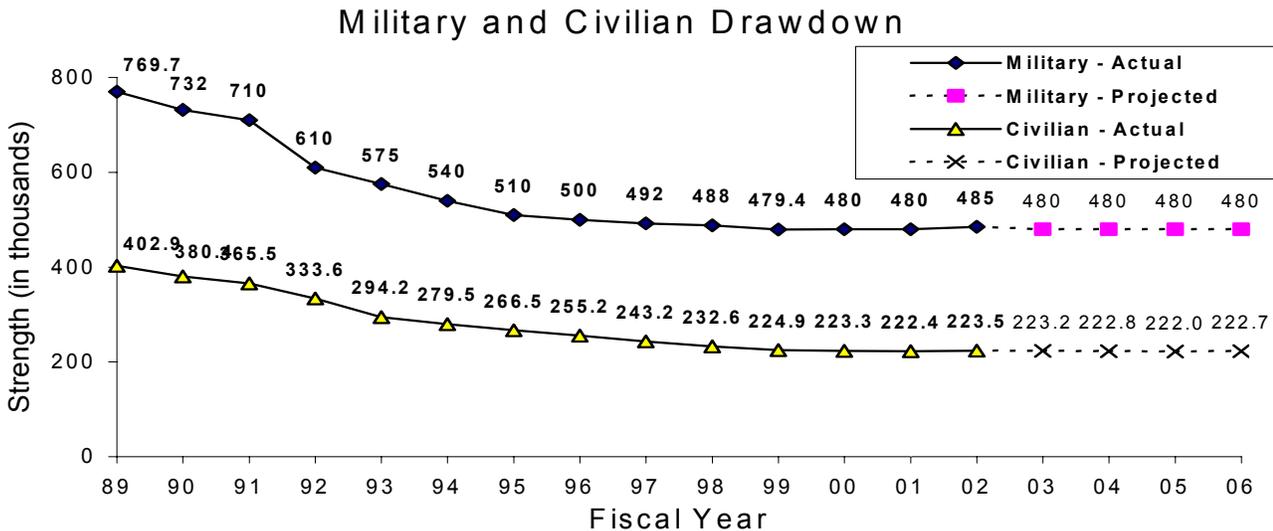


# FY02: The Year in Review

## Army's Civilian Work Force

Army civilians are an integral and vital part of the Army team. They perform critical, mission-essential duties in support of every functional facet of Combat Support and Combat Service Support both at home and abroad. Army civilians serve beside the military to provide the critical skills necessary to support combat systems and weaponry. This fiscal year over 700 Army civilians and contractors processed through the CONUS Replacement Center at Fort Benning, Georgia for deployment OCONUS. Of that number, Army deployed approximately 300 civilians. In any given week, 50 or more Army civilians serve beside soldiers in the Balkans as part of Operation Joint Guardian and Operation Joint Forge. There are about 150 civilians deployed in support of the war on terrorism in Operation Enduring Freedom (Southwest Asia). This is approximately twice the number that served in Operation Southern Watch (Kuwait and Saudi Arabia).

Though increasing in importance to mission accomplishment, the number of civilians employed by Army since FY89 has steadily declined as the Army drew down its force. This fiscal year, for the first time since FY89, overall civilian strength increased (military function only; including foreign national employees and Military Technicians). Actual FY02 civilian strength was 6,150 above the projection of 217,300. Since the drawdown began in FY89, civilian strength is down 45 percent (from 402.9K) (see Figure 1). Military strength also increased by 5,276 over the previous fiscal year (480K). The total military strength reduction is 37 percent from FY89 strength of 769.7K.



Source: SF113A Report (civilian actual), SIDPERS (military actual) FY04-05 President's Budget.

Figure 1. Drawdown of military and civilian forces as a function of time

The Civilian Human Resource (CHR) community (see performance indicator 1-4 for definition) lost 160 positions (decreasing to 3,685 from 3,845) during the fiscal year, due to a decrease of 119 staff positions and a decrease of 41 operating positions. Overall, the CHR work force has reduced 51 percent from its FY90 strength of 7,248.

The Army gained more civilians than it lost in FY02 (see Figure 2) when civilian functions are included. The

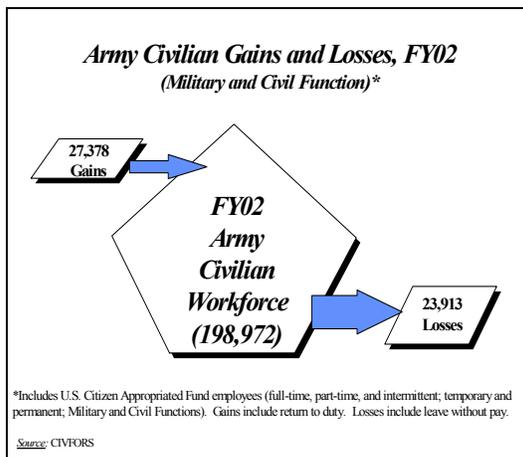


Figure 2. Army civilian gains and losses during FY02

average age and tenure of the Army civilian has increased since the drawdown began. Average age increased from 43 in FY89 to 48 in FY02. Average years of service increased from 13.5 in FY89 to 18.0 in FY02. There were 21,409 retirement-eligible (defined as optional retirement, not including discontinued service, voluntary early retirement, or Federal Employee Retirement System reduced annuity) Army civilians at the end of FY02. This represented 10.8% of the work force. That is an increase in both absolute numbers (there were 18,544 eligible in FY01) and in percent of work force (9.5% in FY01).

## **Civilian Personnel Planning and Evaluation**

**CHR Management and Career Program 10.** The Civilian Human Resource Management career field continued to improve the CHR Strategic Plan and Army Civilian Training and Education and Development System (ACTEDS) Plan (see <http://cpol.army.mil/library/armyplans/sp02-07/index.html> and <http://cpol.army.mil/train/acteds/CP10/>).

**Kushnick, Macy, and Hoge Awards.** The Kushnick, Macy, and Hoge award recipients received honorary awards for their innovative individual achievements or ideas for excellence in the world of Civilian Human Resources Management. The Secretary of the Army presented awards to the Kushnick and Macy winners. The Assistant G-1 for Civilian Personnel Policy presented the award to the Hoge winner.

**CPAC Worldwide Conference 2002.** Over 170 CHR professionals attended the Worldwide Conference held from July 7-12, 2002 at the DoD Executive Management Training Center in Southbridge, MA. The theme of the conference was "Transforming CHR to Meet the Army's Mission". Workgroups discussed the "Role of the CPAC," "The CHR Professional," and "Revitalizing the Training Function." All conference presentations can be found on Army Knowledge Online (AKO).

**Civilian Personnel Management System XXI (CPMS XXI) and the Strategic Army Workforce (SAW).** The CPMS XXI vision of "a high-performing workforce of employees

and contractors, multiple and integrated skill sets, capable of adapting quickly to a changing Army mission, and competitive with the nation's best" continues to be developed. The SAW, a centrally managed, strategically developed cadre of future leaders in primarily supervisory positions at GS-12 and above, has been the primary focus. Efforts continued to refine the SAW concept, identify resources, draft policies, and construct procedures and strategies necessary to move to the next level of development.

**Army Well-Being (W-B).** The Well Being Action Plan (WBAP) documents 51 issues relating to the physical, material, mental, and spiritual state of soldiers, civilians, retirees, veterans and families. CHR issues include civilian pay, civilian continuing education, and spouse employment. The W-B Steering Committee approved release of WBAP, Volume I.

**FY01 CHR Annual Evaluation.** The web version of the FY01 CHR Annual Evaluation is at [http://www.cpol.army.mil/library/army\\_plans/01eval/index.html](http://www.cpol.army.mil/library/army_plans/01eval/index.html). MACOMs, CPACs, and CPOCs received hard-copy versions.

