



# The Future of the Army's Civilian Workforce

## Comparing Projected Inventory with Anticipated Requirements and Estimating Cost Under Different Personnel Policies

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The DoD is planning to scale back its civilian workforce in the next few years. To help the Army participate in this reduction, the authors examined how the Army might manage supply to meet changes in demand for civilians, and projected where cuts and growth are likely to occur. For projected requirements based on the FY 2014 President's Budget, nominal costs will remain stable, with expected civilian pay raises offsetting workforce reductions.



### RESEARCH QUESTIONS

- How is the supply of Army civilian employees projected to change over the next few years under various hiring conditions?
- How can hiring or force reductions be used to bring projected supply of Army civilians into balance with projected requirements?
- What is the projected cost of the Army civilian workforce, given various hiring conditions or force reductions?



### KEY FINDINGS

Meeting Projected Future Targets Will Require Substantial Hiring, Although at Reduced Levels

- Requirements for Army civilian employees, based on the FY 2014 President's Budget, are projected to fall by approximately 4 percent between FY 2013 and FY 2017.
- Meeting requirements for Army civilian employees based on the FY 2014 President's Budget will require reducing hiring rates below historical levels. However, most commands will still require substantial hiring.
- Many large commands will likely require reductions in force if considerable additional cuts in personnel are sought beyond those indicated by the FY 2014 President's Budget.

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### Workforce Cost Will Change Largely in Line With Personnel Numbers

- If requirements projected based on the FY 2014 President's Budget are met, nominal costs are projected to remain approximately constant, with expected civilian pay raises offsetting workforce reductions.
- Some cost savings could be achieved by continued pay freezes or by limiting promotions, but such savings should be weighed against potentially negative impacts on the workforce.

