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CONSOLIDATION OF MILITARY PAY AND PERSONNEL FUNCTIONS (COPPER).--ETC(U)  
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# CONSOLIDATION OF MILITARY PAY AND PERSONNEL FUNCTIONS (Short Title: COPPER)

ACN 21897

VOLUME I

FINAL REPORT

DEPARTMENT OF THE ARMY  
Headquarters United States Army Training and Doctrine Command  
Fort Monroe, Virginia 23651

ADMINISTRATION CENTER

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UNITED STATES ARMY  
TRAINING AND DOCTRINE COMMAND

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CONSOLIDATION OF MILITARY PAY  
AND PERSONNEL FUNCTIONS  
(~~Short Title:~~ (COPPER) Volume I

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#### ACKNOWLEDGMENT

This project was initiated and sponsored by DA, DCSPER, and performed by the US Army Administration Center (ADMINCEN) at Fort Benjamin Harrison, Indiana.

The final recommendations of this report have been concurred in by members of the steering advisory group, and DA, DCSPER, COA, AAD, and the VCSA. The conclusions and recommendations of this project are those of the Commander, ADMINCEN. They are based on data, gathered and analyzed by the Directorate of Evaluation, ADMINCEN, with support of independent evaluation teams from US Army Finance and Accounting Center (USAFAC) and US Army Military Personnel Center (MILPERCEN).

The ADMINCEN proponent group which developed the concept of operations was under the direction of the Combat Developments Director.

# CONTENTS

## VOLUME I

|   | Page    |
|---|---------|
| TITLE PAGE.....   | i       |
| ACKNOWLEDGMENT.....   | ii      |
| TABLE OF CONTENTS.....  | iii     |
| ABSTRACT.....   | vi      |
| SUMMARY.....  | vi      |
| MAIN REPORT.....  | 1       |
| Introduction.....   | 1       |
| Objective.....  | 1       |
| Scope.....  | 1       |
| Assumptions.....  | 2       |
| Discussion.....   | 3       |
| Conclusions.....  | 8       |
| APPENDIX A - TASKING DIRECTIVES.....  | A-1     |
| Annex I - DA Tasking Letter, Sep 74.....  | A-I-1   |
| Inclosure a - Steering Group Members.....   | A-I-a-1 |
| Annex II - VCSA Tasking Letter, Jan 77.....   | A-II-1  |
| Annex III - COPPER Decision Paper Signed by Vice<br>Chief of Staff, Army, Apr 78..... | A-III-1 |

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| A  |  |



## CONTENTS (Cont)

|   | <u>Page</u> |
|---|-------------|
| APPENDIX B - STATUS OF COPPER TASKING OBJECTIVES .....  | B-1         |
| Annex I - Related Correspondence, USAFAC .....  | B-I-1       |
| Annex II - Related Correspondence, MILPERCEN .....  | B-II-1      |
| Annex III - Related Correspondence, TAG .....   | B-III-1     |
| Annex IV - COPPER Sub-Panel on INTERFACE .....  | B-IV-1      |
| Annex V - MFR, COPPER PPSD Site Meeting .....   | B-V-1       |
| Annex VI - OCE Facility Survey Results .....  | B-VI-1      |
| Annex VII - Outline Test Plan, Prototype Evaluation .....                                       | B-VII-1     |
| Annex VIII - COPPER Assistance Visit Checklist .....  | B-VIII-1    |
| Annex IX - COPPER Economic Analysis, Sep 76 .....   | B-IX-1      |
| Annex X - Army Audit Agency Review of COPPER<br>Economic Analysis .....                         | B-X-1       |
| Annex XI - Status of FORSCOM Methods and Standards<br>Study, 1977 .....                         | B-XI-1      |
| Annex XII - Cross Training Program .....  | B-XII-1     |
| Annex XIII - Merger Impact Matrix .....   | B-XIII-1    |
| Annex XIV - Army Audit Review of 1977 Prototype<br>Evaluation .....                             | B-XIV-1     |
| Annex XV - USAFAC Guidelines for Fiscal Accountability/<br>Liability Under Copper Concept ..... | B-XV-1      |

## CONTENTS (Cont)

### VOLUME II

|  | Page |
|--|------|
| APPENDIX C - COPPER USER MANUAL, 15 JULY 1977.....   | C-1  |
| APPENDIX D - COPPER USER MANUAL, BRIGADE<br>TEAM TEST SUPPLEMENT,<br>SEPTEMBER 1977.....                                 | D-1  |
| APPENDIX E - COPPER USER MANUAL, INSTALLATION<br>PPAB TEST SUPPLEMENT,<br>1 SEPTEMBER 1977.....                          | E-1  |
| APPENDIX F - COPPER USER MANUAL, CONVERSION<br>GUIDE, 1 DECEMBER 1977.....   | F-1  |
| APPENDIX G - EXECUTIVE SUMMARY OF COPPER<br>EVALUATION REPORT, FEBRUARY 1978<br>(TRADOC PROJECT NUMBER FO 096).....      | G-1  |
| APPENDIX H - MINUTES OF FINAL MERGER<br>STEERING GROUP MEETING AT<br>FORT BRAGG, NORTH CAROLINA,<br>7 FEBRUARY 1978..... | H-1  |
| APPENDIX I - DISTRIBUTION.....   | I-1  |

ABSTRACT

# ABSTRACT

The consolidation of Military Pay and Personnel Functions is a Department of the Army-sponsored project. This document is the final report of the project which began in September 1974 and ended in February 1978.

The project was initiated to expedite the automated interface between the Joint Uniform Military Pay System-Army, and the Standard Installation/Division Personnel System and begin planning for the ultimate merger of military pay and personnel functions.

Organizations and procedures for a consolidated personnel and finance office at installation, corps, and division levels were developed and tested.

Findings are based upon two thirty-day evaluations of three consolidated offices in a live environment at Fort Bragg, North Carolina.

Conclusions and recommendations focus on the need for an Army common data base with single source input at each echelon of the personnel and finance organizations.

# SUMMARY

ABSTRACT

In September 1974, HQDA through HQ TRADOC tasked ADMINCEN to develop a plan for the merger of the functions of military pay and military personnel at all levels within the Department of the Army and to provide improved one-stop pay/personnel service for the soldier. This tasking was the result of the Department of the Army approval of the recommendations of the Army Personnel Support System Study (PS 3).

A consolidated office, Personnel and Pay Services Division (PPSD), was organized at Fort Harrison on 29 July 1975 to permit experimentation with recommended operating procedures and subsequent revision of the COPPER User Manual. The proponents for JUMPS and SIDPERS determined on 18 November 1975, that the COPPER concept and related operating procedures were ready for exportation and testing at Fort Bragg. Three PPSDs were formed upon that site on 19 January 1976, one to support the 82d Abn Div, a second to support the 1st COSCOM, and the third to support HQ XVIII Abn Corps/Ft. Bragg.

COPPER introduced the following features: limited interface permitting preparation of a SIDPERS by-product card acceptable for selective updating of JUMPS, application of standardization management controls to personnel and pay functions alike, and standardization of a controlled one-stop customer service sub-element.

The Vice Chief of Staff, Army issued supplemental guidance on 13 January 1976, which provided for continued testing at Fort Bragg for 9 months using the SIDPERS/JUMPS Interface. Expansion of COPPER to other test sites was contingent upon a valid test at Fort Bragg.

A valid test of the three PPSDs located at Ft Bragg, NC was concluded on 28 October 1977. The results of the evaluation and appropriate recommendations were presented to the Merger Steering Group on 7 February 1978.

Based upon the evaluation results and the collective input of the Merger Steering Group members, the following recommendations were made:

- a. That the COPPER test be terminated.
- b. That the three Fort Bragg PPSDs reorganize into separate but collocated MILPO/COMPACT and F&AO activities; the Fort Harrison PPSD remain intact as an ADMINCEN developmental laboratory and continue to use the SIDPERS/JUMPS Interface.
- c. That the Army establish as a long term goal (10-15 years), one common data base at departmental level (a U.S. Army data base) with single source input at each echelon. Determine the organization and procedure to support the concept (common data base) over an evolutionary period.
- d. That MILPERCEN/USAFAC/ADMINCEN jointly continue to explore the merit of the SIDPERS/JUMPS Interface, resolving system disconnects, and if required, test the interface at an installation other than Fort Bragg. As an aside, the Fort Bragg PPSDs would have the option, subject to USAFAC/MILPERCEN review, to continue or discontinue utilizing the interface.
- e. That MILPERCEN/USAFAC develop an Army-wide SIDPERS/JUMPS reconciliation package which is processed from the top (MILPERCEN) down (MILPO).



f. That the Army endeavor to collocate personnel and Finance offices.

g. That MILPERCEN/ADMINCEN develop a standardized MILPO concept with common processing procedures versus organizational design.

h. That ADMINCEN design a joint (personnel/finance) customer service activity concept. Upon refinement, the final concept will be provided MILPERCEN/USAFAC for proliferation where appropriate (collocated offices).

The above recommendations were approved by the Vice Chief of Staff, Army on 18 April 1978. Subsequent actions were initiated by the appropriate agencies to execute the recommendations of the COPPER Merger Steering Group.

In conclusion, the Personnel Support System Study (PS3) was born out of turbulence in both the finance and personnel communities and both systems have since normalized operations. In addition, new technology, to include tutorial terminals and mini-computers, has demonstrated a potential for even greater advances in personnel and pay support for the soldier. Any future system design for merging personnel and pay functions should address initially the top and then the bottom of the spectrum and not the reverse, as was attempted in COPPER.

## MAIN REPORT

### Introduction

The Personnel Support System Study (PS3) fully explored the feasibility and desirability of combining the military pay and personnel functions at all levels to provide better service to soldiers and their commanders and improve efficiency. The study concluded that the merger is both feasible and desirable. COA and DCSPER, HQ DA jointly developed an inoperable interface between the Joint Uniform Military Pay System-Army (JUMPS) and the Standard Installation/Division Personnel System (SIDPERS) as an element of the overall merger. It was determined to be in the Army's interest to expedite refinement of the SIDPERS-JUMPS interface and commence the planning for the ultimate merger of military pay and personnel functions.

### Objective

The major objective of the project was to complete a plan for merger of military pay and military personnel functions for the active Army to include improved one-stop service for the individual soldier. Appendix A (DA letter dated 4 Sep 74) contains 22 objectives (tasks) and certain conditions which were prerequisite to completion of the merger plan. Appendix B contains the status of the 22 objectives as of February 1978.

### Scope

The scope of the project provided the framework in which the proponent developed its concept:

- a. Specific functions for merger of both the finance office and the MILPO were to be identified.
- b. Merger plans were to recognize military pay and personnel system requirements (e.g., automated and manual quality control features, adequate audit trail, and substantiating documentation) at USAFAC and MILPERCEN and their respective field input stations.
- c. JUMPS was a fully documented and GAO approved DA system and as such, modifications or revisions to this system required GAO review or approval.

d. Merger plans were to include recommended office layouts for the typical types of buildings available to house the merged organizations. The facility was to be of sufficient size to accommodate the merged pay-MILPO office and the remaining elements of the finance office which deal with the individual soldier.

e. Methods of inspection/validation were to be analyzed to include recommendations for operating standards and responsibility for performance of on-site inspections/validations.

f. The merger plan was to take into account all ongoing systems and proposed changes that were planned for implementation before FY 80.

g. The merger plan was to provide for continuity of pay/personnel functions in case of emergency.

#### Assumptions

During development of the merger concept, the proponent utilized the following assumptions which had been set forth by the project sponsor, DA DCSPER:

a. SIDPERS was due to be extended Army wide by end of FY 75.

b. By the end of CY 75, JUMPS/SIDPERS interface was to be operational to the extent that SIDPERS provide by-product cards in JUMPS format at least as accurately and as timely as that card input produced by the local Finance Office within JUMPS.

c. The automated orders feature of SIDPERS was to be operational before CY 75.

### Discussion

None of the above listed assumptions were accomplished as scheduled; however, several evolutionary experiments were initiated at Fort Benjamin Harrison, using ADMINCEN pay and personnel organic operating elements and a Fort Harrison model office began operations in July, 1975. The purpose of evolutionary experimentation was to incrementally address problem areas which could not be resolved by desk-top study methodology, and included certain manual edit procedures for SIDPERS, one-stop customer services, error resolution actions, records filing procedures, and SIDPERS/JUMPS interface examinations.

Extension of the model to the prototype site was contingent upon a successful "mini-evaluation" by MILPERCEN and USAFAC at Fort Harrison of the procedures and organizations utilized in the merged pay/personnel office. In November 1975, the Merger Steering Group which was chaired by Commander, ADMINCEN, approved the exportation of the COPPER model to Fort Bragg, North Carolina. A roster of Merger Steering Group Members who attended the 7 February 1978 meeting, is at Appendix A.

Three prototype offices were established at Fort Bragg to provide the opportunity for a full-range evaluation of personnel and pay support problems at the installation, division, and corps support command level of operations. When the three offices began operations in January 1976, base-line data collection for evaluation purposes was initiated.

After a shake-down period by the prototype offices which utilized the COPPER procedures set forth by ADMINCEN, an evaluation of the procedures was conducted in the live environment at Fort Bragg during the March-April 1976 timeframe. A revised edition of the COPPER operating procedures based upon this evaluation is at Appendix C.

The 1976 evaluation was required to assess the capability of TOE and TDA COPPER prototype organizations to provide adequate pay and personnel services to supported units, to include one-stop service to the soldier. The evaluation was not designed to develop recommendations as to whether or not military pay and personnel functions should be merged. Rather, it was designed to:



a. Examine the implementation of the COPPER User Manual by the prototype organizations and to develop recommendations for user manual changes, as appropriate.

b. Assess the ability of the merged organizations to satisfy the personnel and pay requirements of the individual soldier, commanders, and selected staff officers.

The overall results of the 1976 evaluation are reflected here:

a. The prototype organization/staffing required modification.

b. Internal control system required more discipline.

c. Managerial tools required additional procedures for analyzing results.

d. Operational procedures required refinement and more detail.

e. SIDPERS/JUMPS interface required reprogramming to correct problems identified.

f. Non-automated processes saw degradation under COPPER while automated processes were not affected to any large extent.

g. The individual soldier perceived improved service under COPPER while the commanders perceived a slight degradation of service to the soldier under COPPER.

h. The functions performed by a finance clerk and a personnel clerk are too many and varied to combine under the auspices of a single "super clerk."

The Army Audit Agency reviewed the 1976 evaluation results and concluded:

a. A comparative evaluation could not be made of the merits of the proposed system because of insufficient baseline data.

b. The automated interface generated only a part of the potential pay transactions.

c. Quality control procedures were not adequate to provide for prompt analysis, correction, and reinput of rejected transactions.

d. Procedures for processing arrival transactions for newly assigned personnel were not adequate.

e. The control system designed to provide accountability over transactions and records and to expedite the processing of transactions was ineffective.

f. An economic analysis was not prepared.

The results of the evaluation and the Army Audit Agency review were analyzed by the proponent agency, refinements were made to the COPPER User Manual (Appendix C), the SIDPERS/JUMPS interface was reprogrammed by MILPERCEN, and an initial economic analysis was prepared (see status of objective 13 in Appendix B).

The COPPER project was at a "GO-NO GO" point in December 1976 since a decision had not been made whether or not to extend COPPER after the 1976 evaluation was found to be nonconclusive. In the same month, DA DCSPER hosted a meeting that included DA staff principals from COA and Director, Management Information Systems as well as TRADOC representation for the purpose of formulating a consolidated Army staff position on how to proceed with project COPPER. The results of that meeting were briefed to the Vice Chief of Staff, Army, and in January 1977, the VCSA issued supplemental guidance to the September 1974 tasking directive (see Appendix A). That supplemental guidance directed:

a. Continue to address the 1974 objectives as stated in the tasking directive.

b. Continue the prototype test at Fort Bragg for six to nine months using the SIDPERS/JUMPS interface.

c. Further test modifications must consider currently available ADP systems and provide a framework for integration of functions. The Army objective should be a common data base at installation level.

d. Expansion of COPPER testing to other test sites will be contingent upon demonstration of a valid test at Fort Bragg. Determination of the objectivity of reported test results will be made by the Army Audit Agency.

e. Plans Division, DCSPER, will continue to act as the DA Staff proponent for project COPPER.

The content of the VCSA directive was discussed at the February 1977 Merger Steering Group meeting and plans were made to execute its guidance. In addition, the division prototype office and the installation prototype office were granted authority to operate under supplemental procedures to the COPPER User Manual. The division supplement is at Appendix D; the installation supplement is at Appendix E. These supplements were designed in an effort to capitalize on lessons learned during the first year of prototype operations. It would now be possible to test certain procedural and organizational concepts which had the potential to allow the personnel and finance clerks to more readily identify with the end product of their efforts and to allow the supervisor more effectively fix responsibility.

At the July 1977 Merger Steering Group meeting, plans were finalized for the September-October evaluation of COPPER. Based upon recommendations, from that meeting, the COA directed FORSCOM to conduct a Methods and Standards Study for the purpose of ascertaining realistic staffing guidelines for the COPPER prototype offices. The methods portion of the study was completed in January 1978. The remainder of the study was held in abeyance pending final recommendations of the COPPER Merger Steering Group meeting to be held in February 1978.

During the period 26 September-28 October 1977, an evaluation team consisting of ADMINCEN, TRADOC, FORSCOM, USAFAC, and MILPERCEN personnel, participated in the conduct of the evaluation at Fort Bragg, North Carolina and Fort Campbell, Kentucky, the latter selected to represent the comparison baseline. The results of the evaluation are contained in TRADOC Project Number FU 096; the Executive Summary of which is at Appendix G. In summary, the evaluation report recommended that testing of the fully integrated COPPER prototype organizations be terminated at the earliest practical date, and the offices be reconfigured into their original organizational alignments.

The Army Audit Agency reviewed the evaluation methodology and results for objectivity. A copy of that review is at Appendix G. The Army Audit Agency concurred that the evaluation which was conducted was valid and the results could be used in the determination of whether or not to export the COPPER concept Army-wide.



A final Merger Steering Group meeting was held at Fort Bragg, North Carolina, on 7 February 1978, to discuss the results of the prototype evaluation and charter a future course of action for the Army in the Consolidation of Pay and Personnel Functions. The minutes of the Final Merger Steering Group meeting are at Appendix H. After careful deliberation by all SAG members, the following recommendations were agreed upon:

- a. That the COPPER test be terminated.
- b. That the three Fort Bragg PPSDs reorganize into separate but collocated MILPO/COMPACT and F&AO activities; the Fort Harrison PPSD remain intact as an ADMINCEN developmental laboratory and continue to use the SIDPERS/JUMPS Interface.
- c. That the Army establish as a long term goal (10-15 years), one common data base at departmental level (a U.S. Army data base) with single source input at each echelon. Determine the organization and procedure to support the concept (common data base) over an evolutionary period.
- d. That MILPERCEN/USAFAC/ADMINCEN jointly continue to explore the merit of the SIDPERS/JUMPS Interface, resolving system disconnects, and if required, test the interface at an installation other than Fort Bragg. As an aside, the Fort Bragg PPSDs would have the option, subject to USAFAC/MILPERCEN review, to continue or discontinue utilizing the interface.
- e. That MILPERCEN/USAFAC develop an Army-wide SIDPERS/JUMPS reconciliation package which is processed from the top (MILPERCEN) down (MILPO).
- f. That the Army endeavor to collocate personnel and finance offices.
- g. That MILPERCEN/ADMINCEN develop a standardized MILPO concept with common processing procedures versus organizational design.
- h. That ADMINCEN design a joint (personnel/finance) customer service activity concept. Upon refinement, the final concept will be provided MILPERCEN/USAFAC for proliferation where appropriate (collocated offices).

The above recommendations were approved by the Vice Chief of Staff, Army in a DA DCSPER decision paper (Appendix A) on 18 April 1978. Subsequent actions were initiated by the appropriate agencies to execute the recommendations of the COPPER Merger Steering Group.



### Conclusions

A valid test of three COPPER prototype offices was conducted at Fort Bragg, North Carolina. Based upon the results of that test, it was decided that the COPPER project should be terminated and that the Army finance, personnel, and systems communities direct their efforts toward establishing one Army data base for the common use of finance and personnel managers.

The Personnel Support System Study (PS3) conducted in 1972 was born out of turbulence in both the finance and personnel communities. Finance managers had just finished installing the JUMPS-Army system for centralized pay support while personnel managers were still activating SIDPERS Army-wide. In retrospect, both systems have since normalized operations. New technology, to include tutorial terminals and mini-computers, has demonstrated a potential for even greater advances in personnel and pay support for the soldier. Any future system design for merging functions should address initially the top and then the bottom of the spectrum, not the reverse as was attempted in COPPER.

APPENDIX A

Tasking Directives

Annex I - DA Tasking Letter, Sep 74

Inclosure a - Steering Group Members

Annex II - VCSA Tasking Letter, Jan 77

Annex III - COPPER Decision Paper Signed by

Vice Chief of Staff, Army, Apr 78



DEPARTMENT OF THE ARMY  
OFFICE OF THE ADJUTANT GENERAL  
WASHINGTON, D.C. 20310

REPLY TO  
ATTENTION OF:

DAPE-PBP DAAG-AMM

4 September 1974

SUBJECT: Consolidation of Military Pay and Personnel Functions

Commander  
US Training and Doctrine Command  
ATTN: ATPR  
Fort Monroe, Virginia 23351

1. Purpose: To develop a plan for the merger of the functions of military pay and military personnel at all levels within the Department of the Army.
2. References:
  - a. AR 11-37, Quality Assurance Program.
  - b. AR 37-101-1, Field Organization and Operating Instructions Under the Joint Uniform Military Pay System - Army (JUMPS-Army).
  - c. AR 37-104-3, Military Pay and Allowances Procedures, Joint Uniform Military Pay System - Army (JUMPS-Army).
  - d. AR 600-8, Military Personnel Offices.
  - e. DA Pamphlet 600-8, Military Personnel Office Management and Administrative Procedures.
  - f. DODI 7330.4, Requirements for Development, Test, Evaluation and Installation of the Joint Uniform Military Pay System (JUMPS), July 1, 1971.
  - g. Letter, DAPC-PSF-P, Study of Personnel Support for Contingency Operations, 25 March 1974.
  - h. Letter, DAAG-PAP-A, Implementation of the Consolidation of Military Personnel Activities (Short Title - COMPACT), 8 May 1974.
  - i. The Army Personnel Plan FY 74-79 (TAPP) w/cl.
  - j. Personnel Support Systems Study (PS3), February 1973.
  - k. JUMPS-Army Systems Documentation, as approved by Comptroller General of the US, 24 Oct 73.

DAPE-PBP DAAG-AMM

4 September 1974

SUBJECT: Consolidation of Military Pay and Personnel Functions

1. Standard Installation/Division Personnel Systems (SIDPERS) User Manuals.

m. Memorandum, DAPE-PBP, Preparation of Merger of Military Pay and Personnel Functions, 17 April 1974.

3. Plan Sponsor: DCSPER, HQDA. Sponsor Point of Contact is MAJ John Hodges, DAPE-PBP, OX-56810.

4. Planning Agency: US Army Training and Doctrine Command.

5. Terms of Reference:

a. Situation: The Personnel Support System Study (PS3) fully explored the feasibility and desirability of combining the military pay and personnel functions at all levels to provide better service to soldiers and their commanders and improve efficiency. The study concluded that the merger is both feasible and desirable. To date OCA and ODCSPER, HQDA have been jointly developing the automated interface between the Joint Uniform Military Pay System, Army (JUMPS) and the Standard Installation/Division Personnel System (SIDPERS) as an element of the overall merger. It is in the Army's interest at this time to expedite the JUMPS-SIDPERS interface and commence the planning for the ultimate merger of military pay and personnel.

b. Objectives of the plan:

(1) Identify statutory/regulatory requirements impacting on the two functions and changes that may be required.

(2) Identify all applicable policies, programs and systems currently in force and programmed for implementation that impact upon the merger or are impacted upon by the merger.

(3) For both pay and personnel functions (a) identify system elements (manual and automated) which require change in order to merge the functions and (b) design the changes in such a manner as to optimize performance of the resulting merged system.

(4) Identify changes to current operating policies, practices, and procedures required to structure and insure compatibility of operations of the merged elements.

(5) Determine the preferred number and location of consolidated pay/personnel offices.

COPPER

A-I-2



4 September 1974

SUBJECT: Consolidation of Military Pay and Personnel Functions

(6) Develop the internal organizational structure for the consolidated pay/personnel office with identification of functional activities of each element.

(7) Survey the availability of facilities on installations that are available to house the merged organization.

(8) Determine the amount and sources of funds required to accomplish the maintenance and repair and construction projects necessary to provide adequate facilities at each installation.

(9) Develop and recommend when each phase of the merger should take place, at what levels, at what locations. The plan will be developed in a manner which will provide for phased implementation to include prototype testing at a selected installation and division in a live environment and individual installation/division validation during proliferation.

(10) Prepare a test plan, to include evaluation methodology and format of evaluation report, which will detail the conduct of the prototype evaluation of the merged organizations.

(11) Evaluate the current JUMPS-Army surveillance checklist and the proposed MILPO surveillance concepts to recommend a standard checklist for the merged functions to be used for station validations and subsequent operational reviews.

(12) Determine how the physical merger can be accomplished without disrupting service to the soldier and without lowering the quality of service provided.

(13) Conduct an economic analysis concerning the requirements for ADPE and office type equipment, determine the disposition of excess items, and make recommendations for the procurement of modern, more efficient equipment.

(14) Conduct an inventory of personnel resources presently required by and authorized for the two functions.

(15) Determine the proper staffing for the merged organizations, taking full advantage of the opportunity for achieving manpower economics through functional consolidations. In consonance with current efforts to increase combat forces by reductions in support activities, identify by UIC those officer, warrant officer, enlisted and civilian manpower spaces excessed by the merger and available for reallocation by HQDA.

4 September 1974

SUBJECT: Consolidation of Military Pay and Personnel Functions

(16) Identify the number of personnel spaces and incumbents to be transferred to effect the merger and the phasing of their transfer.

(17) Develop a program to educate personnel in the merged functional areas to the importance of all roles in relation to providing service to the soldier and to overcome possible resistance to change.

(18) Develop a plan to cross train all personnel in the merged functional areas.

(19) Recommend changes to the Army educational system resulting from the merger of pay/personnel functions.

(20) Identify and provide an analysis of the impact of the merger on the US Army Finance and Accounting Center (USAFAC) and the US Army Military Personnel Center (MILPERCEN).

(21) Conduct a prototype evaluation at a selected division and installation in a live environment.

(22) Determine certification procedures for data transactions.

c. Limits: Time factor of the study will support completion of planning and approval by CSA by end CY 75.

d. Scope:

(1) Identify the specific function of both the finance office and MILPO which are to be merged.

(2) Merger plans will recognize military pay and personnel system requirements (e.g., automated and manual quality control features, adequate audit trail, substantiating documentation) at USAFAC and MILPERCEN and their respective field input stations.

(3) JUMPS-Army is a fully documented and General Accounting Office (GAO) approved DA system and as such, modifications or revisions to this system require GAO review or approval.

(4) Plan will include recommended office layouts for the typical types of buildings available to house the merged organizations. It is desirable that the facility be of sufficient size to accommodate the merged pay-MILPO office and the remaining elements of the finance office which deal with the individual soldier.

4 September 1974

SUBJECT: Consolidation of Military Pay and Personnel Functions

(5) Methods of inspecting/validation will be analyzed to include recommendations on who the proponent agency will be to prescribe operating standards and responsibility for performance of on-site inspections/validations.

(6) This plan will take into account all on-going systems and proposed changes that are planned for implementation before FY 80.

(7) The plan will provide for continuity of pay/personnel functions in case of emergency.

e. Time Frame: The plan should describe and recommend the Finance and MILPO organization that will operate through FY 80.

f. Assumptions:

(1) That SIDPERS will be extended Army wide by end FY 75.

