

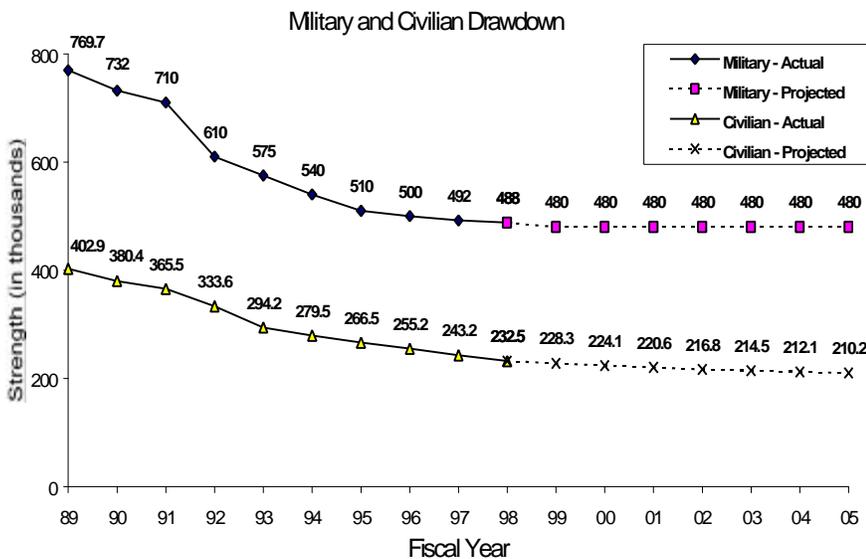
The Year in Review

Army's Civilian Work Force

Highly qualified and motivated Army civilians are an essential element of the Total Army force. Army civilians have long been the backbone of support at CONUS and OCONUS installations--furnishing administrative, logistical, and other sustaining-base support, allowing military forces to train and conduct combat operations. They also provide many critical skills supporting deployments, ranging from warfighting to peacekeeping to nation building. Approximately 200 civilians deployed in support of Operations Southern Watch (Kuwait, Saudi Arabia, Bahrain, and Qatar), Joint Endeavor and Joint Guard (Bosnia-Herzegovina and Croatia), about the same number as last year.

FY98

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Source: SF113A Report (civilian actual), SIDPERS (military actual) FY00/05 President's Budget (projections).

Figure 1

Though increasing in importance to mission accomplishment, the number of civilians employed by Army has steadily declined as the Army draws down its force. Overall civilian strength (military function only; including foreign national employees and National Guard Technicians) declined by 10,700 in FY98, from 243.2K to 232.5K. Civilian strength is down 42 percent (from 402.9K) since the drawdown began in FY89 (see Figure 1). Military strength went from 500K to 492K over the fiscal year. The total military strength reduction is 37 percent from FY89 strength of 769.7K.

The CHR community (see expanded indicator 1-3 for definition) took its share of reductions, going from 4,439 to 4,326 (a loss of 113 employees) during the fiscal year. Overall, the CHR work force has reduced 40 percent from its FY90 strength of 7,248.

Not surprisingly, Army lost more civilians than it gained in FY98 (see Figure 2). Note that these numbers include military and civil function civilians.

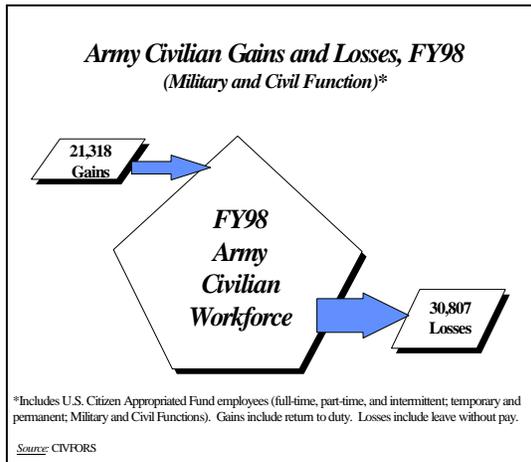


Figure 2

The average age and tenure of the Army civilian have been increasing since the drawdown began. Average age went from 43 in FY89 to 46.2 in FY98. Average years of service for Army civilians went from 13.5 in FY89 to 16.8 in FY98. There were 15,150 retirement-eligible (defined as optional retirement, not including discontinued service or FERS reduced annuity) civilians in the Army at the end of FY98, comprising 7.3% of the work force. Compared to FY97, that is an increase in both absolute numbers (there were 14,369 eligibles in FY97) and in percent of workforce (6.7% in FY97).

