

CREATING FULL TRANSPARENCY

in Defense Workforce Management



Chapter 1

Addressing the Lack of DoD Workforce Situational Awareness



GIGO (garbage in, garbage out) is a concept common to computer science and mathematics: the quality of output is determined by the quality of the input. So, for example, if a mathematical equation is improperly stated, the answer is unlikely to be correct.



70 percent of the DoD indicates that agencies track only some aspects of personnel activity.

Quite simply, without good data there is no way to make informed decisions. In combat, American forces enjoy unrivaled situational awareness in the form of sophisticated C4ISR data that makes them the most effective force in the world.

However, when the topic shifts to workforce management the situation is radically different. The Department of Defense suffers from a lack of situational awareness when it comes to workforce management. This lack of situational awareness is a threat to efficiency, readiness, and is especially vulnerable in today's tighter budgetary environment.

Currently, there isn't a unified view of the different classes of personnel – civilian, uniformed and contractor. Processes and program codes are also very different, with no ability to pull them all together for clear program and personnel visibility.

Building blocks need to be in place for situational awareness of the workforce – time and attendance for what personnel did, scheduling to get staff where they need to be, contractor tracking for auditing and budget alignment. The ultimate goal is about having the right people, at the right place at the right time and with the right qualifications.

There are good reasons why the DoD doesn't have visibility into workforce management issues, which includes constant engagements across the globe and dealing with onerous sequestration budget cuts among them. But, the lack of reliable, consistent, and integrated personnel data from the approximately two million defense personnel and 5+ million defense contractors prevents intelligent workforce decisions.

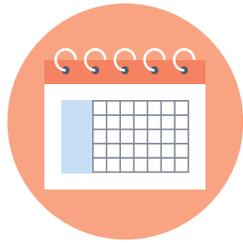
This current situation becomes even more of a painfully complex exercise to determine exactly how much money is being spent, and on what programs. When it comes to workforce management, the DoD is managing the workforce in the dark. This vulnerability was highlighted in a 2014 Government Business Council. [The survey found](#) that:

“With over 98 percent of defense leaders utilizing Contracted personnel in 2014, the DoD should have the ability to have a complete view of the projects personnel are involved in. The DoD should also be able to have a unified reporting process that is simple and clear.”

Situational awareness allows for intelligent decision-making so that resources are allocated as efficiently as possible. For example, take a standard military technology that was once considered new and



Time and Attendance



Scheduling



Contractor Tracking

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emerging — radar systems. With this solution the British won the Battle of Britain in World War II. This situational awareness allowed the RAF to do more with less, overcoming the Luftwaffe’s superior numbers. Situational awareness provided the data for intelligent decision-making and in this case, a victory that helped turn the tide of the war.

But, there is very little awareness today when it comes to DoD personnel. The lack of any single, integrated workforce management system remains a giant roadblock for intelligent workforce decision-making. The military has integrated its data inputs for field situational awareness, and the “unifying” technology for workforce management is the time card – it enables the collection of data necessary to make total force decisions. Time card data inputs afford the military a single consistent place for its entire workforce - civilian, uniform wearer and contractor employee – to enter information not just for payroll purposes but also for workforce management purposes.

Just like radar, there is situational awareness located in quality data. Tools such as automated and auditable time sheets and automated schedules enable personnel to get paid and to be assigned to the right projects. The issue today is that current processes are not uniform or automated. Many current methods are antiquated and are lacking in functional capabilities which are available in current off the shelf solutions.

Another major issue is contractor reporting.

Contractor data is often delivered through numerous versions of self-reporting; a method that in its current state is at best unreliable and unauditable. According to a 2014 survey more than [41 percent of all DoD contractors self-report time and attendance](#). The contractor who is self-reporting has the ability to provide what they want to report versus what should

be required. This style of self-reporting can be biased, riddled with errors, and even altered as needed. It’s a structure ripe for fraud, waste and abuse, and even more importantly, it prevents a holistic view of the performance of the defense workforce.

