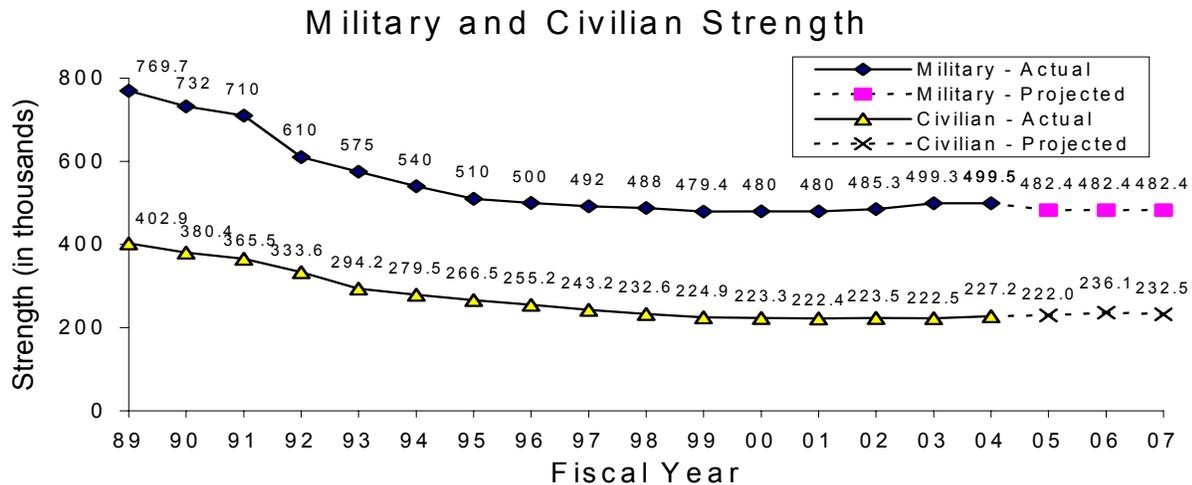


FY04: The Year in Review

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 FY04 over 1,950 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 in support of Operation Enduring Freedom/Operation Iraqi Freedom and the Global War on Terror.

The Army is transforming to meet the new world requirements after the Cold War Era. This transformation requires military to civilian conversions to free military that are essential to manning our new brigade combat teams/modular army. FY04 has ended with an increase in civilian end strength of 1.0K over the authorized strength of 226.2K (military functions only, including foreign nationals employees and Military Technicians). FY04 military end strength held steady at 499.5K, just 242 over FY03. Military end strength is down 35% and civilian end strength is down 44% from FY89.



Source: SF113A Report (civilian actual), SIDPERS (military actual) FY05 President's Budget (projected).

Figure 1. Military and civilian forces over time

The Civilian Human Resource (CHR) community (see performance indicator 1-4 for definition) lost 214 positions (decreasing to 3,550 from 3,764) during the fiscal year, due to a 42% decrease in administrative support positions. Overall, the CHR work force has reduced 51% percent from its FY90 strength of 7,248.

The Army gained more civilians than it gained in FY04 (see Figure 2) when civil functions are included. The average age and tenure of the

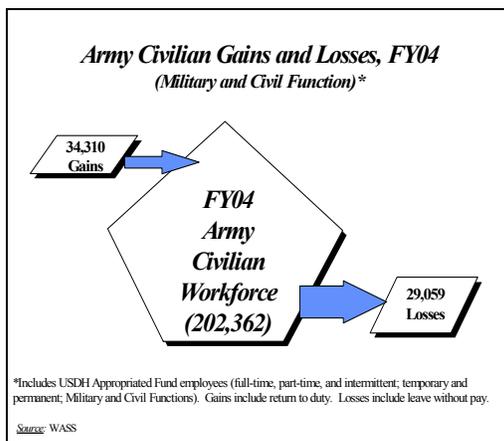


Figure 2. Army civilian gains and losses during FY04

Army civilian workforce has increased since the drawdown began. Average age increased from 43 in FY89 to 47 in FY04. Average years of service increased from 13.5 in FY89 to 16.4 in FY04. There were 23,952 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 FY04. This represented 11.8% of the work force. That is an increase in both absolute numbers (there were 22,585 eligible in FY03) and in percent of work force (11.4% in FY03).

Senior Army Workforce Management Office (SAWMO)

Senior Army Workforce (SAW).

The SAWMO continues to refine policies, procedures and business processes as we prepare to manage the career development, education and assignments of senior leaders. The SAWMO is actively engaged in integrating its policies with those of the upcoming National Security Personnel System (NSPS). We developed SAW Business Process Maps, Automation Plans, and NSPS-aligned timelines for many proposed SAW processes. We also created a website, introductory video, program updates, synchronization with NSPS direction and planning, and career mapping workshops. More detail can be found in the SAW website at <https://cpol.army.mil/library/sawmo>.

Plans and Strategies Division (PSD)

Civilian Human Resources Activity Based Costing System (CHR-ABC). CHR-ABC has been in operation for more than a year at each CPOC and CPAC. All users are entering daily time and activity information correctly in the system. This year we added Resumix and Army Benefits Center – Civilian (ABC-C) activities. We decreased help desk requests and improved response time by moving the system to a new server, and improved the quality and accuracy of Request for Personnel Action (RPA) reports by removing time and activity data for employees moving between personnel offices or leaving. Efforts are underway to align CHR-ABC with the Integrated Definition Model/Task Listings (IDEF) so that we can compare the way we did business pre and post-NSPS implementation.

President's Management Agenda (PMA). The HR community fully embraced the PMA and steadily improved each quarter in implementing the Strategic Management of Human Capital – one of the five initiatives under the PMA. Under the PMA Scorecard, agencies are rated against seven criteria for Strategic Management of Human Capital. Using a stoplight grading system of Green, Yellow, and Red, Government agencies and Defense Components are rated quarterly. By the end of FY04, Army received an overall score of Green in the human capital initiative. This means we received at least four Green ratings out of the seven factors.

Well Being. PSD and the DA G-1 Well Being Division are co-chairing the Well Being DA Civilian Constituency Planning Group. The quarterly planning group will identify needs and potential civilian initiatives to include in Well Being. The group's primary focus is on career, worklife/workplace balance, and health and fitness issues for DA civilians.

FY03 CHR Annual Evaluation. We published the web version of the FY03 CHR Annual Evaluation at <http://www.cpol.army.mil/library/civplans/03eval/index.html>. MACOMs, CPACs, CPOCs, and staff offices received hard-copy versions.

CHR Metrics. CHR performance indicators appear in various balanced scorecards (e.g., the Army and G-1 Scorecards contained in the

Army Strategic Readiness System (SRS)). 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. We are working on adding two new SRS metrics to measure progress in the Military to Civilian (Mil to Civ) conversion initiative. One Mil to Civ metric measures how many Mil to Civ actions have commitment dates. The second Mil to Civ metric shows how many Requests for Personnel Actions received from the MACOMs and how many of these actions remain unfilled.

CHR Strategic Planning. PSD revised the CHR FY 04-11 Strategic Plan based on a DoD memorandum advising us to synchronize it with budget and legislative initiatives and a General Accounting Office (GAO) critical review of the FY 02-07 Strategic Plan. Our revised plan aligns CHR goals and objectives with overall Army mission and includes results-oriented performance measures. It embraces the President's Management Agenda (PMA) concept and cascades top-down from OSD's CHR Strategic Plan and the Army's G-1's Strategic Plan to the MACOM's CHR Strategic Plans. We published the plan during the second quarter of FY04. In addition, we are working on a Strategic Workforce Planning document based on the MACOM's workforce revitalization efforts linking hiring plans to projected requirements.

