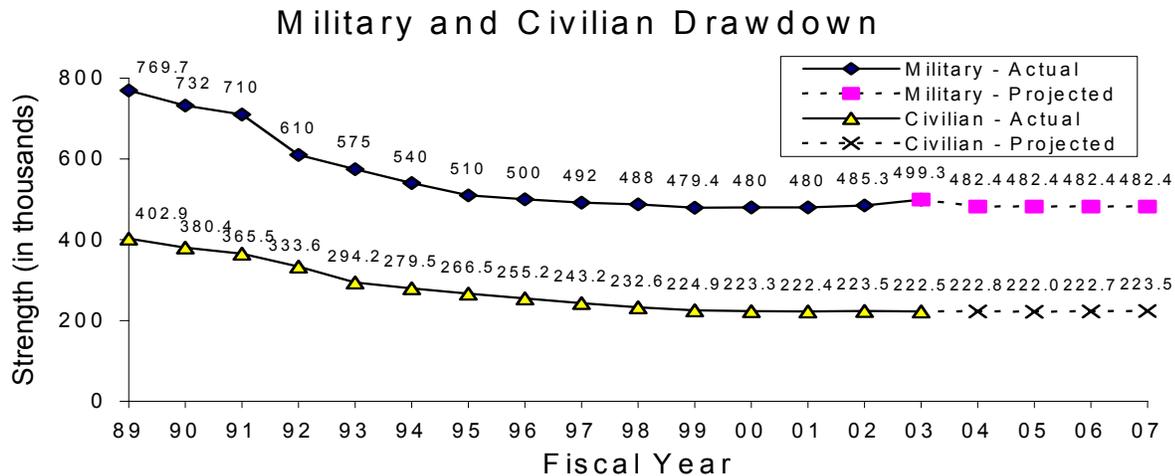


FY03: The Year in Review

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 Soldiers to provide the critical skills necessary to support combat systems and weaponry. In FY03 over 2,200 Army civilians processed through the CONUS Replacement Centers at Fort Benning, Fort Bliss, and Fort Sill for deployment to at least 54 countries around the world. Nearly 2,000 of them deployed to Southwest Asia in support of Operation Enduring Freedom/Operation Iraqi Freedom and the Global War on Terror.

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 overall civilian strength declined (military function only; including foreign national employees and Military Technicians). Actual FY03 civilian strength was 670 below the target of 223,200. Since the drawdown began in FY89, civilian strength is down 45 percent (from 402.9K) (see Figure 1). Military strength increased by 14,025 over the previous fiscal year (485.3K). The total military strength reduction is 35 percent from FY89 strength of 769.7K.



Source: SF113A Report (civilian actual), SIDPERS (military actual) preliminary FY05 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) gained 79 positions (increasing to 3,764 from 3,685) during the fiscal year, due to an increase of 112 operating positions and a decrease of 33 staff positions. Overall, the CHR work force has reduced 48% percent from its FY90 strength of 7,248.

The Army lost more civilians than it gained in FY03 (see Figure 2) when civil functions are included. The average age and tenure of the

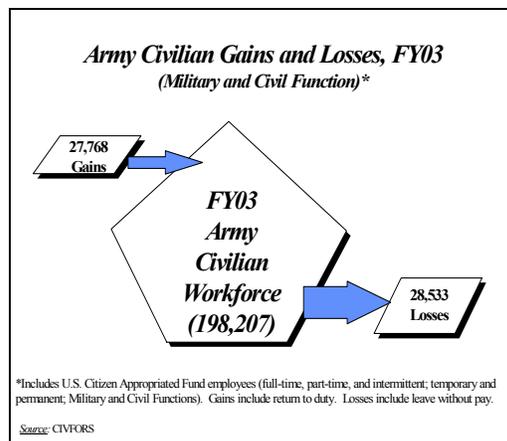


Figure 2. Army civilian gains and losses during FY03

Army civilian workforce has increased since the drawdown began. Average age increased from 43 in FY89 to 47 in FY03. Average years of service increased from 13.5 in FY89 to 16.9 in FY03. There were 22,585 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 FY03. This represented 11.4% of the work force. That is an increase in both absolute numbers (there were 21,409 eligible in FY02) and in percent of work force (10.8% in FY02).

Senior Army Workforce Management Office

Senior Army Workforce. The Senior Army Workforce Management Office (SAWMO) was created during FY03 to centrally manage a cadre of high performing, multifunctional employees well-trained and developed to support Army mission requirements. The key components of the Senior Army Workforce (SAW) are centralized career management, broad multifunctional career tracks, core leadership competencies standard to each career track, and training and development as well as central selection and assignment based on competency attainment. The SAWMO will manage the career development, education, assignments, training and promotions for all GS12 - GS15 (or equivalent) employees in supervisory, managerial, team leader and program manager positions.

Plans and Strategies

Functional Review. We began a Functional Review (FR) of Army's CHR Administration to determine the personnel manning impacts resulting from force modernization programs and to assess the current and projected health of a functional area. Elements contained in the CHR Administration FR include information, data, metrics, and analysis relating Army's CHR Administration to other programs, projects and functions within and, in some cases, outside of Army. The primary result of the FR is a formal reporting process on the state of CHR to top Army leaders.

Personnel Transformation. A variety of CHR work groups were actively engaged in the G-1's HR

planning initiative formally called Personnel Transformation (PT). The primary purpose of PT is to plan improve organization and management of Army human resources. It examines human resources policies, plans, systems, and processes to support a network-centric, information-based Army. There are five main emphasis areas, called “pillars:” Personnel Enterprise Systems, Manning, Force Structure, Army Training and Leader Development, and Army Well-Being.

FY02 CHR Annual Evaluation. We published the web version of the FY02 CHR Annual Evaluation at <http://www.cpol.army.mil/library/civplans/02eval/index.html>. MACOMs, CPACs, CPOCs, and staff offices 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. In the G-1 Scorecard we measure Civilian Satisfaction Survey Results, Time to Fill, Rate of Turnover in the Civilian Workforce, and Voluntary Separation Rates By Tenure. For the last 2 years, CHR has benchmarked itself against other government and non-government organizations using metrics obtained from the Saratoga Institute.

CHR Strategic Planning. We began revising the CHR FY02-07 Strategic Plan based on a DoD memorandum advising us to synchronize the plan with budget and legislative initiatives and a General Accounting Office (GAO)

review that found the plan not well aligned with overall mission and lacking in results-oriented performance measures. A new plan will be published in the second quarter of FY04.