Over the years there have been many attempts to understand and quantify the DoD workforce management issues.

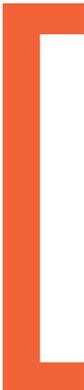
Third party firms have conducted surveys and studies over the years to analyze business processes and reporting structures, while never producing a comprehensive picture of how to fix the situation. Quite simply without a solid foundation of clean data to work with, these efforts stand no chance for success.

According to the Government Business Council:

“70 percent of the DoD indicates that agencies track only some aspects of personnel activity, but that the information varies and often does not include critical aspects like cost per employee, budgets or strategic objectives.”

“Most defense leaders surveyed (60 percent) indicate that their department/agency is unable to justify personnel reductions with objective personnel data, regardless of whether or not the employees in question work for the federal government.”

Civilian agencies provide an example of what it looks like to use time and attendance to improve workforce management. In December of 2010, [The Telework Enhancement Act](#) was signed into law to leverage technology for workforce efficiency. An electronic time and attendance process was put into place, through which federal workers who telework could also record what they worked on as part of their time-keeping process. This way, managers could certify on data and document performance.



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According to a Government Business Council report

This style of reporting could be added to existing workflows at DoD, offering improved workforce situational awareness. For example, by collecting the DoD contractor’s data in near-real time, agencies could have a way to validate the data and numbers, and draw reliable insights for contract negotiations. If the DoD used a consistent time and attendance solution for every type of personnel, this single step could become the best source for accurate reporting that would be easily accessible, factual, near real-time and, most importantly verifiable. In other words, data that could be transformed into actionable information.

As more clean time and attendance and scheduling data is collected from DoD personnel, the sheer volume of new information could become a centralized repository of labor analysis. This is where the divisions within the DoD could project trends and more fully understand financial requirements due to the wealth of

labor cost information. With this kind of quality data, the DoD can start to harness the benefits of big data analytics on their most expensive and most powerful line item...personnel.

What was once an unquantifiable trickle of unpredictable and highly questionable reporting could get transformed into a centralized data repository for personnel and budgetary labor cost planning built upon a solid foundation of rich and auditable data.

The current situational darkness around the DoD workforce management can be overcome with the deployment of unified and automated workforce management processes. In the following chapters, we will review these basic building blocks, the right resources for optimized scheduling and accountability, and how to continue to improve situational awareness with workforce data that makes for better decision-making.

Chapter 2

Time and Attendance – The Essential Foundation



While agencies and departments inside the DoD are currently collecting Time and Attendance (T&A) data, they are struggling to manage the immense amount of data collected on a regular basis.

It causes a lack of workforce visibility as well as command and control of total force due to the fact that there are so many different T&A systems in use today. The data effectively becomes stovepiped.

Incredibly, there are over 20 different kinds of T&A systems currently in use by the DoD. Each military force has its own process, and some departments can have three or more systems in place. One system could be tracking data for invoicing, with another system for Earned Value Management (EVM) and still another for premium pay. The data cannot be linked back to things such as budgets, job objectives, labor cost accounting on projects or cost per employee.

In many cases these are “home grown” systems that have sprung up to address the specific needs of a small group. The term for these types of non-repeatable, non-sustainable IT systems is “shadow IT,” and it’s a growing issue in government technology operations. In addition to preventing any kind of internal visibility, these systems inevitably require more of the IT budget to be allocated to maintenance of existing systems, rather than devoting funds to innovation or more capable solutions.

Moving to an automated, consistent process for T&A promises significant benefits for the DoD. For example, [Kronos offers a web-based T&A solution](#) that

was developed from the ground up for the Federal Government. It’s a rule-based solution that contains all the specific coding needed for public service, including Title 5, Title 38, 508 compliance, and it’s configurable to the unique work processes of the agency or department.

