

Workplace Changes Must Have 'Net Generation' in Mind

AMERICAN FORCES PRESS SERVICE (MAY 25, 2010)

Jim Garamone

WASHINGTON—The federal workplace has to adapt to a looming personnel issue that federal managers ignore at the country's peril, the Defense Department's deputy chief information officer said.

During a phone interview, David M. Wennergren said the department must change to draw in employees who have not known a world without the Internet.

Two shifts are happening in the federal government, Wennergren said, and each reinforces the other.

First, he said, 971,000 federal employees will become eligible for retirement over the next few years. Second, he explained, is that the world is vastly different from the early days of technology in the federal workplace.

"The world has moved to the Web 2.0 vision of services available anywhere—the ability to move things through the cloud, to use mass collaboration for networking services, and to bring speed and agility to the delivery of information capabilities," he said. "It's a radical set of changes moving us away from the old world, where the answer was always just to build big information technology systems."

"The Net Generation," as Wennergren called the rising pool of potential federal workers, sees information technologies as a given—like air or water. And unlike their parents, he said, they don't look at joining a company or agency and then staying with that job for life.

"They are our prime target for people coming into the workforce—whether it's 18-year-olds coming into the military or 21-year-olds coming out of college to join the military or the federal workforce," Wennergren said.

The "Baby Boom" generation is leaving government service. Even the youngest among them are retirement-eligible now, Wennergren said.

"The Net Generation will be taking leadership positions at a much younger age," he said. "So we think it is really important to understand what the workforce issues really are. What are the norms and behaviors and priorities of this new workforce? What kind of environment can we provide that will help them thrive?"

Then, he said, the federal government needs to use the tools available to attract, hire, and retain these people. This must start now, he added, if the federal government is to succeed. Federal managers, he said, need to look at the nature of work and how to create leaders at a younger age. Other aspects include transforming the ratings system from a once-a-year rating to a more hands-on mentoring approach, he added.

The good news is that the Net Generation believes strongly in community service, Wennergren said.

"This is a generation that wants to serve and wants to make a difference," he said. "But they want to be at a place where they will have the tools and capabilities to get the job done."

The federal workplace must provide the type of environment that allows the new generation of tech-savvy government workers to use the capabilities they bring, Wennergren said. This includes providing systems "where people can get onto the network from anywhere, work from home, work on the road, [and] can use social media and instant messaging and chat [features]," he added.

Supervisors need to ask themselves if they are creating an environment that plays to the Net Generation's strengths.

"Are you helping them to grow and recognize that this is a place they can make a difference?" he asked. "That's the key."

Technology to Drive New, Better Ways to Educate the Force

AMERICAN FORCES PRESS SERVICE (JUNE 2, 2010)

Donna Miles

WASHINGTON—Got a cell phone handy? It could be your ticket to keeping up with your professional development requirements.

That's just one concept being explored at Air Education and Training Command, the Air Force's training and education component. Like its counterparts in the Army, Navy, and Marine Corps, AETC hopes to take advantage of new and emerging technologies to provide more efficient, effective, educational opportunities to the force.

Most servicemembers are familiar with the concept of distance learning, with training delivered through the Internet or snail mail.

Distance learning is a big money saver for the military, reducing travel and temporary duty costs associated with classroom training. And in light of heavy mission requirements, it

enables servicemembers to meet many of their educational requirements without extended absences from their duty stations and loved ones.

But with ever-expanding technologies and young “digital natives” now entering the force, officials hope to take military education to a whole new level.

“What we are out to do in the future learning side is improve the efficiency and/or the effectiveness of our recruiting, training, and education programs,” explained Air Force Col. John Thompson, AETC’s future learning adviser.

The idea isn’t to replace classroom instruction, he emphasized, simply to augment it where it makes sense, and in some cases, to improve on it.