Conversion of Military to Civilian Positions. At the end of FY04, the

Acting Secretary of the Army approved the conversion of 8,360 military positions in FY05. However, approximately 1,100 of these conversions have been deferred. The Army is transforming to build and sustain at least 43 Active Component (AC) combat brigades. Military to civilian conversions are a critical part of “kick starting” the additional modular (e.g., interchangeable) brigades. In civilianizing non-military essential missions performed by military personnel, Army will enhance force capabilities, reduce stress on the current force by spreading the operational tempo over more units, enable the transition to a future force and increase agility by creating modular units. The Army has documented 6,853 positions for conversion in FY05, ramping to 9,769 from FY06 to FY09. The Army's objective is to convert approximately 15,000 military positions to civilian performance.

Continuity of Operations Plan. We updated and tested our functional HQDA Civilian Personnel Policy Continuity of Operations Plan (COOP). We tested, funded, and purchased an Alternate Automation Network to work from other locations in FY04. Installation is scheduled to begin in Q1 FY05. The basic 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 Q3 FY04, over 5,100 Army employees and supervisors had taken the exit

survey. Exiting employees reported chances for future promotion, organizational rules and policies, and job stress as the most influential reasons for leaving Army. Although still the number one reason, the influence of promotion opportunities has decreased steadily since FY00. On the other hand, the influence of higher level managers, job stress, and organizational rules and policies has increased over the last three fiscal years. Those who left reported government benefits and “the customers” as their least likely reasons for leaving.

Civilian Personnel Evaluation Agency (CPEA)

Personnel Management Evaluations (PMEs). CPEA conducted PME of the Northeast and North Central Regions to assess the performance of personnel management roles and responsibilities by management and civilian personnel officials. CPEA visited the US Army Corps of Engineers Baltimore District, US Army Garrison and Carlisle Barracks, US Army Communications-Electronics Command and Fort Monmouth, Letterkenny Army Depot, US Army Garrison and Fort Detrick, and the Northeast CPOC. The North Central Region visits covered Fort Sam Houston, Fort Myer, Fort Meade, Rock Island Arsenal, and the North Central CPOC.

Workforce Analysis and Forecasting Office (WAFO)

Workforce Analysis Support and Civilian Forecasting Systems (WASS/CIVFORS). WAFO stood up the Workforce Revitalization site in FY04. This site projects hiring needs based on MACOM-targets and represents an intense effort on behalf of both CHR and MACOM communities. We are well underway in developing an enhanced second version of the site that will provide major subcommand (MSC) views of hiring needs along with remapped Unit Identification Codes (UICs). WAFO focused on WASS and CIVFORS training delivery in FY04. We revised training content and increased the number of training sessions. We also constructed a draft competency database and obtained approval for our Business Initiatives Council (BIC) initiative for aligning faces to spaces. WAFO implemented several enhancements to WASS/CIVFORS. We added organization codes, realigning WASS data, provided access to installation level forecasts, added Foreign Nationals to the CIVFORS database, and created point of click "run my forecast for my population" functionality).

Policy and Program Development (PPDD)

Voluntary Separation Incentive Pay (VSIP). Congress granted the Secretary of Defense authority to establish a permanent downsizing and restructuring VSIP and VERA program. The legislation limited the annual usage of VSIP to 25,000

within DoD. Out of that 25,000, Army was allocated 7,722 VSIPs. Army's total usage for FY04 was 2,978 VSIPs with 252 in the Q2, 1,281 in Q3 and 1,445 in Q4.

Base Realignment and Closure (BRAC). PPDD participated on both the DoD and Army BRAC Working Groups so that we could prepare and implement guidance and information pertaining to the 2005 BRAC. Both Working Groups are tasked with ensuring guidance and information is available to the workforce when the closures are announced.

Automated Staffing Suite.

Deployment of the automated Delegated Examining staffing tool is a huge step forward in our capability to streamline, simplify and expedite the recruitment, examination and referral of external candidates. Until this deployment, this was a manual process. The new tool works with the Resumix system and provides a number of benefits for the HR community, selecting officials and applicants. It eliminates the need for hard copy resumes - external and internal candidates are rated against the same skill search, ensuring more uniform referral lists.

Army Continuum of Service Working Group (COSWG). PPDD participated as an active member of the COSWG during FY04. The COSWG is established to organize and further develop the Continuum of Service (COS), which was created by DoD. The Services are at times required to present their COS programs. The Army's COSWG objectives are to create new ways in

which military and civilian service can be performed to support Army missions and streamline existing processes that are barriers to seamless movement among the Army's components.

Coalition Provisional Authority (CPA) Termination. The CPA, terminated at the end of Q3 FY04, became the Iraqi Reconstruction Management Office within the State Department and the Project and Contracting Office in DoD. PPDD, in conjunction with OSD, is working with the Office of Personnel Management (OPM) to establish a new Schedule A authority to provide staffing flexibilities for these on-going mobilization missions.

Veterans' Recruitment Initiatives. PPDD participated in several veterans' recruitment initiatives throughout FY04 in Army and partnered with DoD, OPM, Department of Labor, and the Department of Veterans' Affairs. PPDD worked closely with the Army's Disabled Soldier Support System (DS3) to ensure that civilian employment assistance was readily available to disabled veterans and their family members.

Joint Task Force BRAVO. A Memorandum of Agreement (MOA) between the State Department and DoD through FY05 provides continuing U.S. Embassy support for JTF-Bravo's Local National (LN) employees. PPDD plans to transition these employees to direct hire Army employment during FY 05.

Employment of Civil Service Retirees. In FY04 DoD issued policy guidance granting the Secretary of Defense authority to hire and set the salary of newly appointed annuitants. Reemployed annuitants hired as a new appointment or as a conversion to a new appointment on or after November 24, 2003 shall receive full annuity and full salary. Prior to this policy, an annuitant's salary was offset by the amount of the annuity received for the period of employment, unless a waiver was approved. The policy also established a new employment criterion that is required for employment within DoD as a reemployed annuitant. Employment criteria includes items such as hard-to fill jobs, mission critical positions, positions requiring unique skills and jobs which are established to mentor less experienced employees.

Direct Hire Authority (DHA) for Medical Vacancies. For the third fiscal year, the Secretary of Defense was granted direct hire authority for eleven medical occupations. The use of this authority in Army continues to be a success. Since May 2002, MEDCOM has used DHA to fill 2,011 jobs. During FY03, 788 new employees were appointed with average fill times of just under 18 calendar days. In FY04, MEDCOM used DHA to fill 793 jobs with average fill times of 16 days. This continued reduction in fill time is very significant when compared with the approximately 104 days to fill before DHA.

Title 38 Premium and Additional Pay. Army was delegated Title 38 special pay authorities for premium pay and on-call pay for selected medical occupations. With the Army leading, a tri-service OSD Task Force worked with DFAS to implement these pay authorities. The three Services continue to work on special pay authorities for head nurses, physicians, and dentists.

DOD Priority Placement Program. The North Central, Northeast, and West Civilian Personnel Operations Centers (CPOCs) conducted a six-month DOD approved test of Resumix to determine the qualifications of Army Priority Placement Program (PPP) matches to Army requisitions and to measure the potential for streamlining the process. During the test, a total of 146 registrants matched with 128 cases in which the PPP registrant had a Resume in the Resumix database. Of the 128 cases, results were the same in 110 of those cases under both the manual and Resumix qualifications determination methods. Army's preliminary finding is that the test needs to be expanded to allow more time and case experience before a final recommendation is made. In addition, expanded geographical, organizational, and occupational series coverage, to include acquisition workforce positions, is needed in order to gather sufficient data to evaluate reasons where case results vary.

