



## Process Re-engineering Across the 32% FTE Cut

### PROBLEM STATEMENT

RD's announced 32% FTE contraction (4,630 !' 3,162) means OBP and NFAOC must continue delivering all current obligations on the credit-reform, accounting, and budget-execution work plan with two-thirds of the prior-year staffing — and without process re-engineering, work-quality regression and burnout are inevitable.

### WHY IT MATTERS

Workforce contraction without commensurate process redesign is the single largest operational risk at RD over the next 24 months. The 32% cut is irreversible in the budget; the question is whether RD operates through it gracefully or generates a wave of OIG / GAO findings.

### HSG'S APPROACH

1. Run Lean Six Sigma / SAFe / USDS-style discovery sprints across each major OBP and NFAOC workstream (re-estimate, modification, ULO, accruals, justification, anomaly review) to identify automation candidates, eliminate redundant tasks, and consolidate handoffs.
2. Layer AI automation in a 'human-on-the-loop' pattern where the LLM drafts and the analyst confirms, capturing 80% of mechanical work.
3. Re-design role descriptions toward judgment-intensive work (modeling, OMB negotiation, audit defense) and away from data-mechanical work.
4. Build a workload-rebalancing dashboard showing projected FTE demand by workstream against the new staffing envelope.
5. Stand up a continuous-improvement cadence with monthly retrospective and quarterly process-redesign sprints.

### EXPECTED DELIVERABLES

- ' Workstream-by-workstream process maps (current and to-be)
- ' Automation candidate list with effort / impact ranking
- ' Re-designed role descriptions and SOPs
- ' Workload-rebalancing dashboard
- ' Continuous-improvement cadence and governance

### EXPECTED OUTCOME

**Absorb the 32% FTE contraction without measurable regression in OBP / NFAOC deliverable quality, on-time rate, or audit posture.**

### ENGAGEMENT TEAM

#### PRIMARY LEAD

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#### CONTRIBUTORS

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