Hiring in Contracting

The Playbook

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The playbook does not represent the opinions or policy of any specific organization, company, agency, or the U.S. government. This playbook is for informational purposes and is simply a collection of ideas, best practices, and research that the individuals compiled in an effort to deliver a solution to peers within the contracting profession.
SOLUTION ACTIVATORS PROJECT

In December 2019, the National Contract Management Association (NCMA) held the Government Contract Management Symposium, hosted by USAF Maj Gen Cameron Holt in Washington, DC. A brainstorming session about the biggest challenges in the contracting profession led to a white board exercise. Nearly 800 contract professionals voted to select the top three contracting challenges. The top three were assigned “Solution Activators” who championed each problem statement. This Playbook tackles the following:

“I CAN’T BELIEVE WE’RE STILL…”

Hiring only for skills and knowledge instead of looking for attitude and aptitude.

NCMA Conference, December 8, 2019, Arlington VA
OUR STORY

Volunteers were solicited using LinkedIn. A team was formed, and a hiring playbook was created. This document should be used by recruiters, managers, and other interested parties within the contracting profession in an attempt to create a shift toward behavior-based hiring.

PLAYBOOK

This playbook is divided into four sections:

1. WHY
   Details the purpose of this playbook

2. WHAT
   Provides best practices for behavior-based hiring

3. HOW
   Is a “Hacking” checklist to help implement best practices within the framework of your organization, and

4. ANTHOLOGY
   Provides a collection of short stories to demonstrate the importance of behavior-based hiring.

OF 20,000 NEW HIRES, 46% OF THEM FAILED WITHIN 18 MONTHS. OF THOSE FAILURES, 89% OF THE TIME IT WAS FOR ATTITUDINAL REASONS.

- Leadership IQ survey
1. WHY?

In the 2019 white paper, “Preparing for the Future of Contracting,” NCMA and Management Concepts provide a summary description of the future landscape of the contracting career field. Chief among the observations is that the role of contracting is changing, and as a result, the workforce is changing. When asked about the future state of the contracting profession, senior leaders polled for the paper were in agreement that the field will see a sizeable shift from tactical, often repetitive tasks, to more complex strategic work with higher level importance. This makes sense as both industry and government will incorporate advancements in technology that will further automate the more repetitive procedural elements of a contracting workday. The challenge, however, is hiring a workforce that can keep up with the evolution. If we don’t know the exact skills or particular experiences needed for success in the future, what do we look for today to ensure a new hire will be a sustaining member of the future contracting workforce? More importantly, why should you care?

Hiring talent is a number one concern for industry CEOs and government leadership. PwC’s 2017 CEO survey reports that chief executives view the dearth of talent and skills as the biggest threat to their business. Ms. Ellen Lord, Under Secretary of Defense for Acquisition and Sustainment USD (A&S), has expressed six A&S goals with the first one being to recruit, develop, and retain a diverse acquisition and sustainment workforce. It’s no wonder that according to Society for Human Resource Management estimates, employers spend an average of $4,129 per job on hiring within the U.S.

Of course, the cost of a failed hire is well beyond the funds invested in just the hiring function. According to the U.S. Department of Labor, the average cost for each “bad hire” can equal 30% of that individual’s annual earnings. A Fast Company article, “How Much a Bad Hire Will Actually Cost You,” found that for 27% of U.S. employers surveyed, one bad hire cost their company more than $50,000. This is in addition to the productivity drains and the indirect impact that a bad hire may have on other employees’ satisfaction levels, putting their retention at risk. In fact, Lisa Frye notes, “By some estimates, it costs more than a quarter of a million dollars to find and hire a new employee.” In short, the true impact of a failed hire is astronomical and not easily calculated due to the ripple effect that can spread far and wide.

When Mark Murphy, founder and CEO of Leadership IQ, surveyed 20,000 new hires, 46% of them failed within 18 months. Of those failures, 89% of the time it was for attitudinal reasons. The most common attitudinal deficits that lead to these failed hires included poor response to coaching, limited emotional intelligence, low motivation, and poor temperament. Moreover, Murphy notes that technical skills are fairly easy to assess, but what we often fail to evaluate and consider is whether a candidate is motivated to learn, think innovatively, cope with adversity, be receptive to coaching, etc. Lastly, many internal training programs demonstrate their ability to improve a worker’s technical skills, but these programs are notoriously weak at making attitude changes. As Southwest Airlines CEO Herb Kelleher often said, “we can change skill level through training, but we can’t change attitude.”
Given that skills can be further developed, that experiences will come, that the cost of a failed hire is so high, and that attitudinal reasons are significant contributors to a successful hire, wouldn’t a successful contracting hire likely need to be predicated on the assessment of attitude and other desired behavioral traits? As the contracting career field evolves, so too will the workforce. This rate of evolution is only progressing at a faster and faster pace. As a result, skills assessments and experience may still have use, but they certainly are not the only evaluation factor that will determine the long-term success of a new hire. If the contracting field wants to be prepared to adapt to the future, then we must embrace the need to hire for attitude and other desired behavioral traits!

