

2011

# Follow-up Study of Management Concepts Courses Taken by Realty Specialists of Naval Facilities Engineering Command Mid-Atlantic

Sharon Reyes  
*Old Dominion University*

Follow this and additional works at: [https://digitalcommons.odu.edu/ots\\_masters\\_projects](https://digitalcommons.odu.edu/ots_masters_projects)

 Part of the [Education Commons](#)

---

## Recommended Citation

Reyes, Sharon, "Follow-up Study of Management Concepts Courses Taken by Realty Specialists of Naval Facilities Engineering Command Mid-Atlantic" (2011). *OTS Master's Level Projects & Papers*. 19.  
[https://digitalcommons.odu.edu/ots\\_masters\\_projects/19](https://digitalcommons.odu.edu/ots_masters_projects/19)

This Master's Project is brought to you for free and open access by the STEM Education & Professional Studies at ODU Digital Commons. It has been accepted for inclusion in OTS Master's Level Projects & Papers by an authorized administrator of ODU Digital Commons. For more information, please contact [digitalcommons@odu.edu](mailto:digitalcommons@odu.edu).

**FOLLOW-UP STUDY OF MANAGEMENT CONCEPTS COURSES TAKEN BY  
REALTY SPECIALISTS OF NAVAL FACILITIES ENGINEERING  
COMMAND MID-ATLANTIC**

**A Research Paper**

**Presented to the Graduate Faculty of the  
Department of STEM Education and Professional Studies  
at Old Dominion University**

**In Partial Fulfillment  
of the Requirements for the  
Master of Science in Occupational and Technical Studies**

**Sharon L. Reyes**

**August 2011**

**SIGNATURE PAGE**

Sharon L. Reyes prepared this research paper under the direction of Dr. John M. Ritz in SEPS 636, Problems in Occupational and Technical Studies. It was submitted to the Graduate Program Director as partial fulfillment of the requirements for the Degree of the Master of Science.

Approval By: \_\_\_\_\_

Dr. John M. Ritz

Date

Advisor and Graduate Program Director

## **ACKNOWLEDGEMENTS**

I would like to extend my thanks to Mitchell Cooperman for allowing me to conduct this study of the Realty Specialists of the Asset Management Business Line, Amanda Young for assistance with the survey and data collection, Sharon Joyner for her kindness and support, and Francisco Rodriguez for his encouragement during the tough times. I would like to give a special thanks to Dr. John M. Ritz for his wisdom and guidance in the completion of this study.

Sharon L. Reyes

## TABLE OF CONTENTS

	Page
Acknowledgements	iii
List of Tables	vi
 <b>CHAPTER</b>	
I. INTRODUCTION	1
Statement of the Problem	2
Research Goals	2
Background and Significance	3
Limitations	4
Assumptions	4
Procedures	4
Definition of Terms	5
Summary and Overview	6
II. REVIEW OF LITERATURE	7
Policies Governing Training Programs in the Federal Government	7
Realty Specialist Duties and Responsibilities	10
Acquisition	12
Property Management	14
Disposal	15
Real Estate Contracting Officer (RECO)	16
Real Estate Training Offered by Management Concepts	17
Federal Real Property Leasing	18
Federal Real Property Lease Law	19
Introduction to Federal Contracting	20
Summary	21
III. METHODS AND PROCEDURES	22
Population	22
Instrument Design	22

Methods of Data Collection	23
Statistical Analysis	24
Summary	24
IV. FINDINGS	25
Responses to the Survey	25
Summary	40
V. SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS	42
Summary	42
Conclusions	44
Recommendations	47
REFERENCES	49
APPENDICES	50
APPENDIX A, Survey of Realty Specialists	51
APPENDIX B, Sample of Initial Cover Letter	56
APPENDIX C, Sample of Follow-up Letter	57

**LIST OF TABLES**

		Page
Table 1.	Percent of Realty Specialist Response	26
Table 2.	Management Concepts Classes Taken by NAVFAC Realty Specialists	27
Table 3.	Overall Satisfaction with Management Concepts Classes	28
Table 4.	Improved Job Performance	32
Table 5.	Improved Project Preparedness	33
Table 6.	Improved Ability to Complete more Challenging Projects	34
Table 7.	Improved Ability to Assist Team Members	35
Table 8.	Ability to Complete more Projects as Perceived by Supervisors	36
Table 9.	Improved Project Preparedness as Perceived by Supervisors	37
Table 10.	Improved Ability to Assist Co-workers as Perceived by Supervisors	38
Table 11.	Supervisor's Overall Satisfaction with Management Concepts Classes	39
Table 12.	Supervisors Recommendation of Management Concepts Courses	40

## **CHAPTER I**

### **INTRODUCTION**

With an annual operating budget of over \$560 million the Naval Facilities Engineering Command (NAVFAC) is a global military organization which provides expert facilities engineering support to the Navy, Marine Corps, Federal Agencies, and other Department of Defense (DoD) clients. As an integral part of the Naval Facilities Engineering Command enterprise, NAVFAC Mid-Atlantic (NAVFAC MIDLANT) and its team of engineers, planners, and realty specialists expertly manages the planning, design, and construction of shore facilities for the U.S. Navy from Maine to North Carolina (NAVFAC Concept of Operations, 2007).

A mission of this magnitude requires a well trained and professional facilities acquisition workforce, to include Realty Specialists. Realty specialists acquire, manage, and dispose of property in conjunction with public lands programs and/or water projects for use as general office, special purpose (e.g., lab, military, depot storage, or factory), or general purpose storage space. They also dispose of property acquired when borrowers default on federally insured loans or obtained as a result of litigation or police action and make surplus real property available for certain public benefit uses including homeless shelters. They also provide expert advice and assistance to state and local jurisdictions, including those subject to Federal oversight and/or other Federal agencies on various aspects of realty work (OPM Occupational Series Manual, 2009).

Realty specialists have many tasks to perform and effective relevant training is critical to their success in fulfilling NAVFAC's mission. To do this, NAVFAC has used

training provided by Management Concepts for the past two years. Management Concepts is a recognized global training leader especially in the field of acquisition. Feedback from NAVFAC realty specialists who have attended Management Concepts courses is crucial to maintaining a realty workforce that is current and up to NAVFAC's mission. This study was created to use the feedback of NAVFAC Realty specialists and that of their supervisors to determine the effectiveness of the training offered by Management Concepts.

### **Statement of the Problem**

The problem of this study was to assess Realty Specialists of Naval Facilities Engineering Command (NAVFAC) Mid-Atlantic who have attended Management Concepts classes to determine the training's effectiveness for making recommendations for improvement.

### **Research Goals**

To guide this study the following research questions were posed:

- RQ<sub>1</sub>. What specific classes are being taken by NAVFAC Real Estate Specialists?
- RQ<sub>2</sub>. Does the training provided by Management Concepts meet the stated objectives as perceived by the employees who have taken the training?
- RQ<sub>3</sub>. Does the training provided by Management Concepts improve performance as perceived by supervisors of employees who have attended the training?

## **Background and Significance**

There are several useful purposes for this study. The Office of Personnel Management (OPM) has set guidelines for the training and development of federal employees. The Federal Workforce Flexibility Act of 2004 (Pub. L. 108-411) requires each agency within the federal government to evaluate, on a regular basis, its training programs and plans with respect to the accomplishment of its specific performance plans and strategic goals, and modify its training plans and programs as needed to accomplish the agency's performance plans and strategic goals. To meet NAVFACs strategic goals, it is imperative that the realty specialists are highly-trained, motivated, and responsive to customer and war fighter needs.