We successfully concluded a three-year project to gain DOD approval to modify PPP procedures to one time

clear for Army Project and Product Manager critical acquisition positions filled by HQDA Secretariat board selectees. This eliminates a 1998 DOD requirement to request and work a reconstruction action covering at least six months prior to placement for every selectee.

Our collaboration with the Defense Civilian Intelligence Personnel System's (DCIPS) Intelligence Personnel Management Office resulted in DOD approval of a change in PPP policy to allow for noncompetitive grade band promotion in an encumbered position. The exception applies to a noncompetitive promotion to succeeding grade levels within the current grade band and within the employee's current line of work.

Military Spouse and Family Member Employment Opportunities. Army placed over 600 military spouses into jobs within the continental United States during FY04.

We helped the Civilian Human Resources Agency (CHRA) staff a civilian employment booth for delegates at the November 2003 HQDA Army Family Action Plan Conference.

We are in favor of a permanently implementing the Europe Command (EUCOM) 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. A DoD decision is pending on the implementation of MSP Choice, and other changes to DoD Military Spouse Preference Policy.

The U. S. Army Medical Command (MEDCOM) and the U.S. Army Medical Department (AMEDD) conducted a spouse and family member referral program test from February 2003 – February 2004. The Transition Employment Assistance for MEDCOM/AMEDD (TEAM) provides electronic advance notices to MEDCOM supervisors of incoming spouses and family members who will accompany military or civilian sponsors to new permanent assignments. By Q4 FY04, 129 family members have participated in various locations around the world with 45% receiving job offers.

PPDD partnered with the Army Spouse Employment Partnership and the Army Well-Being Liaison Office to provide easily accessible civilian employment program information to military families in a variety of venues. For example, the Army Community Service website (<http://www.armycommunityservice.org/home.asp>) contains access to the ASEP's Military Spouse Corporate Employment Opportunities page. Each participating partner provides a link to his or her company's employment information. CPOL's website link is featured as one of the military corporate partners. In addition, military and family member spouse employment information was

published in the Army Well-Being magazine, Winter 2003 issue, and FLO Notes, January 2004. The magazine is published in both hard copy and electronic formats. FLO Notes and the magazine are available to military families at <http://aflo.org>.

National Security Personnel System (NSPS). An OSD NSPS Program Executive Office (PEO) was established to design, develop, and implement the new DoD civilian HR system. A supporting Army staff was established, and a Program Manager designated to manage Army actions associated with NSPS design and implementation. Army conducted 32 Focus Group sessions to gather input for consideration by the NSPS Design Work Groups. Army had 12 participants on the Design Work Groups, a two-month effort to develop and evaluate potential design features. Army has DoD-wide lead responsibilities in the areas of Labor Relations and Appeals. The NSPS Requirements Document was developed to provide the basis for building the many facets of NSPS. Army organizations were nominated for inclusion in the first phase, Spiral One, of the implementation process.

Army Training and Leader Development Panel - Civilian (ATLDP-C). To provide a level of identification and purpose for the Army civilian, the ATLDP-C recommended the adoption and use of an Army Civilian Creed. We acted as lead agent in developing the Creed. The panel recommended the establishment of a Civilian Advisory

Board (CAB) to act as an advocate and represent Army civilian matters to the Chief of Staff of the Army (CSA). The board will also serve to strengthen the bonds between uniformed and civilian members of the Army and to highlight the importance of keeping Army civilian training and leader development at the forefront of Army priorities. The ATLDP-C recommended the publication of an Army civilian handbook that describes the roles and duties of the civilian and explains Army traditions and customs. The draft handbook has received Army-wide coordination and is scheduled for publication in early FY05.

Kushnick and Macy Awards. The William H. Kushnick and John W. Macy, Jr. award recipients received honorary awards for their innovative individual achievements or ideas for the excellence in the world of CHR Management. The Assistant Secretary of the Army for Manpower and Reserve Affairs presented the awards to Mr. Gregory A. Wert, recipient of the Kushnick Award, and COL Christopher G. Essig, recipient of the Macy Award.

Nick Hoge Award. The winners of the Nick Hoge Professional Essay Competition for 2003 were Ms. Karen Sullivan and Ms. Donna Bulger of the U.S. Army Research, Development & Engineering Command, Natick Soldier Center, Natick, MA. Their submission entitled, "A New Order Achieving a Culture of Performance", was a thought-provoking narrative clearly describing the use of performance

management to transform the civil service system culture of entitlement to a performance culture by enabling leaders to utilize an effective pay for a performance system with results-oriented, customer-focused, and collaborative objectives. Their essay won over very tough competition.

Configuration Control Board (CCB). Functionality requirements changed for the CCB on-line system. System Change Requests (SCRs) flow through the process electronically instead of manually. The enhanced capability includes e-mail application and notification messages to recipients at specific points in the business process. The system will create a similar report to hold the archived SCR's and a TAB was added for reviewing the status of each submission.

Integrated Definition (IDEF) Model/Task Listing. We staffed, finalized, and posted on CPOL an updated CHR IDEF/Model Task Listings, Version 1.2, and a new Local National Version. Additionally, we developed a Request for IDEF Change form and Standard Operating Procedures (SOP) to assist the HR community with future proposed changes to the IDEF.

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

Army Civilian Human Resources (CHR) World Wide Conference.

The annual CHR conference was held 9-13 August 2004 at the Gaylord Opryland Convention Center in Nashville, TN. Approximately 245 Army employees came together to explore the new horizons in Army CHR today. The program focus was on implementation of the National Security Personnel System (NSPS) and Military to Civilian Conversions. During the week, featured speakers included: the Assistant Secretary of the Army, Manpower and Reserve Affairs; the Deputy Under Secretary of Defense, Civilian Personnel Policy; and the NSPS Program Executive Officer.

Test and Analysis of Army and DOD Automated Systems. We conducted system testing and analysis on the Automated Staffing Suite, Resumix, HQ ACPERS redesign, Army Portal, IVRS, Civtracks, and DCPDS. DoD releases weekly patches for the DCPDS, which we tested for regulatory compliance and system functionality.

Oracle 11i Migration. Army, along with all DoD Components, completed efforts to transition to the web-based versions of DCPDS, Oracle 11i. With the upgrade to Oracle 11i, users can now 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 because the software upgrades and/or patches do not have to be pushed out to individual users.

Data Quality Control Policy and Review. PPDD partnered with CHRA in developing reports to ensure quality control of the data in DCPDS. This includes Appropriated Fund, Non-Appropriated Fund, Local Nationals, and Army unique automated Human Resources Systems.

Personnel Management Information and Support System (PERMISS) Review. During FY04, PPDD completed a total content review of all the PERMISS articles located on CPOL. The articles are now scheduled for a quarterly review. Beginning in FY05, responsible action officers will document the date the content was last reviewed and place their initials onto each article for public viewing. We hope to improve PERMISS by ensuring all articles contain up-to-date and accurate information.

Update of Army Regulations (AR) in the 690 Series. MACOMs and DA staff offices reviewed the draft AR 690-XX. The Office of the Judge Advocate General currently is conducting the required legal review before we send the document to the Assistant Secretary of the Army (Manpower and Reserve Affairs) for approval and submission to the Army Publications Directorate for printing. The initial printing of AR 690-XX will contain chapters corresponding to the published chapters/subchapters of the DoD Civilian Personnel Manual. It will establish the framework for subsequent update of all Army ARs in the 690 series based

on a review that was initiated at the end of FY04.

