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FORT BENNING, GEORGIA 31905**



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SUBJECT: Fort Benning CPAC Staffing Update 3-2007

1. This publication is issued to ensure the Fort Benning Commanders, managers, supervisors, and employees are kept informed of employment and staffing issues. Future updates will contain updated information on specific employment topics (i.e., compensation, recruiting procedures, travel entitlements, classification issues, NSPS implementation information, etc.) and will be issued on a monthly basis.

2. **Senator Introduces Contracting Reform Legislation** . A newly introduced Senate bill would boost the transparency of sole-source federal contracts, allow companies to protest orders placed under large contracts, and limit subcontracting.

The Accountability in Government Contracting Act ([S. 680](#)) was introduced by Sen. Susan Collins, R-Maine. It would make a wide range of changes, extending even to the qualifications of inspectors general and the acquisition strategy in Afghanistan assistance programs, according to a summary of the lengthy [bill](#) released by Collins' office.

"Too often, the problem of waste, fraud and abuse stimulates floods of outrage and magic-bullet proposals that lean more toward symbolic gestures than practical reforms," Collins said in introducing the measure. "This bill promotes more open competition for government contracts -- a positive step for both contractors and taxpayers."

Several of the provisions closely resemble recommendations made by the Services Acquisition Reform Act Advisory Committee, a panel convened under the 2004 Defense Authorization Act. That group published a [series of recommendations](#) in December that resulted from more than a year of public debate among top federal acquisition officials, representatives of the private sector and academics.

A provision requiring agencies to publicly announce large sole source contracts shortly after they are awarded closely mirrored panel suggestions, as did

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provisions to expand and improve the training of the federal acquisition workforce.

Collins also included a panel recommendation that would expand contract award protest rights to allow challenges of large task and delivery awards under umbrella contracts. Currently, protests are only permitted at the higher, contract level.

The bill also takes up a panel recommendation that the Office of Management and Budget study the use of interagency contracts, an area that the Government Accountability Office has designated as a high risk to the government.

Marcia Madsen, who chaired the advisory panel, welcomed Collins' adoption of several of the recommendations. "They read the report. Hooray!" she said, referring to the panel's 400-page [discussion](#) of its findings and recommendations.

Madsen said some of the measures Collins proposed on competition took a slightly different approach than that suggested by the panel. For example, the lawmaker included a provision limiting the value of task and delivery orders for services under larger contracts to \$100 million. The panel focused more on ensuring that strong competition was in place for large orders, Madsen said.

Other measures in the Senate bill include a requirement that prime contractors subcontract no more than 65 percent of the work on any given contract. A Defense acquisition official, speaking on condition of anonymity, said the department would likely oppose the provision, preferring to treat subcontracting decisions as a business choice left to the prime contractor.

The official said the proposed limit of \$100 million on task orders for services was arbitrary, and could cause difficulty with some operations in Iraq and Afghanistan. But he said the provisions requiring competition and the one regarding notification on sole source awards were already in effect at the Pentagon.

In another provision regarding the use of so-called "letter contracts," in which urgent work is started before some contract terms such as price, scope or schedule can be worked out, the bill says that if terms are not set before 180 days have passed or 40 percent of the work is completed, the government would have the power to unilaterally set the missing terms.

The Defense official said contracting officers effectively operate under those rules already, through a combination of department policy and federal acquisition regulations. An upcoming Defense inspector general report is expected to

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recommend throwing out the 40 percent threshold as too confusing, the official said, citing difficulties in gauging when that point has been reached. But the official indicated the department has already reduced its use of letter contracts significantly over the past five years, going from about 4 percent of contract spending down to 2 percent.

Alan Chvotkin, senior vice president of the Professional Services Council, an Arlington, Va.-based industry association, said his group worked with Collins' office in developing the bill.

He welcomed the idea of OMB taking a closer look at interagency contracting, but said he strongly opposes the language that would allow task and delivery order protests. He commended a provision calling for an analysis of the use of "lead systems integrators" on federal contracts, which a Collins press release described as "the de facto outsourcing of program management responsibility" through the use of a large contractor in a coordinating role.

Chvotkin said calling for development of a common definition of the term and study of the phenomenon represented a measured approach to the issue.

The group would oppose setting an arbitrary limit on the amount of a contract that can be parceled out. Chvotkin said that in general, setting arbitrary ceilings encourages agencies to do "dumb" things like forgo good contracting opportunities.