Civilian Personnel Planning and Evaluation

We published the *FY97 Annual Evaluation of Civilian Personnel Administration and Management (CPA/M)* in April 1998. We sent copies to MACOMs, CPOCs, and CPACs.

The **Army-wide Survey of Civilian Personnel Management** measures several dimensions of employee morale, to include satisfaction with civilian personnel services. We mailed the FY98 survey to employee's home address in October 1998. Unfortunately, the contractor's mailing and sorting equipment malfunctioned, preventing us from analyzing survey results by MACOM or CPOC. As a partial fix, we have changed the survey schedule so that we will administer the FY99 survey in May 1999. This will allow us to distribute results much earlier. It will also enable you to use the results of the surveys for the next fiscal year's strategic and operational planning. Results of the FY98 survey appear in Sections I and II of this report.

As part of the continuing **evaluation of Regionalization**, USACPEA conducted two Corps of Engineers Customer Service Reviews, two follow-up reviews at Army control sites, and began In-progress Reviews (IPR) in the Korea, Southwest, Pacific and Northeast Regions. CPEA also completed a follow-up review of the Army National Capital Region (ANCR). USACPEA's FY99 review schedule appears in Section III of this report.

We fielded the CPOC Productivity Reporting System (**CivPro**) with

CPOCs and MACOMs. The first phase, providing counts of completed actions by NOA code, was on-line in December 1997. To allow for historical analyses, the data for Phase I go back to January 1993. The second phase, fielded in August 1998, contains data on the timeliness of completed recruit/fill actions as well as counts of the number of recruit/fill actions entering and leaving CPOCs. Data for Phase II come from PERSACTION and the data start in October 1997. The August 1998 release also contained counts of personnelists and serviced employment. This portion of CivPro automates and replaces the **1738 Report**, which required manual data input from the MACOMs. Programming for a third phase is underway. The third phase extends CivPro beyond "recruit/fill" actions, allowing it to track all actions in PERSACTION. It will also web-enable CivPro, offering CPACs easy access to the data. Army provided functional productivity requirements to DOD for the Modern System.

We published the **FY99-05 Civilian Human Resources (CHR) Strategic Plan** in September 1998. The Plan communicates the corporate vision, primary emphasis areas, and performance goals to guide the Army CHR community in its seven-year efforts to more strategically plan, acquire, and manage the civilian work force and improve both the delivery and results of its policy, products and services and the environment for and readiness of the CHR community. The Plan implements a three-tiered, Army-wide process for deployment -- in

which the strategic plan drives annual organizational operational plans (that include measurable objectives and actions to achieve the planning goals), that then drive specific assignments in individual annual performance plans. The process concludes with evaluation of organizational and individual performance against the plans -- which starts the operational and individual performance planning cycle again. The Strategic Plan and its three-tiered implementation process received unanimous support at the October 1998 Worldwide Civilian Personnel Workshop.

The **Civilian Personnel Management System XXI** initiative is in direct support of the CHR Strategic Planning Goal No. 1, "Strategic planning that forecasts and achieves the civilian work force necessary to support Army missions." Specific CPMS XXI accomplishments during the year include: (1) formal charter for the CPMS XXI Process Action Team and Executive Steering Committees, quad-chaired at all levels by M&RA Civilian Personnel and Manpower, DCSOPS, and DCSPER; (2) the first full CPMS XXI PAT meeting July 8-10, 1998, that began the Army-wide process of analyzing the current civilian force baseline and defining future civilian work force needs in a systematic manner; (3) status briefs to the Army Chief of Staff through his Quarterly Leader Development updates; (4) participation in and observation of the first exercise to feed TDA requirements into Total Army Analysis (TAA) 2007; and (5) progress in identifying all questions

we must answer in order for CPMS XXI to succeed.

