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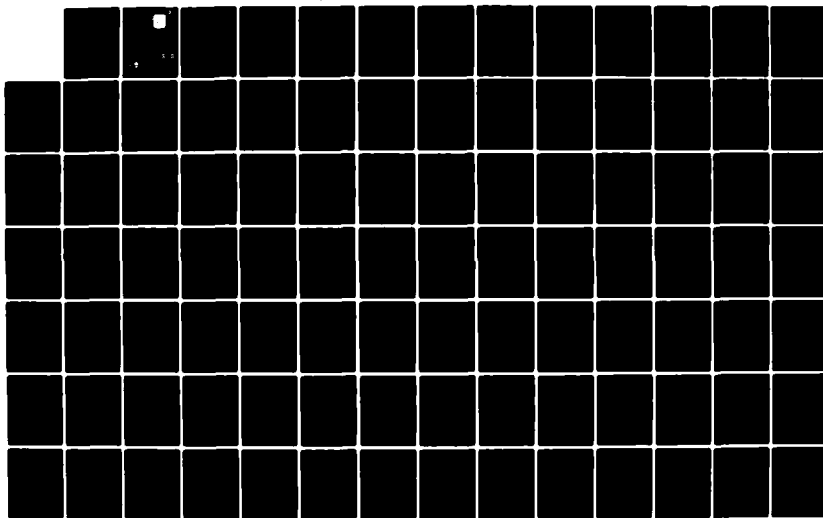
EMPLOYMENT OPPORTUNITIES FOR FAMILY MEMBERS IN GERMANY
(U) ARMY WAR COLL CARLISLE BARRACKS PA J N ALBRECHT
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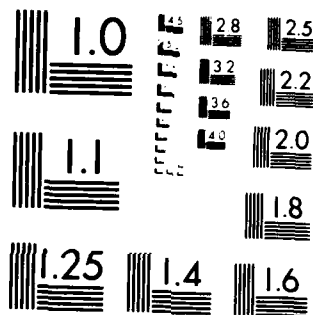
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STUDY
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EMPLOYMENT OPPORTUNITIES FOR FAMILY MEMBERS
IN GERMANY

BY

JERALD N. ALBRECHT
LIEUTENANT COLONEL, TRANSPORTATION CORPS

24 MAY 1983

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preference to foreign nationals over US citizens, nor are there any agreements which specify the civilian work force in Germany must be comprised of any certain number of foreign nationals; (5) the employment of more family members and fewer foreign nationals would not create an unacceptable skills imbalance; and (6) management and supervisory personnel will most likely oppose further expansion of the family member hire programs.

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USAWC MILITARY STUDIES PROGRAM

EMPLOYMENT OPPORTUNITIES FOR FAMILY MEMBERS IN GERMANY

INDIVIDUAL STUDY PROJECT

by

Lieutenant Colonel Jerald N. Albrecht
Transportation Corps

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US Army War College
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ABSTRACT

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The purpose of this study is to examine current and projected employment opportunities for family members of military and Department of Defense civilians in Germany. The study concludes that (1) the family member hire program has expanded beyond its intent; (2) the demand for more jobs by family members living overseas will continue; (3) the Army could fill approximately 50 percent of the total civilian positions in Germany with locally available family members; (4) there are no international agreements which provides hiring preference to foreign nationals over US citizens, nor are there any agreements which specify the civilian work force in Germany must be comprised of any certain number of foreign nationals; (5) the employment of more family members and fewer foreign nationals would not create an unacceptable skills imbalance; and (6) management and supervisory personnel will most likely oppose further expansion of the family member hire programs.

PREFACE

This individual study project, Employment Opportunities for Family Members in Germany, is presented by reviewing historical information pertaining to the employment of civilian's overseas; categories of employment; employment manpower ceilings; composition of the civilian work force in Germany and the cost of maintaining this labor force. This study will examine current employment opportunities for family members with the US Army and in the German private sector. New Department of the Army initiatives to improve existing opportunities will also be discussed. The author will provide observations and comments to personal interviews and finally offer conclusions to the entire study.

The author is indebted and grateful to many: to the US Army War College, for approving the project; to those who consented to interviews and who spoke with candor and good faith; to the clerical personnel of the USAWC, who were responsible for the typing effort; and finally, to my wife, who transcribed all of the personal interviews from tape recordings.

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CHAPTER I

INTRODUCTION

Since the end of the draft in 1973, and the subsequent introduction of the All-Volunteer Force, there are more family members accompanying the soldier to his/her location than ever before. Over 50 percent of the married women in military communities work outside the home. For most, it is an economic necessity. In view of this, each year there are more and more family members seeking employment at US military installations in the United States and overseas. In order to maintain a basic level of income to help support their families, these spouses need help in securing employment as they move with the service member.

The purpose of this study is to review current employment opportunities for US Army Family Members in Germany. The study will also examine new Department of the Army initiatives, which are designed to improve present employment conditions for family members while overseas and upon their returning to the United States. Each chapter will deal with a portion of these concerns. The appendixes will summarize personal interviews and provide statistical data.

This analysis will begin in chapter two by reviewing: historical information concerning the employment of civilians in the Department of the Army; employment of civilians overseas; categories of employment; and the authorization for employment of civilians and employment ceilings.

Chapter three will look at current overseas employment policies pertaining to US citizens, foreign nationals, the composition of the work force in Germany, and the cost of maintaining this work force.

Chapter four will examine current employment opportunities for the family member in both the US Army and the private sector of Germany.

Chapter five will provide information concerning Department of the Army initiatives that are designed to improve existing employment opportunities for family members while overseas, and to enhance career opportunities when they return to the United States.

Chapter six will provide observations and comments by the author.

Chapter seven will present the overall conclusions of the study.

Appendix 1 will provide summaries of interviews conducted with civilian personnel officials, family members and members of the community wives clubs in Germany.

The tables in Appendix 2 provide statistical information on the worldwide distribution of DOD active duty military and civilian personnel and their dependents, by country and DOD component. These tables also provide information on the civilian work force of DOD, with the exception of personnel of the National Security Agency and personnel paid from non-appropriated funds. This data is provided for informational purposes only, and is current as of 30 September 1982.

Interview Technique

Individuals were selected for interviews strictly on a voluntary basis. Interviews were conducted in private rooms or by telephone, with only the author, the respondent, and the tape recorder present. Prior to turning on the tape recorder, a short orientation was provided each interviewee. This encompassed the purpose of the study, the relaxed atmosphere of the interview, emphasis on candor, and the non-attribution conditions of the interview. With regard to the latter, each person was told that he/she would only be referred to by a fictitious name if so desired, and also, any

reference to his/her community or organization, would be edited out of the interview. Some indicated that they did not object to having their name and organization used.

During the conduct of the interviews, several categories of individuals were interviewed: (1) Deputy Community Commanders in Germany; (2) civilian personnel officials in Germany and some previous officials who have now rotated back to the United States; (3) presidents from several community wives clubs in Germany; and, (4) family members currently in Germany and family members now residing in the United States who previously worked in Germany while stationed there.

Questions used for each of the different categories of interviews are listed below:

DEPUTY COMMUNITY COMMANDER--INTERVIEW QUESTIONS

1. What do you feel are/were the major problem or problems that adversely affect the employment of family members in Germany?
2. Do you feel that the current civilian manpower mix of US CONUS hires, local nationals and United States family members are about right? If not, how would you change it?
3. Do you feel that the employment of more family members and fewer local nationals would create a skills imbalance that would be unacceptable?
4. Could we cope with the political repercussions from the unions/works councils if we decided to employ more family members and fewer LN's?
5. Assuming there are no international treaties or agreements, that provide employment preference to foreign nationals, and assuming family members were available, do you feel the Army should give employment preference to family members over foreign nationals?
6. Are you aware of any success stories pertaining to family member employment in the private sector? If so, please elaborate.
7. Are/were you aware of any discrimination on the part of LN supervisors towards the hiring of US personnel?

8. What do you feel the Army's responsibility should be in helping family members obtain employment when transferring to and from CONUS? Between installations in CONUS?
9. Do you feel that some family members are expecting too much, concerning employment when they arrive overseas?
10. Do you think the Army should commit funds and resources to provide training for the unskilled family member? (Clerk-Typist or General Clerk)
11. What are some of the major complaints registered by family members concerning employment?
12. Has a lack of transportation ever been identified as a major factor in family member's inability to work? Whose problem is this? Do you feel the Army has any responsibility to help resolve individual transportation problems?

CIVILIAN PERSONNEL OFFICIAL--INTERVIEW QUESTIONS

1. What do you feel are/were the major problem or problems that adversely affect the employment of family members in this community?
2. Do you feel that the current civilian manpower mix of US CONUS hires, local nationals and United States family members are about right? If not, how would you change it?
3. If there were more manpower spaces identified for US family member hire, could the CPO fill them? How many -- %
4. Are/were there family members available that possess the skills and qualifications necessary to qualify for technician/journeyman level (GS-7/9/11) positions?
5. Do you feel that the employment of more family members and fewer LN's would create a skills imbalance that would be unacceptable?
6. Could we cope with the political repercussions from the unions/works councils if we decided to employ more family members and fewer LN's? Should we address these issues and continue with our plans to hire more family members? Why?
7. Are you aware of any success stories pertaining to family member employment in the private sector? If so, please elaborate.
8. Are/were you aware of any discrimination of the part of LN supervisors towards the hiring of US personnel?
9. Could you comment on any successes or failures concerning family member upward mobility programs?

10. What do you feel the Army's responsibility should be in helping family members obtain employment when transferring to and from CONUS? Between installations in CONUS?
11. Do you feel that some family members are expecting too much concerning employment when they arrive overseas?
12. Do you think the Army should commit funds and resources to provide training for the unskilled family member? (Clerk-Typist or General Clerk)
13. What are some of the major complaints registered by family members concerning employment?
14. What type of employment would most probably be available for family members with the following education? (Occupation/Grade Level)
 - a. Non-high school graduate
 - b. GED
 - c. High school graduate
 - d. Some college
 - e. Bachelor's degree or higher
15. Has a lack of transportation ever been identified as a major factor in family members inability to work? Whose problem is this? Do you feel the Army has any responsibility to help resolve individual transportation problems?

WIVES CLUB MEMBER--INTERVIEW QUESTIONS

1. What do you feel are/were the major problem or problems that adversely affect the employment of family members in Germany?
2. Are you aware of employment ceilings imposed by Congress and the Department of the Army that restrict the number of civilians that may be employed at any given time?
3. Do you feel the Army should give employment preference to family members over foreign nationals? Why?
4. Are you aware of the political repercussions that would arise from German unions/work councils, should we decide to employ more family members and fewer local nationals? Should the Army address these issues and still plan to hire family members over local nationals?
5. Considering the high turnover of family members, do you feel that the employment of more family members and fewer local nationals would create problems in getting the work done? If not, why not?
6. Do you think the managers/supervisors of the work force would share your views on question 5?

7. Are you aware of any success stories pertaining to family member employment in the private sector? If so, please elaborate.
8. Are/were you aware of any discrimination of the part of LN supervisors towards the hiring of US personnel?
9. Could you comment on any successes or failures concerning family member upward mobility programs?
10. What do you feel the Army's responsibility should be in helping family members obtain employment when transferring to and from CONUS? Between installations in CONUS?
11. Do you feel that some family members are expecting too much, concerning employment when they arrive overseas?
12. Do you think the Army should commit funds and resources to provide training for the unskilled family member? (Clerk-Typist or General Clerk) Why or why not?
13. What are some of the major complaints registered by family members concerning employment?
14. Has a lack of transportation ever been identified as a major factor in family members inability to work? Whose problem is this? Do you feel the Army has any responsibility to help resolve individual transportation problems?

FAMILY MEMBER--INTERVIEW QUESTIONS

1. What is your sex?
2. What is your highest level of education?
 - a. Non-high school graduate
 - b. GED
 - c. High school graduate
 - d. Some college (less than 1, 2, 3, 4 years)
 - e. Bachelor's degree or higher
3. How long have you been affiliated with the Army?
 - a. Less than 1 year
 - b. Less than 1-3 years
 - c. Less than 4-6 years
 - d. Less than 7-10 years
 - e. More than 10 years
4. How long have you been or were you in Germany?
 - a. 1 year
 - b. 2 years

- c. 3-4 years
 - d. More than 4 years
5. While in Germany where do/did you live?
- a. On post
 - b. Off post
 - c. Both
6. Which best describes your career employment intentions.
- a. I plan to work full-time in the federal service until retirement.
 - b. I plan to work part-time in the federal service until retirement.
 - c. I plan to work in the private sector when I return to the US.
7. Was a lack of transportation a major factor in your not being able to work? If so, what responsibility do you feel the Army has in helping you resolve this situation?
8. Have/were you employed while in Germany? If so, what occupation/grade?
9. Are/were you satisfied with you job? (Pay, responsibilities)
10. What do you feel the Army's responsibility should be in helping family members obtain employment when transferring to and from CONUS? Between installations in CONUS?
11. What do you feel are/were the major problem or problems that adversely affect family member employment in Germany?
12. Were you aware of any discrimination of the part of LN supervisors towards the hiring of US personnel?
13. How would you describe the reception you received in the Civilian Personnel Office when applying for a job?
14. Did you ever consider working the German private sector? Why not?
15. Any other comments.

CHAPTER II

BACKGROUND INFORMATION

GENERAL

For many years, the United States Army has relied upon civilian employees for vital peacetime and wartime support. Initially, civilians performed limited general functions such as clerks, road builders, teamsters, in addition to numerous other jobs.

Today, the Army employs 451,000 civilians working in support of the Army's mission worldwide and is considered the cornerstone of the Army readiness and mobilization. Civilians provide the Army with knowledge and experience not otherwise available to the extent needed. The Army requires the critical skills of civilian scientists, engineers, procurement specialists, data processing specialists, and logistical experts to provide continuity of administration and operations. Civilians also perform maintenance, repair and the rebuilding of artillery, tanks and other vehicles and complex electronic equipment. They also operate and maintain the army facilities that are responsible for providing the Army with supplies, weapons and equipment.

Civilian Employment Ceilings

At this point it is important to discuss how civilian positions are authorized and funded.

Within the Department of the Army, there are two kinds of positions that may be established for the employment of civilians. One is the appropriated fund (AF) position and the other is the nonappropriated fund position

(NAF). AF positions are those for which the incumbents are paid from funds appropriated by Congress. NAF positions are those for which the incumbents are paid from installation nonappropriated fund instrumentalities, such as clubs, bowling alleys, and open messes.

Each year Congress legislates a direct and indirect ceiling limitation on end strength on AF civilian employment. Reduced to the simplest definition, end strength is the maximum number of civilian employees in a pay status that may be on the rolls on 30 September, the end of the fiscal year. The commander of an installation imposes a similar limitation on the numbers of NAF positions that can be on the rolls at any given time.

Categories of Employment

In Department of the Army there are two major categories of civilian employment--full-time and part-time. The main differences in these categories are the number of scheduled hours worked, and if the positions are reflected on a unit authorization document (TDA). An outline of these categories are explained below.

a. Categories

1. Full-time employees. Employees regularly required to work, as a minimum, the number of hours and days required by the administrative workweek for their employment group or class (GS, WB, etc.), regardless of the nature of employment. Such employees may occupy two types of positions:

(a). Permanent positions (FTP). A position which has been established without time limit, or for a limited period of a year or more.

(b). Temporary position (FTT). A position which has been established for a limited period of less than a year and which has not been occupied for more than a year.

2. Part-time employees (TPT). There are two categories of part-time employees, temporary part-time and intermittents.

(a). Temporary part-time (TPT). Employees regularly employed on a prearranged schedule whose hours or days of work are less than the prescribed hours or days of work for full-time employees. This normally means less than 40 hours per week.

(b). Intermittents. This category of employment was formally called WAE (When Actually Employed). Intermittent employees are required to work on an irregular or occasional basis. Their hours or days of work are not based on a prearranged schedule. They are compensated only for the time they are actually employed or for services they actually render.

Family members are eligible for employment in any of the above categories.

CHAPTER III

EMPLOYMENT OF CIVILIANS OVERSEAS

GENERAL

When using civilian staffing support in overseas areas, Department of the Army uses a civilian manpower mix of US citizens and local nationals that combines: financial foresight; conformance with host country agreements or treaties; the availability of qualified local national personnel; and at the same time keeping the desired low-key presence of the US Government abroad in mind. When it is advantageous for Department of the Army to employ US citizen civilians in overseas areas, maximum use is made of US forces family members that are locally available. Personnel transferred or recruited from the United States are key personnel, those regarded as essential for security reasons, or those possessing skills that are not available locally. This chapter will discuss basic employment policies, composition of the work force and related labor costs.

Employment of US Citizens Overseas

It is the policy of the Department of the Army to encourage its more capable employees in the United States to accept overseas assignments as part of their career development.

Since Department of the Army civilian employees on overseas assignments are representatives of the United States, it is the policy of the Department of the Army to use effective selection techniques to ensure that only those persons whose qualifications and adjustability make them suited for overseas employment are selected. Individuals selected for overseas

assignments are considered solely on the basis of merit factors without regard to nonmerit factors such as race, color, religion, national origin, sex, physical handicap, marital status, or age.

Department of the Army career or career-conditional employees who accept overseas assignments with Department of Defense agencies are provided job return rights to a position in the United States.

Recruitment of teachers to fill positions in overseas dependents' schools is accomplished by several means. Intra-area reassignments may be made to meet the needs of management at any time. Local applicants may be selected at any time during the school year for employment during the school year. Preference is given to fully qualified dependents of DOD military and civilian personnel stationed in the area. Positions not filled by current employees and selected local applicants are then filled through CONUS recruitment.

Employment of Foreign Nationals

The establishment or use of military bases or facilities by the US forces in the territory of another nation is generally governed by the provisions of a treaty or other formal agreement. Such a treaty or agreement usually includes the coverage of employment of foreign nationals.

Foreign national employment falls into two general categories; direct hires and indirect hires. Direct hire employees are those hired directly by the US forces as employees of the US government; and indirect hire employees are those employed by the host government and are assigned to work with the US forces on a reimbursable cost or other financial basis. There are very few foreign nationals employed as direct hires.

In Germany, as is in other foreign countries, it is Department of the Defense policy to employ foreign nationals as extensively as practicable,

consistent with agreements with the host country and the Department of Defense dependent hire policies. However, Section 106 of Public Law 92-129, enacted in 1971, prohibits employment discrimination against United States citizens on military bases overseas unless permitted by treaty. The following is provided:

Sec. 106. Unless prohibited by treaty, no person shall be discriminated against by the Department of Defense or by any officer or employee thereof, in the employment of civilian personnel at any facility or installation operated by the Department of Defense in any foreign country because such person is a citizen of the United States or is a dependent of a member of the Armed Forces of the United States. As used in this section, the term 'facility or installation operated by the Department of Defense' shall include, but shall not be limited to, any officer's club, non-commissioned officers' club, post exchange, or commissary store.¹

Also, in the Supreme Court of the United States Opinion, No. 80-1924, Weinberger vs. Rossi, the court explained that the enactment of section 106, P.L. 92-129, was a result of congressional concern that American citizens were being discriminated against at overseas bases. The following is the Supreme Court interpretation of section 106, P.L. 92-129:

The purpose of [S. 106] is to correct a situation which exists at some foreign bases, primarily in Europe, where discrimination in favor of local nationals and against American dependents in employment has contributed to conditions of hardship for families of American enlisted men whose dependents are effectively prevented from obtaining employment. H.R. Rep. No. 433, 92nd Cong., 1st Sess. 31 (1971).²

COMPOSITION OF THE CIVILIAN WORKFORCE IN EUROPE

The United States Army employs in the European Theater an overall total of 98,669 US citizen and local national employees. The distribution by country is as follows:

90,486	Federal Republic of Germany	(91.7%)
4,496	Berlin	(4.6%)
1,332	Benelux	(1.3%)
1,753	Italy	(1.8%)
602	United Kingdom	(.6%)

Current composition of the civilian work force includes:

60,525	Local National Employees	(61.3%)
33,016	US Citizens (including United States Forces Dependents)	(33.5%)
5,128	Off-Duty Military Personnel	(5.2%)

Of the total number employed:

83,546	Employees are paid from Appropriated Funds	(84.7%)
15,123	Employees are paid from Nonappropriated Funds	(15.3%)

TOTAL US DEPENDENTS EMPLOYED IN GERMANY
BY MILITARY COMMUNITY

<u>Military Community</u>	<u>Total Civilians Employed</u>	<u>Total Family Members Employed</u>		<u>Family Member % of Work Force</u>
		<u>AF</u>	<u>NAF</u>	
ANSBACH	1753	520	183	41.1%
ASCHAFFENBURG	1100	231	100	30.1
AUGSBURG	2884	592	145	25.6
BAD KREUZNACH	1436	156	128	19.8
BAMBERG	1073	257	88	32.1
BAUMHOLDER	2846	475	235	24.9
BREMERHAVEN	2146	420	131	25.6
DARMSTADT	1579	436	101	34.0
FRANKFURT	6318	1401	178	24.9
GARMISCH	1649	54	10	3.8
GIESSEN	2985	677	150	27.7
GRAFENWOEHR	3770	467	172	16.9
HANAU	2758	718	260	35.4
HEIDELBERG	4172	975	307	30.7
KAISERSLAUTERN	6117	1447	122	25.6
KARLSRUHE	3233	499	112	18.8
MANNHEIM	4716	933	193	23.8
MUNICH	1900	265	130	20.7
NUERNBERG	3742	988	170	30.9
PIRMASENS	2084	271	113	18.4
RHEINBERG	1184	66	11	6.5
SCHWEINFURT	1569	455	172	39.9
STUTTGART	8022	1994	584	32.1
WIESBADEN	4082	790	233	25.0

<u>Military Community</u>	<u>Total Civilians Employed</u>	<u>Total Family Members Employed</u>		<u>Family Member % of Work Force</u>
		<u>AF</u>	<u>NAF</u>	
WUERZBURG	3247	738	296	31.8%
ZWEIBRUECKEN	3129	<u>452</u>	<u>20</u>	15.0
FRG		16,277	4,344	Average 25.4%

Pay and Allowances

Personnel's pay and allowances can account for the majority of costs in any organization. Three major types of employees' pay and allowances are described in this section. These are US direct hire, local national, and family member indirect hire.

Types of Civilian Hire

Civilian personnel are employed to meet needs of US forces in Germany under the following categories.

