

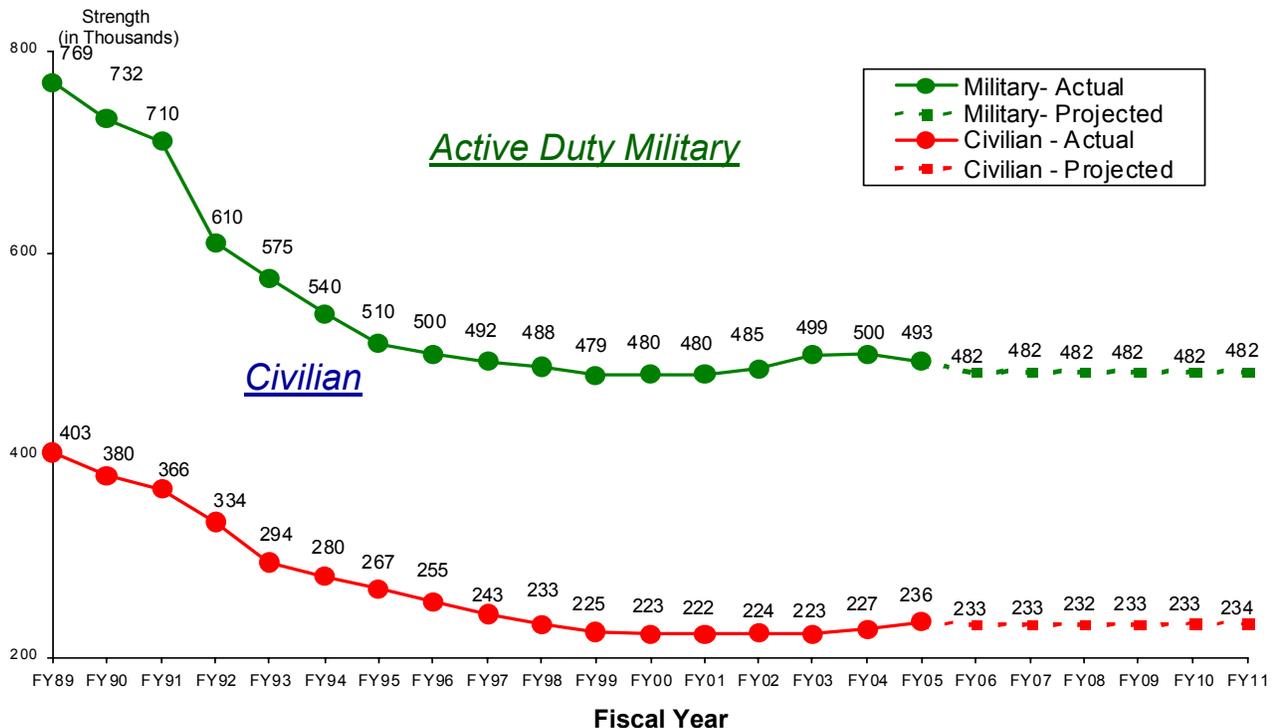
# FY05: The Year in Review

## 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. During FY05 Army civilians made over 4,000 deployments outside the U.S. in support of Operation Enduring Freedom/Operation Iraqi Freedom, the Global War on Terror and other contingencies.

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. FY05 has ended with an increase in civilian end strength of 3.5K over the authorized strength of 232.1K. FY05 military end strength is 492.7K, a decrease of 6.8K from FY04. Military strength is down 36 percent from FY89 and civilian end strength is down 42 percent from FY89.

## Military and Civilian Strength



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) increased by 58 positions (from 3,550 to 3,608). Overall, the CHR workforce has reduced 50 percent from its FY90 strength of 7,248.

The Army gained more civilians than it lost in FY05 (see Figure 2) when civil functions are included. Although the size of Army civilian workforce has stabilized since the drawdown began in 1989 (Figure 1), the average age and tenure has increased.

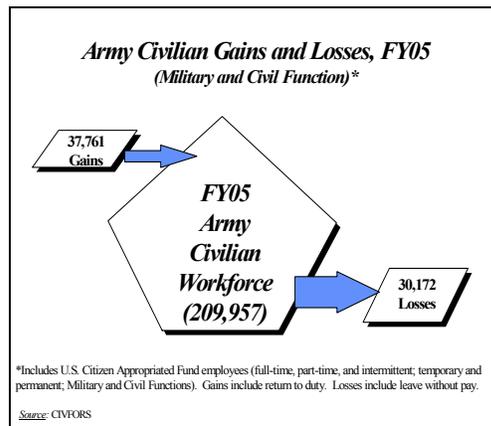


Figure 2. Army civilian gains and losses during FY05

Average age increased from 43 in FY89 to 47 in FY05. Average years of service increased from 13.5 in FY89 to 15.9 in FY05. There were 25,016 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 FY05. This represented 11.9 percent of the work force, which is an increase over the 23,952 retirement-eligible Army civilians last year.

**Office of the Assistant G-1 for Civilian Personnel (AG-1(CP))**

**AG-1(CP).** Headquarters, Department of Army (HQDA) welcomed Ms. Melinda McMillon Darby as the new Director, AG-1(CP). She succeeds Mr. David Snyder.

**National Security Personnel System (NSPS) Program Management Office**

**NSPS.** During FY05, NSPS program design options were presented to the Overarching Integrated Product Team (OIPT) for final advice to the NSPS Program Executive Officer and/or Senior Executive for decision. Component and MACOM Civilian Personnel Directors were briefed on the design features.

In February 2005, a coalition of unions filed a lawsuit in an attempt to block implementation of the NSPS. A “Meet and Confer” process with national unions was conducted beginning in April and ended in June.

The Army NSPS Campaign Plan was released in August 2005 to direct the planning, preparation, communication and execution of NSPS operations.

A network of Army NSPS Transition Managers was established at the MACOM and subordinate activity levels to help execute and monitor NSPS transition actions.

The Army-wide NSPS Training Workshop was conducted in August

to provide the latest information on preparations for implementation of NSPS. There were over 400 participants, including more than 50 General Officers and/or Senior Executives.