(a) That by end CY 75, JUMPS/SIDPERS interface will be operational to the extent that SIDPERS will be capable of providing by-product cards in JUMPS-Army format at least as accurately and as timely as that card input produced by the local Finance Office within JUMPS-Army.

(b) That automated orders feature of SIDPERS will be operational before CY 75.

(2) That the COMPACT concept will be installed Army wide by end CY 74.

6. Support and Response Requirements:

a. OCA and DCSPER, HQDA will assist TRADOC in obtaining information and/or data from HQDA sources as required.

b. TRADOC is assigned all other responsibilities.

7. Administration:

a. Study Schedule:

(1) The plan will be completed to include presentation to CSA for approval by 31 December 1975.

(2) A milestone schedule for completion of the plan will be provided to ODCSPER, HQDA, by TRADOC NLT 60 days after receipt of this tasking letter.



DAPE-PBP DAAG-AMM

4 September 1974

SUBJECT: Consolidation of Military Pay and Personnel Functions

b. Control Procedures:

(1) Pay/Personnel Merger Steering Group will monitor and coordinate the development of the plan. With your concurrence, Commander, USAAC is designated chairman of the group.

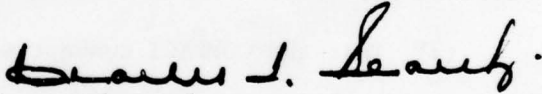
(2) Primary and alternate members of the Steering Group will be furnished by ODCSPER, ODCSOPS, OCA, OTAG, HQDA and TRADOC. OCE, HQDA will participate as required to review and provide technical guidance for maintenance and repair construction projects and when otherwise appropriate. Other major commands and HQDA staff elements will be prepared to participate as required.

(3) The Pay/Personnel Merger Steering Group will meet on call of the chairman.

(4) The Steering Group will provide ODCSPER, HQDA with quarterly milestone update reports. Known or anticipated problems which will prevent scheduled milestone completion will be reported in detail.

(5) HQDA will have final approval on all aspects of the plan.

BY ORDER OF THE SECRETARY OF THE ARMY:

  
Adjutant General

COPIES FURNISHED:

HQDA (DAPE-PBP)

HQDA (DAMO-FDP)

HQDA (DACA-CSJ)

HQDA (DAAG-COP)

HQDA (DAEN-FEB)

COMMANDERS

US ARMY MILITARY PERSONNEL CENTER

US ARMY ADMINISTRATIVE CENTER

US ARMY FINANCE AND ACCOUNTING CENTER

COPPER

A-I-6



Merger Steering Group Members

|   |              |
|---|--------------|
| United States Army Administration Center - Chairman | MG MUNDIE    |
| Deputy Chief of Staff for Personnel, DA             | MR KAHN      |
| Comptroller of the Army                             | BG LYNN      |
| Army Automation Directorate                         | MR BIELAWSKI |
| Office of Chief, Engineers                          | MR RUSSO     |
| Computer Systems Command                            | MG HANCOCK   |
| United States Army Audit Agency                     | MR MAY       |
| Deputy Chief of Staff for Operations, DA            | MR DEVINE    |
| The Adjutant General                                | COL HARMON   |
| Training and Doctrine Command                       | COL SIMPSON  |
| Forces Command                                      | MG KAPLAN    |
| United States Army Finance and Accounting Center    | BG ANDREWS   |
| United States Army Military Personnel Center        | BG MOORE     |
| XVIII Airborne Corps and Fort Bragg                 | COL FAUGHT   |



DEPARTMENT OF THE ARMY  
OFFICE OF THE CHIEF OF STAFF  
WASHINGTON, D.C. 20310

13 January 1977

SUBJECT: Consolidation of Military Pay and Personnel Functions (COPPER)

Commander  
US Army Training and Doctrine Command  
Fort Monroe, VA 23651

1. References:

- a. DAPE-PBP, DAAG-AMM letter, dated 4 Sep 74, subject as above.
- b. Your letter, dated 22 Oct 76, subject as above.

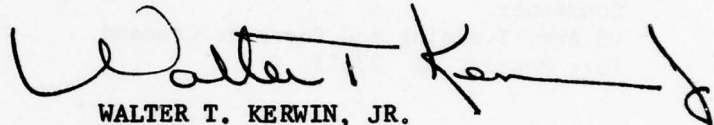
2. Reference a outlined the objectives and procedures for planning and merger of the Military Pay and Military Personnel functions. This correspondence supplements that reference and Commander, TRADOC, is directed to perform the following actions:

- a. Continue to address COPPER objectives and scope identified within above referenced 4 Sep 74 tasking letter.
- b. Continue test at Fort Bragg for six to nine months using the SIDPERS/JUMPS Interface.
- c. Further test modifications must consider currently available ADP systems and provide a framework for integration of functions. The Army objective should be a common data base at installation level.
- d. Complete COPPER testing at current test sites to include correction of all previously identified problems and modification of procedural techniques by end of FY 77.
- e. Expansion of COPPER testing to other test sites will be contingent upon demonstration of a valid test at Fort Bragg. Determination of the objectivity of reported test results will be made by U.S. Army Audit Agency during the June - September 1977 period. Problems noted in test plans, conduct of test, and evaluation of test results will be reported to DA DCSPER and TRADOC representatives as they are encountered.

**SUBJECT: Consolidation of Military Pay and Personnel Functions (COPPER)**

f. Plans Division, ODCSPER, will continue to act as the DA Staff proponent for project COPPER.

3. Reference b expressed your concern about a divergent new finance ADP system. A DMIS analysis of JACS concludes that various alternatives to JACS could possibly enhance COPPER and should be explored in achieving the best system for the Army. The COA concept of JACS will be revised to include provisions for integration with COPPER and the Vertical Installation Automated Baseline (VIALE).



WALTER T. KERWIN, JR.  
General, United States Army  
Vice Chief of Staff



DEPARTMENT OF THE ARMY  
OFFICE OF THE DEPUTY CHIEF OF STAFF FOR PERSONNEL  
WASHINGTON, D.C. 20310

18 APR 1978

DAPE-PB

MEMORANDUM FOR VICE CHIEF OF STAFF, ARMY

SUBJECT: Consolidation of Pay and Personnel (COPPER) -- DECISION  
MEMORANDUM

1. Purpose: To advise the VCSA of the results of the COPPER prototype and final evaluation and obtain approval of the COPPER Merger Steering Group recommendations.

2. Discussion:

a. As a result of the recommendations of the Personnel Support Systems Study (PS3), TRADOC was tasked on 4 September 1974 to evaluate the desirability of consolidating pay and personnel service (Project COPPER).

b. Three consolidated pay and personnel offices (Division, Corps Support Command, and Installation) were established at Fort Bragg in January 1976 with a formal evaluation of the consolidated operations conducted during March-April 1976. The AAA report on this test concluded that due to omissions and errors in the test design, COPPER was not evaluated objectively nor benefits properly assessed.

c. In compliance with a VCSA letter, dated 13 January 1977 (Tab A), TRADOC was required to continue the prototype test and conduct another formal evaluation. The purpose of the evaluation was to compare the capability of the consolidated pay and personnel offices with separate offices in their ability to provide services to the soldier and the chain of command. The three COPPER offices at Fort Bragg were to be compared to the non-COPPER offices at Fort Campbell. The formal evaluation was conducted during the period 26 September to 28 October 1977, which included an entire pay and personnel processing month.

d. In addition to TRADOC's ADMINCEN evaluation team, the prototype was independently evaluated by the DA Military Personnel Strength Evaluation Team, DA Personnel Management Assistance Team, and the DA Finance



18 APR 1978

DAPE-PB

SUBJECT: Consolidation of Pay and Personnel (COPPER) -- DECISION  
MEMORANDUM

and Accounting Assistance Team. The US Army Audit Agency also evaluated the test to determine if: (1) the test plan provided for collection of sufficient data, (2) test results were reported accurately, and (3) conclusions were supported.

e. The conclusions of the US Army Audit Agency were that the test was objective and thorough and that the test results were reported accurately and supported the conclusions (Tab B).

f. All five evaluation teams concluded that the COPPER organization was neither as efficient nor as effective as non-COPPER organizations and personnel and pay services to the soldier were degraded under COPPER. Also, the COPPER prototype organizations, as currently configured, do not save personnel spaces.

g. The team findings resulted in the Merger Steering Group Meeting adopting the eight recommendations contained at Tab C (red marker). Foremost of the recommendations is that the COPPER test be terminated.

h. This memorandum, the test results, and the recommendations of the Merger Steering Group have been coordinated with COA and DAA.

3. Recommendation: That the recommendations of the COPPER Merger Steering Group (Tab C) be approved.

3 Incl  
Tab A - VCSA Letter  
Tab B - US Army Audit Agency  
Conclusions  
Tab C - Recommendations of  
Steering Group

*Joseph P. Kingston*  
JOSEPH P. KINGSTON  
Major General, GS  
Assistant Deputy Chief  
of Staff for Personnel

APPROVED - VCSA

*Robert E. Douglas*  
18 APR 1978  
ROBERT E. DOUGLAS  
MAJ, GS  
Assistant to Director  
of the Army Staff

MAJ D. W. ADAMS/77409  
Typed by B. Hughes

COPPER

A-III-2



DEPARTMENT OF THE ARMY  
OFFICE OF THE CHIEF OF STAFF  
WASHINGTON, D.C. 20310

13 January 1977

SUBJECT: Consolidation of Military Pay and Personnel Functions (COPPER)

Commander  
US Army Training and Doctrine Command  
Fort Monroe, VA 23651

1. References:

- a. DAPE-PBP, DAAG-AMM letter, dated 4 Sep 74, subject as above.
- b. Your letter, dated 22 Oct 76, subject as above.

2. Reference a outlined the objectives and procedures for planning and merger of the Military Pay and Military Personnel functions. This correspondence supplements that reference and Commander, TRADOC, is directed to perform the following actions:

- a. Continue to address COPPER objectives and scope identified within above referenced 4 Sep 74 tasking letter.
- b. Continue test at Fort Bragg for six to nine months using the SIDPERS/JMPS Interface.
- c. Further test modifications must consider currently available ADP systems and provide a framework for integration of functions. The Army objective should be a common data base at installation level.
- d. Complete COPPER testing at current test sites to include correction of all previously identified problems and modification of procedural techniques by end of FY 77.
- e. Expansion of COPPER testing to other test sites will be contingent upon demonstration of a valid test at Fort Bragg. Determination of the objectivity of reported test results will be made by U.S. Army Audit Agency during the June - September 1977 period. Problems noted in test plans, conduct of test, and evaluation of test results will be reported to DA DCSPER and TRADOC representatives as they are encountered.

TAB A

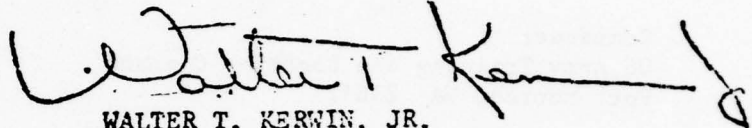
A-III-3

COPPER

SUBJECT: Consolidation of Military Pay and Personnel Functions (COPPER)

f. Plans Division, ODCSPER, will continue to act as the DA Staff proponent for project COPPER.

3. Reference b expressed your concern about a divergent new finance ADP system. A DMIS analysis of JACS concludes that various alternatives to JACS could possibly enhance COPPER and should be explored in achieving the best system for the Army. The COA concept of JACS will be revised to include provisions for integration with COPPER and the Vertical Installation Automated Baseline (VIABLE).



WALTER T. KERWIN, JR.  
General, United States Army  
Vice Chief of Staff

COPPER

A-III-4



DEPARTMENT OF THE ARMY  
SOUTHERN DISTRICT, U.S. ARMY AUDIT AGENCY  
30 PRYOR STREET, S.W., ROOM 1037  
ATLANTA, GEORGIA 30303

CSAA-SOD

15 FEB 1978

SUBJECT: Audit of Follow-on Prototype Test of the Consolidation of Military Pay and Personnel (COPPER), Audit Report SO 78-706

THRU: HQDA(CSAA-ZA)

TO:

*DCO-18 27 Feb*  
Commander *M. G. S.*  
US Army Administration Center  
Fort Benjamin Harrison, IN 46216

1. Purpose and Scope. At the direction of the Vice Chief of Staff, Army we made an audit of the follow-on prototype test of COPPER. The objectives of the audit were to determine if the (i) test plan provided for collection of sufficient data to perform an objective evaluation and was followed, (ii) test results were reported accurately, and (iii) conclusions were supported. Audit work was done concurrently with the follow-on prototype test at Fort Bragg, North Carolina and Fort Campbell, Kentucky. The audit was made in accordance with generally accepted auditing standards during the period September 1977 to February 1978.

2. Background.

a. The initial prototype test of COPPER was conducted at Fort Bragg during the period 22 March through 23 April 1976. As reported in our Audit Report SO 77-401, 17 December 1976, we concluded that because of various problems and omissions, the overall operational effectiveness of COPPER could not be evaluated objectively and the total costs versus potential benefits could not be assessed. We also concluded that until certain deficiencies were corrected, and an objective evaluation was made, a decision on the extension of COPPER should not be made. In a letter dated 13 January 1977, the Vice Chief of Staff, Army stated that expansion of COPPER testing to other sites would be contingent upon demonstration of a valid test at Fort Bragg.

b. The follow-on prototype test was conducted at Fort Bragg and Fort Campbell during the period 26 September through 28 October 1977. Fort Campbell was selected as the baseline so that operating results in a

TAB B

A-III-5

COPPER



15 FEB 1978

CSAA-SOD

SUBJECT: Audit of Follow-on Prototype Test of the Consolidation of Military Pay and Personnel (COPPER), Audit Report SO 78-706

non-COPPER environment could be compared to those at Fort Bragg. Results of the follow-on test and evaluation were presented in a draft report (TRADOC Project No. FO 096) dated February 1978. The report was prepared by the COPPER Evaluation Team under the direction of the Test Division, US Army Administration Center. The Team's overall conclusions, as stated in the Executive Summary, were as follows:

"Results of the various subtests show that while people can make any system work, the COPPER organizations are neither as efficient nor as effective as non-COPPER personnel and finance organizations. In terms of the original objectives specified for COPPER, the prototype PPSD's—particularly those staffed with military—have not been a success."

The Team also concluded that:

- Personnel and pay services to the soldier at Fort Bragg have been degraded under COPPER, not improved as intended.
- The COPPER prototype organizations, as currently configured, do not save personnel.
- The SIDPERS/JUMPS interface is working and appears to have potential for continued development.

Other issues addressed in the draft report include the span of control required of management under COPPER, the number of records with discrepancies at both installations, and the need for equipment and facilities. The test results were presented to the COPPER Merger Steering Group at Fort Bragg on 7 February 1978. Except for certain refinements to the recommendations, the test results were accepted by the Merger Steering Group.

### 3. Results of Audit.

a. Conclusions. We concluded that the follow-on prototype test was objective and thorough and the reported test results reflect conditions encountered during the test. The test plan generally was followed and executed properly at both Fort Bragg and Fort Campbell. We did note that certain transactions were not being timed correctly during the first week of the test at Fort Campbell. This matter was brought to the attention of appropriate test personnel and required procedural changes were made immediately. The processing time contained in the test report excluded the transactions timed incorrectly. The test results were reported accurately and the conclusions were supported. Like the COPPER Evaluation

CSAA-SOD

15 FEB 1978

SUBJECT: Audit of Follow-on Prototype Test of the Consolidation of  
Military Pay and Personnel (COPPER), Audit Report SO 78-706

Team, we too concluded that SIDPERS and JUMPS transactions were processed in a more timely manner at Fort Campbell than at Fort Bragg.

b. Observations. We do have several observations on certain aspects of the test that were not fully covered in the draft report. These observations, which your staff may wish to consider when preparing the final report, are summarized below.

(1) In our prior audit report, we recommended that the personnel and pay data bases be reconciled prior to retesting COPPER. Compatible data bases will improve the efficiency of the SIDPERS/JUMPS interface and reduce the JUMPS reject rate. Data bases at Fort Bragg had not been reconciled fully prior to the test. As of 31 August 1977, 12,318 individual records had data base differences. Our review showed that only 5,877 records (48 percent) had been reconciled as of 4 October 1977. To determine the impact of not reconciling the data bases, we adjusted the JUMPS reject rate for fiscal year 1977 at Fort Bragg by excluding those rejects that were caused by differences in personnel and pay data bases. The adjusted rate at Fort Bragg was then compared to the rate at Fort Campbell. This comparison showed a JUMPS reject rate of 3.6 percent for Fort Bragg as opposed to a rate of 1 percent for Fort Campbell. Although reconciliation of the data bases at Fort Bragg would have reduced the JUMPS reject rate, the JUMPS reject rate under the non-COPPER environment was still more favorable.

(2) In regard to unreconciled SIDPERS/JUMPS data bases, the COPPER Evaluation Team reported that the number of records with discrepancies at Fort Campbell was higher per population served than at Fort Bragg. We attributed this condition to the requirement for periodic data base reconciliations under COPPER. This requirement is important from the standpoint of increasing the efficiency of the SIDPERS/JUMPS interface feature of COPPER. However, periodic reconciliations of data bases could be expanded, if desired, to the non-COPPER environment without having to implement COPPER.

(3) Our audit also showed that not only were JUMPS and SIDPERS transactions processed faster at Fort Campbell, but rejected JUMPS transactions at Fort Campbell required less additional processing time. Rejected SIDPERS transactions required about the same amount of time to reprocess at both installations. A comparison of processing time for rejected transactions by activity follows:

15 FEB 1973

CSAA-SOD

SUBJECT: Audit of Follow-on Prototype Test of the Consolidation of Military Pay and Personnel (COPPER), Audit Report SO 78-706

| System/Activity | Average Time Required To<br>Reprocess Rejected Transactions<br>(In Days) |               |
|-----------------|--|---------------|
|                 | Fort Bragg   | Fort Campbell |
| JUMPS:          |  |               |
| Installation    | 12   | 8             |
| Division        | 12   | 6             |
| COSCOM          | 11   | na            |
| Average         | 12   | 6             |
| SIDPERS:        |  |               |
| Installation    | 4  | a/            |
| Division        | 5  | a/            |
| COSCOM          | 6  | na            |
| Average         | 5  | 6             |

a/ Installation and Division personnel functions were consolidated at Fort Campbell and, therefore, only one figure for SIDPERS reprocessing time was applicable.

#### 4. General Comments.

a. The results of our audit were discussed with the Test Director, COPPER Evaluation Team and members of his staff at various times throughout the audit. In addition, we discussed our overall conclusions with the Deputy Test Director on 18 January 1978.

b. The command reply process prescribed by AR 36-5 and AR 36-6 does not apply to this report. The courtesies and cooperation extended to the auditors during the audit are appreciated.



HAROLD E. ROBELLO  
District Manager

CF:  
Comptroller of the Army  
DCSPER, DA  
Cdr, FORSCOM, ATTN: AG  
Cdr, TRADOC  
Cdr, MILPERCEN  
Cdr, USAFAC  
Cdr, Fort Bragg  
Cdr, Fort Campbell

COPPER

A-III-8

ATZI-CD-C

MEMORANDUM FOR RECORD

SUBJECT: COPPER Merger Steering Group Meeting Minutes, 7 February 1978

PROJECT AGENCY: US Army Administration Center  
Fort Benjamin Harrison, IN 46216

1. Administration:

a. A Merger Steering Group meeting for Project COPPER convened at 0800 hours, 7 February 1978, at Fort Bragg, NC.

b. Attendees are listed at Incl 1. Asterisks indicate voting members. The only voting member absent was DA DCSOPS.

c. The meeting agenda is at Incl 2.

d. The meeting addressed the following issues:

(1) The Executive Summary of the Sep-Oct 77 COPPER Evaluation (provided to members prior to the meeting).

(2) Data compiled from the evaluation (Incl 3).

(3) Proponent recommendations and proposals based on evaluation results (Incl 4).

(4) User comments on evaluation executive summary and future direction of COPPER (Incl 5).

2. Discussion:

a. The chairman opened the meeting with a general introduction of the meeting's agenda. MG Mundie obtained assurance that all present basically recognized and indorsed the validity/objectivity of the COPPER evaluation. (Ltr, HQ Southern District, U.S. Army Audit Agency, CSAA-SOD, 15 February 1978, Subject: Audit of Follow-on Prototype Test of the Consolidation of Military Pay and Personnel (COPPER), Audit Report SO 78-706 attached as Incl 6.)

TAB C

A-III-9

COPPER



b. MG Mundie identified four basic design errors from which lessons must be learned for future endeavors:

- (1) The lack of a common data base.
- (2) The failure to standardize the MILPO environment prior to introducing the total pay and personnel consolidation.
- (3) The failure to develop complete exportable operator training package.
- (4) The fact that divergent guidance and thrust of resources/priorities from DA proponents often unintentionally worked to the detriment of the consolidated operator.

c. MG Kaplan (DCSPER, FORSCOM) noted that:

- (1) The personnel turbulence and level of MOS training within the PPSDs which have been alluded to as detractors from their performance were in fact "real world" and without them a meaningful test could not have been conducted.
- (2) The Army had attempted to merge incompatible systems and that the conclusions of the PS3 study could be outdated as a result of technological advances.
- (3) Designing a new operation should be accomplished from top to bottom, not the reverse as was attempted in COPPER.
- (4) It is time to stop and evaluate the current state of the art, what the future holds, and how it all meshes together in order to determine future direction.

d. BG Lynn (COA) identified that future designs must:

- (1) Commence with records, encompassing the features of ERAD and JACS.
- (2) Improve training for all related personnel.
- (3) Feature service from a common data base.

e. An open forum type exchange based on data contained at Incls 3, 4, and 5 and the COPPER Evaluation Executive Summary resulted in the following recommendations being adopted by the COPPER Merger Steering Group:

(1) That the COPPER test be terminated.

(2) That the three Fort Bragg PPSDs reorganize into separate but collocated MILPO/COMPACT and F&AO activities; the Fort Harrison PPSD remain intact as an ADMINCEN developmental laboratory and continue to use the SIDPERS/JUMPS interface.

(3) That the Army establish as a long-term goal (10-15 years), one common data base at departmental level (a US Army data base) with single source input at each echelon. Determine the organization and procedure to support the concept (common data base) over an evolutionary period.

(4) That MILPERCEN/USAFAC/ADMINCEN jointly continue to explore the merit of the SIDPERS/JUMPS interface, resolving system disconnects, and if required, test the interface at an installation other than Fort Bragg. As an aside, the Fort Bragg PPSDs would have the option, subject to USAFAC/MILPERCEN review, to continue or discontinue utilizing the interface.

(5) That MILPERCEN/USAFAC develop an Army-wide SIDPERS/JUMPS reconciliation package which is processed from the top (MILPERCEN) down (MILPO).

(6) That the Army endeavor to collocate personnel and finance offices.

(7) That MILPERCEN/ADMINCEN develop a standardized MILPO concept with common processing procedures versus organization design.

(8) That ADMINCEN design a joint (personnel/finance) customer service activity concept to be furnished the separate offices at Fort Bragg. Upon refinement, the final concept will be provided MILPERCEN/USAFAC for proliferation where appropriate (collocated offices).

*COLLOCATED*

3. The final COPPER Merger Steering Group meeting concluded at 1700 hours, 7 February 1978.

# PRINCIPAL ATTENDEES

|                 |  |
|-----------------|--|
| * LTG WARNER    | CDR, XVIII ABN CORPS & FT BRAGG                        |
| * MG HANCOCK    | CDR, COMPUTER SYSTEMS COMMAND                          |
| * MG KAPLAN     | DCSPER, FORSCOM  |
| * MG MUNDIE     | CDR, ADMINCEN (CHAIRMAN, MERGER STEERING GROUP)        |
| * BG ANDREWS    | CDR, USAFAC  |
| BG BOYLE        | ADCS, 82D ABN DIV                                      |
| BG CROSBY       | DIR, PERSONNEL INFORMATION SYSTEMS, MILPERCEN          |
| * BG LYNN       | DIR OF FINANCE & ACCOUNTING, COA                       |
| * BG MOORE      | DIR, PERSONNEL MANAGEMENT SYSTEMS, MILPERCEN           |
| * COL HARMON    | DIR OF PLANS & OPNS, TAGCEN                            |
| COL CHURCHILL   | AG, FORSCOM  |
| COL EDMONDSON   | DIR, COMBAT DEVELOPMENTS, ADMINCEN                     |
| COL FAUGHT      | AG, XVIII ABN CORPS & FT BRAGG                         |
| COL JOYCE       | CDR, MILPERCENEUR                                      |
| COL LILJE       | C, FINANCE & ACCOUNTING DIV, DCSCOMPT, FORSCOM         |
| COL PEMBERTON   | COMPT, XVIII ABN CORPS & FT BRAGG                      |
| COL PENDLETON   | CDR, 1ST COSCOM  |
| COL RALPH       | DCDR FOR SYSTEMS, ADMINCEN                             |
| COL RAMEY       | C, FIN & ACCTG SYSTEMS PLANS OFC, USAFAC               |
| * COL SIMPSON   | A/DCSPER, TRADOC                                       |
| COL STANTON     | CDR, HQ COMD, FT BRAGG                                 |
| COL WALLACE     | DEPUTY TEST DIRECTOR, PROJECT CAR TEST HQ              |
| COL WEBER       | DIR, EVALUATION, ADMINCEN                              |
| * MR. BIELAWSKI | COMPUTER SPECIALIST, FUNCTIONS SYSTEMS DIV, AAD        |
| * MR. KAHN      | A/DIR OF PLANS, PROGRAMS & BUDGET, DA DCSPER           |
| * MR. MAY       | ASSOCIATE DIR, OFC OF COMD & STAFF AUDITS, HQ USAAA    |
| * MR. RUSSO     | C, BLDG & STRUCTURE BR, BLDG & GRDS DIV, FAC ENGR, OCE |
| *               | DA, DCSOPS   |

*INCL #1*  
COPPER

A-III-12

## APPENDIX B

### STATUS OF COPPER TASKING OBJECTIVES

The 4 September 1974 tasking letter from TAG and DA DCSPER contained twenty-two project objectives which provided the direction for the effort expended by ADMINCEN. At the conclusion of the project, the objectives had the following status:

- a. OBJECTIVE NO. 1: Identify statutory/regulatory requirements impacting on the two functions and changes that may be required.

STATUS: This action was addressed in five phases:

Phase I - Identify those regulatory requirements impacting on the two functions for which no change would be required. All regulatory requirements were identified prior to preparation of the initial draft of the COPPER Users Manual. That action was maintained on a current status with assistance of MILPERCEN and USAFAC providing copies of proposals for and action issuances of regulatory changes.

Phase II - Copies of DA Form 2028, containing appropriate revisions to 29 related ARs, FMs, and DA Pams, were given to each regulatory proponent at the 13 Apr 76 Merger Steering Group meeting. All concurred that there should be no attempt to consolidate the 37 and 600 series and that additional effort was not required until a successful test was concluded.

Phase III - Identify those regulatory requirements impacting on the two functions for which changes would immediately enhance field operations independent of any action on COPPER. Annexes I, II, and III contain recommendations for regulatory changes which were forwarded to appropriate proponent agencies.

Phase IV - Identify those statutory requirements impacting on the two functions for which no changes would be required. Statutory requirements were identified prior to preparation of the initial draft COPPER Users Manual. These requirements pertained solely to disbursement of funds and establishment of comptroller positions.

Phase V - Identify those statutory requirements impacting on the two functions for which changes would be required. The act of December 1941, 31USC82 and 31USC74 pertain to the pecuniary liability of accountability of disbursing and of certifying officers and place accountability upon each officer. This act is expanded upon by the



GAO Manual for Guidance of Federal Agencies, Title 3 para 26.4 and places liability upon the disbursing officer. However, the Comptroller General decision A-52987 dated 7 May 1934 refers to Executive Order 6166, June 10, 1933 and permits the accounting officer to raise a charge against the certifying officer. USAFAC agreed to propose to COA that draft legislation be submitted to Congress that would provide for liability being assigned to certifying officers within the Army, similar to that placed on non-military associated certifying officers by 31USC82.

b. OBJECTIVE NO. 2: Identify all applicable policies, programs and systems currently in force and programmed for implementation that impact upon the merger or are impacted upon by the merger.