Secondly, the current economic downturn has made it necessary to take a hard look at spending. Within the federal government this is especially true, as agencies experience hiring freezes and Reductions in Force (RIFs). Training for realty specialists has always been and will continue to be a priority, but the current budgetary constraints force leaders to ensure the government is getting the best value for their dollar. Training that fails to meet its stated goals or provide a return on investment is costly and therefore must be avoided if at all possible. Continuous assessment and evaluation of training is needed in order to ensure realty specialists receive the best possible training.

Soliciting inputs from realty specialists will provide valuable information on the effectiveness or lack thereof of the training and whether it met their needs. They will also be able to provide suggestions and recommendations for improvement. In addition, inputs from supervisors of realty specialists will be equally important in that they have

opportunity to observe the trainee before and after training. They will easily be able to determine if there is a difference in the trainee's behaviors.

### **Limitations**

The following limitations were used in this study:

1. The study was limited to Naval Facilities Engineering Command Mid-Atlantic realty specialists who attended training courses from January 2009 to January 2011.
2. The study was limited to information gathered from training attendees by survey.
3. The study was limited to assessing the following Management Concept course offerings: Introduction to Federal Contracting, Federal Real Property Lease Law, and Federal Real Property Leasing.

### **Assumptions**

The results of this study were based on the following assumptions:

1. The realty specialists were not at the "journeyman" level, meaning they were still in a developmental stage.
2. Management Concepts provided a quality training product.

### **Procedures**

A survey, which consisted of open- and closed-ended questions, was created to answer the research goals established for this study. A list of NAVFAC MIDLANT Real

Estate Specialists who have attended the three Management Concepts classes was collected from the NAVFAC MIDLANT Asset Management Business Line Training Officer. The survey will be transmitted in two ways: (1) electronically via the internet and (2) a cover letter with self-addressed stamped envelope which will be mailed to the trainee's business address. The data received were collected and analyzed to determine whether another training vendor would be sought out.

### **Definition of Terms**

The following terms are defined to ensure that the readers of this study understand their meaning:

1. Naval Facilities Engineering Command - Engineering command committed to the Navy and Marine Corps. It is comprised of both military and civilian facilities professionals to include engineers, architects, planners, and real estate specialists.
2. Real Estate Specialist - An employee who assists in the acquisition, management, and disposal of real estate interests required by the Navy and Marine Corps.
3. Management Concepts - Provider of corporate training programs in federal acquisition and contracting.
4. Introduction to Federal Contracting course – Entry level course that provides an orientation to the federal contracting environment for those new to federal contracting.
5. Federal Real Property Leasing – Course that covers leasing procedures for use by both GSA and other agencies that perform leasing under GSA-delegated authority.

6. Federal Real Property Lease Law – Course that focuses on the identification of possible legal problems that arise while soliciting for and administering leases.

### **Summary and Overview**

Chapter I included an overview of Naval Facilities Engineering Command Mid-Atlantic and its mission as well as the duties of the realty specialist. The study was a descriptive study and designed to determine the effectiveness of real estate training provided by Management Concepts to NAVFAC Realty Specialists as evidenced by trainee and trainee's supervisor inputs.

Chapter II provides a review of literature on policies with regard to government training as well as a more in depth look at the duties and responsibilities of the government real estate professional.

Chapter III consists of the methods and procedures that were used in collecting the data. Chapter IV includes the findings that were gathered through the survey. Chapter V provides a summary of the study. It also makes conclusions and recommendations for future study.

## **CHAPTER II**

### **REVIEW OF LITERATURE**

The purpose of this chapter is to provide an explanation of the background information related to this study. Included in this chapter are three sections. The first section will provide a review of some of the policies governing training programs within the federal government. The second section will describe the duties and responsibilities of Realty Specialists employed by Naval Facilities Engineering Command, to include Real Estate Contracting Officers (RECOs). The third and final section will describe the three required real estate classes offered by Management Concepts which are being taken by NAVFAC realty specialists.

#### **Policies Governing Training Programs in the Federal Government**

Training and human resources development are vital to any organization. An understanding of the federal training policy structure is necessary to understand the conditions under which training is administered. In general, training in the federal system is divided into two operating structures. The first part is centralized under the direction of the U.S. Office of Personnel Management (OPM), specifically through the Division for Strategic Human Resources Policy. This division has policy-making and oversight responsibilities for Human Resource Development (HRD) and training in the federal government and may provide some interagency training through its Management Development Centers and the Federal Executive Institute. The second part of the federal government's training structure is a decentralized network of employee training offices at each organization which have their own training resources, in the case of NAVFAC,

Management Concepts. Organizations are authorized and expected to develop and provide training to employees in their specific areas of responsibility (Public Personnel Management, 2008). At NAVFAC, the Community Management Department is responsible for ensuring that all employees have individual development plans (IDPs) and receive the required general training, such as ethics, sexual harassment, information assurance, etc. Job specific and technical training plans are the responsibility of the individual department, or as they are referred to at NAVFAC, the business line.

The principle of merit and professional competence in employment is the foundation upon which the training policy within the federal government rests. This principle means that hiring, retention, and promotion is based upon an employee's qualifications and performance, not their political affiliation. This policy became law in 1883 with the Pendleton Act which did away with the "spoils system" where federal jobs were given to political cronies regardless of their qualifications. The spoils system was replaced by the present system which predicates job placement on the ability to perform the job. The Civil Service Reform Act of 1978, the basic policy of merit in performance was distilled into nine Merit Systems Principles (Public Personnel Management, 2008). Most focus on general human resource issues, such as fair treatment of applicants and employees, equal pay for equal work performance awards for the deserving, and selection and promotion based on "relative ability, knowledge, and skills". The other three merit principles directly affect the practice of training the federal workforce.

The first principle states that employees are to be managed efficiently and effectively. This obligates the government to take steps such as conducting managerial and supervisory training to meet this commitment. Second, employees should receive

training and education when training will lead to improved individual and organizational performance, and unacceptable performance will be cause for correction or in some cases, separation. Training can be a way of correcting inadequate or unacceptable performance. U.S. Congress has used these merit principles to create a specific policy for training federal employees. The defining document for this policy is the Government Employees Training Act of 1958 (GETA), which was reaffirmed in Executive Order 11348 in 1967. Of the many highlights of this policy, one refers to the training of federal employees. It states that government-sponsored programs should supplement self-education, self-improvement, and self-training of employees when performing official duties for the development of skills, knowledge, and abilities which will best qualify them for these official duties (Public Personnel Management, 2008).

Federal employee training plans and programs should be designed to build or support an agency workforce capable of achieving mission and strategic goals and facilitating continuous improvement of employee and organizational performance. In developing strategies to train employees, organization heads, under section 4103 of Title 5, United States Code, and Executive Order 11348, are required to:

- a) Establish, budget for, operate, maintain, and evaluate plans and programs for training agency employees by, in, and through Government or non-Government facilities, as appropriate;
- b) Establish policies governing employee training, including a statement of the alignment of employee training and development with agency strategic plans, the assignment of

responsibility to ensure the training goals are achieved, and the delegation of training approval authority to the lowest appropriate level;

c) Establish priorities for training employees and allocate resources according to these priorities; and

d) Develop and maintain plans and programs that:

1. Identify mission-critical occupations and competencies;

2. Identify workforce competency gaps;

3. Include strategies for closing competency gaps; and

4. Assess periodically, but not less often than annually, the overall agency talent management program to identify training needs within the agency as required by section 303 of Executive Order 11348 (Federal Register, 2009).