Labor Relations (LR)

National Security Personnel System. HQDA's LR program co-chairing and participating on the NSPS labor relations working group. The working group, with representatives of the components and line managers, developed various labor relations options seeking to enhance the labor relations system. The options of the working group will ultimately be forwarded to higher-level management officials for review and approval. In addition to the development of labor relations' options, Army was actively involved in a number of meetings with the 41 national unions having representation within DoD.

Installation Management Agency (IMA)/Army Contracting Agency (ACA) Union Representation. The previous year's establishment of IMA and ACA organizations at the installation level resulted in the filing of numerous representation petitions. These petitions were aided by the previous distribution of joint stipulation and petition templates prepared by HQDA. Except for one organization where two unions were in dispute about the appropriate representation of the unit, all of the dozens of organizational changes were accomplished without any labor-management dispute. Given the magnitude of the reorganization within Army, this was a major labor relations' achievement.

Environmental Differential Pay for Exposure to Asbestos. A number of Army offices worked diligently in supporting the development and passage of legislation requiring that payment of environmental differential pay (EDP) and hazardous duty pay for exposure to asbestos be based on standards issued by the Occupational Safety and Health Administration (OSHA). The law now requires that all related administrative or judicial determinations regarding back pay entitlements subsequent to the date of enactment, November 24, 2003, be based on the OSHA standard. Previously, arbitrators were able to direct the payment of EDP back pay for any level of exposure to airborne asbestos, even levels far below the OSHA permissible exposure limit. These awards resulted in the unwarranted payment of millions of dollars of back pay. Arbitrators must now adhere to the OSHA standard to legally authorize EDP for exposure to asbestos. In addition to limiting unjustified EDP awards, the legislation gives commanders clear standards for determining when EDP is warranted.

Nonappropriated Fund Human Resources Policy and Program Office (NAF)

Publication of the AR 215-3. NAF revised the draft Army Regulation 215-3 to include the roles and responsibilities based on the creation of the NAF Division at CHRA, IMA, and other substantial program changes including the Uniform Funding and Management initiative.

Legislative Initiatives. A legislative change is underway 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. We are planning a new legislative issue that would provide portability for Army NAF employees who seek employment within DoD with other component NAF instrumentalities. This would be similar to the portability of benefits that are afforded for Appropriated Fund employees who move to NAF and NAF employees who move to the Appropriated Fund without a break in service of 3 days.

NAF Automation. We completed life cycle replacement of all Personal Computers (PCs) in the NAF Human Resources Offices (HROs) across Army. This was the first time that NAF HROs received DA-centrally funded PCs. We purchased and shipped 256 computers, monitors and keyboards over the course of two months. We will enhance the capability of our automation by having our requirements included in the productivity module. We received funding to begin collecting NAF data and applying CIVFORS/WASS to help us forecast future recruitment needs. Updates to NAF data in HQACPERS have been identified and requested. Database quality improved by 14% due to the NAF Financial Services edit and reporting system that assists NAF HROs in locating and correcting data errors. We continue to work with the Community and Family Support Center (CFSC) to support an

automated TDA for Army Morale Welfare and Recreation (MWR) that integrates NAF, Appropriated Fund and Local National positions worldwide and can produce a single TDA/PRD database. NAF created the Business Process Maps for sending NAF RPA's electronically and tested the process using the NAF HRO at Fort McCoy. Currently, NAF does not use the electronic RPA and will begin mandating and implementing the process across Army in FY05.

FASCLASS. We spent a great deal of time standardizing NAF Position Guides/Job Descriptions so they could be moved out of the PD Library and into FASCLASS. All the requirements for adding the NAF data to FASCLASS II have been completed and programmed. NAF assisted the DoD and ARMY MWR Child and Youth Services test Uniform Funding and Management in using the FASCLASS standardized position guides/job descriptions. DCPDS position data and FASCLASS II 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 helped DOD and Army MWR Child and Youth Services program proponents with establishing an all NAF workforce, and permitted the implementation and use of Unified Funding and Management authority.

Training and Leader Development. The Curriculum Advisory Board

(CAB) met and conducted video teleconferences in order to create the NAF HR Classification course. We conducted two NAF Basic Courses, one Generalist Course, the inaugural Classification Course, and one DCPDS course. These courses have been supplemented with VTT training that will be used to a much greater extent in FY 05. The DCPDS course was held in September 04 with another scheduled for October 04. The DCPDS course is centrally funded through HQDA NAF CPP. Classes scheduled for FY05 may be found by going to the CHRA website under NAF. CFSC provided central funding for the HR program for NAF personnelists without cost to the installation NAF instrumentalities. We plan to develop the first NAF specific MER/LR training in FY05.

Army Civilian Welfare Fund Office (ACWF)

Facilities Improvements. The ACWF continued to improve existing facilities by renovating two cafeterias at Anniston Army Depot and another at Redstone Arsenal. We budgeted over \$2 million for the construction of new facilities at Redstone. Cost savings were realized by centralizing the procurement process.

Concessionaire Contract Partnerships. We partnered with private concessionaires to improve concessionaire operations and enhance return to the Post Restaurant Fund. We have been successful in negotiating favorable contract terms through negotiated agreements with suppliers and operational efficiencies.

Senior Executive Service Office (SESO)

Presidential Rank Awards. The President approved the 2004 Presidential Rank Award recipients in September. Of those nominated for the awards by the Secretary of the Army, 13 senior executives were selected as Meritorious Executives; and 2 Senior Professionals were selected as Meritorious Senior Professionals. They will be honored in a ceremony in March 2005. These winners continue Army's proud pattern of executive achievement. The Acting Secretary of the Army hosted a Presidential Rank Awards Ceremony to honor the 2003 winners.

Civilian Human Resources Agency (CHRA)

CHR-ABC. The Army's activity based costing system is currently being used by the CPACs and CPOCs. The plan is for CHR-ABC to be used by personnelists above the line level in Q3 FY05. Enhancements still to come include interface with the Defense Finance and Accounting Service (DFAS) for time and attendance. A CHR-ABC workgroup was formed to get feedback from the field and identify ways to better use information to support operational improvement and enhance decision-making. The group also looks for ways to make the system user-friendlier.

Army Deploys New Automated Staffing Tools. CHRA and HQDA deployed two new Army automated staffing tools - the automated

Delegated Examining (DE) tool and the Electronic Recruitment Case File tool. Over 60 one-day training classes were held prior to deployment to train over 900 employees involved in the DE staffing process. The automated DE tool allows managers to "weight" Resumix skills used in the examination process to ensure higher quality referrals. It eliminates the need for traditional "crediting plans" involving Knowledge, Skills and Abilities and eliminates the need for hard copy referral lists as they are generated electronically. Managers can now receive both internal and external referral lists simultaneously. The Electronic Recruitment Case File application completely automates and archives required documents used in the recruitment and examination process allowing the HR community to eliminate hard-copy files.

