques.

In validating the survey and the list of contracting tasks, the draft survey was only sent to a representative sample of the individuals who received the final survey. Therefore, the researcher could not guarantee all possible contracting tasks were included in the survey. However, the survey included an open forum for the respondent to include any additional tasks that may have been omitted from the survey instrument.

Potential Benefits

The constantly changing world and increasing number of contingencies requires CCOs to be fully prepared and flexible enough to deploy in various circumstances. Therefore, today more than ever, training programs must produce a greater number of fully qualified CCOs. The findings of this study will help the Air Force develop a contingency contracting training program that includes the tasks considered crucial to a successful deployment.

Overview

Chapter II provides the summation of the literature review conducted for the study. Besides providing background information on the need and purpose of the study, it also describes previous research on the subject and the gap in research that led to this study. Chapter III covers the research methodology and includes the methods used to

develop the data collection instrument, the process of data collection, and the data analysis techniques. Chapter IV provides the actual analysis of the data and a discussion of the results. The final chapter discusses the conclusions made from the data analysis and recommendations for using the results.

II. Literature Review

A review of the extant literature revealed several research efforts and published articles on contracting related topics. This chapter focuses on reviewing existing literature on contingency contracting. Areas covered include: contingency contracting, contracting and CCO training, variability of CCO skills and knowledge, impact of the Expeditionary Aerospace Force, and CCO experiences.

Contingency Contracting

This section reviews literature on the broad topic of contingency contracting. The purpose of this section, and later sections, was to identify the different areas of study within contingency contracting, so no duplicate effort would result between previous studies and this research effort. Later sections narrow down the literature review into more specific topics: first, contract training, then more specifically with respect to contingency contracting training.

Lloyd (1996) studied contracting actions above the simplified acquisition threshold ($100,000 stateside or $200,000 for overseas contingencies) during emergency, or contingency, situations. His work resulted in procedural guidance on how to award contracts without deviating from the Federal Acquisition Regulation and demonstrated how the existing federal acquisition system is able to respond to emergencies by executing expedited contracts (Lloyd, 1996:25). Nowhere in the study was the need for training mentioned. The author only presented the minimum steps required for a contracting officer to issue a contract during emergencies.

The Army has published the majority of contingency related research. Several studies deal with the legal aspects of contingency contracting. Lara performed a study and published a guide pertaining to legal concerns during contingency contracting operations (Lara, 1995:16-24). Another study identified the recent developments in contract and fiscal law (Department of the Army, 2001:69-72).

A study important to this research identified the CCO's mission and responsibilities during deployments (Bond and Castrinos, 1999:4-7). The CCO mission was identified as providing responsive support to the customer (the commander), complying with the laws and regulations, and applying sound business judgment. As for responsibilities, the study addressed the types of support the CCO provides and the occurrences of ethical dilemmas. Bond and Castrinos (1999) concluded their study by describing the perfect scenario for a CCO deployment. Prior to the deployment, the CCO works with the advance team commander to ensure the team brings the appropriate equipment and supplies. The CCO arrives at the contingency location several days before the full deployment of forces. By the time the forces arrive, the CCO already has blanket purchase agreements negotiated for: hotels, rental cars, other transportation, sanitation and refuse, airfield services, and anything else needed to support the troops (Bond and Castrinos, 1999:7). An incoming CCO should find everything in place by the end of the first CCO's deployment rotation. The study demonstrated how a CCO supports the deployment mission prior to the deployment as well as during the deployment (Bond and Castrinos, 1999:4-7).

Another study identified the importance of having a trained CCO to assist in the logistical aspects of special operations. CCOs assist the deployed special forces in

becoming self-sufficient in challenging environments (Wagner, 1999:8). The Wagner study sought to justify the need for a CCO and did not address the skills required of the CCO.

Contracting and CCO Training

<u>**Contracting Training**</u>

The Federal Acquisition Institute performed a study on government-wide procurement training for contract specialists, purchasing agents, and real property leasing agents. The goal of the study was to develop competency-based training to equip trainees with the knowledge and skills necessary for competent performance of tasks that a person may be required to perform on the job (Szervo, 1987:10). The study identified contracting competencies and developed blueprints for training these competencies. Each blueprint consists of a primary learning objective that identifies the actions students should be able to perform upon completion of the training.

Staugler and Jones (1994) studied the Department of Defense (DoD) contracting training, outlined in DoD 5000.52M, to determine if the training met the needs of Air Force contracting personnel. Professional continuing education students were polled to determine the sufficiency of contracting training programs. The study's results indicated that the training requirements were adequately meeting the needs of the personnel; however, improvements were recommended in the specificity and timeliness of the training (Staugler and Jones, 1994:5-1 to 5-9). Although the research covered several aspects of training, the study did not cover contingency contracting.

Nash (1997:94-96) identified five skills essential to a contracting officer: 1) knowledge of the rules of the game; 2) ability to exercise sound business judgment; 3) knowledge of strategy and tactics; 4) knowledge of the market; and 5) ability to function successfully as a team member. For each skill, the current training was analyzed and changes were suggested. Of the five skills, Nash (1997:95) argues that only one, knowledge of the rules of the game, gets adequately trained. The study suggests that the current contracting training does not fully prepare a contracting officer for their position. Additionally, if contracting officers do have all five skills, they probably learned them on the job and not through a training program (Nash, 1997:97). As with the above studies, this study does not addresses the training requirements or skills required for contingency contracting officers.

Contingency Contracting Training

Only one study was found in the literature that addressed the adequacy of contingency contracting training. Tigges and Snyder (1993) researched the training needs of theater-based CCOs for a power projection strategy and developed several recommendations. First, they recommended the Air Force create a formal CCO course. Since the study, CON 234 was established as the basic contingency contracting course. Active duty military members teach this course at several Defense Acquisition University locations. Further information on CON 234 is provided in the Current CCO Training Programs section. Next, the researchers said on-the-job training should be improved and scenarios should be used to supplement the training. The last main recommendation was to increase the CCO involvement in training exercises (Tigges and Snyder, 1993). This

study identified areas for improvement, but did not identify contracting tasks that should be included in a contingency contracting training program.

Required CCO Training

AFFARS Appendix CC states, "training provided to CCOs shall include: Initial Base-level CCO Training, CCO continuation training, and CON-234, Contingency Contracting Course" (Department of the Air Force, 1998:12). Appendix CC outlines the Initial Base-level CCO Training with only the minimum training requirements. In fact, many of the tasks a CCO performs during deployments are not trained under this program.

To capture some of the tasks not included in initial base-level training, Appendix CC requires CCO continuation training consisting of training tailored to the unit's area of responsibility, to include regular exercise participation (Department of the Air Force, 1998:12). Each unit develops their training and implements the program. CCOs from different units receive different training, which may cause problems when CCOs arrive at deployed locations with different sets of contracting skills. This problem comes from the unrestrictive nature of Appendix CC. Allowing the units to develop their own continuation training creates a gap in the knowledge level of CCOs from different units. To close this gap, Appendix CC could be modified to include the standard set of contracting tasks this study provides. This would guarantee all CCOs receive the training that experts in contingency contracting feel is important to fulfilling the contingency mission.

The last required training is the Contingency Contracting Course (CON 234). AFFARS Appendix CC requires all individuals to either complete or have scheduled to

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complete CON 234, Contingency Contracting Course, prior to CCO appointment

(Department of the Air Force, 1998:5). The Defense Acquisition University (DAU)

offers the course on-line or through one of their schoolhouses. The following course

description is from the DAU homepage (Defense Acquisition University, undated).

> Contingency Contracting is a course designed to develop the skills
> necessary to provide direct contracting support to joint tactical and
> operational forces participating in the full spectrum of military
> operations and armed conflict, both domestic and overseas. The course
> is hands-on, skills-based, and extensively uses common automation
> tools. Practical exercises are used throughout to reinforce working in a
> joint, multicultural environment. Topics include: laws and regulations
> unique to contingency operations; the roles and responsibilities of the
> Contingency Contracting Officer in joint operations; deliberate and
> crisis action planning; unique financial and appropriations issues;
> establishing a contracting office in an austere/high threat environment;
> selecting, justifying; and executing the appropriate contractual
> instrument to meet common contingency requirements; and the
> administration, termination and close out of contingency contracts.

The course provides CCOs, or potential CCOs, with the basic skills and

knowledge needed prior to deployment. It does not cover or train the class members on

all the possible contracting tasks they may encounter while deployed. That responsibility

is left to the individual contracting units and their MAJCOMs. CON 234 operates on the

assumption that individuals completed all the basic contracting courses and requirements

needed for Level 1 certification prior to attending the course. Level 1 certification

requires individuals to successfully complete CON 101, Basics of Contracting, and

perform contracting duties for one year. Therefore, the course is designed to supplement

the basic course with contingency related material (Brown, 2001). Once a CCO

successfully completes CON 234, their units assume the responsibility for the remainder

of the CCO training.

Current CCO Training Programs

A training program recognized by the Air Force as "noteworthy" is the Wright-Patterson AFB Contingency Contracting Training Program. Van Matthews spent months researching contingency operations to determine which tasks should be trained and developed the "Van Matthews" Contracting Training Module (HQ AFMC, 1998). The module is paper and computer based. The trainee can either look a task up in a continuity folder or on a computer. Both provide detailed instructions explaining how to perform or accomplish the task. If a form is required, the computer offers links to blank templates that aid in completing the form (Matthews, 2001). The module led to Matthews and his team winning the best contracting unit for the Air Force during the 1998 Top Dollar Competition, a contracting and finance contingency competition. The module is available to all units and individuals through Air Force Materiel Command's (AFMC's) contingency contracting web page.

Air Force Special Operations Command (AFSOC) has recently identified a problem with the contracting career field's officer training (Felix, 2001). Enlisted contracting members have a training path identified in Air Force Specialty Code 6C0X1 Contracting Career Field Education and Training Plan. Officers do not have a similar plan; they rely on contracting classes and on-the-job training. On-the-job training for an officer might be limited to the tasks accomplished in their specific section, i.e., services, construction, or major weapon system contracting. This often leads to officers not having the same set of skills and knowledge level as the enlisted when they enter a CCO training program. Some of the current CCO training programs assume that the trainees already know how to perform most of the contracting tasks found in the office environment.

Several of these tasks carry over to the contingency environment and without providing this training in the CCO training program, some officers will not be fully prepared for a deployment (Felix, 2001).

Although the aforementioned studies and programs cover the subjects of contracting training, contingency contracting, and contingency contracting training, none specifically address the contracting tasks vital to a contingency contracting training program. This research attempts to address the gap in this research area. Chapters IV and V of this study aim at providing information on contracting tasks that should be addressed during contingency contracting training.

Variability of CCO Skills and Knowledge

Currently the Air Force deploys CCOs that have different sets of skills and knowledge levels (LaBenne, 2001). As a result, one person may be fully prepared to handle any situation upon arriving at the deployed location, and another person may require additional training before they can perform their contracting duties. Depending on the stage of the contingency, training may take time away from critical activities. During initial deployment, time is critical and the CCO must be ready to perform. On the other hand, during the sustainment phase of the mission, an incoming CCO may have some overlap with the departing CCO in which training can be accomplished. However, CCOs should not count on any overlapping time when they arrive at the deployed location; they must be fully prepared to start working immediately. CCOs must not only be prepared to handle any stage of deployment, they must also be prepared to deploy to

any location under any MAJCOM. SAF/AQC wants CCOs that are prepared for deployments with the skills and knowledge required to complete the contracting mission.

Impact of the Expeditionary Aerospace Force

The implementation of the Expeditionary Aerospace Force (EAF) presents concerns for SAF/AQC and MAJCOM Contracting Superintendents. EAF embodies the Air Force vision to organize, train, equip, and sustain its future total force – Active, Air National Guard and Air Force Reserve – to meet the security challenges of the 21st Century. The fundamental objective of the EAF is to enhance the operational capabilities the U.S. Air Force provides to its clients, the warfighting Commanders in Chief (CINCs), while sustaining a viable force that can also provide those capabilities in the future (HQ USAF/XOPE, 2000). According to former Secretary of the Air Force, F. Whitten Peters, the Air Force adopted the EAF for two reasons: (1) to make sure that the nation has the trained aerospace forces it needs and (2) to make sure that our people have the relief from the high operations tempo in a turbulent world (Peters, undated). The greatest concern for SAF/AQC is ensuring the contracting career field provides trained aerospace forces. Air Force CCOs must be fully prepared to deploy and support under EAF and other contingency operations.

CCO Experiences – Positive and Negative

This section presents examples of contingency operations so the reader may better understand the variety and complexity of situations encountered by CCOs during contingency operations.

Contingency Contracting Success Stories

One example of a contingency contracting success occurred at Laughlin Air Force Base, Texas. In 1998, tropical storm Charlie produced more than 12 inches of rain and left the base without electricity, potable water, or natural gas. Additionally, the storm caused the flightline to be covered by about three feet of water. The base needed immediate action from the contracting office to restore their flying training mission. The entire Laughlin contracting squadron, to include their CCOs, worked as a team to handle the contracting requirements. They quickly issued task orders to the base operations support contractor to clear the flightline storm drains, which were clogged by debris. Next, they concentrated on security of the installation. One-quarter mile of the base perimeter fence was destroyed by the rushing floodwaters. The team found potential vendors for a temporary fence and worked with the security forces to purchase the materials. They used the SABER (simplified acquisition of base engineering requirements) contract to provide timely repairs to 80 buildings that were damaged. Due to the high demand for potable water, the team contracted with a water company located 150 miles away in San Antonio. The contractor delivered more than 30 truckloads of water to fill an above ground holding tank. The team used several different contracting tools to accomplish their mission: government purchase card, existing contracts i.e., SABER contract, and purchase orders. Without in-depth knowledge of these instruments, the recovery efforts would have been difficult. Realizing the importance of preparation, the contracting squadron commander recommended that the base exercise evaluation team include natural disaster in their exercise scenarios. This gives the CCOs an

opportunity to practice and refine their procedures for responding to those types of contingencies (Floyd, Wellman, and Rendon, 1999:9-11).

A second success story is currently taking place at Cervia Air Base, Italy. CCOs are working with local vendors to secure supplies and services for deployed F-15C fighter squadrons. They serve as the interface between vendors and Air Force functional areas such as transportation, services, and civil engineering. The CCOs are expected to find a place to purchase items for the best price and in a timely manner. They accomplish this by maintaining the relationship between the base and local vendors (Etscheidt, 1999). Training helped the CCOs transition into the contingency environment and enabled them to meet all the needs of the 501st Expeditionary Operations Group.

CCOs deployed to Operation Desert Shield/Storm had a success story with the difficult task of processing contractor claims for damages to leased vehicles. The main problem was the technical reliability of the contractor's costs. When a vehicle was damaged, contractors would submit a claim with several estimates for the same repairs using different costs. For example, a windshield was estimated at $200 on one claim and $600 on another claim. Also, labor hour and labor rate estimates fluctuated from one repair to the next even though they were the same type of repair. To counter these problems, the CCOs obtained a standard repair guide and used it as an authoritative source to determine what the contractor was allowed. They also established a maximum labor rate and considered any rate under the maximum to be fair and reasonable. At first, the claims were very time consuming and frustrating, but the CCOs developed techniques to make the process fair. These efforts reduced the burden of the claims process (Almas, Estes, Shero, and Jordan, 1992:24-29).

Not all contingencies run as smoothly or come together as well as the aforementioned success stories. The following section provides examples of problems encountered by CCOs. Most of the following problems can be eliminated or ameliorated with effective training.

Contracting Problems Encountered by CCOs

Even though each contracting unit has a CCO training program, the current training does not prepare CCOs for every situation. MAJCOMs usually receive advance notice of upcoming requirements for CCOs. However, "pop-up" contingencies occasionally require rapid deployment of a CCO. These are unexpected situations such as disaster relief, special operations, humanitarian missions, drug interdictions, etc. The CCOs are usually on the first flight out, so they can provide contracting support from the beginning of the deployment. Without a CCO, the necessary equipment, supplies, and services could not be purchased. The CCOs carry a contracting kit, but until they arrive at the location, they really do not know what to expect. These "pop-up" contingencies become a problem when the deployed CCO doesn't have the proper training to handle the situation. They must train for the unexpected to the extent that such training is possible (Wall, 2001).

Operation Desert Shield/Storm reiterated the fact that time is critical in a contingency environment. Contracts over the simplified acquisition threshold, which is $200,000 during contingency operations outside the United States, were finalized within 48 hours from receiving the purchase request. This quick response was in spite of the fact that requiring organizations often did not include the statement of work in the purchase request package. This meant the CCO had to write the statement of work,

solicit the requirement, develop the contract, and award the contract all in a matter of two days. These actions often take more than a month in a typical organization (Almas, et. Al., 1992:24). Experienced CCOs are needed to make sure all the requirements get awarded in minimal time.

Another problem identified during Operation Desert Shield/Storm was the poor functioning of contracting officers' representatives (CORs), appointed and trained by CCOs to assist in contract administration. CORs are military or civilian members of the units that originate the contract requirement and monitor the contractor performance. Each is appointed for a specific period of time, usually the duration of the contract. Problems often occurred when a COR was pulled from their duties due to other work or when they departed the deployed location prior to contract completion. When this occurred, the continuity of knowledge was broken and many units underestimated the importance of monitoring the contractor. Units that did not use the COR properly were unable to motivate the contractor. This put the U.S. government in a poor position to enforce rights and avoid paying for services not received or damages that were not the government's responsibility. The appointment and proper use of CORs is key to successfully managing leased equipment (Almas et. Al., 1992:27-28)

The Air Force is not the only service that recognizes the importance of preparing for contingencies. According to Toler (1995), Director of Contracting, West Point Military Academy, "Every contracting and industrial management officer in the Army should be ready to deploy anywhere in the world on a moment's notice." This includes deploying into an initial deployment situation where many unknowns exist. One cannot really train for the unknowns and become an area expert prior to deployment, but one can

become a functional expert. A large number of officers from Operation Restore Hope learned this lesson. Upon notification of deployment, these officers knew little about the threat in the area, host nation support, state of the economy, or national infrastructure (Toler, 1995:19). Inadequate information was the main problem for these CCOs. They did not know which requirements were their responsibility and which were the responsibility of the host nation. To solve this problem, the lead CCO developed a host nation support agreement that had the support of both parties. The unknown is difficult to prepare for, but with the proper training a CCO may be able to overcome the difficulties.

Summary

The implementation of the EAF and the current state of contingency contracting programs lends support for the need to identify contingency contracting tasks vital to a successful training program. Deployed commanders should be confident in their troops ability to complete the mission. Ensuring each CCO receives the appropriate training provides these commanders with the highly skilled troops they require.

III. Methodology

Introduction

      This chapter describes the research methods used to study the training needs of Contingency Contracting Officers (CCOs). Throughout this research effort, inductive reasoning is used to form generalized conclusions from particular instances. The first area covered in this chapter is the research design, followed by the population of interest and the sampling frame used. Additionally, the nature of the data and the instruments used to collect the data are discussed. The last major section includes the specific statistical techniques used to assess the data. Finally, the chapter ends with a summary of the research methodology.

Research Design

      Some exploratory research was required to identify all the possible tasks a CCO performs. This exploratory research played a vital role in developing a valid survey. A literature review started the process of information gathering. Documents such as the Air Force Federal Acquisition Regulation Supplement, Appendix CC (Department of the Air Force, 1998); "Van Matthews" Contracting Training Module (Matthews, 1998); Contracting Career Field Education and Training Plan (Department of the Air Force, 2000); and several briefings and workshop notes were reviewed. From these documents, a list of tasks was developed for inclusion in the survey instrument.

      The study also included exploratory telephone interviews with a hand-selected sample of leaders in the contingency contracting arena. These individuals were selected based on their current Air Force assignment, past experience, and geographic location. One person from each of the world's main sectors was selected, i.e., Middle East, Europe,

South America, and Pacific region. These individuals manage the contracting troops assigned to contingencies within their area of responsibility (AOR). The Deputy Secretary of the Air Force (Contracting) (SAF/AQC) considers them to be experts on contingency contracting. Their selection provided a representative sample of people with contingency experience from all parts of the world. As a result, data was gathered from all regions where a contingency may take place. The interviews consisted of a standard set of open-ended questions. They aimed at obtaining the interviewee's opinion on what tasks they felt CCOs perform during deployments to their AOR. Each of the interviewees identified several contracting tasks that were instrumental in completing their contingency missions, i.e. using the government purchase card, making purchases with the Standard Form 44, leasing property, developing blanket purchase agreements, issuing large dollar contracts, and processing contractor claims. All stated that these tasks could be trained prior to the deployment. Training prior to a deployment helps ensure the CCOs are prepared to handle the situation at hand upon arriving at the deployed location. All tasks identified were included on the survey instrument. (See survey attachments for a copy of the telephone survey, Appendix 1)

Draft surveys were constructed and sent out for input and validation. Each of the draft surveys went to contracting professionals with contingency experience. One survey went to Major Van Matthews, 1998 Top Dollar winner and contracting officer of the year. He also served as a CCO during a deployment to Sarajevo in 1999. Major Matthews' experience with contingencies led to his selection as a draft survey recipient. Another survey went to Major Ed LaBenne at the office of the Deputy Secretary of the Air Force (Operational Contracting) (SAF/AQCO). Major LaBenne's responsibilities

include managing the contracting career field's contingency program for the Air Force. He was another obvious choice for reviewing the draft survey. To get input from an experienced enlisted Air Force member, a survey went to TSgt Darryl Mitchell. TSgt Mitchell managed the contingency contracting program for Wright-Patterson AFB and has been deployed several times. Also, the MAJCOM superintendents provided feedback on the survey. The superintendents are Chief Master Sergeants and are responsible for the contracting personnel in their commands. The inputs received from the above individuals are included in the study, where appropriate, and led to the survey's final approval.

The study consisted of a cross-sectional survey design in which data is collected at one point in time (Dooley, 2001). The survey queried Air Force members with a two-step approach. In step 1, the respondents identified the importance of the contracting task. In step 2, they identified the frequency the task is performed during a typical deployment.

The distribution of the survey occurred in two phases. First, the survey went to the contracting functional area managers at the Major Command (MAJCOM) level. Next, CCOs deployed between the period of 01 October 2000 and 01 October 2001 were asked to participate. Comparisons between the two groups are made in Chapter IV. The sampling frame and subject information sections cover more on the two groups of respondents.

Data analysis was conducted using inferential and descriptive statistics to draw conclusions on the contingency contracting training needs of Air Force CCOs. Investigators utilize inferential statistics when they take sample information and draw

conclusions about the population (Devore, 2000:5). Descriptive statistics involve tabulating, depicting, and describing sets of data (Glass and Hopkins, 1996). The data used in the statistical analysis consists of the responses received from the survey instrument. This data represents the sample information whose analysis draws conclusions about the tasks for which CCOs, the population, need training.

Population

This study focused solely on the tasks a CCO must be able to perform during a contingency. Identifying a standard set of tasks for a training program allows all CCOs to receive the same training. If this training is all-inclusive, then all CCOs should be equally prepared for contingency operations. Since the research only focused on CCOs, they were the natural population for the study. The term CCO includes all Air Force contracting personnel who are currently trained as CCOs, whether or not they are assigned to a deployable position. These individuals have the knowledge and experience needed to understand the training requirements being analyzed by this study. The population is rather large making a census of all CCOs infeasible. Instead a purposive sample was used for the study. Dooley defines purposive sampling as research where the respondents are chosen because of certain characteristics (Dooley, 2001:129). The following section provides details on how the sample was selected.

Sampling Frame

Many channels exist within the Air Force to obtain an enumeration of personnel. The enumeration for this study consisted of Air Force members assigned to contracting

and more specifically CCOs. SAF/AQCO provided the necessary information on the CCOs through an on-line database of CCO activity. The elements within the sample were identified by stratification. A stratum consists of all elements that have a common characteristic. Researchers consider this a type of purposive sampling. Respondents are only chosen because of certain characteristics (Dooley, 2001:127-129).

