



FY2019



Civilian Human Resources Annual Report

FISCAL YEAR 2019

ASSISTANT G-1 FOR CIVILIAN PERSONNEL (AG-1CP)

UNITED STATES ARMY | G-1

Table of Contents

| | |
|--|----|
| A Note from the Assistant G-1 for Civilian Personnel..... | 1 |
| About Us | 3 |
| FY 2019 Highlights..... | 5 |
| Chapter 1: The Civilian Workforce | 9 |
| 1.1 Strength and Execution..... | 9 |
| 1.2 Federal Employee Viewpoint Survey and Best Places to Work | 11 |
| 1.3 Workforce Diversity | 12 |
| 1.4 Time to Hire..... | 13 |
| 1.5 Civilian HR Knowledge Management and Information Technology | 15 |
| Chapter 2: Civilian Personnel Strategy, Policy, and Programs..... | 17 |
| 2.1 The Army People Strategy and Civilian Implementation Plan | 17 |
| 2.2 Voluntary Early Retirement Authority (VERA) & Voluntary Separation Incentive Payment (VSIP)..... | 18 |
| 2.3 Incentive Awards..... | 19 |
| 2.4 Direct Hire Authority..... | 19 |
| 2.5 DoD Performance Management and Appraisal Program | 20 |
| 2.6 Career Programs | 21 |
| 2.7 Civilians Represented in Unions..... | 21 |
| 2.8 Nonappropriated Fund | 22 |
| 2.9 Personnel Management Evaluations | 22 |
| The Future..... | 25 |
| Appendix A: Historical and Projected Civilian and Active Component Military Strength..... | 27 |
| Appendix B: Federal Employee Viewpoint Survey..... | 29 |
| Appendix C: Workforce Diversity Details | 31 |
| C.1 Age Representation | 31 |
| C.2 Gender (Female) Representation | 32 |
| C.3 Minority Representation..... | 32 |
| C.4 Disability Representation..... | 33 |
| C.5 Veteran Representation..... | 33 |
| C.6 Diversity Five Year History | 34 |
| Appendix D: Voluntary Early Retirement Authority & Voluntary Separation Incentive Payment Details..... | 35 |
| Appendix E: Incentive Awards..... | 37 |
| Appendix F: Acronyms and Definitions..... | 39 |
| Appendix G: Useful Links and Resources | 41 |

A Note from the Assistant G-1 for Civilian Personnel

On behalf of the Army's G-1, LTG Thomas Seamands, I am pleased to present the FY19 Civilian Human Resources (CHR) annual report.

The Army has more than 298,000 dedicated Civilian employees performing more than 500 different occupations around the world in support of Soldiers and their families. Thousands of HR professionals work hard every day to help our Civilian workforce operate effectively and efficiently.

This report comes at a time of transition for the Civilian HR enterprise. You will see as you review this report that we have accomplished a number of key initiatives over the fiscal year. In addition, we have begun work to shift our focus from distributing personnel to managing the talents of our Civilians as articulated in the Army People Strategy.

In FY20 and beyond, I expect the Army People Strategy will continue to modernize and improve the delivery of all Civilian HR processes and programs. Military and Civilian Implementation Plans are expected to be published in early 2020 and will provide a framework to execute the Strategy.

You can help the Army's CHR program by reviewing this report and letting us know how we can improve. If you have specific suggestions or ideas on how to make things better for our Civilians, please contact your command G-1 or your local Civilian Personnel Advisory Center. You can also contact me directly at Michael.E.Reheuser.civ@mail.mil.

Thank you.

Michael E. Reheuser
Assistant G-1 for Civilian Personnel

About Us

The Headquarters, Department of the Army's Office of the Assistant G-1 for Civilian Personnel (AG-1CP) is headquartered at Fort Belvoir, Virginia and is led by Mr. Michael E. Reheuser. The AG-1CP is responsible for managing Civilian personnel programs and implementing policies that directly affect Army Civilians.

The AG-1CP serves as an advisor to the Army G-1 and the Assistant Secretary of the Army, Manpower & Reserve Affairs (ASA M&RA) on the development and management of the Army's Civilian Human Resources program.

Mission

To influence, develop, manage, and assess the Army's Civilian Human Resources plans, programs, and policies.

Vision

Trusting professionals providing innovative solutions to optimize Army personnel readiness – today and tomorrow.

Values

AG-1CP's values are: Accountability, Collaboration, Communication, Diversity and Inclusion, Innovation, Integrity, Personal Courage, Resiliency, Respect, and Selfless Service.

Purpose

The purpose of this report is to summarize and present the overall status of the Army's Civilian workforce and outline any significant changes that have, or will be occurring to the Civilian Human Resources program.

FY 2019 Highlights

Army Civilians form the institutional backbone of the Army and are an integral part of the Army enterprise. Additionally, the National Defense Strategy asserts that a motivated, diverse, and highly skilled Civilian workforce is required in order to ensure the Department of Defense (DoD) is modern, agile, and information-advantaged.

Army Civilians comprise approximately 23% of the total force (when including the Active, Reserve, and National Guard Components) and 34% of the force when including only Civilians and the Active Component. This distribution has remained relatively consistent throughout history, with each population growing or reducing at similar rates. The historical distribution of Civilians against the Active Military population is shown in Table 13 in Appendix A.

Army Civilians work across the institutional Army in over 500 unique job series providing mission-essential support to Soldiers in critical non-combat positions. These include careers in the technical, medical, engineering, science, logistics, finance, and administrative disciplines.

The Civilian workforce is typically divided into two primary categories - Appropriated fund (AF) and Nonappropriated fund (NAF) employees. AF employees are further divided into: U.S. Direct Hire (USDH) serving in a Military Function (which includes U.S. Army Reserve Technicians), USDH serving in a Civil Function, USDH in a Cemeterial Function, National Guard Military Technicians, Foreign National (FN) Direct Hires in a Military Function (paid for by the U.S.), and FN Indirect Hires in a Military Function (paid for by host nations). NAF employees are those working in the morale, welfare, and recreation (MWR) areas. Table 1 provides the status of each category at the end of September 2019.

| <i>Composition of the Army Civilian Workforce</i> | <i>Sep 2019</i> |
|---|-----------------|
| <i>U.S. Direct Hire in Military Function</i> | 199,263 |
| <i>National Guard Techs</i> | 27,246 |
| <i>Foreign Nationals Direct Hire In Military Function</i> | 6,434 |
| <i>Foreign Nationals Indirect Hire In Military Function</i> | 13,783 |
| <i>Total Appropriated Fund in Military Function</i> | 246,726 |
| <i>U.S. Direct Hire in Civil Works</i> | 24,814 |
| <i>U.S. Direct Hire Cemeterial Function</i> | 186 |
| <i>Total Appropriated Fund in Civil Function</i> | 25,000 |
| <i>Total Appropriated Fund in All Functions</i> | 271,726 |
| <i>Total Non-appropriated Fund</i> | 26,904 |
| <i>Total Civilian Strength</i> | 298,630 |

TABLE 1. END OF YEAR CIVILIAN STRENGTH AS OF SEPTEMBER 2019 – SOURCE: SF113A

The Army reports on the number of Civilians in several ways based on the nature of the work they perform or on their source of funding. For example, while total employment at the end of Fiscal Year (FY) 19 was 298,630 Civilians, the Army most often reports Civilian strength as Total AF employees minus Indirect Hire FNs which was 257,943 at the end of FY19. This figure excludes NAF employees, most of whom work in the Installation Management Command (IMCOM). A detailed breakdown of Civilian strength for each month of FY19 is included in Chapter 1: The Civilian Workforce.

The Army Civilian workforce experienced numerous changes in FY19 due to Federal legislation, Executive Orders (EOs), DoD directives, DoD programs, and Army reform efforts.

The Army reforms that impacted the Army CHR enterprise started in 2018. The Secretary of the Army released several memoranda introducing reform initiatives for the Department of the Army (DA). Their purpose was to “push authorities and responsibilities down to the lowest level capable and competent of exercising them.” The Secretary’s goal was to free up time, money, and manpower at the headquarters (HQ) that can be redirected to other priorities. Several targeted reform initiatives were started as a result of this memo. Two of these initiatives impacted aspects of how the Army executes its CHR program: the Installation Management reform effort and the Civilian Personnel Management reform effort. Both efforts addressed aspects of CHR, with a focus on providing recommendations “to improve how the Army integrates and delivers base support, services...to enable readiness and enhance the well-being of Soldiers, Families, and Civilians.”

Integrated planning teams completed work started in the summer and fall of FY18 by the 2nd Quarter, FY19. After senior leadership review, the Secretary of the Army directed the Civilian Human Resources Agency (CHRA) to execute a pilot program involving options in aligning its Civilian Personnel Advisory Centers (CPACs) with supported Army organizations. This pilot focused on three options, and was started in April 2019. The Civilian Personnel Evaluation and Analysis Office (CPEA) will independently evaluate the effectiveness of the options against the overall Army CHR enterprise, and report back after the end of the evaluation (in FY20).

The reform initiatives also resulted in changes to what organizations Army Civilians worked for. In the spring and summer of 2019, several Army direct reporting units (DRUs) were realigned under Army commands. The Army Materiel Command (AMC) now commands the IMCOM, the Financial Management Command, and the logistical organizations of the U.S. Army Medical Command (MEDCOM). Training and Doctrine Command (TRADOC) oversees the training elements of MEDCOM. Army Futures Command (AFC) became fully operational by January 2019. Additional reorganizations will continue into FY20. Over 40,000 Army Civilians now work under a different organizational structure than they did in FY18.

MEDCOM will be greatly transformed by a parallel initiative involving DoD’s administration of medical capabilities. The FY17 National Defense Authorization Act (NDAA) directs the Defense Health Agency to consolidate all medical facilities under a single DoD structure that is not directly involved in supporting operational forces. For the Army, over 30,000 Civilians will depart its rolls and be assigned under the Defense Health Agency. The timing of the transfer, assignment of individuals under the transfer, and decisions on a final organizational structure for Army medicine will take place in FY20.

Additional reform initiatives focused on Army Civilian knowledge management (KM) and information technology (IT) systems. To comply with Office of the Secretary of Defense (OSD) and Army directives, almost all Army Civilian KM/IT capabilities were consolidated under CHRA by September 2019. Concurrently, CHRA began closing legacy computer server systems and started migrating their programs and applications into cloud-based commercial information systems. Furthermore, CHRA and the Army provided personnel and resources throughout FY19 to the Defense Civilian Personnel Advisory Service (DCPAS) as it developed an all-new DoD Civilian personnel IT system named the Defense Civilian Human Resource Management System (DCHRMS). DCHRMS will be cloud based, will incorporate new rules and processes for CHR transactions, and will provide multiple CHR capabilities under a single umbrella operation. All the items noted above are expected to be completed and deployed in the summer of 2020.

As authorized by Federal law and OPM guidelines, the Army implemented new direct hire appointing authorities for a variety of scientific, technical, engineering, and mathematics (STEM) positions, as well as cybersecurity and related positions where there was an identified severe shortage of candidates and/or critical hiring need. Additionally, elements of AG-1CP solicited information and feedback from Army subordinate elements to improve recruitment and retention in STEM occupations and to inform Congress on opportunities for future extensions or expansions of DoD's compensation and staffing authorities as part of the FY20 legislative cycle.

With the significant impact triggered by the change in taxable income when executing permanent or temporary changes in duty station by our Civilian workforce, Army leaders and experts conducted over 29 town halls to explain their impacts on Civilians. These town halls involved the Defense Finance and Accounting Service, included information on current and future tools to assist Civilians in calculating moving costs, and informed Army leaders on recommended changes to Federal laws that would mitigate impacts on Civilians executing changes in work location.

