

Fiscal Year (FY) 2021 Budget Estimates

Operation and Maintenance, Defense-Wide Washington Headquarters Services



February 2020

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**Washington Headquarters Services
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates**

**Operation and Maintenance, Defense-Wide Summary (\$ in thousands)
Budget Activity (BA) 4: Administrative and Service-Wide Activities**

	FY 2019	Price	Program	FY 2020	Price	Program	FY 2021
	<u>Actuals</u>	<u>Change</u>	<u>Change</u>	<u>Enacted</u>	<u>Change</u>	<u>Change</u>	<u>Estimate</u>
WHS	437,744	7,580	-132,893	312,431	3,678	24,182	340,291

* The FY 2019 Actual column includes \$6,466.0 thousand of FY 2019 OCO Appropriations Funding (P.L. 115-245).

* The FY 2020 Enacted column excludes \$6,331.0 thousand of FY 2020 OCO Appropriations Funding (P.L. 116-93).

* The FY 2021 Estimate column excludes \$1,997.0 thousand of FY 2021 OCO Appropriations Funding.

I. Description of Operations Financed: The Washington Headquarters Services (WHS) is the enterprise shared service provider for the Office of the Secretary of Defense (OSD) and the Department of Defense (DoD). The WHS delivers exceptional customer service with greater performance at lower cost, providing more than 80 essential services across the DoD and U.S. Government, enabling each entity to fulfill their missions more effectively. The WHS services are organized into three main functional areas: People, Business Services, and Facilities, which are supported by various operational areas throughout the organization. The WHS enables centralized operational support functions to maximize efficiency, while adopting a business model based on the following programs:

Human Resources: The WHS provides human resource services for executive, political, military and civilian personnel. These services and functions include: employee benefits; administration of the Drug-Free Workforce Program; advisory services on staffing activities; classification and management advice on compensation; external recruitment efforts; workforce development; awards and incentive programs; and labor and management employee relations services. The Human Resource Directorate (HRD) enables WHS to provide the necessary level of executive and political personnel support for its client base which includes: the OSD; the Military Departments; the Defense Agencies and

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I. Description of Operations Financed (cont.)

Field Activities; the National Security Council; the White House Support Group; state, local and academic institutions; and other executive agencies and legislative bodies. These programs also enable WHS to serve its OSD and Fourth Estate customers with high demand services such as the hiring of consultants and highly qualified experts (HQE), and Intergovernmental Personnel Act (IPA) assignments. The HRD provides HR policy guidance and voices HR concerns for all the Defense Agencies and DoD Field Activities as a voting member of the DoD Civilian Personnel Policy Council. These representative and liaison duties provide a venue through which the CMO communicates and translates the Secretary's agenda into policy. The Senior Executive Management Office (SEMO) manages all political appointments for the DoD. Additionally, the SEMO manages the executive resources, staffing, and performance management for the Senior Executive Service, Scientific and Professional, Senior Level, and Intelligence Executive Positions within the Fourth Estate. The Military Personnel Division provides military personnel support services to OSD, WHS, Military Departments, White House, and select Defense Agencies and Field Activities.

Financial Management: The WHS provides planning, programming, budgeting, execution (PPBE) and accounting services for WHS, OSD, and assigned DoD agencies, designated offices, programs, and task forces. The Financial Management Directorate (FMD) oversees approximately \$10 billion in general and revolving funds annually for WHS and its customers and ensures financial transparency and consistency in identifying, analyzing, and developing funding solutions. Additionally, the FMD manages key functions to include developing the Program Objective Memorandum (POM), Budget Estimates Submission (BES), and President's Budget (PB); funds distribution and certification; direct treasury disbursement; financial reporting; civilian pay management; and leading the transition

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I. Description of Operations Financed (cont.)

from audit readiness to audit sustainment. The WHS is leading the Chief Management Office (CMO) efforts to achieve full audit readiness in support of OSD. In FY 2018, WHS migrated its Enterprise Resource Planning (ERP) tool to the Defense Agencies Initiative (DAI). The DAI is a critical DoD effort to modernize Defense Agency financial management capabilities and is intended to transform the budget, finance, and accounting operations and achieve accurate and reliable financial accountability and statements. The DAI solution will assist WHS in achieving audit sustainment by facilitating an auditable Universe of Transactions (UoT).

Facilities and Installation Management: The WHS provides facilities support in the National Capital Region (NCR) for a customer base of approximately 64,000 civilian and military personnel, including OSD, the Joint Staff, the Military Departments, Defense Agencies, and Field Activities. Customers occupy approximately 14.6 million square feet of office space in approximately 116 buildings, including the Pentagon Reservation, the Mark Center campus, the Raven Rock Mountain Complex (RRMC), and approximately 82 other federal and commercial buildings.