“We obviously have courses where we need instructors present, and they need to be able to answer questions right away,” Thompson said. “So one of our experiments is to duplicate that in a virtual classroom, where students would put on a headset and talk to their instructors the same way they would in a classroom.”

But Thompson’s team is looking beyond this concept, trying to identify ways to leverage emerging technology to provide the force everything from routine refresher training to realistic training scenarios that simply can’t be replicated in real life.

He envisions a day when airmen awaiting a flight at the airport or enjoying a weekend at home will be able to take professional development classes delivered through their cell phones or other mobile devices.

Thompson sees it as a perfect way to provide ancillary or regular refresher training such as the mandatory “Laws of Armed Conflict” course. “If I could break down that training into 10- or 15-minute segments, and enable you to take them on your cell phone, anywhere and anytime, I think a lot of people would be interested in doing that,” he said.

The command also is exploring ways to blend traditional and nontraditional instruction to either shorten the amount of time students spend in the classroom, or make better use of that time.

Thompson recognizes the value of social networking sessions that bring students together in shared projects and class discussions before they report for a resident course, and after they return to their duty stations.

“This can make the time they spend on the ground shorter,” he said. “But another philosophy is that if they have the same amount of classroom time, it can be used to make them better leaders.”

Meanwhile, AETC is looking for ways to tap into “virtual worlds” created through new and emerging technologies and social media networks to make military education not only more cost-effective and convenient, but also more effective.

“As we start to look at virtual worlds, I relate it back to when flight simulators were new,” said Thompson, a former Air Force pilot. “We have a new technology that is coming on-line, and we have to figure out where specifically to use it, or how.”

Flight simulators, for example, enable instructors to create optimal training conditions. “Rather than having to go and fly around for hours and hours to find a cloud to teach somebody to fly into clouds, I can create clouds in the flight simulator,” Thompson said.

Likewise, virtual worlds could provide the perfect venues for training that simply can’t be replicated in real life.

“I cannot release a weapon of mass destruction on a base” to teach airmen proper response procedures, Thompson said. “But in a virtual base, I can. I can simulate things in a virtual environment that I can’t do for real. And hopefully, as a result, I get better, more realistic training for that unfortunate chance that we might actually have to do that for real.”

AETC recently awarded a contract to create a virtual Joint Base San Antonio, Texas, that will replicate the numerous military activities there, including the joint medical training venues at Fort Sam Houston. The concept will include a virtual base command post.

“The idea is for you to be able to wander as an avatar into a training environment there, and it will take you directly into the simulation you are supposed to be doing,” Thompson explained.

As AETC explores these and other new training opportunities, Thompson said, it’s taking many lessons from the Army. The Army has been a military frontrunner in advancing video game technology, and its “America’s Army” game has proven to be a boon, not just from a recruiting standpoint, but also as a training tool, Thompson said.

"We are looking at the same type of thing for the Air Force, and questioning, 'What's the Air Force version of that game?'" he said.

Thompson dismissed what he considers the obvious—a flight simulation game to entice potential pilots. After all, he said, the Air Force has no problem recruiting pilots.

"I think there's more value in identifying areas where we need folks," he said. "Maybe it's [a game based on] a sensor operator on one of our remotely piloted aircraft. Maybe it's a cyber game to get folks interested in the cyber war going on."

Thompson recently sent his program manager to Redstone Arsenal, Ala., to learn from Army gamers as the Air Force attempts to build a game focused on a financial management course.

He applauded the strong collaboration the military services are undergoing as they share information and lessons learned in advancing military education.

"There's definite sharing," he said. "I don't like to invent wheels myself. If I can, I would rather go copy someone else's wheel."

"You learn in this job that the other Services do very similar things and have very similar needs," he said. "So my philosophy is, let's go see what they are doing and tell them what we are doing to promote this exchange of information."