Other measures in Collins' bill include requiring the head of the U.S. Agency for International Development to revise the Afghanistan aid strategy to include more measurable goals and outcomes, clarifying the rules under which inspectors general operate, and requiring greater analysis of [government purchase card use](#) to weed out fraud and identify savings.

Rep. Henry Waxman, D-Calif., is also expected to present contracting legislation during this session. Last year, he introduced the [Clean Contracting Act](#), which did not reach a vote in any of the four committees to which it was referred.

**3. Google moves ahead with plan to open up federal Web sites.** Google is making strides on an initiative to make information stored on public government Web sites more accessible to people looking for it, but challenges remain, officials with the search engine company said Wednesday.

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Three federal organizations recently agreed to structure their sites to make them accessible for nearly all Internet searches, the officials said.

Information on the [Plain Language](#) Web site aimed at eliminating jargon in government communications, and on sites by the Energy Department's Office of Scientific and Technical Information and the Education Department's National Center for Education Statistics, has been opened up to the three most popular search engines: Google, Yahoo and MSN.

Ninety percent of searches are conducted through one of the three, according to J.L. Needham, a strategic partner development manager at Google.

The three entities used the open source [Sitemaps.org](#) tool and [removed](#) technical hindrances to search engine Web crawlers. The Sitemaps tool initially was developed by Google, and is offered under a creative commons license supported by both the Yahoo and MSN search engines.

But despite months of meeting with officials at nearly every agency, Google still faces misconceptions, Needham said. "Literacy about search engines is lower in the federal government than in the private sector," he said.

Needham said about 80 percent of visitors to government Web sites arrive through search engines rather than the home page "front door." Only about 5 percent come directly to the sites, he said, and because about half of all government Web pages remain inaccessible through search engines, a substantial percentage of people are passing up information they would otherwise find.

Federal managers cite other priorities and a potential increase in bandwidth use, which could drive up costs, as their primary concerns about optimizing their sites for searches, Needham said.

But in the case of the Plain Language Web site, a part-time Web manager was able to implement the Sitemaps tool in eight hours, Needham said. This opened up hundreds of documents. Energy's Scientific and Technical Information office was able to implement the Sitemaps tool in 16 hours, opening 3 million documents to common search engines.

Ultimately, Needham said, Google wants to get government content onto Google services, such as Google Maps, and offer it for dissemination. Late last year, Google [announced](#) a partnership with the NASA Ames Research Center to make

information, including three-dimensional maps of the moon and Mars, accessible to the public.

Darrell M. West, a professor of political science at Brown University and author of an annual report on state and federal e-government, said he agrees that most people are likely to visit government Web sites through searches.

"Sites have to be designed realizing that not everyone comes in through the front door," West said. He noted it would be technically difficult to evaluate how well agencies are performing in that area.

Google's attempt to open up government information is laudable, said Larry Freed, president and chief executive officer of the Ann Arbor, Mich.-based online strategy firm ForeSee Results. But it raises the question of how much information is too much, he said.

"If Google makes more information available, does that help or hurt?" Freed asked. "There is the paradox of choice. If you're presented with too many choices, you're dissatisfied."

Freed, who helps publish commentary analyzing the American Customer Satisfaction Index scores compiled every four months by the National Quality Research Center at the University of Michigan Business School, said agencies are focused on taking care of the Web site visitors they already have.

"To a great extent, you want to clean up your house before you invite people in," Freed said. "People coming from outside search engines are not going to be as satisfied as the people who are coming directly to the site."

4. **Energy Department to lift moratorium on bonuses.** Energy Department employees are now in line to receive performance-based awards and discretionary pay adjustments delayed in November because of uncertainty about the agency's budget situation.

Energy officials announced to employees last week that they planned to lift the departmentwide hold on awards and other discretionary pay actions. This was possible, officials said, because the continuing resolution approved by President Bush on Feb. 15 funds domestic agencies through the end of the fiscal year on Sept. 30, clearing up Energy's financial situation.

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The bonuses now will take effect on March 4, with a pay date of March 29, according to a separate [memorandum](#) by Jeff Pon, the agency's chief human capital officer, and Michael Kane, associate administrator for management and administration at the National Nuclear Security Administration, a semi-autonomous agency within Energy.

