



**Tips and Tidbits**  
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**SUBJECT: Transformation Update for Commanders and Heads of Serviced Organizations -  
22 April 2008**

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

This is the second in a series of Commander updates on the ongoing CHRA transformation; the last report was provided on 25 February.

We continue making progress on several fronts; increased workload challenges remain paramount.

Some specific information:

a. Recruitment Workload.

■ Workload continues to grow. Average number of new actions received monthly Jan through Mar 08 was 10,570, an increase of 21% over the same time period in 2007 when 8,706 were received monthly. We were able to almost keep up with the incoming workload, completing on average 10,187 actions monthly during the first three months of CY08. For the same time period in CY07, we completed on average 7,310 actions per month --- CY08 results represented a 39% increase over the same time period in CY07.

■ Overall open inventory (all recruitment actions in the system --- those in work in the CPACs, with management for selection, with selections/commitments but for which employees are not yet on board) has increased to an all time high --- 32,178 at the end of Mar, an increase of 40% from end of Mar 07 when the open inventory was 22,939. Of the current inventory, about 33% are selected, offered, committed, or have effective dates set; 25% are referred to management for selection; and the remaining 42% are in some stage of work prior to referral to management.

■ Even though more work is being accomplished than in the past, cycle time has increased. CY08 saw overall average fill time above the Army goal of 55 days for the first time in years – 56 days in Jan, 59 days in Feb and Mar.

b. Army Hiring Priorities. Part of the increased recruitment workload is attributed to Army-wide priority hiring actions.

- 991 MEDCOM Warrior Transition Unit positions have been filled; 66 more are committed/selected, and an additional 78 are on referral to management.

- 231 IMCOM Soldier & Family Assistance Center (SFAC) positions have been filled; 10 more are committed/selected and an additional 15 are on referral to management.

- All but five of the 379 required FORSCOM Family Readiness Support Assistant (FRSA) positions have been filled.

- Army Initiative 2, a more recently identified requirement, has resulted in 66 positions being filled; 50 are selected/committed and an additional 64 are on referral to management.

- Work also continues on other department-wide priorities – Army Substance Abuse Program (ASAP), standup of AFRICOM, and standup of the Army Contracting Command.

c. CHRA Resources. As previously reported 80% of our operating level assets are now under the command and control of CPAC leadership. Of those, 70% are on site at the CPACs and 30% remain at the former CPOC sites. The remaining 20% of the total assets (centralized automation support, processing of personnel actions, applicant resume intake and processing, etc.) remain centralized in the Regions. The important thing is that now all the major CHR life cycle functions (planning, structuring, acquiring, developing, sustaining and transitioning the workforce) are now performed in the CPACs, whose employees are closer to the customer and better understand their needs. The CHRA operating community is currently at 92% staffing and working very hard to fill all remaining vacancies. Our transformation initiative also includes required staff training – 1,042 students have been trained in 59 formal CHR training classes conducted so far in FY08; informal on-the-job training is an ongoing effort.

d. Status of Lean Six Sigma Recruitment Test.

- Since October 2007 we have been studying the recruitment process through the Lean Six Sigma lens at our Ft. Huachuca and Lakes & Rivers Division CPACs.

- Through the end of March we have completed 783 actions under the test --- actions initiated and closed between 1 Oct 07 and 31 Mar 08. Cycle time at one of the pilot sites was less than that of total Army non-pilot sites, while cycle time for the other pilot site was slightly higher. We are in the process of further detailed analysis of these results. Much more significant than cycle time results, however, is our customer overall satisfaction level – has quality improved, are they more satisfied with the results, has credibility in the system improved, etc. We are in the processing of conducting customer surveys asking for their overall assessment of the changes that have been made through the pilot initiative to streamline and improve the quality of recruitment procedures and whether or not we are headed in the right direction.

- When all data is analyzed, decisions will be made about expansion of the test and implementation of the revised process throughout the customer base.

Even though this update only addresses recruitment workload and initiatives underway to improve this extremely important component of our work, I know you understand that there is other significant work being accomplished every day. Planning for implementation of impending BRAC and Restationing actions represent a major ongoing effort.

Our staff is committed to continuing moving forward and working through the many challenges of today's increased operational tempo. Because we are guided by a sincere desire to improve service to you, we know we are moving in the right direction. Again, I ask for your continued support.

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