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**SOF AT&L Work-Life Balance CE**

**Problem Statement Template**

**TEAM: BLACK Number: #1**

**Problem Statement Title:** Standardization of Telework Policy.

**Problem Statement**: Some full-time TW employees are still required to come in multiple times a week. The management of the policy has been given down to the PEO’s and Directors then disseminated to the PM’s. SOCOM directive incorrectly being applied evenly to all organizations. Some employees lack the privilege to maximize their TW.

**Effective Outcome:** Increase of morale, WLB, and quality of work and productivity improve.

**Unique Conditions:** Certain networks require in-office presence, whereas TW is not an option.

**Implementation:** Re-evaluate the policy to foster an environment of an evenly applied opportunity. For those that have requirements that involve in-office presence the opportunity to TW when operational feasible. Stop overclassifying material/documentation.

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**SOF AT&L Work-Life Balance CE**

**Problem Statement Template**

**TEAM: BLACK Number: #2**

**Problem Statement Title:** Locality Compensation.

**Problem Statement**: Cost of living in the Tampa Bay area has increased exponentially “inflation and housing”.

**Effective Outcome:** Less turnover, retention of quality employees, and better WLB.

**Unique Conditions:** Remote employees not in the TBA who would not need the COLA.

**Implementation:** Establish COLA for the Tampa Bay area. Also, re-evaluate established contracts for equitable adjustments.

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**SOF AT&L Work-Life Balance CE**

**Problem Statement Template**

**TEAM: BLACK Number: #3**

**Problem Statement Title:** Employees do not feel valued and/or acknowledged, which has adversely affected the retention rate.

**Problem Statement**: High personnel turnover and retention. Often times, good work equals more work. Uncompensated/excess work hours. Core hours are not enforced. Flexible work schedules are not actually flexible.

**Effective Outcome:** Shows employees that they are valued (People First).

**Unique Conditions:** Telework, core hours are dependent upon unique job requirements, better pay and benefits.

**Implementation:** No meetings scheduled outside of core hours (0900-1500). Give bonuses more frequently, time-off awards, recognition, etc.

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**SOF AT&L Work-Life Balance CE**

**Problem Statement Template**

**TEAM: BLUE Number: #1**

**Problem Statement Title:** Physical work environment and lack of technology and responsive support

**Problem Statement**: People are physically uncomfortable in the work environment; productivity suffers due to inadequate equipment and availability. Work environment is not conducive to being effective while working.

 **Effective Outcome:** IT support is timely and responsive and supports telework requirements as well; team members can work at the appropriate classification at the home and or work office; Office environment provides better collaboration opportunities, is a healthy, clean and a pleasure to be in. Quality of life is improved-work life balance is achievable.

**Unique Conditions:** Funding availability, resource sponsor concurrence, overcoming historical negative experiences/users perceptions, additional training requirements.

**Implementation:** Poll entire workforce to identify what are the most desired changes needed, and fund what the priority items are to be upgraded or repaired. A % of ”PEO TAXES” could be applied toward improvements such as new chairs. CIO shifts funds to pay for SIPR kits. EIS brings issues (help desk) to a J6 working group forward for resolution.

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**SOF AT&L Work-Life Balance CE**

**Problem Statement Template**

**TEAM: BLUE Number: #2**

**Problem Statement Title:** Toxic environment and leadership.

**Problem Statement**: Employees are mentally and emotionally drained, focus is scattered and productivity is impacted-mental wellness takes a large hit. Morale is low.

**Effective Outcome:** Shadow management and micromanagement business practices are curtailed; Toxic personalities are no longer just relocated to become someone else's issue to resolve. People are comfortable in the work environment; better collaboration is achieved. Communication is improved, work force is retained.

**Unique Conditions:** The “Good Old Boy“ system is hard to change; fear of recriminations; fear to be perceived as weak (Ctr) in the eyes of the Gov; Senior leadership is aware of the issue, but do not act to resolve.