The Raven Rock Mountain Complex provides support to enable the execution of DoD mission essential functions in accordance with continuity of operations plans. Facility and installation services include space management, facility operation, maintenance, repair and alteration, construction, custodial, physical security, property management, safety, health, environmental management, fire protection and other support services. The WHS has undertaken a space reduction initiative with the goal of maximizing efficiencies and reducing the leased space portfolio cost. The WHS has consolidated and released leased locations and optimized the occupancy and efficiency of government-owned facilities such

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I. Description of Operations Financed (cont.)

as the Mark Center. This includes space modification and consolidation for customers previously utilizing leased space facilities. In addition, WHS Services manages the DoD Headquarters Military Construction (MILCON) and the Capital Improvement (CIP) Program for the Pentagon Reservation.

Washington Headquarter Services (WHS) Operations: The WHS provides program management, administrative, and operational services to sustain and meet new administration and regulatory requirements; supports administration transitions; and provides executive support services to the OSD and its principal staff; provides administrative and logistical support for Presidential, Congressional, and DoD chartered Boards, Commissions, and Task Forces (BCTF). In addition, WHS Maintains an Enterprise Performance Management Program, which provides corporate-level standard processes and business tools to systematically measure and analyze performance across the WHS enterprise. The program enables WHS to sustain and improve service level standards to ensure transparency, collaboration and cooperation, improving efficiency and performance. It provides the CMO and WHS strategic communications support to include events management and WHS website development and maintenance. It also provides the WHS mission assurance activities, the DoD issuance program, security/auto/mandatory declassification reviews of documents, legal services, and employee focused enterprise activities such as the DoD Mass Transit Subsidy Program and Interactive Customer Evaluations. Recurring resources are provided for the Department's reimbursement for the administrative and personnel cost of the regional Federal Executive Boards.

WHS Operations also provides acquisition planning, technical guidance, business strategy development and historical and library services for all programs. It provides executive

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I. Description of Operations Financed (cont.)

level advice and assistance on procurement and contracting matters to OSD, the Pentagon Force Protection Agency (PFPA), and WHS to include the immediate staff of the Secretary of Defense and Deputy Secretary of Defense in meeting long-range goals and objectives utilizing advanced state of the art business strategy and practices. The WHS Acquisition Directorate (AD) is the Single Enterprise Contracting Office (SECO), providing acquisition services to all OSD components, significantly reducing annual OSD contracting costs. The Acquisition Directorate plans, coordinates, and manages procurement programs essential to the mission of the Chief Management Officer (CMO), which includes WHS and PFPA. The AD procures a wide range of supplies and services, valued at over \$1.46 billion annually, in support of its customers' mission and encompassing major construction projects; information technology; commodities; grants, professional and other services. The WHS also provides direct historical support to OSD to include, but not limited to, the Secretary of Defense and Deputy Secretary of Defense, by publishing the history of OSD in books and monographs, and coordinating with the history programs of the Joint Staff and the Services. It provides professional library research expertise and manages defense-related information resources critical to the activities of the OSD staff and the DoD community.

The Defense Digital Service (DDS) was established to apply best-in-class private sector practices, skills, and technology to transform the way software products are developed and delivered for the DoD. Currently, DDS is tasked with examining the way the Department works with a variety of digital services and to think more deliberately and innovatively about how the department advances information technology and implementation practices and policies. The DDS performs its mission by working closely with DoD stakeholders and other government entities, focusing on targeted projects that advance

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I. Description of Operations Financed (cont.)

critical DoD initiatives that support the wellbeing of Service members, civilian employees, and the core mission of the Department.

Compensation and Benefits: The WHS centrally manages its civilian compensation and benefits program that includes 583 direct funded civilian full-time equivalents (FTE).

Narrative Explanation of Changes from FY 2020 to FY 2021: Within the WHS, the DWR initiative identified savings that were made available for increased lethality across the Department. Additionally, the WHS took key steps in identifying areas where organizational realignment and streamlining could be optimized.

While the DWR was the primary initiative, it was complemented by the ongoing Major DoD Headquarters Activities (MHA) reviews as well as a continued focus on reforming the Department's business practices. The MHA review yielded \$2.5 million in savings and continues to have a net positive impact on the overall effectiveness of the OSD enterprise.

Furthermore, the request supports the Chief Management Officer's (CMO) FY 2018 - FY 2022 National Defense Business Operations Plan to improve and strengthen business operations by moving to DoD-enterprise or shared services; reducing the administrative and regulatory burden; optimizing organizational structures; maintaining audit sustainment; and improving the quality of budgetary and financial information available, all of which are essential tools required by Department leadership to manage the DoD and make prudent financial decisions regarding mission requirements. The WHS and PFPA are working in

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I. Description of Operations Financed (cont.)

concert with CMO guidance to validate and optimize current and future service acquisition requirements.

Overall, the FY 2021 President's budget request reflects a net increase of \$27.9 million, which consists of a price adjustment of \$3.7 million and a program increase of \$24.2 million. The details of these changes are included in Part III's programmatic increase and decrease statements.