**CHR Metrics.** CHR performance indicators appear in various balanced scorecards, including the Army and G-1 Scorecards contained in the Army Strategic Readiness System. Becoming a member of the Saratoga Institute allowed us to benchmark Army CHR metrics with other public and private industry sources.

**Agent of Change.** Critical components of CHR customer service and employee job satisfaction served as key drivers for the Agent of Change program, based on the results of the Army Civilian Attitude Survey. Commanders, CHR Directors, and Functional Chief Representatives used our key driver reports for strategic planning and other change management efforts. Highlights included daylong strategic planning sessions at Fort Carson and West Point, and a 2½-day strategic planning workshop for the Comptroller Career Program.

**Activity Based Costing (ABC).** The prototype web-based ABC system, built, tested, and refined, is currently in use throughout the North Central Region. Train-the-Trainer sessions trained users "just in time" for deployment to the CPOC and servicing North Central Region CPACs. The training incorporated a Business Objects Applications reports module so that users could run ad hoc and standard reports.

**Quadrennial Defense Review (QDR).** Information from the QDR helped compose the Defense Program Guidance (DPG) for the Program Objective Memorandum (POM). Our input became part of the "DoD CHR Strategic Plan 2002-2008" located at [http://dod.mil/prhome/docs/civilian\\_hr\\_stratplan2.pdf](http://dod.mil/prhome/docs/civilian_hr_stratplan2.pdf).

**Civilian Productivity Reporting System (CivPro).** The CivPro System, reconfigured to reflect five CONUS regions and realigned

CPACs, redefined the way actions-in-process are identified and counted.

**Exit Survey.** By the end of FY02, over 2300 Army employees and supervisors had taken the survey. Overall, the top reasons why people leave Army deal with chances of future promotion, organizational rules and policies, chances of receiving financial awards for outstanding job performance, opportunities to participate in important decisions affecting work, staffing the workload (i.e., the number and mix of people to do the work), opportunities to have impact, job stress, relations with higher level managers, opportunities to apply skills and abilities on the job, and current assignment of duties and responsibilities.

**Army Training and Leader Development Panel (ATLDP) (Civilian Study).** Worldwide data collection, focus groups, and personal interviews highlighted Phase Four (Civilian Study) of the ATLDP. Over 95,000 civilians and soldiers received written surveys in January with follow-up focus groups and personal interviews conducted at 35 Army installations in the US, Germany, and Korea during April. We trained over 50 civilians and soldiers from MACOMs to conduct focus groups and one-on-one interviews with over 3000 Army civilians and soldiers. In April Senior Executive Service (SES) members and General Officers (GOs) completed an on-line survey.

A study team of Army civilians at Fort Leavenworth, KS conducted independent research, analyzed the Army data in conjunction with Army Research Institute professionals, and developed preliminary study findings. An Executive Panel (GS-13-15s and Colonels from the MACOMs) reviewed the findings and met three times to help transform findings into conclusions and recommendations. SES members and GOs attended a Strategic Conclusions and Recommendations Conference in July.

**US Army Civilian Personnel Evaluation Agency (USACPEA).** US Army, Europe Region hosted a Personnel Management Evaluation (PME). On-site visits included the Grafenwohr, Hanau, Heidelberg, Stuttgart, and Wuerzburg CPACs in Germany, the Vicenza CPAC in Italy; the CPOC and the Headquarters, U.S. Army Europe (HQUSAREUR) Civilian Personnel Directorate (CPD) in Seckenheim, Germany.

The Walter Reed Army Medical Center, Washington, DC, Camp Zama, Japan, and the Pacific Region CPOC in Anchorage, AK took part in special reviews.

### **Modernization and Functional Automation**

**Modern Defense Civilian Personnel Data System (Modern DCPDS).** Modern DCPDS deployments in Korea and Europe, the non-appropriated fund (NAF) module in Northeast, Pacific, Korea, and Southwest, and the final NAF deployment in the Europe region are

complete. See current status at <http://www.cpol.army.mil/modern/>.

**Oracle HR.** DoD continued to plan for implementation of Oracle Human Resources (HR) 11i. The web-based version will no longer require maintaining a client server and will reduce the need to push software upgrades and patches out to individual users. Easier access to data will be possible with fewer communication problems.

**Configuration Control Board (CCB).** The newly implemented web-based CCB process simplified and streamlined the submission, review, and comment phases and provides software development status. For more on CCB changes/enhancements see [http://www.cpol.army.mil/modern/ccb\\_info/index.html](http://www.cpol.army.mil/modern/ccb_info/index.html).

**Streamlined Clinger-Cohen Review.** A one-page documentation history for all new HR system applications was developed and shared with the Defense Civilian Personnel Management Service (CPMS). That history is now being used by CPMS as the basis for collecting component input for the DoD Systems Innovation Subcommittee. Three Army HR systems received Clinger-Cohen approval: the Activity Based Costing (ABC) system, the Europe Overseas Allowance System (OASYS) living quarters allowance computation and reconciliation program, and the Resource Allocation and Development System (RASS).

### **Labor Relations**

**National Consultation Unions Expand.** The International Federation of Professional and Technical Engineers received national consultation rights. The federation is the sixth union to hold national consultation rights with Army. The five other unions are the American Federation of Government Employees; the National Federation of Federal Employees; the National Association of Government Employees; the International Association of Machinists and Aerospace Workers; and the Association of Civilian Technicians.

**Union Notifications.** Quite a few changes requiring local level union notification and national consultation occurred throughout the year affecting bargaining unit employees' conditions of employment. Some of the more significant changes involved telework; centralizing Resumix; and collecting emergency contact data. Management received a paper reminding them of their labor relations' obligations when issuing regulations or policies affecting bargaining unit members' conditions of employment.

**Headquarters Redesign.** We spent a significant amount of time helping the Installation Management Agency (IMA), the Army Contracting Agency (ACA) and the Network Enterprise Technology Command (NETCOM) address union representation issues associated, most notably, with successorship and accretion.

### **Management-Employee Relations**

**Army Civilian Awards Program Review.** The effectiveness review addressed key features of the program, provided an overview of civilian awards granted, discussed program evaluation efforts, and identified focus areas for further review. The evaluation included a comparison between civilian and military honorary awards and an analysis of awards distribution.

**Army Recognition Resulting from Terrorist Attack on the Pentagon/Secretary of Army Award for Valor.** Army awarded 72 Defense of Freedom Medals, 11 Honorary Awards for Bravery, 49 Honorary Awards for Deceased/Unaccounted For, and 34 Public Service Recognitions for private citizens (e.g., hospital employees) to Army civilian employees, contractors, and private citizens injured or killed in the line of duty as a result of the terrorist attack on the Pentagon. In addition to developing internal procedures for awarding the Defense of Freedom Medal to Army civilians for death or qualifying injuries for incidents following 9/11/01, the Secretary of the Army Award for Valor is created as a result of our review of the nominations for bravery resulting from the 9/11/01 attack on the Pentagon.

**Army Selected for the First Implementation of the U.S. Office of Special Counsel's Certification Program.** The U. S. Office of Special Counsel selected Army to participate in initial implementation of their program to assist Federal agencies in meeting their statutory

obligations under the Whistleblower Protection Act.

**Army Automated Performance Management Support System (APMS) XXI:** Progress continues in automating the APMS XXI appraisal and award process. This includes building and testing screens, making improvements, and briefing groups such as the Career Program Policy Committee, TRADOC's Civilian Personnel Advisory Center chiefs, personnel officials at the CPAC Worldwide Conference, and others. Modules for the support form, the evaluation report form, and the awards process are complete.

