

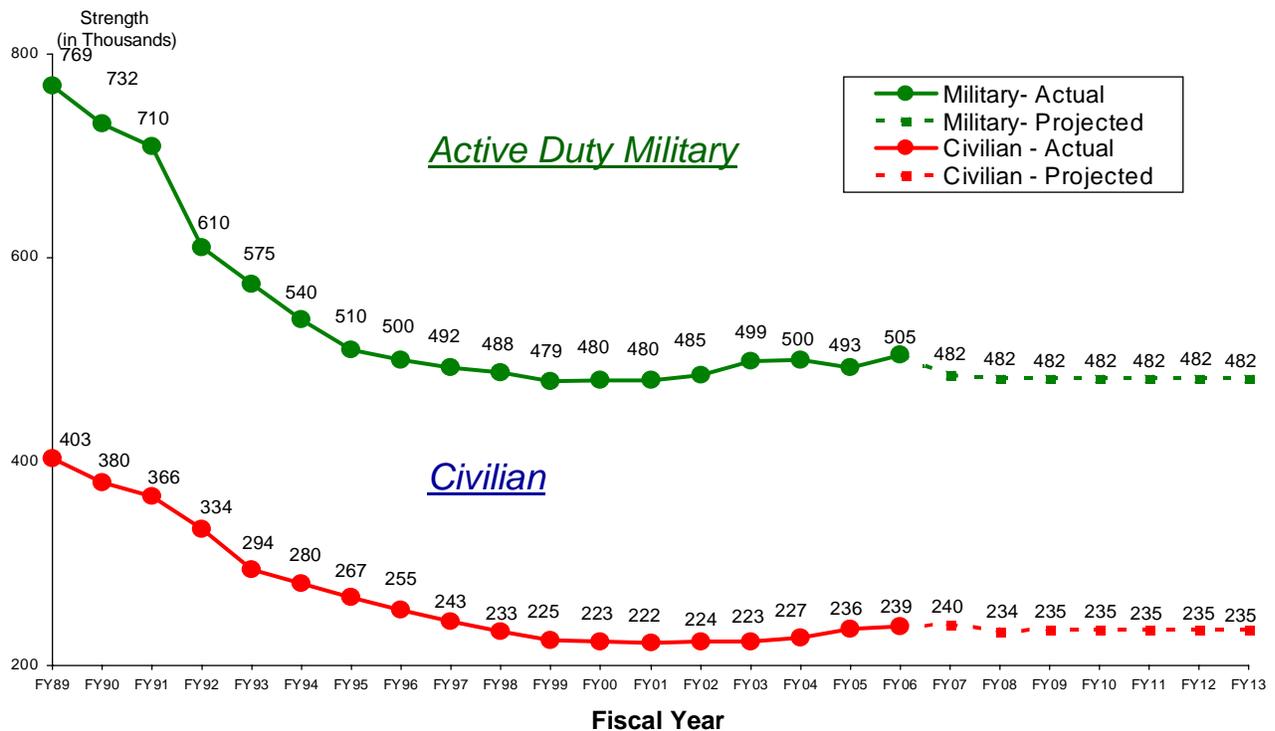
FY06: The Year in Review

Army's Civilian Work Force

Army civilians are an integral and vital part of the Army team. They include both appropriated fund (AF) and non-appropriated fund (NAF) employees. As of September 30, 2006, there were 236,990 US direct hire employees and 25,047 foreign national employees paid from AFs, including those Army civilians in the Civil Works Program. There were also 26,676 NAF employees on board. These civilians are employed in over 550 different occupations with the highest concentrations in logistics, research and development, and base operations functions. The Army also employs over 200,000 civilian contractors. During FY06, Army civilians made over 4,000 deployments outside the U.S. in support of Operation Enduring Freedom, Operation Iraqi Freedom, and other contingencies.

The Army continues to transform to meet the new world requirements and fight the global war on terrorism. This transformation has led to a realignment of soldiers to operating forces that are essential to manning our new brigade combat teams/modular army. FY06 has ended with civilian end strength within 4 over the authorized strength of 239K. FY06 military end strength is 505.4K, an increase of 12K from FY05. Military strength is down 34 percent from FY89 and civilian end strength is down 41 percent from FY89.