II. Force Structure Summary:

N/A

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III. Financial Summary (\$ in thousands)

A. BA Subactivities	FY 2020						
	FY 2019 Actuals	Budget Request	Congressional Action			Current Enacted	FY 2021 Estimate
			Amount	Percent	Appropriated		
Compensation and Benefits	184,407	89,805	0	0.0	89,805	89,805	92,561
Defense Digital Service	4,113	4,549	0	0.0	4,549	4,549	4,344
Defense Innovation Unit Experimental	9,026	0	0	n/a	0	0	0
Facilities/Installation Management	181,078	174,869	-3,165	-1.8	171,704	171,704	184,395
Financial Management	12,234	8,960	-749	-8.4	8,211	8,211	9,785
Human Resources	10,893	8,126	0	0.0	8,126	8,126	6,684
WHS Operations	35,993	37,692	-7,656	-20.3	30,036	30,036	42,522
Total	437,744	324,001	-11,570	-3.6	312,431	312,431	340,291

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III. Financial Summary (\$ in thousands)

<u>B. Reconciliation Summary</u>	<u>Change</u> <u>FY 2020/FY 2020</u>	<u>Change</u> <u>FY 2020/FY 2021</u>
Baseline Funding	324,001	312,431
Congressional Adjustments (Distributed)	-10,000	
Congressional Adjustments (Undistributed)	-1,570	
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	312,431	
Fact-of-Life Changes (2020 to 2020 Only)		
Subtotal Baseline Funding	312,431	
Supplemental	6,331	
Reprogrammings		
Price Changes		3,678
Functional Transfers		-561
Program Changes		24,743
Current Estimate	318,762	340,291
Less: Wartime Supplemental	-6,331	
Normalized Current Estimate	312,431	

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III. Financial Summary (\$ in thousands)

<u>C. Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2020 President's Budget Request (Amended, if applicable)		324,001
1. Congressional Adjustments		-11,570
a. Distributed Adjustments		
1) Program Decrease - Insufficient Justification	-10,000	
b. Undistributed Adjustments		
1) Unjustified Growth (Across-The-Board Reduction to the Operation and Maintenance, Defense-Wide, Account	-1,197	
2) Budget Justification Inconsistency (Across-The-Board Reduction to the Operation and Maintenance, Defense- Wide, Account)	-373	
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2020 Appropriated Amount		312,431
2. War-Related and Disaster Supplemental Appropriations		6,331
a. OCO Supplemental Funding		
1) OCO	6,331	
3. Fact-of-Life Changes		
FY 2020 Baseline Funding		318,762
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2020 Estimate		318,762
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		-6,331
FY 2020 Normalized Current Estimate		312,431
6. Price Change		3,678
7. Functional Transfers		-561
a. Transfers In		
b. Transfers Out		
1) Compensation and Benefits - Transfer Fourth Estate Management Office (FEMO) from Washington Headquarters	-561	

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III. Financial Summary (\$ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
Services (WHS) to the Office of the Secretary of Defense/Chief Management Officer (OCMO) Transfers three Full Time Equivalents (FTE) and associated resources from the WHS to the OCMO. The FEMO will establish the OCMO as the single oversight authority for governance of Fourth Estate manpower resources and is in accordance with the Department's alignment of the OCMO as the total force manpower manager of the Defense Agencies and Field Activities. (FY 2020 Baseline: \$89,805 thousand; Baseline FTEs: 583; -3 FTEs)		
8. Program Increases		36,983
a. Annualization of New FY 2020 Program		
b. One-Time FY 2021 Increases		
c. Program Growth in FY 2021		
1) Projected program growth to DoD planned levels, which were subsequently removed in the Defense Wide Review.	11,338	
2) Raven Rock Mountain Complex Increase reflects additional funds for IT modernization and upgrades at the Raven Rock Mountain Complex (RRMC). Additional details can be provided at the classified level. (FY 2020 Baseline: \$0 thousand; Baseline FTEs: 0; +0 FTEs)	7,490	
3) Facility-Related Control Systems (FRCS) Project The increase funds a FRCS project to upgrade and replace the Pentagon Building Automated Control	5,503	

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III. Financial Summary (\$ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
System for heating, ventilation, and air conditioning (HVAC). The system is approaching the end of its service life, and upgrades are necessary to ensure cybersecurity and operability. (+0 FTEs)		
4) Compensation and Benefits - Repricing The increase in the Average Annual Civilian Salary Cost reflects the proper pricing of the OSD civilian personnel program that recalculates the AAR based on actual execution and accounts for the under budgeted AAR in FY 2020, portion of the Pay Raise that is above the national average, step increases and increased Federal Employee Retirement System (FERS) contributions. (FY 2020 Baseline: \$89,805 thousand; Baseline FTEs: 583)	4,678	
5) Pentagon Rent The increase reflects additional funds for Pentagon Reservation Maintenance Revolving Fund Operations and WHS Enterprise Performance Management.	4,544	
6) DWR: Transfer the DPMO, LDTA, and miscellaneous payments to Services and other DFAS efficiencies.	1,554	
7) Front-End Acquisition System The increase funds the development and sustainment of a frontline acquisition system that offers a collaborative space to assist in the streamlined development of acquisition packages. The system will improve the speed, accuracy, and tracking of the acquisition process by streamlining the front-end package generation process. (FY 2020 Baseline: \$0 thousand; Baseline FTEs: 0; +0 FTEs)	969	