Mandate for Restoring Affordability and Productivity in Defense Spending

UNDER SECRETARY OF DEFENSE FOR ACQUISITION, TECHNOLOGY AND LOGISTICS (JUNE 28, 2010)

Under Secretary of Defense for Acquisition, Technology and Logistics Ashton Carter has published a memorandum to all DoD acquisition professionals entitled "Better Buying Power: Mandate for Restoring Affordability and Productivity in Defense Spending," reiterating the department's commitment to supporting the nation's military forces at war and reforming the acquisition system, including continued implementation of the 2009 Weapon Systems Acquisition Reform Act. The memorandum also outlines direction on another important departmental priority, namely "delivering better value to the taxpayer and improving the way the department does business." Specific objectives contained in the memo include:

- Deliver the warfighting capability we need for the dollars we have
- Get better buying power for warfighter and taxpayer
- Restore affordability to defense goods and services

- Improve defense industry productivity
- Remove government impediments to leanness
- Avoid program turbulence
- Maintain a vibrant and financially healthy defense industry
- Obtain 2-3 percent net annual growth in warfighting capabilities without commensurate budget increases by identifying and eliminating unproductive or low-value-added overhead and transfer savings to warfighting capabilities. Do more without more.

Carter's blueprint for eliminating inefficiencies in the \$400 billion that DoD spends annually on contracts for weapons, products, and services is a three-page directive, with three accompanying briefing slides. The memo gives acquisition professionals an initial look at his plan to use incentives to industry and new government practices to achieve efficiencies, which is part of a broader effort by Defense Secretary Robert Gates to find savings.

Affordability will be mandated as a requirement for new programs such as the Navy's SSBN(X) nuclear ballistic missile submarine, the VXX presidential helicopter, the Army's Ground Combat Vehicle program, and Air Force and Navy long-range strike systems.

Read the complete memorandum at <https://dap.dau.on%20Defense%20Spending%2028%20Jun%202010.pdf>.

NSPS Transition Well Under Way, Official Tells Congress

AMERICAN FORCES PRESS SERVICE (JUNE 9, 2010)

Donna Miles

WASHINGTON—The transition of Defense Department civilian employees from the National Security Personnel System is proceeding, with 75 percent of the workforce expected to be transferred into the General Schedule classification and pay system by late September, the defense official overseeing the effort told Congress today.

More than 53,000 defense civilian employees who had been enrolled in the NSPS system have been shifted to the GS system, John H. James Jr., director of the Pentagon's NSPS Transition Office, told a subcommittee of the Senate Homeland Security and Governmental Affairs Committee.

About 170,000 remaining NSPS employees will transition to the GS or other pay and personnel systems by Jan. 1, 2012, the congressionally mandated deadline, James reported. Congress directed a repeal of the NSPS system in the 2010 Defense Appropriations Act and set the timeline for its completion.

Congress also mandated that no employee lose pay due to the transition.

Of transitions completed so far, 71 percent of the employees actually received pay increases—an average of almost \$1,400, James told the committee. That's because their NSPS pay levels put them between steps on the GS pay scale, which qualified them for the higher step, he explained. Eight percent of the employees maintained the same pay level because their NSPS salary matched a step within their new GS grade, James said.

The other 21 percent of the employees earned salaries under NSPS that exceeded the Step 10 pay level for their GS grade. They, too, retained their full pay level as they converted to the GS system, James explained. However, they will receive only one-half of any future pay raises until their pay reaches parity with the high end of their GS pay level.

The military services and Defense Department components have launched information and education campaigns to ensure their workers understand how the NSPS transition will affect them, James told the committee. In addition, the NSPS website is updated regularly to provide employees the most up-to-date reference materials and training modules on the GS system and performance management basics.

James noted the challenges associated with transferring employees between two fundamentally different classification and pay systems.

NSPS is based on broad pay bands that encompass a broad range of duties and responsibilities and allow employees to advance within a single pay band based on performance. In contrast, the GS system tightly defines duties and responsibilities in discrete pay grades based on a position's difficulty, responsibility, and qualification requirements.

