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United States
Department of Defense



U.S. European Command
Civilian Staffing Process

Report Documentation Page

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Acronyms and Abbreviations

AO	Authorizing Official
CHRA-E	Civilian Human Resources Agency - Europe Region
CPAC	Civilian Personnel Advisory Center
DCPDS	Defense Civilian Personnel Data System
EOD	Entrance on Duty
RPA	Request for Personnel Action
RPI	Request for Preliminary Information
SDW	Salary Determination Worksheet
USEUCOM	U.S. European Command



INSPECTOR GENERAL
DEPARTMENT OF DEFENSE
400 ARMY NAVY DRIVE
ARLINGTON, VIRGINIA 22202-4704

May 4, 2010

MEMORANDUM FOR COMMANDER, U.S. EUROPEAN COMMAND
DIRECTOR, ARMY CIVILIAN HUMAN RESOURCES
AGENCY - EUROPE REGION

SUBJECT: U.S. European Command Civilian Staffing Process
(Report No. D-2010-056)

We are providing this report for your information and use. We performed this audit at the request of the Chief of Staff, U.S. European Command. We considered management comments on a draft of this report when preparing the final report.

Comments on the draft of this report conformed to the requirements of DOD Directive 7650.3 and left no unresolved issues. Therefore, we do not require any additional comments.

We appreciate the courtesies extended to the staff. Please direct questions to Mr. Donald A. Bloomer at (703) 604-8863 (DSN 312-664-8863).

A handwritten signature in cursive script, reading "Alice F. Carey".

Alice F. Carey
Acting Assistant Inspector General
Readiness, Operations, and Support



Results in Brief: U.S. European Command Civilian Staffing Process

What We Did

We performed the audit in response to a request from the Chief of Staff, U.S. European Command (USEUCOM), to review the USEUCOM civilian staffing rate in 2008.

The objective was to determine whether USEUCOM civilian staffing efforts provided adequate support for the Command's Operation Enduring Freedom activities. To that end, we reviewed the timeliness with which USEUCOM hired civilians between October 2006 and January 2009. We also reviewed USEUCOM job vacancy announcements to determine whether restrictions in them affected staffing levels. We examined the civilian staffing rate to determine why it declined throughout 2008.

The USEUCOM civilian staffing process is managed by the hiring manager, the USEUCOM Manpower Personnel and Administration Directorate, and the U.S. Army Civilian Personnel Advisory Center. The Defense Civilian Personnel Data System (DCPDS) is an automated system that tracks this process.

What We Found

We found that USEUCOM's staffing process did not impede the Command's ability to support Operation Enduring Freedom activities. USEUCOM's hiring of civilians was usually timely; the staffing process took an average of 87 business days. In addition, we did not identify any restrictions in the position announcements that affected the USEUCOM staffing rate.

During the civilian staffing process, however, USEUCOM managers could not efficiently track the status of billets they were trying to fill.

Specifically, managers could view in DCPDS how many days a hiring action had remained at a particular step but had no way to know how long the step or the process should take. Efficient tracking was not possible because USEUCOM and the U.S. Army Civilian Human Resources Agency - Europe Region (CHRA-E) have not defined the phases of the staffing process in the automated personnel system or provided points of contact for steps in each phase.

What We Recommend

To improve oversight of the staffing process, we recommend that the USEUCOM Commander and the Director of the U.S. Army Civilian Human Resources Agency – Europe Region, jointly establish and publish a table showing:

- the phases in the DCPDS staffing process and the steps in each phase,
- a single point of contact for the steps in each phase, and
- time frames for the completion of each step in the staffing process.

Management Comments and Our Response

The comments of the USEUCOM Commander and the Director, U.S. Army Civilian Human Resources Agency – Europe Region, were responsive to the recommendation. Please see the recommendations table on the back of this page.

Recommendations Table

Management	Recommendation Requires Additional Comment
Commander, U.S. European Command	No
Director, U.S. Army Civilian Human Resources Agency - Europe Region	No

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Introduction

Objectives

Our objective was to determine whether the U.S. European Command's (USEUCOM's) civilian staffing efforts provided adequate staff to support the Command's Operation Enduring Freedom activities. Specifically, we reviewed the USEUCOM staffing actions to determine whether they were performed in a timely manner. We also reviewed the USEUCOM job vacancy announcements to determine whether restrictions in these announcements affected staffing levels. For the scope and methodology of our review, see Appendix A.