Conversion of Military to Civilian Positions. The current need for operational tempo forces requires DoD to make efforts to achieve the most efficient use of military forces. Although Army initially identified approximately 20,000 positions for possible conversion, the conversion cannot take place without additional funding. Army is working with DoD on the specifics of how and when the conversions will take place.

Continuity of Operations Plan. We developed the first functional HQDA Civilian Personnel Policy Continuity of Operations Plan (COOP). The COOP document outlines procedures for business recovery following an emergency or disaster causing significant disruption of capability for an extended period of time.

Exit Survey. By the end of FY03, over 3000 Army employees and supervisors had taken the survey. Overall, the top ten reasons why people leave Army are chances of future promotions, organizational rules and policies, job stress, impact opportunities, relations with higher level managers, workload, chances of receiving monetary awards for outstanding performance, participating in decision-making, applying skills and abilities on the job, and current assignment of duties and responsibilities.

Army Training and Leader Development Panel Civilian Study.

The Army Training and Leader Development Panel (ATLDP) drew to a close with the completion of Phase IV, the Civilian Study. The Chief of Staff of the Army (CSA) approved 54 study recommendations clustered in four major categories: accountability, life-long learning, interpersonal skills, and Army culture. The G1 and G3-led Implementation Process Action Team honed the recommendations down to 27 and three lead agents – G1, G3, and TRADOC – were identified to work them.

Civilian Personnel Evaluation Agency

Personnel Management Evaluations and Special Reviews.

Southwest Region hosted a Personnel Management Evaluation (PME). The Civilian Personnel Evaluation Agency visited the US Army Field Artillery and Fort Sill; the US Armor Center and Fort Knox; the US Army Combined Arms Center and Fort Leavenworth; the Southwest Division of the US Army Corps of Engineers, Fort Worth District; and the Southwest Region Civilian Personnel Operations Center, Fort Riley. We also conducted a follow-up special review of the US Army Japan at Camp Zama.

Workforce Analysis and Forecasting

Workforce Analysis Support System and Civilian Forecasting System. There were a number of

major enhancements designed to make the Workforce Analysis Support System (WASS) and the Civilian Forecasting System (CIVFORS) easier to use. New features include help panels, manuals, voice-over videos, as well as the development of new Diagnostic tool suite. These tools will provide push button, menu driven assessments. One of the Diagnostic tools used for Turnover has been completed. We delivered the federal versions of WASS and CIVFORS to OPM for government wide testing, validation, and accreditation.

Modernization

Defense Civilian Personnel Data System Centralization. All of the Army's civilian personnel databases and associated infrastructure have been consolidated into a single, centralized DCPDS database at the Army Civilian Data Center (ACDC), located at Rock Island, IL. This provides us with the opportunity for more standardization of processes and procedures Army-wide. This move to a total Army enterprise solution also improves the linkage between personnel and other systems and provides a single portal/sign-on capability.

Oracle 11i Migration. Army, along with all DoD Components, intensified planning efforts to transition to the web-based version of DCPDS, Oracle 11i. With the upgrade to Oracle 11i users can access the DCPDS application via a standard web browser and take advantage of Internet technology and improved system navigation. Client server

maintenance is no longer required and it reduces the need to push software upgrades and patches out to individual users. For more information on Oracle 11i, see <http://www.cpol.army.mil/library/modern/ohr-11i/index.html>.

***Policy and Program
Development: Proponency***

CHR Doctrine. For the first time in Army history, and with support of the MACOMs, the Civilian Personnel Policy Staff, and the USAREUR CHR Director developed CHR doctrine covering all major aspects of the program. Like military doctrine, the CHR doctrine establishes principles and roles for operation of the program.

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 CHR Management. The Assistant Secretary of the Army for Manpower and Reserve Affairs presented awards to the Kushnick and Macy winners. The Assistant G-1 for Civilian Personnel Policy presented the award to the Hoge winner.

***Policy and Program
Development: Labor Relations***

Labor Relations/Employee Relations Specialist Replenishment. HQDA, in coordination with the Civilian Personnel Operations Center Management Agency (CPOCMA), established specialized LR/MER intern positions in order to increase

the pool of qualified Labor Relations (LR)/Management Employee Relations (MER) specialists. Candidates will continue to be recruited and trained under a specialized LR/MER training plan, with the understanding that they will ultimately be placed in LR/MER vacancies upon graduation from the intern program. To date, a Presidential Management Intern and two Army ACTEDS interns have been hired under this program.

Exclusion of Civilian Personnelists from Bargaining Units. A local union at Rock Island Arsenal sought to organize the employees of the NC CPOC, to include staffing and classification specialists servicing employees outside of Rock Island Arsenal. The Regional Director for the Federal Labor Relations Authority found that staffing specialists/classifiers not servicing Rock Island Arsenal employees should be included in the NC CPOC bargaining unit because they would not be conducting personnel work for employees represented by the union seeking to represent the CPOC. A brief has been filed with the Federal Labor Relations Authority seeking to reverse the Regional Director's decision.

Installation Management Agency/Army Contracting Agency Union Representation. The establishment of the Installation Management Agency (IMA) and Army Contracting Agency (ACA) organizations at the installation level created great concern over union representation within these

organizations. Army prepared and issued templates of representation petitions and joint stipulations to assist installations in timely addressing the status of union representation for use across these new organizations.

**Policy and Program
Development: Workforce
Effectiveness**

National Security Personnel System. With Presidential approval of the FY04 Defense authorization act, DoD will be given authority to design and implement a new National Security Personnel System. We have been working with DoD staff the past two years on many of the features of such a system, and we will have Army representatives on their project team. We will also be setting up an Army project office to manage Army actions associated with the new system. OSD projects that implementation will be in at least two years.

Department of the Defense Charge Cards Policy Working Group. The G1 participated in a DoD component working group to review the government charge card disciplinary policy actions for misuse. Army furnished reports outlining how our existing policies and other initiatives provide for taking appropriate actions for both AF and NAF employees. To meet the Office of Management and Budget's (OMB) requirement for quarterly information for each type of government charge card, DoD enhanced DCPDS to enable tracking of formal disciplinary and/or adverse actions taken for misconduct related to government charge cards.