While overseeing the NSPS transition, James' office also is charged with coming up with a plan for an enterprise-wide performance management system that provides hiring flexibilities and a workforce incentive fund.

He assured the committee the Defense Department will make the process as open, transparent, and inclusive as possible. "We have a strong desire to build an effective relationship and fully participative process with labor organizations in developing these new authorities," he said.

"Transitioning approximately 226,000 employees from NSPS to the appropriate statutory non-NSPS pay and per-

sonnel system is a very high priority for the department," James said.

The Defense Department, he said, is "committed to open, ongoing communication about NSPS transition and development of the DoD-unique performance management and hiring authorities" provided in the 2010 National Defense Appropriations Act.

Agency Employees Learn Process-Improvement Techniques

DEFENSE LOGISTICS AGENCY NEWS RELEASE (JULY 2, 2010)

Dianne Ryder

In an effort to increase the efficient delivery of its products and services, the Defense Logistics Agency is helping its employees learn to reduce wasteful practices through Continuous Process Improvement and Lean Six Sigma concepts.

The Department of Defense requires 5 percent of the workforce be trained as "Green Belt" practitioners. DLA now has exceeded that minimum at 7.5 percent of its workforce trained, due to a Green Belt course made widely available across the agency, said Tammy Shelton, DLA's chief of Continuous Process Improvement.

During the weeklong course, students receive a broad introduction to CPI tools, analysis, and project team management, but Shelton said becoming certified is completely different.

"Certification requires that you complete the 40 hours of training and actually apply the information to a process improvement project that impacts your organization," she said.

Those who aspire to Green Belt certification will ideally achieve it under the tutelage of a Black Belt or Master Black Belt, Shelton said.

"At a minimum, Green Belt candidates should be coordinating projects with the Continuous Process Improvement board member who represents their organization," she said.

The CPI board comprises 15 members, representing the DLA directorates and field locations, Shelton said.

The first group of students to take the newly revamped Green Belt training course convened at DLA's McNamara Headquarters Complex June 7-11.

Changes in the course materials provide a greater focus on practical application rather than theoretical scenarios, said

instructor Greg Wicklund, a Master Black Belt in DLA's Continuous Process Improvement Branch.

"We completed an analysis of the ... prior curriculum; while it was good, it ... made some presumptions about the data already being measured for problem areas," he said.

Wicklund explained how managers and aspiring Green Belts were frustrated with the previous course of study.

"Supervisors were less than enchanted because problems weren't getting solved, and CPI practitioners were struggling because they didn't have a clear enough focus when process data and measurements weren't available," he said.

The other course instructor, Matt Lanius, a Master Black Belt from a consultancy called NOVACES, agreed with Wicklund.

"I think that we ... didn't have bad training before, but there was a lot of theory and concepts that were difficult for people to actually use in an actionable sense," he said.

Lanius said the instructors provide the students with coaching and mentoring so they can apply what they learn in the class to everyday problems.

"We're basically trying to get folks in here to give them ... very practical training that they can use to ... work on process problems within a reasonable scope [and] fix these issues so that [DLA] customers can have a better experience ... in terms of quality, schedule, and cost," he said.

Jeff Stagnitti, DLA's chief risk officer in the Enterprise Transformation and Strategic Planning Directorate, said he doesn't plan to pursue Green Belt certification but he was curious about the course.

"This is the first offering in their new program of instruction, and I wanted to see firsthand ... what it was like. I wanted to show support for the CPI Branch that works for me," Stagnitti said. "I have some folks ... [who] are actually going to be completing Green Belt projects, and I did want to understand what it was they were doing, to be able to ... [use] the terminology and approaches that they're going to be applying to the projects."

One project the teams worked on involved creating a value stream map to determine the areas in a particular process where time is being wasted.

Sabrina Jacobs, a joint readiness training officer in DLA's Joint Reserve Force, said the exercise was helpful because she sees a lot of duplication of efforts in her office.