The first characteristic of interest for the survey was the assignment to a component or MAJCOM level contingency contracting position. SAF/AQC suggested surveying the contracting functional area managers. These individuals have responsibility for CCOs deployed within their AOR. This includes ensuring the CCOs receive the proper training. The nature of their positions allows them to stay abreast of the types of actions being performed by the CCOs. Their knowledge of the contracting requirements made them good candidates to survey. Once again, SAF/AQC provided the names for this portion of the study.

The second characteristic of interest was contracting deployment during the time period of 1 October 2000 to 1 October 2001. Individuals deployed during this time have current hands-on knowledge of deployed operations that allow them to provide valuable feedback through the survey. SAF/AQC provided on-line access to the database containing the list of all CCOs deployed during the time period.

The two purposive samples represent the individuals with the experience and knowledge to provide educated answers to the surveys. In addition, the two samples are representative of those with the responsibility for CCO training and those that perform as CCOs after receiving the training. Since they are considered experts in contingency contracting, this method seemed the most appropriate for the research situation.

Subject Information

As stated in previous sections, there were two samples of subjects. The first group's selection was based on an assignment to a component or MAJCOM level contracting position. This group consists of 23 functional area managers. These individuals received an initial e-mail and several follow-up e-mails of the survey's web location through SAF/AQC messages. They had the freedom to complete the survey at their offices. Upon completion, the responses went directly into the survey database. Table 3-1 displays the number of functional area managers included in the study by MAJCOM.

Table 3-1. Functional Area Managers by Command

Air Combat Command (ACC)	3
Air Education and Training Command (AETC)	2
Air Force Materiel Command (AFMC)	2
Air Force Space Command (AFSPC)	2
Air Force Special Operations Command (AFSOC)	2
Air Mobility Command (AMC)	3
Deputy Secretary of the Air Force (Contracting) (SAF/AQC)	2
Pacific Air Forces (PACAF)	2
United States Air Forces Europe (USAFE)	3
11th Wing	2
Total	23

The second group was selected due to their deployment experience (during the 01 October 2000 to 01 October 2001 time period) in a contracting position. A total of 273 CCOs deployed during this period. All respondents received notification of the survey's web address and a suspense date for completing the survey from SAF/AQC. As with the first group, this group received the tasking from SAF/AQC in an effort to get the most

participation. This research relied on the assumption that people will be more likely to complete a task issued by higher headquarters than from an AFIT student. Following on-line completion of the survey, the responses went directly into the survey database.

Instrument Design

The survey instrument utilized the data obtained during the literature review, telephone interviews, and draft surveys. The survey used a two-step approach. The first step included a modified Likert scale rating from one to seven. The Likert system states the issue or opinion and obtains the respondents' degree of agreement or disagreement (Alreck, 1995: 117). In this study, the investigative question asked the respondents to rate the importance of training CCOs on certain contracting tasks. The rating went from high importance, a seven on the scale, down to a rating of low importance, a one on the scale. Under the investigative question is a list of 88 contracting tasks, each having its own scale. Respondents answered the same question for each task.

The second step required the respondent to fill-in a number for their response. The question regarded the frequency with which a task is performed during a typical deployment. The same list of 88 contracting tasks followed the question. In addition, the survey provided an opportunity for the respondent to include any additional tasks needing trained that are not included on the list of contracting tasks. This open forum ensured that those contingency contracting tasks not previously identified by the researcher were also included.

A demographics section followed the main portion of the survey. The demographics aimed to capture information about the respondent's experience. The

section included seven questions. Respondents were asked their rank; MAJCOMs they deployed under; positions held during deployments; number of times they deployed in the contracting career field; their current position; number of times they deployed for different durations; and their current MAJCOM. The demographics were compared to the responses given to the initial two steps of the survey. A respondent's rank provided insight into their total military experience level. The "MAJCOMs deployed under" question allowed for a comparison of responses between MAJCOM deployments. Positions held were reviewed to determine how each person in a particular position answered the survey. The number of times deployed in the contracting career field indicated the deployment experience level of the respondent. The current position separated the two samples, i.e., previously deployed CCOs and MAJCOM/component staff members. The last question on number of times deployed for specific durations tied into step two, the frequency the task was performed. The frequency was divided by the duration the respondent stated they deployed most often to get a frequency per day for each task. This helped determine the overall significance of training the particular task. A low frequency and short deployment duration may have the same significance as a high frequency with long deployment duration.

Upon completion of the survey instrument, the survey package was assembled. The survey package included instructions to the respondents and a cover sheet. Each respondent was provided the purpose of the survey and instructions on how to complete the survey. Prior to distribution, the survey had to be approved. Air Force Instruction 36-2601 requires approval of all opinion surveys within the Air Force. As a final step in the survey development, the survey along with a statement of the purpose and

justification for the research were sent to the Air Force Personnel Center, Customer Assistance Directorate, Survey Branch (AFPC/DPSAS) for approval. The survey was approved and given a control number, USAF SCN 01-094.

To allow easy access to the survey instrument, Microsoft FrontPage® software was used to create a survey web page. Individuals entered their responses on-line, eliminating the need for a mass mailing and collection of a paper-based survey. Each response went directly into a Microsoft Access® software database. The database captured all the information, which was then analyzed using the software's data analysis functions. SAF/AQC provided each of the respondents with the web address so they could complete the survey. A Copy of the survey instrument is attached as Appendix 2 to the thesis.

Statistical Data Analysis

Data analysis for this research was conducted through inferential and descriptive statistics on a microcomputer. Several statistical software packages exist, but JMP-4® and Microsoft Excel® were selected for the data analysis. Two primary reasons emerged to support their selection. First, the researcher's knowledge of the programs allowed for more in-depth analysis of the data. The second reason dealt with the interface between the programs. Data is easily transferred from one program to the other for different types of analyses.

<u>**Task Frequency Analysis**</u>

On the survey, respondents placed a frequency for each task to identify how often they performed the tasks. Since deployments can be any duration up to 179 days, an average deployment time was calculated for each respondent. The average depended on

the number and duration of each deployment. If the individual deployed one time, then their average duration was the length of their one deployment. For individuals that deployed more than once, the total length of their deployment was calculated and then divided by the number of deployments. After calculating the average duration, the frequency for each task was divided by the duration to get a frequency per day for all tasks. Using JMP-4®, the mean frequency per day for each task was calculated. Adding all the responses together and dividing the total by the number of responses calculates the mean. Next, the means were placed in Microsoft Excel® and sorted from highest to lowest frequency per day. Finally, separating the spreadsheet into thirds allowed for comparisons between the groups. Since the data was continuous in nature, a visual analysis of the data points directly surrounding the cut-offs was necessary to determine if the task's significance was high enough for inclusion in the recommended set of contracting training tasks. Two comparisons were made based on the mean frequency: (1) between CCOs with only one deployment and CCOs with more than one deployment and (2) between all the CCOs and the functional area managers.

Next, using JMP-4® the data for each step gets configured into histograms. The histograms graphically show any peaks in responses. From the peaks, patterns can be identified within the data sets. These patterns provide insight into the importance each task was assigned by the two groups based on frequency of use. The histograms are included in Chapter IV.

Task Importance Analysis

Respondents placed an importance rating of one to seven for each of the 88 tasks. A score of one meant the respondent rated the importance of training the task to the

overall contingency contracting mission as low. A rating of seven meant the respondent

placed high importance on training the task.

Each response was entered into JMP-4® to get a mean score for the tasks. The

functional area managers and the CCOs were separated in order to make comparisons

between the groups. Next, the means were rank ordered in Microsoft Excel from highest

mean to lowest mean. Finally, the lists of tasks for both groups were separated into thirds

for analysis. Once again, a visual analysis of the data points surrounding the cut-offs was

necessary to determine if the task's significance was high enough for inclusion in the

recommended set of contracting training tasks.

Means Testing

In order to determine the differences between the opinions of the MAJCOM

functional area managers (trainer) sample and the CCO (trainee) sample, the t-test was

used to compare the sample means. The t-test (independent samples) tests hypotheses

about means of quantitative variables. It tests whether the mean of a single variable for

subjects in one group differs from that in another group (SPSS Inc., 1999:9). In this

study, the sample (CCOs deployed between 01 October 2000 and 01 October 2001)

variance could be computed, but the population (all CCOs) variance could not be

computed. For unknown population variances, the t-test is the appropriate method for

means testing. The hypothesis for the t-test is:

$$H_o: \mu_{MAJCOM} = \mu_{CCO} \text{ (Null Hypothesis)}$$
$$H_a: \mu_{MAJCOM} \neq \mu_{CCO} \text{ (Alternative Hypothesis)}$$

The mean value for each question and each group was placed in JMP-4®. The data

analysis function has an option for the t-test. This provides the t value at the specified

significance level for a two-tailed test. A two-tailed test was used since the study wanted

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to examine differences above and below the mean being tested. There are two possible errors in hypothesis testing, type I and type II. According to Devore (2000), a type I error consists of rejecting the null hypothesis when it is true. A type II error involves not rejecting the null when it is false. The seriousness of a type I error in hypothesis testing helps determine the appropriate significance level. This study uses a significance level of $\alpha = .05$. This says that there is only a five percent chance that the null will be rejected when it is true. The α value is compared to a p-value. A p-value tells the probability of obtaining a test statistic value at least as contradictory to the null hypothesis as the value that actually resulted, assuming the null is true. The smaller the p-value, the more contradictory is the data to the null hypothesis (Devore, 2000). The formula for the p-value is: $2[1-\phi(|z|)]$. Where $\phi(|z|)$ comes from the Standard Normal Curves Table and z is the test statistic value. These calculations are computed using JMP-4®. Once the p-value has been determined, the conclusion at any particular significance level α results from comparing the p-value to α (Devore, 2000):

1. p-value $< \alpha \Rightarrow$ reject H_o at level α.
2. p-value $\geq \alpha \Rightarrow$ do not reject H_o at level α.

Means testing was also conducted between the four MAJCOMs under which the largest number of CCOs deployed. Since four groups were involved in the testing, the F-test was used. When there are more than two means, the t test is no longer applicable; the F-test must be used (Creighton, Lehman, and Sall, 2001:172). The F-test is conducted similar to the t-test, except the means of multiple groups are compared. The hypothesis for the F-test is:

$H_o: \mu_{MAJCOM1} = \mu_{MAJCOM2} = \mu_{MAJCOM3} = \mu_{MAJCOM4}$ (Null Hypothesis)
$H_a: \mu_{MAJCOM1} \neq \mu_{MAJCOM2} \neq \mu_{MAJCOM3} \neq \mu_{MAJCOM4}$ (Alternative Hypothesis)

Within the F-test, the F-ratio is used to measure the fit between the means. When there is no difference between the means, the F-ratio will be around 1. In addition to the F-ratio, the p-value was used to determine how contradictory the data was to the null hypothesis.

1. p-value $< 0.05 \Rightarrow$ reject H_o
2. p-value $\geq 0.05 \Rightarrow$ do not reject H_o

Once all the data was collected, the analysis began. Since this study relied on inductive research, the researcher needed to study the data to see what contracting tasks the results suggest were important. The means testing identified the gaps between the CCO and MAJCOM functional area manager samples.

Summary

The literature review, telephone interviews, and test surveys provided the necessary information and validation for the survey instrument used in this study. The purposive sampling used to select the respondents ensured the individuals had the appropriate level of experience needed to complete the surveys based on their expertise. Chapter IV covers the results and analysis based on the study's methodology.

IV. Results and Analysis

Chapter four provides the data analysis for the study. As discussed in previous chapters, the data consisted of survey responses. The responses from each survey were compiled into various charts and tables, which are analyzed and presented in the following sections. Three sections make up this chapter: survey response, demographics, and results analysis. The survey instrument is included as Appendix B to this thesis.

Survey

Data collection was conducted in two phases; a survey of the contracting functional area managers from each MAJCOM and a survey of contingency contracting officers (CCOs) deployed during the period of 1 October 2000 to 1 October 2001. In the first phase, 23 functional area managers were asked to participate in the study. Ten of the 23 participated leading to a response rate of 43.48%. In the second phase, 273 CCOs were selected to participate based on their deployment dates. Of the 273 selected, 121 participated for a response rate of 44.32%.

Phase I of the survey process was initialized by SAF/AQC via an e-mail notification and request for participation to the functional area managers. Only a few people responded to the initial request. In an effort to achieve maximum participation, several follow-up messages were sent. After several weeks, it was determined that all likely Phase I respondents had completed the survey instrument.

Phase II of the survey was initialized by the MAJCOM contracting superintendents who issued a notification and request for participation to selected CCOs. Due to change of station, change of job, and separation from the Air Force several of the

273 individuals selected to participate were not involved in the study. The exact number

of participants that fall into these categories is not known. The original list of CCOs

came from a SAF/AQC database that provided the names, rank, base, and deployed

location for Air Force members deployed within the period of interest. The database only

reflected the information current at the time of deployment. So, when the MAJCOM

superintendents received the list, they forwarded the names to each base not knowing if

the members were still at the locations. Due to the anonymous nature of the survey

responses, there was no way of knowing who on the list was notified and participated in

the study.

Demographics

Each survey respondent answered seven questions in the demographics section.

The questions were designed to capture information about the respondent's deployment

experience. The questions are:

1. What is your current rank?
2. What MAJCOMs have you deployed with?
3. What position(s) did you hold while deployed?
4. How many times in your career have you been deployed within the contracting career field?
5. Indicate your current position.
6. Mark the number of times you have deployed for each of the following durations.
7. Indicate your current MAJCOM.

Demographic Question 1: Current Rank

Table 4-1 depicts the distribution of the respondents by military rank. The functional area managers work at the MAJCOM level and manage contingency contracting deployments; as a result, their rank distribution varies from senior enlisted to field grade officer. As for the CCOs, the enlisted force makes up the majority of those deploying. Individuals in the rank of Staff Sergeant (SSgt) and Technical Sergeant (TSgt) deployed more than three times as often as any other rank group. Majors through Colonels deployed the least often, which is attributable to most deployed locations only having one position that requires someone in this particular rank group. The spread in rank was important to ensure the study obtained feedback from individuals with all levels of Air Force experience.

Table 4-1. Current Rank of Respondents

	Functional Area Managers	Contingency Contracting Officers	Totals
Amn – SrA	0	6	6
SSgt – TSgt	0	73	73
MSgt – CMSgt	7	23	30
2Lt – Capt	0	16	16
Maj – Col	3	3	6
Totals	10	121	131

Demographic Question 2: MAJCOMs/Components Deployed Under

Table 4-2 shows the number of deployments from each MAJCOM. Some individuals deployed more than once during their career, so the numbers represent the respondent's total deployments. It is important to note that due to their mission or location; ACC, AMC, PACAF, and USAFE deployed more people than the other commands. ACC's combat mission and AMC's mobility mission require several CCO deployments. PACAF and USAFE deploy a significant amount of CCOs due to their locations. Most PACAF and USAFE bases are much closer to the "hot spots" in the world than the continental United States bases. Also, some commands had a higher participation rate in the survey than others. Responses from commands with only a few survey participants may not represent their actual population as well as responses from commands with higher response rates. Statistical analysis on commands with only a few responses does not provide significant insight into their contingency operations. Therefore, the results analysis section does not make comparisons between the heavily deployed commands and commands/components with only a few deployments. Results analysis does include comparisons between; ACC, AETC, AFMC, AFSPC, AMC, PACAF, and USAFE. Also, means testing was conducted between the top four commands CCOs were deployed under: ACC, AMC, PACAF, and USAFE.

Table 4-2. Number of Times Respondents Deployed from Each MAJCOM/Component

	Functional Area Managers	Contingency Contracting Officers
11th Wing	0	1
ACC	3	45
AETC	1	13
AFMC	2	9
AFSOC	1	1
AFSPC	0	18
AMC	2	28
NATO	0	3
PACAF	1	22
PACCOM	0	1
SOCCENT	0	1
USACCE	0	6
USAFE	1	32
USCENTAF	1	2
USSOUTHCOM	0	1

Demographic Question 3: Position(s) Held While Deployed

Table 4-3 displays the different positions held by the survey respondents during their deployments. Some individuals identified that they held both a contracting officer position and another position at the same time. In addition to performing section chief and unit commander duties, most also served as contracting officers. The question was included to ensure the study obtained feedback from experienced CCOs in each of the positions.

Table 4-3. Position(s) Held During Deployments

	Functional Area Manager	Contingency Contracting Officers	Totals
Unit Commander	2	7	9
Section Chief	4	29	33
Contracting Officer	9	114	123
Contract Specialist	4	26	30
Other:			
Deputy Commander	0	2	2
Contracting Superintendent	1	3	4
Command/Wing Staff	0	3	3
Resource Advisor	0	1	1
Totals	20	185	205

Demographic Question 4: Number of Times Deployed Within the Contracting Career Field

Demographic question 4 identifies the level of contracting deployment experience for each respondent. One of the functional area managers never deployed, but by the nature of their position and overall contracting experience they were included in the study. All of the CCOs, whether with one deployment or several, have recent deployment experience. So, even though the respondents with more than one deployment have more experience as a basis for their responses, the one time deployer provides valuable feedback from a current deployment. In the results analysis section, the answers from individuals with one deployment are compared to individuals with more than one deployment. The comparison identifies any difference in responses based on experience.

Table 4-4. Number of Times Individuals Deployed

	Functional Area Managers	Contingency Contracting Officers
Never	1	0
Once	2	69
Twice	4	26
Three Times	2	10
Four or More	1	16

Demographic Question 5: Current Position

Demographic question 5 was used to ensure the functional area managers are all still in MAJCOM staff positions. Also, Table 4-5 shows the type of position and current experience of the CCOs. No comparisons are based on the results of this question.

Table 4-5. Current Position of Respondent

	Functional Area Managers	Contingency Contracting Officers
CCO (assigned to base or systems level)	0	111
MAJCOM/Component Position (assigned to a staff position)	10	1
Superintendent	0	6
AFIT Student	0	2
Career Broadening	0	1

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Demographic Question 6: Number of Times Deployed for Different Durations

Demographic question 6 was used to determine the average deployment duration for each respondent, which aided in the analysis of each task's frequency. Figures 1 through 4 represent the deployment experience for the functional area managers and CCOs for the specified durations. The survey captured responses from individuals deployed for each of the durations. Therefore, opinions on contracting tasks associated with each of the deployment durations are represented in the study.

Survey question 2, frequency task was performed during deployments, was answered based on the individual's experience. The duration of a respondent's deployment affects the way they answer survey question 2. Someone deploying for 30 days would likely indicate a lower frequency of usage per task than someone deploying for 120 days. In order to standardize the responses, a frequency per day was calculated for each task. Dividing the average deployment duration into the frequency for each task provided the frequency per day. As a result, all responses could be compared to identify the tasks performed most often. The comparisons are included in the results analysis section.

Question 6 required the respondents to select how many times they deployed for each of five different durations. The choices were: 1-7 days, 8-30 days, 31-60 days, 61-120 days, and 121-180 days.
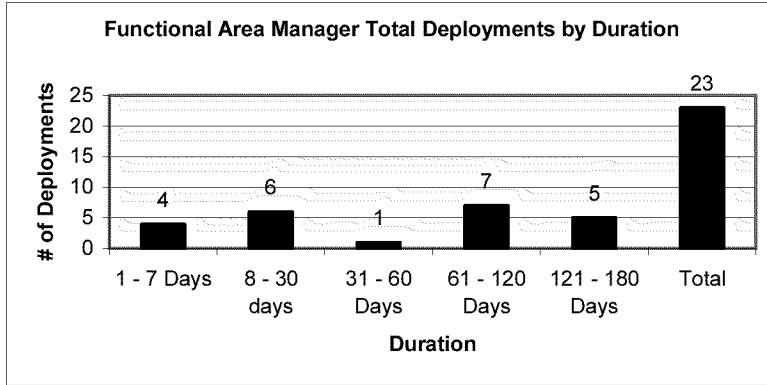
Figure 1. Functional Area Manager Deployments by Duration
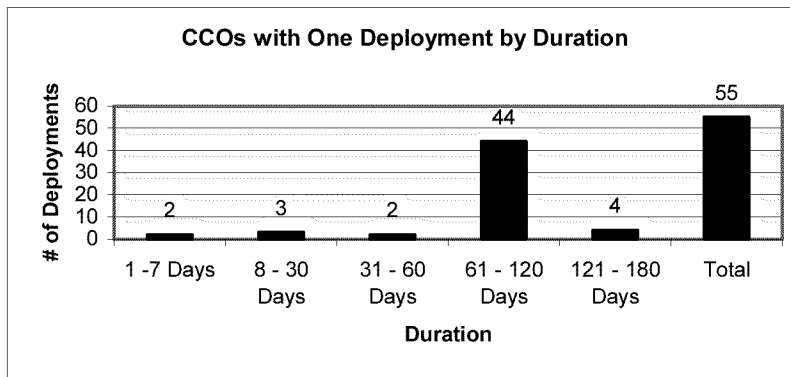
Figure 2. CCOs with One Deployment by Duration
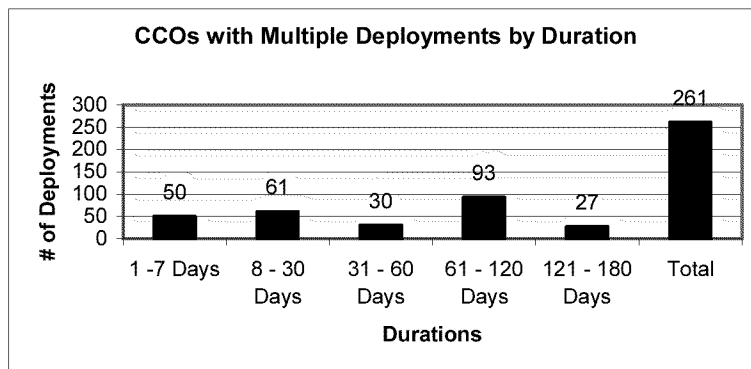
Figure 3. CCOs with Multiple Deployments by Duration

Total CCO Deployments by Duration
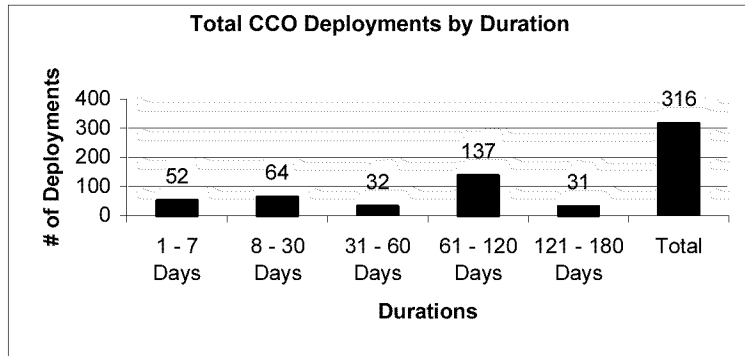
Figure 4. Total CCO Deployments by Duration

Demographic Question 7: Current MAJCOM

Tables 4-6 and 4-7 display the current MAJCOM of each respondent and the

MAJCOM's participation rate based on the initial list of participants. AFSPC has a

response rate of over 100% due to members being assigned to the command following

their deployment. As Table 4-7 indicates, each MAJCOM has a different participation

rate. Intense workloads, members being reassigned, or little encouragement to participate

throughout the chain of command may explain some of the lower response rates. On the

CCO side, each command was represented. Since a representative from each command

did not participate on the functional area manager side, the study does not reflect the

training desires of the commands lacking representation.

Table 4-6. Current MAJCOM and Response Rate of Functional Area Managers

	Functional Area Managers	FAMs Solicited	Response Rate
11th Wing	0	2	0%
ACC	0	3	0%
AETC	1	2	50%
AFMC	2	2	100%
AFSOC	1	2	50%
AFSPC	2	2	100%
AMC	1	3	33.30%
PACAF	1	2	50%
USAFE	1	3	33.30%
SAF/AQC	1	2	50%

Table 4-7. Current MAJCOM /Response Rate of Contingency Contracting Officers

	Contingency Contracting Officers	CCOs Solicited	Response Rate
11th Wing	2	7	28.57%
ACC	26	43	60.47%
AETC	8	21	38.10%
AFMC	9	31	29.03%
AFSOC	2	9	22.22%
AFSPC	23	19	121%
AMC	24	45	53.33%
PACAF	15	39	38.46%
USAFE	12	60	20%
SAF/AQC	0	0	100%

Responses to this section portray the demographic distribution of the respondents.