**Implementation:** Employees have a factor in leadership evaluations (outside of the climate survey/expand 360 evaluation process). Sensing sessions conducted in person by outside/3rd party group. Exit interviews with both Gov and CTR, take that information and provided to the CAWG for action.

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**SOF AT&L Work-Life Balance CE**

**Problem Statement Template**

**TEAM: BLUE Number: #3**

**Problem Statement Title:** Compensation of SOCOM work force.

**Problem Statement**: Pay scales have not increased with cost of living; employees are discouraged from staying in or relocating to the area; Commute has increased, employees may be geographically separated from their families.

**Effective Outcome:** Increase locality pay; Employees can afford to have a better quality of life, focus is on the family. Retention rates will increase. Will attract better/higher quality personnel.

**Unique Conditions:** Locality is same as rest of the U.S., not controlled by SOCOM. Acq Demo is limiting for employee growth. Contracts would need to be renegotiated.

**Implementation:** CDR takes the Locality issue to the Hill.

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**SOF AT&L Work-Life Balance CE**

**Problem Statement Template**

**TEAM: GREEN Number: #1**

**Problem Statement Title:** Re-evaluate Telework Policy

**Problem Statement**: Telework utilization is different across multiple PEOs/DIRs and supervisors.

**Effective Outcome:** Increased work-life balance, morale and working conditions which will increase retention.

**Unique Conditions:** Individuals comparing telework schedules to others within their department/across the center. Individuals that have to come to the office experience health issues due to poor lighting, poor ventilation, and lack of vitamin D.

**Implementation:** Supervisors (lowest-level) should be able to work directly with their employees and based on tasks, etc. develop an appropriate telework schedule for each individual that meets the organizational needs/requirements. Based on taskings, these schedules can and should be different for each employee/job function. When in the office (tracked within ATAAPS) compensation (commuter compensation/differential) could be awarded to individuals to increase moral in those who are required to be in the office. Click here to enter text.

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**SOF AT&L Work-Life Balance CE**

**Problem Statement Template**

**TEAM: GREEN Number: #2**

**Problem Statement Title:** Re-evaluate Locality Pay for the Tampa Bay Area

**Problem Statement**: Locality pay has not been adjusted to accommodate the increase in population of the Tampa Bay Area in years. The Tampa area has experienced a dramatic increase in cost of living.

**Effective Outcome:** The Tampa area should have it’s own locality pay and not be consolidated into the general locality baseline (Rest of the US at 16.5%) when Miami locality pay is 24.1% and Melbourne locality pay is 17.3%.

**Unique Conditions:** OSD and Congress may deny.

**Implementation:** Lobby OSD and Congress to make the Tampa area have it’s own locality pay comparable to the surrounding areas. If OSD and Congress deny, keep trying, but pay individuals commuter compensation/differentials, additional overtime pay, bonuses, and increase/remove the max pay ceiling (step)

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**SOF AT&L Work-Life Balance CE**

**Problem Statement Template**

**TEAM: GREEN Number: #3**

**Problem Statement Title:** Lack of manpower

**Problem Statement:** Lack of work-life balance due to the increased workload. People are not able to take holidays or leave out of fear of missing a deliverable.

**Effective Outcome:** Increase manpower to accommodate increased workload, which would provide more time for training and family and essentially increase morale.

**Unique Conditions:** Inexperience people, difficulty getting government billets, under-compensated personnel due to increased workloads, may be a challenge to hire personnel that meet our unique needs (cultural resistance to hiring younger people outside the organization). Need to train the new personnel due to turnover.

**Implementation:** Examine and re-evaluate the hiring policies and procedures. Stop hiring friends over more qualified and experienced applicants. Increase government and contractor billets if possible. Create opportunities for growth and progression for younger and entry-level employees.

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**SOF AT&L Work-Life Balance CE**

**Problem Statement Template**

**TEAM: ORANGE Number: #1**

**Problem Statement Title:** Non-competitive Compensation

**Problem Statement**: Compensation for military, civilians and contractors is not commensurate in relation to cost of living, level of performance, expertise compared to industry and other Government agencies.