### **Position Classification**

**Army-Wide Reduction in Position Descriptions.** Short and long-term plans are in effect to get to the goal of 15,000 position descriptions over the next five years. The enhanced Fully Automated System for Classification (FASCLASS II) will contain fewer and more generic civilian position descriptions.

**Fully Automated System for Classification II (FASCLASS II).** CONUS FASCLASS II deployment is complete. The system, designed to simplify and expedite the classification process, allows users to select from a wide variety of classified position descriptions, conduct organizational analyses, and submit electronic position descriptions directly to the CPAC and CPOC.

**OPM Draft Position Classification Standards.** OPM draft position

classification standards covered occupations in GS-200 Human Resources, GS-1300 Technicians, GS-1600 Equipment and Facilities, GS-1500 Mathematicians, GS-1800 Investigators, and GS-2200 Information Technology Specialists. Army has approximately 16,300 positions covered by the series in these draft standards.

**OPM New Position Classification Standards.** New OPM position classification standards covered GS-200 Human Resources, GS-500 Accounting and Budget, GS-900 Legal Assistants, and GS-2200 Information Technology Specialists occupational series. Army has approximately 18,700 positions covered by these new standards. Application of the new GS-2200 standard resulted in Army reclassifying many Information Technology positions. Reclassifying the jobs directly impacted Army employees' entitlement to the Information Technology special salary rates.

### **Training and Leader Development**

**Guidelines on Civilian Academic Degree Training.** MACOMs, IRAs, and the Administrative Assistant to the Secretary of the Army (who can further delegate) now have delegated authority to implement and approve Civilian Academic Degree Training. Employees no longer have to be in a shortage occupation category to receive training. Academic Degree Training can be approved if part of a planned, systematic and coordinated program of professional development. This

includes Academic Degree Training identified in an appropriate Army Civilian Training, Education, and Development System (ACTEDS) plan, Defense Leadership and Management Program (DLAMP), Army Acquisition Career Development plan, or other Army approved competitive leader or management development program. No additional DoD or Army funds have been allocated for this training.

**Oracle Training Administration (OTA-Lite) and Completed Training Records in DCPDS.** OTA-Lite allows personnelists, managers, and training coordinators to enter completed training for employees into their official record in modern DCPDS. A modified version of OTA-Lite increases the capture of completed civilian training data.

### **Mobilization**

**Army Civilian Tracking System (CIVTRACKS).** CIVTRACKS tracks all deployed civilians in support of contingencies and mobilization exercises. Any deployed or deploying civilian that has access to the internet can enter data concerning his or her deployment. This information is stored in HQ ACPERS and provided (password required) to MACOMs and Combatant Commanders.

### **Staffing, Benefits and Entitlements**

**DOD Civilian Acquisition Workforce Demonstration Project (AcqDemo).** AcqDemo completed its fourth Contribution Based Compensation and Appraisal System

(CCAS) cycle. The DoD Program Management Office continued to supply additional training by completing and distributing additional training modules to strengthen human resource management training and writing in the CCAS process. Army currently has 26 pay pools and approximately 1,800 employees participating in the demonstration project.

A Federal Register amendment to the demonstration plan increased the list of organizations that are eligible to participate in this demonstration. It restated that the project is limited by statute to a maximum of 95,000 participants at any one time.

**Defense Civilian Intelligence Personnel System (DCIPS).** The intelligence personnel community transferred centralized DCIPS servicing from both the National Capital and Southeast Regions to Ft. Huachuca, AZ; published training on the web on both Basic DCIPS and on the Coding of DCIPS personnel actions; advised managers of the results of an attitude study of the intelligence workforce; reissued affirmative action policy on the selection of managers and experts; and published monthly updates.

In conjunction with the DOD Intelligence Community, the intelligence personnel community assisted the OSD in developing DCIPS Policy, participated in joint recruitment ventures, began work on an Army Intelligence Community recruitment website, marketed an important new source of web-based training - the Joint Intelligence Virtual

University - and obtained legislative authority to pay a lodging allowance for employees on Intelligence Community Assignment Program (ICAP) rotational assignments.

**Emergency Hiring Flexibilities Related to the Terrorist Attacks.**

OPM established a new temporary Schedule A excepted authority for temporary appointments of up to one year to reemploy former Federal employees or hire new employees to perform work responding to the terrorist attacks. They authorized Senior Executive Service limited emergency appointments, granted a blanket waiver of repayment of voluntary separation incentive pay (VSIP), and delegated authority to waive dual compensation limits on pay of civilian retirees hired. The waiver authority is delegated to MACOMs and the Administrative Assistant to the Secretary of the Army.

OPM extended the four emergency hiring flexibilities. These flexibilities may be used for the duration of the national emergency. Appointment duration for any individual is limited to two years.

Currently Army has 831 Schedule A appointments, 28 dual compensation waivers, and nine VSIP pay back waivers.

**Streamlining Recruitment.**

Previously, applicants had to send a resume to each of four CONUS regions for which they wished to be considered. Streamlining recruitment into a centralized consolidated Resumix database

means that applicants only need to submit one resume and they can be considered for Resumix vacancies advertised by any of the four centralized regions. Applicants must still self-nominate for vacancies, but the four regions share their single resume.

**Direct Hire Authority (DHA) for Medical Vacancies.** Since the Secretary of the Army approved DHA for eleven health-care occupations, Army filled 499 positions in 144 days, reduced the fill time by 70 percent to 29 days, and reduced the number of vacancies by 20 percent. Recent legislation authorizes the continued use of the DHA for the same 11 health-care occupations.

The next Defense Authorization Act may permanently authorize the DHA to preclude lapses in its use. Since the DHA is authorized in an appropriation act, the Secretary of Defense must delegate the DHA each time that it is granted. This takes time and imposes a lapse in its use until the delegation reaches commanders of medical treatment facilities. The success for the use of DHA is attributed to being able to make job offers on the spot and process a request for personnel action immediately.

A DoD Task Force may allow us to implement the Title 38 Special Pay Authorities (SPAs) for health-care occupations. Title 38 SPAs allow managers to use pay incentives to compete with private sector medical pay practices. SPAs enable managers to pay nurses for

weekend, holiday, on-call, and overtime duty, and to provide other pay incentives. The Task Force is seeking to align occupations covered under the DHA with the occupations covered under Title 38 SPAs. This will allow us to attract, appoint and compensate health-care providers for the same occupations.

### ***Program Support***

**Program Objective Memorandum (POM) FY 04-09.** Army obtained funding for increased intern work years throughout the POM (FY 04-05, 1030; FY 06, 1115; FY 07-09, 1135). We received additional funding for recruitment bonuses and student loan repayment program for hard to fill positions such as engineers, computer scientists, and operation research analysts.

Army obtained \$5.8M in FY 05 and \$9.5M in FY 06 in additional funding for civilian competitive professional development training, as well as, funding for schoolhouse furniture replacement and building renovations across the POM years.

The Civilian Personnel Operations (CPO) program, which includes the Civilian Personnel Operations Centers (CPOCs) and the Civilian Personnel Advisory Centers (CPACs), grew by 15% from FY 03 to FY 04. The program requirements continue to be validated during the POM process; however, the program is never fully funded, as was the case in FY 02. Based on the current financial audit trails, the CPO program will operate with critical

Unfinanced Requirements (UFRs) in FY 03-05.

### **Central Program Operations**

**Leader Development.** The Sustaining Base Leadership and Management Program (SBLMP) conducted one non-resident class and three resident classes. Three DA Secretariat Selection Boards (491 applications) supported 485 SBLMP spaces. The Electronic Application Process (EAP) reduced application-processing time.

One DA Selection Board processed 50 applications for our four major service schools: Industrial College of the Armed Forces (ICAF), National War College (NWC), Army War College (ACW), Army War College Distance Education (AWC-DE); and one board conducted for the Army Congressional Fellowship Program (ACFP).