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C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
8) Compensation and Benefits - Performance Awards In accordance with OMB Circular No. A-11, Section 32.1 on Personnel, Compensation, Benefits and Related Costs, this increase for civilian pay awards spending reflects an increase of 1 percentage point of the non-SES/SL/ST salary spending from FY 2020 to FY 2021. (FY 2020 Baseline: \$89,805 thousand; Baseline FTEs: 583; +0 FTEs)	689	
9) Executive Service Directorate The increase reflects funds allotted for updating the compliance system and DoD-Internal Information Collections Information System which will allow Directives Division (DD) to facilitate, track, maintain, capture, report, and reduce duplication on DoD internal collections.	218	
9. Program Decreases		-12,240
a. Annualization of FY 2020 Program Decreases		
b. One-Time FY 2020 Increases		
c. Program Decreases in FY 2021		
1) DWR - Reduces Support to Commissions Decrease reflects a reduction in services provided by WHS for Boards Commission and Task Forces, 4 FTEs and associated funding reflects the elimination of support to commissions. (FY 2020 Baseline: \$8,905 thousand; Baseline FTEs: 583; -4 FTEs)	-3,000	
2) Compensation and Benefits - Major DoD Headquarters Activities (MHA) WHS continues efforts to reduce the size of the headquarters staff by more efficiently managing human	-2,475	

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C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
resources, finance, health services, travel, and supplies. In support of the DoD reform agenda and Major Headquarters Activities reductions, WHS has reduced 15 FTEs and associated funding. (FY 2020 Baseline: \$89,805 thousand; -15 FTEs)		
3) DWR - Compensation from External Agencies The decrease reflects the elimination of WHS support to external agencies for Personnel Security Investigations for Congressional staff and all other external agencies. This funding represents WHS's reimbursement to DCSA for the performance of these investigations. WHS will continue to support Congressional staff and external agencies on a reimbursable basis.	-2,300	
4) DWR - Facility Operations Savings Decrease reflects the elimination of the Pentagon Library facility, reduction in janitorial and landscaping services, and reduced utility usage at the Pentagon Reservation. This reduction reflects estimated savings for both OSD and WHS, as WHS pays the bill for both components. (FY 2020 Baseline: \$0 thousand; Baseline FTEs: 0; +0 FTEs)	-1,689	
5) DWR - Reduce Support to PFFPA Activities Decrease reflects reduced cost share for PFFPA activities at the Pentagon Reservation. This reduction reflects savings for both OSD and WHS, as WHS pays the bill on behalf of both components.	-1,330	
6) DWR: Transition Enterprise Resource Planning Systems Investments to the Services	-1,091	

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases

7) Compensation and Benefits - One Less Compensable Day
The reduction of funding is the result of one less
compensable day for FY 2021. The number of
compensable days changes from 262 in FY 2020 to 261
in FY 2021. (FY 2020 Baseline: \$89,805 thousand;
Baseline FTEs: 583; +0 FTEs)

Amount

-355

Totals

FY 2021 Budget Request

340,291

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IV. Performance Criteria and Evaluation Summary:

The WHS is the designated shared service provider for the OSD, DoD components, and specified offices in the NCR. The WHS delivers full-spectrum services and facilitates our Mission Partners' success, serving as a force multiplier to enable business practices for greater performance and affordability. The following identifies some of the more significant indicators for WHS Operation and Maintenance activities:

Facilities Services Directorate (FSD): Provides comprehensive lifecycle facility stewardship for ~56,000 tenants in 15 million square feet (SF) of space in the NCR and manages DoD-occupied General Services Administration (GSA) - controlled space in common support facilities throughout the NCR. Supports the OSD, Fourth Estate, and Military Departments. Key performance indicators FSD uses to evaluate, adjust, and improve business processes include: Leased Space Portfolio and Transit Program

The DoD Leased Space Portfolio reflects the amount of leased space utilized by the DoD customers in the NCR. FSD manages ~66 leased buildings that support ~22,500 tenants. Reducing the leased space is a government-wide priority. The leased square footage and the number of buildings leased indicates the progress made towards reducing space leased in the DoD portfolio. We'll continue to explore additional opportunities for efficiencies within NCR leased and owned space and optimize occupancy of all WHS facilities.

The FSD manages applications for mass transit subsidies within the NCR for the Military Departments and many department-wide agencies, managing over ~40 thousand applications annually. Timely processing of applications is important to ensuring that DoD employees in the NCR have access to mass transit to move throughout the NCR.

