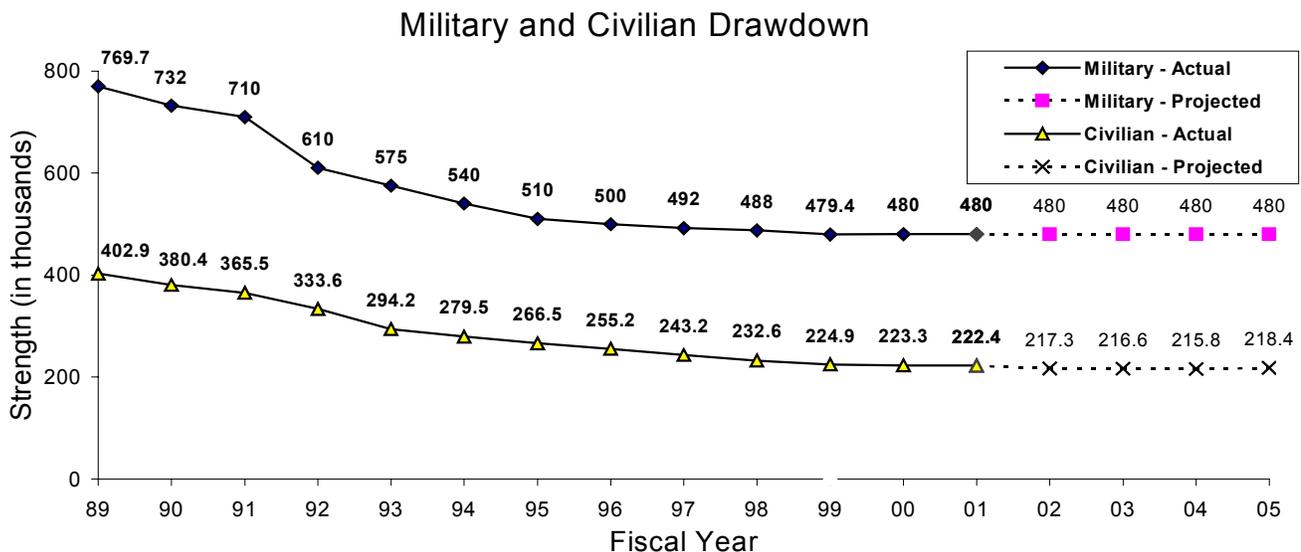


# The Year in Review

## Army's Civilian Work Force

Army civilians have proven themselves to be 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 their uniformed compatriots to provide the critical skills necessary to support essential combat systems and weaponry. This was clearly evident in the wake of the September 11, 2001 attack on the Pentagon, where Department of Army civilians were killed in the line of duty. Approximately 300 civilians are deployed in support of operations in the Balkans (Joint Guardian in Serbia-Montenegro and the Former Yugoslavian Republic of Macedonia and Joint Forge in Bosnia and Croatia) and Southwest Asia (Southern Watch in Kuwait and Saudi Arabia). Although the number of civilians deployed remained steady over the last five years, this could change as the war on terrorism evolves.

Though increasing in importance to mission accomplishment, the number of civilians employed by Army has steadily declined as the Army drew down its force. Overall civilian strength (military function only; including foreign national employees and Military Technicians) declined by 900 in FY01, from 223.3K to 222.4K. Actual FY01 civilian strength was approximately 5K above the target number of 217.6. Since the drawdown began in FY89, civilian strength is down 45 percent (from 402.9K) (see Figure 1). Military strength was stable at 480K over the fiscal year. The total military strength reduction is 38 percent from FY89 strength of 769.7K.



Source: SF113A Report (civilian actual), SIDPERS (military actual) FY03-04 President's Position (projections).

Figure 1. Drawdown of military and civilian forces as a function of time

The Civilian Human Resource (CHR) community (see performance indicator 1-4 for definition) gained 65 positions (increasing to 3,845 from 3,780) during the fiscal year, due to an increase of 135 staff positions and a decrease of 70 operating positions. Overall, the CHR work force has reduced 47 percent from its FY90 strength of 7,248.

Not surprisingly, Army lost more civilians than it gained in FY01 (see Figure 2). Note that these numbers include military and civil function civilians.

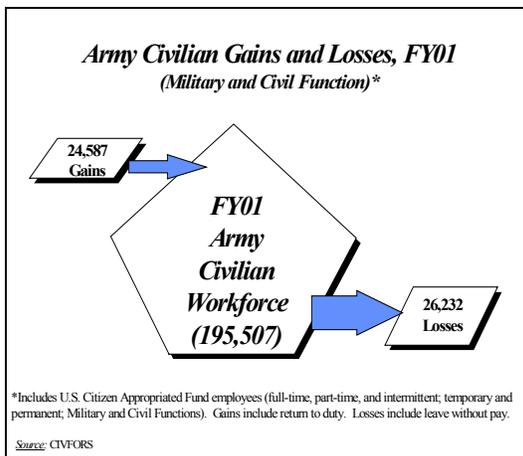


Figure 2. Army civilian gains and losses during FY01

The average age and tenure of the Army civilian has increased since the drawdown began. Average age increased from 43 in FY89 to 47 in

FY01. Average years of service increased from 13.5 in FY89 to 17.5 in FY01. There were 18,544 retirement-eligible (defined as optional retirement, not including discontinued service, voluntary early retirement, or Federal Employee Retirement System (FERS)-reduced annuity) Army civilians at the end of FY01. This represented 9.5% of the work force. That is an increase in both absolute numbers (there were 17,121 eligibles in FY00) and in percent of work force (8.7% in FY00).

### **Civilian Personnel Planning and Evaluation**

#### **Civilian Human Resource Management and Career Program 10.**

The Civilian Personnel Administration Career Field changed its name this year to Civilian Human Resource Management. We developed and published a new Strategic Plan and Army Civilian Training Education and Development System (ACTEDS) Plan (see <http://www.cpol.army.mil/library/army/plans/splans/cp10splan.doc> and [http://www.cpol.army.mil/train/acteds/CP\\_10/](http://www.cpol.army.mil/train/acteds/CP_10/)).

**Board of Directors.** We replaced the CP10 career planning board with the Civilian Human Resource Board of Directors (CHR BOD). The CHR BOD, made up of Major Army Command representatives and elements of the Headquarters, Department of the Army (HQDA) Staff, meets quarterly.

**Nick Hoge Contest.** We re-established the Nick Hoge Professional Essay competition and combined the award presentation with the annual William H. Kushnick and John W. Macy Awards

ceremonies. Nick Hoge, tragically killed at the age of 44, was a brilliant, motivated human resource professional whose contributions to the Army's Civilian Human Resource Management program were inspirational. The essay competition was established in his memory.

**Civilian Personnel Management System XXI (CPMS XXI).** We continued to develop the CPMS XXI vision of "a high-performing workforce of employees and contractors, multiple and integrated skill sets, capable of adapting quickly to a changing Army mission, and competitive with the nation's best." We convinced several of Army's top leadership of the need for advancing the CPMS XXI initiatives. Our strategy centered on developing legislative/regulatory reform that gives managers maximum freedom to manage and grow leaders to meet the Army's Transformation Plan.

We submitted Unified Legislative and Budget proposals requesting legislative changes for on-the-spot hiring authority and pay banding. We continued to develop details to strategically manage GS-13 and above managers and leaders.

**Army Well-Being.** We developed the civilian input to the Army Well-Being initiative to facilitate integrating the civilian workforce into the "Army of One." The goals of Army Well-Being include providing a competitive standard of living, pride and a sense of belonging, personal life achievement, and a climate for well-being for all soldiers, civilians, and families.

We progressed toward Army Well-Being goal achievement in several areas: developing Unified Legislative and Budget proposals that would make Army competitive with private industry and meet end strength goals; increasing civilian training and education to support workforce skill transition and Army civilian transformation; funding student loan repayment authority; increasing funding availability to grow future Army leaders; and increasing civilian quotas in Senior Service Colleges.

**FY00 CHR Annual Evaluation.** We published the FY00 CHR Annual Evaluation in April 2001 and sent paper copies to Major commands, (MACOMs), Civilian Personnel Operation Centers (CPOCs), and Civilian Personnel Advisory Centers (CPACs) (see <http://www.cpol.army.mil/library/army/plans/00eval/index.html>).

**HR Metrics.** We are researching private sector and other government agency HR metrics programs in order to develop new, more effective ways to measure our Army CHR services and products. Three methods that have merit are the numerical metrics or Saratoga Institute method, the HR Balanced Scorecard or feedback oriented method, and the Brookings' Emerging Trends method, which incorporates intangibles such as name brand, measuring the value of human capital, skills and historical knowledge.

