

MASTER OF SCIENCE IN PROGRAM MANAGEMENT

RETENTION OF THE TECHNICAL EXPERTISE AT EDGEWOOD CHEMICAL BIOLOGICAL CENTER (ECBC)

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This thesis provides information regarding the retention of the technical expertise at the U.S. Army Edgewood Chemical Biological Center (ECBC). The information and data collected was derived from surveys and open-ended questions from 115 ECBC civilian employees. The open-ended questions were expanded upon by the author's own personal experience. The surveys identified areas of retention and sustainment of the unique technical areas the center provides for the DoD. The Command's main mission is to develop and acquire soldier support and nuclear, biological and chemical defense technology, systems, and services. With the decreased defense budgets and the retirement of key civilian personnel in core competency teams, a lot of the command's expertise may be vanishing.

KEYWORDS: ECBC, Technical Expertise, Retention, Civilian Workforce, Civilian Employees

IDENTIFICATION OF ORGANIZATIONAL FACTORS TO POSITIVELY MOTIVATE MEMBERS OF THE CIVILIAN WORKFORCE

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This thesis presents and analyzes survey data obtained from 115 DoD civilian employees of the U.S. Army Edgewood Chemical Biological Center (ECBC). The analysis identifies intrinsic and extrinsic motivational factors important to civilian employees and also identifies which of these factors civilian employees perceive to exist in the workplace. Survey responses, categorized by age and type of job, are analyzed to determine if there is a significant difference in the motivational needs and expectations of these segments of the workforce. Maintenance/hygiene factors present in the ECBC workplace are also identified. Recommendations supported by the motivational theories and the analysis are provided to ECBC management to improve civilian employee motivation.

KEYWORDS: Civilian Employee Motivation, Intrinsic Motivation, Extrinsic Motivation, Motivation, ECBC

