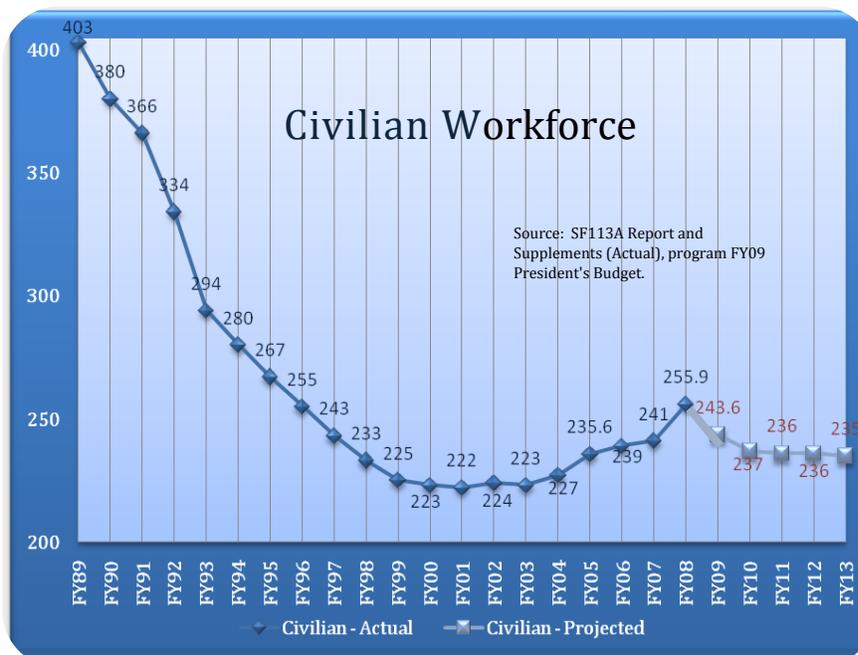


# FY08: THE YEAR IN REVIEW

## ARMY'S CIVILIAN CORPS

Army civilians are an integral and vital part of the Army team. They include both appropriated fund (APF) and non-appropriated fund (NAF) employees. As of September 30, 2008, there were 232,358 US direct hire employees and 23,547 foreign national employees paid from AFs, including those Army civilians in the Civil Works Program. There are also 29,054 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. Approximately 5,575 civilians were deployed in FY08 with approximately 892 in support of Operation Enduring Freedom (OEF) and approximately 4,683 in support of Operation Iraqi Freedom (OIF).

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.



This transformation has led to a realignment of soldiers to operating forces that are essential to manning our new brigade combat teams/modular army. FY08 concluded with civilian end strength 13,062 over the authorized strength of 242.8k. FY08 military end strength is 544K, an increase of 22K from FY07. Military strength is down 29 percent from FY89 and civilian end strength is down 37 percent from FY89.

Figure 1. Army civilian workforce over time

## ARMY CIVILIAN GAINS AND LOSSES

The Army gained more civilians than it lost in FY08 (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 has increased, from 42.0 in FY89 to 46.6 in FY08. Tenure increased from 13.5 years in FY89 to 14.6 years in FY08. There were 29,834 optional (voluntary) retirement-

eligible Army civilians at the end of FY08. Retirement eligible employees represent 13.2% of the workforce. This is a 7.1% increase over the 27,865 retirement-eligible Army civilians last year.



This data includes US 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 FY08

The following are FY08 highlights for the Assistant G-1 for Civilian Personnel major functional areas of responsibility.

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#### OFFICE OF THE ASSISTANT G-1 FOR CIVILIAN PERSONNEL (AG-1(CP))

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- Dr. Susan Duncan became the Assistant G-1 for Civilian Personnel. Ms. Jeannie Davis became the Director of Civilian Personnel for the Corp of Engineers.

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#### EMPLOYMENT POLICY DIVISION

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- Obtained Office of Personnel Management (OPM) direct hire approval for the Corps of Engineers New Orleans District
- Obtained OPM approval for the United States Military Academy authority to recruit for gender specific candidates for clinical psychologist positions to assist female cadets who were subject to sexual assault and harassment.
- Obtained OPM direct hire authority for Rock Island Arsenal to quickly hire journey level wage grade employees to provide protective armor for vehicles being deployed to Iraq and Afghanistan.
- Provided assistance to Army Materiel Command for a special acquisition task force to address recruitment and staffing requirements.

