
INTERAGENCY COMMITTEE ON PROPERTY MANAGEMENT
Subcommittee on Professional Development
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A REPORT ON
PROPERTY MANAGEMENT TRAINING
AND CERTIFICATION

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A Report to

INTERAGENCY COMMITTEE ON PROPERTY MANAGEMENT

Property Management Training And Certification

Prepared by

Interagency Committee on Property Management
Subcommittee on Professional Development

Steve Mahaney
Chairman

April 2004

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Foreword

The business of managing government property is changing faster than it has ever done before and the pace of change will continue to accelerate. Our profession's ability to master that process of change and not be overwhelmed by it depends critically upon training and certification. Our future success depends upon mobilizing even more effectively the imagination, creativity, skills and talents of all our property professionals. And it depends on recognizing the efforts of our profession by making training and certification a mandatory, government-wide program.

So that immediately identifies two issues that the reader of this report must address from the outset.¹

First, the success of this initiative will depend on support from the General Services Administration and concurrence from the Office of Management and Budget and Office of Personnel Management.

Second, to help turn ideas into action and to undo years of under-investment in promoting training for our profession, funding is a necessity that will likely become an issue at the outset.

But there is also a third challenge. To make this initiative successful we must quickly gain and sustain momentum by addressing the concerns and doubts from various stakeholders in a timely and persuasive manner.

¹ Some issues are "reserved" matters for GSA, OMB and OPM, and where the document deals with these matters, the subcommittee have flagged the issues clearly in the text. As these issues are considered, the subcommittee is available to (1) assist with briefing and clarifying the contents of this report, (2) to sharpen the recommendations for action and to change approaches to satisfy stakeholder concerns, and (3) to hopefully suggest some sense of priorities, given that much of the work discussed here will compete for scarce resources.

EXECUTIVE SUMMARY

The Interagency Committee for Property Management (ICPM) and their teaming partner, the Property Management Executive Committee (PMEC) engaged an ICPM Subcommittee on Professional Development to prepare a report on implementing a training and certification program for the Federal property management career field. This report presents the framework for achieving that assignment which is – **Property Management Training and Certification (PMTC)**.

The PMTC framework was designed to meet the needs and expectations of the Federal government for a skilled property management workforce, and to provide the property management community with a common foundation of knowledge and capabilities to successfully support their agencies.

This report entails consideration of authority and funding for the short term core objective which is to implement a mandatory government-wide PMTC program, and also recognizes the long term vision of creating an integrated career management model that includes recruitment, mentoring, rotational assignments, and intern programs.

Part one addresses the background, purpose, and scope of this report, including lessons learned from previous efforts² and relevant survey results. Part two discusses sources of authority that gives credence to a mandatory PMTC. Part three briefly covers funding issues that must be considered carefully. The key section, Part four, provides the framework for a mandatory PMTC that includes (1) core courses, (2) training sources, and (3) equivalency guidelines. Part five explores four related professional development mechanisms that are taking root throughout the Federal Government. Two of the mechanisms, mentoring programs and rotational assignments, are considered agency-specific initiatives and have been successfully implemented in some agencies. The other two, recruitment and intern programs, or at best a joint endeavor between an agency and the Office of Personnel Management. These related mechanisms should be explored further only if there is a solid commitment to create a government-wide integrated professional development infrastructure.³

The conclusions and recommendations section captures the highlights of each part and presents a series of activities that should happen next.

² In December 1999, the Learning and Growth Team (LGT), one of three teams that made up a Strategic Planning Panel for Federal Personal Property Management, discussed several objectives one of which was to create a training/education program. Recent interviews with two LGT members revealed the importance of limiting the scope of the PMTC initiative because of the number of stakeholders that must either endorse or approve the initiative.

³ This assessment is based upon the interviews discussed in footnote 2.