The data is clean and collected in a consistent manner, so capabilities such as premium pay or charging work to a specified account or project is readily available. Automation eliminates the problem of inconsistent and inaccurate T&A data entry. Pay is centralized and rules are stored on a single database. This means that supervisors can spend more time getting their work done, as opposed to getting the payroll right. Reports can also be generated from the application, or the data can be exported to a core financial system.

Kronos software allows for full visibility into the T&A process for supervisors and employees, explains Jonathan Mihok, Senior Consultant at Kronos.

“Not only is pay tracked accurately, but elements such as leave donor hours can be viewed in near real-time,” Mihok said. “A browser-based functionality and some mobile entry capabilities deliver great flexibility to the user, empowering the employee and freeing resources from reporting to performance. When additional needs arise, they can be addressed by turning on functionality via additional modules.”



"We also continually add new functionality into the base product, providing a continuous technology refresh," says Will Cunniffe, Practice Manager at Kronos. "That's a critical point, since static software can be out of date in as little as five years due to the rapid growth."

For example, the Office of Public Management recently required that four additional fields be added by federal pay providers to better report on telework. These sorts of directives from OPM are often seen as a kind of "unfunded mandate" by federal IT teams, but Kronos is able to help agencies easily make these changes without any infrastructure rebuilds or expensive updates to the system.

Kronos is a reliable and proven federal partner and has been supplying T&A services to government for more than 10 years, says Will Cunniffe, a Practice Manager with the company.

"We've learned a great deal over that period of time by listening to our government customers, and matching the software to the agency business process, not trying to do it the other way around," Cunniffe explained. "We also continually add new functionality into the base product, providing a continuous technology refresh. That's a critical point, since static software can be out of date in as little as five years due to the rapid growth of technologies like the cloud, mobile computing and biometrics."

The federal civilian side has seen the efficacy of an automated, consistent T&A system. More than 1.1 million federal employees currently use Kronos workforce solutions, roughly half of the agencies and many of the shared service providers. These agencies have full control of their data, there is no proprietary database required and they can use any analytic tool for reporting. The agency retains as much capability as they desire and there is no danger of vendor lock in. Organizations using our web-based product range in size from as small as 100 to some with over 300,000 personnel.

The existing T&A systems are familiar, well ingrained and numerous. There can be an institutional bias against being an early adopter of new technology. Executive buy-in can be difficult because too often T&A is seen as a purely administrative function that exists just to get people paid. And, as long as the checks go out, the perception is

that the status quo is acceptable. With American warfighters engaged in conflicts around the world, anything that seems administrative can often be given a lower priority.

The workforce darkness continues because there is no visibility to the fact that consistent, automated T&A is the data foundation for intelligent human capital management. Despite being an undervalued process, T&A could be a simple and easy change to the military's current lack of workforce situational awareness.

There are signs that awareness of this is growing, according to a [2014 Government Business Council study](#):

"Overall, defense leaders surveyed believe that near real-time tracking would provide a more comprehensive view of agency resources. In particular, they single out the ability to optimize workforce composition, increased contractor oversight, reduced waste and more accurate cost estimation as the most important benefits of near real-time tracking."

Eventually, this growing awareness will overcome the institutional challenges. That is how the customer base on the federal civilian side has grown to more than 1.1 million in the last 10 years. What usually happens is one agency decides the benefits of technological change are too promising to ignore, and goes with an automated solution. That group has demonstrated success increasing productivity and efficiency, and colleagues and peers hear about it. Those executives get new positions at other agencies and make the change there as well, and the process slowly builds up momentum.

The T&A process — inefficient and fragmented today — can be the foundation for the dramatic transformation of DoD total force workforce management. Especially in the current budgetary climate, there need to be more efficient and nimble processes. An automated and consistent T&A system can make all the difference when it comes to serving both the warfighter and the taxpayer.

Chapter 3

The Right Resources, Right Now: Optimized Scheduling to Save Lives



DoD agencies need to ensure the right personnel are in the right place at the right time for optimal performance. Whether civilian, uniformed or contractor, medical or public safety, scheduling manually is a time-consuming and inefficient approach for such a large, complex workforce.