Background

We performed the audit in response to a request from the USEUCOM Chief of Staff to review the USEUCOM civilian staffing rate in 2008. The USEUCOM civilian staffing program is managed by the command's Manpower, Personnel and Administration Directorate at Patch Barracks in Stuttgart, Germany. This office provides oversight of the employment process, administrative staffing actions, and employee performance. Personnel with the U.S. Army Civilian Human Resources Agency - Europe Region's Civilian Personnel Advisory Center (CPAC) in Stuttgart also participate in the process. During the scope of our review, USEUCOM filled 300 civilian positions.

U.S. European Command

USEUCOM is responsible for U.S. military activities in Europe and parts of the Middle East. According to its mission statement, the Command seeks to conduct military operations, develop and strengthen security and interagency relationships, support the North Atlantic Treaty Organization, and build partner capacity to enhance transatlantic security and defend the homeland forward. According to a USEUCOM March 2009 staffing report, the Command has 1,421 military members and 538 civilian employees.

Civilian Staffing Process

The civilian staffing process involves a series of steps that both USEUCOM and CPAC complete. The USEUCOM organizations involved in the staffing process include the organization requesting to hire a civilian; USEUCOM's Manpower, Personnel and Administration Directorate (which includes the offices of Civilian Personnel and Manpower); and the Comptroller. The Defense Civilian Personnel Data System (DCPDS) is an automated system that stores personnel information and is used in the civilian staffing process. Once USEUCOM or CPAC completes a step in the staffing process, DCPDS forwards a Request for Personnel Action (RPA) to the next responsible party. For detailed information on the USEUCOM civilian staffing process, see Appendix B.

Guidance

We did not identify formal guidance applicable to the audit objectives. To determine whether staffing was adequate to support USEUCOM's Operation Enduring Freedom activities, we reviewed the USEUCOM civilian staffing process for timeliness. To determine whether the civilian hiring process was timely, we developed a reasonable time frame for completing each step of the process and compared it with the actual completion time for hiring actions.

Review of Internal Controls

We determined that internal controls over the civilian staffing process were generally effective as they applied to the audit objective. However, implementing our recommendation will improve managers' ability to measure performance throughout the civilian staffing process.

Finding. Performance Management

Although the USEUCOM staffing process was usually timely, taking an average of 87 business days to fill a position, USEUCOM managers could not efficiently track specific hiring actions and determine their status in the staffing process. Efficient tracking was not possible because USEUCOM and the U.S. Army Civilian Human Resources Agency - Europe Region (CHRA-E) have not defined the phases of the staffing process in the automated personnel system or provided points of contact for steps in each phase. USEUCOM and CHRA-E have also not established and published USEUCOM-specific time frames for each phase. As a result, USEUCOM hiring managers may not be able to provide adequate information to senior leaders to assist in their decision making.

Support of Operation Enduring Freedom Activities

To determine whether USEUCOM's staffing process supported its Operation Enduring Freedom activities, we reviewed the timeliness of staffing actions and determine whether restrictions in the position announcement caused a drop in the staffing level identified in 2008. We found that the hiring actions were usually timely, and the staffing level dropped due to an increase in the number of authorized billets. We did not identify any restrictions in the position announcements that caused the staffing level to drop.

Timeliness

The civilian staffing process was usually timely and did not impede the USEUCOM's ability to support Operation Enduring Freedom activities. We found that the process took an average of 87 business days, 41 days less than the auditor-developed estimated time frame of 128 business days.

To determine whether the USEUCOM civilian staffing process was timely, we identified 10 key steps in the civilian staffing process in DCPDS. We then met with USEUCOM and CPAC personnel responsible for the staffing process to develop a desired completion time frame for each step. Representatives from both USEUCOM and CPAC agreed that a reasonable amount of time to complete all of the steps to hire a civilian would be 128 days. Figure 1 lists the 10 steps along with the days seen as sufficient to accomplish them.