STATUS: Each applicable policy, program, and system was identified and addressed prior to development of COPPER concepts and procedures. This objective created a continuous tasking and contributed to the update of each issue of the COPPER Users Manual. Scope of this objective varied in complexity from the manual filing of pay and personnel records to the highly automated aspects of JUMPS and SIDPERS. Policies of management varied from the transmittal of transactions prepared at the unit/PAC level to the preparation of card decks for USAFAC and MILPERCEN and included block ticketing and daily activity reports.

c. OBJECTIVE NO.3: For both pay and personnel functions (a) identify system elements (manual and automated) which require change in order to merge the functions and (b) design the changes in such a manner as to optimize performance of the resulting merged system.

STATUS: SIDPERS was programmed to interface with JUMPS-Army. Unfortunately that interface program would not produce by-product cards that could be accepted by JUMPS to update the master pay file. As an interim step, ADMINCEN prepared a filter program to delete unacceptable cards and then worked with the two system proponents to develop a limited interface that would permit the testing of COPPER concepts. Dissimilarities between the systems included system disconnects, different transaction mnemonics, and a three to five day timeliness problem caused by time sharing of SIDPERS on the CS3 computer. Annex IV identifies specific problems addressed at one meeting of MILPERCEN, USAFAC and ADMINCEN representatives. Manual system changes appear as procedures in the COPPER Users Manual (Appendix C).

d. OBJECTIVE NO. 4: Identify changes to current operating policies, practices, and procedures required to structure and insure compatability of operations of the merged elements.

STATUS: These changes are contained in the COPPER Users Manual, Appendix C. The evaluation report contained at Appendix G also indicates the need for future refinement of the merged operation.

e. OBJECTIVE NO. 5: Determine the preferred number and location of consolidated pay/personnel offices.

STATUS: Attached memorandum (Annex V) identifies the preferred number and location of COPPER offices, explains the rationale used to compile the data, and provides a proposed proliferation schedule.

f. OBJECTIVE NO. 6: Develop the internal organizational structure for the consolidated pay/personnel office with identification of functional activities of each element.

STATUS: The internal organizational structure for the consolidated pay and personnel office with identification of functional activities of each element is contained in the COPPER Users Manual, Appendix C. Two variations of the structure and functional activities are in supplements to the basic manual contained at Appendices D & E. These changes reduce the managerial span of control, reconfigure the records for better maintenance, and permit several procedure variations within the COPPER framework.

g. OBJECTIVE NO. 7: Survey the availability of facilities on installations that are available to house the merged organization.

OBJECTIVE NO. 8: Determine the amount and sources of funds required to accomplish the maintenance and repair and construction projects necessary to provide adequate facilities at each installation.

STATUS: Annex VI contains the results of OCE's input of facility adequacy and costs. The passage of time will affect the data's application.

h. OBJECTIVE NO. 9: Develop and recommend when each phase of the merger should take place, at what levels, at what locations. The plan will be developed in a manner which will provide for phased

implementation and individual installation/division validation during proliferation.

STATUS: Plans for development and recommendations for functional mergers of activities above installation, division and corps were not initiated pending the completion of a merger impact study (objective 20) and a successful prototype evaluation of COPPER. A conceptual plan for COPPER proliferation is contained in Annex V, with a formal Conversion Guide at Appendix F.

i. OBJECTIVE NO. 10: Prepare a test plan, to include evaluation methodology and format of evaluation report, which will detail the conduct of the prototype evaluation of the merged organizations.

STATUS: A complete Outline Test Plan (OTP) for the 26 Sep 77-28 Oct 77 COPPER prototype evaluation was published on 27 June 1977 and is attached at Annex VII.

j. OBJECTIVE NO. 11: Evaluate the current JUMPS-Army surveillance checklist and the proposed MILPO surveillance concepts to recommend a standard checklist for the merged functions to be used for station validations and subsequent operational reviews.

STATUS: A standard checklist for COPPER (Annex VIII) was compiled during the early development stages. Experience indicates that an abbreviation of that checklist would be more appropriate, and that adherence to procedural flow versus end product results should be emphasized.

k. OBJECTIVE NO. 12: Determine how the physical merger can be accomplished without disrupting service to the soldier and without lowering the quality of service provided.

STATUS: Plans for the physical merger of activities above installation, division and corps were not initiated pending the completion of a merger impact study (objective 20) and the demonstration of successful prototype testing. A formal Conversion Guide (Appendix F) addresses the planned physical merger of the field offices to preclude any disruption of service to the soldier or lowering of the service quality.

l. OBJECTIVE NO. 13: Conduct an economic analysis concerning the requirements for ADPE and office type equipment, determine the disposition of excesses, and make recommendations for the procurement of modern, more efficient equipment.



STATUS: COPPER did not require additional ADPE and office type equipment and therefore an economic analysis was not prepared in the early development stages. However, in conjunction with the first (1976) COPPER evaluation, the Merger Steering Group (13 Apr 76) directed that a comprehensive analysis to include personnel, equipment and facility costs be prepared. The COPPER Economic Analysis (Annex IX) was prepared in September 1976. A subsequent USAAA review (Audit Report 5077-502, Annex X) identified the need for extensive revision to portions of the analysis. Subsequently, the 1978 COPPER Evaluation Report, Appendix G, supported the initial thesis that there were no discernable differences in equipment required to operate a COPPER versus non-COPPER office.

m. OBJECTIVE NO. 14: Conduct an inventory of personnel resources presently required by and authorized for the two functions.

STATUS: MILPERCEN, in an Army-wide message, DTG 241600Z May 77, subject: MILPO Strength, identified the number of persons authorized by TOE and by TDA; however, as stated by BG Moore at the 7 Jul 77 MSG meeting, the true or actual number of persons performing the tasks, which includes borrowed and detail persons, was highly sensitive, perishable, and not readily available. USAFAC had similar experience with this illusive "actual" figure and as noted in the COPPER Economic Analysis (Annex IX), ADMINCEN never obtained an inventory at the Fort Bragg test site prior to organization of the PPSDs.

n. OBJECTIVE NO. 15: Determine the proper staffing for the merged organizations, taking full advantage of the opportunity for achieving manpower economics through functional consolidations. In consonance with current efforts to increase combat forces by reductions in support activities, identify by UIC those officer, warrant officer, enlisted and civilian manpower spaces excessed by the merger and available for reallocation by HQDA.

STATUS: The recommended merged organization staffing is contained in the COPPER Users Manual (Appendix C) and further addressed in the COPPER Evaluation Report (Appendix G). The report of findings and recommendations of the methods phase of the FORSCOM Methods and Standards Study (Annex XI) also addresses staffing in the context of a direct correlation being established with organizational work flow. Excess spaces by UIC were not identified and identification of these spaces was deferred until COPPER proliferation had been approved.



o. OBJECTIVE NO. 16: Identify the number of personnel spaces to be transferred to effect the merger and the phasing of their transfer.

STATUS: Initiation of actions to identify the number of personnel spaces to be transferred to effect the merger and the actual phasing of their transfer were held in abeyance pending the completion of both successful prototype testing and the merger impact study (objective 20).

p. OBJECTIVE NO. 17: Develop a program to educate personnel in the merged functional areas to the importance of all roles in relation to providing service to the soldier and to overcome possible resistance to change.

STATUS: The training program utilized to establish the prototype consolidated activity at Fort Bragg included provisions to educate operating personnel in the merged functional areas as to the importance of their individual roles. In addition, classroom instruction was presented at ADMINCEN to the Personnel Management Officers Course (PMOC) and to both the Personnel Administration Officers Advance Course (PAOAC) and the Financial Management Officer Advance Course (FMOAC) to provide a working knowledge of COPPER and overcome potential resistance to change. A formalized training program was to be designed for conversion team members when the decision to proliferate COPPER had been made.

q. OBJECTIVE NO. 18: Develop a plan to cross train all personnel in the merged functional areas.

STATUS: A detailed program of instruction (POI) to cross train personnel in the merged activity is contained at Annex XII. The POI contains subject blocks of instructions required to be taught to both finance and personnel clerks and supervisors.

r. OBJECTIVE NO. 19: Recommend changes to the Army educational system resulting from the merger of pay/personnel functions.

STATUS: Completion of this project was contingent on a finished COPPER User's Manual being produced and the COPPER concept of operations being satisfactorily tested at the prototype offices. It was recognized that officer basic and advance course curriculums would require change once the merger concept was adopted. Likewise, enlisted courses, and any courses dealing with finance and personnel organizations which were taught at TRADOC installations would also require change. Formal curriculum changes had not been developed at

the time the project was terminated in February 1978. As stated in the status of Objective #17 above, some platform presentations had been developed for interim use until an overall decision on the merger had been made.

s. OBJECTIVE NO. 20: Identify and provide an analysis of the impact of the merger on the US Army Finance and Accounting Center (USAFAC) and the US Army Military Personnel Center (MILPERCEN).

STATUS: The merger impact was studied by representatives of MILPERCEN and USAFAC during the period of prototype testing at Fort Bragg. The MILPERCEN and USAFAC representatives presented their findings and conclusions to the DA DCSPER prior to the 7 February 1978 merger steering group meeting at Fort Bragg. DA DCSPER developed a matrix of impact statements (Annex XIII) and concluded that separate study groups would have to be formed to resolve each issue.

t. OBJECTIVE NO. 21: Conduct a prototype evaluation at a selected division and installation in a live environment.

STATUS: On 11 September 1974, ADMINCEN was tasked to plan the merger of military personnel and pay functions. On 29 July 1975, a COPPER model office was established at Fort Benjamin Harrison to serve as an experimental test bed for COPPER procedures. Prototype testing in a live support environment commenced during January 1976 at Fort Bragg with the establishment of three PPSDs in the 82d Airborne Division, in the 1st Corps Support Command, and in the XVIII Airborne Corps and Fort Bragg.

The initial prototype test of COPPER was conducted at Fort Bragg during the period 22 March through 23 April 1976. The Army Audit Agency Audit Report SO 77-401, dated 17 December 1976, concluded that because of various problems and omissions, the overall operational effectiveness of COPPER could not be evaluated objectively and the total costs versus potential benefits could not be assessed. It was also concluded that until certain deficiencies were corrected, and an objective evaluation was made, a decision on the extension of COPPER should not be made. In a letter dated 13 January 1977, the Vice Chief of Staff, Army stated that expansion of COPPER testing to other sites would be contingent upon demonstration of a valid test at Fort Bragg.

The follow-on prototype test was conducted at Fort Bragg and Fort Campbell during the period 26 September through 28 October 1977. Fort Campbell was selected as the baseline so that operating results

in a non-COPPER environment could be compared to those at Fort Bragg. Results of the 1977 follow-on test and evaluation are contained in the executive summary of the evaluation (TRADOC Project No. FO U96) dated February 1978 (Appendix G).

The results of the Army Audit Agency review of the 1977 evaluation is contained in Audit Report SO 78-706 which is at Annex XIV. The overall conclusion of that Agency was that the follow-on prototype test was objective and thorough and the reported test results reflect conditions encountered during the test.

u. OBJECTIVE NO. 22: Determine certification procedures for data transactions.

STATUS: Early on in the COPPER project, the problem of pecuniary liability for funds disbursed under the COPPER concept was addressed. GAO policy and Army regulations place pecuniary liability on the Accountable Disbursing Officer (ADO) for all funds disbursed through his office, regardless of who certified their payment. In a non-COPPER environment the Finance and Accounting Officer (F&AO) is also the ADO.

The COPPER organizations presented two problem areas to overcome. First, at the installation prototype office, guidelines for pecuniary liability and certification procedures between a chief of the Personnel and Pay Services Division (PPSD) and the installation F&AO would be required since the installation prototype PPCD did not have an organic disbursing capability. In July 1975, USAFAC published those guidelines in a letter to the Commander, ADMINCEN (Annex XV) which outlined accountability, liability, and responsibility for pay transactions and disbursements under the COPPER installation model.

The second problem area dealt with the TOE COPPER organizations which did not have a certification problem since the disbursing operation was organic to the PPCD. In a TOE organization, the Chief, PPCD, is also the ADO. This situation would not be unique except when the chief of the PPCD was a non-Finance Corps officer. In accordance with AR 37-103, request for appointment of an individual, other than a Finance Corps officer, as a finance and accounting officer, will be forwarded to USAFAC for action necessary to approval prior to appointment. In July, 1976, USAFAC determined that the following resident training would be required for non-Finance Corps PPCD chiefs:

Disbursing Operations - 40 hours

Military Pay - 80 hours

Travel - 40 hours

JUMPS-Army Management - 40 hours

USAFAC further stated that appointments of other than Finance Corps officers to disbursing accounts would not be approved without successful completion of the training requirements set forth above and certification of qualification by the United States Army Institute of Administration.

During the course of the prototype test, the installation PPSD chief was a Finance Corps officer, while the TOE PPSD chiefs were Adjutant General Corps officers granted authority by USAFAC to be accountable disbursing officers after completion of the above identified training.





DEPARTMENT OF THE ARMY  
U. S. ARMY FINANCE AND ACCOUNTING CENTER  
INDIANAPOLIS, INDIANA 46249

FINCD-A

SUBJECT: COPPER - Recommended Regulatory Changes

27 MAR 1977

Commander  
US Army Administration Center  
Fort Benjamin Harrison, IN 46216

1. Reference letter, ATZI-SP, dated 14 April 1977, above subject.
2. The recommendation forwarded here by reference 1 has been evaluated for Army wide application. Based on this evaluation, we will announce by JUMPS-Army message a revision to AR 37-104-3 that will require only one ten-day follow-up reminder on stop payment requests for JUMPS-Army and allotment checks. The follow-up requirement was not discontinued as recommended; however, we believe that one follow-up should be sufficient to remind the member of his obligation to return the original check. While we realize that even this one follow-up action will require time to execute, the absence of any follow-up action may encourage a greater noncompliance than now being experienced. As to the recommendation to notify the member's commander, it has been our practice for some time to forward a notice to the member's commander, whenever a stop payment action has been submitted, and the original check is negotiated.

*R. P. Dixon Jr.*  
R. P. DIXON, JR.  
COL, FC  
Acting Commander

B-I-1

COPPER





DEPARTMENT OF THE ARMY  
U. S. ARMY FINANCE AND ACCOUNTING CENTER  
INDIANAPOLIS, INDIANA 46249

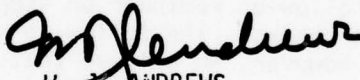
6 MAY 1977

FINCD-A

SUBJECT: COPPER - Recommended Regulatory Changes

Commander  
U.S. Army Administration Center  
ATTN: ATZI-SP  
Fort Benjamin Harrison, IN 46216

The regulatory change recommended for improvement of the operation of the COPPER Office, forwarded here by your letter, ATZI-SP, dated 14 April 1977, subject as above, is being considered for Army wide application. The results of our analysis will be furnished you by 27 May 1977.

  
W. J. ANDREWS  
BG, USA  
Commanding

COPPER

B-I-2





DEPARTMENT OF THE ARMY  
U.S. ARMY ADMINISTRATION CENTER  
OFFICE OF THE COMMANDING GENERAL  
FORT BENJAMIN HARRISON, INDIANA 46216

14 APR 1977

ATZI-SP

SUBJECT: COPPER -- Recommended Regulatory Changes

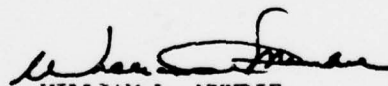
Commander  
US Army Finance and Accounting Center  
Fort Benjamin Harrison, IN 46249

1. References:

- a. COPPER Merger Steering Group (MSG) meeting, 1 Feb 77.
- b. Letter, ADMINCEN, ATZI-SP, 25 Feb 77, subject: Fort Bragg Visit 14-18 Feb 77.
- c. Letter, ADMINCEN, ATZI-SP, 1 Apr 77, subject as above.
- d. Letter, ADMINCEN, ATZI-SP, 11 Apr 77, subject as above.

2. ADMINCEN continues to probe areas in which field operators are experiencing varying degrees of difficulty caused by requirements of Army Regulations. Special emphasis is given those procedural difficulties which are being highlighted by the COPPER organization. Attached at inclosure 1 is a recommended regulatory change derived from a recent visit at Fort Bragg (ref 1b), which will improve the operating performance of the COPPER office and the traditional finance office.

1 Incl  
As stated

  
WILLIAM L. MUNDIE  
Major General, USA  
Commanding

CF:  
DA DCSPER (DAPE-PB) w/incl  
DA, COA (DACA-FAZ-X) w/incl  
Cdr, XVIII Abn Corps w/incl  
Cdr, 1st COSCOM (C, PPSD) w/incl  
Cdr, 82d Abn Div (C, PPSD) w/incl  
Cdr, XVIII Spt Cmd (C, PPSD) w/incl

PUBLICATION/PROPONENT: AR 37-104-3 (USAFAC, ATTN: FINCD).

OBJECTIVE: To reduce the administrative workload associated with stop-payment actions.

PROBLEM: The current stop-payment process (para 90802b(5), AR 37-104-3) requires the finance/PPSD office to issue three follow-up reminders (every 10 days) each time a stop-payment action for JUMPS-Army and allotment checks is initiated to ascertain if the check has been received, in an attempt to reduce the number of original checks being negotiated after receipt of a local payment. This requirement poses a significant manpower drain for questionable results (JUMPS-Army msg 74-90).

DISCUSSION: The current procedure should be reviewed since its principal purpose was to insure that the member understands his/her requirement to return the original check after the initiation of a stop-payment action. This objective is achieved by providing the member a copy of DA Form 3037 containing a penalty statement for fraudulent claims. Successive reminders appear to have little or no impact in deterring an individual from negotiating the original check, while they are a notable detraction from the servicing (F&AO/PPSD) facilities' limited manpower resources. The adverse impact of this requirement is compound in instances where local original/substitute checks are included in an effort to reduce over-payments in the account of the finance and accounting office (msg, DAC-FAF-T, 3 Feb 76, subject: Interim Change to AR 37-103).

RECOMMENDATION: That the requirement for follow-up reminders on stop-payment actions for JUMPS-Army and allotment checks be discontinued. That the penalty statement on the DA Form 3037 be brought to command attention, in all instances where the original check is negotiated, in the form of a notification of the incident to the commander, and where possible a reply be furnished the F&AO as to the disciplinary/corrective measures taken by the commander to preclude recurrence.

ADMINCEN POC: CPT G. R. Belanger, ATZI-SP, AUTOVON: 699-3673/3674



ATZI-SP ( 1 Apr 77) 2d Ind  
SUBJECT: COPPER - Recommended Regulatory Changes

DA, ADMINCEN, Fort Benjamin Harrison, IN 46216 MAY 10 1977

TO: Commander, XVIII Airborne Corps & Fort Bragg, ATTN: AFZI-AG,  
Fort Bragg, NC 28307

1. References: a. Letter, ADMINCEN, ATZI-SP, 27 Feb 77, subject:  
Fort Bragg Visit, 14-18 Feb 77

b. Letter, ADMINCEN, ATZI-SP, 14 Apr 77, subject as above.

c. Letter, ADMINCEN, ATZI-SP, 14 Apr 77, subject as above.

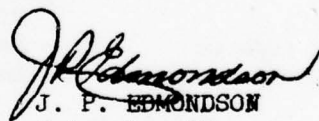
2. Your attention is invited to MILPERCEN's adoption (preceding indorsement) of one of the proposed regulatory changes identified by Fort Bragg personnel. Also contained is relief, in a form other than that proposed, to alleviate some of the consternation surrounding interim reports.

3. In addition to the inclosed proposals ADMINCEN has received notification that proposals contained in reference 1b and 1c have been received and are being taken under advisement. Decisions on these proposals are expected soon and will be furnished your headquarters.

4. As COPPER progresses ADMINCEN remains ready to pursue additional regulatory changes which can enhance the pay and personnel service to the soldiers. In this regard ADMINCEN continues to research areas contained in references 1a; however; difficulty has been encountered in identifying the DA requirements for copies of the DA Form 2 or 2-1 (Item 1b, Incl 3, references 1a), your assistance in identifying these specific regulatory requirements is solicited.

FOR THE COMMANDER:

2 Incl  
nc

  
J. P. EDMONDSON  
Colonel, GS  
Director, Special Projects

CF:  
C, PPSD, 1st Corps Spt Comd  
C, PPSD, 82d Airborne Div  
C, PPSD, HQ Comd, XVIII Spt Comd



DEPARTMENT OF THE ARMY  
U.S. ARMY ADMINISTRATION CENTER  
OFFICE OF THE COMMANDING GENERAL  
FORT BENJAMIN HARRISON, INDIANA 46216

1 Apr 1977

ATZI-SP

SUBJECT: COPPER - Recommended Regulatory Changes

Commander  
US Army Military Personnel Center  
200 Stovall Street  
Alexandria, VA 22332

1. References:

- a. COPPER Merger Steering Group (MSG meeting, 1 Feb 77).
- b. Letter, ADMINCEN, ATZI-SP, 25 Feb 77, subject: Fort Bragg Visit 14-18 Feb 77.

2. ADMINCEN continues to probe areas in which field operators are experiencing varying degrees of difficulty caused by requirements of Army Regulations. Special emphasis is given those procedural difficulties that are being highlighted by the COPPER organization. Attached at inclosures 1 and 2 are recommended regulatory changes derived from a recent visit at Fort Bragg (ref 1b), which will improve the operating performance of the COPPER office and the traditional MILPO.

2 Incl

1. Proposed Int reports
2. Proposed SIDPERS inhibitor

WILLIAM L. MUNDIE  
Major General, USA  
Commanding

CF:

Cdr, XVIII Abn Corps & Fort Bragg w/incl  
Cdr, 1st COSCOM, ATTN: Chief, PPSD, Fort Bragg  
Cdr, 82d Airborne Div, ATTN: Chief, PPSD, Fort Bragg  
Cdr, XVIII Spt Cmd, ATTN: Chief, PPSD, Fort Bragg  
Cdr, USAFAC, Fort Benjamin Harrison, IN  
DA, DCSPER, Wash, DC

COPPER

B-II-2

DAPC-MSF-O (1 Apr 77) 1st Ind  
SUBJECT: COPPER - Recommended Regulatory Changes

DA, US Army MILPERCEN, 200 Stovall St., Alexandria, VA  
22332 9 MAY 1977

TO: Commander, US Army Administration Center, ATTN: ATZI-SP,  
Ft. Benjamin Harrison, Indiana 46216

This headquarters has reviewed the two proposals attached as Inclosures 1 and 2 and the following comments are provided:

a. (Inclosure 1) The proposal that AR 600-31 and procedure 4-12, DA Pamphlet 600-8 be modified so as to allow the MILPO (Actions and Affairs Branch) to submit interim reports in a consolidated letter format to HQDA is not considered feasible. The DA Form 268 (to include interim reports) is a key management tool utilized by both division/installation and HQDA personnel. The proposal to furnish HQDA with a roster of interim reports in lieu of individual DA Form 268's would create additional workloads on both the MILPO and HQDA personnel managers. Additionally, the proposal would not eliminate the requirement for units to submit interim reports to the MILPO for the purpose of preparing rosters. At the present time, individual DA Form 268's (initial and interim) are filed in field MPRJs and other official DA files, i.e., CMIF, Intelligence files, etc. If the proposal were adopted, it would require an additional effort on the part of file clerks at HQDA to either post/annotate the interim response to the files, or reproduce copies of the roster provided for inclusion in the files. In addition, a possibility does exist that in the transcribing process at the MILPO and HQDA, errors or omission of data on interim reports could occur. The continued submission of individual DA Form 268's allows for better control of these sensitive actions, especially at HQDA in the centralized promotion/selection, retirement, and assignment processes. Paragraph b below highlights some major changes that will assist in reducing the number of initial and interim reports that will be required to be forwarded to HQDA.

b. (Inclosure 1) AR 600-31 is being completely revised and when implemented will assist in reducing the number of DA Forms 268 and interim reports that will have to be forwarded to HQDA. For example, the requirement for submission of DA Form 268 to HQDA for enlisted personnel serving in pay grades E-1 through E-5 will be reduced as follows: DA Form 268 will only be submitted on personnel in grades E-5 and below who are assigned duty in MOS OOJ, CMF 96 and 97, and

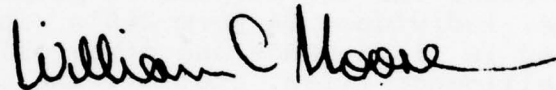
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SUBJECT: COPPER - Recommended Regulatory Changes

for those personnel undergoing investigation for security reasons. DA Form 268 for all other personnel serving in pay grades E-1 through E-5 will be monitored by the servicing MILPO. Once the revised AR is approved by HQDA, Procedure 4-12, DA Pamphlet 600-8, will be revised accordingly.

c. (Inclosure 2) This Headquarters concurs with ADMINCEN proposal (Incl 2) that the MILPO (Action and Affairs Branch) be held responsible for submitting the SIDPERS "FLAG" transaction. In this regard, action has been taken to rescind procedure 2-13, DA Pamphlet 600-8-1 which charges the Unit/Battalion PAC with this responsibility. MILPO (Personnel Actions and Affairs Section) will be charged with the responsibility of submitting "FLAG" transactions in accordance with Procedure 2-35, DA Pamphlet 600-8-2. Change 1 to DA Pamphlet 600-8-1 is currently at TAGCEN for publication and will announce the rescission of Procedure 2-13. This change should reach the field during the month of July 1977.

FOR THE COMMANDER:



WILLIAM C. MOORE  
Brigadier General, USA  
Director of Personnel  
Management Systems

2 Incl  
nc

COPPER

B-II-4



PUBLICATIONS/PROPOSERS: AR 600-31; HQDA (DAPC-PAP)  
DA Pam 600-8 (Procedure 4-12); HQDA (DAPC-MSF-RP)

OBJECTIVE: To lessen the administrative burden associated with interim reports for suspension of favorable personnel actions as currently required by para 7, AR 600-31.

PROBLEM: The current procedure requires both the parent unit (company/battery/detachment) and the authority which control the suspension of favorable personnel action (department/installation/division) to monitor 60 day individual suspenses.

DISCUSSION: Although the workload impact at the unit level is minimal, this practice is in basic contravention to the CABL effort to reduce/eliminate administrative functions at the unit level. Under the CABL concept the workload volume is concentrated at the PAC, but still duplicated by the Action and Affairs Section. It would also appear that there has been a general lack of understanding in the field as to the requirement contained in AR 600-31 which adversely impacted at the HQDA (MILPERCEN) level in the unnecessary initiation of reports (Msg, DAPC-PAP-PE, 031430Z Jul 74, subj: Interim Change to AR 600-31).

RECOMMENDATION: That the requirement for unit submission of interim reports be changed to permit the preparation of a consolidated letter report by the Action and Affairs Section of the servicing military personnel office. The report would be prepared monthly on a fixed date, i.e., the 10th of each month and include all personnel currently suspended under AR 600-31 in excess of 60 days. The monthly report could include: Name, grade, SSN, unit, date suspense action initiated. The report would be furnished the same addressees and serve as a basic reminder/verifier of the individual's continuing status. The report would not measurably increase the personnel office's workload and quite conceivably could reduce it by eliminating the physical processing/forwarding of the individual interim reports; in addition terminating the monitor function to insure that the suspense dates command-wide were adhered to by the units.

ADMINCEN POC: CPT G. R. Belanger, ATZI-SP, AUTOVON 699-3673/3674.

Incl 1

PUBLICATIONS/PROPOSERS: AR 640-2-1; HQDA (DAPC-PSF-M)  
AR 640-2-2; HQDA (DAPC-PSF-M)

OBJECTIVE: To eliminate the split in SIDPERS input functions currently being experienced on suspension of favorable personnel actions (AR 600-31) and AEA code changes.

PROBLEM: The current procedure permits only the unit (DA Pam 600-8-1) (company/battery/detachment) to submit the "flag" - Suspension of Favorable Personnel Actions, while only the military personnel office (DA Pam 600-8-2) can submit the AEA code change which frequently is necessitated by the flag.