Energy Department bonuses require approval from managers and vary by office and rank. The typical annual bonus for rank-and-file workers is \$1,000 to \$4,000. Energy Secretary Samuel Bodman said in a message to employees last week that managers will make their decisions on bonuses just as they have in previous years, and those decisions will depend on the budgetary situation in individual offices.

Energy officials announced the deferral of bonuses in mid-November, stating they would postpone the awards until they had a grasp of the funding they would receive for fiscal 2007. The budget squeeze can be traced back to Oct. 1, the start of the fiscal year, when Congress failed to pass 10 out of 12 appropriations bills. Consequently, lawmakers were forced to pass a series of continuing resolutions, culminating in the Feb. 15 measure to take agencies through the rest of the year.

According to a November memo by Pon, Energy put a hold on the bonuses in order to prevent layoffs and avoid placing employees on unpaid leave until Congress finished the department's 2007 budget.

The National Treasury Employees Union had filed two grievances on the matter, demanding that the agency award the bonuses immediately. NTEU President Colleen Kelley said the delay violated the union's contract, which called for the payment of performance-based awards by Jan. 31, 2007.

But Kelley welcomed Energy's decision to move ahead, even though employees will receive their money nearly two months late. She said NTEU plans to pursue discussions with the agency about interest payments on the delayed awards and about making quality step increases in pay retroactive.

Though the latest spending measure means the department will finish out this year with funding similar to that of fiscal 2006, Bodman said the department is still in a solid position to achieve its goals. "I am confident that we will be able to deliver on our commitment to strengthen America's energy security, provide for our nation's defense and manage the legacy of the department's activities from the Cold War," he said.

5. **Auditors stress importance of data security to TSP officials.** Data security should continue to be an ongoing concern for Thrift Savings Plan officials, according to Labor Department auditors.

Reviewers from Labor's Employee Benefits Security Administration told TSP officials during a monthly meeting Tuesday that there were no instances in fiscal 2006 of "material noncompliance" with the Federal Employees' Retirement System Act, the law that authorized the TSP in 1986. But they said plan officials should focus on updating and approving TSP's security strategy, based upon the most recent risk assessment.

"There is always going to be a need for ongoing security upgrades, and it is always going to be a part of our focus here at the board," said James Petrick, TSP's chief financial officer, in his response to the audit.

EBSA is responsible for regularly auditing TSP and determining its level of compliance with the requirements of the 1986 law.

Data security concerns have increased after [hackers breached](#) the accounts of some TSP participants in late December and stole \$35,000. Outgoing TSP Executive Director Gary Amelio reacted to the breach at a recent special TSP meeting, noting: "We've become so efficient with technology that technology is destroying us."

TSP houses names, Social Security numbers and addresses on about 3.6 million current and former federal employees who have invested more than \$180 billion in retirement savings through the system. Mark Hagerty, the plan's chief information officer, said in June 2006 that he wanted to expand TSP's security measures by enabling participants to switch to using account numbers, rather than Social Security numbers, to access their TSP accounts online. But that change has yet to be made.

EBSA auditors also highlighted a recent report that assessed TSP's plan for disaster recovery, stressing the need for an improved ability to continue operations in the event of an emergency. They recommended that a risk assessment be conducted at the TSP's disaster-recovery site in Pittsburgh, and noted this is the next audit they have planned this year.

The auditors outlined other plans for 2007, including investigating the full scope of computer access security and initiating a special project on data security vulnerability.

Meanwhile, TSP officials and Labor auditors stressed the need to beef up efforts to promote the TSP to the military services. Audit reports indicate that members of the Marine Corps and the Army have the lowest rates of participation in the plan.

Pamela Jeanne Moran, TSP's director of participant services, attributed the results to the fact that the country is at war, with soldiers and Marines focusing their attention on the mission at hand rather than benefits issues.

Auditors recommended that TSP strengthen its procedures for training personnel responsible for educating service members about the benefits of the plan.

During the Tuesday meeting, TSP officials also said their farewells to Amelio, who came to the plan in 2003 and oversaw the 401(k)-style retirement savings program's growth to \$206 billion. He left TSP to become president of retirement services for ULLICO Inc., which provides insurance and investment products and services for union members.