The **Defense Reform Initiative Directive 20 (DRID 20)** requires each Service to code all military and civilian positions by “function” and as either “inherently governmental,” “exempt from competitive outsourcing,” or “subject to study” for outsourcing. This initiative is strongly tied to the Commercial Activities Program, Office of Management and Budget Circular A-76 process. MACOMs and some functional proponents reviewed the coding for accuracy and consistency. As functional proponent, the ODASA(CPP) reviewed the coding of CHR positions. She also successfully argued that civilian career progression requires a steady flow of fully qualified personnel to fill inherently governmental career-program positions. The concept of civilian career progression resulted in coding an additional 8,400 positions as “inherently governmental.”

Regionalization of CHR Services

By the end of FY98, all ten CPOCs were partially or fully operational, servicing approximately **96 percent** of employees in a regionalized configuration. FY98 began with seven CPOCs at full operating capability (FOC) and ended with nine (the North Central and South Central CPOCs having achieved FOC on September 30, 1998). The West CPOC opened in FY98 and will achieve FOC in FY99. CPOCs will

gain the few remaining OCONUS locations (Panama, Saudi Arabia, Okinawa) in FY99.

Army established an objective to improve the delivery of civilian personnel services and products through standardization. To achieve this goal, functional experts from the Army Staff, MACOMs, CPOCs, and CPACs developed **Business Process Maps (BPMs)** to prescribe the flow of civilian personnel actions and diagram common processes for Army-wide standardization. We posted the BPMs on the Civilian Personnel On Line (CPOL) Internet site for Army-wide use in March 1998.

Business Process Reengineering (BPR) Initiative. Work groups of functional experts from the Army Staff, MACOMs, CPOCs, and CPACs met to design business processes that improve efficiency, cycle time, and quality of products and services in three areas: filling positions, employee benefits and services, and work force transition. The BPR methodology included developing and analyzing core processes for importance and value, modeling "AS IS" business processes, developing improvement strategies, designing "TO BE" processes, and developing implementation actions. The resulting proposals have estimated implementation timelines that range from a few months to several years, depending upon the scope of the change, resources required, and the degree of independent control the Army has over the process. We staffed the BPR results with the

MACOMs, CPOCs and CPACs in December 1998.

Advances in the Use of Technology

During FY98, Army deployed **Resumix 4.1** at the West CPOC and continued to implement Resumix 4.1 in stages at five other sites. We participated in testing the version of Resumix that will deploy with the modern system and continued to help build grammar for Resumix.

During January 1998, we began a test using Resumix in the Northeast CPOC's Delegated Examining Unit (DEU). In the test, Resumix technology replaces the traditional Office of Personnel Management DEU candidate evaluation techniques. The test will evaluate the reliability and efficiency of Resumix in comparison to the manual process. We hope to demonstrate that Resumix technology can save substantial resources in DEU operations with no change to the quality of candidates referred for selection.

The Automated Stopper and Referral System (ASARS), the automated system for administering the DOD **Priority Placement Program (PPP)**, underwent a significant change as DOD began converting it from a bulletin board system to web technology. The conversion to ASARS-Web is scheduled for completion for Army activities by the end of December 1998. The new technology provides much-needed efficiencies to PPP operations, such

as the process of completing a PPP registration. With ASARS-Web, the CPACs can complete PPP registrations on the web and submit them electronically to the CPOCs for review and input into the database.