**Army Civilian Attitude Survey 2001.** We tested and implemented a

web-based version of the Army Civilian Attitude Survey (also known as the Army-wide Survey). Over 45,000 employees and 9,000 civilian supervisors “logged on” and took the survey. This was the first time we made the survey available to all Army employees and civilian supervisors in appropriated and nonappropriated fund. This allowed us to greatly reduce our reliance on contractor support. It also allowed us to produce valid results at much “lower” organizational levels than ever before (e.g., by installation, subcommand, and career program).

Overall Army morale results and customer satisfaction results by MACOM and region appear in the Work Force Morale and Civilian Personnel Effectiveness sections of this report. Results for some “topical” questions (which change every few years) appear below. Note that FY00 and FY99 results, where available, are in parentheses for comparison (for more results, see <http://www.cpol.army.mil/library/armyplans/01survey/index.html>).

- 75% (79%) (67%) of employees and 83% (86%) (75%) of supervisors access CPOL at least once in the last year.
- 47% (53%) of employees use the Personnel Management Information Support System (PERMISS).
- 54% (61%) (55%) of employees find PERMISS useful.

- 76% (75%) of employees use the Vacancy Announcement System.
- 76% (77%) (67%) of employees find the Vacancy Announcement useful.
- 66% (67%) of employees find online applicant tracking systems easy to use.
- 64% (58%) of employees find Resume Builder easy to use.
- 44% (41%) (26%) of supervisors use the Position Description (PD) Library.
- 64% (54%) (44%) of supervisors feel that PD Library has sufficient PDs to cover their jobs.
- 29% (19%) of supervisors use the Fully Automated System for Classification (FASCLASS).
- 70% (62%) of supervisors find FASCLASS sufficiently covers their jobs.
- 45% (48%) of supervisors use PERMISS.
- 66% (64%) (55%) of supervisors find PERMISS useful.
- 27% (31%) (33%) of supervisors use Personnel Action Tracking System (PERSACTION)/Modern Defense Civilian Personnel Data System (DCPDS).
- 38% (39%) (37%) of supervisors say they need more training in PERSACTION.

- 41% (32%) of supervisors use Resumix.
- 40% (36%) of supervisors are satisfied with quality of candidates when using Resumix. By contrast, 40% (42%) of supervisors are dissatisfied.
- 12% (13%) (14%) of supervisors report having delegated classification authority.

**Activity Based Costing.** We continued to define, refine, and streamline the technical and functional requirements for our CHR Activity Based Costing (ABC) System. We built and tested a prototype of the web-based data entry module that included a data element dictionary, data input screens, and generic reports. We asked that the Office, Secretary of Defense establish a link between the ABC System and the Modern DCPDS in order to streamline the data capture process. This will allow the user to select and enter time and activity spent on an action.

We intend to pre-test the ABC System at the North Central CPOC and Fort McCoy CPAC during second quarter FY02, with full deployment to the North Central Region during the third quarter of FY 02.

**Quadrennial Defense Review (QDR).** The Department of Defense (DOD) completed its four-year cyclical study of the current and future state and requirements of the Armed Services. Members of the headquarters staff provided Army

civilian personnel-related issues and requirements. DOD addressed Army CHR issues and requirements under the Personnel & Readiness and the Quality of Life Panels.

The CHR issues dealt with the retirement bubble; lack of “younger talent” in the emerging science and technology arenas; giving “top priority” to improve employee training and recruiting and retention efforts; increasing interaction with the private sector; developing a strategic human resources plan designed to provide adequate numbers of high-quality, skilled, and professionally developed civilian employees; the need for legislative and regulatory change; and establishing flexible compensation approaches.

**Civilian Productivity Reporting System (CivPro).** We continued to focus on making sure CivPro correctly captured the modern DCPDS productivity measures. Early in the fiscal year we redefined recruit-fill actions to be identified by specific Nature-of-Action (NOA) codes. As the modern system came on-line across the regions, unique features within modern required us to provide additional verification and validation to accurately represent production within CivPro.

We brought all of the remaining CONUS regions on the legacy system under modern DCPDS. The overseas regions are scheduled to go under modern in early FY02.

We redesigned web-based CivPro to accommodate modern system data specifications, realigned personnel,

servicing populations, and completed and in-process personnel actions.

**Exit Survey.** We continued to populate our exit survey database that was launched during FY00. Over 1000 exiting Army employees and supervisors have taken the voluntary survey so far. Survey results suggest people leave Army because they think their promotion opportunities, dealings with management, job stress, and organizational rules and polices would be better elsewhere.

**Army Training and Leader Development Panel (Civilian).** In June 2000 the Chief of Staff, Army directed that a comprehensive Army Training and Leader Development Panel (ATLDP) be established to examine the training and leader development of commissioned officers, noncommissioned officers, and warrant officers. In late FY01, the Chief expanded the ATLDP to include Army civilians. The civilian study mirrors the military methodology and capitalizes on their lessons learned. The civilian study operates under the advice and assistance of the Commanding General, Combined Arms Center, Ft. Leavenworth, KS – the executive director for ATLDP. The civilian study is analyzing institutional training, operational training, and Army civilian culture. It will use a comprehensive written survey, focus group sessions, and personal interviews of Senior Executive Service members and General Officers as well as literature review and leader development program evaluation to capture the data.

In August, a group of Headquarters and MACOM civilians and military leaders representing a cross-section of functional areas identified the tasks that serve as the baseline of the study. By the close of the FY, the group established “essential elements of analysis” from which we will formulate survey and focus group questions.

**US Army Civilian Personnel Evaluation Agency.** The United States Civilian Personnel Evaluation Agency (USACPEA) USACPEA conducted a personnel management evaluation (PME) of the Southeast Region to assess the performance of personnel management roles and responsibilities by management and civilian personnel officials. On-site visits included the Civilian Personnel Operations Center (CPOC), Fort Benning Georgia and 11 Civilian Personnel Advisory Centers (CPACs): Forts Stewars, Gordon, Monroe, Lee, McPherson, Benning and Bragg; the Military Ocean Terminal, Sunny Point, North Carolina; Corps of Engineer Mobile, Alabama and Jacksonville, Florida; and Anniston Army Depot, Anniston, Alabama.

Additionally, USACPEA conducted follow-up visits to four Armed Forces Recreation Centers and a special Worldwide Classification Review involving 360 classification audits.

### **Modernization and Functional Automation**

**Modern Defense Civilian Personnel Data System (modern DCPDS).** We continued deployment

of the modern DCPDS in the following regions: Southwest (October 13, 2000), North Central (November 22, 2000), Northeast (March 16, 2001), West (April 13, 2001), National Capitol (April 27, 2001), South Central (May 23, 2001), and Southeast (June 22, 2001). Deployment of the modern system to the final two regions, Korea and Europe, is scheduled for the first and second quarters of FY 02, respectively. The Southeast Region deployment of the modern DCPDS incorporated the first instance of the non-appropriated fund (NAF) module within DOD. Subsequently, we retrofitted the NAF module at the West Region (August 24), at the North Central Region (September 14), and at the South Central Region (September 21). For more information on modern DCPDS, see <http://www.cpol.army.mil/modern/>.

**Oracle HR.** DOD initiated the planning and analysis phase to implement the ORACLE Human Resources (HR) 11i web-based version of the software. Defense Components, including the Army, have begun to plan for transition to the web-based version. We analyzed its infrastructure and hardware requirements to support this transition. One advantage of the web-based version is that it will no longer require maintenance of a client server and will reduce the need to push software upgrades and patches out to individual users. Easier access to data will also be possible with fewer communication problems.

**Network Application Storage (NAS) and Army Regional Tools (ART).** Defense CPMS has approved deployment of two new Army developed tools, Network Application Storage (NAS) and Army Regional Tools (ART). The NAS is an Army-designed storage solution for N-Class servers. The ART is a framework-based set of web tools (applications and reports) used to support Regionalization at all levels (CPOC, CPAC, manager, etc.).

**Configuration Control Board (CCB).** We established the CCB in August 2001, to review, prioritize and approve functional changes or enhancements proposed for the modern DCPDS software. The CCB is made up of made up of MACOM representatives and elements of the HQDA staff. We held the first CCB meeting on September 25, 2001. More information can be found on the CPOL-modernization web site under "Army Configuration Control Board". We also are finalizing a web-based process that should streamline the submission, view and comment phase in addition to providing the current development status.

**Streamlined Clinger-Cohen Review.** The Army established a streamlined Clinger-Cohen review process that ensures review of each new enhancement approved for development by the CCB in order to determine whether Clinger-Cohen thresholds are met and, if so, that we take steps to avoid duplication and wasted effort.

**Regionalization.** We regionalized Army's last HR office, the Saudi

Arabia Consolidated Civilian Personnel Office (SACCPO), servicing approximately 400 employees under the Europe Region. We transitioned the Saudi CPAC in April 2001, deploying some of the Legacy Functional Process Improvements and other Army support automation to Saudi Arabia. This interim step prepares SACCPO for full deployment of the modern system in Europe, now scheduled for February 2002.