- Participated in a DOD Priority Placement Program (PPP) Options Codes Working Group to allow for a more streamlined PPP process.
- Participated in two OPM workshops on recruitment and staffing that resulted in new business process road maps for agencies to use for external recruitment certificates.
- Attended Army Wounded Warrior (AW2) Symposium in Indianapolis as the subject matter expert for civilian personnel issues and worked with the Army wounded Warrior program to place soldiers.
- Obtained DOD and DOD Components' approval to pilot the DOD Priority Placement Program for military spouses world-wide.
- Participated in the Secretary of the Army Wounded Warrior Education Initiative, which resulted in appointment of medically retired Wounded Warriors to complete graduate programs at the University of Kansas in preparation for qualification as platform instructors at the Command and General Staff College.
- Developed a Base Realignment and Closure Commanders' (BRAC) Smartbook that provided available recruitment options for commanders and senior leaders of commands, installations, and activities.
- Developed emergency furlough guidance for the Army which DOD adopted as a template for the other Components to follow.
- Represented the Army on the Federal Prevailing Rate Advisory Committee (FPRAC), the Administration's labor-management group that advises OPM on matters pertaining to the Federal Wage System.
- Represented the Army on the DOD Wage Committee that determines the wage schedules used by all Federal agencies in each Appropriated Fund and Non-Appropriated Fund geographic wage area.
- Put in place a higher premium pay cap for personnel serving overseas 42 days or more performing work in direct support of military operations for the Commander, U.S. Army Central Command; limitation moves from \$139,600 to \$212,100 and supports an all-volunteer force.
- Secured special pay rates for difficult to fill positions, including scarce medical specialties providing care for Soldiers, their families, and deployed civilians.
- Implemented increased recruitment, relocation, and retention incentives to address current and future hiring and retention problems, and an enhanced retention incentive to support the strategic human capital needs of BRAC activities.
- Attended the Army Family Action Plan Conference as a Subject Matter Expert.
- Represented the Army on the DOD Civilian Advisory Panel Board that coordinates Joint Travel Policy changes within DOD.
- Provided focal point for Hurricanes Ike and Gustav CONUS evacuation travel entitlements.
- Provided subject matter expertise (SME) for Department of Army Civilians (DAC) and DOD civilians and their family members on pre and post evacuation travel allowance.
- Participated as a key component player in the development of the OSD new Civilian Expeditionary Workforce Concept.
- Reviewed, analyzed and provided recommendations on the Gansler Commission's report/legislative proposal on comparability pay, a commission established to review and propose recommendations for overcoming issues related to the contracting community during contingency operations.
- Planned, developed and implemented the placement of a civilian HR Specialist at the CONUS Replacement Center (CRC) to ensure that all DOD personnel processing thru the CRC are properly informed of their benefits and entitlements, responsibilities while deployed, and requirements upon re-deployment back to their homestation.

- Supported Army Family Action Plan initiatives to improve the well-being of our Soldiers, retirees, family members, and Army Civilians.
- Provided updates to the Army G-1 Personnel Policy Guidance (PPG) to ensure latest guidance for Army Civilians who deploy in support of contingency operations.
- Posted a listing and description of entitlements and benefits for Army Civilians deployed to Iraq and Afghanistan on the Army civilian personnel only (CPOL) web site.
- Participated in a working group that developed OTSG/MEDCOM guidance on medical care for Army Civilians who sustain deployment-related illnesses or injuries.
- Worked with stakeholders at the OSD, HQDA, and command levels on the development of guidance to ensure that Army Civilians who return from deployment are afforded health assessments and, as needed, healthcare referrals.
- Held 2-day regional training meetings for Injury Compensation Program Administrators (ICPAs) at nine locations around the USA.
- Made presentation on Workers' Compensation at MEDCOM's Force Health Protection annual conference in Albuquerque NM.
- Made presentation on Workers' Comp at IMCOM's Garrison Commanders conference in San Diego CA.
- Held phonecon reviews with all CPAC chiefs and ICPAs, discussing efficiency of their program in controlling costs and returning long-term claimants to productivity.
- Developed a recruitment and marketing brochure for the 2008 Association of United States Army Conference that provided a simple explanation for creating and submitting resumes, locating job opportunities, and describing employment benefits.
- Authored the legislative proposal which resulted in Executive Order 13473, providing a Federal-wide noncompetitive appointment authority for military spouses.