### **Realty Specialist Duties and Responsibilities**

Naval Facilities Engineering Command Realty Specialists are responsible for the acquiring, managing, and/or disposing of real property for use in achieving the Naval Facilities Engineering Command (NAVFAC) mission. Because of the world-wide scope of this organization, the realty specialist has duties and responsibilities both within and outside of the United States, or on behalf of various North American Indian tribes. Realty specialists acquire, manage, and dispose of property in conjunction with public lands programs and/or water projects; or for use as general office, special purpose (i.e., lab, military, depot storage, or factory), or general purpose storage space. They also dispose of property acquired when borrowers default on federally insured loans or

obtained as a result of legal action. They can then take this surplus real estate and make it available for public uses such as homeless shelters (OPM Classification TS-125, 1993).

Realty specialists are often called upon to advise State and local governments on various aspects of realty work, such as the acquisition, use, or disposal of property; the displacement and relocation of property owners, business operations, and/or tenants; highway beautification; and passage of State legislation and their interaction with Federal laws and regulations. This includes the identification of long-range property requirements as well as formulating the strategies for meeting those needs. Realty specialists may also be called on to develop comprehensive plans for major acquisitions for client agencies to include the handling of any administrative, budgetary, or scheduling issues (OPM Position Classification TS-125, 1993).

Real Estate transactions typically fall within the Federal Acquisition Regulations and must comply with Federal regulations and legislation relating to matters such as:

- Hazard wastes, air and water quality, and other environmental concerns (i.e., sick building syndrome, radon, and asbestos);

- Fire safety;

- Historic preservation and archeological resources;

- Endangered or threatened species of plant life and wildlife;

- Handicap accessibility;

- Wetlands protections;

- Management of flood plains and/or coastal zones;
- Relocation of displaced tenants and property owners; and
- Competitive procurement and sole source selection processes.

Because NAVFAC operates globally, realty specialists must also be familiar with the real estate laws, regulations, and practices of host countries and pertinent international agreements.

Broadly speaking, realty work can be divided into three major areas: acquisition, property management, and disposal of real property. The following are descriptions of each of these functional areas.

### **Acquisition**

The ownership rights to real property can be acquired in a variety of ways such as:

- Direct purchase or condemnation;
- Exchange of land and/or property;
- Withdrawal from public domain land;
- Interdepartmental transfers and/or agreements; and/or
- Other devices such as a will, gift, donation, decree, or act of Congress.

Property can also be acquired to a lesser degree through such authorizing documents as leases, or by obtaining easements, rights-of-way, consignments, licenses, or permits. The

transfer of property rights between agencies is done through memoranda of understanding (MOUs), letters of transfer, or other agreements.

Realty specialists actively assist their clients in developing and refining their particular real property requirements. They locate properties that meet those requirements ensuring that they fall within the Federal regulations guidelines for acquisition of real property. These requirements are then translated into procurement specifications that serve as the basis of lease and other contractual documents. They obtain title evidence or related information to determine proper ownership of the properties and identify any inconsistencies related to said title. At times, realty specialists are called upon to resolve or oversee the resolution of problems related to title and/or ownership discrepancies.

Although realty specialists may informally make estimates on property value, most of the time they enlist the services of official appraisals from agency or fee appraisers. They negotiate or renegotiate the terms and conditions of acquisitions. Occasionally realty specialists make inspections to determine that any work performed on acquisitions, i.e., build outs, and conforms to specifications and terms of agreements. They prepare and execute, or secure the execution of, the appropriate documents or instruments to complete the acquisition. Realty specialists approve actions within their delegated authority or prepare them for submission to higher level officials, such as Real Estate Contracting Officers, to other designated organizations, to tribal officials, and, at times, to congressional subcommittees (OPM Position Classification TS-125, 1993).

## **Property Management**

The real property managed by realty specialists is federally owned, owned by certain Indian tribes or tribal members, leased or held, or acquired as a result of a default on a loan. Realty specialists are responsible for determining the cost-effectiveness of maintenance or repair necessary to make the property more marketable, the procurement of needed repairs or maintenance, and in some instances, recommending disposal of properties. These tasks are either done by the realty specialist themselves or contracted out to an agent or broker and then reviewed by the realty specialist. Realty specialists grant easements or issue leases, licenses, and/or permits for a variety of uses, both public and private. Leasing agreements may be a source of revenue to the agency or may reduce agency costs for the maintenance of those areas. The realty specialist may issue an easement, lease or permit to another agency or businesses to provide services to the agency employees within the property boundaries, or to provide recreational activities, concessions, or other services to the public, i.e., utility companies interested in running utility lines across an agency's property (OPM Position Classification TS-125, 1993).

Realty Specialists may also identify unauthorized use of Federally controlled space or property (i.e., land, property, or space that is owned, leased, consigned, etc. by the Federal Government) and resolve problems resulting from encroachments and trespass onto Federal property or by Federal agencies onto other property, including referring disputes for court actions. Realty specialists resolve problems with facilities involving property owners' or tenants' responsibilities, or such matters as encroachment or trespassing, and renegotiate existing leases. They may maintain records of the space,

in terms of amount, type, and value, and prepare documents to satisfy various reporting requirements (OPM Position Classification TS-125, 1993).

### **Disposal**

When property is no longer needed or owners default on a government insured loan or the lease expires, it may become available for disposal. It can be disposed of in the following ways:

- Termination, expiration, or direct sale of leases or agreements;
- Direct sale;
- Public benefit conveyance;
- In exchange for land and/or property;
- Revocation of a withdrawal from public domain land;
- Interdepartmental transfers;
- By return of consigned space to its owner;
- Agreement with nonprofit organizations for use in providing shelter for the homeless or;
- Act of Congress.

When property is vacated the realty specialist is responsible for insuring that it is in satisfactory condition, and all terms of the lease or agreement have been met. They may

also be responsible for assisting with the relocation of affected parties if applicable (OPM Position Classification TS-125, 1993).

### **Real Estate Contracting Officer (RECO)**

All NAVFAC Realty Specialists are required to attend training. All Level II RECOs must have completed training in the following listed areas to become warranted or have completed all the training requirements within one year of being warranted:

- a) Principles of Real Estate Appraisal
- b) Federal Real Property Lease Law
- c) Federal Contract Law
- d) Federal Real Property Leasing
- e) Cost and Price Analysis of Lease Proposals
- f) Techniques of Negotiating Federal Real Property Leases
- g) Certified DAWIA Level II in Facilities Engineering or Contracting
- h) CECOS Real Estate Course (for RE Community)

Management shall ensure that an individualized development plan (IDP) is developed that offers the RECO the opportunity to complete the required training within the one-year period. There are a small number of realty specialists who will pursue and acquire a Level II Real Estate Contracting Officer (RECO) Warrant. In addition to the above mentioned realty specialist duties, RECOs, acting within the limits of their contracting

officer delegation, have the responsibility and authority to enter into, modify and/or terminate real estate contracts (P-73, 2010).

Additional guidance on the responsibilities of realty specialists and RECOs is provided by the NAVFAC P-73, the Real Estate Procedural Manual. It outlines the responsibilities of realty specialists assigned to Naval Facilities Engineering Command, provided they have the appropriate authority, i.e., RECO Warrant (P-73, 2010).

### **Real Estate Training Offered by Management Concepts**

Based in Vienna, Virginia, Management Concepts, Inc. has been a leading provider of corporate training for 36 years. Management Concepts is a full service organization that is a Licensed Institution of Higher Education in Virginia and offers a variety of services, products, and custom programs (Management Concepts Acquisition & Contracting Catalog, 2010). Management Concepts offers courses in the following industries:

- Acquisition & Contracting
- Analytics
- Business Analysis
- Federal Financial Management
- Grants & Assistance
- Leadership
- Professional Skills

- Project Management

In order to meet the requirements of their job and to obtain a RECO warrant, NAVFAC realty specialists are required to take courses that fall within Acquisition & Contracting. Management Concepts offers three classes which fulfill these requirements: Federal Real Property Leasing, Federal Real Property Lease Law, and Introduction to Federal Contracting.