Chapter 1: The Civilian Workforce

1.1 Strength and Execution

The total number of Army Civilian personnel increased slightly in FY19 (Tables 2 and 3). The increase in the USDH Military Function workforce is the primary reason for the net gain. The majority of this growth was in temporary and term employees, which experienced a net increase of over 2,000 personnel in FY19. The Army will employ these types of personnel for four years or less on average. Many organizations utilize temporary and term employees to meet mission requirements during a drawdown. The remainder of the categories, which includes FNs, Civil Function, and NAF Civilians, remained relatively consistent during the FY.

| by Category | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep |
|---------------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Military Function | | | | | | | | | | | | |
| US Direct Hire in Military Function | 197,885 | 198,332 | 198,293 | 197,673 | 197,860 | 198,162 | 198,910 | 198,708 | 199,272 | 199,173 | 198,841 | 199,263 |
| National Guard Techs | 27,285 | 27,481 | 27,497 | 27,361 | 27,211 | 27,246 | 27,430 | 27,345 | 27,573 | 27,592 | 27,451 | 27,246 |
| FN Direct Hire In Military Function | 6,525 | 6,520 | 6,519 | 6,462 | 6,466 | 6,481 | 6,448 | 6,431 | 6,421 | 6,424 | 6,448 | 6,434 |
| FN Indirect Hire In Military Function | 13,758 | 13,761 | 13,760 | 13,671 | 13,673 | 13,759 | 13,741 | 13,761 | 13,777 | 13,792 | 13,810 | 13,783 |
| Total in Military Function | 245,453 | 246,094 | 246,069 | 245,167 | 245,210 | 245,648 | 246,529 | 246,245 | 247,043 | 246,981 | 246,550 | 246,726 |
| Civil Function | | | | | | | | | | | | |
| US Direct Hire in Civil Function | 23,823 | 23,814 | 23,797 | 23,646 | 23,721 | 23,839 | 23,970 | 24,584 | 24,867 | 25,067 | 24,961 | 24,814 |
| US Direct Hire Cemeterial Function | 175 | 177 | 175 | 176 | 181 | 179 | 182 | 183 | 187 | 188 | 185 | 186 |
| Total in Civil Function | 23,998 | 23,991 | 23,972 | 23,822 | 23,902 | 24,018 | 24,152 | 24,767 | 25,054 | 25,255 | 25,146 | 25,000 |
| Non-appropriated Fund | 27,275 | 27,350 | 27,367 | 27,207 | 26,338 | 26,755 | 26,883 | 27,126 | 27,145 | 26,992 | 26,918 | 26,904 |
| Total Civilian Strength | 296,726 | 297,435 | 297,408 | 296,196 | 295,450 | 296,421 | 297,564 | 298,138 | 299,242 | 299,228 | 298,614 | 298,630 |

TABLE 2. FY19 CIVILIAN STRENGTH BY FUNDING SOURCE – SOURCE: SF113A

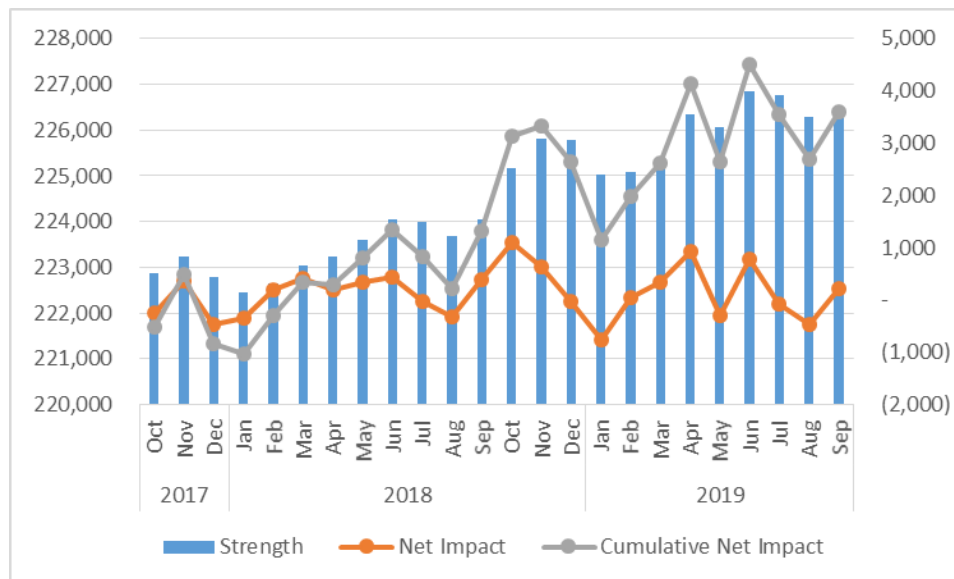


TABLE 3. FY18-19 CIVILIAN STRENGTH – USDH MILITARY FUNCTION (INCLUDING ARNG TECHS) – SOURCE: SF113A

As shown in Table 4, the number of Civilians on-hand at the end of the FY was 1.5% above FY19 authorizations as outlined in the President’s Budget. A small over execution like this is manageable and does not affect the Army’s ability to pay salaries. There is a slight risk that the Army may over execute its authorization targets in the future, but the Army is within manageable levels. The Army’s leadership remains able to adjust and meet authorization targets.

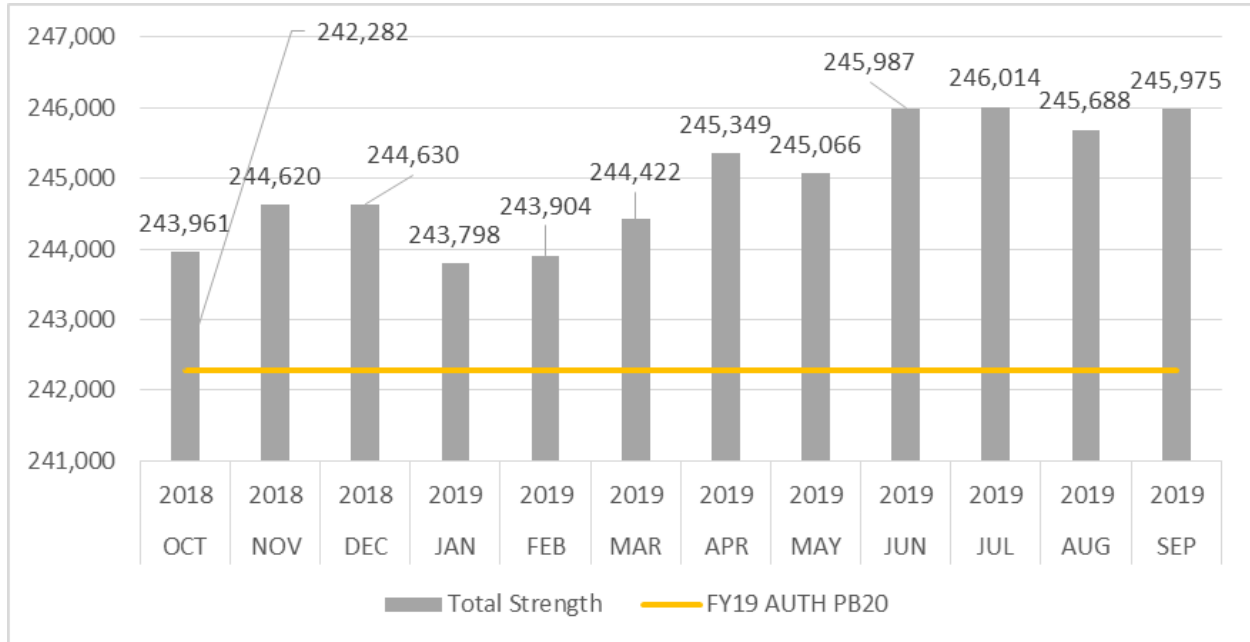


TABLE 4. FY19 CIVILIAN EXECUTION TO FY19 AUTH – SOURCE: SEP 19 STRENGTH VS AUTHORIZATION REPORT; PRESIDENT’S BUDGET 20

1.2 Federal Employee Viewpoint Survey and Best Places to Work

Every year the Office of Personnel Management (OPM) sends out the Federal Employee Viewpoint Survey (FEVS) to employees of all federal agencies to measure “government employees’ perceptions of their work experiences, their agencies, and their leaders.” FEVS provides the workforce the opportunity to provide feedback on their work environment, which provides leadership insights into workforce perceptions, strengths, and challenge areas specific to their work unit, organization, or Command. Since 2015, the Army has committed itself to raising the “employee engagement index”; a part of the FEVS. Employee engagement refers to “an employee’s sense of purpose that is evident in their display of dedication, persistence and effort in their work or overall attachment to their organization and its mission.” Most importantly, the FEVS provides the Army an opportunity to engage with the workforce and collect valuable feedback as we modernize our approach to talent management.

The employee engagement index (EEI – in Table 5) is a composite score that is comprised of three sub categories:

- Work Experience: This reflects “employee feelings of motivation and competency relating to their roles in the workplace.”
- Supervisors: This “describes the interpersonal relationship between employee and supervisor.”
- Leaders Lead: This illustrates “employee perceptions of the integrity of leadership.”

In 2019, more than 85,000 Army Civilians responded to the FEVS – 44% of those eligible to take the survey. This is a significant improvement from past years. In addition to increased participation, the Army’s EEI score increased for the fifth consecutive year and by almost 2% points from 2018 – exceeding the President’s Engagement Goal of 67%. Within the EEI, all three sub-indices improved as well. These scores indicate that Army Civilians remain positive about their work, organizations, and the Army mission, while also identifying areas where we can improve. More comprehensive EEI results are provided in Table 15 of Appendix B.

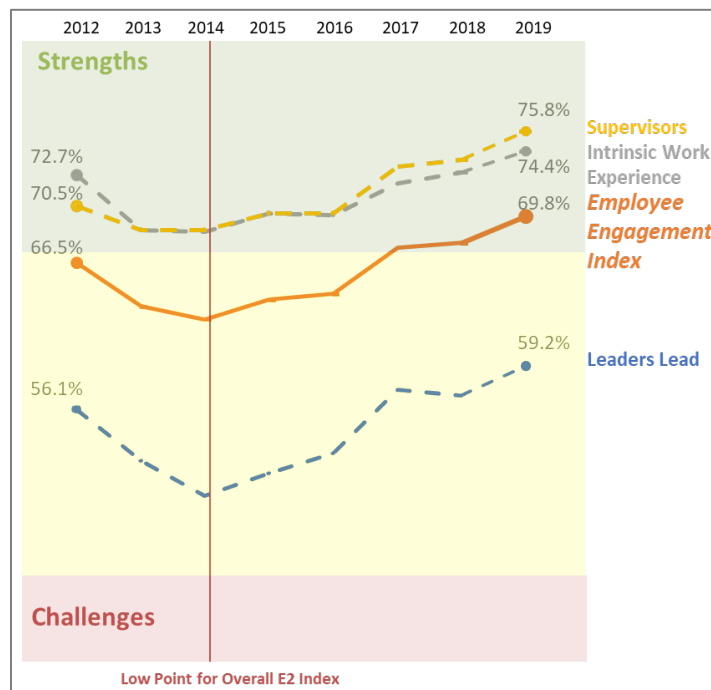


TABLE 5. 2012-2019 EMPLOYEE ENGAGEMENT INDEX RESULTS – SOURCE: OPM

In order to maximize the return of engagement, it is recommended that organizations review their FEVS reports and other resources by forming an action planning team to identify improvement areas. The team can be comprised of any combination of leadership and employees and utilize FEVS or any other resources available to them. Clear, achievable goals should be identified and a realistic plan to include timeframes and a way of measuring/tracking success should be developed. Actions should then be implemented and should involve leadership at all levels within the organization. The action planning team should continue to monitor and evaluate progress and should be transparent with employees.

The Army also utilizes the “Best Places to Work” survey as a measure of employee engagement. Produced by the nonprofit, nonpartisan Partnership for Public Service, rankings are calculated based on results from three FEVS questions that are most likely to predict employees’ intent to remain with their current agency. The rankings have been released annually since 2003 and in 2019 included over 615,395 federal employees. The Army’s ranking within the large federal agencies category improved from 11th out of 17 in 2018 to 7th in 2019, continuing to rise in the rankings from 17th in 2016. The Army had previously set a goal to be in the Top 10 Best Places to Work by 2020, which the Army exceeded a year early.

Increases across the FEVS and Best Places to Work Surveys demonstrate that the Army is on the right track to improving the quality and experience for Civilians within the workplace. Despite this success, there is more work to be done. The Army is striving to continue to increase employee engagement results in the FEVS and has set a new goal to be a Top 5 Best Place to Work by 2020.

1.3 Workforce Diversity

Starting in 2011, with EO 13583, The Federal Government committed itself to promoting diversity and inclusion in the workplace. A multitude of scientific and organizational research shows that diverse teams can improve individual and organizational performance and innovation, among many other things. Given all this, it is clear that the Army must harness the power of diverse teams. This section will summarize the diversity of Army Civilians through five categories: 1) Age; 2) Gender; 3) Minority Status; 4) Disability; and 5) Veteran Status. Table 6 illustrates the five diversity categories and how the Army compares to the total U.S. labor force as tracked by the Bureau of Labor Statistics (BLS) and to the overall Federal Workforce (OPM’s FEDSCOPE)¹.

| Median Age | Gender (% Female) | Minority | Disability | Veteran |
|-----------------------|--|--|------------------------|------------------------|
| Army - 50 BLS - 42 | Army - 37% BLS - 47% Federal - 44% | Army - 32% BLS - 32% Federal - 37% | Army - 10% BLS - 4% | Army - 50% BLS - 6% |

TABLE 6. FY19 WORKPLACE DIVERSITY OVERVIEW – SOURCE: WASS, BUREAU OF LABOR STATISTICS (BLS.GOV), AND OFFICE OF PERSONNEL MANAGEMENT (OPM – FEDSCOPE)

In FY19, the Army mirrored or greatly exceeded the representation of the total U.S. labor force in three out of five diversity categories, as it has since FY17. Those categories are minority representation, disability representation, and veteran representation. However, in the categories of female representation and median age, the Army continues to lag behind the U.S. labor force. Although female

¹ OPM’s FEDSCOPE does not include data for the median age, disability, and veteran status categories.

representation is up one percentage point from FY18, the Army is still 10 percentage points below the reported numbers from the BLS. Similarly, the Army’s median age rose one year from FY18 and is eight years greater than that of the U.S. labor force.