The CCO sample had respondents in each rank category and the functional area manager

sample had senior enlisted and field grade officer representation. Although CCOs from

each MAJCOM/Component participated in the study, the functional area managers

lacked participation from several MAJCOMs/Components. Both samples were

adequately represented in the contracting positions held during deployments category and the demographics indicate a wide range of deployment experience. Having respondents in each of the different rank groups, positions, and levels of experience is very important in order to understand the wide range of contingency operations. The respondents for this study are distributed between each of the demographic categories. Therefore, a training program developed from the results of this study should prepare individuals to deploy into any position.

Results Analysis

The survey instrument included 88 tasks and respondents were asked to answer two questions for each task. The first question asked the importance of a particular task to the overall success of a contingency contracting mission, and the second question asked how frequently the respondent performed a task during a typical deployment. Respondents entered a number for each task. Following the main portion of the survey, a space was provided for the respondents to identify any tasks not included in the survey. The results analysis includes: importance ranking, means testing between the functional area managers and the CCOs, frequency ranking, relationships between importance and frequency, MAJCOM comparisons, means testing between top four MAJCOMs, and analysis of missing tasks.

Throughout the results analysis section, the frequency and importance ranking is divided into thirds. At first, the logical analysis method was to find natural break points in the data. A natural break point is a separation in data values large enough to consider the data above and below the point significantly different. Visual inspection provided

evidence that the data is continuous; therefore, no natural break points exist. As a result,

the tasks ranked in the top third are considered most important to the contingency

mission, followed by tasks ranked in the second third.

Survey Question 1: Importance Ranking

Using a Likert scale, respondents placed an importance rating of one to seven for

each of the 88 tasks. A score of one meant the respondent rated the importance of

training the task to the overall contingency contracting mission as low. A rating of seven

meant the respondent placed high importance on training the task.

Each response was entered into JMP-4® to get a mean score for the tasks. The

functional area managers and the CCOs were separated in order to make comparisons

between the groups. Next, the means were rank ordered in Microsoft Excel from highest

mean to lowest mean. Finally, the lists of tasks for both groups were separated into thirds

for analysis. Only the top two-thirds are shown in Tables 4-8 and 4-9 for the CCOs and

functional area managers, respectively. The bold tasks in Tables 4-8 and 4-9 are the tasks

ranked in the top third by the CCOs and functional area managers. See Appendix C for

the complete ranking.

Table 4-8. CCO Ranking of Importance to the Mission

Rank	Task	Description	Mean		Rank	Task	Description	Mean
1	15	Simplified Acq. Procedures	6.4958		30	67	Deployment/Contingency Kit	5.3553
2	52	AF Form 9	6.2066		31	69	Commander's Inbrief	5.3553
3	66	SF 1449	6.1652		32	72	Status of Forces Agreement	5.3305
4	82	Installation Access for Ktrs	6.1487		33	80	Gratuity Training	5.2975
5	77	Cust Education on Cont Policies	6.1322		34	45	Contract Closeout	5.2148
6	14	Commodity Contracts	6.0991		35	87	Partipation in Top Dollar Training	5.2148
7	26	Contract Modifications	6.0413		36	42	Determination and Findings	5.1818
8	76	Working with Finance/DFAS	6.0413		37	43	Justifications and Approvals	5.1818
9	3	Use of Gov't Purch Card	6.008		38	85	Mgt of Contactors in AOR	5.1735
10	11	Auto. DB/Sprdsht for Purch.	5.9917		39	46	Terminations	5.1074
11	61	SF 30	5.9917		40	38	Release of Claims	5.0826
12	74	Country Customs Procedures	5.9504		41	41	Ratifications	5.0743
13	13	Service Contracts	5.9008		42	65	SF 1442	5.0661
14	83	Shipment of Supplies Overseas	5.9008		43	50	DD 1155	5.0165
15	16	Blanket Purch Agreements	5.8925		44	88	Participation in Top Dollar Comp	4.9669
16	8	Reviewing SOW/PWS	5.7933		45	28	Price Negotiation Memo	4.9338
17	1	Establishing Vendor Base	5.7272		46	47	DD 250	4.9338
18	27	Bargaining Techniques	5.6776		47	18	Leases	4.9256
19	70	Host Nation Support Agreements	5.6694		48	71	Acq Cross Servicing Agreement	4.8925
20	12	Construction Contracts	5.6611		49	73	Basing Agreements	4.8347
21	86	After Action Report	5.5619		50	31	MIPR	4.8016
22	44	Expedited Contracting Actions	5.5454		51	39	Claims Processing	4.7768
23	81	Ethics Training	5.5454		52	30	Appt Quality Assurance Eval	4.6611
24	7	Writing SOW/PWS	5.4628		53	29	Appt CO Representative	4.595
25	68	Standing Up a Contracting Office	5.4628		54	6	Trng Cust on Use of SF 44	4.5785
26	62	SF 44	5.4628		55	75	DoD Foreign Clearance Guide	4.5785
27	32	Payments	5.3884		56	84	Contractor Refusal to Sign Contract	4.5619
28	56	AF Form 616	5.3884		57	4	Appt. Dec. Ordering Officers	4.5123
29	2	Funding Gov't Purch Card	5.3636		58	5	Trng Cust on Gov't Purch Card	4.4214

Table 4-9. Functional Area Manager Ranking of Importance to the Mission

Rank	Task	Description	Mean		Rank	Task	Description	Mean
1	68	**Standing Up a Contracting Office**	**6.5**		30	1	Establishing Vendor Base	5.4
2	82	**Installation Access for Ktrs**	**6.5**		31	11	Auto. DB/Sprdsht for Purch.	5.4
3	77	**Cust Education on Cont Policies**	**6.4**		32	41	Ratifications	5.3
4	86	**After Action Report**	**6.4**		33	5	Trng Cust on Gov't Purch Card	5.2
5	67	Deployment/Contingency Kit	6.3		34	39	Claims Processing	5.2
6	2	**Funding Gov't Purch Card**	**6.2**		35	71	Acq Cross Servicing Agreement	5.2
7	15	**Simplified Acq. Procedures**	**6.2**		36	80	Gratuity Training	5.2
8	44	**Expedited Contracting Actions**	**6.2**		37	81	Ethics Training	5.2
9	62	**SF 44**	**6.2**		38	25	Verbal Contracts/Oral Agrmnt	5.1
10	69	Commander's Inbrief	6.2		39	32	Payments	5.1
11	74	**Country Customs Procedures**	**6.2**		40	85	Mgt of Contactors in AOR	5.1
12	16	**Blanket Purch Agreements**	**6.1**		41	14	Commodity Contracts	5
13	26	**Contract Modifications**	**6.1**		42	4	Appt. Dec. Ordering Officers	4.9
14	83	**Shipment of Supplies Overseas**	**6.1**		43	43	Justifications and Approvals	4.9
15	13	**Service Contracts**	**6**		44	87	Partipation in Top Dollar Training	4.9
16	52	**AF Form 9**	**6**		45	18	Leases	4.8
17	8	**Reviewing SOW/PWS**	**5.9**		46	30	Appt Quality Assurance Eval	4.8
18	70	**Host Nation Support Agreements**	**5.9**		47	73	Basing Agreements	4.8
19	3	**Use of Gov't Purch Card**	**5.8**		48	42	Determination and Findings	4.6
20	72	Status of Forces Agreement	5.8		49	47	DD 250	4.6
21	56	**AF Form 616**	**5.7**		50	28	Price Negotiation Memo	4.5
22	61	**SF 30**	**5.7**		51	29	Appt CO Representative	4.5
23	66	**SF 1449**	**5.7**		52	76	Working with Finance/DFAS	4.5
24	45	Contract Closeout	5.6		53	17	Undefinitized Contract Actions	4.4
25	46	Terminations	5.6		54	38	Release of Claims	4.4
26	7	**Writing SOW/PWS**	**5.5**		55	84	Contractor Refusal to Sign Contract	4.4
27	12	**Construction Contracts**	**5.5**		56	24	Letter Contracts	4.3
28	27	**Bargaining Techniques**	**5.5**		57	75	DoD Foreign Clearance Guide	4.3
29	31	MIPR	5.5		58	88	Participation in Top Dollar Comp	4.3

A visual comparison of tables 4-8 and 4-9 identifies several tasks as being important to both groups. Table 4-10 displays the tasks ranked in the top third by the CCOs and the functional area managers based on the highest mean importance ratings. Table 4-11 displays the tasks ranked in the top two-thirds and at least one group ranked the task in the second third.

**Table 4-10. Tasks Ranked in Top Third of Importance by CCOs
and Functional Area Managers**

Top Third	Description
2	Funding Gov't Purch Card
3	Use of Gov't Purch Card
7	Writing SOW/PWS
8	Reviewing SOW/PWS
12	Construction Contracts
13	Service Contracts
15	Simplified Acq. Procedures
16	Blanket Purch Agreements
26	Contract Modifications
27	Bargaining Techniques
44	Expedited Contracting Actions
52	AF Form 9
56	AF Form 616
61	SF 30
62	SF 44
66	SF 1449
68	Standing Up a Contracting Office
70	Host Nation Support Agreements
74	Country Customs Procedures
77	Cust Education on Cont Policies
82	Installation Access for Ktrs
83	Shipment of Supplies Overseas
86	After Action Report

**Table 4-11. Tasks Ranked in Top Two-Thirds of Importance
by CCOs and Functional Area Managers**

Top Two-Thirds	Description
1	Establishing Vendor Base
4	Appt. Dec. Ordering Officers
5	Trng Cust on Gov't Purch Card
11	Auto. DB/Sprdsht for Purch.
14	Commodity Contracts
18	Leases
28	Price Negotiation Memo
29	Appt CO Representative
30	Appt Quality Assurance Eval
31	MIPR
32	Payments
38	Release of Claims
39	Claims Processing
41	Ratifications
42	Determination and Findings
43	Justifications and Approvals
45	Contract Closeout
46	Terminations
47	DD 250
67	Deployment/Contingency Kit
69	Commander's Inbrief
71	Acq Cross Servicing Agreement
72	Status of Forces Agreement
73	Basing Agreements
75	DoD Foreign Clearance Guide
76	Working with Finance/DFAS
80	Gratuity Training
81	Ethics Training
84	Contractor Refusal to Sign Contract
85	Mgt of Contactors in AOR
87	Partipation in Top Dollar Training
88	Participation in Top Dollar Comp

Means Testing Between CCOs and Functional Area Managers

The study uses means testing to determine if the responses to the importance ratings from the functional area managers and the CCOs are significantly different. For each task, the test determines whether the null hypothesis (that the two group's responses are the same) can be rejected. The rejection decision comes from testing whether the difference of the two means is significantly different from the hypothesized value of zero (Creighton, Lehman, and Sall; 2001:136). Where a significant difference exists, the null hypothesis is rejected and possible causes are identified. If no significant difference exists, then the two groups basically agree on the task's importance. The hypothesis for the test is:

$$H_o: \mu_{MAJCOM} = \mu_{CCO} \text{ (Null Hypothesis)}$$
$$H_a: \mu_{MAJCOM} \neq \mu_{CCO} \text{ (Alternative Hypothesis)}$$

where μ is the mean value for each task.

In order to compare the means of the two independent groups, the t-test is used (Creighton et. Al., 2001:12). The functional area managers and the CCOs make up the two independent groups of this study. Importance ratings to all 88 tasks from each respondent were entered in JMP-4® for the t-test. Using the "analyze data" and "t-test commands," the program automatically conducts the test and presents the results. Together the t-test and the p-value determine if a significant difference exists between the means. A significant difference exists if the t-test value is greater than two in absolute value and the p-value is less than .05 (Creighton et. Al., 2001:137). Table 4-12 displays the t-test results along with the p-value. Only tasks 14, 67, 68, 69 (shown in bold in Table 4-12) were significantly different between the two groups and therefore, the null

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hypothesis is rejected. For all other tasks the functional area managers and the CCOs had similar means. Therefore, null hypothesis is not rejected.

In the analysis of task 14, **commodity contracts**, the functional area managers had a mean rating of 5.0 and the CCOs had a mean rating of 6.1. Therefore, the CCOs felt the task was more important than the functional area managers. A factor affecting the significant difference was the frequency with which the two groups performed the task. For a typical deployment, the functional area managers performed the task on average 0.23 times a day. The CCOs responded they performed the task on average 0.44 times a day, indicating they worked on commodity contracts almost twice as much as the functional area managers. The difference in frequency stands out as a major cause of the significant finding during the t-test. Differences in responses may also be due to the positions held during deployments. Six of the ten functional area managers served in a commander or section chief position. Therefore, they were less likely to work on commodity contracts than someone performing contracting officer or specialist duties.

On task 67, **deployment/contingency kit**, the functional area managers had a mean rating of 6.3 and the CCOs had a mean rating of 5.3. Two factors may be responsible for the significant difference. First, many people deploy into an already established contracting office. The kit's contents have been unpacked and placed within the office. Deployed personnel may never have to go through the kit to find supplies or a piece of equipment. The kit mainly gets used during initial deployment and termination. So, the CCOs recently deployed may not have required much training on the deployment kit. On the other hand, the functional area managers may look at the importance of knowing the kit's contents in case the individual gets placed in an initial deployment

situation. Second, the functional area managers may be more requirements-oriented due to their current position. This is not to say the average CCO does not care about regulations, but most regulations come from higher headquarters where the functional area managers work or have frequent contact. As the functional area managers are more involved in the regulation process, they may perceive regulation-oriented tasks to be of greater importance.

Functional area managers rated task 68, **standing up a contracting office**, at a mean importance of 6.5. The CCOs mean importance rating was 5.5. This task only gets performed during initial deployment. The majority of CCOs never deploy to an initial deployment situation. So, the lower mean value of the CCOs can be explained by their relative lack of exposure to this task. Functional area managers look at the big deployment picture. Their responsibility includes sending troops to all stages of deployment. The CCOs might only be relying on their individual deployment experience.

Task 69, **commander's inbrief**, received a mean score of 6.2 from the functional area managers and 5.4 from the CCOs. A possible explanation for the significant difference is the rank of the respondents. The functional area managers are all senior enlisted and field grade officers. They have either held a command position or worked directly under a commander. Their experiences place a higher importance on keeping the commander informed. The majority of the CCO respondents are enlisted, specifically in the ranks of SSgt or TSgt. Usually the contracting office commander or representative gives the commander's inbrief to the installation commander. So, the enlisted troops may not see the inbrief as an important training task.

Table 4-12. Means Testing Between CCOs and Functional Area Managers (t-test)

Task	Description	t statistic	p value		Task	Description	t statistic	p value
1	Establishing Vendor Base	0.451	0.6527		45	Contract Closeout	-0.865	0.3885
2	Funding Gov't Purch Card	-1.801	0.074		46	Terminations	-1.047	0.2971
3	Use of Gov't Purch Card	-0.196	0.8452		47	DD 250	-0.103	0.9183
4	Appt. Dec. Ordering Officers	-0.493	0.623		48	DD 350	-0.009	0.993
5	Trng Cust on Gov't Purch Card	-1.362	0.1755		49	DD 577	0.292	0.7711
6	Trng Cust on Use of SF 44	0.406	0.6851		50	DD 1155	1.266	0.2078
7	Writing SOW/PWS	-0.073	0.9422		51	DD 1348-6	1.154	0.2505
8	Reviewing SOW/PWS	-0.234	0.8151		52	AF Form 9	-0.695	0.4883
9	Use of SPS	1.236	0.2189		53	AF Form 15	0.175	0.8615
10	Use of BCAS	0.99	0.3242		54	AF Form 315	0.148	0.8829
11	Auto. DB/Sprdsht for Purch.	1.042	0.2995		55	AF Form 614	0.976	0.3308
12	Construction Contracts	0.302	0.7632		56	AF Form 616	-0.682	0.4967
13	Service Contracts	-0.397	0.6919		57	AF Form 2209	0.254	0.7998
14	**Commodity Contracts**	**2.108**	**0.037**		58	AF Form 3062	1.106	0.2706
15	Simplified Acq. Procedures	-0.595	0.553		59	OF 366	1.056	0.293
16	Blanket Purch Agreements	-0.229	0.819		60	SF 26	-0.471	0.6386
17	Undefinitized Contract Actions	-0.029	0.9772		61	SF 30	-0.465	0.6424
18	Leases	0.222	0.8243		62	SF 44	-1.925	0.0564
19	Aviation Fuel Purchases	0.175	0.8611		63	SF 1409	1.252	0.213
20	Assistance-in-Kind	-0.699	0.4859		64	SF 1419	1.343	0.1817
21	Implementing Agreements	0.454	0.6508		65	SF 1442	0.876	0.3828
22	Non-appropriated Funds Cont.	0.675	0.5009		66	SF 1449	0.332	0.7402
23	Concessionaire Contracts	0.584	0.5599		**67**	**Deployment/Contingency Kit**	**-2.16**	**0.0326**
24	Letter Contracts	-0.301	0.7639		**68**	**Standing Up a Contracting Office**	**-2.518**	**0.013**
25	Verbal Contracts/Oral Agrmnt	-1.134	0.2589		**69**	**Commander's Inbrief**	**-2.076**	**0.0398**
26	Contract Modifications	-0.149	0.8821		70	Host Nation Support Agreements	-0.616	0.5388
27	Bargaining Techniques	0.53	0.5969		71	Acq Cross Servicing Agreement	-1.016	0.3116
28	Price Negotiation Memo	0.611	0.5423		72	Status of Forces Agreement	-0.837	0.4039
29	Appt CO Representative	0.157	0.8756		73	Basing Agreements	-0.1	0.9203
30	Appt Quality Assurance Eval	-0.23	0.8181		74	Country Customs Procedures	-0.531	0.5964
31	MIPR	-1.305	0.1941		75	DoD Foreign Clearance Guide	-0.332	0.7406
32	Payments	0.7	0.4851		76	Working with Finance/DFAS	1.887	0.0614
33	Pmnt Oth Thn Mil Prov Med Treat	0.96	0.3386		77	Cust Education on Cont Policies	-0.402	0.6887
34	Imprest Fund	-0.834	0.4061		78	Billeting Officer Duties	-0.228	0.8203
35	Funds Disbursing Agent Duties	0.311	0.7559		79	Transportation Officer Duties	-0.066	0.9476
36	Cure Notices	0.498	0.6196		80	Gratuity Training	-0.525	0.6006
37	Show-cause Letter	0.293	0.7698		81	Ethics Training	-0.098	0.922
38	Release of Claims	0.626	0.5325		82	Installation Access for Ktrs	-0.59	0.5559
39	Claims Processing	-0.719	0.4734		83	Shipment of Supplies Overseas	-0.615	0.54
40	Protests	1.025	0.3074		84	Contractor Refusal to Sign Contract	-0.363	0.717
41	Ratifications	-0.38	0.7047		85	Mgt of Contactors in AOR	-0.7	0.485
42	Determination and Findings	0.707	0.4809		86	After Action Report	-1.828	0.0699
43	Justifications and Approvals	0.508	0.6124		87	Partipation in Top Dollar Training	0.616	0.5388
44	Expedited Contracting Actions	-1.008	0.3155		88	Participation in Top Dollar Comp	0.637	0.5253

Survey Question 2: Frequency Ranking

Along with the importance rating, each respondent placed a frequency they performed each task during their deployments. Since deployments can be any duration from 1 to 179 days, an average deployment time was calculated for each respondent. The average depended on the number of times they deployed and the duration of each deployment. After calculating the average duration, the frequency for each task was divided by the duration. This places all the single deployers and multiple deployers on the same deployment level of frequency per day. The frequency per day for all tasks and respondents were placed into JMP-4® to find the mean frequency per day for each task. Next, the means were placed in Microsoft Excel and sorted from highest to lowest frequency per day. Finally, separating the spreadsheet into thirds allowed for comparisons between the groups. Comparisons were made between the single and multiple CCO deployers and between the CCOs and the functional area managers. The frequency tables do not include tasks 87 and 88 since their responses are on a Likert scale. Only the tasks ranked in the top two-thirds are displayed in Tables 4-13, 4-14, 4-17 and 4-18. The bold tasks in Tables 4-13 and 4-14 are the tasks ranked in the top third by the single deployment and multiple deployment CCOs. The bold tasks in Tables 4-17 and 4-18 are the tasks ranked in the top third by the CCOs (combined ranking) and the functional area managers. See Appendix D for the complete rankings.

Table 4-13. CCO Single Deployment Mean Frequency Per Day Ranking

Rank	Task	Description	Single
1	15	Simplified Acq. Procedures	1.08188
2	11	Auto. DB/Sprdsht for Purch.	1.08075
3	52	AF Form 9	0.66629
4	14	Commodity Contracts	0.65768
5	3	Use of Gov't Purch Card	0.54915
6	66	SF 1449	0.43526
7	76	Working with Finance/DFAS	0.42843
8	82	Installation Access for Ktrs	0.31909
9	77	Cust Education on Cont Policies	0.30918
10	32	Payments	0.30496
11	47	DD 250	0.29862
12	83	Shipment of Supplies Overseas	0.21089
13	45	Contract Closeout	0.18814
14	27	Bargaining Techniques	0.16621
15	9	Use of SPS	0.16247
16	16	Blanket Purch Agreements	0.15386
17	26	Contract Modifications	0.15272
18	62	SF 44	0.14362
19	61	SF 30	0.10853
20	85	Mgt of Contactors in AOR	0.10479
21	5	Trng Cust on Gov't Purch Card	0.10041
22	13	Service Contracts	0.09456
23	8	Reviewing SOW/PWS	0.08400
24	74	Country Customs Procedures	0.07734
25	1	Establishing Vendor Base	0.07636
26	50	DD 1155	0.07490
27	38	Release of Claims	0.06677
28	63	SF 1409	0.06369
29	67	Deployment/Contingency Kit	0.06320

Rank	Task	Description	Single
30	6	Trng Cust on Use of SF 44	0.05833
31	44	Expedited Contracting Actions	0.05654
32	58	AF Form 3062	0.05654
33	7	Writing SOW/PWS	0.05232
34	42	Determination and Findings	0.04663
35	28	Price Negotiation Memo	0.04435
36	56	AF Form 616	0.04370
37	73	Basing Agreements	0.03493
38	31	MIPR	0.03461
39	12	Construction Contracts	0.03379
40	4	Appt. Dec. Ordering Officers	0.03314
41	81	Ethics Training	0.03282
42	48	DD 350	0.03217
43	43	Justifications and Approvals	0.03136
44	29	Appt CO Representative	0.03071
45	2	Funding Gov't Purch Card	0.02794
46	18	Leases	0.02648
47	80	Gratuity Training	0.02437
48	30	Appt Quality Assurance Eval	0.02275
49	35	Funds Disbursing Agent Duties	0.02210
50	69	Commander's Inbrief	0.02047
51	64	SF 1419	0.01998
52	65	SF 1442	0.01998
53	19	Aviation Fuel Purchases	0.01933
54	51	DD 1348-6	0.01722
55	34	Imprest Fund	0.01495
56	79	Transportation Officer Duties	0.01348
57	39	Claims Processing	0.01267
58	41	Ratifications	0.01202

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Table 4-14. CCO Multiple Deployment Mean Frequency Per Day Ranking

Rank	Task	Description	Multiple		Rank	Task	Description	Multiple
1	52	AF Form 9	0.57707		30	70	Host Nation Support Agreements	0.06620
2	15	Simplified Acq. Procedures	0.55938		31	63	SF 1409	0.06583
3	76	Working with Finance/DFAS	0.47361		32	84	Contractor Refusal to Sign Contract	0.06556
4	11	Auto. DB/Sprdsht for Purch.	0.44089		33	86	After Action Report	0.06556
5	77	Cust Education on Cont Policies	0.39382		34	71	Acq Cross Servicing Agreement	0.06318
6	81	Ethics Training	0.36298		35	72	Status of Forces Agreement	0.06297
7	66	SF 1449	0.33279		36	75	DoD Foreign Clearance Guide	0.06227
8	82	Installation Access for Ktrs	0.32260		37	73	Basing Agreements	0.06114
9	27	Bargaining Techniques	0.31748		38	56	AF Form 616	0.05946
10	83	Shipment of Supplies Overseas	0.29576		39	1	Establishing Vendor Base	0.04820
11	74	Country Customs Procedures	0.27813		40	79	Transportation Officer Duties	0.04679
12	3	Use of Gov't Purch Card	0.27786		41	13	Service Contracts	0.04345
13	14	Commodity Contracts	0.22158		42	8	Reviewing SOW/PWS	0.03817
14	50	DD 1155	0.20033		43	45	Contract Closeout	0.03413
15	62	SF 44	0.18249		44	60	SF 26	0.02981
16	47	DD 250	0.17225		45	7	Writing SOW/PWS	0.02944
17	32	Payments	0.17203		46	33	Pmnt Oth Thn Mil Prov Med Treat	0.02841
18	44	Expedited Contracting Actions	0.10626		47	59	OF 366	0.02701
19	31	MIPR	0.10092		48	18	Leases	0.02426
20	58	AF Form 3062	0.09774		49	38	Release of Claims	0.02324
21	61	SF 30	0.09585		50	42	Determination and Findings	0.02146
22	85	Mgt of Contactors in AOR	0.08858		51	12	Construction Contracts	0.02097
23	28	Price Negotiation Memo	0.08141		52	65	SF 1442	0.02076
24	80	Gratuity Training	0.08000		53	4	Appt. Dec. Ordering Officers	0.01855
25	26	Contract Modifications	0.07699		54	2	Funding Gov't Purch Card	0.01677
26	16	Blanket Purch Agreements	0.07639		55	78	Billeting Officer Duties	0.01563
27	67	Deployment/Contingency Kit	0.07515		56	64	SF 1419	0.01542
28	69	Commander's Inbrief	0.07041		57	6	Trng Cust on Use of SF 44	0.01450
29	68	Standing Up a Contracting Office	0.06734		58	49	DD 577	0.01353

CCOs with single deployment experience and multiple deployment experience had several of the same tasks fall into the top third and into the top two-thirds. Tables 4-15 displays the tasks ranked in the top third by the CCOs with single and multiple deployment experience. Table 4-16 displays the tasks ranked in the top two-thirds where at least one group ranked the task in the second third.