Military and Civilian Strength

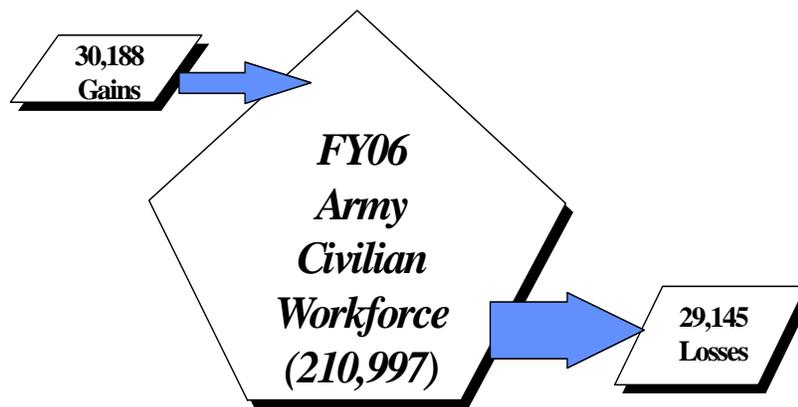


Source: SF113A Report (civilian actual), SIDPERS (military actual) FY07 President's Budget (projected).
Figure 1. Military and civilian forces over time.

The Civilian Human Resource (CHR) community (see performance indicator 1-3 for definition) decreased by 76 positions (from 3,608 to 3,532). Overall, the CHR workforce has reduced 51% from its FY90 strength of 7,248.

The Army gained more civilians than it lost in FY06 (see Figure 2) when civil functions are included. Although the size of the Army civilian workforce has stabilized since the drawdown began in 1989 (Figure 1), the average age and tenure has increased, from 43 in FY89 to 47 in FY06. Tenure increased from

Army Civilian Gains and Losses, FY06 ***(Military and Civil Function)****



*Includes U.S. Citizen Appropriated Fund employees (full-time, part-time, and intermittent; temporary and permanent; Military and Civil Functions). Gains include return to duty. Losses include leave without pay.

Source: CIVFORS

Figure 2. Army civilian gains and losses during FY06

13.5 years in FY89 to 15.8 in FY06. There were 26,089 optional (voluntary) retirement-eligible Army civilians at the end of FY06. Retirement eligible employees represent 12.4% of the workforce. This is a 4.2% increase over the 25,016 retirement-eligible Army civilians last year.

The following are highlights for the Assistant G-1 for Civilian Personnel major functional areas of responsibility.

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

- Welcomed Ms. Jeannie Davis as the new Acting Deputy Assistant G-1 for Civilian Personnel

National Security Personnel System (NSPS) Program Management Office

- Released draft NSPS guidance and procedures
- Prepared and trained 350 Transition Managers for conversion to NSPS in Spirals 1.2 and 1.3
- Conducted General Officer Steering Committee meetings to educate on NSPS and engage senior leaders in decisions on NSPS discretionary areas
- Developed standardized tools for performance management
- Established Army NSPS website

- Participated on numerous PEO lead NSPS design working groups
- Provided numerous NSPS training briefings for Command hosted conferences
- Implemented Spiral 1.1 for 2350 CHRA CONUS employees

Civilian Personnel Evaluation Agency (CPEA)