Table 7 illustrates the Army’s overall workforce diversity representation compared to representation at the General Schedule (GS) 15 and Senior Executive Service (SES) levels. As expected, the median age increases at each level. Representation decreases at each level in the gender and minority categories. The disability category is constant at the overall workforce and GS-15 levels but decreases at the SES level. The veteran category increases at the GS-15 level and then decreases at the SES level. Appendix C provides more detail on the Army’s workforce diversity.

| Median Age | Gender (% Female) | Minority | Disability | Veteran |
|----------------|----------------------|-----------------|-----------------|-----------------|
| Workforce - 50 | Workforce - 37% | Workforce - 32% | Workforce - 10% | Workforce - 50% |
| GS-15 - 56 | GS-15 - 25% | GS-15 - 18% | GS-15 - 10% | GS-15 - 54% |
| SES - 58 | SES - 22% | SES - 17% | SES - 4% | SES - 44% |

TABLE 7. FY19 ARMY WORKFORCE DIVERSITY: OVERALL WORKFORCE VERSUS LEADERSHIP REPRESENTATION – SOURCE: WASS

1.4 Time to Hire

The ability to hire new personnel into vacant positions rapidly is an important aspect of the Army’s overall ability to maintain a Civilian personnel workforce that can support pivotal missions. OPM prescribes an ideal timeline for hiring of 80 days for filling positions with new hires from outside the Federal Government using the agency’s delegated examining authority. The Army considers the 80-day timeline a reasonable goal for all hiring. The Army measures time to hire (fill time) from the initiation of the request for personnel action (RPA) to the employee’s entrance on duty (EOD) date. Fill time excludes specific event codes that indicate an action is being held due to an event outside the Army’s control. An example would be a hold related to (1) the hiring and placement of students following completion of a Senior Enterprise Talent Management Program, or (2) the selection of Pathways program candidates within nine months of graduating college, who have not yet started employment with the Army. Another factor that impacts fill time is rework associated with announcing vacancies multiple times due to declinations of job offers or inability to obtain security clearances or meet conditions of employment.

In FY19, the Army’s monthly time to hire for all recruit fills (both Competitive and Non-Competitive) fluctuated throughout the year from a high of 105 days to a low of 83 days (Table 8). This is approximately 90 days on average, exceeding OPM’s goal by 10 days. Hiring times have dropped approximately four days on average throughout FY19. In FY18, fill time exceeded 90 days in most months.

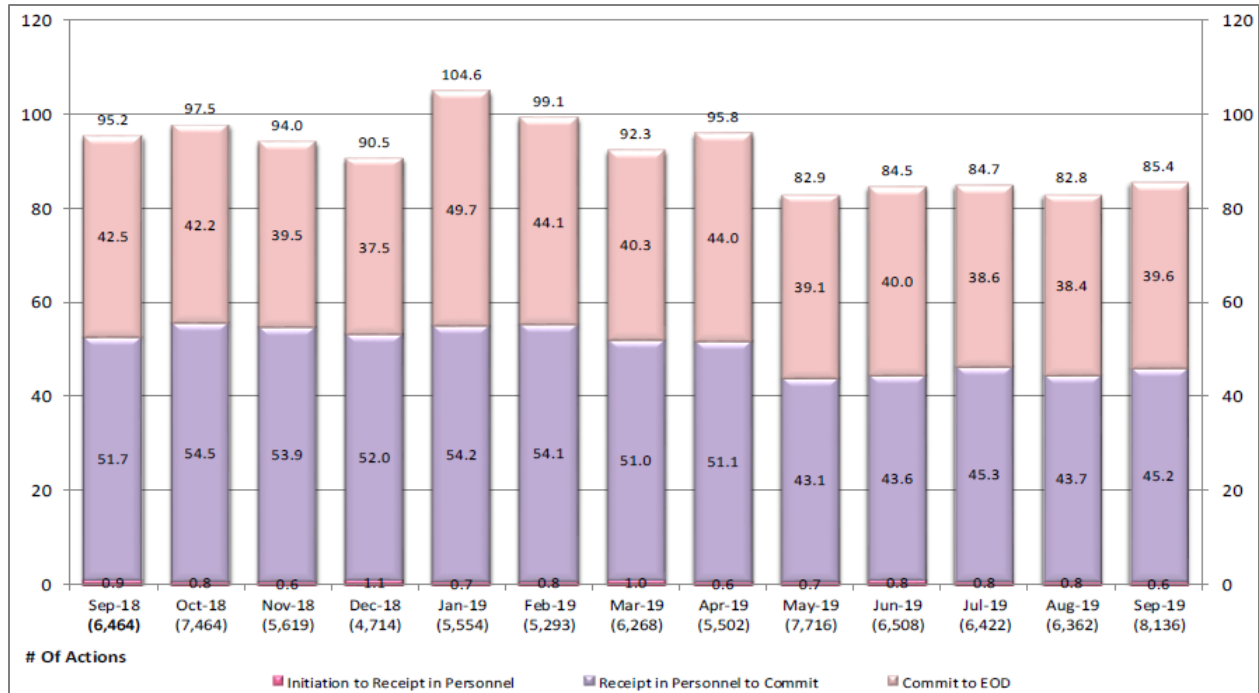


TABLE 8. LAST 12 MONTHS OVERALL ARMY FILL TIME, ALL HIRES, ALL RECRUIT FILLS (COMPETITIVE AND NON-COMPETITIVE) – SOURCE: CHRA PRODUCTION BOOK

The Army’s hiring times have routinely exceeded the OPM 80-day objective. Several factors determine the length of the overall hiring process. The HR professional cannot control or influence some of these factors. For example: selecting officials typically have 15 calendar days to review applications and make a selection; and background checks or security investigations can take 15 to 22 calendar days or longer.

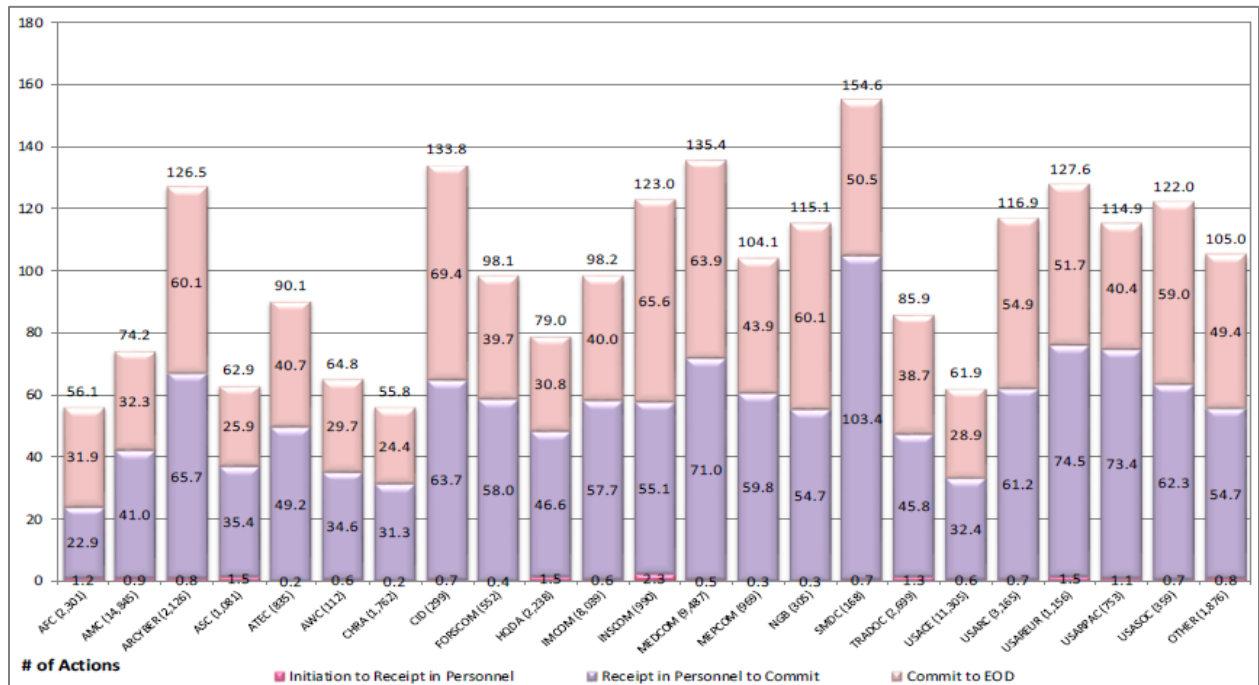


TABLE 9. FY19 FILL TIME BY ORGANIZATION, ALL RECRUIT FILLS (COMPETITIVE AND NON-COMPETITIVE) – SOURCE: CHRA PRODUCTION BOOK

There is significant disparity in fill time at the organization level. The average time to hire by organization in FY19 ranged from 56 to 155 days. This represents an increase from FY18 that had a range of 50 to 136 days. Of the twenty-three organizations listed, seven (AFC, AMC, USAASC, AWC, CHRA, HQDA, and USACE) had an average fill time at or below the OPM objective of 80 days (an increase from six organizations in FY18). Ten entities exceeded the OPM timeline by more than 30 days: ARCYBER, CID, INSCOM, MEDCOM, NGB, SMDC, USARC, USAREUR, USARPAC, and USASOC (Table 9). Several variables affect time to hire across organizations such as the source of recruitment, the number of resumes received, the complexity of the vacant position, and the availability of candidates.

1.5 Civilian HR Knowledge Management and Information Technology

The Army continues to support the concept of an integrated Army CHR IT system of systems. The goals of this integration are to maintain or improve current capabilities, increase database reliability, and control costs. In coordination with OSD and other organizations, the Army is moving forward with an integration plan. This effort includes moving functions into existing DoD Civilian IT programs and databases such as the Defense Competency Assessment Tool. The Army has also invested in the cloud-based migration of Army CHR systems that work in concert with current DoD systems. This effort started in 2012 in order to comply with Federal law and OSD directives. The Army utilized 37 Civilian HR IT systems and programs at the time, with a goal of streamlining to thirteen systems by the end of FY19. Additional streamlining may follow if deemed appropriate.

The ability to accomplish these reductions are the result of a unity of effort that placed most IT functions under the control of the CHRA G-6. Army-wide functions that remained under the AG-1CP worked under the overall umbrella of the CHRA G-6. The AG-1CP also executed the following initiatives:

- Shifting of KM systems to sites provided by the Army;
- Closure of the Civilian survey system (VERINT) and migration to a cloud-based commercial system underwritten by CHRA;
- Shut down of the Army Civilian competency management system and integration into an OSD system.

In the last two years, organizational and structural changes have introduced challenges in the funding of Army CHR IT systems. They include:

- The 2018 DoD decision to replace the existing Civilian database structure (the Defense Civilian Personnel Data System – DCPDS) with DCHRMS; a new cloud-based system.² Since that decision, CHRA has borne most of the costs in time, people, and funding to support the Army's contributions in helping DoD develop, test, and deploy this new system. In addition, the CHRA G-6 needed to modify its integration plan for Army CHR IT systems. Table 10 on the next page highlights the new direction.
- The establishment of CHRA as a DRU, necessitating separate management and funding lines for Army CHR systems (based on ownership and user criteria).
- The discovery that moving a particular Army CHR IT capability to commercial providers would cost more than a status quo solution. For example, a 2017 survey of moving WASS/CIVFORS to a commercial capability would cost the Army three times as much as the status quo. Another

² On 23 May 2018, The DoD Reform Management Group decided that Civilian personnel functions for all DoD Components currently operating in DCPDS (in six separate transactional databases) would migrate to DCHRMS. The DoD Reform Management Group assured the Components that conversion would greatly reduce maintenance expenses, while providing same or better functionality.

example with a much larger impact involved the unplanned shifting of the cloud provider from one underwritten by an Assistant Secretary of the Army for Acquisition, Logistics, and Technology organization to a commercial cloud provider.