The Army NSPS Training Plan was developed. NSPS pilot courses and instructor training sessions began in September 2005.

On-going communication efforts include up-to-date information on the NSPS Web sites, Army-wide town hall initiatives, Army-wide distribution of NSPS literature, bi-weekly conference calls with the Army CHR community and NSPS Transition Managers, the Army NSPS training workshop, and other efforts.

**Base Realignment and Closure (BRAC).** The Civilian Personnel BRAC Office announced implementation guidance. Installations prepared their plans based on the DOD BRAC recommendations. The Civilian Personnel BRAC Office is reviewing all chapters of the implementation plans to ensure that each installation is prepared for BRAC.

The DOD working group is in continuous collaboration with the Department of Labor (DoL) to provide services to those affected by BRAC who are ineligible for DOD assistance programs.

The Army's restructuring efforts have expanded beyond BRAC through two other major initiatives: the Integrated Global Presence & Basing Strategy (IGPBS), and the Army

Modular Force (AMF). IGPBS will restation about 70,000 Soldiers from bases in Europe and Korea back to the United States.

### **Civilian Personnel Evaluation Agency (CPEA)**

The Civilian Personnel Evaluation Agency (CPEA) and the Plans and Strategies Division merged. The merged organization retained the name of Civilian Personnel Evaluation Agency.

**Civilian Human Resources Activity Based Costing System (CHR-ABC).** The CHR-ABC system was updated to capture permanent functions performed on a daily basis as well as temporary functions of NSPS and BRAC reports. The temporary functions measure the amount of time and money spent prior to NSPS or BRAC implementation. Temporary function designators will be removed when the activities being performed become permanent.

The new Integrated Definition (IDEF) crosswalk with CHR-ABC has been completed. The crosswalk depicts where each key activity performed can be found on the IDEF.

**President's Management Agenda (PMA).** Army achieved a Green rating in all of the eight human capital goals under the Strategic Management of Human Capital PMA initiative in FY05.

**Well Being.** Members of the Well-Being Council of Colonels and the DA G-1 Well Being Division participated in an Analytical Tiger

Team. Together they developed and recommended procedures for forwarding risks to the Council of Colonels.

#### **FY04 CHR Annual Evaluation.**

Last year's Annual Evaluation is at [http://www.cpol.army.mil/library/civplans/chr\\_eval.html](http://www.cpol.army.mil/library/civplans/chr_eval.html). MACOMs, Civilian Personnel Advisory Centers (CPACs), Civilian Personnel Operations Centers (CPOCs) and staff offices received hard copy versions.

**CHR Metrics.** CHR performance is measured as elements in the Army and G-1 Balanced Scorecards under the Army's Strategic Readiness System (SRS). The G-1 Scorecard CHR metrics cover civilian attitude survey results, fill time, rate of turnover/replacement, and voluntary separation rates by tenure. A new metric was added to track the number of positions committed/filled under the conversion of military to civilian positions.

**CHR Strategic Plan.** CPEA completed the FY04 Annual Performance Plan and shared it with MACOMs and subordinate activities prior to developing the "refreshed" CHR Strategic Plan for FY06-13. The refreshed strategic plan incorporates new DOD human capital goals, aligns with the DOD Human Capital Strategic Plan and PMA goals, and includes Army activities such as LEAN Six Sigma, BRAC, NSPS, and work force realignment.

**Conversion of Military to Civilian Positions.** Fifteen thousand military positions are targeted for

conversions. In FY05, 78 percent of the targeted positions were converted. The remaining FY05 conversions plus the FY06 targets will be converted during FY06.

#### **Continuity of Operations Plan.**

CPEA updated and tested the functional Civilian Personnel Continuity of Operations Plan (COOP), and completed the installation and initial testing of the Alternate Automation Network, a system that allows employees to work from home or other locations in an emergency.

#### **Personnel Management**

**Evaluation (PME).** CPEA conducted PMEs of the Korea and South Central Regions. Korea Region on-site visits covered Area 1 (Camp Red Cloud), Area II (Yongsan Garrison), Area III (Camp Humphreys), Area IV (Camp Henry), CHR Regional Director's Office, Korea CPOC, and Eighth U.S. Army Civilian Personnel Division. South Central Region on-site visits included the U.S. Army Corps of Engineers - Savannah District, Fort Eustis, Fort Jackson, and Huntsville CPOC at Redstone Arsenal.

#### **Civilian Leader Improvement**

**Battery (CLIMB).** CPEA developed the CLIMB, a voluntary, on-line assessment tool for identifying, evaluating and developing leadership competencies and cultivating a coaching/mentoring relationship. Anyone with a ".mil" e-mail address is eligible to take the CLIMB. The tool consists of a Personal Characteristics Assessment that identifies strengths

and weaknesses, work preferences, and situations to seek or avoid; and a Self-Supervisor Assessment that collects feedback from the employee and the supervisor. Results are consolidated into a single confidential report.

**LEAN Six Sigma.** The Secretary of the Army announced the use of LEAN/Six Sigma to re-engineer Army processes. LEAN/Six Sigma uses elements from prior programs such as ISO 9000, Malcolm Baldrige, MBO, BPR, etc., to create a results-oriented organization. The AG-1(CP) senior staff attended training for LEAN Six Sigma implementation. Areas that will undergo LEAN transformation are currently being identified.

**Exit Survey.** Nearly 6,900 exiting Army employees and supervisors had taken the survey. They reported chances for future promotion, organizational rules and policies, and job stress as the most influential reasons for leaving Army. Thirty-two percent of the respondents stated that they intended to retire, 28 percent intended to work for another federal agency and 19 percent intended to work for private industry or become self-employed. The remainder (21 percent) left to further their education, or accompany a spouse, etc. As salary increases, the influence of job stress, organizational rules, and management practices becomes more important while training opportunities, job security, pay, and benefits become less important.

Government benefits and one's customers are the least likely reasons for leaving.

### **Workforce Analysis and Forecasting Office (WAFO)**

**Workforce Analysis Support System (WASS) and Civilian Forecasting System (CIVFORS).** WAFO refined the Workforce Revitalization website to incorporate Unit Identification Codes (UICs) for MACOMs and major subcommands, developed a competency database for 46 mission critical and hard-to-fill occupations, and procedures for validating competencies.