### **Federal Real Property Leasing**

This introductory training course is designed for space managers, leasing specialists, and contracting personnel. It covers leasing procedures for use by both GSA and other agencies that perform leasing under GSA-delegated authority. The leasing process from space planning to termination is discussed. This is one of the courses required to qualify for a RECO warrant (Management Concepts Acquisition & Contracting Catalog, 2010). The course objectives are as follows:

After successful completion of this training course, the student will be able to:

- Explain the basis for leasing authority and the foundation and beginning of the leasing process.
- Describe the leasing procedures.
- Discuss the various methods of determining fair and reasonable rates.
- Evaluate offers, negotiate, award, and administer leases.
- Obtain alterations and repairs.

- Discuss socioeconomic considerations and standards of conduct (Management Concepts Acquisition & Contracting Catalog, 2010).

### **Federal Real Property Lease Law**

This training course concentrates on ways to identify and avoid legal problems that arise while soliciting for and administering leases. Through the case study method using actual court decisions, students will learn to apply proper legal principles to the work they do every day. Students also will work extensively with the clauses typically found in federal leases, including GSA Form 3517. This is one of the courses required to qualify for a RECO warrant (Management Concepts Acquisition & Contracting Catalog, 2010). It is suggested that trainees attend Federal Real Property Leasing prior to taking this course. Course Objectives:

After successful completion of this training course, the student will be able to:

- Explain the genesis of lease law.
- Discuss legal implications of the solicitation process.
- Describe the dispute resolution process.
- Explain legal principles involved in contract interpretation.
- Recognize legal implications of leasing clauses.
- Explain the concept of damages and remedies.

## **Introduction to Federal Contracting**

This entry-level training course provides a solid orientation to the federal contracting environment for those new to federal contracting. Individuals who are not in the contracting community, but participate in the federal acquisition process either as members of a government acquisition team or as sellers to the government, will also benefit. Students will receive an overview of the federal acquisition process, an understanding of the roles of key players and participants, and an introduction to the basic statutes and regulations that govern this process. Applicable standards of conduct and ethics are also discussed (Management Concepts Acquisition & Contracting Catalog, 2010). Course objectives:

After successful completion of this training course, the student will be able to:

- Define the vision, goals, and objectives of the federal acquisition process.
- Describe the Federal Acquisition Regulation (FAR) System and the underlying sources of federal contract law.
- Explain typical approaches to organizing the acquisition function.
- Discuss the roles and responsibilities of major players in the acquisition process.
- Identify the principal contracting functions.
- Explain the standards of conduct that apply to the acquisition process.

## Summary

An understanding of the policies for training in the federal government and the duties, responsibilities, and training requirements of the realty specialists employed by NAVFAC is necessary in order to get a broader perspective when analyzing this study. The Office of Personnel Management (OPM) is amending its regulations to implement certain training and development requirements contained in the Federal Workforce Flexibility Act of 2004 (Federal Register, 2009). The Act requires each agency to: evaluate, on a regular basis, its training programs and plans with respect to the accomplishment of its specific performance plans and strategic goals, and modify its training plans and programs as needed to accomplish the agency's performance plans and strategic goals. One of the focus areas of NAVFAC's Strategic Plan is Facilities Accountability. The goal is to create a facilities ownership culture throughout NAVFAC to reflect our role as Commander, Naval Installation Command (CNIC) facilities lifestyle managers. In order to meet this goal it is imperative that our realty specialists are adequately trained (NAVFAC Strategic Plan, 2008). This study will assist in evaluating whether the acquisition and contracting courses offered by Management Concepts accomplishing NAVFAC's strategic goals with regard to real property, acquisition, management, and disposal. Chapter III will describe the methods and procedures that were used in this study to include the population focused on, and the instrument design.

## **CHAPTER III**

### **METHODS AND PROCEDURES**

Chapter III describes the methods and procedures used to conduct this research study. The purpose of this study was to evaluate if the training provided by Management Concepts is meeting the needs of Realty Specialists at Naval Facilities Engineering Command (NAVFAC) Mid Atlantic. This chapter contains a brief description of the population, instrument design, and methods of data collection, statistical analysis, and summary.

#### **Population**

The population of this study consisted of Realty Specialists from Naval Facilities Engineering Command Mid-Atlantic who attended training courses provided by Management Concepts during the period January 2009 to January 2011 as well as their supervisors. The total number of NAVFAC Realty Specialists who took Management Concepts training was 21. Of these 21, six were supervisors. The names and addresses of these participants were obtained from the Asset Management Business Line training database.

#### **Instrument Design**

The purpose of this descriptive research project was to conduct a follow-up study on realty specialists who have completed training provided by Management Concepts in order to determine its effectiveness. The instrument selected was a survey which consisted of open-ended and close-ended Likert scale questions. The instrument was

designed to collect data from attendees to answer the research goals of this study. These goals were:

1. What specific classes are being taken by NAVFAC Realty Specialists?
2. Does the training provided by Management Concepts meet the stated objectives as perceived by the trainees?
3. Does the training provided by Management Concepts improve performance as perceived by:
  - a) Employees who have attended the training?
  - b) Supervisors of employees who have attended the training?

A sample of the survey is included in Appendix A.

### **Methods of Data Collection**

To collect the data, a cover letter, the survey instrument, and a postage-paid return envelope were mailed to the population on June 13, 2011. The cover letter explained the purpose of the survey and why the training attendee's responses were important to the study. All participants were informed that their responses would be kept confidential. A sample of the cover letter is found in Appendix B.

A follow-up letter was sent on July 7, 2011, to the participants who had not yet returned the survey. A sample of the follow-up letter is found in Appendix C. Another copy of the survey was included with the follow-up letter.

## **Statistical Analysis**

The data collected by this study was analyzed using numbers of responses, percentiles, and means. The results of the data were formatted into appropriate tables illustrating the results in accordance with the research goals of this study.

## **Summary**

This research study focused on the Realty Specialists from Naval Facilities Engineering Command Mid-Atlantic who attended training courses provided by Management Concepts during the period January 2009 to January 2011, as well as their supervisors. The total number of NAVFAC Realty Specialists who took Management Concepts training was 21. Of these 21, six were supervisors. The instrument selected to gather data was a survey which consisted of open-ended and close-ended Likert scale questions. Respondents were also given the opportunity to offer recommendations for improvement. Data for the study were collected by means of a cover letter, the survey, and a postage-paid return envelope. The cover letter explained the purpose of the survey and why the training attendee's responses were important to the study. All participants were informed that their responses would be kept confidential. The data collected from the surveys was analyzed using numbers of responses, percentiles and means. Chapter IV will discuss the findings of the data collected from the survey.

## **CHAPTER IV**

### **FINDINGS**

This chapter presents the findings of the study of Naval Facilities Engineering Command Mid-Atlantic Realty Specialists who have taken acquisition training from Management Concepts during the period January 2009 to January 2011. The problem of this study was to assess Realty Specialists of Naval Facilities Engineering Command (NAVFAC) Mid-Atlantic who has attended Management Concepts classes to determine the training's effectiveness for making recommendations for improvement. The research goals established in Chapter I were:

1. What specific classes are being taken by NAVFAC Realty Specialists?
2. Does the training provided by Management Concepts meet the stated objectives as perceived by the employees who have taken the training?
3. Does the training provided by Management Concepts improve performance as perceived by Supervisors of employees who have attended the training?

The sections of this chapter include responses to the survey, the position held by the respondent (supervisor or non-supervisor), courses completed, overall satisfaction with program completed, and recommendations and suggestions for program improvements.