On May 30, 2001, we announced the closure of operations at the National Capital and Southeast CPOCs. The National Capital Region closed on September 30, 2001. Target date for the Southeast Region is March 30, 2002.

### **Labor Relations**

**Executive Order 13203.** On February 17, 2001, President Bush signed Executive Order (E.O.) 13203, Revocation of Executive Order and Presidential Memorandum Concerning Labor-Management Partnerships. E.O. 13203 rescinded the requirement to form labor-management partnerships and allowed agencies and unions to establish the relationship of their choosing. Guidance was issued addressing the implementation of the Order that strongly encouraged the establishment and maintenance of cooperative labor-management relationships.

**Midterm Bargaining and CPOC Operations.** We reminded activities of the importance of keeping their servicing CPOC advised of midterm

changes to collective bargaining agreements where those changes impact on the CPOC's operations. Additionally, where local unions request bargaining over agency-wide changes which impact on the CPOC's operations, installations need to notify their servicing CPOC that bargaining has been requested, when the bargaining has been completed and the terms negotiated which impact the CPOC. The guidance stressed the need for open communications between the CPAC and the CPOC.

### **Management-Employee Relations**

**Recruitment Advertising and Marketing Program.** We are developing a plan to document our projected accession requirements to reflect a well-organized, validated approach to recruitment, advertising and marketing. The plan includes professional assistance in conducting a marketing survey; an inventory of ongoing activities and current "best practices;" and development of a general approach for the years addressed in the program and budget process.

**Performance Management.** We began automating the Army performance management system. The Army Automated Performance Management Support System XXI (APMS XXI) helps managers and supervisors document performance plans, training requirements, mid-point counseling, accomplishments and evaluation reports. All monetary and honorary awards will be created in this system and connect to the modern DCPDS. The system also

allows local input of organizational mission statements, objectives and goals. Functional testing began in June 2001. For more details, see <http://www.cpol.army.mil/library/MER/apms21/index.html>.

**On-the-Spot Cash Awards Policy Change.** We issued policy for On-The-Spot (OTS) Cash Awards. This policy provides a new range for OTS amounts, i.e., \$50 to \$500. Raising the cap to \$500 provides a much-needed adjustment, and reestablishes the significance and relative importance of OTS recognition for an employee.

**Alternative Discipline Study.** We completed a study in June 2001 on the use of Alternative Discipline (AD) procedures at selected Army installations. We gathered data based on site visits, case reviews and structured questionnaires. It appears that AD programs can reduce the number of traditional disciplinary actions, costs, and adversarial atmosphere. Most notably, managers and union officials responded quite favorably towards AD as a means of resolving employee behavior problems.

### **Mobilization**

**Army Civilian Tracking System.** We developed the Army Civilian Tracking System (CIVTRACKS), a web-based tracking system for deployed and deploying Army employees. The system is designed so that data can be input at any point there is access to the Internet. CIVTRACKS complies with DOD guidance requiring each component

establish accountability procedures for civilians in theaters of operation.

### **Staffing, Benefits and Entitlements**

**Delegated Examining.** We closed two of the ten Army Delegated Examining Units during the year. The delegated examining unit at the Saudi Arabia Consolidated Civilian Personnel Office was closed with the records and the examining responsibility moved to the delegated examining unit in Seckenheim, Germany. The delegated examining unit at the Army National Capital Region was closed with the records and the examining responsibility moved to the Northeast and the North Central delegated examining units. Either the Office of Personnel Management (OPM) or DOD performed on-site reviews on six of the eight remaining DA delegated examining units during the fiscal year. They reported no serious violations at any of the delegated examining units.

**Special Authorities.** We established a special section of the CPOLE web site to provide convenient and ready access to information concerning the aftermath of the terrorist attacks. This included information on the special hiring authorities and the personnel waivers made available.

**Voluntary Early Retirement Authority.** We continued to manage the voluntary early retirement authority (VERA) program. VERA was offered at those installations and at those locations where the use of VERA would avoid an involuntary

separation or downgrade by encouraging voluntary separations. During the year we processed 102 VERA requests and more than 550 employees elected VERA and voluntarily left Army.

**Training Agreement.** We developed and OPM approved an Army-wide training agreement for registered nurses. There is a nationwide shortage of registered nurses, and nursing positions are hard to fill. The training agreement was developed to assist in the recruitment and retention of an adequate supply of registered nurses for Army. The training agreement permits the substitution of intensive training for time in grade, and it permits consecutive accelerated promotions.

**Voluntary Separation Incentive Program for Reshape.** Under a special provision of the 2001 DOD Authorization Act, DOD was permitted to use 1,000 Voluntary Separation Incentive Programs (VSIPs) to address skill imbalances without the normal requirement for Reduction-In-Force (RIF) separations. Army was permitted to offer VSIP to 441 employees whose positions were to be re-classified to positions requiring other skills. We used 385 of the 441 VSIPs allocated to Army.

**Resumix.** We successfully deployed Resumix 6.1 at three CPOCs (West, Pacific, and Europe) during the year. We participated with the Modern Deployment Team at each site to assure Resumix was properly integrated with the Modern

DCPDS. In addition we developed and participated in the Super User, Functional Requirements, and Staffing Automation workgroups during the year to identify and refine corporate processes.

**5% Premium Pay for Air Traffic Controllers.** On April 28, 2001, the Deputy Secretary of the Defense authorized 5 percent premium pay for DOD air traffic controllers. The policy was effective immediately and specific only to the air traffic controller, GS-2152 series and effects mandatory payment to those controllers who meet the statutory requirements specified under 5 US Code § 5546a(a)(1)(A).

Premium pay received by air traffic controllers is exempt from the maximum earnings limitations and the annual maximum earning limitations in connection with an emergency found in 5 Code of Federal Regulations 550.105 and 550.106, respectively. This premium pay is excluded from basic pay for retirement, Thrift Savings Plan, and Federal Employees Group Life Insurance purposes.

**The Army Benefits Center – Civilian.** Our Army Benefits Center – Civilian (ABC-C), located at Ft. Riley, Kansas, houses the telephonic and web-enabled benefit and entitlement self-service systems, along with a staff of trained Army benefit counselors. With the deployment of Europe on 22 April 2001, the ABC-C now provides information and assistance regarding the Federal Employees' Health Benefits (FEHB), Federal Employee's Group Life

Insurance (FEBLI), the Thrift Savings Plan (TSP) as well as the Civil Services and Federal Employees' Retirement Systems (CSRS and FERS) to all Army appropriated fund civilians.

#### **Leesburg Staffing Conference.**

We hosted a Staffing Conference at the Leesburg Xerox Center for the CHR community in December 2000. Eleven workshops were conducted to consider Staffing Processes Reengineering and Innovations Group (SPRING) proposals including Central Resumix, Inventory Based Recruitment (IBR), DA Merit Promotion Plan, Web-enabled Pay Problem Reporting, In-Out Processing, Eligibility Query System, One-Page Vacancy Announcement, and disposition of "201 Recommendations." At the conclusion of the conference, the CHR community voted on priority for further development, with highest priority accorded to Central Resumix and IBR. The conference was followed by workshops during January and February 2001, to develop Functional Requirements Documents for the concepts agreed upon at the conference.

#### **Position Classification**

##### **Fully Automated System for Classification II (FASCLASS II).**

We designed FASCLASS II to simplify and expedite classification processes. The system allows users to select from a wide variety of classified position descriptions (PDs) in filling positions, conducting organizational analyses, and submitting electronic PDs directly to the CPAC and CPOC. We

completed CONUS FASCLASS II deployment in October 2001. Target date for the remaining OCONUS sites is March 2002.

#### **Position Description Reduction.**

We curtailed the establishment of new PDs in order to reduce the current numbers Army-wide before the end of FY 02. Approximately 190,000 position descriptions exist Army-wide. Such a large number of PDs to employees is not cost effective.

#### **Program**

##### **Development/Training and Leadership Development**

#### **Oracle Training Administration.**

We modified Oracle Training Administration (OTA), the training module within modern DCPDS. The modified version, known as OTA-Lite, allows personnelists, managers, and training coordinators to enter completed training for employees into their official record in DCPDS. Until OTA-Lite is implemented, all region CPOC personnel specialists will continue to use Oracle Human Resources (Oracle HR) to input completed training. The full version of OTA will include requesting, scheduling and documenting training, will be deployed.

#### **Regulatory Reinvention Initiative.**

We rescinded AR690-990-2, subchapter S4. The supervisor no longer has to certify for the employee's acceptable level of competence for Within-Grade-Increases. AR690-990-2, Book 630, paragraph S3-6, Approval Level for Forfeited Annual Leave has been rescinded in its entirety. We are

writing a delegation letter to grant authority to local commanders with the option to delegate to a lower level. Once it is approved, it will be placed on CPOL under PERMISS.