PART 1 INTRODUCTION

A. The purpose and scope of this document

The primary purpose of this report is to present a framework for a federal property management training and certification program (PMTTC) with emphasis on work that needs to be done involving (1) promoting PMTTC as a mandatory program and (2) funding. The acquisition training and certification model was used by the subcommittee to create the property management training framework. In order for acquisition and property to fully co-exist and evolve more productively, a mandatory PMTTC program is essential. The subcommittee focused on (1) mapping the territory already covered years ago when acquisition training became mandatory for civilian agencies, (2) to identify questions and issues related to PMTTC, and (3) to make some suggestions about how to proceed.

Given the complexity and sensitivities related to a mandatory PMTTC program coupled with past efforts in addressing similar efforts, the scope of this report is necessarily broad in nature with the exception on Part 4. As such, the task of defining and promoting the programs discussed at Part 5 is considered to be beyond the scope of this report.

The successful implementation of a PMTTC program will be challenging for (at least) the following reasons:

- Course curriculum, competencies, sources of training, and learning environments are complex in themselves, and are rapidly evolving, which makes any mapping between them challenging.
- Stakeholders have very different views of curriculum, competencies, and training sources including which career fields should fall within the scope of a PMTTC program; there also are political and employee (Union) issues, not to mention funding, that need to be considered alongside the other challenges.
- There is a constant tension between the pressures to solve immediate problems with “quick fixes” and the need to build sustainable, long-term solutions.
- Some stakeholders are unfamiliar with past efforts in this area; in turn, some are unaware or unwilling to support relevant work already done in areas such as on-line training.
- There will be some discussions whether the PMTTC program should be voluntary or mandatory; some stakeholders may be interested in expanded the PMTTC beyond the career field limitation that is recommended in this report; and others will want to include some or all of the programs discussed in Part 5; for example, recruitment

and intern programs. Our conclusions are that those program initiatives are best left to other groups, with the exception of the mentoring and rotational assignments which are already supported by several agencies.

B. Why mandatory property training and certification?

The terms “training” and “certification” are coupled in the title of this report for an important reason. Training and certification is a vital part of our profession. This is evidenced by some agencies who already actively promote training and certifications.⁴ Training and certification are each essential to our profession. Rather than viewing them as parallel activities, the subcommittee believes that they are in fact closely related. In order to maximize the benefits of this relationship, the subcommittee is committed to an integrated approach that involves (1) “mandatory” training of our workforce followed by (2) recognition of the training by providing “certification” that is fully recognized by the Office of Personnel Management.⁵

A mandatory approach to training, linked to a certification program based on a system of courses and credits similar to the Acquisition Corps, will encourage participation and support from all agencies and, most importantly, provide a support mechanism for the property profession. It will open doors of opportunity for property management employees whose training or career paths have often been needlessly blocked because of conflicting funding priorities within their agencies. In many cases, employees have prior knowledge (acquired informally or by work experience) but the knowledge has never been assessed and certified.

Enabling the PMTC framework to be developed in a participatory and consensual way within clear Office of Personnel Management policy guidelines will be the best way of implementing the mandatory program.

The subcommittee is keenly aware of the need for a clear strategy to defuse the tensions surrounding the issues of mandatory training and funding. Some agencies already have property training programs but, because the programs are largely unfunded and voluntary, the training framework needs to be reshaped to include certification. A mandatory certification program will help cope with years

⁴ For example, Departments of Health and Human Services and Energy have implemented property management training programs.

⁵ Recognition of the PMTC will help eliminate the potential of an employee obtaining certification with one agency and, upon transfer to another agency, having to seek certification again. It is important to note that some civilian agency certification programs might not automatically correlate to other civilian agency certification programs because of the operational parameters of certain agencies. For example, NASA and DOE have a large pool of contractor-based operations requiring more contract property administration training than some of the smaller agencies.

of under-funding, instability, wasted potential and low morale. As happened when mandatory acquisition training was instituted several years ago, some stakeholders will likely raise issues, namely: funding, authority, the nature and sources of training, etc. These are all familiar problems that were addressed in 1999 by the Learning and Growth Team. Accordingly, the subcommittee is flexible and capable of adjusting the framework in order to address issues as they are raised.