Twenty-five applications were received and processed for the Harvard University Program for Senior Executive Fellows (SEF), National Security Management Course (NSMC), and the DOD Executive Leadership Development Program (DELDP).

#### **Minority College Relations:**

Recruiters shared Army's civilian employment opportunities with some of the most talented and brightest students at more than 27 Minority College and University Career Fairs. Recruiters visited Historical Black Colleges, Hispanic Serving Institutions and Tribal Colleges to educate them on the civilian

employment opportunities in Army including over 250 freshmen students at Elizabeth City State College about civilian opportunities available to them after they graduate. In all, over 3,500 college students, career placements officers, and department chairpersons talked with us about career opportunities.

#### **Defense Leadership and Management Program (DLAMP).**

The Under Secretary of Defense (Personnel and Readiness) announced significant program changes to DLAMP while reaffirming the original tenet of the program. This resulted in delayed intake for the DLAMP Class of 2002 until the key program elements were in place and current participants were transitioned to the new program.

The DoD Council approved candidates who applied by September 2001 for the DLAMP Class of 2002 in June 2002. Those selected attended the DoD-sponsored one-day orientation on September 30, 2002, in Arlington, VA. The Class of 2002 consists of 272 participants, including 84 Army civilians. As of fiscal year end, DLAMP selections totaled 1,658, with 1,353 active participants. Army DLAMP selections totaled 402 with 333 active participants.

DLAMP participants continue to take full advantage of training and development opportunities supported by DLAMP funds. Based on an assessment of each participant's needs and desires within the framework of the refocused program, DoD assigned them to one of three

possible categories on the DLAMP Progression Model: the Education, the Round-out, or the Professional Military Education (PME) tracks. The breakdown of Army participants by track is 151 for PME, 59 for Education, and 64 for Round out. A total of 59 are awaiting final completion criteria.

Ten rotational assignments that were approved prior to the changes to DLAMP were allowed to continue, but no further rotational assignments were processed due to the lack of central funding.

Army is allocated DLAMP PME fourteen seats in the resident schools; however, twenty-two attended because Army filled seats unused by the other components. Army filled 11 of the 30 available seats in the Army War College Distance Education program.

**Competitive Professional Development (CPD).** MACOM funding of over 7.6 million covered authorized costs associated with participation in advanced career program-wide and professional training of 2,165 career program employees. This includes 485 civilians participating in training in universities, 4 in training-with-industry, 50 in developmental assignments and 1626 in short-term training opportunities. This training is functionally designed and developed.

**ACTEDS Interns.** Army brought on board 156 interns in FY02 with 28 outstanding recruit actions still in process at the end of the fiscal year.

An intern-hiring freeze was initiated in January due to the influx of new hires during the last quarter of FY01 and the first quarter of FY02. The majority of the career programs centrally selected interns, making the overall process faster and efficient.

**ACTEDS Career Plans.** Several career programs and career fields submitted revised ACTEDS Career Plans for approval. This includes approved complete revisions for CP-15 Quality and Reliability Assurance, CP-33, Ammunition Management, and CP-35 General Intelligence. The Medical Career Field 53 welcomed the development of a Hospital Housekeeping Management training plan along with the following addenda for the Registered Nurse ACTEDS Plan: Occupational Health Nurse, Pediatric Nurse, Community Health Nurse, Nurse Practitioner, ER Nurse, Certified Nurse-Midwife, Hematology/Oncology Nurse Specialist, Dialysis Nurse Specialist, Infection Control Nurse, and Nurse Educator.

The following Career Plans were still being revised at the end of FY 02: CP-12 Safety Management, CP-19 Physical Security and Law Enforcement, CP-20 Quality Assurance Specialist (Ammunition Surveillance), CP-28 Equal Employment Opportunity, and CP-32 Training and Warfighting Developments. The draft ACTEDS plans for CP-16 Engineers and Scientists (Non-construction) and CP-18 Engineers and Scientists (Resources and Construction) have been approved for posting on CPOL. In all, 27 ACTEDS Plans can be

found in the CPOL Training section (<http://www.cpol.army.mil/train/catalog/index.html>).

**Army Civilian Career Evaluation System.** The processing time for issuing DA Career Referral Lists improved from an average of 32.33 days to 23.17 days following the successful deployment of the electronic notification to applicants. This includes 5 calendar days for employee notification (interest and availability), Career Management Branch processing days, and mail time.

After nearly 14 years of interim changes, AR 690-950, Career Management and DA Pamphlet 690-950, Career Program Referral, Registration, and Administration were updated and published.

### **Nonappropriated Fund (NAF) Program**

**Transition Installation Management (TIM).** NAF assisted Installation Management Agency (IMA) since the decision to transition the responsibility for installation management to a separate agency. NAF HR experts were on-site three days a week developing Transfer of Function and survey letters, writing system change requests for modern MDCPDS personnel processing, and coordinating with Community and Family Support Center (CFSC) Financial Management to address funding concerns.

**Publication of the AR 215-3.** NAF published AR 215-3 and posted it on the U.S. Army Publication website.

The new regulation combined the previous AR 215-3 dated October 1990, Caregiving Personnel Pay Program dated March 1990, Child and Youth Personnel Pay Program dated February 1999, Modernization Memoranda Revision dated June 1994 and the Paybanding Memorandum dated February 1991 into a single reference document.

**Legislative Initiative.** NAF worked a legislative change that would allow NAF white-collar employees covered under the Fair Labor Standards Act (FLSA) the use of compensatory time in lieu of overtime pay for hours worked in excess of 40 in a week. AR 215-3 prohibits these types of employee compensatory time off in lieu of overtime pay except for religious beliefs. The Army authorized the use of compensatory time off for blue-collar positions in January 1997 using the authority provided by section 1610 of Public Law 104-201 (5 USC 5543).

**Garrison Commanders Conference.** NAF participated in the second Garrison Commanders Conference, Atlanta, GA. Garrison Commanders, Directors of Community Activities, MWR Program Managers, and 70 NAF HR Officers from around the world attended. Discussion centered around the recently published AR 215-3, employee benefit programs, TIM, leadership, and team building.

**NAF Automation.** NAF completed the deployment of modern DCPDS with the deployment of Europe and trained all modern users. The NAF Payroll Interface is in the final stages

of testing. This will enable NAF HR offices at the installation to stop sending hardcopy payroll transmittals to NAF Financial Services (NFS). It will enable NFS to provide earning and leave statement information directly into the employees record in modern DCPDS. The interface will provide a reconciliation process to ensure both databases contain the identical information and identify mismatches so they can be corrected. Work on the NAF Benefits Interface will begin after full operational capability of the Payroll Interface begins after deployment of modern DCPDS version 11i.

NAF created a Charter Team to support the use of modern DCPDS in the field. The purpose of the group is to enhance ability to communicate problems from the field and provide solutions to these problems. The Charter Group is comprised of “super users” from each Region within Army, who serve as expert points of contact for the other NAF HR offices in the region. Only actual problems that have been through the Charter Group where no solution can be found will find their way to the formalized complaint process. In addition, the group documents solutions to the problems raised by the field and adds them to the internal help function of modern DCPDS version 11i.

**Program Review.** NAF participated in the European Region program reviews conducted by the US Army Civilian Personnel Evaluation Agency (USACPEA) that included

the communities of Hanau, Heidelberg, and Stuttgart, Germany.

**Training and Leader Development.**

NAF established a NAF position at the CPOCMA to develop functional training modules, recruit and train adjunct faculty, and schedule training for field personnel.