- Implemented the Civilian Leader Improvement Battery (CLIMB), a competency-based leader development tool; over 2000 Army and Navy employees initiated the CLIMB in FY06
- Completed proof of concept testing for an automated alternative network system as part of the AG-1(CP) Continuity of Operations Plan (COOP)
- Designated by the NSPS Overarching Integrated Product Team (OIPT) to conduct and report on a review of the NSPS Performance Management System
- Continued to implement, administer, analyze, and provide results for civilian attitude and customer satisfaction surveys to include the Army Civilian Attitude Survey, the Army Exit Survey, and the Supervisory Assessment of CPAC Performance
- Represented Army as a full member of the DoD Joint Basing working group
- Reported success (GREEN) in achieving one of the President's Management Agenda, Strategic Management of Human Capital goals: less than 45 working days for non-SES positions
- Used Civilian Human Resources Activity Based Costing System (CHR-ABC) results in Joint Basing planning sessions to position Army ahead of other DoD components in showing results of time spent performing personnel related duties; CHR-ABC data prominently used in realignment/restructuring initiatives
- Developed and expanded FY2007-2013 Civilian Human Capital (CHC) Strategic and CHC Business Plans to incorporate EEO/CRA, Leader Development, Mobilization, and SES; plans cascade from DoD human capital goals and objectives and align employee performance objectives to organizational mission and goals

Civilian Human Resources Transformation Division

- Established the CHR Transformation Division, lead by the Director, Dr. Anthony Durso
- Organized into Lean Six Sigma (LSS), CHR Transformation, and Workforce Analysis and Forecasting (WAF) branches
- Initiated re-engineering of recruitment and worker's compensation processes (LSS)
- Initiated virtual team pilot projects at five CPOCs (CHR Transformation)
- Completed hundreds of analyses to include workforce forecasts, intern projections, trend/program analyses, and program justifications (WAF)
- Incorporated Bureau of Labor Statistics into CivFors forecasts (WAF)
- Completed Phase I for aligning faces to spaces
- Developed an execution plan for the Army's Competency System to meet Defense Human Capital Strategy guidance

Policy and Program Development (PPDD)

- Released Secretary of Defense downsizing and restructuring for program allocation of 8,313 Army VSIPs for FY07
- Participated in the 2006 DOD Worldwide Foreign Nationals Conference to update them on relevant DoD regulations
- Implemented the "Quality Measure for Referral List (QMRL) Future Enhancement" to provide managers an opportunity to make comments on the quality, availability, and timeliness of their referral lists or DEU certificates
- Coordinated DOD Priority Placement Program (PPP) Assessment at the SCCPOC which received a passing review
- Surveyed the entire Army civilian workforce for the foreign language capabilities through My Biz

- Attended Army Family Action Plan Conference to identify well-being issues of importance to our Soldiers, retirees, family members, and DA Civilians
- Published premium pay cap waiver up to \$200,000 for DOD employees serving overseas 42 days or more while performing work in direct support of military operations for the Commander, U.S. Army Central Command; Executive Schedule Level V moves from \$133,900 to \$212,100
- Published an online Hurricane-Natural Disaster Smartbook, bringing together information useful to the workforce in times of natural disaster.
- Updated the CPOLE Emergency HR Guidance web page with guidance and information on the Pandemic Flu.
- Partnered with the Army Well-Being community for employee and family member access to Army Information Line (1-800-833-6622) as the call center for emergency-related assistance with employment and benefits issues.
- Expanded recruitment, relocation, retention incentive authority (the 3Rs) to grant larger incentives and for flexibility of timing payments for positions difficult to fill.
- Returned to duty 69 employees who had been out on long-term compensation, for an estimated lifetime savings to the Army of 47 million dollars.

Labor Relations (LR)

- Conducted numerous NSPS labor relations program training sessions
- Advised field of NSPS litigation resulting in the enjoinder of the labor, adverse action and appeals sections of the regulation
- Oversaw effort to correct assignment of bargaining unit status codes for transition to NSPS
- Provided labor relations guidance on changes to working conditions and completion of labor obligations at the installation level