DISCUSSION: The basic question is one of functional responsibilities. The unit commander is charged with the responsibility of determining the need for the flag while the Actions and Affairs Branch is charged with the administrative functions. The current concept of the unit maintaining a suspense file for 60-day interim reports, with the Actions and Affairs Section maintaining an identical suspense file for all flag actions within the command is a duplication of functions. In addition, the administrative tasking of the unit is contradictory to current philosophy/doctrine geared to reducing the administrative requirements at unit level. The dispersion of experience/expertise on technical flagging actions also affects the system, detracting from a quality product. A simple realignment of functions based on responsibilities would not only resolve the basic problem; it would enhance the quality of the systems by centralizing experience; while at the same time contributing to the additional goal of eliminating/reducing administrative functions at the unit level.

RECOMMENDATION: That the unit commander initiate and terminate flagging actions by the submission of a DA Form 268 to the servicing Actions and Affairs Branch, military personnel office. That upon receipt of the DA Form 268 the Actions and Affairs Branch be allowed to submit the SIDPERS flagging action input and AEA code change, if required. The Actions and Affairs Branch would also assume responsibility for the submission of 60-day interim reports (see Incl 1).

ADMINCEN POC: CPT G. R. Belanger, ATZ1-SP, AUTOVON 699-3673/3674

Incl 2

COPPER

B-II-6



DEPARTMENT OF THE ARMY  
OFFICE OF THE ADJUTANT GENERAL AND THE ADJUTANT GENERAL CENTER  
WASHINGTON, D.C. 20314

96  
170511

DAAG-PL

26 APR 1977

SUBJECT: COPPER - Recommended Regulatory Changes

Commander  
US Army Administration Center  
Fort Benjamin Harrison, IN 46216

1. Reference: Letter, ATZI-SP, 11 April 1977, subject as above.
2. The information you provided on the COPPER Study Group visit to Fort Bragg, 14-18 February 1977, was very informative, especially that on dishonored checks. The recommended changes in processing dishonored checks have merit. We are looking into this matter closely and will be in contact with you soon.

DONALD W. CONNELLY  
Brigadier General, USA  
Acting The Adjutant General



DEPARTMENT OF THE ARMY  
U.S. ARMY ADMINISTRATION CENTER  
OFFICE OF THE COMMANDING GENERAL  
FORT BENJAMIN HARRISON, INDIANA 46216

11 APR 1977

ATZI-SP

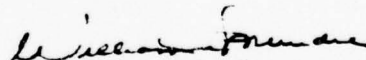
SUBJECT: COPPER - Recommended Regulatory Changes

The Adjutant General  
Department of the Army  
Washington, DC 20314

1. References:

- a. COPPER Merger Steering Group (MSG) meeting, 1 Feb 77.
  - b. Letter, ADMINCEN, ATZI-SP, 25 Feb 77, subject: Fort Bragg Visit 14-18 Feb 77 (incl 1).
  - c. Letter, ADMINCEN, ATZI-SP, 1 Apr 77, subject as above (incl 2).
2. ADMINCEN continues to probe areas in which field operators are experiencing varying degrees of difficulty caused by requirements in Army Regulations. Special emphasis is given those procedural difficulties which are being highlighted by the COPPER organization. Attached at inclosure 3 is a recommended regulatory change derived from a recent visit to Fort Bragg (ref 1b), which will improve the operating performance of both the COPPER office and the non-COPPER finance office.

3 Incl  
as

  
WILLIAM L. MUNDIE  
Major General, USA  
Commanding

CF:  
DA, COA (DACA-FAZ-X) w/incl  
Cdr, USAFAC (FINC) w/incl  
Wash Ofc, AAFES w/incl  
Cdr, XVIII Abn Corps w/incl  
Cdr, 1st COSCOM (C, PPSD) w/incl  
Cdr, 82d Abn Div (C, PPSD) w/incl  
Cdr, XVIII Spt Cmd (C, PPSD) w/incl  
DA DCSPER w/incl

COPPER

B-III-2





DEPARTMENT OF THE ARMY  
U.S. ARMY ADMINISTRATION CENTER  
FORT BENJAMIN HARRISON, INDIANA 46216

ATZI-SP

25 February 1977

SUBJECT: Fort Bragg Visit, 14-18 Feb 77

Commander  
XVIII Abn Corps & Fort Bragg  
ATTN: AFZA-AG  
Fort Bragg, NC 28307

1. The findings of the visit conducted by the COPPER study group during the period 14-18 Feb 77, are contained at the inclosures listed below:
  - a. Noted deviations from the current COPPER User's Manual (Incl 1).
  - b. Recommended changes to the User's Manual (Incl 2). (Deviations noted at Incl 1 are also regarded as recommended changes.)
  - c. Recommended changes to existing regulations (Incl 3).
2. Your headquarters will be informed of actions/decisions on the above. Request you advise ADMINCEN of any additions to the inclosures as soon as possible.
3. At present, the team concept is being prepared by the 82d Airborne Division; that concept will be evaluated separately from the current findings.

FOR THE COMMANDER:

3 Incl  
as

J. P. EDMONDSON  
Colonel, GS  
Director, Special Projects

CF:  
Cdr, USAMILPERCEN (DAPC-MSF-0) w incl  
Cdr, USAFAC (FINC) w incl  
C, PPSD, 1st Corps Spt Comd w incl  
C, PPSD, 82d Abn Div w incl  
C, PPSD, HQ Comd, XVIII Spt Comd w incl

Incl 1

B-III-3



COPPER

Incl 1

NOTED DEVIATIONS FROM THE CURRENT USER'S MANUAL

I. 1st Corps Support Command

- a. DCRB representatives are located within the SQIB for UTL processing.
- b. A PTL (PSNCO transmittal letter) has been established.
- c. Recycle suspense documents are held and batched on block tickets (daily or until accumulation of approximately 15).
- d. Revised Daily Activity Reports (DAR). (HQ Comd & 82d Abn Div)
- e. DA Form 31 Control Log is being maintained in SQIB by the data analyst.
- f. Automated promotion input processed by PMS based on orders initially, and subsequently records are posted in the files area.
- g. POR is being performed by CSB.
- h. AAS and PMS complete entire action, to include records posting and automated input.
- i. OER/UMR are being returned directly to PMS, bypassing DCRB. (Also HQ Comd)
- j. ORB/annual review (officers) is being conducted by the PPTS.
- k. Lost/incomplete MPRJs are being reconstructed by PPTS.
- l. Requisitioning/assignments are not being accomplished by PMS.
- m. DA Form 2142 not being completed for telephone inquiries by CSB.
- n. Receipt copy of DA Form 3815 not furnished unit until next duty day.
- o. DJUOLs are only worked by SQIB.
- p. Transaction edit clerk in SQIB resolves errors on PTRO.
- q. DCRB control clerks are only individuals authorized to remove records/documents from BT in process.
- r. File only recycle documents maintained in action document recycle file.

## II. 82d Airborne Division

- a. DJUOL processing is accomplished in CSB area by a special team working for the NCOIC, PPSD.
- b. The post data conversion is being accomplished by personnel assigned to SJIB.
- c. SIDPERS/JUMPS automated input for promotions is submitted without the use of published orders.
- d. Article 15 input made by QCB without records.
- e. Interface depart PCS cards are being pulled and manual depart cards are being prepared in CSB.
- f. JUMPS Army message log is being assigned by SJIB edit clerk as opposed to Data Reduction Section.
- g. Bars to reenlistment and related suspense actions are being accomplished by PPTS.
- h. The POR team conducts annual records review.
- i. Organizational structure:
  - (1) Three deputy chiefs PPSD.
  - (2) Separate officer service team.
  - (3) Establishment of separate readiness team which report directly to a Deputy Chief PPSD.
- j. Processing blocks have been shifted from BT clerk to the files room. All documents are annotated (S, J, S/J) and drop filed into records by day crew. Records are later pulled and blocked by night crew according to priorities.

## III. HQ Comd, XVIII Abn Corps

- a. Promotions are posted to the records by the PMS.
- b. Recommendations for promotion are handcarried by units directly to PMS.
- c. QA has responsibility for system review of SIDPERS data base.
- d. Not using overprint OF 41 in CSB for scheduling of appointments and requesting records.

e. Data analyst in SJIB performs both UTL and DA Form 31 suspense function, as well as receiving unit input.

f. Flagged records are physically maintained/filed in AAS.

g. PPTS does not handle all suspense actions.

h. Pay adjustments are handled by assigning a clerk dedicated to that function to CSB.

i. SJIB analyst pulls cards on all input from or for PCF.

j. BT control log is annotated with a "Red Star" to indicate a document being held in recycle suspense file.



RECOMMENDED CHANGES TO THE CURRENT USER'S MANUAL

I. 1st Corps Support Command

- a. Change acronym for SQIB.
- b. Have SQIB breakdown SIDPERS reports.
- c. Eliminate JUMPS active locator deck requirement. (SIDPERS data base performs same function. Inactive deck will continue to be maintained.)
- d. Design an audit trail for DA Form 2, similar to LES system.
- e. Provide local capability of producing SIDPERS reports in either ALPHA or UIC sequence.
- f. Establish procedure where nonautomated input is blocked without records.
- g. Establish outprocessing procedure to insure active locator card is pulled.
- h. Authorize destruction of ID card applications, inquiry DA Form 2, sub-course completion certificates, etc. in locator section, rather than forward to gaining command.
- i. Annotate PPSD staffing charts to insure Chief and Deputy PPSD have complimentary OPMS--one 41, other 44.

II. 82d Airborne Division.

- a. Move SIDPERS distribution function from DCRB to SJIB.
- b. Move data analyst and SIDPERS unit input to the SJIB.

III. HQ Comd, XVIII Abn Corps

- a. Modify SJIB DAR to include SIDPERS cycle information.
- b. Record workload data on data base management on DAR.
- c. Amend BT control log to include one additional column to indicate whether or not documents are pending in recycle suspense file.

Incl 2

RECOMMENDED REGULATION/STATUTORY CHANGES

I. 1st Corps Support Command

- a. Eliminate requirement for SM taking MPRJ in instances of TDY in excess of 30 days. PFR only moves if TDY is in excess of 180 days.
- b. Eliminate requirements for copies of DA Form 2-1, 2 and/or original DA Form 2-1 to accompany various applications/proceedings--information available in DA.
- c. Permit initial verification of CAP III Roster, less special assignments, against DA Form 2 instead of MPRJ (AR 612-2).
- d. Remove requirement to file copy of EERs for E-1 thru E-6 in MPRJ. (MILPO msg 100, 291400Z Dec 76.)
- e. Allow personnel, other than just the Custodian, MPRJ to verify ID card (DA Form 2A) application.
- f. Utilize local data base portion of DA Form 2 to capture data currently requiring pencil entries on DA Form 2-1.

II. 82d Airborne Division

- a. Eliminate requirement for pencil entries on DA Form 2-1. Establish a training card to be maintained by unit to record data currently necessitating pencil entries on DA Form 2-1.
- b. After notification of collection for a bad check made to a US Government instrumentality, recognize that instrumentality's efforts to collect. If the instrumentality has made two (2) attempts remove requirement for F&AO to notify individual and allow the F&AO to immediately affect collection.
- c. Increase dollar minimum from \$25 to \$50 authorizing F&AO to initiate collection action on indebtedness without notifying individual.

III. HQ Comd, XVIII Abn Corps

- a. Cancel requirement for 10-day follow-up by PPSD on stop payment requests initiated by SM (DA Form 3037). Revise instructions to commander and SM with regard to actions and liability if checks are subsequently negotiated.
- b. Permit AEA codes to be changed on individuals who are flagged.

c. Eliminate requirement for units to submit 30-day interim reports on flagged personnel. Establish requirement for monthly (i.e., 10th of each month) that MILPO publish a consolidated listing of flagged personnel.



DEPARTMENT OF THE ARMY  
U.S. ARMY ADMINISTRATION CENTER  
OFFICE OF THE COMMANDING GENERAL  
FORT BENJAMIN HARRISON, INDIANA 46216

1 APR 1977

ATZI-SP

SUBJECT: COPPER - Recommended Regulatory Changes

Commander  
US Army Military Personnel Center  
200 Stovall Street  
Alexandria, VA 22332

1. References:

- a. COPPER Merger Steering Group (MSG meeting, 1 Feb 77).
- b. Letter, ADMINCEN, ATZI-SP, 25 Feb 77, subject: Fort Bragg Visit 14-18 Feb 77.

2. ADMINCEN continues to probe areas in which field operators are experiencing varying degrees of difficulty caused by requirements of Army Regulations. Special emphasis is given those procedural difficulties that are being highlighted by the COPPER organization. Attached at inclosures 1 and 2 are recommended regulatory changes derived from a recent visit at Fort Bragg (ref 1b), which will improve the operating performance of the COPPER office and the traditional MILPO.

2 Incl

1. Proposed Int reports
2. Proposed SIDPERS inhibitor

WILLIAM L. MUNDIE  
Major General, USA  
Commanding

CF:

Cdr, XVIII Abn Corps & Fort Bragg w/incl  
Cdr, 1st COSCOM, ATTN: Chief, PPSD, Fort Bragg  
Cdr, 82d Airborne Div, ATTN: Chief, PPSD, Fort Bragg  
Cdr, XVIII Spt Cmd, ATTN: Chief, PPSD, Fort Bragg  
Cdr, USAFAC, Fort Benjamin Harrison, IN  
DA, DCSPER, Wash, DC

Incl 2

COPPER

B-III-10



PUBLICATIONS/PROPOSERS: AR 600-31; HQDA (DAPC-PAP)  
DA Pam 600-8 (Procedure 4-12); HQDA (DAPC-MSF-RP)

OBJECTIVE: To lessen the administrative burden associated with interim reports for suspension of favorable personnel actions as currently required by para 7, AR 600-31.

PROBLEM: The current procedure requires both the parent unit (company/battery/detachment) and the authority which control the suspension of favorable personnel action (department/installation/division) to monitor 60 day individual suspenses.

DISCUSSION: Although the workload impact at the unit level is minimal, this practice is in basic contravention to the CABL effort to reduce/eliminate administrative functions at the unit level. Under the CABL concept the workload volume is concentrated at the PAC, but still duplicated by the Action and Affairs Section. It would also appear that there has been a general lack of understanding in the field as to the requirement contained in AR 600-31 which adversely impacted at the HQDA (MILPERCEN) level in the unnecessary initiation of reports (Msg, DAPC-PAP-PE, 031430Z Jul 74, subj: Interim Change to AR 600-31).

RECOMMENDATION: That the requirement for unit submission of interim reports be changed to permit the preparation of a consolidated letter report by the Action and Affairs Section of the servicing military personnel office. The report would be prepared monthly on a fixed date, i.e., the 10th of each month and include all personnel currently suspended under AR 600-31 in excess of 60 days. The monthly report could include: Name, grade, SSN, unit, date suspense action initiated. The report would be furnished the same addressees and serve as a basic reminder/verifier of the individual's continuing status. The report would not measurably increase the personnel office's workload and quite conceivably could reduce it by eliminating the physical processing/forwarding of the individual interim reports; in addition terminating the monitor function to insure that the suspense dates command-wide were adhered to by the units.

ADMINCEN POC: CPT G. R. Belanger, ATZI-SP, AUTOVON 699-3673/3674.

Incl 1

B-III-11

COPPER

PUBLICATIONS/PROPOSERS: AR 640-2-1; HQDA (DAPC-PSF-M)  
AR 640-2-2; HQDA (DAPC-PSF-M)

OBJECTIVE: To eliminate the split in SIDPERS input functions currently being experienced on suspension of favorable personnel actions (AR 600-31) and AEA code changes.

PROBLEM: The current procedure permits only the unit (DA Pam 600-8-1) (company/battery/detachment) to submit the "flag" - Suspension of Favorable Personnel Actions, while only the military personnel office (DA Pam 600-8-2) can submit the AEA code change which frequently is necessitated by the flag.

DISCUSSION: The basic question is one of functional responsibilities. The unit commander is charged with the responsibility of determining the need for the flag while the Actions and Affairs Branch is charged with the administrative functions. The current concept of the unit maintaining a suspense file for 60-day interim reports, with the Actions and Affairs Section maintaining an identical suspense file for all flag actions within the command is a duplication of functions. In addition, the administrative tasking of the unit is contradictory to current philosophy/doctrine geared to reducing the administrative requirements at unit level. The dispersion of experience/expertise on technical flagging actions also affects the system, detracting from a quality product. A simple realignment of functions based on responsibilities would not only resolve the basic problem; it would enhance the quality of the systems by centralizing experience; while at the same time contributing to the additional goal of eliminating/reducing administrative functions at the unit level.

RECOMMENDATION: That the unit commander initiate and terminate flagging actions by the submission of a DA Form 268 to the servicing Actions and Affairs Branch, military personnel office. That upon receipt of the DA Form 268 the Actions and Affairs Branch be allowed to submit the SIDPERS flagging action input and AEA code change, if required. The Actions and Affairs Branch would also assume responsibility for the submission of 60-day interim reports (see Incl 1).

ADMINCEN POC: CPT G. R. Belanger, ATZI-SP, AUTOVON 699-3673/3674

Incl 2

COPPER

B-III-12

PUBLICATIONS/PROPOSERS: AR 37-101-1; HQDA (DACA-CSJ-0)  
AR 37-104-3; HQDA (DACA-FIJ-0)  
AR 230-1; HQDA (DAAG-NFF)  
AR 608-16; HQDA (DAAG-AMP)  
ESM 55-10; AAFES

OBJECTIVE: To reduce the administrative workload associated with bad check collection.

PROBLEM: The current dishonored check process is required to be split between the check cashing facility (NAFI) and the finance office affecting the collection. The finance office however routinely duplicates some of the procedures of the check cashing facilities for technically different purposes.

DISCUSSION: The above references uniformly require the check cashing facility to contact each dishonored check writer in writing (as well as telephonic where possible) one or more times, affording the individual an opportunity to make restitution for the bad check. This voluntary restitution by the individual, if done within a specified time frame, precludes the individual from being placed on the dishonored check list. The finance office upon receipt from a NAFI of the correspondence, documenting their (NAFI) unsuccessful endeavors to affect restitution of a dishonored check, initiate their own procedures to affect voluntary restitution. This procedure entails contacting the individual in writing (as well as telephonic) through the chain of command, affording the individual an opportunity to make restitution or appeal the issue, etc. This voluntary restitution by the individual, if done within a specified time frame, eliminates the finance office from having to affect an involuntary collection (enlisted) or pursuing other avenues for restitution (officer). The duplications rests with the notification actions and time lapses.

RECOMMENDATION: That the notification procedures currently required of the finance office for enlisted personnel on active duty, officers on active duty, retired military personnel and military dependents be consolidated with the check cashing facility requirements. Adoption would result in one notification to the individual and upon lapse of the prescribed time frame a collection action being furnished the finance office by the NAFI. This would clearly define bad check procedure responsibilities and eliminate duplication. The check cashing facility would attempt to obtain voluntary restitution and in so doing explain all the ramifications which result in failure of the individual to honor his obligation. The finance office would collect the obligation from the individual and remit the outstanding monetary amount to the NAFI in the event the individual failed to make voluntary restitution. It is also recommended that a multiple part form be designed to process the action similar to the AAFES Form 7200-30 and that a copy of this form be provided the check control office as a standard procedure by all NAFIs.

ADMINISTRATIVE POC: CPT G. R. Belanger, ATZI-SP, AUTOVON 699-3673/3674

TDY to MILPERCEN 21 - 23 Feb 77

COPPER Sub-Panel on Interface

1. Problem: Different cut-off dates. JUMPS - 12 calendar days before end of month. SIDPERS - 4th workday of month.  
  
Action: DA DCSPER is working with DA DCSOPS to resolve problem. Solution will not be obtained until after 1977 COPPER evaluation at Fort Bragg.  
  
Impact: None on evaluation. Must be resolved before proliferation.
2. Problem: SIDPERS PCS arrivals are not timely.  
  
Action: Automated system cannot be made more responsive. MILPERCEN will recommend more emphatic statements in CABL Manual. PERSINSD SIDPERS Performance letters will emphasize improving timeliness of reporting arrivals.  
  
Impact: PPSDs will continue to manually prepare JUMPS arrivals.
3. Problem: When JUMPS is updated before SIDPERS, the SIDPERS Interface Card is rejected and is shown as an error on the DJOUL listing.  
  
Action: USAFAC will determine if it is advantageous to change JUMPS program so that late entry will overlay and not show as error.  
  
Impact: Reprogramming may increase computer time at USAFAC. LTC Murray, USAFAC representative, will work with MILPERCEN on solution.



4. Problem: SIDPERS and JUMPS service different populations.  
Action: MILPERCEN and USAFAC will continue to coordinate efforts to realign populations.  
Impact: Must be resolved prior to Army-wide proliferation.
5. Problem: Attached and REP13 personnel are on JUMPS but not on SIDPERS.  
Action: March 1978 SIDPERS Change Package will permit SIDPERS to process these people.  
Impact: PPSDs will continue with current manual procedures.
6. Problem: People in control/confinement facilities are on SIDPERS, but not on JUMPS.  
Action: Sep 77 SIDPERS change package will inhibit production of interface cards for these persons.  
Impact: PPSDs will continue to prepare manual pay vouchers.
7. Problem: JUMPS accepts transactions after departure. SIDPERS does not.  
Action: None at this time.  
Impact: No change in PPSD procedures.
8. Problem: JUMPS rejects transactions in month of ETS while SIDPERS accepts these transactions.  
Action: USAFAC will determine possibility of accepting these transactions.  
Impact: PPSDs will continue with current procedures.

9. Problem: JUMPS keeps absentee on MMPF until 2 months after month in which AWOL occurs. SIDPERS chops as deserter IAW AR 630-10.
- Action: PERSINSD will reprogram SIDPERS to produce Arrive PCS and Return AWOL and to reaccess member on JUMPS.
- Impact: Action will reduce manual pulling of interface card.
10. Problem: JUMPS advancement to E-2 is automatic. SIDPERS does not advance if commander wishes to stop action.
- Action: USAFAC will review situation to determine if they will accept interface card from SIDPERS.
11. Problem: SIDPERS and JUMPS mnemonics differ.
- Action: Problem will be resolved by COPPER Automatic Coding System (CACS). DCSPER, COA and DIMIS are actively working on this.
12. Problem: JUMPS may report departure during outprocessing. SIDPERS waits until member has departed.
- Action: USAFAC will review possibility of allowing departure transaction from losing station to overlay arrival transaction at gaining station.
13. Problem: JUMPS does not follow DOD standards (length of name, etc.).
- Action: Will be resolved by CACS.
14. Problem: An interface procedure does not exist to continue finance support to service member appointed as officer from enlisted status.
- Action: PERSINSD will address this problem.

MEMORANDUM FOR THE RECORD

SUBJECT: COPPER PPSD SITE MEETING

1. On 18-19 August 1977, representatives from MILPO Operations Branch and Field Systems Control Branch, PERSINSD, MILPERCEN met with representatives of ADMINCEN and USAFAC to discuss the proposed COPPER Sites presented to the COPPER MSG Meeting on 7 Jul 77 at Ft. Bragg, NC.

2. Highlights of the meeting were:

a. The USAFAC representative stated that the majority of the installations/units indicated on the list of Non-COPPER sites presented to the MSG by MILPERCEN were serviced by JUMPS-Army input stations, and therefore regardless of size or location they should be selected as PPSD sites. He also stated that installations servicing large populations such as Ft. Sill, OK (population 20,000+) should be broken out into two PPSDs.

b. The representatives agreed that training bases might require more than one PPSD, but this could not be determined until after the completion of the CONUS training base test.

c. That the JUMPS-Army input station (BIDN0016) servicing the Retraining Brigade located at Ft. Riley, KS be merged with the FA&O at that installation, and BIDN0016 be inactivated.

d. That because of the current alignment

of personnel/pay support and SIDPERS data bases in Europe that many problems would be encountered in the development of COPPER in USAREUR. In view of the above, it was recommended that a composite team make a trip to Europe under the aegis of DAODCSPER to assist/discuss the following subjects:

(1) Discuss the total COPPER concept and assure that USAREUR personnel involved in COPPER understand the total concept, and are fully aware of what COPPER is endeavoring to accomplish.

(2) Assist in the selection of the proposed USAREUR test site(s).

(3) Discuss revised listing of proposed PPSD sites, and the rationale for their selection.

(4) Discuss impact of wartime plans as they would relate to COPPER.

(5) Discuss data base reconciliations (currently RPCs are feeding multiple SIDPERS data bases).

(6) Discuss general realignment of servicing populations (personnel and finance).

e. The USAFAC representative surfaced the finance concern over the possibility of degraded timeliness of pay input to USAFAC in a COPPER environment.

(1) Input for pay transactions would originate in the PPSD. The input would then have to go to the servicing SIDPERS (in some cases great distances involved) for data reduction and a JUMPS by-product card from the  
COPPER



interface. The JUMPS by-product card would then have to be returned to the originating PPSD for transmission to USAFAC.

(2) Under current JUMPS procedures, pay transactions are directly inputted to USAFAC from the JUMPS input station where the transaction is originated. JUMPS is a GAO-controlled system which dictates that JUMPS input to USAFAC will be accomplished at the station of origin.

(3) It was agreed that further prototype testing of COPPER will show how much timeliness of JUMPS input is affected in such an environment. Additionally, the MSG may have to go to GAO requesting some modification of JUMPS procedures.

f. That it may be more desirable to redesignate the Disbursing Station Symbol Number, (DSSN 6702) at the Sierra Army Depot and the DSSN (6574) at the Seneca Army Depot as JUMPS-Army input stations rather than to consolidate these MILPO with a PPSD located in close proximity to these two installations.

g. It was recommended that Army elements of Joint Activities, NATO, etc., be established as PPSDs.

h. It was the consensus that some consolidation/activation/inactivation of JUMPS-Army input stations would be required.

i. It was recommended that the MILPO and JUMPS-Army input stations located at Buren and Handorf Germany be consolidated and established as one PPSD.

j. It was recommended that the JUMPS-Army input

station (DSSN 6461) located in Baltimore MD, and currently the JUMPS input station for Engineer-personnel paid out of civil funds be inactivated, and the finance records (PFRs) be transferred to a PPSD closest to the individuals' duty station. Reprogramming by USAFAC will be required to continue identification of personnel for whom civil funding reimbursement is required; the USAFAC representative indicated that the reprogramming, if approved, could be accomplished.

k. It was recommended that the JUMPS input station currently located at Ft IGMR, PA be inactivated, and the finance records transferred to Carlisle Barracks, PA ( a proposed PPSD site).

l. It was recommended that all current Engineer Division MILPO (12) be inactivated, and the MPRJs transferred to the proposed PPSD closest to the individuals' duty station.

3. All representatives agreed that the revised proposed COPPER site location lists (Incls 1-4) including recommendations outlined in paragraph 2 above be staffed among participants for final approval.

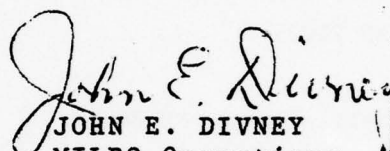
4, The participants felt that the proposed Europe trip be made during the period 7-20 September 1977 in order that it be completed prior to the COPPER test and evaluation to allow for any findings or USAREUR input to be presented to the COPPER MSG meeting scheduled for the latter part of October 1977.

5. The status of the MILPOs listed at Incl 4 was not addressed at this time as it was felt that more detailed coordination with USAREUR was required prior to making any recommendations.

6. The proposed consolidations/mergers listed on the attached inclosures are for planning purposes only, and it should be recognized that events could occur which would negate/modify this planning.