WAFO began testing the NAF database and the Turnover Diagnostics, and published Executive Handbooks.

### **Policy and Program Development (PPDD)**

**Voluntary Separation Incentive Pay (VSIP).** The Secretary of Defense established a permanent downsizing and restructuring VSIP program, limiting the annual usage of VSIP in DOD to 25,000. Army was allocated 8,135 VSIPs.

**Joint Task Force Bravo.** Personnel servicing of Joint Task Force Bravo's Local National (LN) civilian workforce transitioned on schedule in 2005 from Department of State (DoS) to direct hire Army employment. PPDD obtained approval for a Joint DOD/DoS Compensation Plan for the JTF Bravo employees.

**Direct-Hire Authority for GS-401s.**

The Office of Personnel Management (OPM) approved Direct-Hire Authority for Forensic Biologist positions, GS-0401, at grade levels 09 through 13, located at the U.S. Army Criminal Investigation Laboratory, Fort Gillem, GA through December 2006.

**DOD Priority Placement Program.**

DOD revived Priority Placement Program (PPP) Assessments during FY05. Army was chosen as the pilot for the new PPP assessment that was conducted at the West CPOC. The other Army site, the SC CPOC, is scheduled for FY06.

**Army Spouse Employment**

**Partnership.** The Army Spouse Employment Partnership (ASEP) meeting was held in October. Mrs. Birgit Smith, the spouse of Medal of Honor recipient, SFC Paul Smith, spoke about her family's experience after her husband's death in Iraq and how the Army assisted them. Several other spouses discussed their experiences as a spouse in the job market.

**Military Spouse Job Search**

**Website.** The ASEP finalized the Military Spouse Job Search website: <http://www.MSJS.org>. The website connects spouses of military members to potential employers. Spouses can create and post their resumes online free of charge. Employers can access a global and diverse workforce by setting up an automated search. Search results are e-mailed to them for review at their convenience. Spouses can update account information and

check their resume activity at any time.

**Hurricanes Katrina and Rita.**

PPDD implemented initiatives to assist in the recovery process. Civilian employees and families were authorized broader access to commissaries, military exchanges, MWR, lodging facilities, and counseling services.

The Army Benefits Center - Civilian (ABC-C) expedited FEGLI claim forms processing. DFAS modified procedures to ensure employees would continue being paid.

DOD waived the requirement to clear PPP for reemployed annuitants until March 15, 2006 and the 12-month reemployment restriction for employees separated on/after December 2003 through March 2006.

**My Biz.** "My Biz" is a web-based Oracle self-service employee application in the Defense Civilian Personnel Data System (DCPDS). It is designed to review individual personnel data. My Biz was developed and tested during FY05.

**Policy for Electronic Wage and Tax Statements and Leave and Earning Statements Through myPay.** Wage and Tax Statements (W-2) and Leave and Earnings Statements (LES) are now provided electronically to save resources and mitigate risk of identity theft. Under this new policy, non-bargaining unit employees will receive electronic copies of their W-2 and LES, unless they elect to receive

hard copies by selecting that option on the “myPay” website. Personnel may still request one delivery method for their W-2 and another for the LES. This policy will not be implemented for bargaining unit employees until fulfillment of all bargaining obligations have been met.

**Separated Employees Can Now Contact the ABC-C.** ABC-C allows separated Army employees to contact them by telephone to speak with a benefits counselor for up to six months following their separation. Resigning, retiring, or transferring employees may now continue to contact the ABC-C at 1-877-276-9287 or applicable OCONUS number. For the hearing impaired, the contact number is 1-877-276-9833.

**Waiver of the 2005 Annual Premium Pay Cap.** The annual premium pay for CY05 is limited up to \$200,000 for DOD employees performing work in support of, or related to a military operation while overseas, and under the Commander of the U.S. Army Central Command. For CY05, employees meeting this criterion and serving in country at least 42 days may earn this premium pay. Premium pay in excess of the 2005 aggregate pay limitation (\$180,100) will be deferred for payment until 2006.

**Changes in Pay Administration Rules.** The Federal Workforce Flexibility Act of 2004 changes pay administration rules related to special, locality, and retained rates.

This Act corrects pay administration anomalies attributable to former rules that generally treated special rates as rates of basic pay, but did not treat locality rates as rates of basic pay. Interim regulations treat locality rates and special rates in a consistent way, which results in more rational and equitable pay rules.

**Transition of the OWCP Program.** CHRA acquired the Office of Workers’ Compensation Program. Prior to the transition, many of the program’s Injury Compensation Program Administrators (ICPAs) were assigned to various organizations (i.e., Safety, Medical Command, etc.). Once the transition was completed, all new ICPAs received mandatory training.

**Army Mentorship Program, Civilian Creed, Handbook, and Civilian Advisory Board.** An Army Mentorship Program was established based on the Army Training and Development Panel for Civilians (ATLDP-C) final report. The Army’s New Mentorship Resource Center at <http://Mentorship.army.mil> was launched and includes references, guidance to mentors and mentees, tools, links and points of contact. The mentorship database offers a searchable mentorship profile server to help find one-on-one mentors for all Soldiers, civilians, spouses, retirees, veterans, and contractors that have access to AKO.

Other ATLDP-C actions include the use of an Army Civilian Creed, publication of an Army Civilian Handbook, and establishment of the

Army Civilian Advisory Board (ACAB) to serve as an advocate for civilian matters to the Chief of Staff of the Army. The purpose of the ACAB is to strengthen the bonds between the military and civilian members and to keep Army civilian training and leader development among the top priorities.

**Lifetime Achievement Awards.**

The U.S. Army Human Resources Lifetime Achievement Award was established to recognize current or former Army civilian personnel professionals whose contributions in the field of civilian human resources served as an inspiration to others and/or brought credit to the Federal service. The award recipients were: Mr. Frank Cipolla, Mr. Archie Grimmett, Mr. James MacDonald, and Mr. Ray Sumser.