Figure 1. Time Frames for Completing Steps in the Civilian Staffing Process

Key Steps	Responsible Office	Business Days
1. Initiate and authorize RPA	USEUCOM	7
2. Process RPA	USEUCOM	10
3. Review classification	USEUCOM	5
4. Select required/desired skills and generate announcement	CPAC	5
5. Publish and hold open the announcement	CPAC	10
6. Compile referral list and forward to selecting official	CPAC	10
7. Select candidate and return referral list to CPAC	USEUCOM	22
8. Process Request for Preliminary Information and Salary Determination Worksheet	USEUCOM/CPAC	13
9. Issue tentative job offer and allow time for selectee to accept	CPAC	6
10. Finalize process for selectee's EOD	USEUCOM/CPAC	40
Total		128

Using the total staffing process data we collected, we calculated the mean to be 87 days with a standard deviation of 61 days; 128 days falls at the 79th percentile level, indicating that 79 percent of the total staffing process values are less than 128 days.

U.S. European Command Civilian Staffing Rate in 2008

USEUCOM officials expressed concern about their civilian staffing rate. Specifically, the officials were concerned that the rate was 20 percent lower than the military rate, which was at 92 percent. Subsequently, USEUCOM officials requested a review of the civilian staffing process.

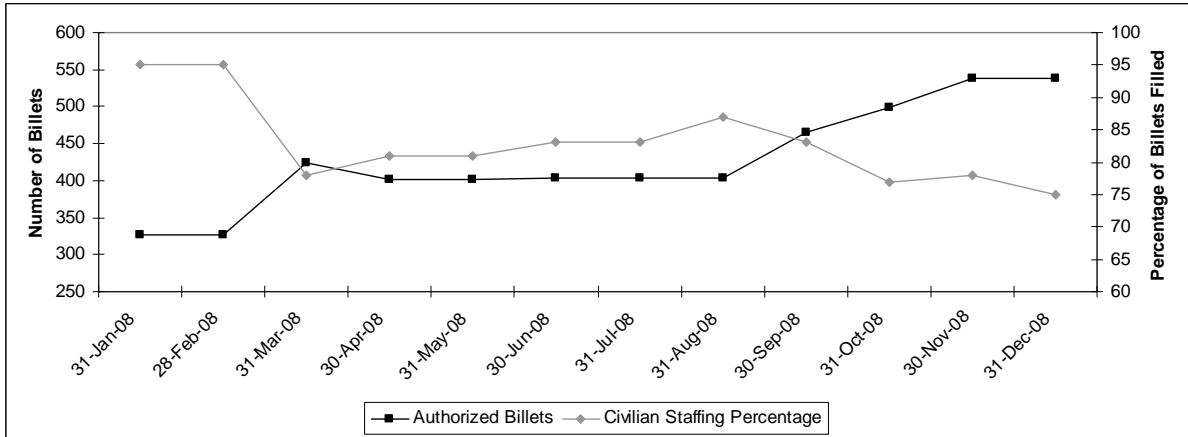
Staffing Rate in 2008

The USEUCOM civilian staffing rate declined from 95 percent in January 2008 to 75 percent in December 2008. The decline was the result of an overall increase in authorized billets from 327 to 538. Because filling a billet took about 87 business days, the percentage of billets filled remained low while hiring was being completed.

Decrease in Staffing Levels

At the start of 2008, USEUCOM had 327 authorized civilian billets. By the end of the year, the billets had increased by about 65 percent to 538, with significant increases in March and from September through November. Figure 2 illustrates the concomitant decrease in staffing levels.