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### PROGRAM SUPPORT DIVISION

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- Processed 10 civilian personnel and 202 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 24 award recipients
- Presented the William H. Kushnick award for achievement of an Army employee engaged in the administration of civilian personnel programs resulting in material improvements in service, a substantial financial saving or significant social and/or technological progress to Mr. Anthony W. Whitehouse, Director, Civilian Personnel Directorate, United States Army Europe and Seventh Army.
- Presented the John W. Macy, Jr. award for demonstrated excellence in the leadership of civilians by and Army military or civilian supervisor to Mr. David B. Wilson, Collection and Exploitation Directorate, Media Exploitation Division Chief, National Ground Intelligence Center, Charlottesville, Virginia.

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### NATIONAL PERSONNEL SECURITY PERSONNEL SYSTEM (NSPS) PROGRAM MANAGEMENT OFFICE

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| <ul style="list-style-type: none"> <li>• Completed 235,113 instances of training for NSPS.</li> <li>• Prepared and trained 4,552 Spiral 2 Pay Pool Panel members.</li> </ul> | <ul style="list-style-type: none"> <li>• Completed training for 98% of supervisors and employees prior to conversion.</li> </ul> |
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- Conducted electronic General Officer Steering Committee to establish Pay Pool funding for Element 2.
- Developed and staffed Army unique guidance to the revised DoD implementing instructions.
- Developed Army Reduction in Force guidance.
- Participated in numerous Program Executive Office (PEO) lead NSPS working groups.
- Provided numerous NSPS training briefings for Command hosted conferences.
- Implemented Spirals 2.1c, 2.2d, and 2.2h for 25,846 non-bargaining unit employees.
- Updated guides for performance plans, mock pay pool assessments, and pay pool business rules.
- Developed and published Army instructions for the reconsideration process.
- Developed and continually updated briefing and training materials, articles, and a variety of informational documents that were shared throughout Army and placed on the Army NSPS website to inform the workforce.
- Revised general notices and funding guidance.
- Responded to management and employee concerns via “Ask NSPS” website.
- Updated Frequently Asked Questions to comply with Code of Federal Regulations and DoD policy.
- Updated End of Cycle Pay Pool Guide for Army.
- Provided extensive automated tool support.
- Developed step by step guides on the Performance Appraisal Application and co-hosted webinars.
- Participated as a key component player in providing recommendations for changes to the Performance Appraisal Application and other NSPS automated tools in PEO/Civilian Personnel Management Service (CPMS)/Components working group.
- Hosted and chaired bi-weekly pay pool and performance management teleconferences which included discussions and guidance on the Performance Appraisal Application tool.
- Drafted documentation for pay pools and HR specialists on specially situated employees in NSPS; this draft was revised to be issued by DOD.
- Developed reference guides, bulletins, decision tables, step-by-step guides, bulletins, and tools to assist in conducting mock pay pools, interim reviews, closeout assessments, and early annual ratings.

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### CIVILIAN PERSONNEL EVALUATION AGENCY (CPEA)

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- Managed the AG-1(CP) civilian survey program (e.g., the Army Civilian Attitude Survey, the Army Exit Survey, the Supervisory Assessment of Civilian Personnel Advisory Center (CPAC) Performance, the Wounded Civilian Medical Experience Questionnaire, the Walter Reed Army Medical Center Retention/Relocation Survey, the DeWitt Army Community Hospital Sustainment Survey, the National Security Personnel System (NSPS) Satisfaction Survey, and the Civilian Information Systems Directorate Organizational Climate Assessment).
- Developed plans for revising and improving the Civilian Leader Improvement Battery, our competency-based leader assessment tool.
- Developed plan for ongoing NSPS key performance parameter analyses and special studies dealing with recruitment, retention, reassignment, relocation, and performance management.

- Completed Continuity of Operations Plan (COOP) updates and essential testing for the G-1 and AG-1(CP) functional missions, emergency staff, and proposed alternate sites.
- Conducted rating and payout analyses for all Army employees under NSPS performance management system.
- Determined the strengths and weaknesses of recruitment efforts and the staffing program at Fort Leonard Wood, MO.
- Responded and addressed program and service deficiencies identified from the 2007 Department of Defense (DOD) Civilian Human Capital Accountability System (CHCAS) reviews of the Department of Army activities serviced by North Central and South Central Personnel Operations Centers (CPOC).
- 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 to fill non-Senior Executive Service (SES) critical occupation positions.
- Expanded the FY2007-2013 Civilian Human Capital (CHC) Strategic and CHC Business Plans to incorporate Equal Employment Opportunity (EEO)/Civil Rights Act (CRA), Leader Development, BRAC initiatives and Joint Basing Implementation, Mobilization/Civilian Expeditionary Workforce, and Senior Executive Service; plans cascaded from DOD and Army human capital goals and objectives and aligned employee performance objectives to organizational mission and goals.