2. WHAT?

If this is important, what other organizations are examining their hiring process? What are others doing to be successful at hiring for attitude and other desired behavioral traits? In an effort to answer this question, we conducted an ATD forum survey.

The results demonstrate that many hiring practitioners are looking at attitude and other desired behavioral traits when searching for candidates. Among the respondents were professionals from Walmart, UPS, U.S. Senate, Booz Allen Hamilton, NBC Universal, the Council of the Inspectors General on Integrity and Efficiency, Johnsonville Sausage, as well as other well-regarded major businesses and government organizations. Of those respondents, 84% confirmed their organization hires for attitude. In addition, of the remaining respondents, 11% were unsure on their company’s official stance, leaving only 5% of respondents stating that they did not consider attitude when hiring. With respect to other desired behavioral traits, respondents provided a litany of elements they evaluate, such as: teamwork, collaboration, communication, conflict resolution, humility, willingness to learn, accountability, adaptability, integrity, and reliability, among other traits.

The best practices of these organizations are wide ranging, but what follows is a summation of the industry and government processes that constitute what those who are hiring for attitude and other desired behavioral traits are doing to succeed at it. As we recognize that not all of these practices can be implemented in every organization, we have categorized them into broader areas of focus.

Best Practices for Behavioral-Based Hiring

1. Job Requirements
   a. Partner with HR early in the hiring process
   b. Keep the end result in mind
   c. Be clear about specific attitudinal and desired behavioral traits
   d. Consult with hiring officials to mitigate the influence of unconscious bias

2. Accessibility of Job Posting/Application Process
   a. Cast a wide net and actively work to embrace diversity of thought. Be mindful of where you do and do not advertise/post your job as this will influence the pool of potential applicants.
   b. Update, simplify, and/or clarify application requirements. The best candidates have many options available to them. An antiquated and unduly restrictive application process will limit the pool of potential applicants.
   c. Determine if the attitudinal and behavioral traits you are seeking can/should be demonstrated within the application process.
3. Resume Filtering

a. Work with HR to help them understand your needs. Don’t allow an automated system to remove candidates that may be atypical but have great potential to meet your needs.

b. Embrace diversity (it cannot be said enough). Be mindful of how you sort resumes. Consult with hiring officials to mitigate unconscious bias.

c. Go deeper than the written word. Have a plan to assess resumes for indicators that a candidate has the attitudinal and behavioral traits you seek.

4. Interview Process

a. Utilize pre-interview questions/scenarios tailored to assess problem-solving, critical thinking, attitudinal, and behavioral traits you seek. Structure the pre-interview questions to be anonymous to the evaluator(s).

b. Provide candidates an interview guide to set expectations. This will help ease the candidate’s and interviewer’s stress and provide an increased chance for open dialogue. (Note: You could plan to go “off script” to assess certain attitudinal and behavioral responses.)

c. Use a supportable scoring system to evaluate the desired attitudinal and behavioral traits. To limit bias, use more than one evaluator and compare notes afterward to create checks and balances regarding the scoring system.

d. Consider how the candidate will interact with others (direct support, direct reports, or complementary positions). Pose scenario-based questions regarding interactions in the workplace.

e. Develop potential follow-up questions and encourage interviewers to ask them.

f. Maximize contact time with candidates by conducting multiple interviews with diverse interviewers.

g. Be open to remote interviews. This allows for access to various candidate pools that you may normally not encounter if pool is limited to local, in-person interviews.

5. Debriefing and Feedback

a. Be ready to provide meaningful and constructive feedback to ensure continued interest with your organization.
3. HOW?