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IV. Performance Criteria and Evaluation Summary:

	<u>FY 2019 Actuals</u>	<u>FY 2020 Enacted</u>	<u>FY 2021 Estimate</u>
OSD and WHS occupied SF - Rent requirement (Pentagon, Mark Center, and leased space)	2,103,511	2,072,608	*2,005,867
DoD Leased Space Portfolio within the NCR			
*Projected Number of buildings managed	73	*66	*68
SF within the leased space portfolio	5,074,725	5,002,724	5,350,758

Note: The FY 2019 increase is due a temporary space requirement for the USD(I) and WHMO. The change in FY 2020 is due to leased space reduction.

DoD Mass Transit Benefits Program (Military Departments and 32 DoD Components to include Defense Agencies and DoD Field Activities)			
Number of applications	44,443	44,658	44,872
Application reviews completed within 7 days (Goal: 90%)	99%	99%	99%

Human Resources Directorate (HRD): Provides comprehensive human resource and personnel security services to OSD and specified Defense Agencies, DoD Field Activities, the White House, the National Security Council, and Congress. Key performance indicators HRD uses to evaluate, adjust, and improve business process include:

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IV. Performance Criteria and Evaluation Summary:

Approved FY21 DoD Annual Performance Plan - WHS Performance Measures

- Average Time to Hire General Schedule (GS) 15 and below or equivalent employees
- Average Time to Hire Senior Executive Services (SES) employees
- Percentage of personnel actions processed before respective payroll cut-off date

The HRD took control of processing HR transactions from our former business partner in FY 2018. The metrics show that HRD continues to meet OPM mandated Senior Executive Service (SES) hiring package submission standards and continues to make progress at reducing the time it takes to hire General Service (GS) staff. Reducing the number of days it takes to onboard SES and GS members is a DoD priority, specifically for the CMO. In FY 2019, HRD exceeded the OPM time-to-hire standard for GS-15 and below or equivalent by 3 days.

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IV. Performance Criteria and Evaluation Summary:

	<u>FY 2019 Actuals</u>	<u>FY 2020 Enacted</u>	<u>FY 2021 Estimate</u>
<i>Time-to-Hire</i>			
*Number of closed hiring actions for SES	18	60	100
Average number of days to close SES hiring actions	78	125	120
Number of closed hiring actions for GS-15 and below or equivalent	977	906	920
Average days to close GS-15 below hiring actions - excluding hiring freeze (OPM Goal: 80 days)	77	70	65
<i>Notice of Actions (NOAs)</i>			
**Number of closed personnel actions for GS-15 and below or equivalent	18,400	17,000	17,500
Percentage of personnel actions processed before respective payroll cut-off date	12 days	95%	97%

Financial Management Directorate (FMD): Provides planning, programming, budgeting, execution, and accounting services for WHS, OSD and assigned DoD agencies, designated offices, program and task forces; overseeing approximately \$10 billion in general and

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IV. Performance Criteria and Evaluation Summary:

revolving funds annually. The FMD ensures financial transparency and consistency in identifying, analyzing, and developing funding solutions; manages key functions to include developing POM, BES, and PB; funds distribution and certification; direct treasury disbursement, financial reporting; civilian pay management; and leading the transition from audit readiness to audit sustainment; and maintains quality, efficiency, and effectiveness of financial operations through the delivery of timely, accurate, and reliable products and services. Key performance indicators FMD uses to evaluate, adjust, and improve business processes include:

Budget Execution Obligation Requests (BEOR) - with a goal of processing 90 percent of all obligations within 3 business days, FMD is making progress in this requirement. The BEOR goal assures obligations are processed in a timely manner and assists WHS in reaching the 80/20 rule: a statutory limitation concerning year end obligation.

Treasury Direct Disbursements (TDD) - FMD has reached the goal of processing 75 percent of disbursements within 6 days of scheduled payment date. The TDD goal assures all payments are made in a timely manner, thus reducing late payments and their associated interest payments. Additionally, efficient processing assists WHS in obtaining discounts when permitted within contracts; saving funds for organizational priorities.

Civilian Payroll (CP) - FMD certifies timecard for OSD, WHS, PFPA, U.S. Court of Appeals for the Armed Forces, Defense Legal Services Agency, and Defense Test Resource Management Center. The FMD has achieved its goal of certifying 90 percent of all Civilian timecards before the specified due date for each payroll period; thus assuring all civilian employees are paid correctly in a timely manner.