Whistleblower Protection Act. Army is participating in the U.S. Office of Special Counsel's (OSC) certification program to assist Federal agencies in meeting their statutory obligations under the Whistleblower Protection Act (WPA). Under this program Army is required to place informational posters about WPA protections at agency facilities, provide information about these protections to new employees during orientation, provide periodic information to current employees about their rights and remedies under the WPA, conduct WPA training for supervisors, and create a computer link from the agency's web site to OSC's.

The Army Automated Performance Management Support System XXI. We continued to develop and test the Army Automated Performance Management System XXI (APMS XXI), including two successful test periods of the incentive awards module. Managers will be able to process awards at their desktop, interface with DCPDS to update the employee's history file and complete DCPDS processing of the requested award. We also input performance objectives at the beginning of the last appraisal cycle and tested the use of the appraisal module of APMS XXI to document performance counseling, report accomplishments and assign ratings on the individual objectives. APMS XXI will be revisited upon approval for a National Security Personnel System with its pay for performance features

and prospective DoD automation support.

Fully Automated System for Classification II. 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. New enhancements include ability to search by Employee Name, by MACOM, by UIC, and for other FASCLASS users.

US Army Civilian Personnel On-Line Portal. The redesign of the current Civilian Personnel On-line (CPOL) will allow for a single sign-on for Army unique tools. The new Portal offers the same functionality as the current CPOL, with many enhancements, such as a new Employment Opportunities page with access to applications, information, news, benefits, and a complete redesign of the Army Regional Tool (ART). Employees will gain direct access to their DCPDS data in ART and supervisors will have simpler access to their employees' ART data.

Policy and Program Development: Staffing, Benefits and Entitlements

Special Buyout Authorities. Army was initially allocated 1900 Special Buyout Authorities (SBAs) by DoD out of a total of 6000 for all of DoD. As in previous years, Army

committed SBAs earlier than other Components. DoD advised all Components of its concerns regarding underutilization in April 03; Army advised DoD that additional SBAs returned by other Components could be reallocated to Army. Army executed 2036 SBAs, and for the third year, Army outperformed all other DoD Components in execution of SBA authority.

Staffing Enhancement Action Team. DoD convened a Staffing Enhancement Action Team (SEAT), composed of representatives of the Components and the 4th Estate, to examine current automated DEU tools and recommend a DoD solution. SEAT initially examined products developed by the Air Force, DLA, NASA, Navy, and DFAS. The DFAS DEU most closely met DoD requirements for a DEU automated tool; however, DFAS did not adequately address the requirement for a DoD automated archiving tool. Army advised DoD that, with the adoption and modification of the DFAS tool, Army would present DoD with the full suite of automated tools.

Coalition Provisional Authority. The Under Secretary of Defense (USD) named Army Executive Agent for the Civilian Provisional Authority (CPA). Army concluded a Memorandum of Agreement with OSD Washington Headquarters Services realigning all CPA civilian employees to Army rolls.

Administrative Careers With America. Army requested and received authority by DoD to conduct ACWA competitive examining. Army is currently the only agency in the

Federal Government outside OPM with this authority.

Direct Hire Authority for Medical Vacancies. The use of Direct Hire Authority (DHA) for eleven medical occupations within Army continues to be a success. Army appointed 984 new employees into the eleven health care occupations in an average fill time of 22 calendar days, down from approximately 104 days. Additionally, Army was delegated Title 38 special pay authorities for premium pay, on-call pay, and Baylor Plan for selected medical occupations. Army is leading a tri-service OSD Task Force with DFAS to implement these pay authorities during Mar-Jul 04. The three Services are jointly requesting delegation of two additional special pay authorities and are working toward their implementation for special pay authorities for head nurses and for physicians and dentists.

Defense Civilian Intelligence Personnel System. The intelligence personnel community completed planning for the additional transfer of Defense Civilian Intelligence Personnel System (DCIPS) servicing from volunteering commands in CONUS to Ft. Huachuca, AZ; completed assistance visits to Ft Huachuca, Alaska, Korea, Japan, and Hawaii as well as to Southcom and Ft Monmouth; completed work on an Army Intelligence Community recruitment website; established a web presence to attract Arab speakers for deployment in Iraq; and published monthly updates to both Army's human resource

management and intelligence communities. In conjunction with the DoD Intelligence Community, the Army intelligence personnel community assisted the OSD in finalizing DCIPS Policy; participated in more joint recruitment ventures than in previous years; maintained participation in a joint rotational program entitled the Intelligence Community Assignment Program; and further marketed an important new source of web-based training - the Joint Intelligence Virtual University.

DoD Priority Placement Program. DoD approved an Army test of Resumix to determine the qualifications of Army Priority Placement Program (PPP) matches to Army requisitions and measure the potential for streamlining the process. The Civilian Personnel Operations Center Management Agency (CPOCMA) wrote the Concept Plan and Standard Operations Procedure for the test. CPOCMA, participating CPOCs, and HQDA staff developed the test procedures and determined the impact on current CPOC staffing and PPP qualifications determinations procedures. The Asst G-1 for CPP and DoD approved proposed test procedures. We began testing Resumix during the 4th quarter of FY03.

We proactively worked to improve the quality and timeliness of PPP placements and organization satisfaction. HQDA staff used advocacy intervention with DoD to work satisfactory resolutions to several placement situations. The

Army Coordinator office worked over 80 PPP cases and related issues. Nineteen of those cases were requests to withdraw placement offers; one case was a request to return an employee to the registering agency; two cases involved the lengthy security clearance process; and, four cases involved qualifications disputes and requests for assistance in the qualifications determinations process.

Military Spouse and Family Member Employment

Opportunities. The Army placed 589 military spouses into jobs within the continental United States.

We participated in the Army Family Action Plan annual conference to discuss Resumix and Military Spouse employment issues. One of the issues, “Selective Use of Military Preference,” was voted issue number three of the top five new issues at the conference. Europe Command (EUCOM) had already begun testing this concept in a limited way through Military Spouse Preference (MSP) Choice, a two-year pilot program approved by DoD. MSP Choice allows military spouses to accept temporary, term, time limited, intermittent, or flexible employment with U.S. Forces without risking the loss of their MSP for permanent positions that become available at a later date.