TABLE 3-1

- I. United States Appropriated Funds Direct Hire
 - A. General Schedule (GS) salaried employees
 - 1. Regular
 - 2. Merit Pay System
 - 3. Senior Executive Service
 - B. Wage Board (WB) hourly rate employees
 - 1. Wage Grade (WG)
 - 2. Wage Leader (WL)
 - 3. Wage Supervisor (WS)
 - 4. Wage Planner (WD)
 - 5. Wage Supv Planner (WN)
- II. Non-appropriated Funds Direct Hire
 - A. Universal Annual (UA) salaried employees
 - B. Hourly Rate Employees
 - 1. Administrative Services (AS)
 - 2. Patron Support (PS)
 - 3. Crafts and Trades
 - a) Non-Appropriated (NA)
 - b) Non-Appropriated Leader (NL)
 - c) Non-Appropriated Supervisors (NS)
- III. Indirect Hire Foreign Nationals (IHFN)
 - A. Local Nationals (IHLN)
 - B. Labor Service (IHLS)
- IV. Other
 - A. US Family Member Employees (USFME)
 - B. Tourist Hire (TH)
 - 1. Full-time permanent positions (FTP)
 - 2. Temporary, overhire positions (TFT)

TABLE 3-2

CIVILIAN FRINGE BENEFITS

US costs for benefits associated with civilian regular full-time employment in support of US forces overseas are outlined below, as percentages of basic annual pay. Rates shown are from AR 235-5, HQ USAREUR ODCSPER, and ODCSRM survey.

<u>Table 3-1</u> <u>CATEGORIES</u>	<u>RETIREMENT</u>	<u>LIFE</u>	<u>INSURANCE</u> <u>HEALTH</u>	<u>OTHER</u>	<u>OVERSEAS</u> <u>UNIQUE</u> <u>COSTS</u>
CONUS Hire I, II	20.4%	1.48%	2.22%	1.9%	41%
Local Hire I, II, V	6.65%	(1.48%)	(2.22%)	(1.9%)	
Local National Hire	9.94%	2.5%	6.52%	1.93%	12.07%

NOTES

1. CONUS Hire Fringe Benefits include overseas unique estimated costs outlined in Table 3-3.
2. Dependents and other non-CONUS hires fringe benefits are primarily FICA payments, but may include life, health, and other costs depending upon conditions of employment. See Table 3-7 for USFME GS cost factors.
3. Local national fringe benefits are outlined in Table 3-8.

TABLE 3-3

CONUS HIRE CIVILIAN
ADDITIONAL COSTS IN GERMANY

The following table outlines additional potential categories of US expenses for civilian employees recruited from CONUS. The 41% add-on shown in Table 3-2 is a cost factor for a GS-12 Step 4 with two dependents recruited from CONUS for a 5 year tour in USAREUR. Specific entitlements are outlined in the Joint Travel Regulations (JTR) Chapter 13. For general cost analyses, the following model may be used:

<u>BENEFIT/COST ITEM</u>	<u>IN/OUT 5 YEAR COST</u>	<u>5 YR TERM PRORATED TOTAL ANNUAL COST</u>
1. Foreign Transfer Allowance	\$ 840	\$ 168
2. Transportation	2,310	462
3. Temporary Lodging Allowance	1,265	253
4. Temporary Subsistence Allowance	275	55
5. Ship/Shore HHG	10,000	2,000
6. Ship POV (70%)	1,120	224
7. Miscellaneous Expenses	2,220	444
8. Living Quarter Allowance	39,230	7,846
9. Cost of Living Allowance	Not currently paid	
10. Student Travel (20%)	504	101
11. Renewal Travel	2,940	588
12. Home Leave	2,988	598
	ADDITIONAL ANNUAL COST	12,739 or 41% of the Basic Pay Rate of a GS

NOTE: These figures were developed from a survey of ODCSRM FY81 vouchers.

TABLE 3-4

FY83 GENERAL SCHEDULE CONUS HIRE CIVILIAN COST FACTORS

This table provides cost factors for annual salaries and fringe benefits for career GS personnel hired from CONUS.

<u>GS LEVEL</u>	<u>ANNUAL SALARY</u>	<u>26% FRINGE BENEFITS</u>	<u>CONUS HIRE ADDITIONAL OVERSEAS COSTS</u>	<u>ANNUAL TOTAL</u>
9	\$22,281	\$ 5,793	\$ 9,135	\$37,209
10	24,539	6,380	10,061	40,980
11	26,959	7,009	11,053	45,021
12	32,311	8,401	13,248	53,960
13	38,422	9,990	15,753	64,165
14	45,405	11,805	18,616	75,826
15	53,407	13,886	21,897	89,190
16	57,500	14,950	23,575	96,025
17	57,500	14,950	23,575	96,025
18	57,500	14,950	23,575	96,025

NOTES:

1. These cost factors are based on rates, effective 1 October 1982, obtained from Civilian Personnel Division. Basic pay rates for the annual salary column are based on step 4 within each grade. Grades 1 through 8 are assumed to be hired in-country, and would not generally receive career program benefits. Use Table 3-7 and the 26% fringe benefit factor if local hires do have career status.

2. Fringe benefit rates shown are for career employees. The 26% fringe rate is comprised of 20.4 percent for the US government contribution to retirement, 3.7 percent for government contribution to health insurance and to the Federal Employees Group Life Insurance Program, and 1.9 percent for other benefits, including work disability, unemployment programs, bonuses and awards, etc. The fringe benefit percentage was taken from OMB Supplement 1 to OMB Circular A-76, Cost Comparison Handbook, March 1979. If personnel rates are used for budgetary cost estimates, the fringe benefits experienced in the budgeting activity should be used in lieu of 26 percent.

3. CONUS recruited personnel additional costs in USAREUR to be added include applicable transfer expenses, cost of living allowances, housing allowances, and other overseas benefits.

4. Personnel hired under excepted appointments, such as USFME, receive fringe benefits for contributions to Social Security, and in some cases health and life insurance (See Table 3-2) rather than career competitive employee benefits represented by the 26% fringe and 41% rates shown in above table. Use Table 3-7 for US Family Member employees.

TABLE 3-5

FY83 APPROPRIATED WAGE RATE COST FACTORS FOR
US CITIZENS WAGE EMPLOYEES IN FOREIGN AREAS

Hourly cost factors for Wage Grade employees in appropriated funded activities follow.

<u>Grade</u>	<u>Wage Grade(WG)</u>	<u>Wage Leader(WL)</u>	<u>Wage Supv(WS)</u>	<u>Planner Estimator(WD)</u>	<u>Supervisory Planner/ Estimator(WN)</u>
1	6.78	7.45	9.99	10.80	12.43
2	7.20	7.93	10.41	11.21	12.84
3	7.63	8.40	10.80	11.61	13.26
4	8.04	8.86	11.21	12.01	13.67
5	8.44	9.29	11.61	12.43	13.99
6	8.86	9.74	12.01	12.84	14.46
7	9.27	10.20	12.43	13.26	15.02
8	9.67	10.66	12.84	13.67	15.70
9	10.11	11.10	13.26	13.99	16.46
10	10.50	11.55	13.67	14.46	---
11	10.92	11.99	13.99	15.03	---
12	11.33	12.45	14.46	---	---
13	11.72	12.96	15.03	---	---
14	12.13	13.35	15.70	---	---
15	12.57	13.81	16.46	---	---
16	---	---	17.34	---	---
17	---	---	18.33	---	---
18	---	---	19.43	---	---
19	---	---	20.63	---	---

NOTES:

1. Hourly base pay rates are from FPM Ltr 532-123, 11 Jan 83, effective 1 Jan 83. These cost factors are based on Step 3 within each grade level.
2. Other provisions of employment are outlined in Tables 3-2 and 3-3 WD and WN employees are usually CONUS recruits; others are usually local hires. Add appropriate fringe benefit factors from Table 3-2.

TABLE 3-6

FY83 NONAPPROPRIATED HOURLY WAGE RATES COST FACTORS FOR
US CITIZEN WAGE EMPLOYEES IN FOREIGN AREAS

FY83 hourly cost factors for nonappropriated personnel employed in
 USAREUR follow.

<u>Gr</u>	<u>Admin</u> <u>Sve(AS)</u>	<u>Patron</u> <u>Spt(PS)</u>	<u>NAF Reg(NA)</u>	<u>Leader(NL)</u>	<u>Supervisor(NS)</u>
1	4.01	3.85	3.79	4.16	5.02
2	4.27	4.16	4.12	4.53	5.36
3	4.56	4.47	4.48	4.93	5.72
4	4.87	4.74	4.83	5.32	6.06
5	5.21	5.06	5.15	5.61	6.33
6	5.55	5.34	5.49	6.00	6.67
7	5.77	5.58	5.81	6.39	7.04
8			6.16	6.78	7.38
9			6.52	7.17	7.83
10			6.87	7.57	8.24
11			7.22	7.95	8.68
12			7.58	8.33	9.10
13			7.92	8.71	9.51
14			8.27	9.11	9.93
15			8.61	9.47	10.32
16			--	--	10.76
17			--	--	11.19
18			--	--	11.62
19			--	--	12.05

NOTES:

1. NAF cost factors, from DOD Wage Fixing Authority Rate Schedule, 27 Dec 1982, were effective 2 Jan 82, and are based on Step 3 within each grade level.

2. Universal Annual (UA) rates equate to GS rates shown in Table 3-4. Universal Annual and NS personnel are assumed to be CONUS hires. Provisions of competitive civilian CONUS hire employment identified in Table 3-3 apply. Add appropriate fringe benefits from Table 3-4.

3. AS, PS, NA, and NL employees are assumed to be local hires, entitled to retirement (6.65%) Social Security fringe benefits, and in some cases health, life, and other fringe benefits shown in Table 3-2.

TABLE 3-7

FY83 UNITED STATES FAMILY MEMBERS EMPLOYEES (USFME)
COST FACTORS

Employees who are recruited in-country into permanent positions under excepted service provisions have the following average general schedule basic pay rates and fringe benefit package.

<u>GS GRADE</u>	<u>ANNUAL BASIC PAY</u>	<u>12.25% FRINGE BENEFITS</u>	<u>ANNUAL TOTAL</u>
1	8965	1098	10063
2	9987	1223	11210
3	11000	1348	12348
4	12347	1513	13860
5	13815	1692	15507
6	15398	1886	17284
7	17111	2096	19207
8	18950	2321	21271
9	20931	2564	23495
10	23051	2824	25875
11	25325	3102	28427
12	30353	3718	34071

NOTES:

1. Annual pay rates are from USAREUR, Civ Pers Div, effective 1 Oct 1982. USFME cost factors are based on the second step of GS pay scales, and permanent positions have the following fringe benefits shown in above table.

a. FICA	6.65%
b. Health and Life Insurance	3.7 %
c. Other (disab, awds, etc.)	<u>1.9 %</u>
Total	12.25%*

2. Personnel in temporary or overhire positions are entitled to only FICA (6.65%) fringe benefits.

TABLE 3-8

FY82/83 INDIRECT HIRE GERMAN LOCAL NATIONAL COST FACTORS
ALL RATES IN DEUTSCH MARK (DM)

Average annual base pay and fringe benefits for German LN personnel follow.

<u>SKILL</u>	<u>MEAN TARIFF</u>	<u>ANNUAL BASE PAY</u>	<u>ANNUAL FRINGE BENEFITS</u>	<u>ANNUAL TOTAL</u>
	<u>LEVEL</u>			
<u>WORKMEN</u>	A1-3	20,482	6,651	27,233
	A2-6	25,639	8,451	34,090
	A3-6	26,203	8,637	34,840
	A4-6	28,674	9,451	38,125
	A5-5	23,061	7,601	30,662
<u>MEISTERS</u>	JR D1-2/7	31,673	10,439	42,112
	SR D1-3/7	37,625	12,401	50,026
<u>NURSES</u>	K4-7	28,672	9,450	38,122
<u>DOCTORS</u>	KD2-5	65,233	17,266	82,499
<u>FIREMEN</u>	P1-3	29,009	9,561	38,570
	P3-3	31,698	10,448	42,146
<u>CIVILIAN SUPPORT GROUP</u>	ZW-3	23,645	7,993	31,438
<u>CGS ADMINIS- TRATIVE AND CLERICAL POSI- TIONS (STEP 5)</u>	ZB-3	24,020	7,917	31,937
	ZB-4	25,658	8,457	34,115
	ZB-5	28,172	9,285	37,457
	ZB-6	31,773	10,472	42,245
	ZB-7	35,836	11,812	47,648
	ZB-8	42,739	14,087	56,826
<u>LN ADMINIS- TRATIVE AND CLERICAL POSI- TIONS (STEP 6)</u>	C-3	24,108	7,946	32,054
	C-4	26,121	8,609	34,730
	C-4a	28,184	9,289	37,473
	C-5	31,485	10,337	41,862
	C-5a	32,986	10,872	43,858
	C-6	34,874	11,494	46,368
	C-6a	38,375	12,648	51,023
	C-7	42,492	12,975	55,467
	C-7a	47,424	14,114	61,538
	C-8	52,500	15,287	67,787
<u>SPECIAL SCHED- ULE ADMINIS- TRATIVE POSI- TIONS (STEP 7)</u>	SSS-8	59,616	16,580	76,196
	SSS-9	69,576	18,032	87,608
	SSS-10	78,840	18,929	97,769

NOTES:

1. German local national cost factors shown above are from USAREUR Civ Pers Div. They are valid as of 1 Mar 1982 and are based on average level within each grade and tariff schedule.

2. Annual pay rates are based on 173 hours per month for 12 months except for ZW personnel who work 199 hours a month.

3. Average fringe benefit costs, obtained from ODCSPER, for all categories of LN employees are 32.96% of basic pay, broken out as follows:

a. Pay bonus	
1. Christmas Bonus	6.33%
2. Vacation Bonus	2.00%
3. Property Accrual	<u>2.10%</u>
SUBTOTAL	10.43%
b. Other Government Contributions	
1. Pension Insurance	9.94%
2. Health Insurance	6.52%
3. Unemployment Insurance	1.93%
4. Group Life Insurance	<u>2.50%</u>
SUBTOTAL	20.89%
c. Defense Cost Office	<u>1.64%</u>
SUBTOTAL	1.64%
d. Grand Total fringe benefits	32.96%

CHAPTER III

ENDNOTES

1. Congressional Record, 28 September 1971, P.L. 92-129.
2. US Supreme Court Opinion No. 80-1924; Weinberger vs. Rossi,
31 Mar 1982, pp. 8-10.

CHAPTER IV

CURRENT EMPLOYMENT POLICIES AND OPPORTUNITIES FOR FAMILY MEMBERS

FAMILY MEMBER EMPLOYMENT PROGRAM

The purpose of the family member employment policy is to promote employment opportunities for those dependents who seek employment overseas. Since the majority of Army spouses are female, comments referring to family members will generally be directed to the Army wives. However, male spouses are eligible for employment under the family member hire program. Employment programs for family member youths are also available. In applying the policy, no family member will be given preference on the basis of the sponsor's rank nor will any distinction be made between family members of civilians and family members of military personnel.

Family member preference applies to competition among US citizens for appointment to positions at GS-8 and below and nonsupervisory wage grade positions filled through local recruitment efforts. The following are placement priorities for filling civilian positions with the US Army in Germany.

US Positions (GS-8 and Below)

1. US citizen dependent with competitive civil service status residing with sponsor.
2. US citizen dependent or veteran residing in Europe.
3. Non-veteran citizen dependent residing with sponsor.

4. Other eligible US citizen applicant residing in overseas area (non-ordinary resident).

Foreign National Positions

1. Currently employed foreign national.
2. Currently employed US citizen dependent.
3. External US citizen dependent and noncitizen dependent.
4. External foreign national applicants.
5. US citizen nondependent such as tourists and ordinary residents (NAF positions only).

An ordinary resident is defined as a US citizen who has continuously resided in the host country for one (1) year or more without status as a member of the "force" or "civilian component" as defined in the NATO status of forces agreement, or who has obtained a work permit of any duration in the host country.

Family members will not be given preference in filling the following types of US citizen positions:

1. Positions at GS-9 and above.
2. Supervisory wage schedule positions.
3. School teaching positions (except as allowed in DOD Directive 1400.13).
4. Positions in occupational series (such as GS-085) for which competition is restricted by law to persons entitled to veteran preference, provided qualified veterans are available.
5. Positions, regardless of grade, in Army civilian career management fields.

In order to be eligible for family member preference an individual must be a member of the family and reside in Germany in the same household

with a military or civilian US citizen employee of the Department of Defense. Members of the family, for this purpose, are any of the following: spouses; unmarried children, step-children, adopted children, and those under legal guardianship of the employee or spouse who have not reached the 23d birthday or who, regardless of age, are incapable of self-support; parents, stepparents, or legally adoptive parents of the employee or spouse who are at least 51 percent dependent on the employee for support; sisters, brothers, stepsisters, and stepbrothers (including those legally adopted) at least 51 percent dependent on the employee for support who are unmarried and have not reached the 23d birthday or who, regardless of age, are incapable of self-support.

Family member preference also applies to all nonsupervisory nonappropriated fund (NAF) positions which are paid at hourly rates and to salaried NAF positions equivalent to GS-8 and below, with the exception of positions filled through Army-wide or command-wide referral systems.

Summer Hire Program

During the months of June through August each year, the Department of the Army sponsors a Dependent Youth Summer Hire Program. This program is designed to provide temporary employment opportunities for dependent youths residing in Germany.

One of the primary reasons for the Summer Hire Program is to acquaint the young people with actual working conditions and the work environment in general. And of course the program also provides a means where the young people will have an opportunity to earn money.

The summer hires are considered regular federal employees, and except for special limitations which are described below, are considered as regular members of the work force. These employees perform routine, nonhazardous,

unskilled work of a general nature requiring no prior experience or training. Duties include responsibilities normally inherent in clerical or laboring occupations. Examples of these are filing, messenger, mail clerk, light laboring, assisting groundskeeper, etc. Employee may be assigned to a variety of organizational segments during tour of duty.

The following prerequisites must be met in order to be eligible for employment in the Dependent Youth Summer Hire Program:

- a. Citizenship: All applicants must be United States citizens.
- b. Age: Youths must be at least 14 years old before appointment. Employment may not extend beyond the 22d birthday.
- c. Status: Unmarried and residing in the military community when applying for work, and a dependent of one of the following:
 - 1. A member of the US military forces on active duty.
 - 2. A civilian employee of DOD or one of its components or of a DOD NAF activity.
 - 3. A civilian employee of another Federal Department or Agency operating in the area--e.g., State, Internal Revenue Service, Treasury, Labor, International Communication Agency (ICA).
 - 4. A civilian employee of organizations which support US forces (e.g., Red Cross, USO, Mil Banking Facilities, Universities/Colleges providing educational programs, etc.).

The following are additional conditions of employment that apply to employment in the Dependent Youth Hire Program:

- a. Prior Consent: Written parental consent is required for employment in the Summer Hire Program of youths who are under 18 years old. The statement must specify if the consent is for clerical or laborer duties or both.

b. Assignment Restrictions: Youths under 18 years old will not be employed in positions involving full-time laundry or kitchen work, or in similar positions requiring heavy labor. Youths under 18 years old will not be employed in duties that include serving alcoholic beverages. Assignments for employees under 18 years old will be limited to duties not constituting a hazard to either themselves or to others.

c. Work Hours: Employment will not exceed 40 hours per week. Employees under 18 years old will not be employed between 2200 and 0600 hours. The hourly rate of pay is normally minimum wage.

The following information was offered by the Kaiserslautern Civilian Personnel Office concerning family member employment opportunities in that community.

At the present time, 1526 family members are employed through the Kaiserslautern Civilian Personnel Office. These individuals are employed not only in Kaiserslautern but as far away as Bitburg and Hahn.

The primary occupational fields and grade levels of the family member employees in Appropriated Fund positions are:

<u>Occupational Title</u>	<u>Number of Employees</u>	<u>Grades</u>
a. Teachers	478	equivalent to GS 9-11
b. Secretary	108	GS 4,5,6
c. Warehouse Worker	90	WG 3,4,5,6
d. Education Aids	86	GS 3
e. Registered Nurse	80	GS 5,7,9,10
f. Clerk Typist	61	GS 3,4
g. Medical Clerk	41	GS 3,4
h. Preservative Servicer	41	WG 5
i. General Clerk	33	GS 4,5
j. Food Service Worker	31	WG 1,2,4
k. Laborer	27	WG 2
l. Accounting Technician	27	GS 4,5,6
m. School Nurse	26	equivalent to GS 9-11

Positions classified above GS 9 usually involve US manpower spaces. These are filled through US Army, Europe Civilian Recruitment Center in Heidelberg.

Due to the extremely tight labor market and the general requirement to speak German, opportunities in the private sector are limited in the Kaiserslautern area. A few German firms advertise for US personnel. These firms are usually insurance companies or distributors and the positions are usually clerical or involve selling.

The following information was obtained from the Frankfurt Civilian Personnel Office concerning family member employment opportunities in that community.

Approximately 1,400 family members are employed in the Frankfurt Military Community. The best estimate of the primary grade level occupied (median measurement) is GS-4.

The primary occupational fields are clerk-typist, GS-322-0; Secretary, GS-318-0; and general/miscellaneous clerical, GS-303-0.

There is a substantial percentage of family members, usually spouses of officers or senior enlisted, who possess one or more degrees. These degrees, when supplemented by a small amount of experience will generally qualify a dependent for the GS-9 level in a variety of administrative, professional, or technical series. However, qualifications at the GS-11 and GS-12 levels demand possession of substantive experience in addition to academic credentials. Due largely to the rotating tours of their sponsors, few family members have an opportunity to obtain the necessary amount and quality of experience to qualify at these levels. Certainly in a "take it or leave it" employment market, such occupational misfits are all too common.

Currently, unemployment in the Federal Republic of Germany is at an all time post-war high. Only highly technical or traditionally "hard-to-fill" positions are being recruited for with any regularity. A skills profile for the typical family member would demonstrate that he/she is not a computer programmer/operator, not a bilingual secretary, not an engineer, etc. Hence, few opportunities present themselves.

Generally speaking, the availability of employment for US Citizen Family members in the German private sector is poor. Employment opportunities "on the economy" are closely linked with ability of a family member to secure a German work permit; this in turn, is linked closely to period of residency, criticality of skills,

and command of the German language. Clearly, most family members are, therefore, ill-suited to effectively compete for available private sector vacancies.

The most telling initiative which has been taken to broaden existing employment opportunities for family members is the vigorous enforcement of the family member preference program. Further, commanders have been encouraged to restructure jobs downward in an effort to facilitate placement of available dependents.

The following information concerning family member employment opportunities was obtained from the Bad Kreuznach Civilian Personnel Office.

At the present time, 420 family members are employed through the Bad Kreuznach Civilian Personnel Office (of which 125 are Non-Appropriated Fund employees). These individuals are employed in Bad Kreuznach and Dexheim, which is approximately 40 km. from Bad Kreuznach.