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IV. Performance Criteria and Evaluation Summary:

	<u>FY 2019 Actuals</u>	<u>FY 2020 Enacted</u>	<u>FY 2021 Estimate</u>
<i>Budget Execution Obligation Requests</i>			
Number of obligations processed	9,761	8,986	8,900
Obligations processed within 3 business days (Goal: 90%)	83%	85%	91%
<i>Treasury Direct Disbursement (TDD)</i>			
Number of disbursements processed	8,453	7,782	7,800
Disbursements processed within 6 days of scheduled payment date (Goal: 75%)	83%	85%	90%
<i>Civilian Payroll</i>			
Number of active employees in payroll (per pay period)	5,151	5,111	4641
Payroll certified before due date (Goal: 90%)	99%	99%	99%
<i>Training Request</i>			
Number of training requests (SF-182)	606	601	601
Training requests (SF-182) processed within 7 days (Goal: 90%)	98%	99%	98%

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IV. Performance Criteria and Evaluation Summary:

Executive Services Directorate (ESD): Provides comprehensive knowledge management, information security, and visual information services to the OSD. Executes FOIA, Privacy, Records Management, and DoD Issuance programs on behalf of the Department. Manages Government Accountability Office (GAO) engagements and the Department's responses to DoD Inspector General recommendations. Supports the OSD, Fourth Estate, Military Departments, Department of State, Central Intelligence Agency, Department of Homeland Security, Department of Energy, Department of Justice, Federal Bureau of Investigation, National Archives and Records Administration, and the White House. Key performance indicators ESD uses to evaluate, adjust, and improve business processes includes the following:

The ESD is required by an Executive Order 13526 (Section 3.5) to provide the public access to classified records cleared for public release, if requested by the public. The goal is designed to provide timely access to previously classified records to the public, specifically from the OSD and Joint Staff.

The ESD is assigned to review OSD issuances to ensure that they are necessary and applicable to the current requirements. The goal is to streamline Department requirements to reduce the implementation burden on the DoD community, and to put policy and guidance into effect rapidly and efficiently.

The DoD is required to respond to GAO reports submitted to Congress within the required suspense date in the GAO report. The ESD goal is intended to ensure that the Department effectively responds to these reports efficiently.

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IV. Performance Criteria and Evaluation Summary:

Documents designated for release by the Department are reviewed to ensure that the information released does not contain classified or sensitive data prior to release to the public. The goal ensures that the review is completed and documents are released securely and within a designated suspense.

	<u>FY 2019 Actuals</u>	<u>FY 2020 Enacted</u>	<u>FY 2021 Estimate</u>
Mandatory Declassification			
Number of cases closed	2,000	2,000	2,000
Cases closed within executive order requirements (Goal: 90%)	99%	100%	99%
DoD Issuances/Directives			
Number of completed compliance reviews	850	950	1,100
Directives Division compliance reviews completed within 20% of suspense in workdays (Goal: 90%)	87%	92%	95%

NOTE: In FY 2019, an effort began to provide a sustained review of issuances to improve their accuracy. Every issuance will be reviewed at least once every 5 years.

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IV. Performance Criteria and Evaluation Summary:

	<u>FY 2019 Actuals</u>	<u>FY 2020 Enacted</u>	<u>FY 2021 Estimate</u>
U.S. Government Accountability Office (GAO) Audit			
Number of DoD comments to GAO final reports submitted to Congress	60	60	60
DoD comments to GAO final reports submitted to Congress within suspense (Goal: 90%)	94%	97%	98%
Prepublication/Security Review of DoD Documents for Public Release			
Number of cases received	4,100	4,100	3,350
Cases closed before statutory/issuance suspense (Goal: 90%)	97%	99%	92%

Acquisition Directorate (AD):

VISION: We help our customers achieve mission results, while empowering our people to reach their fullest potential. 100% Customer Focused.

Mission First,
People Always,
Results Driven!

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IV. Performance Criteria and Evaluation Summary:

MISSION: To be an essential mission partner and trusted advisor, providing innovative and agile contracting solutions throughout the acquisition life cycle as the Single Enterprise Contracting Office (SECO), serving a wide range of DoD customers.

PRIORITIES: Enable Customer Mission - Establish shared acquisition goals with customers.

Maintain a Quality Workforce - Recruit, train, and retain high quality professionals.

Foster Continuous Process Improvements - adopt innovative acquisition tools.

Cultivate a diverse DoD Vendor Base - non-traditional and small business.

The Acquisition Directorate (AD) plans, coordinates, and manages a wide range of supplies and services procurement programs, valued at over \$2 billion annually. AD is the single enterprise contracting office supporting acquisition services to all OSD components, WHS, the Pentagon Force Protection Agency, the Defense Security Cooperative Activity (DSCA) and the Armed Forces Retirement Home and more. Knowledge-based services, electronic communication services, and equipment account for more than 80 percent of AD's total obligations, providing a consistent capability to connect people and process information.

The metric tracks contract actions awarded measuring and providing insight into the types of contracts being awarded. AD also tracks and monitors the number of minority contract actions awarded to small businesses, and has determined that, at minimum, 37% of

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IV. Performance Criteria and Evaluation Summary:

contracts should be awarded to minorities. This metric showcases the volume of contracts awarded to small businesses.

