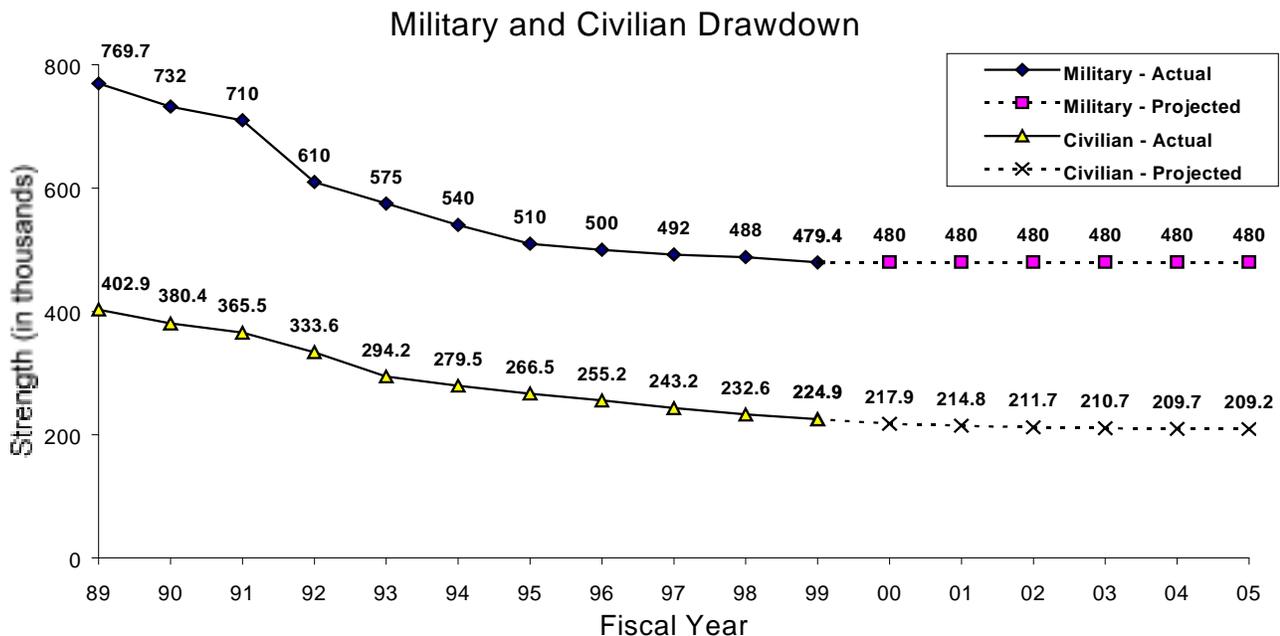


The Year in Review

Army's Civilian Work Force

Army civilians have proven themselves to be an integral and vital part of America's 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. Serving beside their deployed uniformed compatriots, they also provide the critical skills necessary to ensure the availability of essential combat systems and weaponry, thereby maximizing the fighting capabilities of the combat soldier and success of the Army's wartime mission. Approximately 300 civilians deployed in support of operations in the Balkans (Joint Guardian in Serbia-Montenegro and Joint Forge in Bosnia, Hungary and Croatia) and Southwest Asia (Southern Watch in Kuwait and Saudi Arabia). This is a slight increase over the numbers deployed in the last several years.

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 7,700 in FY99, from 232.6K to 224.9K. Since the drawdown began in FY89, civilian strength is down 44 percent (from 402.9K) (see Figure 1). Military strength went from 488K to 479.4K over the fiscal year. The total military strength reduction is 38 percent from FY89 strength of 769.7K.



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

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

The CHR community (see expanded indicator 1-3 for definition) took its share of reductions, decreasing from 4,326 to 4,029 (a loss of 297 employees) during the fiscal year. Overall, the CHR work force has reduced 44 percent from its FY90 strength of 7,248.

Not surprisingly, Army lost more civilians than it gained in FY99 (see Figure 2). Note that these numbers include military and civil function civilians.

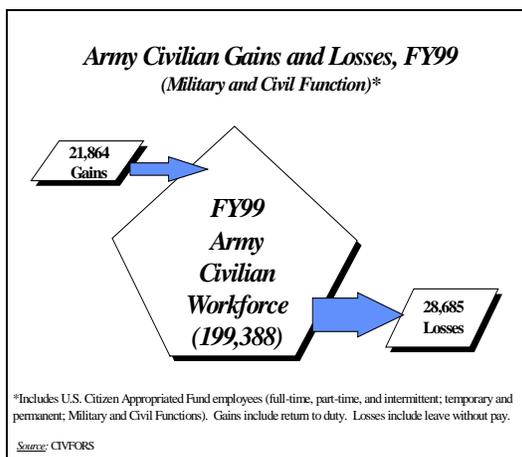


Figure 2. Army civilian gains and losses during FY99

The average age and tenure of the Army civilian has increased since the drawdown began. Average age increased from 43 in FY89 to 46.6 in FY99. Average years of service increased from 13.5 in FY89 to 17.2 in FY99. There were 15,799 retirement-eligible (defined as optional retirement, not including discontinued service, voluntary early retirement, or FERS reduced annuity) Army civilians at the end of FY99, comprising 7.9% of the work force. That is an increase in both absolute numbers (there were 15,150 eligibles in FY98) and in percent of work force (7.3% in FY98).

Change in Leadership

On July 16, the Assistant Secretary of the Army (Manpower and Reserve Affairs) announced the selection of Mr. David L. Snyder as Deputy Assistant Secretary of the Army (Civilian Personnel Policy). Mr. Snyder had been serving in that position on an acting basis following the retirement of Mrs. Carol Ashby Smith in January.

Civilian Personnel Planning and Evaluation

Army Worldwide Civilian Personnel Workshop. In October, the Army CHR community held its first worldwide workshop in six years, with participation by virtually all Army organizations engaged in CHR. The years between workshops were the most tumultuous and dynamic in our history, marked by the regionalization of CHR servicing and a substantial decrease in the number employed in the function. The workshop focused on refining regionalization, strengthening capabilities, and building a shared sense of community. The issues and follow-on actions identified during the workshop were captured in a report that informed our planning and evaluation processes.

FY99 HQDA and MACOM CHR Operational Plans. HQDA and MACOMs developed FY99 CHR Operational Plans from guidance set forth in the *FY99-05 CHR Strategic Plan*, published in September 1998. This implemented a three-tiered process in which the strategic plan is supported by annual organizational operations plans that are linked to individual employee performance plans.

The *FY99-05 CHR Strategic Plan*, the *FY99 HQDA Operational Plan*, and a year-end review of the status of actions in the *FY99 HQDA Operational Plan* are located on the Civilian Personnel On-Line (CPOL) website: <http://cpol.army.mil>.