Army developed a schedule for **Information Systems Security (ISS)** actions to accomplish the recommendations of the Army Audit Report: AA 98-123 transmitted March 3, 1998. We appointed a system-level security manager to oversee the effective implementation of information systems security for civilian personnel operations and systems and established an information assurance working group to address the implementation of security requirements. This group meets on a continuing basis. Army continued to participate in the DOD civilian personnel Computer Security Work Group addressing security for the modern system. We conducted a system-level risk assessment of the Interim Civilian Personnel Regionalization System. Several other initiatives are in process and are scheduled for completion in FY99. These include: Implementing additional safeguards and countermeasures to protect Privacy Act data, distributing information security plans, policies, procedures, and manuals for the interim system, planning for security training, and making use of applicable C2 Protect Tools to enhance Security.

Labor Relations

Labor-management partnerships continue to flourish in Army. Based

on a recent survey of partnership activities conducted for the Office of Personnel Management and the National Partnership Council, Army reported that approximately 45% of its bargaining units have labor-management partnership councils. These units represent approximately 60% of our bargaining unit members. These percentages do not include installations which have cooperative labor-management programs but have not entered into formal partnership arrangements.

Army activities continue to be recognized for their partnership efforts. This year, Anniston Army Depot received national acclaim when it received the John N. Sturdivant National Partnership Council Award. For each of the four years the National Partnership Council has given out its annual awards, an Army activity has been a recipient.

Management-Employee Relations

DOD and Army issued guidance and implementing instructions on the domestic violence amendment to the Gun Control Act of 1968. The amendment, which is commonly known as the **Lautenberg Amendment**, makes it a felony for anyone who has ever been convicted of a misdemeanor crime of domestic violence to ship, transport, possess, or receive firearms or ammunition. The implementing guidance tasked commands to identify all positions that have access to firearms or ammunition and

provide the employees with a memorandum describing the provisions of the Amendment. We identified 5,959 positions within Army.

We published change 1 to Army Regulation 690-400, Chapter 4302, Total Army Performance Evaluation System (**TAPES**). The change, staffed and approved in FY98 and made effective 16 Oct 98, removes requirements for Senior Rater review of the performance plan and appraisal. The use of a Senior Rater is now optional, except when an employee is rated Unsuccessful. The change also raised the summary rating formula for the Successful Levels 1 & 2 and brought the Army performance management program under the coverage of the DOD performance management system contained in DOD Civilian Personnel Manual 1400.25-M, Sub-Chapter 430.

We established a new multi-Department public service award in FY98. The **Zachary and Elizabeth Fisher Distinguished Civilian Humanitarian Award** is designated to annually recognize and reward an individual(s) or organization(s) demonstrating exceptional patriotism and humanitarian concern for members of the United States Armed Forces. Criteria and nominating procedures are in AR672-16. ASA(M&RA), Civilian Personnel Policy is the proponent of the multi-Department directive.

Staffing

President's Welfare-to-Work Initiative. The DOD has actively engaged in helping the Administration to "end welfare as we know it." In March 1997, the Office, Secretary of Defense established a goal of hiring 1,600 welfare recipients within appropriated fund, non-appropriated fund and contractor positions by the year 2000. The DOD has already met 97 percent of that objective. Army's share of the goal was 383. We have now met 87 percent of that goal.

As a result of new regulations issued by the Office of Personnel Management concerning reduction in force (RIF) and performance management, agencies have discretion in determining several factors affecting RIF retention service credit: defining the organizational basis for modal ratings and assigning the values to ratings in instances in which mixed rating patterns exist within the competitive area. Army issued its **policy on RIF and performance management** in June 1998. The modal rating is determined by the competitive area. The 12/16/20 formula will continue to be used within Army.

In February 1998, the Deputy Assistant Secretary (Civilian Personnel Policy) and the Acting Deputy Assistant Secretary (Force Management, Manpower and Resources) issued joint guidance requiring annual **civilian manpower execution and personnel reduction plans**. These plans help

in meeting challenges to provide the leadership and the Congress information on our reduction plans and to manage necessary reductions in force in ways that facilitate execution to budget end strength and workyear targets.