The U. S. Army Medical Command (MEDCOM) and the U.S. Army Medical Department (AMEDD) began a six-month spouse and family member referral program test. The Transition Employment

Assistance for MEDCOM/AMEDD (TEAM) provides advance notices to MEDCOM supervisors of incoming spouses and family members who will accompany military or civilian sponsors to new permanent assignments. The electronic notices will enable supervisors within participating MEDCOM activities to review resumes for possible job offers even before the family member’s arrival. To be eligible for TEAM, either the family member or sponsor must be affiliated with MEDCOM or the AMEDD, the sponsor must have received notification of new assignment or the equivalent, and the family member is relocating with the sponsor.

DOD Civilian Acquisition Workforce Demonstration Project.

The Acquisition Workforce Demonstration Project (AcqDemo) completed its fifth Contribution-Based Compensation and Appraisal System (CCAS) cycle. The Army and DoD continued to provide training by completing and distributing additional training modules to strengthen human resource management training and writing in the CCAS process. Army increased participation from 26 pay pools to 58 pay pools and approximately 1,800 employees to 4,500 employees participating in the demonstration project.

Program Budget

HQDA Restructuring. Several civilian HR programs were placed under the operational control of the Civilian Human Resource Agency (formerly known as the Civilian

Personnel Operations Center Agency). This realignment included the Civilian Personnel Advisory Centers (CPACs), the Civilian Personnel Field Agency (CPFA), and the Army Civilian Training, Education and Development System (ACTEDS). The centralization of funding and authorizations that resulted from this realignment were designed to improve operational efficiencies by placing the entire civilian HR mission under a single, unified chain of command.

Resource Allocation Selection System. We began to develop an automated system to centralize management of funds for ACTEDS. The new system, Resource Allocation Selection System (RASS), will streamline the process of funding training requirements. RASS will provide users with greater visibility and accountability over training funds in that users will be able to closely monitor training-related requests from the initial submission through final approval. Users will also be able to respond more quickly to training requests because RASS will eliminate the manual processes for submission and approval that have been used in the past.

Central Program Operations

Defense Leadership and Management Program. There was no intake for the Defense Leadership and Management Program in FY03 due to Congressional funding cuts. Despite the curtailment of most DLAMP-funded training, resources were available for DLAMP participants to attend senior service

colleges (SSCs). Although Army had a quota of 23 DLAMP SSC seats, 36 participants began resident programs because we filled seats allocated to other components that would have otherwise gone unfilled. In addition, five Army DLAMP participants began the two-year Army War College Distance Education Program together with five participants who were selected the previous year but deferred to FY03.

New initiatives under consideration have put program completions (graduations) as well as accessions on hold. One initiative is to recognize DLAMP as an SES Candidate Development Program (CDP). There are approximately 500 DLAMP participants DoD-wide, including 68 in Army, who have met all requirements to date to complete DLAMP; however, they are not being permitted to exit the program until it is determined what, if any, additional requirements they might have to accomplish in order to qualify as a member of the DLAMP CDP.

The Leadership and the National Security Foundation courses conducted by the School for National Security Executive Education at National Defense University did not meet DLAMP requirements and are under revision. Alternative sources to conduct this training are being sought. A small number of DLAMP participants seeking funding for graduate education were able to start courses on a full or part-time basis. DLAMP participants await further developments as a ramp-up of funding is expected in FY04 that

will permit the resumption of a full and robust program.

Leader Development. The Sustaining Base Leadership and Management Program (SBLMP) conducted one non-resident and three resident classes. Three DA Secretariat Selection Boards reviewed a total of 537 applications for 470 seats.

Another DA Selection board reviewed 30 applications for four senior service college programs: Industrial College of the Armed Forces; National War College; Army War College; and Army War College Distance Education. Three Army civilians were considered for the Army Congressional Fellowship Program.

Nine nominees were considered for the Harvard University Program for Senior Executive Fellows, the National Security Management Course, and the DoD Executive Leadership Development Program.

Minority College Relations. We participated in over 39 minority college and university career fairs and diversity-related conferences in order to educate college students and conference participants about employment opportunities within Army. We met with over 3500 college students and 4500 conference participants.

Competitive Professional Development. Army allocated \$14.2 million dollars to the Functional Chief Representatives (FCRs) to provide CPD opportunities

to full performance journey level civilian career program employees for ACTEDS Plans documented training. A total of 780 civilians participated in university programs, 4 in training-with-industry, 50 in developmental assignments and 3,000 in short-term training opportunities.

Army Civilian Training, Education and Development System Interns.

Army brought on board 1033 interns in FY03. Funding for the ACTEDS intern program nearly doubles in FY06 from 1030 work years in FY04 to 1994 work years in FY06.

Anticipating this jump, the program increased the number of actual hires at the end of FY03. Beginning in FY05, the ACTEDS intern program will hire 975 interns into the pipeline and continue that trend in the outyears. This first step will not only bridge the gap with a major increase in FY06 resources, it will also help Army revitalize the workforce.

Army Civilian Training, Education and Development System Career Plans.

Two career programs submitted revised ACTEDS Career Plans - CP20 Quality Assurance Specialist (Ammunition Surveillance) and CP31 Education Services.

Nonappropriated Fund Human Resources Policy and Program

Realignment of Installation Management Agency (IMA).

NAF wrote system change requests to ensure that Defense Civilian Personnel Data System (DCPDS) had all the appropriate codes to support Phases II and III for the

transition of identified employees to IMA. We wrote step-by-step procedures for inputting personnel actions to accommodate the realignment actions and forwarded them to NAF Human Resources Offices (HRO). NAF developed our portions of the Memorandum of Understanding and Operations Control Document to facilitate the post transition processes. We transitioned the identified installation employees to IMA during Phase III effective October 5, 2003.

Establishment of the Civilian Human Resources Agency (CHRA) NAF HR Division. We established a NAF Division at CHRA in accordance with the recommendations of the HRIPT study. This division is responsible for the NAF HRO operations on installations Army wide, including policy, program review, training, productivity analysis, and resolution of installation HR issues.

Publication of the AR 215-3. The Army Regulation 215-3 was revised, published and posted on the U.S. Army Publication website. Further revision is taking place and is necessary due to the addition of the NAF Division at CHRA, the creation of IMA, and other substantial program changes including the Uniform Funding Management initiative. Roles and responsibilities are being defined and when finalized will become part of AR 215-3.

Legislative Initiative. A legislative change is working its way through the system 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. This change was proposed by the U.S. Army Material Command and adopted by the Army Family Action Plan (AFAP) process as one of the important changes to pursue for its NAF employees.