Support Our Friends in Iraq and Afghanistan (SOFIA) Recruitment Effort. We collaborated with DOD on recruiting Americans to serve their nation overseas in support of the citizens of Iraq and Afghanistan as they develop their democracies. An Army web site was developed and posted on CPOL. A working group was established at CHRA to manage the recruitment efforts. A CHRA/CPOC SWAT classification team created more than 200 position descriptions for a multitude of positions involved in performing reconstruction work in Afghanistan and Iraq. The project interfaced with missions of the Iraqi Coalition Provisional Authority (CPA), US Central Command (CENTCOM), the

Office of Reconstruction and Humanitarian Affairs, the Combined Joint Task Force, and international parties supporting the United Nations (UN) Security Council Resolution 1483. OPM agreed to prominently advertise our site and solicitation efforts on their USAJOBS site. The link provided a venue with Army where interested candidates could review various postings and apply on-line through the use of the Army Resume Builder. Thousands of job seekers applied; we issued 166 recruitment solicitations and 118 referral lists in support of the SOFIA recruitment effort. A total of 1646 candidates were referred to the CPA. DA supports the Multi-National Force-Iraq mission with consistent HR support to local commanders and deployed civilians. The deployed HR volunteers are assigned for a minimum of 179 days, working side-by-side with military counterparts. As more Army civilians are deployed to meet the growing reconstruction efforts in Iraq, additional HR resources will be required to provide advisory assistance.

Strategic Recruitment Website. CHRA implemented an initiative to energize the HR community in systematically forecasting, analyzing and developing plans to achieve the civilian work force necessary to support the Army mission. To facilitate this process a strategic recruitment plan was established to ensure input and involvement from all organizational levels. CHRA developed a recruitment web site that provides guidance and tools that will assist in meeting the Army

strategic challenges. The web site assists HR professionals in carrying out strategic recruitment initiatives and guides them in performing a strategic needs assessment by occupational skills needed, size, scope and timing of recruitment efforts; and developing comprehensive strategic outreach plans; these include recruitment strategies and financial obligations; measuring effects of outreach efforts and providing stakeholders with results. Included on the web site are links to staffing needs assessment tools such as WASS/CIVFORS, Army Regional Tools (ART), the CHRA Assessment Survey and the Staffing Plan of Action. Standard processes are identified for targeting specific recruitment sources. Job fair schedules, strategies and logistics are provided to assist the HR community when advising selecting officials on how to best target their recruitment efforts. The web site provides many tools to streamline the recruitment process including a database where users can post specific recruitment needs for others to review, post and review critiques of job fairs.

Local Resumix Grammar Initiative.

CHRA initiated a program to build local Resumix grammar to improve the quality of candidate evaluation. We developed a comprehensive plan to identify roles and responsibilities, and established a proponent group to include members in regional CPOCs, CHRA and HQDA. HQDA will serve in an oversight function and market the grammar-building program with the MACOMs. In addition, HQDA will provide a central

location for a “skills handbook” with access to personnelists and managers. We are responsible for providing operational oversight, chairing the proponent group, developing operating guidance, reviewing and approving CPOC grammar submissions, establishing standardized naming convention for local skills, and developing grammar building in-house training. Each region designated a staff member to serve as resident expert for their region. The CPOC proponent will serve as the conduit for CPOC for additions to the Skills Handbook. Each CPOC will identify critical positions where referrals are not producing well-qualified referrals and where skills need to be refined/identified. The Central Resume Processing Center will act as a central site for developing local grammar syntax and ensuring newly established grammar meets requirements for loading in the Resumix Grammar Knowledge Base.

Resumix SOP. CHRA developed and issued guidance to CPOCs to standardize Resumix recruitment procedures. Guidance was provided to assist the regions in performing job analysis using Resumix and use of standardized procedures in extracting, refining and communicating skills search criteria with subject matter experts. We provided instructions to ensure uniformity in applying candidate evaluation procedures under Resumix such as performing resume searches, appropriate use of methods to determine highly qualified and best qualified candidates, ensuring standard

screening of resumes for eligibility and qualification requirements, area of consideration, time-in-grade, and specialized experience. Procedures were developed to assist staffers with developing vacancy announcements including the use of open continuous announcements and standard numbering conventions.

Support for the Stand-Up of the Installation Management Agency (IMA), Army Contracting Agency (ACA), Network Enterprise Technology Command (NETCOM), and the Civilian Human Resources Agency (CHRA). CHRA and the CPOCs aligned more than 33,000 civilian, GS, NAF, and LN Army employees at the beginning of FY04. All personnel actions were continually monitored and coordinated with DFAS to ensure actions were completed on schedule and without interruptions to employee pay.

Support to the US Army Research, Development and Engineering Command (RDECOM) and Chemical Materials (CMA) Agency Standups. CHRA and the CPOCs successfully realigned approximately 12,000 Army Materiel Command employees into the new major subordinate commands, RDECOM and CMA. Affected commands/sites included Natick Research Labs, the US Army Research Laboratory, US Army Tank Automotive Command, US Army Communications-Electronics Command, US Army Soldier and Biological Chemical Command, and Tank-Automotive and Armaments Command.

OCONUS Deployment of Pay Problem Reporting Tool. In an effort to capture statistics on pay problems being encountered, CHRA deployed a Pay Problem Reporting Tool to all CONUS CPOCs in FY03. In order to fully capture all pay problems, we expanded the tool to cover all OCONUS CPOCs in FY04. The tool has made the pay problems more visible and easier to track to for quick resolution.

Analysis and Guidance for Retroactive Pay Adjustment. The retroactive 4.1 percent pay adjustment required analysis of workload and tracking of retroactive corrections to intervening actions to ensure that all employees received the appropriated retroactive pay. The pay adjustment processing was spread over several weekends starting on March 13 through May 15 depending on the pay plan and pay rate determinant. A new automated keystroke emulation process was used to reduce the manual workload. The CPOCs completed over 44,000 retroactive corrections within 4 weeks of the pay adjustment processing. Over 80% were accomplished by keystroke emulation, which reduced the amount of errors and increased the speed of execution.

Conference on Defense Finance and Accounting Service (DFAS) Payroll Interface. All CPOCs sent representatives to the DFAS Payroll Interface conferences held in Denver, Europe, and Korea. These conferences clarified the roles and procedures in the payroll interface

between the DCPDS and the Defense Civilian Payroll System (DCPS). CHRA prepared detailed notes and shared the information via teleconferences and the Job Aids page.

Pay Problem Workgroup Teleconferences. CHRA held teleconferences every two weeks with the Payroll Interface Liaisons (PILs) from each CPOC to keep them abreast of changes in the payroll interface subject area or provide clarification on issues that were raised by the PILs. Minutes from these teleconferences were posted on the CHRA Job Aids page and shared with all CPOCs/CPACs.

Draft Plan to Manage Pay Problems. CHRA coordinated a Draft Plan to Manage Pay Problems which included guides for employees, managers, administrative points of contacts, customer service representatives, timekeepers, CPACs and CPOCs to avoid and report pay problems.

Military to Civilian Conversions. CHRA released the Recruitment Tools Index for use by managers and the HR community. It includes pre-positioned position descriptions, Resumix requisition templates and vacancy announcement templates. CHRA coordinated the recruitment tools with the MACOMs to validate the duties and skills required for each tool. The Recruitment Tools Index is available on CHRA's website.

Medical Command (MEDCOM) Global War On

Terrorism (GWOT). CHRA worked with MEDCOM to develop recruitment strategies to support the MEDCOM GWOT initiative. The CHRA MEDCOM GWOT team was comprised of representatives from CHRA, the CPOCs and CPACs. This initiative requires filling multiple (CONUS/OCONUS) temporary positions to sustain the medical treatment facilities while the MEDCOM soldiers are deployed to worldwide locations. CHRA held weekly progress reviews with MEDCOM to discuss issues/provide status updates. CHRA also developed a MEDCOM GWOT web site and posted it on CPOL, coordinated with OPM to highlight the MEDCOM GWOT initiative on USAJobs, developed a database similar to Medical Care Inventory (MEDIC) application, worked on marketing initiatives and established aggressive timelines to host nationwide job fairs. CHRA centralized the recruitment effort for temporary positions covered by the Direct Hire Authority.