Nonappropriated Fund Human Resources Policy and Program Office (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
- Wrote the NAF portions of the Employee Information Guide on BRAC implementation guidance
- Developed a Business Based Action (BBA) Guide for NAF Employees that entitlements available to those NAF employees due to privatization of Army lodging
- Developed and taught two NAF classification classes, reviewed 160+ draft position descriptions, and established 133 new position descriptions in NAF PD library
- Developed and produced a detailed screen by screen NAF requirements for FASCLASS
- Provided NAF input on AG-1 (CP) Hurricanes/Natural Disasters Smartbook
- Proposed legislation to 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
- Proposed legislation to allow NAF Crafts and Trade positions to use a pay for performance system
- Hosted the August, 2006 Morale, Welfare, and Recreation Training Conference in Louisville, Kentucky
- Incorporated NAF data in WASS and CIVFORS databases for use forecasting recruitment needs
- Used the NAF Financial Services edit and reporting system to locate and correct data errors; data base quality improved by 11 percent
- Continued work with the Community and Family Support Center (CFSC) to support an automated TDA for Army Morale Welfare and Recreation (MWR)
- Deployed electronic RPA (ERPA) for Managers and Supervisors at several test locations
- Automated the NAF awards system
- Completed the NAF portion of the Army Portal resulting in NAF job announcements being posted on the CPOLE Vacancy Bulletin Board and on USAJobs
- Developed a Job Application Kit for use Army-wide

- Published the NAF Supervisor's Handbook
- Created NAF specific MER/LR training and revised the Basic and Generalist courses
- Provided NAF input for the Employee Information Guide and the Human Resources portion of the Uniform Funding and Management Implementation Guidance.

Program Support Division

- Processed 89 civilian personnel and 113 non-defense personnel award actions for the Secretary of the Defense Medal for the Defense of Freedom (DFM)
- Conducted Secretary of the Army Annual Awards Ceremony, honoring 21 award recipients
- Presented the William H. Kushnick award for outstanding CHR achievement, leadership, and contributions to Mark A. Fuhring, Assistant G-1 Communications-Electronics Life Cycle Management Command, Fort Monmouth, New Jersey
- Presented the John W. Macy., Jr. Award, recognizing excellence in the military or civilian leadership of Army civilians, to Mr. Harry V. Cunningham, Director, Test Technology Directorate, U.S. Army Aberdeen Test Center, Aberdeen Proving Ground, Maryland
- Presented the CHR Lifetime Achievement award for sustained excellence over the course of a career to Ms. Larris Marks, CHR Director, United States Army Forces Command

Army Civilian Welfare Fund Office (ACWF)

- Approved central purchase of vending machines and grants totaling \$111K
- Increased net income of Post Restaurants by 9.5%
- Increased resources provided to Civilian Welfare Fund's by 11.4%
- Projected approved FY06 Business Based Actions to increase FY07 profitability by over \$120K
- Expended \$2.1M in NAF facility improvements; centralized purchasing resulted in savings of nearly 7%
- Initiated FY07 transfer of COR responsibilities for all Fort Belvoir PRF Contracts to the ACWF Board Office

Civilian Human Resources Agency (CHRA)

- Converted 2350 CHRA employees in Spiral 1.1 NSPS at an accuracy rate of 99.9% for converted records
- Hosted/or presented DoD Priority Placement Program training under NSPS
- Established an NSPS working group to review various NSPS related documents and provide comments on items that need to be added or clarified
- Developed pay setting guidance to assist HR managers in setting pay for CHRA employees
- Participated in the NSPS Transition and Deputy Transition Managers Workshops as subject matter experts
- Monitored DCPDS data quality to correct errors in preparation for NSPS conversion
- Participated in NSPS Position Requirements Document (PRD) Workgroup to develop standard PRDs for use DoD-wide
- Coded Base Realignment and Closure (BRAC) indicator codes in organizations affected by BRAC decisions to identify positions entitled to annual leave restoration provisions
- Developed a Human Resources Strategic Transition Handbook as a guide for CPACs to aid in their advice and assistance role to managers and commanders affected by the BRAC decisions
- Partnered with the Human Resources Command's AW2 Task Force Office to provide severely wounded Soldiers advocacy and personal support to assist them in finding civilian employment with the Army
- Performed an in-depth review of outstanding referral lists to ensure applicants entitled to veteran's preference were referred correctly due to a change in Public Law which expanded the definition of a veteran for purposes of preference eligibility
- Provided CHR assistance through weekly Multi-National – Iraq teleconferences