6. **DHS Scales Back Personnel Reform Plans**. DHS has said it will scale back its efforts to overhaul many of its personnel policies, effectively putting the program known up until now as MaxHR on hold for at least two years. The MaxHR system design included changes to many basic personnel policies, including pay banding and pay for performance, revised appeals rights and restrictions on union rights. However, the labor-management and appeals provisions have been blocked by court order; while the order didn't affect the other provisions, DHS has struggled to move forward on them in the face of union and employee opposition-- much of it focused on the performance rating system--and skepticism in Congress that resulted in budget cuts. DHS now plans a pilot project to be started next year for intelligence- related jobs, leaving the decision on how to proceed from there to the next presidential administration. DHS also said it was dropping the name MaxHR and will call its personnel program the human capital operational plan, with an emphasis for now on initiatives such as training and leadership development.

The change in plans at DHS could have an effect on the administration's other efforts to apply similar principles elsewhere. The White House in its recent budget proposal once again urged passage of a proposed Working for America

Act that would among other things scrap the general schedule in favor of pay banding and pay for performance.

DoD meanwhile is in the process of putting in place its national security personnel system with many of the same elements as the original DHS plan. There, too, a court order has blocked the labor relations and appeals right provisions, although unlike DHS, DoD has pushed ahead on the other elements, applying them to nearly 80,000 non-union employees and planning a further expansion in the spring. The DoD case remains pending on appeal, and the Pentagon has said it might ask Congress for new legislation if it loses. The Pentagon also has said it might ask for an extension of the special labor relations law at DoD, which is due to sunset in 2009. While the DHS, DoD and government-wide initiatives are not tied to each other in law, as a practical matter they are seen as a package and the DHS decision to step back could undercut efforts to expand such initiatives elsewhere.

7. **Budget-Cutting Options on Benefits Outlined.** The Congressional Budget Office has released the latest in a series of reports outlining possible savings in government programs, including as before several possible cuts in federal health insurance and retirement benefits. The report does not endorse making the changes but Capitol Hill officials often turn to it for potential savings because under congressional budget rules, the options count as real savings. In each case, CBO noted arguments against making such changes, primarily whether the changes would hamper employee morale, the government's ability to recruit and retain quality workers, and whether the government would be going back on promises it made to employees and retirees.

On retirement, CBO raised the possibility of changing the benefit formula for future retirees to base their annuities on their highest four or five years of salary, rather than the current highest three. A high-five base would cost the typical new CSRS retiree about \$6,500 over the first five years and the typical new FERS retiree about \$2,200 over that time, while a high-four base would cost about \$3,100 and \$1,100, respectively. It also said that retiree COLAs could be based on the "chained" consumer price index rather than the index currently used, which it said many analysts believe overstates increases in the cost of living. The change likely would mean shaving about 0.3 percentage points off annual COLAs, CBO said.

The report also said that the formula for employer matching contributions for FERS employees could be revised so that the government pays its maximum 5

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percent share only if employees are investing at least 10 percent of their salaries, rather than the current 5 percent (CSRS employees would not be affected since they get no matching contributions). CBO said that would be more consistent with matching arrangements in the private sector. It also raised the possibility of increasing the required employee contributions toward retirement by 0.5 percentage points, phased in over three years, which it said would similarly make budgeting in the federal retirement program more similar to private sector retirement. Such a change was adopted as part of a 1997 budget law, although the increase later was rescinded.

On health insurance, CBO said that the government's contribution toward retirement health insurance benefits could be reduced for retirees with fewer than 20 years of service; that would be even more extensive than the recent Bush administration proposal to reduce the government's share for those with less than 10 years of consecutive service before retirement. It also raised the possibility of changing the government's percentage contribution to FEHB costs into a voucher system in which the government would pay \$3,600 toward individual coverage and \$8,400 toward family coverage--the average dollar contributions in 2007--and increasing that amount annually by the amount of general inflation, not by the usually higher inflation in the health care sector. Such a change would provide an incentive for enrollees to migrate to lower-cost plans, CBO said.

**8. CPAC Activity Embedding.** Customer service is important to the Fort Benning CPAC staff. In that regard, in order to better meet the needs of the installation workforce, the HR specialists are embedding in their serviced activities four hours each week [on an alternating, rotation basis]. These visits are for the express purpose of providing on-site personnel assistance that is individual specific; answering general information questions; and/or conducting group instruction as requested by the activity.