### **Science and Technology**

**Laboratories.** Developers at the Communications-Electronics Command (CECOM) and Tank-automotive and Armaments Command (TACOM) made progress on plans for new personnel demonstrations. The project at CECOM was approved and will begin early in February 2002, while the TACOM project is ready for congressional notice and public comment, with implementation planned during the summer of 2002. The projects are expected to add as many as 12,100 employees to the nearly 6,500 professional, administrative, technical, and clerical personnel in broadbanding and performance pay systems at four labs: Aviation and Missile Research, Development, and Engineering Center; Army Research Laboratory; Corps of Engineers Research and Development Center; and Medical Research and Materiel Command.

Labs continued to fine tune their projects as each comes up on a 5-year decision point in 2002 and 2003, whether to continue the demonstration, let it expire, or make the personnel management initiatives permanent. To help in the decision, the OPM Personnel Resources and Development Center finished collecting information for publication of an evaluation report. Reports to date indicate progress is being made changing from an

entitlement to a performance culture and providing a more flexible, responsive personnel system.

The final two projects to be developed under the Defense reinvention lab authority are those of the Soldier Systems Center and the Simulation, Training, and Instrumentation Command.

**Government Purchase Card.** We provided input to Army's Government Purchase Card Program Office for inclusion in their guidance. Army's revised procedure guidance for the Government Purchase Card has not yet been issued.

**Civilian Academic Degree Training.** We prepared guidance on Civilian Academic Degree Training. This guidance will modify and explain DOD policy on Civilian Academic Degree Training.

**DOD Civilian Acquisition Workforce Demonstration Project.** On Sep 30, 2001, the project completed its first full year Contribution Based Compensation and Appraisal System (CCAS) cycle. During FY 01, the DoD Program Management Office completed and distributed an additional training module to strengthen Supervisor training and communication in the CCAS process. As of September 30, 2001, Army had 23 paypools, and 1713 employees participating in the demonstration project. One significant success, attributable to CCAS, is that most employees whose salaries plotted "above the rail," or inappropriately high based

on their contribution to the mission, either improved their contribution, or left the demonstration project.

A Federal Register amendment to the demonstration plan effective May 2001 authorized the demo to set salary for "reassignment" and "lateral transfer" using the buy-in computation for employees entering the demonstration project.

Previously, these current Federal employees' salaries were set as a straight conversion of salary dollars.

**Army & Technology Acquisition Workforce (A&TWF).** We continued studying low civilian selection rates and parity issues for civilian and military candidates centrally boarded for Acquisition Product and Project Manager assignments. During FY01, the Deputy Chief of Staff for Personnel (DCSPER) revised its standard operating procedure for central selection board member composition, increasing the permanent membership by one additional civilian board member. This equalizes the number of civilian and military board members reviewing candidate records. We updated the application package requirements for civilians for the FY 03 board announcement cycle, replacing the obsolete Civilian Qualification Record (DA Form 2302) for a standard format Resume. We partnered with the Acquisition Community and other organizations to implement an Integration Process Team to address timely and equitable follow-on placement assignments for board selected product and project managers, and graduates of senior service colleges.

We worked with the Acquisition Career Management Office (ACMO) on other issues to include filling or assigning employees to critical and non-critical acquisition positions, changing the qualification/education requirements for occupational series 1102 and contracting officers, and reviewing waiver requests to DAWIA certification and Army Acquisition Corps requirements. We also began assimilating between 10,000 to 12,000 new members into A&TWF.

### **Program Support**

#### **Workforce Analysis and Support System (WASS+) and Civilian Forecasting System (CIVFORS).**

We introduced a number of new system capabilities. Among them were analysis and forecasting at UIC level of detail and customized model building. System uses ranged from identifying command level workforce planning needs, to projecting losses in critical occupations, to assisting in post-terrorist attack assessments, to finding historical information on individuals for benefits purposes.

Interest in the tools also expanded. In June, the Office of Personnel Management (OPM) hosted a session to demonstrate our forecasting tools to other federal agencies. A federal-wide consortium for sharing the tools and the analytic approaches to workforce planning was proposed. Eighteen federal agencies signed-up to be part of the consortium.

Although other agencies expressed interest, our primary focus in FY02

will be to continue to support Army's needs with the goal of significantly expanding the support base.

**Program Objective Memorandum (POM) 03-07.** We successfully defended and obtained funding for 950 interns throughout the POM years (FY03-07) as well as received additional funding for recruitment bonuses for engineers, computer scientists and operation research analysts. We also successfully obtained over \$2 million dollars in additional funds for civilian competitive professional development training in each of the POM years and secured funding for schoolhouse life cycle equipment replacement.

Regionalization funding grew in POM 03-07 by approximately \$40 million dollars per year. The additional funding will support the merger of Management Decision Packages (MDEPs) VCPR (Civilian Personnel Operations) and QCPO (Civilian Personnel Advisory Centers). The merger of these two MDEPs represents the combination of funding levels for VCPR and QCPO. The additional \$40M will move into VCPR to cover the cost associated with QCPO.

**Army Civilian Training, Education, and Development System (ACTEDs) Management**

**ACTEDS Career Plans.** Many career programs submitted revised or updated ACTEDS Career Plans for approval. We approved complete revisions for CP-10 Civilian Human

Resource Management and CP-34 Information Management.

At the end of FY01, the following ACTEDS Career Plans were still being revised: CP-15 Quality and Reliability Assurance, CP-16 Engineers and Scientists (Non-construction), CP-18 Engineers and Scientists (Resources and Construction), CP-35 Intelligence, Career Field 51 Morale, Welfare and Recreation and Career Field 53 Medical. In all, 27 ACTEDS Plans can be found in the Training section of CPOI.

**ACTEDS Interns.** We increased hiring quotas and brought on board 715 centrally funded interns, with 192 outstanding recruit actions still in process at the end of the fiscal year. Most career programs continue to centrally select interns, making the overall process faster and efficient.

**College Minority Relations.** We participated in over 33 Minority College/University Career Fairs and 20 Diversity related conferences in order to educate college students and conference participants of employment opportunities within Army. We met with over 3000 college students and 4000 conference participants during FY01.

**Defense Leadership and Management Program (DLAMP).** We received 90 applications for the DLAMP Class of 2002. Currently, Army has 257 employees in DLAMP. Overall, there are 1141 active DLAMP participants throughout DOD. Army has several participants who are completing the final training

requirements to graduate from the program.

Army DLAMP employees continue to take full advantage of attendance at the Senior Service Colleges. Army employee representation is significantly above average for participation in the professional military education (PME) element. Although Army's PME allocation for FY01 was 14 spaces, we filled 22 spaces because we used some of the other Services' allocations.

We approved 23 new starts for rotational assignments in FY01. Nineteen participants completed their one-year rotational assignment in FY01. For the second annual cycle of good standing certifications, the vast majority of Army participants met the requirement.

### **Career Management**

**Army Civilian Career Evaluation System.** We successfully developed an electronic method for applicants to receive further consideration, possible referral, and status/confirmation of the process. Previously, for 15 career programs, we notified applicants through surface mail for vacancies. Effective 3<sup>rd</sup> quarter of FY01, all matching applicants received an "Email of Inquiry", which outlined the procedures to respond electronically by a specified date. We recorded all responses in the system. If referred, Army sends an email of inquiry to the applicant. This change streamlined applicant consideration procedures and improved our ability to provide

selecting officials with more realistic and timely referral lists.

**Defense Civilian Intelligence Personnel System (DCIPS).** The intelligence personnel community completed plans for transferring centralized DCIPs servicing from the National Capital Region to Ft Huachuca, AZ; published an ACTEDS plan; delegated approval authority for waiving the reemployment of retired military within 180 days of retirement; and published monthly updates.

We began revising AR-690-13 to incorporate updates since 1990 and new DCIPS policy and assisting the DOD and Federal Intelligence Community in developing many new human resource management legislation proposals, policies and programs.

### **Nonappropriated Fund (NAF) Program**

**Intern Program Plan.** The NAF career personnel management intern program graduated its first intern from Fort Bliss in March 2001. The intern is now the NAF Human Resource Officer at Fort Campbell, KY. The success of the first NAF Human Resource intern led to an increase in participation in the program for 2001. Two NAF interns started their internship - one placed at Fort Sam Houston, TX and the other at Fort McCoy, WI. They will graduate in March of 2003. Plans are underway to place two more interns in the program in FY 02.

**Tuition Free Waiver for NAF Employees OCONUS.** Component

representatives and representatives of the DOD Education Activity developed and had approved a waiver that allows dependents of full-time NAF employees locally hired to attend DOD schools on a space-available tuition-free basis.