**Constitution Day and Citizenship Day.**

September 17 is designated “Constitution Day and Citizenship Day” in response to Senator Robert Byrd’s (D-WV) proposal to strengthen patriotism. The law requires agencies provide educational and training materials on the United States Constitution to each employee. PPDD developed a web-based training course focusing on the relationship between the Constitution and Federal employment.

**Hurricane Katrina Emergency Leave Transfer Program.**

The Emergency Leave Transfer Program (ELTP) allows employees to donate unused annual leave to employees adversely affected and who need additional time off from work without having to use their own paid leave.

PPDD sent forward delegated authority to the MACOMs and to the Administrative Assistant of the Army.

**Nonappropriated Fund Human Resources Policy and Program Office (NAF).**

**Publication of AR 215-3.** NAF revised the draft Army Regulation AR 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.** Legislation that would allow NAF white-collar employees covered under the Fair Labor Standards Act (FLSA) to use compensatory time in lieu of overtime pay for hours worked in excess of 40 in a week was initiated and is now in both the House and Senate appropriation bills for FY06. Legislation was also proposed for FY06 which would allow NAF Crafts and Trade positions to use a pay for performance system.

**NAF Automation.** NAF data was made available in the WASS and CIVFORS databases and will be used in the forecasting of recruitment needs. Data base quality improved by 11 percent due to the NAF Financial Services edit and reporting system that assists in locating and correcting data errors.

Work continued with the Community and Family Support Center (CFSC) to support an automated TDA for Army Morale Welfare and Recreation (MWR). This would integrate NAF,

Appropriated Fund and Local National positions worldwide and can produce a single TDA/PRD database.

NAF deployed the use of electronic RPA (ERPA) for Managers and Supervisors at several test locations. The goal is to have electronic ERPA used at all installations for submitting Personnel Action Requests.

The Awards system for NAF was automated. Several new Nature of Action codes were developed to process awards and produce a Notification of Personnel Action.

The NAF portion of the Army Portal was completed, and NAF job announcements can now be posted on the CPOL Vacancy Bulletin Board. The use of the Vacancy Announcement Builder and Bulletin Board by all NAF Human Resource Offices (HROs) was mandated. Now all NAF HROs input vacancy announcements through the VAB and applicants can find all of the Army NAF jobs under recruitment in one location.

#### **Training and Leader Development.**

The Curriculum Advisory Board (CAB) conducted video teleconferences to create the NAF specific MER/LR training and to revise the Basic and Generalist courses. The MER/LR training was given in conjunction with the NSPS labor training provided to the appropriated fund employees by CHRA. Classes scheduled for FY06 may be found on the CHRA website under NAF.

**Uniform Funding and Management.** NAF provided expertise in the writing and publication of the Employee Information Guide and the Human Resources portion of the UFM Implementation Guidance. These documents provide information necessary for an APF employee to make an informed decision about whether to become a NAF employee through voluntary conversions. CPACs provide information and meet with each APF employee that might wish to convert.

#### **Labor Relations (LR)**

**NSPS.** The AG-1(CP) Labor Relations office served as co-chair of the NSPS Labor Relations working group, assisted in writing draft regulations and implementing issuances. Army conducted numerous VTC briefings on the draft NSPS labor relations' regulation and provided nine of the 18 trainers in the PEO's NSPS Labor Relations Train-the-Trainer session. Army also conducted three additional Army-specific Train-the-Trainer sessions with the intent of having at least one trained HR specialist in every CPAC.

#### **Program Support Division**

#### **Secretary of Defense Medal for the Defense of Freedom (DFM).**

The Secretary of Defense Medal for the Defense of Freedom (DFM) is the civilian equivalent of the Purple Heart medal awarded to military personnel. It was created to recognize defense and non-defense personnel, including contractors who are killed or wounded by hostile

action. The Army Incentive Awards Board processes DFM nominations in support of the Army's efforts in Iraq. To date, the Army processed 87 for civilian personnel and 70 for contractor personnel. The Awards Board is working on implementing new review procedures that will streamline the approval of Army nominations.

**Secretary of the Army Annual Awards Ceremony.** Secretary of the Army and Vice Chief of Staff, Army honored 46 award recipients during the Department of the Army's Annual Awards Ceremony. Awards were presented in eight major categories to Senior Executives, Career Professionals and one Soldier for providing outstanding contributions to the President's Management Agenda, mission accomplishment, suggestions that saved the Army millions of dollars, and for valor in life-threatening circumstances.

**CHR Awards Ceremony.** The Secretary of Army honored Army employees for their contributions to the Army CHR Community. The William H. Kushnick Award, recognizing valuable and creative contributions and achievements in the Army, was awarded to Ms. Edeltrant Coutcher and Mr. Roland Volk. The John W. Macy Jr., Award recognizes an Army military or civilian member for excellence in the leadership of Army civilians. Mr. Martin J. Green, Associate Director of the Tank-Automotive and Armaments Command's (TACOM) Acquisition Center, and Acting Director of TACOM's Acquisition

Center, received this award. The Nick Hoge Award recognizes creative, well-researched professional papers that focus on human resource management and associated topics. Mr. Evan Krauss and Mr. Daniel Hayes were selected as co-winners.

**BEST Interns and Fellows Programs.** The AG-1(CP) Best Intern and the Fellows Programs, first implemented at Headquarters, Army Materiel Command (AMC), have proven successful in recruiting talented young people into Army civilian employment. The Best and the Fellows programs feature recruitment at the GS-07 grade level with non-competitive promotion to the GS-13 grade level. These programs include training, education, mobility, and developmental assignments. While the Army-wide program is in the design phase, the CP10 community has taken advantage of the AMC initiative and placed 9 Best Interns in AG-1(CP).

***Army Civilian Welfare Fund Office (ACWF).***

**Facilities Improvements.** ACWF executed nearly \$4 million in renovating existing facilities and constructing new facilities. Utilizing central purchasing resulted in significant savings.

**Moral, Welfare and Recreation Programming (MWR).** Net Income increased by nearly 15 percent from the previous fiscal year. As a result, MWR programs received an increase in resources.