If you are now convinced that you or your organization needs to make a change to hiring practices... how? Have you hired someone at your organization and you simply asked a coworker what the hiring rules are? This list of “hacks” will give you ideas, ask questions, and provoke thoughts to encourage investigating why you are potentially doing something in contrast with best practices. Oftentimes the reason is simply a culture of how things are traditionally accomplished, as opposed to a research exercise to look into actual policy within your organization. Below you will find a process checklist that you can utilize to evaluate and hack your existing system.

Hacking the Process Checklist
(May be used in addition to current hiring processes)

1. Job Requirements

Summary of Best Practices: Partner with HR early, know what you need, and keep the end result in mind.

- Determine the organizational needs for attitudinal and behavioral traits.
  - What is the state of organizational performance?
  - What is the organizational potential and how can you utilize behavioral-based hiring to achieve that potential?
  - What type of behavioral traits will help you accomplish your organizational vision?

HACK: Perform an organizational needs analysis to assess attitudinal and behavioral deficiencies. Search for areas of alignment between improved attitudinal and behavioral traits, and the mission set and strategic goals of the organization.

- Determine the job requirements and whether there are opportunities to use this specific job as a means to address areas of deficiency found during the organizational needs analysis.
  - To what degree can the technical skills of this role be taught after a hire is made?
  - What elements of the organization’s mission set and strategic goals are supported by this role?

HACK: Carefully detail the “necessary” technical skills. Leave as much flexibility as possible if the technical skills can be taught after the hire is made. Work with HR to establish a clear understanding of what the role does to support the organization and what types of attitudinal and behavioral traits are critical to have in the ideal candidate.

2. Accessibility of Job Posting/Application Process

Summary of Best Practices: Cast a wide net and have up-to-date, useful, and clear application requirements that appropriately address desired attitudinal and behavioral traits.

- Develop an application process that meets your needs and is attractive to potential candidates.
  - Are the desired attitudinal and behavioral traits a competitive advantage for the applicant, or are those traits considered a job requirement of the organization?
  - Are there alternate application processes, or supplements, that might drive at the attitudinal and behavioral traits you seek?
**HACK:** Revamp position descriptions and application processes to align with your needs and be attractive to potential candidates. If the applicant “must” have certain attitudinal and behavioral traits, as opposed to those being a competitive advantage, then make sure the application process drives at addressing those needs. Use alternate or supplemental approaches, such as video submissions, short challenges, gamified sorting challenges (see Closing Thoughts and Resources), etc.

- **Expand the pool of candidates.**
  - What expectations do you have for the candidate and how will they drive organizational success?
  - Are the limits of your job posting approach going to be a self-fulfilling prophecy?

**HACK:** Think critically about what you need from this role and how you will seek applicants. Looking in all the same places will likely mean you get the same types of candidates. Increase the potential for diversity of thought by communicating about your job opportunity through a variety of outlets (both traditional and non-traditional).

### 3. Resume Filtering

**Summary of Best Practices:** Work with HR and actively seek to embrace diversity of thought.

- **Sort resumes with care.**
  - Does HR know what is important to filter for?
  - Will an automated system limit flexibility (can you work around that)?
  - Are your decisions creating a homogenous pool of candidates?
  - How will you mitigate unconscious bias during filtering?

**HACK:** Communicate with HR to make sure that any automated systems allow for maximum flexibility. To help mitigate unconscious bias, have a diverse team of personnel evaluate resumes/application packages independently and then compare notes to arrive at final decisions.

- **Evaluate with a focus on the deeper needs (attitudinal/behavioral).**
  - Are there any attitudinal and behavioral traits that are required?
  - What attitudinal and behavioral traits are ideal?
  - How has the candidate improved over time?

**HACK:** Score candidates’ resumes with a consistent and objective process. Look for the required technical skills and then identify indicators of the required/ideal attitudinal and behavioral traits. Indicators might be found within the application package via the help of specific supplements or when evaluating value-added achievements over time to determine if/how that might represent certain attitudinal or behavioral traits.

### 4. Interview Process

**Summary of Best Practices:** Use various interview methodologies to source value-added information about your candidates and increase potential to interview a larger/more diverse applicant pool (not limited to local applicants only).

- **Utilize a pre-interview tool** (this may be used during the “resume filtering” phase or as a first round of interviews to help find the best candidates for in-person meetings/tours).
  - What types of questions/scenarios could help drive at the specific attitudinal and behavioral traits that are important to your organization?
  - Are there other pre-interview tools that may yield insight into the attitudinal and behavioral traits you seek (e.g., gamified applications)?