A deputy fire chief at a large Army base in Northern Virginia said that properly staffing the multiple firehouses and trucks under his command took up to two days of work every week – roughly 40 percent of his time.

Workforce scheduling can mean putting the right resources on a medical response team or connecting a mix of medical professionals in a hospital. Automated resource scheduling solutions help to improve efficiency and enhance morale, which can ultimately save lives.

Like so many other DoD processes, resource scheduling is stuck in a manual mode. Handling scheduling with pen and paper or Excel is inefficient even when the organization is small. With the military's move towards combined centers serving all service men and women, it's nearly impossible to manage scheduling without automation.

Lack of Situational Awareness in Military Medical Operations

There are hundreds of DoD hospitals and clinics across the country, which obviously need to be staffed on a 24/7 basis. By law, these facilities are required to have a certain level of skilled staff on hand, based on the needs of the patients. For example, ten cardiac patients might require one cardiac doctor, four nurses and two medical assistants.

Let's use the example of a nurse calling in sick to demonstrate how the manual process quickly breaks down.

There are many different types of nurses – Registered Nurse (RN), Licensed Practical Nurse (LPN), Certified Nurse Assistant (CNA) and more. It's important to get the right type of replacement for the nurse calling in – you don't want a LPN if an RN is required, but you also don't want to pay for an RN if only a CNA is needed.

With no unified scheduling system in place, the hospital is forced to "find a body" who may or may not be the right fit.

The manual process is too slow as well. Even if a replacement at the correct certification level is found, he or she must be paid eight hours for a shift if the work only took four hours.

Take these examples and the fact that there are more than 50,000 military nurses, and the scope of the problem becomes clear.

Medical facilities use what is called an acuity system to establish baseline levels of care. It's a database that contains a list of all patients, identifying the suggested healthcare resources that are needed. But the critical point is this: acuity identifies the care patients should receive, but provides no mechanism for delivering that care. It's like a minimum standards



View Resource Status on Automated Database



Contact Personnel by Various Means



Schedule the Proper Personnel for the Job

By taking the existing acuity system and, in addition, using an automated and unified resource scheduling system, the military would gain visibility to resource status, and a way to contact personnel.

listing. How those resources are scheduled and delivered is up to each care facility.

The time has come for DoD to use an automated and unified resource scheduling system. Doing so would mean taking the existing acuity system and giving it the functionality that it lacks. With automation, the military would gain visibility to resource status, and a way to contact personnel. This is especially important when faced with unexpected absence. The system could automatically run down a list of qualified resources, contacting personnel based on a rules-based method — email, text, phone — and moving on to the next candidate after a set number of minutes.

An automated system would also greatly simplify resource challenges such as a force deployment returning home, or a skilled provider making a transfer abroad.

With automation, changes can be visible, and the right care can still be delivered with precision and efficiency. “Our automated scheduling solution is proven, and is used by over 3,000 health systems and over 8,000

post-acute care facilities,” said Steven Stamatakis, Federal Capture Manager for Kronos. “Staff documentation would be constantly visible and could be transferred as needed, making healthcare organizations much more nimble and efficient.”

The effect on the morale of caregivers would be dramatic as well. Caregivers are under a lot of strain, and inefficient scheduling adds to the burden. There are some who don’t feel that they can take leave, meanwhile others can feel overwhelmed with their current shift.

Caregivers deserve better, as do the wounded warriors and all patients that receive care, every day.

Lack of Situational Awareness is a Public Safety Issue

The situation is similarly dire for public safety officers, including fire, police, corrections and border protection. Pen and paper scheduling stubbornly persists, despite the complexity of today’s challenges.

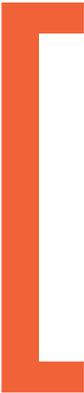
A large part of that complexity comes from staying

compliant with a long list of job classifications, specialties and personnel attributes. Unions play a big role here, and sending the wrong person out on an assignment can lead to a grievance.