4 Incl

1. Proposed PPSD Site listing
2. Recommended Consolidation/Merger of MILPO/DSSN/BIDN listing
3. Recommended Engineer Division MILPO consolidation listing
4. Unaddressed MILPO

  
JOHN E. DIVNEY  
MILPO Operations  
Branch

# PROJECTED COPPER SITE LOCATIONS

## INSTALLATION & MILPO

Ft. Huachuca, AZ 85613  
COMPACT

Ft. Ritchie, MD 21719  
COMPACT

Ft. Monmouth, NJ 07703  
COMPACT

Redstone Arsenal, AL 35809  
COMPACT

Aberdeen PG, MD 21005  
COMPACT

White Sands Missile Range, NM 88002  
COMPACT

Walter Reed AMC, Wash, DC 20012  
COMPACT

Fitzsimmons AMC, CO 80240  
COMPACT

Ft. Sam Houston, TX 78234  
COMPACT

Ft. Polk, LA 71459  
COMPACT  
\*PSD 5th Inf Div

Ft. Carson, CO 80913  
COMPACT  
\*PSD 4th Inf Div

Ft. Campbell, KY 42223  
COMPACT  
\*PSD 101st Abn Div Air Aslt

Ft. McPherson, GA 30330  
COMPACT

Ft. Ord, CA 93941  
COMPACT  
\*PSD 7th Inf Div

## SERVICING FAO/FO

FAO, Ft. Huachuca (DSSN 6424)

FAO, Ft. Ritchie (DSSN 5061)

FAO, Ft. Monmouth (DSSN 5083)

FAO, Redstone Arsenal (DSSN 6420)

FAO, Aberdeen PG (DSSN 6376)

FAO, White Sands Missile Range  
(DSSN 5014)

FAO, Walter Reed AMC (DSSN 6352)

FAO, Fitzsimmons AMC (DSSN 6552)

FAO, Ft. Sam Houston (DSSN 5086)

FAO, Ft. Polk (DSSN 5486)

FAO, Ft. Carson & 4th Inf Div  
(DSSN 5002)

FAO, Ft. Campbell (DSSN 6383)  
FO, 101st ABN Div (DSSN 5006)

FAO, Ft. McPherson (DSSN 5073)

FAO, Ft. Ord (DSSN 6396)



PROJECTED COPPER SITE LOCATIONS

INSTALLATION & MILPO

Ft. Sheridan, IL 60038  
COMPACT

Ft. Stewart, GA 31313  
COMPACT  
\*PSD 24th Inf Div

Ft. Devens, MA 01433  
COMPACT

31st ADA BDE, Homestead AFB, FL 33030  
COMPACT

Ft. George G. Meade, MD 20755  
COMPACT

Ft. Hood, TX 77544  
COMPACT  
MILPO 13th COSCOM  
PSD 1st Cav Div  
PSD 2nd Armd Div

Ft. Riley, KS 66442  
COMPACT  
\*PSD 1st Inf Div

Ft. Bragg, NC 28307  
COMPACT  
PSD 82nd Abn Div  
1st COSCOM PPSD

Presidio, San Francisco, CA 94129  
COMPACT

Ft. Lewis, WA 98433  
COMPACT  
\*PSD 9th Inf Div

Ft. Monroe, VA 23651  
COMPACT

Ft. Belvoir, VA 22060  
COMPACT

Ft. Benjamin Harrison, IN 46216  
COMPACT

SERVICING FAO/FO

FAO, Ft. Sheridan (DSSN 6385)

FO 24th Inf Div (DSSN 5579)  
FAO, Ft. Stewart (DSSN 6348)

FAO, Ft. Devens (DSSN 5071)

FAO, Homestead AFB LDSSN 5314)

FAO Ft. Meade (DSSN 5062)

FAO, III Corps (DSSN 6341)  
FO, 27th Fin Co (DSSN 5493)  
FO, 1st Cav (DSSN 6450)  
FO, 2nd Armd Div (DSSN 6363)

Cl B Retraining Bde (BIDN 0016)  
F&AO 1st Inf Div & Ft Riley  
(DSSN 5008)  
Cl B, 1st Inf Div (BIDN 0064)

FAO XVIII Abn Corps (DSSN 5072)  
FO, 82nd Abn Div (DSSN 6416)  
FO, Ft. Bragg, NC (DSSN 6591)

FAO, Presidio of San Francisco  
(DSSN 5058)

FAO, Ft. Lewis (DSSN 5082)  
FO, 9th Inf Div (DSSN 5561)

FAO, Ft. Monroe (DSSN 5079)

FAO, Ft. Belvoir (DSSN 6351)

FAO, USAAC & FBH (DSSN 5053)

PROJECTED COPPER SITE LOCATIONS

INSTALLATION & MILPO

Ft. Benning, GA 31905  
COMPACT  
PSD 197th Inf Bde  
\*524th PSC

Ft. Sill, OK 73503  
COMPACT

Ft. Bliss, TX 79916  
COMPACT

Carlisle Barracks, PA 17013  
COMPACT

Ft. Dix, NJ 08640  
COMPACT

Ft. Eustis, VA 23604  
COMPACT

Ft. Knox, KY 40121  
COMPACT  
\*401st PSC  
194th Armor BDE

Ft. Leavenworth, KS 66027  
COMPACT

Ft. Lee, VA 23801  
COMPACT

Ft. Leonard Wood, MO 65473  
COMPACT

Ft. McClellan, AL 36201  
COMPACT

Ft. Rucker, AL 36362  
COMPACT

Vint Hill Farms, VA 22186  
COMPACT

MILPO USMA West Point, NY 10996  
MILPO Ft Detrick, MD 21761

COPPER

SERVICING FAO/FO

FAO, Ft. Benning (DSSN 5074)  
C1 B USAIC, (BIDN 0089)

FAO, Ft. Sill (DSSN 6343)

FAO, USAADC & Ft. Bliss (DSSN 5059)

FAO, Carlisle Barracks (DSSN 6325)

FAO, Ft. Dix (DSSN 5008)

FAO, Ft. Eustis (DSSN 6388)

C1 B, Trainee Pay Unit (BIDN 0066)  
C1 B, Armor Sch Pay Unit (BIDN 0067)  
FAO, USAAC & Ft Knox (DSSN 6339)

FAO, Ft. Leavenworth (DSSN 6340)

FAO, Ft. Lee (DSSN 6380)

FAO, Ft. Leonard Wood (DSSN 5003)  
C1 B, Trainee Pay Unit (BIDN 0068)

FAO, Ft. McClellan (DSSN 6392)  
C1 B, Trainee Pay Section  
(BIDN 0072)

FAO, Ft. Rucker, AL (DSSN 6367)

C1 B, Vint Hill Farms (BIDN 0021)

FAO, USMA (DSSN 6405)  
FAO Ft Detrick (DSSN 6513)

PROJECTED COPPER SITE LOCATIONS

INSTALLATION & MILPO

MDW, Forrestal Bldg Wash DC 20014  
COMPACT

Ft. Gordon, GA 30905  
COMPACT

Ft. Jackson, SC 29207  
COMPACT

Ft. McCoy, WI 54656  
MILPO

Ft. Drum, NY 13601  
MILPO

Seneca AD, Romulus NY 14541  
MILPO

Sierra AD, Herlong CA 96113  
MILPO

USA Trans Agcy (WH) 20374  
MILPO

SERVICING FAO/FO

FAO, MDW Ft Myer, VA (DSSN  
5077)

FAO, Ft Gordon (DSSN 6360)

FAO, Ft. Jackson (DSSN 5056)

FAO Ft. McCoy, WI (DSSN 5409)

FAO Ft. Drum (DSSN 5552)

FAO Seneca AD(Activate as  
JUMPS input sta DSSN 6574)

FAO Sierra AD (Activate as  
JUMPS input sta DSSN 6702)

FO WHCA Wash DC (BIDN 0081)

COPPER

PROJECTED COPPER SITE LOCATIONS

INSTALLATION & MILPO

JAPAN

USA Japan APO SF 96343  
MILPO

OKINAWA

USAG-Okinawa APO SF 96331  
MILPO

ALASKA

172D Inf Bde (AK) APO Seattle 98749  
COMPACT  
UPS Ft. Greely  
UPS Ft. Wainwright

HAWAII

USA SPT CMD Hawaii APO SF 96558  
COMPACT  
Tripler AMC  
PSD 25th Inf Div

KOREA

2d Inf Div APO SF 96224  
PSD 2d Inf Div  
  
MILPERCEN Korea, APO SF 96301  
MILPO, Pyongtaek, Korea, APO SF 96271  
MILPO, Taegu, Korea, APO SF 96212

USACC Taiwan APO SF 96263  
MILPO

CANAL ZONE

193d Inf Bde (CZ) APO NY 09827  
COMPACT

SERVICING FAO/FO

FAO, USA Japan - CP Zama  
(DSSN 6350)

FAO, USAG-Okinawa (DSSN 6449)

FAO, Ft Richardson (DSSN 6406)  
C1 B, Ft Greely (BIDN 0075)  
C1 B, Ft Wainwright (BIDN 0077)

FAO, USASCH, Ft Shafter (DSSN 638)  
(DSSN 6358)  
FO, 25th Inf Div (DSSN 5550)  
APO SF 96225

FO, 2d Inf Div (DSSN 6311)

FAO, Seoul, Korea (DSSN 6411)  
FO, 21st Fin Sec CP Humphreys  
(DSSN 5480)  
FO, 1st FS, Taegu, Korea (DSSN 6409)

USACC Taiwan (BIDN 0058)

FAO, 193d Inf Bde (DSSN 6342)



PROJECTED COPPER SITE LOCATIONS

INSTALLATION & MILPO

EUROPE

5th Sig Cmd APO NY 09056 (Worms, GY)  
COMPACT

USA SETAF APO NY 09019 (Vicenza Italy)

RPC Ansbach APO NY 09177 (Ansbach, GY)

RPC Augsburg APO NY 09178 (Augsburg, GY)

RPC Bad Kreuznach APO NY 09111  
(Bad Kreuznach, GY)

RPC Bamberg APO NY 09139 (Bamberg)

RPC Baumholder APO NY 09034 (Baumholder, GY)

USA Cmd Berlin/USA Berlin APO NY 09742 (Berlin, GY)  
MILPO

RPC Darmstadt, APO NY 09175 (Darmstadt, GY)

RPC Frankfurt, APO NY 09757 (Frankfurt, GY)

RPC Fulda, APO NY 09146 (Fulda, GY)

RPC Giessen, APO NY 09159 (Giessen, GY)

RPC Grafenwohr, APO NY 09114 (Grafenwohr, GY)

RPC Hanau, APO NY 09165 (Hanau, GY)

RPC Weisbaden (Weisbaden) 09457

SERVICING FAO/FO

FO, 5th FS Worms (BIDN 0033)

FAO, SETAF, Vicenza (DSSN 6335)

C1 B, 1st AD (BIDN 0084) Ansbach

Fin Sec Neu Ulm (DSSN 5576)  
FO, 105th FS Augsburg (DSSN 6459)

17th FS Maniz (DSSN 6329)  
C1 B, 8th Inf Div Bad Kreuznach  
(BIDN 0083)

14 FS Bamberg (DSSN 6324)

FO, 8th Inf Div Baumholder  
(DSSN 6583)

FAO, USA Berlin (DSSN 6334)

C1 B, 18th FS Darmstadt (BIDN 0023)

FO, 18th FS Frankfurt (DSSN 6458)

FO, 2d FS Fulda (DSSN 6545)

503rd Finance Co Giessen (DSSN 6579)

FO, 7th ATC Grafenwohr (DSSN 5581)

FO, 39th FS Hanau (DSSN 6387)

Weisbaden Fin Off (DSSN 5580)

PROJECTED COPPER SITE LOCATIONS

INSTALLATION & MILPO

RPC Heidelberg, APO NY 09102 (Heidelberg)

RPC Heilbronn, APO NY 09176

RPC Kaiserslautern, APO NY 09227 (Kaiserslautern, GY)

RPC Karlsruhe, APO NY 09164 (Karlsruhe, GY)

RPC Mannheim, APO NY 09166 (Mannheim, GY)

RPC Nurnberg, APO NY 09696 (Burnberg, GY)

RPC Schweinfurth, APO NY 09033 (Schweinfurt, GY)

RPC Stuttgart, APO NY 09061 (Stuttgart, GY)

RPC Wursburg, APO NY 09036 (Wurzburg, GY)

RPC Aschaffenburg, APO NY 09162  
(Aschaffenburg, GY)

RPC Bremerhaven, APO NY 09069  
(Bremerhaven, GY)

RPC Schwabisch Gmeund, APO NY 09281  
(Schwabisch Gmeund, GY)

SERVICING FAO/FO

USACF&AO Heidelberg (DSSN 6333)

FO, 38th FS Heilbronn (DSSN 6418)

C1 B Pirmassens (BIDN 0024)  
FO, 45th FS Kaiserslautern (DSSN  
(DSSN 4560)  
63rd FS Zweibruecken (DSSN 5498)

FO, 44th FS Karlsruhe (DSSN 6402)

FO, 5th FS Mannheim (DSSN 6553)

1st Armd Div Fuerth (DSSN 6451)

C1 B, 3d Inf Div Schweinfurt  
(BIDN 0085)

106th FS Ludwigsburg (DSSN 6321)  
FO, 78th FS Nelligen (DSSN 6359)  
USMCA Schwabisch-Gmuend (DSSN 5578)

FO, 3d Inf Div Wurzburg (DSSN 6369)

42nd FS Aschaffenburg, GY (DSSN 6337)

59th FS Bremerhaven, GY (DSSN 6393)

USMCA Schwabisch Gmeund, GY (DSSN 5578)

PROJECTED COPPER SITE LOCATIONS

INSTALLATION & MILPO

MILPO Tuslog Det 4 Sinop, Turkey  
APO NY 09133

MILPO USMTMSA Saudi Arabia  
APO NY 09616

MILPO Tuslog Det 67 Cakmakli, Turkey  
APO NY 09380

558th Arty GP, Athens Greece  
APO NY 09253

Burtonwood AD England  
APO NY 09075

USASPTACT, Iran  
APO NY 09205

MILPO Ft. Buchanan, PR 00934  
(Will be inactivated if sta is closed)

SERVICING FAO/FO

FO, Tuslog Det 4 (BIDN 0052)

FO, USMTMSA Saudi Arabia  
(BIDN 0061)

FO, Tuslog Det 67  
Cakmakli, Turkey (BIDN 0078)

FO 558th Arty GP (BIDN 0087)

FO 56th FS (DSSN 5495)

USASPTACT (DSSN 5563)

FO, Ft. Buchanan PR (BIDN0060)  
will be inactivated if sta  
is closed)

\* Indicates PSD/PSC Consolidated with COMPACT

RECOMMEND THE FOLLOWING CONSOLIDATION/MERGER OF MILPO/DSSN/BIDN

MILPO

8th Spt Gp Leghorn Italy } Proposed  
USACC Med Leghorn } PPSD

570th Arty GP Handorf, GY } Proposed  
5th Arty Gp Buren, GY } PPSD

USA Shape Belgium } Proposed  
NSSG Chievres Belgium } PPSD

HQ MTMC Bayonne, NJ  
Consolidate with Ft. Dix, NJ ) Proposed PPSD

Arlington Hall Station, Arlington, VA  
Consolidate W/Vinthill Farms, VA  
or Vice Versa Whichever Sta Remains Open

DLS Pres of Monterey, CA  
Consolidate with Ft. Ord, CA) Proposed PPSD

USA Elem Sch of Music Norfolk, VA  
Consolidate with Ft. Eustis, VA ) Proposed PPSD

EOD TNG Det #1 Indianhead, Md  
Consolidate with Ft. Belvoir, VA ) Proposed PPSD

USA Admin Survey Det, Ft. Meade, MD  
Consolidate with Ft. Meade, MD ) Proposed PPSD

65th ADA Key West, FL  
Consolidate with 31st ADA  
BDE Homestead AFB, FL ) Proposed PPSD

USA Elem Norad Peterson AFB, CO  
Consolidate with Ft. Carson, CO) Proposed PPSD

Ft. IGMR, PA  
Consolidate with Carlisle Bks, PA ) Proposed PPSD

USA Elm CENTAG Seckenheim, GY  
Consolidate with PRC Heidelberg, GY) Proposed PPSD

EUDAC Vaihingen, GY  
Consolidate with RPC Stuttgart) Proposed PPSD

Incl 1

COPPER

Servicing FAO/FO

FO 8th LOG CMD  
(BIDN 0086)

FO, USA Arty GP (BIDN 0031)  
CLB Buren (BIDN 0032)

FO 27th FS Shape(DSSN 5499)

USA ASU Laurel,MD(DSSN 5448)

USAGAR Ft IN (DSSN 5066)

B-V-14



MILPO

Servicing FAO/FO

BMDSCOM Huntsville, AL

Consolidate with Redstone Arsenal) Proposed PPSD

Tripler AMC

Consolidate with USA Spt CmdHawaii) Proposed PPSD

Recommend the following MILPO be consolidated with the closest proposed PPSD to the individual's duty station:

Engr Div, Waltham, MA

Engr Div, Portland, OR

Engr Div LMV, Vicksburg, MS

Engr Div, Vicksburg, MS

Engr Div, New York, NY

Engr Div, Chicago, IL

Engr Div, Med APO NY 09019

Engr Div, Omaha, NE

Engr Div, Cincinnati, OH

Engr Div, Atlanta, GA

Engr Div, San Francisco, CA

Engr Div Dallas, TX

Recommend that the JUMPS-Army input station servicing the NY Area Command and Brooklyn (DSSN 5060) be inactivated, and the finance records (PFR) be transferred to Ft. Dix, NJ where the personnel records (MPRJ) are currently maintained. Recommend that because of size of population serviced, Ft Sill, OK be broken out into two PPSDs.

Incl 3

COPPER

B-V-16

Incl 3

UNADDRESSED MILPO

USATTGE Hague Netherlands  
97th Signal Bn, Saudhofen, GY  
USA Elem AFCENT Brunssum, Belgium  
USA Landsoutheast, Izmir, Turkey  
USA Elem Cento Ankara, Turkey

B-V-17

COPPER

Incl 4

## Conceptual Plan For COPPER Proliferation

### 1. Definition of Terms:

a. Cycle - a 135 day period required to establish a PPSD. This period is reflected on the schedule from C-120 to C+15.

b. Phases. Those actions required to establish a PPSD. They are identified in the schedule as reconciliation (14 days), training (21 days), validation (7 days), and conversion (21 days).

c. Out of Cycle.

(1) As applies to scheduling of phases: Periods indicated are between phases of proliferation.

(2) As applies to team members: Periods, indicated are between cycles for team travel which includes a return to homebase.

### 2. Team Composition and Location:

a. Fourteen (14) teams having ten (10) personnel each ( 2 officers and 8 EM). Subelements of each team are as follows:

- (1) Reconciliation - 2 EM
- (2) Training - 1 Off, 2 EM
- (3) Validation - 2 EM
- (4) Conversion - 1 Off, 2 EM

Fourteen teams require 28 Officers and 112 EM for a total of 140.

b. Homebase for the teams is:

- (1) Ft. Ben Harrison, IN and Frankfurt, Germany
- (2) Ft. Bragg, NC and Frankfurt, Germany

c. CONUS base will have 10 teams and the Europe base will have 4 teams.

d. Homebase will provide administrative and logistical support as well as be responsible for operational control.

### 3. Proliferation Concept:

a. The sequencing of sites to be proliferated is dependent upon the readiness of personnel and finance operations, readiness of the SIB, adequate facilities, and data base accuracy.



b. When a calendar is applied to a specific site scheduled for proliferation, the C-Day must be the first Monday after the JUMPS-Army cutoff date.

c. We recommend that proliferation commence in January 1979 as our schedule can be accomplished in a 10½ month period, thus avoiding the peak holiday period in December and January.

d. The connecting lines in Part 1 of our attached schedule indicate either of the following conditions:

(1) Simultaneous proliferation is highly desirable because of co-location of sites, or

(2) Simultaneous proliferation is required because of shared data base support.

e. All sites within any given cycle would undergo simultaneous proliferation by the team indicated in accordance with the schedule in Part 3. Each team would be responsible for total proliferation of all sites listed under it's heading.

**C O P P E R**  
**SITES IDENTIFIED FOR PROLIFERATION**  
**AND SCHEDULE OF EVENTS**

JULY 1977

**PART 1 - SEMI-WIDE LESS EUROPE: (SITES IDENTIFIED FOR PROLIFERATION)**

|         | TM 1     | TM 2       | TM 3       | TM 4        | TM 5       | TM 6        | TM 7     | TM 8      | TM 9      | TM 10       |
|---------|----------|------------|------------|-------------|------------|-------------|----------|-----------|-----------|-------------|
| CYCLE 1 | PRESIDIO | McCLELLAN  | REDSTONE   | RUCKER      | CANAL ZONE | LEONARDWOOD | SHERIDAN | HUACHUC   | GORDON    | LEAVENWORTH |
| CYCLE 2 | SILL     | HOUSTON    | McPHERSON  | JACKSON     | HOOD       | HOOD        | HOOD     | HOOD      | WHITESAND | BLISS       |
| CYCLE 3 | KNOX     | KNOX       | KNOX       | BENNING     | BENNING    | BENNING     | ORD      | ORD       | BELVOIR   | VINT HILL   |
| CYCLE 4 | STEWART  | STEWART    | HAWAII     | HAWAII      | POLK       | POLK        | DIX      | MONMOUTH  | CARLISLE  | USMA        |
| CYCLE 5 | GREELY   | RICHARDSON | WAINWRIGHT | FITZSIMMONS | CARSON     | CARSON      | RILEY    | RILEY     | LEWIS     | LEWIS       |
| CYCLE 6 | KOREA    | KOREA      | JAPAN      | OKINAWA     | CAMPBELL   | CAMPBELL    | DEVENS   | HOMESTEAD | LEE       |             |
| CYCLE 7 | RITCHIE  | ABG        | MEADE      | MDW         | WRAMC      | DETRICK     | MONROE   | EUSTIS    |           |             |

**PART 2 - EUROPE: (SITES IDENTIFIED FOR PROLIFERATION)**

|         | TM 11         | TM 12         | TM 13       | TM 14     |
|---------|---------------|---------------|-------------|-----------|
| CYCLE 1 | WIESBADEN     | FRANKFURT     | BERLIN      | MUNICH    |
| CYCLE 2 | BAD KREUZNACH | GIESSEN       | SCHWEINFURT | AUGSBURG  |
| CYCLE 3 | BAUMHOLZ      | FULDA         | BAMBERG     | STUTTGART |
| CYCLE 4 | KAISERLAUTERN | HANAU         | NURENBURG   | KARLSRUHE |
| CYCLE 5 | WORMS         | DARMSTADT     | GRAFENMOHR  | HEILBRONN |
| CYCLE 6 | MANHEIM       | ASCHAFFENBURG | ITALY       | ANSBACH   |
| CYCLE 7 | HEIDELBERG    | WURZBURG      |             |           |

NOTE: SEE CONCEPT OF PROLIFERATION  
FOR EXPLANATION OF SCHEDULE.

**PART 3 : (SCHEDULE OF EVENTS)**

|         | RECON<br>(14)<br>C-120 to C-106 | OUT OF<br>CYCLE<br>C-105 to C-96 | TRAINING<br>(21)<br>C-45 to C-24 | OUT OF<br>CYCLE<br>C-23 to C-8 | VALIDATE<br>(7)<br>C-7 to C | OVERLAP<br>(6)<br>C-6 to C | CONVERSION<br>(21)<br>C-6 to C+15 | OUT OF<br>CYCLE |
|---------|---------------------------------|----------------------------------|----------------------------------|--------------------------------|-----------------------------|----------------------------|-----------------------------------|-----------------|
| CYCLE 1 | C-120 to C-106                  | C-105 to C-94                    | C-45 to C-24                     | C-23 to C-15                   | C-7 to C                    | C+1 to C+24                | C-6 to C+15                       | C+16 to C+21    |
| CYCLE 2 | C-120 to C-106                  | C-105 to C-95                    | C-45 to C-24                     | C-23 to C-14                   | C-7 to C                    | C+1 to C+23                | C-6 to C+15                       | C+16 to C+21    |
| CYCLE 3 | C-120 to C-106                  | C-105 to C-90                    | C-45 to C-24                     | C-23 to C-15                   | C-7 to C                    | C+1 to C+24                | C-6 to C+15                       | C+16 to C+21    |
| CYCLE 4 | C-120 to C-106                  | C-105 to C-92                    | C-45 to C-24                     | C-23 to C-14                   | C-7 to C                    | C+1 to C+24                | C-6 to C+15                       | C+16 to C+21    |
| CYCLE 5 | C-120 to C-106                  | C-105 to C-90                    | C-45 to C-24                     | C-23 to C-14                   | C-7 to C                    | C+1 to C+23                | C-6 to C+15                       | C+16 to C+21    |
| CYCLE 6 | C-120 to C-106                  | C-105 to C-90                    | C-45 to C-24                     | C-23 to C-15                   | C-7 to C                    | C+1 to C+24                | C-6 to C+15                       | C+16 to C+21    |
| CYCLE 7 | C-120 to C-106                  | MC                               | C-45 to C-24                     | MC                             | C-7 to C                    | MC                         | C-6 to C+15                       | MC              |

COPPER

B-V-20



DEPARTMENT OF THE ARMY  
OFFICE OF THE CHIEF OF ENGINEERS  
WASHINGTON, D.C. 20314

REPLY TO  
ATTENTION OF:

DAEN-FEB-S

23 November 1977

SUBJECT: Project COPPER - Objective 7

Commander  
US Army Administration Center  
ATTN: ATZI-CD-C  
Ft. Benjamin Harrison, IN 46216

1. References:

- a. Letter, OCE, DAEN-FEB-S, dated 16 July 1976, subject: Project COPPER - Objectives 7 and 8.
- b. Project COPPER Merger Steering Group Meeting of 7 July 1977.
- c. AAA Report, IGAA-SOD, dated 17 February 1977, subject: Economic Analysis for Project COPPER, Audit Report SO 77-502.
- d. Memo For Chairman, COPPER Merger Steering Group, dated 8 July 1977 (copy at Incl 1).
- e. MILPERCEN Presentation for the 7 July 1977 Merger Steering Group, TAB B, subject: Number and Location of PPSD's.

2. Reference 1a submitted a report on Project COPPER Objectives 7 and 8. In Merger Steering Group meeting (reference 1b), the facilities costs (Objective 7) were discussed, together with the AAA recommendations on refining these costs (reference 1c). As a result of subject meeting, agreement was reached on the specific scope of refining facilities costs (reference 1d).

3. Based on reference 1d, paragraph 4, MACOM's were tasked by message (Incl 2) to verify the facilities costs in accordance with additional guidance provided. A total resurvey was made in lieu of resurveying only high cost installations as agreed due to the following:

- a. Each proposed COPPER installation had to be contacted in any event in order to obtain relocation costs.

DAEN-FEB-S

SUBJECT: Project COPPER - Objective 7

b. The number and location of PPSD's had changed (additions and deletions); an updated list, indicated in reference 1e, was utilized.

c. More than one year had elapsed since the initial survey and it would have been unrealistic to combine new and old cost data.

4. Results of the facilities costs survey (Objective 7) are attached as Incl 1. It is noted that these costs are reflective of one point in time (1 October 1977) and are subject to change.

FOR THE CHIEF OF ENGINEERS:

3 Incl

1.Memo For Chairman

dtd 8 Jul 77


2.Msg,AIG 7406,

dtd 26 Jul 77

3.Chart,Proj COPPER

Facility Costs,

(Revised)dtd Nov 77

  
for LEWIS H. BLAKEY  
Deputy Director for Technology  
and Engineering  
Directorate of Facilities Engineering

COPPER

B-VI-2



AD-A055 049

ARMY ADMINISTRATION CENTER FORT BENJAMIN HARRISON IND  
CONSOLIDATION OF MILITARY PAY AND PERSONNEL FUNCTIONS (COPPER).--ETC(U)  
MAY 78

F/G 5/1

UNCLASSIFIED

NL

2 of 3

AD  
A055049





8 July 1977

MEMO FOR: MG Mundie  
Chairman  
COPPER MERGER Steering Group

SUBJECT: Agreement on Recommendations in AAA Report, SO 77-502, dated  
17 February 1977.