**HACK:** Identify the pre-interview/first phase tools you want to utilize and work with HR to create initial anonymity between the associated candidate and their responses (another opportunity to mitigate unconscious bias). Provide opportunities for open-ended/organic responses that will afford evaluators the opportunity to identify desired attitudinal and behavioral traits.
• Have a plan and follow it.
  o Do your candidates and interviewers have a clear schedule for the interview?
  o Do the interview methodologies allow for the most diverse candidate pool?
  o Are the interviewers informed on the desired attitudinal and behavioral traits?
  o Do the interviewers have a clear understanding of the scoring system, scenario questions, and potential follow-ups to provide for a consistent approach?

**HACK:** Provide candidates an interview guide to help set expectations. Utilize interview methodologies like remote interviewing to increase opportunities for a diverse candidate pool. Have interviewers prepared with an objective scoring system that can be utilized as a comparable tool in discussions with other members of the interviewing team. Create a healthy dialogue with scenario-based questions and planned follow-ups that tease out the attitudinal and behavioral traits of the candidates.

5. **Debriefing and Feedback**

• Document the results of the evaluation and provide responsive feedback to candidates.
  o Were attitudinal and behavioral traits required or simply ideal (know to what degree)?

**HACK:** Analyze and document the attitudinal and behavioral traits of the candidate. Compare those results with the additional criteria for the position. Populate your list of top candidates and determine if further interviewing is needed or if you have found the right person for the job. Communicate the outcome of the search to those you interviewed.

“ACHIEVING ORGANIZATIONAL GOALS TODAY, AND IN THE FUTURE, REQUIRES HIRING, GROWING AND RETAINING AN INFINITELY-MINDED ACQUISITION WORKFORCE, CAPABLE OF THINKING CRITICALLY, CONTINUALLY CHALLENGING THE STATUS QUO, AND ADAPTING TO A RAPIDLY CHANGING AND FOREVER-EVOLVING BUSINESS ENVIRONMENT”

- Kyle Oaks
4. ANTHOLOGY

Here you will find success stories to inspire you and provide anecdotal examples of how hiring for attitude and other desired behavioral traits can be done.

**Story 1 - Developing Qualifications With the Future in Mind**

I knew I didn’t want someone with a specific set of skills already. My team was different, and a pre-established understanding of contracting was not a priority to me. I wanted someone who would share in the future of our business, someone who would create a team culture, and someone who can adapt to changes quickly. I decided to leave a lot of the skills and expectations about the career out of the job listing; instead I focused on high-level initiatives. My job announcement looked something like this…

Hiring a senior contract manager, the ideal candidate will be:

- A team player who adds to our company’s people-first culture,
- An individual who pursues continuous improvement,
- Able to help grow this business from $10M sales to $100M in 5 years, and
- Able to adapt and make decisions in a fast-moving environment.

Eight years later, I don’t have a talented contract manager, I have the vice president of my company.

— Acquisition Executive/CEO

**Story 2 - From Clamming to Contract**

In the mortgage banking industry, we tend to recruit individuals that possess math and analytical skills to originate mortgage loans. Usually they come to us with previous origination experience, or directly out of college, and we shape them into what we need. Sometimes you find an individual who possesses none of the aforementioned qualities, but instead you see something unique. In one particular case, I came across an individual with no previous experience who, at that time, earned a living by clamming (yes, raking clams in Narragansett Bay). After a brief conversation, I could clearly see his desire for learning, a strong motivation to better himself, and his humility. I invited him to see our mortgage banking operation and offered him the opportunity to join us.

That was over 25 years ago, and today he is one of the most successful originators in New England. You never know the potential of an individual until you put them to the test.

— Finance SVP, Banking industry

“**I wanted someone who would share in the future of our business, someone who would create a team culture, and someone who can adapt to changes quickly.”**
Story 3 - Challenging Status Quo

I was hiring a senior level price analyst within the Department of Defense (DOD). She had never worked in federal procurement. My team’s mission was to help eliminate some of the “governmenty-ways” in government acquisitions and to pull best practices from industry to help us do that. She had only worked as a buyer in the food distribution industry. I proceeded to include her in the pool of interviewed candidates thinking that maybe she could bring a fresh, outside perspective. The interview panel read her a very “governmenty” interview script before the questions, and she almost rudely interrupted, “What is this a pop quiz?”