NAF Automation. We transitioned from the Regional database to a centralized database and deployed DCPDS 11i simultaneously with the rest of Army. The NAF Payroll Interface is in the final stages of development. We have developed with DFAS, CPMS, and NFS an edit system to assist installation NAF HROs in locating and correcting data errors.

FASCLASS. Our goal is to establish a link between DCPDS position data and FASCLASS II and provide the ability to access active position descriptions and related information. This allows NAF HR managers to have similar system functionalities as their appropriated fund counterparts, excluding the ability to create position descriptions. We also assisted DOD and Army Morale, Welfare, and Recreation Child and Youth Services program proponents with the establishment of an all NAF workforce, and permitted the implementation and use of Unified Funding and Management authority.

Training and Leader Development. We established a NAF position at CHRA with responsibility for developing functional training modules, recruiting and training

adjunct faculty, and scheduling training for field personnel. The Curriculum Advisory Board (CAB) met and conducted video teleconferences in order to create the NAF HR Generalist course. We conducted two NAF Basic Courses, the inaugural Generalist Course, three Business Object training and one DCPDS course. In addition, a NAF Website was created with links and access to online training modules necessary for the transition to 11i. Classes scheduled for FY04 may be found by going to the CHRA website under NAF. Community and Family Support Center (CFSC) provided central funding for the program for NAF personnelists without cost to the installation NAF instrumentalities.

Army Civilian Welfare Fund Office

Facilities Improvements. The renovation and improvement of existing facilities included minor cleaning and painting as well as the major replacement of investment equipment and a total transformation of a cafeteria into a food court. Over \$1.5 million was invested for the improvement in facilities that will enhance the quality of life for Army and DOD civilians.

Operation Noble Eagle. Army and DoD Agency Civilian Morale and Welfare operations across the US continued to support the Augmentation Forces. Vending, mobile and full service operations were expanded to accommodate the Soldiers' requirements of three nutritionally balanced meals per day, seven days a week. Dedicated

dining and recreation areas were created in order to provide a pleasant atmosphere for these deployed Soldiers.

National Contracts. We began negotiations with vendors to obtain national accounts for our direct operated and contracted facilities across the Army and DoD Agencies within CONUS. We expect these partnerships to yield significant cost savings while building brand loyalty and recognition through enhanced marketing support. Standardized product specifications will be used throughout the civilian dining facility system.

Senior Executive Service Office

Presidential Rank Awards. The President approved the 2003 Presidential Rank Award recipients in September. Of those nominated for the awards by the Secretary of the Army, 20 senior executives were selected – 4 Distinguished and 16 Meritorious Executives; and 3 Senior Professionals were selected – 1 Distinguished and 2 Meritorious Senior Professionals. They will be honored in a ceremony in March 2004. These winners continue Army's proud pattern of executive achievement -- Army consistently has a high number of winners. The 19 winners for 2002 were honored in a combined Presidential Rank and Secretary of the Army Awards Ceremony on March 14, 2003.

Civilian Personnel Operations Management Agency (CPOCMA)

Activity Based Costing System.

The CHR Activity Based Costing System (ABC) deployed to all of Army on October 1, 2003. ABC is currently being used by the CPACs and CPOCs. Future enhancements include a supervisory review of subordinate's timesheets and an interface with DFAS that will be used for time and attendance purposes. We created over 300 Business Objects accounts so that users can create and run reports using the database as of October 1, 2003.

Support to Central Command. In February 2003, CPOCMA responded to a request to support the World-wide Individual Augmentation System (WIAS) with volunteers for a 90-day temporary duty assignment to Camp Doha, Kuwait to support the Provisional Coalition Authority in Iraq. Forty individuals responded positively to the solicitation. The requirement ultimately expanded to an assignment of 179-days and included duty in Baghdad, Iraq. As of September 30, 2003, four individuals have been assigned to the theater of operations providing HR support to local commanders and deployed civilians as well as ensuring the visibility of CIVTRACKS and monitoring its accuracy.

DoD Reemployment Priority List Implementation. CPOCMA prepared the CONUS CPOCs for the implementation of the DOD Reemployment Priority List (RPL). This initiative will improve Army's ability to properly register and consider employees who have had employment terminated through no fault of their own and who have

reemployment priority rights to Army activities. Automating the RPL as part of the Priority Placement Program (PPP) will increase the efficiency and accuracy by which Army activities can more effectively manage the RPL and eliminate much of the manual, work-intensive process at Army installations. CPOCMA conducted a DOD RPL Train-the-Trainer course on August 5-6, 2003 and posted various documents on its website. On September 15, 2003, DOD implemented the automated RPL.

USA Staffing and Administrative Careers With America

Implementation. USA Staffing is an automated web-based system to conduct the OPM Administrative Careers with America (ACWA) recruitment. All CONUS CPOCs were trained on the system and certified in test security. OPM loaded the ACWA assessment tools in May. The USA Staffing system is fully implemented throughout CONUS CPOCs.

Hotjobs. CPOCMA implemented a Corporate Initiative to improve hard-to-fill recruitment efforts for all CONUS CPOCs. Steps toward this effort began when CPOCMA initiated a contract with the Hotjobs (Yahoo) web-based Career Tool. Hotjobs provided Army with a fully customized corporate web page, access to an unparalleled database of job-seeking candidates, the ability to track all applicants, and an on-line user help desk. The contracted service enables new applicants, as well as anyone who may already have a resume on file in the Hotjobs

database, to electronically apply for Army vacancies posted on the Hotjobs web site. CPOCs located throughout CONUS have been able to post up to 20 vacancies (10 for the Europe CPOC) per month on the Hotjobs web site.

Direct Submission of Request for Personnel Action. CPOCMA conducted a test of the Request for Personnel Action (RPA) Direct Flow process, a change in business process that removes the CPACs from the RPA routing chain, improves fill time, and promotes up-front CPAC advisories. Participants included Europe and all CONUS CPOCs, as well as selected CPACs. The RPA Direct Flow process was adopted and implemented based on the positive test results and the recommendation of the Civilian Personnel Board of Directors (BOD).

