



ARMADA Supports the Department of Justice with Personnel Security Support

ARMADA provided personnel security support as part of a comprehensive security program for a federal agency with 20,000 employees and 250 facilities located in the United States and abroad.

CLIENT

Department of Justice

SERVICE

Security Program Support Services

MARKET

Federal Government

▼ Situation

The Department of Justice (DOJ) needed a reliable and knowledgeable partner to support all elements of their security program, including personnel security. With more than 20,000 employees and 250 facilities located in the United States and abroad, DOJ handles and holds a large volume of classified and sensitive material and is responsible for reviewing thousands of personnel security investigations each year. DOJ required a contractor that could seamlessly assume responsibility for an ongoing personnel security program while assessing the program for areas where improvements could be made.

▼ Need

ARMADA assessment of what service/solution is needed

Prior to the start of the contract period, ARMADA assessed all elements of DOJ's ongoing personnel security program and developed a comprehensive turnover plan that included a multi-pronged effort to retain workers already supporting DOJ. Within days of being awarded the contract, ARMADA's leadership made a personal visit to DOJ's offices to meet current contract employees, introduce themselves, and assure employees that they wanted to retain as many as possible. That meeting set the tone for the transition to follow, which saw ARMADA retain nearly all of the contractors, ensuring that a committed and experienced workforce would remain in place. With staffing secured and the workflow continuing without interruption, ARMADA then established procedures for accurately evaluating their own performance and working closely with DOJ to identify areas where efficiency and effectiveness could be improved. It soon became clear that the existing process being used to distribute work to personnel security specialists was resulting in uneven workloads among specialists and causing delays.

▼ Solution

What ARMADA did

ARMADA's personnel security specialists were responsible for reviewing approximately 5,000 security waivers, investigations, reinvestigations, and adjudications each year. Initially, each specialist was assigned a specific district and was responsible for all cases originating in that district, including identifying problem cases and providing updates to the section chief and Deputy Chief. These activities made the specialists de facto supervisors. In addition, the number of cases received from the different districts varied significantly, which resulted in an uneven distribution of work between the specialists.

ARMADA changed the process by giving the Senior Personnel Security Specialist (SPSS) sole responsibility for distributing new cases to the contracting staff. The SPSS then created functional teams, based on the position of the person needing the security action or the action required (contractors, student volunteers, GS, reinvestigations, adjudications, etc.). Distributing cases to the functional teams ensured the work was distributed equally and that no specialists were overwhelmed by a heavy workload from a particularly busy district. By receiving each case first, the SPSS was able to log each case and more effectively monitor workload and performance.

▼ Outcome

ARMADA's proactive effort at retaining experienced personnel ensured that DOJ's personnel security program continued to meet all DOJ requirements during and after contract transition. In addition, ARMADA's change to the process of distributing cases evened the workload between specialists, increased efficiency, and prevented potential backlogs due to uneven distribution of cases. ARMADA's changes produced almost immediate dividends during the 2018 spring Student Volunteer Waiver "push" during which Personnel Security typically receives more than 1,500 student volunteer waiver packages for processing. By utilizing the new processes, ARMADA's specialists completed the student waiver packages two weeks prior to the deadline with only specialist assigned to the process.