



**Tips and Tidbits**  
**Special Issue #: 2-2008 ( S-1)**

**25 February 2008**

**SUBJECT: CPAC Transformation Update for Commanders and Heads of Serviced Organizations**

From the desk of Mary M. Rodriguez, Acting Civilian Human Resources Agency (CHRA) Director

As you know the operations arm of the AG1 (CP) Civilian Human Resources (CHR) function is undergoing transformation, the major objectives of which are to:

- a. Realign to improve customer service
- b. De-fragment processes and eliminate redundancy
- c. Improve quality
- d. Provide one-stop service, one CHR face for the customer

A little more than six months ago (on 5 August 2007) responsibility for the staffing and classification functions moved from the centralized CPOCs to the CPACs. At the same time the assets performing those functions were placed under the command and control (C2) of the CPAC Chiefs. The CPACs now have responsibility for the delivery of all CHR life cycle function advisory services and products; CPACs now control about 80% of the operating level assets. A major training effort is underway – former CPOC employees must learn the advisory and consultant skills to effectively serve in a CPAC environment; CPAC employees must learn the technical, detailed processes and procedures associated with filling jobs. We recognize the importance of physical presence at the CPAC site; wherever possible and using all allowable flexibilities pending formal concept/stationing plan approval, we are moving toward that end. In some cases though, it is necessary to fill vacancies at the former CPOC sites at least temporarily – e.g., availability of candidates, physical space considerations, ability to provide training, etc. At the same time we are committed to taking care of our people with no forced moves and no reduction in force actions, meaning that for some time we will have employees working virtually from the former CPOC locations. The important thing, though, is that these employees are CPAC assets under the C2 of the CPAC Chiefs. Although not yet the ultimate solution, this represents a giant step forward and one which is being optimized by the CPACs, where customer needs are better known and can be more effectively prioritized and handled.

Some key functions and about 20% of the assets remain centralized in the Regions because it makes more sense both from organizational capability and customer service perspectives. These include centralized automation support, regionalized training support, centralized benefits, entitlements and retirement processing, specialized MEDCELL and ACTEDS recruitment cells, centralized applicant resume intake and processing, and centralized processing of all personnel actions.

Our transformation initiative not only involves reallocation of assets to the CPACs, but also Lean Six Sigma process reviews, the most important being the study of the recruitment process under test at our Ft. Huachuca and Lakes & Rivers Division CPACs since October. The test involves not so much a change in the recruitment process itself, but rather our approach to how we do the work. The result is a much more holistic, customer focused approach with a better understanding up front of customer requirements and priorities. More time is needed for further test and validation, but preliminary information from the involved CPACs indicates increased customer satisfaction and improved cycle time. I will keep you apprised of progress on this important initiative.

Our transformation initiative is all about you and better serving you. We must create a CHR system that is agile enough to be effective while undergoing rapid change, is responsive to a huge range of customer-defined needs, and is streamlined and efficient during a constrained and highly competitive resource environment. We are committed to making that happen and ask for your continued support.

Having said that, transformation and the change it requires is difficult in and of itself. Add to that the unprecedented increase in recruitment workload due to Global War on Terrorism (GWOT) and Grow the Army initiatives, and the challenge is significantly exacerbated.

As of 15 February:

- a. 949 MEDCOM Warrior Transition Unit (WTU) positions had been filled; 116 more were committed/selected, and an additional 76 on referral to management for selection.
- b. 182 IMCOM Soldier & Family Assistance Center (SFAC) positions had been filled; 47 more were committed/selected, and an additional 19 on referral to management for selection.
- c. 384 FORSCOM Family Readiness Support Assistant (FRSA) positions had been filled.

Increased workload at our AMC depots in support of the war effort has resulted in hiring surges totaling approximately 2700 new recruit actions. In addition to other non-WTU Army Medical Action Plan (AMAP) actions, we are also focused on newly identified Army priorities -- Army Initiative 2 with a requirement of 477 hires by 30 September, the Army Substance Abuse Program with a requirement

of 61 fills as soon as possible, and support to the standup of AFRICOM with a requirement of 350 hires by 1 October.

It goes without saying that all other “normal” workload not associated with these Army-wide priorities continues.

To better understand the impact, the following comparisons are provided. During FY03, the average monthly number of new recruit actions was 7,538. In FY07, that number was 9,317, a 24% increase. The open inventory continues to grow; average monthly number of open recruit actions in FY07 was 23,895 as compared to an average of 18,473 in FY03, a 29% increase. With no additional resources, output did increase during the same time period, but not at the same rate as the incoming new work. The average number of monthly completed recruit actions in FY03 was 6055; in FY07, 6,596 – an increase of 9%. Currently there are 31,000+ open recruit actions in the inventory. Of those, 9950 are selected or committed and 7500 are on referral to management for selection. The remaining 13,550 are in various stages of work in our CPACs.

Still, overall the following was accomplished in FY07:

79,143 total recruitment actions completed; 44 days average fill time measured from date of RPA receipt in HR to commitment

- 995,454 total personnel actions processed
- 8,158 retirement actions processed
- 154,708 benefits transactions processed
- 40,600 NSPS conversions processed
- 149,300 non-NSPS pay adjustments processed

The recent NSPS performance management payouts alone resulted in 101,526 pay adjustments processed for employees covered under the system.

In spite of the increased demand and extremely high operational tempo, recent data analysis regarding the quality of referral lists is highly encouraging. From 1 October thru 31 December 2007, 11,362 selecting officials returned completed referral lists and answered questions regarding their satisfaction with the timeliness of the referral, availability of candidates referred, and the quality of the list itself. 99% were satisfied with timeliness; 96% with availability; and 92% with referral quality. We continue to work on improved quality.

GWOT-related and Grow the Army priorities are expected to continue. The impending workload associated with implementation of BRAC and Restationing decisions will further stress our CHR operations community.

The ongoing CHR Transformation will undoubtedly position us to more effectively respond and to better serve. All change is difficult and takes time. But there is

no alternative; the status quo was not an option. We are moving in the right direction; this is the right thing to do.

I am extremely proud of the CHRA workforce and how they continue to deliver in the face of exorbitant workload and increasingly challenging demands. We are doing this because of a sincere desire to improve customer service and appreciate your continued support.

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