OFFICE OF THE UNDER SECRETARY OF DEFENSE
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ACQUISITION,
TECHNOLOGY
AND LOGISTICS

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
DIRECTORS OF THE DEFENSE AGENCIES

SUBJECT: Property Management Workforce

The Secretary of Defense has established a goal for DoD to improve its business management practices. Consistent with that goal, the Department has taken steps to improve the accountability and management of equipment and other accountable property. For example, each Military Department and Agency now has a financial improvement plan that includes requirements for existence, completeness, and valuation of assets. Also, the Defense Contract Management Agency is planning to stand up a property administration division. More needs to be done, however, particularly in the area of personnel resources needed to successfully execute the property management mission.

The property management mission is performed by several segments of the DoD workforce. For example, the DoD-wide Acquisition, Technology and Logistics (AT&L) Workforce includes approximately three-hundred Industrial Property Management Specialists (GS-1103) who administer Government property in the possession of contractors. In addition, outside of the AT&L Workforce, there are a number of Accountable Property Officers (APOs) who manage Government property within the Department, and an unknown number of hand-receipt holders with property custodial duties.

This property management workforce faces several challenges. For example, according to the 2005 Annual Report on the Federal Acquisition Workforce, almost one third of those currently in the GS-1103 series are now eligible for retirement. Moreover, there are no minimum experience and education standards for APOs, and no standardized training requirements for hand-receipt holders.

Through implementation of the initiatives identified in the AT&L Human Capital Strategic Plan, OUSD (AT&L) is aggressively addressing the issues effecting Industrial Property Management Specialists in the AT&L Workforce. We must also address our long-term ability to meet the Department's overall property management mission as it relates to workforce issues outside of the AT&L Workforce. We are developing, along the lines of the attached actions, the first steps needed to augment ongoing initiatives in

the AT&L Workforce and address the human capital issues for APOs and hand receipt holders executing the property management mission.

We need your help. By December 31, 2006, please provide Mr. Tom Ruckdaschel, (703) 604-6350 x138 or tom.ruckdaschel@osd.mil, with the name, phone number, and email address of your point of contact who will work with us to complete the attached actions. We also request you contact Mr. Ruckdaschel if you have any questions or require additional information. We appreciate your support in this important endeavor.

Nancy L. Spruill 11/27/06
Nancy L. Spruill
Director, Acquisition Resource
and Analysis

Shay D. Assad
Director, Defense Procurement and
Acquisition Policy

Frank J. Anderson Jr.
Frank J. Anderson, Jr.
President, Defense Acquisition,
University

Attachment
As stated

Human Capital Actions
Property Management Workforce

Director, Acquisition Resources and Analysis, in coordination with the Director, Defense Procurement and Acquisition Policy, and President, Defense Acquisition University shall:

- Develop a strategic human capital plan for Accountable Property Officers, addressing future functions, appropriate occupational series, and potential career paths.
- Identify core competencies for Accountable Property Officers, as appropriate.
- Develop training, education, and experience requirements as required for non-AT&L Workforce segments of the property management workforce.

Secretaries of the Military Departments and Directors of Defense Agencies shall:

- Identify all current Accountable Property Officers and ensure that property management responsibility is addressed in their job descriptions or Performance Requirement Descriptions
- Ensure that Industrial Property Managers and Accountable Property Officers performance outcomes are tied to DoD goals
- Align Industrial Property Manager and Accountable Property Officer resources to the appropriate human capital strategic plan.