**Effective Outcome:** Increased locality/BAH differential; higher pay bands for acquisition workforce; more talented/efficient recruitment of personnel; PAQ/Copper Cap entry pay.

**Unique Conditions:** Tampa is unique because of the retiree and part time employee (i.e., seasonal workers) income considered in calculation. Decision level is not within the SOCOM directive – need representation at the Federal Salary council on 14 November.

**Implementation:** Decision level is not within the SOCOM directive – need representation at the Federal Salary council on 14 November 2023 at 1000 eastern time/hybrid meeting (Gen Fenton should be in person).

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**SOF AT&L Work-Life Balance CE**

**Problem Statement Template**

**TEAM: ORANGE Number: #2**

**Problem Statement Title:** Meeting Overload (Meetings on top of Meetings).

**Problem Statement**: Too many unnecessary meetings that do not have a defined purpose and end state.

**Effective Outcome:** Structured meetings / business rules for meetings. Time box for length of meetings respecting the original time allotted. Limit number of meetings at EOD.

**Unique Conditions:** Time zones.

**Implementation:** Address at Leadership sessions and/or DPEO meetings.

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**SOF AT&L Work-Life Balance CE**

**Problem Statement Template**

**TEAM: ORANGE Number: #3**

**Problem Statement Title:** Inefficient and redundant processes/workflow.

**Problem Statement**: There are many redundant and duplicative processes (accountability, training, on-boarding, TIR) and stove-piping among Directorates/PEOs. Bottlenecks in workflow process.

**Effective Outcome:** Improved process with time savings and expediting of task completions.

**Unique Conditions:** Finding time to complete a detailed analysis and develop streamlined automated functions.

**Implementation:** Comprehensive review of processes/workflow to streamline efficiency.

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**SOF AT&L Work-Life Balance CE**

**Problem Statement Template**

**TEAM: PINK Number: #1**

**Problem Statement Title:** Lack of availability of tools/reliable VPN to enable efficient telework.

**Problem Statement**: Considering that we are teleworking more we need better access to SIPR as well as a more reliable VPN for all telework. The lack of these tools results in loss of on-time quality deliverables.

**Effective Outcome:** Appropriate distribution and number of SIPR kits. VPN that works on-time, every time.

**Unique Conditions:** Specific training and approvals are required to get a SIPR kit. Having a large portion of contractor employees without access to SIPR kits places more of the workload on government personnel.

**Implementation:** Define a process where select contractors/government personnel can have training and access to SIPR kits when needed. Contract modification is needed to make this possible. Additional funding needed for more SIPR kits. As a stop gap, we can define a check-in/out process for SIPR kits on an as needed basis. Examine the bona fide need for SIPR kits to adequately accomplish workload. Upgrade the available VPN services to ensure that all personnel can connect when needed.

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**SOF AT&L Work-Life Balance CE**

**Problem Statement Template**

**TEAM: PINK Number: #2**

**Problem Statement Title:** Retention/Recruitment of most valuable people

**Problem Statement**: Lack of retention of good personnel and hiring of the personnel with the wrong skillsets is causing a high turnover rate resulting in overworking personnel. Additionally, high turnover leads to a loss of corporate knowledge and expertise. This results in a losses in retraining and hiring new people.

**Effective Outcome:** Hiring the right people the first time. Retaining/retraining people with the correct skillsets to accomplish the job. Appropriately value and compensate employees for their skills, which will result in a more stable and positive work environment.

**Unique Conditions:** Capping out an ACQ Demo resulting in people leaving due to lack of upward mobility for promotions and pay. Dependent on contractor support for a large portion of the workforce. High turnover is inherent in having a military portion of the workforce.