#### **Responses to the Survey**

Question 1 of the survey was designed to indicate who was taking Management Concepts courses (realty specialists or supervisory realty specialists). The total number of NAVFAC Realty Specialists who were invited to participate in the survey was 21. Of

these 21, six were supervisors. The initial mailing resulted in five responses all of which were non-supervisory realty specialists. The response rate of the realty specialists was 33%. The response rate of the supervisory realty specialists was 0 %. Two surveys were returned due to transfer with no forwarding address. Two follow-up letters were mailed, the first on July 14, 2011, to the remaining 14 respondents eight of whom were realty specialists and six were supervisory realty specialists. The first follow-up mailing resulted in six responses, four of whom were realty specialists, two were supervisory realty specialists.

The response rate of the realty specialists was 50% and the response rate of the supervisory realty specialists was 33%. The second follow-up letter was mailed August 1, 2011, and resulted in seven respondents, three of whom were from realty specialists and four were supervisory realty specialists. The response rate of the realty specialists was 75%. The response rate of the supervisory realty specialists was 100%. See Table 1.

Table 1

*Percent of Realty Specialist Response*

<b>Mailing</b>	<b>Number Mailed</b>	<b>Number &amp; Percentage of Respondents</b>
Initial – June 30, 2011	*15 R – 6 S	5 R (33%) – 0 S (0%)
1 <sup>st</sup> Follow-up – July 14, 2011	8 R – 6 S	4 R (50%) – 2 S (33%)
2 <sup>nd</sup> Follow-up – August 1, 2011	4 R – 4 S	3 R (75%) – 4 S (100%)
<b>Total</b>		<b>12 R (80%) – 6 S (100%)</b>

\*Three returned due to transfer/separation and no forwarding address.

Note. R = Realty Specialist and S = Supervisory Realty Specialist.

Question 2 of the survey was designed to determine which specific Management Concepts courses were being taken by NAVFAC Realty Specialists. This question answers Research Question 1 (RQ1) of this study. Of the 21 realty specialists who took acquisition classes offered by Management Concepts, 14 took the Introduction to Federal Contracting course, 12 of whom were realty specialists and two of whom were supervisory realty specialists. Nine took the Federal Real Property Leasing course, seven of whom were realty specialists and two were supervisory realty specialists. Four realty specialists took the Federal Real Property Lease Law course, and no supervisory realty specialists took the course class. See Table 2.

Table 2

*Management Concepts Classes Taken by NAVFAC Realty Specialists*

<b>Management Concepts Class</b>	<b>Number of Responses</b>
Federal Real Property Leasing	9 R – 2 S
Federal Real Property Lease Law	4 R – 0 S
Introduction to Federal Contracting	14 R – 4 S

Note. R = Realty Specialist and S = Supervisory Realty Specialist.

Question 3 of the survey was designed to determine the overall satisfaction with the training provided by Management Concepts. This question answers Research Question 2 (RQ2) of this study. The scale used was nine representing excellent through one representing poor and five was the average. Of the 12 realty specialists who responded, two (16 %) respondents rated 9 (excellent), five (42%) rated 8 (above average), three ( 25%) rated 7 (above average), 1 (8 %) rated 6 (above average), and one

(8%) rated 5 (average). Of the six supervisory realty specialists who responded, no respondents rated 9 (excellent), 4 (66%) rated 8 (above average), two (33%) rated 7 (above average). The mean response for the realty specialists was 7.58 and for the supervisory realty specialists were 7.66. Overall the mean for both respondents was 7.61 indicating agreement on overall satisfaction with Management Concepts classes. See Table 3.

Table 3

*Overall Satisfaction with Management Concepts Classes.*

<b>Scale</b>	<b>Realty Specialist</b>	<b>Supervisory Realty Specialists</b>	<b>Totals</b>
9 – Excellent	2 (16%)	0	2 (11%)
8	5 (42%)	4 (66%)	9 (50%)
7	3 (25%)	2 (33%)	5 (28%)
6	1 (8%)	0	1 (5%)
5 – Average	1 (8%)	0	1 (5%)
4	0	0	0
3	0	0	0
2	0	0	0
1 – Poor	0	0	0
<b>Mean</b>	<b>7.58</b>	<b>7.66</b>	<b>7.61</b>

### **Management Concepts Evaluation by Course**

The data compiled in this section was from Questions 4 through 6 of the survey which consisted of open-ended questions that asked for suggestions for improvement in the curriculum of each of the Management Concepts courses taken by NAVFAC realty specialists. Question 4 asked for suggestions for improvement in the Introduction to Federal Contracting course. Of the 12 realty specialists who responded, 3 offered no suggestions for improvement. The remaining 9 respondents provided the following suggestions:

1. Exposure to some form of acquisition/contracting outside of real estate before taking the class would be helpful. It would help give reference to the material being taught, as this class focuses on the FAR and non-real estate contracting.

2. This course more applies to federal contracting in terms of purchasing supplies, materials, etc. and applying the FAR. This type of contracting is not what we do as a realty specialist. Though it is important to know federal contracting laws, regulations, and procedures, if there were more specific real estate contracting topics in the curriculum, I think it would be a better suited course for the realty specialist job series.

3. The summary provided at the end of each chapter is helpful to new realty specialists (less than one year as a realty specialist) and those with fewer than five years especially if you haven't had to plan/award a contract.

4. This is actually a good course the way it is. It should be required by all new RES employees prior to other course work.

5. Very "case-study" intensive, in which it should be.

6. All the courses were taught by knowledgeable instructors who encouraged discussion and debate and brought in real life examples. Course material was relevant and planned out and met established objectives.

7. More involvement, interaction, between instructor/student; more details as they pertain to different agencies within the US government; example, how does a federal contract indirectly impact actions I may be involved in?

8. Instructor was an attorney and an expert on the subject.

9. More real-estate oriented. Working examples (workshops that made you involved).

Question 5 asked for suggestions for improvement in the Federal Real Property Lease Law course. Of the four realty specialists who responded, two offered no suggestions for improvement. The remaining two respondents provided the following suggestions:

1. Case study methods made it a very engaging course and helped in retaining the lessons reviewed.

2. The course was beneficial and covered a broad spectrum of experiences as many organizations were represented.

Question 6 asked for suggestions for improvement in the Federal Real Property Leasing course. Of the nine realty specialists who responded, five offered no suggestions for improvement. The remaining four respondents provided the following suggestions:

1. The class makeup is usually quite varied and it was mentioned that if specific samples of previous leasing actions were provided it would be helpful. Again the summary provided at the end of each chapter is helpful to new realty specialists (less than one year) and those with fewer than five years as a realty specialist.

2. Another great course that covered all the basics about leases and leasing projects. Prior to anyone attempting to commit the Government via a leasing vehicle – they should take this course. The classroom environment was great and the discussions were outstanding.

3. Very GSA-specific – sometimes didn't relate to Navy processes.

4. The course was beneficial and covered a broad spectrum of experiences as many organizations were represented.

Questions 7 through 10 of the survey were designed to determine if the Management Concepts courses taken by NAVFAC realty specialists improved professional performance. Question 7 was used to determine if realty specialists felt the Management Concepts courses improved job performance. A Likert scale was used with (5) representing strongly agree through (1) representing strongly disagree. Of the realty specialists one (8%) respondent rated 5 strongly agree, eight (67%) respondents rated 4 agree, one (8%) respondent rated 3 uncertain, one (8%) respondent rated 2 disagree, and one (8%) respondent rated 1 strongly disagree. The mean response for the realty specialists who took Management Concepts course was 3.58 which indicated that realty specialists were uncertain as to whether Management Concepts classes improved job performance. See Table 4.