Army Corps of Engineers (COE) Global War on Terrorism (GWOT). CHRA worked with the COE to develop a web site to highlight the COE vacancies located in Iraq and Afghanistan. CHRA coordinated with OPM to highlight the initiative on their USAJOBS web site.

Integrated Definition (IDEF) Update. CHRA established eight working groups of CPAC and CPOC participants to review the IDEF. The working groups goals identified changes to the new IDEF, determined issue(s) to be addressed

or clarified, reached consensus on the process to be followed with the IDEF change, and decided how best to publicize the process. The working groups forwarded their product to HQDA as Change 1 to the IDEF. CHRA coordinated the LN IDEFs with OCONUS Regions for their review/comment. CHRA worked closely with HQDA in resolving differences between HQDA and CHRA on proposed changes.

Implementation of DoD Reemployed Annuitants Policy.

CHRA addressed issues/concerns received from the entire HR community on the reemployed annuitant hiring freeze and the implementation of the new DoD Reemployed Annuitant Policy. CHRA coordinated closely with HQDA in resolving the issues and collaborating on the development of CHRA's Frequently Asked Questions (FAQs) in order to provide guidance to the regions while we waited for OSD's version. The FAQs are posted on CHRA's web site.

New Vacancy Announcement Builder (VAB) Deployment. CHRA conducted video teleconferences (VTT) and teleconference training sessions for all CONUS and OCONUS regions to provide instructions on using the new VAB. CHRA worked closely with HQDA and the regions to resolve deployment issues and informed management and regions of progress in resolving VAB issues.

180-Day Waiver Report. CHRA developed an electronic 180-day waiver report for use by the

MACOMs to meet the 180-day waiver of the bi-annual reporting requirement. This automated report ended the need for manual data gathering on behalf of the CPOCs/MACOMs. CHRA coordinated with the Defense Management Data Center to obtain the required military information not captured in DCPDS. The data was analyzed to ensure its accuracy. CHRA worked closely with the MACOMs to research and resolve discrepancies of data to refine the report.

Reemployment Priority List (RPL) Implementation. CHRA conducted RPL training for the CONUS regions. An RPL section was developed on the CHRA web site that includes links to the RPL regulations, FAQs (CARE and CHRA versions), and sample standard notification letters. We developed a Priority Placement Program (PPP) versus RPL chart and coordinated it with CARE who planned to share the chart with other DoD components.

Army Benefits Center-Civilian (ABC-C) Guide to Retirement. Developed to provide assistance to employees regardless of when they plan to retire, the *Guide to Retirement* is also a great "first stop" for those who have decided to retire but do not know how to begin the process. Additionally, CPACs may refer employees to this guide that explains the entire retirement process. The availability of this guide has been marketed throughout the HR community and is accessible from the ABC-C web site or at <https://www.abc.army.mil/Information>

[/ABCRetirement/Information/RetirementGuide.doc.](#)

Army Benefits Center-Civilian (ABC-C) New Employee Information Sheet.

Now available on the ABC-C web site, the ABC-C created this item to better acquaint new Army employees with both the federal benefits package and the services of the ABC-C. Additionally, the information sheet educates employees on how benefits business is accomplished within Army and should help to avoid dependency on the CPACs for such matters. The availability of the New Employee Information Sheet has been marketed throughout the human resources community and is accessible from the web site or at: <https://www.abc.army.mil/Information/ABCNewEmployee/Information/NewEmployeeFlyr.doc>.

Retirement Processing, Routine and those under the Voluntary Early Retirement Authority (VERA) and Voluntary Separation Incentive Pay Retirement Processing.

The ABC-C is in communication with the various CPACs to obtain preliminary statistics on the number of anticipated VERA applicants. The expected volume of short-notice retirements presents a challenge in meeting timeliness goals. The information collected helps the ABC-C in the areas of workload planning, ensuring retirement eligibility and overall compliance. The ABC-C strives to submit applications to payroll within five days after the date of retirement. A high volume of late application submissions will also

impact the timeliness goals as reflected on the OPM quarterly Aging of Separations Report. The ABC-C and CHRA have been working closely to publicize the ABC-C's retirement services and the recommended timeframes for routine application submission. ABC-C's production is monitored and Army-wide procedural and marketing issues are identified and addressed accordingly.

Aging of Separations Report. OPM released the second quarter processing statistics for retirement applications for calendar year (CY) 2004. For the months of April, May and June, 94 percent of the applications for DA were submitted within the first 30 days following the retirement date. DA has exceeded the OPM goal of 80 percent and fares higher than the Government-wide rate of 86 percent for Q1 CY04. This degree of success is attributed to the diligent and efficient services of both the ABC-C and DFAS; however, the high volume of short-notice retirements under VERA/VSIP continues to pose a challenge in meeting timeliness goals. ABC-C continually exceeds OPM's criteria as well as the Government-wide average.

Army Benefits Center-Civilian (ABC-C) Site Visits. Representatives from the ABC-C visited about 50 sites this year for the purpose of educating employees about their services. Beneficial to both CPAC personnel and employees, the visits included a briefing and demonstration of the Employee Benefits Information System (EBIS). The visits acquainted the attendees with the ease and convenience of the systems as well as the abundance of

general and personalized benefits information available.

Federal Erroneous Retirement Coverage Corrections Act (FERCCA).

Staff members from DA, CHRA and the ABC-C monitored developments on FERCCA. By the end of FY04, all agencies assumed responsibilities of this program.

Retroactive Reimbursement of Federal Employees Health Benefits (FEHB) Premiums for Reservists.

Both HQDA and CHRA have finalized the process for accepting claims for reimbursement of FEHB premiums paid by reservists during a period of nonpay status while serving on active duty in support of a contingency operation between December 8, 1995 and May 16, 2002. This information is currently being publicized throughout the employee population and is also addressed on the ABC-C website.

Procedures for the Payment of Danger Pay and Post Differential.

Procedures have been finalized for the processing of the Standard Form (SF) 1190 (Foreign Allowances Application, Grant and Report) in accordance with HQDA policy which directs employees to file for payment upon arrival in an eligible foreign location. Although the procedures have been developed with an emphasis on avoiding overpayment of entitlements, the HR community has expressed concerns that overpayments are likely to occur, as timely submissions of the SF 1190 by the employee may not always be possible.

Mandatory Retirement Issues.

CHRA has been addressing matters pertaining to mandatory separations for firefighters, air traffic controllers and law enforcement personnel. There have been instances of missed mandatory retirements due to data errors in the mandatory retirement date field and failure to assign special retirement coverage to those individuals in warrantable positions. CHRA recently completed a quality review. Procedures will be created to ensure quality and compliance in this area by identifying responsibilities for each CHRA component.

DOD Education Activity (DoDEA) Allowance Processing System (DAPS) and Travel Order Processing System (TOPS).

HQDA is interested in implementing DAPS and TOPS, which are web-based systems that allow civilians to process requests for travel and overseas allowances. DA and CHRA representatives attended system demonstrations to identify the requirements and modifications necessary for use within HQDA.

Benefits and Entitlements (B&E) Training.

CHRA conducted and hosted various B&E courses on topics such as Retirement System Coverage Determinations, Joint Travel Regulations, FEHB Clearinghouse, and the Thrift Savings Plan for the benefit of the HR community. CHRA continually identifies the need for subject matter training. Additional courses are planned for the upcoming year.

DoD Inspector General (IG) Audit of Civilian Payroll Withholdings.