	<u>FY 2019</u> <u>Actuals</u>	<u>FY 2020</u> <u>Enacted</u>	<u>FY 2021</u> <u>Estimate</u>
<i>Number of Contract Actions (Awards, Modifications, and Options Exercised)</i>	3,500	3,421	3,455
Number of Grants Awarded	31	29	29
Number of Leases Awarded	50	48	49
Number of Cooperative Agreements Awarded	33	31	31
<i>Small Business Contract Actions (Certified HUB Zone, Serviced-Disabled Veteran-Owned, Small Disadvantage Business, Woman-Owned)</i>			
Number of Contract Actions	1,503	1,483	1,498
Total Contracts Obligated (Goal: 37% of Total Contracts Obligated)	37%	37%	37%

WHS Immediate Office and Staff (IO & Staff): The IO & Staff coordinates, integrates, and synchronizes WHS activities, enhances process improvement focus on areas of importance to WHS leadership, and improves existing WHS provided shared services. The IO & Staff provides an enterprise-level of resources for WHS policy, analysis, communications, manpower, security services, enterprise performance management, operational services,

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IV. Performance Criteria and Evaluation Summary:

events management on behalf of the Secretary of Defense and the Chief Management Officer of the Department of Defense, as well as support to congressionally mandated Boards, Commissions, and Task Forces, all aimed to ensure program level activities remain focused on the WHS shared service mission. The IO & Staff also manages mandated programs to include Office of Equal Employment Opportunity Programs and Office of Small Business Programs.

Additionally, the IO & Staff is tasked with a number of security services to ensure the security of the customers it services to include briefings for individuals traveling overseas, classified indoctrinations, and secured facilities. The IO & Staff has set a goal that measures the number of security actions completed within assigned suspense's.

	<u>FY 2019 Actuals</u>	<u>FY 2020 Enacted</u>	<u>FY 2021 Estimate</u>
Security Services (to include Foreign Travel Briefings, Classified Indoctrinations, Sensitive Compartmented Information Facilities, Security Incident Investigations)			
- Number of security transactions completed	11,321	13,698	16,574
- Security transactions completed within suspense (Goal: 90%)	97%	95%	95%

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V. <u>Personnel Summary</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Change FY 2019/ FY 2020</u>	<u>Change FY 2020/ FY 2021</u>
<u>Active Military End Strength (E/S) (Total)</u>	<u>147</u>	<u>154</u>	<u>159</u>	<u>7</u>	<u>5</u>
Officer	45	44	49	-1	5
Enlisted	102	110	110	8	0
<u>Reserve Drill Strength (E/S) (Total)</u>	<u>43</u>	<u>1</u>	<u>1</u>	<u>-42</u>	<u>0</u>
Officer	38	0	0	-38	0
Enlisted	5	1	1	-4	0
<u>Reservists on Full Time Active Duty (E/S)</u>	<u>12</u>	<u>0</u>	<u>0</u>	<u>-12</u>	<u>0</u>
Officer	11	0	0	-11	0
Enlisted	1	0	0	-1	0
<u>Civilian End Strength (Total)</u>	<u>1,399</u>	<u>669</u>	<u>651</u>	<u>-730</u>	<u>-18</u>
U.S. Direct Hire	1,323	583	561	-740	-22
Total Direct Hire	1,323	583	561	-740	-22
Reimbursable Civilians	76	86	90	10	4
<u>Active Military Average Strength (A/S) (Total)</u>	<u>147</u>	<u>154</u>	<u>159</u>	<u>7</u>	<u>5</u>
Officer	45	44	49	-1	5
Enlisted	102	110	110	8	0
<u>Reserve Drill Strength (A/S) (Total)</u>	<u>43</u>	<u>1</u>	<u>1</u>	<u>-42</u>	<u>0</u>
Officer	38	0	0	-38	0
Enlisted	5	1	1	-4	0
<u>Reservists on Full Time Active Duty (A/S) (Total)</u>	<u>12</u>	<u>0</u>	<u>0</u>	<u>-12</u>	<u>0</u>
Officer	11	0	0	-11	0
Enlisted	1	0	0	-1	0
<u>Civilian FTEs (Total)</u>	<u>1,303</u>	<u>669</u>	<u>651</u>	<u>-634</u>	<u>-18</u>

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<u>V. Personnel Summary</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Change FY 2019/ FY 2020</u>	<u>Change FY 2020/ FY 2021</u>
U.S. Direct Hire	1,227	583	561	-644	-22
Total Direct Hire	1,227	583	561	-644	-22
Reimbursable Civilians	76	86	90	10	4
Average Annual Civilian Salary (\$ in thousands)	150.3	154.0	165.0	3.7	11.0
 <u>Contractor FTEs (Total)</u>	 <u>302</u>	 <u>183</u>	 <u>183</u>	 <u>-119</u>	 <u>0</u>

Changes from FY 2020 - FY 2021:

-15 FTE - Washington Headquarters Services (WHS) continues efforts to reduce the size of the headquarters staff by more efficiently managing human resources, finance, health services, travel, and supplies. In support of the DoD reform agenda and Major Headquarters Activities reductions, WHS has reduced 15 FTEs and associated funding.

