

## Abstract

This paper recommends how the Defense Agencies and Field Activities (DAFA) should consolidate efforts and reconfigure itself to better align their own missions with those of their customers and save the DoD money to spend on other projects. The DoD also should look to cut the DAFA budgets from a bottom-up approach and not a percentage slice across the top of all agencies.

We also explored and gathered data as to what DoD personnel in both the military departments and DAFA see as beneficial expansions and contractions of services. The COVID-19 pandemic has forced the federal government to rethink the work environment. DoD must invest more in IT technology and allow commands flexibility to accomplish their missions as more disruptive events will occur in the future. Integrated DoD systems and in-house resourcing will be key to creating a new environment that provides for pandemic precautions and is yet nimble enough to continue the mission. Our survey supports the idea that the mission is now sometimes possible to accomplish by other means than travel. The data shows that DoD could reduce its physical footprint by moving towards needs-based congregation, personnel, and facility sharing.

Table 3. Total Federal Employment

(as measured by full-time equivalents)

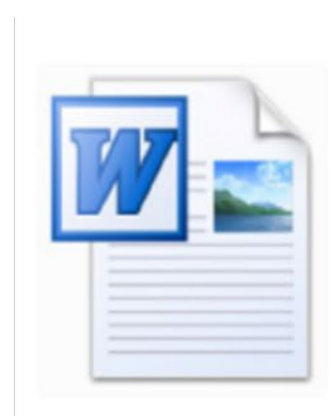
Description	2019 Actual	2020 Estimate	2021 Estimate	Change: 2019 to 2020	
				FTE	Percent
<b>Executive Branch Civilian</b>					
All Agencies, Excluding Postal Service	2,085,496	2,206,137	2,172,433	-33,704	-1.6%
Postal Service <sup>a</sup>	583,573	585,682	578,984	-6,698	-1.2%
Subtotal, Executive Branch Civilian	2,669,069	2,791,819	2,751,417	-40,402	-1.5%
<b>Executive Branch Uniformed Military</b>					
Department of Defense <sup>b</sup>	1,363,348	1,350,264	1,356,861	6,597	0.5%
Department of Homeland Security (USCG)	42,588	50,230	50,511	281	0.6%
Commissioned Corps (DOC, EPA, HHS)	6,480	6,532	6,626	94	1.4%
Subtotal, Uniformed Military	1,412,416	1,407,026	1,413,998	6,972	0.5%
<b>Total, Executive Branch</b>	<b>4,081,485</b>	<b>4,198,845</b>	<b>4,165,415</b>	<b>-33,430</b>	<b>-0.8%</b>
<b>Legislative Branch<sup>c</sup></b>	<b>31,182</b>	<b>31,877</b>	<b>32,221</b>	<b>344</b>	<b>1.1%</b>
<b>Judicial Branch</b>	<b>32,973</b>	<b>33,716</b>	<b>34,143</b>	<b>427</b>	<b>1.3%</b>
<b>TOTAL</b>	<b>4,145,640</b>	<b>4,264,438</b>	<b>4,231,779</b>	<b>-32,659</b>	<b>-0.8%</b>

Federal Workforce in CY 19, 20, and 21

## Methods



Inventory of Contracted Services



Questionnaire



Recommendations

- Used exploratory, qualitative research approach, incorporating a review of relevant reports, such as from the GAO and other government literature.
- Conducted interviews with stakeholders through questionnaires and phone calls, and analyses of relevant data on service contracts, internal processes, and budgets.
- Utilizing descriptive statistics to indicate where DAFA FTES can replace outside contractors.

## Results

- For every dollar that the DoD spent on actual labor in outside services it had to spend another \$2.10 in OH that only marginally benefits the contract. In other words, \$128.5 billion is on overhead as opposed to \$61.2 billion in labor on all of its service contracts, all the while the DoD labor is underutilized. DoD should create a more flexible labor and optimize its work capacity first before acquiring outside services.

There are seven implementations that could be taken in DAFA in order to improve efficiencies and optimize DAFA work capacity, with or without budget cuts:

- Agency - Facilities Mergers & Formations
- Agency and Facilities Closures
- Agency Mission Expansions
- Service Expansions
- Service Privatization
- Service Enhancements
- IT Enhancements
- Contingency Response Force