“Let’s take a fire engine responding to a call as an example,” says Kathryn Prancevic, National Sales Manager for Kronos. “The truck has to have a captain, an engineer and trained firefighters. Every person

In today’s climate, public safety resources need the accuracy and precision of automated resource scheduling. Like healthcare, all the various ranks and rules can be integrated into an automated system.

Internal visibility is greatly enhanced, which often helps to ease tension between rank and file staff and management teams. When employees can clearly see scheduling and personally manage



There’s no more powerful way to demonstrate how a broken scheduling system **saps the innovation and morale out of an organization than lost time doing the job of public safety.**

has a rank, certification and skill that needs to be taken into account. There is zero visibility across the department when you try to schedule processes manually — you can’t see anything beyond the four walls of the individual station.”

A deputy fire chief at a large Army base in Northern Virginia shared with Kronos what a burden this manual process can be. He told us that properly staffing the multiple firehouses and trucks under his command took up to two days of work every week – roughly 40 percent of his time.

There’s no more powerful way to demonstrate how a broken scheduling system saps the innovation and morale out of an organization than lost time doing the job of public safety.

aspects of their availability, they feel more empowered. And, the data collected over time eventually becomes a record that can be used to track things like overtime and performance.

Even more critical, situational awareness allows public safety organizations to respond faster and more efficiently. These first responders can work to meet unexpected challenges in emergency situations.

Today’s public sector challenges are too great for random and haphazard processes. It’s time for these vital DoD functions to move into the 21st century and employ an automated, unified scheduling system. And Kronos can assist with experience gained from over 900 implementations of Public Safety Scheduling solutions.

Chapter 4

Ensuring Defense Contractor Accountability



The lack of workforce situational awareness is especially acute around the military's use of defense contractors. Commands should have the ability to accurately count their contractors and account for work tied to the budget line.



31 percent of DoD managers could not say how many contractors they employ.

According to [a recent survey](#) of DoD managers, most do not have such visibility today. Some of the statistics are sobering:

- 31 percent could not say how many contractors they employ
- 47 percent experience project delays
- 60 percent report a lack of objective data on which to base personnel decisions
- 57 percent believe contractors at their department/agency perform inherently governmental functions

There is a simple solution to these serious challenges, says Jeff Babcock, Vice President and General Manager for Kronos.

“If every DoD employee, including contractors, used the same unified, automated and government-owned solution for time and attendance, there would be quality data and clear audit trails to address these problems,” Babcock says. “Take, for example, the perennial debate around whether contractors perform inherently governmental functions. Both sides would finally have the data upon which to base an intelligent conversation.”

It's often the position of federal employee unions that too many of the functions performed by contractors are inherently governmental in nature, and should be done by civil servants. Based on the survey results, it

would seem many DoD managers agree. But no one really knows the truth, since we do not have quality and consistent data supplied by all DoD workers.

With greater transparency, all parties could work from the same data, to which they could apply their own statistical analysis. In this scenario, workers fill out T&A every two weeks in order to get paid. By simply automating an existing process and adding two or three additional data fields, we see a foundation for progress.

In chapter one, we talked about why change is difficult for the DoD. There are constant engagements around the world, and a culture resistant to new ways of doing things. Another obstacle in many cases is the close relationship of many DoD agencies with system integrators.

“Some integrators still operate by the ‘bodies on the bench’ mode of contracting and have no interest in any new process that could raise questions about that model of contracting,” said Babcock. “Further, in some cases the integrator has become so integrated into the agency that they are practically an outsourced IT department for the agency.”

When this happens, there will usually be a bias against any type of commercial off-the-shelf (COTS) solution. This is the very definition of vendor lock in since the agency depends on the outsourced IT

to maintain day-to-day operations. In fact, in some cases this scenario has led to conflict between internal customers, and as a result the IT shop goes with a customized, proprietary solutions.