1. References:

- a. PROJECT COPPER Merger Steering Group Meeting of 7 July 1977.
- b. AAA Report, IGAA-SOD, dated 17 February 1977, subject: Economic Analysis for PROJECT COPPER, Audit Report SO 77-502.
- c. OCE letter, DAEN-FEB-S, dated 19 March 1976, subject: Consolidation of Military Pay and Personnel Functions (PROJECT COPPER).

2. Purpose:

This Memo outlines points of agreement reached during meeting at ref 1a.

3. Discussion:

During the meeting at ref 1a, the AAA recommendations on facilities costs, outlined in ref 1b, were discussed in detail and agreement reached between the Merger Steering Group and the AAA representative on further action by OCE to refine the facilities cost data for PROJECT COPPER input.

4. Points of Agreement:

Following points of agreement are keyed to AAA recommendations outlined in paragraph B, Annex A of ref 1b.

1. A review by OCE of submitted facilities cost data, tasked by ref 1c, revealed that the majority of installations had utilized existing buildings in preparing their cost estimates. Therefore, another complete data call was unnecessary. OCE would review data currently submitted and request clarification and additional justification on only high cost data reported (approximately 30% of total).

2. Specific suggestions:

a. Date of implementing COPPER at each installation cannot be determined nor projected at this time. Therefore, the date of the initial facilities report (March-June 1976) will be accepted as costs reflective at that point in time.

Incl 1

B-VI-3

COPPER

b. Specific distance between buildings cannot be standardized due to the various configurations and plant layouts of each installation. Guidance outlined in paragraph 5 of ref 1c (i.e., optimum location on one floor; however, on separate floors and adjacent buildings, if necessary) will suffice.

c. Costs to relocate other activities to provide space within existing buildings for COPPER is properly chargeable to COPPER.

d. Normal maintenance and repair is not a cost of COPPER (funded in the facilities engineer annual work plan). Deferred maintenance and repair (unfinanced requirement or not funded in the annual work plan) if given a higher priority and accomplished because of COPPER, is properly chargeable as a cost to COPPER.

e. If new construction is in progress or already budgeted (i.e., approved MCA project) cost to COPPER will be limited to the net increase in any changes arising from unique COPPER requirements.

f. Air conditioning and sprinkler systems are not a standard requirement of COPPER. Provisions for such items will be based on local determination in accordance with applicable building criteria.

*Richard S. Russo*

RICHARD S. RUSSO  
OCE Representative  
PROJECT COPPER

CONCURRENCE

*Richard E. May*  
Mr. Downs  
AAA Representative  
PROJECT COPPER

COPPER

B-VI-4



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NO

26 JUL 77 18 27z

DA WASH DC//DAEN-FEB-S//

AIG 7406

SUPTUSMA WEST POINT NY

INFO AIG 7446

UNCLAS

SUBJECT: CONSOLIDATION OF MILITARY PAY & PERSONNEL FUNCTIONS  
{PROJECT COPPER}.

A. LTR, DAEN-FEB-S DTD 19 MAR 76 SAB W/9 INCLOSURES.

1. REF A REQUESTED BUDGETARY COST EST FOR PREPARING FACILITIES TO  
ACCOMMODATE PROJECT COPPER AT SELECTED LOCATIONS.

2. US ARMY AUDIT AGENCY REVIEWED ALL COSTS SBM IN RESPONSE TO REF A  
& CONDUCTED ON-SITE REVIEWS AT 10 INSTALLATIONS.

3. SUBSEQUENT AUDIT REPORT RECOMMENDED ALL COPPER INSTL REVIEW DATA  
SBM AGAINST FOL ADDITIONAL GUIDANCE:

{A} ALL FACILITIES PROPOSED FOR INCLUSION IN PROJ COPPER SHOULD  
BE LOCATED W/IN APROX ONE BLOCK OR EQUIVALENT AREA. REPLY AFFIRMATIVE  
OR PROVIDE EXPLANATION.

{B} SEPARATE RELOCATION COSTS SHOULD BE REPORTED FOR MAINTENANCE,  
REPAIR & CONSTR NECESSARY TO RELOCATE CURRENT TENANTS OUT OF AN

26 JUL 77/GS/36728

R.D. MCGOUGH C/B&G DIV/FE/36687

Incl 2

UNCLASSIFIED

B-VI-5

COPPER

EXISTING FACILITY TO PROVIDE SPACE FOR COPPER. REPLIES SHOULD INCLUDE: NO RELOCATION COSTS OR GIVE SEPARATE RELOCATION COSTS IN CATEGORIES OF MAINTENANCE, REPAIR & CONSTR. STATE IF THESE COSTS WERE INCLUDED IN ORIG COST DATA PREVIOUSLY SUBMITTED.

{C} NORMAL MAINTENANCE & REPAIR COSTS {IN ANNUAL WORK PLAN} SHOULD NOT BE REPORTED. HOWEVER, DEFERRED MAINTENANCE AND REPAIR COSTS {UNFINANCED OR IN BMAR}, THAT MUST BE ACCOMPLISHED TO ACCOMMODATE COPPER MOVE SHOULD BE INCLUDED.

{D} IF NEW CONSTR IS IN PROGRESS OR ALREADY BUDGETED, COST TO PROJ COPPER SHOULD BE LIMITED TO NET INCREASE IN CONSTR COSTS ARISING FROM UNIQUE COPPER REQUIREMENTS.

{E} IF AN MCA PROJ WAS ORIG REPORTED TO ACCOMMODATE COPPER & IS INCLUDED IN A PROGRAMED MULTI-USE FACILITY, COPPER COST MUST BE PRORATED.

4. REQUEST THAT COPPER COSTS SBM BE REVIEWED AGAINST ADDITIONAL GUIDANCE IN PARA 3 ABOVE & A RESPONSE {NEW COSTS, CHANGES, ETC.} BE PROVIDED TO DAEN-FEB-S NLT 30 AUG 77. ELECTRIC TRANSMISSION IS ACCEPTABLE. NEGATIVE REPLIES REQUIRED. INCLUDE POC & AUTOVON NUMBER.

5. DA POC IS MR. CHARLES KEATON, AUTOVON 223-6797 OR 223-6928.





Sheet 2 of 6



NOVEMBER 1977

CONUS INSTALLATIONS

| ACRON  | INSTALLATION      | TYPE  | MILPO             | DIRECT COSTS |        |            | RELOCATION COSTS |        |         | PROJ. RANGE | REMARKS                                   |
|--------|-------------------|-------|-------------------|--------------|--------|------------|------------------|--------|---------|-------------|---|
|        |                   |       |                   | REPAIR       | MAINT. | CONST.     | REPAIR           | MAINT. | CONST.  |             |   |
| TRADOC | Ft. Sill          | TDA   | COMPACT           |              |        | 5,564,800  |                  |        |         | L           |   |
| TRADOC | Ft. Leonard Wood  | TDA   | COMPACT           |              |        | 4,127,000  |                  |        |         | L           |   |
| TRADOC | Carlisle Barracks | TDA   | COMPACT           | 0            | 0      | 1,000      |                  |        |         | S           |   |
| TRADOC | Ft. Belvoir       | TDA   | COMPACT           |              |        | 2,055,350  |                  |        |         | L           |   |
| TRADOC | Ft. Benning       | TDA   | COMPACT           |              |        | 842,400    |                  |        |         | L           |   |
|        |                   | Div   | PSD 197th Inf Bde |              |        | 3,369,600  |                  |        |         | L           | Consolidated facility                     |
|        |                   | TDA   | 524th PSC         |              |        |            |                  |        |         |             |   |
| TRADOC | Ft. Bliss         | TDA   | COMPACT           |              |        | 2,327,650  |                  |        |         | L           |   |
| TRADOC | Ft. Dix           | TDA   | COMPACT           | 31,875       | 31,875 | 11,250     |                  |        |         | S           |   |
| TRADOC | Ft. Eustis        | TDA   | COMPACT           |              |        | 2,681,000  |                  |        |         | L           |   |
| TRADOC | Ft. Gordon        | TDA   | COMPACT           |              |        | 2,943,000  |                  |        |         | L           | Pro-rata part of a \$6,515,000 Admin Bldg |
| TRADOC | Ft. Ben Harrison  | TDA   | COMPACT           | 0            | 0      | 0          |                  |        |         | S           |   |
| TRADOC | Ft. Jackson       | TDA   | COMPACT           |              |        | 1,500,000  |                  |        |         | L           |   |
| TRADOC | Ft. Knox          | TDA   | COMPACT           |              |        | 1,124,550  |                  |        |         | L           |   |
|        |                   | TDA   | PO Armory Sch.    |              |        | 127,680    |                  |        |         | L           |   |
|        |                   | TDA   | 401st PSC         |              |        | 11,700     |                  |        |         | L           |   |
|        |                   | TDA   | Det 7th Sch       |              |        | 951,678    |                  |        |         | L           |   |
| TRADOC | Ft. Leavenworth   | TDA   | COMPACT           |              |        | 676,500    |                  |        |         | L           |   |
| TRADOC | Ft. Lee           | TDA   | COMPACT           |              |        | 2,204,000  |                  |        |         | L           |   |
| TRADOC | Ft. McClellan     | TDA   | COMPACT           |              |        | 409,000    |                  |        |         | L           |   |
| TRADOC | Ft. Monrovia      | TDA   | COMPACT           | 93,150       |        | 370,300    |                  |        |         | L           |   |
| TRADOC | Ft. Rucker        | TDA   | COMPACT           |              |        | 4,885      |                  |        |         | S           |   |
|        |                   | TOTAL | CONUS COSTS -     | 8,6416       |        | 48,963,190 | 125,928          | 59,353 | 341,508 |             |   |

Sheet 3 of 6

| OVERSEAS INSTALLATIONS |                          |      |         |              |        |           |                  |        |        | PROJECT COPPER FACILITY COSTS |                                |  |  |  |  |  |  |  |  | (1) |  | NOVEMBER 1977 |  |
|------------------------|--------------------------|------|---------|--------------|--------|-----------|------------------|--------|--------|-------------------------------|--------------------------------|--|--|--|--|--|--|--|--|-----|--|---------------|--|
| WACOM                  | INSTALLATION             | TYPE | MILPO   | DIRECT COSTS |        |           | RELOCATION COSTS |        |        | PROJ. RANGE                   | REMARKS                        |  |  |  |  |  |  |  |  |     |  |               |  |
|                        |                          |      |         | REPAIR       | MAINT. | CONST.    | REPAIR           | MAINT. | CONST. |                               |                                |  |  |  |  |  |  |  |  |     |  |               |  |
|                        |                          |      |         |              |        |           |                  |        |        |                               |                                |  |  |  |  |  |  |  |  |     |  |               |  |
|                        |                          |      |         |              |        |           |                  |        |        |                               |                                |  |  |  |  |  |  |  |  |     |  |               |  |
| USAREUR                | Ansbach-Bleidorn Kas     | TDA  | COMPACT | 2,400        | 2,400  | 0         |                  |        |        | S                             |                                |  |  |  |  |  |  |  |  |     |  |               |  |
| USAREUR                | Aschaffenburg            | TDA  | RPC     |              |        | 0         |                  |        |        | S                             |                                |  |  |  |  |  |  |  |  |     |  |               |  |
| USAREUR                | Augustsburg Mill Co      | TDA  | RPC     | 15,000       |        | 50,000    |                  |        |        | S                             |                                |  |  |  |  |  |  |  |  |     |  |               |  |
| USAREUR                | Bad Kreuznach - Rose Bks | TDA  | RPC     | 20,000       | 2,000  | 5,000     |                  |        |        | S                             |                                |  |  |  |  |  |  |  |  |     |  |               |  |
| USAREUR                | Bamberg-Warner Bks       | TDA  | RPC     |              |        | 1,027,500 |                  |        |        | L                             |                                |  |  |  |  |  |  |  |  |     |  |               |  |
| USAREUR                | Baumholder Mill Co       | TDA  | RPC     |              |        | 3,902,000 |                  |        |        | L                             |                                |  |  |  |  |  |  |  |  |     |  |               |  |
| USAREUR                | Berlin-McNair Bks        | TDA  | CPO     |              |        | 0         |                  |        |        | I                             | To be funded by West Germany   |  |  |  |  |  |  |  |  |     |  |               |  |
| USAREUR                | Barmstadt-Kelly Bks      | TDA  | RPC     |              | 59,500 | 72,500    |                  |        |        | S                             |                                |  |  |  |  |  |  |  |  |     |  |               |  |
| USAREUR                | Frankfurt Hqs            | TDA  | RPC     | 60,300       | 24,100 | 753,200   |                  |        |        | L                             |                                |  |  |  |  |  |  |  |  |     |  |               |  |
| USAREUR                | Fulda-Doms Bks           | TDA  | RPC     |              |        | 2,424,000 |                  |        |        | L                             |                                |  |  |  |  |  |  |  |  |     |  |               |  |
| USAREUR                | Giesse Army Depot        | TDA  | RPC     | 10,000       |        | 75,900    |                  |        |        | L                             |                                |  |  |  |  |  |  |  |  |     |  |               |  |
| USAREUR                | Grafenwoehr-7th ATC      | TDA  | RPC     |              |        | 0         |                  |        |        | S                             | Existing facility satisfactory |  |  |  |  |  |  |  |  |     |  |               |  |
| USAREUR                | Hannau-Pioneer Kas       | TDA  | RPC     | 8,500        | 5,600  | 38,200    |                  |        |        | S                             |                                |  |  |  |  |  |  |  |  |     |  |               |  |
| USAREUR                | Heidelberg               | TDA  | RPC     | 166,900      | 22,600 | 112,200   |                  |        |        | L                             | Prorated - MCA                 |  |  |  |  |  |  |  |  |     |  |               |  |
| USAREUR                | Heilbronn-Wharton Bks    | TDA  | RPC     | 700          | 1,400  | 90,200    |                  |        |        | L                             |                                |  |  |  |  |  |  |  |  |     |  |               |  |
| USAREUR                | Kaiferslautern-Kleber    | TDA  | RPC     | 448,800      |        | 15,000    |                  |        |        | L                             |                                |  |  |  |  |  |  |  |  |     |  |               |  |
| USAREUR                | Karlsruhe-Seifley Bks    | TDA  | RPC     |              |        | 2,400     |                  |        |        | S                             |                                |  |  |  |  |  |  |  |  |     |  |               |  |
| USAREUR                | Manheim-Funari Bks       | TDA  | RPC     | 1,700        | 2,600  | 19,100    |                  |        |        | S                             |                                |  |  |  |  |  |  |  |  |     |  |               |  |
| USAREUR                | Munich                   | TDA  | RPC     |              |        |           |                  |        |        | S                             | No response                    |  |  |  |  |  |  |  |  |     |  |               |  |
| USAREUR                | Nurnburg-Darby Kas       | TDA  | RPC     |              |        | 12,200    |                  |        |        | S                             |                                |  |  |  |  |  |  |  |  |     |  |               |  |
|                        |                          |      |         |              |        |           |                  |        |        |                               | Sheet 4 of 6                   |  |  |  |  |  |  |  |  |     |  |               |  |

Sheet 4 of 6

COPPER

B-VI-10

NOVEMBER 1977

## PROJECT LOWER FACILITY COSTS

## OVERSEAS INSTALLATIONS

(1)

| MCOM     | INSTALLATION                  | TYPE    | MILPO                | DIRECT COSTS |         |            | RELOCATION COSTS |        |           | PROJ. RAUCE | REMARKS               |
|----------|-------------------------------|---------|----------------------|--------------|---------|------------|------------------|--------|-----------|-------------|-----------------------|
|          |                               |         |                      | REPAIR       | MAINT.  | CONST.     | REPAIR           | MAINT. | CONST.    |             |                       |
| USARV    | US Army Garrison Okinawa      | TDA     |                      | 3,000        | 3,800   | 7,000      |                  |        | -         | S           |                       |
| USARV    | Camp Zama                     | TDA     |                      | 6,300        | 1,500   | 22,500     |                  |        | -         | S           |                       |
| 8th USA  | Camp Casey                    | Div     | 2nd Inf Div          | 14,200       | 12,350  | 161,500    |                  |        | 376,000   | L           |                       |
| 8th USA  | Camp Humphreys                | TDA     | 38th ADA Bde         | 37,000       | 7,800   | 90,400     |                  |        | 270,400   | L           |                       |
| 24th USA | Yongsan, Seoul                | TDA     |                      | 8,000        | 16,000  | 183,000    |                  |        | 414,000   | L           |                       |
| 8th USA  | Camp Walker                   | TDA     |                      | 0            | 0       | 1,482,400  |                  |        | -         | L           |                       |
| FORSCOM  | Canal Zone                    | Div     | 193rd Inf Bde        | -            | -       | 294,900    |                  |        | 5,000     | L           |                       |
| FORSCOM  | Ft. Greely                    | TDA     | COMPACT              | 0            | 0       | 0          | 0                | 0      | 0         | S           |                       |
| FORSCOM  | Ft. Richardson                | TDA     | COMPACT              | 0            | 0       | 610,500    | 0                | 0      | 185,000   | L           |                       |
| FORSCOM  | Ft. Wainwright                | TDA     | COMPACT              | 70,000       | 0       | 0          | 0                | 0      | 0         | S           |                       |
| FORSCOM  | Ft. Shafter                   | TDA     | COMPACT              | 50,000       | 0       | 25,000     | 3,000            | 3,000  | 40,000    | S           |                       |
| FORSCOM  | Schofield Brks. Tropicler AMC | Div TDA | 25th Inf Div COMPACT |              |         | 2,455,000  |                  |        |           | L           | Consolidated facility |
|          |                               |         | OVERSEAS COSTS       | 412,140      | 161,650 | 13,931,600 | 3,000            | 3,000  | 1,290,400 |             |                       |
|          |                               |         |                      |              |         |            |                  |        |           |             |                       |
|          |                               |         |                      |              |         |            |                  |        |           |             |                       |
|          |                               |         | SUMMARY              |              |         |            |                  |        |           |             |                       |
|          |                               |         | CONUS COSTS          | 806,416      | 317,143 | 48,963,190 | 125,928          | 59,353 | 341,508   |             |                       |
|          |                               |         | OVERSEAS COST        | 412,140      | 161,650 | 13,931,600 | 3,000            | 3,000  | 1,290,400 |             |                       |
|          |                               |         | TOTAL COST           | 1,218,556    | 478,793 | 62,894,790 | 128,928          | 62,353 | 1,631,908 |             |                       |
|          |                               |         |                      |              |         |            |                  |        |           |             |                       |
|          |                               |         |                      |              |         |            |                  |        |           |             |                       |
|          |                               |         |                      |              |         |            |                  |        |           |             |                       |

P. 5 of 6

B-VI-11

COPPER

PROJECT COPPER FACILITY COSTS

COPPER

NOTES:

(1) PROJECT RANGE LEGEND

- S - Short Range - Implementation within one year (costs normally under \$75,000 per category)
  - I - Intermediate Range - Implementation within 1 to 3 years (maximum cost for any one category between \$75,000 to \$300,000)
  - L - Long Range - Implementation over 3 years (cost for any one category over \$300,000).
- (2) The facilities costs outlined in the above survey report are reflective of one point in time, 1 October 1977, and are subject to change.
- (1) Direct Costs - Costs required to install COPPER operation in a facility or facilities.
  - (4) Relocation Costs - Costs required to relocate tenants from existing building(s) selected for COPPER into other facilities.
  - (5) NCA is required for all installations whose total construction costs (direct plus relocation) exceeds \$75,000.



APPENDIX A  
UNCLASSIFIED  
OUTLINE TEST PLAN (OTP)

REVISED  
27 June 1977

TEST TITLE: Evaluation of Prototype Organization with Consolidated Military Pay and Personnel (COPPER) Functions, Phase V (FO 096)

TEST TYPE: FDTE

TEST PROPONENT: Directorate of Special Projects, USAADMINCEN

COMMAND/AGENCY RESPONSIBLE FOR TEST MANAGEMENT: TRADOC

TEST INSTALLATION: Fort Bragg, North Carolina, and Fort Campbell, Kentucky

TEST ORGANIZATION: Directorate of Evaluation, USAADMINCEN

TEST UNIT: 82d Airborne Division, 1st Corps Support Command, and Fort Bragg, North Carolina; 101st Airborne Division (Air Assault) and Fort Campbell, Kentucky

DA STAFF PROPONENT: DCSPER

TEST LOCATION: Fort Bragg, North Carolina, and Fort Campbell, Kentucky

TEST DATES: 26 Sep 77 - 28 Oct 77 (T-Date: 26 Sep 77)

USERS OF DATA: DA DCSPER, COA, TRADOC, AND FORSCOM

1. REFERENCE: Letter, DAPE-PBP DAAG-AMM, Subject: Implementation of the Consolidation of Military Pay and Personnel Functions, dated 4 September 1974, final report FDTE of Prototype Organizations with Consolidated Military Pay and Personnel (COPPER) Functions, USAADMINCEN, Fort Benjamin Harrison, Indiana, 17 August 1976; Ltr, VCSA, Subject: Consolidation of Military Pay and personnel Functions (COPPER) dated 13 Jan 1977.

2. PURPOSE: To evaluate, in compliance with VCSA Directive dated 13 January 1977, the revised TOE/TDA COPPER prototype organizations capability to perform pay and personnel service to the supported soldier/organization, from which a decision on the implementation of COPPER can be formulated.

3. OBJECTIVES:

a. Objective 1: To assess the effectiveness of the revised personnel and pay procedures utilized by the COPPER prototype organizations to include

77-FO 096-1

UNCLASSIFIED

B-VII-1

COPPER

APPENDIX A  
UNCLASSIFIED

personnel and pay service performance factors, when compared to pre-COPPER, early COPPER results plus similar non-COPPER organizations.

1.1 To collect data in order to assess the timeliness of pay and personnel actions (Automated and non-automated) for comparison against existing standards, processing uniformity and service responsiveness.

1.2 To collect data in order to assess the adequacy of COPPER control procedures as they preclude fraud and lost records; insure timely processing of actions, safeguard privacy requirements, and facilitate sound management practices.

1.3 To collect data in order to assess the effect of COPPER operational procedures on the timely processing of actions.

1.4 To collect data in order to assess the adequacy of POR processing for contingency related requirements within a COPPER environment.

1.5 To collect data in order to assess the relative satisfaction of the individual soldier, first sergeants, PSNCO's, Sergeant Majors, commanders, and selected staff officers, based on opinions regarding the services provided in a COPPER and non-COPPER organization.

1.6 To collect data in order to assess the economic cost of the COPPER system/organization to include the cost of optimal facilities within which the COPPER system can best operate.

1.7 To collect data in order to validate the staffing, supervisory and training requirements for a COPPER environment.

b. Objective 2: To assess the adequacy of the SIDPERS/JUMPS Interface feature of SIDPERS to provide accurate and timely personnel related pay data to USAFAC.

2.1 To collect data in order to assess the accuracy of duty status changes produced by the SIDPERS/JUMPS Interface.

2.2 To collect data in order to assess the accuracy of non-duty status changes produced by the SIDPERS/JUMPS Interface.

c. Objective 3: To assess the comparative effectiveness of the Military Personnel Management System and identify problem areas through the collection of data within a COPPER and non-COPPER environment utilizing DA PERMAS Team procedures in support of established Department of the Army goals.

3.1 To collect data in order to assess the effectiveness of the Military Personnel Management System functioning within a COPPER environment.

77-F0 096-2  
UNCLASSIFIED

COPPER

B-VII-2

APPENDIX A  
UNCLASSIFIED

3.2 To collect data in order to assess the effectiveness of the Military Personnel Management System functioning within a non-COPPER environment.

3.3 To collect data in order to identify problem areas inherent to the Military Personnel Management System functioning within a COPPER environment.

3.4 To collect data in order to identify problem areas inherent to the Military Personnel Management System functioning within a non-COPPER environment.

d. Objective 4: To assess the comparative effectiveness of DA Military Personnel Strength management and identify problem areas through the collection of data within a COPPER and non-COPPER environment utilizing DA Military Personnel Strength Evaluating Team procedures in support of established Department of the Army goals.

4.1 To collect data in order to assess the effectiveness of DA Military Personnel Strength Management within a COPPER environment.

4.2 To collect data in order to assess the effectiveness of DA Military Personnel Strength Management within a non-COPPER environment.

4.3 To collect data in order to identify problem areas inherent to DA Military Personnel Strength Management within a COPPER environment.

4.4 To collect data in order to identify problem areas inherent to DA Military Personnel Strength Management within a non-COPPER environment.

e. Objective 5: To assess the effect of a COPPER environment on the Joint Uniform Military Pay System and identify problem areas through the collection of data from both a COPPER and non-COPPER environment utilizing DA Finance and Accounting Assistance team procedures in support of COA goals.

5.1 To collect data in order to assess the effect of a COPPER environment on the Joint Uniform Military Pay System.

5.2 To collect data in order to assess the effect of a non-COPPER environment on the Joint Uniform Military Pay System.

5.3 To collect data in order to identify problem areas inherent within a COPPER environment effecting the Joint Uniform Military Pay System.

5.4 To collect data in order to identify problem areas inherent within a non-COPPER environment effecting the Joint Uniform Military Pay System.

77-FO 096-3

UNCLASSIFIED

B-VII-3

COPPER



# APPENDIX A

UNCLASSIFIED

## 4. SCOPE AND TACTICAL CONTEXT:

a. Scope: The evaluation will be an assessment of the prototype personnel and organization to operate efficiently within the parameters of performance, timeliness, control and service.

b. Tactical Context: The evaluation will be geared to the normal support requirements for the prototype organizations. Tactical applications will not be undertaken.