Human Resources Integrated Process Testing – Pacific Region. The United States Army Pacific (USARPAC) volunteered to test the realignment of CPACs and CPOCs under CPOCMA called for as part of the Human Resources Integrated Process Testing (HR IPT). The purpose of the test was to evaluate the impact of HR IPT implementation on human resources workflow and processes, and to develop suggestions for resolving issues pertaining to logistics, policies, and administrative authorities. Test sites included the CPOC and CPACs at Fort Richardson, Alaska; Camp Zama, Japan; and Fort Shafter, Hawaii. The Nonappropriated Fund (NAF) function was also included. During the test period, human

resources issues normally forwarded to the USARPAC Civilian Personnel Division for guidance or policy interpretation were forwarded to the Regional HR Director (a new position) for resolution or elevation to CPOCMA. NAF requests for guidance or policy interpretation were forwarded directly to the CPOCMA NAF Division.

Although the results of the test revealed “no showstoppers”, specific guidance will be developed to clarify the roles and responsibilities of the HR Regional Director and the Garrison Commander.

CONUS Deployment of Pay Problem Reporting Tool. We developed and deployed a Pay Problem Reporting Tool to capture statistics on pay problems being encountered. The tool has made the CONUS pay problems more visible and easier to track.

Deployment of Reanalysis Tool. We deployed a tool for streamlining the payroll reconciliation (Reanalysis) to all CPOCs. The tool reduces the need for printing each individual mismatch sheet and more easily identifies the types of mismatches encountered. It provides an electronic means of tracking payroll interface problems encountered and tracks any mismatches that repeat between reconciliations.

Analysis and Guidance for 1% Retroactive Pay Adjustment. The retroactive 1% pay adjustment granted by Congress required us to analyze the workload, proposed plans of actions, and tracking of

retroactive corrections and pay adjustments to ensure that all employees were properly paid. The CPOCs completed over 60,000 retroactive corrections mandated by the retroactive pay adjustments within 5 weeks of the pay adjustment processing.

Pay Rejects during Modern-to-Modern and 11i conversion. All pay rejects for the pay period beginning June 1 (for M2M) and July 13 (for 11i) from the Defense Civilian Payroll System (DCPS) could not be gathered using normal procedures during M2M due to system unavailability. CPOCMA worked with HQDA to get the data and provide it to the CPOCs for immediate review and manual resolution by the DFAS pay technician.

Conferences on Defense Finance and Accounting Service Payroll Interface. CPOCMA and HQDA held several conferences and teleconferences with DFAS employees to clarify the roles and procedures in the payroll interface between the DCPDS and DCPS. This information has been helpful for both DFAS and CPOC personnel to better understand the workings of the payroll interface.

Review of Payroll Interface reports. CPOCMA started working with the DFAS-Denver office to review payroll interface reports in order to find trends in processing. Trends will be analyzed to determine ways to reduce workload and reworked actions.

Foreign Entitlements

Teleconferences. CPOCMA hosted several CPOC teleconferences on processing Foreign Entitlements in order to share information, review problems, and forward requests for assistance.

Delegated Examining Unit (DEU) Suitability Adjudication. CPOCMA and representatives from the CPOCs attended training covering agency responsibility of sustaining or not sustaining objections/passovers of applicants for Federal employment in the competitive service when there are suitability issues. In the past, objections of this nature were referred to OPM for a decision. OPM currently accepts only passovers/objections requests involving 30 percent or higher disabled veterans, cases containing material, intentional falsification issues, or other suitability issues that warrant an extended, across agency lines debarment. CPOCs will see an increase in workload as a result of this change. CPOCMA will monitor the impact on workload and fill time and will provide additional training and consultation to the CPOCs as cases are developed and adjudicated.

Transition Employment Assistance for MEDCOM.

CPOCMA and the North Central CPOC developed a Medical Inventory as an interim system to support the pilot Transition Employment Assistance for MEDCOM (TEAM). TEAM is a program designed to assist family members of military and civilian employees to continue their

employment or gain new employment as they accompany their sponsors to new assignments. This is the first program of its kind that benefits both military and civilians. To be eligible, either the family member or sponsor must be affiliated with the Army Medical Command (MEDCOM) or the Army Medical Department (AMEDD). TEAM alerts supervisors of incoming family members for possible placement; it does not guarantee jobs nor create any preference. Team went into effect in February 2003. Currently, there are 76 registered participants; 30 have been placed throughout Army.

Transition from Easy ACCES to Resumix. We completed the transition of Career Program Referrals using Easy ACCES to Resumix. Career program mandatory referral level positions are recruited by CPOCs using Resumix. CPOCMA monitored local bargaining unit negotiations to ensure that the Army installations were prepared for the transition. The CONUS CPOCs were instrumental in providing Easy ACCES referrals for career program positions during the transition period. The Easy ACCES to Resumix briefing can be found at <http://www.cpocma.army.mil/> (Central Referral to Resumix (Feb '03)).

Central Resume Processing Center. We stood up the Central Resume Processing Center (CRPC) at Aberdeen Proving Ground, MD for the purpose of processing resumes for all regions. Resumes may be submitted by e-mail, hard copy or

other means for vacant Army positions. The Central Resume Processing Center is also the central point for answering any questions from all regions regarding submission of resumes or the use of any of the Army automated programs such as the Army Resume Builder, the Applicant Notification System Web Enabled Response (ANSWER) or Self-Nomination for Army jobs.

Employee Benefits Information System. We deployed the new Employee Benefits Information System (EBIS) and made it available to Army civilian employees. The new application appearance is very different from the previous version. The new design makes it easier to navigate and it is much more user-friendly.

Federal Erroneous Retirement Coverage Corrections Act Review. The Federal Erroneous Retirement Coverage Corrections Act (FERCCA) legislation provides relief to Federal employees who were unintentionally placed in the wrong retirement plan. OPM created a FERCCA database where employees could register if they believed they were eligible for relief and contracted with KPMG, a well-known leading provider of accounting, tax advisory, financial planning and consulting services, to review cases and provide counseling.

Training. CPOCMA conducted 44 CHR courses at the CPOCMA Training Facility at Aberdeen Proving Ground, MD and at CONUS and OCONUS CPOCs and

trained 1833 students in CHR courses.

CPOCMA conducted 17 sessions of the Human Resources for New Supervisors course and trained 396 new supervisors.

Over 900 CPOC employees participated in monthly Benefits and Entitlements video teletraining broadcasts.

Training was funded using both CHR and ACTEDS funds. In some instances, such as Labor-Relations and EEO for Executives, students' travel and transportation costs were paid by the students' organizations. OCONUS commands funded training presented at overseas locations. MACOMs requested and funded training on the Workforce Analysis Support System (WASS) and the Civilian Forecasting System (CIVFORS).