**Implementation:** Click or tap here to enter text.

* Have the correct people on the hiring board who can appropriately screen people for correct skillsets and suitability for the job. Have board members specific to the PEO who can screen candidates for key abilities.
* When hiring contractors/civilians, make sure the job description outlines key requirements. Re-evaluate job descriptions on a periodic basis.
* Foster a positive work environment that is enforced by leadership.
* Offer fair compensation – allow overtime on an as needed basis (ex. Urgent last-minute taskers outside of core hours).

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**SOF AT&L Work-Life Balance CE**

**Problem Statement Template**

**TEAM: PINK Number: #3**

**Problem Statement Title:** Inadequate Locality Pay

**Problem Statement**: Locality pay that doesn’t align with cost of living forces personnel to live farther away and spend more time commuting. This leads to personnel being less willing to come into the office and look for opportunities outside of government employment.

**Effective Outcome:** Appropriately compensate people for cost of living. This results in a better pool of potential employees by offering fair locality pay. Additionally, this allows USSOCOM to reduce turnover and retain valuable employees.

**Unique Conditions:** Locality pay for the Tampa Bay area is not consistent with other large metropolitan areas. For example, locality pay for Miami is ~8% higher with a similar cost of living. The calculation of locality is partially based on retired personnel. Due to the large portion of retirees in the Tampa Bay area, locality pay is reduced for personnel currently working for the government.

**Implementation:** Have the appropriate office reevaluate the calculation for locality pay to appropriately compensate employees for cost of living. Evaluate current locality pay and base pay for employees in Tampa vs. similar areas in Florida. Have leadership vigorously advocate for fair compensation through the right channels.

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**SOF AT&L Work-Life Balance CE**

**Problem Statement Template**

**TEAM: PURPLE Number: #1**

**Problem Statement Title:** Retention

**Problem Statement**: A low retention rate suggests that there may be problems with the work environment, organization culture, or other factors causing qualified employees to leave.

**Effective Outcome:** A high retention rate means employees are engaged, satisfied, and committed to the organization.

**Unique Conditions:** Security concerns require on site work and limited telework, Low cost contract bids offer low pay to support personnel, difficulty removing unproductive personnel, career specialties offer more competitive pay in commercial world. HR department policy.

**Implementation:** Effectively utilize data from exit interviews and climate surveys. Structured exit interviews need to be mandatory, applicable to every person and in a low threat environment. Results of interviews should be reviewed at a working group and trends need to be captured and addressed. Adapt our Total compensation plan to adjust to market hiring pressures including pay, telework benefits. Understand the dynamics in sections with low turn… is it where the work force comes from, is it work enviornment, financial standing, family dynamics?

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**SOF AT&L Work-Life Balance CE**

**Problem Statement Template**

**TEAM: PURPLE Number: #2**

**Problem Statement Title:** IT issues / SIPR kit

**Problem Statement**: Need functional IT infrastructure to facilitate effective work including remote accessibility for on site systems (SIPR), automation, redundancy and help desk issues.

**Effective Outcome:** SIPR kits reallocated to most effective usage, faster response for low level IT problems, or system specific issues.

**Unique Conditions:** Contract restraints CSFC kit issue. Overclassification of data resulting in personnel access issues. Specific IT resources that are only accessible from on site i.e. DEV Lab, Financial resources, classified data

**Implementation:** Reduce the overclassification of training and data to be more NIPR accessible. Examples include, SIPR based unclassified training, Meeting scheduler to reserve rooms, defense ready, coordination/outlook calendar. Make NIPR the “official network of SOCOM” for coordination and logistics. Institute PEO help desk POC’s and telework POC’s to handle specific and/or minor IT issues at a faster lower level. Allow for relationship building with specific user base.

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**SOF AT&L Work-Life Balance CE**

**Problem Statement Template**

**TEAM: PURPLE Number: #3**

**Problem Statement Title:** Telework

**Problem Statement**: Inconsistent and unpublished subjective telework policy across the enterprise, resulting in parking issues, hot swapping desks, insufficient workstations and employee retention.

**Effective Outcome:** Utilizing telework in a way that benefits both employees and organization.

**Unique Conditions:** Classified work demand on-site actions. Outdated perceptions/stigma concerning telework ethics reduce utilization.