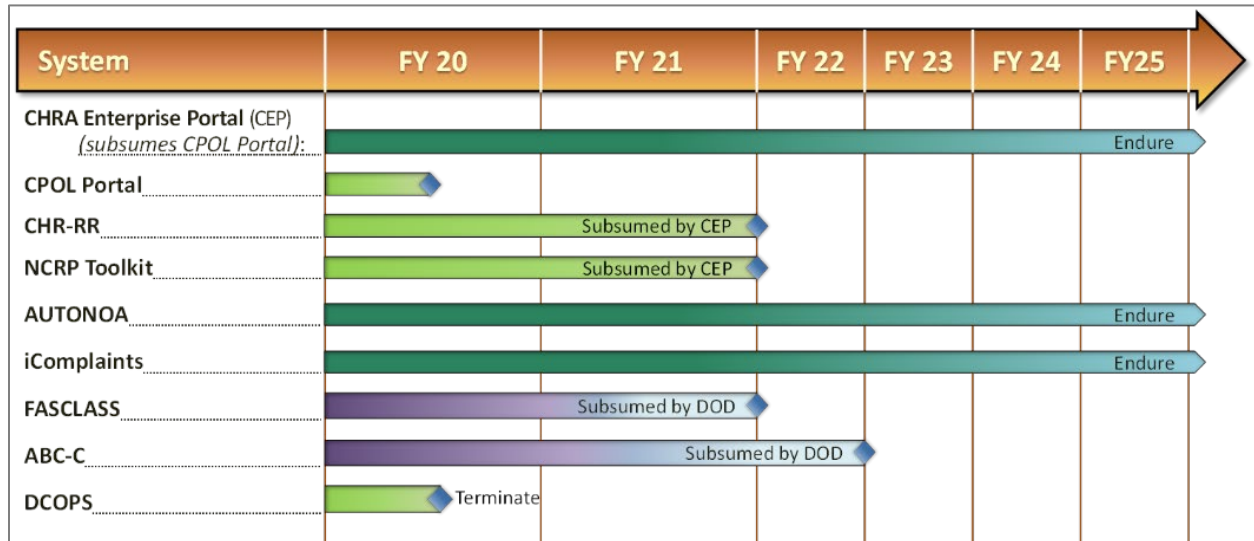


TABLE 10. NEW DIRECTION FOR ARMY CIVILIAN IT SYSTEMS, REVISED IN 2019

At the end of FY19, the Army Civilian IT enterprise faced several challenges. These challenges include the unknown impacts of deploying DCHRMS, the lack of funding for executing the Army Civilian IT plans, and limitations in personnel needed to implement available capabilities. Specifics include the following:

- In FY 2020, the Army will need to modify its CHR IT systems to accept data and information from DCHRMS, train Civilian HR professionals to use the new system, and deploy the tools and capabilities needed to execute the CHR mission under DCHRMS. The final structure of the initial version of DCHRMS information systems, the capabilities and limitations of that initial version, and the transition plan to this system are all under development. The current planned transition from DCPDS to DCHRMS is expected to occur in July 2020.
- Funding shortfalls in the Army CHR IT systems at the end of FY19 became acute. In total, the Army has \$17 million in unfunded requirements in FY20 and about \$25 million in FY21.
- A method of funding mitigation centers on using available Federal civil service IT professionals in CHRA and AG-1CP. However, both organizations face manpower limitations and any available internal capabilities have been consumed by DCHRMS transition. As a result, priorities have been set with an eye toward core personnel functions. Implementation decisions have been deferred for some modules such as a KM system and survey software.

The current plan calls for maintaining an improved, cloud-based system under the overall Army CHR IT framework outlined in Table 10. The Army’s CHR IT systems will require modification in order to access DCHRMS once its deployment is complete. Additional Army systems will be consolidated or retired, if (1) the capability has been replaced, and (2) the cost does not significantly increase the overall strain on the Army’s limited funding. The Army will continue with cloud migration and modernization efforts to ensure continued support to the entire Army enterprise within available means.

Chapter 2: Civilian Personnel Strategy, Policy, and Programs

2.1 The Army People Strategy and Civilian Implementation Plan

In October 2019, the Army released its People Strategy³. The strategy describes how the Army will maintain readiness as the world’s premier combat force by managing the talents of our most important asset – people. It describes how the Army will shift its efforts from distributing personnel, to managing the talents of our Soldiers and Civilians to best support the Army Mission. To do this, “the Total Army will acquire, develop, employ, and retain the diversity of Soldier and Civilian talent needed to achieve Total Army readiness...” by building cohesive teams that maximize “the talents of our people.”

To achieve this vision, the Army People Strategy outlines four Lines of Effort, supported by four Critical Enablers to achieve four Strategic Outcomes. Table 11 shows the Army People Strategy framework.

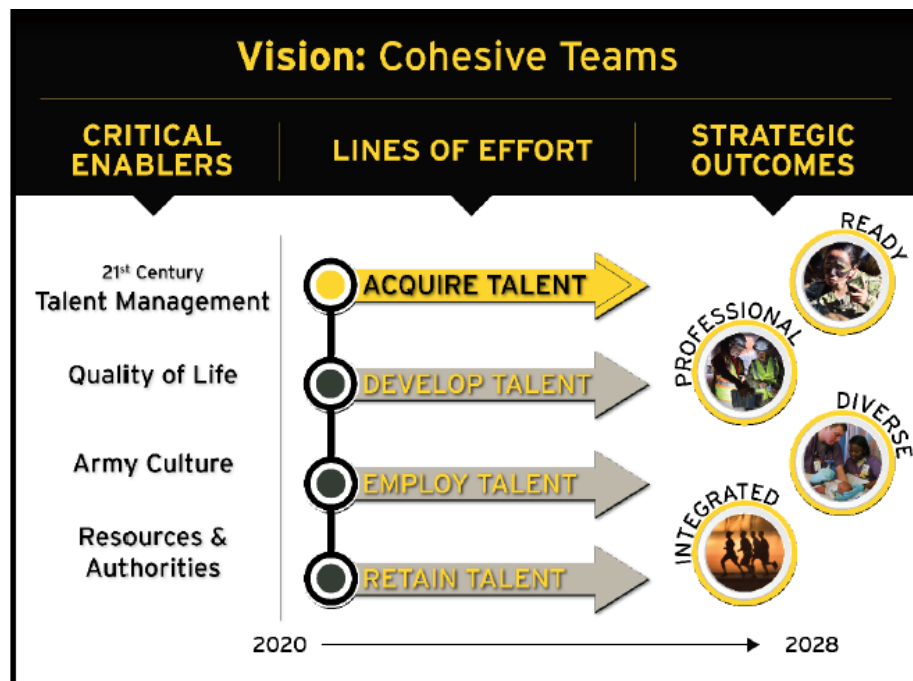


TABLE 11. ARMY PEOPLE STRATEGY FRAMEWORK

Military and Civilian Implementation Plans are in development and will provide plans of action to execute the strategy. Each implementation plan will outline specific implementation objectives and outcomes for fiscal years 2020 to 2028.

The Civilian Implementation Plan (CIP), which the Army will publish in early 2020, will transform the Army’s outdated approach to CHR and replace it with a talent management-focused approach by:

- Recognizing the value of Army Civilians in accomplishing the Army mission
- Ensuring mission requirements drive investment in Civilian talent
- Setting the conditions to align workforce capabilities with changing mission requirements
- Empowering Army Civilians to be engaged, innovative, and integral members of the team; and
- Enhancing Army readiness

³ For additional information on The Army People Strategy, visit: <https://people.army.mil/>.

The CIP will identify four priorities for Civilian talent management. These priorities are essential to achieving the strategic outcomes laid out in the Army People Strategy and are the foundation to ensuring the readiness of the Civilian workforce. The four priorities are:

- Transform workforce planning and management
- Modernize Civilian talent acquisition
- Evolve Career Programs to be integral to the People enterprise
- Build world-class supervisors

2.2 Voluntary Early Retirement Authority (VERA) & Voluntary Separation Incentive Payment (VSIP)

VERA and VSIP are authorities that management can use to downsize or restructure the workforce. Title 5 U.S.C. 9902(f) provides authority for DoD to establish permanent VERA and VSIP programs. VERA allows organizations undergoing restructuring, downsizing, transfer of function, or any other reorganization to temporarily lower age and service requirements for retirement, leading to an increase in the number of employees who are eligible. Currently, VSIP allows organizations that are restructuring or downsizing to offer employees a payment incentive of up to \$40,000 to voluntarily separate by either retirement or resignation. By offering these options to employees, the Army can minimize or potentially avoid involuntary separations due to reduction in force, which can be costly. Eligible employees can take VERA, VSIP, or both simultaneously. Approximately 1,034 employees took advantage of VERA/VSIP in FY19, which is slightly higher than the previous year, but fewer than FY13 through 17. The majority of people who participated in the program took a VSIP on its own (87%), while 10% took advantage of VERA and VSIP together, and 3% took advantage of VERA only (Table 12). Appendix D contains further details on VERA/VSIP usage for FY19.

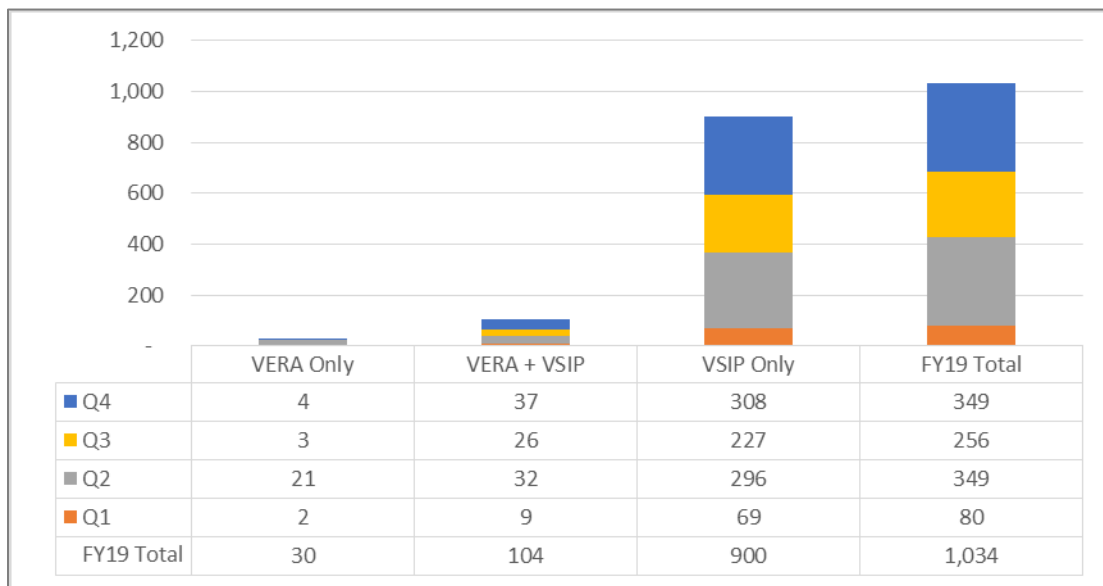


TABLE 12. FY19 VERA & VSIP USAGE – SOURCE: HQACPERS

2.3 Incentive Awards

The Army Incentive Awards Program (IAP) is an integral part of the Army's Civilian Personnel Program. The purpose of the IAP is to recognize employees who have made significant contributions to the accomplishment of the Army's mission or who have rendered particularly meritorious service, and to provide an incentive for improvement in employee morale and efficiency. The headquarters Army Incentive Awards Board (AIAB) governs the IAP and makes recommendations in incentive award nominations, which require approval by the Secretary of the Army. There are myriad awards in three categories: DoD, Army, and Awards by Non-Federal Organizations. Appendix E provides a list of the available awards.

Nominations for awards are prepared in accordance with Army Regulation (AR) 672–20. Organizations should award individuals in a timely manner to those that meet the criteria. The Army administers IAP based on merit and without regard to age, sex, race, color, religion, national origin, marital status, or physical or mental defect. Table 26 in Appendix E provides a list of incentive awards submitted to the AIAB by Commands in calendar year 2019.

In 2018, the Acting Assistant Secretary of the Army for Manpower and Reserve Affairs, ASA(M&RA), delegated approval authority for three awards: the Meritorious Civilian Service Award, the Outstanding Civilian Service Award, and the Civilian Award for Humanitarian Service. The approval authority was given to Commanders of ACOMS, ASCCs, and DRUs; members of the SES serving as the Director of a DRU; and the Administrative Assistant to the Secretary of the Army for HQDA. The ASA(M&RA) may further delegate authority to Commanders in the rank of Major General and above or Civilian equivalent and to headquarters Army Principal Officials.

For more information on award nominations and processing, please contact your Command G-1 or servicing CPAC.

2.4 Direct Hire Authority

A Direct-Hire Authority (DHA) is an appointing (hiring) authority that Congress or OPM may grant to Federal agencies for filling vacancies when a critical hiring need or severe shortage of candidates exists.

Examples of government-wide DHAs granted by OPM cover:

- Select medical occupations
- Information Technology (Information Security)
- Positions involved in Iraqi Reconstruction efforts
- Veterinary Medical Officers
- Scientific, Technical, Engineering and Mathematics positions

Government-wide DHAs require public notice but do not require traditional rating and ranking nor application of veteran's preference. In September, the Under Secretary of Defense for Personnel and Readiness (USD P&R) utilized his authority to approve a DoD wide direct hire for police officers. In addition to the DHA for police officers, the USD P&R approved an Army specific DHA for realty positions (GS-1170 and GS-1171) for use by the U.S. Army Corps of Engineers. Both of these authorities will increase a hiring official's ability to target recruitment while also improving time to hire for these critical positions.