**Strategic Planning.** MACOM and Community and Family Support Center (CFSC) representatives approved the NAF five-year plan. NAF representatives participated in the Morale, Welfare, and Recreation (MWR) Business Planning conference to ensure that the Army's CHR Corporate Plan, the NAF HR Strategic Plan and the MWR Business Plans align and support each other.

**NAF Automation.** NAF reviewed all standardized position guides posted in the PD Library for inclusion in FASCLASS II. They held several conferences to develop new NAF position guides and revise existing guides to support the Unified Resource Project (UREP) which is the program where identified appropriated fund positions within the MWR community may be converted to NAF positions and filled by NAF employees. NAF then added the new positions and revised guides to the PD Library.

NAF implemented NAF Benefits Online to allow NAF employees to make elections during open season on line. This also allowed employees to access their personal account information and make non-election changes on line. They will next "interface" the Benefits Online capability with modern DCPDS.

NAF began to deploy modern DCPDS in July 2001. At the end of FY 01 they trained 95% of the NAF workforce on modern DCPDS and converted 50% of the NAF records to the modern system.

**Program Review.** NAF participated in the Southeast Region program reviews conducted by USACPEA that included Ft. Gordon, Ft. Monroe, and Ft. Bragg. In addition, there were follow up reviews to AFRC Europe, Hale Koa Hotel, Shades of Green and Dragon Hill Lodge. They added a new NAF employee to the USACPEA staff to conduct reviews of the NAF Personnel Programs throughout Army.

**Training and Leader Development.** NAF, supported by the Civilian Personnel Operations Center Management Agency (CPOCMA), developed and conducted MDCPDS training. They identified NAF-specific human resource functional training that will become a part of the standard curriculum at the CPOCMA Training Center and the MWR Academy for the development of their Human Resource Personnel. They approved a NAF position, assigned to CPOCMA but working for the CPP NAF office, that will be responsible for developing functional training modules, recruiting and training adjunct faculty, and scheduling training for field personnel.

**Senior Executive Service (SES)**  
**Office/Leader Development**  
**Policy**

**SES Appointments.** Due to the presidential transition, the work of the SES Office differed significantly from previous years. In transition years, OPM suspends Qualification Review Board (QRB) processing until the new administration's agency heads are on board. QRB approval is the final step in the approval process for a career SES appointment. Normally, upon the appointment of the Secretary of Defense, QRB processing would resume. This year, the Office of the Secretary of Defense provided no mechanism for that, effectively freezing QRB submissions. Army eventually had 12 SES selections on hold. After the new Army leadership was on board, seven of the 12 selections were approved. Those not approved were pending headquarters realignment. With the advent of the new administration, 10 noncareer SES appointees have come on board and additional proposed noncareer appointments are being worked. Additionally, the SES Office assisted in processing the appointments of seven Presidential appointments that required Senate approval.

**Attack on the Pentagon.** In the wake of the terrorist attacks of September 11, 2001, and subsequent military in Afghanistan, the SES Office effected three limited emergency SES appointments to work in the disaster relief/recovery effort. The SES Office also obtained expedited QRB processing for two appointments needed to support the military operations in Afghanistan.

Shortly after the September 11<sup>th</sup> attack on the Pentagon, top Army leadership directed general officers and senior executive service sponsors attend services for all Army personnel killed in the attack on the Pentagon. The SES Office coordinated SES sponsors attendance at services for the 65 civilians among the Army victims. The SES Office will continue coordination for all families who desire an SES sponsor.

Reaching SES members in case of an emergency became critical in the aftermath of the September 11<sup>th</sup> events. As a result, the SES Office developed an automated Emergency Call Roster for SES members. Completion of the form is voluntary and personal information will be safeguarded. The SES Office will compile and maintain current information to enable SES members to be contacted quickly in the event of future emergencies.

**Presidential Rank Awards.** The President approved the 2001 Presidential Rank Award recipients on September 24, 2001. The SES Office handled the annual Presidential Rank Award process for the Army, which had 21 senior executives selected for the honor - - four Distinguished and 17 Meritorious Executives. Presidential Rank status is the most prestigious recognition afforded career members of the SES. Awardees Government-wide numbered 65 Distinguished and 335 Meritorious Ranks.

**SES Orientation.** In August 2001, the Secretary of the Army hosted the

SES Orientation Course, the first in nearly three years. Remarks by the Secretary and the Chief of Staff, Army, opened the weeklong course, which included Army's senior leaders presenting their perspectives on issues facing today's Army.

**Think SES.** We conducted several "Think SES" workshops at various. Audiences included the Federal Asian-Pacific American Conference, the Hispanic Employment Program Managers Conference, the Blacks in Government Conference, and numerous employee seminars.

**Civilian Leader Development.** In August 2001, Army leadership made the decision to integrate Army civilians as part of the Army Transformation into the Army Training and Leader Development (ATLD) Study Panels. Integration of the civilian study will significantly enhance efforts to review and improve Army civilian training and leader development, enable civilians to profit from the lessons of the military reviews, and reinforce the objective of building a common culture. The study began in October 2001 with an interim report due April 2002 and completion by September 2002.

**Defense Leadership and Management Program (DLAMP).** Army participated in a contractor-conducted DOD-wide Assessment of DLAMP, the first evaluation of the program since its implementation. This offered an opportunity to provide perspectives and recommendations for improvements. Final report is expected early 2002.

### **Civilian Personnel Operations Management Agency (CPOCMA)**

**Retirement CD-ROM.** CPOCMA and the Southwest CPOC jointly developed a CD-ROM to help employees complete voluntary, discontinued service or disability retirement applications for the Civil Service Retirement System (CSRS) and CSRS OFFSET employees.

**Direct Access to the Army Benefits Center – Civilian (ABC-C).** CPOCMA established a new email contact system for CPAC/CPOC use in directly accessing the benefits and entitlements system.

**Employee Assistance.** CPOCMA visited the SE CPOC to assist employees affected by its closure contemplate retirement or relocation. They conducted retirement seminars and counseling sessions for 76 SE CPOC employees.

**Fair Labor Standards Act Analyses.** CONUS and OCONUS CPOC SWAT Teams compiled and forwarded 40,000+ FLSA analyses for all of Army's GS-07 to GS-12 job descriptions to MACOMs for review, comment and implementation. Less than one percent of the FLSA determinations resulted in reclaims. CPOCMA concurred with MACOM reclaims approximately one third of one percent of the time.

**GS-200 Human Resources Specialist Job Family Standard.** CPOCMA created a set of Army-wide application guidelines and

standardized CPAC job descriptions for the new OPM standard. They staffed the guidance with the MACOMs for review and comment.

**Medical Vacancies.** CPOCMA partnered with the Medical Command (MEDCOM) to create a Standard Operating Procedure (SOP) for the CPACs and CPOCs to follow for recruiting medical vacancies.

CPOCMA changed the MEDCELL Delegated Examining Unit (DEU) status from a temporary to a permanent Memorandum of Understanding, based on widespread support by MEDCOM activities for its continuation. The MEDCELL location will move from the Northeast CPOC to the North Central CPOC.

**FASCLASS II.** CPOCMA coordinated the CPOC's nationwide FASCLASS I database cleanup and training schedule, responded to queries from the field and worked with HQDA to make operational modifications as users' problems arose.

**Organizational Designs.** CPOCMA participated or commented on proposed organizational structures for the Army Research Laboratory and the Medical Research and Material Command; Military Traffic Management Command–Eustis Reorganization; Soldier Biological Chemical Command Centralization; USAREUR Human Resources; and the Transfer of Fort Hamilton-MDW to the North Central region.

**Modern DCPDS.** CPOCMA along with HQDA staff elements coordinated the modern DCPDS to all of Army's CONUS CPOCs. This involved developing and implementing of ground management plans, pipeline management, training, database clean up, lessons learned, deployment tasks/checklists and other deployment initiatives.

**NAF.** CPOCMA and HQDA staff elements coordinated the NAF modern system deployment to Army's Southeast, West, South Central and North Central regions.

**Job Fairs.** CPOCMA hosted a Vocational Nurse Job Fair at Fort Sam Houston, San Antonio, Texas and an Entry Level Career Program Job Fair at Ft Meade, MD.

**Alternative Work Schedule (AWS).** CPOCMA implemented AWS at CPOCMA/CPOCs on July 1, 2001 for a one-year trial period. They instituted evaluation measures to track production, leave usage and customer service.

**Web-Based Tools.** CPOCMA established a Concept Description/System Change Request web page to capture all CONUS CPOC application and automation tool requirement submissions. Requirements are coordinated with the CPOC Directors, then submitted to the Army Configuration Control Board (CCB) for Army-wide consideration.