We developed and pilot tested the HR Advisor/Consultant. The purpose of this course is to develop the business and professional skills needed by CPAC and CPOC employees to be effective advisors and consultants.

CPOCMA continued to conduct monthly DCPDS teleconferences with all CPOC "super users" and Charter Team members to discuss common DCPDS processing problems and develop corporate solutions. CPOCMA developed job aids such as screen cam videos, workarounds, and other DCPDS information on the CPOCMA website.

We continued to emphasize regional training teleconferences with CPOC staff and with an HRD Seminar.

CPOCMA maintains the Regional Training webpage. This page reflects all open enrollment training within the CONUS and OCONUS regions sponsored by the CPOCs.

We fully executed the ACTEDS Competitive Development Program. CP 10 ACTEDS intern workyears were fully executed and new interns were hired as additional workyears were authorized. Three interns were hired on a special program to develop expertise in Labor and Management-Employee Relations, which are hard-to-find skills within the CHR community.

Personnel and programs formerly assigned to the Central Programs Operations Division in G-1 were successfully transitioned to the Training Management Division. These included Minority Recruiting and DA-wide Intern and Competitive Professional Development program administration and budget execution.

Individual CPOCs

Southwest Civilian Personnel Operations Center (SW CPOC)

Staffing Quality and Timeliness.

The SW CPOC closed 10,891 recruit/fill actions with an average fill time of 43.07 days.

Classification. The SW CPOC processed 17,336 routine actions in an average of 1.0 day and 5,546

non-routine actions in an average of 8.0 days.

Workforce Sizing. The SW CPOC processed 4,013 realignments, 8 A-76 studies, and 6 RIFs.

Training. The SW CPOC conducted 52 Distance Learning courses with 4,441 employees trained, 61 on-site training courses with 1,774 employees trained, and input 13,300 training instances.

Awards. The SW CPOC processed 33,773 monetary awards totaling \$38,742,109 and 7,365 time-off Awards.

Cancellations and Corrections.

The SW CPOC cancelled or withdrew 1,568 actions and corrected 9,439 actions.

Pay Management. The SW CPOC fully implemented the Pay Problem Reporting Tool (PPRT), which has resulted in a more systematic approach to pay problem resolution throughout our serviced region.

Army Benefits Center – Civilian.

The Army Benefits Center – Civilian processed 8,475 voluntary retirements, 878 disability retirements, 4,903 estimates for retirements, 433 death notifications, 2,663 requests for Post 56 payback determinations and 1,237 deposit/re-deposits; 27,009 changes to employee health plans; 76,267 TSP Election changes; and 8,310 FEGLI changes.

The response time for counselor assisted calls via the Interactive Voice Response System (IVERS) improved from approximately 1 minute per call in FY02 to 34 seconds for FY03.

The TSP Catch Up inaugural session began with 3,224 elections made by the end of the open season.

Automation. The SW CPOC reconfigured the backup routines for the Network Appliance System and deployed the Common Access Card; continued separating and securing the ABC-C automation assets from the Southwest Region automation assets in order to provide better continuity of operations; replaced the bridge between the Aspect Automatic Call Distribution (ACD) system and the Interactive Voice Response System (IVRS) with the implementation of Aspect Contact Server; upgraded the Interactive Voice Recognition System (IVRS) database management system, the server hosting the IVRS database system and the physical device where the data resides; implemented GRBAssist to provide the ABC-C counselors with expanded capabilities for retirement estimates; and deployed a new and enhanced version of the Employee Benefits Information System (EBIS).

South Central Civilian Personnel Operations Center (SC CPOC)

Staffing Quality and Timeliness.

The SC CPOC closed 11,437 recruit/fill actions with an average fill time of 55.85 days.

Classification. The SC CPOC processed 9,160 routine actions in an average of 1.3 days and 2,224 non-routine actions in an average of 10.3 days.

Work Force Sizing. The SC CPOC completed 34 reorganizations and realignments, 9 A-76 studies and 21 RIFs.

Pay Management. The SC CPOC fully implemented the Pay Problem Reporting Tool (PPRT), which has resulted in a more systematic approach to pay problem resolution throughout our serviced region.

Training. The SC CPOC conducted 540 training courses, trained 11,074 employees, and input 26,258 training instances.

Awards. The SC CPOC processed 35,904 monetary awards totaling \$32,841,661 and 9,174 non-monetary awards.

Cancellations. The SC CPOC cancelled or withdrew 6,371 actions.

Automation. The SC CPOC deployed the Common Access Card and assisted in moving DCPDS assets to the central site.

Northeast Civilian Personnel Operations Center (NE CPOC)

Staffing Quality and Timeliness. The NE CPOC closed 11,620 recruit/fill actions with an average fill time of 45.72 days.

Classification. The NE CPOC processed 9,617 routine actions in

2.91 days and 2,663 non-routine actions in 14.4 days.

Workforce Sizing. The NE CPOC completed 103 reorganizations and realignments, 9 RIFs, and 10 A-76 studies.

Pay Management. The NE CPOC resolved 230 out of 450 pay problems in the pay period received and 220 resolved after the current pay period.

Training. The NE CPOC conducted 393 classes, trained 6,863 employees, and input 18,690 training instances.

Awards. The NE CPOC processed 41,663 monetary awards totaling \$43,076,832 and 4,667 non-monetary awards.

Cancellations. The NE CPOC cancelled or withdrew 26,583 actions.

Automation. The NE CPOC expanded the use of the Army Regional Tools (ART) in managing production and ensuring quality by using ART, the Inbox Statistics Report, Helpdesk Reports and the Closed Action Report as focal points for monthly production meetings.

The NE CPOC established a team for the NE Region CPOCMABC implementation and deployment. The NE CPOC began using the timesheet in CPOCMABC to report their weekly time, and started to run reports to see amount of usage.

North Central Civilian Personnel Operations Center (NC CPOC)

Staffing Quality and Timeliness.

The NC CPOC closed 9,247 recruit/fill actions with an average fill time of 47.16 days.

Centralized Intern Program. The NC CPOC issued 2,829 centralized intern referral lists, hiring 1,035 ACTEDS interns.

Classification. The NC CPOC processed 19,649 routine actions in an average of 1.35 days and 2,712 non-routine actions in an average of 5.39 days.