**Implementation:** Tangible non subjective written policy in place. Reduce constraints on implementing telework to its maximum potential. Decentralize telework decisions to individual teams with PM discretion (this allows for more flexibility). Prioritize and plan to maximize telework functionality. Monetary compensation for unavailability of telework.

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**SOF AT&L Work-Life Balance CE**

**Problem Statement Template**

**TEAM: RED Number: #1**

**Problem Statement Title:** Tampa Bay Locality Pay

**Problem Statement**: Locality Pay/BAH/COLA is not sufficient to keep up with the Tampa Greater Area Cost of Living. Insufficient locality pay impacts retention, recruiting, morale, and quality of life for MacDill AFB employees. It’s dividing families by creating geo-bachelors who cannot afford to bring their dependents.

**Effective Outcome:** Increasing the Locality Pay would ensure greater retention, reduce commute times (Employees could afford to live closer to the Base), increase the recruitment pool, improve morale, and significantly improve the quality of life for MacDill AFB employees.

**Unique Conditions:** Tampa was recently named one of the Top 5 most expensive cities in the country. It has also been listed by money.com as one of the highest growing populations nationwide. The Tampa housing market has seen a price increase at 3x the rate of rural America. A recent poll of SOCOM employees showed a 99% dissatisfaction with the Locality Pay/BAH, signifying that this is a­­­ key issue within the Command.

**Implementation:** Leveraging independent studies and current cost of living statistics would enable our DoD Senior Leadership to lobby Congress for fair locality pay and COLA adjustments. Engage local leadership to establish accurate costs for housing, groceries, utilities, etc. in the greater Tampa Bay Area. Ensure Tampa is separated from the “Rest of US” category in the OPM charts, and established as its own location.

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**SOF AT&L Work-Life Balance CE**

**Problem Statement Template**

**TEAM: RED Number: #2**

**Problem Statement Title:** Telework Policy Improvements

**Problem Statement**: The current SOF AT&L Telework policy is inadequate to address the current needs of today’s workforce. Lack of remote positions and telework-heavy positions are creating poor retention and an inability to recruit our nation’s top talent. The current telework policy is inconsistent across the PEOs and Directorates. SIPR Stations aren’t widely available to enable telework for employees with SIPR requirements.

**Effective Outcome:** Optimizing the Telework policy will maximize retention and recruiting. It will improve work-life balance. It will reduce time spent commuting and increase time with family. Additionally, increased telework will reduce the current strain on parking availability.

**Unique Conditions:** Industry is rapidly adapting to the 21st century and optimizing telework and remote options; SOCOM needs to remain competitive. Telework and remote positions reduce overhead costs for military facilities. SOCOM’s physical location creates a traffic bottleneck that increases commute times. Telework reduces the strain on the highway infrastructure and the currently unmanageable gate flow.

**Implementation:** Tailor the telework policy across the Command to address current turn-over rates and retention concerns. Create strategic messaging to help overcome past stereotypes to bring leadership into the modern era. Increase the number of Telework/Remote billets. Offer telework options that include a mix of office days and telework to accommodate commute times, family scheduling, medical appointments, etc.

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**SOF AT&L Work-Life Balance CE**

**Problem Statement Template**

**TEAM: RED Number: #3**

**Problem Statement Title:** Workload Imbalance

**Problem Statement**: SOCOM’s workload imbalance is caused by inequitable distribution of taskings, limited number of billets, insufficient training opportunities/availability, high turn-over, excessive taskers, unrealistic expectations, limited over-time, inequitable pay for overachievers, retention of underachievers, misuse of AcqDemo, low retention, and struggles to recruit top talent.

**Effective Outcome:** By better balancing the SOF Workload for our employees we can increase retention rates, improve morale, optimize performance, reduce costs, unburden our base mental health services, foster a healthier work environment, reduce HR complaints, and contribute to a better work-life balance for our SOF Family.