CPOCMA established a Keystroke Input Simulation System (KISS)

Script Repository on its web site that allows the CPOCs to download as well as submit new scripts. This effort is designed to prevent duplication of effort, standardize KISS scripts and track what scripts the CPOCs use.

**Training.** CPOCMA developed training modules and trained all CONUS regions on Business Objects, a commercial reporting tool. They will train the remaining OCONUS sites approximately three weeks after they deploy modern DCPDS.

CPOCMA conducted twenty-seven courses in FY01; however, they had to cancel the balance of the schedule due to lack of funding. In the same time period, CPOCMA signed Memorandums of Understanding (MOU) with the Department of the Navy and the Community and Family Support Center (CFSC). The MOU with the Navy called for the attendance of Navy Human Resources (HR) students at CPOCMA on a reimbursable basis. The MOU with CFSC is an agreement that CPOCMA provides instruction for Non-Appropriated Fund (NAF) HR employees and CFSC provides TDY expenses for students attending the classes.

CPOCMA is maintaining web-based Supervisory, Leadership and Management courses. This comes with ACTEDS funding and a personnel space.

CPOCMA also supported a number of other initiatives, including

oversight of Modern DCPDS training, development of an ART Users' Guide, Project 75 support, Productivity training, Business Objectives Applications, and Distance Learning initiatives, such as Screen Cam, which allows users of modern DCPDS to "walk through" a specific function.

HQDA approved several new courses for CPOCMA development. These included Intermediate MER, Productivity Management and a revised CPAC Generalist course.

### **Individual CPOCs**

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

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

The SW CPOC closed 7356 recruit/fill actions in FY01. Their average fill time for the year was 53.1 days. In FY00 they closed 7063 actions with an average of 47.5 days.

**Classification.** The SW CPOC processed 6819 routine actions in an average of 2.0 days and 783 non-routine actions in 12.0 days in FY01. In FY00 they processed 12592 routine actions in 1.3 days and 2116 non-routine actions in 11.3 days.

**Workforce Sizing.** The SW CPOC completed 22 reorganizations and realignments, 19 A-76 studies, and 15 RIFs in FY01. In FY00 they completed 10 reorganizations, 13 A-76 studies, and 6 RIFs.

**Pay Management.** The SW CPOC resolved 415 out of 422 pay problems in the pay period received

in FY01. In FY00 they resolved 500 out of 501 problems in the same pay period.

**Training.** The SW CPOC conducted 158 classes and trained 3489 employees in FY01. In FY00 they conducted 88 classes and trained 4372 employees.

**Awards.** In FY01 the SW CPOC processed 18641 monetary awards totaling \$11,509,559 and 353 non-monetary awards. In FY00 they processed 18686 monetary awards and 1035 non-monetary awards. The dollar amount was not available.

**Cancellations and Corrections.** The SW CPOC cancelled or withdrew 1386 actions in FY01 as compared to 1671 cancellations in FY00.

**Automation.** The SW CPOC implemented several new automation tools to include Army Regional Tools (ART), Staffing Statistics Report (SSR), Classification Statistics Report (CSR), and the Delegated Examining Unit Case Evaluation System (DEUCES). The SW CPOC also completed a 100% inventory of Life Cycle Replacement for all servers and 145 workstations.

**Other Highlights and Activities.** The SW CPOC conducted the first CONUS Modern payroll reconciliation.

The SW CPOC held two Commanders' Conferences – one at Fort Riley in November 2000 and one at Fort Sam Houston in May

2001. They held personnel planning session with Corps of Engineers activities currently serviced as well as activities being picked up as a result of CPOC closure.

The Army Benefits Center – Civilian (ABC-C) processed 4,838 voluntary retirements, 692 disability retirements, and 387 death notifications. Their timeliness rate (87%) exceeded OPM's goal of 80%.

During the health benefits open season, a total of 14,021 employees made changes to their health plans. Employees were given the option to increase their contributions to TSP by 1%. A total of 100,300 employees elected this option.

The response time for counselor assisted calls at the ABC-C via Interactive Voice Response System (IVRS) improved in FY01 from an average of 15 minutes to less than 3 minutes.

## **Southeast (SE)**

**Staffing Quality and Timeliness.** The SE CPOC closed 6477 recruit/fill actions in FY01. Their average fill time for the year was 66.6 days. In FY00 they closed 6165 actions with an average of 79.8 days.

**Classification.** The SE CPOC processed 5200 routine actions in an average of 3.0 days and 1307 non-routine actions in 17.0 days in FY01. In FY00 they processed 10780 routine actions in 4.3 days and 2504 non-routine actions in 19.9 days.

**Workforce Sizing.** The SE CPOC completed 9 reorganizations and realignments, 19 A-76 studies, and 16 RIFs in FY01. In FY00 they completed 6 reorganizations, 10 A-76 studies, and 19 RIFs.

**Pay Management.** The SE CPOC resolved 205 out of 205 pay problems in the pay period received in FY01. In FY00 they resolved 408 out of 408 problems in the same pay period.

**Training.** The SE CPOC conducted 83 classes and trained 2005 employees in FY01. In FY00 they conducted 20 classes and trained 700 employees.

**Awards.** In FY01 the SE CPOC processed 22284 monetary awards totaling \$14,523,311. The FY01 number of non-monetary awards and the FY00 information was not available.

**Cancellations and Corrections.** The SE CPOC cancelled or withdrew 1557 actions in FY01 as compared to 1201 cancellations in FY00.

**Automation.** The SE CPOC fully deployed RESUMIX during FY01.

In June 2001, the SE converted to Modern DCPDS with 100% of all records porting successfully. They conducted Modern system training throughout the region.

**Other Highlights and Activities.** On 31 May 2001, HQDA announced the closure of the SE CPOC in March 2002 and the transfer of 17 of its serviced installations to the South

Central CPOC and one installation to the North Central CPOC.

## **South Central (SC)**

**Staffing Quality and Timeliness.** The SC CPOC closed 8032 recruit/fill actions in FY01. Their average fill time for the year was 56.6 days. In FY00 they closed 7900 actions with an average of 58.2 days.

**Classification.** The SC CPOC processed 7151 routine actions in an average of 2.0 days and 836 non-routine actions in 14.2 days in FY01. In FY00 they processed 11615 routine actions in 1.8 days and 1439 non-routine actions in 14.0 days.

**Workforce Sizing.** The SC CPOC completed 7 reorganizations and realignments, 18 A-76 studies, and 5 RIFs in FY01. In FY00 they completed 5 reorganizations, 18 A-76 studies, and 4 RIFs.

**Pay Management.** The SC CPOC resolved 169 out of 172 pay problems in the pay period received in FY01. In FY00 they resolved 117 out of 128 problems in the same pay period.

**Training.** The SC CPOC conducted 90 classes and trained 5340 employees in FY01. In FY00 they conducted 99 classes and trained 5754 employees.

**Awards.** In FY01 the SC CPOC processed 27666 monetary awards totaling \$23,708,703 and 602 non-monetary awards. In FY00 they processed 27387 monetary awards

totaling \$20,762,990 and 685 non-monetary awards.

**Cancellations and Corrections.**

The SC CPOC cancelled or withdrew 1209 actions in FY01 as compared to 892 cancellations in FY00.

**Automation.** The SC CPOC converted to modern DCPDS with a 99.999% accuracy rate.

The SC CPOC implemented several new automation tools to include the Keyboard Input Simulation System (KISS), the DEUCES application case management system, an improved Service Computation Date calculator, and a tool to issue pseudo Social Security Numbers. The SC CPOC is developing an improved Not-To-Exceed date calculator and a standardized Remarks section for modern DCPDS.

**Northeast (NE)**

**Staffing Quality and Timeliness.**

The NE CPOC closed 8724 recruit/fill actions in FY01. Their average fill time for the year was 41.8 days. In FY00 they closed 6758 actions with an average of 63.1 days.

**Classification.** The NE CPOC processed approximately 14000 routine actions in an average of 1.9 days and 3000 non-routine actions in 15.3 days in FY01. In FY00 they processed 14073 routine actions in 1.8 days and 1980 non-routine actions in 15.0 days.

**Workforce Sizing.** The NE CPOC completed 60 reorganizations and

realignments, 18 A-76 studies, and 13 RIFs in FY01. In FY00 they completed numerous reorganizations, 23 A-76 studies, and 19 RIFs.

**Pay Management.** The NE CPOC resolved 138 out of 151 pay problems in the pay period received in FY01. In FY00 they resolved 93 out of 137 problems in the same pay period.

**Training.** The NE CPOC conducted 714 classes and trained 8507 employees in FY01. In FY00 they conducted 419 classes and trained 7742 employees.

**Awards.** In FY01 the NE CPOC processed 38353 monetary awards totaling \$31,239,232 and 1698 non-monetary awards. In FY00 they processed 35599 monetary awards totaling \$27,773,849 and 1258 non-monetary awards.