Figure 2. 2008 Civilian Staffing Levels

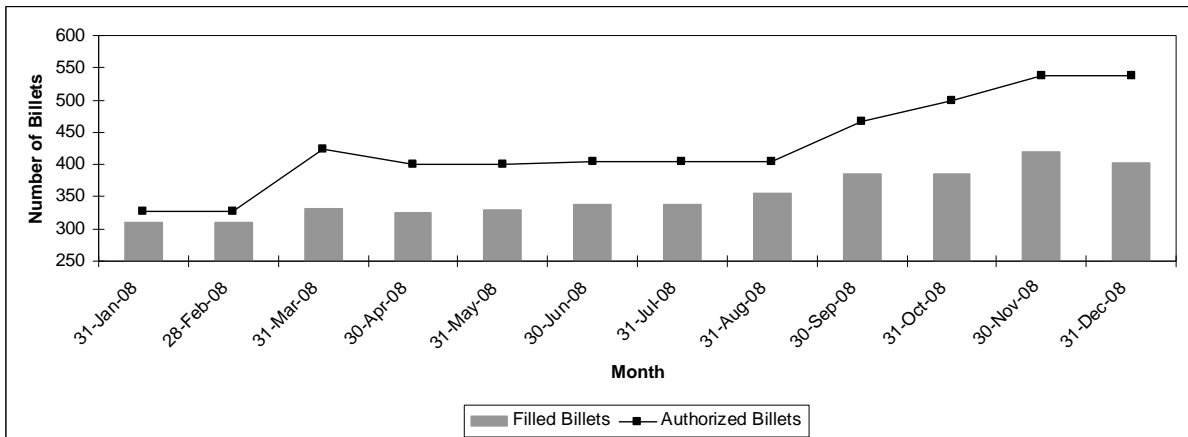


The billet increases in March, September, October, and November gave the appearance that civilian staffing levels were a problem. Specifically, the 30 percent increase in civilian billets in March and the 33 percent increase from August through November caused the staffing levels to decline from more than 90 percent to around 75 percent.

Time to Fill Positions

The average time to fill a vacant position in USEUCOM was 87 business days. Figure 3 shows the increase in authorized billets and the slower, incremental increase in the number of filled positions. If the 87-business-day average were factored into the number of filled billets, the staffing rate would be higher. For example, the number of authorized billets increased by 98 from January to March, causing the staffing rate to drop from 95 percent to 78 percent. If the 87-business-day time frame to fill a position was factored in, these positions would be filled by September. Dividing the September filled billets by the March authorized billets would result in a staffing level of about 90 percent.

Figure 3. 2008 Civilian Staffing Levels Compared With Authorized Billets



Restrictions

There were 300 USEUCOM civilian hiring actions identified during the period covered by the audit, and 62 of those actions took longer than the expected time frame provided

by USEUCOM and CPAC management. We reviewed these actions to determine whether the announcements contained restrictions that may have hindered applicants from applying for a position. Two potential restrictions arose from this review: term positions and security clearances.

- **Term Positions.*** Of the 300 hiring actions reviewed, 73 (24.33 percent) were identified as term positions. However, only 29 (39.73 percent) of those positions were delayed. The delayed number of hiring actions associated with this restriction as a percentage of the total number of term position hiring actions is too low to be considered an interruption in the staffing process.
- **Security Clearances.** Of the 300 hiring actions reviewed, 11 (3.67 percent) were identified as requiring a security clearance. However, four (36.36 percent) of these positions were delayed. Although this percentage exceeds one-third of the hiring actions requiring a security clearance, this restriction should not be seen as negatively affecting the staffing process because the clearance specific to the position is in the interest of national security.

These restrictions did not appear to reduce the 2008 civilian staffing rate.

Tracking the Staffing Process

Although the process was usually timely, we identified improvements that could be made in the staffing process to give DoD managers more visibility of their hiring actions. While DCPDS currently provides the hiring managers information that shows the amount of time a hiring action has been in a particular step, the managers lack a context to evaluate this information against.

DCPDS is an automated system designed to improve the accuracy, responsiveness, and usefulness of data required for civilian personnel management within DOD. USEUCOM civilian hiring actions are processed through DCPDS, and the system maintains information regarding the status of hiring actions. When one party in the process completes a task, the system forwards the action to the next responsible party. DCPDS tracks where an item is, how long it has been in the current phase, and whether it is meeting Army standards for timeliness. Managers (and other users) of the system can access this information at any point in the process. However, since USEUCOM and CHRA-E did not identify what work is performed in each phase of the staffing process and did not establish and publish USEUCOM-specific time frames for hiring actions, managers and other users of DCPDS could not efficiently track hiring actions through the process and determine their status. Without this information, USEUCOM managers may not be able to provide senior leadership the information they need to make informed decisions regarding staffing levels and requirements.

* DOD 1400.25-M defines a term position as an appointment that is for a specified period of time when the need for an employee's services is not permanent.

Definition of Phases

While DCPDS allows managers to see what phase of the staffing process their action is currently in, the system offers no descriptions as to what each phase entails. Some phase titles are self-explanatory; for example, “In-Class,” identifies positions that are currently being classified.* However, other phase titles are vague and do not clearly reflect the steps being performed. One example is “PRE-PERS.” According to CPAC officials, this phase covers the steps USEUCOM performs before the hiring action arrives at CPAC, including reviews by USEUCOM’s Civilian Personnel, Manpower, and Comptroller offices. However, without definitions of these steps, managers may not be fully aware of the steps that are covered in the “PRE-PERS” phase. With this information, the hiring managers and other users of the system would be better informed and could more effectively evaluate the progress of hiring actions.