Civilian Productivity Reporting System (CivPro). CivPro is now on the CPOL website. Users no longer perform monthly downloads from the HQDA server to access the system's data. The web version contains the same information as the "stand-alone" version, although the reports are slightly reorganized. Significant enhancements to CivPro are underway. They include data on timeliness of actions other than "recruit/fill," data on the DOD Priority Placement Program (PPP) System, and summaries by both serviced and servicing MACOMs.

Civilian Personnel Management System XXI (CPMS XXI). The CPMS XXI initiative saw increased involvement of both personnel proponents and MACOMs. A Process Action Team (PAT) meeting in May accomplished two purposes. First, the proponents which were most advanced in planning for their occupational futures explained the processes that led to their success. Second, the proponents and MACOM participants agreed that future-focused occupational information that projects changes both in means and methods of work and in labor market factors could and should support Total Army Analysis (TAA) planning. Career Program 32, Training Management, completed and published a prototype strategic

planning process methodology in August. At that time, we encouraged all civilian proponents to prepare similar strategic plans based on the needs of Army Beyond 2010. We expect to use these plans to assist in civilian force requirement forecasting. We are developing a methodology to prototype for TAA09. Concurrently, we began two additional evaluations of the work force: an examination of the grade and salary structure of groups of occupational series, comparing the Army civilian work force with other comparable military, Federal and private sector work forces, and a data mining experiment aimed at exploring correlations between military occupations and Army civilian occupations. The aim of this effort is to create supportable equivalents to the allocation rules used in TAA.

Defense Reform Initiative Directive 20 (DRID 20) Federal Activities Inventory Reform (FAIR) Act. The DRID 20 and its legislative equivalent, the FAIR Act, require us to inventory Federal employee functions that are not inherently governmental. At the end of FY99, approximately 120.5K military function civilian positions and 8K civil works functions were included in the FAIR inventory of positions subject to review for possible contracting. By enacting the FAIR Act, Congress extended longstanding Executive Branch policy regarding performance of commercial activities. The Office of Management and Budget (OMB) issued revisions to Circular A-76 and its Supplemental Handbook to implement the Act's inventory

requirements. The A-76 competitive processes remain.

FY98 Annual Evaluation. We published the *FY98 Annual Evaluation of Civilian Human Resources* in April. MACOMs, CPOCs, and CPACs received paper copies. The report is also available on the CPOL website.

Program Evaluation 21 (PE21).

We began a bottom-up review of the corporate-level CHR program evaluation system. MACOMs provided input on what they expect from HQDA CHR program evaluation. A DASA(CPP) work group reviewed all its current evaluation measures and methods, with an emphasis on why each exists, who the customer is, and what it does with the evaluation results. It also compared Army measures against the OPM's merit systems criteria and Army's Performance Improvement Criteria (APIC). DA will fully implement PE21 in the FY00 Annual Evaluation report.

Civilian Personnel Attitude

Survey. The Army Civilian Personnel Attitude Survey (formerly the Army Survey of Civilian Personnel Management) measures dimensions of employee morale, to include satisfaction with civilian personnel services. We mailed the FY99 survey to employees' home addresses in June-July and distributed results in September. We implemented this time frame to enable Army to use the results of the surveys for the next fiscal year's strategic and operational planning.

We continued our tradition of analyzing survey results by MACOM and Region. Results of the basic FY99 survey appear in Sections I and II of this report. Results for some "topical" questions (which change every few years) appear below.

- 77% of employees and 93% of supervisors can access the web from their computer at work.
- 22% of employees and 26% or supervisors access CPOL at least once a month.
- 26% of supervisors use PD Library; 13% use COREDOC; and 33% use PERSACTION.
- 44% of supervisors feel that PD Library has sufficient PDs to cover their jobs; 38% feel that way about COREDOC.
- 47% of supervisors say they need more training in PERSACTION.
- 14% of supervisors report having delegated classification authority.

Activity Based Costing. With MACOM participation, we are working to prototype Activity Based Costing (ABC)/Cost Based Management to the CHR function in the North Central Region during fourth quarter FY00. A group of CHR representatives met in April to recommend key CHR activities, performed within CPOCs and CPACs, which were worthy of costing. We staffed key CHR activities with functional experts at HQDA and MACOMs and are in the process of finalizing the list. In

August, the DASA (CPP) approved a functional description for an automated cost accounting system to determine costs of CHR operational products and services.

Installation Status Report – Services (ISR III). Working with MACOMs and the Assistant Chief of Staff for Installation Management (ACSIM), we developed and pilot-tested performance measures and performance standards supporting the ACSIM Installation Status Report – Services (ISR III). The purpose of this report is to evaluate service delivery performance for key support services provided on an Army installation. The report will provide information to installation commanders to prioritize and justify allocation of resources that support installation support services. Our service - Civilian Work force Effectiveness – contains three performance measures: CPAC speed in processing recruit/fill actions, total time to process recruit/fill actions (not counted in ISR III calculations), and CPAC customer satisfaction. HQDA will extract data from CivPro over a twelve-month period to arrive at the CPAC and total fill time measures. All managers and supervisors will take a short, web-based Supervisor Assessment of CPAC Performance survey as the measure of customer satisfaction. The ACSIM plans to implement ISR III during CY00.

HR Best Practices Web Site. With MACOM support and Army-wide participation, we designed and began to populate a web-based matrix containing Army and non-

Army CHR best practices. The purpose of the web site is to guide Army-wide performance improvement in CHR areas ranging from business processes to organization structures and customer service.

Open Door Policy. In keeping with recommendations from the October CHR Worldwide Conference, we implemented an experimental web-based customer feedback mechanism. The mechanism enabled Army-wide CHR customers to send their ideas regarding CHR products and services directly to HQDA. The purpose was to explore whether this type of feedback provided meaningful information to guide business decisions.

USACPEA conducted an In-Progress Review (IPR) of the South Central Region to assess the progress of regionalization. On-site visits included the CPOC at Redstone Arsenal and four CPACs (Fort Campbell, Fort Leonard Wood, Redstone Arsenal, and New Orleans District, U.S. Army Corps of Engineers). Additionally, USACPEA initiated an Army-wide review of Nonappropriated Fund (NAF) personnel management and participated in the Manpower and Organization Study of Army Civilian Personnel Regionalization with the U.S. Army Manpower Analysis Agency (USAMAA). These two special studies are scheduled for completion during the first quarter FY00.

Regionalization of CHR Services

By the end of FY99, all ten regions were fully operational and providing services to approximately 100 per cent of Army's serviced civilian employees. FY99 began with nine regions at full operating capability (FOC). The West Region achieved FOC in August 1999. During FY99, the Army assumed responsibility from the Air Force, for servicing appropriated fund U.S. citizens in Okinawa, Japan, and began making plans to regionalize civilian personnel servicing in Saudi Arabia in conjunction with the transition to the Modern Defense Civilian Personnel Data System (MDCPDS).