**Cancellations and Corrections.**

The NE CPOC cancelled or withdrew 1653 actions in FY01 as compared to 1834 cancellations in FY00.

**Automation.** The NE CPOC completed a yearlong project to clean up the position database to prepare for Modern. They created an automated Table 55 tool to view serviced organizations' structures and eliminate unneeded or unnecessary entries. The NE CPOC deleted over 2,500 obsolete organizations and over 12,000 unneeded positions.

The NE CPOC deployed modern DCPDS with a conversion accuracy rate of 99+% and FASCLASS II,

converting about 30,000 job descriptions from the Legacy system. NE CPOC also implemented RESUMIX On-Line Applicant Response (ROAR) and continued to increase their use of the Northeast Regional Toolset, which was adopted Army-wide as the Army Tool Set (ART).

**Other Highlights and Activities.**

The NE CPOC conducted a five-part Classification Seminar for NE CPOC employees dealing with some of the finer points of classification and position management.

The NE CPOC implemented results of the 5CFR551 review.

The NE CPOC held a Commanders' Symposium on Human Resource Management in August 2001.

Aberdeen Proving Ground successfully kept the IT function in-house following an A-76 study.

CECOM minimized the impact of outsourcing through a "Soft Landing" approach involving negotiation of attractive packages for those employees who opted to go with the contractor and maximum use of such authorities as VERA, VSIP and Priority Placement.

NE began using the Federal Career Intern Program (FCIP) to hire the Engineer & Scientist (E&S) interns at Picatinny Arsenal. The new process is much faster and normally allows referral of candidates within a day of advertising a vacancy.

The NE CPOC MEDCELL processed 1,914 recruit/fill actions, issued 1,295 referrals, and filled 705 positions. They filled 582 positions in FY00.

The NE CPOC used KISS to manage the workload associated with demonstration project Pay for Performance base pay increases, awards and appraisal input.

**North Central (NC)**

**Staffing Quality and Timeliness.**

The NC CPOC closed 6534 recruit/fill actions in FY01. Their average fill time for the year was 52.8 days. In FY00 they closed 5858 actions with an average of 60.0 days.

**Classification.** The NC CPOC processed 10942 routine actions in an average of 1.9 days and 819 non-routine actions in 13.9 days in FY01. In FY00 they processed 14374 routine actions in 1.1 days and 1450 non-routine actions in 11.0 days.

**Workforce Sizing.** The NC CPOC completed 16 reorganizations and realignments, 2 A-76 studies, and 7 RIFs in FY01. In FY00 they completed 19 reorganizations, 0 A-76 studies, and 3 RIFs.

**Pay Management.** The NC CPOC resolved 162 out of 167 pay problems in the pay period received in FY01. In FY00 they resolved 363 out of 371 problems in the same pay period.

**Training.** The NC CPOC conducted 120 classes and trained 1953 employees in FY01. In FY00 they

conducted 219 classes and trained 3436 employees.

**Awards.** In FY01 the NC CPOC processed 12399 monetary awards totaling over \$12,500,000 and 802 non-monetary awards. In FY00 they processed 11469 monetary awards totaling over \$11,600,000 and 742 non-monetary awards.

**Cancellations and Corrections.**

The NC CPOC cancelled or withdrew 1555 actions in FY01 as compared to 1224 cancellations in FY00.

**Automation.** The NC CPOC converted 21,303 records from Legacy to the Modern System with a 100% success rate.

The NC CPOC implemented the CART (Classification Automated Reporting Tool) program, the Position Management application (CART), ROAR updates, KISS for and Modern Script-driven data entry emulation tool (MASTER), Aladdin, Special Candidate Tracker, FASCLASS II testing/prototype, Fortune-158 budget report, Army Resumix Cert, Atlantis, USAR information feed, and multiple Modern System preparation and deployment processes/logistics and associated tools.

The NC CPOC led the development of a standard CPOC/CPOCMA Home Page web template.

NC CPOC developed/deployed a series of on-line web based (inter, intra and extra-net) reports to allow

customers access to real-time PPI/Modern database information

**Other Highlights and Activities.**

The NC CPOC provided support to a 5 CFR 551 study and implemented results as submitted by CPACs.

The NC CPOC issued 1,595 centralized intern referral lists. Ultimately, 678 ACTEDS interns were hired.

NC CPOC began servicing Walter Reed, Fort Myer, Fort Meade, Fort Belvoir, and Headquarters, US Army Corps of Engineers. They transitioned service of Rock Island, St. Paul, Pittsburgh, and Huntington Districts to the SW CPOC.

The NC CPOC hosted representatives of MDW, Walter Reed and HQ, COE to discuss issues related to their transition to the NC CPOC.

The NC CPOC hosted OPM representatives and one from CPMS for a Modern System orientation and preparation IPR on March 28th and 29th, 2001.

The NC CPOC hosted four representatives from the MDW MACOM office for one day and half session in preparation to begin servicing them on August 26th.

**National Capital Region (NCR)**

**Staffing Quality and Timeliness.**

The NCR CPOC closed 4875 recruit/fill actions in FY01. Their average fill time for the year was 87.0 days. In FY00 they closed

4357 actions with an average of 90.4 days.

**Classification.** The NCR CPOC processed 3984 routine actions in an average of 4.3 days and 860 non-routine actions in 17.7 days in FY01. In FY00 they processed 6384 routine actions in 4.5 days and 2296 non-routine actions in 17.2 days.

**Workforce Sizing.** This information was unavailable.

**Pay Management.** This information was unavailable.

**Training.** This information was unavailable.

**Awards.** This information was unavailable.

**Cancellations and Corrections.** The NCR CPOC cancelled or withdrew 1302 actions in FY01 as compared to 1258 cancellations in FY00.

**Automation.** To prepare for modern DCPDS deployment, the NCR CPOC conducted practice sessions for processors, clerks, assistants, and supervisors.

The NCR CPOC entered approximately 3,500 pipeline actions into the modern system.

**Other Highlights and Activities.** The NCR CPOC continued its Tours Program for senior leaders and members of their staffs to visit the center and become familiar with CHR operations in a regionalized environment.

The NCR CPOC and MTMC MACOM representatives met to establish vacancy announcement templates for MTMC positions.

NCR CPOC generated recruiting initiatives to fill numerous AMC Fellowship Program positions with outstanding scholars. Selected individuals will receive multi-functional and multi-skilled training in the following disciplines: Engineers and Scientists (Non Construction), Quality and Reliability, Contracting and Acquisition, Supply, Maintenance, and Information and Technology.

The NCR CPOC established an Intranet Website for its displaced employees. The site included daily informational messages from the Director, news releases, job information links, a bulletin board, and an event calendar. Government agencies in the area were invited to the CPOC to conduct Job Fairs for interested employees.

The NCR CPOC hosted three Partnership Meetings involving participation from CPOCMA, CPACs and MACOMs within the region. Additionally, they held an information and planning meeting with CPAC Chiefs to coordinate the transition to closure of the NCR CPOC.

The NCR CPOC closed on September 30, 2001 and transferred 8 of its CPACs/quasi CPACs to the NE, NC, and W CPOCs.

**West (W)**

**Staffing Quality and Timeliness.**

The W CPOC closed 4764 recruit/fill actions in FY01. Their average fill time for the year was 54.5. In FY00 they closed 5152 actions with an average of 52.1 days.

**Classification.** The W CPOC processed 8664 routine actions in an average of 2.0 days and 1817 non-routine actions in 21.2 days in FY01. In FY00 they processed 8098 routine actions in 2.2 days and 1825 non-routine actions in 11.5 days.

**Workforce Sizing.** The W CPOC completed 2 reorganizations and realignments, 0 A-76 studies, and 4 RIFs in FY01. In FY00 they completed 1 reorganization, 3 A-76 studies, and 3 RIFs.

**Pay Management.** The W CPOC resolved 413 out of 422 pay problems in the pay period received in FY01. In FY00 they resolved 686 out of 700 problems in the same pay period.

**Training.** The W CPOC conducted 58 classes and trained 958 employees in FY01. In FY00 they conducted 5 classes and trained 129 employees.

**Awards.** In FY01 the W CPOC processed 13516 monetary awards totaling \$9,519,731 and 325 non-monetary awards. In FY00 they processed 13579 monetary awards totaling \$9,525,293 and 336 non-monetary awards.

**Cancellations and Corrections.** The W CPOC cancelled or withdrew

928 actions in FY01 as compared to 786 cancellations in FY00.

**Automation.** The W CPOC deployed modern DCPDS with 100% data conversion accuracy. Along with the modern system deployment, the W CPOC migrated from Resumix version 4.1 to version 5.3, then became the first CONUS CPOC to migrate to Resumix version 6.1. Other W CPOC automation initiatives included the deployment of Army Regional Tools (ART) - a set of personnel related, web based reports and applications, and the conversion to FASCLASS II - an upgraded version of the web based position classification tool.