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#### CIVILIAN INFORMATION SERVICES DIVISION (CISD)

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| <ul style="list-style-type: none"> <li>• Conducted the worldwide deployment of Business Objects XI (BOXI) and the subsequent transition of some 3,500 users from the legacy Business Objects environment to the new web-based platform.</li> <li>• Managed large-scale DCPDS requirements gathering, test, and validation projects including verification of changes to Mass Special Pay, Mock Modern-to-Modern (M2M), M2M, PAA V2 enhancements and development of PAA V3.</li> <li>• Coordinated six NSPS spirals, affecting more than 32,000 employees, with a resulting 99% or better success rate for each spiral.</li> <li>• Received and responded to more than 14,000 CPOL Portal inquiries, exceeding the 2-day response time objective in all cases.</li> <li>• Authored, staffed, and oversaw the implementation of 39 FASCLASS Functional Requirements Documents (FRDs) for the Appropriated Fund (AF), NAF, and SES communities.</li> </ul> | <ul style="list-style-type: none"> <li>• Partnered with other federal agencies to propagate FASCLASS capabilities to DoDEA, WHS, and the Departments of State, Interior, and Energy.</li> <li>• Established AG-1(CP) Enterprise Architecture (EA) program and developed numerous EA products to better manage large-scale projects, such as the CAC enablement of DCPDS, and began integrating our products with those developed at G-1 and HRC.</li> <li>• Completed System of Record Notifications (SORN) and Privacy Impact Assessments (PIA) on all civilian HR systems and applications containing personally identifiable information (PII).</li> <li>• Processed more than 1,600 system access requests in support of the Army-wide civilian personnel community – new account processing and assistance. This included access to DCPDS, CSU, ACL/CPOL, WASS/CIVFORS, the I-Complaints BOA/BOXI universe, and RESUMIX, among others.</li> <li>• CAC enabled DCPDS and established tight security controls to ensure system access</li> </ul> |
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is from only .mil or .gov Internet domains – effort positively and directly affected each of the Army’s 300,000 plus employees, managers, and military supervisors.

- Led Army functional testing and validation efforts for the new Mass Conversion, Lifecycle, and PAA requirements regarding the Defense Civilian Intelligence Personnel System (DCIPS) – which will deploy to more than 5,000 Army civilian intelligence personnel in the summer of 2009.
  - Completed the Defense Information Assurance Certification and Accreditation Program (DIACAP) Scorecards for all Army Civilian Human Resources (ACHR) production systems.
  - Upgraded the Assistant G-1 Civilian Personnel (AG-1 CP) Headquarters Information Technology (IT) infrastructure at the Hoffman Complex.
  - Upgraded ACHR and Army Non-appropriated Fund (NAF) Civilian Personnel Advisory Centers (CPACs) IT infrastructure worldwide.
  - Modernized the Storage/Backup Capability at the Civilian Personnel Operations Centers (CPOCs) Army wide.
  - Accomplished the Network Printer Life Cycle Replacement Initiative at all CPOCs and CPACs.
  - Completed the Network Security Segregation Project at the Hoffman Data Center.
  - Accomplished a successful annual COOP Exercise at all 3 ACHR Data Centers
  - Maintained network readiness at 99.9% for the entire calendar year.
  - Provided Civilian Senior Leader Management with a DASHBOARD capability enabling Army commanders and senior leaders to manage the acquisition, training and efficient use of limited SES employees allocated by the Secretary of Defense.
  - Successfully migrated from a server facing decommission, resulting in a maintenance cost avoidance of approximately \$220K
- and a cumulative improvement in processing times of 25%.
  - Implemented critical trusted facilities management security enhancements of several large data bases.
  - Implemented new quality control processes resulting in a high success rate of producing error-free strength reports and increasing ahead-of schedule deliveries; and more accurate and timely current and historical data for the Office of the Assistant G-1 for Army HQDA and MACOMS.
  - Initiated an AG-1 CP Data Governance program to incorporate data and naming standards for all new data elements added to CISD trusted sources for enterprise applications and business intelligence reporting.
  - Expanded Configuration Management program to identified work products, establishing standards, improving quality and protecting the integrity of the production baseline.
  - Automated a manual process that authorizes and tracks changes to the production baseline, resulting in streamlining the workflow, reducing errors and reducing time to implement.
  - Implemented the Virtual War Room web application to reflect the current Executive hierarchy within the Department of the Army, depict reporting relationships, and provide access to active Executive position descriptions and biographies.
  - Implemented the Executive web application to automate position descriptions and provide variety of search, report, and lookup capabilities for SES employees. The application helps eliminate paper and manual process in maintaining the SES position descriptions.
  - Successfully conducted the first ISD/CISD Conference in over five years – a boost to working relationships of Army Civilian Human Resource IT support personnel.