CHRA conducted the sixth annual audit during Q3 FY04. The error rate for this year was 5 percent, which is a decrease from last year's rate of 12 percent. The overall audit objective is to determine whether the retirement, health, and life insurance withholdings and employee headcount data submitted by DoD are reasonable and accurate. The auditors reviewed Official Personnel Folders (OPFs) of 43 employees and compared payroll withholding data to elections or authorizations documented in the OPFs.

Federal Employees Group Life Insurance (FEGLI).

The ABC-C reported that the "paperless" FEGLI open season was most successful. An aggressive marketing campaign helped contribute to the total of 14,805 open season transactions made via the electronic phone/web systems. FEGLI Open season elections will not become effective until September 4, 2005; however, employees may still make changes based on life events, as applicable. The one-year time lapse between the end of the open season and the effective date will create an administrative burden with potential for discrepancies. Staff members from DA, ABC-C and CHRA are in the process of finalizing administrative procedures in connection with the associated time lag.

Department of Army Workers' Injury Compensation Workshops.

CHRA attended two conferences this year for the purpose of addressing

issues related to policy, performance measures, training, and program administrator priorities.

Office of Personnel Management (OPM) Super Conference.

HQDA participated in this three-day conference held in Baltimore, Maryland. This was the first conference to combine all HR specialties. It included plenary sessions, workshops, guest speakers, and exhibitors. The conference was a great networking opportunity and provided many insights and updates into HR programs and initiatives.

DCPDS Contingency of

Operations Plan (COOP).

CHRA participated in and coordinated with HQDA in the DCPDS COOP Rehearsals. CHRA developed a Functional COOP Test Plan for CPOC personnel to test the COOP'ed databases and provide feedback. Feedback and Lessons Learned were documented for refinement of the COOP process.

One Army Portal.

CHRA personnel provided the requirements information for converting the Army Regional Tools (ART) to development under the One Army Portal. CHRA personnel have participated and continue to work with HQDA to review the One Army Portal to ensure no functional currently in ART is lost for our customers.

DCPDS Data Quality.

CHRA continues to monitor the data quality of DCPDS using Business Objects Applications and Army Regional

Tools Quality Control Tickets. CHRA notifies CPOCs of inconsistencies in DCPDS records. Part of this review also included a review by CPOCs of GS15 or higher employees and degrees from Non-accredited Secondary Institutions.

Productivity Reports – Consolidation of Reports and Expansion to SES/NAF.

CHRA intends to move the CHRA Productivity books to a new page on our website. Additionally, the CHRA Productivity Workbooks, the CPOL Productivity Reports, and other productivity reports will be added to each of the four production books. Plans are underway to develop productivity reports for Senior Executive Service, NAF, and ABC-C personnel actions.

Tier 1 Assessment Survey. CHRA undertook an initiative to determine the degree commanders and key management officials in managing their workforce found HR products and services helpful. We administered a two-part Assessment Survey featuring a personal interview in which leaders could voice their observations and concerns, and voluntary completion of an on-line survey covering strategic and functional HR areas, as well as comments. The results of these Surveys have been used to develop regional goals and timeframes to address areas of concern. Regional directors presented survey results and action plans to commanders and key management officials in their regions.

Overall survey results showed the HR community to be responsive, with products and services generally good. However, some concerns continue, such as timeliness and quality of referrals, workforce replenishment, lack of workforce development, impact of NSPS and SAW, and the capability of our automated tools.

We forwarded our consolidated Regional Response Plans compiled from survey results to HQDA by the end of FY04.

AutoNOA. In an effort to streamline the processing of personnel actions, we implemented an off-the-shelf software package called Quick Test Professional to process monetary award RPAs. CHRA and CPOC staff received training at Rock Island on the use of the application in preparation for deployment in time for the senior rating cycle close out. A functional CPOC work group was formed to investigate additional uses of the application.

Training. CHRA conducted 31 CHR courses at the CHRA Training Facility at Aberdeen Providing Ground, Maryland and at CONUS and OCONUS CPOCs; 685 students were trained in CHR courses. CHRA hosted 52 VTTs that were conducted using the new Classroom 21 facilities. A total of 1,982 students were trained. In addition to the above, CHRA hosted 4 NAF courses resulting in 111 students being trained and 3 Instructional Methods courses in preparation of the transition to NSPS.

We funded training 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. WASS and CIVFORS training became a regular part of the CHRA curriculum.

CHRA 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. Job aids to include screen cam videos; workarounds and other DCPDS information have been published on the CHRA website.

We developed and fielded "RESUMIX for DEU for the CPAC" as a narrated PowerPoint presentation. This tool became a routine part of the CPACs training for CPAC staff and managers. We also developed and presented the A-76 Course.

The ACTEDS Competitive Development Program was fully executed by the end of FY 04. CP 10 ACTEDS intern workyears were also fully executed and new interns were hired as additional workyears were authorized.

Our staff participated in a combined G-1/G-3 team to review and make recommendations for the Senior Service School program.

We launched the Society of Human Resource Management certification program for CP-10. We choose 30 CHRA, CPAC, CPOC and MACOM CP-10 professionals to participate in the pilot.

We established the prototype for regional classrooms, the first at Ft Meade. This tests the concept of a CPAC owned and maintained classroom with full VTT capability.

Finally, our staff played a key part in planning change management and NSPS training as Army anticipates the evolution to NSPS.

Individual HR Regions

Southwest (SW) Region

Staffing Quality and Timeliness.

The SW Region closed 11,658 recruit/fill actions with an average fill time of 38.22 days per action.

Classification. The SW Region processed 18,449 routine actions in an average of 1 day per action, and 5,410 non-routine actions in an average of 9 days per action.

Workforce Sizing. The SW Region completed 5 Reductions-in-Force, 19 reorganizations, and 11 A-76 studies.

Training. The SW Region conducted 211 courses, trained 5,379 employees, and input 21,096 training records.

Awards. The SW Region processed 34,921 monetary awards totaling

\$25,361,308 and 5,884 Time-Off Awards.

Army Benefits Center-Civilian (ABC-C). The ABC-C processed 7,788 voluntary retirements, 846 disability retirements, 7,302 retirement estimates, 455 death notifications, 252 requests for Post 56 payback determinations, and 1,212 deposits/redeposits; 40,433 changes to employee health plans (17,808 of them during Open Season); 94,373 Thrift Savings Plan (TSP) transactions (89,699 of them made during Open Season), and 19,907 Thrift Savings Plan Catch-Up (TSPC) elections; 14,805 FEGLI Open Season and 30,825 total FEGLI transactions.

The response time for counselor-assisted calls via the IVRS was approximately 39 seconds per call.

ABC-C staff conducted on site briefings at 35 installations and four VTT sessions.

Cancellations. The SW Region cancelled or withdrew 2,132 actions.

Other Highlights and Activities. The SW Region held its annual Commander's Conference, deployed the RESUMIX Tool for DEU, and completed review of 8 occupational series for the PBD 712 project.

Southcentral (SC) Region

Staffing Quality and Timeliness. The SC Region closed 11,844 recruit/fill actions with an average fill time of 39.91 days per action.

Classification. The SC Region processed 9,730 routine actions in an average of 1.8 days and 1,986 nonroutine actions in an average of 11.4 days.

Workforce Sizing. The SC Region completed 72 reorganizations, 3 A-76 studies and 8 RIFs.

Workforce Development. The SC Region conducted 564 classes, trained 11,118 employees, and input 40,550 training records.

Awards. The SC Region processed 46,690 monetary awards totaling \$6,727,774 and 10,614 non-monetary awards.