- Provided CHR volunteers for 179 day deployment assignments to Kuwait and Baghdad, Iraq in support of the Global War on Terrorism
- Issued Guidance Memo No. 12-06 on granting time off awards to CHRA employees returning from deployment in support of the Global War on Terrorism.
- Completed value-stream analysis for a workgroup conducting a Lean Six Sigma review of the recruitment process
- Completed 1,583 Military to Civilian conversions, allowing the MACOMs to meet their targets
- Simplified access to the Army Benefits Center-Civilian (ABC-C) by using the Army Knowledge On-Line (AKO) authentication procedures, eliminating the cumbersome ABC-C point of entry
- Published ABC-C statistics for benefits processing
- Created an Advisory Center Email Distribution for Benefits and Entitlements (B&E) to quickly and consistently notify advisory center representatives of B&E items related to the advisory function.
- Began initiative to provide personal benefits counseling in limited situations in order to help Army employees feel more comfortable in managing their benefits
- Publicized the Emergency Leave Transfer Procedures (ELTP) that employees who were victims of Hurricane Katrina should follow to request emergency leave donations to help them recover from this disaster; also publicized the procedures employees should follow who wanted to contribute annual leave to the ELTP for these employees
- Held bi-weekly teleconferences 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
- Analyzed Quality Control (QC) requirements for annual pay adjustments to assist regions focus on problem areas
- Processed over 174,000 Annual General Schedule and Equivalent Pay Adjustments using Mass Salary Process, with an error rate of 0.06%
- Built automated pay tables for Army faculty at the Army War College, West Point, and the Army Command and General Staff College
- Developed new "Pay Status" tool to show the status of personnel actions after they are sent electronically to the Defense Civilian Pay System (DCPS)
- Provided the names of over 800 Army employees to the Defense Finance and Accounting Service (DFAS) to process the conversion of payment of Retention Incentive to an automated process
- Converted approximately 1,000 employees in the United States Army Medical Command (MEDCOM) Title 38 premium pay entitlements
- Tested electronic transmission of the payroll reconciliation mismatch sheets at DFAS, Denver, Colorado in order to track mismatches to confirm they are resolved and to reduce mailing costs
- Developed quality control procedures for moving Appropriated Fund Positions to Nonappropriated Fund Placements
- Completed pay plan conversion of Law Enforcement Officers
- Completed FY05 DoD Inspector General (IG) audit of Civilian Payroll Withholdings with no reportable errors for the second consecutive year
- Modified the CHR-Activity Based Costing (CHR-ABC) System to include an NSPS Function to record preparation and planning; CHR-ABC was also used to support "Joint Basing."
- Participated in Electronic Official Personnel Folder (eOPF) Working Group to determine the feasibility of deploying eOPF within DoD
- Provided the requirements information for converting the Army Regional Tools (ART) to development under the One Army Portal
- Participated in and coordinated with HQDA in the DCPDS COOP Rehearsals
- Continued to pull statistics for the 180-day waiver report for use by the MACOMs to meet the 180-day waiver bi-annual reporting requirement to HQDA
- Participated in an HQDA-sponsored briefing to Navy personnel on the Tier 1 database, the Civilian Productivity database, and the CHRA monthly production reports/ad hoc reports
- Partnered with USACE Human Resources and Logistics Management representatives to develop a detailed plan to transition the USACE LM employees to the new LM HPO structure