"[For example], we're Joint down in my organization, [and] ... all four Services do [administrative processing] differently. If we could standardize processes across the board, we could complete our personnel in-processing more quickly," she said.

Jacobs said only two steps out of the 16 her team mapped out in class were actually productive. She said seeing the bottleneck in the process brings the issue of waste to light.

"It brings waste to management's attention, and it brings it to the workforce to let them know this is how much time we're really taking—51 hours [from the time we] get the customer's request," she said. "You've got to get buy-in from senior level management to say, 'our people are wasting 51 hours ... to do what could be done in 40 minutes.'"

Lanius said he has received positive feedback about the changes to the new Green Belt curriculum.

"The comments we're getting ... are telling us ... 'this is something that ... I might not understand fully right now because it's so much material, but as I'm looking at the individual concepts, these are things I can pull out and actually apply to my job,'" he said.

Training Prepares Civilian Employees for Deployment

AMERICAN FORCES PRESS SERVICE (JULY 8, 2010)

Elaine Wilson

WASHINGTON—A training program is equipping Defense Department civilian employees with the knowledge and skills needed to successfully deploy in support of humanitarian, reconstruction, and combat-support military missions across the globe.

The joint civilian expeditionary workforce training—a 10-day predeployment course held at Camp Atterbury Joint Maneuver Training Center and Muscatatuck Urban Training Center in central Indiana—familiarizes civilians with everything from military culture to cultural sensitivities.

The civilian expeditionary workforce was created in January 2009 to provide a deployable workforce trained and equipped to support military missions. Under the program, Defense Department civilians—in a wide range of careers ranging from engineers to contract specialists—deploy for about a year to Iraq and Afghanistan, but also serve in some capacity in Europe and Africa, according to the program's

website. More than 4,000 civilian employees currently are deployed in support of operations Enduring Freedom and Iraqi Freedom, officials said.

While civilians have been deploying for some time, the training was developed in January because officials “understood the importance of training our folks before we deployed them,” said Frank DiGiovanni, the Defense Department’s acting director of readiness and training policy and programs.

“I think it’s very important to prepare our civilians in the same way that we prepare our uniformed forces to really understand what they’re going to get to when they get into the theater,” DiGiovanni said in a recent interview with the Pentagon Channel and American Forces Press Service. “Some folks haven’t had the opportunity to work in deployment with a primarily military environment.”

To that end, the course runs the gamut from convoy operations to recognizing the signs of post-traumatic stress, he said.

Civilians are run through scenarios, including what to do in the event of a roadside-bomb or convoy attack, DiGiovanni said, while other training is tailored for specific career fields based on the demographics of each course.

Contracting officers, for instance, may take part in a scenario in which they deal with outside vendors so they know what to expect when they’re deployed. Training officials recently hired Afghan native role players to participate, and students received feedback from the instructors as well as the role players, DiGiovanni said.

“They had to work with an interpreter; they had to take bids from three Afghan people that were going to provide gravel to the base; and then they had to work through some of the issues of a translator, understanding the bids, proposals, and maybe some of the cultural issues,” he said.

“It’s extremely important to experience all of these things in a training environment first, before they actually deploy into a theater,” DiGiovanni continued. “This helps them be much more productive and hit the ground running when they finally get into the contingency operation.”



A class of about 150 Defense Department civilians and contractors, part of the civilian expeditionary workforce, learn the basics in emergency medical aid at Camp Atterbury Joint Maneuver Training Center in central Indiana, June 29, 2010, before deploying to Afghanistan and Iraq.

U.S. Army photo by John Crosby

Other training includes physical conditioning and nutrition, use of tactical radios, weapons familiarization, and combat first aid. Students also are given tools to arm against and deal with stress.

“We also try to help them with setting up for success with families,” DiGiovanni said, “so they understand ... the things they need to do so they can make sure while they’re deployed for a year that their family can be cared for properly.” Instructors also devote time to teaching civilians to be part of a military team in a deployed environment, he said. They’re taught rank and organizational structure so they’ll understand where they fit into the organization and the chain of command.