The FY17 NDAA established several Congressionally granted DHAs for DoD in the following categories:

- Financial Management
- Defense Industrial Base & Major Range and Test Facilities Base
- Post-Secondary Students/Recent Graduates
- Shortage Category and/or Critical Need Positions
- Cyber Workforce
- Noncompetitive temp/term appointment to meet critical needs

Many of the DHAs established under the FY17 NDAA provide for greater flexibility than the government wide DHAs because public notice is not required. The DHAs established for DoD all have expiration dates, unlike the government-wide DHAs that do not expire.

During FY19, the Army continued to utilize DHAs to reduce time to hire while acquiring the best talent for the Army. The number of vacancies filled using DHAs doubled in FY19 compared to FY18. It is evident that hiring managers and CHR specialists have become more familiar with the various DHAs and the procedures necessary to utilize them based on the increase in usage.

2.5 DoD Performance Management and Appraisal Program

The DoD Performance Management and Appraisal Program (DPMAP) is a DoD enterprise-wide three-level appraisal program that promotes a high-performing culture by emphasizing employee engagement, transparency, supervisor accountability, and ongoing employee feedback and recognition. DoD launched DPMAP in April 2016 and concluded the transition to DPMAP in October 2018. FY19 was the first year in which all Army employees not covered by another performance management system performed under DPMAP.

The majority of employees covered by DPMAP are on one appraisal cycle (1 April – 31 March) and they typically receive their performance plan within the first 30 days of the appraisal cycle. Performance appraisals are effective on 1 June. Employees must work under an approved performance plan for at least 90 calendar days during the cycle and receive a progress review to be eligible for an appraisal (i.e., rating of record) at the end of the cycle. For the 2018-2019 rating cycle that concluded 31 March 2019, 174,468 Army employees received an annual appraisal.

In DPMAP, an individual can calculate an annual performance rating by averaging all performance element ratings. Employees rated 4.3 or greater receive a Level 5 (Outstanding) rating and employees rated from 3.0 - 4.2 receive a Level 3 (Fully Successful) rating. For employees rated Level 1 (Unacceptable) in any individual performance element, their overall rating is also Level 1. Ratings at Level 3 or above are eligible for a rating-based award. For the 2018-2019 rating cycle, 45.4% received a Level 5, 54.0% received a Level 3, and 0.6% received a Level 1.

The MyPerformance appraisal tool is the automated system used to create performance plans, document progress reviews, record employee input on their individual accomplishments, and document performance appraisals. DoD initiated planning to replace the MyPerformance appraisal tool in FY19 with an expected sunset date in FY 20 along with the legacy DCPDS. The new performance management module will be compatible with DCHRMS. AG-1CP is supporting DoD in identifying requirements and developing a new automated tool with expected implementation in 2020.

2.6 Career Programs

The Army Civilian Corps is one of the largest and most effective elements within the DoD. Today, more than 298,000 men and women work in Army Civilian Service, and perform a myriad of professional, technical, and administrative occupations at various operational levels and in numerous geographic locations around the world. The Army presently has 32 broad Career Programs (CPs) comprised of over 500 talent and skill specialties.

CPs are Civilian position functional groupings, aligned by position occupational series that provide a career management structure incorporating Civilian development, training and mentorship. Similar to the construct of the military occupational specialty or branch code designations that identify position functional alignment, each individual Civilian position has a CP designation, based on the position's responsibilities. The CP functional community supports and facilitates DoD initiatives to promote enterprise functional proficiency.

The 32 CPs represent functional community alignment of 100% of the Army Civilian workforce. All positions, including Appropriated Fund, NAF, Direct Hire Foreign Nationals, and Federal Wage System employees have a CP. The 32 CPs include a variety of occupational specialties, including Human Resource Management; Engineers & Scientists; Medical; Legal; Comptrollers; Contracting & Acquisition, and Information Technology Management. Each CP publishes distinct training and development plans that outline progressive career paths with associated training and recommended position assignments to Army Career Tracker.

Each CP has an appointed Functional Chief, a General Officer or SES responsible for the integration and management of training, education and professional development opportunities into the human capital lifecycle for the CP. The Functional Chief appoints a Functional Chief Representative (FCR) for direct CP management and oversight. The FCR is the Army Component Functional Community Manager and assists the OSD Functional Community Manager with DoD to ensure their respective CP communities have the functional proficiency required to support both the DoD and Army missions.

Recent initiatives to improve Army marketing of CP information have included inclusion in AUSA Annual Meeting presentations; distributing information via manned AUSA kiosk; and development of a milSuite⁴ site for reference.

2.7 Civilians Represented in Unions

Most Civilian employees within the Federal sector may have a labor union represent them. Where there is a sufficient showing of interest (a showing of interest by at least 30% of the eligible bargaining unit members), the Federal Labor Relations Authority (FLRA) will conduct an election. Employees may vote for the union or "no union," with the winner selected by the majority of votes cast.

If a group of eligible employees selects a union, that union becomes the exclusive representative for the bargaining unit employees. In that role, the union negotiates over the employees' conditions of employment, represents the employees in grievances and other third-party proceedings in some circumstances, and can attend certain meetings between employees and management. The union must represent all employees in the bargaining unit equally, even if the employees choose not to pay voluntary dues to the union.

⁴ milSuite site: <https://www.milsuite.mil/book/community/spaces/civ-hr/civilian-career-programs-management>.

Generally, employees cannot negotiate matters set by law and government wide regulations. Unlike the private sector, negotiations exclude certain management rights. The parties must negotiate over the impact and implementation when management exercises its rights. Unions are authorized statutory official time for negotiating a collective bargaining agreement, at impasse proceedings, and in certain proceedings as determined by the FLRA. Within limits set by EOs 13836, 13837, and 13839, the parties can negotiate for official time that is reasonable, necessary, and in the public interest. Official time, also referred to as “taxpayer funded union time” by EO 13837, allows union officials to represent employees while on paid duty time.

At the end of FY19, 456 separate bargaining units represented 53 percent (120,291) of appropriated fund Civilian employees. Forty-seven separate bargaining units represented 48 percent (11,989) of NAF employees. These percentages remain relatively consistent from year to year.

In FY19, labor relations continued to see significant changes related to implementing EOs 13836, 13837, and 13839. First published in May 2018, these EOs provide policy and guidance to agencies in implementing cost-reducing approaches to collective bargaining; ensuring transparency, accountability, and efficiency in taxpayer funded union time usage; and streamlining removal procedures consistent with merit system principles. After several unions challenged the EOs in August 2018, the U.S. District Court for the District of Columbia suspended certain provisions of the EOs. A mandate issued by the United States Court of Appeals for the District of Columbia vacated the District Court’s ruling at the end of FY19. FY20 begins with the three EOs fully in effect and OPM emphasizing that agencies should implement the EOs’ terms as soon as feasible consistent with the EOs and law. The EOs will continue to have significant impact on collective bargaining and taxpayer funded union time usage in the Federal government in FY20 and beyond.

2.8 Nonappropriated Fund

The NAF Personnel Policy Division (PPD) is the proponent for the NAF Instrumentalities Personnel Policy, AR 215-3, which governs all NAF employees. NAF PPD develops and establishes policy and procedures for all aspects of the NAF HR Program, and conducts NAF CHR Program Management Evaluations, with approximately 50 evaluations conducted to date. The NAF PPD published its latest revision of AR 215-3 on 29 August 2019.

The NAF PPD focused its efforts this year on mitigating issues in the hiring process at childcare facilities – where they experience a high turnover rate and a lengthy hiring timeline. To support this effort, the NAF PPD developed a Child and Youth Assignment Tool (CEAT), at zero cost, with emphasis on employment retention of military spouses who relocate with their sponsors. CEAT is a communication tool based on AR 215-3 to facilitate the seamless noncompetitive transfer of Child and Youth Program Assistants and ensure reciprocity of background checks. The division implemented CEAT in August 2018 and there have been approximately 219 successful transfers, of which 128 are military transfers.

2.9 Personnel Management Evaluations

Personnel Management Evaluations (PMEs) are assessments of a CHR program to determine its overall effectiveness and efficiency in meeting organizational objectives and goals. PMEs also review CHR processes and practices for compliance with Title 5 of the U.S. Code as well as OPM, DoD, and Army policies, regulations, and guidelines. The CPEA Office Evaluation Team is the proponent for conducting PMEs thereby meeting the oversight responsibility required by OPM.

CHR PMEs focus on how effectively commanders, managers, supervisors, human resources professionals and other stakeholders exercise their CHR authorities and responsibilities to accomplish the mission

while maintaining the integrity of merit system principles. The team conducts PME on both a command/activity and its servicing CPAC. The team analyzes statistical reports, information, and data, which they obtain from automated databases. They perform regulatory compliance reviews on a variety of personnel actions, and consider feedback from supervisors and employees through surveys, sensing sessions, and interviews. The Evaluation Team determines topic areas for evaluations using the four systems of the OPM Human Capital Framework⁵ (Strategic Planning and Alignment; Talent Management; Performance Culture; and Evaluation), the organization's overall climate, and the effectiveness of advice and assistance from the servicing CPAC. Four primary PMEs are conducted each FY. The four sites reviewed in FY19 (along with two follow-up PMEs from previous FYs) were:

- U.S. Medical Department Activity and the Fort Meade CPAC
- U.S. Army Combined Arms Center and the Fort Leavenworth CPAC
- Brian Allgood Army Community Hospital and the Camp Humphrey CPAC
- Headquarters, U.S. Military Entrance Processing Command and the Rock Island CPAC
- Follow-up: Headquarters, Army Materiel Command, Redstone Arsenal
- Follow-up: Headquarters, Forces Command, Fort Bragg

Upcoming sites scheduled for FY20 include:

- U.S. Army Corps of Engineers, Jacksonville District and the Jacksonville CPAC
- Headquarters, CHRA, Civilian Personnel Advisory Centers Pilot (West Point, Fort Campbell and Redstone Arsenal)
- U.S. Army Garrison Benelux, Chievres Belgium and the Benelux CPAC

The results of each evaluation analyze key trends and findings, highlight problem areas and opportunities for improvement, and identify best practices. Recurring issues over the past five years include challenges such as:

- Recruitment, Relocation and Retention (3Rs) Incentives, Superior Qualification appointments, and student loan repayments – Organizations are not always adhering to the requirements addressed in Title 5 CFR 531, 537, and 575, which require them to document/maintain written documentation justifying the incentive(s).
- Considerable consternation with DPMAP – CHR advisors do not possess the appropriate level of access to support customers.
- Improper classification of positions – In many cases, documentation does not meet OPM directives. In addition, senior grade plate and span of control causes significant challenges in position management.
- VERA/VSIP – Organizations lack proper documentation and fail to comply with internal and external directives.
- Technical issues and limitations with HR automation systems – Affects the ability to perform duties effectively.
- A lack of clarification on CHR roles and responsibilities for CPAC specialists, hiring managers, and G-1/administrative staff – Allows for redundancy, hinders communication between HR and management, and ultimately affects time to hire.

⁵ Human Capital Framework site: <https://www.opm.gov/policy-data-oversight/human-capital-management/>.

- Constant learning while operating in a dynamic HR environment, coaching/mentoring and learning, while balancing own workloads.
- Resource constraints – A lack of funding, personnel, training, and equipment affects the mission and the efficiency and effectiveness of CHR.
- Organizations are not adhering to the requirements for incentive awards, as laid out in AR 672-20. This includes failing to provide short descriptions of achievements justifying special act service or on-the-spot awards. Additionally, organizations are not utilizing Tables 7-1, 7-2, or 7-3 in AR 672-20 to determine the appropriate award amounts authorized for tangible/intangible benefits or time off awards.
- Military supervisors are not always aware of or familiar with CHR programs, rules, regulations, and processes.

The Evaluation Team has also identified several best practices from past evaluations. One such best practice is the Fort Sill Garrison's use of social media to broadcast information to worldwide audiences.

At the end of FY19, the AG-1CP began an initiative to identify, develop, and share innovative best practices with each other as an effort to enhance the Army CHR program of today and tomorrow. This work will culminate in FY 20 with the establishment of a "Best Practices" knowledge management site.

The Future

FY 19 was, in many ways, a continuation of ongoing changes started in the previous two years. Many of the changes and initiatives noted in this report will reach completion in the next two fiscal years.