During FY99, our focus shifted from regionalization to the MDCPDS. Plans to deploy the MDCPDS in FY99 for Operational Test and Evaluation (OT&E) were delayed to permit more time for functional and technical testing and ensure critically needed functionality. Army worked in close collaboration with the DOD Civilian Personnel Management Service (CPMS), Air Force, Navy, and Washington Headquarters Services to ensure that the MDCPDS provides the functionality and technical system performance necessary to support field operations. By the end of FY99, significant system improvements had been achieved, permitting the issuance of revise system milestones. At the request of CPMS, the Pacific Region, Army's Operational Test and Evaluation (OT&E) site, will be the first to deploy the MDCPDS in October 1999.

With OT&E deployment on the horizon, we developed a MDCPDS marketing strategy and developed a wide range of marketing tools. By the end of FY99, we established a MDCPDS website on CPOL (see <http://cpol.army.mil/modern/>), with information on a wide range of topics, including deployment planning and implementation, system functionality, architecture, training, frequently asked questions, and briefings. We plan to update this information on a regular basis.

Advances in the Use of Technology

In the information assurance area, we accomplished an "Interim Approval to Operate" for the Interim DCPDS System. We also completed a design of the Secured Information Processing Architecture, which will support HQDA CHR applications at the Hoffman site.

We produced the Security Plan, the Security Policy, System User's Guide, the Certification Evaluation Report, and the Security Risk Management Review. These documents demonstrated that the system would operate at an acceptable level of risk and provided technical and procedural guidance for secure operation of the system. Army completed deployment of Resumix at all Army sites except Korea. We continued to participate with the Office of the Secretary of Defense (OSD) and the other DOD components in testing and refining Resumix to support the DOD/Federal hiring processes.

Labor Relations

Army continues to be recognized for its **labor-management partnership** efforts. This year, Fort Jackson received an honorable mention at the National Partnership Council's 1999 John N. Sturdivant National Partnership Award Ceremony. Additionally, Anniston Army Depot presented a briefing to the Defense Partnership Council on the efforts of its labor-management partnership council.

In response to a Congressional inquiry, we polled installations regarding official time usage. The published results indicated that within Army, 1,507 union representatives used approximately 160,395 hours of official time. The value of that time equated to \$3,021,902. Additionally, Army spent close to \$755,000 on office space, equipment, telephone service and supplies for union representatives. Interestingly, in OPM's narrative report to Congress regarding official time usage within the Federal government, a number of Army installation partnership success stories were highlighted as demonstrating the benefits associated with official time usage.

Army developed and issued a checklist to help installations determine whether there is a duty to bargain over union proposals. The checklist provides management representatives a list of reasons why a proposal may fall outside an activity's duty to bargain.

Management-Employee Relations

Performance Management. 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 in FY99, removes requirements for Senior Rater review of the performance plan and appraisal. The Senior Rater is now optional, except when an employee is rated Unsuccessful. When provided that discretion, most MACOMs chose to continue the use of a Senior Rater. 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.

Incentive Awards. In January, we issued Change 1 to Army Regulation 672-20, Incentive Awards. This change implements the following new awards:

➤ **Armed Forces Civilian Service Medal (AFCSM).** The AFCSM recognizes the contributions and accomplishments of the DOD civilian work force in directly supporting the military forces, whose members are engaged in military operations of a prolonged peacekeeping or humanitarian nature. The AFCSM is a "theater" award. Any eligible civilian employee who has been in the theater of operations and meets

other qualifying criteria can be recognized with this award.

➤ **Award for Outstanding Service in the Army Senior Executive Service (SES).** The award consists of the Army SES flag, a lapel pin, and an official commendation (DA Form 2443) for outstanding Army SES service. This award is given upon retirement to those individuals who have served in an outstanding manner for three years or more as an Army SES member.

➤ **Secretary of the Army Public Service Award.** The award consists of a silver medal, lapel button, and citation certificate, DA Form 7402. The Secretary of the Army awards this decoration to private citizens. In the public service award hierarchy it is second from the top, between the Decoration for Distinguished Civilian Service and the Outstanding Civilian Service Award.

Cold War Certificate. The National Defense Authorization Act of FY98 mandated the OSD to prepare a Cold War Certificate to recognize the service of qualifying members of the Armed Forces and civilian personnel of the DOD who contributed to the national security. The certificate is provided upon request. Implementation procedures were publicized in April. Information on obtaining the certificate and eligibility requirements are at <http://coldwar.army.mil>.

Employee Counseling. Change 3 to Army Regulation 600-85, Alcohol and Drug Abuse Prevention and Control Program, issued in March, provides revised instructions to

commanders and supervisors for dealing with adverse and disciplinary actions, and guidance for expanding the Army's Drug-Free Federal Workplace Drug Testing Programs. Among the positions that were added to the list of testing designated positions (TDPs) were: positions that require the incumbents to maintain a Top Secret Clearance or to have access to Sensitive Compartmented Information; positions that require duties involving the supervision or performance of controlling and extinguishing fires; and drivers of vehicles that transport passengers weekly. This will increase almost four-fold the number of TDPs within Army.

Employee Health and Welfare.

Civilian employees previously determined to be emergency essential in designated high threat areas are required to have the anthrax vaccination. The basic Army policy for administering the anthrax vaccination to civilian employees is that the employee should willfully consent to vaccination. However, if necessary, vaccination may be required as a condition of employment (Annex J of the Army Mobilization and Operations Planning and Execution System (AMOPES)).

Staffing

Welfare-to-Work. The DOD continued its strong support of the President's Welfare-to-Work initiative. As of end August, the DOD employed 2649 welfare recipients, surpassing its goal of hiring 1,600 within appropriated fund, non-appropriated fund (NAF) and

contractor positions by the year 2000. Army's share of that goal was 383, which we exceeded during FY99.

A-76 Studies. In September, the DASA(CPP) and the ACSIM issued joint guidance to streamline the A-76 study decision announcement and reduction in force (RIF) clearance processes. Under this guidance, activities/MACOMs can pre-position RIF clearance and Voluntary Early Retirement Authority requests with HQDA at the time an initial A-76 study decision is made. This will help activities conduct RIFs to implement final A-76 decisions in a timely manner.

Civilian Execution Plans (CEPS). For the third year in a row, the DASA (CPP) and the Deputy Assistant Secretary of the Army (Force Management, Manpower and Resources) issued joint guidance requiring MACOMs to submit (CEPs). The CEPs help HQDA provide information to the leadership and the Congress on our execution and reduction plans. The plans also facilitate execution to budgeted end strength and work year targets.