Position Management and Classification

We implemented two major changes to our **Position Description (PD) Library**. This library consists of a database of accurately classified PDs, providing a cross section of work performed throughout Army. The first change was a major redesign of the database that focused on improving the efficiency and performance of the system. This improvement is apparent to all users in the speed with which they can conduct searches. The second change was the development of a new method of entering PDs. CPOCs can now enter PDs directly into the database using the latest web technology. Major Commands will continue their roles in reviewing and approving these PDs for Army-wide use. We added an additional search feature, titled "category." This feature permits users to search only within a special group of PDs. The special groups identified so far are Civilian Intelligence Personnel Management Service (CIPMS) positions, Non-Appropriated Fund (NAF) positions, and Career Interns. Approximately 7,600 PDs now reside in our database, approved for Army-wide use.

On September 15, 1998, the Assistant Secretary of Defense (Force Management Policy) ASD (FMP) issued new guidance for managing **senior grades** for FY99-03. The new guidance requires that Army manage the number of senior grades in its full-time permanent professional, administrative, and technical (PAT) workforce. Under the guidance, the allowable number of senior grades must account for no more than 7.4 percent of Army's total full-time PAT workforce. This plan is less stringent than previous reduction plans and will give Army more flexibility in managing senior grades.

Training & Leader Development

On July 20, 1998, Deputy Secretary of Defense Hamre issued a policy requiring DOD activities to use the **government purchase card** as the payment method for training effective October 1, 1998. Army provided supplemental information on this requirement on August 31, 1998. This policy resulted from a Defense reengineering initiative designed to reduce the costs of the Department's financial transactions.

Two classes totaling 622 participants DOD-wide were selected for the Defense Leadership and Management Program (**DLAMP**). DLAMP was developed in 1997 to prepare, certify, and continuously educate and challenge a cadre of senior civilians with DOD-wide capability. In December 1997, 45 Army GS-14/15 employees entered

the DLAMP as members of the Class of 1997. The Class of 1998, selected in July 1998, includes 112 Army employees, GS-13 through 15. Both classes have attended DLAMP orientation, and participants are in the process of completing their individual development plans, selecting mentors, planning rotational assignments, and attending Professional Military Education and graduate courses.

Effective this year, we implemented a new procedure for the **Senior Service College (SSC) Operational Assignments Program** that shifts primary responsibility for identifying post-training assignments to the nominating command. We revised the utilization plan format and posted the new procedures in CPOL within the FY99 Catalog of Army Civilian Training, Education, and Professional Opportunities.

The **Army Values** were revised; the new values have been included in both the Officer Evaluation Record (OER) and civilian Total Army Personnel Evaluation System (TAPES). The Army Values are: Loyalty, Duty, Respect, Selfless Service, Honor, Integrity, and Personal Courage, forming the acronym "LDRSHIP." Visit the Army Values homepage (<http://www-cgsc.army.mil/cal>).

The Chief of Staff, Army, directed Army-wide implementation of the **Consideration of Others Program** to institutionalize the practice of treating people with dignity and respect. The CO2 program is

designed for all military and civilian personnel and is conducted locally.

Career Management

We approved updated Army Civilian Training, Education and Development System (**ACTEDS**) **Plans** for the following career programs: Public Affairs and Communications Media, Information Management, and Contracting and Acquisition. These and 23 other ACTEDS Plans are accessible on CPOL.

We centralized the recruitment of ACTED interns toward the end of FY98. The purpose for **centralizing intern recruitment** was to streamline the recruitment process and enhance the timeliness of filling intern positions, thus maximizing the use of ACTEDS dollars. The North Central CPOC is the designated service provider for all ACTEDS intern recruitment. Although the ASA (M&RA) ACTEDS Management Branch initiates the recruit SF-52, the North Central CPOC provides full-service intern recruitment.

To ensure the efficiency and timeliness in the recruitment process, we proposed an alternative method to the Priority Placement Program (PPP) requirements for training positions. The proposal would create a more effective process of matching PPP candidates against intern vacancies. The Department of Defense Civilian Personnel Management Service is considering the proposal.