- Supported the Workforce Recruitment Program (WRP) by providing HR personnel processing guidance and marketing efforts that encourage the field activities to participate and appoint students to work in CHRA
- Participated in Performance Reference Model Working Group (PRMWG) Meeting at Office of Personnel Management (OPM) as part of the Human Resources Line of Business (HRLOB)
- Oversaw Army wide NAF HR operations and provided operational, administrative and technical guidance to all CPACs, CPOCs, Regional Offices, HQCFSC and IMA
- Continued to develop and deliver NAF HR Training
- Resolved approximately 270 NAF pay related issues
- Worked with all CPAC NAF HROs to improve the accuracy and consistency of their payroll interface acceptability percentage; achieved the DA goal of 95% payroll interface acceptability
- Monitored the progress of NAF Position Description (PD) standardization with 87% of encumbered positions standardized
- Developed logic for a Quality Control ticket designed to reduce the number of employees APF employees getting their lump-sum leave paid out erroneously when they port to NAF
- Developed several quality control reports for NAF HR Offices across Army to facilitate achieving accuracy and maintenance of NAF records in the DCPDS
- Facilitated testing of the Electronic Request for Personnel Action at 18 installations across Army
- Prepared and submitted 2 SCRs to add NAF records into the Tier 1 database and implement RPA Tracker and Inbox Statistics tools for NAF
- Stood up a regional transformation team to streamline region wide restructuring work and cross leveled staff to meet mission requirements
- Conducted 40 Civilian Human Resources (CHR) courses at the CHRA Training Facility at Aberdeen Proving Ground, Maryland and at CONUS and OCONUS Civilian Personnel Operations Centers; trained 915 students in CHR courses; hosted 28 VTTs (827 students trained) using the Classroom 21 facilities
- Hosted 3 Instructional Methods courses and trained 53 trainers in an effort to continue to build a cadre of trainers to support the ongoing rollout of NSPS
- Presented Workforce Analysis Support System (WASS) and the Civilian Forecasting System (CIVFORS) as a regular part of the CHRA TMD curriculum
- Conducted monthly DCPDS teleconferences with all CPOC “superusers” and Charter Team members to discuss common DCPDS processing problems and develop corporate solutions
- Fully executed the ACTEDS Competitive Development Program by the end of FY06
- Placed 100% of the Senior Service School graduates
- Executed 71% of authorized FY06 funding for the Competitive Professional Development program (an imposed resource restriction prevented 100% execution)
- Continued to pursue SHRM Certification for the HR Community
- Modified the NSPS PEO courses to make a more efficient, Army centric, and flexible training curriculum for employees, supervisors and HR Professionals that were converting to NSPS

Regional Productivity Indicators

- HQDA monitors Civilian Human Resource indicators of workload volume and efficiency with a number of systems, reports and reviews throughout the year. In our FY06 Annual Evaluation the following statistics are gathered for each Army region: Staffing Quality and Timeliness, Classification, Workforce Sizing, Pay Management, Training, Awards, and Cancellations and Corrections.

REGION		SW	SC	NE	NC	WEST	PAC	EUR	KOR
Staffing Quality & Timeliness	Recruit/Fills	12,422	11,425	11,670	12,217	12,998	2,833	7,638	2,359
	Fill Time (Avg Days)	46	51	44	37	46	50	48	37
Classification Actions	Routine	10,015	8,557	9,699	10,040	23,357	4,365	10,607	1,930
	Avg Days	1	2	2	1	1	1	2	3
	Non Routine	2,256	1,837	1,687	1,669	3,344	810	4,722	304
	Avg Days	14	12	16	5	13	15	7	8
Workforce Sizing	Realignmts	12,405	3,601	7,237	5,216	9,568	1,212	3,670	1,432
	A-76 Stds	2	0	1	0	2	0	0	0
	RIFs	6	5	2	3	3	1	137	26
	Reorgs	27	5	72	8	2	2	21	3
Pay Management	Pay Problms	2,053	570	657	576	393	527	1,137	428
	Avg Days to Resolve	13	13	23	8	11	7	18	17
Training	Courses	194	275	490	219	6,391	1,388	195	137
	Emps Trng	7,070	6,484	11,074	55,369	35,258	1,374	3,829	2,108
	Rcd Update	30,952	108,692	31,944	75,554	37,994	5,142	7,458	1,679
Awards	Monetary	42,029	40,879	44,729	27,747	38,121	5,462	14,105	5,031
	\$ Amt	33,765,469	7,575,244	61,316,355	37,885,523	36,342,458	4,633,107	12,918,139	2,175,791
	Non Mntry	7,362	11,235	5,799	7,488	12,100	3,731	3,370	1,125
Cancellations		3,088	3,770	1,889	2,651	3,891	859	8,506	441
Corrections		4,218	2,296	2,788	3,092	7,222	787	1,863	301