The primary occupational fields and grade levels of the family member employees in Appropriated Fund positions are:

<u>Occupational Title</u>	<u>Number of Employees</u>	<u>Grades</u>
Secretary	10	GS-4,5
Education Aid	10	GS-3
Registered Nurse	5	GS-9
Clerk-Typist	33	GS-3,4
General Clerk	24	GS-3,4,5
Food Service Worker	77	WG-1
Store Worker-Sales Store Checker	17	WG-1, GS-3
Laborer	10	WG-1,2,3

Positions classified at GS-9 and above usually involve US manpower spaces. These are filled through the Civilian Recruitment Center in Heidelberg.

Below are the Non-Appropriated Fund positions which are available usually on a recurring basis.

Waitress-Waiter	Accounting Clerk
Cashier	Recreation Aid

Bartender
Food Service Worker
Janitor
Short Order Cook
Child Care Attendent

Library Aid
Warehouseman
Sales Clerk

The following information regarding employment opportunities for family members in Schweinfurt Military Community is furnished:

- a. Of the approximate total of 1600 civilian employees serviced, approximately 620 (39%) are family members.
- b. Of the 620 family members employed, 61% occupy grades GS-1 through GS-5 (or equivalent); 6% occupy grades GS-6 through GS-8 (or equivalent); 2% occupy grades GS-9 (or equivalent) and above; and 31% are in prevailing rate categories.
- c. The 61% in grades GS-1 through GS-5 (or equivalent) are primarily clerical; the 31% under prevailing rates are primarily food service workers although many are warehousemen and store workers in Commissary operations.
- d. A very low percentage of available candidates qualifies at grades GS-9 and above. Specifically, of the approximate 2150 applications on hand, only 11 (0.5%) qualify for GS-9 (or equivalent) or above and only 1.5% qualify for GS-6 through GS-8 (or equivalent).
- e. Employment opportunities for US family members in the German economy are practically non-existent. In order to obtain employment on the local economy, one must have a Germany Work Permit. Those are not generally issued to aliens unless there are no qualified local nationals available. With an unemployment rate of 15.2% (Labor Market Report dated February 1983, published by Schweinfurt Labor Office) there are virtually no available jobs for outsiders.
- f. During the past fiscal year in excess of 220 new civilian jobs were created to replace military manpower. Of these, about half were filled by family members and half by local nationals.

Career-type positions, grades GS-9 and above, are usually Department of the Army Civilian (DAC) positions filled through CONUS referral procedures. As a matter of interest, 25% of the incumbered DAC spaces in this community are occupied by family members. Specifically, 11 of the 44 filled positions are incumbered by spouses of either the military or civilian components of DA.

EMPLOYMENT OPPORTUNITIES IN THE GERMAN PRIVATE SECTOR

Encouraged to come 20 years ago during the German economic boom, foreign labor flowed into West Germany in waves. But tough economic times have led to hard feelings toward foreigners who hold jobs, often low-level jobs that Germans did not want. In January 1983, unemployment in West Germany rose by 263,700 bringing the total number of jobless to 2,487,100--the most in the history of the Federal Republic. At the end of January, 10.2 percent of the active population was out of work.¹

West Germany is obviously caught in a very serious job crunch, with no relief in sight. By 1985, experts say, jobless ranks in the common market nations are likely to swell to 15 million--a 13 percent unemployment rate with no significant drop until the late 1980s.² The situation appears so serious that the German government is considering the payment of cash incentives to foreign workers who leave Germany and return to their homeland.

In view of the above, prospects for US citizen employment in the German private sector is extremely limited.

CHAPTER IV

ENDNOTES

1. Relay From Bonn, The Week in Germany, February 4, 1983, Vol. XIV
1#5.
2. US News and World Report, January 31, 1983.

CHAPTER V

NEW INITIATIVES TO IMPROVE FAMILY MEMBER EMPLOYMENT OPPORTUNITIES

For a number of years the Department of the Army has had programs designed to assist family members in gaining employment in overseas areas. Continuing efforts are being made to improve existing opportunities by expanding job information programs, employment counseling and referral services. The new Spousal Employment Program and the recently signed Executive Order 12362 implementing project transition, in addition to other initiatives have contributed greatly to Army-sponsored programs designed to assist family member employment opportunities. Detailed information concerning these and other initiatives are provided below.

Project Transition

Project transition was a USAREUR initiative designed to obtain authority to provide for the transition of family members hired overseas on excepted service appointments (Schedule A) to regular Civil Service status. This also provides a means where family members can compete for Civil Service jobs while in overseas areas, and be eligible for noncompetitive Civil Service appointments when returning to the United States.

On 12 May 1982, President Reagan signed Executive Order 12362 which provides noncompetitive appointment eligibility to certain former overseas employees when they return to the United States. This Order was approved as part of an effort to make overseas assignments more attractive through the improvement of employment opportunities for spouses and certain family members of civilian federal employees assigned overseas.

The Order provides that to be eligible for appointment, an individual must:

- a. Be a United States citizen;
- b. Have accumulated 24 months of creditable service in an appropriated fund position(s) under a local hire appointment(s) after January 1, 1980, within a 10-year period from the date of initial appointment;
- c. Have received a satisfactory or better performance rating for his or her overseas service;
- d. Currently be a family member of a federal civilian employee or of a member of a uniformed service who was officially assigned to the overseas area, and have been in this status while serving in the overseas position or positions;
- e. Have accompanied the member of the uniformed services or federal civilian employee on official assignment to the overseas post of duty while serving in the overseas position or positions;
- f. Exercise his or her eligibility for noncompetitive appointment within two years of returning to the United States from the overseas tour of duty during which he or she acquired eligibility; and
- g. Meet all qualification requirements for the position in the United States for which he or she is applying.

Definitions

- a. "Local hire" appointments are overseas limited appointments, excepted appointments under Schedule A 213.3106 (b)(6), an "American Family Member" or "Part-Time-Intermittent-Temporary" appointment in US diplomatic establishments, or any other non-permanent appointment in the competitive or excepted service, so designated by the Office of Personnel Management in

the Federal Personnel Manual, which is made from applicants residing in the overseas area.

b. "Family member" means spouses and unmarried children (under 23 years of age) of a member of a uniformed service or federal civilian employee officially assigned to the overseas area.

c. "Member of uniformed service" means personnel of the Armed Forces (including the Coast Guard), the commissioned corps of the Public Health Service, and the commissioned corps of the National Oceanic and Atmospheric Administration officially assigned to the overseas area.

d. "Federal civilian employee" means employees of the executive, judicial, and legislative branches of the government of the United States who are officially assigned to the overseas area, and serve in appropriated fund positions.

e. "Overseas area" means duty locations outside the 50 states of the United States, the District of Columbia, Guam, Puerto Rico and the Virgin Islands.

f. "Have accompanied the civilian or uniformed sponsor on official assignment to an overseas post of duty" means a family member physically residing with a member of a uniformed service or federal civilian employee officially assigned to the overseas area while serving in the overseas position(s).

It should be emphasized that Executive Order 12362 provides . . . "eligibility" for noncompetitive appointments. This does not mean that overseas returnees have automatic job placement priority over other employees competing for civil service jobs.

Spousal Employment Program

The Army is currently developing a program to consider spouse employment opportunities in the assignment and selection process for both military and civil service personnel. The concept for developing this program is for the Army to be able to provide spouse job information and referral service, and, when possible, to provide job placement to existing or projected vacancies at the new duty station.

The Spouse Employment Program is envisioned to be a system which would match spouse employment interests and qualifications with opportunities or actual vacancies at a new location at the time the service member's assignment or the civilian employee's selection is made. If a match can be made, a firm job offer would be made to the spouse in advance of arrival at the new duty station. If no job match exists at the time the assignment/selection is made, the spouse would at least be provided with specific employment information about the next duty station. A new preference statement which will reflect spouse employment interests and qualifications is currently being developed.

A test of the program on a limited scale is scheduled to begin during the summer of 1983 and run for one year. A one-year test period is necessary since the Army's assignment process has a six to 10 month lead time. The test will be limited to spouses of soldiers and civil service personnel who have federal civil service status and would accept reassignment or change to a lower grade to the new duty station. The test sites have not yet been determined but will involve at least two military communities in Europe and two Army installations in the continental United States.

Credit for Overseas Employment of Family Members

On 12 January 1982, the Office of Personnel Management published Federal Personnel Manual Letter in which the following employment policy changes were made:

1. Extension of reinstatement eligibility. Career-conditional employees who are family members (includes spouses and unmarried children under the age of 21) of military or federal civilian employees, and who leave federal employment to accompany their sponsors on official assignment to an overseas post of duty, may extend their three-year eligibility for reinstatement by the amount of time which can be documented to have been spent overseas in connection with a sponsor's assignment. The period of overseas residence which extends reinstatement eligibility is considered to begin with the date the family member departs the US and ends with the date the family member returns to the US at the conclusion of the sponsor's tour of duty.

2. Requirement for continuity of service. Time off the rolls accompanying a military or civilian sponsor overseas will not interrupt substantially continuous service provided the family member's separation from career-conditional employment occurs no more than 90 days prior to going overseas and reinstatement occurs within 180 calendar days of return to the US. Therefore, a family member who returns to career employment within these time limits does not have to begin a new three-year period of service to acquire career tenure.

3. Credit for periods of overseas residence and employment. Employment under non-career appointments generally used overseas is creditable toward the acquisition of career tenure only if such service intervenes between two periods of creditable career-conditional service without a single break in service in excess of 30 calendar days.

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CHAPTER VI

OBSERVATIONS AND COMMENTS

This chapter will address responses to questions asked during interviews with Deputy Community Commanders, Civilian Personnel officials, family members and Presidents' of Officers and Non-commissioned Officers wives clubs.

1. What do you feel are/were the major problem or problems that adversely affect the employment of family members in this community?

The one single factor that most seriously effects the employment of more family members in Germany is the lack of US citizen manpower spaces. Civilian Personnel officials agree that they could fill many more jobs with family members if the appropriate manpower spaces were available.

Another factor which adversely effects the employment of more family members is the present hiring practice which provides that currently employed local nationals must be given first consideration for all vacant local national positions.

Some supervisors are also reluctant to hire family members because they may only reside in the area for 6-24 months.

2. Do you feel that the current civilian manpower mix of US CONUS hires, local nationals and United States family members are about right? If not, how would you change it?

All Deputy Community Commanders (DCC) interviewed supported the present family member hire programs. However, none were interested in employing more family members than they currently have on board. The reason cited for this was the rapid turnover of family members. One DCC, however,

indicated that he would be willing to accept more career employees from CONUS and fewer LNs.

Practically without exception, managers and supervisors shared the same views of the DCCs.

Civilian Personnel officials were split about 50/50 on this question. Those who were against the employment of more family members also shared the same views of the DCCs, managers and supervisors. The other CPOs, family members and members of wives club felt that the Army has a responsibility to take care of their own. The family members and members of the wives club went further and stated that family members should receive hiring preference over LNs.

In the author's opinion the answer to this question is dependent upon the desires and priorities of the federal government. If their priority is to employ additional family members/US career employees, then the manpower mix is not right, because many high level jobs are restricted to LN placement. However, if the priorities of the federal government are to promote the employment of citizens of the host nation, then the manpower mix is correct. In summary, the optimum system would be one which allows management to seek out and hire the best qualified person regardless of whether or not that person is a host country national or a family member.

3. If there were more manpower spaces identified for US family member hire, could the CPO fill them? How many --%

As stated earlier, all Civilian Personnel officials agree that they could fill more jobs with family members, if the manpower spaces were available. The number depends on the type of position and the skill of the "currently" available labor force. Virtually all positions at the GS-6 level and below and WG-7 level and below could be filled by family members. Perhaps 20 percent of all positions at the higher levels could be filled by

family members. The number could increase depending on the positions and corresponding skill level of the available labor force.

4. Are/were there family members available that possess the skills and qualifications necessary to qualify for technician/journeyman level (GS-7/9/11) positions?

Evidence suggests that there are some family members who could fill higher level jobs--if the positions were available. There is certainly nothing inherent in family member status alone which precludes placing an individual in such a position. If barriers exist it is generally the low number of such positions available and the priority (LNs first) system.

5. Do you feel that the employment of more family members and fewer LNs would create a skills imbalance that would be unacceptable?

In the author's opinion there is no evidence to support such a contention. Again, the biggest complaint from supervisors concerning family members, was the turnover rate. However, this excessive turnover may be perceived, rather than real. It stands without saying that in any organization there will be less turnover of your higher paying jobs. Since most positions filled by family members are of a clerical nature at the GS-5 level and below, and most positions filled by LNs are above that level, there is no way of really measuring the turnover of family members compared to LNs in the same occupational fields and grade levels. In fact, one supervisor who had an even distribution of family members and LNs in clerical jobs, said his turn of LNs was more than twice that of family members.

Also, when you consider the difference in the annual and sick leave usage between an LN and a family member, one would question the argument of continuity with LNs. New LN employees are entitled to 30 days annual leave each year compared to 13 for a family member. LNs average 15 days sick leave a year, compared to approximately four by the US employee.

6. Could the Army cope with the political repercussions from the unions/works councils if we decided to employ more family members and fewer LNs? Should we address these issues and continue with our plans to hire more family members? Why?

All interviewed agreed that there would be strong opposition to such a move by the unions and works councils due primarily to the unhealthy employment and economic situation that exists in the Federal Republic of Germany. All family members and members of wives clubs, and most CPO officials agreed that these issues should be addressed and the Army assume the responsibility of taking care of our people first--just as the German government takes care of their people before inviting foreign labor to the German work force. Most high level managers appeared extremely reluctant to even discuss these issues.

In the author's opinion, the decision as to whether the Army should continue with plans to hire more family members depends solely upon the American government's desire to deal with the German government in changing the current distribution of manpower positions. This would not be as difficult as many would like us to believe--that is--if the US government was really interested in employing more family members. The author found no evidence in any international agreement that requires the US forces to employ any certain number of foreign nationals in Germany. The agreement between the parties of the North Atlantic Treaty Organization Regarding the Status of Their Forces, June 19, 1951, 4 U.S.T. 1972, T.I.A.S. No. 2846, merely provides that local law governs the terms and conditions of the employment of local nationals. The NATO agreements do not provide for any preferential treatment or hiring of local nationals.¹

The only restriction that the author finds which precludes the hiring of more family members, is the lack of US citizen (Direct Hire) manpower

spaces. Obviously, Congress could change this--should they want to, by providing less money for indirect hires and more for direct hire spaces.

In summary, there continues to be a strong and sincere desire for greater employment opportunities on the part of family members. The unemployed find it very difficult to understand a system where their tax revenues are used to finance a system where foreign nationals are given priority consideration for vacant jobs.

7. Are you aware of any success stories pertaining to family member employment in the private sector? If so, please elaborate.

Employment opportunities for family members in the German private sector are extremely remote. Particularly with their high unemployment. The only possibilities that may exist would be with American based insurance companies where English/German speaking ability would be a requirement. There may also be limited opportunities with chain food stores, such as McDonald's--where there are usually a large number of American customers.

8. Are/were you aware of any discrimination on the part of LN supervisors towards the hiring of US personnel?

Responses to this question were mixed. Family members who are working or who have worked in Germany practically without exception agree that there is out and out discrimination by LN supervisors towards hiring of family members. This was particularly true with minorities. LN supervisors, for some reason--do not have to abide to any affirmative action employment policies towards hiring of women and minorities. There are some organizations with LN supervisors who actively seek to employ only foreign nationals.

In the author's opinion the above practices will not change. There is a reluctance on the part of the military supervisor to face LN supervisors,

who are in policy making positions, and address sensitive issues, such as described above.

9. Could you comment on any successes or failures concerning family member upward mobility programs?

Although definitive upward mobility programs do not exist there are many situations in most communities where positions have been engineered down one or two grades and in some situations all the way down to GS-1, so that the applicants with minimal qualification can be hired. The incumbents have been given formal and on-the-job training to the target or intervening grades. There have been many successful examples of this procedure.

10. What do you feel the Army's responsibility should be in helping family members obtain employment when transferring to and from CONUS? Between installations in CONUS?

Obviously, the family member and members of wives clubs, feel that the Army has a responsibility to find them a job wherever they go. The military supervisor generally goes with the party line. If it's current policy to help family members find employment that's great--if it's not--let's not worry about it.

In the author's opinion there needs to be a balance between the management needs of the Army and the desires of the family members for employment. I strongly endorse a system which allows management to always select the best qualified person. I believe the Army's responsibility to transferring family members should be focused towards assisting in placing them in vacant jobs when their particular skills, knowledges, and abilities are in short supply. I would be opposed to any priority placement system for family members solely because they are family members. The supervisor

should always have the freedom to select the best qualified person, regardless of what group that person comes from.

11. Do you feel that some family members are expecting too much concerning employment when they arrive overseas?

Responses to this question were somewhat biased, depending on which side of the fence you were on.

Family members and wives clubs feel that the Army has a responsibility to find them employment commensurate with their education and training and to train the unskilled.

Deputy Community Commanders generally agree that the family member hire programs have expanded far beyond their original intent--that is to provide employment for family members of lower graded enlisted personnel in order to help meet the high cost of living in overseas areas.

Civilian Personnel officials believe that family members view the CPO as an employment agency, such as you would find in any town USA, rather than the Commander's personnel office. In other words, the family member comes to the CPO and says: Here I am; I'm a family member; you're the employment agency, and you have an obligation to find me a job compatible with my education, skills and the salary that I left in the US.

Obviously, family members are not sufficiently appraised of the unique employment situation in Europe. More effort should be expended to communicate the hiring procedures, practices, and policies to family members before they arrive in Europe. Often highly skilled family members seek employment only to find that there are no positions in their occupation or those that do exist are incumbered or vacancies may be limited to LN incumbency. This results in great frustration and often anger on the part of the family member. Therefore, it must be made very clear to the family

member that most jobs in Germany available to the family members, are at the GS-5 level and below, and they should not expect anything better.

12. Do you think the Army should commit funds and resources to provide training for the unskilled family member? (Clerk-Typist or General Clerk)

Most of those interviewed do not feel that we should commit funds to train the unskilled unless the Army is experiencing a skill shortage in that geographical area. Programs of this nature are already being indirectly accomplished in a number of communities where jobs have been downgraded so that family members with minimal skills and experience can qualify for employment. In the author's opinion this is as far as the Army should go. The Army is not a training agency for family members and should recognize this publicly. Further, most military installations have adult education classes that provide skills training courses that are available at minimal cost to the students.

It was also suggested by a president of a wives club that the Army has a responsibility to provide English training for the foreign-born family members. Again, I am opposed to spending taxpayer money for programs of this nature. When an individual enters the military service the taxpayer should not be obligated to provide the soldier and his entire family cradle to the grave assistance.

14. What type of employment would most probably be available for family members with the following education? (Occupation/Grade Level)

a. Non-high school graduate

Appropriated Fund

Food Service Workers WG-1
Warehouse Workers WG-4
Store Workers WG-3
Sales Store Checkers GS-3
Recreation Aid GS-1 (Bus Monitors)

Non-appropriated Fund

Waiter/Waitress NA-1
Bartender

b. High school graduate

Same as above plus:

Clerk GS-3/4 (203,303,2005,1106)	Clerk AS-2/3
Clerk-Typist GS-3/4	Recreation Aid/Assistant PS-3
Secretary GS-4	

c. Some college:

Same as above plus:

Clerk GS-4/5 (Supply,	Accounting Technician AS-4/5
Personnel Procurement)	Procurement Clerk AS-5
Accounting Technician GS-4/5	Recreation Assistant PS-5/6
Budget Aid/Assistant GS-4/5	
Management Assistant GS-4	

d. Bachelor's degree or higher

Same as above plus:

Staffing Specialist GS-9
Budget Analyst GS-7
Social Work Assistant GS-5/7
Clerk/Assistant GS-5/6 (2005,1106,203)
Budget Assistant GS-7
Child Service Director GS-9

15. Has a lack of transportation ever been identified as a major factor in family members inability to work? Whose problem is this? Do you feel the Army has any responsibility to help resolve individual transportation problems?

Family members bring this up occasionally. However, it is generally used as an excuse for not reporting to work once they are hired. This is an employee's/applicant's problem. The Army has no responsibility to resolve transportation problems in a country with an exceptional, effective and efficient public transportation system. It would be a waste of taxpayers money to coddle either employees or applicants by providing transportation when there are so many other transportation alternatives. One needn't own an automobile to get to work easily and on time in the Federal Republic of Germany.

CHAPTER VI

ENDNOTES

1. US Supreme Court Opinion No. 80-1924; Weinberger vs. Rossi, 31 March 1982, pp. 9-10.

CHAPTER VII

CONCLUSIONS

While this study is much longer than originally anticipated, I sincerely hope that it has sufficiently covered all pertinent factors concerning the subject of employment opportunities for family members in Germany. I also hope that it has demonstrated the growth in the interest of employment of family members in overseas areas with Germany as the focus.

It probably could have been equally well documented by using any other country where the US forces have family members accompanying the soldier. In any case, we have seen the demand for employment by family members develop and grow from almost nothing to approximately 25 percent of the total work force in Germany in just 10 years. Therefore, it is not beyond the realm of possibility that in another five to ten years it could very well double again.

From the foregoing, I then conclude that:

- o The family member hire program has expanded far beyond its original intent of providing a means whereby lower graded enlisted personnel and their dependents could supplement the family income to affect the high cost of living in overseas areas.
- o The desire for more jobs, with more responsibility and higher pay will continue to be a major concern of family members in overseas areas.
- o The Army could employ more family members in Germany--if the appropriate manpower spaces were available.

- o The Army has the manpower resources available to fill approximately 50 percent of the total civilian work force in Germany with family members.
- o The employment of more family members and fewer foreign nationals would not present an unacceptable skills imbalance.
- o There is nothing in any international agreement that requires the US Army to employ any specific number of foreign nationals.
- o Many family members have unrealistic expectations concerning employment opportunities in Germany. Family members must therefore be appraised of current employment opportunities before they terminate career employment in the US and depart for overseas assignments.
- o Because of the rapid turnover of family members, all levels of management will probably continue to oppose further expansion of family member employment programs.
- o The optimum hiring system would be one which allows management to seek out and employ the best qualified person regardless of status, as a family member, host country national or CONUS hire.

APPENDIX 1

The following interview was conducted with Mr. Richard Miller who was Director of Civilian Personnel for VII Corps in Germany. Prior to that, he was the Civilian Personnel Officer for the Heidelberg Military Community.