Cancellations and Corrections. The SC Region cancelled or withdrew 15,472 actions in FY 04.

Other Highlights and Activities. The SC Region deployed Resumix for delegated examining operations and decentralized delegated examining functions, deployed 19 employees to support the Corps of Engineers disaster relief mission in response to Hurricanes Charley, Frances, Ivan and Jeanne in Florida, and deployed two employees for temporary duty in CENTCOM-Kuwait.

Northeast (NE) Region

Staffing Quality and Timeliness. The NE Region closed 13,301 recruit/fill actions with an average fill time of 41.66 days per action.

Classification. The NE Region processed 10,628 routine actions in

2.6 days and 2,233 non-routine actions in 13.94 days.

Workforce Sizing. The NE Region completed 73 reorganizations and realignments, 4 RIFs and participated in 3 A-76 studies.

Training. The NE Region conducted 285 classes, trained 5,581 employees and input 23,965 training records.

Awards. The NE Region processed 5,332 non-monetary awards and 43,354 monetary awards totaling \$52,464,335.

Cancellations and Corrections. The NE Region cancelled or withdrew 20,468 actions.

Other Highlights and Activities. The NE Region increased the level of internal training to counter the effects of high turnover and to direct attention to functional and leader development, developed training modules for three separate functionally oriented academies (the Personnel, Staffing, and Classification Academies), and developed plans for the Leadership and Professional Academies. Twenty-three protégés completed our mentoring program, bringing the number of mentor program graduates to 74.

CHRA selected the NE Region as the pilot site for the deployment of Resumix for Delegated Examining. During the pilot, 72 certificates were issued with no major problems encountered.

Other highlights include expanded internal audit processes, position descriptions for high-density jobs in the military to civilian conversion, recruitment procedures for significant numbers of police officers, internal marketing teams with backgrounds in business and marketing, emergency hires to support to Operation Enduring Freedom, delivery of the Supervisory Development Course, selection of nearly 1000 Federal Career Intern Program interns, support for workforce replenishment efforts, and creation of self-help job information centers.

North Central (NC) Region

Staffing Quality and Timeliness. The NC Region closed 11,516 recruit/fill actions with an average fill time of 35.68 days per action.

Classification. The NC Region processed 20,186 routine actions in an average of 1.35 days and 2,321 non-routine actions in 5.62 days.

Workforce Sizing. The NC Region completed 28 reorganizations/major realignments in addition to 5 RIFs.

Training. The NC Region conducted 162 courses, trained 3,644 employees, and input 39,304 training records.

Awards. The NC Region processed 26,200 monetary awards totaling over \$29,565,240 and 9,777 non-monetary awards.

Cancellations and Corrections.

The NC Region cancelled or withdrew 4,265 actions.

Other Highlights and Activities.

The NC Region issued 158 centralized intern referral lists and hired 463 ACTEDS interns, hosted an Annual Customer Advisory Board Meeting, conducted 18 on-site visits to serviced installations, filled 53 positions for the Iraq Project & Contracting Office (PCO), processed approximately 640 deployments supporting HQ USACE (including the recruitment effort for the newly established Gulf Regional Division (GRD) in Iraq), processed approximately 340 deployments for the Afghanistan Engineering District (AED), issued 175 open continuous announcements in support of the recruitment effort, filled 4 positions for the Multi-National Forces in Iraq (MNF-I), processed all of the 1% pay adjustments for the entire Army and approximately 35,000 retroactive 1% pay adjustments, launched an aggressive recruitment effort for the Military Technician Program resulting in over 2,500 referrals issued to managers, processed 1,437 LWOP-US actions. Revamped the Mentoring Program, offered tuition assistance support to 91 employees, published the regional training newsletter, facilitated 16 LEAD courses, developed a Leadership Course Tutorial Guide, and hosted a Training Advisory Group conference.

West Region**Staffing Quality and Timeliness.**

The West Region closed 11,844

recruit/fill actions with an average fill time of 37.5 days per action.

Classification. The West Region processed 9,829 routine actions in an average of 1.89 days, and 1,528 non-routine actions in an average of 11.14 days.

Workforce Sizing. The West Region completed 4 RIFs and 4 reorganizations/major realignments.

Training. The West Region conducted 173 classes and trained 3,480 employees.

Awards. The West Region processed 33,129 monetary awards totaling \$26,604,646 and 5,131 non-monetary awards.

Cancellations and Corrections. The West Region processed 10,718 corrections and 2,949 cancellations.

Other Highlights and Activities. The West Region deployed the HR Director and two other HR employees to Iraq for six months. We also hosted our first Regional HR Development conference in four years.

Pacific Region**Staffing Quality and Timeliness.**

The Pacific Region closed 2,853 recruit/fill actions with an average fill time of 47.03 days per action.

Classification. The Pacific Region processed 2,343 routine actions in an average of 4.0 days and 373 non-routine actions in an average of 22.8 days.

Workforce Sizing. The Pacific Region completed 4,029 realignments and 2 RIFs.

Training. The Pacific Region conducted 115 classes, trained 2,601 employees, and input 3,819 training instances.

Awards. The Pacific Region processed 5,760 monetary awards totaling \$4,652,506 and 1,519 non-monetary awards.

Cancellations and Corrections. The Pacific Region processed 1,240 cancellations and 1,101 corrections.

Other Highlights and Activities. CPACs trained supervisors on the new curriculum for HR for Supervisors. The Pacific Region conducted a commander's assessment to identify issues, concerns, and requirements.

Europe Region

Staffing Quality and Timeliness. The Europe Region closed 10,615 US and LN recruit/fill actions with an average fill time of 59.4 days per action.

Classification. The Europe Region processed 9,641 routing actions in an average of 4.7 days and 3,288 non-routine actions in an average of 12 days.

Workforce Sizing. The Europe Region processed 1,723 realignments and RIFs covering 80 Local National related actions.

Training. The Europe Region conducted 314 courses and input 17,667 training records.

Awards. The Europe Region processed 16,475 monetary awards totaling \$14,294,098 and 1,311 non-monetary awards.

Cancellations and Corrections. The Europe Region processed 3,901 cancellations and 3,636 corrections.

Other Highlights and Activities. The Europe Region transferred responsibility for issuing delegated examining certificates from a single cell to all CPOC Customer Focus Teams, deployed vacancy announcement builder, moved responsibility for the Priority Placement Program qualifications determination process from the CPACs to the CPOC, initiated the transformation and movement of the Germany Local National Recruitment process from the CPACs to the CPOC, and assumed all US DECA servicing from Air Force.

Korea Region

Staffing Quality and Timeliness. The Korea Region closed 3,744 U.S. recruit/fill actions with an average fill time of 30.94 days per action.

Classification. The Korea Region processed 4,949 U S routine actions in an average of 5.35 days and 664 non-routine actions in an average of 12.02 days.

Cancellations. The Korea Region canceled or withdrew 1125 US recruit/fill actions.

Workforce Sizing. The Korea Region conducted 25 RIFs and approximately 4,000 realignments.

Training. The Korea Region conducted 120 courses and trained 1,971 employees.

Awards. The Korea Region processed 1,415 monetary awards totaling \$839,511 and 466 non-monetary awards.

Other Highlights and Activities. The Korea Region established quarterly “meet the CPOC” sessions, held monthly Resumix briefings and terrain walks with managers, obtained approval to execute a Delegated Examining Unit, brought on-site the Basic Staffing and Basic Classification courses, developed a mentoring program, held partnering sessions with major activities, and processed 35,301 KN personnel actions.