The CPAC Director is particularly interested in feedback from these visits and highly encourages employees to contact her to share information on embedding experiences that were exceptionally fruitful as well as suggestions/recommendations as to how the visits could be improved. As a quality control measure, the Director personally contacts a percentage of employees within each activity who sought the advice/assistance of their specialist. The information gleaned from these employee responses is subsequently used to tweak future service [when/if appropriate].

Contact your activity HR liaison to inquire as to specifics on your specialists embedding schedule.

9. **Whistleblower Legislation Advances in Congress.** The House Committee on Oversight and Government Reform has advanced very significant whistleblower rights legislation which would expand protection for federal employees. The legislation, the "Whistleblower Protection Enhancement Act of 2007," is co-sponsored by Committee Chairman Henry Waxman (D-Calif.), Ranking Member Tom Davis (R-Va.), and Rep. Todd Platts (R-Pa.).

The goal of the legislation is to restore the mandate of the Whistleblower Protection Act (WPA) which, as written, allows federal employees to seek intervention by an outside independent agency, the Office of Special Counsel (OSC); access to an administrative legal proceeding at the Merit Systems Protection Board (MSPB); and, ultimately, access to a court to hear appeals of the case. Despite the rights the Act appears to provide, it has suffered from a series of crippling judicial rulings from United States Court of Appeals for the Federal Circuit, currently the only court that can hear an appeal from MSPB, that are inconsistent with congressional intent and the clear language of the Act. The Federal Circuit's rulings have rendered the Act useless, producing a dismal record of failure for whistleblowers and making the law "a black hole." Research by the Government Accountability Project shows that since 1994, only two whistleblowers have prevailed before the Federal Circuit while 177 have lost their cases.

The limited appeal rights under the WPA cases are inconsistent with the review afforded under other federal whistleblower protection statutes, such as the Sarbanes-Oxley law which covers employees at publicly-traded companies, and the normal appellate option available to employees alleging other forms of discrimination. The Whistleblower Protection Enhancement Act of 2007 will undo the crippling judicial decisions and provide for judicial review by all circuits, thus ending the Federal Circuit's monopoly and ensuring that vigorous judicial opinions are rendered from U.S. district courts nationwide. The legislation also significantly expands the scope of disclosures that federal employees can make. Specifically, the legislation would:

- \* Provide federal employees and federally-funded contractors access to jury trials in federal district court to challenge reprisals taken against them as a result of their protected activities.
- \* Extend rights to all national security whistleblowers, including those at the FBI and intelligence agencies. The Act will also bar the President from imposing ex post facto "intelligence employee" status to strip employees of their MSPB rights.

\* Make clear that the WPA applies to all lawful communication of misconduct. This would restore "no loopholes" protection for federal employees and cancel the effect of the Supreme Court's decision in *Garcetti v. Ceballos* decision on federal workers. In *Garcetti*, 126 S.Ct. 1951 (2006), the Supreme Court held that "when public employees make statements pursuant to their official duties, the employees are not speaking as citizens for First Amendment purposes, and the Constitution does not insulate their communications from employer discipline."

\* Restore the original "reasonable belief" standard for whistleblowers to qualify for protection and do away with the Federal Circuit's "nonfrivolous allegation" standard.

\* Restore independent due process review of security clearance determinations for whistleblower reprisal, unavailable since a 1985 Supreme Court decision.

\* Provide specific authority for whistleblowers to disclose classified information to Members of Congress on relevant oversight committees or their staff.

\* Strengthen the Office of Special Counsel's authority to seek disciplinary sanctions against managers who retaliate.

\* This information is provided by the attorneys at Passman & Kaplan, P.C., a law firm dedicated to the representation of federal employees worldwide.

10. **Development of Fort Benning Civilian Greening Course**. Civilian "greening", a new initiative promulgated through TRADOC Policy Letter 13, TRADOC Civilian Leader Development Program (CLDP), will soon take root at Fort Benning. Members of the CPAC staff have the lead on developing a course to begin not later than June 2007.

Greening is the act of acquiring empathy for the Army's Operational Force and Soldiers. This course is intended to enable civilians to better understand the history and culture of the Army works and how it works; the challenges faced in accessing, training, manning, equipping and employing the force. It is conceptualized that ultimately civilians will come to understand their role in supporting Soldiers to overcome those challenges. The course will be open to employees GS-05 and above and will incorporate a personal experience in an operational or simulated field setting.