Table 4-15. Tasks Ranked in Top Third of Frequencies by Single and Multiple Deployment CCOs

Top Third	Description
3	Use of Gov't Purch Card
11	Auto. DB/Sprdsht for Purch.
14	Commodity Contracts
15	Simplified Acq. Procedures
16	Blanket Purch Agreements
26	Contract Modifications
27	Bargaining Techniques
32	Payments
47	DD 250
50	DD 1155
52	AF Form 9
61	SF 30
62	SF 44
66	SF 1449
67	Deployment/Contingency Kit
74	Country Customs Procedures
76	Working with Finance/DFAS
77	Cust Education on Cont Policies
82	Installation Access for Ktrs
83	Shipment of Supplies Overseas
85	Mgt of Contactors in AOR

Table 4-16. Tasks Ranked in Top Two-Thirds of Frequencies by Single and Multiple Deployment CCOs

Top Two-Thirds	Description
1	Establishing Vendor Base
2	Funding Gov't Purch Card
4	Appt. Dec. Ordering Officers
6	Trng Cust on Use of SF 44
7	Writing SOW/PWS
8	Reviewing SOW/PWS
12	Construction Contracts
13	Service Contracts
18	Leases
28	Price Negotiation Memo
31	MIPR
38	Release of Claims
42	Determination and Findings
44	Expedited Contracting Actions
45	Contract Closeout
56	AF Form 616
58	AF Form 3062
63	SF 1409
64	SF 1419
65	SF 1442
69	Commander's Inbrief
73	Basing Agreements
79	Transportation Officer Duties
80	Gratuity Training
81	Ethics Training

Table 4-17. Combined CCO Mean Frequency Per Day Ranking

Rank	Task	Description	Mean		Rank	Task	Description	Mean
1	15	**Simplified Acq. Procedures**	**0.8205**		30	28	Price Negotiation Memo	0.0625
2	11	**Auto. DB/Sprdsht for Purch.**	**0.761**		31	1	Establishing Vendor Base	0.062
3	52	**AF Form 9**	**0.6215**		32	8	Reviewing SOW/PWS	0.061
4	76	**Working with Finance/DFAS**	**0.451**		33	5	Trng Cust on Gov't Purch Card	0.0545
5	14	**Commodity Contracts**	**0.44**		34	80	Gratuity Training	0.052
6	3	**Use of Gov't Purch Card**	**0.4135**		35	56	AF Form 616	0.0515
7	66	**SF 1449**	**0.384**		36	73	Basing Agreements	0.048
8	77	**Cust Education on Cont Policies**	**0.3515**		37	38	Release of Claims	0.045
9	82	**Installation Access for Ktrs**	**0.321**		38	69	Commander's Inbrief	0.045
10	83	**Shipment of Supplies Overseas**	**0.2535**		39	7	Writing SOW/PWS	0.0405
11	27	**Bargaining Techniques**	**0.2415**		40	70	Host Nation Support Agreements	0.0385
12	32	**Payments**	**0.2385**		41	6	Trng Cust on Use of SF 44	0.0365
13	47	**DD 250**	**0.2355**		42	86	After Action Report	0.0355
14	81	Ethics Training	0.198		43	72	Status of Forces Agreement	0.0345
15	74	**Country Customs Procedures**	**0.1775**		44	84	Contractor Refusal to Sign Contract	0.0345
16	62	**SF 44**	**0.163**		45	42	Determination and Findings	0.034
17	50	**DD 1155**	**0.1375**		46	68	Standing Up a Contracting Office	0.034
18	16	**Blanket Purch Agreements**	**0.115**		47	71	Acq Cross Servicing Agreement	0.034
19	26	**Contract Modifications**	**0.115**		48	75	DoD Foreign Clearance Guide	0.034
20	45	**Contract Closeout**	**0.111**		49	79	Transportation Officer Duties	0.03
21	61	**SF 30**	**0.1025**		50	12	Construction Contracts	0.0275
22	85	**Mgt of Contactors in AOR**	**0.097**		51	4	Appt. Dec. Ordering Officers	0.026
23	9	Use of SPS	0.0815		52	18	Leases	0.025
24	44	**Expedited Contracting Actions**	**0.0815**		53	2	Funding Gov't Purch Card	0.0225
25	58	AF Form 3062	0.0775		54	29	Appt CO Representative	0.022
26	13	**Service Contracts**	**0.069**		55	43	Justifications and Approvals	0.0205
27	67	**Deployment/Contingency Kit**	**0.069**		56	65	SF 1442	0.0205
28	31	MIPR	0.068		57	48	DD 350	0.02
29	63	SF 1409	0.065		58	33	Pmnt Oth Thn Mil Prov Med Treat	0.018

Table 4-18. Functional Area Manager Mean Frequency Per Day Ranking

Rank	Task	Description	Mean
1	52	AF Form 9	1.416
2	27	Bargaining Techniques	1.291
3	15	Simplified Acq. Procedures	1.0985
4	32	Payments	0.897
5	62	SF 44	0.7715
6	45	Contract Closeout	0.699
7	11	Auto. DB/Sprdsht for Purch.	0.626
8	12	Construction Contracts	0.5185
9	44	Expedited Contracting Actions	0.5095
10	16	Blanket Purch Agreements	0.483
11	47	DD 250	0.351
12	14	Commodity Contracts	0.2355
13	50	DD 1155	0.214
14	82	Installation Access for Ktrs	0.169
15	67	Deployment/Contingency Kit	0.141
16	26	Contract Modifications	0.136
17	77	Cust Education on Cont Policies	0.128
18	13	Service Contracts	0.114
19	76	Working with Finance/DFAS	0.107
20	74	Country Customs Procedures	0.1015
21	61	SF 30	0.084
22	56	AF Form 616	0.0735
23	66	SF 1449	0.065
24	85	Mgt of Contactors in AOR	0.056
25	83	Shipment of Supplies Overseas	0.052
26	3	Use of Gov't Purch Card	0.05
27	38	Release of Claims	0.05
28	18	Leases	0.046
29	25	Verbal Contracts/Oral Agrmnt	0.046

Rank	Task	Description	Mean
30	8	Reviewing SOW/PWS	0.042
31	4	Appt. Dec. Ordering Officers	0.037
32	20	Assistance-in-Kind	0.037
33	1	Establishing Vendor Base	0.034
34	7	Writing SOW/PWS	0.0325
35	59	OF 366	0.0325
36	23	Concessionaire Contracts	0.03
37	28	Price Negotiation Memo	0.0295
38	41	Ratifications	0.026
39	30	Appt Quality Assurance Eval	0.0255
40	58	AF Form 3062	0.025
41	70	Host Nation Support Agreements	0.023
42	80	Gratuity Training	0.023
43	81	Ethics Training	0.023
44	36	Cure Notices	0.0225
45	37	Show-cause Letter	0.0225
46	63	SF 1409	0.0225
47	29	Appt CO Representative	0.02
48	31	MIPR	0.0195
49	64	SF 1419	0.019
50	48	DD 350	0.0185
51	42	Determination and Findings	0.0175
52	57	AF Form 2209	0.0175
53	39	Claims Processing	0.017
54	53	AF Form 15	0.0165
55	65	SF 1442	0.015
56	60	SF 26	0.0145
57	46	Terminations	0.013
58	22	Non-appropriated Funds Cont.	0.0115

Several similarities exist between the mean frequency per day of the CCOs and the functional area managers. Table 4-19 displays the tasks ranked in the top third by the CCOs (combined) and functional area managers. Table 4-20 displays the tasks ranked in the top two-thirds for each group where at least one group ranked the task in the second third.

**Table 4-19. Tasks Ranked in Top Third of Frequencies
by CCOs and Functional Area Managers**

Top Third	Description
3	Use of Gov't Purch Card
11	Auto. DB/Sprdsht for Purch.
13	Service Contracts
14	Commodity Contracts
15	Simplified Acq. Procedures
16	Blanket Purch Agreements
26	Contract Modifications
27	Bargaining Techniques
32	Payments
44	Expedited Contracting Actions
45	Contract Closeout
47	DD 250
50	DD 1155
52	AF Form 9
61	SF 30
62	SF 44
66	SF 1449
67	Deployment/Contingency Kit
74	Country Customs Procedures
76	Working with Finance/DFAS
77	Cust Education on Cont Policies
82	Installation Access for Ktrs
83	Shipment of Supplies Overseas
85	Mgt of Contactors in AOR

Table 4-20. Tasks Ranked in Top Two-Thirds of Frequencies by CCOs and Functional Area Managers

Top Two-Thirds	Description
1	Establishing Vendor Base
4	Appt. Dec. Ordering Officers
7	Writing SOW/PWS
8	Reviewing SOW/PWS
12	Construction Contracts
18	Leases
28	Price Negotiation Memo
29	Appt CO Representative
30	Appt Quality Assurance Eval
31	MIPR
38	Release of Claims
42	Determination and Findings
48	DD 350
56	AF Form 616
58	AF Form 3062
63	SF 1409
65	SF 1442
70	Host Nation Support Agreements
80	Gratuity Training
81	Ethics Training

The spikes in Figures 5 and 6 reveal the tasks performed most often by the groups in terms of total uses. Comparing the spikes to the mean frequencies uncovers the same tasks as ranked in the top two-thirds of the previous frequency tables. The same tasks seem to reoccur throughout the analysis.
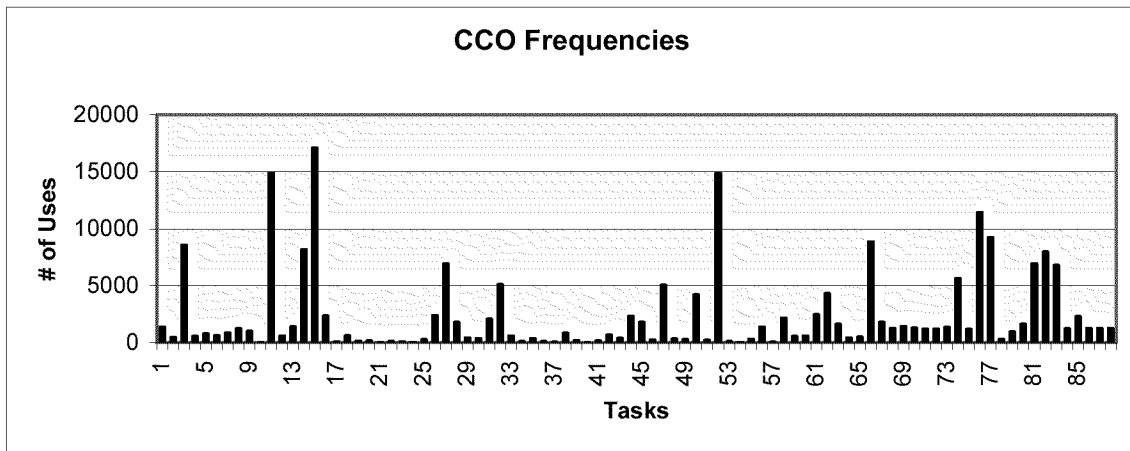
Figure 5. CCO Frequency Totals for Each Task
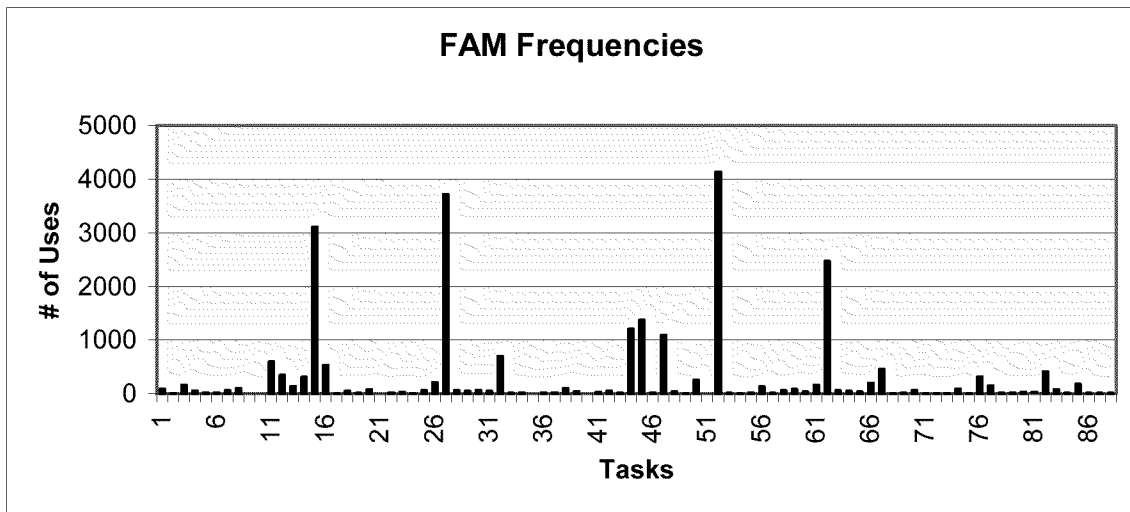
Figure 6. Functional Area Manager Frequency Totals for Each Task

Reviewing Tables 4-13, 4-14, 4-17, and 4-18 reveals a list of tasks common to each table in the top third or in the top two-thirds. Table 4-21 displays the tasks ranked in the top third in all categories. Table 4-22 displays tasks ranked in the top two-thirds where at least one group ranked the task in the second third.

Table 4-21. Tasks Ranked in Top Third of Frequencies
by All CCO Groups and Functional Area Managers

Top Third	Description
3	Use of Gov't Purch Card
11	Auto. DB/Sprdsht for Purch.
14	Commodity Contracts
15	Simplified Acq. Procedures
16	Blanket Purch Agreements
26	Contract Modifications
27	Bargaining Techniques
32	Payments
47	DD 250
50	DD 1155
52	AF Form 9
61	SF 30
62	SF 44
66	SF 1449
67	Deployment/Contingency Kit
74	Country Customs Procedures
76	Working with Finance/DFAS
77	Cust Education on Cont Policies
82	Installation Access for Ktrs
83	Shipment of Supplies Overseas
85	Mgt of Contactors in AOR

**Table 4-22. Tasks Ranked in Top Two-Thirds of Frequencies
by All CCO Groups and Functional Area Managers**

Top Two-Thirds	Description
1	Establishing Vendor Base
4	Appt. Dec. Ordering Officers
7	Writing SOW/PWS
8	Reviewing SOW/PWS
12	Construction Contracts
18	Leases
28	Price Negotiation Memo
31	MIPR
38	Release of Claims
42	Determination and Findings
56	AF Form 616
58	AF Form 3062
63	SF 1409
65	SF 1442
80	Gratuity Training
81	Ethics Training

Relationships Between Importance and Frequency

Results from the importance to mission ranking were compared to the frequency
of use ranking to identify similarities. Tasks ranked high both in importance and
frequency deserve special attention. These tasks continually reoccur during deployments;
therefore, CCOs must be proficient in their execution.

Relationships identified between importance and frequencies are based on the
CCO and functional area manager importance ranking comparisons and the CCO and
functional area manager frequency per day ranking comparisons. Table 4-23 displays the
tasks ranked in the top third of importance and frequency by the CCOs and functional
area managers. Table 4-24 displays the tasks ranked in the top two-thirds where at least

one group ranked the task in the second third. Table 4-25 displays the tasks showing no

relationship between the importance and frequency rankings. For each task only one

group rated it in the top two-thirds.

Table 4-23. Tasks Ranked in Top Third of Importance and Frequency

Top Third	Description
3	Use of Gov't Purch Card
13	Service Contracts
15	Simplified Acq. Procedures
16	Blanket Purch Agreements
26	Contract Modifications
27	Bargaining Techniques
44	Expedited Contracting Actions
52	AF Form 9
61	SF 30
62	SF 44
66	SF 1449
74	Country Customs Procedures
77	Cust Education on Cont Policies
82	Installation Access for Ktrs
83	Shipment of Supplies Overseas

Table 4-24. Tasks Ranked in Top Two-Thirds of Importance and Frequency

Top Two-Thirds	Description
1	Establishing Vendor Base
4	Appt. Dec. Ordering Officers
7	Writing SOW/PWS
8	Reviewing SOW/PWS
11	Auto. DB/Sprdsht for Purch.
12	Construction Contracts
14	Commodity Contracts
18	Leases
28	Price Negotiation Memo
29	Appt CO Representative
30	Appt Quality Assurance Eval
31	MIPR
32	Payments
38	Release of Claims
42	Determination and Findings
45	Contract Closeout
47	DD 250
56	AF Form 616
67	Deployment/Contingency Kit
70	Host Nation Support Agreements
76	Working with Finance/DFAS
80	Gratuity Training
81	Ethics Training
85	Mgt of Contactors in AOR

Table 4-25. Tasks Showing No Relationship Between Importance and Frequency

No Relationship	Description
2	Funding Gov't Purch Card
5	Trng Cust on Gov't Purch Card
39	Claims Processing
41	Ratifications
43	Justifications and Approvals
46	Terminations
48	DD 350
50	DD 1155
58	AF Form 3062
63	SF 1409
65	SF 1442
69	Commander's Inbrief
71	Acq Cross Servicing Agreement
72	Status of Forces Agreement
73	Basing Agreements
75	DoD Foreign Clearance Guide
84	Contractor Refusal to Sign Contract

MAJCOM Comparisons

The analysis between MAJCOMs involves comparisons of the average importance rating for each task and the total frequency of each task. The tables below show the tasks ranked in the top third and in the top two-thirds for the following MAJCOMs: ACC, AETC, AFMC, AFSPC, AMC, PACAF, and USAFE. The MAJCOMs were selected for comparison based on their number of responses, more than six. Table 14-26 displays the tasks ranked in the top third of importance by all MAJCOMs. Tasks in Table 14-27 were ranked in the top two-thirds and at least one of the groups ranked the task in the second third. The complete ranking of tasks for all MAJCOMS is attached to the thesis as Appendix E.

Table 4-26. Common MAJCOM Importance Ratings (Top Third)

Ranked in Top Third

Task	Description
11	Auto. DB/Sprdsht for Purch.
13	Service Contracts
15	Simplified Acq. Procedures
26	Contract Modifications
52	AF Form 9
61	SF 30
66	SF 1449
74	Country Customs Procedures
77	Cust Education on Cont Policies

Table 4-27. Common MAJCOMs Importance Ratings (First or Second Third)

Ranked in 1st or 2nd Third

Task	Description
1	Establishing Vendor Base
3	Use of Gov't Purch Card
7	Writing SOW/PWS
8	Reviewing SOW/PWS
12	Construction Contracts
14	Commodity Contracts
16	Blanket Purch Agreements
18	Leases
27	Bargaining Techniques
31	MIPR
38	Release of Claims
41	Ratifications
42	Determination and Findings
43	Justifications and Approvals
44	Expedited Contracting Actions
45	Contract Closeout
46	Terminations
65	SF 1442
67	Deployment/Contingency Kit
68	Standing Up a Contracting Office
69	Commander's Inbrief
70	Host Nation Support Agreements
72	Status of Forces Agreement
76	Working with Finance/DFAS
80	Gratuity Training
81	Ethics Training
82	Installation Access for Ktrs
87	Partipation in Top Dollar Training

An analysis of similarities between MAJCOMs in the importance of tasks resulted in far fewer tasks appearing in all MAJCOM's top third ranking. Additionally, task 83, **shipment of supplies overseas**, does not appear on either table. All MAJCOMs except USAFE ranked task 83 in the top third. However, USAFE ranked it in the bottom third. This may be attributable to USAFE conducting most deployments within Europe, and as a result, they very seldom ship supplies overseas. Therefore, the task may be very important, but without the concurrence of all MAJCOMs, the importance is not reflected in the above tables.

Table 4-28 reflects only the tasks that ranked in the top third of frequencies for the selected MAJCOMs. A table of the top two-thirds was not constructed since several of the MAJCOMs had tasks with the same frequency fall into the middle and bottom thirds. For example, AETC had 38 tasks with a frequency of one. Ten of the tasks fell into the middle third even though they had the same frequency as every task in the bottom third. As a result, comparisons outside the top third were infeasible.

Table 4-28. Common MAJCOM Frequencies (Top Third)

Task	Description
3	Use of Gov't Purch Card
11	**Auto. DB/Sprdsht for Purch.**
14	Commodity Contracts
15	**Simplified Acq. Procedures**
26	**Contract Modifications**
47	DD 250
52	**AF Form 9**
61	**SF 30**
66	**SF 1449**
76	Working with Finance/DFAS
77	**Cust Education on Cont Policies**
82	Installation Access for Ktrs

Table 4-29 displays the tasks common to the top third in importance and frequency for the selected MAJCOMs. The only task in the frequency rankings, Table 4-28, and not in the top two-thirds of the importance ranking, Tables 4-26 and 4-27, is task 47, **DD 250**. The high frequency may be attributable to the numerous amounts of material received during deployments. The lower importance may be caused by the lack of emphasis placed on the form once completed. All other tasks in Table 4-27 are also on the top two-thirds table of importance.

Table 4-29. Tasks Ranked in the Top Third by All MAJCOMs

Top Third	Description
11	Auto. DB/Sprdsht for Purch.
15	Simplified Acq. Procedures
26	Contract Modifications
52	AF Form 9
61	SF 30
66	SF 1449
77	Cust Education on Cont Policies

MAJCOM Means Testing

Means testing was conducted between the four MAJCOMs under which the largest number of CCOs deployed: ACC, AMC, PACAF, and USAFE. Since four groups were involved in the testing, the ANOVA F-test was used. The F-test is conducted similar to the t-test, except the means of multiple groups are compared. The hypothesis for the F-test is:

H_o: $\mu_{MAJCOM1} = \mu_{MAJCOM2} = \mu_{MAJCOM3} = \mu_{MAJCOM4}$ (Null Hypothesis)
H_a: $\mu_{MAJCOM1} \neq \mu_{MAJCOM2} \neq \mu_{MAJCOM3} \neq \mu_{MAJCOM4}$ (Alternative Hypothesis)

Within the F-test, the F-ratio is used to measure the fit between the means. When there is no difference between the means, the F-ratio will be around 1. In addition to the F-ratio, the p-value was used to determine how contradictory the data was to the null hypothesis.