**Senior Executive Service Office**  
**(SESO)**

**Presidential Rank Awards.** The President approved the 2005 Presidential Rank Award recipients in September. Of those nominated by the Secretary of the Army, 13 Senior Executives were selected as Meritorious Executives; two Senior Professionals were selected as Meritorious Senior Professionals; and three Senior Executives were selected as Distinguished Senior Executives.

**Civilian Human Resources**  
**Agency (CHRA)**

**CHR-ABC.** The current CHR-ABC participation rate is approximately 98 percent. A workgroup reviewed how CHR-ABC matched the Integrated Definitions (IDEF) Task Listings. The workgroup recommended CHR-ABC be modified to include a crosswalk between the functions and key activities with the published IDEF. The programmers also studied the Cost Accounting database to improve the speed in data retrieval. A limited number of regular recurring reports are planned for CPOL.

**Conference on Defense Finance and Accounting Service (DFAS) Payroll Interface.** All CPOCs sent representatives to DFAS Payroll Interface conferences 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).

**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 area or provide clarification on issues that were raised by the PILs.

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

**Mil to Civ Conversions.** CHRA received 6,715 RPAs in CPOCs for conversion. Five thousand five hundred eight were completed, allowing MACOMs to meet their Mil to Civ conversion targets for FY05. Eighteen percent of RPAs submitted in FY05 are currently in some stage of the recruitment process.

**IDEF Published.** CHRA posted the revised and Local National IDEFs on CPOL.

**HQDA Student Career Experience Program Qualification Standard (SCEP).** CHRA partnered with HQDA in revising the HQDA SCEP Qualifications Standard. The revision was approved by HQDA and became effective December 2004.

**Priority Placement Program (PPP) Team.** CHRA established a PPP team of CPAC and CPOC

representatives to look for ways to preposition for the upcoming BRAC. The team developed standard counseling and registration checklists, developed a sample Commander's Statement of Support, and composed a list of items to consider including when submitting requests through HQDA and/or the Civilian Assistance and Reemployment (CARE) Office. This information is posted on the PPP section of the CHRA web site.

**Equal Employment Opportunity (EEO) Reports.** CHRA developed reports to gather statistics for use by MACOMs to meet the EEOC reporting requirements for the Disabled Veterans Affirmative Action Program and the Targeted Disabilities program reporting requirements.

**Title 38 Implementation.** CHRA converted over 3,000 employees in the United States Army Medical Command (MEDCOM) to Title 38 pay entitlements. Implementation for other MEDCOM employees in local unions that have not completed bargaining negotiation will be phased in as negotiations are completed.

**New Pay Setting Rules.** CHRA established a CHRA Pay Working Group to review and implement retroactive new pay rules developed by OPM as a result of the Federal Workforce Flexibility Act of 2004. CHRA trained and provided guidance to pay experts from each region in an effort to help all understand/implement new rules. Approximately 6,200 personnel actions were reviewed, and 717

required correction of pay as a result of application of the new rules. Information on the new pay setting rules can be found on the CHRA website.

**BRAC.** CHRA established a CHRA Reshape Working Group to collaborate on projects related to BRAC. The group developed numerous informational products, to include a template for data calls to be used by affected installations. Data products to respond to BRAC data calls were developed in WASS/CIVFORS and posted on the CHRA website.

**Transition of the Office of Workers' Compensation Program (OWCP) Function.** The transition of 40 remaining sites was completed. Staff members from HQDA and CHRA worked with the IMA and the MACOMs to ensure transition of the workload.

**Department of Defense Pipeline Program.** The DOD Pipeline Program is an initiative to assist with the reemployment of partially recovered injured employees. The program includes provisions for over hires and civilian pay funding for up to one year. With an annual reemployment goal of 200 DOD-wide and 50 for DA, injury compensation program administrators are currently working to identify potential candidates for reemployment under the program.

**Retirement Processing.** A high volume of late application submissions impacted the timeliness goals as reflected on OPM's

quarterly Aging of Separations Report. Both the ABC-C and CHRA have been working closely to publicize the ABC-C's retirement services and the recommended timeframes for application submission.

#### **Aging of Separations (AOS)**

**Report.** HQDA continued to exceed the OPM goal of 80 percent timeliness for retirement application processing. DA also continued to fare higher than the Government-wide rate each quarter.

#### **Special Retirement Provisions for Firefighters, Law Enforcement Officers and Air Traffic**

**Controllers.** CHRA offered the course to employees from the ABC-C and the CPOCs during FY05. Students learned various rules for hiring, rehiring, position changes, special retirement coverage determinations and mandatory separation.

**Career Program 24 (CP-24).** The Transportation Management Career Program made the transition to Resumix as their recruitment and evaluation system. To facilitate the transition, subject matter experts and personnelists convened to analyze specific career program needs and develop local grammar (skills) to support the evaluation of transportation career program positions.

**Special Inspector General for Iraq Reconstruction (SIGIR).** CHRA developed and posted a recruitment site to assist in recruiting applicants for temporary assignments in Iraq.

The site was linked to CPOL where employment opportunities are advertised for organizations supporting the global war on terrorism.

#### **Army Civilian Resume Builder.**

CHRA developed and deployed a new version of the Army Civilian Resume Builder. The new version modernized, simplified and shortened the application process, and combined both the Resume Builder and Army's automated applicant response tool ("ANSWER") into one application.

#### **Central Resume Processing**

**Center (CRPC).** The CRPC took on a new mission to manage the intake of resumes and self-nominations throughout the Army. CRPC also operates an applicant helpdesk, answering over 100,000 inquiries a year on passwords, navigational issues with the Army Resume Builder, and application procedures. The CRPC, rather than specialists in the CPAC or CPOC, is the central point of contact on all Army vacancy announcements.

#### **Installation Strategic Recruitment.**

CHRA is constructing a web site that allows specialists to access and retrieve information on installation strategic recruitment and staffing plans, and associated customer satisfaction survey results and plans.

#### **Resumix for Delegated Examining.**

The Resumix for Delegated Examining tool is a huge step forward in efforts to streamline and expedite the examination and referral of external candidates. The

automated tool allows managers to "weigh" Resumix skills used in the examination process to ensure higher quality referrals. The need for both traditional "crediting plans" involving Knowledge, Skills and Abilities (KSAs) and hard copy referral lists were eliminated since they are generated electronically. The tool also allows managers to receive both internal and external referral lists simultaneously. There were 7,092 selections made from 927,725 applications received.