## 5. TEST RESOURCE REQUIREMENTS:

### a. Personnel Requirements:

#### (1) Office of the Test Proponent:

| POSITION                          | GRADE | MOS | QUANTITY | INCLUSIVE DATES | SOURCE   |
|-----------------------------------|-------|-----|----------|-----------------|----------|
| (a) Office of the Program Manager |       |     |          |                 |          |
| Program Manager                   | 06    | 44  | 1        | T-111 - T+145   | ADMINCEN |
| COPPER Doctrine Advisor           | 03    | 42  | 1        | T-111 - T+145   | ADMINCEN |

|                       |    |    |   |               |          |
|-----------------------|----|----|---|---------------|----------|
| (b) Operations Branch |    |    |   |               |          |
| Operations Officer    | 03 | 42 | 1 | T-111 - T+145 | ADMINCEN |

#### (2) Evaluation Headquarters - Fort Bragg:

|                    |      |     |   |              |          |
|--------------------|------|-----|---|--------------|----------|
| Test Director      | 06   | 42  | 1 | T-111 - T+93 | ADMINCEN |
| Dep Test Director  | 05   | 44  | 1 | T-111 - T+93 | USAFAC   |
| Eval Tm Chiefs     | 03   | 42  | 3 | T-18 - T+61  | TRADOC   |
| Admin/Opns Officer | 03   | 44  | 1 | T-18 - T+38  | ADMINCEN |
| NCOIC/Opns NCO     | E8/7 | 71L | 1 | T-111 - T+93 | ADMINCEN |
| Opns Clerk         | E5   | 71L | 1 | T-18 - T+38  | TRADOC   |
| Clerk-Typist       | E4   | 71B | 1 | T-18 - T+38  | FORSCOM  |

#### (a) DCRB Evaluation Teams (3)

|               |      |    |   |             |         |
|---------------|------|----|---|-------------|---------|
| Eval Officers | 03/2 | 44 | 3 | T-18 - T+33 | FORSCOM |
|---------------|------|----|---|-------------|---------|

77-FO 0-4

UNCLASSIFIED

COPPER

B-VII-4



APPENDIX A  
UNCLASSIFIED

| POSITION        | GRADE  | MOS     | QUANTITY | INCLUSIVE DATES | SOURCE  |
|-----------------|--------|---------|----------|-----------------|---------|
| Eval NCOs       | E8/7/6 | 75Z     | 6        | T-18 - T+33     | FORSCOM |
| Eval NCO        | E8/7/6 | 73C     | 3        | " "             | FORSCOM |
| Data Collectors | E5/4   | 75D/73C | 9        | T-18 - T+33     | FORSCOM |

(b) Action Branches Evaluation Teams (3)

|                |        |          |   |             |                           |
|----------------|--------|----------|---|-------------|---------------------------|
| Eval Officers  | 03/2   | 42       | 3 | T-18 - T+33 | TRADOC                    |
| PPTB Eval NCO  | E8/7/6 | 73C      | 3 | T-18 - T+33 | FORSCOM                   |
| PMB Eval NCO   | E8/7/6 | 75Z(75C) | 3 | T-18 - T+33 | FORSCOM                   |
| AAB Eval NCO   | E8/7/6 | 75Z(75E) | 3 | T-18 - T+33 | TRADOC                    |
| PPTB Data Coll | E5/4   | 75D/73C  | 3 | T-18 - T+33 | FORSCOM                   |
| PMB Data Coll  | E5/4   | 75C      | 3 | T-18 - T+33 | FORSCOM (1)<br>TRADOC (2) |
| AAB Data Coll  | E5/4   | 75E      | 3 | T-18 - T+33 | FORSCOM (1)<br>TRADOC (2) |

(c) CSB Evaluation Teams (3)

|               |        |         |   |             |                           |
|---------------|--------|---------|---|-------------|---------------------------|
| Eval Officers | 03/2   | 42      | 3 | T-18 - T+33 | TRADOC                    |
| Eval NCO      | E8/7/6 | 73C     | 6 | T-18 - T+33 | TRADOC                    |
| Eval NCO      | E8/7/6 | 75Z     | 3 | " "         | TRADOC                    |
| Data Coll     | E5/4   | 75D/73C | 9 | T-18 - T+33 | FORSCOM (2)<br>TRADOC (7) |

(d) SQIB Evaluation Teams (3)

|               |        |         |   |             |                           |
|---------------|--------|---------|---|-------------|---------------------------|
| Eval Officers | W0     | 741A    | 3 | T-18 - T+33 | FORSCOM                   |
| Eval NCO      | E8/7/6 | 75Z(W5) | 3 | T-18 - T+33 | FORSCOM (2)<br>TRADOC (1) |
| Data Coll     | E5/4   | 75D     | 6 | T-18 - T+33 | FORSCOM (2)<br>TRADOC (4) |

77-FO 096-5

UNCLASSIFIED

B-VII-5

COPPER

# APPENDIX A

## UNCLASSIFIED

| POSITION                                     | GRADE  | MOS | QUANTITY | INCLUSIVE DATES | SOURCE             |
|--|--------|-----|----------|-----------------|--------------------|
| (3) Evaluation Headquarters - Fort Campbell: |        |     |          |                 |                    |
| Eval Team Chief                              | 03     | 44  | 1        | T-21 - T+61     | TRADOC             |
| Eval Team NCOIC                              | E8/7   | 71L | 1        | T-111 - T+93    | ADMINCEN           |
| Eval HQ Clerk                                | E4     | 71B | 1        | T-18 - T+38     | TRADOC             |
| (a) Enlisted Records Branch (ERB)            |        |     |          |                 |                    |
| +Eval Officer                                | 03/2/1 | 42  | 1        | T-18 - T+33     | TRADOC             |
| Eval NCO                                     | E8/7/6 | 75D | 1        | T-18 - T+33     | FORSCOM            |
| Eval NCO                                     | E8/7/6 | 75Z | 1        | " "             | FORSCOM            |
| Data Coll                                    | E5/4   | 75D | 2        | T-18 - T+33     | TRADOC             |
| (b) Personnel Action Branches(PAB)           |        |     |          |                 |                    |
| +Eval Officer                                | 03/2/1 | 42  | 1        | T-18 - T+33     | TRADOC             |
| Eval NCO                                     | E8/7/6 | 75Z | 1        | T-18 - T+33     | TRADOC             |
| Data Coll                                    | E5/4   | 75E | 2        | T-18 - T+33     | FORSCOM            |
| (c) Per MGT Br (PMB)                         |        |     |          |                 |                    |
| ++Eval Officer                               | 03/2   | 42  | 1        | T-18 - T+33     | TRADOC             |
| Eval NCO                                     | E8/7/6 | 75Z | 1        | T-18 - T+33     | FORSCOM            |
| Data Coll                                    | E5/4   | 75C | 2        | T-18 - T+33     | TRADOC/<br>FORSCOM |
| (d) Officer MGT Br (OMB)                     |        |     |          |                 |                    |
| ++Eval Officer                               | 03/2   | 42  | 1        | T-18 - T+33     | TRADOC             |
| Eval NCO                                     | E8/7/6 | 75D | 1        | T-18 - T+33     | TRADOC             |
| Data Coll                                    | E5/4   | 75D | 1        | T-18 - T+33     | TRADOC             |

77-F0 096-6

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B-VII-6

COPPER

# APPENDIX A

## UNCLASSIFIED

| POSITION             | GRADE  | MOS     | QUANTITY | INCLUSIVE DATES | SOURCE             |
|----------------------|--------|---------|----------|-----------------|--------------------|
| (e) SIDPERS BR (SIB) |        |         |          |                 |                    |
| Eval Officer         | WO     | 741A    | 1        | T-18 - T+33     | FORSCOM            |
| Eval NCO             | E8/7/6 | 75Z     | 1        | T-18 - T+33     | TRADOC             |
| Eval NCO             | E8/7/6 | 75D(W5) | 1        | T-18 - T+33     | TRADOC             |
| Data Coll            | E5/4   | 75D     | 2        | T-18 - T+33     | FORSCOM/<br>TRADOC |
| (f) Division Finance |        |         |          |                 |                    |
| +++ Eval Off         | 03/2   | 44      | 1        | T-18 - T+33     | FORSCOM            |
| Eval NCO             | E8/7/6 | 73C     | 1        | T-18 - T+33     | TRADOC             |
| Data Coll            | E5/4   | 73C     | 3        | T-18 - T+33     | TRADOC             |
| (g) Post Finance     |        |         |          |                 |                    |
| +++ Eval Off         | 03/2   | 44      | 1        | T-18 - T+33     | FORSCOM            |
| Eval NCO             | E8/7/6 | 73C     | 1        | T-18 - T+33     | FORSCOM            |
| Eval NCO/Data Coll   | E8/7/6 | 73C     | 1        | T-18 - T+33     | FORSCOM            |
| Data Coll            | E5/4   | 73C     | 1        | T-18 - T+33     | TRADOC             |

+ Same Officer  
 ++ Same Officer  
 +++ Same Officer

77-F0 096-7

UNCLASSIFIED

B-VII-7

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APPENDIX A  
UNCLASSIFIED

| POSITION                                      | GRADE | MOS        | QUANTITY | INCLUSIVE DATES | SOURCE    |
|---|-------|------------|----------|-----------------|-----------|
| (4) Data Reduction Team                       |       |            |          |                 |           |
| Data Reduction Off                            | 04/3  | 41/53      | 1        | T-111 - T+93    | ADMINCEN  |
| Data Reduction NCOIC                          | E8/7  | 75Z        | 1        | T-111 - T+93    | ADMINCEN  |
| Programmer/Analyst                            | GS-9  |            | 1        | T-111 - T+65    | ADMINCEN  |
| Keypuncher                                    | E5/4  | 74(series) | 2        | T-28 - T+65     | ADMINCEN  |
| Data Reducer                                  | E5/4  | 73C        | 4        | T-28 - T+65     | ADMINCEN  |
| Data Reducer                                  | E5/4  | 75C        | 4        | T-28 - T+65     | ADMINCEN  |
| (5) DA PERMAST                                |       |            |          |                 |           |
| Team Chief                                    | 05    | 41         | 1        | Test - T+26     | MILPERCEN |
| Member  | 04    | 41         | 2        | Test - T+26     | MILPERCEN |
| Member  | W3    | 711A       | 1        | Test - T+26     | FORSCOM   |
| Member  | Civ   |            | 2        | Test - T+26     | MILPERCEN |
| Member  | E7    | 75Z        | 1        | Test - T+26     | FORSCOM   |
| Member  | E6    | 75Z        | 2        | Test - T+26     | FORSCOM   |
| (6) DA Strength Evaluating Team               |       |            |          |                 |           |
| Evaluator                                     | Civ   |            | 1        | Test - T+12     | MILPERCEN |
| Evaluator                                     | Civ   |            | 3        | Test - T+12     | MILPERCEN |
| Researcher                                    | E5    |            | 2        | Test - T+12     | MILPERCEN |
| Researcher                                    | Civ   |            | 1        | Test - T+12     | MILPERCEN |
| (7) DA Finance and Accounting Assistance Team |       |            |          |                 |           |
| Team Chief                                    | 04    | 44         | 1        | T-18 - T+33     | USAFAC    |
| Member  | 04    | 44         | 1        | T-18 - T+33     | FORSCOM   |
| Member  | E7/8  | 73C        | 1        | T-18 - T+33     | USAFAC    |
| Member  | E7    | 73C        | 1        | T-18 - T+33     | USAFAC    |

77-FO 096-8

UNCLASSIFIED

COPPER

B-VII-8



APPENDIX A  
UNCLASSIFIED

b. Player Participants

| (1) <u>Unit/Element</u>                                 | <u>Source</u> |
|---|---------------|
| PPSD, 82d Airborne Div                                  | Fort Bragg    |
| PPSD, 1st COSCOM  | Fort Bragg    |
| PPSD, Fort Bragg  | Fort Bragg    |
| MILPO, 101st Airborne Div & Ft<br>Campbell              | Fort Campbell |
| Finance Office, 101st<br>Airborne Division & Instl F&AO | Fort Campbell |

(2) Training Requirements. None

c. Test Facility/Installation Support. To be determined.

d. Data Collection, Processing and Analysis. Not applicable.

e. Ammunition, Missiles and Pyrotechnics. Not applicable.

f. Other Resource Requirements:

(1) Test Support Package (TSP). USAADMINCEN will provide the TOE's, TDA, User's Manuals and SOP's pertaining to prototype organizations.

(2) Special Pretest Troop Training. The training of test directorate personnel will be accomplished by USAADMINCEN. following training, a pilot test will be conducted to provide a basis for remedial training, if necessary.

g. POL Supplies. None

h. Items to be tested. None

6. MILESTONES:

| <u>EVENTS</u>                      | <u>DATES</u> |
|------------------------------------|--------------|
| a. Submit OTP to TRADOC            | T-111        |
| b. Submit Test Support Package     | T-84         |
| c. Complete Test Design Plan (TDP) | T-38         |
| d. TDP In Process Review (IPR)     | T-33         |
| e. Begin Collect Baseline Data     | T-28         |
| f. Deploy to Test Sites            | T-20         |
| g. Train Data Collectors           | T-14         |
| h. Conduct Pilot Test              | T -7         |

77-F0 096-9  
UNCLASSIFIED

B-VII-9

COPPER

APPENDIX A  
UNCLASSIFIED

| <u>EVENTS</u>  | <u>DATES</u>       |
|--|--------------------|
| i. Begin Test  | (26 Sep 77) T Date |
| j. End Test  | T+33               |
| k. In Process Review (IPR)   | T+39               |
| l. Complete Draft Test Report  | T+58               |
| m. Submit Draft Test Report  | T+65               |
| n. Submit Final Test Report  | T+102              |
| o. Test Proponent Independent Evaluation Report                                    | T+158              |
| 7. <u>COST SUMMARY</u> : (\$ in Thousands). Supportive by attached cost estimates. |                    |

|             |              |
|-------------|--------------|
|             | <u>FY 77</u> |
| OMA         | 208.8        |
| RTDE        | None         |
| Procurement | None         |
| TOTAL       | 208.8        |

8. POINTS OF CONTACT:

| <u>AGENCY</u>           | <u>OFFICE SYMBOL</u>         | <u>LOCATION</u>    | <u>TELEPHONE</u> |
|-------------------------|------------------------------|--------------------|------------------|
| OTEA                    | DACS-TEO<br>Mr. A. V. Saputo | Falls Church, VA   | 289-1838         |
| DCSPER                  | DAPE-PBP<br>CPT Kelly        | Pentagon           | 225-5831         |
| FORSCOM                 | AFCO-FA<br>Colonel Lilje     | Fort McPherson, GA | 588-2013         |
| TRADOC                  | ATCD-TC<br>Major Gorski      | Fort Monro, VA     | 680-3681         |
| ADMINCEN<br>(Proponent) | ATZI-CD<br>Colonel Edmondson | Fort Harrison, IN  | 699-2060         |
| ADMINCEN<br>(Test Org)  | ATZI-E<br>CPT Coleman        | Fort Harrison, IN  | 699-4301/02      |
| USAFAC                  | FINC<br>Major Blaylock       | Fort Harrison, IN  | 699-2144         |
| MILPERCEN               | DAPC-MSF-0<br>Major Freedman | Alexandria, VA     | 221-0593/4       |

77-F0 096-10  
UNCLASSIFIED

APPENDIX A  
UNCLASSIFIED  
TEST COST ESTIMATE

Date Prepared: 27 June 1977 OTP dated: 27 June 1977

Test Title: Evaluation of Prototype Organization with Consolidated  
Military Pay and Personnel (COPPER) Functions, Phase V,  
FO 096

Fund requirements reflected below provide for direct costs of the test.  
Estimates are based upon and provide funds to support only those resources  
in paragraph 5 of the Outline Test Plan (OTP).

| <u>CATEGORY OF COST</u>  | <u>APPN</u> | <u>\$ in Thousands FY 77</u> |
|--|-------------|------------------------------|
| 1. Test Directorate  | OMA         |                              |
| a. TDY for Test Preparation  | OMA         | 1.8                          |
| b. TDY for VIP Observers   | OMA         | 1.2                          |
| c. Personnel Resource Requirements                                   | OMA         |                              |
| (1) Officer Per Diem + Weekends                                      |             | 36.8                         |
| (2) Enlisted Per Diem  |             | 133.0                        |
| (3) Travel   |             | 25.0                         |
| d. Equipment (Copy machines, Telephones, and gas for gov't vehicles) | OMA         | 1.0                          |
| e. Supplies and Printing   | OMA         | 6.5                          |
| f. GSA Rental Cars   | OMA         | 1.0                          |
| g. Preparation of Final Report (PERMAST, USAFAC & ADMINCEN)          | OMA         | 2.5                          |
| 2. Player Participants   |             |                              |
| 3. Test Facilities   |             |                              |
| 4. Items to be Tested  |             |                              |
| 5. Data Collections, Proc and Analysts                               |             |                              |
| 6. Ammunition/Missiles   |             |                              |
| 7. Other Costs   |             |                              |
| 8. Totals  |             |                              |
| OMA  | Total       | 208.8                        |

77-FO 096-11  
UNCLASSIFIED  
B-VII-11

COPPER

• APPENDIX N

POST-CONVERSION CHECKLIST

OVERALL MANAGEMENT OF PPSD

1. Is the PPSD organized in accordance with Part II, COPPER User Manual? \_\_\_\_ If no, obtain copy of authority for deviation.
2. Is there a crosstraining plan for personnel assigned to PPSD? \_\_\_\_ Is there a sustaining training program for newly assigned personnel? \_\_\_\_
3. Are there any problems in MISO support? \_\_\_\_ If yes, identify how they affect the PPSD operation: \_\_\_\_\_  
\_\_\_\_\_
4. Have any major operational problems been identified? \_\_\_\_  
\_\_\_\_\_  
Were they corrected? \_\_\_\_
5. Have any organizational weaknesses been identified? \_\_\_\_ If yes, what action was taken to alleviate them? \_\_\_\_\_  
\_\_\_\_\_
6. Does the PPSD have all the required User Manuals and regulations? \_\_\_\_  
\_\_\_\_ Spot Check
7. Are there any problems in obtaining COPPER forms? \_\_\_\_\_  
\_\_\_\_\_
8. What is the operating schedule? \_\_\_\_\_  
Are the hours posted on the building? \_\_\_\_ Are they publicized in Post Newspaper, DB, etc? \_\_\_\_
9. Are the various branches easily identified and located by visitors?  
\_\_\_\_\_
10. Is there any shortage of major equipment items? \_\_\_\_ If yes, what is the status of procurement action? \_\_\_\_\_  
\_\_\_\_\_



11. What report does management receive or maintain reflecting workload in the following areas:

- a. Inquiries \_\_\_\_\_
  - (1) Written \_\_\_\_\_
  - (2) Verbal \_\_\_\_\_
    - (a) Pay \_\_\_\_\_
    - (b) Personnel \_\_\_\_\_
- b. Error listings from higher headquarters
  - (1) USAFAC \_\_\_\_\_
  - (2) MILPERCEN \_\_\_\_\_
- c. Personnel Processing
  - (1) Arrivals \_\_\_\_\_
  - (2) Departures \_\_\_\_\_
- d. Distribution and Control
  - (1) Congressionals \_\_\_\_\_
  - (2) DA Correspondence \_\_\_\_\_
  - (3) Other \_\_\_\_\_
- e. Testing
  - (1) MOS \_\_\_\_\_
  - (2) Others \_\_\_\_\_
- f. Data Reduction
  - (1) SIDPERS/JUMPS \_\_\_\_\_
  - (2) SIDPERS \_\_\_\_\_
  - (3) JUMPS-Army \_\_\_\_\_

g. Errors identified by Quality Control Branch

(1) Within COPPER \_\_\_\_\_

(2) Outside COPPER \_\_\_\_\_

h. Vouchers prepared and paid

(1) Travel \_\_\_\_\_

(2) Local Payments \_\_\_\_\_

i. Filing workload

(1) LES \_\_\_\_\_

(2) Personnel Actions \_\_\_\_\_

12. Have problem areas been identified as a result of these reports?

\_\_\_\_\_  
\_\_\_\_\_

13. What action has been taken, or is pending, to resolve the problem areas? \_\_\_\_\_

\_\_\_\_\_

14. Have problems been encountered because of lack of school trained personnel in the following areas?

a. JUMPS-Army \_\_\_\_\_

b. SIDPERS \_\_\_\_\_

15. Is there a local training program operating? \_\_\_\_\_ If yes, who conducts the training? \_\_\_\_\_

\_\_\_\_\_

16. How is information disseminated to the action elements when changes are received? \_\_\_\_\_

\_\_\_\_\_

17. Is an index of JUMPS-Army messages maintained? \_\_\_\_\_

18. Have internal desk SOPs been prepared for all elements? \_\_\_\_\_

**DOCUMENT CONTROL AND RECORDS BRANCH**

- B-VIII-4

12. Are all documents from units received by sequentially numbered transmittal letter? (Para 3-15a, AR 37-101-1 and Ch 8, DA Pam 600-8) \_\_\_\_\_
13. Is the branch making prompt notification to the unit when UTLs are received out of sequence? \_\_\_\_\_
14. Are copies of UTLs awaiting missing documentation maintained in a suspense file? \_\_\_\_\_ How many days are they maintained prior to taking additional follow-up action? \_\_\_\_\_
15. Is a file maintained by unit for all UTLs that have been processed? \_\_\_\_\_ What period of time does this file cover? \_\_\_\_\_
- 
16. Are TL Control Logs maintained by unit? (DA Form 4210-R, Para 3-41, AR 37-101-1). \_\_\_\_\_ Are the following additional logs being maintained? (AR 37-101-1). \_\_\_\_\_
- a. Block Ticket (DA Form 4040-R, (COPPER Test)) \_\_\_\_\_
  - b. DA Form 31 (DA Form 3845-R, Para 3-4g) \_\_\_\_\_
  - c. SIDPERS Input Control Logs \_\_\_\_\_
17. Are discrepancy letters dispatched requesting missing documents from UTLs? \_\_\_\_\_
18. Are copies of these letters (with original TL attached) held in suspense file? \_\_\_\_\_
19. Has suspense period (normally 72 hours) been established and is it being monitored? \_\_\_\_\_
20. Is a suspense file maintained of DA Form 31s according to the scheduled date of return? \_\_\_\_\_ Is file checked daily for follow-up action? \_\_\_\_\_
21. Is receipt of TL being acknowledged and original returned to sender? (Para 6c.2, SOP I, PPSD User Manual).
22. Is a block ticket suspense file of duplicate block tickets maintained until original is returned indicating action completed? (Para 3-1). \_\_\_\_\_



23. Is a block ticket completed file maintained of original block tickets? \_\_\_\_\_ Does file cover more than a 60-day period? (Para 3-5(5), AR 37-101-1) \_\_\_\_\_
24. Is an inventory of PFR conducted at least semi-annually against the active locator card file? (Para 3-3b, AR 37-101-1). \_\_\_\_\_
25. Are original reports of pay change retained until receipt of DJOUL from USAFAC? (Para 3-5a(10), AR 37-101-1). \_\_\_\_\_
26. Are the substantiating documents submitted to USAFAC not later than the 6th calendar day following the cutoff date of the processing month? (Para 3-5a(9), AR 37-101-1). \_\_\_\_\_
27. Are the documents for the current processing month arranged in numerical sequence? (Para 3-5a(9), AR 37-101-1). \_\_\_\_\_
28. What actions are taken on duplicate or missing numbers?
- \_\_\_\_\_
- When is this action taken? \_\_\_\_\_
29. Is a Daily Activity Report prepared? (Para 9-1, 9-2, AR 37-101-1) \_\_\_\_\_
30. Is a file maintained of Mail and Control Record (DA Form 2445) on which action is pending? \_\_\_\_\_ Is a file maintained of these records to reflect those on which action has been completed? \_\_\_\_\_ How long is this file maintained? \_\_\_\_\_
31. Are inactive coded locator card retained for longer than six months? (Para 3-33, AR 37-101-1) \_\_\_\_\_
32. Are documents (e.g. M/R, Pay Adj, LES) pertaining to transferred or separated members dispatched in a timely manner upon receipt of #7 or #8 locator card from USAFAC? (Para 3-14c, 3-15.1g(1), 3-25b(1), 3-27e(1), (2), and (3), 3-27f(1), AR 37-101-1) \_\_\_\_\_
33. What procedures are in effect and what priority is assigned for processing military pay documents pertaining to departed members?
- \_\_\_\_\_
34. Is a suspense file maintained on loaned records? \_\_\_\_\_ What follow-up action is taken on past due records? \_\_\_\_\_
- \_\_\_\_\_

35. Where are the records for personnel assigned to the PPSD filed? Who is responsible for their maintenance?
36. How are action documents awaiting return of out-of-file records maintained? \_\_\_\_\_
37. Are LESs filed prior to payday? (Para 3-3k, AR 37-101-1) \_\_\_\_\_
38. Are resources adequate to insure timely filing of LES? (3-3k, 3-14a, AR 37-101-1). \_\_\_\_\_
39. Are incoming LES (copy 2) which are received from USAFAC and other sources immediately brought under control and processed as an MPD (and not drop filed)? (90405c, AR 37-104-3) \_\_\_\_\_
40. How many records are maintained by this section? \_\_\_\_\_
41. Where are the PFRs filed in relation to the MPRJs? \_\_\_\_\_
42. Are File Charge-Out Records (OF Form 23) utilized when records are removed from files area? \_\_\_\_\_ Spot check \_\_\_\_\_
43. Has an access roster been published? \_\_\_\_\_ Is it checked before records are loaned outside the PPSD? \_\_\_\_\_
44. What is the weekly volume of records loaned outside the PPSD? \_\_\_\_\_
45. Are suspense copies of DA Form 3684 verified against LES and then removed from PFR? (Para 3-14b, AR 37-101-1) \_\_\_\_\_
46. Is office using pay discrepancy information obtained during LES filing for advance planning for payday activities; i.e. (a) advance notification to units; (b) DF listing notification by member unit (copy of this listing to be furnished Chief, Finance Services) and (c) advance preparation of local payments? (Para 3A(4), Appendix H, AR 11-37) \_\_\_\_\_
47. Where are the AWOL and CIV CONF PFRs maintained? (Para 5-5.1., 5-5.2., AR 37-101-1) \_\_\_\_\_

48. Are controls established to insure PFRs of DFR'd members are submitted to USAFAC on a timely basis? (90543, AR 37-104-3) \_\_\_\_\_

49. How are MPRJs and PFRs safeguarded against access by unauthorized personnel during non-duty hours? \_\_\_\_\_

50. Are JUMPS cards transmitted on a daily basis? \_\_\_\_\_

51. How long are keypunch forms and processed Mark Sense Forms retained? \_\_\_\_\_ What disposition is finally made of these forms? \_\_\_\_\_

52. How long are cards retained after return from MISO or DPI? \_\_\_\_\_

POST-CONVERSION CHECKLIST

PERSONNEL MANAGEMENT BRANCH

1. Are copies of PPSD policies and procedures available to all personnel? \_\_\_\_\_
2. Have SOPs (desk side) been prepared? \_\_\_\_\_
3. Is an assignments roster indicating unit of assignment of all incoming personnel provided to In/Out Processing Section? \_\_\_\_\_
4. Does Chief, I/O Processing Section contact PAR for assignment instructions for personnel arriving but not listed on the assignments roster? \_\_\_\_\_
5. Has a procedure been developed to resolve assignment problems when individuals do not meet assignment requirements? \_\_\_\_\_
6. Are requisitions prepared and processed in accordance with:
  - a. Procedure 3-8, DA Pam 600-8? \_\_\_\_\_
  - b. Appendix A, AR 614-200? \_\_\_\_\_
  - c. Procedure 3-9, DA Pam 600-8? \_\_\_\_\_
  - d. Chap I, AR 614-185? \_\_\_\_\_
  - e. AR 614-102? \_\_\_\_\_
  - f. COPPER User Manual? \_\_\_\_\_
7. Is the Reporting and Accounting element monitoring the Military Personnel Asset Inventory and Strength Reconciliation in accordance with AR 680-31? \_\_\_\_\_
8. Are surplus personnel reported in accordance with Procedure 3-4, DA Pam 600-8? \_\_\_\_\_
9. Is the section notified of UOC/SOC commitments? \_\_\_\_\_
10. Are tentative assignments made based upon receipt of advance notification? \_\_\_\_\_



11. If no advance notification of assignments is received, is assignment to existing vacancy in accordance with existing guidance and coordinated with In/Out Processing Section? \_\_\_\_\_
12. Does the section provide the In/Out Processing Section with a monthly projected assignment listing at the end of each update cycle? \_\_\_\_\_
13. Are Requests for Orders prepared by the section for intra-unit assignments? \_\_\_\_\_
14. Is the CAP III system, Procedure 3-6, DA Pam 600-8 (Change 8) followed for reassignment out of the division/installation? \_\_\_\_\_
15. Are personnel immediately available for reassignment being processed in accordance with Chapter 8, AR 614-200? \_\_\_\_\_
16. Is POR processing being accomplished in accordance with AR 612-2 and Procedure 3-24, DA Pam 600-8? \_\_\_\_\_
17. Has SIDPERS Report B-AAC-C75, Personnel Eligible for MOS Evaluation, been requested five months prior to test month? \_\_\_\_\_
18. Are study guides and test material ordered in accordance with instructions furnished by Commander, USAEREC? \_\_\_\_\_
19. When received, are study guides distributed to individuals to be tested as listed on the C75 report? \_\_\_\_\_
20. Are tests stored and protected from disclosure? \_\_\_\_\_
21. Is TCO receiving SIDPERS Report B-AAC-C77, Enlisted Evaluation Notification Roster, sixty days prior to test month? \_\_\_\_\_
22. Are personnel scheduled for test based upon Enlisted Evaluation Notification Roster? \_\_\_\_\_
23. Is the section preparing EER "shells" for each individual listed on C77 Report? \_\_\_\_\_
24. Are Test Examiners and Proctors appointed in accordance with Chapter 5, AR 600-200? \_\_\_\_\_
25. Are completed EERs being processed in accordance with Chapter 8, AR 600-200? \_\_\_\_\_
26. Are EERs for personnel with less than 3 years active federal service forwarded to TCO? \_\_\_\_\_

27. Is the TCO requesting SIDPERS Enlisted Evaluation Transmittal Roster thirty days prior to test month? \_\_\_\_\_

28. Is TCO using the C79 report? \_\_\_\_\_

29. Has the Chief, Personnel and Pay Branch provided for other testing requirements (e.g. Classification Battery, Defense Language Aptitude, Proficiency and others) in accordance with DA Pam 600-8?  
\_\_\_\_\_

30. Has the Chief, Personnel and Pay Branch provided to the section procedures for administration of required surveys? \_\_\_\_\_

31. Is the Daily Activity Report being prepared? \_\_\_\_\_

32. Were all eligible personnel tested during the last MOS testing period? (Proc 4-27, Vol II, SIDPERS User Manual) \_\_\_\_\_

33. How are personnel advised as to date, time and place of MOS testing? (Proc 4-27, Vol II, SIDPERS User Manual) \_\_\_\_\_

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## POST-CONVERSION CHECKLIST

### PERSONNEL AND PAY TRANSACTIONS BRANCH

1. Are all requests for personnel actions processed within 3 working days? \_\_\_\_\_
2. Are there sufficient copies of Vol II, SIDPERS User Manual, readily available within the section? \_\_\_\_\_
3. Is a 100% review of pay changes being performed? \_\_\_\_\_
4. Does each MPRJ contain a copy of the Record of Emergency Data (DA Form 41)? (Spot check) \_\_\_\_\_
5. Are transaction clerks maintaining a file of SIDPERS reports?  
Does the file label indicate Retention/Disposition Information? (Chap 4, Vol II, SIDPERS User Manual) \_\_\_\_\_
6. Are transaction clerks resolving errors on the Unresolved Error Report - Part II? (Proc 4-5, Chap 4, Vol II, SIDPERS User Manual) \_\_\_\_\_
7. Are transaction clerks preparing DA Form 2496 to transmit DA Form 2 (Personnel Qualification Record - Part I) to units?  
Does the transmittal indicate procedure for reporting changes or corrections to the DA Form 2? (Proc 4-12, Chap 4, Vol II, SIDPERS User Manual) \_\_\_\_\_
8. Are transaction clerks familiar with and following the procedures for use of the Suspense Rosters? (Proc 4-32, Vol II, SIDPERS User Manual) \_\_\_\_\_
9. Are CONUS/Overseas Performance changes submitted within one day of receipt of DA Form 2635, Enlisted Preference Statement? (Proc 2-16, Vol II, SIDPERS User Manual) \_\_\_\_\_
10. Are changes to AEA Codes made as soon as they occur? (Proc 2-6, Vol II, SIDPERS User Manual) \_\_\_\_\_
11. Are suspense files maintained for Notice of Levy (NOL) and Pay Adjustments while awaiting reply from service member? (Para 3-4a(12), AR 37-101-1) \_\_\_\_\_

12. Do letters of indebtedness contain a suspense of approximately 15 days? Are individuals properly advised as to the proper methods of repayment available, their right to appeal, to apply for remission or cancellation (enlisted members only) and to request waiver consideration? (3-23i, 70702b, 70706, and 70712g(2), AR 37-104-3, AR 37-56)? \_\_\_\_\_

13. Is a copy of the indebtedness letter and original pay adjustment document filed in PFR during suspense period? (Para 3-24K, AR 37-101-1) \_\_\_\_\_

14. Are units' payroll number corrections being reported on DA Form 3728 SIDPERS Input and Control Data, Personnel Change (Abbreviated) (Green Band)? (Proc 2-21, Vol I, SIDPERS User Manual) \_\_\_\_\_

15. Are all promotion orders centrally published? \_\_\_\_\_ If no, check recent promotion orders against Transaction Register by unit to determine time lag between date of order and date of transaction.