**Unique Conditions:** The op tempo of the SOF community is constantly evolving. In order to stay at the “tip of the spear”, it’s critical to maintain current performance despite limited billets. A significant number of SOF employees are retirement eligible, which, when combined with lower retention rates, has created a staffing crisis for the Command. The workload imbalance is contributing to higher workforce stress rates (as compared to industry and other government agencies).

**Implementation:** Increase billets to match our workforce to our workload. Create a SOCOM Working Capital Fund for personnel in lieu of Air Force Billets. Establish a funded working group to deep dive into how each PEO and Directorate is addressing workload concerns for our staff. Prioritize short-term taskings. Keep our Ghosts/Military in place longer. Train and educate senior leaders on setting realistic work goals and taskings for employees. Increase Overtime Pay availability for employees with a higher workload, and streamline the request process for overtime. Fund additional contractor support.

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**SOF AT&L Work-Life Balance CE**

**Problem Statement Template**

**TEAM: YELLOW Number: #1**

**Problem Statement Title:** Retain/recruit quality civilian and contractor employees

**Problem Statement**: How do we recruit and retain the best civilian and contractor workforce to ensure employees stay in their positions and are happy/content with pay, job duties, and work office/telework time.

**Effective Outcome:** To provide more continuity, talent/SME knowledge, incentive to relocate or stay and support the mission with the best possible resources.

Exit surveys exit interviews prior to or other leader engagement prior to departure, continuity books/training to fill gap/over hire for cross train, better able to forecast and plan for departures

**Unique Conditions:** employees need to have the right clearance, skillset, education and training requirements to get access to specialty positions. All SOF AT&L positions like, KO, PM, Engineer, BFMs, other.

**Implementation:** Use neutral office like HR/Manpower to be POC for issues or reasons why individuals are departing. PEOs/DIRs can do their own climate survey/ sensing session to evaluate issues or possible reasons for departure. Conduct exit interview, before DDA one, with ability to provide incentives for individuals to stay. Cross training or continuity books to retain best practices/historical knowledge.

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**SOF AT&L Work-Life Balance CE**

**Problem Statement Template**

**TEAM: YELLOW Number: #2**

**Problem Statement Title:** Telework uniformity

**Problem Statement**: How can Telework be accomplished to be fair and equal and as an incentive to keep people in positions.

**Effective Outcome:** Have normalized view of Telework, 2/3 or 3/2...other, to keep workforce in place or appeal to new/future talent with SOCOM competing against other markets/jobs where telework is standard. In a year people don’t get looked negatively upon for maximizing telework opportunities and leadership endorses/validates it.

**Unique Conditions:** SIPR/position requirements need in office work. Possibly increase pay for in-office positions. Use more CSFC kits where appropriate, take back ones that are not needed.

**Implementation:** Let people work at home if work can be done from home. Location of Telework does not need to be at home, could accomplish anywhere if approved with supervisor, no need to take leave or PTO or other.

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**SOF AT&L Work-Life Balance CE**

**Problem Statement Template**

**TEAM: YELLOW Number: #3**

**Problem Statement Title:** Improve compensation, overtime, locality pay at lowest level

**Problem Statement**: Pay is a large concern and reason for unhappiness in the workforce. Compensation, overtime, and locality pay for Gov positions need to be increased to incentivize and appease the workforce.

**Effective Outcome:** Locality pay increase would solve issues with numerous problems. The workforce would be more accepting of commuting and telework/office work with greater locality pay. In a year more compensation would be given, and overtime would be able to be approved at a lower level and accepted as the norm when needed for work to be accomplished.

**Conditions:** Locality pay is hard to accomplish, MacDill is grouped in Orlando and Average wages are lower but needs to be focused on Tampa. Shouldn't have to live an hour away to afford to work on base.

**Implementation:** Provide/use cash awards for gov. Allow overtime to be accepted and approved at lowest level. Don't give up the fight for increase locality and change the criteria to meet an increase accurate to Tampa/MacDill area.