Table 4

*Improved Job Performance*

<b>Scale</b>	<b>Realty Specialists</b>
Strongly Agree (5)	1 (8%)
Agree (4)	8 (67%)
Uncertain (3)	1 (8%)
Disagree (2)	1 (8%)
Strongly Disagree (1)	1 (8%)
<b>Mean</b>	<b>3.58</b>

Question 8 was used to determine if realty specialists felt the Management Concepts courses helped them be more prepared for projects. A Likert scale was used. Of the realty specialists 1 (8%) respondent rated 5 strongly agree, 7(58%) respondents rated 4 agree, 3 (25%) respondent rated 3 uncertain, and 1(8%) respondent rated 2 disagree. The mean response for the realty specialists who took Management Concepts course was 3.66 which indicated that realty specialists were uncertain as to whether Management Concepts classes improved their level of preparedness to take on more projects. See Table 5.

Table 5

*Improved Project Preparedness*

<b>Scale</b>	<b>Realty Specialists</b>
Strongly Agree (5)	1 (8%)
Agree (4)	7 (58%)
Uncertain (3)	3 (25%)
Disagree (2)	1 (8%)
Strongly Disagree (1)	0
<b>Mean</b>	<b>3.66</b>

Question 9 was used to determine if realty specialists felt the Management Concepts courses helped them to take on projects of greater difficulty. A Likert scale was used. Of the realty specialists two (17%) respondents rated 5 strongly agree, five (42%) respondents rated 4 agree, four (33%) respondent rated 3 uncertain, and one (8%) respondent rated 2 disagree. The mean response for the realty specialists who took Management Concepts course was 3.66 which indicated that realty specialists were uncertain as to whether Management Concepts classes improved the ability to take on more challenging projects. See Table 6.

Table 6

*Improved Ability to Complete More Challenging Projects*

<b>Scale</b>	<b>Realty Specialists</b>
Strongly Agree (5)	2 (17%)
Agree (4)	5 (42%)
Uncertain (3)	4 (33%)
Disagree (2)	1 (8%)
Strongly Disagree (1)	0
<b>Mean</b>	<b>3.66</b>

Question 10 was used to determine if realty specialists felt the Management Concepts courses helped them to be able to assist other team members with projects. A Likert scale was used. Of the realty specialists who responded one (8%) respondent rated 5 strongly agree, seven (58%) respondents rated 4 agree, two (17%) respondent rated 3 uncertain, and two (17%) respondent rated 2 disagree. The mean response for the realty specialists who took Management Concepts course was 3.58 which indicated that realty specialists were in agreement that attendance at Management Concepts classes improved the ability to assist other realty specialists. See Table 7.

Table 7

*Improved Ability to Assist Team Members*

<b>Scale</b>	<b>Realty Specialists</b>
Strongly Agree (5)	1 (8%)
Agree (4)	7 (58%)
Uncertain (3)	2 (17%)
Disagree (2)	2 (17%)
Strongly Disagree (1)	0
<b>Mean</b>	<b>3.58</b>

Questions 11 through 15 of the survey instrument were designed to determine if the Management Concepts courses taken by NAVFAC realty specialists improved professional performance as perceived by supervisors. These questions answer Research Question 3, (RQ3) of this study. The responses received from these questions were from the six supervisors who supervised a total of 14 realty specialists. Question 11 was used to determine if supervisors felt that realty specialists were more prepared to take on more projects as a result of taking Management Concepts courses. A Likert scale was used. Of the 14 realty supervisors who were evaluated by the supervisor 9 (58%) respondents rated 4 agree, two (17%) respondent rated 3 uncertain, and two (17%) respondent rated 2 disagree. The mean response of the supervisors was 2.93 which indicated that supervisors were uncertain that attendance at Management Concepts classes improved the ability of realty specialists to take on more projects. See Table 8.

Table 8

*Ability to Complete More Projects as Perceived by Supervisors*

<b>Scale</b>	<b>Realty Specialists</b>
Strongly Agree (5)	9 (75%)
Agree (4)	7 (58%)
Uncertain (3)	2 (17%)
Disagree (2)	2 (17%)
Strongly Disagree (1)	0
<b>Mean</b>	<b>2.93</b>

Question 12 was used to determine if supervisors felt that realty specialists are more able to take on projects of greater difficulty as a result of taking Management Concepts courses. A Likert scale was used. Of the 14 realty supervisors who were evaluated by the supervisors 11 (79%) respondents rated 4 agree, and 3 (21%) respondent rated 3 uncertain. The mean response of the supervisors was 3.79 which indicated that supervisors were uncertain that Management Concepts classes improved the level of preparedness of realty specialist's to take on more projects See Table 9.

Table 9

*Improved Project Preparedness as Perceived by Supervisors*

<b>Scale</b>	<b>Realty Specialists</b>
Strongly Agree (5)	0
Agree (4)	11 (79%)
Uncertain (3)	3 (21%)
Disagree (2)	0
Strongly Disagree (1)	0
<b>Mean</b>	<b>3.79</b>

Question 13 was used to determine if supervisors felt that realty specialists are more able to assist one another as a result of taking Management Concepts courses. A Likert scale was used. Of the 14 realty specialists who were evaluated by the supervisory realty specialists 13 (93%) respondents rated 4 agree, and one (7%) respondent rated 3 uncertain. The mean response of the supervisory realty specialists was 3.93 which indicated that supervisors were in agreement that attendance at Management Concepts classes improved the ability of realty specialists assist other co-workers. See Table 10.

Table 10

*Improved Ability to Assist Co-workers as Perceived by Supervisors*

<b>Scale</b>	<b>Realty Specialists</b>
Strongly Agree (5)	0
Agree (4)	13 (93%)
Uncertain (3)	1 (7%)
Disagree (2)	0
Strongly Disagree (1)	0
<b>Mean</b>	<b>3.93</b>

Question 14 of the survey instrument was designed to determine the realty supervisor's overall satisfaction with the training provided by Management Concepts. The scale used was 9 representing excellent through 1 representing poor and 5 was the average. Of the six supervisory realty specialists who responded, four (66%) respondents rated 8 (above average), and two (33%) rated 7 (above average). The mean was 7.33 indicating agreement on supervisory realty specialist's overall satisfaction with Management Concepts classes. See Table 11.

Table 11

*Supervisor's Overall Satisfaction with Management Concepts Classes.*

<b>Scale</b>	<b>Supervisory Realty Specialists</b>
9 – Excellent	0
8	4 (66%)
7	2 (33%)
6	0
5 – Average	0
4	0
3	0
2	0
1 – Poor	0
<b>Mean</b>	<b>7.33</b>

Question 15 was used to determine if supervisors of realty specialists would recommend Management Concepts courses. A Likert scale was used. Of the six realty supervisors who responded one (7%) respondents rated 5 strongly agree, and one (7%) respondent rated 4 agree. The mean response of the supervisory realty specialists was 4.07 which indicated agreement that supervisory realty specialists would recommend Management Concepts classes to other real estate professionals. See Table 12.