-4 FTE - As part of the DWR the decrease of 4 FTEs and associated funding reflects the elimination of support to commissions.

-3 FTE - Transfer of 3 FTE and associated resources from the Washington Headquarters Services (WHS) to the Office of the Chief Management Officer (OCMO). The Fourth Estate Management will establish the OCMO as the single oversight authority for governance of the Fourth Estate manpower resources. This authority is in accordance with Deputy Secretary of Defense's memorandum dated June 06, 2017, "Total Force Manpower Governance for the Office of the Secretary of Defense, Defense Agencies, and Defense Field Activities.

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VI. OP 32 Line Items as Applicable (Dollars in thousands):

<u>OP 32 Line</u>	<u>FY 2019</u> <u>Actuals</u>	<u>Change</u> <u>FY 2019/FY 2020</u>		<u>FY 2020</u> <u>Enacted</u>	<u>Change</u> <u>FY 2020/FY 2021</u>		<u>FY 2021</u> <u>Estimate</u>
		<u>Price</u>	<u>Program</u>		<u>Price</u>	<u>Program</u>	
101 Exec, Gen'l & Spec Scheds	184,165	4,947	-99,497	89,615	1,380	1,166	92,161
103 Wage Board	5	0	-5	0	0	0	0
107 Voluntary Sep Incentives	234	7	-51	190	3	207	400
121 PCS Benefits	6	0	-6	0	0	0	0
199 Total Civ Compensation	184,410	4,954	-99,559	89,805	1,383	1,373	92,561
308 Travel of Persons	2,926	57	-1,806	1,177	24	-102	1,099
399 Total Travel	2,926	57	-1,806	1,177	24	-102	1,099
671 DISA DISN Subscription Services (DSS)	3,178	-274	-2,904	0	0	0	0
672 PRMRF Purchases	144,654	904	4,138	149,696	0	12,393	162,089
680 Building Maint Fund Purch	0	0	16,891	16,891	0	1,425	18,316
696 DFAS Financial Operation (Other Defense Agencies)	5,542	12	-830	4,724	1,267	-528	5,463
699 Total DWCF Purchases	153,374	642	17,295	171,311	1,267	13,290	185,868
912 Rental Payments to GSA (SLUC)	13,786	276	-13,812	250	5	-5	250
913 Purchased Utilities (Non-Fund)	662	13	-575	100	2	3	105
914 Purchased Communications (Non-Fund)	527	11	-538	0	0	0	0
915 Rents (Non-GSA)	1,774	35	-1,478	331	7	0	338
920 Supplies & Materials (Non-Fund)	4,113	82	1,419	5,614	112	1,001	6,727
921 Printing & Reproduction	1,200	24	-1,224	0	0	0	0
922 Equipment Maintenance By Contract	553	11	-564	0	0	0	0
923 Facilities Sust, Rest, & Mod by Contract	12,956	259	-6,419	6,796	136	3,231	10,163
925 Equipment Purchases (Non-Fund)	3,316	66	-789	2,593	52	-947	1,698
932 Mgt Prof Support Svcs	40,962	819	-24,454	17,327	347	4,857	22,531
933 Studies, Analysis & Eval	1,637	33	-1,334	336	7	-5	338
934 Engineering & Tech Svcs	4,191	84	-4,275	0	0	0	0
936 Training and Leadership Development (Other Contracts)	0	0	143	143	3	1	147

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<u>OP 32 Line</u>	FY 2019 <u>Actuals</u>	Change <u>FY 2019/FY 2020</u>		FY 2020 <u>Enacted</u>	Change <u>FY 2020/FY 2021</u>		FY 2021 <u>Estimate</u>
		<u>Price</u>	<u>Program</u>		<u>Price</u>	<u>Program</u>	
937 Locally Purchased Fuel (Non-Fund)	125	-1	-124	0	0	0	0
951 Other Costs (Special Personal Svc Pay)	412	0	-412	0	0	0	0
959 Other Costs (Insurance Claims/Indmnties)	5	0	-5	0	0	0	0
960 Other Costs (Interest and Dividends)	180	4	-184	0	0	0	0
987 Other Intra-Govt Purch	2,701	54	4,985	7,740	155	-807	7,088
989 Other Services	6,506	128	-1,069	5,565	111	-1,073	4,603
990 IT Contract Support Services	1,428	29	1,886	3,343	67	3,365	6,775
999 Total Other Purchases	97,034	1,927	-48,823	50,138	1,004	9,621	60,763
Total	437,744	7,580	-132,893	312,431	3,678	24,182	340,291

- * The FY 2019 Actual column includes \$6,466.0 thousand of FY 2019 OCO Appropriations Funding (P.L. 115-245).
- * The FY 2020 Enacted column excludes \$6,331.0 thousand of FY 2020 OCO Appropriations Funding (P.L. 116-93).
- * The FY 2021 Estimate column excludes \$1,997.0 thousand of FY 2021 OCO Appropriations Funding.