3. p-value $< 0.05 \Rightarrow$ reject H_o
4. p-value $\geq 0.05 \Rightarrow$ do not reject H_o

The four command's responses to the importance to the mission question were entered into JMP-4® for the means testing. The results of the testing provided the F-ratio and p-value needed to determine if a significant difference exists between the commands. Table 4-30 displays the results of the F-test. The tasks in bold were determined to be significantly different, p-value < 0.05. A total of fourteen tasks met the criteria for a significant difference in means. For these tasks the four MAJCOMs tested had a significant difference in their responses to the importance of training the task to the contingency contracting mission.

Table 4-30. MAJCOM Means Testing (F-test)

Task	Description	F-ratio	p-value		Task	Description	F-ratio	p-value
1	Establishing Vendor Base	0.3837	0.7652		45	Contract Closeout	1.2564	0.3002
2	Funding Gov't Purch Card	0.9639	0.4176		46	Terminations	0.2895	0.8328
3	Use of Gov't Purch Card	0.1764	0.9118		47	DD 250	0.0794	0.9709
4	Appt. Dec. Ordering Officers	1.8012	0.1599		**48**	**DD 350**	**2.9883**	**0.0404**
5	Trng Cust on Gov't Purch Card	1.5193	0.2218		49	DD 577	1.6299	0.1951
6	**Trng Cust on Use of SF 44**	**3.2560**	**0.0297**		**50**	**DD 1155**	**4.9982**	**0.0043**
7	Writing SOW/PWS	0.3200	0.8108		**51**	**DD 1348-6**	**5.1113**	**0.0038**
8	Reviewing SOW/PWS	1.0697	0.3710		52	AF Form 9	0.8881	0.4542
9	**Use of SPS**	**5.9648**	**0.0016**		53	AF Form 15	0.2739	0.8439
10	Use of BCAS	0.7285	0.5402		54	AF Form 315	0.7653	0.5193
11	Auto. DB/Sprdsht for Purch.	0.2690	0.8474		55	AF Form 614	0.4390	0.7261
12	Construction Contracts	0.1132	0.9519		**56**	**AF Form 616**	**2.8792**	**0.0458**
13	Service Contracts	0.4269	0.7346		57	AF Form 2209	0.5477	0.6346
14	Commodity Contracts	0.1798	0.9096		58	AF Form 3062	0.9295	0.4339
15	Simplified Acq. Procedures	0.0896	0.9654		59	OF 366	1.0795	0.3669
16	Blanket Purch Agreements	0.5021	0.6827		**60**	**SF 26**	**4.5466**	**0.0071**
17	Undefinitized Contract Actions	0.6822	0.5674		61	SF 30	0.7398	0.5337
18	Leases	1.2993	0.2858		62	SF 44	2.4504	0.0751
19	Aviation Fuel Purchases	0.9459	0.4261		63	SF 1409	1.9858	0.1290
20	Assistance-in-Kind	0.4708	0.7040		**64**	**SF 1419**	**3.5809**	**0.0206**
21	**Implementing Agreements**	**2.9554**	**0.0419**		65	SF 1442	1.7684	0.1661
22	Non-appropriated Funds Cont.	0.6156	0.6083		66	SF 1449	0.2491	0.8616
23	Concessionaire Contracts	2.3092	0.0885		67	Deployment/Contingency Kit	2.1492	0.1066
24	Letter Contracts	1.0099	0.3968		68	Standing Up a Contracting Office	2.3114	0.0883
25	Verbal Contracts/Oral Agrmnt	1.3221	0.2784		69	Commander's Inbrief	1.6348	0.1940
26	Contract Modifications	0.4764	0.7002		70	Host Nation Support Agreements	2.6213	0.0616
27	Bargaining Techniques	0.4483	0.7197		**71**	**Acq Cross Servicing Agreement**	**4.2342**	**0.0099**
28	Price Negotiation Memo	1.3417	0.2722		**72**	**Status of Forces Agreement**	**2.9038**	**0.0445**
29	Appt CO Representative	1.8968	0.1430		**73**	**Basing Agreements**	**3.4323**	**0.0243**
30	Appt Quality Assurance Eval	1.2775	0.2930		74	Country Customs Procedures	0.9979	0.4021
31	MIPR	1.0346	0.3859		**75**	**DoD Foreign Clearance Guide**	**4.1580**	**0.0108**
32	Payments	1.2820	0.2915		76	Working with Finance/DFAS	1.6982	0.1802
33	Pmnt Oth Thn Mil Prov Med Treat	1.3210	0.2787		77	Cust Education on Cont Policies	0.5175	0.6723
34	Imprest Fund	2.2786	0.0917		78	Billeting Officer Duties	1.8554	0.1501
35	Funds Disbursing Agent Duties	1.1773	0.3285		79	Transportation Officer Duties	1.4260	0.2470
36	Cure Notices	0.9931	0.4043		80	Gratuity Training	1.5542	0.2130
37	Show-cause Letter	0.8130	0.4931		81	Ethics Training	1.0214	0.3917
38	Release of Claims	0.8686	0.4641		82	Installation Access for Ktrs	1.0067	0.3982
39	Claims Processing	1.1393	0.3430		83	Shipment of Supplies Overseas	0.8107	0.4944
40	Protests	0.8479	0.4747		**84**	**Contractor Refusal to Sign Contract**	**3.0555**	**0.0374**
41	Ratifications	0.2912	0.8316		85	Mgt of Contactors in AOR	0.3740	0.7721
42	Determination and Findings	2.2145	0.0988		86	After Action Report	2.4437	0.0757
43	Justifications and Approvals	0.4624	0.7099		87	Partipation in Top Dollar Training	1.4681	0.2353
44	Expedited Contracting Actions	1.8124	0.1578		88	Participation in Top Dollar Comp	1.8902	0.1441

Analysis of Missing Tasks

At the end of survey section 1, respondents were asked to identify tasks they felt the survey did not capture. The open forum covers the possibility that some contracting tasks were not identified in the survey. Table 14-31 lists the responses from the CCOs.

Missing tasks 1, 3, and 6 ask for training on items that apply to all deployed forces and not just CCOs. Although training on the identified tasks is important, the scope of this study included only contracting specific tasks. Response 1 did ask for training on two contracting related tasks: currency fluctuations and exchange rates. During survey development these items were eliminated due to the nature of the training involved. The study limited the list of contracting tasks to tasks that might apply to any location in the world. Training on currency fluctuations and exchange rates is location specific. Responses 2, 4, and 9 are also location specific. Part of missing tasks 4 and 9 were covered in survey task 74, **country customs procedures**.

Responses 5 and 10 identified **training on continuity books** as important. Even though this training is not contracting specific, the importance of continuity may justify including the training for CCOs. Another task that may have significance is **Government–wide Purchase Card billing official duties**. The survey included funding and using the Government Purchase Card, but should have included billing official duties. The remaining four responses (8, 11, 12, and 13) deal with relationships between the Air Force and other services. Again, this training may be important, but only applies to deployments where the Air Force falls under the command of another service.

Table 4-31. Missing Contracting Tasks – CCO Responses

1. Importance of anti-terrorism, SABC, Chem Warfare, FPCON and small arms training. Also degree of importance on exchange rates and currency fluctuation.

2. Training on Joint Task Forces from different countries, including sensitivities and the relationship as a US Contracting Officer.

3. OPSEC/COMSEC.

4. Regional customs and courtesies, coordination with State Department (Embassy) and Foreign Government Hosts

5. Continuity books for the deployment to be updated daily and passed on to the replacement CCO.

6. Weapons training and armory procedures. Clearing weapons and pre-Deployment weapons handling refresher.

7. Government-Wide Purchase Card Billing Official Duties.

8. Using ARMY forms.

9. Local Training...Conducting Business downtown (i.e. threats, security, customs, etc.)

10. Continuity binders.

11. Use of Army forms, understanding of applicable Army regulations to include differences between AFARS and AFFARS.

12. Interoperability with other armed services/NATO.

13. Training on the ARMY's Purchase Request and Commitment (PR&C) form.

Table 14-32 lists the responses from the functional area managers. Responses 1 and 3 from the functional area managers deal with location or deployment specific training. Location and deployment specific training falls outside the scope of this study. Response 2 was covered in survey task 74, country customs procedures.

Table 4-32. Missing Contracting Tasks – Functional Area Manager Responses

1. Contracting in a Joint environment – using other than AF procedures.
2. Local customs training and familiarization. Might include some language familiarization.
3. NATO training

Summary

This chapter provided the results from the data collected on contingency contracting tasks. Several tasks throughout the analysis continually surfaced as either important to the contingency mission or as a frequently performed task. Based on the results, the survey respondents considered these tasks as important training items. Chapter 5 goes into the recommendations on the contingency contracting training needs of the Air Force.

V. Conclusions and Recommendations

Overview

This chapter provides conclusions and recommendations for CCO training based on the data collected during the study. Ensuring CCOs receive the appropriate training is crucial to successfully executing the contingency mission. This chapter includes: conclusions and recommendations for the investigative questions, study limitations, and suggestions for further study.

Conclusions and Recommendations

Investigative Question 1. What tasks do both the Major Command (MAJCOM) contracting functional area managers and contingency contracting officers with recent deployment experience identify as important to carrying out the contingency contracting mission?

Conclusion. The functional area managers and the CCOs identified several contracting tasks as important to the contingency contracting mission. Ranking the mean importance of each task, then dividing the tasks into thirds provided a list of tasks identified as most important by both groups. The tasks common to the top third in ranking for both groups are considered the most important to the contingency mission, followed by tasks that fell into the top two-thirds where at least one group did not rank the task in the top third. Another method of determining importance is to identify natural break points in the data and separating the data at these points. The continuous nature of the data made the natural break point option infeasible. As a result, the top two-thirds method is used with an analysis of tasks close to the cut-off point.

Even though the t-test identified a significant difference in the means of the functional area managers' responses and the CCOs' responses for tasks: 14, **solicit,**

award, and administer commodity contracts; 67, **deployment/contingency kit contents**; 68, **standing up a contracting office**; and 69, **commander's inbrief**, each task was ranked within the top two-thirds of importance for both groups. Therefore, the significant difference between means does not exclude the tasks from the training list. The high importance ranking provides sufficient evidence that both groups think CCOs should receive training on the tasks.

Due to the continuous nature of the data, the tasks just below the top two-thirds break point had to be analyzed to determine their importance to the contingency mission. Tasks 19, **Aviation Fuel Purchases**, and 36, **Cure Notices**, were each within two tenths of the break point for the functional area managers and the CCOs. Therefore, tasks 19 and 36 are close enough in importance rating to be considered important training items.

Recommendation. Train CCOs on Tasks Ranked in the Top Two-Thirds of Importance and on Tasks 19 and 36. All tasks common to the top two-thirds of importance for both the functional area managers and the CCOs should be included in CCO training programs. In addition to the tasks in the top-two thirds, tasks 19 and 36 should be trained. Individuals trained on these tasks, along with high frequency tasks, will have the necessary skills and knowledge to perform the contingency contracting mission. See the final recommendation for the complete list of all tasks to train.

Investigative Question 2. How often is each task performed during contingency contracting operations?

Conclusion. Identifying the frequency each task is performed provides insight into CCO activities during deployments. CCO activities directly contribute to the contingency mission. Knowing the tasks CCOs use most often aids in the development

of training programs. Therefore, CCOs should receive training on the tasks frequently performed during contingency operations.

The mean frequencies per day identified by the functional area managers and the CCOs were rank ordered and divided into thirds. Associating importance with a high frequency allows for comparisons between the groups on which tasks should be trained. The tasks common to the top third in ranking for both groups are considered the most important to the contingency mission, followed by tasks that fell into the top two-thirds where at least one group did not rank the task in the top third.

Analysis of tasks below the top two-thirds cut-off point reveals 3 tasks within 0.002 uses per day from the cut-off point for the CCOs and within the top two-thirds for the functional area managers: (1) Task 59, **OF 366,** (2) task 60, **SF 26**, and (3) task 64, **SF 1419**. These tasks have a high enough frequency to be considered important to the contingency mission.

Recommendation. Train CCOs on Tasks Ranked in the Top Two-Thirds of Frequencies and on Tasks 59, 60, and 64. All tasks common to the top two-thirds of frequencies for both the functional area managers and the CCOs should be included in CCO training programs. In addition, tasks 59, 60, and 64 are considered important to the contingency mission and should be trained to all CCOs. Individuals trained on these tasks, along with high importance tasks, will have the necessary skills and knowledge to perform the contingency contracting mission. See the final recommendation for the complete list of all tasks to train.

Investigative Question 3. What relationships exist between the importance of the task and the frequency each task is performed?

  Conclusion. Similarities in importance and frequency existed for several tasks. The functional area managers and the CCOs had 15 tasks fall into the top third in importance and frequency. Another 24 tasks ranked in the top two-thirds for both categories. Since these tasks had the highest ratings in importance and frequency from both the functional area managers and the CCOs, they represent the most important tasks to train. The highlighted tasks in the final recommendation represent the tasks ranked high in importance and frequency. Analysis of the importance and frequency tables did not identify any tasks not already identified in the above sections as significantly important to the contingency mission.

  Recommendation. Train all tasks ranked in the top two-thirds for importance and frequency. The tasks identified under investigative question 3 are a must for any training program. These tasks should provide the foundation of the training program. The study recommends additional tasks be included in the program; but of all tasks, these are the most important. See the final recommendation for the complete list of all tasks to train.

Final Recommendation.

The tasks shown in Table 5-1 were identified in the study as significantly important to the contingency contracting mission. Therefore, these items should be included in CCO training programs. If a standardized training program were developed, these would be the areas to include. The tasks in bold (Table 5-1) were ranked in the top third by CCOs and functional area managers in both importance and frequency.

Table 5-1. Final Recommended CCO Training Tasks

Task	Description
1	**Establishing Vendor Base**
2	Funding the Government Purchase Card
3	**Use of the Government Purchase Card**
4	**Appointing Decentralized Ordering Officers**
5	Training Customers on Use of the Government Purchase Card
7	**Writing Statement of Work/Performance Work Statement**
8	**Reviewing Statement of Work/Performance Work Statement**
11	**Use of Automated Database/Spreadsheet to Record Purchases**
12	**Solicit, Award, and Administer Construction Contracts**
13	**Solicit, Award, and Administer Service Contracts**
14	**Solicit, Award, and Administer Commodity Contracts**
15	**Simplified Acquisition Procedures**
16	**Blanket Purchase Agreements**
18	**Leases**
19	Aviation Fuel Purchases
26	**Contract Modifications**
27	**Bargaining Techniques**
28	**Price Negotiation Memorandum**
29	**Appointing Contracting Officer Representative**
30	**Appointing Quality Assurance Evaluator**
31	**MIPR**
32	**Payments**
36	Cure Notices
38	**Release of Claims**
39	Claims Processing
41	Ratifications
42	**Determination and Findings**

43	Justifications and Approvals
44	**Expedited Contracting Actions**
45	**Contract Closeout**
46	Terminations
47	**DD 250**
48	DD 350
50	DD 1155
52	**AF Form 9**
56	**AF Form 616**
58	AF Form 3062
59	OF 366
60	SF 26
61	**SF 30**
62	**SF 44**
63	SF 1409
64	SF 1419
65	SF 1442
66	**SF 1449**
67	**Deployment/Contingency Kit Contents**
68	Standing Up a Contracting Office
69	Commander's Inbrief
70	**Host Nation Support Agreements**
71	Acquisition Cross Servicing Agreement
72	Status of Forces Agreement
73	Basing Agreements in Foreign Countries
74	**Country Customs Procedures**
75	DoD Foreign Clearance Guide
76	**Working with Finance/Defense Finance and Accounting Services**
77	**Customer Education on Contracting Policies**
80	**Gratuity Training**
81	**Ethics Training**
82	**Installation Access for Contractors**
83	**Shipment of Supplies Overseas**
84	Contractor Refusal to Sign Contract
85	**Management of Contactors Operating in the Area of Responsibility**
86	After Action Report
87	Participation in Top Dollar Training
88	Participation in Top Dollar Competition

Table 5-2 displays the recommended training tasks in rank order. Adding both mean importance and mean frequency ratings from the CCOs and functional area managers provided a combined score for the task. Then, the scores were rank ordered from highest to lowest overall score.

Table 5-2. Rank Order of Final Recommended CCO Training Tasks

Rank	Task	Description	Combined Means
1	15	Simplified Acquisition Procedures	14.6148
2	52	AF Form 9	14.2441
3	82	Installation Access for Contractors	13.1387
4	77	Customer Education on Contracting Policies	13.0117
5	11	Use of Automated Database/Spreadsheet to Record Purchases	12.7787
6	27	Bargaining Techniques	12.7101
7	62	SF 44	12.5973
8	16	Blanket Purchase Agreements	12.5905
9	74	Country Customs Procedures	12.4294
10	26	Contract Modifications	12.3923
11	44	Expedited Contracting Actions	12.3364
12	66	SF 1449	12.3142
13	83	Shipment of Supplies Overseas	12.3063
14	3	Use of the Government Purchase Card	12.2715
15	13	Solicit, Award, and Administer Service Contracts	12.0838
16	86	After Action Report	12.0039
17	68	Standing Up a Contracting Office	11.9993
18	61	SF 30	11.8782
19	67	Deployment/Contingency Kit Contents	11.8653
20	8	Reviewing Statement of Work/Performance Work Statement	11.7963
21	14	Solicit, Award, and Administer Commodity Contracts	11.7746
22	12	Solicit, Award, and Administer Construction Contracts	11.7071
23	70	Host Nation Support Agreements	11.6309
24	45	Contract Closeout	11.6248
25	32	Payments	11.6239
26	69	Commander's Inbrief	11.6083
27	2	Funding the Government Purchase Card	11.5881
28	1	Establishing Vendor Base	11.2232
29	56	AF Form 616	11.2134
30	72	Status of Forces Agreement	11.1725
31	76	Working with Finance/Defense Finance and Accounting Services	11.0993
32	7	Writing Statement of Work/Performance Work Statement	11.0358
33	81	Ethics Training	10.9664
34	46	Terminations	10.7294

35	80	Gratuity Training	10.5725
36	85	Management of Contactors Operating in the Area of Responsibility	10.4265
37	41	Ratifications	10.4088
38	31	MIPR	10.3891
39	71	Acquisition Cross Servicing Agreement	10.128
40	47	DD 250	10.1203
41	87	Participation in Top Dollar Training	10.1148
42	43	Justifications and Approvals	10.1118
43	39	Claims Processing	10.0033
44	42	Determination and Findings	9.8333
45	18	Leases	9.7966
46	73	Basing Agreements in Foreign Countries	9.6882
47	5	Training Customers on Use of the Government Purchase Card	9.6809
48	38	Release of Claims	9.5776
49	28	Price Negotiation Memorandum	9.5258
50	30	Appointing Quality Assurance Evaluator	9.5041
51	4	Appointing Decentralized Ordering Officers	9.4753
52	88	Participation in Top Dollar Competition	9.2669
53	65	SF 1442	9.2016
54	29	Appointing Contracting Officer Representative	9.137
55	50	DD 1155	9.068
56	84	Contractor Refusal to Sign Contract	8.9999
57	75	DoD Foreign Clearance Guide	8.9145
58	36	Cure Notices	8.3997
59	19	Aviation Fuel Purchases	8.3276
60	60	SF 26	8.3136
61	48	DD 350	7.2327
62	63	SF 1409	7.2106
63	64	SF 1419	7.2009
64	58	AF Form 3062	6.6884
65	59	OF 366	5.1653

Of the original 88 tasks on the survey, 65 were identified as training items important to the contingency contracting mission. The other 23 items not included in the final recommendation did not receive high enough ratings to be considered vital training items. The respondents either identified them as seldom-used tasks or not very important to the contingency mission. Therefore, the study does not recommend training these tasks.

Study Limitations

A number of limitations were identified during this research effort. First, Air Combat Command (ACC) and the 11th Wing functional area managers did not participate in the study. Three functional area managers from ACC and two from the 11th Wing were asked to participate, but none responded. Therefore, the opinions of ACC and the 11th Wing are not represented in the study.

Second, information in the SAF/AQC database containing the list of CCOs deployed during the period of 1 October 2000 to 1 October 2001 was not entirely current. Information on duty stations reflected the member's station at the time of deployment. Changes in station following the deployment were not recorded. So, the information on survey candidates had some discrepancies when the MAJCOMs received the list of candidates. The list of CCOs was separated by base, and the MAJCOM superintendents forwarded the request for participation to the bases. An unknown number of survey candidates never received the survey due to incorrect information.

Third, several survey participants stated they did not know the exact frequency each task was performed during their deployments. At best, each task received an estimate of the total usage. This problem was identified prior to distributing the survey and led to the CCO sample being limited to CCOs with recent deployment experience. Including individuals with recent experience was the best way to obtain information on a task's frequency. These CCOs are more likely to have their deployment experiences fresh in their minds.

Finally, two areas for training were identified in the survey's open forum as being left off the list of contracting tasks. Training on continuity folders and Government–wide Purchase Card billing official duties. Without data from the functional area managers and CCOs, the exact importance of this training is unknown. Therefore, a recommendation on the training's significance and inclusion in a training program cannot be made.

Suggestions for Further Study

Follow-on efforts to this study may be of interest to the Air Force. This research focuses solely on tasks crucial to the success of a CCO training program. Other areas of study are possible to supplement the results of this research.

Investigating the Differences between Current CCO Training Programs and the Recommended Set of Training Tasks from this Study. Researching the current CCO training practices at installations from each MAJCOM provides a better understanding of how each CCO is trained. Comparing the current practices to this study's recommended training list identifies possible deficiencies in CCO training. Additionally, any deficiencies would provide supporting evidence that the Air Force would benefit from a standardized CCO training program.

Continue the Study to Implement the Recommended List of Training Tasks into Existing Training Programs. Supplementing the above suggestion for follow-on study is to integrate the recommended training list into existing CCO training programs. A review of each installation's training program determines where deficiencies exist. These deficiencies can be corrected by integrating any of the recommended training tasks that are not included in the current training programs.

Continue the Study to Develop an Air Force-Wide CCO Training Program. The tasks identified by the functional area managers and the CCOs as important training items make great candidates for a standardized CCO training program. Taking these tasks and determining the training required for each task provides the framework for the training program.

Identifying Location Specific Training. Each deployment requires CCOs to perform different tasks. Polling the individuals deployed to specific areas, i.e., Saudi Arabia or Bosnia, or under specific control, i.e., North Atlantic Treaty Organization (NATO) or U.S. Army, may provide an opportunity to better prepare CCOs for these deployments. Training could be tailored to the requirements of the location.

Study the Training Needs Associated with Each Contingency Contracting Position. The tasks performed by CCOs may vary by position. Reviewing the responses from each position would determine the differences and may suggest position dependent training programs. Also, several of this study's respondents served in more than one position during their deployments. In addition to holding a section chief or commander position, the majority of these individuals served as contracting officers. CCOs holding two positions may require different training that CCOs holding one position.

Determining the Differences Between Contracting Training and Contingency Contracting Training. CCOs are members of the contracting career field and receive training on many contracting tasks during their normal contracting training. Identifying which tasks are sufficiently trained during normal contracting training eliminates the need for overlapping training during contingency contracting training. The contingency contracting training could be limited to only those tasks not adequately covered in other training programs.

Appendix A: Telephone Interview Questions

Purpose: To interview a representative sample of Air Force components and determine the contracting related tasks performed within their area of responsibility.

Opening: My name is Capt Pete Lasch and I am a student at the Air Force Institute of Technology (AFIT). SAF/AQC is sponsoring my thesis effort to determine the training and skill requirements of contingency contracting officers. I am currently conducting phone interviews to aid in the development of my research surveys. Your assistance is greatly appreciated and the interview should take about 10 minutes of your time.