NAF created a Curriculum Advisory Board (CAB) to discuss and design the framework for the training that included the NAF HR Administration Basic Course, NAF HR Advanced Seminar, and NAF HR Generalist Course. NAF conducted two courses and two CAB conferences. Community and Family Support Center (CFSC) provided central funding for the program, which is the first time NAF offered training of this type without cost to the installation NAFI. For NAF course information, see <http://www.cpocma.army.mil>.

**Senior Executive Service (SES) Office/Leader Development Policy**

**Presidential Rank Awards.** The President approved the 2002 Presidential Rank Award recipients in September. Of those nominated for the awards by the Secretary of the Army, 19 senior executives were selected – three Distinguished and 16 Meritorious Executives. They will be honored in a ceremony in March 2003. These winners continue Army’s proud pattern of executive achievement -- Army consistently has a high number of winners. The 23 winners for 2001 were honored in a combined Presidential Rank and Secretary of the Army Awards Ceremony on March 7, 2002.

**SES Orientation.** The Secretary of the Army hosted the SES Orientation Program for 29 newly appointed executives. Remarks by the Secretary, the Chief of Staff, principal officials of the Secretariat, Army Staff, and Major Commands, as well as a visit to Capitol Hill, highlighted the week.

**SES Appointments.** Following the September 11, 2001 terrorist attacks, the SES Office utilized existing and special OPM-approved emergency hiring authorities to appoint several SES members to support disaster relief operations and the war on terrorism. Use of these authorities is limited to bona fide, unanticipated, urgent need. The OPM-approved authorities are expected to be available throughout the period of national emergency declared by the President.

**Army Realignments.** The Army's Realignment Task Force brought about a number of sweeping changes in the organization of key Army missions and associated resources, including SES positions in the newly created Installation Management Agency (IMA), the Army Contracting Agency (ACA), and the Network Enterprise Technology Command (NETCOM). Establishment of the new organizations required the analysis and realignment of SES positions and allocations with the associated functions from losing organizations to the new organizations.

**SES Streamlining.** A plan to automate and streamline SES

personnel business processes using the modern DCPDS and Civilian Personnel Productivity tools (CIVPRO) was developed using SES-unique event codes to track automated SES fill actions and produce reports reflecting the time actions require at each stage of the fill process. This information will enable functional proponents to identify phases in the fill process that can be further streamlined/improved.

**Change in Rating Cycle.** The period July 1, 2002 through September 30, 2002 served as the transitional period for converting the SES rating cycle to the fiscal year cycle. This change is intended to link executive performance objectives more effectively to the organization's strategic and operational planning cycles. Previously, the rating cycle for SES members ran from July 1 through June 30<sup>th</sup>.

**Defense Leadership and Management Program (DLAMP).** The refocused DLAMP program includes two elements for graduation: completion of Master's Degree or augmentation of existing Master's Degree with graduate courses in business management and public policy areas, completion of 10-month (or equivalent) senior-level Professional Military Education Program (PME). Additionally, PME participants must attend five new mandatory prerequisite courses provided by the National Defense University's School for National Security Executive Education.

Although the restructured program encourages rotational assignments, DoD no longer requires or funds rotational assignments. DoD reduced funding for backfill for DLAMP participants from 50% to 25%.

### **Civilian Personnel Operations Management Agency (CPOCMA)**

**Army Benefits Center - Civilian (ABC-C) Counselors.** ABC-C began providing over a million soldiers Thrift Savings Plan (TSP) support in addition to the benefits and entitlement support already being provided to the Army civilian workforce. The ABC-C has counselors on duty from 6:00 am to 6:00 PM Central Standard Time. The majority of services are provided by 24-hour automated systems, including the web-based Employee Benefit Information System (EBIS) at <https://www.abc.army.mil/> and the toll-free touch-tone phone Interactive Voice Response System (IVRS) at 1 877 276-9287 or 1 877 276-9833 (for the hearing impaired).

**The Army Benefits Center - Civilian (ABC-C) Aging and Separation (AOS) Reports.** CPOCMA and the ABC-C initiated a plan to ensure that Army is meeting or exceeding the OPM timeliness standard (80% processed within 30 days) for processing annuity claims. After review of OPM's quarterly and annual Aging of Separations (AOS) Reports, the ABC-C began a campaign to notify employees that it would be to their advantage to submit retirement packages well in advance of their retirement date (i.e.,

between 60 to 90 days prior to retirement date).

**ABC-C News.** CPOCMA and ABC-C released the first edition of the ABC-C News in September. The newsletters will be published on a quarterly basis and "special" editions on an as needed basis.

**Benefits and Entitlement (B&E) Team Established.** CPOCMA and the CPOCs formed a B&E working group. The group meets on a monthly basis, and focuses on business processes and procedures, roles and responsibilities, common problems, resolutions, and guidance as they pertain to B&E issues worked at the CPOCs.

**Position Classification Standards.** CPOCMA took the lead in the impact and application of draft and final OPM position classification standards covering occupations in GS-200 Human Resources, GS-900 Legal Assistants, GS-1300 Technicians, GS-1600 Equipment & Facilities, GS-1800 Investigators, and GS-2210 Information Technology Specialist series.

**Transformation of Installation Management (TIM) Program.** CPOCMA executed all operational Human Resources milestones for the TIM program. The Installation Management Agency (IMA), Army Contracting Agency (ACA), Network Enterprise Technology Command (NETCOM), and the Installation Management Support Activity (ISMA) Field Operating Activities were successfully stood up.

**JTF-Bravo Employee Servicing Support.** CPOCMA visited Fort Buchanan, PR to meet with a State Department representative who provides civilian personnel servicing to the local nationals assigned to JTF-Bravo, Soto Cano, Honduras. The staff visit and subsequent "partnering" brought to light new guidance which culminated in an agreement between the State Department and DoD outlining requirements for continuing personnel servicing of the local nationals for two more years.

**Civilian Human Resource Activity Based Costing System (ABC).** Based on the positive results of the initial ABC testing, the NC CPOC and its serviced CPACs "went live." The test period brought to light additional challenges/system enhancements required to bring processing times to within established goals.

**CONUS Deployment of the Centralized Resumix System.** CPOCMA consolidated Army's five regional resume databases. Resumes formerly maintained by the Northeast, Southwest, South Central and North Central Civilian Personnel Operations Centers are now in one central database (Phase I in the move to a single portal concept). The West, Europe, Pacific and Korea are scheduled for Phase II.

**CPOCMA/CPOC/CPAC teleconferences.** CPOCMA started "partnership teleconferences" with CPACs and CPOCs to foster continuing relations with selected CPACs (as nominated by their

MACOMs) and keep them apprised of issues at their level of operation.

**Medical Direct Hire Authority Delegation.** CPOCMA distributed the delegation memorandum and implementation guidance to five CPOCs. CPOCMA and the NC CPOC established an applicant inventory and marketing tool to fill the eleven medical occupational series covered under the Medical Care Inventory (MEDIC). Four hundred and ninety-nine (499) commitments were made with an average fill time of 29 days.

**Closure of two CPOCs (Project 75).** CPOCMA completed the final phase of Project 75 by closing SE CPOC. Eighteen employees were granted Voluntary Separation Incentive Pay (VSIP), 163 were placed within Army or other federal agencies and 24 employees were separated. CPOCMA developed and issued a monthly newsletter to ensure that MACOMs were kept aware of Project 75 progress.

**Defense Contract Management Agency (DCMA) Briefing.** CPOCMA briefed DCMA on how it does business. DCMA is seeking alternatives to its current personnel servicing arrangement and is "shopping" for other potential servicing providers.

**Civilian Productivity (CIVPRO) System Assistance.** CPOCMA continued to work with the CPOCs and HQDA in advocating and assisting with changes to the CIVPRO programs and data. CPOCMA hosted a Productivity

Workshop at which CPOC representatives and HQDA CIVPRO programmers received an update on the system and discussed changes that would facilitate CPOC productivity reporting. CPOCMA worked with HQDA personnel in obtaining information and updated data for use in more effectively monitoring the productivity of individual CPOCs.