Identification of Points of Contact

DCPDS identifies the e-mail address of the person responsible for the current phase of the hiring action. In addition, it shows a history of the e-mail traffic for each action. However, DCPDS does not link the e-mail address with specific steps in the staffing process and does not indicate which office the person with that e-mail address works in. Because of the number of e-mail addresses associated with a single action, managers may have difficulty determining where their action is in the process. For example, in the “PRE-PERS” phase, a hiring action may involve several USEUCOM offices, including Civilian Personnel, Manpower, and Comptroller. Because the e-mail addresses in DCPDS do not contain office identification, managers do not have a way to determine who is currently working on their hiring action. Both USEUCOM and CPAC officials have provided the hiring managers the names and numbers of all the people in their offices who are part of the staffing process, but the contact information does not indicate who is responsible for each step. If USEUCOM and CPAC establish a single point of contact for each step within a phase, managers will have the contact information they need to follow up on items of interest.

USEUCOM-Specific Time Frames

DCPDS does provide managers with the number of days an item has been in the current phase, and indicates whether the hiring action is meeting Army standards for timeliness. The Army has developed a color-coded system that indicates whether an item is within desired time frames; however, the Army’s color-coded system does not necessarily reflect how long hiring actions take for USEUCOM. For example, the final steps of the staffing process fall under the DCPDS phase “Committed,” which includes the in-processing that occurs after a candidate accepts a position. The Army color code is green for days 0 through 6 of this phase. After 6 days it changes to yellow, and after 12 days, to red. However, because of the additional time required to process a move to Europe, the time frames identified in the color-coded system for this step are not useful for

* Position classification is a process through which Federal jobs (positions) are assigned to a pay system, series, title, and grade or band, based on consistent application of position classification standards.

USEUCOM hiring actions. According to USEUCOM and CPAC officials, they have not established acceptable time frames for USEUCOM hiring actions.

Conclusion

By defining the phases of the staffing process, providing complete point of contact information for each phase, and establishing and publishing time frames for the completion of each phase, USEUCOM and CHRA-E will be able to effectively monitor the performance of the civilian staffing process. Specifically, USEUCOM hiring managers will be able to determine the status of specific hiring actions by comparing them with established time frames. Additionally, if managers have questions on the status of a particular action, they will have the contact information they need to follow up on that action. This would allow managers to provide accurate information to senior leaders regarding the staffing rate and the status of hiring actions to assist in organizational planning.

Recommendation, Management Comments, and Our Response

We recommend that the Commander, U.S. European Command, and the Director, U.S. Army Civilian Human Resources Agency - Europe Region, jointly establish and publish a table showing phases in the Defense Civilian Personnel Data System staffing process and steps in each phase, a single point of contact for the steps in each phase of the staffing process, and time frames for the completion of each phase.

USEUCOM Comments

The Chief of Staff, USEUCOM, suggested delaying the action on our recommendation pending the establishment of DOD and Army guidance related to the conversion of all National Security Personnel System employees to the General Schedule pay and classification system. He stated that changes might also result from the ongoing combatant commands' human resources service provider study. The Chief of Staff noted that the managers have access to information on their hiring actions through the Civilian Personnel Online portal, allowing them to see the status of the actions; he mentioned they could continue to use this portal until they receive conversion guidance. Finally, the Chief of Staff stated that, since the beginning of the audit, the command has made changes to the staffing procedures that have improved the process. Most notably, he said that the command now validates manpower requirements before initiating RPAs. He stated that the changes were included in the revised civilian staffing instruction, ECI 1401.03, issued on August 13, 2009.

CHRA-E Comments

The CHRA-E Director agreed with the recommendation. The Director stated that several of the current phases of the hiring system are expected to change as a result of the repeal of the National Security Personnel System, and that CPAC would review and define each phase of the process. The Director also stated that managers could use the Civilian Personnel Online portal to monitor their hiring actions.

Our Response

The USEUCOM and CHRA-E comments were responsive. After receiving the management comments, we contacted USEUCOM and CHRA-E representatives to confirm that they would implement the recommendation after the changes to the staffing process are made; representatives from both organizations agreed they would implement the recommendation. We also confirmed that the Civilian Personnel Online portal is part of DCPDS, and thus the information available to the managers is as we outlined in the finding. We agree that the repeal of the National Security Personnel System will bring changes to the staffing process for USEUCOM positions and that the implementation of the recommendation should be delayed until these changes are incorporated. No additional comments are required.