Base Realignment and Closure Commission (BRAC). Army activities completed numerous RIFs and transfers of function at BRAC sites. The U.S. Army Defense Ammunition Center moved from Savanna Army Depot, Savanna, IL to McAlester Army Ammunition Plant, McAlester, OK. The Military Traffic Management Command, Eastern Area, Bayonne, NJ and Western Area, Oakland, CA were

consolidated at Fort Eustis, VA. Fort Indiantown Gap, PA; Fitzsimons Army Medical Center, Aurora, CO; and Fort McClellan, AL were closed.

Position Management and Classification

FASCLASS. We implemented the Fully Automated System for Classification (FASCLASS) at all ten CPOCs. FASCLASS automated position descriptions (PDs), provide a searchable automated Master File of PDs, construct automated organization tables reflecting current personnel information from DCPDS, and maintain automated records of competitive levels and competitive area logs. Nearly 95,000 PDs are fully loaded into FASCLASS, which represents the conversion of 63% of Army's PDs into electronic form.

FASCLASS II was designed to be a centralized system that possesses interconnectivity with PD Library and the MDCPDS. FASCLASS II offers the user the ability to view organizations via hierarchical line diagrams and to access PDs directly from these diagrams. The system possesses an archive function and incorporates the current PD Library within its database. FASCLASS II maintains all of the current functionality of the PD Library, including the quality assurance review and approval of PDs by MACOMs for use Army-wide. This system also allows managers to conduct organizational analyses and to create PDs in the FASCLASS application for transmission to the CPAC and CPOC. The projected date for completion of the

development and fielding of FASCLASS II is February 2000.

Position Description (PD) Library.

The Army PD Library now contains approximately 10,000 PDs either approved or pending review by MACOMs for use Army-wide. The rate of entering new PDs into this library slowed this year due to a major effort directed toward establishing a complete electronic master file of PDs in FASCLASS. Once this project is completed, CPOCs will resume nominating additional PDs for consideration of placement in the Library. HQDA does, however, continue to load new PDs based upon special requests from MACOMs.

In anticipation of this renewed effort, we conducted analyses of the contents of the Library for a number of MACOMs to guide CPOCs in selecting additional PDs for nomination for MACOM review and approval. These analyses use the number of employees by grade level in each occupational series as a reference and compare that number to the type and number of PDs in the library for that MACOM. The results of these studies are then forwarded to MACOMs for their review. MACOMs then recommend specific additional categories of positions they determine to be representative of the work of their command.

The PD Library application and database will be integrated within FASCLASS II this year in order to provide users with one comprehensive system. This integration provides an easier

method for nominating and entering PDs and therefore facilitates the expansion of the Library.

Delegated Classification Authority (DCA).

HQDA initiated an assessment of the DCA policy that was issued Nov 17, 1997. That policy permitted delegation of civilian position classification authority through the chain of command to managers and supervisors Army-wide. This assessment focused on such areas as identifying the number of managers who received technical training in this subject area, and obtaining information on program evaluation mechanisms instituted by MACOMs. The results of this assessment, scheduled for completion in the second quarter FY00, will assist Army in determining the overall effectiveness of DCA policy in enhancing the personnel management authority of managers.

Training and Leader Development

Training. We posted seven training standard operating procedures (SOPs) in the CPOL Library. They supplement the seven FY98 approved Army standardized Human Resource Development (HRD) BPMs to assist managers and employees to use, participate and understand HRD services, roles and responsibilities in the regional environment.

On July 20, 1998, Deputy Secretary of Defense Dr. Hamre issued a policy requiring that all training within the DOD effective October 1, 1998 be paid using the government

purchase card. Army provided interim guidance to implement this requirement on December 4, 1998 (see <http://cpol.army.mil/library/armyregs/memos99/credcard.html>). This guidance is subject to revision upon OSD release of additional implementation procedures. Statistics for the first three-quarters of FY99 indicate purchase card payment for about 50% of the training bought via DD Form 1556.

HRD staff continued to work closely with CPMS to refine the legacy automated training system and ensure Army requirements are incorporated into the training component of the MDCPDS.

Leader Development. We integrated civilians into AR 600-100, Army Leadership, and AR 350-1, Army Training and Education. Through chain teaching, Army will train civilians on the content of the implementing manual (FM 22-100, Army Leadership).

A new leadership initiative is the development of the Civilian Common Core. Completion is targeted for first quarter FY00. The Civilian Common Core is a consolidation of common leader and directed/ mandated training subjects prescribed by law, Army regulation and other competent authority. It consists of tasks which leaders are expected to perform successfully at specific organizational levels regardless of career program or career field.

We distributed a policy memo during August 1999, officially recommending that team leaders

complete the Supervisor Development Course as soon as possible after assignment to the team leader position.

We began development of a **diversity training** campaign to support Army's commitment to valuing the importance of diversity in the work force and work environment. Diversity training will be part of all leader development courses. Learning objectives are ready for staffing. We expect to fully integrate diversity in leadership training in third quarter FY00.

The Army developed a new Functional Area (FA) 43 Human Resource Management Qualification Course that contains a module on civilian personnel taught by the ODASA (CPP) and staff. The first class is scheduled for October 1999.

We developed and staffed a Civilian Leader Development Marketing Plan in FY99 with members of the Leader Development Alliance. The next phase is staffing with MACOMs. We expect to implement second quarter FY00.

TRADOC, as Executive Agent for the development of civilian leadership training, began development of a New Employee Orientation Program which will incorporate many leadership competencies. The new program replaces the current New Employee Orientation Guide, and is expected to be available in FY00.

Career Management

Army Civilian Training, Education, and Development System

(ACTEDS) Plans. We approved updated ACTEDS plans for Career Field 53 (Medical: Registered Nurse, Pediatric Nurse, Occupational Health Nurse, Community Health Nurse, Health System Administrator, and Health System Specialist) and Career Program (CP) 31 (Education Services). These and 27 other ACTEDS plans are accessible on CPOL. ACTEDS plans currently under active revision include CP11 Comptroller; CP15 Quality and Reliability Assurance; CP16 Engineers and Scientists (Non-Construction); CP26 Manpower and Force Management; and CP35 Intelligence.

ACTEDS Interns. Centralizing ACTEDS intern recruitment was a success. ASA (M&RA) Central Program Operations Division initiates the recruitment Request for Personnel Action, Standard Form 52, based on command and career program allocations, and the North Central CPOC provides full-service recruitment. In FY99, 256 interns were brought on board, with 133 outstanding recruit actions still in process at year's end. Several of the career programs decided to also centralize selection and realized a much faster process. For the first time in years, the intern account fully executed dollars and work years DA-wide. Army was able to make a good case in defending Program Objective Memorandum (POM) year funding levels. The Manning Program Evaluation Group validated 950 work years for POM 01-05.