11. **Human Resources (HR) for Supervisors**. The HR for Supervisors Course is highly recommended for all Department of Army civilian (DAC) and military supervisors of appropriated fund (APF) civilian employees who supervise at least 3 appropriated fund DAC employees. The course is 40 hours long and is intended to help the supervisor in performing his/her HR management duties. In addition to teaching the participants about HR regulations and processes, the course introduces them to the automated HR tools. Completion of this course can enhance the supervisor's confidence and performance. The course includes the following modules:

- Overview of army CHR (includes coverage of Merit System Principles and Prohibited Personnel Practices)
  - Staffing
  - Position Classification (includes an introduction to CHR automated tools such as CPOL, ART, Gatekeeper and FASCLASS)
- Human Resource Development
- Management Employee Relations
- Labor Relations
- Equal Employment Opportunity

The course includes lectures, class discussion and exercises. There is a pre and post test administered at the beginning and end of the course. The course does not address supervision of non-appropriated fund (NAF) or contractor employees. The 19-23 March class is full with several standbys. The next course is scheduled for **11-15 June 2007 and will be conducted from 0800 to 1630** in building #6, classroom #225. Please see the schedule below for other class start dates. The point of contact for this course is Ms. Stephanie Carpenter, Fort Benning CPAC, 545-2681.

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12. **RPA and ART Workshop**. The Fort Benning CPAC HR specialists are available to conduct RPA and ART desk-side walkthroughs and/or workshops to assist managers/supervisors and new DCPDS account holders with accessing and using DCPDS, ART, initiating RPAs, creating Gatekeeper Checklists, forwarding and tracking RPAs, generating reports and printing SF 50s. Training can be accomplished via individualized sessions or activity specific workshops

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upon request. If you desire training of this nature, please contact your servicing HR specialist to arrange for scheduling.

13. **Job Aids Available on the Web.** Lotus ScreenCams (how-to-movies) are available to assist DCPDS users with DCPDS, Army Regional Tools (ART), Oracle 11i and other automation tools. ScreenCam movies ART Logon, Ghostview, Gatekeeper, Inbox Default, Initiating an RPA, Logging On, Navigator, RPA Overview and RPA Routing are available on the web at: <http://www.chra.army.mil/>. Click on HR Toolkit and then click on the name of the movie to download or play it. Managers/supervisors and administrative personnel responsible for initiating RPAs are encouraged to review this site and check out these new tools. ART Users Guide has been updated and provides descriptions of and instructions for using tools available in ART, including such tools as Employee Data, Inbox Statistics (timeliness and status information about personnel actions), Organization Structure (information about positions in various organizational elements), and many more tools. It is

intended for use by managers, resource management officials, administrative officers, and commanders as well as CPAC and CPOC staff members. There is both an on-line and downloadable Word version (suitable for printing).

In addition, to the ART Users Guide, there is a Defense Civilian Personnel Data System (DCPDS) Desk Guide which provides how-to information about tasks and functions that end users might need to perform in DCPDS, such as initiating a Request for Personnel Action (RPA) and creating a Gatekeeper Checklist. The ART Users Guide and the Desk Guide can be accessed from the CHRA web page at: <http://www.chra.army.mil/>, by clicking on HR Toolkit. In addition to these tools the Fort Benning CPAC staff is available to assist you in accessing DCPDS, ART, initiating RPAs, creating a Gatekeeper Checklist, forwarding and tracking RPAs, generating reports and printing an SF 50. If you have any questions or need assistance, please contact your servicing HR specialist to arrange a time so we can come to your office to help you.

14. **Emergency Contact (Next of Kin) Database.** Information on the Emergency Contact Database is located on the Civilian Personnel on Line (CPOL) website <http://www.cpol.army.mil/>. It can be accessed from the CPOL homepage by clicking on the link for "Emergency Guidance and Resources," and then clicking on "Emergency Contact Database" Managers need to keep reminding their civilian employees of the need to have their current emergency contact information on file in the Emergency Contact Data Base. In addition, supervisors and managers are required to conduct periodic validations, with

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employees, to ensure the accuracy of their data. If assistance is needed, please contact project e-mail account at [echelp@asamra.hoffman.army.mil](mailto:echelp@asamra.hoffman.army.mil).

15. **Fort Benning CPAC Homepage**. Please log on to our website at <https://www.benning.army.mil/Cpac/Index.htm>. If you have suggestions on ways to improve or recommendations for information to add, please contact the undersigned.

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