When military members walk into the room, they have insignia to signify service branch and rank, which signifies experience level, he said. But, people can’t tell at first glance a civilian’s experience level or expertise. The course stresses the

need for civilians to convey their skills to military members and helps them understand how to win over the confidence of someone in uniform, he explained.

Course instructors are drawn from the civilian sector as well as the military, DiGiovanni said, and both bring value to the table. The military focuses on convoy operations and weapons familiarization, for instance, while civilians may center on training that deals with adaptability and dealing with stress, he explained.

While the course is fairly new, the feedback so far has been positive, DiGiovanni said.

“We have gotten outstanding feedback,” he said. “What we see primarily is confidence levels. We see people who have a better understanding of what they’re about to do.”

Putting forth a skilled, well-trained civilian force frees more military members to focus on more combat-oriented operations, DiGiovanni said, which relieves stress on the force. It also provides the military with unique capabilities that may not be inherent in the uniformed side of the house. And the training gives civilians the opportunity to contribute in a meaningful way, he added.

Civilians who are interested in joining the civilian expeditionary workforce can find more information online at www.cpms.osd.mil/expeditionary/.

Hiring Authority Key In Meeting Goals, Faster Hiring

AIR FORCE PERSONNEL CENTER PUBLIC AFFAIRS OFFICE (JULY 12, 2010)

April Rowden

RANDOLPH AIR FORCE BASE, Texas—As the Air Force continues to seek highly qualified employees to complement its growing civilian workforce, officials are promoting active use of the Schedule A hiring authority to fill these positions with qualified people.

Schedule A hiring is a special streamlined hiring authority available to hire individuals with targeted disabilities. According to the Equal Employment Opportunity Commission, targeted disabilities are deafness, blindness, missing extremities, partial paralysis, complete paralysis, convulsive disorders, mental retardation, mental illness, and distortion of limbs and/or spine.

Last fall, President Barack Obama announced new initiatives aimed at increasing the employment of people with disabilities in the federal workforce, including increased use of Schedule A.

To support the initiative, the Air Force has adopted the Department of Defense’s “2 percent goal” that at least 2 percent of the civilian workforce is made up of individuals with targeted disabilities, said Michelle Siples, the Air Force Disability Program manager.

In an effort to increase manager awareness and understanding of how to hire qualified people with disabilities, the Air Force Equal Opportunity Office posted the Air Force Plan for Employment of People with Disabilities and Reasonable Accommodation Procedures, and the Disabled Veterans Affirmative Action Program Plan at www.afpc.randolph.af.mil/afcivilianjobs/resources.asp.

Air Force officials hope the increased awareness will help raise the number of employees with disabilities, presently at less than 1 percent.

“Managers must be aware of the benefits of using the Schedule A hiring authority,” Siples said. “Bottom line—it saves time.”

Qualified individuals with targeted disabilities can be hired non-competitively without recruitment, without posting and publicizing the position, without clearance of priority placement, and without going through the certificate process. Schedule A eliminates many of the competitive hiring steps, reducing the time it takes to fill a needed position.

Managers interested in considering Schedule A applicants through non-competitive procedures should contact their civilian personnel section or installation Disability Program manager. The process is noncompetitive, which means human resources specialists and/or disability program managers send resumes of qualified applicants directly to managers. Managers have the option to hire the individual immediately.

“This is an excellent opportunity for managers to make a difference by hiring people with disabilities into the workforce,” Siples said. “People with disabilities bring to the job an unsurpassed loyalty, dedication, and commitment, and we must do more to seek out this untapped source of individuals.”

To be eligible for noncompetitive appointment using the Schedule A hiring authority, candidates must obtain written proof of disability and a certification of job readiness from a licensed medical professional, a state or private vocational rehabilitation specialist, or any government agency that issues or provides disability benefits. Candidates must also meet the Office of Personnel Management’s position qualification standards for which they are applying.