Easy ACCES. Easy ACCES, turned on in June 1998, became fully

operational for 14 career programs. System enhancements include redesign of management screens, geographic screens, and additional information in the Help function. Additional buttons enable employees to notify supervisors to rate them. Over 20,000 new PINS were assigned as a security feature. An additional enhancement includes new accomplishment narrative functionality. A new capability to request an online referral list and determine the interest and availability of applicants via the website is programmed for completion in CY00.

Personnel Demonstration Projects

Science and Technology Laboratories. Two Science & Technology Laboratory demonstrations added new organizations because of laboratory consolidations. The Army Research Laboratory now includes personnel of the Army Research Office. Also, the Engineer Research & Development Center demonstration expanded to cover the Topographic Engineering Center, Construction Engineering Research Laboratories, and the Cold Regions Research & Engineering Laboratory. These projects and the three at the Medical Research & Materiel Command, the Missile Research, Development & Engineering Center (RDEC), and the Aviation RDEC, presently cover about 6,000 General Schedule employees in a variety of professional, administrative, technical and clerical occupations. The foregoing labs are all as much

as two years into their five-year test. In addition, the Communications-Electronics Command and the Tank-Automotive & Armaments Command have completed demo plans and will ask OPM to approve their projects for 2001, which potentially include another 14,000 workers.

DOD Acquisition Work Force Personnel Demonstration

Project. The DOD Acquisition Work Force Personnel Demonstration Project was implemented in February. Some 1,758 Army civilians are participating. Most are in the Office, Assistant Secretary of the Army (Acquisition, Logistics & Technology), the Army Acquisition Executive Support Agency (AAESA), Program Executive Offices and Program/Project Management Offices. Others are in the Military Traffic Management Command, Operational Test & Evaluation Command, Defense Supply Services-Washington, and US Army Contracting Command, Korea. Each of the demonstration projects evaluates personnel systems and programs that replace the familiar fifteen civilian pay grades with broad paybands and systems which reward high performance and place less emphasis on longevity for pay and retention. Simplified job classifications and more flexible assignment processes, streamlined hiring, and expanded opportunities for employee development are initiatives also currently being tested.

Functionally-Oriented Initiatives

Civilian Intelligence Personnel Management System (CIPMS).

The Intelligence Personnel Management Office (IPMO), Office of the Deputy Chief of Staff for Intelligence, completed a number of projects to assist managers and CPOCs/CPACs that service CIPMS employees. It established a separate section for CIPMS in PERMISS, as well as a separate section of PD Library for CIPMS positions. It updated CIPMS Classification guidance and classification standards, called Army Occupational Guides, which it reconfigured for the CIPMS section of the CPOL Library. It published "A Streamlined Approach to the CIPMS Classification Process for GS Positions" for use by managers and HR professionals. It piloted a one-day CIPMS Classification and Position Management training course in several locations in the Southeast as well as in the Washington, DC area to meet the requirement for training prior to delegation of classification authority. The IPMO continued to review and approve requests for 180-day waivers on the reemployment of retired military for CIPMS positions that require HQDA approval. A weekly summary of CIPMS activities also began to be provided to CPOCs and CPACs to improve communication and knowledge of CIPMS.

Army Acquisition Workforce (AAW). The Deputy Director of Acquisition Career Management (DACM) expanded many Army Acquisition Corps (AAC) and Army Acquisition Workforce (AAW) career development programs. The new third Year Group (YG) of the

Competitive Development Group (CDG) brings the total number of CDGs to fifty-nine. One indication of the success of this program is the promotion of twenty-two of the fifty-nine (37%) participants to GS-14. Thirty will be selected for each future YG. Approximately 3,000 AAW members have entered the Corps Eligible (CE) program since its inception. The CE program identifies acquisition professionals who have met the minimum qualifications for membership in the AAC and provides career development opportunities not offered to other elements of the AAW.

This year the certification processes expanded to identify Certifying Officials for each career field and region. Fulfillment processes were also modified to permit AAW members to fulfill mandatory training requirements by documenting previous experience, education, and/or alternative training programs.

Information on AAW programs, policies and points of contact are available on the AAC home page (<http://dacm.sarda.army.mil>).

Nonappropriated Fund (NAF) Program

Intern Program Plan. We developed a plan for the NAF Personnel Management Intern/MWR Career Management Field 51. We assigned our first intern to Fort Bliss, Texas in September. Upon completion of the internship, the graduate will be placed in the next available position as a NAF Chief or

Personnel Management Specialist NF-0201-04.

Training and Development Initiatives. USACPEA initiated an Army-wide review of NAF personnel management. Based on the first installation review reports, we began to develop a broader-based training program for installation personnelists that includes: NAF specific courses in MER, Labor Management, Staffing and MDCPDS. We will be reviewing other personnel processes after we receive the CPEA's overall findings in its completed report in early FY00.

Health Benefits Program. New DOD Health Benefits Program for DOD NAF personnel. We worked with components to provide insight and guidance into the medical plan for all Army NAF employees. We arranged training for all NAF Personnel Units, and deployment of the plan for open season 1999.

Regulatory Changes. We initiated several regulatory changes:

- Severance Pay Calculation change to effect parity with other agencies and provide a better benefit for our NAF employees who might lose their positions due to business based actions.
- Proposed legislative change to include blue-collar workers in the Pay Band system.
- New standardized forms for in processing, and out-processing of NAF employees to become part of permanent record. Revised NAF affidavit to reflect more closely the

words of the APF oath of employment.

➤ Exceeded all Army “Welfare to Work Program” goals set for NAF.

Deployment of the MDCPDS. We prepared to deploy the MDCPDS by ensuring the acquisition of required hardware in the field. Most NAF offices have complied with OSD’s recommended configuration. We hired a full-time employee, who works for this office at CPMS in San Antonio, TX, to assist in the development and deployment of MDCPDS. We also provided DCPDS training to the field.

Civilian Personnel Operations Management Agency (CPOCMA)

Annual Leadership Conference. CPOCMA held its first annual Leadership Conference, attended by CPOC directors and chiefs of their staffing and classification divisions. The leaders addressed the issues of standardizing internal business practices, establishing FY00 recruitment production goals, and establishing new initiatives focusing on the timeliness and quality of CHR products and services.

Civilian Personnel Training and Development. We conducted more than 90 courses and trained more than 1900 students at CPOCMA and the ten CPOCs. The following new courses were developed and offered for the first time: the HR Generalist Course, A-76 Train the Trainer and the Intern Empowerment Course for newly hired interns. CPOCMA developed a strategy and schedule

for training CPOCs, CPACs, and end-users in the MDCPDS. A charter team was formed to present training and develop training tools for MDCPDS users. The agency pursued Distance Learning initiatives, which provides training using non-traditional methods.