A new federal framework for a PMTC program is essential to provide a firm basis for action. The framework must clarify that the authority to create a PMTC program is available and, coupled with funding, the program can be implemented as was civilian agency acquisition training and certification programs.

In promoting a mandatory approach to training and certification, each agency should assume executive responsibility for the implementation of training as done with the Acquisition Corp.

C. Survey Results

In order to gauge our profession regarding issues relevant to this report, the subcommittee prepared a survey consisting of seven questions.⁶ Although the response rate was low (27 responders), the survey did provide views from 14 agencies including cabinet and independent agencies. The majority of the responders fell in the GS 13-15 range.

In general, the survey was designed to obtain information regarding a wide range of property management issues. For example, the survey asked property professionals to comment on: (1) the top five challenges facing the profession, (2) knowledge necessities, (3) skills necessities, (4) support and training necessities, (5) knowledge, skills, and support needed in the next few years and, perhaps most importantly, (6) whether an agency has a training program that leads to certification.

The survey question asking whether an agency has a training and certification program sheds light on this issue because only one of the 27 respondents indicated that their agency had a training program.

⁶ The Federal Property Management Survey was posted to the KNOWNET, The Electronic Logistics Training and Support Network (ELTRAINS), and survey statistics were compiled by McKirchy and Company. See Appendix A for survey recapitulation.

PART 2
[RESERVED]

Authority to implement a mandatory program.

In 1998, civilian agencies took action to implement an acquisition career development program. This action was necessary in order to meet the intent of Public Law 93-400, which amended the Office of Federal Procurement Policy (OFPP) Act, and expanded OFPP's responsibility to include establishing acquisition education, training, and experience requirements for civilian agencies comparable to those established in 1991 for the Department of Defense. In implementing the requirements of Public Law 93-400, OFPP specified that civilian acquisition programs may be expanded to include other employees who perform "acquisition or acquisition-related" functions.⁷ Personal property management is an acquisition-related career field.

In 1999, consistent with guidance from OFPP, Department of Energy developed a voluntary property management training program for Federal property management employees. Last year, the Department issued Acquisition Letter 2003-05 that (1) converts the property training program from voluntary to mandatory and (2) establishes a certification program.

Extensive analysis regarding authorities were previously conducted and documented by the subcommittee and can be found at Appendix B and C.

⁷ Office of Federal Procurement Policy Letter 97-01 expands the acquisition community to include "other acquisition-related occupations. See Appendix C for the text of Policy Letter 97-01. Additional impetus for property training was provided by the National Performance Review, which directed the Federal Government to establish a well-trained, professional, procurement workforce (which can include property management per OFPP Policy Letter 97-01) that would keep pace with the demands of an increasingly complex procurement process.

PART 3
[RESERVED]
Funding

Issues regarding the source and level of funding are reserved for GSA, OMB, and individual agencies. One option for funding can be found at 5 U.S.C. Section 5757 (Public Law 107-107, Section 1112) which states in part, “[a]n agency may use appropriated funds or funds otherwise available to the agency to pay for....” (1) expenses for employees to obtain professional credentials including expenses for professional accreditation, professional licenses, and professional certification; and (2) examinations to obtain such credentials.

Today, most civilian agencies must provide the funds to support the mandatory training and certification for their acquisition employees. Likewise, each agency would be responsible for (1) identifying property training needs, (2) creating property management developmental plans, and (3) allocating sufficient funds to support mandatory property training and certification.⁸

⁸ Currently, most agencies provide the funding to support Acquisition Training and Certification on an annual basis based on such factors as current FTE and succession planning projections. The acquisition training budget should be expanded to cover property training.