The requirements for each position, such as education and experience, are listed on the OPM website. The site also contains information about the hiring process for people with disabilities and has a list of selective placement coordinators for each federal agency.

Individuals with disabilities may apply for noncompetitive appointment through the Schedule A hiring authority by submitting an application and any necessary supporting documentation directly to the selective placement coordinator or equivalent.

For more information about the Schedule A hiring authority and options for people with disabilities, visit the OPM website, www.opm.gov/, or AFPC's personnel services website and search for "disability employment." Air Force employees may call the 24-hour Total Force Service Center at 800-525-0102.

Air Force Civilian Service Website Reveals Depth, Innovation to Federal Employment

AIR FORCE PERSONNEL CENTER PUBLIC AFFAIRS OFFICE (JULY 21, 2010)

April Rowden

RANDOLPH AIR FORCE BASE, Texas—Jobseekers unfamiliar with civilian employment opportunities within the Air Force now have a new online resource that defines the numerous career fields and outlines many of the benefits of being a federal employee.

The site, www.afciviliancareers.com, contains practical information for those interested in applying for a federal job within the Air Force Civilian Service, including various hiring authorities, base locations, career field descriptions, employee benefits, and application procedures.

"The Air Force has always relied on the civilian workforce to meet the mission. With new organizations standing up and an overall net gain in civilian positions, we hope more people will look at all the benefits we have to offer and consider applying with us," said Michelle LoweSolis, the director of civilian force integration at the Air Force Personnel Center.

One of the highlights of the website is a job match machine. By entering educational background or specific skills, the job match machine will generate a list of possible career choices.

"We think this is going to be one of the most popular applications on the site," said Mike Brosnan at AFPC. "People are often unaware of the breadth of Air Force Civilian Service careers, and we're hoping this will aid them in their job search."

The site also has a resume coach that walks users through some of the most frequently asked questions: How do I get my resume to stand out? Do veterans or current federal employees have different application procedures? What should college graduates include on their resumes?

Additionally, the site features a faster loading HTML version, or the more interactive Flash version, along with special downloads and video clips.

When visitors are ready to search for an Air Force Civilian Service job, clicking the "apply now" button on the home page will give them access to Air Force jobs listed on www.USAJOB.gov. There, they can build resumes, search for job vacancies, and submit their applications. For more information, Air Force employees may call the Total Force Service Center at 800-525-0102.

The Department of Defense Job Exchange List

U.S. ARMY CIVILIAN PERSONNEL ADVISORY CENTER (JULY 2010)

The Department of Defense Job Exchange List is available for immediate use by employees and managers at closing installations as a tool to mitigate the effects of downsizing and restructuring. The job exchange list allows an employee who is not eligible or ready to retire at a closing installation to continue his/her DoD employment by exchanging jobs with another employee who is eligible for retirement on or before the installation's closure or realignment date.

At Army's request, the DoD Civilian Assistance and Reemployment (CARE) Division expanded the Job Exchange List to include employees at realigning organizations. Employees exchanging jobs at realigning organizations need not be eligible for retirement, since their positions are not being abolished, and may be exchanging jobs for the purpose of relocating to the new geographic area.

Employees may view projected vacancies and geographic locations on Army's employment website: <http://acpol.army.mil/employment/projected.htm>.

The Job Exchange List is a tool that has not been fully utilized by Army during the 2005 Base Realignment and Closure (BRAC). Town Hall meetings, "Brown Bag Lunches," Human Resources bulletins, staff assistance visits, and other BRAC-related forums are just a few of the ways the human resources community can promote the use of the program. Additional information on the Job Exchange Program is available at the DoD Civilian Assistance and Reemployment Division home page at: www.cpmosd.mil/CARE/CARE_index.aspx or at your local Civilian Personnel Advisory Center.