Specific initiatives and programs that will impact Army Civilians in FY20 include the following:

- Deployment of DCHRMS and Army Civilian IT programs. Army HR professionals will need to re-engineer their skills, knowledge, and processes as these new systems will lead to changes in transactional rules and technical tasks. Supervisors and employees will experience changes in how they: appraise people, access KM systems, and conduct their personal transactions. Leaders and analysts will grapple with changes in metrics, organization of information, and ability to extract and use information. IT professionals will need to cope with increased network loads, funding and resourcing concerns, and the training of Civilians on new systems. These changes underpin all other changes and processes across the Army Civilian enterprise.
- FY20 NDAA end-strength reductions will potentially necessitate workforce adjustments. With the reduction of 7,500 military authorizations, the Army will need to look at its organizations and units. Leaders will need to reassess workforce composition and priorities of tasks and functions. Coupled with limited resources, the Army can expect to see fewer Soldiers in the generating force, some conversion of military positions to Civilian or commercial labor, reprioritization of work, and other related items.
- Additional reorganizations will see further movement of Army Civilians to new commands and units, especially within the medical fields. The Army's medical workforce will divest a significant number of Civilians to the Defense Health Agency; this will immediately affect how the Army views its needs and its processes. At the strategic level, measures such as overall personnel strengths, mission critical occupations, and time to hire will not look the same as before.
- The Army People Strategy and CIP will provide new strategic direction to many aspects of the Army Civilian enterprise. The CIP will address ongoing initiatives, the overall labor and manpower environments, and new processes. The plan will provide a roadmap on moving the Army Civilian workforce toward a 21st Century construct. The CIP provides Army leaders with a new overview on the life cycle of Civilians and a focus on the talent management aspects of the Army's people.
- Federal legislation and Federal Civilian personnel directives will provide expedited hiring capabilities and greater direct hiring authorities to Army leaders and supervisors. The goal of these changes centers on providing greater flexibility and faster response to obtaining new Civilians, while maintaining the merit system principles and Army values that make the Army Civilian a capable, knowledgeable professional.

Appendix A: Historical and Projected Civilian and Active Component Military Strength

Since FY87 Civilians have accounted for between 31% and 35% of the force (when including only Civilians and the Active Component). In FY19 Civilians were 34% of the force. The Civilian workforce draws down and increases at the same pace as the Active Component.

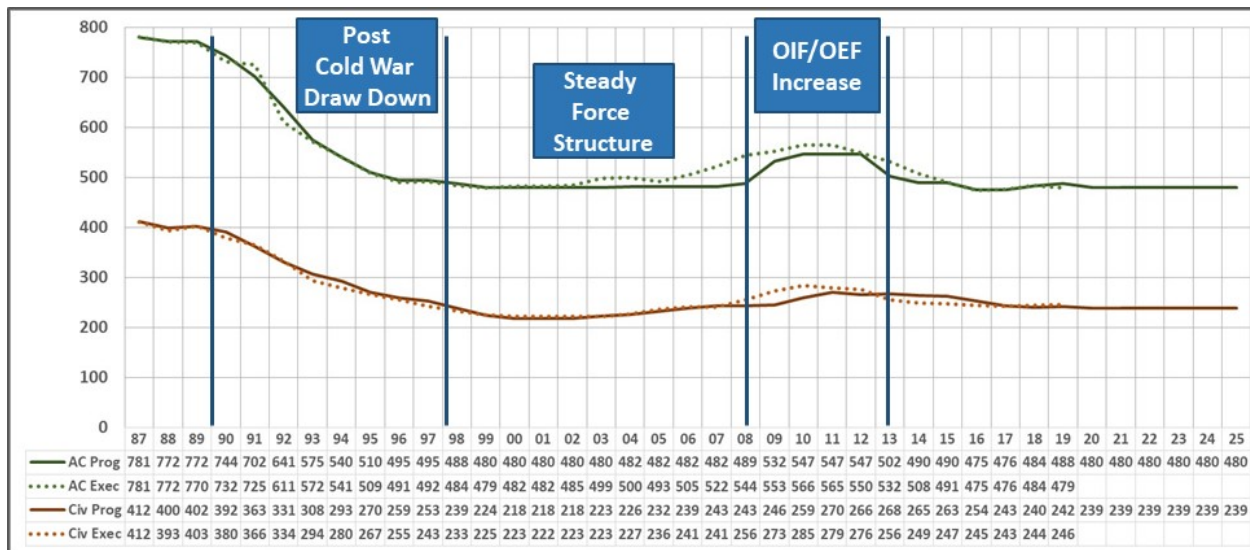


TABLE 13. ARMY MANPOWER HISTORY – AC MILITARY & CIVILIAN FY1987-FY2025

Table 14 provides the end-strength by Command for the start and end of FY19. AFC received most of its personnel from AMC and TRADOC. The reduction in AMC is largely attributable to the reassignment of RDECOM and AMSAA to AFC. In FY19 IMCOM was designated a Major Subordinate Command of AMC; however this reorganization did not occur in the Army's CHR database as of 30 September 2019. Therefore, the total Civilian population of AMC as of 30 September 2019 was 98,365. The figures below do not include National Guard Military Technicians, of which there were 27,246 at the end of September.

| Command | Start of FY19 | End of FY19 | Delta |
|--------------------|----------------|----------------|--------------|
| AFC | - | 15,509 | 15,509 |
| AMC | 60,763 | 47,830 | (12,933) |
| ANC | 181 | 186 | 5 |
| ARCENT | 371 | 380 | 9 |
| ARCYBER | 5,355 | 5,946 | 591 |
| ARNORTH | 271 | 267 | (4) |
| ARSOUTH | 233 | 213 | (20) |
| ATEC | 3,520 | 3,601 | 81 |
| AWC | 335 | 327 | (8) |
| CHRA | 3,399 | 3,731 | 332 |
| FORSCOM | 2,148 | 2,201 | 53 |
| HQDA | 7,674 | 6,813 | (861) |
| HRC | 1,662 | 1,631 | (31) |
| IMCOM | 50,760 | 50,535 | (225) |
| INSCOM | 3,633 | 3,815 | 182 |
| Joint / Non-Army | 3,541 | 3,624 | 83 |
| MDW | 301 | 301 | - |
| MEDCOM | 42,757 | 42,000 | (757) |
| NGB | 799 | 945 | 146 |
| SMDC | 826 | 841 | 15 |
| TRADOC | 13,178 | 12,380 | (798) |
| USAASC | 4,827 | 4,563 | (264) |
| USACE | 34,583 | 35,801 | 1,218 |
| USACIDC | 911 | 1,004 | 93 |
| USAEUR/7th Army | 3,890 | 4,035 | 145 |
| USAFMCOM | 148 | 169 | 21 |
| USAR FTS (COMPO 1) | 8,315 | 8,410 | 95 |
| USARAF | 203 | 197 | (6) |
| USARPAC | 7,878 | 8,372 | 494 |
| USASOC | 1,766 | 1,791 | 25 |
| USMA | 1,032 | 1,062 | 30 |
| USMEPCOM | 2,554 | 2,344 | (210) |
| Total: | 267,814 | 270,824 | 3,010 |

TABLE 14. END-STRENGTH BY COMMAND FOR START AND END OF FY19

Appendix B: Federal Employee Viewpoint Survey

| United States Department of the Army | | | |
|---|--|--|-------------------------|
| 2019 FEVS Data Display | | | Change from 2018 |
| Employee Engagement Index | 69.8% | President's Engagement Goal 67% | 1.9% |
| <p>The Employee Engagement Index (EEI) is composed of 3 sub-indices (Work Experience, Supervisors, and Leaders Lead), which each include five questions. Questions are weighted equally to achieve EEI and sub-index scores.</p> <p>Participation Rate* (Army Overall): 44.0%</p> <p>* Represents the portion of respondents out of those solicited with the FEVS. Scores exceeding the President's Goal of 67% are highlighted in green, while those not meeting the goal are highlighted in red.</p> | | | |
| Work Experience | 74.4% | President's Engagement Goal | 1.5% |
| | FEVS Questions | 2019 Score | Change from 2018 |
| | 3) I feel encouraged to come up with new and better ways of doing things. | 66.2% | 2.0% |
| | 4) My work gives me a feeling of personal accomplishment. | 74.5% | 1.8% |
| | 6) I know what is expected of me on the job. | 81.1% | 1.3% |
| | 11) My talents are used well in the workplace. | 64.9% | 2.2% |
| | 12) I know how my work relates to the agency's goals and priorities. | 85.6% | 0.5% |
| Supervisors | 75.8% | President's Engagement Goal | 2.1% |
| | FEVS Questions | 2019 Score | Change from 2018 |
| | 47) Supervisors/team leaders in my work unit support employee development. | 71.4% | 2.7% |
| | 48) My supervisor/team leader listens to what I have to say. | 79.2% | 1.7% |
| | 49) My supervisor/team leader treats me with respect. | 84.3% | 1.6% |
| | 51) I have trust and confidence in my supervisor. | 71.3% | 2.4% |
| | 52) Overall, how good a job do you feel is being done by your immediate supervisor/team leader? | 73.0% | 2.1% |
| Leaders Lead | 59.2% | President's Engagement Goal | 2.0% |
| | FEVS Questions | 2019 Score | Change from 2018 |
| | 53) In my organization, senior leaders generate high levels of motivation and commitment in the workforce. | 48.3% | 2.2% |
| | 54) My organization's senior leaders maintain high standards of honesty and integrity. | 59.7% | 2.0% |
| | 56) Managers communicate the goals and priorities of the organization. | 64.3% | 2.0% |
| | 60) Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor/team leader? | 62.8% | 2.1% |
| | 61) I have a high level of respect for my organization's senior leaders. | 60.8% | 1.8% |
| <p>OPM Definitions Employee Engagement: An employee's sense of purpose, manifest in the level of dedication, persistence, and effort that he or she puts into the work and into the overall commitment to an agency and its mission. Senior Leaders: The heads of departments/agencies and their immediate leadership team responsible for directing the policies and priorities of the department/agency. May hold either a political or career appointment and typically a member of the Senior Executive Service or equivalent.</p> | | | |

TABLE 15. 2019 EMPLOYEE ENGAGEMENT INDEX RESULTS – SOURCE: OPM

Appendix C: Workforce Diversity Details

C.1 Age Representation

The Army Civilian workforce is eight years older than the labor force. The median age has modulated slightly back and forth over time and is back to 50 years, which is what it was in 2006. The average age of the Civilian workforce is 48 years. This is two years lower than the median and consistent with FYs 15-18. The fact that the median is larger than the average illustrates that the age distribution is slightly skewed to the right, meaning the Army population has a wider range of individuals that are older.

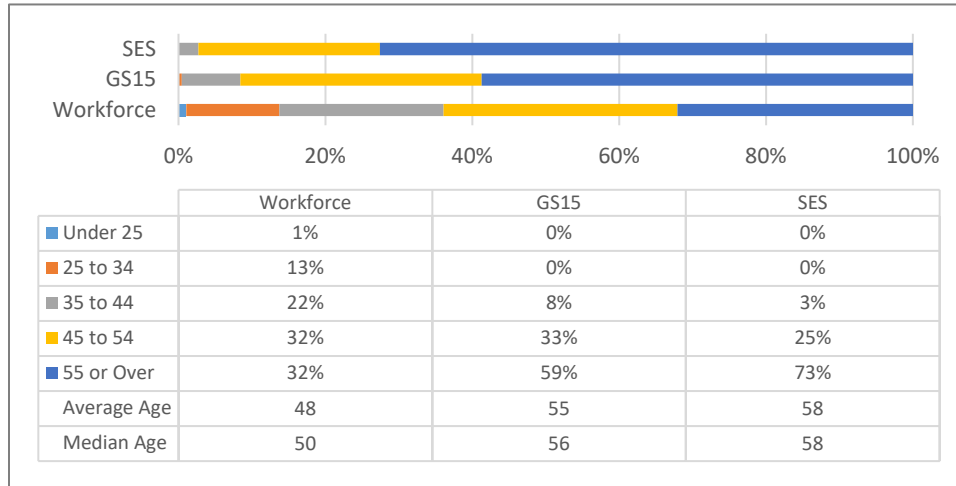


TABLE 16. FY19 WORKFORCE – AGE – SOURCE: WASS

As illustrated in Tables 16 and 17, the Army Civilian workforce is significantly underrepresented in ages 34 and under, and significantly overrepresented in ages 45 and over. While 32% of the Army Civilian workforce is 55 years old or older, only 14% are under 35. According to the BLS, only 23% of the labor force are 55 or older while 35% are under 35. Part of this difference can be attributed to the significant presence of veterans in the Army workforce. About 40% of these veterans have retired with at least 20 years of service, which means they are joining the Civilian workforce in their late thirties at the earliest, but more likely in their early to mid forties.