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## CIVILIAN HUMAN RESOURCES TRANSFORMATION DIVISION

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- Supported AMC CECOM, FORSCOM and TRADDOC BRAC planners by forecasting gains and losses based on various planning scenarios.
- Developed a briefing for the Assistant G-1 on the state of the civilian workforce similar to the military Program Update Brief (PUB) to the G-1.
- Provided analytical support to CPMS, analyzing gain and loss forecasts in mission critical occupational series within the Department of Defense based on steady-state assumptions.
- Created an AKO website and posted both WASS and CIVFORS training documents and Executive handbooks.
- In a multi-phased, initiative that extends over several fiscal years, the Competency (CMS) Management System was administered, on a voluntary basis, to 157 of the 288 occupations identified as mission critical by the Army commands and hard-to-fill by the Civilian Human Resources Agency. The Assistant Secretary of the Army (Manpower and Reserve Affairs) signed a memorandum requesting the Army leadership and supervisors at all levels to encourage 100 percent participation by their employees in the CMS.
- The Workforce Analysis Support System (WASS) and Civilian Forecasting System (CIVFORS) training was expanded to include a segment of Workforce Planning that addresses how to identify and translate current/future organizational goals into a strategic workforce plan, assesses the current workforce and workforce needs, and measure progress under the plan.
- Added Competency Management System ratings to the Workforce Analysis Support System (WASS) to provide statistical analysis of competency gaps in support of strategic workforce planners in the Army Corps of Engineers

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## LABOR RELATIONS

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- Provided advice and guidance on the labor relations implications associated with the establishment of the Army Contracting Command and the impact on bargaining unit representation.
- Worked with the field in completing a 100% review of Army Bargaining Unit Status codes in preparation for the OPM mass conversion.
- Prepared detailed guidance on union representation issues stemming from upcoming BRAC actions.
- Provided labor relations guidance associated with the implementation of various programs affecting civilian employees' working conditions (e.g., mandatory immunization for health care workers, labor implications of NSPS regulations, computer security requirements, and uniform allowances).
- Worked extensively with the Office of the Provost Marshal regarding the implementation of Army Regulation 190-56, The Army Civilian Police and Security Guard Program.
- Administered the second LR/MER developmental assignment at HQDA.

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## NONAPPROPRIATED FUND (NAF) HUMAN RESOURCES

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- Oversaw Army-wide NAF HR operations and provided operational, administrative and technical guidance to the CHR community, Defense Logistics Agency (DLA), Headquarters Family and Morale, Welfare & Recreation Command (HQ

FMWRC), Headquarters Installation Management Command (HQ IMCOM), and Civilian Human Resources Agency (CHRA).

- Worked in collaboration with Headquarters Department of the Army (HQDA), Policy & Programs Development Division (PPDD), NAF Financial Services, NAF Employee Benefits Office and Portability Office to coordinate the dissemination and implementation of new policies.
- Participated as a key component player in DOD Joint Basing Committee; provided information on supplemental and implementation guidance as applicable to the NAF workforce.
- Provided HR training (24-28 August in Louisville, Kentucky) at the Soldier and Family Action Plan Training Symposium for the NAF HR Officers, specialists, supervisors/ managers as well as appropriated fund employees who supervise NAF employees.
- Worked to incorporate In State Tuition Assistance into policy for eligible employees affected by BRAC.
- Coordinated Army NAF compliance with DOD's mandate for 100% review of Civilian position sensitivity.
- Provided changes to DOD's Civilian Human Capital Guide for Pandemic Planning that were related to NAF employees.
- Participated in the development of DOD's Enterprise Staffing Solution Initiative to streamline the recruitment process across DOD Components.
- Participated in Army Spousal Employment Partnership Event at the AUSA Conference to identify regional companies and develop strategies to incorporate them into Partnership.
- Provided policy guidance on Temporary Change of Station provisions for FMWRC's use as the organization undergoes its BRAC move.
- Provided policy guidance to certify that Army NAF was in compliance with DOD's Policy on Post Allowance for NAF employees hired overseas.
- Represented the Army on the Federal Prevailing Rate Advisory Committee.
- Classified 47 NAF position descriptions and posted them on FASCLASS.
- Modified 38 Child, Youth, and School (CYS) Services positions descriptions to include the new organizational title of CYS Services.
- Revised the AR 215-3 to include new legislative changes, laws, regulations and policies as applicable to the NAF workforce.
- Developed an aggregate pay limitation spreadsheet for NAF Financial Services, which detailed the type of pay included and excluded from the aggregate pay limitation calculation.