"The biggest problem employee/employer faced was one of expectations. The organization's expectation or needs didn't square with the family members expectation. Part and parcel of that is the inadequate and poor information sources available to family members about employment. Another major problem would be the preference system we had to apply which said that family members would get preference, but only after you have done certain kinds of things. Specifically, we were required to consider local nationals that were currently employed first for jobs that were below a certain grade level. Above a certain grade level we were required to consider outside local national candidates before dependents. I considered that a drawback. Another one would be the conversion process. I mean that in two respects. One, the process you would have to go through when you brought a family member on board. At times it would appear as though a family member was a likely candidate for continued employment with the US forces, but there wasn't much you could do. You could make noises about trying to find some way to get that person off a certificate from OPM, but the likelihood of that ever occurring was slim and none, because they were using the national capitol region area office of OPM. They had 10,000 people on those certificates. That didn't make a lot of sense."

"The question concerning the proper manpower mix of US CONUS hires, local nationals and family members is hard to respond to because it depends

to a large extent, where you are. I don't like manpower ceilings. They are a constraint that restrict management ability to achieve their mission. The kind of manpower mix we had in Europe, i.e., the CONUS hire, LNs, and family members place some unnecessary burdens on management as well as operating personnel offices. The objective, if you operate on the assumption you have to have a ceiling of one kind or another, ought to be to get the best person for the job. The best person might be an LN, or might be a family member or might be a CONUS hire. In other words, any time you have employment ceilings you very likely are restricting your ability to place the right person in the right job."

"By-in-large, if we would have had more manpower spaces for family members, the CPOs could fill them. There were some areas where that was not necessarily true, like Garmisch where you had a low troop population. But generally speaking, the number would be limitless. You could probably fill 98 to 100 percent of them."

"Also in the larger communities such as Heidelberg and Stuttgart there were a number of family members available who did possess the necessary skills to qualify for the GS-7/9/11 positions. Unfortunately, we couldn't tap them."

"The question concerning a possible skills imbalance should we decide to hire fewer LNs and more family members is a difficult one. There is no way to avoid the conclusion that the more family members you employ the higher the level of turnover. I am trying to draw some comparison from the turnover we experienced with family members and the turnover we experienced with LNs. Across the board in VII Corps, the turnover rate for family members was much higher than that for LNs. There is more to that than simply turnover. We should be looking at the employment of family members in Europe as a subsystem in the management of human resources. The Army

has a very critical mission to perform in Europe, and part of its system is allowing our soldiers to bring the family member with them. It brings into the theater a lot of people who have skills the US forces can use. They are well qualified people who are loyal, in the sense of mission, because of their association with the US forces. Their loyalty is to the US forces. I think loyalty is worth something on a scale of 1 to 10 which is equal to or exceeds the problem you face with turnover. In terms of a skills imbalance, there is a skills imbalance but that is because of the way we handle the family member employment program. But you don't hire a family member into a job that requires a professional degree if that person doesn't have one. Again, you go back to the theory you try to get the best person in the job. One of the things we did, because we were forced into it, was to convert a professional/technical job into a clerical position in order to hire a family member. It is dumb, that is why people complain about skills imbalance, but it was our own fault. But when we discuss turnover we never really looked at the types of jobs the family members were occupying compared to similar jobs the LNs were occupying.

"We never compared clerical position because we didn't have any LNs in clerical position. We did have LNs and third country nationals (TCN) in KP jobs. Our experience there, across the board in VII Corps, was we still have a higher rate of turnover, as I recall, among family members than among LNs or third country nationals (TCNs). But we had different types of problems. We had a lot of disciplinary problems with our TCNs, which we didn't have with family members. Again, you have to balance all of those things. But we have to look beyond VII Corps, if that person becomes an asset to the federal work force, it may be a loss to the Army, but it may not be a loss to the federal work force."

"Should we desire to employ more family members and fewer local nationals we would have to address these issues with the unions/works councils. But I think we could cope with the political repercussions, and we should. There is this political mystic about the number of family members that you employ. And nobody could ever get a handle on it. The comment was always made, why don't we go ask the guys in Bonn if we could handle more. We shouldn't do that. My opinion is that it all boils down to social/political kinds of issues. It probably doesn't boil down to an issue of dollars and cents, but it is a social/political issue. Usually in a give and take situation both parties get something. But I'm not sure what it is we got. I feel we should take care of our own first. That number, that limitation always concerned me. Why, for example, when we wanted to convert an LN position to an US position, did we ask the works councils if it was OK? I don't know any other place in the world where the employer has less options in terms of how they fill their jobs."

"I can't say that I was ever aware of any out and out discrimination by LN supervisors. I was aware of situations where family members were employed in organizations where there were LN supervisors and I felt there was some disparate treatment between the way LN subordinates and the US subordinates were treated."

"As far as the Army committing funds to train the unskilled, I would say only as a last resort, and only if the skill is not otherwise available. I don't see the Army as a social institution that is responsible for training family members so they can be employed. But on the other hand, I don't see anything wrong with bringing somebody on the rolls as an employee, so long as they possess the minimal skills required and then train them once they are on board. There is a subtle difference there. In Heidelberg, we talked to some people in the education center about finding some way to

provide clerical skills training to family members who were not employed. There was a way they could do it, but it was almost as difficult as converting an LN position to a US position."

"In closing I would like to say that the Army is about to embark upon a test to prelocate jobs for family members when their spouses are going to be assigned to Europe. I think it is a marvelous idea, but I am not sure it is going to work because of the irregularities of the system. If it works, fine. I think the fact that they are limiting the test to O-3s and below and E-6s and below is a travesty of justice. We had enough difficulties with civilian military relationships in Europe before, and this will only tend to compound the problem. The military spouse will be viewed as an elitist because they will be taken care of and the civilians will not be."

The following is an interview with the Civilian Personnel Officer, Mr. Bart Skaggs, Stuttgart Military Community.

"I would like to begin this interview by pointing out that employment opportunities for family members in Europe with the US forces vary greatly from community to community. Opportunities in Stuttgart are not at all like they are at some of the smaller communities. We follow the same basic rules, but we have over 5000 jobs, whereas other communities have considerably fewer. One of our problems is, as in many occupations, not having any or a sufficient number of people eligible for those kind of occupations. I am convinced that in a big place like Stuttgart, employment opportunity for family members are better here, than in almost any place in the world, except perhaps Washington, DC. People coming here have a golden opportunity to get their foot in the door and get into federal service. Especially now with this executive order for noncompetitive appointment into the competitive service if they have been here, and have worked for 2 years. Here in Stuttgart the family member is in a good posture, much better than any place else except for Washington DC. That doesn't mean every one of them will get hired, it means percentage wise, more people will have a better opportunity to get hired here. Practically anybody who comes to Stuttgart and diligently works the system, which can be hard to understand for the uneducated, can find a job. Anyone who works the system can almost be assured they are going to be hired before they leave. Our advice to those people is to be sure to stay here two years, because then you will have eligibility when you go back to the States to be noncompetitively hired by walking into the CPO and getting an application. I think it is an opportunity rather than a disadvantage for the family member to come to Stuttgart. The biggest problem the family member has are those who lack the necessary skills and qualifications to enter into the kinds of

jobs we have available. The kind of people who lack sufficient ability to pass the clerical abilities test which we require for entry level jobs in clerical occupation. A majority of those can't pass because they don't have a good education or they lack a sufficient ability in English. That puts them into the category of unskilled or semi-skilled jobs for which we have the longest waiting list. These are lower graded, lower paying jobs."

"As far as training the unskilled, I believe we are doing that already here in Stuttgart. If you are going to spend taxpayer money to train people, they have to be trained to satisfy some government need. That need could be helping good soldiers to stay in the Army. They will stay in the Army if their spouse has worthwhile employment. If the Army provides employment to the spouse, the soldier will say 'This isn't such a bad deal. I want to stay with this outfit.' That is an added benefit."

"In Stuttgart we have a requirement for more good qualified typists than we have available. Seven months ago we initiated a worker/trainee program for clerical workers. We hire people who don't have the prerequisite typing ability or ability to pass the written test, but has good potential. We hire them as GS-1's, provide full-time training for six weeks and if they successfully complete the training, promote them in GS-2's, and into regular jobs. So far we have finished two classes of 20 each. Indication so far is it has been valuable in helping us meet our needs and the needs of the employees. We haven't had any failures so far. It has been very worthwhile. A major benefit is it will make the Army more attractive to soldiers and help the retention rate. It should help people who are unemployable or marginally employable, achieve a high employable posture just about anywhere they go. From a taxpayer's standpoint if the soldier decides to get out of the Army, and they move someplace else and our worker/trainee no longer works for the Army, wherever they go, they

could go to work in some kind of office environment and continue as taxpayers, instead of tax receivers."

"Concerning the question of manpower mix, it is a delicate balance. You have to balance organizational needs with individual needs. If you put mission accomplishment on the top of the list without balancing out the needs for the soldier and family member then you have to say you need more stability then you get out of family members. But you also have the need for employment of family members. All people seem to have a social need for work over and above an economical need just for self-fulfillment purposes. Our society is no longer interested in staying home. So there is a balance of need that we have to be cognizant of. Then you have to balance these needs. We have to be cognizant of the German government and their peoples' views. We are in their country and they should derive some benefit out of this too. The jobs have been traditionally LN and now more and more are being converted to US. So there is a three-party need that has to be satisfied here. If you look at all those factors and weight them, put the mission accomplishment at the top of the stack, in my opinion the current jobs mix is about right. I wouldn't want to "DAC-ize" too many more jobs. First because we don't have the US spaces, plus the expense, and recruitment time for DACs. Also, the more DAC positions you have cuts into opportunities for family members who are capable of doing the jobs. For the higher level career-type jobs you need DACs or LNs because it doesn't make sense training a family member for a high level job because the time trainee reaches the target rate, they leave."

"In Stuttgart we do not have, at least in sufficient numbers, the family members available to qualify for GS-7/9/11 level jobs. That is, except possibly in schools. We have a lot of people who are qualified teachers who are not able to gain employment as teachers. The problem is

compounded by the fact schools have recruited most of their teachers in the States. They now give preference to those teachers that are on the scene, but in order to effectively give preference, the system has to be better operated than it has in the past in identifying who are the qualified dependents in the local area who will remain here the next school year. This identification has to be made by January of the preceding school year before the CONUS recruitment is initiated. That is where the system has been bogged down. There hasn't been a very good operation to the identification of who the qualified local candidates are. We have had highly qualified family members for teacher jobs who are not able to gain employment."

"The employment of more family members and fewer LNs would not necessarily create a skills imbalance, as long as you didn't go totally overboard to the point you try to hire unskilled family members in lieu of skilled trades and craft people. But if you are talking about office people rather than having a skilled imbalance you create instability. You lose organizational memory that longtime employees have. You turnover your entire clerical staff/technical staff in an organization as CPO, at a 100 percent a year, which is about what our overall family member turnover rate is. It doesn't necessarily create a skills imbalance if each family member that comes into the job is skilled. But they still don't have that organizational memory. That is the big shortfall."

"Opportunities for family members in the private sector, other than those totally fluent in German are extremely limited. It is much worse now than when they had full employment. Up to a couple of years ago, Stuttgart had 1.1 percent unemployment. Then there was some limited opportunity for dependents to work on an assembly line where there is little need to converse even though the jobs are pretty well reserved for Germans who are

unemployed. We have a number of family members who are German. They have relatively good employment opportunity for lower paying clerical-type job, but for other people with the economy the way it is now, 10 percent Germans unemployed, they aren't interested in hiring US people."

"There is some reluctance of some LN supervisors to hire any somebody who is not fluent in German. The only place I am aware of that is in trade and craft-type organizations such as DEC or consolidated maintenance centers. The German supervisors there speak limited English, if any, and don't really want to hire anybody not fluent in Deutsch. Plus there are few family members who come along who are qualified mechanics, plumbers, carpenters or crane operators. That is where the bias comes in. We have some organizations in Stuttgart where their clerical employees have been traditionally LN. We are getting more complaints from Germans, who think we are Americanizing what they consider LN jobs. Lots of resentment from time to time from Germans that we are abolishing these LN jobs and hiring Americans at the expense of the Germans. Works councils are not going to be too interested in agreeing to reduce jobs for LNs and making more jobs available for Americans in Germany. I don't expect them to cooperate on that."

"But so far we have been willing to take the heat from works councils not so much for DAC spaces, but for making more family member spaces available at the expense of LNs. There has been considerable pressure on the part of the German government for the past several years to limit the number of family members that we can employ, as the economic conditions have changed especially from the days when the dependent hire program started in 1972. At that time, the German government agreed to let dependents replace LNs. But as time has gone by we now have up over 15,000 family members employed here, in so called LN slots. With the unemployment

being what it has been for the past few years, there has been a lot of pressure on the US forces to limit the number of family members employed, maybe even to establish a ceiling and for a while there was an unofficial ceiling placed on it."

"But if we really wanted to put more US citizens to work and fewer LNs, it should be accomplished at a higher level. At the congressional/ executive level you could just say we're not going to hire LNs anymore. This is all over my level, but there is a lot more political ramifications involved in that and the relationships between the two countries and the overall attitude of the German government and people toward the US presences in Germany. We have to be sensitive to their desires."

The following interview is with Mr. David Lunsford who is currently the Deputy Civilian Personnel Officer at Rock Island, IL. Mr. Lunsford has served two tours in Germany as a member of a Civilian Personnel Office staff. His first tour was between 1969 and 1972, and the second tour between 1977 and 1979.

"Between 1969 and 1972 there were very few dependents that had an opportunity to work with the US forces. The only ones who had an opportunity were those who were hired for positions that required a security clearance or some other skill that couldn't be found in a LN. The reason for this was it cost almost twice as much to hire a dependent than it did to hire a LN. But by the time I was leaving in 1972, the exchange rate between the dollar and mark was changing and the introduction of the modern All-Volunteer Army concept was upon us. The soldier no longer had KP duty and dependents were being hired to work in mess halls."

"There are several problems that I can think of that adversely affect the employment of family members. The first is the status of forces agreement. I am not sure of all the legal ramifications but certainly you would run into some problems if you try to radically change the mix of LNs and US positions. Secondly, I think the type and number of jobs suitable for dependents are limited. The qualifications that are possessed by many dependents are not compatible with the kind of jobs that we have in any sufficient number. Worse than that, the people who have the greatest need, the dependents of the lower graded enlisted people, tend to be the least prepared in terms of entering the jobs market."

"For those who possess education beyond high school can qualify for education specialists, administration specialists and therefore, have more opportunities. But as a whole it is still limited."

"I personally feel that the employment of more family members and fewer LNs would create a skills imbalance that would be unacceptable. It depends on the way the question is intended, by what you mean by unacceptable. If you were able to fill them, I think that would be unacceptable in face of the status of forces agreement and some the agreements we have with the host country. Again, I'm not sure of the types of agreements that we have, but I think that we are bound by certain precedence. If we have a large German work force, then we have some kind of a continuing obligation. In other words, we can't just change that unilaterally. I don't think the US Army could make a decision on its own to cease LN hiring in favor of US hiring. I don't know if that is in the contract with them or not. Even if we had no obligation to hire LNs, I would advise caution and that would be the other side of the unacceptability part of the coin. If by doing that you created vacancies which you could not fill because of the lack of skills that were brought to bear by the US dependents, then that is unacceptable also. You have to have people with the kind of skills which you need to support the military."

"On the other hand, in support of the dependent hire program, I might even be in favor of saying all clerical jobs could be converted to US. What I would be opposed to would be creating a training program for those who have no skills at all to be able to assume them. I think a lot of dependents have sufficient clerical skills, where they could assume the skills and because of the language compatibility they could do as good or better job as a LN. I would opposed to saying we are going to take unskilled, untrained, uneducated people and put them in an office environment even if it means creating a big training program. I think that is taking on a social responsibility that goes beyond the scope of Army's mission. People should prepare themselves for employment."

"While stationed in Berlin, if we had more manpower spaces identified for clerical positions, we could have filled 100 percent of them with family members. I wasn't aware of too many family members who possessed the necessary qualifications to fill the GS-9/11 level jobs, even if they were available. Once again I think it depends to some extent where you are, in some of the big troop areas that would especially be true. In Berlin, Heidelberg or command areas where you have a large number of officers, many of their dependents are educated to at least the college level or higher."

"But the LN work force, whether people think it is good, bad or indifferent, is a highly skilled work force, mechanically, electrically and in other ways. I don't think you could find those kind of resources among the dependents. Examples, in Berlin we had approximately 5,000 members in the work force, that were LNs. These guys were painters, plumbers, mechanics, heavy mechanics, electricians. If we would have had to try to recruit those from the US we couldn't have done it at all."

"I was never aware of any overt discrimination by LN supervisors towards family members, but having been there two different times, and spent that much time there, I have heard of occasions and I feel certain it exists, to some extent. The old LNs are going to be the old LNs. We had one or two US citizens who were at their mercy, and they are going to play it to the hilt."

"We did not have any real success with upward mobility programs. Furthermore, I oppose upward mobility programs in Europe. I don't think upward mobility can be meaningful when you consider the kinds of jobs we have and the limitations there. Couple it with the rotation dates that come into play. About the time you begin to be successful then it is time for that individual to leave. All you really have performed is a social

welfare service and you have done nothing for the Army. It may not be the political thing to say, but I am thinking about the good of the Army."

"I do not believe the Army has any responsibility to find employment for family members. I don't agree with any of that. I think they are entitled to exactly what they get, 90 days leave without pay. I believe in people helping themselves. I don't believe it is the role or mission of the Army to become some kind of an extension of the health and welfare organization of the federal government."

"I heard a lot of complaints from family members in the time I was there, but I suppose one of them was the lack of opportunities. There aren't enough jobs, there aren't enough of the right kinds of jobs. They are the same complaints that we get here. When someone else gets the job then it is always the system is against you."

"I don't believe that old worn out allegation, that CPO isn't sensitive to their needs. I think the CPO is sensitive to everybody's needs as it can be, but CPO doesn't create jobs. I don't see it as being an extension to some social service. What they have been made unhappy by is that they have come in looking for a job that isn't there or it wasn't there for a US citizen. How much obligation does the US government take on when someone joins or is drafted into the military. I think it is limited to the obligations of that individual, not their entire family."

"The types jobs available for dependents has very little to do with education. It has more to do with skills as opposed to the level of schooling, but if you wanted to categorize them that way you could say:

a. The non-high school graduate would normally fill jobs like labors, NAF employees, and commissary.

b. High school graduate--clerical workers to a large extent and beyond that, but we are talking about females, predominately, food service workers, they would also be in group a.

c. College graduates could be teachers, education services specialists."

The following is an interview with Mr. Joe Barnes, a former Civilian Personnel Officer in the Kaiserslautern Military Community.

"The major problems that adversely affected the employment of the family members in Kaiserslautern was probably the limited kinds of opportunities that were available and the kinds of jobs that could be made available to dependents. We had an awful lot of very high caliber dependents in the Kaiserslautern area. I think that a lot of them had educational level skills that couldn't be used in the kinds of jobs we had to offer, which were mostly blue collar entry level worker/trainee type. We had higher graded administrative and technical jobs that family members could qualify for, but these positions were incumbered by LNs."

"I think an awful lot of the dependents that were hired had problems in the work place where they might be working for German supervisors and felt like they were being discriminated against."

"More specifically, the thing I used to hear most often was that an awful lot of these people were on temporary appointments, because of our funding situation. They were afraid to do anything that might be perceived by the German supervisor as being a troublemaker and not being an absolutely perfect employee, for fear that their temporary appointment wouldn't be extended."

"If we would have had more US spaces in Kaiserslautern, we could definitely filled them with family members. We worked in a community where we were competing with the Air Force for the available talent. I can't say that I intimately know of the Air Forces funding posture was, but it seems to me that if they filled the job with a US citizen, it was automatically a US position space."

"I would say that the current manpower mix of US CONUS hires, LNs and family members is probably about right. I don't think we should depend too

greatly on the dependent hire to fill the mission needs of the organization. The 29th Area Support Group had a large mission as far as war reserve stock and those sorts of things. We had whole organizations that were staffed with dependent hires. If we would have had a non-combatant evacuation all those workers would have been gone, at the very time when the Army needed them."

"I am not saying that that is an insurmountable problem. I think the host-nation kind of agreements that have been set up to take care of some other needs could probably be developed along those lines to meet that requirement, but I'm not familiar enough with them to say exactly how it could be done. But I would recommend an increase in US space. I'm not saying that we have to hire more US employees. It would make it easier to hire dependents. In the Kaiserslautern area we could have filled as many spaces as we could have gotten with family members."

"There were some family members who had the skills and qualifications to fill higher level jobs, but when we get into the GS-9/11 level, we had a terrible time filling them with overseas referrals. When we did fill them, I would venture to say we had a disproportionally high number of adverse action and disciplinary type problems with the incumbents of those jobs. It seems to me that most of the occasions we had were for non-performance or where we had to let people come back to the States because they did not adjust well or were unhappy. I think that if we would have established some kind of a true upward mobility program, and target some of those jobs for dependent hires, we would have been better off."

"When considering a possible skills imbalance should we hire more family members and fewer LNs, the problem again is the whole readiness situation. Sometimes we filled a GS-5 clerk with a GS-3 clerk-typist because if we filled it as a GS-5, we would not be able to fill it with a

US employee. We needlessly downgraded it to evade the requirement of promoting a German so we could hire an American. And there are a couple of things to consider here. There were an awful lot of jobs that US dependents were not immediately qualified for, but the organization was willing to train them and as a result we had a whole organization of trainees. Some jobs had not been filled with journeyman level for years. They continually were being downgraded, filled at the lower graded levels. I don't know how those people were actually working in those jobs. I suspect in a lot of the cases they were working at levels higher than what they were being paid for. In the Kaiserslautern CPO, we had a very stable office, largely because we had very few US employees. And we had a great deal of stability. Maybe we could have put up with a little bit more turnover. In Stuttgart, for example, I understand their TSO was almost completely filled by US dependents who were being trained and there was a lot of turnover. I'm sure there was unacceptable turmoil in the office at all times."

"I sure the Germans are more sensitive now, then they were when I was there, about their unemployment posture and work opportunities for their citizens. But I think our contribution there are still great enough that we shouldn't be overly intimidated by that. I think that the Army does need to maximize the family member hire. These issues should be addressed by commanders to works councils and unions."

"I did hear of some discrimination by German supervisors towards the hiring of family members. I think we got requests for recruit action, saying that German language ability was required, which was kind of a code word for no Americans need apply. And vice-versa. I think it works both ways."

"I don't think we really had any true upward mobility programs. We had what we called upward mobility programs, what we did was engineer jobs

down a grade or two and filled them at a lower grade level and then non-competitively promoted them to the target grade. That is not upward mobility. The GS-7/9/11 level positions were filled by referral lists from the civilian recruitment center. I think in a lot of the cases we would have done better to try to fill them with talent we had locally available. Under a real upward mobility program."

