

Executive Summary

G.E.M. Technologies, a government consulting organization, proposes a unique staffing model for GSA Acquisitions Division, a government agency. The process of maximizing the value of staffing is both an art and a science. We begin by addressing the advantages and risks in product vendors, temporary employees, project employees and long-term contract employees. We support the development of the staffing model using a combination of trends and research in human resources management, project management, workforce staffing (focusing on strategic staffing) and productivity measures.

We derive a Human Resource Allocation Model (HRAM) to ensure that an organization has sufficient staff to meet its needs and objectives and to deliver agreed upon projects and outcomes. We recommend a two stage approach to obtain the staffing metrics.

The first step involves identifying the key characteristics (sometimes known as driver variables) that determine the expected level of product or tasks, so that staffing can be allocated fairly according to specific needs, and future needs can be anticipated by reference to expected changes in key projects. The second step involves identifying the necessary staffing levels required to respond to given levels of expected workload and other tasks. This model should ideally provide a mechanism for the GSA Acquisitions Division to enhance its staffing for now and into the future.

For final recommendations for the GSA Acquisitions Division, we emphasize using a bottom up approach to accurately measure effort of Contracting Officers. This requires Contracting Officers to track the effort (hours) spent on each individual contract they process, record their hours, and make summary reports to management. Estimating and reporting will be an iterative process, allowing for continuous process improvement. These recommendations are derived from research into the public and private sector; two models are featured.