I LOVED IT. Here is someone who is going to continually challenge us. She didn’t have any contracting certifications, training, or a basic level understanding of the FAR. She brought the attitude of anti-complacency, which is what I needed for my team. Within one and a half to two years, she completed all her training and has continued to outperform, challenge bureaucracy, and push the team forward. Three years in, and I consider this to be one of my best hiring decisions; proving attitudinal and desired behavioral traits to be superior qualities to look for.

— Contracts Director, DOD

Story 4 - Fitting Into the Team

I had recently been hired by the Department of Homeland Security as a financial manager supervising a team of eight. Normally, this would be an exciting fresh start. However, there was one challenge, my previous job was the same role, but as a contractor. Sadly, as I converted, the contract was to expire. As awkward as this was, it was my responsibility to hire the right people to replace my prior colleagues.

My hiring philosophy at the time was that anyone can learn to do the job, but not everyone will enjoy it. So, I wanted to find those people who have the personality to actually enjoy working with me, and then working with me and the first person hired, and then... well, you get it. The outcome was a team that was down for whatever and had a thirst for learning and solving problems together. I didn’t know it at the time, but fundamentally what I was in search of was the right attitude and behavior, nurtured by an enjoyable team environment. Putting this team together remains one of the most rewarding experiences of my career, and I hope being part of it was as rewarding for them.

— Financial Manager, Department of Homeland Security

Story 5 - Lessons From a Mentor

About 15 years ago, I was having a conversation with a GS-15 who had 35+ years of experience working for the DOD. We were discussing his philosophies on hiring. He told me that throughout the interview process, he is always trying to find a person with great soft skills. Traits such as: do they seem like they are a good communicator, a team player, a self-starter, hard worker, easy to get along with, and are they someone who can accept constructive criticism and use it to improve? At the end of the discussion he said, “You’ll note that I didn’t list one thing related to their contracting experience.”

He went on to tell me that he can teach anyone with those soft skills how to build a contract file, how to read/research the FAR, how to negotiate contracts, etc., but he could rarely, if ever, teach a person those soft skills. He then noted that he had worked with some of the most brilliant minds in his career, and if those brilliant people lacked soft skills, they generally didn’t turn out nearly as well as those that had the soft skills but lacked experience. Over the years, I have sat in many resource boards where people get very concerned about the experience level of an individual, but I’ve come to the conclusion that focusing on that is a mistake, just as my old boss said it was.

— Senior Employee, GSA
Story 6 - Frustration... A Candidate’s Journey

Mike was a fairly seasoned individual with an extensive military career and civilian experience at the senior manager and vice president levels in companies supporting both defense and civilian agencies. After a few years in the corporate world he was missing the sense of fulfillment that government service had brought him. He started to apply for GS positions using a base template resume that he tailored for each position. After a few months he had gotten several referrals but much less luck landing interviews. He reasonably assumed that they had a candidate in mind when they posted the position and understood that in the “real world,” networking often leads to positions, so he wasn’t taking it personally.

Finally, his dream job posted. It was a senior level business and industry liaison working with the exact agency he dreamed of working for. A few days after the position closed, Mike received the email from USAJobs, “You have been found eligible; your referral status will follow.” The gut punch came the next day, “You have not been referred.” A quick email to the point of contact and Mike had his answer. What egregious violation had prevented his referral to his perfect job? Why had this resume failed him despite getting other referrals to the same office, with the same format? Although Mike had listed his work as a vice president of operations for a healthcare company, he had not listed that he worked 40 hours per week.

If you are a hiring official, ruthlessly enforce meaningful requirements while injecting some common sense into the process. You don’t want to lose a great candidate because they failed to mention that as vice president they worked a full 40-hour week.

— Potential high performing employee

Story 7 - From National Champion to Air Force Champion

What started as an attempt to partner with Clemson University to secure internships for the summer ended up with a conversation about the character and leadership of one recently graduated football player. Jalen was a captain on the team, someone that everyone looked up to, and I got to see that firsthand when my boss Maj Gen Cameron Holt went down to Clemson to formally offer him a job.

Before the offer and event ever happened, the staff at Clemson raved about Jalen; his heart, his selflessness, and most of all his drive to succeed at the highest level. I knew he would be the perfect fit for Air Force contracting. The major general had just started his roadmap for the future of Air Force contracting with Mission-Focused Business Leadership, and a big push from him was recruiting the future force. He stated on multiple occasions that he was willing to go anywhere he needed in order to attract and hire the best talent. So, there we were, inside a massive football complex when Coach Dabo Swinney introduced the major general to speak in front of the team. Holt spoke for three minutes, coined Jalen, and welcomed him to the Air Force family.