"When trying to decide what the Army's responsibility is in helping family members obtain employment, I get a little nervous. I don't think we have time to function as an employment agency. I don't think we are staffed or able to do that kind of work right now. And I think if we had any problems with dependents overseas, it was because they saw the CPO as that. They did not see us as the Personnel Department for the command. They saw us as the State Employment Office that was obligated to get them a job. I think this kind of thing just fosters that misconception."

"On the other hand, I agree that something needs to be done as far as the quality of life and what the Army has to offer its members. It is a very important thing to do, but I am not sure the CPO is prepared to do that sort of thing."

"In many cases the family member is expecting too much in terms of employment overseas. I think they were fortunate if they ended up in Kaiserslautern. I think we had a lot more to offer to try to meet those expectations there, between the Army and Air Force. But generally there is always somebody that expects more. The spouse comes in and says, 'Here I am, you're the employment agency.' And we are not. They don't see us as just the command personnel office."

"I feel that the Army should train the unskilled. We were already doing it, indirectly. We were engineering grades down to where they could

qualify and then bring them in and train them under a worker/trainee agreement or whatever. I think it would be money well spent to offer training at different times. We had a hard time filling clerical jobs and having people qualified to do it. People are interested in that kind of work, they would like to learn that skill, I think it would be money well spent to offer it. We used to get money from wives clubs to conduct classes for unskilled dependents to teach typing and shorthand."

"Probably the greatest complaint from family members was the instability of things because most of them were on temporary appointments. We had an awful lot of people that were being worked far beyond their classification because they had the talent, and were willing to do it. They resented the fact that they weren't getting paid for what they were doing. The system didn't really allow us to do much more. Most of them were just glad to be working."

"In the Kaiserslautern area a non-high school graduate could expect to get a blue collar job as a preservation servicer or some unskilled blue collar workers at the depot. You can say the same thing for GED and high school graduates. The same thing for those with some college and those with a Bachelor's degree. That was the kind of jobs available plus clerical jobs. If they had specialized education they could get a job as an accounting technician or get a job as a LPN or as a nurses aide or something like that at the hospital. The jobs that were mostly available were either nontraditional blue collar, unskilled type job, clerical job, or the more traditional womens jobs in the schools as aides in the hospital as nurses aide or various types of technicians, if they had the right kind of education. That was what generally was available."

The following is an interview with a Civilian Personnel official at ODCSPER, Hqs USAREUR and Seventh Army.

"One of the major problems that is adversely affecting the employment of family members in Germany is the concerns of the Germans and works councils with regard to growing numbers of family members that are being employed by the US Army. They perceive that jobs are being taken away from LNs and given to family members. A few weeks ago, there was an article in one of the Mainz newspapers which was attributed to the chairman of the works council in either Mainz or Wiesbaden where they mentioned the magical number of 11,000 family member employment ceiling, and that we are up to over 20,000 now. If you consider AAFES as well, then 20,000 is a conservative number."

"Concerning the proper manpower mix of CONUS hires, LNs and family members, I think if you approach it as what is good for USAREUR--mission accomplishment--we maybe a little high on family members. That is when you consider the impact that we're having at the lower LN grade levels (C-5 or C-6). Here you find most positions filled with family members, thereby blocking the transition in-take and promotional opportunities of LNs. Another thing that is becoming more evident is if you look at the US Army Europe organization, there is something like 5,000 permanent US citizen spaces authorized. Balance 5,000 US citizen spaces against the total number of US citizens in the US Army Europe at little over 15,000. Of which 11,000 are family members. When you back up the number of family members you find that we have a fair number of family members sitting on permanent US citizen positions. In the past, before there was as much push on localization and identification of key mobilization positions, it may have been something overlooked or ignored. If you accept it, we have an approximate need for 3,000 mobilization designation positions to be filled

by US citizens. The perception on the military side of the house is that most civilians are going to get on a plane and be evacuated in the event of hostilities. Certainly part of it is true, but not all. We are heavy on family members. Functional, we could use a 50/50 percent increase if we have a number of spaces to fill, 50 percent US citizen and 50 percent LN. In other words, if we eliminated 10 family member spaces, we would fill 5 with CONUS hire and 5 with LNs. The way USAREUR operates its family member program it is a lock out. If you don't have any in-service LNs, you are then required to take a family member if one is available and qualified. That leads to ever increasing numbers. Just the operation of the mandatory policy, that leads to ever increasing numbers whenever a LN job became vacant. Commanders ought to be given more flexibility in determining what is good for the organizations that they are in command of--to hire the best person for the job, whether LN or US."

"There are a fair number of family members that come to Europe having no experience with the Army or government service, but are fairly well educated plus good work experience in the private sector. The hiring preference for family members operates at GS-8 and below. Most of your technician/administration/professional jobs occur above those levels. There are a couple of impediments to putting large numbers of family members in these positions as: (1) these are generally going to be US spaces, and with that you have the operation of the veterans preference, (2) the operation of the career programs. In addition, I would never opted to decrease the LN strength to increase the family member strength. The way to get the same result is to take future increases and turn them over into the category 118, the US forces family members or direct DACs. You have to walk a very careful line, with the heat we have taken already in our efforts of trying to take indirect hire jobs, because then the allegations

of the works councils are true, you are taking away jobs formerly held by Germans. But in any event, our priorities ought to lie in what is the best for the Army. Whatever manpower mix that dictates is what we ought to strive for. If the mix dictates that we should have more LNs than we have US citizens, then we ought to bite the bullet and do it."

"In responding to your question, are the family members expecting too much in terms of employment overseas. I personally don't think they are expecting any more than they have been lead to expect. For the last seven, eight or nine years, USAREUR has one more than was required by DA or DOD in terms of running a family member hire program."

"As far as committing funds to train the unskilled family member I say if we are going to employ those people, absolutely. The Army ought to expend the funds. In terms of the taxpayer, if we can take a person who has no job skills and train them, send them back to the States fully equipped to do a job, whether in the government or the private sector, we are all better served. There are certain categories of jobs where there are more opportunities for employment than they have people to do the work, i.e., typing, clerk/typist. Then, yes, we should expend the funds."

"In closing, what I would like to see is a very objective study done on what the impact is on everybody's business. A study to see what we would be willing to accept in terms of turbulence in the work force as to what we are willing to buy in terms of turbulence to (1) do our jobs, (2) support the family member program. We don't know what the balance is. We don't have the resources to go out to do the kind of study that says 'This is the amount we can afford in terms of turbulence.' When your annual gains and losses run over 100 percent."

Susan was a family member who resided in a small military community in Germany for three years. She had a four year college degree and was working on a Masters. After returning to the US, she found employment with the federal service and plans to continue her career with the government.

"When I first found employment overseas, it was a clerical position and not very stimulating mentally. Later on I was fortunate enough to find an opening that provided job satisfaction. This was in the Civilian Personnel Office."

"I think the Army's responsibility in helping family members find employment should extend to having accurate information on both sides of the ocean; to provide information on transfers and that type of stuff. I don't think there is enough communication between the CPOs having the information available for the people going over. It is kind of like in the States. Its like 'we're not going to see them again, so they push them off.' Overseas they really don't care that much. I think there is a big lack of empathy from the LN employees and the CPOs overseas in assisting the dependents with transfers. I think that between overseas installation and CONUS, there could be some kind of thing worked out like we were doing in Europe with the leave without pay situation. This was more of an assistance type of thing, but it is very difficult for some people, if they don't find one person in the personnel office that can relate to it. It seems like they have a difficult time relating with the LNs. That is the only way the family member seems to be able to transfer fairly easily, if someone will take them under their wing and help them. If they are put in a general pool they can sit and sit and sit. I think the Army has a responsibility, because the way they're going to keep the military member happy is to have the spouse working. Because in today's society they can't afford not to both be working. I think it decreases the efficiency of the

military member because he is worrying about family problems. If he didn't have to worry about the spouse having to find a job to pay off bills, then I think it would be a better situation. So I think they are starting to do something but I don't think it is enough. I don't think it should stop."

"The primary thing that adversely affected employment of family members overseas was the lack of empathy from the LN employees in the CPO. The attitude was 'You are lucky to get a job.' They didn't care if you had a PhD. They mostly wanted to put you in a clerical job so you didn't take positions away from Germans who could move up. I think there was too few professional vacancies. There were so many over qualified women and some male spouses that are put into clerical jobs. That it is absurd. Those people are performing way above what they are classified as; what they are paid for, because of the persons capabilities and they run a lot of offices overseas. People don't realize it. Among the professionals, people in civil service jobs overseas, they tended to categorize people as only dependents and didn't think they were worthwhile for anything. They also thought of them as purely clerical people. Example--we were at a luncheon in Stuttgart, and this lady said 'Oh, you're a dependent' to about four of us and that was about the end of the conversation. We had absolutely no professional meaning. The military supervisors tend to resent the dependents. It's a stigma that has happened to everybody over there, and it is real hard to break. I think part of the problem relates to always trying to place the people with good qualification with good background."

"I was also aware of discrimination towards family members by LN supervisors. In one situation there was a German lady who was married to a military. Her military husband talked to the German supervisor about hiring her for a supply clerk, grade four, job. She hadn't worked in ten

years. She was on a referral list with three other dependent wives that were Americans. She had no work experience. The other people were fully qualified. There was some college graduates on the referral list. The only reason she was hired is because she was German and they could speak to her in German, rather than English. And that is a specific instance. But I know there was a lot of leeway given to German employees, that was not afforded to Americans by LN supervisors. Most German supervisors wanted to keep their offices totally intact with Germans. A specific example in our community was the Resource Management Office (RMO). They did not want Americans in there, and there weren't. Also, in engineering, mostly Germans. They were afraid that the Americans were going to spy on them. The German supervisor absolutely does not want Americans in their organizations."

"Obviously something has to be done about this, but there has to be support from the top. I think that there needs to be more interaction from the 2nd and 3rd line supervisors to ensure that the selecting supervisors are properly performing their job. That may entail having to sit in on the interviews and that type of thing. If they start to see a pattern, the supervisor should do something about it rather than turning the other cheek like they have always done. If we would have more US supervisors, this would obviously prevent a lot of this happening. But it is something that has to come from the top command channels, because from the civilian personnel angle, there is absolutely nothing that they can do about it."

"When I was looking for work, the reception in the CPO was terrible. Very cold towards me, again they told me I was lucky to find a job. I had a college degree, with two years managerial experience and I was given a GS-3 supply clerk job and told if I wanted the job, I had better take that because there were no other jobs available. Dependents were not referred

for higher graded positions, they were left specifically for LN employees. There was the time a local national was running the CPO. There was very big discriminatory practices. So much so that the community commander had to come in and take over the CPO, because of all the complaints he was receiving. They would not even attempt to place me in anything else, nor would they give me any assistance in trying to find out if there were any vacancies at higher grades which I could apply. They would retain family members only for menial clerical positions and that was it."

"When a US CPO was hired he started to get upset with the LN staffing specialist about discriminating against Americans. The staffing specialist had to be watched all the time. The German staffing specialist would hire only Germans if she possibly could. I think one of the bad things was there was not a mix in that office. I think there should always be a mix in the CPO. Many family members would come in and say 'Thank God you're an American.' I could at least understand their situation and empathize with them, and explain things that help them out more, whereas the Germans just sluffed them off. I heard that 50 times. 'Thank God there is finally an American in here that I can talk to.' That was really prevalent when the German staffing specialist went on vacation for five weeks. It was like it was a totally different office. I think the Civilian Personnel Office structure itself is going to have to be corrected. They are going to have to either take disciplinary action against the staffing people that do not provide the services required of them and they need to watch and make sure things are done properly."

"The best thing that was done in our CPO was when we hired three Americans, one supervisor and two journeyman level people. They helped put credibility back into the office. The name of CPO increased on the good side when that happened, it was unbelievable."

"I believe the commanders should allocate more US spaces to the CPOs. The offices should not be one-sided LN because it just doesn't work. You have to have Americans in there to insure that the rights of the Americans are protected. Also to ensure that the intent of the US regulations and the laws are followed. The application of those by the Germans are so circumvented and twisted, it's not funny."

"Another thing that adversely affected the employment of family members was the policy that the family members would only be receiving the positions at the lower grade, whereas the LNs were moving right into the top grades, CPO was not recruiting on the US side of the house. Additionally the qualification requirements for the LNs are so slight compared to the qualification requirements on the US side that it hinders a great number of Americans being considered for jobs. LNs who didn't have half of the education or experience background were getting these jobs. It wouldn't have taken anything for them to qualify at the equivalent of the GS-5 level."

"I don't think the manpower mix is proper. I think these are too many LN spaces. I think there should be more DAC spaces, especially in top supervisory functions such as Resource Management Offices. It should not be all LN. I think that the Civilian Personnel Officer should always be an American. I think the RMO should be staffed with US people, because they are not looking out for our money and our manpower spaces like we would. I think that there should be more attempts to bring the US dependents into professional-type positions. You can guarantee that they are going to be there for three years. The German goes in and out, in and out, and you can't guarantee it. If we had more US manpower spaces many could be filled with dependents, but it would require some recruiting back here in the States. I don't see any attempt whatsoever to recruit from the States. I

have been back one and one-half years now, and I have not seen anything but very small message reminders. There are no pamphlets or anything else except for something that is locally developed. It's very confusing for people who would like to work overseas. They don't really understand how to apply. The Army should put out a professional pamphlet to explain overseas employment opportunities and application procedures."

"I cannot subscribe to the theory that the employment of more family member and fewer LNs would create an unacceptable skills imbalance. From personal observation, it was the family member who carried those offices over there. It was not the LN employees. The LN employees spend a lot of time on sick leave. The sick leave figures can speak for themselves as to how much time they were gone. In addition, they did not concern themselves with the mission of the office. They were there to get their money and that was it. I think in most cases the US family members carried the offices and, if they weren't qualified in the area, they adopted themselves to learn how to do it. I don't think those offices could run very efficiently without them."

"I also do not agree that family member turnover hurts mission accomplishment. With a LN, you don't know if they will be there the next day or not. The family member will be there for three years and uses less than one quarter the sick leave that the LN does. The argument that if you hire a LN he/she will be there for life is just not true. We had more turnover of LNs in our office than we did family members. In the office that I worked in we lost two family members in two years. During the same period we lost five LNs."

"I believe the commanders should convert more LN spaces to US spaces, notify the union/works councils of their intent, and do it. Where is their responsibility? They should also guard against turning over DAC spaces to

LN, because they can never reconvert them back, it is like, forget that they were once US spaces and converted to LN. I think that they should fight to get more dependents in there because they're there to support a military function and that military function is not going to work properly unless all the support is given there and the people are happy in their job. There is a lot of military people that will not go to Europe because their wives or their husband can't find meaningful employment. I am talking about senior NCOs and senior officers. They will get out of the Army before they will go to Europe because their wives make good money and have a good job in the States. They know all their wives can expect overseas is a clerk-typist GS-3/4 or a KP job. If there are no legal restrictions that give LNs preference, then hiring priority should go to dependents. I think the US government has a responsibility to look out for their own people first. We are in Germany, because we have been asked by the German government to be there, not because we want to be there."

"The only US family members working in the private sector that I was aware of was a few working in factories, McDonald's, or American insurance companies. Very limited opportunities. As far as devoting money and resources to train the unskilled, I believe we must apply Army regulations that pertained to career conditional people. However, for apprentice positions, I think that they would have a wealth of resources if they had the facilities and the capabilities of training people in an apprentice position. It would be very advantageous to both the Army and the people. They do it for the military and I don't see why they can't do it for civilians. You would have to have a couple of more spaces per organization to allow for the training time and lack of production time."

John is a family member with a four year college degree. He has been employed with the US forces for most of his three years in Germany. After returning to the US he plans to continue working for the federal service if jobs are available. The following are his responses to questions asked during an interview.

"While in Germany we lived in two military communities. One would be described as small and the other as large. Needless to say, jobs were more readily available in the larger community. But I consider myself as fortunate to find employment in both locations and held positions ranging from GS-5 through GS-9. This was my first experience working for federal service and for the most part I felt it challenging and rewarding."

"I believe that the Army has some responsibility for trying to find them employment for family members. Especially those who had a career in the States and transfer overseas. The Army has some responsibility to help them continue their career when they accompany the sponsor overseas. They have some responsibility to find employment at least for the lower graded enlisted family members who have a hard time financially overseas, and especially the non-command sponsored folks. But I think the whole dependent hire program may have gotten a little out of hand. It seems like people would go to the CPO and practically demand a job. They heard jobs were readily available and come in and instead of thinking they had to compete for positions, they would demand a job."

"The biggest barrier to employing more family members is the manpower ceilings which I guess is incorporated in some agreement between the US government and the Germany government."

"I believe that dependents should be given priority for employment, in most situations. However, in Heidelberg the problem was attracting enough

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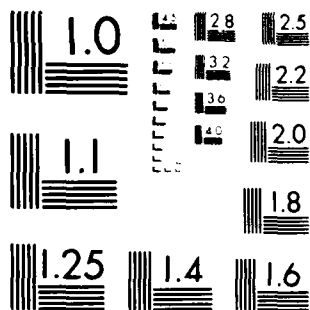
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local nationals to create a balanced work force with some sort of continuity. The Heidelberg community has more dependents than they knew what to do with. Also, a good share of the family members seeking employment just didn't have the educational background and couldn't pass a single clerical tests in order to qualify for certain positions."

"When I applied for employment at the larger CPO, my reception in the CPO was very good. On the other hand, when I applied for work in the smaller CPO--which was basically staffed with foreign nationals, I got the feeling that I was an intruder. There weren't many US citizens working in the community to begin with, especially male family members. I think I sort of shocked them. They didn't know quite what to do with me. They were more used to dealing with female family members, who maybe had high school degrees, who were willing to do just about anything. I got the impression at time they thought that they were doing me a favor, by even looking at my application."

"I also heard other stories that local national personnel people at both CPOs tended to lose dependents' applications. But this is hearsay."

"Concerning the current manpower mix of US CONUS hires, local nationals and family members, I can only speak for the Heidelberg area. I think there was probably a little bit too much emphasis placed on the family member program. There has been from its conception to present. I had a lot of supervisors, managers who had the problem with turnover. I don't know if the turnover problem was any better with LNs because they would find positions with the US forces, and as soon as something better came along in the private sector, they would leave. I know there was a problem with turnover with US personnel and that hurts continuity. There has to be some sort of balance and I don't know if they ever reach that."

Lori is a family member who resided in a small community in Germany. When she arrived she had approximately three years of college and while overseas, completed work for her four year degree. While in Germany she was employed as a clerk-typist and later as a personnel clerk.

"Probably the biggest thing that adversely affects the employment of more family members is the stigma of family members moving every two to three years. Also, the hiring of local nationals before dependents, and the difference in qualification requirements for LNs and family members. For example, to qualify for a GS-5, I had to have a college degree and one or two years experience. A LN could get the same job with a high school education and no work experience."

"I feel that it is generally an individual responsibility for finding employment. But on the other hand, I believe that the Army should do all that they can to help those who had careers in CONUS. But the taxpayer should not have an obligation for the whole family. You can only do so much."

"My reception in CPO when seeking employment was generally good. They were helpful, but I was confused since this was my first attempt at a civil service job. I had no idea what the application was supposed to look like and they didn't much help. To them it was cut and dried, but to me it was confusing. It took me the first two jobs to understand what the 171 should look like."

"While I never really worked for the German private sector, I did help my landlady out, when we first got there and we were short of money. My landlady used to sew for a Germany clothing factory at home and she let me help out with sewing simple scarves and things. She would pay me a little bit. She spoke super English. That was my reason for not going on the German private sector, because I didn't speak German well enough."

"While overseas I was concerned about the number of US CONUS hires and family members in the teaching positions. The year that I worked in CPO, the school system hired 13 or 14 teachers from the States, when there was plenty of well-qualified teachers that were family members locally available. The thing holding them back was the fact that they move quite often. It just seemed like such a waste. I also believe that there are family members who are qualified for higher level jobs, but took lower ones, because that was all there was available."

"I think that the US Army could get by with fewer LNs and hire more family members. I agree that its nice to have people there that will always be there, but they can manage with three year turnovers. It wouldn't kill them. But I'm also a realist and I don't believe that top level management would want to address these issues with the unions and works councils. But they should. Family members are sort of stuck over there and should have employment preference."

"At times family members are just expecting too much in terms of employment. For example, one lady was a GS-15 in the States and expected immediately to become another GS-15 in Germany. No matter how much warning I gave her. I think she is a GS-7 now. She finally broke down and took the job that came up. She just couldn't believe it. It took her a year of searching to come to the fact that GS-15's just aren't available overseas."

"I personally do not believe that the Army has a responsibility to train the unskilled. We have to keep a prospective of the things the Army is responsible for. Money is tight all over now--if in a few years there is excess money, then yes, we could think about it. At present with the money and the economy we need to cut back on things and one of the things is training. All teenagers learn somehow. I started out working in a Dairy Queen. People progress on their own. It is hard over there for

teenagers. The Army is the Army, they are there for a purpose, not for training unskilled family members."

The following is an interview with Mr. Jones who was employed in the Kaiserslautern Civilian Personnel Office for several years before returning to a similar position in the United States. The following are his comments concerning employment of family members in that area.

"The major problem that affects the employment of more US forces family members is simply a lack of US spaces. The fact remains that the majority of the authorized manpower spaces for civilian employees in Germany are identified for foreign national fill."

"I would describe the structure of the civilian work force by relating it to a cone. The apex of the cone houses the managers and supervisors. These positions are occupied by military, US citizen career civilians, and in some cases, long-term foreign national employees. Middle management and journeyman level positions are located towards the middle of the cone. These positions are usually incumbered by foreign national employees. At the base of the cone is where the majority of the family members are located. These are generally the lower graded positions, such as secretaries, clerks and clerk-typists. It is difficult for most family members to progress to the technician/journeyman (GS-7/9/11) level positions primarily because these positions are occupied with long-term foreign national employees."

"My experience suggests, that there are family members available in Germany who possess the necessary skills and qualifications required to qualify for technician/journeyman level jobs. In fact, it would probably be very easy to fill another 1,000 positions in the Kaiserslautern area, with family members that are locally available."

"In the Kaiserslautern area there were a fair number of family members involved in upward mobility programs. While our upward mobility program

was somewhat successful, it's obvious that management cannot develop training programs for each unskilled family member looking for employment and still expect to get the work done. In addition, it is my belief that the Army is not a training agency, and should face the fact that it is not. On the other hand, if the Army does feel that it is responsible for training the unskilled military spouse, the Army should admit this and in turn provide the necessary resources to accomplish the training."

"Employment opportunities in the private sector are extremely limited. The two main reasons are the high unemployment that exists in Germany and the language barrier. In the Kaiserslautern area there are a few family members employed with American-based firms such as McDonald Hamburger and a few insurance companies."