**Configuration Management Baseline Reviews.** The Deputy Chief of Staff, G-1, gave CPOCMA the responsibility for implementing Configuration Management for the eight CONUS and OCONUS Civilian Personnel Regionalization (CPR) systems. CPOCMA established a Configuration Management (CM) Team and performed infrastructure validations at the five CONUS CPOCs as well as the Europe CPOC.

**Continuity of Operations Plan (COOP).** CPOCMA serves as the primary site for the modern DCPDS COOP. While the CONUS and OCONUS CPOCs backup their systems nightly, they provide CPOCMA with a full system backup on a weekly basis. CPOCMA will continue to provide modern DCPDS COOP capability until a new COOP site is identified.

**Army Regional Tools (ART) and Headquarters Army Regional Tools (HART).** CPOCMA made several enhancements to ART and developed and deployed HART for MACOMs and HQDA level use. Each region has its own ART tool. The HART was deployed because

each region needed a consolidated view of all actions in all databases. CPOCMA deployed a revised Gatekeeper checklist, which allows for more information to be placed on the RPA for Recruit/Fill actions. CPOCMA incorporated a Training Needs Survey as a standard method for CPOCs to obtain fiscal year training requirements from their serviced population.

**Defense Travel System (DTS).** CPOCMA is one of ten test sites in DoD participating in the testing and implementation of the Defense Travel System (DTS). The DTS is envisioned to be a seamless, paperless, temporary duty travel system that meets the needs of the individual travelers, force commanders, and all process owners associated with official DoD Temporary Travel.

**Medical Vacancies.** The Medical Cell (MEDCELL) location moved from the NE to the NC CPOC. CPOCMA partnered with MEDCOM to create a web-based applicant supply system that candidates for MEDCOM vacancies can use as an alternative to traditional methods of applying for jobs.

**Modern DCPDS.** CPOCMA established modern DCPDS performance benchmarks to capture weekly individual CPOC timings, which are reviewed, analyzed and displayed showing trends, patterns and cross comparisons CPOC-wide. CPOCMA coordinates timings with HQDA and Civilian Personnel Management Services (CPMS).

**Training.** CPOCMA delivered training to 1164 students through 55 classes. CPOCMA provided training through the use of ACTEDS funds for CP10 interns, video teletraining, students paying for TDY, and its own trainers going on-site to CPOCs and other centers for training.

CPOCMA conducted pilot courses for a residential Supervisory Development Course at Southbridge, MA, and delivered Workforce Analysis and Support System/Civilian Forecasting System (WASS/CIVFORS) and Non-Appropriated Fund CHR courses. CPOCMA revitalized regional training at the five CONUS CPOCs by conducting quarterly televideo "corporate approach" conferences with the Human Resources Division chiefs. CPOCMA developed a combined regional planned training schedule for all CPOCs that allows everyone to go to one site and see what training is offered by any CPOC regardless of location.

CPOCMA placed 28 CP-10 interns among the CONUS CPOCs, and two at the Pacific Region. The West CPOC had the largest group (10) at their location. All interns need to be permanently placed, since they will graduate by September 03. Fifteen interns asked to be placed at their current training CPOC. The remainder asked to be placed at another CPOC or at a CPAC. CPOCMA developed the "Learning Center" concept to centralize intern training at the NE and SC CPOCs. The first group of new interns is projected to start in January 03, with

additional interns coming into the program in July 03.

CPOCMA continues to use other media to provide training, including video teletraining, Computer Based Training (CBT), and screen cam technology. Future efforts will concentrate on "just-in-time" methodology to leverage technology to supplement or replace increasingly costly residential training.

### **Individual CPOCs**

#### **Southwest Civilian Personnel Operations Center (SW CPOC)**

##### **Staffing Quality and Timeliness.**

SW CPOC closed 9027 recruit/fill actions with an average fill time of 48.0 days.

**Classification.** SW CPOC processed 13,702 routine actions in an average of 1.0 day and 4757 non-routine actions in an average of 8.0 days.

**Workforce Sizing.** SW CPOC processed 3680 realignments, 4 A-76 studies, and 4 RIFs.

**Training.** SW CPOC conducted 88 training courses, trained 7,273 employees, and input 16,529 training instances.

**Awards.** SW CPOC processed 25,727 monetary awards totaling \$18,885,309 and 6418 non-monetary awards.

**Cancellations.** SW CPOC canceled or withdrew 1453 actions.

**Automation.** SW CPOC hosted a Tiger Team to review and analyze modern DCPDS response time.

The SW CPOC converted 52,326 resumes to the central Resumix system.

**Army Benefits Center – Civilian (ABC-C).** ABC-C processed 5,990 voluntary retirements, 808 disability retirements, 4,556 estimates for retirements, 458 death notifications, 2,210 requests for Post 56 payback determinations and 1,110 deposit/re-deposits, 20,792 health plan changes, and 54,296 changes to TSP.

The response time for counselor assisted calls via the Interactive Voice Response System (IVERS) improved to an average of approximately one minute per call.

The ABC-C acquired the TSP-U mission for the military. ABC-C now has responsibility for lost earnings adjudication.

**Other Highlights and Activities.** Project 75 increased the serviced population from 28,500 to 37,000 and added 12 CPACs to the region. As a result, the SW CPOC obtained more space for additional employees and 37,000 Official Personnel Folders. They moved a portion of the staff to a temporary location and acquired an additional building. Project 75 increased the workload in the Delegated Examining Unit (DEU) by 50%, with 20,071 applications processed.

The SW CPOC held two planning conferences to help with Project 75. The region held a Commanders' Conference with representatives from Headquarters, US Army Corps of Engineers, Army Materiel Command, and Training and Doctrine Command attending.

The SW CPOC was a test site for a Security Test and Evaluation (ST&E). The test evaluated the security settings on servers and workstations to discover vulnerabilities.

### **South Central Civilian Personnel Operations Center (SC CPOC)**

**Staffing Quality and Timeliness.** SC CPOC closed 13,808 recruit/fill actions with an average fill time of 54.4 days.

**Classification.** SC CPOC processed 8,122 routine actions in an average of 1.7 days and 1,688 non-routine actions in an average of 13.3 days.

**Workforce Sizing.** SC CPOC completed 106 reorganizations and realignments, 13 A-76 studies and 13 RIFs.

**Pay Management.** SC CPOC resolved 1215 out of 1305 pay problems in the same pay period.

**Training.** SC CPOC conducted 177 training courses, trained 5,547 employees, and input 36,814 training instances.

**Awards.** SC CPOC processed 36,453 monetary awards totaling

\$9,968,722 and 12,018 non-monetary awards.

**Cancellations.** SC CPOC canceled or withdrew 2584 actions.

**Automation.** SC CPOC converted to the Central Resumix database. The region integrated equipment relocated from the SE CPOC closure.

**Other Highlights and Activities.** SC CPOC took advantage of the direct hire authority for medical positions to fill 100 medical positions.

The SC CPOC implemented a formal mentoring program to maximize the individual potential and career development of human resources specialists. The region accepted twelve protégés into the program. All were matched with a supervisor or senior specialist as their mentor.

### **Southeast Civilian Personnel Operations Center (SE CPOC)**

**Highlights and Activities.** The SE CPOC closed in March 2002 and transferred all mission requirements of its CPACs to the SC, SW and W CPOCs. The region's workload statistics have been incorporated into the CPOCs of the transferred CPACs.