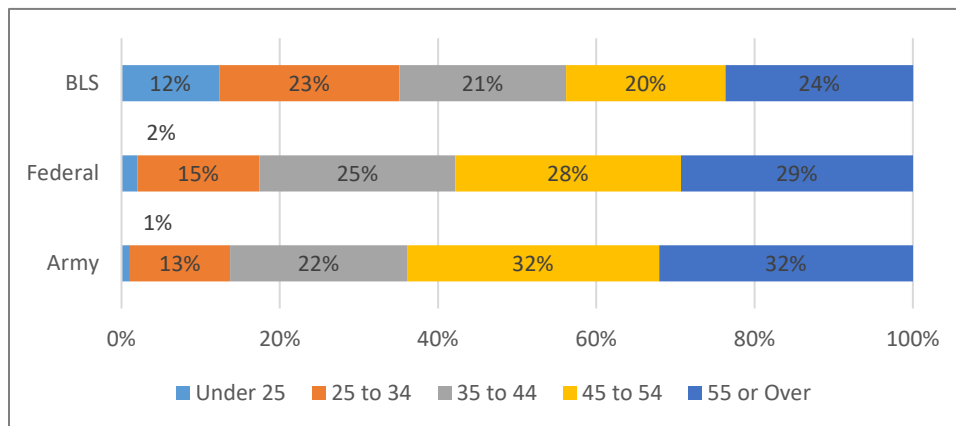


TABLE 17. FY19 WORKFORCE– AGE BY COMPONENT – SOURCE: WASS, BUREAU OF LABOR STATISTICS (BLS.GOV), AND OFFICE OF PERSONNEL MANAGEMENT (OPM – FEDSCOPE)

C.2 Gender (Female) Representation

Overall, the Army is 10 percentage points behind the labor force when it comes to the number of females. This declines further in leadership positions. Table 18 illustrates the percentage of the workforce that is male and female by SES, GS-15, and overall workforce. Just as with age, the large number of Army veterans affects the number of females the Army has in its workforce. Veterans, especially retired veterans, tend to be male.

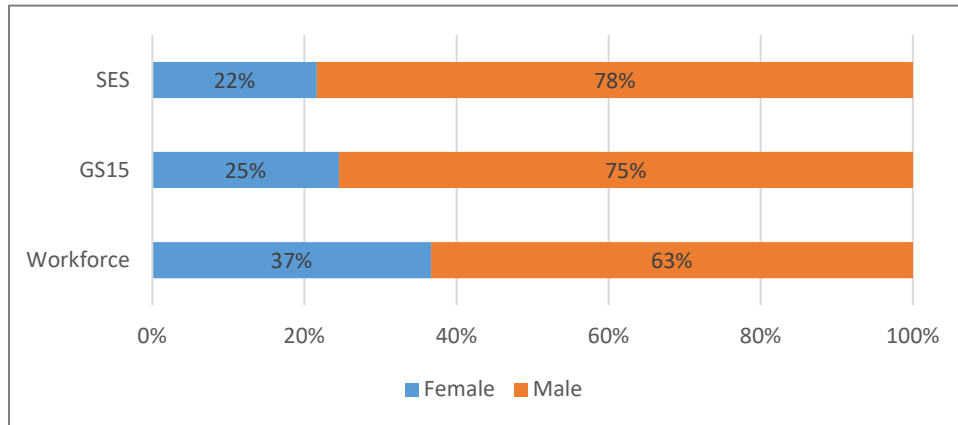


TABLE 18. FY19 WORKFORCE – FEMALE REPRESENTATION – SOURCE: WASS

C.3 Minority Representation

For those that self-identify as a minority, Army’s representation is consistent with that of the U.S. labor force and up from the FY16 rate of 30%. African Americans comprise the largest percentage of Army’s minority employees. However, the number of minorities declines significantly in leadership positions (GS-15 is 18% and SES is 17%). Table 19 outlines the breakout by ethnicity.

Obtaining fully accurate figures for the percentage of employees that are minorities is complicated due to two factors: 1) employees are not required to provide their ethnicity to their employer, and 2) there is not any verification of minority status. Therefore, it is possible that the Army (and all federal employers) is either under or over reporting minority workforce participation.

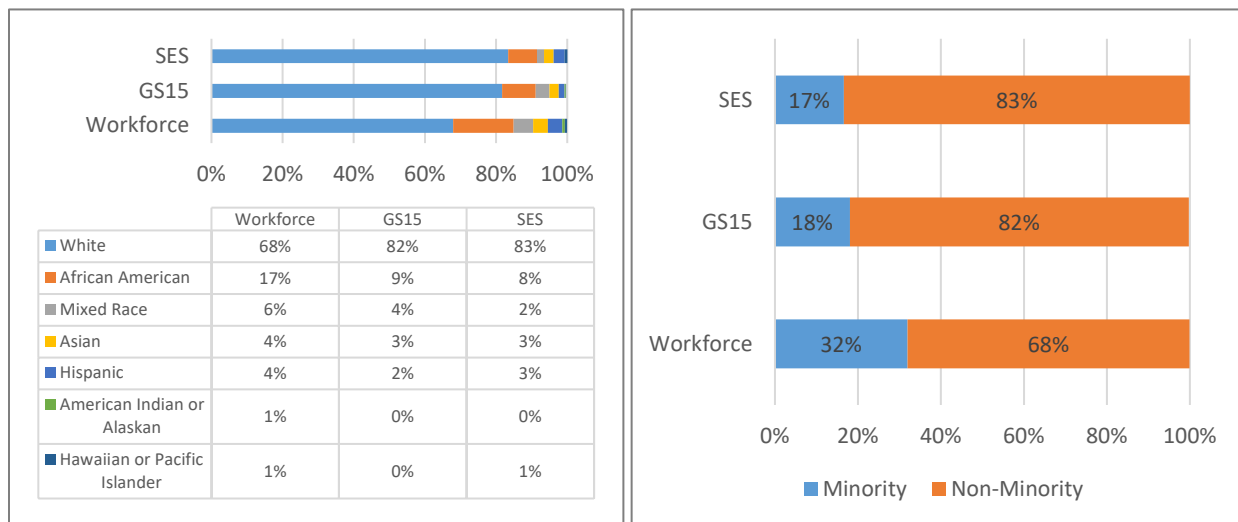


TABLE 19. FY19 WORKFORCE – MINORITY – SOURCE: WASS

C.4 Disability Representation

Similar to race and ethnicity, employees are not required to provide their disability status to their employer, unless they are requesting a reasonable accommodation. Therefore, it is possible that the Army, and all federal employers, underreports the percentage of employees with a disability. Notwithstanding, the Army continued to exceed the BLS in representation of persons with a disability in the workforce. This holds true in GS-15 positions and in the SES Corps, as well (Table 20).

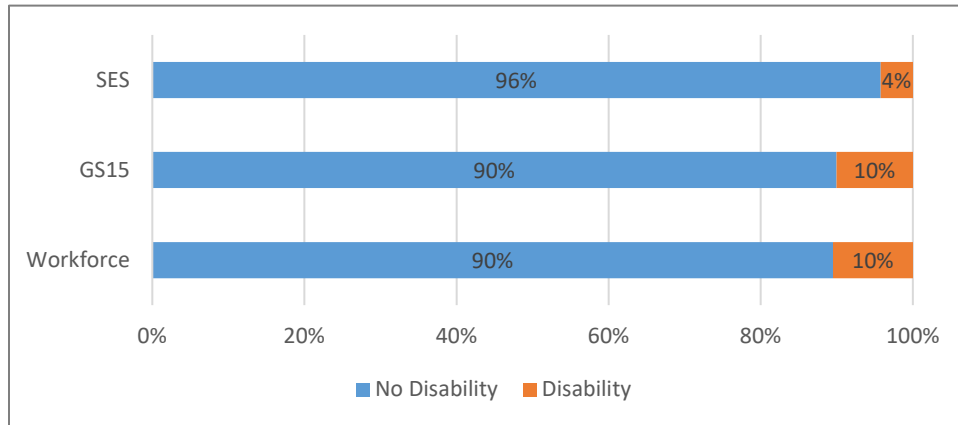


TABLE 20. FY19 WORKFORCE - DISABILITY REPRESENTATION – SOURCE: WASS

C.5 Veteran Representation

In FY19 military veterans constituted 50% of the Army Civilian workforce, which significantly exceeds the U.S. labor force at 6%. The figure increases in GS-15 positions to 54%, while veteran representation in the SES Corps stands at 44% (Table 21). Of the Army’s Civilian workforce, 20% are retired veterans while 30% previously served but did not retire (i.e. completed one or more tours of duty). The percentage of retired veterans grows significantly in leadership positions; 37% and 34% at the GS15 and SES levels respectively.

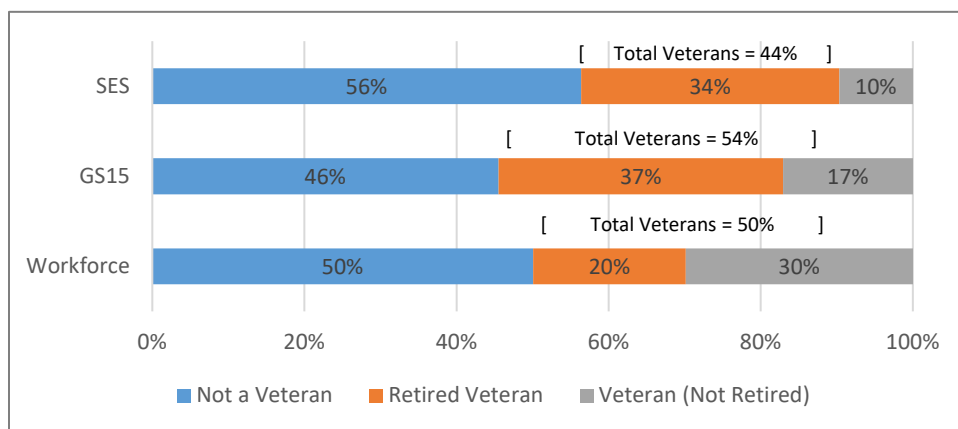


TABLE 21. FY19 WORKFORCE - VETERAN REPRESENTATION – SOURCE: WASS

C.6 Diversity Five Year History

Over the past five fiscal years, the diversity of the Army’s Civilian workforce has remained relatively consistent in most categories. Of note, the number of females in the workforce has decreased slightly since FY15, hitting a low in FY18. Additionally, the Army experienced an increase in the number of veterans in all workforce categories between FY16 and FY17. Lastly, while the number of minorities overall did not change much, there has been an increase in the SES workforce. Table 22 shows the breakdown for all diversity and workforce categories for the past five years.



TABLE 22. FY15-19 DIVERSITY REPRESENTATION – SOURCE: WASS

Appendix D: Voluntary Early Retirement Authority & Voluntary Separation Incentive Payment Details

As mentioned in section 2.2, VERA and VSIP are authorities that organizations can use to downsize or restructure their workforce to meet changing mission requirements. The following tables provide further details on VERA/VSIP usage in FY19. A majority of the VERA/VSIP actions (83%) were general retirements while 13% were early retirements and 4% were resignations (Table 23).

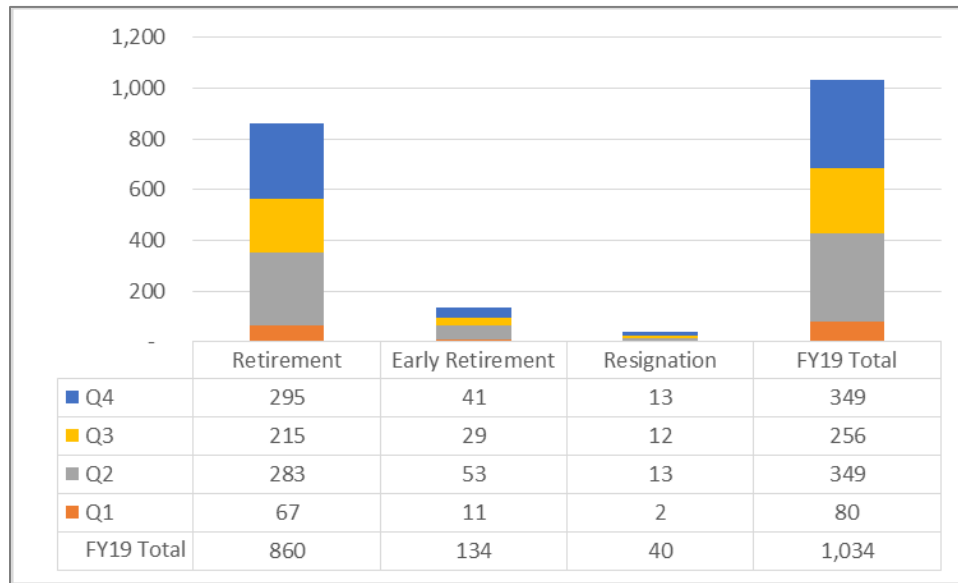


TABLE 23. FY19 VERA & VSIP USAGE BY NATURE OF ACTION CODE – SOURCE: HQACPERs

The total cost for VSIP in FY19 was \$39.3 million, which is just over the cost for FY18 (\$36.4 million). VSIP-only costs have fluctuated within approximately \$17 million dollars of one another over the past seven years, with costs being considerably higher in FY13 and 14. Table 24 provides historical usage and overall costs.