Appendix A. Scope and Methodology

We conducted this audit from January through October 2009 in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our finding and conclusion based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our finding and conclusion based on our audit objectives.

To accomplish the objectives, we obtained, reviewed, and analyzed data from DCPDS. We also reviewed DOD Directive 1400.25, “DOD Civilian Personnel Management System,” November 25, 1996; DOD Manual 1400.25-M, “Civilian Personnel Manual,” December 1996; and Army Regulation 690-200, “Civilian Personnel General Guidance Provisions,” September 1, 1983. In addition, we interviewed USEUCOM officials from the offices of Civilian Personnel, Manpower, and the Comptroller. We also interviewed officials from CPAC. Finally, we reviewed the hiring of USEUCOM civilians who began employment with the Command between October 2006 and January 2009.

Use of Computer-Processed Data

We relied on one set of computer-processed data to support the background and finding sections of this report. The data are from DCPDS, which tracks the hiring of DOD civilians. According to guidance from the Government Accountability Office, extensive reliability tests were not required because the data did not materially affect the finding or the recommendation. However, as a best practice, we tested the data and determined they were sufficiently reliable for this report. For this review, we performed tests to detect the presence of duplicate or anomalous data. We also conducted interviews with system personnel to determine what controls existed over the data and access to the system.

Use of Technical Assistance

The DOD Office of Inspector General’s Quantitative Methods and Analysis Division assisted with the audit. Staff from that division reviewed the data used in the report to determine the timeliness of hiring actions and provided a statistical summary of the data.

Prior Coverage

No audits of the USEUCOM civilian staffing process were conducted during the last 5 years.

Appendix B. U.S. European Command Civilian Staffing Process

The process followed by USEUCOM and CPAC to manage the civilian hiring actions involves input from several offices, including the office in which the position resides; the USEUCOM Civilian Personnel, Manpower, and Comptroller offices; and CPAC. The figure on the following page depicts the USEUCOM civilian staffing process.

Preparation of a Request for Personnel Action

The staffing process begins in USEUCOM with the organization requesting the hiring action. This organization prepares an RPA and forwards it to Manpower. Manpower reviews the RPA to determine whether the billet is valid and to ensure the position (1) is funded and (2) does not duplicate duties associated with another position. Manpower then returns the RPA to the authorizing official (AO) in the organization requesting the hiring action. After approving the RPA, the AO forwards it to Civilian Personnel, where the RPA is reviewed for completeness and correctness. If there are any inaccuracies, Civilian Personnel works with the submitting organization to correct the errors. After reviewing and correcting the RPA, Civilian Personnel forwards the RPA to the Comptroller. The Comptroller ensures the requesting organization has the funds available for the new position and then forwards the RPA to CPAC for classification review and announcement processing.

Classification Review and Announcement Processing

When CPAC personnel receive the RPA from the Comptroller, they review the classification of the position and identify the skills it requires. Additionally, CPAC personnel work with the hiring organization to develop a list of required and desired skills. Once the manager has approved the list of required and desired skills, CPAC generates the vacancy announcement. The draft vacancy announcement is forwarded to the AO for approval, and then the vacancy is announced. After the vacancy closes, CPAC generates a referral list and transfers it to the selecting official.