PART 4

PROGRAM FRAMEWORK

A. Training Program Model

The following Property Management Training and Certification framework has been designed to meet the needs of the Federal government for a skilled personal property management workforce, and to provide the personal property management community with a common foundation of knowledge and capabilities necessary to successfully manage government property.

The below framework is based on mandatory property training and certification programs already implemented by some agencies. Like the acquisition training program which is designed, managed, and funded by individual agencies, the property training framework should take the same approach. However, to be successful, the property training program must be mandatory as is the acquisition training and certification programs.

The framework encompasses the major competency requirements for those personnel that are required to be certified as property management employees. Because this framework encompasses a number of property related career fields, the core course requirements are not aligned with a single career occupational series so that multiple career fields may be eligible to benefit from the certification program.⁹ Additional course requirements may be instituted at the discretion of an agency, preferably as an elective course.

Elective courses may include curriculum designed to address a broad range of competencies that have been identified to improve the skills, knowledge, and abilities of the personal property workforce. In many cases, these competencies are necessary for the proper performance of Federal professionals.¹⁰ Property management employees in consultation with their agency career managers should choose which elective courses to take based in part on their specific interests, needs, and work assignments.

⁹ Because the property management career field does not have statutory authority defining specific career series such as the Acquisition Corp (10 U.S.C. Section 1733), this framework will provide agencies with flexibility with regards to identifying which series to train and certify. See Appendix E for the property related series that was previously identified by the L>.

¹⁰ Personal property competencies for various property management positions are available at www.knownet.hhs.gov. Appendix F outlines competencies developed by the Learning and Growth Team.

The framework is intended to cover the following GS career series:¹¹

- GS-346 Logistics Management Series
- GS-1103 Industrial Property Management Series
- GS-1104 Property Disposal Series
- GS-1107 Property Disposal Clerical & Technician Series
- GS-2000 Supply Group to include:
 - GS-2001 General Supply
 - GS-2003 Supply Program Management
 - GS-2005 Supply Clerical
 - GS-2010 Inventory Management
 - GS-2030 Distribution Facilities & Storage

Optional for:

- WG-6907 Materials Handler
- WG-6912 Materials Examining and Identifying
- WG-6913 Hazardous Waste Disposing

The individual development plan (IDP) is a valuable tool that agencies can leverage to facilitate this program. Most agencies already require an IDP for each employee. The IDP can be modified to address the core requirements of this report as well as optional courses including professionally related training and development opportunities.

To implement the below framework, an agency should revise their acquisition career development program to include property management. Consistent with the statutory intent of Public Law 94-400, the acquisition workforce can be defined by an agency to include property management thereby giving an agency the authority to govern and fund training and certification in the same manner as the acquisition workforce.

To ensure a sense of continuity throughout the Federal government, the below framework is recommended:

INTRODUCTION. Consistent with the intent of the Office of Federal Procurement Policy Letter 97-01, property management is identified as a critical acquisition-related career field. Accordingly, the personal property management training and certification program is a mandatory program.

PERSONAL PROPERTY MANAGEMENT FIELD. The property management career field for the purposes of the program is limited to the above series.¹²

¹¹ The property series recommended in this report are consistent with the series that were recommended in 2000 by the Learning and Growth Team. See Appendix E.

¹² The career fields that are subject to this framework are limited because previous efforts suggest that OPM is reluctant to approve a broad based program that affects numerous career fields. In addition, Unions would likely raise concerns regarding non-property related series because certification drives

ROLES AND RESPONSIBILITIES. An agency procurement or property executive should be responsible for implementation of the program. The agencies senior property manager should oversee the administration and management of the program.

THE TRAINING AND CERTIFICATION PROGRAM. The framework establishes three levels of training, each with core curriculum for personal property management. Upon completion of each level, the employee will receive a certificate of completion. The program will provide the opportunity for employees to apply course knowledge and skills to analyze and resolve on-the-job issues. Completion of core courses in a logical sequence is necessary so that the appropriate level of knowledge is available for performance at a particular grade and that later courses can build on the knowledge gained from earlier course.