Table 12

*Supervisors Recommendation of Management Concepts Courses*

<b>Scale</b>	<b>Realty Specialists</b>
Strongly Agree (5)	1 (7%)
Agree (4)	13 (93%)
Uncertain (3)	0
Disagree (2)	0
Strongly Disagree (1)	0
<b>Mean</b>	<b>4.07</b>

**Summary**

In this chapter the survey responses of the 21 realty specialists, both supervisory and non-supervisory, were reported. The response rate of the realty specialists was 75%. The response rate of the supervisory realty specialists was 100%. In order to answer the research objectives, the survey focused on four categories of professional performance: improved job performance, improved job performance, improved ability to complete more challenging projects, and improved ability to assist team members. The supervisory realty specialists were asked to give feedback on the same areas but in addition they were asked to respond to two additional questions: their (supervisors) overall satisfaction with the Management Concepts training program, and the likelihood that they would recommend the Management Concepts courses to others. The findings concluded that in the area of improved job performance the mean score was 3.58 which indicated that realty specialists were in agreement that their performance was improved as a result of

the classes. In the area of improved project preparedness, the mean score was 3.66 which indicated that realty specialists were in agreement that their project preparedness was improved as a result of the classes. In the area of improved ability to complete more challenging projects, the mean score was 3.66 which indicated that realty specialists were in agreement that their ability to complete more challenging projects was improved as a result of the classes. In the area of improved ability to assist team members, the mean score was 3.58 which indicated that realty specialists were in agreement that their ability to assist team members was improved as a result of the classes.

The six supervisory realty specialists were asked to respond based on their perception of the 14 realty specialists they supervise. Their responses indicated that in the area of ability to complete more projects the mean score was 2.93 which indicated that supervisory realty specialists were uncertain as to whether the ability to complete more projects was improved as a result of the classes. In the area of improved project preparedness, the mean score was 3.79 which indicated that supervisory realty specialists were in agreement that project preparedness was improved as a result of the classes. In the area of improved ability to co-workers, the mean score was 3.93 which indicated that supervisory realty specialists were in agreement that ability of realty specialists to assist co-workers was improved as a result of the classes. Chapter V will provide a summary, conclusions based on the findings of the study, and provide recommendations for further study.

## **CHAPTER V**

### **SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS**

Chapter V will summarize the research goals of the study and present the conclusions based on the survey responses. Each of the three research questions established for the study will be answered and recommendations for improvement will be provided based on feedback from the survey.

#### **Summary**

The problem of this study was to assess Realty Specialists of Naval Facilities Engineering Command (NAVFAC) Mid-Atlantic who have attended Management Concepts classes to determine the training's effectiveness for making recommendations for improvement. The research goals were:

1. What specific classes are being taken by NAVFAC Realty Specialists?
2. Does the training provided by Management Concepts meet the stated objectives as perceived by the employees who have taken the training?
3. Does the training provided by Management Concepts improve performance as perceived by Supervisors of employees who have attended the training?

This study was a formal study of Realty Specialists of Naval Facilities Engineering Command who attended acquisition courses given by Management Concepts between January 2009 and January 2011. Its primary purpose was to solicit feedback for recommendations that could improve the training opportunities provided to NAVFAC realty specialists.

In order to ensure validity of this study, every realty specialist who attended Management Concepts classes during the period January 2009 through January 2011 was

included in the study. There were 21 realty specialists who attended Management Concepts courses during that time. Of these 21, 15 were realty specialists and six were supervisory realty specialists. Of these 21 training attendees, three surveys were returned due to no forwarding address. The overall return rate of the survey was 90%. Because most research publications state that a 70% return rate is desired for survey data validity, the researcher was allowed to draw valid conclusions for this study. Because of the manageability of the size of the population, numbers, percentiles, and means were the primary methods of analyzing the data.

This study included an overview of Naval Facilities Engineering Command Mid-Atlantic and its mission as well as the duties of the realty specialist. The study was limited to Naval Facilities Engineering Command Mid-Atlantic realty specialists who attended training courses from January 2009 to January 2011. In addition, the study was limited to assessing the following Management Concept Course offerings: Introduction to Federal Contracting, Federal Real Property Lease Law, and Federal Real Property Leasing. The review of literature provided information on policies with regard to government training as well as a more in depth look at the duties and responsibilities of the government real estate professional.

Also included are the methods and procedures that were used in collecting the data. To collect the data, a cover letter, the survey instrument, and a postage-paid return envelope were mailed to the population on June 13, 2011. The cover letter explained the purpose of the survey and why the training attendee's responses were important to the study. All participants were informed that their responses would be kept confidential. The findings that were gathered through the survey and included responses to the survey,

the position of the realty specialist (supervisor or non-supervisor) the Management Courses taken, overall satisfaction with the courses, and recommendations and suggestions for program improvements.

### **Conclusions**

The research questions of this study were linked to specific portions of the survey. For this reason, the conclusions of this study were based on the findings of the survey and will be addressed in the context of answering the research goals.

#### **Research Question 1**

What specific classes are being taken by NAVFAC Realty Specialists? Question 2 of the survey instrument was designed to determine which specific Management Concepts courses were being taken by NAVFAC Realty Specialists. This question answers Research Question #1 (RQ1) of this study. It was concluded that the majority of the respondents attended Management Concepts Introduction to Federal Contracting class. Of the 21 realty specialist, 18 (86%) attended this course. The other two classes, Federal Real Property Leasing and Federal Real Property Lease Law, had attendance rates of nine (43%) and four (19%) respectively. It can be concluded from these statistics that the Introduction to Federal Contracting is taken more than the other classes. Based on the responses to the open-ended questions it can be concluded that the popularity of this class over the other two can be attributed to two factors. The first factor is that the majority of the realty specialists who are actively training non-supervisors as well as relatively new to the real estate profession. For this reason they would be more likely to select an entry-level class such as Introduction to Federal Contracting. The second factor

for the class's popularity based on responses to the open-ended question is that of the three classes, it is the one most relative to the needs of NAVFAC realty specialists.

### **Research Question 2**

Does the training provided by Management Concepts meet the stated objectives as perceived by realty specialists who have taken the training? Questions 7 through 10 of the survey were designed to determine if the realty specialists felt that Management Concepts courses improved professional performance. The survey used a Likert scale and evaluated four categories of professional performance: job performance, project preparedness, ability to complete more challenging projects, and finally the ability to assist team members. The mean response for improved job performance was 3.58, the mean response for improved project preparedness was 3.66, the mean response for improved ability to complete more challenging projects was 3.66, and the mean response for improved ability to assist team members was 3.58. It can be concluded from these figures that realty specialists who took Management Concepts courses were in agreement that attendance at Management Concepts classes improved job performance.

### **Research Question 3**

Does the training provided by Management Concepts improve performance as perceived by supervisors of realty specialists who have taken the training? Questions 11 through 15 of the survey were designed to determine if the Management Concepts courses taken by NAVFAC realty specialists improved their professional performance as perceived by supervisors. The responses received from these questions were from the six supervisors who evaluated a total of 14 realty specialists who took Management Concepts classes. The survey used a Likert scale and evaluated three categories of professional

performance: ability to complete more projects, project preparedness, and the ability to assist co-workers. Two additional categories were evaluated by the supervisors: overall satisfaction with Management Concepts classes and recommendation of Management Concepts Classes to others. The mean response for ability to complete more projects was 2.93, which indicated that supervisors were uncertain as to whether attendance at Management Concepts classes improved the realty specialist's ability to complete more projects. The mean response for improved project preparedness was 3.78 so it can be concluded that supervisors were in agreement that realty specialists are more prepared to take on projects as a result of taking Management Concepts classes. The mean response for improved ability to co-workers members was 3.93 which indicated that supervisors were in agreement that realty specialist's ability to assist co-workers was improved following attendance at Management Concepts classes.

In the category of overall satisfaction with Management Concepts classes the scale used was 9 representing excellent through 1 representing poor and 5 was the average. The mean response from supervisors was 7.33 which indicated agreement on supervisory realty specialist's overall satisfaction with Management Concepts classes. The final category the survey instrument evaluated was whether the supervisor would recommend Management Concepts classes to others. For this question, the survey instrument used a Likert scale. The mean response from supervisors was 4.07 which indicated that supervisory realty specialists would recommend Management Concepts classes to others.