### **Northeast Civilian Personnel Operations Center (NE CPOC)**

**Staffing Quality and Timeliness.** NE CPOC closed 10,949 recruit/fill actions with an average fill time of 52.7 days.

**Classification.** NE CPOC processed 16,100 routine actions in 3.1 days and 5,300 non-routine actions in 19.8 days.

**Workforce Sizing.** NE CPOC completed 9 reorganizations and realignments, 7 A-76 studies, and 8 RIFs.

**Pay Management.** NE CPOC resolved 472 out of 865 pay problems in the same pay period.

**Training.** NE CPOC conducted 374 training classes, trained 5,974 employees, and input 22,405 training instances.

**Awards.** NE CPOC processed 45,705 monetary awards totaling \$44,005,923 and 1621 non-monetary awards.

**Cancellations.** NE CPOC canceled or withdrew 2393 actions.

**Automation.** NE CPOC contributed to the enhanced ART (originally developed in NE region) and helped refine the Gatekeeper Checklist. The region expanded the use of ART by using several ART reports as focal points for the Director's monthly production meetings with the Customer Focus Division Chiefs and Team Leaders. NE CPOC developed the Test Gatekeeper Checklist and a guide and decision matrix to accompany the automated "Suspense" tool.

**Other Highlights and Activities.**

**Centralized Resumix.** NE CPOC was the first region to deploy to the

Centralized Resumix Database and served as lead region in supporting and mentoring the deployment of the remaining regions. The region authored the Resumix User and Operator Guides.

**Request for Personnel Action (RPA) Direct Flow Test.** The HQDA Board of Directors decided that a timesaving process should be tested whereby managers submit RPAs directly to the CPOC, bypassing the CPAC. The CPAC will have already provided advisory service before the RPA is created. The CPAC at the U.S. Military Academy at West Point volunteered to be the initial test site. The West Point CPAC, NE CPOC and CPOCMA developed marketing tools, procedures and processes. The test expanded to include Fort Dix and Fort Drum.

**Transformation of Installation Management (TIM).** NE CPOC met with CPOCMA to help plan and establish milestones and the letter of instruction. The region prepared letters for the affected employees, interacted with CPACs to assure timely issuance of letters and personnel action requests needed to transition employees to the new TIM organizations, and participated in the IMA HR Tiger Team for staffing the regional offices.

**Support for Demonstration Projects.** NE CPOC supported the Acquisition demonstration project and two Science and Technology demonstration projects, and added a third at Ft Monmouth. The region processed the demonstration project

base pay increases, bonuses, and awards using modern DCPDS.

**Federal Career Intern Program (FCIP).** NE CPOC used FCIP at Aberdeen Proving Ground, Picatinny Arsenal and Ft Monmouth, allowing for quick selection and commitment of many intern candidates.

**Offsite CPOC Leadership Conference.** NE CPOC held a leadership conference where CPOC Supervisors identified four priority areas: Partnership, Production, Internal Training, and Morale and Motivation.

NE CPOC reviewed training and development plans to create training requirements needs-assessment tools. The region inspected the physical environment to deal with improving certain working conditions. A Process Action Team reviewed morale issues and made recommendations to leadership.

**Classification and Staffing Seminar.** NE CPOC hosted a combined Classification and Staffing Seminar. Representatives from 20 CPACs received updates on program changes, viewed demonstrations on various ART tools, and interacted with counterparts from other CPACs as well as from the Customer Focus Branches.

**North Central Civilian Personnel Operations Center (NC CPOC)**

**Staffing Quality and Timeliness.** NC CPOC closed 7,100 recruit/fill

actions with an average fill time of 63.7 days.

**Classification.** NC CPOC processed 14,249 routine actions in an average of 2.0 days and 3,578 non-routine actions in an average of 10.9 days.

**Workforce Sizing.** NC CPOC completed 5 reorganizations and 12 realignments, 4 A-76 studies, and 3 RIFs.

**Pay Management.** NC CPOC resolved 515 out of 537 pay problems in the same pay period.

**Training.** NC CPOC conducted 49 training classes, trained 1,265 employees, and input 26,369 training instances.

**Awards.** NC CPOC processed 27,271 monetary awards totaling over \$32,725,000 and 13,600 non-monetary awards.

**Cancellations.** NC CPOC canceled or withdrew 3,051 actions.

**Automation.** NC CPOC deployed ART. The region trained customers on ART, specifically focusing on Gatekeeper and the Pay Problem reporting components. The region trained CPAC personnel as trainers to enhance the use of the toolset region-wide.

NC CPOC completed a Change of Appointing Office (CAO) process to migrate 1,086 AR-PERSCOM employees from the SC to the NC modern DCPDS.

NC CPOC implemented CART (Classification Army Regional Tool), ROAR updates, MASTER and a series of functions, quality control reports/filters, enhanced Aladdin, MEDIC, Pay Recon Utility (ReconAnalysis), CAO review, vacant shred program, application of standard program, modern DCPDS account management utilities, and Special Candidate Tracker.

**Other Highlights and Activities.** NC CPOC issued 464 centralized intern referral lists, hiring 116 ACTEDS interns.

NC CPOC hosted a PSM/DOIM Conference to discuss automation issues, including modern DCPDS status, user-id processing and management, funding issues, data quality efforts, Activity Based Costing and associated reporting.

NC CPOC hosted VIPs for in-depth tours and discussion of Rock Island Arsenal facilities and possible accommodations to host, COOP and/or mirror centralized personnel community hardware/applications. After reviewing the location, network infrastructure, and overall facilities, Rock Island Arsenal was chosen as the site for the server centralization.

### **West Civilian Personnel Operations Center (W CPOC)**

**Staffing Quality and Timeliness.** W CPOC closed 8556 recruit/fill actions with an average fill time of 60.7 days.

**Classification.** W CPOC processed 12,367 routine actions in an average

of 2.3 days and 2,979 non-routine actions in an average 19.7 days.

**Workforce Sizing.** W CPOC completed 2 reorganizations, 3 A-76 studies, and 2 RIFs.

**Pay Management.** W CPOC resolved 797 out of 835 pay problems in the same pay period.

**Training.** W CPOC conducted 27 classes, trained 688 employees, and input 16,574 training instances.

**Awards.** W CPOC processed 21,209 monetary awards totaling \$16,238,919 and 3902 time off awards. Other non-monetary (i.e., honorary) awards were not coded into modern DCPDS.

**Cancellations.** W CPOC cancelled or withdrew 18,254 actions.

**Automation.** W CPOC information systems staff replaced 220 personal computers originally purchased during regionalization; setup and configured 80 personal computers shipped from the two closing CPOCs; expanded the network from 200 ports to 400 ports; re-hosted Resumix and Productivity databases on a new HP N-Class. Most of this work centered on the expansion of the CPOC ensuring that new PCs were properly setup and configured, that new network drops were installed and tested, and resolving issues related to accessing data on multiple regional servers throughout the CONUS CPOCs.

**Other Highlights and Activities.** The W CPOC assumed servicing

responsibility for six new customers, increasing serviced strength from approximately 18,000 to over 32,000 employees. The increase in workload caused substantial backlogs for the Delegated Examining Unit (DEU) and Resumix teams that were eliminated by the end of the fiscal year.

The W CPOC obtained concurrence to use its Inventory Based Recruitment System (IBRS) process on the part of the 13 bargaining units representing the transitioning workforce. The region held several CPAC Directors Conferences, a Commanders Civilian Personnel Advisory Counsel, and numerous partnership meetings with USACE.

OPM audited the W CPOC DEU team and gave them an “excellent” rating.

The W CPOC participated in bi-monthly job fairs at Madigan Army Medical Center. The region attended job fairs at Boeing Air and Deseret Chemical.

The W CPOC filled 80 medical positions via direct hire authority.

W CPOC continued to develop the Resumix Skills Handbook, identifying skills for 181 positions in 47 occupational series.