Staff Assistance Visits (SAVs). CPOCMA conducted SAVs to six of the seven CONUS CPOCs. The SAVs reviewed production goals and ensured that the CPOCs followed the Army’s Business Process Maps (BPMs). The CPOCMA issued the first change to the CivPro SOP; designed and enhanced production reports; and placed the reports on their Internet site. The agency provided four power projection teams to assist the CPOCs, which rated more than 7,300 applications from those who applied under 466 announcements, and managed four position classification consistency reviews of more than 500 positions. CPOCMA coordinated the USAMAA’s manpower review of the CPOCs. The agency also developed a model merit promotion plan for the ODASA (CPP).

Automation. CPOCMA coordinated the Official Personnel Folder (OPF) Tracker as a standard CPOC application, issued quality assurance Direct English Statement Information Retrievals (DESIREs), created the Application/Report Reuse Library on its internet site, and implemented global email duplication between regional email servers, to include standard naming conventions. The agency also developed, implemented, and tested the

Continuity of Operations Plan, which the CPMS used as a template for other services. CPOCMA also ensured that the CPOCs' automation systems are Y2K compliant.

Odds and Ends. CPOCMA oversaw the FY99 operating budget and sponsored the CPOC Manpower/Budget Workshop in conjunction with Joint Reviews. CPOCMA created and oversaw a variety of publicity materials for the Army Benefits Center (ABC) and produced an annual report covering the accomplishments of the ten CPOCs.

Individual CPOCs

Southwest. As 1999 closed, The Southwest CPOC (SW CPOC) completed 3½ years of service. Recognizing the need to work in consonance with actual needs and Army standards, the SW CPOC asked commanders what they needed and expected from the SW CPOC, without losing focus on current personnel policy and program development. From their feedback and expanded communications with the CPACs and line managers, the SW CPOC built an extensive reporting and feedback system focusing on production issues and disconnects. This also served as a tool, or report card, for assessing what and how the region functions in a regionalized environment.

The SW CPOC took a progressive approach to make sure service improved. It asked, gathered, and evaluated the best practices and forwarded recommendations to

CPOCMA. As a result, personnel actions were consistently performed better than Army goals and standards.

The SWCPOC followed innovative processes. These included training leaders and staff to systematically review and assess processes and procedures, testing procedures and making adjustments, and identifying problems that required system changes.

Making the ABC a reality and an integral part of the SW CPOC tested the region's ability to adapt and excel. The team effort with Fort Riley, CPOCMA and HQDA staffs, combined with regional support, was outstanding. Building the best national center included giving staff members thorough training in benefits program areas, as well as courses covering team building, stress management and working as a consultant.

Southeast. The Southeast CPOC (SE CPOC) has 3,406 managers/administrators connected to Functional Process Improvements (FPIs).

The SE CPOC developed a PERSACTION Awards Guide and deployed Meta Frame Citrix to 2000 managers in the region. The SE CPOC also developed a Customer Inquiry Database with Internet access and deployed the Oracle OPF Tracker with Internet access. The region reconfigured the computer room for alternate current and electricity. With the new email messaging system, managers are notified when a PERSACTION is

coordinated to their in-box and actions in their in-boxes are more than 45 days old.

The SE CPOC processed 14,191 routine classification actions in an average of 3.05 days and 3,003 non-routine actions (highest of all the CPOCs) in an average of 16.36 days. The SE CPOC conducted 12 Consistency Reviews and assisted with nine A-76 studies, which involved more than 3,000 positions. Nine classification appeals and 428 realignments covering 2,805 positions were processed. FASCLASS was deployed at nine sites/installations.

The SE CPOC averaged the highest number of closed recruitment actions per month among the CONUS CPOCs for most of FY99, while also leading in the average number of actions received. The SE CPOC received 54,439 applications for employment and processed 119,790 SF 50s. The center also conducted five RIFs, including the total base closure of Fort McClellan, AL. The SE CPOC provided support to USARSO, regarding the move from Panama to Puerto Rico.

Commanders strongly supported the SE CPOC's Senior Leaders Conference, which resulted in customer service improvements. The SE CPOC automated its employee orientation program, which helps new employees by providing training on FPIs, customer service, and other job-related subjects.

South Central. FY99 was the South Central CPOC's (SC CPOC's)

first year at full operating capability. The maturation of the regional partnership produced marked improvements in both the number and timeliness of actions completed, as all parties became familiar with their respective roles and responsibilities, and worked to improve continuing relationships.

The SC CPOC's Classification Division processed actions in half the time allowed by the standard. In addition, its staff spent considerable time in applying new classification standards, participating in consistency reviews, uploading PDs into FASCLASS, processing numerous realignment actions, and assisting management to develop the most efficient organization structures for commercial activities studies.

Improvements in production-management techniques and automation tools allowed the Staffing Services Division to achieve record levels of performance. The gains were achieved while processing numerous reorganizations and RIFs. The division continued to aggressively market Resumix, which was implemented at five installations. The SC CPOC improved pay problem resolution by establishing a pay problem email account and resolution team and taking actions to prevent pay problems.

The regional training program expanded from four to eighty courses, and the distance learning program expanded from two to nine courses. The Human Resources

Development Division assigned a specialist to each installation in the region to improve customer service, continued to refine the automated training needs assessment tool, established Leader Link to assist organizations train new supervisors, and developed an automated training history update tool.

The region's Information Services Division upgraded the network infrastructure, established a public internet site outside the firewall, attained security certification for system administrators, and developed CD imaging for laptops and workstations. In addition, systems managers used their expertise to process several mass actions using reentry DESIRES, rather than individual PERSACTIONS, which reduced the workload for everyone.

The region's Management Support Office fielded the standardized OPF Tracker System, restructured the filing system for OPFs, achieved full automation of the Federal Express mail process, and acquired a government contract with Federal Express to reduce mailing costs.

The SC CPOC hosted Commanders' Day, two meetings with its CPACs, a Training Advisory Group meeting, and visited the region's installations/activities at least once during the fiscal year. Special projects included supporting the Laboratory Demonstration Program and processing the Fort Leonard Wood/Fort McClellan BRAC action.

Northeast. More than 5,000 positions were filled in the Northeast CPOC (NE CPOC). The Delegated Examining Unit (DEU) issued more than 1,000 certificates, which resulted in approximately 400 selections. The NE CPOC pioneered a process with Picatinny Arsenal, whereby more than 80 engineers and scientists were hired. This process is being adopted by other research and development activities to replenish their work force.

The NE CPOC joined forces with Tobyhanna Army Depot to hire 160 electronics mechanics in order to support the new workload. It also found 14 candidates for their apprentice program, which had been dormant for the past eight years. The region successfully recruited 421 seasonal hires at Fort Drum. The NE CPOC established the Medical Cell, and filled 27 hard-to-fill medical occupations through external recruitment. Expanded Internet recruitment to commercial sites for hard-to-fill medical, scientific, engineering and technical jobs resulted in twice the number of applicants.