1. **What part of the world is considered your area of responsibility (AOR)?**

2. **What types of deployments do you support within your AOR, i.e. humanitarian, MOOTW?**

3. **If you support more than one type of deployment, do the tasks performed by contingency contracting officers (CCOs) differ? Explain.**

4. **What contracting related tasks do CCOs perform when deployed to your AOR? Please describe each task. (Hints: contract types, contract writing system, PRs)**

5. **Have you identified any deficiencies in the ability or skill level of deployed CCOs? If so, please explain.**

6. **Can CCOs be trained on the contracting tasks prior to the deployment? If not, please explain.**

Appendix B: Contingency Contracting Survey

SECTION 1: Training Tasks

For each of the following tasks, please answer the questions in the columns to the right. The first question gauges the importance of training that particular task to the overall contingency contracting mission. The second question gauges the frequency the task is performed during a contingency. Each task represents a possible training area. Do not consider specific phases of a contingency. Just rate the task based on their importance to a CCO who may deploy into any phase. Please answer as honestly as possible.	**Step 1** **Importance of Training to Mission:** **Rate between 1 and 7, with 1 having low importance and 7 having high importance.**	**Step 2** **On a typical deployment I performed the task, used the form, or used the contracting tool _____ times.** (Please fill in the approximate number. Place a "0" if the task was never performed or did not apply to the deployment.)
General Contingency Contracting	Low High	
1 Establishing Vendor Base	1 2 3 4 5 6 7	
2 Funding the Government Purchase Card	1 2 3 4 5 6 7	
3 Use of the Government Purchase Card	1 2 3 4 5 6 7	
4 Appointing Decentralized Ordering Officers	1 2 3 4 5 6 7	
5 Training Customers on Use of the Government Purchase Card	1 2 3 4 5 6 7	
6 Training Customers on Use of the SF 44	1 2 3 4 5 6 7	
7 Writing Statement of Work (SOW)/Performance Work Statement (PWS)	1 2 3 4 5 6 7	
8 Reviewing Statement of Work (SOW)/Performance Work Statement (PWS)	1 2 3 4 5 6 7	
9 Use of SPS	1 2 3 4 5 6 7	
10 Use of BCAS	1 2 3 4 5 6 7	
11 Use of Automated Database/Spreadsheet to Record Purchases	1 2 3 4 5 6 7	
12 Solicit, Award, and Administer Construction Contracts	1 2 3 4 5 6 7	

13	Solicit, Award, and Administer Service Contracts	1 2 3 4 5 6 7	
14	Solicit, Award, and Administer Commodity Contracts	1 2 3 4 5 6 7	
15	Simplified Acquisition Procedures	1 2 3 4 5 6 7	
16	Blanket Purchase Agreement (BPA)	1 2 3 4 5 6 7	
17	Undefinitized Contract Actions (UCAs)	1 2 3 4 5 6 7	
18	Leases	1 2 3 4 5 6 7	
19	Aviation Fuel Purchases	1 2 3 4 5 6 7	
20	Assistance In-Kind (AIK)	1 2 3 4 5 6 7	
21	Implementing Agreements (Ias)	1 2 3 4 5 6 7	
22	Non-appropriated Funds Contracts	1 2 3 4 5 6 7	
23	Concessionaire Contracts	1 2 3 4 5 6 7	
24	Letter Contracts	1 2 3 4 5 6 7	
25	Verbal Contracts/Oral Agreements	1 2 3 4 5 6 7	
26	Contract Modifications	1 2 3 4 5 6 7	
27	Bargaining Techniques	1 2 3 4 5 6 7	
28	Price Negotiation Memorandum (PNM)	1 2 3 4 5 6 7	
29	Appointing Contracting Officer Representative (COR)	1 2 3 4 5 6 7	
30	Appointing Quality Assurance Evaluator (QAE)	1 2 3 4 5 6 7	
31	MIPR	1 2 3 4 5 6 7	
32	Payments (i.e. Advance and Partial)	1 2 3 4 5 6 7	
33	Payment for Other Than Military Provider Medical Treatment	1 2 3 4 5 6 7	
34	Imprest Fund	1 2 3 4 5 6 7	
35	Funds Disbursing Agent Duties	1 2 3 4 5 6 7	
36	Cure Notices	1 2 3 4 5 6 7	
37	Show-cause Letter	1 2 3 4 5 6 7	
38	Release of Claims	1 2 3 4 5 6 7	
39	Claim Processing	1 2 3 4 5 6 7	

40	Protests	1	2	3	4	5	6	7	
41	Ratifications	1	2	3	4	5	6	7	
42	Determination and Findings	1	2	3	4	5	6	7	
43	Justification and Approvals	1	2	3	4	5	6	7	
44	Expedited Contracting Actions	1	2	3	4	5	6	7	
45	Contract Closeout	1	2	3	4	5	6	7	
46	Terminations	1	2	3	4	5	6	7	
	Forms	Low						High	
47	DD 250, Material Inspection and Receiving Report	1	2	3	4	5	6	7	
48	DD 350, Individual Contracting Action Report	1	2	3	4	5	6	7	
49	DD 577, Signature Card	1	2	3	4	5	6	7	
50	DD Form 1155, Order for Supplies or Services	1	2	3	4	5	6	7	
51	DD Form 1348-6, DoD Single Line Item Requisition System Document	1	2	3	4	5	6	7	
52	AF Form 9, Request for Purchase	1	2	3	4	5	6	7	
53	AF Form 15, USAF Invoice	1	2	3	4	5	6	7	
54	AF Form 315, AVFuels Invoice	1	2	3	4	5	6	7	
55	AF Form 614, Chargeout Record	1	2	3	4	5	6	7	
56	AF Form 616, Fund Cite Authorization	1	2	3	4	5	6	7	
57	AF Form 2209, Non-appropriated Fund Order for Supplies and Services	1	2	3	4	5	6	7	
58	AF Form 3062, Abstract of Proposals or Quotations	1	2	3	4	5	6	7	
59	OF 366, Continuation Sheet	1	2	3	4	5	6	7	
60	SF 26, Award/Contract	1	2	3	4	5	6	7	
61	SF 30, Amendment of Solicitation/Modification of Contract	1	2	3	4	5	6	7	
62	SF 44, Purchase Order Invoice Voucher	1	2	3	4	5	6	7	
63	SF 1409, Abstract of Offers	1	2	3	4	5	6	7	

64	SF 1419, Abstract of Offers Construction	1 2 3 4 5 6 7	
65	SF 1442, Solicitation, Offer, and Award (Construction, Alteration, or Repair)	1 2 3 4 5 6 7	
66	SF 1449, Solicitation/Contract/Order for Commercial Items	1 2 3 4 5 6 7	
	Other	Low High	
67	Deployment/Contingency Kit Contents	1 2 3 4 5 6 7	
68	Standing Up a Contracting Office	1 2 3 4 5 6 7	
69	Commander's Inbrief	1 2 3 4 5 6 7	
70	Host Nation Support Agreements	1 2 3 4 5 6 7	
71	Acquisition Cross Servicing Agreements	1 2 3 4 5 6 7	
72	Status of Forces Agreement	1 2 3 4 5 6 7	
73	Basing Agreements in Foreign Countries	1 2 3 4 5 6 7	
74	Country Customs Procedures	1 2 3 4 5 6 7	
75	DoD Foreign Clearance Guide	1 2 3 4 5 6 7	
76	Working with Finance and Defense Finance and Accounting Service (DFAS)	1 2 3 4 5 6 7	
77	Overall Customer Education on Contracting Policies	1 2 3 4 5 6 7	
78	Billeting Officer Duties	1 2 3 4 5 6 7	
79	Transportation Officer Duties	1 2 3 4 5 6 7	
80	Gratuity Training	1 2 3 4 5 6 7	
81	Ethics Training	1 2 3 4 5 6 7	
82	Installation Access for Contractors	1 2 3 4 5 6 7	
83	Shipment of Supplies Overseas	1 2 3 4 5 6 7	
84	Contractor Refusal to Sign Contract	1 2 3 4 5 6 7	
85	Management of Contractors Operating in the Area of Responsibility	1 2 3 4 5 6 7	

86	After Action Report	1 2 3 4 5 6 7	
		Usefulness of Training Tool to Contingency Mission **Rate between 1 and 7, with 1 having little use and 7 being very useful.**	
	Training Tools		
87	Participation in Top Dollar Training Program	1 2 3 4 5 6 7	
88	Participation in Top Dollar Competition	1 2 3 4 5 6 7	

Please identify any tasks that you feel should have been included in the survey. For those tasks, include the importance/relevance to the contingency contracting mission and the frequency the task is performed during a typical deployment.

_____

_____

_____

_____

_____

_____

SECTION 2: Demographics

a.   What is your current rank?

O Amn – SrA   O SSgt – TSgt   O MSgt – CMSgt
O 2Lt – Capt   O Maj – Col

b.   What MAJCOMs have you deployed with (mark all that apply)?

O ACC   O AMC   O AFMC   O AFSPC   O PACAF
O USAFE   O AETC
O Other_____

c.   What position(s) did you hold while deployed (mark all that apply)?

O Section Chief   O Contracting Officer
O Unit Commander   O Contract Specialist
O Other _____

d. How many times in your career have you been deployed within the contracting career field?

O Never
O Once
O Twice
O Three times
O Four or more times

e. Please indicate your current position.

O   Contingency Contracting Officer   O   MAJCOM/Component Position
(assigned to base or systems level)   (assigned to a staff position)

O Other_____

f. Mark the number of times you have deployed for each of the following durations:

<u>Number of times deployed</u>

Duration	Never	1	2	3	4	5	More than 5
1 –7 days	O	O	O	O	O	O	O
8 – 30 days	O	O	O	O	O	O	O
31 – 60 days	O	O	O	O	O	O	O
61 – 120 days	O	O	O	O	O	O	O
121 – 180 days	O	O	O	O	O	O	O

g. Please indicate your current MAJCOM.

O ACC   O AMC   O AFMC   O AFSPC   O PACAF
O USAFE   O AETC
O Other_____

This completes the survey. Thank you for your participation.

Appendix C: Task Importance to Mission Rankings

Contingency Contracting Officers

Rank	Task	Description	Mean
1	15	Simplified Acq. Procedures	6.4958
2	52	AF Form 9	6.2066
3	66	SF 1449	6.1652
4	82	Installation Access for Ktrs	6.1487
5	77	Cust Education on Cont Policies	6.1322
6	14	Commodity Contracts	6.0991
7	26	Contract Modifications	6.0413
8	76	Working with Finance/DFAS	6.0413
9	3	Use of Gov't Purch Card	6.008
10	11	Auto. DB/Sprdsht for Purch.	5.9917
11	61	SF 30	5.9917
12	74	Country Customs Procedures	5.9504
13	13	Service Contracts	5.9008
14	83	Shipment of Supplies Overseas	5.9008
15	16	Blanket Purch Agreements	5.8925
16	8	Reviewing SOW/PWS	5.7933
17	1	Establishing Vendor Base	5.7272
18	27	Bargaining Techniques	5.6776
19	70	Host Nation Support Agreements	5.6694
20	12	Construction Contracts	5.6611
21	86	After Action Report	5.5619
22	44	Expedited Contracting Actions	5.5454
23	81	Ethics Training	5.5454
24	7	Writing SOW/PWS	5.4628
25	68	Standing Up a Contracting Office	5.4628
26	62	SF 44	5.4628
27	32	Payments	5.3884
28	56	AF Form 616	5.3884
29	2	Funding Gov't Purch Card	5.3636
30	67	Deployment/Contingency Kit	5.3553
31	69	Commander's Inbrief	5.3553
32	72	Status of Forces Agreement	5.3305
33	80	Gratuity Training	5.2975
34	45	Contract Closeout	5.2148
35	87	Partipation in Top Dollar Training	5.2148
36	42	Determination and Findings	5.1818
37	43	Justifications and Approvals	5.1818
38	85	Mgt of Contactors in AOR	5.1735
39	46	Terminations	5.1074
40	38	Release of Claims	5.0826
41	41	Ratifications	5.0743
42	65	SF 1442	5.0661
43	50	DD 1155	5.0165
44	88	Participation in Top Dollar Comp	4.9669

Rank	Task	Description	Mean
45	28	Price Negotiation Memo	4.9338
46	47	DD 250	4.9338
47	18	Leases	4.9256
48	71	Acq Cross Servicing Agreement	4.8925
49	73	Basing Agreements	4.8347
50	31	MIPR	4.8016
51	39	Claims Processing	4.7768
52	30	Appt Quality Assurance Eval	4.6611
53	29	Appt CO Representative	4.595
54	6	Trng Cust on Use of SF 44	4.5785
55	75	DoD Foreign Clearance Guide	4.5785
56	84	Contractor Refusal to Sign Contract	4.5619
57	4	Appt. Dec. Ordering Officers	4.5123
58	5	Trng Cust on Gov't Purch Card	4.4214
59	25	Verbal Contracts/Oral Agrmnt	4.3719
60	36	Cure Notices	4.2727
61	64	SF 1419	4.2644
62	63	SF 1409	4.2231
63	19	Aviation Fuel Purchases	4.2066
64	17	Undefinitized Contract Actions	4.1818
65	37	Show-cause Letter	4.1652
66	20	Assistance-in-Kind	4.1404
67	35	Funds Disbursing Agent Duties	4.1074
68	24	Letter Contracts	4.1074
69	40	Protests	4.0991
70	60	SF 26	4.0826
71	79	Transportation Officer Duties	4.0578
72	22	Non-appropriated Funds Cont.	3.9917
73	21	Implementing Agreements	3.7933
74	23	Concessionaire Contracts	3.7685
75	78	Billeting Officer Duties	3.752
76	48	DD 350	3.6942
77	58	AF Form 3062	3.6859
78	33	Pmnt Oth Thn Mil Prov Med Treat	3.6694
79	54	AF Form 315	2.9834
80	57	AF Form 2209	2.9504
81	59	OF 366	2.9173
82	51	DD 1348-6	2.909
83	53	AF Form 15	2.9008
84	49	DD 577	2.8595
85	34	Imprest Fund	2.8181
86	55	AF Form 614	2.5867
87	9	Use of SPS	2.4958
88	10	Use of BCAS	1.752

Functional Area Managers

Rank	Task	Description	Mean		Rank	Task	Description	Mean
1	68	Standing Up a Contracting Office	6.5		45	18	Leases	4.8
2	82	Installation Access for Ktrs	6.5		46	30	Appt Quality Assurance Eval	4.8
3	77	Cust Education on Cont Policies	6.4		47	73	Basing Agreements	4.8
4	86	After Action Report	6.4		48	42	Determination and Findings	4.6
5	67	Deployment/Contingency Kit	6.3		49	47	DD 250	4.6
6	2	Funding Gov't Purch Card	6.2		50	28	Price Negotiation Memo	4.5
7	15	Simplified Acq. Procedures	6.2		51	29	Appt CO Representative	4.5
8	44	Expedited Contracting Actions	6.2		52	76	Working with Finance/DFAS	4.5
9	62	SF 44	6.2		53	17	Undefinitized Contract Actions	4.4
10	69	Commander's Inbrief	6.2		54	38	Release of Claims	4.4
11	74	Country Customs Procedures	6.2		55	84	Contractor Refusal to Sign Contract	4.4
12	16	Blanket Purch Agreements	6.1		56	24	Letter Contracts	4.3
13	26	Contract Modifications	6.1		57	75	DoD Foreign Clearance Guide	4.3
14	83	Shipment of Supplies Overseas	6.1		58	88	Participation in Top Dollar Comp	4.3
15	13	Service Contracts	6		59	60	SF 26	4.2
16	52	AF Form 9	6		60	19	Aviation Fuel Purchases	4.1
17	8	Reviewing SOW/PWS	5.9		61	20	Assistance-in-Kind	4.1
18	70	Host Nation Support Agreements	5.9		62	36	Cure Notices	4.1
19	3	Use of Gov't Purch Card	5.8		63	37	Show-cause Letter	4.1
20	72	Status of Forces Agreement	5.8		64	65	SF 1442	4.1
21	56	AF Form 616	5.7		65	6	Trng Cust on Use of SF 44	4
22	61	SF 30	5.7		66	50	DD 1155	3.7
23	66	SF 1449	5.7		67	79	Transportation Officer Duties	3.7
24	45	Contract Closeout	5.6		68	35	Funds Disbursing Agent Duties	3.6
25	46	Terminations	5.6		69	22	Non-appropriated Funds Cont.	3.5
26	7	Writing SOW/PWS	5.5		70	23	Concessionaire Contracts	3.5
27	12	Construction Contracts	5.5		71	48	DD 350	3.5
28	27	Bargaining Techniques	5.5		72	78	Billeting Officer Duties	3.5
29	31	MIPR	5.5		73	40	Protests	3.4
30	1	Establishing Vendor Base	5.4		74	34	Imprest Fund	3.2
31	11	Auto. DB/Sprdsht for Purch.	5.4		75	21	Implementing Agreements	3.1
32	41	Ratifications	5.3		76	58	AF Form 3062	2.9
33	5	Trng Cust on Gov't Purch Card	5.2		77	63	SF 1409	2.9
34	39	Claims Processing	5.2		78	64	SF 1419	2.9
35	71	Acq Cross Servicing Agreement	5.2		79	33	Pmnt Oth Thn Mil Prov Med Treat	2.8
36	80	Gratuity Training	5.2		80	54	AF Form 315	2.8
37	81	Ethics Training	5.2		81	53	AF Form 15	2.7
38	25	Verbal Contracts/Oral Agrmnt	5.1		82	57	AF Form 2209	2.7
39	32	Payments	5.1		83	49	DD 577	2.4
40	85	Mgt of Contactors in AOR	5.1		84	59	OF 366	2.2
41	14	Commodity Contracts	5		85	51	DD 1348-6	2
42	4	Appt. Dec. Ordering Officers	4.9		86	55	AF Form 614	1.8
43	43	Justifications and Approvals	4.9		87	9	Use of SPS	1.7
44	87	Partipation in Top Dollar Training	4.9		88	10	Use of BCAS	1.1

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Appendix D: Task Frequency of Use Rankings

CCO Single Deployment Frequency Ranking

Rank	Task	Description	Single
1	15	Simplified Acq. Procedures	1.08188
2	11	Auto. DB/Sprdsht for Purch.	1.08075
3	52	AF Form 9	0.66629
4	14	Commodity Contracts	0.65768
5	3	Use of Gov't Purch Card	0.54915
6	66	SF 1449	0.43526
7	76	Working with Finance/DFAS	0.42843
8	82	Installation Access for Ktrs	0.31909
9	77	Cust Education on Cont Policies	0.30918
10	32	Payments	0.30496
11	47	DD 250	0.29862
12	83	Shipment of Supplies Overseas	0.21089
13	45	Contract Closeout	0.18814
14	27	Bargaining Techniques	0.16621
15	9	Use of SPS	0.16247
16	16	Blanket Purch Agreements	0.15386
17	26	Contract Modifications	0.15272
18	62	SF 44	0.14362
19	61	SF 30	0.10853
20	85	Mgt of Contactors in AOR	0.10479
21	5	Trng Cust on Gov't Purch Card	0.10041
22	13	Service Contracts	0.09456
23	8	Reviewing SOW/PWS	0.08400
24	74	Country Customs Procedures	0.07734
25	1	Establishing Vendor Base	0.07636
26	50	DD 1155	0.07490
27	38	Release of Claims	0.06677
28	63	SF 1409	0.06369
29	67	Deployment/Contingency Kit	0.06320
30	6	Trng Cust on Use of SF 44	0.05833
31	44	Expedited Contracting Actions	0.05654
32	58	AF Form 3062	0.05654
33	7	Writing SOW/PWS	0.05232
34	42	Determination and Findings	0.04663
35	28	Price Negotiation Memo	0.04435
36	56	AF Form 616	0.04370
37	73	Basing Agreements	0.03493
38	31	MIPR	0.03461
39	12	Construction Contracts	0.03379
40	4	Appt. Dec. Ordering Officers	0.03314
41	81	Ethics Training	0.03282
42	48	DD 350	0.03217
43	43	Justifications and Approvals	0.03136
44	29	Appt CO Representative	0.03071
45	2	Funding Gov't Purch Card	0.02794
46	18	Leases	0.02648
47	80	Gratuity Training	0.02437
48	30	Appt Quality Assurance Eval	0.02275
49	35	Funds Disbursing Agent Duties	0.02210
50	69	Commander's Inbrief	0.02047
51	64	SF 1419	0.01998
52	65	SF 1442	0.01998
53	19	Aviation Fuel Purchases	0.01933
54	51	DD 1348-6	0.01722
55	34	Imprest Fund	0.01495
56	79	Transportation Officer Duties	0.01348
57	39	Claims Processing	0.01267
58	41	Ratifications	0.01202
59	25	Verbal Contracts/Oral Agrmnt	0.01137
60	55	AF Form 614	0.01072
61	20	Assistance-in-Kind	0.01056
62	70	Host Nation Support Agreements	0.01056
63	53	AF Form 15	0.00894
64	22	Non-appropriated Funds Cont.	0.00796
65	33	Pmnt Oth Thn Mil Prov Med Treat	0.00796
66	23	Concessionaire Contracts	0.00731
67	72	Status of Forces Agreement	0.00650
68	46	Terminations	0.00601
69	75	DoD Foreign Clearance Guide	0.00601
70	71	Acq Cross Servicing Agreement	0.00536
71	86	After Action Report	0.00536
72	78	Billeting Officer Duties	0.00504
73	36	Cure Notices	0.00487
74	49	DD 577	0.00406
75	59	OF 366	0.00357
76	60	SF 26	0.00341
77	84	Contractor Refusal to Sign Contract	0.00341
78	17	Undefinitized Contract Actions	0.00292
79	24	Letter Contracts	0.00195
80	37	Show-cause Letter	0.00130
81	40	Protests	0.00114
82	21	Implementing Agreements	0.00081
83	54	AF Form 315	0.00081
84	57	AF Form 2209	0.00081
85	68	Standing Up a Contracting Office	0.00065
86	10	Use of BCAS	0.00000