Easy ACCES, the web version of the Army Civilian Career Evaluation System (ACCES) became operational for seven career programs (Civilian Personnel Administration, Comptroller, Safety & Occupational Health Management, Contracting & Acquisition, Manpower & Force Management, Housing Management, and Equal Employment Opportunity). It became partially operational (employees can create their files for future use) for two other career programs (Education Services and Information Management). Easy ACCES allows employees to apply and update their records on line (<http://cpol.army.mil>, "Easy ACCES").

Personnel Demonstration Projects

Army Science & Technology Laboratories continued to develop civilian personnel management demonstration projects designed to test unique personnel systems and programs. The Medical Research & Materiel Command, the Army Research Laboratory, and the Engineer Research & Development Center implemented demonstration projects, bringing the number of current Army projects to five. Together, these projects cover approximately 7,400 civilian employees in a wide variety of engineering, professional, administrative, technical, and clerical occupations. Several additional laboratories with another 9,100 civilians are planning personnel demonstration projects in 1999.

Development work continued on the **DOD Acquisition Workforce Personnel Demonstration Project**. The demonstration project plan was published in the Federal Register in March, followed by public hearings. Implementation is projected for February 1999. This demonstration project will cover 1,758 Army civilians. The majority of these employees work in the Office, Assistant Secretary of the Army (Research, Development & Acquisition), Army Acquisition Executive Support Agency (AAESA), Program Executive Offices (PEOs) and Program/Project Management Offices. Other commands participating include HQ, Military Traffic Management Command, Operational Test & Evaluation Command, Defense Supply Services-Washington, and the US Army Contracting Command, Korea. These projects replace the familiar 15-grade General Schedule with broad paybands and systems that reward high performance and place less emphasis on longevity for pay and retention. Initiatives also include simplified job classifications and assignment processes, streamlined hiring, and expanded developmental opportunities.

Functionally-Oriented Initiatives

Army-Acquisition Workforce (AAW). The Deputy Director of Acquisition Career Management has continued or expanded many Army Acquisition Corps (AAC) and AAW career management programs. The

second Competitive Development Group Year Group (YG) began its training. Seven (28%) of YG97 participants have already been promoted to GS-14. Over 3,000 GS-13 AAW members were accepted into the Corps Eligible (CE) program, and many CEs received specialized leadership training. The CE program is available to all AAW members who meet AAC qualification requirements, regardless of grade. The process used to certify AAW members is simplified through decentralization and elimination of documentation requirements. The mandatory five-year acquisition Individual Development Plan (IDP) is available on-line. The approved Civilian Acquisition Position List (CAPL) was published, as well as position lists for the military, reserves, guard and AMEDD. Position approval is a command function supplemented by a General Officer Steering Committee. Information on AAW programs, policies and points of contact are available on the AAC home page (<http://dacm.sarda.army.mil>).

During FY98, the Intelligence Personnel Management Office, Office of the Deputy Chief of Staff for Intelligence began work on a number of personnel management products to assist managers and CPOCs/CPACs that service **Civilian Intelligence Personnel Management System (CIPMS)** positions and employees. Initiatives include a separate section of PD Library for CIPMS positions, training on Delegation of Classification Authority, a model placement plan and a vacancy announcement

template, plus modifications to PERMISS and Business Process Maps/Standard Operating Procedures. The following major endeavors are also noteworthy. Another extension of the Personnel Interchange Agreement with the Office of Personnel Management and CIPMS was obtained. Centralized servicing of intelligence organizations on a voluntary basis by the ANCR CPOC and the CIPMS Division of the P&ES-W CPAC continued, and will likely expand in FY99. The Intelligence Community Assignment Program (ICAP) continued in FY98, providing opportunities for IC-wide developmental rotations for careerists GS-13 and above. A new professionalization requirement was defined for employees who aspire to IC positions above GS-15 to achieve the designation as an Intelligence Community Officer (ICO). Finally, policy was clarified that permits CIPMS employees to participate in the Defense Leadership and Management Program (DLAMP) but restricts CIPMS positions from being designated as DLAMP key positions.