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### ARMY CIVILIAN WELFARE FUND OFFICE (ACWF)

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- Increased resources provided to Civilian Welfare Funds by 2.2%.
- Expended nearly \$1.5M in NAF funds for facility improvements resulting in central purchasing savings of approximately 9%.
- Increased by 6.8% overall NAF fund revenue.
- Outperformed the Army Banking & Investment Fund) by 13.2%.
- Helped design the layout of four new cafeterias.
- Developed a standardized statement of work and acquisition plan for all concessionaire contracts.
- Revised AR 215-7 to incorporate recent Board of Directors' guidance as well as DOD and Army policy changes.

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## CIVILIAN HUMAN RESOURCES AGENCY (CHRA)

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- Established the Army Wounded Warrior (AW2) recruitment cell to develop and implement Army Recruitment Initiatives to promote the placement of wounded warriors, separating soldiers, and spouses.
- Created web link on the CHRA website that contains the job application information of all of those registered with AW2 seeking civilian employment.
- Reported on Warrior Transition Unit (WTU), Soldier and Family Assistance Center (SFAC), Army Initiative 2 (AI2) and MEDCOM Alcohol and Substance Abuse Program (ASAP) recruitment actions for all of Army to the G-1.
- Supported the Global War on Terrorism by providing four human resources (HR) specialist volunteers for 179-day deployment assignments to Camp Arifjan, Kuwait and Camp Victory, Baghdad, Iraq ensuring HR advisors were on the ground for the duration of the FY.
- Held monthly teleconferences with the Payroll Interface Liaisons (PILs) from each region to keep them abreast of changes in the payroll interface subject area or provide clarification on issues that were raised by the PILs.
  - Analyzed the quality control reports required to prepare for the January 2008 annual pay adjustments and provided listings to the servicing regions to assist them in focusing on the issues that would cause problems during pay adjustment processing.
- Oversaw the processing of the annual pay adjustments for over 130,000 GS, Title 38, and Army faculty employees effective 6 January 2008 with the exceptional outcome of only 107 errors encountered for an error rate of 0.08%.
- Participated in the Defense Civilian Personnel Data System (DCPDS) Contingency of Operations Plan (COOP) Rehearsals in FY08 and provided feedback and lessons learned for refinement of the COOP process.
- Initiated coordination and action to bring approximately 643 Army civilian employees not serviced by an Army personnel office under the servicing of an Army civilian personnel office.
- Completed the Gatekeeper migration from ART to Portal, worked directly with HQDA in identifying all gatekeepers that were required to move to the Portal.
- Participated with HQDA on the implementation of the CAC Reduced Sign-On.
- CHRA telework guidance memorandum (GM 10-08), CHRA Telework Agreement, CHRA Safety Checklist, and Regional Telework report.
- Created templates and answered inquiries on National Security Personnel System (NSPS) Management Directed Reassignments (MDR).
- Evaluated AutoRIF instructions to ensure accordance with DOD policy, Department of Army policy, and DCPDS operations.
- Forwarded proposal to use the Automated Stopper and Referral System to Civilian Assistance and Re-Employment (CARE) Division of the Civilian Personnel Management Service.
- Filled 508 positions converted from military to civilian to assist the Army Commands in meeting their Military to Civilian conversion targets for FY08.
- Updated titling of MEDCOM NSPS nurse positions to enable applicants to easily review vacancy announcements for subject positions.