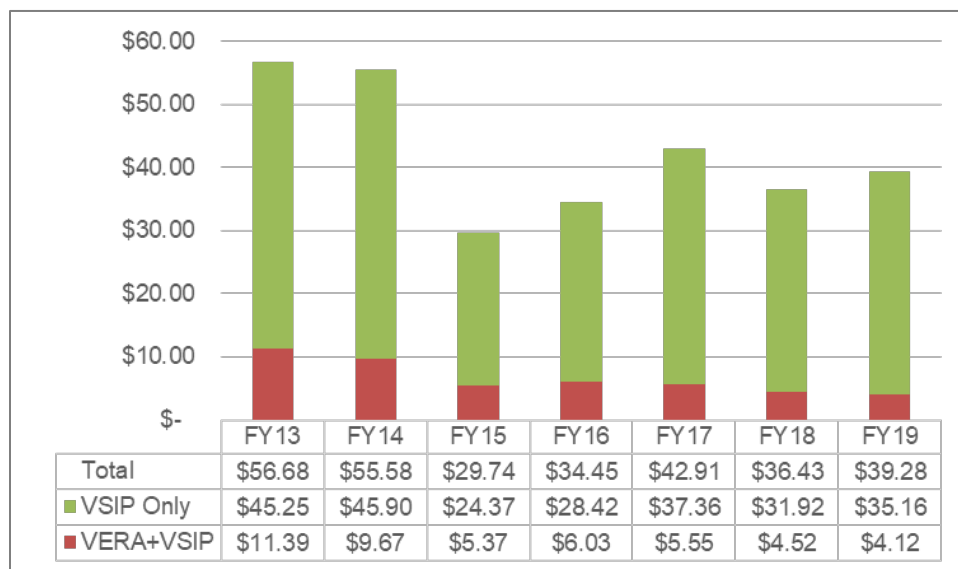
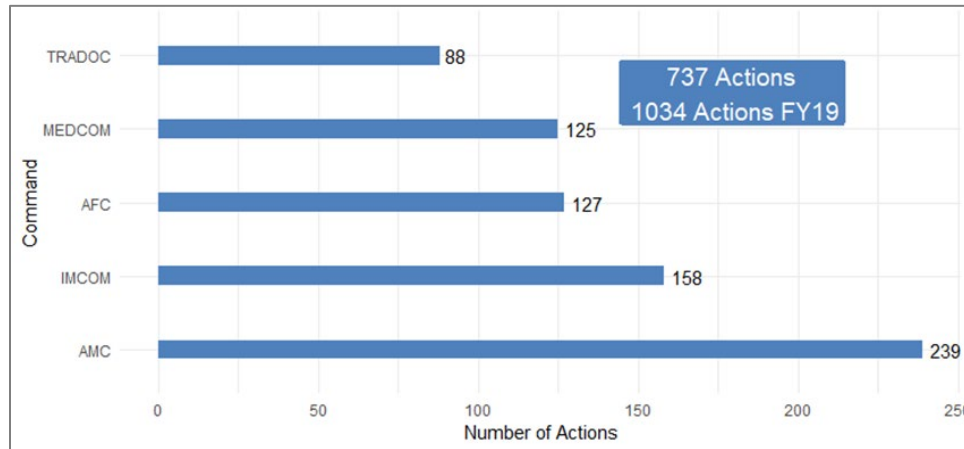


TABLE 24. HISTORICAL VERA/VSIP USAGE & COST FY13-19 – SOURCE: HQACPERs

Table 25 illustrates the number of VERA and VSIP actions completed in FY19 by the top five commands to use the incentives (AMC, IMCOM, AFC, MEDCOM and TRADOC). This usage accounts for 71% of all VERA/VSIP actions processed in FY19. This matches expectations, as these five organizations are large with multiple locations and several have had considerable reorganizations during FY19. Organizations and leaders can use these incentives to reduce onboard totals, or to restructure the workforce to meet mission objectives without reducing the overall number of personnel.



NOTE THE CHART SHOWS IMCOM AS A SEPARATE COMMAND, THOUGH IT IS NOW A SUBORDINATE ORGANIZATION UNDER AMC.

TABLE 25. TOP 5 COMMANDS VERA/VSIP USAGE FOR FY19 – SOURCE: HQACPERS

Appendix E: Incentive Awards

The following awards are available as part of the Incentive Awards Program:

- DoD Awards:
 - Secretary of Defense Meritorious Civilian Service Award
 - Secretary of Defense Outstanding Public Service Award (OPSA)
 - Secretary of Defense Medal for the Defense of Freedom (DFM) (Contractor/Civilian)
 - DoD Spirit of Hope Award (SOH)
 - DoD Distinguished Civilian Service Award (DCSA)
 - DoD Distinguished Public Service Award
 - DoD David O. Cooke Award
- DA Awards:
 - Distinguished Civilian Service Medal (DCSM)
 - Award for Outstanding Service in the Army Senior Executive Service/Senior Level Position/Senior Scientific and Professional Position (SES)
 - Meritorious Civilian Service Award
 - Distinguished Public Service Medal (DPSM)
 - Superior Public Service Medal (SPSM)
 - Meritorious Public Service Medal (MPSM)
 - Secretary of the Army Award for Valor
 - Lieutenant General Richard G. Trefry Lifetime of Service Award
 - Nick Hoge Award
 - William H. Kushnick Award
 - John W. Macy, Jr. Award
 - Secretary of the Army Award for Valor
 - Secretary of the Army Award for Publications Improvement
 - Secretary of the Army Award for Editor of the Year
 - Secretary of the Army Award for Diversity and Leadership
 - Secretary of the Army Award for Small Business Utilization
- Awards by Non-Federal Organizations:
 - Arthur S. Flemming Award
 - Roger W. Jones Award for Executive Leadership
 - Zachary and Elizabeth Fisher Distinguished Civilian Humanitarian Award

| Command | Incentive Award(s) Submitted CY19 |
|----------------|--|
| ACSIM | 1 SPSM |
| AFC | 3 DCSM, 2 SES |
| AFRICOM | 1 DCSM |
| AMC | 9 DCSM, 2 DPSM, 2 SPSM, 5 SES, 1 Small Bus, 1 EOY (Cmd), 1 Macy, 1 DOD DCSA |
| ANC | 1 DCSM |
| ARCYBER | 1 SPSM, 1 Cooke |
| ARCENT | 1 DPSM, 1 SPSM |
| ARNORTH | 1 DPSM |
| ARSOUTH | 1 SPSM |
| ASA (ALT) | 3 DCSM, 1 SES |
| ATEC | 1 DCSM, 1 SOH, 1 Flemming, 1 Kushnick |
| CHRA | 1 Hoge |
| Eighth Army | 1 Diversity and Leadership |
| EUCOM | 1 DPSM |
| FMC | 1 SES |
| FORSCOM | 1 DCSM, 6 SPSM, 1 SOH |
| HQDA/OAA | 12 DCSM, 5 SES, 1 DPSM, 10 SPSM, 1 Editor of the Year (Dept) |
| IMCOM | 1 Valor |
| MDW | 1 SPSM |
| MEDCOM | 1 Diversity and Leadership (EEO Professional) |
| OTSG | 1 SOH |
| PEO | 1 SES, 1 DFM-Contractor |
| SMDC | 1 MPSM |
| TRADOC | 7 DCSM, 2 SPSM, 4 SES, 2 SOH, 1 Publications Improvement (Cmd) |
| USACE | 5 DCSM, 1 SES, 1 SecDef Meritorious Civilian Service, 1 SOH, 2 Cooke, 1 Flemming |
| USARPAC | 2 DCSM, 1 SES, 1 DPSM, 2 SPSM, 2 Cooke |
| USASOC | 1 DCSM, 1 SPSM, 1 DOD DCSA |
| USMA | 1 DCSM, 1 DPSM, 1 Diversity and Leadership |

TABLE 26. INCENTIVE AWARDS SUBMITTED BY COMMANDS IN CY19



Appendix F: Acronyms and Definitions

| Acronym / Abbreviation | Definition |
|-----------------------------------|---|
| AF | Appropriated Fund |
| AFC | U.S. Army Futures Command |
| AG-1CP | Assistant G-1 for Civilian Personnel |
| AIAB | Army Incentive Awards Board |
| AMC | Army Materiel Command |
| AR | Army Regulation |
| ASA M&RA | Assistant Secretary of the Army, Manpower and Reserve Affairs |
| BLS | Bureau of Labor Statistics |
| CEAT | Child and Youth Assignment Tool |
| CHR | Civilian Human Resources |
| CHRA | Civilian Human Resources Agency |
| CIP | Civilian Implementation Plan |
| CIVFORS | Civilian Forecasting System |
| CP | Career Program |
| CPAC | Civilian Personnel Advisory Center |
| CPEA | Civilian Personnel Evaluation and Analysis Division |
| DA | Department of the Army |
| DCHRMS | Defense Civilian Human Resources Management System |
| DCPAS | Defense Civilian Personnel Advisory Service |
| DCPDS | Defense Civilian Personnel Data System |
| DCSA | DoD Distinguished Civilian Service Award |
| DCSM | Distinguished Civilian Service Medal |
| DFM | Secretary of Defense Medal for the Defense of Freedom |
| DHA | Direct Hire Authority |
| DoD | Department of Defense |
| DPSM | Distinguished Public Service Medal |
| DPMAP | DoD Performance Management and Appraisal Program |
| DRU | Direct Reporting Unit |
| EI | Employee Engagement Index |
| EO | Executive Order |
| EOD | Entrance on Duty |
| FCR | Functional Community Representative |
| FEVS | Federal Employee Viewpoint Survey |
| FLRA | Federal Labor Relations Authority |
| FN | Foreign / Local National |
| FY | Fiscal Year |
| GS | General Schedule |

| | |
|---------|--|
| HQ | Headquarters |
| HQDA | Headquarters Department of the Army |
| IAP | Incentive Awards Program |
| IMCOM | Installation Management Command |
| IT | Information Technology |
| KM | Knowledge Management |
| MEDCOM | U.S. Army Medical Command |
| MPSM | Meritorious Public Service Medal |
| MWR | Morale, Welfare, and Recreation |
| NAF | Nonappropriated Fund |
| NDAA | National Defense Authorization Act |
| OPM | Office of Personnel Management |
| OPSA | Secretary of Defense Outstanding Public Service Award |
| OSD | Office of the Secretary of Defense |
| PME | Personnel Management Evaluation |
| PPD | Personnel Policy Division |
| RPA | Request for Personnel Action |
| SES | Senior Executive Service |
| SOH | Department of Defense Spirit of Hope Award |
| SPSM | Superior Public Service Medal |
| STEM | Scientific, Technical, Engineering, and Mathematics |
| TRADOC | U.S. Army Training and Doctrine Command |
| U.S. | United States |
| USDH | U.S. Direct Hire |
| USD P&R | Under Secretary of Defense for Personnel and Readiness |
| VERA | Voluntary Early Retirement Authority |
| VSIP | Voluntary Separation Incentive Payment |
| WASS | Workforce Analysis & Support System |

Appendix G: Useful Links and Resources

| Resources | Link |
|----------------------------------|---|
| Army Civilian HR milSuite Page | https://www.milsuite.mil/book/community/spaces/civ-hr/overview |
| Army People Strategy | https://people.army.mil/ |
| BLS | https://www.bls.gov/ |
| BOBI | https://chrabc.army.mil/ |
| CHRA HR Service Portal | https://service.chra.army.mil/hr_internal/ |
| CHRA Production Books | https://service.chra.army.mil/hr_internal/hr_internal?id=chra_kb_category&kb_base=4b9ae96c393a0700d8535b8e83f5cfc6&kb_category=3ff551e9f4fddf00d853a880ab3687f2 |
| CP Manager Reports milSuite Page | https://www.milsuite.mil/book/community/spaces/civ-hr/civilianhrtools/cpmreports |
| CP Proponency milSuite Page | https://www.milsuite.mil/book/community/spaces/civ-hr/civilian-career-programs-management |
| CPOL | https://acpol.army.mil/ako/cpolmain/cpolmain.portal?_nfpb=true&_windowLabel=EmployeeData_1_1&_urlType=action&_pageLabel=page3 |
| DCPAS | https://www.dcpas.osd.mil/ |
| DCPDS | https://compo.dcpds.cpms.osd.mil/ |
| FY18 CHR Annual Report | https://www.milsuite.mil/book/docs/DOC-580751 |
| OPM | https://www.opm.gov/ |
| OPM FEDSCOPE | https://www.fedscope.opm.gov/ |
| OPM Human Capital Framework | https://www.opm.gov/policy-data-oversight/human-capital-management/ |
| WASS/CIVFORS | https://wafo.cpol.army.mil/wass/WassLogin.jsp?dataset=3 |
| WASS/CIVFORS User milSuite Page | https://www.milsuite.mil/book/community/spaces/civ-hr/civilianhrtools/wass-civfors |



Army Civilian Corps Creed

I am an **Army Civilian**—a member of the Army team.

I am dedicated to our Army, Soldiers, and Civilians.

I will **always** support the mission.

I provide leadership, stability, and continuity during war and peace.

I support and defend the Constitution of the United States and consider it an honor to serve our Nation and our Army.

I live the Army values of loyalty, duty, respect, selfless service, honor, integrity, and personal courage.

I am an Army Civilian.