**180-Day Waiver Report.** CHRA provided individual statistics for use by the MACOMs to meet the 180-day waiver bi-annual reporting requirement. This automated report ended the need for manual data gathering on behalf of the CPOCs/MACOMs.

**DOD Inspector General (IG) Audit of Civilian Payroll Withholdings.** The seventh annual DOD IG audit conducted at CHRA resulted in no reportable errors. The overall audit objective was to determine whether the retirement, health, life insurance withholdings and employee headcount data submitted by DOD were reasonable and accurate.

**Effective Date for Federal Employees Group Life Insurance (FGLI) Open Season Changes.** The majority of the 15,626 FGLI Open Season changes made last year became effective on September 4, 2005 for employees who met the pay and duty status requirements.

**Defense Civilian Personnel Data System (DCPDS) Contingency of Operations Plan (COOP).** CHRA participated in and coordinated with HQDA in the DCPDS COOP Rehearsals. In conjunction with HQDA, 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.

**DCPDS Data Quality.** CHRA continued to monitor the data quality of DCPDS in preparation for NSPS, notifying the CPOCs of inconsistencies in DCPDS records.

**Suitability.** CHRA was delegated the responsibility for suitability adjudication and has drafted a "Suitability Adjudication Procedural Guide."

**Disaster Preparedness.** As a result of the recent series of hurricanes to strike the SE part of the United States, the SC and SW regions have provided extensive support to the USACE emergency response and recovery effort. The local CPACs provided on-site HR support with the support of CPOC personnel to assist the District Commanders in meeting their responsibilities. The SC region prepared an after action report and a proposed standard operating procedure (SOP) for HR emergency response support which covered responsibilities for both the USACE and CHRA elements. Once the SOP is approved, it will be distributed to all CHRA regions for guidance for

emergencies requiring on-site HR support.

**Personnel Reliability Program (PRP).** CHRA issued Guidance Memo No. 18-05 on the Chemical, Nuclear and Biological PRP processes which superseded Guidance Memo No. 08-05. This guidance established the CHRA procedures for screening and maintaining personnel records of civilians designated for or assigned to a chemical, nuclear or biological duty position within the Department of the Army (DA) PRP. The procedures apply to CPAC and CPOC personnel who support those organizations with designated PRP positions.

**Incentive Awards Policy.** CHRA issued guidance to include the types of awards, approval/certification levels, and nomination and review levels for monetary, honorary, individual and group awards.

**Coordination of Uniform Funding and Management Initiative.** CHRA coordinated the implementing guidance for Army's adoption of Uniform Funding and Management (UFM). This effort prescribed the specific policies, responsibilities, timelines and action steps required to implement UFM. CHRA developed a letter of instruction, staffed and provided it to all CHRA Regions as the official HR personnel guidance for UFM implementation.

**Workforce Recruitment Program (WRP) for College Students with Disabilities.** CHRA supported the WRP by providing HR personnel

processing guidance, and marketing efforts that encourage the field activities to participate and appoint students to work in CHRA. CHRA employed one student for the summer and she successfully completed numerous information technology assignments and projects that were mutually beneficial to both CHRA and the student. While employed with CHRA, the WRP student used one of her major projects as course credits for a Capstone Project at her university.

**Hurricane Support (Katrina and Rita).** In support of a request from the Federal Emergency Management Agency (FEMA) to assist in the relief and cleanup efforts due to Hurricane Katrina, HQDA actively solicited volunteers from among its civilian employees. Volunteers were asked to deploy to the affected region for a period of 14-30 days, as a minimum, with the approval of their current supervisor. To facilitate this effort, CHRA developed a volunteer request form and a central e-mail site to collect volunteer requests. CHRA submitted the names of volunteers to DOD who forwarded them to FEMA for consideration and selection. By the end of FY05, CHRA submitted over 180 civilians as volunteers.

CHRA worked closely with HQDA and the MACOMs on various topics associated with the disastrous effects of Hurricane Katrina. CHRA collected data concerning employee accountability and the number of employees in "Safe Haven" locations. CHRA also disseminated information pertaining to volunteer

support, leave transfers, hiring and placement of employees, updated information from OPM, the Thrift Savings Plan and DOD Civilian Personnel Management Service.

CHRA completed a daily Situation Report (SITREP) for accountability of victims and submitted weekly activity reports to HQDA. CHRA provided a variety of information to the regions concerning assistance for the hurricane victims and coordinated with HQDA on the implementation of the FEMA Volunteer Initiative and the VSIP waiver approval process. HQDA designated CHRA to serve as the liaison for Army employees interested in volunteering for FEMA and the DOD.

**Productivity Reports – Consolidation of Reports and Expansion to SES.** CHRA plans to move the CHRA Productivity books to a new page on the CHRA website. The CHRA Productivity Workbooks, the CPOL Productivity Reports, and other productivity reports will be added to each of the four production books. CHRA began the process for tracking productivity for the Senior Executive Service personnel actions. Production reports now include the Army Benefit Center – Civilian and the personnel actions they process.

**Tier 1 Assessment Survey.** The Regional Directors provided CHRA with Action Plans and progress reports on the status of survey results and anticipated completion of items needing attention.

CHRA created a link for the Tier I Assessment Results and the Staffing

Plans. This site is intended as a library of assessment results, strategic plans, and goals.

**AutoNOA.** AutoNOA processed over 182,000 award RPAs and approximately 8,000 end-dating of unused civilian positions, saving approximately \$450,000 in manpower.

**Training.** CHRA conducted 71 Civilian Human Resources (CHR) courses at the CHRA Training Facility at Aberdeen Providing Ground, Maryland and at CONUS and OCONUS Civilian Personnel Operations Centers. A total of 1592 students were trained in CHR courses. CHRA hosted 102 VTTs conducted using the CHRA Classroom XXI facilities, training 3854 students.