- Implemented the results of a MEDCOM Nutrition A-76 Commercial Activities Study across 10 installations.
- Established a Base Realignment and Closure (BRAC) HR website on the CPOL Portal for HR Specialists, to provide information such as handbooks, guidance, and sample briefings for CPAC use in implementing BRAC.
- Calculated lump sum annual leave rates for 2,400 employees separated in 2008 to facilitate lump sum annual leave payment by the Defense Finance and Accounting Office.
- Reviewed and analyzed changes made to NSPS in the areas of compensation and staffing to facilitate implementation of new staffing and pay setting rules by the CPACs.
- Ensured implementation, training and compliance with the new Employment Eligibility Verification (E-Verify) Program mandated by the Department of Homeland Security for all Federal agencies.
- Drafted, coordinated and released guidance memos on the personal reliability program (PRP) and the suitability program.
- Reviewed the impact of NSPS on the Priority Placement Program (PPP) to allow the use of equivalent general schedule grades as common points of reference for NSPS PPP requisitions and registrations.
- Participated on the DOD Pilot Working Group to develop a DOD Enterprise Staffing Solution using Avue Services as a possible replacement of Resumix.
- Developed a plan and process to monitor and track personnel actions of organizations affected by BRAC.
- Developed proposal to modify CPOL to make medical recruitment announcements more visible and easier for interested applicants to find.
- Modified standard Army business processes and procedures on candidate evaluation and referral as a continuing improvement effort to expedite the recruitment process.
- Reviewed and commented on the establishment of more than 2,400 new positions and reorganizations affecting more than 11,000 civilian employees.
- Provided position classification advice and guidance to HQDA staff organizations as well as Commands in fielding worldwide standardized position descriptions.
- Coordinated test applications of draft and final OPM job classification standards potentially impacting tens of thousands of Army civilians.
- Hosted the annual Department of Defense Inspector General (DoD IG) Fiscal Year (FY) 2008 Audit of Civilian Payroll Withholding Audit and provided post-audit assistance and comment to draft report.
- Participated in working groups and actions associated with FECA Oversight, and the Financial Literacy and RetireEZ initiatives.
- Provided information on civil service benefits and coordinated issues and problem cases concerning portability for NAF.
- Assisted in complex reemployed annuitant cases.
- Participated as a DoD/DA representative on various Human Resources Line of Business workgroups at OPM for Shared Service Center (SSC) preparation.
- Participated on the Army Financial Improvement and Audit Readiness workgroup and provided HR subject matter expertise in the development of improved processes in the pay of an employee from "hire to retire".
- Provided oversight and program review in coordination with the Army G-2 in implementation of associated security processing procedures under EQIP.
- Worked with HQDA and CPMS on System Change Requests to improve My Biz.
- Placed 100% of the Senior Service School graduates.
- Executed 100% of authorized FY08 funding for the Competitive Professional Development program.

- Executed 100% of authorized FY08 funding for the ACTEDS Intern Program. hiring 1,073 DA Interns in support of 23 Career Programs.
- Centrally managed NSPS for all of Spiral 2, resulting in 95% of converting employees trained prior to conversion.
- Developed and modified existing comprehensive on-line training tools and briefings for NSPS, many of which were ultimately adopted by DOD for use across component lines.
- Presented 122 individual CHR Functional courses reaching over 2,205 students across the Commands and CHR areas, more than doubling the previous year's accomplishments.
- Initiated and modified a comprehensive training plan and unique modularized training to meet the needs of the CPACs with the announcement of CHR Transformation.
- Developed and piloted the Human Capital Management (HCM) Course specifically targeted for CPAC Chiefs.
- Developed and delivered Management Employee Relations Course. (23 trained).
- Developed and Instructed NAF specific BOA Xi course. 22 trained.
- Developed desktop video pre-training supplement to DCPDS course.
- Implemented use of CA Service Desk for Army NAF.
- Implemented E-Verify for Army NAF
- Supported CISD by providing subject matter expert advice on functional and technical DCPDS matters.
- Provided DOD NAF policy office with BOA reports relative to Joint Basing and Post Allowance.
- 154 PDs added to FASCLASS PD library.
- Improved Position Description Standardization from 94% FY07 to 96% FY08.
- Improved Organization Hierarchy percentage from 71% in FY07 to 77% in FY08.
- Collaborated with NAF Financial Services to change process of submitting DOB/SSN/NAME Corrections on pre-M2M DCPDS employee records.

