



BRAC 2005 Support

<http://www.navmar.com/brac/index.htm>

Volume IV

Issue 1

January 2007

The Untold BRAC Story...Experience Lost

The purpose of BRAC 2005, and all previous BRAC rounds, is to attain cost savings through base closures, realignment and relocation of existing workforces. Ideally, functions of similar or duplicative nature are identified for co-location, integration and harmonious coexistence. Overhead functions such as base-keeping, administrative support, and workforce 'quality of life' functions are eliminated by the closing base. Cumulatively, the elimination of these functions, when coupled with streamlining and integration of workforces, can result in significant cost savings once the up-front costs are recouped. Usually, most of the up-front costs are recovered within 5 to 7 years, thus BRAC provides a positive cost impact thereafter.

That's the dollars and cents side.....

The part of BRAC that doesn't receive enough attention is the DoD Loss of Expertise (LOE) that results from many of the BRAC actions. The LOE is most severe when BRAC actions involve relocation distances of greater than 100 miles between losing and gaining bases and workforces that are highly specialized and encompass a significant percentage of 'senior and retirement eligible' employees.

Why is that?

Highly specialized employees tend to have many career options in industry

or at other government installations that do not require relocation and family dislocation. Highly specialized employees tend to be older, and thus take retirement options into account in their relocation decision process. Many employees, who under normal circumstances work past retirement eligible age at unaffected bases, choose to retire when their bases are hit by BRAC. The loss of these senior employees thus results in a significant 'brain drain' on the government workforce. For example, at an affected base with a 2,500 employee workforce, it's not unusual to lose over 40,000 experience years during BRAC. A loss of this magnitude has a tremendous impact on the capability of the workforce at the receiving base, and the more specialized the function, the greater the impact. This problem is compounded by the loss of productivity resulting from the 'down-time' of the relocation, the relative inexperience of the relocating portion of the government civilian workforce and the loss of a significant portion of the supporting contractor local structure that also decides not to relocate.

BRAC managers must address this issue 'early-on' by understanding the functions and compositions of their workforce and by utilizing the pre-relocation timeframe to develop the strategies for maintaining mission productivity at both the losing base as attrition accelerates, and at the gaining base as mission functions are re-constituted.

This is an important issue! Relocating a workforce that is unable to maintain mission productivity is an unacceptable result of BRAC. There are steps that can be taken to mitigate the associated workforce risk, but they must be taken early!

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