Training was funded using both CHRA and ACTEDS funds. In some instances, students' travel and transportation costs were paid by the students' organizations. Training on the WASS and CIVFORS systems became a regular part of the curriculum. Additionally, LEAN Training and BOA Training were centrally managed and funded.

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.

CHRA presented FECA training designed to train CPACs to prepare for their new FECA mission. A total of 31 staff members were trained.

CHRA developed new curriculum for Civilian Supervisors of Military Personnel in the following areas: 1) Overseas Entitlements, 2) Candidate Evaluation, and 3) Job Analysis.

The ACTEDS Competitive Development Program executed 92 percent of the allocated dollars. 1,498 ACTEDS intern work years were fully executed, 894 new interns were hired, and 970 interns graduated with end strength of 1,363.

The Senior Service School Graduate Placement Program placement rate was at 90 percent for a group of 31 graduating students. There were 731 applications for SBLM and 471 selections; all slots were filled. This is a 170 percent increase in the number of applicants over FY04. Out of 50 DLAMP applicants, DA approved 47, and all were accepted by DOD.

CHRA completed a pilot for the Society of Human Resource Management (SHRM) certification program. A total of 35 HR specialists participated, with 60 percent passing the certification exam. Eighty-five percent of the participants recommended continuation of this project.

Regional baseline reporting was launched in an effort to capture and record training occurring in the CHRA regions.

Preparations for the transition to NSPS continued. CHRA hosted seven Instructional Methods courses to develop trainers, resulting in 120

students trained, and 10 adjunct faculty members certified. One hundred forty-five sessions of "HR for Supervisors" were conducted, reaching 2,517 supervisors. Every CPAC held at least one session of this training during FY05.

CHRA developed a comprehensive NSPS training plan, which was briefed and endorsed by the highest levels of Army. Additionally, CHRA published numerous educational materials on its website.

### **Individual HR Regions**

#### **Southwest (SW) Region**

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

The SW Region closed 13,995 recruit/fill actions with an average fill time of 41 days.

**Classification.** The SW Region processed 11,340 routine classification actions in an average of 2 days and 2,567 non-routine actions in an average of 10 days.

**Workforce Sizing.** The SW Region processed 8,425 realignments, participated in 3 A-76 studies, 13 Reductions-in-Force (RIF), and 38 reorganizations.

**Pay Management.** The SW Region closed 2,295 PPRT tickets, and 1,821 were resolved within the current pay period.

**Training.** The SW Region facilitated/conducted 249 Baseline courses, trained 7,870 employees, and input 43,060 training records.

**Awards.** The SW Region processed 39,034 monetary awards totaling \$28,801,983 and 6,615 non-monetary awards.

**Army Benefits Center-Civilian (ABC-C).** The ABC-C processed 7,311 voluntary retirements, 773 disability retirements, 8,271 retirement estimates, 697 death notifications, 3,592 requests for Post-56 military payback determinations, 1,130 deposit/redeposits, 38,943 Federal Employee Health Benefits (FEHB) transactions, 102,199 Thrift Savings Plan (TSP) transactions, 17,927 Thrift Savings Plan Catch-Up (TSPC) transactions, and 14,544 Federal Employees' Group Life Insurance (FEGLI) transactions.

The ABC-C staff conducted on-site briefings at 19 installations and 8 sessions via Video Tele-Training (VTT).

The response time for ABC-C counselor-assisted calls was 27 seconds per call, with 78,360 calls logged.

**Cancellations and Corrections.** The SW Region cancelled 2,847 actions and corrected 3,912 actions for a total of 6,759.

**Other Highlights and Activities.** The SW Region filled 1,540 military-to-civilian conversion positions region-wide. This represents 89 percent of the target of 1,725 positions. The SW Region deployed the Electronic Case File system, and in partnership with the West Region, took over HR servicing responsibility

for the Defense Contracting Management Agency.

## **South Central (SC) Region**

**Staffing Quality and Timeliness.** The SC Region closed 13,315 recruit/fill actions with an average fill time of 48 days.

**Classification.** The SC Region processed 10,516 routine actions in an average of two days and 2,760 non-routine actions in an average of 12 days.

**Workforce Sizing.** The SC Region conducted 3 RIFs, 2 Mock RIFs, 1 A-76 study, and 35 reorganizations, and processed 7,038 realignments.

**Training.** The SC Region conducted 338 courses, trained 6,186 employees, and updated 16,3551 training records.

**Pay Management.** The SC Region closed 1,098 pay problems, with an average processing time of 11.84 days.

**Awards.** The SC Region processed 37,855 monetary awards totaling \$38,012,573 and 10,107 non-monetary awards.

**Cancellations and Corrections.** The SC Region cancelled or withdrew 6,500 actions.

**Other Highlights.** The SC Region filled 1,678 Military to Civilian conversion positions, completed the USACE Regionalization project, responded to two hiring initiatives for the Anniston Army Depot, and

trained a team to use the USACE ENGLink System.

Five ACTEDS-funded interns completed their first year of internship at the SC CPOC and started their 6-month CPAC rotations. Four locally funded interns completed their first year of internship at the SC CPOC, and two started 6-month CPAC rotations.

### **Northeast (NE) Region**

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

The NE Region closed 14,884 recruit/fill actions, with an average fill time of 45 days.

**Classification.** The NE Region processed 11,733 routine actions in an average of 2 days and 2,790 non-routine actions in an average of 15 days.

**Workforce Sizing.** The NE Region completed 80 reorganizations and realignments and conducted one RIF.

**Pay Management.** The NE Region resolved 625 pay problems within the pay period received and 329 pay problems after the pay period.

**Training.** The NE Region conducted 353 classes, trained 7,183 employees and input 24,328 training records.

**Awards.** The NE Region processed 5,501 non-monetary awards and 42,991 monetary awards totaling \$57,968,463.

#### **Cancellations and Corrections.**

The NE Region cancelled/withdrew 6,726 actions.

#### **Other Highlights and Activities.**

The NE Region briefed the workforce on the BRAC-recommended HQ AMC Transfer of Function (TOF), classified and recruited 41 positions for the Disabled Soldier Support System Program Office, corrected errors on Living Quarters Allowances for 200 USACE-Europe employees, worked with the Veterans Representative for the MD Job Service and the Army Transition Assistance Program, and participated in a Joint Basing Study.