Twenty RIF actions involving more than 1,200 RIF letters and 400 proposed separations were completed on-time with no lost appeals, including deactivation of two BRAC sites at Vint Hill Farms and Bayonne. Establishment of the Army Materiel Command Acquisition Center involved consolidating and merging five organizations and missions. Fort Monmouth reshaped in a PPP exception window with

recruiting for the full range of grades from GS-15 to entry level. The region applied new classification standards to more than 3,200 positions, entered 11,293 jobs into FASCLASS, and conducted many special studies and Commercial Activity reviews.

The region processed 1,530 pay adjustments, along with 1,806 bonuses. In addition, 1,902 appraisal updates for the Army Research Laboratory Demonstration Project Pay for Performance Payout were processed with eight errors requiring corrections. They also processed 640 WGI buyouts for the Medical Research Materiel Command at Fort Detrick, with 787 pay adjustments, 132 bonuses and 916 appraisal updates, without any errors. The Fort Monmouth Acquisition Demo transition didn't have any errors. Five Surety Reviews and eight inspections were conducted where 356 files were reviewed, and all were compliant.

The NE CPOC offered 190 courses at six regional sites. They included leadership and executive development, automation, communications, career counseling and administrative skill development. Sixteen Leadership Education and Development classes were conducted at seven regional sites. The NE CPOC regional homepage provides tutorials in position classification and FASCLASS as well as guides on PERSACTION Awards processing, Training Handbook, Training Calendar and Needs Survey, Career Opportunities, Recruitment Procedure Guide and

FPI User's Tips and Guide. CPACs were provided on-site assistance for their staffs and managers through site visits.

The NE CPOC reduced its pay errors by enhancing its relationship with the payroll office and through its use of an automated diagnostic tool to improve database quality. The region followed a CITRIX Web-based solution for CPAC and manager access of the FPIs, which eliminated the need for client side software load. The region developed a Web/Oracle based application for processing and tracking medical DEU Certificates; created a Web/Oracle based application for requesting and tracking OPFs; designed a variety of Web/Oracle based applications that assisted managers/functionals in managing day-to-day processes; and developed a variety of Web/Oracle based applications that replaced the manual/paper-based products associated with DCPS/DCPDS processing.

North Central. FY99 was a good year for the North Central CPOC (NC CPOC), with a continued emphasis on innovation, customer service, productivity and automation tools to support their efforts. The region continued to meet and exceed production goals while solidifying its reputation as one of the Army's leaders in conceiving new ways to do business and developing and carrying out the ideas.

The NC CPOC developed and published several classification guides for internal and external use.

These included a Reorganization Guide for Managers, and a RIF Handbook and FASCLASS Tutorial for classifiers.

The NC CPOC coordinated a cross-regional High Grade Review for the Tank and Automotive Command, which reviewed approximately 600 positions. This effort was done in partnership with the NE CPOC and was extremely well received.

The NC CPOC continued to develop and field on-line quality control and metrics reports available through the NC Internet, Intranet and Extranet sites. These are real-time reports that extract data from the PERSACTION Oracle tables.

The NC CPOC developed and fielded ROAR (Resumix On-Line Applicant Response), an automated tool designed for applicants to view the status of their resumes. The system was adopted as the Army standard, and the Defense and Finance and Accounting Service and the Air Force showed interest. The center developed and implemented PAL (PPP Automated Log). This program provides major benefits to NC CPOC users by ensuring the accuracy and completeness of PPP processes. This application has also been adopted as the Army standard and the AF showed interest.

The NC CPOC recognized the need for a Web-based Guide to Processing Personnel Actions (GPPA) and arranged with the OPM to have the previously hard-copy only documents available to our staff

and users in the personnel community.

The region developed and fielded Aladdin, a multi-functional database, which generates announcement numbers, stores information about applicants, generates referral lists and generates numerous reports, including race and gender information. The NC CPOC also developed and used a Web-based geographic location search tool that matches geographic location to appropriate locality and special pay tables. They executed an extremely successful and innovative ACTEDS intern recruitment program, which resulted in exceptional levels of speed and work-year use.

National Capital Region. The Army National Capital Region CPOC (NCR CPOC) continued its Tours Program for senior leaders and members of their staffs to visit the center and become familiar with how CHR operates in a regionalized environment.

The NCR CPOC designed and conducted two Executive FPI training sessions for senior leaders in the region. The course provided a corporate overview of regional applications, and hands-on experience using FASCLASS and accessing the regional database. Sixteen SES and colonel-level leaders attended the sessions.

The NCR CPOC hosted five partnership meetings with CPACs and MACOMs, and a regional workshop for inspector generals and customer service representatives.

These workshops and conferences fostered an exchange of information, joint problem solving and served to improve the relationships between all parties.

The NCR CPOC continued to emphasize the production aspects of CHR administration. More than 21 production meetings were conducted with CPACs and their customers throughout the year. The result was a 40-day reduction in fill-time during FY99.

In its continuing efforts to improve the morale of NCR CPOC employees and the quality of CPOC productions, the Director initiated several new programs during FY99. The Welfare to Work and Internal Development Programs afforded 21 employees an opportunity to work and be competent and successful employees. In addition, more than 170 employees were honored in a special Cold War Recognition Program. The director's Annual Incentive Awards Program recognized the Walter Reed Army Medical Center CPAC as the customer service winner.

To ensure optimum customer service to its CPAC partners, the NCR CPOC published a Guide for Processing PERSACTION Awards and developed an on-line Personnel Action Inquiry System.

West. The Western CPOC (West CPOC) reached full operating capability on August 1, 1999, having transitioned the 13 Civilian Personnel Offices to CPACs and the 13 serviced installations and activities to regionalized HR

servicing. The West Region served more than 18,000 customers at the end of FY99.

FASCLASS was deployed in the West Region in March, and is scheduled to be fully operational by December 31, 1999. Management identified a team to manage and edit jobs for input into FASCLASS, diverting the work load from the classification staff and allowing them to continue to process actions within Army standards.

The automation staff at the West CPOC created a number of reports available to managers on the Internet page, providing capabilities to view personnel actions in the inbox, actions in the group, and open recruit actions. In addition, users can view a request for personnel action through this tool.

The West Region conducted its first training needs survey during FY99, and is using the feedback to build a program of shared resources to meet region-wide needs.

Partnership has been the hallmark of the West Region since its initial operating capability on March 1, 1998. Throughout FY99, the West CPOC and CPAC staffs worked diligently to create partnerships with the CHR community and their customers. On September 8, 1999, MG John Thomas Jr., Commander of the U. S. Army Intelligence Center and Fort Huachuca, Arizona, hosted the first West Region Commanders' CPAC Council session at Fort Huachuca. Commanders in the West Region were invited to attend to provide feedback to the region

CHR community regarding successes and areas of concern as regionalization progressed. The senior staffs of the West CPOC and its serviced CPACs worked together the following two days to review commanders' feedback and use it as the basis for the West Region FY00 Human Resources Operational Plan, which establishes goals and objectives for improvement in the region over the next year. Additional bi-annual sessions are planned to continue the partnership between the CHR community and their customers.