CCO Multiple Deployment Frequency Ranking

Rank	Task	Description	Multiple		Rank	Task	Description	Multiple
1	52	AF Form 9	0.57707		44	60	SF 26	0.02981
2	15	Simplified Acq. Procedures	0.55938		45	7	Writing SOW/PWS	0.02944
3	76	Working with Finance/DFAS	0.47361		46	33	Pmnt Oth Thn Mil Prov Med Treat	0.02841
4	11	Auto. DB/Sprdsht for Purch.	0.44089		47	59	OF 366	0.02701
5	77	Cust Education on Cont Policies	0.39382		48	18	Leases	0.02426
6	81	Ethics Training	0.36298		49	38	Release of Claims	0.02324
7	66	SF 1449	0.33279		50	42	Determination and Findings	0.02146
8	82	Installation Access for Ktrs	0.32260		51	12	Construction Contracts	0.02097
9	27	Bargaining Techniques	0.31748		52	65	SF 1442	0.02076
10	83	Shipment of Supplies Overseas	0.29576		53	4	Appt. Dec. Ordering Officers	0.01855
11	74	Country Customs Procedures	0.27813		54	2	Funding Gov't Purch Card	0.01677
12	3	Use of Gov't Purch Card	0.27786		55	78	Billeting Officer Duties	0.01563
13	14	Commodity Contracts	0.22158		56	64	SF 1419	0.01542
14	50	DD 1155	0.20033		57	6	Trng Cust on Use of SF 44	0.01450
15	62	SF 44	0.18249		58	49	DD 577	0.01353
16	47	DD 250	0.17225		59	29	Appt CO Representative	0.01305
17	32	Payments	0.17203		60	55	AF Form 614	0.01272
18	44	Expedited Contracting Actions	0.10626		61	30	Appt Quality Assurance Eval	0.01197
19	31	MIPR	0.10092		62	46	Terminations	0.01191
20	58	AF Form 3062	0.09774		63	35	Funds Disbursing Agent Duties	0.01089
21	61	SF 30	0.09585		64	25	Verbal Contracts/Oral Agrmnt	0.01084
22	85	Mgt of Contactors in AOR	0.08858		65	43	Justifications and Approvals	0.01014
23	28	Price Negotiation Memo	0.08141		66	5	Trng Cust on Gov't Purch Card	0.00863
24	80	Gratuity Training	0.08000		67	48	DD 350	0.00776
25	26	Contract Modifications	0.07699		68	39	Claims Processing	0.00636
26	16	Blanket Purch Agreements	0.07639		69	51	DD 1348-6	0.00582
27	67	Deployment/Contingency Kit	0.07515		70	20	Assistance-in-Kind	0.00507
28	69	Commander's Inbrief	0.07041		71	41	Ratifications	0.00501
29	68	Standing Up a Contracting Office	0.06734		72	36	Cure Notices	0.00404
30	70	Host Nation Support Agreements	0.06620		73	22	Non-appropriated Funds Cont.	0.00361
31	63	SF 1409	0.06583		74	17	Undefinitized Contract Actions	0.00345
32	84	Contractor Refusal to Sign Contract	0.06556		75	37	Show-cause Letter	0.00297
33	86	After Action Report	0.06556		76	53	AF Form 15	0.00243
34	71	Acq Cross Servicing Agreement	0.06318		77	57	AF Form 2209	0.00237
35	72	Status of Forces Agreement	0.06297		78	23	Concessionaire Contracts	0.00221
36	75	DoD Foreign Clearance Guide	0.06227		79	19	Aviation Fuel Purchases	0.00178
37	73	Basing Agreements	0.06114		80	34	Imprest Fund	0.00129
38	56	AF Form 616	0.05946		81	40	Protests	0.00102
39	1	Establishing Vendor Base	0.04820		82	10	Use of BCAS	0.00097
40	79	Transportation Officer Duties	0.04679		83	9	Use of SPS	0.00081
41	13	Service Contracts	0.04345		84	24	Letter Contracts	0.00075
42	8	Reviewing SOW/PWS	0.03817		85	21	Implementing Agreements	0.00070
43	45	Contract Closeout	0.03413		86	54	AF Form 315	0.00065

Combined CCO Frequency Rankings

Rank	Task	Description	Mean		Rank	Task	Description	Mean
1	15	Simplified Acq. Procedures	0.8205		44	42	Determination and Findings	0.034
2	11	Auto. DB/Sprdsht for Purch.	0.761		45	68	Standing Up a Contracting Office	0.034
3	52	AF Form 9	0.6215		46	71	Acq Cross Servicing Agreement	0.034
4	76	Working with Finance/DFAS	0.451		47	75	DoD Foreign Clearance Guide	0.034
5	14	Commodity Contracts	0.44		48	79	Transportation Officer Duties	0.03
6	3	Use of Gov't Purch Card	0.4135		49	12	Construction Contracts	0.0275
7	66	SF 1449	0.384		50	4	Appt. Dec. Ordering Officers	0.026
8	77	Cust Education on Cont Policies	0.3515		51	18	Leases	0.025
9	82	Installation Access for Ktrs	0.321		52	2	Funding Gov't Purch Card	0.0225
10	83	Shipment of Supplies Overseas	0.2535		53	29	Appt CO Representative	0.022
11	27	Bargaining Techniques	0.2415		54	43	Justifications and Approvals	0.0205
12	32	Payments	0.2385		55	65	SF 1442	0.0205
13	47	DD 250	0.2355		56	48	DD 350	0.02
14	81	Ethics Training	0.198		57	33	Pmnt Oth Thn Mil Prov Med Treat	0.018
15	74	Country Customs Procedures	0.1775		58	30	Appt Quality Assurance Eval	0.0175
16	62	SF 44	0.163		59	64	SF 1419	0.0175
17	50	DD 1155	0.1375		60	35	Funds Disbursing Agent Duties	0.0165
18	16	Blanket Purch Agreements	0.115		61	60	SF 26	0.0165
19	26	Contract Modifications	0.115		62	59	OF 366	0.0155
20	45	Contract Closeout	0.111		63	55	AF Form 614	0.012
21	61	SF 30	0.1025		64	51	DD 1348-6	0.0115
22	85	Mgt of Contactors in AOR	0.097		65	25	Verbal Contracts/Oral Agrmnt	0.011
23	44	Expedited Contracting Actions	0.0815		66	19	Aviation Fuel Purchases	0.0105
24	58	AF Form 3062	0.0775		67	78	Billeting Officer Duties	0.0105
25	13	Service Contracts	0.069		68	39	Claims Processing	0.0095
26	67	Deployment/Contingency Kit	0.069		69	46	Terminations	0.009
27	31	MIPR	0.068		70	49	DD 577	0.009
28	63	SF 1409	0.065		71	41	Ratifications	0.0085
29	28	Price Negotiation Memo	0.0625		72	20	Assistance-in-Kind	0.008
30	1	Establishing Vendor Base	0.062		73	34	Imprest Fund	0.008
31	8	Reviewing SOW/PWS	0.061		74	22	Non-appropriated Funds Cont.	0.006
32	5	Trng Cust on Gov't Purch Card	0.0545		75	53	AF Form 15	0.0055
33	80	Gratuity Training	0.052		76	23	Concessionaire Contracts	0.0045
34	56	AF Form 616	0.0515		77	36	Cure Notices	0.0045
35	73	Basing Agreements	0.048		78	17	Undefinitized Contract Actions	0.003
36	38	Release of Claims	0.045		79	24	Letter Contracts	0.0015
37	69	Commander's Inbrief	0.045		80	57	AF Form 2209	0.0015
38	7	Writing SOW/PWS	0.0405		81	21	Implementing Agreements	0.001
39	70	Host Nation Support Agreements	0.0385		82	40	Protests	0.001
40	6	Trng Cust on Use of SF 44	0.0365		83	54	AF Form 315	0.001
41	86	After Action Report	0.0355		84	10	Use of BCAS	0.0005
42	72	Status of Forces Agreement	0.0345		85	37	Show-cause Letter	0.0002
43	84	Contractor Refusal to Sign Contract	0.0345		86	9	Use of SPS	0

Functional Area Manager Frequency Ranking

Rank	Task	Description	Mean
1	52	AF Form 9	1.416
2	27	Bargaining Techniques	1.291
3	15	Simplified Acq. Procedures	1.0985
4	32	Payments	0.897
5	62	SF 44	0.7715
6	45	Contract Closeout	0.699
7	11	Auto. DB/Sprdsht for Purch.	0.626
8	12	Construction Contracts	0.5185
9	44	Expedited Contracting Actions	0.5095
10	16	Blanket Purch Agreements	0.483
11	47	DD 250	0.351
12	14	Commodity Contracts	0.2355
13	50	DD 1155	0.214
14	82	Installation Access for Ktrs	0.169
15	67	Deployment/Contingency Kit	0.141
16	26	Contract Modifications	0.136
17	77	Cust Education on Cont Policies	0.128
18	13	Service Contracts	0.114
19	76	Working with Finance/DFAS	0.107
20	74	Country Customs Procedures	0.1015
21	61	SF 30	0.084
22	56	AF Form 616	0.0735
23	66	SF 1449	0.065
24	85	Mgt of Contactors in AOR	0.056
25	83	Shipment of Supplies Overseas	0.052
26	3	Use of Gov't Purch Card	0.05
27	38	Release of Claims	0.05
28	18	Leases	0.046
29	25	Verbal Contracts/Oral Agrmnt	0.046
30	8	Reviewing SOW/PWS	0.042
31	4	Appt. Dec. Ordering Officers	0.037
32	20	Assistance-in-Kind	0.037
33	1	Establishing Vendor Base	0.034
34	7	Writing SOW/PWS	0.0325
35	59	OF 366	0.0325
36	23	Concessionaire Contracts	0.03
37	28	Price Negotiation Memo	0.0295
38	41	Ratifications	0.026
39	30	Appt Quality Assurance Eval	0.0255
40	58	AF Form 3062	0.025
41	70	Host Nation Support Agreements	0.023
42	80	Gratuity Training	0.023
43	81	Ethics Training	0.023
44	36	Cure Notices	0.0225
45	37	Show-cause Letter	0.0225
46	63	SF 1409	0.0225
47	29	Appt CO Representative	0.02
48	31	MIPR	0.0195
49	64	SF 1419	0.019
50	48	DD 350	0.0185
51	42	Determination and Findings	0.0175
52	57	AF Form 2209	0.0175
53	39	Claims Processing	0.017
54	53	AF Form 15	0.0165
55	65	SF 1442	0.015
56	60	SF 26	0.0145
57	46	Terminations	0.013
58	22	Non-appropriated Funds Cont.	0.0115
59	19	Aviation Fuel Purchases	0.0105
60	43	Justifications and Approvals	0.0095
61	55	AF Form 614	0.009
62	79	Transportation Officer Duties	0.009
63	69	Commander's Inbrief	0.008
64	6	Trng Cust on Use of SF 44	0.0075
65	34	Imprest Fund	0.0075
66	72	Status of Forces Agreement	0.0075
67	86	After Action Report	0.0065
68	73	Basing Agreements	0.0055
69	5	Trng Cust on Gov't Purch Card	0.005
70	17	Undefinitized Contract Actions	0.0045
71	33	Pmnt Oth Thn Mil Prov Med Treat	0.0045
72	78	Billeting Officer Duties	0.004
73	84	Contractor Refusal to Sign Contract	0.0035
74	68	Standing Up a Contracting Office	0.0025
75	2	Funding Gov't Purch Card	0.002
76	49	DD 577	0.002
77	75	DoD Foreign Clearance Guide	0.002
78	71	Acq Cross Servicing Agreement	0.0015
79	24	Letter Contracts	0.001
80	54	AF Form 315	0.001
81	10	Use of BCAS	0.0005
82	35	Funds Disbursing Agent Duties	0.0005
83	51	DD 1348-6	0.0005
84	9	Use of SPS	0
85	21	Implementing Agreements	0
86	40	Protests	0

Appendix E: MAJCOM Task Importance to Mission Ranking

11th Wing Task Importance Ranking

Rank	Task	Description	11 Wing	Rank	Task	Description	11 Wing
1	74	Country Customs Procedures	7	45	24	Letter Contracts	1
2	1	Establishing Vendor Base	6	46	25	Verbal Contracts/Oral Agrmnt	1
3	2	Funding Gov't Purch Card	6	47	28	Price Negotiation Memo	1
4	3	Use of Gov't Purch Card	6	48	29	Appt CO Representative	1
5	5	Trng Cust on Gov't Purch Card	6	49	30	Appt Quality Assurance Eval	1
6	11	Auto. DB/Sprdsht for Purch.	6	50	33	Pmnt Oth Thn Mil Prov Med Treat	1
7	15	Simplified Acq. Procedures	6	51	34	Imprest Fund	1
8	16	Blanket Purch Agreements	6	52	36	Cure Notices	1
9	27	Bargaining Techniques	6	53	37	Show-cause Letter	1
10	32	Payments	6	54	38	Release of Claims	1
11	35	Funds Disbursing Agent Duties	6	55	39	Claims Processing	1
12	45	Contract Closeout	6	56	40	Protests	1
13	50	DD 1155	6	57	41	Ratifications	1
14	52	AF Form 9	6	58	42	Determination and Findings	1
15	56	AF Form 616	6	59	43	Justifications and Approvals	1
16	69	Commander's Inbrief	6	60	44	Expedited Contracting Actions	1
17	70	Host Nation Support Agreements	6	61	46	Terminations	1
18	72	Status of Forces Agreement	6	62	47	DD 250	1
19	76	Working with Finance/DFAS	6	63	48	DD 350	1
20	77	Cust Education on Cont Policies	6	64	49	DD 577	1
21	6	Trng Cust on Use of SF 44	5	65	51	DD 1348-6	1
22	18	Leases	5	66	53	AF Form 15	1
23	26	Contract Modifications	5	67	54	AF Form 315	1
24	55	AF Form 614	5	68	57	AF Form 2209	1
25	61	SF 30	5	69	58	AF Form 3062	1
26	82	Installation Access for Ktrs	5	70	59	OF 366	1
27	83	Shipment of Supplies Overseas	5	71	60	SF 26	1
28	7	Writing SOW/PWS	4	72	63	SF 1409	1
29	8	Reviewing SOW/PWS	4	73	64	SF 1419	1
30	9	Use of SPS	4	74	65	SF 1442	1
31	62	SF 44	4	75	66	SF 1449	1
32	75	DoD Foreign Clearance Guide	4	76	67	Deployment/Contingency Kit	1
33	4	Appt. Dec. Ordering Officers	2	77	68	Standing Up a Contracting Office	1
34	31	MIPR	2	78	71	Acq Cross Servicing Agreement	1
35	10	Use of BCAS	1	79	73	Basing Agreements	1
36	12	Construction Contracts	1	80	78	Billeting Officer Duties	1
37	13	Service Contracts	1	81	79	Transportation Officer Duties	1
38	14	Commodity Contracts	1	82	80	Gratuity Training	1
39	17	Undefinitized Contract Actions	1	83	81	Ethics Training	1
40	19	Aviation Fuel Purchases	1	84	84	Contractor Refusal to Sign Contract	1
41	20	Assistance-in-Kind	1	85	85	Mgt of Contactors in AOR	1
42	21	Implementing Agreements	1	86	86	After Action Report	1
43	22	Non-appropriated Funds Cont.	1	87	87	Partipation in Top Dollar Training	1
44	23	Concessionaire Contracts	1	88	88	Participation in Top Dollar Comp	1

ACC Task Importance Ranking

Rank	Task	Description	ACC
1	15	Simplified Acq. Procedures	6.391
2	8	Reviewing SOW/PWS	6.173
3	66	SF 1449	6.173
4	3	Use of Gov't Purch Card	6.086
5	52	AF Form 9	6.086
6	82	Installation Access for Ktrs	6.086
7	14	Commodity Contracts	6
8	26	Contract Modifications	5.913
9	61	SF 30	5.913
10	77	Cust Education on Cont Policies	5.869
11	12	Construction Contracts	5.782
12	7	Writing SOW/PWS	5.739
13	11	Auto. DB/Sprdsht for Purch.	5.695
14	1	Establishing Vendor Base	5.652
15	27	Bargaining Techniques	5.652
16	83	Shipment of Supplies Overseas	5.565
17	13	Service Contracts	5.478
18	76	Working with Finance/DFAS	5.478
19	16	Blanket Purch Agreements	5.434
20	74	Country Customs Procedures	5.347
21	38	Release of Claims	5.173
22	44	Expedited Contracting Actions	5.173
23	32	Payments	5.13
24	46	Terminations	5.13
25	81	Ethics Training	5.086
26	86	After Action Report	5.086
27	47	DD 250	5.043
28	2	Funding Gov't Purch Card	5
29	85	Mgt of Contactors in AOR	4.965
30	41	Ratifications	4.782
31	80	Gratuity Training	4.782
32	5	Trng Cust on Gov't Purch Card	4.739
33	43	Justifications and Approvals	4.608
34	45	Contract Closeout	4.608
35	50	DD 1155	4.608
36	70	Host Nation Support Agreements	4.608
37	56	AF Form 616	4.521
38	72	Status of Forces Agreement	4.478
39	17	Undefinitized Contract Actions	4.391
40	39	Claims Processing	4.347
41	62	SF 44	4.347
42	65	SF 1442	4.347
43	42	Determination and Findings	4.304
44	67	Deployment/Contingency Kit	4.304
45	18	Leases	4.26
46	28	Price Negotiation Memo	4.26
47	69	Commander's Inbrief	4.26
48	73	Basing Agreements	4.217
49	87	Partipation in Top Dollar Training	4.173
50	37	Show-cause Letter	4.13
51	68	Standing Up a Contracting Office	4.13
52	35	Funds Disbursing Agent Duties	4.086
53	36	Cure Notices	4.086
54	30	Appt Quality Assurance Eval	4.043
55	31	MIPR	4.043
56	29	Appt CO Representative	3.869
57	40	Protests	3.782
58	88	Participation in Top Dollar Comp	3.782
59	4	Appt. Dec. Ordering Officers	3.695
60	58	AF Form 3062	3.695
61	71	Acq Cross Servicing Agreement	3.695
62	84	Contractor Refusal to Sign Contract	3.652
63	19	Aviation Fuel Purchases	3.608
64	20	Assistance-in-Kind	3.608
65	24	Letter Contracts	3.608
66	60	SF 26	3.608
67	64	SF 1419	3.565
68	22	Non-appropriated Funds Cont.	3.521
69	25	Verbal Contracts/Oral Agrmnt	3.478
70	33	Pmnt Oth Thn Mil Prov Med Treat	3.478
71	79	Transportation Officer Duties	3.478
72	63	SF 1409	3.391
73	75	DoD Foreign Clearance Guide	3.391
74	6	Trng Cust on Use of SF 44	3.347
75	78	Billeting Officer Duties	3.347
76	48	DD 350	3.086
77	21	Implementing Agreements	2.956
78	23	Concessionaire Contracts	2.913
79	53	AF Form 15	2.869
80	59	OF 366	2.826
81	55	AF Form 614	2.608
82	34	Imprest Fund	2.565
83	54	AF Form 315	2.521
84	51	DD 1348-6	2.478
85	57	AF Form 2209	2.391
86	49	DD 577	2.347
87	9	Use of SPS	1.869
88	10	Use of BCAS	1.695

AETC Task Importance Ranking

Rank	Task	Description	AETC		Rank	Task	Description	AETC
1	11	Auto. DB/Sprdsht for Purch.	7		45	56	AF Form 616	5
2	12	Construction Contracts	7		46	39	Claims Processing	4.8
3	14	Commodity Contracts	7		47	40	Protests	4.8
4	68	Standing Up a Contracting Office	7		48	63	SF 1409	4.8
5	74	Country Customs Procedures	7		49	64	SF 1419	4.8
6	13	Service Contracts	6.8		50	85	Mgt of Contactors in AOR	4.8
7	61	SF 30	6.8		51	87	Partipation in Top Dollar Training	4.8
8	66	SF 1449	6.8		52	17	Undefinitized Contract Actions	4.6
9	67	Deployment/Contingency Kit	6.8		53	18	Leases	4.6
10	70	Host Nation Support Agreements	6.8		54	45	Contract Closeout	4.6
11	71	Acq Cross Servicing Agreement	6.8		55	7	Writing SOW/PWS	4.4
12	72	Status of Forces Agreement	6.8		56	19	Aviation Fuel Purchases	4.4
13	81	Ethics Training	6.8		57	21	Implementing Agreements	4.4
14	82	Installation Access for Ktrs	6.8		58	28	Price Negotiation Memo	4.4
15	27	Bargaining Techniques	6.6		59	62	SF 44	4.4
16	32	Payments	6.6		60	84	Contractor Refusal to Sign Contract	4.4
17	52	AF Form 9	6.6		61	88	Participation in Top Dollar Comp	4.4
18	69	Commander's Inbrief	6.6		62	2	Funding Gov't Purch Card	4.2
19	73	Basing Agreements	6.6		63	30	Appt Quality Assurance Eval	4.2
20	77	Cust Education on Cont Policies	6.6		64	35	Funds Disbursing Agent Duties	4.2
21	83	Shipment of Supplies Overseas	6.6		65	86	After Action Report	4.2
22	15	Simplified Acq. Procedures	6.4		66	4	Appt. Dec. Ordering Officers	4
23	80	Gratuity Training	6.4		67	24	Letter Contracts	4
24	65	SF 1442	6.2		68	25	Verbal Contracts/Oral Agrmnt	4
25	75	DoD Foreign Clearance Guide	6.2		69	29	Appt CO Representative	4
26	26	Contract Modifications	6		70	20	Assistance-in-Kind	3.8
27	16	Blanket Purch Agreements	5.6		71	58	AF Form 3062	3.8
28	33	Pmnt Oth Thn Mil Prov Med Treat	5.6		72	22	Non-appropriated Funds Cont.	3.6
29	1	Establishing Vendor Base	5.4		73	60	SF 26	3.6
30	3	Use of Gov't Purch Card	5.4		74	37	Show-cause Letter	3.4
31	8	Reviewing SOW/PWS	5.4		75	59	OF 366	3.4
32	36	Cure Notices	5.4		76	79	Transportation Officer Duties	3.4
33	41	Ratifications	5.4		77	54	AF Form 315	3
34	42	Determination and Findings	5.4		78	57	AF Form 2209	2.8
35	43	Justifications and Approvals	5.4		79	48	DD 350	2.6
36	44	Expedited Contracting Actions	5.4		80	49	DD 577	2.6
37	46	Terminations	5.4		81	78	Billeting Officer Duties	2.6
38	76	Working with Finance/DFAS	5.4		82	23	Concessionaire Contracts	2.4
39	38	Release of Claims	5.2		83	53	AF Form 15	2.4
40	47	DD 250	5.2		84	34	Imprest Fund	2.2
41	5	Trng Cust on Gov't Purch Card	5		85	55	AF Form 614	2.2
42	6	Trng Cust on Use of SF 44	5		86	51	DD 1348-6	1.8
43	31	MIPR	5		87	9	Use of SPS	1.6
44	50	DD 1155	5		88	10	Use of BCAS	1.6

AFMC Task Importance Ranking

Rank	Task	Description	AFMC
1	15	Simplified Acq. Procedures	6.8
2	11	Auto. DB/Sprdsht for Purch.	6.6
3	74	Country Customs Procedures	6.6
4	3	Use of Gov't Purch Card	6.4
5	7	Writing SOW/PWS	6.4
6	8	Reviewing SOW/PWS	6.4
7	68	Standing Up a Contracting Office	6.4
8	69	Commander's Inbrief	6.4
9	82	Installation Access for Ktrs	6.4
10	13	Service Contracts	6.2
11	38	Release of Claims	6.2
12	61	SF 30	6.2
13	70	Host Nation Support Agreements	6.2
14	76	Working with Finance/DFAS	6.2
15	77	Cust Education on Cont Policies	6.2
16	12	Construction Contracts	6
17	26	Contract Modifications	6
18	45	Contract Closeout	6
19	66	SF 1449	6
20	67	Deployment/Contingency Kit	6
21	71	Acq Cross Servicing Agreement	6
22	83	Shipment of Supplies Overseas	6
23	86	After Action Report	6
24	14	Commodity Contracts	5.8
25	16	Blanket Purch Agreements	5.8
26	28	Price Negotiation Memo	5.8
27	52	AF Form 9	5.8
28	72	Status of Forces Agreement	5.8
29	75	DoD Foreign Clearance Guide	5.8
30	85	Mgt of Contactors in AOR	5.8
31	43	Justifications and Approvals	5.6
32	44	Expedited Contracting Actions	5.6
33	46	Terminations	5.6
34	65	SF 1442	5.6
35	87	Partipation in Top Dollar Training	5.6
36	88	Participation in Top Dollar Comp	5.6
37	18	Leases	5.4
38	41	Ratifications	5.4
39	42	Determination and Findings	5.4
40	73	Basing Agreements	5.4
41	1	Establishing Vendor Base	5.2
42	62	SF 44	5.2
43	81	Ethics Training	5.2
44	2	Funding Gov't Purch Card	5
45	27	Bargaining Techniques	5
46	29	Appt CO Representative	5
47	30	Appt Quality Assurance Eval	5
48	32	Payments	5
49	39	Claims Processing	5
50	64	SF 1419	5
51	19	Aviation Fuel Purchases	4.8
52	31	MIPR	4.8
53	36	Cure Notices	4.8
54	37	Show-cause Letter	4.8
55	63	SF 1409	4.8
56	80	Gratuity Training	4.8
57	6	Trng Cust on Use of SF 44	4.6
58	17	Undefinitized Contract Actions	4.6
59	20	Assistance-in-Kind	4.6
60	84	Contractor Refusal to Sign Contract	4.6
61	4	Appt. Dec. Ordering Officers	4.4
62	40	Protests	4.4
63	50	DD 1155	4.4
64	24	Letter Contracts	4.2
65	25	Verbal Contracts/Oral Agrmnt	4.2
66	21	Implementing Agreements	4
67	79	Transportation Officer Duties	4
68	5	Trng Cust on Gov't Purch Card	3.8
69	47	DD 250	3.6
70	58	AF Form 3062	3.6
71	78	Billeting Officer Duties	3.6
72	23	Concessionaire Contracts	3.4
73	55	AF Form 614	3.4
74	56	AF Form 616	3.4
75	60	SF 26	3.4
76	22	Non-appropriated Funds Cont.	3.2
77	35	Funds Disbursing Agent Duties	3.2
78	57	AF Form 2209	3.2
79	33	Pmnt Oth Thn Mil Prov Med Treat	3
80	48	DD 350	2.8
81	54	AF Form 315	2.8
82	49	DD 577	2.4
83	9	Use of SPS	2.2
84	34	Imprest Fund	2
85	51	DD 1348-6	2
86	53	AF Form 15	2
87	59	OF 366	2
88	10	Use of BCAS	1.8