### **North Central (NC) Region**

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

The NC Region closed 13,129 recruit/fill actions with an average fill time of 37 days per action.

**Classification.** The NC Region processed 10,912 routine actions in an average of 1 day and 1,747 non-routine actions in 6 days.

**Workforce Sizing.** A RIF encompassing every organization at Fort Sam Houston was completed. The NC Region processed 5,235 realignment actions.

**Training.** The NC Region conducted 278 courses, training 4,247 employees, and input 56,113 training records.

**Awards.** The NC Region processed 28,961 monetary awards totaling \$29,187,839 and 7,758 non-monetary awards.

## West Region

### **Cancellations and Corrections.**

The NC Region cancelled 2,334 actions and corrected 3,057 actions.

### **Other Highlights and Activities.**

The NC Region held multiple job fairs, conducted 14 on-site visits to serviced installations, and issued 216 centralized intern referral lists, resulting in 541 new centrally funded intern hires.

The NC Region recruited and hired intelligence positions in support of the Global War Against Terrorism. A total of 779 applicants were referred out of 2,719 applications. Fifty-two positions were filled using 5 U.S.C. 3161 Appoint Authority for the Iraq Project and Contracting Office (PCO). Six hundred forty deployments were processed to support HQ, USASCE Gulf Regional Division (GRD) in Iraq and Afghanistan. The AFSC/JMC recruited for 93 positions in support of SWA. One NC CPOC employee was deployed to Iraq to support the Multi National Forces in Iraq (MNFI) mission.

The AUTONOA team was responsible for processing actions for all CPOCs. The implementation of FFWA required over 16,000 pay adjustments to move individuals off of Special Salary Rate (SSR). NC CPOC played a key role in reviewing/interpreting OPM guidance and developing training materials to be used by all regions. In addition, all statutory requirements associated with the military technician program were achieved.

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

The West Region closed 13,292 recruit/fill actions with an average fill time of 45 days.

**Classification.** The West Region processed 11,952 routine actions in an average of 1 day and 2,179 non-routine actions in an average of 11 days.

**Workforce Sizing.** The West Region completed 11 RIFs, 3 VSIP retirements, 10 Abolishment's, 2 reassignments non-RIF and 1 change to lower grade.

**Training.** The West Region conducted 646 courses and trained 5,296 employees.

**Awards.** The West Region processed 37,767 monetary awards totaling \$31,232,873 and 6,919 non-monetary awards.

### **Cancellations and Corrections.**

The West Region processed 3,887 corrections and 2,737 cancellations.

### **Other Highlights and Activities.**

The West Region took on full servicing of DCMA, transitioned centralized DCIPS services from Korea and Pacific regions, and transitioned DCIPS servicing of Europe.

## Pacific Region

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

The Pacific Region closed 2,762 recruit/fill actions with an average fill time of 36 days per action.

**Classification.** The Pacific Region processed 1,913 routine actions in an average of one day and 534 non-routine actions in an average of 10 days.

**Workforce Sizing.** The Pacific Region processed 539 realignment actions and 32 RIFs.

**Training.** The Pacific Region conducted 112 classes, trained 1918 employees, and input 3253 training instances.

**Awards.** The Pacific Region processed 4,337 monetary awards, 466 Quality Step Increases (totaling \$3,595,528) and 2,187 non-monetary awards.

**Cancellations and Corrections.** The Pacific Region processed 764 cancellations and 763 corrections.

**Pay Management.** There were 614 Pay Problems reported during the year; 602 were closed within the pay period.

**Other Highlights and Activities.** Regional representatives briefed local Senators, Congressmen, and senior military commanders about the impact of BRAC.

Other highlights include establishing a satellite CPAC office in Okinawa, Japan, regional training to all CHRA personnel on the DOD PPP Uniformed Services Employment and Reemployment Rights Act (USERRA), deploying the Defense Travel System for all Pacific Region CHRA employees, filling 61 percent

of the submitted Military to Civilian recruitment actions, and transitioning DCIPS employees to the West CPOC for servicing.

## Europe Region

**Staffing Quality and Timeliness.** The Europe Region processed 10,883 US and Local National (LN) recruit/fill actions with an average fill time of 46 days per action.

**Classification.** The Europe Region processed 8,854 routine actions in an average of two days and 1,925 non-routine actions in an average of 9 days.

**Workforce Sizing.** The Europe Region processed 940 realignments and 39 LN RIFs.

**Pay Management.** The Europe Region resolved 2,585 pay issues, and had 30 unresolved pay issues.

**Training.** The Europe Region conducted 102 courses, input 8,314 training instances, and trained 1,873 employees.

**Awards.** The Europe Region processed 16,629 monetary awards totaling \$14,920,695 and 2,633 Non-Monetary Awards.

**Cancellations and Corrections.** The Europe Region processed 2,122 cancellations and 1,879 corrections.

**Other Highlights and Activities.** The Europe Region developed a pilot training module for community Employment Readiness Centers, conducted the Summer Hire

Program, implemented the Belgium Host Nation Employee Evaluation System, and developed a Contingency of Operations Plan (COOP) in conjunction with the Northeast Region.

schedule, and processed 28,908 personnel actions.

## **Korea Region**

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

The Korea Region closed 3,544 recruit/fill actions with an average fill time of 35 days per action.

**Classification.** The Korea Region processed 2,758 routine actions in an average of two days and 387 non-routine actions in an average of 10 days.

**Workforce Sizing.** The Korea Region conducted 37 RIFs and 569 realignments.

**Training.** The Korea Region conducted 636 courses and trained 1,386 employees.

**Awards.** The Korea Region processed 1,494 monetary awards totaling \$1,307,549 and 289 non-monetary awards.

**Cancellations.** The Korea Region processed 781 cancellations and 456 corrections actions.

### **Other Highlights and Activities.**

The Korea Region was evaluated by CPEA, brought on-site the Basic Classification and Basic Staffing courses, deployed a DEU, held monthly Resumix briefings and terrain walks with managers, implemented alternate work