Workforce Sizing. The NC CPOC completed 10 reorganizations or major realignments, 4 A-76 studies, and 7 RIFs.

Pay Management. The NC CPOC fully implemented the Pay Problem Reporting Tool (PPRT), which has resulted in a more systematic approach to pay problem resolution throughout our serviced region.

Training. The NC CPOC conducted 154 courses, trained 5,329 employees and input 24,717 training instances.

Awards. The NC CPOC processed 29,748 monetary awards totaling over \$42,017,533 and 7,859 non-monetary awards.

Cancellations. The NC CPOC cancelled or withdrew 3,696 actions.

Automation. The NC CPOC canvassed the CPOC, CPAC and user community to gather input for desired Business Objects

Applications (BOA) Reports; submitted numerous functional summaries to the DA Configuration Control Board to include QEST and internal audit; developed and fielded a series of on-line web based reports to allow customers access to almost real-time Modern database quality information; developed and/or updated TEAM, OPF Tracker enhancements, a training needs survey and other Resumix and Modern utilities and automation initiatives.

The NC CPOC played a key role in preparing and working the Modern-to-Modern (M2M) project. NC CPOC performed the pre-M2M NE conversion, worked/migrated 16,000 identifications, built 2,009 group boxes, prepared for, tested, and processed 26,000 pipeline actions, and performed secure-view cleanup on 6,000 actions.

The NC CPOC led the CPOCMA reports integration project which consisted of identifying, integrating and developing a comprehensive reports requirements document noting all functional reporting requirements needed at the CPOC, CPAC and manager levels.

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

Staffing Quality and Timeliness.

The W CPOC closed 10,146 recruit/fill actions with an average fill time was 51.07 days.

Classification. The W CPOC processed 8,923 routine actions in an average of 2.42 days and 1,663

non-routine actions in an average of 14.77 days.

Workforce Sizing. The W CPOC completed 1 RIF and 2 realignments.

Pay Management. The W CPOC resolved 1,085 out of 1,125 pay problems in the same pay period.

Training. The W CPOC trained 1,939 students in 83 classroom courses, 270 students in 19 VTT Distance Learning courses, and input 17,505 training instances.

Awards. There were 30,755 monetary awards approved totaling \$23,112,215 and 5,012 time-off awards.

Cancellations or Corrections. The W CPOC processed 5,279 corrections and 266 cancellations.

Automation. The W CPOC moved to centralized Resumix, DCPDS, ART and CSU.

Europe CPOC

Staffing Quality and Timeliness. The Europe CPOC closed 9,969 actions with an average fill time of 51.03 days.

Classification. The Europe CPOC processed 8,507 routine actions in an average of 3.0 days and 1,306 non-routine actions in an average of 13.8 days.

Workforce Sizing. The Europe CPOC processed 1,829 realignments and 4 Local National RIFs.

Pay Management. The Europe CPOC resolved 10,170 out of 10,230 pay problems in the same pay period.

Training. The Europe CPOC conducted 554 courses, trained 4096 employees, and input 13,680 training instances.

Awards. The Europe CPOC processed 21,155 monetary awards totaling \$14,074,001 and 2,166 non-monetary awards.

Cancellations. The Europe CPOC cancelled or withdrew 4,290 actions.

Automation. The Europe CPOC centralized the local Europe Resumix database into the Army centralized database, and the local Europe DCPDS database centralized with M2M. It converted DCPDS from Oracle database to DCPDS 11i web based application and converted to FASCLASS II. ANSWER replaced SOARS for all Resumix Vacancy Announcements.

Pacific CPOC

Staffing Quality and Timeliness. The Pacific CPOC closed 2,406 recruit/fill actions with an average fill time of 71.35 days.

Classification. The Pacific CPOC processed 6,258 routine actions in an average of 2.1 days and 682 non-routine actions in an average of 12.0 days.

Workforce Sizing. The Pacific CPOC completed 10

reorganizations, 1 A-76 study, and 6 RIFs.

Training. The Pacific CPOC conducted 90 courses, trained 1,420 employees, and input approximately 14,500 training instances.

Awards. The Pacific CPOC processed 5,234 monetary awards totaling \$3,771,739 and 1,221 time-off awards and 1 non-monetary award.

Cancellations. The Pacific CPOC cancelled or withdrew 799 actions.

Automation. The Pacific CPOC mandated the use of the Army Regional Tools (ART) application and Gatekeeper checklists for all users; implemented the RPA Direct Flow business process change; centralized the Resumix database; instituted ANSWER as the primary applicant notification method; completed the M2M database consolidation initiative; brought up the SOARS application until the DEU for Resumix application is deployed and ANSWER replaces it; and completed the Oracle 11i application upgrade.

The Pacific CPOC completed and submitted for approval the DoD Information Technology Security Certification and Accreditation Process (DITSCAP) package. Approval was withheld, pending the upgrade of the Office 97 software, which is no longer supported. Because approval was withheld, the Pacific CPOC will be the first regional processing center to receive the upgrade to Microsoft XP

Operating System and Microsoft Office XP Professional.

Korea CPOC

Staffing Quality and Timeliness. Korea CPOC closed 4,054 recruit/fill actions with an average fill time of 40.53 days. The Korea CPOC closed 2907 Korean National recruit/fill actions with an average fill time of 30.58 days.

Classification. Korea CPOC processed 3,318 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 161 training courses, trained 1,434 employees and input 191 training instances.

Awards. Korea CPOC processed 3,612 monetary awards totaling \$2,941,481 and 2,390 non-monetary (time-off) awards.

Cancellations. Korea CPOC canceled or withdrew 847 actions.

Automation. Korea moved its database to the Central Site, deployed centralized RESUMIX; upgraded its VTC system capability; and secured end of year funding to replace. Additionally, FY03 end of

year to replace the aged VTEL VTC equipment at the Area II and Area III CPACs.

Korea implemented an Email Anti-Virus Firewall to scan email and attachments for viruses prior to delivery to the recipient.

Korea upgraded Office 97 to Office XP at no cost and purchased 100 Office XP Pro licenses. Local National specialists are now able to open documents created in Korean word processing software from within Office XP without having to translate and manually key the information back into MS Word.

Korea moved its public Web Site to the 8th US Army Public Web Server. Korea CPOC still retains ownership and control over the web page content.

Korea implemented the DameWare Mini Remote Control package, which allows technical support personnel to provide support remotely, instead of having to physically go to a user's workstation.