#### CHRA - NONAPPROPRIATED FUNDS (NAF)

- Oversaw Army-wide NAF HR operations and provided operational, administrative and technical guidance to the CHR community, Defense Logistics Agency (DLA), Headquarters Family and Morale, Welfare & Recreation Command (HQ FMWRC) and Headquarters Installation Management Command (HQ IMCOM).
- Worked in collaboration with Headquarters Department of the Army (HQDA), Policy & Program Development Division (PPDD) NAF HR Policy Branch and NAF Financial Services, NAF Employee Benefits Office and Portability Office to coordinate the dissemination and implementation of new DOD NAF policy.
- Conducted Training Needs Assessment
- Delivered 6 resident courses and trained 135 students.
- Corrected discrepancies between the DCPDS/NFS Master Employee Record data to maintain a 95% accuracy rate.
- Disseminated Child and Youth Services (CYS) employee pay reconciliation quarterly reports and coordinated corrections.
- Represented Army NAF as core team member for Enterprise Staffing Solution.
- Demonstrated DoD Enterprise Staffing Solution functionality to audience of NAF HR officers and MWR managers at FMWRC's Biennial Garrison Commander's Conference in Louisville Kentucky.
- Developed report and calculated turn-over ratio within Army NAF.
- Developed report to determine total number of personnel actions processed.
- Participated in Army-wide analysis of NAF employee performance evaluations and provided appraisal input to CPAC Chiefs upon request.

- Handled approximately 465 career referral requests. 100 additional requests were handled this fiscal year.
- Coordinated the realignment of approximately 6,000 Army NAF Child Care employee records from Payplan CC to Payplan CY based on a DOD directive.
- Collaborated with the Northeast Region to develop a script to realign approximately 550 CYS NAF employee records.
- Collaborated with NE CPOC to develop a script to change CHRA Office symbols in DCPDS on approximately 29,000 NAF employee records.
- Provided assistance with the development of and disseminated guidance relative to Privatization of Army Lodging (PAL).
- Provided Staff-Assistance-Visits (SAV) to Fort Drum, Fort Gordon, Fort Jackson, and Presidio of Monterey NAF HR offices.
- Provided Just-in-time DCPDS training to Fort Belvoir, Fort Meade, Fort Hood, Fort Lewis, Yuma and Defense Logistics Agency NAF HR offices.
- Provided guidance to HROs on how to meet upcoming staffing challenges due to the opening of newly constructed CYS facilities (total of 127 facilities to open thru FY11).
- Provided review and input to DOD NAF Joint Basing efforts and supplemental guidance.
- Resolved approximately 278 pay-related issues between NAF Financial Services and CPAC NAF HR staffs.
- Conducted 100% scrub of Bus Codes in preparation for new OPM structure of codes to be implemented in February 2009.

## REGIONAL PRODUCTIVITY INDICATORS

- HQDA monitors Civilian Human Resources indicators of workload volume and efficiency with a number of systems, reports and reviews throughout the year. In our FY08 Annual Evaluation the following statistics are gathered for each Army region: Staffing Quality and Timeliness, Classification, Workforce Sizing, Pay Management, Training, Awards, Cancellations and Corrections.

REGION		SW	SC	NE	NC	WEST	EUR	KOR	TOTAL
Staffing Quality & Timeliness	Recruit/Fills	21,476	16,395	18,225	17,343	20,134	8,853	2,654	105,080
	Fill Time (Avg Days)	51	51	51	46	68	56	36	53
Classification Actions	Routine	1,005	895	886	914	781	357	148	4986
	Avg Days	3	2	3	2	5	5	2	3
	Non Routine	200	178	155	203	138	145	20	1,039
	Avg Days	13	12	15	8	17	9	9	12
Workforce Sizing	Realignmts	13,654	12,732	11,617	11,339	13,371	8,824	3,380	74,917
	A-76 Stds	181	3	1	4	2	0	0	191
	RIFs	8	5	2	2	1	36	12	66
	Reorgs	102	27	25	5	65	14	0	238
Pay Management	Pay Problms Resolved	869	626	336	389	445	147	31	2,843
	Avg Days to Resolve	31	26	78	17	46	38	79	37
Training	Courses	721	6408	4,856	6,122	634	365	727	19,833
	Emps Trnd	55,056	191,870	21,305	142,740	68,126	1,567	1,221	481,885
	Rcd Update	90,239	165,065	21,305	142,740	95,042	8,690	3,193	526,274
Awards	Monetary	47,153	47,937	48,166	34,806	52,188	15,302	4,026	249,578
	\$ Amt	42,988,526	58,170,188	74,504,048	39,595,336	51,161,291	6,635,915	1,368,553	274,423,857
	Non Mntry	9,759	11,107	5,456	9,759	13,120	2,335	2,295	53,831
Cancellations		3,695	4,154	3,153	3,171	7,865	1,963	646	24,647
Corrections		8,980	3,833	4,348	4,747	5,450	1,822	357	29,537

SOURCE: CHRA