CORE PATH CURRICULUM. The core courses necessary to provide the personal property management workforce with the knowledge base necessary to support an agency are outlined below.

GS-5/8 Level I Property Administration Fundamentals
Fundamentals of Contracting
Fundamentals of Property Management

GS-9/12 Level II Intermediate Property Administration
Inventory Management
Property Disposition
Demilitarization Course
Supply Chain Management

GS-13/15 Level III Property Systems Analysis
Property Management Seminar
Advanced Government Property Management

In addition to the core subjects, agencies may identify desired courses, which cover specific areas of personal management requiring in-dept coverage.

CONTINUING EDUCATION. To ensure that employees remain current in personal property management knowledge, skills and techniques, agencies

grading and promotion opportunities. Employees working in property management but have a different series could (1) seek training on a voluntary basis or (2) seek to reclassify into one of the series recognized in the framework.

should establish continuing educational requirements for personal property employees. For example, an agency could elect 40 hours of property management related continuing education every two years.

Core and Elective Course Descriptions

(Sample of Core Courses)

Level I (GS-5/8)

Property Administration Fundamentals (Basic Property) – This course is designed for property specialist who are involved in the management of Government property. The focus of the course is property administration functions and with management of property including material, facilities, tooling and test equipment with emphasis on the government's policy concerning acquisition, control, inventory, protections, maintenance, and disposition of property.

Fundamentals of contracting – This course is a general survey course in contracting basics for personnel just entering or those with up to 3 years of practical experience in the field of contracting.

Fundamentals of Property Management – An introductory course into the science of personal property management.

Level II (GS- 9/12)

Intermediate Property Administration – This course is designed for experienced property management personnel whose duties involve the management of Government property controlled by contractors.

Inventory Management – This course involves budget practices and storage policies for the management and control of supplies, materials and various types of equipment. The course addresses various inventory methodologies that are applicable to the Federal government and the advantages and disadvantages of each method.

Property Disposal – This course is designed to cover all aspects of personal property reporting, utilization and disposal. It addresses special disposal

authorities, environmental concerns, recycling goals, and special handling requirements for certain commodity groups.

Demilitarization Course – This course addresses Federal policies, procedures and issues regarding demilitarization including export control, firearms and ammunition disposition.

Supply Chain Management - This course is designed to cover the emerging area of supply chain management, the integration and management of supply chain activities necessary to manage the flow of assets and information between supply chain member organizations. This course will address the various chains such as transportation and receipting of assets including the transformation of assets from the warehouse to the ultimate end-user.

Level III (GS-13/15)

Property Systems Analysis – This course builds a solid foundation in audit principles and techniques for Level III managers and specialist. The instructional process underscores the importance of property control system requirements and provides the tools necessary for the property professional to plan and perform a property systems analysis.

Property Management Seminar – This course is designed for senior property professionals at both field level and staff locations. The seminar builds upon the level I and II courses. Participants will analyze problems, solutions, policies, and programs that impact on the property management function. Participants collaborate in developing problem-solving strategies, and examine priorities and goals associated with an executive property position. Case studies and group projects are major components of this course.

Advanced Government Property Management – This course is designed for senior property professionals at both field level and staff locations. The seminar participants will analyze complex logistical issues and develop management solutions. Guest lecturers, teaching interviews, and related forums will expose participants to new property management ideas and trends.

Elective Courses¹³

The following courses are examples of elective courses. Elective courses are not required for certification and agencies may create their own elective course list to address property management related competencies that are important to the agency's mission.

Storage and warehousing – Course is designed to explore methods to plan, organize, and manage storage and warehousing facilities.

Property Management for Custodial Officers – Addresses the life cycle of personal property, receiving, inventorying, disposal, and retirement methods.

Basic Occupational Safety and Health Administration Training – Overview of the general concepts, standards, and procedures promulgated by the Occupational Safety and Health Administration.