AFSPC Task Importance Ranking

Rank	Task	Description	AFSPC		Rank	Task	Description	AFSPC
1	76	Working with Finance/DFAS	6.857		45	39	Claims Processing	5.571
2	3	Use of Gov't Purch Card	6.714		46	82	Installation Access for Ktrs	5.571
3	52	AF Form 9	6.714		47	25	Verbal Contracts/Oral Agrmnt	5.428
4	66	SF 1449	6.714		48	29	Appt CO Representative	5.428
5	15	Simplified Acq. Procedures	6.571		49	41	Ratifications	5.428
6	16	Blanket Purch Agreements	6.571		50	65	SF 1442	5.428
7	56	AF Form 616	6.571		51	85	Mgt of Contactors in AOR	5.428
8	61	SF 30	6.571		52	5	Trng Cust on Gov't Purch Card	5.285
9	74	Country Customs Procedures	6.571		53	7	Writing SOW/PWS	5.285
10	83	Shipment of Supplies Overseas	6.571		54	17	Undefinitized Contract Actions	5.285
11	14	Commodity Contracts	6.428		55	19	Aviation Fuel Purchases	5.285
12	26	Contract Modifications	6.428		56	31	MIPR	5.285
13	27	Bargaining Techniques	6.428		57	35	Funds Disbursing Agent Duties	5.285
14	62	SF 44	6.428		58	48	DD 350	5.285
15	13	Service Contracts	6.285		59	24	Letter Contracts	5.142
16	38	Release of Claims	6.285		60	33	Pmnt Oth Thn Mil Prov Med Treat	5.142
17	81	Ethics Training	6.285		61	50	DD 1155	5.142
18	87	Partipation in Top Dollar Training	6.285		62	21	Implementing Agreements	5
19	11	Auto. DB/Sprdsht for Purch.	6.142		63	28	Price Negotiation Memo	5
20	42	Determination and Findings	6.142		64	40	Protests	5
21	43	Justifications and Approvals	6.142		65	63	SF 1409	5
22	69	Commander's Inbrief	6.142		66	71	Acq Cross Servicing Agreement	5
23	77	Cust Education on Cont Policies	6.142		67	86	After Action Report	5
24	44	Expedited Contracting Actions	6		68	22	Non-appropriated Funds Cont.	4.714
25	45	Contract Closeout	6		69	23	Concessionaire Contracts	4.714
26	68	Standing Up a Contracting Office	6		70	64	SF 1419	4.714
27	70	Host Nation Support Agreements	6		71	73	Basing Agreements	4.714
28	72	Status of Forces Agreement	6		72	75	DoD Foreign Clearance Guide	4.714
29	88	Participation in Top Dollar Comp	6		73	54	AF Form 315	4.571
30	1	Establishing Vendor Base	5.857		74	49	DD 577	4.428
31	12	Construction Contracts	5.857		75	58	AF Form 3062	4.428
32	32	Payments	5.857		76	37	Show-cause Letter	4.285
33	46	Terminations	5.857		77	57	AF Form 2209	4.285
34	47	DD 250	5.857		78	36	Cure Notices	4.142
35	80	Gratuity Training	5.857		79	34	Imprest Fund	4
36	6	Trng Cust on Use of SF 44	5.714		80	60	SF 26	4
37	20	Assistance-in-Kind	5.714		81	53	AF Form 15	3.857
38	30	Appt Quality Assurance Eval	5.714		82	55	AF Form 614	3.857
39	67	Deployment/Contingency Kit	5.714		83	78	Billeting Officer Duties	3.714
40	84	Contractor Refusal to Sign Contract	5.714		84	79	Transportation Officer Duties	3.714
41	2	Funding Gov't Purch Card	5.571		85	51	DD 1348-6	3.428
42	4	Appt. Dec. Ordering Officers	5.571		86	59	OF 366	3.428
43	8	Reviewing SOW/PWS	5.571		87	9	Use of SPS	2.714
44	18	Leases	5.571		88	10	Use of BCAS	2.428

AMC Task Importance Ranking

Rank	Task	Description	AMC		Rank	Task	Description	AMC
1	6	Trng Cust on Use of SF 44	6.615		45	28	Price Negotiation Memo	5.23
2	52	AF Form 9	6.615		46	4	Appt. Dec. Ordering Officers	5.153
3	44	Expedited Contracting Actions	6.538		47	5	Trng Cust on Gov't Purch Card	5.153
4	15	Simplified Acq. Procedures	6.307		48	30	Appt Quality Assurance Eval	5.153
5	26	Contract Modifications	6.23		49	41	Ratifications	5.153
6	14	Commodity Contracts	6.153		50	42	Determination and Findings	5.153
7	74	Country Customs Procedures	6.153		51	75	DoD Foreign Clearance Guide	5.153
8	82	Installation Access for Ktrs	6.153		52	18	Leases	5.076
9	1	Establishing Vendor Base	6.076		53	39	Claims Processing	5.076
10	62	SF 44	6.076		54	46	Terminations	5.076
11	77	Cust Education on Cont Policies	6.076		55	47	DD 250	5.076
12	83	Shipment of Supplies Overseas	6.076		56	84	Contractor Refusal to Sign Contract	5
13	2	Funding Gov't Purch Card	6		57	87	Partipation in Top Dollar Training	5
14	16	Blanket Purch Agreements	6		58	36	Cure Notices	4.923
15	86	After Action Report	6		59	88	Participation in Top Dollar Comp	4.923
16	3	Use of Gov't Purch Card	5.923		60	21	Implementing Agreements	4.846
17	13	Service Contracts	5.923		61	33	Pmnt Oth Thn Mil Prov Med Treat	4.846
18	50	DD 1155	5.923		62	37	Show-cause Letter	4.846
19	61	SF 30	5.923		63	58	AF Form 3062	4.846
20	66	SF 1449	5.923		64	25	Verbal Contracts/Oral Agrmnt	4.769
21	70	Host Nation Support Agreements	5.923		65	60	SF 26	4.769
22	56	AF Form 616	5.846		66	78	Billeting Officer Duties	4.769
23	81	Ethics Training	5.846		67	79	Transportation Officer Duties	4.769
24	11	Auto. DB/Sprdsht for Purch.	5.769		68	24	Letter Contracts	4.692
25	12	Construction Contracts	5.769		69	40	Protests	4.692
26	67	Deployment/Contingency Kit	5.769		70	63	SF 1409	4.692
27	72	Status of Forces Agreement	5.769		71	64	SF 1419	4.692
28	76	Working with Finance/DFAS	5.769		72	17	Undefinitized Contract Actions	4.615
29	80	Gratuity Training	5.692		73	35	Funds Disbursing Agent Duties	4.615
30	8	Reviewing SOW/PWS	5.615		74	23	Concessionaire Contracts	4.538
31	32	Payments	5.615		75	20	Assistance-in-Kind	4.461
32	65	SF 1442	5.615		76	19	Aviation Fuel Purchases	4.307
33	68	Standing Up a Contracting Office	5.615		77	22	Non-appropriated Funds Cont.	4.23
34	85	Mgt of Contactors in AOR	5.615		78	48	DD 350	4.153
35	7	Writing SOW/PWS	5.538		79	51	DD 1348-6	4
36	45	Contract Closeout	5.538		80	34	Imprest Fund	3.923
37	73	Basing Agreements	5.538		81	9	Use of SPS	3.769
38	69	Commander's Inbrief	5.461		82	49	DD 577	3.615
39	29	Appt CO Representative	5.384		83	59	OF 366	3.538
40	27	Bargaining Techniques	5.307		84	53	AF Form 15	3.384
41	31	MIPR	5.307		85	54	AF Form 315	3.307
42	38	Release of Claims	5.307		86	57	AF Form 2209	3.153
43	43	Justifications and Approvals	5.307		87	55	AF Form 614	2.923
44	71	Acq Cross Servicing Agreement	5.307		88	10	Use of BCAS	2.23

PACAF Task Importance Ranking

Rank	Task	Description	PACAF
1	52	AF Form 9	6.6
2	61	SF 30	6.6
3	76	Working with Finance/DFAS	6.6
4	82	Installation Access for Ktrs	6.6
5	26	Contract Modifications	6.5
6	11	Auto. DB/Sprdsht for Purch.	6.1
7	15	Simplified Acq. Procedures	6.1
8	66	SF 1449	6
9	77	Cust Education on Cont Policies	6
10	81	Ethics Training	6
11	3	Use of Gov't Purch Card	5.7
12	74	Country Customs Procedures	5.7
13	87	Partipation in Top Dollar Training	5.7
14	14	Commodity Contracts	5.6
15	2	Funding Gov't Purch Card	5.5
16	12	Construction Contracts	5.5
17	28	Price Negotiation Memo	5.5
18	88	Participation in Top Dollar Comp	5.5
19	1	Establishing Vendor Base	5.3
20	8	Reviewing SOW/PWS	5.3
21	45	Contract Closeout	5.3
22	85	Mgt of Contactors in AOR	5.2
23	7	Writing SOW/PWS	5.1
24	13	Service Contracts	5.1
25	56	AF Form 616	5.1
26	68	Standing Up a Contracting Office	5.1
27	72	Status of Forces Agreement	5.1
28	83	Shipment of Supplies Overseas	5.1
29	16	Blanket Purch Agreements	5
30	70	Host Nation Support Agreements	5
31	86	After Action Report	5
32	30	Appt Quality Assurance Eval	4.8
33	43	Justifications and Approvals	4.8
34	44	Expedited Contracting Actions	4.8
35	69	Commander's Inbrief	4.8
36	27	Bargaining Techniques	4.7
37	31	MIPR	4.7
38	71	Acq Cross Servicing Agreement	4.7
39	32	Payments	4.6
40	42	Determination and Findings	4.6
41	47	DD 250	4.6
42	65	SF 1442	4.6
43	67	Deployment/Contingency Kit	4.6
44	73	Basing Agreements	4.6
45	75	DoD Foreign Clearance Guide	4.6
46	80	Gratuity Training	4.6
47	25	Verbal Contracts/Oral Agrmnt	4.5
48	41	Ratifications	4.5
49	84	Contractor Refusal to Sign Contract	4.5
50	18	Leases	4.3
51	29	Appt CO Representative	4.3
52	46	Terminations	4.3
53	62	SF 44	4.3
54	19	Aviation Fuel Purchases	4.2
55	38	Release of Claims	4.2
56	63	SF 1409	4.2
57	64	SF 1419	4.1
58	79	Transportation Officer Duties	4.1
59	22	Non-appropriated Funds Cont.	4
60	48	DD 350	4
61	58	AF Form 3062	4
62	4	Appt. Dec. Ordering Officers	3.8
63	33	Pmnt Oth Thn Mil Prov Med Treat	3.8
64	36	Cure Notices	3.8
65	37	Show-cause Letter	3.8
66	40	Protests	3.8
67	20	Assistance-in-Kind	3.6
68	6	Trng Cust on Use of SF 44	3.5
69	17	Undefinitized Contract Actions	3.5
70	24	Letter Contracts	3.5
71	39	Claims Processing	3.5
72	50	DD 1155	3.5
73	78	Billeting Officer Duties	3.5
74	5	Trng Cust on Gov't Purch Card	3.3
75	21	Implementing Agreements	3.3
76	23	Concessionaire Contracts	3.3
77	54	AF Form 315	3.3
78	35	Funds Disbursing Agent Duties	3.1
79	51	DD 1348-6	3.1
80	9	Use of SPS	3
81	53	AF Form 15	3
82	60	SF 26	3
83	57	AF Form 2209	2.8
84	49	DD 577	2.6
85	55	AF Form 614	2.1
86	59	OF 366	2.1
87	34	Imprest Fund	2
88	10	Use of BCAS	1.2

USACCE Task Importance Ranking

Rank	Task	Description	USACCE
1	15	Simplified Acq. Procedures	7
2	31	MIPR	7
3	41	Ratifications	7
4	70	Host Nation Support Agreements	7
5	71	Acq Cross Servicing Agreement	7
6	72	Status of Forces Agreement	7
7	73	Basing Agreements	7
8	74	Country Customs Procedures	7
9	75	DoD Foreign Clearance Guide	7
10	77	Cust Education on Cont Policies	7
11	87	Partipation in Top Dollar Training	7
12	88	Participation in Top Dollar Comp	7
13	4	Appt. Dec. Ordering Officers	6
14	6	Trng Cust on Use of SF 44	6
15	16	Blanket Purch Agreements	6
16	20	Assistance-in-Kind	6
17	21	Implementing Agreements	6
18	22	Non-appropriated Funds Cont.	6
19	29	Appt CO Representative	6
20	30	Appt Quality Assurance Eval	6
21	32	Payments	6
22	35	Funds Disbursing Agent Duties	6
23	39	Claims Processing	6
24	45	Contract Closeout	6
25	62	SF 44	6
26	76	Working with Finance/DFAS	6
27	84	Contractor Refusal to Sign Contract	6
28	86	After Action Report	6
29	1	Establishing Vendor Base	5
30	7	Writing SOW/PWS	5
31	8	Reviewing SOW/PWS	5
32	13	Service Contracts	5
33	14	Commodity Contracts	5
34	17	Undefinitized Contract Actions	5
35	19	Aviation Fuel Purchases	5
36	26	Contract Modifications	5
37	38	Release of Claims	5
38	42	Determination and Findings	5
39	43	Justifications and Approvals	5
40	44	Expedited Contracting Actions	5
41	46	Terminations	5
42	47	DD 250	5
43	48	DD 350	5
44	49	DD 577	5
45	50	DD 1155	5
46	61	SF 30	5
47	68	Standing Up a Contracting Office	5
48	69	Commander's Inbrief	5
49	78	Billeting Officer Duties	5
50	3	Use of Gov't Purch Card	4
51	11	Auto. DB/Sprdsht for Purch.	4
52	23	Concessionaire Contracts	4
53	28	Price Negotiation Memo	4
54	33	Pmnt Oth Thn Mil Prov Med Treat	4
55	34	Imprest Fund	4
56	36	Cure Notices	4
57	37	Show-cause Letter	4
58	56	AF Form 616	4
59	60	SF 26	4
60	79	Transportation Officer Duties	4
61	80	Gratuity Training	4
62	81	Ethics Training	4
63	82	Installation Access for Ktrs	4
64	83	Shipment of Supplies Overseas	4
65	85	Mgt of Contactors in AOR	4
66	27	Bargaining Techniques	3
67	40	Protests	3
68	65	SF 1442	3
69	66	SF 1449	3
70	67	Deployment/Contingency Kit	3
71	24	Letter Contracts	2
72	25	Verbal Contracts/Oral Agrmnt	2
73	53	AF Form 15	2
74	54	AF Form 315	2
75	2	Funding Gov't Purch Card	1
76	5	Trng Cust on Gov't Purch Card	1
77	9	Use of SPS	1
78	10	Use of BCAS	1
79	12	Construction Contracts	1
80	18	Leases	1
81	51	DD 1348-6	1
82	52	AF Form 9	1
83	55	AF Form 614	1
84	57	AF Form 2209	1
85	58	AF Form 3062	1
86	59	OF 366	1
87	63	SF 1409	1
88	64	SF 1419	1

USAFE Task Importance Ranking

Rank	Task	Description	USAFE
1	56	AF Form 616	7
2	76	Working with Finance/DFAS	7
3	86	After Action Report	6.8
4	70	Host Nation Support Agreements	6.7
5	77	Cust Education on Cont Policies	6.7
6	50	DD 1155	6.5
7	52	AF Form 9	6.5
8	66	SF 1449	6.5
9	72	Status of Forces Agreement	6.5
10	73	Basing Agreements	6.5
11	15	Simplified Acq. Procedures	6.4
12	61	SF 30	6.4
13	74	Country Customs Procedures	6.4
14	3	Use of Gov't Purch Card	6.2
15	42	Determination and Findings	6.2
16	68	Standing Up a Contracting Office	6.2
17	80	Gratuity Training	6.2
18	81	Ethics Training	6.2
19	11	Auto. DB/Sprdsht for Purch.	6.1
20	60	SF 26	6.1
21	62	SF 44	6.1
22	64	SF 1419	6.1
23	67	Deployment/Contingency Kit	6.1
24	71	Acq Cross Servicing Agreement	6.1
25	84	Contractor Refusal to Sign Contract	6.1
26	2	Funding Gov't Purch Card	6
27	12	Construction Contracts	6
28	13	Service Contracts	6
29	26	Contract Modifications	6
30	45	Contract Closeout	6
31	69	Commander's Inbrief	6
32	75	DoD Foreign Clearance Guide	6
33	1	Establishing Vendor Base	5.8
34	14	Commodity Contracts	5.8
35	65	SF 1442	5.8
36	88	Participation in Top Dollar Comp	5.8
37	16	Blanket Purch Agreements	5.7
38	18	Leases	5.7
39	38	Release of Claims	5.7
40	48	DD 350	5.7
41	87	Partipation in Top Dollar Training	5.7
42	27	Bargaining Techniques	5.4
43	30	Appt Quality Assurance Eval	5.4
44	43	Justifications and Approvals	5.4

Rank	Task	Description	USAFE
45	63	SF 1409	5.4
46	7	Writing SOW/PWS	5.2
47	8	Reviewing SOW/PWS	5.2
48	41	Ratifications	5.2
49	51	DD 1348-6	5.2
50	82	Installation Access for Ktrs	5.2
51	5	Trng Cust on Gov't Purch Card	5.1
52	9	Use of SPS	5.1
53	29	Appt CO Representative	5.1
54	19	Aviation Fuel Purchases	5
55	44	Expedited Contracting Actions	5
56	46	Terminations	5
57	47	DD 250	5
58	31	MIPR	4.8
59	35	Funds Disbursing Agent Duties	4.8
60	78	Billeting Officer Duties	4.8
61	79	Transportation Officer Duties	4.8
62	83	Shipment of Supplies Overseas	4.8
63	85	Mgt of Contactors in AOR	4.8
64	17	Undefinitized Contract Actions	4.7
65	39	Claims Processing	4.7
66	25	Verbal Contracts/Oral Agrmnt	4.5
67	22	Non-appropriated Funds Cont.	4.4
68	23	Concessionaire Contracts	4.4
69	24	Letter Contracts	4.4
70	58	AF Form 3062	4.4
71	21	Implementing Agreements	4.1
72	28	Price Negotiation Memo	4.1
73	32	Payments	3.8
74	4	Appt. Dec. Ordering Officers	3.7
75	20	Assistance-in-Kind	3.7
76	36	Cure Notices	3.7
77	37	Show-cause Letter	3.7
78	6	Trng Cust on Use of SF 44	3.5
79	40	Protests	3.5
80	49	DD 577	3.2
81	53	AF Form 15	3.2
82	59	OF 366	3.2
83	54	AF Form 315	3.1
84	33	Pmnt Oth Thn Mil Prov Med Treat	3
85	34	Imprest Fund	2.8
86	57	AF Form 2209	2.7
87	55	AF Form 614	2.5
88	10	Use of BCAS	1.8

USCENTAF Task Importance Ranking

Rank	Task	Description	USCENTAF		Rank	Task	Description	USCENTAF
1	1	Establishing Vendor Base	7		45	30	Appt Quality Assurance Eval	5
2	3	Use of Gov't Purch Card	7		46	31	MIPR	5
3	6	Trng Cust on Use of SF 44	7		47	38	Release of Claims	5
4	8	Reviewing SOW/PWS	7		48	53	AF Form 15	5
5	11	Auto. DB/Sprdsht for Purch.	7		49	60	SF 26	5
6	13	Service Contracts	7		50	63	SF 1409	5
7	14	Commodity Contracts	7		51	64	SF 1419	5
8	15	Simplified Acq. Procedures	7		52	71	Acq Cross Servicing Agreement	5
9	16	Blanket Purch Agreements	7		53	80	Gratuity Training	5
10	25	Verbal Contracts/Oral Agrmnt	7		54	81	Ethics Training	5
11	26	Contract Modifications	7		55	83	Shipment of Supplies Overseas	5
12	27	Bargaining Techniques	7		56	4	Appt. Dec. Ordering Officers	4
13	39	Claims Processing	7		57	34	Imprest Fund	4
14	40	Protests	7		58	35	Funds Disbursing Agent Duties	4
15	41	Ratifications	7		59	36	Cure Notices	4
16	42	Determination and Findings	7		60	37	Show-cause Letter	4
17	43	Justifications and Approvals	7		61	45	Contract Closeout	4
18	44	Expedited Contracting Actions	7		62	68	Standing Up a Contracting Office	4
19	46	Terminations	7		63	69	Commander's Inbrief	4
20	50	DD 1155	7		64	76	Working with Finance/DFAS	4
21	52	AF Form 9	7		65	84	Contractor Refusal to Sign Contract	4
22	56	AF Form 616	7		66	85	Mgt of Contactors in AOR	4
23	61	SF 30	7		67	87	Partipation in Top Dollar Training	4
24	62	SF 44	7		68	20	Assistance-in-Kind	3
25	65	SF 1442	7		69	21	Implementing Agreements	3
26	66	SF 1449	7		70	22	Non-appropriated Funds Cont.	3
27	67	Deployment/Contingency Kit	7		71	23	Concessionaire Contracts	3
28	70	Host Nation Support Agreements	7		72	24	Letter Contracts	3
29	72	Status of Forces Agreement	7		73	32	Payments	3
30	73	Basing Agreements	7		74	33	Pmnt Oth Thn Mil Prov Med Treat	3
31	77	Cust Education on Cont Policies	7		75	47	DD 250	3
32	82	Installation Access for Ktrs	7		76	48	DD 350	3
33	88	Participation in Top Dollar Comp	7		77	49	DD 577	3
34	12	Construction Contracts	6		78	59	OF 366	3
35	17	Undefinitized Contract Actions	6		79	78	Billeting Officer Duties	3
36	28	Price Negotiation Memo	6		80	79	Transportation Officer Duties	3
37	74	Country Customs Procedures	6		81	5	Trng Cust on Gov't Purch Card	2
38	75	DoD Foreign Clearance Guide	6		82	54	AF Form 315	2
39	86	After Action Report	6		83	55	AF Form 614	2
40	2	Funding Gov't Purch Card	5		84	9	Use of SPS	1
41	7	Writing SOW/PWS	5		85	10	Use of BCAS	1
42	18	Leases	5		86	51	DD 1348-6	1
43	19	Aviation Fuel Purchases	5		87	57	AF Form 2209	1
44	29	Appt CO Representative	5		88	58	AF Form 3062	1

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Vita

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14. ABSTRACT

This research examined the Air Force training needs of contingency contracting officers (CCOs). The study utilized the inductive approach to research. A survey instrument captured the data for the study. The survey captured input from CCOs with deployment experience and each of the Air Force components and Major Commands (MAJCOMs). Series 1 of the survey polled CCOs with deployment experience to determine the training CCOs require based on their personal experiences. Series 2 surveyed the component and MAJCOM level supervisors to determine their perception of the training that should be required for CCOs. Comparing the two series identified the differences in responses from the groups. Descriptive and analytical statistics were used to interpret the completed surveys. The survey analysis was used to determine what tasks should be trained prior to a CCO being deployed. This study tried to capture the general contracting tasks that may be performed at any contingency location. The survey results were combined and a set of training tasks were identified for CCOs.

15. SUBJECT TERMS
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