W CPOC trained a total of 14 HQDA CP 10 interns and hired twenty-two functional trainees.

**Civilian Human Resources  
Management Agency (CHRMA)  
(US Army Europe and Europe  
Region)**

**Staffing quality and timeliness.**

The Europe CPOC closed 10,568 actions with an average fill time of 69.3 days.

**Classification.** The Europe CPOC processed 8,375 routine actions in an average of 6.1 days and 1,696 non-routine actions in an average of 18.8 days.

**Workforce Sizing.** The Europe CPOC processed 1,371 realignments, 1 US RIF, and 64 Local National RIFs.

**Pay Management.** The Europe CPOC resolved 8471 out of 8557 pay problems in the same pay period.

**Training.** The Europe CPOC conducted 853 courses, trained 4096 employees, and input 20,483 training instances.

**Awards.** The Europe CPOC processed 15,134 monetary awards totaling \$13,849,233 and 450 non-monetary awards.

**Cancellations.** The Europe CPOC cancelled or withdrew 2315 actions.

**Automation.** Customer feedback led to several recruitment process changes to include deactivating resumes once they are 6 months old and adding Delegated Examining Unit (DEU) information to the online automated tool designed for

applicants to view the status of their resumes.

The Local National Recruitment System (LNRS) was converted to run over Citrix.

Europe deployed modern DCPDS, ART and Gatekeeper.

CHRMA added new pages to the web for the Transformation of Installation Management (TIM) as well as National Emergency information. The Europe CPOC added users' guides, job aids, and current information for managers and supervisors on modern DCPDS.

Europe installed VTC equipment throughout through CHRMA, and configured and installed hardware and software for the Self Help Automated Resources for Employment (job information center) project for all CPACs.

**Other Highlights and Activities.**

CHRMA updated and republished its Operational Plan as a multi-year plan for FY 01- 05.

Employees deploying downrange may receive temporary duty (TDY) entitlements for 79 days, extendable up to 364 days, or Temporary Change of Station (TCS) benefits for 6 months, up to 30 months.

The USAREUR Red Book and Blue Book Camp Standards were changed to provide equity in military and civilian billeting.

Two downrange incentive options were approved for those deploying to

the Balkans: a prorated relocation bonus and a prorated overseas tour extension for career employees of double the deployed time, up to a limit of two years. HQDA approved administrative return rights for situations where Army commands utilize the Worldwide Individual Augmentation System to fill contingency vacancy requirements.

CHRMA is working Well Being (WB) to support the Theatre Plan. Issues include improved availability of training facilities, increased use of distance learning facilities to deliver training, and support for the USAREUR leader development program. CHRMA participated in the USAREUR WB Balanced Scorecard Initiative. Initiatives include an improved civilian sponsorship program and improved customer satisfaction. CHRMA developed a Health of the Civilian Workforce plan covering issues of special interest to the Commanding General. These issues are now incorporated in the CHRMA Operational Plan, the USAREUR Theater Plan, and the USAREUR Balanced Scorecard.

CHRMA purchased advertising in major commercial publications such as the Federal Times and USA Today and placed additional advertising in all local community papers and in the European Stars and Stripes. CHRMA participated in job fairs and major symposia with a professionally designed display board. CPAC homepages were standardized to contain consistent information while retaining a local focus.

CHRMA updated its Marketing Plan with a major effort to enhance internal and external communication. CHRMA posted all new personnel related information on the website, initiated a quarterly newsletter for serviced managers featuring tools and tips for every day use. Community papers throughout USAREUR have had monthly civilian personnel feature articles.

## **Pacific**

### **Staffing Quality and Timeliness.**

The Pacific CPOC closed 2,576 recruit/fill actions with an average fill time of 59.5 days.

**Classification.** The Pacific CPOC processed 3,247 routine actions in an average of 4.4 days and 1,299 non-routine actions in an average of 19.8 days.

**Workforce Sizing.** The Pacific CPOC completed 38 reorganizations, 3 A-76 studies, and 2 RIFs.

**Training.** The Pacific CPOC conducted 57 courses, trained 726 employees, and input approximately 14,500 training instances.

**Awards.** The Pacific CPOC processed 5,121 monetary totaling \$3,753,957 and 1,339 time-off awards and 6 non-monetary awards.

**Cancellations.** The Pacific CPOC cancelled or withdrew 1114 actions.

**Automation.** The Pacific CPOC deployed the Local National/Non-

Appropriated Fund Modern DCPDS in January.

The Pacific CPOC consolidated all Army Unique HR applications and databases onto one N-Class Unix server and a Network Attached Storage (NAS) device in March.

The Pacific CPOC implemented Army Regional Tools (ART) in October.

**Other Highlights and Activities.**

The Pacific Region applied standards for the GS-2200, 0600, 0200, 0500, and 0900 job families, accounting for approximately 2500 positions.

The Pacific Region established an electronic filing system for recruitment and classification actions.

The Pacific Region held a Staffing Functional Forum for MACOM, CPOC, and CPAC specialists in February.

The Pacific Region's Delegated Examining Unit conducted its annual self-assessment in January.

**Korea**

**Staffing Quality and Timeliness.**

Korea CPOC closed 4198 recruit/fill actions with an average fill time of 44.0 days.

**Classification.** Korea CPOC processed 3318 routine actions in an average of 3.09 days and 465 non-routine actions in an average of 7.5 days.

**Workforce Sizing.** Korea CPOC completed 2 reorganizations and realignments and 13 RIFs.

**Pay Management.** Korea CPOC resolved 361 out of 474 pay problems in the same pay period.

**Training.** Korea CPOC conducted 53 training courses, trained 1503 employees and input 79,659 training instances.

**Awards.** Korea CPOC processed 5994 monetary awards totaling \$2,941,481 and 760 non-monetary awards.

**Cancellations.** Korea CPOC canceled or withdrew 847 actions.

**Automation.** Korea CPOC deployed the modern DCPDS in November. Applications included the Korean National (KN) module, and appropriated and non-appropriated fund modules.

Members of the Korea CPOC KN Employment Services Division staff provided direct input to HQDA in the development and refinement of the Local National Resumix program. Korea launched the KN Resumix application in November.

**Other Highlights and Activities.**

The Korea CPOC took the lead in conducting a long-term study designed to determine factors contributing to the current declination rate and propose recommendations to alleviate applicant's potential concerns about accepting employment in Korea. Issues

centered on medical, housing, financial, quality of life, and recruitment.

The Korea CPOC staff conceptualized, developed and implemented the 19<sup>th</sup> Theater Support Command (TSC) Civilian Employee Recognition Program, to include an Annual Employee of the Year Awards Ceremony and Reception and an Employee Appreciation Day.

The Korea CPOC managed the KN Human Resource Management Program by issuing 1,037 job vacancy announcements and filling 2,380 positions with an average fill time rate of 35-40 days. The Korea CPOC processed 29 reduction-in-force, 53 furlough and 5 transfer-of-function personnel actions. Overall, the Korea CPOC processed a total of 30,112 requests for personnel actions.

The Korea CPOC participated the in centralized Resumix field testing, Modern DCPDS performance study/timing survey, civilian personnel roles and responsibility workshop, and the civilian productivity workshop.

The Korea CPOC managed the Summer Employment Program entirely through the use of RESUMIX, receiving approximately 400 applications.

The Korea CPOC helped commanders and management to prepare for Army's Transformation to Installation Management (TIM). The CPOC reviewed all employees'

official personnel folders and made all of the necessary corrections to their records in MDCPDS. The Korea CPOC used this opportunity to complete a database clean up of all civilian bargaining unit codes, competitive level codes and competitive areas.

The Korea CPOC supported the reduction of the number of positions in FASCLASSII by deleting abolished positions from the database.