Joyce was a family member in Germany who had completed two years of college. She had spent more than three years overseas, obtained employment shortly after her arrival, and plans to continue with the federal service until retirement. The following are her responses to questions asked during an interview.

"While in Germany I was employed in the Civilian Personnel Office as a Summer Hire Coordinator, GS-4; Staffing Clerk, GS-4; and Staffing Clerk, GS-5. I found the work challenging and satisfying."

"In my opinion the Army has a responsibility to help family members obtain employment when transferring between installations in CONUS, and to and from overseas assignments. Family members should be provided with the name and address of the CPO, information on how to apply for Leave Without Pay, for those who are transferring within CONUS or directly to a new assignment to or from overseas."

"When I applied for a job, the reception in the Civilian Personnel Office was nice enough in helping with the application and list of current vacancies. But I still didn't understand the mechanics of how the hiring process worked. Many applicants are frustrated because they feel it works like it does in the private sector--you walk in and if they are hiring you have a job. I feel that for family members interested in employment overseas, there should be an orientation or handout describing what is required, the process (what happens to my application) and what is available to me (NAF, AF, AAFES, contractors, etc.). This should be upon arrival--just like headstart, or part of inprocessing to the base."

"I feel that the proper manpower mix of US CONUS hires, local nationals and US family members depends on the individual organization. I personally don't like to see an office that is solely dependent upon one group (type) of individuals for the work output. On the other hand, there are a

number of family members who possess the skills necessary to perform in higher graded positions. In fact, some who accompany the sponsor left GS-9/11 positions in the States and had to accept much lower graded jobs overseas."

"With the large unemployment present throughout Germany, we would receive a lot of resistance from the German unions and works councils should we decide to cancel LN spaces and hire more family members. However, I believe these issues should be addressed, and the US Army should take care of our people's needs first."

"I was only aware of one case where a family member was successfully employed in the German private sector. She was bilingual and worked for a German export business and Tupperware Deutschland as a telex operator and translating secretary. This was in Frankfurt. In the small cities about the only chances of family member employment in the private sector was with moving companies or John Deere. Most was not appealing to the skills of family members and they also had a very difficult time obtaining a work permit."

"In our community we didn't have an upward mobility program per se. But on the other hand, we really had many as far as the clerical field was concerned. Family members who started as GS-2's or GS-3's had probably advanced to the GS-5 or 6 level by the time their tour was completed. I personally had great success as far as being selected for a target GS-7 position and for the wealth of experience gained."

"Some family members are expecting too much or too little concerning employment when they arrive overseas. Either they give up before they arrive (or don't come at all) or else they expect to be taken by the hand and expect you (the CPO) to write their application for them, take their test and interview for them."

"I do not think the Army should commit funds to train the unskilled family member. In most cases the lowering of the grade for in-hiring purposes will provide sufficient applicants--especially in the clerical field, e.g., a high school graduate may have super potential and typing skills, but no solid experience."

"Many applicants have a problem understanding that the CPO must apply the OPM qualification standards when rating applications for employment. They also feel the application, referral and selection process is too complicated."

"In our military community, transportation was cited as a factor in the family members inability to work. Some communities have work sites at subinstallations 30 minutes or more from housing areas, but I believe it is the responsibility of the employee to find their own transportation to and from their work site."

Dotty is a family member who has completed high school and some additional courses in a business school. She has been in Germany for two and one-half years and was successful in obtaining employment shortly after her arrival. This was her first experience with the federal service. She now plans to continue her career in civil service until retirement. The following were her responses to questions asked in an interview.

"My first exposure to working for the federal government was in Germany. My first job was a GS-3 Clerk-Typist. I was promoted to a GS-4 Secretary and later to a GS-5 Incentive Awards Clerk. I was fortunate to have a good supervisor and found my work very satisfying."

"I believe that the Army should hire dependents for the positions overseas when there is a qualified dependent available, rather than always giving the local nationals first priority. If an individual is employed with the federal government prior to transferring overseas, I believe the Army should provide the dependent with a position overseas."

"I feel the problem that affects the family member overseas is that local nationals have first choice at the available positions. Perhaps the Army could have orientations for dependents prior to arriving at the overseas destination. These orientations should state the problems of dependent employment overseas. Make the dependents aware of the problem before they arrive so they will know what to expect and how to cope with it."

"I was also aware of some discrimination on the part of local national supervisors when it came to hiring US citizens--somehow the local nationals have the impression that Americans are not as educated as they are and therefore not as intelligent and could not accomplish the work."

"I received very good reception when I went to the CPO the first time. The employees were very helpful and concerned with my employment."

"As far as my own employment while overseas, I was very satisfied with my position, grade and responsibilities. However, I did see discrimination against US employees in other offices. Perhaps the US government could encourage dependents to take classes on the language prior to arriving overseas. I suggest they set up a language program and when the military personnel receives his/her assignment overseas they are also advised to take the classes for themselves and dependents."

"I also feel that the labor agreement between the United States and Germany needs to be updated. It was not signed with the US dependent in mind as an employee of the federal government overseas."

"I do not feel that the current civilian manpower mix of US CONUS hires and local nationals and United States family members is distributed evenly. I believe that one-third of the work force should be comprised of family members, one-third US CONUS hires and one-third local nationals. There are family members who are highly qualified to fill the positions held by local nationals. It is unfair for Americans to be forced to hold only the low grade positions, while local nationals have the higher positions."

"The Army should inform the dependents what jobs are available before they quit a stateside job to join their spouse overseas. Mainly, he/she should be provided with job information at the newly assigned installation. The reemployment/non-employment chances should be given the individual. Each CONUS installation should have an orientation for the dependent on what to expect upon their arrival in an overseas destination."

"I believe the Army should commit funds to train the unskilled family member. Perhaps a crash course in administration, or on-the-job training. Why not do this for US dependents, local nationals are hired without any prior job experience and are promoted more rapidly than US employees."

"Some major complaints in Germany is that positions open for US dependents are GS-3 to GS-5's. Many are qualified for higher jobs. The higher graded jobs are filled by local nationals (they have first choice). Another complaint of family members is that they are forced to accept jobs that have no potential. After accepting a position, the US dependent must stay in that position for three months even though they are qualified for higher graded jobs. The local national can be promoted or take other positions at anytime."

"In this military community a family member who is a non-high school graduate could probably obtain employment as a kitchen police (KP). This would also apply to a high school graduate without work experience. If the applicant was a high school graduate with experience or had some college he/she could probably find clerical work at the GS-3 or 4 level. Personnel with a Bachelor's degree most likely would start out as a GS-3, with luck it is possible they could get a GS-9 position, if there were no qualified local nationals applying for the position."

The following is an interview with a career civil service employee who worked in two operating CPOs in Germany. One was a small CPO and the other would be considered as a large CPO.

"One of the biggest complaints that family members had was the fact that most of them had to deal with local nationals in the CPO. Many had to wait for as long as six months before they could find a job. The LNs in CPO never lost a LN application, but they were forever losing the American applications. In Heidelberg, it was a little different because the US program was separate from the LN. It was so obvious in Bremerhaven that they were prejudice toward their own people and then they weren't getting the candidates so they had vacancies that were never even filled."

"I personally believe that the manpower mix is wrong. I think what they should be doing is making more US slots. They went for a long time where they were changing from US slots to LN, as evidence in our own civilian personnel program. I think with all the vacancies and all the available family member manpower available that the quota shouldn't be there. That is the ten percent limitation on hiring of dependents. I think the British and French were correct when they made their agreements with the Germans. They gave their people priority no matter what. The LNs were second more or less. I don't think there is anything in the NATO-SOFA agreement about hiring. It is just the interpretation made by LNs working in the CPO."

"Yes, I feel the CPO can fill all the spaces that they want to with US citizens. They may have to come back stateside to hire for the wage grade positions and some technicians. They should anyway because a lot of positions are being filled by LNs who aren't qualified. For example, meat cutters."

"In the Heidelberg area there were many family members who had college degrees and couldn't find suitable employment because most of those positions were filled by LNs. I personally feel that we should fill more positions with US people, even if we have to recruit from the States. Our responsibility should be to our own first."

"There were a few opportunities for family members in the private sector in the Heidelberg area. But of course, you had to be fluent in the German language. These jobs normally would be with international organizations such as insurance companies."

"While we really didn't have any upward mobility programs per se, we didn't need them. Overseas, because of the turnover, there were more promotional opportunities. Coming back to the States, people will be hit with the stark realization that they aren't going to be the GS-6,7,8,9 just because they were overseas. They are going to have to work their way up. We had a lot of very capable individuals over there that if the government didn't frustrate them too much, when they came back they would be very good workers."

"At times family members do expect too much in the area of employment. In Heidelberg, they came in and expected a job the very next day. What they didn't realize was that they had to apply and compete with others. I don't blame them. They really don't know about the situation, except what they hear. Some of them get the wrong impression."

"As far as providing money to train the unskilled, I have mixed emotions. To a certain extent, it's OK. It always helps for those employed to get some additional training. To give basic skills so they are qualified for a job, I'm not so sure. I don't know if that is the government's responsibility or not. They expect it because the military get it, as GED. So if their husband gets it, why can't they."

The following is an interview with the President of an officers wives club in a large military community in Germany.

"In this community there is an abundance of jobs, maybe not the right types of jobs considering the jobs that some women had before coming over. I have not applied for a job here, but I worked in the States. I know the feeling of leaving a career in the States and coming over here. Many women work, some because they need to, some to occupy their time. There is the problem of women leaving very high paying jobs and coming to Germany. Agreed, they come by choice or for husband's advancement. Most of the women are fairly pleased to get a job. When we were here before, especially for officer's wife, she was very restricted in getting a job. That has improved. Before, in Spandahlem, an officer's wife could very seldom get a job. It would go to the enlisted wife or LN. It is a bit different in this community because it is a higher headquarters. There are a lot of secretarial and research-type jobs available. The CPO offices need to be staffed better. They need better management. There has been a lot of complaints on the hiring. For example, they put in their applications and it takes five to six months before they would be called for a job. There is such a turnover. The CPO is questioned as to whether they have qualified people to sit in the CPO office to screen applicants. That has been the heartburn. My daughter applied for a job a year ago when she was home for Christmas. The application was not even processed when she returned in May. I don't know all the processing procedures of CPO, but I believe they go through the file, they see which jobs she has applied for or would be available for. By the time I went to check the last of April, they hadn't even pulled the file as far as I know. Until I went in and said, 'She is going to be here, what are you going to do about it.' So it takes a long

time once your paperwork goes in, before you get called on the job. Sometimes many women have missed several good jobs because of this. After you fill out the application, you distinguish the different jobs that you might be available for, secretarial, clerk jobs, even working in the officers club here. The officers club wanted her, but they still hadn't processed all her paperwork until we finally hand carried all the paperwork back and forth to get it straightened out. There have been considerable complaints about the CPO on directing the traffic on job applicants and jobs available."

"Some family members are aware that certain spaces are allocated to LN and some to US citizens, and others are not aware of it. There needs to be better communication with the people coming over. They need to know that there are so many LN spaces and so many American spaces. Hopefully, your study will explain this. I would like to see the kinds of jobs available to the family member in it and particularly those jobs available to the different areas of Germany, such as the differences between jobs available in smaller and larger communities."

"I don't like seeing all the CONUS hires here, especially the teachers. I think we have school teachers among the family members to run the schools. We have a lot of dependent wives/husbands who are qualified, who rotate, who bring new blood into the system. We have too many teachers that have been here too long. It is just like having a military in a job for 17 years and never rotate. It is a problem. I see it in wives clubs because we deal with the teachers a lot. We deal with welfare requests, etc. We find them over here too long. I think they need to be rotated back to the States. I have more heartburn with that than the LNs. I would like to see more preference to the family member than to the CONUS hire

that come here, and stay and stay. I honestly feel that would be the consensus of most of our members, too."

"I don't think that the employment of more family members and fewer LNs would cause any major problems concerning a skills imbalance. The average military family is here for two years. I think the military family member is more dedicated to the job. The enlisted are in one area for probably three years, and they do a fairly good job."

"I really don't think the family member is expecting too much in terms of employment when they arrive overseas. I can relate to something that was brought to me from the DESPER office in Washington, DC. They are thinking about reassigning husbands to units where there is compatible work for their wives. As far as sending a husband to an area for command and the wife could pick up the equivalent job, no, I don't think so. This was brought up in American Womens Activities Germany, and they felt that that was bending it quite a ways, to say if I had a \$28,000 job, they wouldn't send my husband to a place for a command unless I could have a job equivalent. I don't agree with that. To find out what is available in the different areas is a responsibility of the Army. But some of the responsibility is to those two people married to each other, and how they lay out their life with each other. If you're a minister, or professor and the husband wants to move and continue on in his profession to improve himself, they may not always send him where his wife will be able to pick up the same type of job. There has to be a primary career between two people. It has to be a decision between the couple. It is not an Army responsibility."

"In overseas areas, there are programs available to teach typing or some creative skill, which family members can take at a very minimum cost. It can help the women. These courses also include credits towards a GED. I think these things should be made available, but when you give everything

away, you wonder if people go after it for the right reasons, and if they really use it. If they have to pay something it usually means more to people, than if they get it free, such as thinking 'The Army owes me.' Some people feel this way. A community should have a building available where skills courses can be taught, with teachers teaching, at a minimum cost. Then people can pick up typing, creative writing skills, etc. The Army's responsibility is in finding the facilities, which is a problem in Germany. If the Army hired a teacher and told the spouses the classes would be free of charge, I wonder how many people would take advantage of it. Whereas if they paid for it, they would definitely be at class. The classes available now are very inexpensive."

"I think the youth employment programs have been super. My sophomore daughter worked in it last year, and found it fantastic. She learned to work the line computer and a chance to work at a regular job. A good job training. All I have heard so far is compliments, it has been great."

"It is up to the children to pick up their own application blanks. First the child has to be motivated, whether by parents or themselves, just to pick up the application and fill it out. Those children who did not get their forms in on time were not picked up. There are two or three different listing, whether you want to do manual work or secretarial. There might be a feasibility to letting those children with a financial need have priority. Last year there were children who applied and never showed up. There seemed to be plenty of employment available."

The following is an interview with the President of the NCOs wives club in a large military community in Germany.

"One of the biggest complaints that I hear from NCO wives concerning employment is the waiting time, between the time of submission of an application to CPO and the time they receive notification that their application has been received and they qualified or not qualified for a position. It is usually weeks before there is an answer. This means a family member is going weeks without an income, which is probably needed."

"I am aware that there are US and local national manpower spaces and that there are restrictions on filling either of them with US citizen family members. However, I suggest we reevaluate our Status of Forces agreement because if you are going to bring a family member over here, on an accompanied tour, they deserve first consideration for employment. A family member who had been working, who is career-oriented, will want to continue in the work force. It is a blow for someone to say you can't work because there is no job for you here. The jobs are all filled by LNs who are manager assistants, social workers, editors, etc. And I believe the managers and supervisors would support the employment of more family members and fewer LNs. Sure, there will be certain jobs that will have to be geared to the LN because of language requirements. But we now have an influx of male family members who want employment. For example, you see the LNs out here working on our streets, making a lot of money doing it, and not being as productive as the Americans would be. Also, I believe there are family members available who have carpentry, roofing and construction worker skills, but non get a job with the Army."

"I can understand the concern of the supervisor towards the rapid turnover of family members. But what is the reason we have attrition, is it because of lack of efficient and effective supervisory skills or the

thrust for career upward mobility in a management field, or reassignment within the country. This should be recognized and dealt with in some way. You have a lot of LNs who have worked for the US Army for 20-25 years in one particular job and while they do become very proficient at it, they also become lazy. They know that just so much can be done to them in the way of disciplinary measures."

"I believe job preference should go to family members. There are a lot of managerial positions incumbered by LNs in 7th MEDCOM. You could count on one hand the number of management positions that are incumbered by US people. There is an inordinant number of LNs occupying the higher level positions. I would be in favor of decreasing the LN spaces and hiring more family members. You are getting more intelligent, more trained, better educated family members now. They are coming here with Bachelor's and Master's degrees, then having to take a GS-5 secretarial position."

"I am also aware of the potential political repercussions that the commanders would have to face from the works councils if they would decide to hire more family members and fewer LNs. But if the commanders are committed to the quality of life program they should have no qualms, because they know they are going to be backed 100 percent, not only by the family member but by the service member also. Why can't the host nation agreement be changed? I know there were so many spaces that came out from CPO allocated to US citizens. What happened last year, they could not fill a lot of positions with LNs, so they did hire US civilians. These positions were terminated as of 30 September because they had gone over their quota. They were not going to hire these individuals and now they are out of a job. I think it is something that supervisors and managers should realize and reckon with. I hope they will consider it. Whether or not they would go along with it, remains to be seen."

"I don't think family members are expecting too much when they come overseas. But I do think a pre-move briefing prior to family members coming to Germany, should be conducted on employment opportunities, the channels, the procedures you have to go through. Make the family member aware that it won't be easy. They may or may not find employment. They may have to take a job as a laborer, working in the mess facilities, perhaps making eight, nine, or ten dollars an hour. It would be better if they knew their chances for employment before they come to Germany. That way the woman can remain behind until she can forward an application and get on the waiting list. Then when her name comes up, make the transition. They should do this at the child care facilities also. There is not enough to go around in Heidelberg, the waiting list is long."

"Perhaps the Army should devote funds to train the unskilled. The opportunity should be there. I know there are programs offered through the Army or communities where basic skills for continued education. The prices are quite reasonable, like typing skills."

"In closing I would like to say that there is a lack of employment overseas for the family member. For example, the CONUS hire--I see a loss or waste of money there. If you hire a GS-12, 14, you are paying them living quarter allowances, thousands of marks a month, for skills that people right here possess. I know of quite a few family members that have arrived with the qualifications and experience necessary to fill those jobs. For example, social work, equal opportunities, business, law, etc. It is something to think about, scrutinize."

"Youth employment is so highly competitive during the summer months--June through August. You take a poll and the majority of youths are officers' children. Their need isn't as great as enlisted youth. There needs to be some sort of fairness in the distribution of the jobs given."

In this community, it is done on a first come, first served basis. It should be based on need or income. I don't want to exclude the officers' children from gaining employment, but the Army should recognize the need. I want to recommend going back to the family member working in CONUS and the Status of Forces agreement where we have to hire so many LNs, perhaps during the summer months they could hire some of our youths. They must have summer camp programs, swimming facilities, the senior folks home, as an exchange program."

"Another problem is going to the employment of minority families, especially the foreign-born citizens, your Asian and Hispanic Americans, who want to work, but do not speak the language. I know we offer English as a second language. It is offered through the Basic Skills Continuing Education program. It should also be offered through the units. The Army has a responsibility to provide English training for the foreign-born. So at least they can assimilate into the environment and start participating and contributing."

"One of the things you are going to see as a result of the limited employment opportunities here in Germany, is more spouses staying back in the States."

The following is an interview with the President of an officers' wives club. This person is an Army wife of 17 years and lived in three different communities in Germany.

"The major problems that affected the employment of family members in our community seemed to rise from young wives of the lower grade enlisted who have never worked before. Most problems or perceived problems were brought on by the wives themselves. For those willing to put forth the effort, i.e., find transportation, make applications, find child care, most problems were then solved. But many wives expected things to be handed to them. They were the ones who had problems. And there is little done to help to change this attitude. These wives should be counseled about life in Europe before they depart from CONUS. This is something the Army could do. This includes any wife who has never encountered a foreign assignment. ACS could provide this type of counseling. In any event, most complaints that I received from wives were unjustified. Those who wanted to work seemed to find jobs."

"Family members should receive employment preference over local nationals only in those jobs where frequent turnover wouldn't cause major problems (secretarial, clerks, etc.). The commander has a mission to accomplish and must therefore have continuity in his/her civilian work force."

"I personally don't think the Army has any responsibility in finding jobs for family members. The present system overseas and in CONUS is certainly more than adequate. I also do not believe that the Army should commit funds to train the unskilled. There are adult classes available in overseas and in CONUS that provide skills training at very minimal cost."

TABLE 1

DOD Civilian Personnel, by Location and Type, ^{a/}
According to Defense Component: September 30, 1982^{c/}

LOCATION/TYPE OF PERSONNEL	TOTAL DOD	ARMY	NAVY	AIR FORCE	OTHER DEFENSE ACTIVITIES ^{b/c/}
WORLDWIDE TOTAL	989,633	356,615	314,244	236,996	81,778
UNITED STATES	910,307	319,605	294,794	224,604	71,304
By Location					
Washington, D.C., SMSA ^{d/}	82,529	26,757	35,255	6,249	14,268
Remainder of U.S.	827,778	292,848	259,539	218,355	57,036
By Labor Category					
Salaried	595,593	225,831	169,838	139,816	60,108
Wage Board	314,714	93,774	124,956	84,788	11,196
By Citizenship					
U.S. Citizens	909,774	319,315	294,607	224,574	71,278
Non-Citizens	533	290	187	30	26
U.S. TERRITORIES	6,347	1,069	4,291	942	45
By Labor Category					
Salaried	2,919	697	1,776	412	34
Wage Board	3,428	372	2,515	530	11
By Citizenship					
U.S. Citizens	6,306	1,067	4,253	941	45
Non-Citizens	41	2	38	1	-
FOREIGN COUNTRIES	72,979	35,941	15,159	11,450	10,429
By Labor Category					
Salaried	44,372	16,408	6,818	10,782	10,364
Wage Board	28,607	19,533	8,341	668	65
By Citizenship					
U.S. Citizens	38,206	20,476	2,895	5,017	9,818
Non-Citizens	34,773	15,465	12,264	6,433	611

^{a/} Includes personnel not subject to Office of Management and Budget (OMB) ceiling control.

^{b/} See the Glossary for a list of the Other Defense Activities.

^{c/} Includes data for DOD Dependents Schools (DODDS) which were marked as estimated because some DODDS components had not updated their direct hire data since the August 31, 1982, report.

^{d/} The Washington, D.C., Standard Metropolitan Statistical Area (SMSA) consists of the District of Columbia; Montgomery, Prince Georges, and Charles counties in Maryland; Alexandria, Fairfax, Falls Church, Manassas, and Manassas Park cities, and Arlington, Fairfax, Loudoun, and Prince William counties in Virginia.