DoD agencies would be in a far stronger position to negotiate better terms with contractors if they had accurate workforce data. An automated workforce solution used by all personnel will end the current grappling in the dark and give the government real visibility:

- Awareness of the actual number of contractor employees and the ability to account for their labor hours per activity and project, enabling DoD agencies to directly associate labor hours to specific accounts
- Near real-time access to certified/auditable contractor performance data to assist in identifying and reducing fraud, waste and abuse
- Analytics to identify requirements, control expenses and prevent fraudulent wasteful activity
- A vision of workforce requirements, which provides a foundation for future planning

Such internal awareness can deliver numerous benefits. A recent Inspector General report indicated high levels of inefficiency, fraudulent activity and costly manual processes at a military facility employing more than 1,000 contractors. After implementing our automated workforce solution, the facility documented a savings of almost \$1,000 per contractor in more accurate time reports and increased productivity.

In addition to the monetary ROI, fraudulent activity and favoritism was identified and targeted for mitigation. Productivity, efficiency and cost & fraud improvements were also carried out for personnel working on multiple contracts and between different facility locations.

No project management methodology can work without

situational awareness. Earned Value Management (EVM) and Lean Six Sigma cannot improve operational efficiencies because the foundational data is disparate and incomplete. This lack of awareness gives rise to approaches such as Lowest Price, Technically Acceptable (LPTA). While LPTA is a logical approach for commoditized goods and services, it's inappropriate for maintaining technological supremacy over potential threats and adversaries.

Most contractors of course are conscientious and want to do the best job possible for the DoD customer. But, contractors simply cannot be expected to report on their own time and performance using their own processes. By centralizing pay and work rules on a single, government-operated database and applying them through automated procedures and workflows, the DoD can start to see situational awareness.

Once decisions are made at the strategic level, local commanders don't have to divert time and attention away from leadership to simply get payroll completed. Not only does this greatly enhance efficiency, it can also save a great deal of money, which can be re-directed back to the core mission of DoD – supporting the warfighter and defending our country.

The current lack of visibility into contractor time and performance is a serious threat to combat readiness. The contracting community needs to change accepted business practices to respond to current budget realities. And, while certain elements of the contracting community will resist any changes to the status quo, awareness of these facts is beginning to grow inside the DoD.

Innovators are starting to emerge and achieve demonstrable success. And, when these pockets of innovation reach critical mass, the military will have the workforce situational awareness to properly manage contractors.



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Chapter 5

How Workforce Analytics Power Operational Awareness



Once the building blocks of situational awareness are put in place – Time and Attendance, Optimized Scheduling and Contractor Tracking – the military will be in a position to exercise true operational awareness through workforce analytics. This operational awareness can address serious issues that are currently hindering force readiness.

There are three main challenges standing in the way of operational awareness – Labor Cost and Control, Compliance Risk and Workforce Productivity.

1. Labor Cost and Control

Automated workforce analytics would enable total force visibility for the DoD. Commands would be able to easily identify all members of the force, civilian, uninformed and contractor, and leaders could replace manual processes, saving time and reducing errors and overpayments. These supervisors would also be able to quickly analyze the data and see issues that need to more focus or remediation.

Automated workforce analytics would also enable agencies to contract based on position qualifications, service level mandates and contract particulars. Key to this labor control is the automated and accurate capture of consolidated labor cost data.

2. Compliance Risk

Currently, the collection of audit-ready workforce data is a laborious task. With automated workforce solutions, this data could be available in near real-time, making it easier to comply with federal guidelines

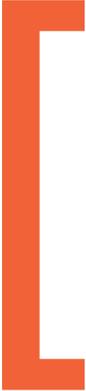
(e.g., leave and absence, attendance and fatigue), enforce collective bargaining agreements and ensure the equitable distribution of overtime hours.

And when it's required, reporting to auditing and Congressional authorities would be much faster and accurate. Through this transparency process, more time and resources would be devoted to performance rather than reporting.