## **Recommendations**

Based on the findings and conclusions of this study, the following recommendations are made:

1. Realty Specialists should have ample exposure to various forms of contracting work prior to attending Management Concepts courses because the courses do not focus on real estate topics as much as they do FAR requirements and Federal contracting policies. This could be done by coordinating with other NAVFAC Business lines such as Acquisitions (AQ), and/or Capital Improvements (CI) and arrange for brief rotations for realty specialists in order to gain more experience with contracting instruments. This could be addressed at the weekly Executive Steering Group (ESG) meeting when all Business Line Leaders are present. Ideally this should be done soon after the realty specialist's arrival at NAVFAC because it is difficult to let an employee go away on rotation after he or she becomes too valuable to their work center. These rotations can be done on an exchange basis with other business lines in order to prevent or lessen a negative impact on workload.

2. Though it is important for NAVFAC realty specialists to be aware of federal contracting laws, regulations, and procedures, this is not a large part of their job description. A course that was more DoD/Navy/NAVFAC-specific would be more meaningful to NAVFAC realty specialists. In addition to Management Concepts "off – the-shelf" acquisition courses, Management Concepts offers custom learning and development programs that can address NAVFAC's specific acquisition and real property issues. Management Concepts has the ability to meet with subject matter experts in order assess NAVFAC realty specialist's requirements. They can then tailor existing courses

with more specific case studies and exercises that will meet the needs of NAVFAC. If this approach still does not meet the needs of NAVFAC, Management Concepts can create totally customized acquisition and real estate/property courses that will provide an even more comprehensive solution.

3. The Asset Management Training Officer should create a survey instrument that is given to realty specialists who attend Management Concepts classes immediately following training attendance. Because this study asked trainees to try to provide feedback on a class they may have attended up to two years ago, the responses will not be as accurate as a response when a class has been recently attended. One must not forget the perceptions of the supervisors of training attendees. Their feedback should be solicited three months after the realty specialist attends training, in order to assess any changes in work behavior.

4. It would be beneficial for NAVFAC Training professionals and Community Managers to explore the training opportunities of other federal agencies with regard to acquisition and real property. The Department of the Interior (DOI) and the Environmental Protection Agency (EPA) are just a few of many agencies who offer courses, some of which are free. Defense Acquisition Institute (DAI) is also a good resource for acquisition training.

## REFERENCES

- Federal Register. (2009). *Training; Supervisory, Management, and Executive Development*. Washington, D.C.
- Management Concepts. (2010). *Acquisition & Contracting Training Catalog*. Vienna, VA.
- Naval Facilities Engineering Command. (2007). *Concept of Operations*. Washington, D.C.
- Naval Facilities Engineering Command. (2008). *Strategic Plan 2008-2014*. Washington, D.C.
- Naval Facilities Engineering Command Mid-Atlantic. (2010). *Community Management Governance*, Norfolk, VA.
- Naval Facilities Engineering Command. (2010) *Real Estate Procedural Manual P-73*. Washington, D.C.
- Office of Personnel Management. (1993) *Position Classification Manual, TS-125*. Washington, D.C.
- Office of Personnel Management. (2009). *Handbook of Occupational Groups and Families*. Washington, D.C.
- Public Personnel Management. (2008). *Training Regulations for Federal Employees*. Volume 37, No. 1. Washington, D.C.

## **APPENDICES**

Appendix A, Survey of Realty Specialists

Appendix B, Sample of Initial Cover Letter

Appendix C, Sample of Follow-up Letter

**APPENDIX A****Survey of Realty Specialists Who Have Attended Management Concepts Training**

This study is being conducted as a follow-up with Realty Specialists of Naval Engineering Command (NAVFAC) Mid-Atlantic who have attended Management Concepts classes to determine the training's effectiveness in order to make recommendations for improvement. The information collected will be kept confidential.

Respondent # \_\_\_\_\_

1. Are you a supervisor?

\_\_\_ Yes                      \_\_\_ No

2. Please indicate which of the following Management Concepts course you have attended between January 2009 and January 2011.

\_\_\_ Federal Real Property Leasing

\_\_\_ Federal Real Property Lease Law

\_\_\_ Introduction to Federal Contracting

\_\_\_ None of the Above

3. The training provided by Management Concepts has helped me do a better job as a realty specialist.

1	2	3	4	5
Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree

4. Please indicate your overall satisfaction with the training provided by Management Concepts on a scale of 1 to 9.

1	2	3	4	5	6	7	8	9
Poor				Average				Excellent

5. What are your suggestions for improvements in the Introduction to Federal Contracting curriculum?

6. What are your suggestions for improvements in the Introduction to Federal Real Property Lease Law curriculum?

7. What are your suggestions for improvements in the Introduction to Federal Real Property Leasing curriculum?

8. As a result of the training I received at Management Concepts, I see myself as more prepared to take on more projects.

1	2	3	4	5
Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree

9. As a result of the training I received at Management Concepts, I have been able to take on projects of greater difficulty.

1	2	3	4	5
Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree

10. As a result of the training I received at Management Concepts, I am able to assist other team members with projects.

1	2	3	4	5
Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree

**Realty Supervisors Only.**

11. As a result of the training received at Management Concepts, employees are prepared to take on more projects.

1	2	3	4	5
Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree

12. As a result of the training received at Management Concepts, employees are able to take on projects of greater difficulty.

1	2	3	4	5
Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree

13. As a result of the training received at Management Concepts, team members are able to assist one another with projects.

1	2	3	4	5
Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree

14. Please indicate your overall satisfaction with the training provided by Management

Concepts on a scale of 1 to 9.

1	2	3	4	5	6	7	8	9
Poor				Average				Excellent

15. I would recommend Management Concepts training to other real estate professionals.

1	2	3	4	5
Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree

**This is the end of the survey, thank you for participating.**

**APPENDIX B**

(Date)

NAVFAC Mid-Atlantic

1530 Gilbert Drive Suite 2315

Norfolk, VA 23511

Dear \_\_\_\_\_:

As a recipient of training provided by Management Concepts, we are seeking your assistance in a follow-up survey of individuals who have taken the following training courses: Introduction to Federal Contracting, Federal Real Property Lease Law, and Federal Real Property Leasing. This survey collects important information that will be used to improve training.

Your name is asked so that we can follow up with non-respondents to ensure adequate sample size. However, all responses will be kept anonymous.

You have the knowledge we need to provide improvements to the types of training provided to realty specialists. Your response to this survey is important to its success. With the results you provide we will be better able to make improvements and changes if necessary.

Please complete and return the enclosed surveys in the self-addressed envelope provided. If you have any questions or concerns regarding this survey, please call me at work (757) 341-0221 or at home (757)696-0486. I can also be reached through email at Sharon.reyes2@navy.mil.

Sincerely,

Sharon L. Reyes

**APPENDIX C**

(Date)

NAVFAC Mid-Atlantic  
1530 Gilbert Drive Suite 2315  
Norfolk, VA 23511

Dear \_\_\_\_\_:

Recently I mailed you a survey seeking your participation in a follow-up survey of individuals who have taken the following training courses: Introduction to Federal Contracting, Federal Real Property Lease Law, and Federal Real Property Leasing. I have not yet received your survey. Your response to this survey is important to its success.

If you have taken training courses with Management Concepts, your feedback will assist NAVFAC Mid-Atlantic in improving its training for realty specialists. Again, all responses will be kept anonymous.

Once again, please complete and return the enclosed surveys in the self-addressed envelope provided. If you have any questions or concerns regarding this survey, please call me at work (757) 341-0221 or at home (757)696-0486. I can also be reached through email at Sharon.reyes2@navy.mil.

Sincerely,

Sharon L. Reyes