TABLE 2

DOD Direct Hire Civilian Personnel, by Type, ^{a/}
According to Defense Component: September 30, 1982^{c/}

TYPE OF PERSONNEL	TOTAL DOD	ARMY	NAVY	AIR FORCE	OTHER DEFENSE ACTIVITIES ^{b/c/}
TOTAL	989,633	356,615	314,244	236,996	81,778
BY STATUS					
Full-Time	968,452	347,996	308,862	232,608	78,986
Part-Time	17,850	7,068	5,164	3,172	2,446
Intermittent	3,331	1,551	218	1,216	346
BY CAREER SERVICE CATEGORY					
Competitive	830,621	288,713	277,850	198,428	65,630
Excepted and SES	159,012	67,902	36,394	38,568	16,148
BY TYPE OF APPOINTMENT					
Permanent	907,930	319,015	290,059	222,530	76,326
Temporary/Indefinite	81,703	37,600	24,185	14,466	5,452
BY CITIZENSHIP					
U.S. Citizens	954,286	340,858	301,755	230,532	81,141
Non-Citizens	35,347	15,757	12,489	6,464	637
BY LABOR CATEGORY					
Salaried	642,884	242,936	178,432	151,010	70,506
Wage Board	346,749	113,679	135,812	85,986	11,272

^{a/} Includes personnel not subject to Office of Management and Budget (OMB) ceiling control.

^{b/} See the Glossary for a list of the Other Defense Activities.

^{c/} Includes data for DOD Dependents Schools (DDDS) which were marked as estimated because some DDDS components had not updated their direct hire data since the August 31, 1982, report.

TABLE 3

DOD Indirect Hire Civilian Personnel, by Country,
According to Defense Component: September 30, 1982

COUNTRY	TOTAL DOD	ARMY	NAVY	AIR FORCE	OTHER DEFENSE ACTIVITIES ^{a/b/}
<u>TOTAL</u>	<u>82,793</u>	<u>57,259</u>	<u>10,669</u>	<u>13,052</u>	<u>1,813</u>
Belgium	613	591	-	2	20
Germany	56,881	49,615	31	5,912	1,323
Greece	594	15	118	442	19
Guam	4	-	4	-	-
Italy	1	-	1	-	-
Japan	17,617	3,474	9,319	4,580	244
Korea	3,257	3,257	-	-	-
Netherlands	402	307	-	73	22
Philippines	7	-	6	-	1
Spain	2,029	-	1,124	819	86
United Kingdom	1,388	-	66	1,224	98

^{a/} See the Glossary for a list of the Other Defense Activities.

^{b/} Includes data for DOD Dependents Schools (DODDS) which were marked as estimated because some DODDS components had not updated their indirect hire data since the August 31, 1982, report.

TABLE 4

DEPARTMENT OF DEFENSE
TOTAL CIVILIAN PERSONNEL STRENGTHS BY REGIONAL AREA AND BY COUNTRY
MILITARY FUNCTIONS - SUMMARY

SF EMBER 30, 1962

REGIONAL AREA/COUNTRY	TOTAL DIRECT HIRE	TOTAL FOREIGN NATIONALS	U.S. CITIZENS DIRECT HIRE	FOREIGN NATIONALS DIRECT HIRE	FOREIGN NATIONALS INDIRECT HIRE
TOTAL WORLDWIDE	947,061	117,778	912,076	34,985	82,793
U.S. TERRITORY AND SPECIAL LOCATIONS					
CONTINENTAL U.S.	874,110	231	873,883	227	4
ALASKA	844,696	169	844,507	169	-
HAWAII	3,998	-	3,998	-	-
AMERICAN SAMOA	19,497	-	19,497	-	-
GUAM	2	-	2	-	-
	3,896	29	3,871	25	4
JOHNSTON ATOLL	2	-	2	-	-
NORTHERN MARIANA ISLANDS	1	-	1	-	-
PUERTO RICO	1,841	-	1,841	-	-
TRUST TERRITORY OF THE PACIFIC ISLANDS	57	13	44	13	-
VIRGIN ISLANDS OF THE U.S.	120	-	120	-	-
TOTAL FOREIGN COUNTRIES	72,951	117,547	38,193	34,758	82,789
(1) WESTERN & SOUTHERN EUROPE	33,669	67,569	27,988	5,681	61,888
AUSTRIA	2	1	1	1	-
BELGIUM*	402	601	394	6	593
CYPRUS	1	1	-	1	-
DENMARK*	19	15	4	15	-
FINLAND	3	3	-	3	-
FRANCE*	28	13	15	13	-
GERMANY (FED. REPUBLIC & WEST BERLIN)*	23,191	56,903	23,169	22	56,881
GREECE*	175	615	154	21	594
GREENLAND*	9	-	9	-	-
ICELAND*	943	793	150	793	-
IRELAND	1	1	-	1	-
ITALY*	3,616	2,536	1,081	2,535	1
LUXEMBOURG*	9	-	9	-	-
MALTA	1	1	-	1	-
NETHERLANDS*	210	408	204	6	402
NORWAY*	63	39	24	39	-
PORTUGAL*	1,207	1,042	165	1,042	-
SPAIN*	696	2,039	686	10	2,029
SWEDEN	4	2	2	2	-
SWITZERLAND	4	2	2	2	-
TURKEY*	810	353	257	353	-
UNITED KINGDOM*	2,475	2,201	1,662	813	1,388

TABLE 4

DEPARTMENT OF DEFENSE
TOTAL CIVILIAN PERSONNEL STRENGTHS BY REGIONAL AREA AND BY COUNTRY
MILITARY FUNCTIONS - SUMMARY

SEPTEMBER 30, 1982

REGIONAL AREA/COUNTRY	TOTAL		U.S.		FOREIGN		FOREIGN	
	DIRECT HIRE	FOREIGN NATIONALS	DIRECT HIRE	INDIRECT HIRE	DIRECT HIRE	INDIRECT HIRE	DIRECT HIRE	INDIRECT HIRE
EUROPEAN NATO								
(2) EAST ASIA & PACIFIC	30,019	44,603	6,297		23,722	20,881		
AUSTRALIA	217	201	16		201			
BURMA	1							
CHINA	2		2					
HONG KONG	16	15	1		15			
INDONESIA	28	24	4		24			
JAPAN (INCLUDING OKINAWA)	3,438	17,638	3,417		21	17,617		
MALAYSIA	2	1	1		1			
NEW ZEALAND	14	13	1		13			
PAPUA NEW GUINEA	2	2			2			
PHILIPPINES	12,450	11,277	1,190		11,270	7		
REPUBLIC OF KOREA	13,788	15,386	1,657		12,129	3,257		
SINGAPORE	33	23	10		23			
THAILAND	30	22	8		22			
(3) AFRICA, NEAR EAST & SOUTH ASIA	1,811	664	1,267		544	20		
AFGHANISTAN	1	1			1			
ALGERIA	3	3			3			
BAHRAIN	73	62	31		42	20		
BANGLADESH	1	1			1			
BRITISH INDIAN OCEAN TERRITORY (INCLUDES DIEGO GARCIA)	11		11					
CAMEROON	1							
EGYPT	237	205	32		205			
GHANA	2	1	1		1			
INDIA	10	10			10			
ISRAEL	92	4	88		4			
IVORY COAST	2							
JORDAN	13	2			2			
KENYA	5	7	6		7			
LEBANON	4	2	3		2			
LIBERIA	5	4			4			
MADAGASCAR		3	2		3			
MALAWI	1	1			1			
MOROCCO	1	1			1			
NEPAL	6	7	1		7			
NIGERIA	2	2			2			
	4	3	1		3			

TABLE 4

DEPARTMENT OF DEFENSE
TOTAL CIVILIAN PERSONNEL STRENGTHS BY REGIONAL AREA AND BY COUNTRY
MILITARY FUNCTIONS - SUMMARY

SEPTEMBER 30, 1982

REGIONAL AREA/COUNTRY	TOTAL DIRECT HIRE	TOTAL FOREIGN NATIONALS	U.S. CITIZENS DIRECT HIRE	FOREIGN NATIONALS DIRECT HIRE	FOREIGN NATIONALS INDIRECT HIRE
OMAN	18	2	16	2	-
PAKISTAN	12	11	1	11	-
SAUDI ARABIA	1,275	209	1,066	209	-
SENEGAL	1	1	-	1	-
SOMALIA	1	1	-	1	-
SOUTH AFRICA	2	1	1	1	-
SRI LANKA	1	1	-	1	-
SUDAN	4	2	2	2	-
SYRIA	1	1	-	1	-
TUNISIA	5	4	1	4	-
UNITED ARAB EMIRATES	2	2	-	2	-
YEMEN (SANA)	6	5	3	5	-
ZAIRE	5	4	1	4	-
(4) WESTERN HEMISPHERE	7,418	4,789	2,629	4,789	-
ANTIGUA	5	2	3	2	-
ARGENTINA	14	9	5	9	-
BAHAMAS, THE	6	-	6	-	-
BERMUDA	460	134	316	134	-
BOLIVIA	5	4	1	4	-
BRAZIL	16	9	7	9	-
CANADA	171	148	23	148	-
CHILE	7	4	3	4	-
COLOMBIA	15	13	2	13	-
COSTA RICA	4	3	1	3	-
CUBA (GUANTANAMO)	878	565	313	565	-
DOMINICAN REPUBLIC	6	5	1	5	-
ECUADOR	10	6	4	6	-
EL SALVADOR	7	5	2	5	-
GUATEMALA	6	5	1	5	-
HAITI	1	1	-	1	-
HONDURAS	6	5	3	5	-
MEXICO	5	4	1	4	-
NETHERLANDS ANTILLES	2	-	2	-	-
NICARAGUA	4	3	1	3	-
PANAMA	5,759	3,634	1,925	3,634	-
PARAGUAY	11	8	3	8	-
PERU	10	7	3	7	-

TABLE 4

DEPARTMENT OF DEFENSE
TOTAL CIVILIAN PERSONNEL STRENGTHS BY REGIONAL AREA AND BY COUNTRY
MILITARY FUNCTIONS - SUMMARY

SEPTEMBER 30, 1982

REGIONAL AREA/COUNTRY	TOTAL DIRECT HIRE	TOTAL FOREIGN NATIONALS	U.S. CITIZENS DIRECT HIRE	FOREIGN NATIONALS DIRECT HIRE	FOREIGN NATIONALS INDIRECT HIRE
URUGUAY	5	5	-	5	-
VENEZUELA	13	10	3	10	-
(5) ANTARCTICA	-	-	-	-	-
(6) EASTERN EUROPE	34	22	12	22	-
BULGARIA	2	2	-	2	-
CZECHOSLOVAKIA	3	2	1	2	-
HUNGARY	3	2	1	2	-
POLAND	6	3	3	3	-
ROMANIA	4	3	1	3	-
UNION OF SOVIET SOCIALIST REPUBLICS	11	7	4	7	-
YUGOSLAVIA	5	3	2	3	-
(7) UNDISTRIBUTED	-	-	-	-	-

NOTE. EXCLUDES SPECIAL EMPLOYMENT CATEGORIES FOR STUDENTS
AND DISADVANTAGED YOUTH.

TABLE 5

DEPARTMENT OF DEFENSE
ARMY CIVILIAN PERSONNEL STRENGTHS BY REGIONAL AREA AND BY COUNTRY
MILITARY FUNCTIONS

SEPTEMBER 30, 1982

REGIONAL AREA/COUNTRY	TOTAL DIRECT HIRE	TOTAL FOREIGN NATIONALS	U.S. CITIZENS DIRECT HIRE	FOREIGN NATIONALS DIRECT HIRE	FOREIGN NATIONALS INDIRECT HIRE
TOTAL WORLDWIDE	322,057	72,721	306,595	15,462	57,259
U.S. TERRITORY AND SPECIAL LOCATIONS					
CONTINENTAL U.S.	286,135	-	286,135	-	-
ALASKA	278,471	-	278,471	-	-
HAWAII	2,306	-	2,306	-	-
AMERICAN SAMOA	4,351	-	4,351	-	-
GUAM	2	-	2	-	-
	8	-	8	-	-
JOHNSTON ATOLL	2	-	2	-	-
PUERTO RICO	843	-	843	-	-
TRUST TERRITORY OF THE PACIFIC ISLANDS	33	-	33	-	-
VIRGIN ISLANDS OF THE U.S.	119	-	119	-	-
TOTAL FOREIGN COUNTRIES	35,922	72,721	20,460	15,462	57,259
(1) WESTERN & SOUTHERN EUROPE	17,679	52,176	16,231	1,646	50,526
AUSTRIA	1	1	-	1	-
BELGIUM*	246	595	242	4	591
DENMARK*	3	3	-	3	-
FRANCE*	10	5	5	5	-
GERMANY (FED. REPUBLIC & WEST BERLIN)*	15,695	49,630	15,680	15	49,615
GREECE*	21	28	8	13	15
ITALY*	1,194	1,016	178	1,016	-
LUXEMBOURG*	8	-	8	-	-
NETHERLANDS*	63	310	60	3	307
NORWAY*	2	2	-	2	-
PORTUGAL*	12	9	3	9	-
SPAIN*	16	7	9	7	-
TURKEY*	32	25	7	25	-
UNITED KINGDOM*	576	845	31	545	-
*EUROPEAN NATO	(17,678)	(52,175)	(16,231)	(1,647)	(50,526)
(2) EAST ASIA & PACIFIC	12,477	17,171	2,037	10,440	6,731
JAPAN (INCLUDING OKINAWA)	735	3,474	735	-	3,474
MALAYSIA	1	-	1	-	-
REPUBLIC OF KOREA	11,740	13,697	1,300	10,440	3,257
THAILAND	1	-	1	-	-
(3) AFRICA, NEAR EAST & SOUTH ASIA	1,349	246	1,103	246	-

TABLE 5

DEPARTMENT OF DEFENSE
ARMY CIVILIAN PERSONNEL STRENGTHS BY REGIONAL AREA AND BY COUNTRY
MILITARY FUNCTIONS

SEPTEMBER 30, 1982

REGIONAL AREA/COUNTRY	TOTAL DIRECT HIRE	TOTAL FOREIGN NATIONALS	U.S. CITIZENS DIRECT HIRE	FOREIGN NATIONALS DIRECT HIRE	FOREIGN NATIONALS INDIRECT HIRE
EGYPT	21	9	12	9	-
GHANA	1	-	1	-	-
ISRAEL	84	-	84	-	-
JORDAN	10	5	5	5	-
KENYA	5	2	3	2	-
LEBANON	2	2	-	2	-
LIBERIA	4	2	2	2	-
MOROCCO	4	4	-	4	-
NIGERIA	1	1	-	1	-
OMAN	17	1	16	1	-
SAUDI ARABIA	1,164	206	978	206	-
SOMALIA	1	1	-	1	-
SUDAN	2	1	1	1	-
TUNISIA	4	3	1	3	-
UNITED ARAB EMIRATES	2	2	-	2	-
YEMEN (SANA)	4	4	-	4	-
ZAIRE	3	3	-	3	-
(4) WESTERN HEMISPHERE	4,216	3,127	1,089	3,127	-
ARGENTINA	9	6	3	6	-
BRAZIL	5	3	2	3	-
CANADA	2	2	-	2	-
COLOMBIA	9	6	1	6	-
COSTA RICA	3	3	-	3	-
DOMINICAN REPUBLIC	3	3	-	3	-
ECUADOR	5	4	1	4	-
EL SALVADOR	5	3	2	3	-
GUATEMALA	3	3	-	3	-
HONDURAS	6	4	2	4	-
NICARAGUA	2	2	-	2	-
PANAMA	4,147	3,071	1,076	3,071	-
PARAGUAY	5	4	1	4	-
PERU	3	3	-	3	-
URUGUAY	3	3	-	3	-
VENEZUELA	6	5	1	5	-
(5) ANTARCTICA	-	-	-	-	-
(6) EASTERN EUROPE	1	1	-	1	-
YUGOSLAVIA	1	1	-	1	-
(7) UNDISTRIBUTED	-	-	-	-	-

TABLE 6

DEPARTMENT OF DEFENSE
SUMMARY OF DEPENDENTS OF MILITARY & CIVILIAN PERSONNEL

SEPTEMBER 30, 1982

A. TYPE OF DEPENDENTS OF ACTIVE DUTY MILITARY PERSONNEL

DEPENDENT RELATIONSHIP	TOTAL DEPARTMENT OF DEFENSE	ARMY	NAVY	MARINE CORPS	AIR FORCE
TOTAL DEPENDENTS	2,690,552	1,089,912	586,727	173,375	840,538
SPOUSES	1,075,302	389,896	252,948	73,318	359,140
CHILDREN	1,546,630	638,401	330,657	99,474	478,098
PARENTS	28,652	21,747	3,022	583	3,300
ALL OTHER	39,968	39,868	100	-	-

B. LOCATION OF DEPENDENTS OF ACTIVE DUTY MILITARY PERSONNEL

LOCATION	TOTAL DEPARTMENT OF DEFENSE	ARMY	NAVY	MARINE CORPS	AIR FORCE
WORLDWIDE	2,690,552	1,089,912	586,727	173,375	840,538
CONTINENTAL U.S.	2,245,943	868,917	523,905	153,818	699,303
ALASKA	26,022	11,869	1,445	101	12,607
HAWAII	56,497	18,080	18,826	10,525	9,066
U.S. TERRITORIES	14,445	992	7,454	576	5,423
FOREIGN COUNTRIES	347,645	190,054	35,097	8,355	114,139

TABLE 6

DEPARTMENT OF DEFENSE
SUMMARY OF DEPENDENTS OF MILITARY & CIVILIAN PERSONNEL - SEPTEMBER 30, 1982

C. DEPENDENTS OF U.S. CITIZENS CIVILIAN EMPLOYEES A/

LOCATION	TOTAL DEPARTMENT OF DEFENSE	ARMY	NAVY	AIR FORCE	OSD-JCS & OTHER DEFENSE ACTIVITIES
ALL LOCATIONS BELOW	22,840	12,855	3,366	5,819	800
ALASKA	1,178	689	176	303	10
HAWAII	968	171	489	197	111
U.S. TERRITORIES	742	89	451	149	53
FOREIGN COUNTRIES	19,952	11,906	2,250	5,170	626

A/ FOR ALASKA, HAWAII, AND U.S. TERRITORIES, EXCLUDED ARE DEPENDENTS OF CITIZENS WHO ARE EMPLOYED IN THE STATE OR TERRITORY OF THEIR PERMANENT RESIDENCE.

TABLE 7

DEPARTMENT OF DEFENSE
DEPENDENT STRENGTHS BY REGIONAL AREA AND BY COUNTRY
SEPTEMBER 30, 1982

REGIONAL AREA/COUNTRY	TOTAL DEPENDENTS OF MILITARY AND CIVILIAN EMPLOYEES					GSD AND DEFENSE AGENCIES
	TOTAL	ARMY	AIR FORCE	NAVY	MARINE CORPS	
TOTAL WORLDWIDE	2,713,392	1,102,767	846,357	590,093	173,375	800
U.S. TERRITORY AND SPECIAL LOCATIONS						
CONTINENTAL U.S.	2,345,795	900,807	727,048	552,746	165,020	174
ALASKA	2,245,943	868,917	699,303	523,905	153,816	-
HAWAII	27,200	12,558	12,910	1,621	101	10
AMERICAN SAMOA	57,465	18,251	9,263	19,315	10,525	111
GUAM	11,892	3	-	1	6	-
PUERTO RICO	11,892	54	5,453	6,055	327	3
TRUST TERRITORY OF THE PACIFIC ISLANDS	3,215	1,020	79	1,836	237	43
VIRGIN ISLANDS OF THE U.S.	14	-	-	3	4	7
	56	4	40	10	2	-
TOTAL FOREIGN COUNTRIES	367,597	201,960	119,309	37,347	8,355	626
(1) WESTERN & SOUTHERN EUROPE						
AUSTRIA	280,512	179,560	85,400	14,004	1,209	339
BELGIUM*	42	11	6	3	3	19
CYPRUS	3,477	2,178	1,086	164	40	9
DENMARK*	7	3	-	-	4	-
FINLAND	52	8	16	12	16	-
	46	16	4	10	2	14
FRANCE*	123	60	29	18	13	3
GERMANY (FED. REPUBLIC & WEST BERLIN)*	211,191	170,826	39,585	365	158	257
GREECE*	3,135	507	2,362	249	12	5
IRELAND*	2,177	-	640	1,475	62	-
	14	8	-	-	6	-
ITALY*	13,932	4,286	4,618	4,641	175	12
LUXEMBOURG*	8	-	-	-	8	-
NETHERLANDS*	3,147	848	2,236	34	25	4
NORWAY*	358	48	211	62	37	-
PORTUGAL*	1,589	27	1,236	323	3	-
SPAIN*	9,712	34	6,737	2,733	204	4
SVALBARD AND JAN MAYEN	1	-	-	-	1	-
SWEDEN	37	3	21	1	12	-
SWITZERLAND	24	9	4	2	9	-
TURKEY*	2,648	462	2,124	47	15	-
UNITED KINGDOM*	28,792	226	24,485	3,665	404	12
*NATO COUNTRIES						

TABLE 7

DEPARTMENT OF DEFENSE
DEPENDENT STRENGTHS BY REGIONAL AREA AND BY COUNTRY
SEPTEMBER 30, 1982

REGIONAL AREA/COUNTRY	TOTAL DEPENDENTS OF MILITARY AND CIVILIAN EMPLOYEES					MARINE CORPS	OSD AND DEFENSE AGENCIES
	TOTAL	ARMY	AIR FORCE	NAVY			
(2) EAST ASIA & PACIFIC	68,718	13,725	29,783	19,004	6,142	83	
AUSTRALIA	517	7	137	352	21	-	
BURMA	12	8	4	-	-	-	
CHINA	29	9	2	13	5	-	
FIJI	4	-	-	4	-	-	
HONG KONG	62	16	12	16	18	-	
INDONESIA	56	8	7	19	21	1	
JAPAN (INCLUDING OKINAWA)	33,945	3,603	16,137	9,061	5,103	41	
MALAYSIA	36	24	6	2	4	-	
NEW ZEALAND	106	6	24	70	6	-	
PHILIPPINES	21,053	54	11,321	8,818	841	19	
REPUBLIC OF KOREA	12,418	9,946	2,042	320	91	19	
SINGAPORE	333	10	9	303	8	3	
THAILAND	147	35	62	26	24	-	
(1) AFRICA, NEAR EAST & SOUTH ASIA	1,277	351	432	285	159	50	
ALGERIA	8	8	-	-	-	-	
BAHRAIN	47	-	-	46	-	1	
BANGLADESH	1	1	-	-	-	-	
CAMEROON	4	4	-	-	-	-	
CONGO	2	-	-	-	2	-	
EGYPT	248	54	48	137	9	-	
ETHIOPIA	2	-	-	1	1	-	
GABON	2	-	-	-	2	-	
GHANA	2	2	-	-	-	-	
INDIA	35	4	9	11	11	-	
ISRAEL	59	23	29	7	-	-	
IVORY COAST	19	13	-	-	6	-	
JORDAN	24	13	10	-	1	-	
KENYA	19	-	4	3	12	-	
KUWAIT	10	-	3	2	5	-	
LEBANON	5	3	-	-	2	-	
LIBERIA	32	20	3	4	5	-	
MADAGASCAR	4	-	-	-	4	-	
MALAWI	2	2	-	-	-	-	
MALI	3	-	-	-	3	-	

