

**Strategic Objective: Foster and encourage workforce initiatives that ensure employees are trained, engaged, and benefitting from a quality work life.**

**OVERVIEW:**

The DoD will go beyond optimization of the DoD total workforce mix to address critical support areas to allow Service members and civilians to focus better on mission by addressing quality of life of military and civilian personnel and their families, and providing critical skill training to prepare Service members to more effectively participate in and support coalition and alliance operations. To accomplish this goal, DoD is initiating efforts to provide and maintain quality housing for military members and their families through a combination of privatization and military construction.

**Performance Indicators:**

<b>DoD STRATEGIC GOAL #3: STRENGTHEN AND ENHANCE THE HEALTH AND EFFECTIVENESS OF THE TOTAL WORKFORCE</b>			
<b>Performance Goals</b>	<b>Performance Measure Indicators</b>	<b>Prior Year Results</b>	<b>FY15 Results</b>
<b>Strategic Objective (SO) 3.2: Foster and encourage workforce initiatives that ensure employees are trained, engaged, and benefitting from a quality work life.</b>			
PG 3.2.1: The DoD will maintain at least 90% of worldwide government-owned Family Housing inventory at a facility condition index of 80% or more. (USD (AT&L))	% of world-wide government- owned Family Housing inventory at a facility condition index of 80% or more.	FY11 Actual: 81.5% FY12 Actual: 78% FY13 Actual: 79% FY14 Actual: 66%	FY15 Target: 80% <b>FY15 Result: 70%</b>
PG 3.2.2: DoD will maintain at least 90% of the worldwide government-owned permanent party unaccompanied housing a facility condition index of 80% or more. (USD (AT&L))	% of the worldwide inventory for government-owned permanent party unaccompanied housing a facility condition index of 80% or more.	FY10-11 Actual: N/A FY12 Actual: 77% FY13 Actual: 86% FY14 Actual: 70.7%	FY15 Target: 80% <b>FY15 Result: 85%</b>
PG 3.2.3: In FY 2015, DoD will fund facilities sustainment at a minimum of 80% of the Facilities Sustainment Model (FSM) requirement. (USD (AT&L))	Average Facilities Sustainment Rate	FY10 Actual: 88% FY11 Actual: 83% FY12 Actual: 85% FY13 Actual: 86% FY14 Actual: 82%	FY15 Target: 80% FY15 Result: NA

*Department of Defense's Data Completeness and Reliability Statement—Fiscal Year 2015 Annual Performance Report*  
 Each Goal Owner has attested the performance results and narrative information included in this report is complete, accurate, and reliable; and that data validation and verification procedures are documented and available upon request.

## **Measuring our Progress**

### **FY 2015 APR Progress Update Family Housing / Unaccompanied Housing:**

The Department missed the goals to maintain at least 90 percent of the worldwide inventory of government-owned Family Housing (FH) and permanent party Unaccompanied Housing (UH) at a facility condition index (FCI) of 80 percent or more. But the UH performance of 85 percent exceeded the FY 2015 target of 80 percent. FH performance at 70 percent fell short of the FY 2015 target of 80 percent.

### **Areas of Significant Improvement / Challenge:**

Reduced funding for recapitalization and sustainment are the primary reasons why neither UH or FH performance DoD-wide is expected to meet the 90 percent goal by the end of FY 2021 (UH 85 percent and FH 80 percent). However, performance by the Services varies.

For UH, the Air Force achieved 99 percent performance in FY 2015, with a drop to only 94 percent expected by FY 2021. In FY 2015, the Marine Corps was only one percentage point below the goal, but in FY 2016 through FY 2021, it expects to maintain a performance of 90 percent. The Army anticipates performance will remain around 85 percent through FY 2021. With the Navy having the worst inventory of the Services (58 percent in FY 2015), they expect it will take until about FY 2040 to achieve a 90 percent performance.

For FH challenge is different in that almost all of the government-owned inventory is outside the U.S. FH maintenance in foreign countries has higher cost than in the U.S. and recapitalization and divestiture decisions take longer because of required coordination, and often funding, by the host nation. With these factors, only the Marine Corps in FY 2015, with a 95 percent performance, exceeded the goal, and it should remain above the goal by FY 2021. In FY 2015, the Army and Navy Performance were 73 and 72 percent, respectively. By the end of FY 2021, the Navy expects to meet the 90 percent goal, but the Army expects to fall short (84 percent). The Air Force faces the most significant FH challenge because of a large number of inadequate units in Okinawa, which kept performance at 71 percent in FY 2021.

### **Mitigation:**

With UH, the Services are facing reduced sustainment budgets throughout the POM, but placing greater emphasis on demolition and divestiture could help improve performance. For FH, a

recently approved funding plan for Okinawa will improve Air Force performance. Another positive is the FH recapitalization plan for Guam, which is the primary driver for the Navy achieving the 90 percent goal by FY 2021.

**Next Steps:**

Continue to press for increase recapitalization and sustainment funding, and keep focus on right-sizing the UH and FH inventories due to force structure.