3. Workforce Productivity

Finally, workforce automation ensures the right people with the right qualifications are in the right job. Operational awareness requires the visibility to respond to problems and take corrective action. The DoD needs to be able to manage the exceptions and institutionalize best practices in workforce decision-making.

Just imagine if the military possessed a central repository of workforce information and constantly refreshed every pay cycle with accurate data. There could be multiple data captures and data inputting could happen from tablets, phones or biometric terminals. This type of database would be compatible with common statistical programs, so that the data



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Paul Bielecki, Project Manager for Kronos

could be analyzed in many different ways. The intelligence gleaned would dramatically improve performance in contracting, human resources, A/P, oversight reporting and financial forecasting.

“The term I like to use is C3I – Command, Control and Compliance for Labor that leads to Intelligence,” says Dave Beaver, Director of Business Development at Kronos. “Not only is clean data collected, but that data can quickly be turned into information, which leads to intelligent workforce decisions. A true Labor to Volume analysis is finally possible – Is the DoD getting the proper results from the amount of resources invested?”

A lack of operational awareness hurts the warfighter, both in war, and once he or she returns home. In the past, there has been a belief that in times of conflict money needs to flow to the front lines and to systems

that directly protect troops. Anything else was considered administrative.

“This type of perception is a mistake, because the inefficient provision of labor resources is a serious force constraint,” says Paul Bielecki, Project Manager for Kronos. “The nature of warfare has changed dramatically, often referred to as ‘net-centric.’ There is such a higher level of electronic sophistication today, and all that equipment has a higher level of maintenance requirements than in the past. As overall troop numbers in the services decrease, this management challenge becomes more critical and demands a higher level of efficiency.”

This “front line vs. back line” debate should not be viewed as a zero-sum game. Initial investments into a total force view of operational awareness does not



Greater Operational Efficiency and Productivity



More Money Redirected to Front Line Support

Initial investments into a total force view of operational awareness does not mean taking money away from the front lines. In fact, the greater efficiency and productivity helps to free up significant dollars that can be redirected away from operations and to front line support.

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Wounded warriors deserve the same efficiency when they return home. As the previous chapter detailed, far too much money is lost due to fraud, waste and abuse today. Troops need ongoing care for serious injuries, but right now reports of long waits for things like prosthesis fittings and rehabilitations are commonplace. It's a lack of operational awareness that shortchanges our military.

But, it doesn't have to be this way. Kronos is the recognized leader in government and commercial COTS workforce management, with over 100 federal agencies customers. The solution was designed with the federal government in mind and can be configured to accommodate existing business practices.

Protecting this country is hard, but workforce management doesn't have to be for the DoD. Kronos

can help implement its own automated workforce management system and have it operational in less than 12 months.

This is good news for DoD managers. [A 2014 survey](#) identified nine main benefits of moving to an automated, unified workforce management solution:

1. Increased contractor oversight
2. Improved government employee morale
3. More transparent contractor selection process
4. Enhanced strategic planning
5. Improved audit-readiness
6. Reduced fraud
7. More accurate cost estimation
8. Reduced waste
9. Ability to optimize workforce composition

In the current budgetary climate, these benefits can no longer be ignored. Moving to a modern workforce management solution will help to solve the current lack of internal operational awareness, and further the military's mission to serve and protect.

Get Started with Kronos for Federal Government

For more than 10 years, government agencies have relied on Kronos to support critical missions. Kronos for Federal Government provides a range of tools to effectively manage this workforce to control labor costs, improve workforce productivity, and minimize compliance risk. Today, more than 1 million people are using a Kronos solution in the federal government. With web-based, COTS solutions, Kronos for Federal Government can address the needs of today and tomorrow with federal-specific products and by leveraging over 30 years' experience in industries such as healthcare, manufacturing and retail. Kronos for Federal has a solution to support your mission by creating an operationally efficient environment while effectively managing your budget. [Learn more now.](#)