Europe. The Europe CPOC is under the Civilian Human Resource Management Agency (CHRMA), a field agency of USAREUR. During FY99, CHRMA focused on partnerships, team building, and improving the quality of personnel products and services.

The CHRMA Council, which consists of senior leadership from the CPOC, CPACs, and HQ, USAREUR staff, developed an Operational Plan for FY00-01. The goals set a course for CHRMA's continued improvement of both the environment in which personnel services are delivered, and product and service quality. The plan's objectives are based on the results of on-site program evaluations and 14 issues identified during CHRMA team building training. Five CPACs were evaluated and more than 95% of the CHRMA work force participated in the "Moving Target" team building sessions.

Throughout the year, representatives from the CPOC, CPACs and Civilian

Personnel Division served on PATs and Tiger Teams to develop or improve CHRMA operational business processes. The teams evaluated current BPMs in an effort to align them with HQDA standardized task lists, if possible. The review led to increased standardization within the program.

Overall, production and quality trends improved and backlog reduced. Referral timeliness upon receipt of the action in CHRMA was cut in half - from 72 days to 36. Resumes are now processed within two days from receipt, down considerably from a 4-6 week average at the beginning of FY99. The number of days that managers hold a referral list has dropped from 112 to 25, helping to improve the number of days to fill a position.

As production increased, leadership began to place emphasis on the quality of product and service delivery. The USAREUR portion of the CivPro database improved from a low quarterly accuracy rate of 60% to surpassing the DA goal of 95% by year-end. Efforts to clean up the Resumix database began in January 1999. The CPOC has deactivated an average of 120 resumes per month, mostly applicants who were unable to be contacted or passed their Date Eligible for Return from Overseas (DEROS). We conducted Resumix Skills and overseas staffing workshops to train CHRMA personnelists on overseas unique staffing requirements and skill selection to improve referral and staffing quality. Other initiatives to improve business processes include

the development of the RESDATA program, which provides CPACs with the capability to view the status of applicant resumes. The CPOC updated Resumix application instructions and put them on the CHRMA Internet site. The center also established email inboxes for applicant inquiries and rating reviews.

Efforts to improve communications and feedback mechanisms with customers greatly improved the center's ability to deliver quality service. The CPOC, working with CPAC staff, developed commander-focused productivity reports, which are placed on the CHRMA Intranet. CPAC chiefs use the reports to advise and assist managers on the CHR program.

Pacific. The major accomplishment for the Pacific Region was the deployment of the MDCPDS. Army selected it to be the first OT&E site in the DOD, deploying on October 15, 1999. All aspects of deployment were successful. The conversion from Legacy system to MDCPDS went smoothly, with 100% of records flowing. Tremendous effort was made to have a quality database in place prior to conversion. The pre-deployment phase was also marked by a series of marketing initiatives aimed at informing commanders, managers, and employees about MDCPDS, using command statements, brochures, e-mail, briefings, and instructions on deployment requirements. Extensive training was a key part of the preparation. The CPOC and CPAC staffs received training on the

system and reports, and supervisors, resource managers, and personnel liaisons received initial training and one-on-one assistance on appropriate aspects of MDCPDS. A key condition fostering success was the high level of cooperation displayed by the CPOC and CPAC staffs, the command's senior leaders, and members of participating Army and DOD agencies that allowed us to work as partners toward our goal of making MDCPDS work. Dr. Diane Disney, Deputy Assistant Secretary of Defense for Civilian Personnel Policy, and Mr. David Snyder each presented awards to the Pacific Region to recognize the success of the deployment and to thank the region for its willingness to be the first to test the new system.

FY99 was a year of 'firsts' for the Pacific Region. The Pacific Region CPOC was the first region to upgrade to Resumix version 5.3.1. Training and deployment was accomplished December 4-15, 1998. The Job Kit and How to Apply Instructions were revised to allow a three-page resume. As of the end of FY99, it is still the only region using the 5.3.1 version. The real payoff of moving to this version of Resumix was realized upon deployment of the MDCPDS when the interfaces between the two systems could be accomplished. The requisition creation from MDCPDS to Resumix, creation of an applicant record from Resumix to MDCPDS and the continual refresh of internal applicant resume information works well and reduces redundant data entry. During FY99, the Region processed

15,000 resumes and 33,000 self-nominations.

STAIRS On-line Applicant Response System (SOARS) and the STAIRS Resume Viewer Web-based applications were developed and implemented on the Pacific Region Home Page, allowing applicants to get up-to-date status on their bids for vacancies and to review the most current resume they have on the Region's Resumix database. Early reaction from the customer base has been very positive.

FASCLASS is 100% deployed in the Pacific Region with 6,382 job descriptions entered into the system. FASCLASS training was conducted throughout the Region. The Region is using this application extensively. Access to FASCLASS is through the Pacific Region Home Page under Managers Tools. FASCLASS uses data from the MDCPDS to reflect current incumbency and organizational information.

The Region saved managers nearly \$200,000 in recruitment costs by using its DEU authority. Cost savings are estimates based on OPM charges for routine inventory with register maintenance, administration of written tests, manual case examining, and processing applications.

Some 29,000 instances of training history were updated in the Legacy DCPDS so that employee records would be complete in the MDCPDS.

Korea. The Korea CPOC was the first CPOC to use the Personnel

Demonstration Project for the Acquisition Corps. Korea was also the first CPOC to automate job descriptions on the Web Page under the new FASCLASS system. This required scanning more than 7,000 job descriptions.

The Korea CPOC constantly looks for ways to reduce the barriers in recruiting U.S. candidates for Korea. The 19th TAACOM received HQDA approval for a reinvention lab initiative, whereby the Area I commander approved waivers of living quarters allowance requirements for local hires. Area I, the most difficult area to recruit for in Korea, is a one year tour of duty area adjacent to the demilitarized zone. Despite recruiting difficulties, the Korea CPOC and CPACs achieved staffing levels in Eighth U.S. Army within two percent of their authorizations during FY99.

The Korean National Employment Division handled RIF actions for 154 abolished positions, and issued 1,486 RIF and Transfer-of-Function letters, including amendments. The large number of letters was because of extensions and delays in the final reorganization decisions, which included contracting certain positions. Only seven permanent local national employees were separated.

In June, USACPEA's NAF inspection Team evaluated the CPOC's NAF employment programs and the findings were very positive.

The Korea CPOC has the only Classroom 21 in the Pacific. They

conduct distance learning classes and led Eighth U.S. Army in using video teleconferencing technology. The center sponsored 43 regional training courses and coordinated with Fort Leavenworth to have the course, Organization Leadership for Executives, taught at Pusan, Korea.