Introduction to Basic Analytical Skills in Supply Management- Scope is on the analytical skills necessary to select and justify equipment replacement including basic financial analysis.

Motor Vehicle Management – Course includes life-cycle management of motor vehicles including registration, identification, reporting and recording-keeping.

Intermediate Contract Administration – This course concentrates on management functions of all phases of contracting.

Grant Administration – The course addresses the various ways the Federal government manages and administers grant programs with focus on the control and disposition of Government property.

Advanced Inventory Management – The course covers budget practices, reporting, reconciliation, and documentation of inventory results.

¹³ Agencies have the discretion to delete or add property courses to the elective course list to meet agency specific training requirements.

B. Sources of Training

There are numerous sources that are committed to enhancing the understanding and development of property managers. These sources are provided by both public and private sector organizations. Both formal classroom and on-line training resources are currently available for training property management personnel.

Some examples of available sources are outlined below:

Health and Human Services (<http://www.knownet.hhs.gov/log>)

The Electronic Logistics Training and Support Network (EL-TRAINS) provides quick, accurate, and free on-line training including certification upon completion of specific training modules in many Personal Property Management areas.

USDA Graduate School

The Graduate School periodically provides course work in various areas of property management.

Air Force Institute of Technology (AFIT)

Defense Acquisition University (DAU)

Defense Logistics Agency (DLA) Training

Army Logistics Management College (ALMC)

National Property Management Association (NPMA)

Society of Logistics Engineers (SOLE)

Council of Logistics Management (CLM)

Institutions of Higher Education offering Supply Chain Management degrees:

For example:

- University of Tennessee
- Ohio State
- Michigan State

Federal Supply Schedule 69

C. Equivalency Guidelines

Many property management employees have already obtained training, and, in some cases, have obtained certification from various sources that could satisfy the certification levels as defined in Part 4.

To acknowledge the extensive training that many property professionals have already obtained, each agency should create an equivalency guideline to factor in the property management training and experience of current employees. The guidelines may be used as an agency produced stand-alone document or may be used in a complimentary manner with the PMTC program as advised by the Office of Personnel Management.¹⁴

In some cases, it may be necessary to grant equivalencies for individual course based upon an objective evaluation of the employee's prior knowledge and experience. Documentation of such equivalencies should indicate how the course requirement was met. The guidelines are intended to be used to allow subject matter experts to objectively evaluate requests for equivalency credit. Supporting knowledge and/or skill statements may be considered when evaluating an employee's ability with respect to each course requirement.

In general, the competency statements should identify a familiarity level, working level, or expert level of knowledge; or, they require the individual to demonstrate the ability to perform a task or activity. Applicable levels are defined as follows:

Familiarity level is defined as basic knowledge or exposure to the subject or process adequate to discuss the subject or process with individuals of greater knowledge.

Working level is defined as the knowledge required to monitor and assess operations/activities, to apply standards of acceptable performance, and to reference appropriate materials and/or expert advice as required to ensure successful completion of project activities.

Expert Level is defined as a comprehensive, intensive knowledge of the subject or process sufficient to provide advice in the absence of procedural guidance.

¹⁴ Substituting civilian education for courses should also be considered in addition to training and experience especially at levels one and two.

PART 5

Integrated Professional Development Framework

The subcommittee recognizes that the following programs are invaluable initiatives that can provide enormous opportunities for professional growth and therefore should be pursued as complementary components to the PMTC framework. Many agencies have already successfully implemented mentoring and rotational programs while intern and recruitment programs have received less attention even though The Office of Personnel Management allows agencies to be the central source for career intern and recruitment programs.