Selection Process

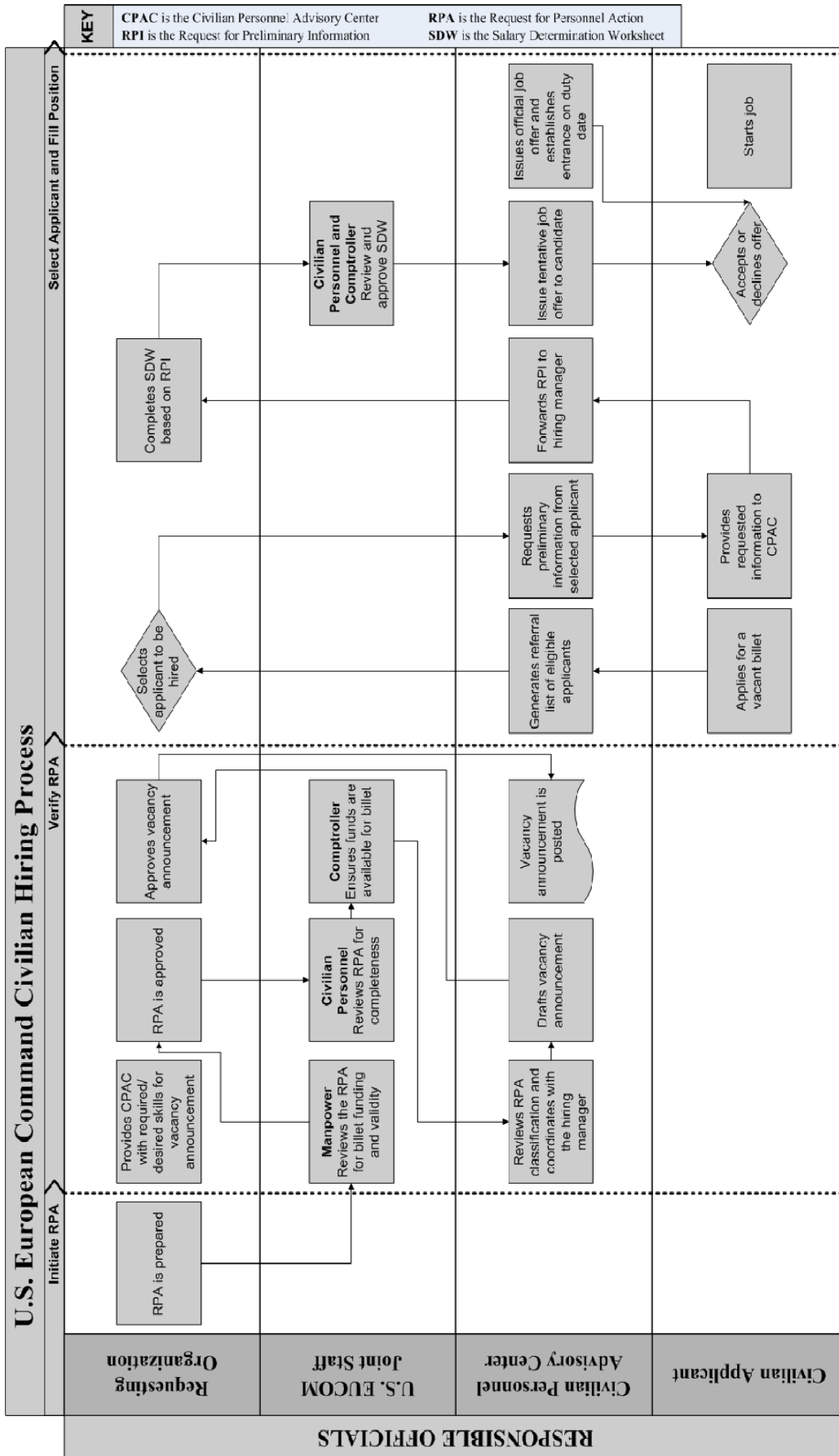
The selecting official reviews the list. If the selecting official is not satisfied with the referral list, he or she sends it back to CPAC and requests a new one based on alternate criteria. Once satisfied with the referral list, the selecting official can schedule interviews, make a selection, and select alternates if applicable. After this process is completed, the RPA is transferred back to CPAC, where personnel send a Request for Preliminary Information (RPI) to the prospective employee. The RPI includes information such as whether the applicant is still interested in the position, and his or her current salary. Once CPAC receives the RPI from the applicant, salary information is forwarded to the selecting official.

On receipt of the salary information from CPAC, the selecting official completes the Salary Determination Worksheet (SDW). USEUCOM policy has established the process

for determining the salary for employees, and what level of review is required for approval. Depending on whether the selectee is a new hire or a current employee, the organization directors can authorize salary increases of 1 to 6 percent. Higher increases must be approved by the Compensation Review Board or the USEUCOM Chief of Staff. Once the selecting official completes the SDW, he or she forwards it to Civilian Personnel and the Comptroller for review. Once this review is completed, the SDW is scanned and sent back to CPAC.

In-Processing

After receiving the SDW from USEUCOM, CPAC issues a tentative job offer. If the applicant decides to negotiate the salary, the process returns to the selecting official and goes through the salary determination process again. Once the applicant accepts the job offer, CPAC sends additional paperwork to the candidate, including forms to obtain a passport, security clearance, and drug test. Information on the account to be used to pay for the position is then requested from the hiring organization so that permanent change of station orders can be prepared. When these remaining steps are completed, CPAC issues an official job offer. This offer establishes the entrance on duty (EOD) date and confirms salary and benefits. The last step of the staffing process is the EOD date. This date can change based on the candidate's circumstances. On the EOD date, the position is considered filled.