Jalen spoke for 30 minutes about life after football, his desire to serve others, and his enthusiasm about becoming a civil servant in the Air Force. That ended with a thunderous standing ovation from the entire team. In that moment, I knew we hired an Air Force champion.

— MFBL, USAF
Story 8 - Treading Water

An interviewer relayed an experience she had interviewing one of our most successful interns. Dustin was interviewing for a contracting intern position straight out of college. Most candidates were likely to have some business experience as indication of their skills with writing and office software. Dustin’s only work experience was as a lifeguard during the summer from high school though college. The interviewer was seeking a candidate who would be able to complete the program and be capable of completing the rigorous training requirements. During the interview, Dustin described the educational requirements, the rigorous training required as a lifeguard, his concern for the lives of people, and his willingness to go the extra mile to do the right thing.

The interviewer was impressed by his commitment, education, and how he improved his lifeguarding skills over time. Convinced that these life-saving responsibilities would translate to his work ethic as a contracting intern, the interviewer did not view his lack of specific contracting experience as irrelevant or as a downfall. Instead, his lifeguarding experience was considered an important indicator of future behavior.

Dustin not only completed the program and the training but has successfully transitioned across agencies and across contracting career fields proving himself to be a valuable asset to any organization.

– Contracting Supervisor, DOD
CLOSING THOUGHTS AND RESOURCES

The Role of Technology

Technology can be a powerful way to both accelerate and amplify some of the techniques and approaches discussed. Gamification is becoming progressively more common as a method for evaluating behavioral traits. A great example is the “workstyle” game on Lensa.com (Note: this is a career finder website, so you are required to sign up using an email address). You play a game for eight minutes! Within that time, the artificial intelligence and learning technology understands behavioral traits using hundreds of samples-per-second about the candidate, and produces a report specific to the types of behavioral strengths and work style characteristics they demonstrate. The accuracy of the analysis is startling. Additionally, tools like HackerRank are being used to evaluate coding behavior/skills.

Whether hacking existing bureaucracy or finding better ways to analyze attitude and desired behavioral traits, technology can be a powerful ally… don’t forget to use it!

Helpful Tools & Acronyms

If you value the summary of information above, below are links to guides and additional resources to help inform your hiring process at a deeper level:

- Behavioral Interview Guide: Early Career Job Candidates
- STAR Method & Other Amazon Tips
- CAR METHOD FOR INTERVIEWS
  1. Circumstance,
  2. Actions taken by candidate, and
  3. Results of the actions taken by candidate.

HIRE A CANDIDATE WITH DIMPLES!

- Degree to which candidate exceeded expectations (High-Med-Low-N/A),
- Impact of the candidate’s contribution to the mission (High-Med-Low-N/A),
- Measure of the candidate’s willingness to take on greater responsibility (High-Med-Low-N/A),
- Proactive tendency of the candidate (High-Med-Low-N/A),
- Level to which the candidate accelerated skills, knowledge, or education to meet organizational needs (High-Med-Low-N/A),
- Extent to which the candidate is results or goal driven (High-Med-Low-N/A),
- Extent to which the candidate is able to obtain buy-in and influence others (High-Med-Low-N/A), and
- Situational improvement due to candidate’s actions (High-Med-Low-N/A).
EVALUATE PINSTRIPES

- Proactive (High-Med-Low-N/A),
- Interaction (High-Med-Low-N/A),
- Novel approach to problem-solving (High-Med-Low-N/A),
- Skills or knowledge expansion (High-Med-Low-N/A),
- Take on greater responsibility (High-Med-Low-N/A),
- Results-driven (High-Med-Low-N/A),
- Influence (High-Med-Low-N/A),
- Power of persuasion (High-Med-Low-N/A),
- Exceeded expectations (High-Med-Low-N/A), and
- Situational improvement (High-Med-Low-N/A).

Final Thoughts

The contracting career field has a bright future ahead. As our profession continues to evolve, our workforce will need to be prepared to adapt. New skills and experiences can be cultivated, but it will be critical to ensure that our workforce represents the right attitude and behavioral traits for success. Otherwise, the cost of failed hires will hold us back and limit our ability to pursue the best outcome for our career field and the stakeholders we serve.
REFERENCES