A necessary component of any career development program is an institutionalized process of individualized career development activities. In addition to the training requirements identified at Part four, there are several developmental opportunities that should be considered when developing an employee's individual development plan (IDP). For example, the following voluntary activities are available when formulating individual development programs:

A. Mentoring Program

Mentoring is a structured but informal agreement between two individuals outside the normal employee/supervisory relationship, wherein the mentor provides assistance to the participant (protégé) in her/his career development planning process. The mentor is usually an individual who has progressed in his/her career and who can provide insight and guidance on career choices, opportunities, and vehicles to a junior individual, usually in the same career field/profession. Mentoring can provide personal property management career participants valuable coaching and feedback regarding their career plans and choices, at little or no cost to the agency.¹⁵

B. Rotational Assignments

Rotational assignments are a valuable source of experience and opportunity for growth. These assignments provide individuals with opportunities to demonstrate comprehension and ability to analyze and resolve on-the-job performance issues. In addition, rotational assignments provide the individual with exposure to other acquisition-related functions, foster a better understanding of other disciplines, create a better appreciation of the various functional

¹⁵ In 2002, the Department of Energy implemented a mentoring program that includes the property profession.

contributors to the personal property management process, and further build positive team relationships. A rotational assignment should be chosen that challenges an employee in areas where there has been minimal exposure. Like mentoring, rotational assignments requires little or no funding from the host agency.¹⁶

C. Professional Associations

Membership in professional associations such as the National Property Management Association allows the property professional to keep abreast of current topics and trends important to job performance, and can provide opportunities for an exchange of knowledge, experiences, information, and ideas on a variety of issues.

D. Intern Program

Intern programs are designed to help agencies recruit and attract qualified individuals into a variety of occupations including the personal property management field. Executive Order 13161 allows agencies to recruit interns for various positions generally at grade levels GS-5/7 and 9. Individuals are appointed to a 2-year internship and upon successful completion of the internship; the interns may be eligible for permanent employment within an agency.

In addition to the above career development opportunities, the following activity should be considered as a tool in supporting succession planning for the property management profession:

E. Recruitment

Although recruitment is closely tied to the Federal Career Intern Program, agencies may seek independent recruitment campaigns that focus on specific career fields such as personal property management. In addition, the Federal Equal Opportunity Recruitment Program, established by the Civil Service Reform Act of 1978 (5 U.S.C. 7201), is a program designed to recruit underrepresented segments in the Federal service.

¹⁶ The Procurement Executives Council (PEC) Acquisition Rotational Program (ARP) is a model for the property profession (See www.pec.gov for additional information). In addition, the Department of Energy has implemented a rotational program that includes private industry.

CONCLUSION AND RECOMMENDATION

In this report, the subcommittee (1) identified some of the major issues (authority and funding), (2) supplied a reasonable framework for a training and certification program, and (3) addressed the key areas requiring interaction between key stakeholders. The scope of this report has of necessity been narrow in terms of some of the major issues. However, the training and certification framework outlined at Part four can provide the basis for a mandatory property training and certification program. We believe that this report will help to facilitate discussions between the various stakeholders who will need to work together to turn this report into reality. As you evaluate the report, discuss it with various stakeholders, and obtain thoughtful input, the subcommittee is standing by to revise the framework as necessary.

Finally, it is important to recognize what while the subcommittee believes the framework is a viable model; it is only a means to an end. As we move forward, our profession must complement this effort with additional resources to validate and refine the framework.

The subcommittee hereby recommends that GSA endorse the report and establish an action plan that includes (1) initial and follow-on briefings within GSA followed by (2) informational briefs to OMB and OPM, and (3) status briefs to agencies culminating in the release of (4) an implementation plan.

What happens next?

This is a challenging agenda and a great deal of energy and persistence will be required in developing an action and implementation plan over the next few months. It is clear that the ICPM, P MEC, and GSA leadership will need to be extensively involved in the future discussions, especially between OMB and OPM. Otherwise, the PMTC program will meet the same results as did past initiatives. The critical issues, authority and funding, are issues that one party cannot resolve. It will require joint leadership and collaborations among the principal stakeholders in order to advance our efforts. Accordingly, the subcommittee recommends that GSA began the process by arranging an informational brief to its leadership as soon as possible.