U.S. European Command Comments



**HEADQUARTERS
UNITED STATES EUROPEAN COMMAND
Office of the Chief of Staff
UNIT 30401
APO AE 09131**

ECCS

30 November 2009

MEMORANDUM FOR Commander, Department of Defense, Inspector General,
400 Army Navy Drive, Arlington, VA 22202-4704

SUBJECT: U.S. European Command Civilian Staffing Process (Project No. D2009-
D000JB-0109.000)

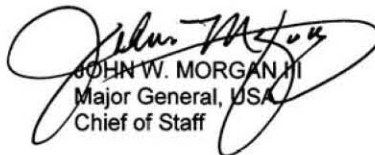
1. We received the subject draft report and offer the following comments. The recent passage of the 2010 National Defense Authorization Act (NDAA) mandates the termination of the National Security Personnel System (NSPS) and conversion of all NSPS employees back to the General Schedule (GS) pay and classification system. This will require many changes to current DoD, Army and HQ USEUCOM staffing processes. Because the GS pay and classification system is governed by different pay setting policy and hiring procedures, recommend we suspend all actions pending DoD and Army personnel implementing guidance.
2. Additional changes may also result from for the combatant commands (COCOM), as a result of the ongoing COCOM HR Service Provider Study. Should the proposed table be developed at this time, major revisions will be required in the near future when the anticipated staffing process changes are implemented.
3. Currently, HQ USEUCOM managers have access to the RPA tracker tool in the Civilian Personnel Online (CPOL) portal, allowing them to view the location of each of their RPAs. CHRA's status notes on each RPA are visible within the tracker and indicate the current status of the action (e.g., on hold pending acceptance of job offer or pending salary acceptance, etc.). The tracker also shows all previous history of each RPA from inception. In the interim period pending DoD and Army conversion guidance, managers can continue to use the RPA tracker tool to follow the status of their actions.
4. Finally, the report reviewed hiring processes used for employees who began employment between Oct 06 and Jan 09. Since that time, HQ USEUCOM has revised its internal procedures, most notably the process of validating manpower

ECCS

SUBJECT: U.S. European Command Civilian Staffing Process (Project No. D2009-D000JB-0109.000)

requirements prior to the initiation of RPAs, which has greatly improved the process. These changes are incorporated in the revised HQ USEUCOM Civilian Staffing Instruction, ECI 1401.03, dated 13 Aug 09.

5. The point of contact for this action is



JOHN W. MORGAN III
Major General, USA
Chief of Staff

Civilian Human Resources Agency - Europe Region Comments



REPLY TO
ATTENTION OF

PECP-EUR-B

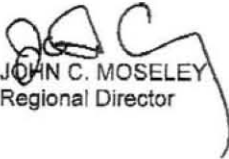
DEPARTMENT OF THE ARMY
OFFICE OF THE DEPUTY CHIEF OF STAFF FOR PERSONNEL, G-1
UNITED STATES CIVILIAN HUMAN RESOURCES AGENCY, EUROPE REGION
UNIT 29160
APO AE 09100-9160

1 December 2009

MEMORANDUM FOR DEPARTMENT OF DEFENSE PRINCIPLE INSPECTOR
GENERAL FOR AUDITING

SUBJECT: U.S. European Command Civilian Personnel Staffing Process (Project No.
D2009-D00JB-0109.000)

1. In response to the subject audit, we concur with recommendation in the draft report. Our comments are detailed below.
2. The Civilian Human Resources Agency-Europe Region Stuttgart Civilian Personnel Advisory Center and the US European Command (USEUCOM) Civilian Personnel Programs Division plan to review and further define each phase of the recruitment process. Several key phases of the recruitment process (e.g. position classification, salary negotiation and salary approval) are, however, expected to change as a result of the repeal of the National Security Personnel System. Pending detailed review of the full extent of these changes, we continue to encourage USEUCOM managers to use the Personnel Action tracker and the defined recruitment phases available in the Department of Army's web-based tool, "Civilian Personnel Online Portal." This tool will aid USEUCOM managers in executing and monitoring their civilian personnel actions.
3. We appreciate the opportunity to comment on draft report. Please direct any questions concerning these comments to [REDACTED]


JOHN C. MOSELEY
Regional Director



Inspector General Department of Defense