**Other Highlights and Activities.**

The W CPOC gave serviced employees the opportunity to correct and/or update their official training history information. The W CPOC processed 6,517 updates and corrections into the legacy system prior to deploying modern DCPDS.

The W CPOC fielded four separate civilian personnel management products, including a fully scripted Executive Briefing for new Garrison Commanders, a "Management & Administration of Civilian Training" guide, an "Orientation Course on Civilian Personnel Management", and a "Supervisor's Desk Reference Guide on Civilian Personnel Management".

The W CPOC set up a training lending library consisting of 71 training videos, 1 CD-ROM, 23 books, and 6 audiocassette programs.

In January 2001, the W CPOC partnered with its Fort Lewis CPAC and Madigan Army Medical Center (MAMC) embarked on an extensive recruiting effort to fill professional nurse vacancies and other hard to fill medical positions.

The W CPOC conducted Delegation of Classification Authority training at both Fort Lewis and Yuma Proving Ground, providing certification to over 60 managers.

The W CPOC Delegated Examining Unit worked with the USACE Northwest Division to standardize 39 crediting plans designed to cover all Power Trades positions in the region.

USACE subject matter experts worked with CPAC and W CPOC specialists to develop a RESUMIX Skills Handbook for General Schedule positions, focusing on engineers and scientists.

The W CPOC hosted a Commanders Civilian Personnel Advisory Council Meeting in February 2001 and a Personnel Systems Managers conference in August 2001.

The W CPOC supported several SWAT initiatives to assist the NCR and SE CPOC closures.

The W CPOC assumed servicing responsibility for the Defense Civilian Intelligence Personnel community in September 2001.

## **Europe and Civilian Human Resources Management Agency (CHRMA)**

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

The Europe CPOC closed 8567 recruit/fill actions in FY01. Their average fill time for the year was 66.8 days. In FY00 they closed 9396 actions with an average of 65.4 days.

**Classification.** The Europe CPOC processed 7556 routine actions in an average of 2.3 days and 1265 non-routine actions in 16.4 days in FY01. In FY00 they processed 14328 routine actions in 2.7 days and 2414 non-routine actions in 22.1 days.

**Workforce Sizing.** The Europe CPOC completed 4482 reorganizations and realignments, 0 A-76 studies, and 2 RIFs in FY01. In FY00 they completed 1372 reorganizations, 0 A-76 studies, and 3 RIFs.

**Pay Management.** The Europe CPOC resolved 3250 out of 3432 pay problems in the pay period received in FY01. In FY00 they resolved 2556 out of 2712 problems in the same pay period.

**Training.** The Europe CPOC conducted 350 classes and trained 8750 employees in FY01. In FY00 they conducted 284 classes and trained 5680 employees.

**Awards.** In FY01 the Europe CPOC processed 15989 monetary awards totaling \$7,441,267 and 2531 non-monetary awards. In FY00 they processed 15355 monetary awards

totaling \$8,196,310 and 2163 non-monetary awards.

**Cancellations and Corrections.**

The Europe CPOC cancelled or withdrew 5924 actions in FY01 as compared to 5746 cancellations in FY00.

**Automation.** CHRMA improved communication through enhancements to its web site which include manager tools, expanded employment information, down range and national emergency pages, addition of several wizards that help applicants determine their job eligibility, and an easy to use "Customer Feedback" section.

The website was also brought into full compliance with Section 508 (handicapped access) Federal law and command policy. In addition, the local Vacancy Announcement Builder now supports Italian and Belgian local national announcements.

The Europe CPOC was the first regional site to deploy RESUMIX 6.1. It deployed SOARS, an online automated tool designed for applicants to view status of their resumes. The SOARS application was successfully modified to work with the latest Resumix 6.1 system and includes online assistance. The enhanced OPF Tracker system, online manpower reporting system, and an online training nomination form were also implemented.

To prepare for modern DCPDS deployment, the Europe CPOC created a variety of quality control

reports to ensure integrity of the system and to reduce pipeline actions.

**Other Highlights and Activities.**

The senior CHRMA leadership continued work on the CHRMA Operational Plan FY01-02. In addition, CHRMA integrated civilian personnel action items into the USAREUR Theater Plan Well Being Annex.

CHRMA can now offer a Temporary Change of Station (TCS) for up to 30 months for Hungary and Bosnia and is working with EUCOM to obtain similar approval for the Kosovo Province. CHRMA is working on billeting standards to have civilians housed on the same basis as military (by pay grade) while in the Balkans. Other initiatives include work to obtain approval of a relocation bonus to be prorated by length of stay and a length of tour waiver for employees covered by the 5-year rotation policy.

CHRMA is working with command leadership to develop criteria and convert positions from US to LN to balance the workforce, created a Personnel Assistants Academy, and is developing a local national career program.

CHRMA developed a standardized supervisory training course so that CPACs could present consistent training across the serviced population. The course is available in hard copy and CD ROM.

**Pacific**

**Staffing Quality and Timeliness.**

The Pacific CPOC closed 2274 recruit/fill actions in FY01. Their average fill time for the year was 56.9 days. In FY00 they closed 2433 actions with an average of 55.0 days.

**Classification.** The Pacific CPOC processed 3183 routine actions in an average of 2.4 days and 677 non-routine actions in 27.9 days in FY01. In FY00 they processed 2958 routine actions in 3.4 days and 553 non-routine actions in 23.6 days.

**Workforce Sizing.** The Pacific CPOC completed 4 reorganizations and realignments, 3 A-76 studies, and 5 RIFs in FY01. In FY00 they completed 0 reorganizations, 0 A-76 studies, and 3 RIFs.

**Pay Management.** The Pacific CPOC reported payroll errors to be minimal; however, they do not keep a record of the specific numbers resolved and unresolved.

**Training.** The Pacific CPOC conducted 20 classes and trained 624 employees in FY01. In FY00 they conducted 20 classes and trained 823 employees.

**Awards.** In FY01 the Pacific CPOC processed 4793 monetary awards totaling \$3,101,314 and 1535 non-monetary awards. In FY00 they processed 3268 monetary awards totaling \$1,893,650 and 1042 non-monetary awards.

**Cancellations and Corrections.**

The Pacific CPOC cancelled or withdrew 370 actions in FY01 as

compared to 165 cancellations in FY00.

**Automation.** The Pacific CPOC upgraded RESUMIX from 5.3.1 to version 6.1 in August 2001.

The Pacific CPOC brought on line their Army I, II, and Management Servers, unique servers to the Army Automated Personnel Infrastructure, in September 2001.

**Other Highlights and Activities.**

The Pacific Region held a Classification Functional Forum was held in September 2001 and a Staffing Functional Forum in April 2001.

The Pacific Region CPOC implemented a formal Production Management/Quality Management initiative focusing on better control of production and continuous process improvement using the Balanced Scorecard approach.

Because of the non-availability of ABC-C on line during the summer TSP open season, staff in the Pacific CPOC had to process open season election changes manually. Of the region-wide 2240 changes, 954 (43%) were completed at the CPOC.

The Pacific CPOC revised The Managing the Civilian Workforce training course (former Supervisory Training, 41B).

**Korea****Staffing Quality and Timeliness.**

The Korea CPOC closed 4365 recruit/fill actions in FY01. Their

average fill time for the year was 40.9 days. In FY00 they closed 2912 actions with an average of 83.6 days.

**Classification.** The Korea CPOC processed 3702 routine actions in an average of 2.9 days and 673 non-routine actions in 9.6 days in FY01. In FY00 they processed 6085 routine actions in 5.7 days and 1366 non-routine actions in 11.9 days.

**Workforce Sizing.** The Korea CPOC completed 14 reorganizations and realignments, 0 A-76 studies, and 89 RIFs in FY01. In FY00 they completed 14 reorganizations, 0 A-76 studies, and 182 RIFs.

**Pay Management.** The Korea CPOC resolved 53 out of 73 pay problems in the pay period received in FY01. In FY00 they resolved 43 out of 82 problems in the same pay period.

**Training.** The Korea CPOC conducted 51 classes and trained 1250 employees in FY01. In FY00 they conducted 53 classes and trained 1273 employees.

**Awards.** In FY01 the Korea CPOC processed 75 monetary awards totaling \$450,136 and 168 non-monetary awards. In FY00 they processed 226 monetary awards totaling \$334,766 and 143 non-monetary awards.

**Cancellations and Corrections.** The Korea CPOC cancelled or withdrew 125 actions in FY01 as compared to 150 cancellations in FY00.

**Automation.** The Korea CPOC implemented Resumix 5.3.

Deployment of the modern DCPDS, originally scheduled for July 2001, was delayed and re-scheduled for October 2001.