TABLE 7

DEPARTMENT OF DEFENSE
DEPENDENT STRENGTHS BY REGIONAL AREA AND BY COUNTRY
SEPTEMBER 30, 1982

TOTAL DEPENDENTS OF MILITARY AND CIVILIAN EMPLOYEES						
REGIONAL AREA/COUNTRY	TOTAL	ARMY	AIR FORCE	NAVY	MARINE CORPS	OSD AND DEFENSE AGENCIES
MAURITIUS	4	-	-	-	4	-
MOROCCO	57	3	18	14	22	-
NEPAL	4	2	-	-	-	-
NIGER	3	-	-	-	2	-
NIGERIA	12	1	9	1	3	1
OMAN	8	-	2	-	6	-
PAKISTAN	20	4	12	4	-	-
REPUBLIC OF CAPE VERDE	1	-	-	-	1	-
ST. HELENA (INCLUDES ASCENSION ISLAND)	4	-	4	-	-	-
SAUDI ARABIA	452	120	249	32	3	48
SENEGAL	17	-	-	10	7	-
SOMALIA	7	3	3	-	1	-
SOUTH AFRICA	19	4	1	7	7	-
SRI LANKA	6	-	-	4	2	-
SUDAN	12	12	-	-	-	-
SYRIA	15	9	-	-	6	-
TANZANIA, UNITED REPUBLIC OF	7	-	-	-	7	-
TUNISIA	34	19	1	2	12	-
UPPER VOLTA	4	-	-	-	4	-
YEMEN (SANA)	21	14	6	-	1	-
ZAIRE	37	13	21	-	3	-
ZAMBIA	5	-	-	-	5	-
(4) WESTERN HEMISPHERE	16,418	8,220	3,218	4,028	816	136
ANTIGUA	111	-	3	108	-	-
ARGENTINA	50	25	8	10	7	-
BAHAMAS, THE	34	-	-	30	4	-
BARBADOS	15	5	-	1	9	-
BERMUDA	934	-	-	872	62	-
BOLIVIA	12	10	2	-	-	-
BRAZIL	60	24	12	3	20	1
CANADA	670	6	338	478	19	29
CHILE	27	7	1	6	12	1
COLOMBIA	59	16	16	10	15	2
COSTA RICA	18	11	-	-	6	1
CUBA (GIANTANAMO)	2,122	-	-	1,863	257	2
DOMINICAN REPUBLIC	46	14	7	12	11	2

TABLE 7

DEPARTMENT OF DEFENSE
DEPENDENT STRENGTHS BY REGIONAL AREA AND BY COUNTRY

SEPTEMBER 30, 1982

REGIONAL AREA/COUNTRY	TOTAL DEPENDENTS OF MILITARY AND CIVILIAN EMPLOYEES					OSD AND DEFENSE AGENCIES
	TOTAL	ARMY	AIR FORCE	NAVY	MARINE CORPS	
ECUADOR	46	15	15	3	5	8
EL SALVADOR	4	-	-	1	3	-
GUATEMALA	34	19	3	2	7	3
GUYANA	4	-	-	3	1	-
HAITI	22	7	1	5	9	-
HONDURAS	32	14	5	4	8	1
JAMAICA	25	-	-	9	16	-
MEXICO	94	20	9	29	36	-
NETHERLANDS ANTILLES	1	-	-	1	-	-
NICARAGUA	16	11	-	-	5	-
PANAMA	11,619	7,949	2,747	560	289	74
PARAGUAY	25	10	3	3	-	9
PERU	53	23	19	7	3	1
ST. LUCIA	1	-	-	-	1	-
SURINAME	10	10	-	-	-	-
TRINIDAD AND TOBAGO	1	-	-	-	1	-
URUGUAY	23	12	6	1	4	-
VENEZUELA	50	12	23	7	6	2
(5) ANTARCTICA	-	-	-	-	-	-
(6) EASTERN EUROPE	209	103	33	26	29	18
BULGARIA	4	1	1	-	2	-
CZECHOSLOVAKIA	10	1	5	-	3	1
GERMAN DEMOCRATIC REPUBLIC	60	48	-	-	12	-
HUNGARY	14	8	-	4	2	-
POLAND	16	9	2	2	-	3
ROMANIA	12	5	3	3	1	-
UNION OF SOVIET SOCIALIST REPUBLICS	75	23	14	15	9	14
YUGOSLAVIA	18	8	8	2	-	-
(7) UNDISTRIBUTED	463	-	463	-	-	-

NOTE: DEPENDENTS OF CIVILIAN EMPLOYEES EXCLUDES DEPENDENTS OF U.S. CITIZEN CIVILIANS IN ALASKA, HAWAII, AND U.S. TERRITORIES WHO ARE PERMANENT RESIDENTS AND EMPLOYED IN THE STATE OR TERRITORY OF THEIR RESIDENCE.

TABLE 8

DEPARTMENT OF DEFENSE
DEPENDENT STRENGTHS BY REGIONAL AREA AND BY COUNTRY
SEPTEMBER 30, 1982

REGIONAL AREA/COUNTRY	DEPENDENTS OF ACTIVE DUTY MILITARY				
	TOTAL	ARMY	AIR FORCE	NAVY	MARINE CORPS
TOTAL WORLDWIDE	2,690,552	1,089,912	840,538	586,727	173,375
U.S. TERRITORY AND SPECIAL LOCATIONS	2,342,907	899,858	726,399	551,630	165,020
CONTINENTAL U.S.	2,245,943	858,917	699,303	523,905	153,818
ALASKA	26,022	11,869	12,607	1,445	101
HAWAII	56,497	18,080	9,066	18,826	10,525
AMERICAN SAMOA	10	3	-	1	6
GUAM	11,325	54	5,304	5,640	327
PUERTO RICO	3,047	931	79	1,800	237
TRUST TERRITORY OF THE PACIFIC ISLANDS	7	-	-	3	4
VIRGIN ISLANDS OF THE U.S.	56	4	40	10	2
TOTAL FOREIGN COUNTRIES	347,645	190,054	114,139	35,097	8,355
COMMAND SPONSORED	-	-	-	-	-
NON-COMMAND SPONSORED	-	-	-	-	-
(1) WESTERN & SOUTHERN EUROPE	266,437	169,664	81,777	13,787	1,209
AUSTRIA	23	11	6	3	3
BELGIUM*	3,128	1,868	1,056	164	40
CYPRUS	7	3	-	-	4
DENMARK*	51	8	15	12	16
FINLAND	32	16	4	10	2
FRANCE*	102	50	21	18	13
GERMANY (FED. REPUBLIC & WEST BERLIN)*	200,980	162,146	38,326	350	158
GREECE*	2,959	489	2,217	241	12
ICELAND*	2,104	-	640	1,402	62
IRELAND	14	8	-	-	6
ITALY*	12,958	3,481	4,481	4,821	175
LUXEMBOURG*	8	-	-	-	8
NETHERLANDS*	3,077	843	2,175	34	25
NORWAY*	357	48	210	62	37
PORTUGAL*	1,506	27	1,153	323	3
SPAIN*	9,056	34	6,087	2,731	204
SVALBARD AND JAN MAYEN	1	-	-	-	1
SWEDEN	37	3	21	1	12
SWITZERLAND	24	9	4	2	9
TURKEY*	2,503	446	1,995	47	15
UNITED KINGDOM*	27,510	174	23,366	3,566	404
*NATO COUNTRIES					

TABLE 8

DEPARTMENT OF DEFENSE
DEPENDENT STRENGTHS BY REGIONAL AREA AND BY COUNTRY

SEPTEMBER 30, 1982

DEPENDENTS OF ACTIVE DUTY MILITARY

REGIONAL AREA/COUNTRY	TOTAL	ARMY	AIR FORCE	NAVY	MARINE CORPS
(2) EAST ASIA & PACIFIC	64,568	12,240	28,460	17,726	6,142
AUSTRALIA	515	7	137	350	21
BURMA	12	8	4	-	-
CHINA	26	9	2	10	5
FIJI	4	-	-	4	-
HONG KONG	62	16	12	16	18
INDONESIA	54	8	7	18	21
JAPAN (INCLUDING OKINAWA)	31,808	2,793	15,164	8,748	5,103
MALAYSIA	33	21	6	2	4
NEW ZEALAND	106	6	24	70	6
PHILIPPINES	20,231	54	11,141	8,195	841
REPUBLIC OF KOREA	11,528	9,275	1,892	270	91
SINGAPORE	47	10	9	20	8
THAILAND	142	33	62	23	24
(3) AFRICA, NEAR EAST & SOUTH ASIA	1,032	329	346	198	159
ALGERIA	8	8	-	-	-
BAHRAIN	46	-	-	46	-
BANGLADESH	1	1	-	-	-
CAMEROON	4	4	-	-	-
CONGO	2	-	-	-	2
EGYPT	127	32	34	52	9
ETHIOPIA	2	-	-	1	1
GABON	2	-	-	-	2
GHANA	2	2	-	-	-
INDIA	35	4	9	11	11
ISRAEL	57	23	27	7	-
IVORY COAST	19	13	-	-	6
JORDAN	24	13	10	-	1
KENYA	19	-	4	3	12
KUWAIT	8	-	3	-	5
LEBANON	5	3	-	-	2
LIBERIA	32	20	3	4	5
MADAGASCAR	4	-	-	-	4
MALAWI	2	2	-	-	-
MALI	3	-	-	-	3

TABLE 8

DEPARTMENT OF DEFENSE
DEPENDENT STRENGTHS BY REGIONAL AREA AND BY COUNTRY
SEPTEMBER 30, 1982

REGIONAL AREA/COUNTRY	DEPENDENTS OF ACTIVE DUTY MILITARY				
	TOTAL	ARMY	AIR FORCE	NAVY	MARINE CORPS
MAURITIUS	4	-	-	-	4
MOROCCO	54	3	15	14	22
NEPAL	4	2	-	-	2
NIGER	3	-	-	-	3
NIGERIA	11	1	9	1	-
OMAN	8	-	2	-	6
PAKISTAN	20	4	12	4	-
REPUBLIC OF CAPE VERDE	1	-	-	-	1
ST. HELENA (INCLUDES ASCENSION ISLAND)	4	-	4	-	-
SAUDI ARABIA	348	120	193	32	3
SENEGAL	17	-	-	10	7
SOMALIA	7	3	3	-	1
SOUTH AFRICA	19	4	1	7	7
SRI LANKA	6	-	-	4	2
SUDAN	12	12	-	-	-
SYRIA	15	9	-	-	6
TANZANIA, UNITED REPUBLIC OF	7	-	-	-	7
TUNISIA	34	19	1	2	12
UPPER VOLTA	4	-	-	-	4
YEMEN (SANA)	15	14	-	-	1
ZAIRE	32	13	16	-	3
ZAMBIA	5	-	-	-	5
4) WESTERN HEMISPHERE	14,954	7,718	3,060	3,360	816
ANTIGUA	111	-	3	108	-
ARGENTINA	48	23	8	10	7
BAHAMAS, THE	24	-	-	20	4
BARBADOS	15	5	-	1	9
BERMUDA	651	-	-	592	62
BOLIVIA	12	10	2	-	-
BRAZIL	59	24	12	3	20
CANADA	640	6	33	478	19
CHILE	26	7	1	6	12
COLOMBIA	53	12	16	10	15
COSTA RICA	13	7	-	-	6
CUBA (GUANTANAMO)	1,802	-	-	1,635	257
DOMINICAN REPUBLIC	14	14	7	12	11

TABLE 8

DEPARTMENT OF DEFENSE
DEPENDENT STRENGTHS BY REGIONAL AREA AND BY COUNTRY

SEPTEMBER 30, 1982

REGIONAL AREA/COUNTRY	DEPENDENTS OF ACTIVE DUTY MILITARY				
	TOTAL	ARMY	AIR FORCE	NAVY	MARINE CORPS
ECUADOR	38	15	15	3	5
EL SALVADOR	4	-	-	1	3
GUATEMALA	31	19	3	2	7
GUYANA	4	-	-	3	1
HAITI	22	7	1	5	9
HONDURAS	27	10	5	4	8
JAMAICA	25	-	-	9	16
MEXICO	93	20	8	29	36
NETHERLANDS ANTILLES	1	-	-	1	-
NICARAGUA	16	11	-	-	5
PANAMA	10,751	7,461	2,591	410	289
PARAGUAY	16	10	3	3	-
PERU	52	23	19	7	3
ST. LUCIA	1	-	-	-	1
SURINAME	10	10	-	-	-
TRINIDAD AND TOBAGO	1	-	-	-	1
URUGUAY	23	12	6	1	4
VENEZUELA	48	12	23	7	6
(5) ANTARCTICA	-	-	-	-	-
(6) EASTERN EUROPE	191	103	33	26	29
BULGARIA	4	1	1	-	2
CZECHOSLOVAKIA	9	1	5	-	3
GERMAN DEMOCRATIC REPUBLIC	60	48	-	-	12
HUNGARY	14	8	-	4	2
POLAND	13	9	2	2	-
ROMANIA	12	5	3	3	1
UNION OF SOVIET SOCIALIST REPUBLICS	61	23	14	15	9
YUGOSLAVIA	18	8	8	2	-
(7) UNDISTRIBUTED	463	-	463	-	-

TABLE 9

DEPARTMENT OF DEFENSE
DEPENDENT STRENGTHS BY REGIONAL AREA AND BY COUNTRY
SEPTEMBER 30, 1982

REGIONAL AREA/COUNTRY	DEPENDENTS OF U.S. CITIZEN CIVILIAN EMPLOYEES				GSD AND DEFENSE AGENCIES
	TOTAL	ARMY	AIR FORCE	NAVY	
TOTAL WORLDWIDE	22,840	12,855	5,819	3,366	600
U.S. TERRITORY AND SPECIAL LOCATIONS	2,888	949	649	1,116	174
ALASKA	1,178	689	303	176	10
HAWAII	968	171	197	489	111
GUAM	567	-	149	415	3
PUERTO RICO	168	89	-	36	43
TRUST TERRITORY OF THE PACIFIC ISLANDS	7	-	-	-	7
TOTAL FOREIGN COUNTRIES	19,952	11,906	5,170	2,250	626
(1) WESTERN & SOUTHERN EUROPE	14,075	9,896	3,623	217	339
AUSTRIA	19	-	-	-	19
BELGIUM*	349	310	30	-	9
DENMARK*	1	-	1	-	-
FINLAND	14	-	-	-	14
FRANCE*	21	10	8	-	3
GERMANY (FED. REPUBLIC & WEST BERLIN)*	10,211	8,680	1,259	15	257
GREECE*	176	18	143	8	5
ICELAND*	73	-	-	73	-
ITALY*	974	805	137	20	12
NETHERLANDS*	70	5	61	-	4
NORWAY*	1	-	1	-	-
PORTUGAL*	83	-	83	-	-
SPAIN*	656	-	650	2	4
TURKEY*	145	16	129	-	-
UNITED KINGDOM*	1,282	52	1,119	99	12
*NATO COUNTRIES					
(2) EAST ASIA & PACIFIC	4,150	1,486	1,303	1,278	83
AUSTRALIA	2	-	-	2	-
CHINA	3	-	-	3	-
INDONESIA	2	-	-	1	1
JAPAN (INCLUDING OKINAWA)	2,137	810	973	313	41
MALAYSIA	3	3	-	-	-

TABLE 9

DEPARTMENT OF DEFENSE
DEPENDENT STRENGTHS BY REGIONAL AREA AND BY COUNTRY

SEPTEMBER 30, 1982

REGIONAL AREA/COUNTRY	DEPENDENTS OF U.S. CITIZEN CIVILIAN EMPLOYEES				OSD AND DEFENSE AGENCIES
	TOTAL	ARMY	AIR FORCE	NAVY	
PHILIPPINES	822	-	180	623	19
REPUBLIC OF KOREA	890	671	150	50	19
SINGAPORE	286	-	-	283	3
THAILAND	5	2	-	3	-
(3) AFRICA NEAR EAST & SOUTH ASIA	245	22	86	87	50
BAHRAIN	1	-	-	-	1
EGYPT	121	22	14	85	-
ISRAEL	2	-	2	-	-
KUWAIT	2	-	-	2	-
MOROCCO	3	-	3	-	-
NIGERIA	1	-	-	-	1
SAUDI ARABIA	104	-	56	-	48
YEMEN (SANA)	6	-	6	-	-
ZATRE	5	-	5	-	-
(4) WESTERN HEMISPHERE	1,464	502	158	668	136
ARGENTINA	2	2	-	-	-
BANAMAS, THE	10	-	-	10	-
BERMUDA	280	-	-	280	-
BRAZIL	1	-	-	-	1
CANADA	30	-	1	-	29
CHILE	1	-	-	-	1
COLOMBIA	6	4	-	-	2
COSTA RICA	5	4	-	-	1
CUBA (GUANTANAMO)	230	-	-	228	2
DOMINICAN REPUBLIC	2	-	-	-	2
ECUADOR	8	-	-	-	8
GUATEMALA	3	-	-	-	3
HONDURAS	5	4	-	-	1
MEXICO	1	-	1	-	-
PANAMA	868	488	156	150	74
PARAGUAY	9	-	-	-	9
PERU	1	-	-	-	1
VENEZUELA	2	-	-	-	2
(5) ANTARCTICA	-	-	-	-	-

TABLE 9

DEPARTMENT OF DEFENSE
DEPENDENT STRENGTHS BY REGIONAL AREA AND BY COUNTRY
SEPTEMBER 30, 1982

REGIONAL AREA/COUNTRY		DEPENDENTS OF U.S. CITIZEN CIVILIAN EMPLOYEES				OSD AND DEFENSE AGENCIES
		TOTAL	ARMY	AIR FORCE	NAVY	
(6) EASTERN EUROPE		18	-	-	-	18
CZECHOSLOVAKIA		1	-	-	-	1
POLAND		3	-	-	-	3
UNION OF SOVIET SOCIALIST REPUBLICS		14	-	-	-	14
(7) UNDISTRIBUTED		-	-	-	-	-
NOTE: DEPENDENTS OF CIVILIAN EMPLOYEES EXCLUDES DEPENDENTS OF U.S. CITIZEN CIVILIANS IN ALASKA, HAWAII, AND U.S. TERRITORIES WHO ARE PERMANENT RESIDENTS AND EMPLOYED IN THE STATE OR TERRITORY OF THEIR RESIDENCE						

APPENDIX 3

GLOSSARY OF TERMS

Active Duty. Full-time duty in the active service of a uniformed service, including duty on the active list, full-time training duty, annual training duty, and attendance while in the active service, at a school designated as a service school or by law or by the Secretary concerned.

Actual Strength. The number of personnel in, or projected to be in, an organization or account at a specified point in time.

Assigned Strength. Actual strength of an entire service, not necessarily equal to combined unit actual strengths since individuals may be assigned but not joined.

Authorized Strength. The total strength authorized by Congress (for internal Service applications only).

Civil Functions. Functions primarily associated with the Civil Works program of the Army Corps of Engineers. This program encompasses planning, programming, designing, constructing, and operating Federal water resource projects for navigation, flood control, hydroelectric power, water supply, recreation, and related activities. Civil Functions also includes cemetery workers (Army) and several conservation management employees (Air Force).

Competitive Service. All civil service positions in the Executive Branch, except:

1. Positions which are specifically exempted from the Competitive Service by or under statute;
2. Positions to which appointments are made by nomination for confirmation by the Senate, unless the Senate otherwise directs or when specifically included in the Competitive Service by statute;
3. Positions in the Senior Executive Service.

Also includes civil service positions not in the Executive Branch which are specifically included in the Competitive Service by statute.

Continental United States. Unless otherwise qualified, means the 48 contiguous States and the District of Columbia.

Direct Hire Civilians. Employees hired directly by an agency of the Department of Defense. Included are foreign nationals hired by the Department of Defense to support DOD activities in their home countries.

DOD. Department of Defense.

Excepted Service. All positions in the Executive Branch of the Federal government (except Senior Executive Service positions) which are specifically excepted from the Competitive Service by or pursuant to a statute, the President, or the Office of Personnel Management.

Full-Time Employees. Employees who are regularly scheduled to work the number of hours and days in the administrative workweek for their employment group or class. (Usually 5 days of 8 hours each.)

Indirect Hire Civilians. Foreign nationals assigned to support US forces through contracts or agreements with foreign governments (or agencies thereof). These personnel are employees of the foreign governments involved. All indirect hires support military functions.

Intermittent Employees. Employees who are employed with no prescheduled tour of duty (i.e., employed on an irregular or occasional basis).

Operating Location. Operating Location is defined as the geographic location where military or civilian employees of the Department of Defense are physically located for the performance of duties.

Other Defense Agencies.

OSD and Related Activities

OSD-JCS	=	Office of the Secretary of Defense and Organization of the Joint Chiefs of Staff
AFIS	=	American Forces Information Service
CHAMPUS	=	Civilian Health and Medical Program of the Uniform Services
DARPA	=	Defense Advanced Research Projects Agency
DSAA	=	Defense Security Assistance Agency
TRIMIS	=	Tri-Service Medical Information System
USCMA	=	US Court of Military Appeals
OEAA	=	Office of Economic Adjustment
WHS	=	Washington Headquarters Services
DLS	=	Defense Legal Services

Defense Audiovisual Agency
Defense Audit Service
Defense Communications Agency
Defense Contract Audit Agency
Defense Intelligence Agency
Defense Investigative Service
Defense Logistics Agency
Defense Mapping Agency
Defense Nuclear Agency
Department of Defense Dependents Schools
Uniform Services University of the Health Sciences

Part-Time Employees. Employees who are regularly scheduled for a prearranged tour of duty which is less than the specified number of hours or days worked by full-time employees in the same employment group or class.

Total Civilian Employment. Total direct and indirect hire civilian employment. For direct hires, includes, with some exceptions, all direct hire employees who had not officially separated as of the report date and who either worked during the reporting period or were on paid leave.

Wage System Employees. Employees whose basic rates of pay are fixed in accordance with locally prevailing rates or by wage boards or similar administrative authority. Includes prevailing rate employees. (Prevailing rate employees are those employed by an agency in a recognized trade or craft; other skilled mechanical craft; or an unskilled, semi-skilled, or skilled manual labor occupation. Also includes any other person, including a foreman or supervisor, in a position where trade, craft, or labor experience and knowledge is a paramount requirement.)

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