16. Are reductions under Article 15 (UCMJ) being reported on DA Form 3728, SIDPERS Input and Control Data, Personnel Change (Abbreviated) (Green Band)? Check recent reduction action to determine timeliness in reporting. (Proc 2-14, Vol I, SIDPERS User Manual) \_\_\_\_\_

17. Is advancement of personnel from E-1 to E-2 based on the Suspense Roster being accomplished in a timely manner? Compare information from latest suspense roster against Transaction Register by Originator (Proc 2-37, Vol II, SIDPERS User Manual) \_\_\_\_\_

18. Are changes to Basic Service Dates being submitted for personnel who have recently returned from AWOL status? (Proc 2-19, Vol II, SIDPERS User Manual) \_\_\_\_\_

19. What is the time lag between date of publication of Special Orders awarding/withdrawing Incentive Pay/Proficiency Pay and Data Base Update? (Proc 2-41, 2-64, Vol II, SIDPERS User Manual) \_\_\_\_\_



20. Are errors in sex code promptly reported? (Proc 2-78, Vol II, SIDPERS User Manual) \_\_\_\_\_

21. Are changes in service component promptly reported? (Proc 2-21, Vol II, SIDPERS User Manual) \_\_\_\_\_

22. Are changes in Dual Service Component Status and Grade promptly reported? (Proc 2-29, Vol. II, SIDPERS User Manual) \_\_\_\_\_

POST-CONVERSION CHECKLIST  
ACTIONS AND AFFAIRS BRANCH

1. Is casualty report submitted within the time schedule specified?  
\_\_\_\_\_
2. Are date and time entered on casualty report? \_\_\_\_\_
3. Are letters of sympathy to next-of-kin (NOK) of deceased members prepared properly and in a timely manner? \_\_\_\_\_
4. Is sequential numbering of casualty reports proper? \_\_\_\_\_
5. Are control procedures adequate to insure submission of reports when necessary? \_\_\_\_\_
6. Is a survivor's assistance officer/family services and assistance officer (SAO/FSAO) appointed within 24 hours of receipt of casualty information? \_\_\_\_\_
7. Is use of codes proper in reporting information? \_\_\_\_\_
8. Are address changes submitted for NOK as they occur after death of service member? \_\_\_\_\_
9. Is necessary authorization dispatched by message to the commander of the installation designated to pay 6 month gratuity when the wife of a service member does not reside near installation where death occurs? \_\_\_\_\_
10. Is any required data missing on casualty reports not submitted by supplemental casualty report? \_\_\_\_\_

POST-CONVERSION CHECKLIST  
SQIB - EDIT/AUDIT SECTIONS

1. Are written SOPs (desk side) available? \_\_\_\_\_
2. Is the branch organized by operational elements: i.e., Internal Review, Transaction Review, Records Audit, QCB Representative(s) in SIDPER/JUMPS Data Processing Branch and QCB Representative(s).  
\_\_\_\_\_
3. Does the Internal Review Element prepare a summary of errors listed on DJUOLs, JAMCOLs, and DA Error Notice Listing? \_\_\_\_\_
4. Is a 100 percent audit of all reenlistment and final separation worksheets performed to determine if there are any computation errors?  
\_\_\_\_\_
5. Is a suspense file maintained pending resolution of errors by action elements of the PPSD? \_\_\_\_\_
6. Is suspense file copy of error listings annotated to indicate corrective action taken? \_\_\_\_\_
7. Does the Transaction Review element verify the block ticket when received? \_\_\_\_\_ If yes, how are differences, if any, resolved?  
\_\_\_\_\_  
\_\_\_\_\_
8. Is the branch preparing a Daily Activity Report? \_\_\_\_\_
9. Does the Transaction Review element correct detected errors where possible? \_\_\_\_\_
10. Are detected errors recorded on the Block Ticket Error Record (Test)? \_\_\_\_\_
11. Does the Records Audit element audit personnel records of all incoming personnel? \_\_\_\_\_

POST-CONVERSION CHECKLIST  
CUSTOMER SERVICE BRANCH - INQUIRY SECTION

1. What is the daily average workload for the following categories of inquiry:

|            | <u>OFF</u> | <u>ENL</u> |
|------------|------------|------------|
| Walk-ins   | _____      | _____      |
| Telephonic | _____      | _____      |

2. Is an appointment system maintained? \_\_\_\_\_ Are personnel below the grade of E-7 permitted to make appointments for themselves? \_\_\_\_\_

3. Is there a telephone recording device installed to accept inquiries during other than normal duty hours? \_\_\_\_\_

4. Are DA Forms 2142 (Test) prepared on all telephone inquiries? \_\_\_\_\_  
If clerk receiving call is not able to immediately answer inquiry what action is taken? \_\_\_\_\_

5. Are inquiries being received which should have been resolved by ISG or PSNCO? \_\_\_\_\_ What action is taken when such inquiries are received? \_\_\_\_\_

6. What action is taken when an individual's MPRJ/PFR is required to answer inquiry? \_\_\_\_\_

7. Who controls preassigned Block Tickets? \_\_\_\_\_

8. Does branch receptionist maintain an appointment book? \_\_\_\_\_  
Examine to determine if entries indicate name of clerk with whom appointment is scheduled? \_\_\_\_\_



9. Is receptionist entering the time of arrival of personnel at the office in Section III, DA Form 2142 (Test)? \_\_\_\_\_
10. Are clerks notified in advance of their scheduled appointments?  
\_\_\_\_\_
11. Is Section III, DA Form 2142 (Test) completed to indicate time of departure from PPSD when individual's interview is completed? \_\_\_\_\_
12. Is individual given a copy of the completed DA Form 2142 (Test), and advised to handcarry to unit? \_\_\_\_\_
13. Is copy of completed DA Form 2142 forwarded for filing in MPRJ/PFR? \_\_\_\_\_
14. Is a suspense file maintained by clerks for pending appointments?  
\_\_\_\_\_
15. What action is taken when the inquiry cannot be resolved by members of the Customer Service Branch? \_\_\_\_\_
- \_\_\_\_\_
16. What action is taken when individuals fail to keep scheduled appointments? \_\_\_\_\_
- \_\_\_\_\_
17. How long are members (with appointments) waiting after arrival before they receive service? (Interview personnel in waiting area)  
\_\_\_\_\_
- \_\_\_\_\_
18. Are unit commanders approving requests for local payments and are members being counseled on effect of local payments on their pay? (40111c(1), 40132, AR 37-104-3) \_\_\_\_\_
19. Are local payments for in-transit personnel checked against:
- a. Lists of members in an AWOL status, a listing of LOST/STOLEN PFRs and notices concerning members who have recently received erroneous overpayments or fraudulent payments? \_\_\_\_\_
  - b. An alphabetically maintained local payment card file to preclude multiple payments to the same person in an inordinately short period of time? \_\_\_\_\_

20. Are DA Forms 2139 and DA Forms 3684 being reviewed for propriety by the supervisor and/or person designated to approve local payments prior to payment? (5-13a(3), AR 37-101-1) \_\_\_\_\_
21. Is a copy of DA Label 159 (Advance and Partial Pay Fact Sheet) attached to the member's copy of each DA Form 2139 authorizing an advance or local payment? (40103, AR 37-104-3; JUMPS-Army Msg #74-121) \_\_\_\_\_
22. Are the pay option form and copy of DA Form 3686 (LES) utilized to determine:
- a. If the member's pay option was properly executed? (Para 90802b(1), AR 37-104-3) \_\_\_\_\_
  - b. If the check mailing address is current and correct? (Para 90802b(1), AR 37-104-3). \_\_\_\_\_
23. Is the DA Form 3037 dated 1 August 1973 (Statement of Claimant Requesting Stoppage of Payment of Check) properly annotated to reflect issuance of a local payment? \_\_\_\_\_
24. Is member provided assistance in the preparation of DA Form 3037 and counseled as to its affect on his pay account? \_\_\_\_\_
25. Is an information sheet "Payments for Missing JUMPS-Army Checks" being attached to member's copy of DA Form 3037? (Figure 9-18, 90802b(3), AR 37-104-3). \_\_\_\_\_
26. Is member informed of his responsibility to return the original check should it come into his possession? (Para 90802b(4), AR 37-104-3). \_\_\_\_\_
27. Is follow-up action taken every 10 days for period of 30 days to ascertain if the check has been received by the member? (Para 90802b(5), AR 37-104-3) \_\_\_\_\_
28. Is a Daily Activity Report (DA Form 4041-R) prepared? \_\_\_\_\_
29. Are pre-assigned block tickets being routed daily? \_\_\_\_\_

POST-CONVERSION CHECKLIST

CUSTOMER SERVICE BRANCH - IN/OUT PROCESSING SECTION

1. Are incoming individuals who are eligible for assignment to government family quarters referred to Family Housing Office prior to commencement of records processing (Proc 5-1, Vol II, SIDPERS User Manual)?

\_\_\_\_\_ If no, is In-Processing Section properly advising individual?  
\_\_\_\_\_

2. Is the Replacement Activity Unit Clerk following the SIDPERS procedures in reporting arrivals? (Step 2, Proc 5-1, Vol II) \_\_\_\_\_

Are required change reports forwarded to In-Processing Section?  
\_\_\_\_\_

3. Is In-Processing Section being furnished rosters of incoming replacements? \_\_\_\_\_

4. How are groups of incoming personnel oriented on processing procedures? \_\_\_\_\_  
\_\_\_\_\_

5. Are COPPER checklists used for in-processing personnel? \_\_\_\_\_

6. What action is taken if MPRJ, PFR, HREC are not received for new arrivals? (Steps 27-31, Proc 5-1, Vol II, SIDPERS User Manual)  
\_\_\_\_\_  
\_\_\_\_\_

7. Is a review of DA Form 41 made to insure all information is current? (Step 33, Proc 5-1, Vol II, SIDPERS User Manual) \_\_\_\_\_

8. Are individuals who are due travel pay directed to Travel Branch to prepare travel itinerary prior to completion of other processing? \_\_\_\_\_

9. Is check made during in-processing to insure individual's scheduled assignment reflects proper utilization based on training or civil schooling, enlistment commitments? \_\_\_\_\_

10. Are Charge-Out Cards (Optional Form 23) prepared and forwarded to DCRB? \_\_\_\_\_ Is notation made to indicate location of records being in-processed? \_\_\_\_\_

11. Are TDRs being processed? (Steps 23-45, Proc 5-1, Vol II, SIDPERS User Manual) \_\_\_\_\_
12. Is In-Processing Log (DA Form 4050-R) maintained? (5-3b, AR 37-101-1) \_\_\_\_\_
13. Are temporary locator cards prepared during in-processing? (5-16b, 5-17a, 5-19a, AR 37-101-1) \_\_\_\_\_
14. Is the verification of PFR (DA Form 1488-R) being accomplished during in-processing? (Para 5-16g, 5-17a(4), 8-8c; AR 37-101-1, Proc 5-1, and para 8-6b(3), DA Pam 600-8) \_\_\_\_\_
15. If correction input is necessary as a result of 14 above, is column D of Form 4188-R properly annotated and does the section chief review all actions taken and complete the statement at the bottom of the form? \_\_\_\_\_
16. (Applicable to trainee stations only) Is ARV PCS being promptly prepared on those trainees identified as remaining at the installation for further training? (DEP PCS/ARV PCS concept for trainees) \_\_\_\_\_
17. Is DD Form 137 or DA Form 3298 (Authorization to Start and Stop BAQ Credit) being prepared if appropriate and required for the incoming personnel based on information and documents furnished by members? (5-16d, AR 37-101-1) \_\_\_\_\_
18. Is member's Pay Option reviewed to insure it is proper for member's receipt of pay? \_\_\_\_\_
19. Are member's current allotments reviewed to include correct addresses for recipients? \_\_\_\_\_
20. Is individual advised if he is required to be administered DLAT-1 or DLAT-2? (Step 11, Proc 5-1, Vol II, SIDPERS User Manual) \_\_\_\_\_
21. Is Item 12, DA Form 2-1 reviewed for entry of Defense Language Proficiency Test (DLPT)? (Step 12, Proc 5-1, Vol II, SIDPERS User Manual) \_\_\_\_\_
22. Are personnel selected for nuclear duty position assignments processed in accordance with Ch 3, AR 50-5 and Procedure 3-1, DA Pam 600-8? \_\_\_\_\_
23. Are DA Forms 2876 (Report of Change for Qualification Record) being completed for officers as required by AR 640-2-1? \_\_\_\_\_



24. What disposition is made of DA Form 669 (General Education Development Individual Record)? \_\_\_\_\_
25. Is Reenlistment Data Card (DA Form 1315) being updated as required by AR 601-280? \_\_\_\_\_
26. Are individual's clothing records (DA Forms 3326/3327) being forwarded to Unit Commanders? \_\_\_\_\_
27. Are MPRJs reviewed for proper filing of documents (AR 640-10)? \_\_\_\_\_
28. Is a record made of errors noted in records requiring correction made? (Step 36, Proc 5-1, Vol II, SIDPERS User Manual) \_\_\_\_\_
29. Is new duty assignment entered in Item 35, DA Form 2-1? \_\_\_\_\_
30. Is DROS being checked on DA Form 2, 2-1 and adjusted if appropriate? (Table 1-1, AR 614-30) \_\_\_\_\_
31. Is AEA Code and year and month of termination of AEA Code being accomplished if necessary? \_\_\_\_\_
32. Are Identification Cards checked during processing to assure they are valid? \_\_\_\_\_
33. Are enlisted member's records checked to determine if member is due for MOS testing during next testing cycle? \_\_\_\_\_
34. Are records reviewed to determine if EER was required and submitted prior to departure from last duty station? \_\_\_\_\_ Is action initiated to obtain missing EER? \_\_\_\_\_
35. Are records of incoming Off/WO reviewed to determine if individual is due or will be within 60 days for temporary AUS promotion to MAJ (MC), 1LT, or CW2? \_\_\_\_\_
36. Are individuals being paid all monies due for pay and allowances during in-processing prior to final records review? \_\_\_\_\_
37. Is out-processing receiving PCS orders from DCRB sufficiently in advance of departure date? \_\_\_\_\_
38. Is an Out-Processing Control Log maintained? \_\_\_\_\_ Are individuals notified of their scheduled out-processing date? (NLT 3 working days prior to departure) \_\_\_\_\_
39. Is a PCS orders suspense file maintained? \_\_\_\_\_

40. Are miscellaneous documents and records maintained by other activities filed in the suspense file as they are received? (e.g. MPRJ/PFR, Educational Record, HREC, clothing records) \_\_\_\_\_
41. Is follow-up action initiated to obtain missing records prior to scheduled out-processing date? \_\_\_\_\_
42. Is PFR reviewed to determine if it contains:
- a. DA Form 3686 (Leave and Earnings Statement) for preceding 18 months? \_\_\_\_\_
  - b. Copy of report of pay change not yet verified as entered on last LES? \_\_\_\_\_
  - c. Report of Absences Affecting Accrued Leave? \_\_\_\_\_
  - d. DA Form 3685 (Election of Pay Options)? \_\_\_\_\_
  - e. DA Form 481 (Military Leave Record)? \_\_\_\_\_
  - f. A copy of a completed checklist? \_\_\_\_\_
  - g. DA Form 3847 (JUMPS Control and Transfer Out Statement)? \_\_\_\_\_
43. If Advance Travel Pay has been requested, are two copies of PCS orders forwarded to Travel Section in advance of departure date? \_\_\_\_\_
44. Are copies of Paid Travel Voucher (DD Form 1351) and posted copy of Record of Travel Payments (DA Form 1588) obtained and placed in Payroll Suspense Document Envelope (DA Form 2356)? \_\_\_\_\_
45. Is DA Form 3684 (Dep PCS) initiated during out-processing? \_\_\_\_\_
46. Is DA Form 3684 (Report of Pay Change) initiated for collection of any advanced pay received? \_\_\_\_\_
47. Are pay and leave accounts being verified with DA Form 2475 or 2475-2 in accordance with Procedure 5-1, Vol I, SIDPERS User Manual? \_\_\_\_\_
48. Are locator cards being annotated to reflect departure to include date, new station of assignment, and date of expected arrival? \_\_\_\_\_  
Is reverse side of card posted to show last month of regular pay voucher, numbers of local payments, advance payment if authorized and Advance Travel Voucher Number if applicable? \_\_\_\_\_

49. Are DA Forms 613 (POR Check List) reviewed for compliance with Procedure 3-24, DA Pam 600-8? \_\_\_\_\_

50. When Health Records are not forwarded with MPRJ, is DA 2496 included showing reasons why record is not included? \_\_\_\_\_

51. Is PHS Form 731 (International Certificate of Vaccination) being reviewed for personnel on overseas orders? \_\_\_\_\_

52. Are the following documents included in the MPRJ:

a. Personnel Clothing Records (3326/3327)? \_\_\_\_\_

b. Personnel Readiness File (when required)? \_\_\_\_\_

c. Installation Clearance Record (DD Form 137)? \_\_\_\_\_

53. Is Record of Emergency Date (DA Form 41) being reviewed and updated as required? \_\_\_\_\_

54. Is a review of DA Form 2 and 2-1 being conducted? \_\_\_\_\_  
Is date of review posted to record? \_\_\_\_\_

55. Are individuals with dependents advised on procedures to be followed to have dependents' medical records transferred to new duty station? \_\_\_\_\_

56. Is individual cautioned on safeguarding the records he is given to hand-carry to his new assignment? \_\_\_\_\_

57. Are out-processing checklists used? \_\_\_\_\_ Are they reviewed by Quality Control? \_\_\_\_\_

58. Are service members given written instructions on action required if an emergency occurs while on leave in conjunction with PCS that would require adjustment of port call? \_\_\_\_\_

59. Is a Daily Activity Report prepared? \_\_\_\_\_

# POST-CONVERSION CHECKLIST

## CUSTOMER SERVICE BRANCH - TRAVEL SECTION

1. Is a sample selection review of travel pay computations made periodically by a qualified person (other than travel personnel) designated by the Chief, PPSD? \_\_\_\_\_ If yes, is a record of this review prepared and maintained for management evaluation and/or corrective action? \_\_\_\_\_

2. Does the office have a local policy requiring dual computation on all travel claims? (1-28b) \_\_\_\_\_

3. Are copies of the following references, including all published changes readily available to all Travel Section personnel? (1-4)

|                                | <u>CHG #/DATE</u> | <u>YES</u> | <u>NO</u> |
|--------------------------------|-------------------|------------|-----------|
| a. AR 37-106                   | _____             | _____      | _____     |
| b. JTR, Vol I                  | _____             | _____      | _____     |
| c. JTR, Vol II                 | _____             | _____      | _____     |
| d. AR 55-60                    | _____             | _____      | _____     |
| e. AR 55-61                    | _____             | _____      | _____     |
| f. Rand McNally or Other Atlas | _____             | _____      | _____     |
| g. Official Airline Guide      | _____             | _____      | _____     |
| h. Official Bus Guide          | _____             | _____      | _____     |
| i. Rail Guide (Overseas areas) | _____             | _____      | _____     |

4. Are all rescinded pages of JTR, Vol I and Vol II retained on file in the Travel Branch to verify COLA, housing and previous per diem rates? (APB, dated July 1974) \_\_\_\_\_

5. Is a file of Joint Determinations maintained current and utilized to verify the most up-to-date per diem rates payable? \_\_\_\_\_

6. Are all vouchers date stamped upon initial receipt in the PPSD? \_\_\_\_\_

7. What method is used to insure that vouchers (by category) are processed on a "first-in, first-out" basis and how does the supervisor distribute the workload? \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_



8. Is a travel checklist (worksheet) utilized to assist the member and the travel clerk in preparing his travel voucher? (APB Mar 73) \_\_\_\_\_

9. Are members cautioned never to sign a blank voucher; that when they sign the travel voucher they become responsible that the claim is valid, that payment has not previously been received, that all statements, all information furnished by them and included on the voucher, or attached, are factual, complete and accurate? (Para 1-22a(6)) \_\_\_\_\_

10. Is the penalty statement on the reverse of the DD Form 1351-2 fully explained to the claimant prior to his/her signing? \_\_\_\_\_

11. Are card files or listings maintained depicting mileage for locations used most frequently? \_\_\_\_\_

12. Are changes posted to the cards or listings immediately upon receipt of revisions to AR 55-60 and AR 55-61? \_\_\_\_\_

13. Are DD Forms 1588 (Record of Travel Payments) being posted properly to include the following data? (Para 1-81 thru 1-84)

|  | YES   | NO    |
|--|-------|-------|
| a. Travel Advances   | _____ | _____ |
| b. Partial Travel Payments   | _____ | _____ |
| c. Final Travel Payments (Settlement)  | _____ | _____ |
| d. Dislocation Allowance   | _____ | _____ |
| e. Transportation of House Trailer   | _____ | _____ |
| f. Retained Advances   | _____ | _____ |
| g. Establishment of Dependency   | _____ | _____ |
| h. Overpayments & Collections  | _____ | _____ |
| i. Cost Charge Transportation Request  | _____ | _____ |
| j. Payments of Local Travel  | _____ | _____ |
| k. Rental Car Payments Made by<br>Commercial Accounts Directly to<br>Vendors | _____ | _____ |

14. Are temporary travel cards prepared when a member's DD Form 1588 is lost or misplaced and are the temporary cards clearly annotated as "Temporary"? (Para 1-86) \_\_\_\_\_

15. When a member arrives without his DD Form 1588, is a message or other correspondence dispatched to the member's losing station? (Para 1-85.1) \_\_\_\_\_
16. Is DD Form 1588 checked prior to computation to insure the claim has not been previously paid or that an unsettled advance is still outstanding? \_\_\_\_\_
17. Are procedures in effect to review the outstanding advance suspense file monthly to insure that timely settlement of advances is initiated? (Para 5-59a-b) \_\_\_\_\_
18. Are controls in effect to insure that a member does not out-process with an outstanding travel indebtedness or an unsettled travel advance? \_\_\_\_\_
19. Are controls in effect to insure that when a member out-processes his DD Form 1588 accompanies the PFR? \_\_\_\_\_
20. What method is used (and what is the frequency) to screen the DD Form 1588 file and purge travel cards for personnel whom are no longer serviced by the PPSD? \_\_\_\_\_
- 
21. Are members (who are separating and eligible for dependent travel) being provided with proper guidance, and with forms and preaddressed envelopes for the return of the claim? (DA Msg 141408Z MAY 73 and APB SEP 74) \_\_\_\_\_
22. Are the #1 copies of all PCS and TDY settlement vouchers forwarded to the DCRB under sequentially numbered preassigned block tickets? (Para 1-22c(1)(b)) \_\_\_\_\_
23. Are procedures in effect to insure that the DA Form 31 is attached to the PCS or TDY settlement voucher (which is forwarded to Military Pay) when leave is involved? (DA Msg R261451Z APR 74, Subject: Processing DA Forms 31 within the JUMPS-Army System) \_\_\_\_\_
24. Are #2 copies of settlement vouchers reflecting overpayments being utilized to initiate letter of indebtedness to the member? \_\_\_\_\_
25. Is a copy of the letter of indebtedness filed in a 15-day suspense for future action to be taken upon completion of the suspense period or upon receipt of the member's reply? (Para 508b(1)) \_\_\_\_\_

26. Is prompt cash collection action taken or if cash collection is not made, is a reproduced copy of the voucher suspended for 10 days and the #2 copy forwarded to Personnel and Pay Section under sequentially numbered transmittal letters or preassigned block tickets? (Para 5-8b(3)) \_\_\_\_\_
27. Are the reproduced suspended vouchers and the #2 copies which were forwarded to Personnel and Pay Transactions Section (referenced in question #25 above) clearly annotated "FOR COLLECTION..."? (Para 5-8b(3)) \_\_\_\_\_
28. Are the Movement Designator Codes (MDC) clearly annotated on the #2 copies of the PCS vouchers (for overpayments) which are forwarded to Military Pay? \_\_\_\_\_
29. Are the "FOR COLLECTION" vouchers which are returned from Personnel and Pay Transaction Section being checked for Quality Control clerk's annotation prior to clearing the suspense file? \_\_\_\_\_
30. Does the Travel Section have a file of signature cards (DD Form 577) for persons authorized to approve local travel vouchers which require administrative approval? (Para 1-27) \_\_\_\_\_
31. Is a suspense system in effect to maintain control over local travel vouchers for which no signature cards are on file? \_\_\_\_\_
32. Are command policies and procedures established IAW AR 55-34, concerning the use of available transportation services (government, commercial, or private) for official business within and adjacent to the permanent duty station? (Para 7-1) \_\_\_\_\_
33. Is command control established to prevent overpayments of reimbursable expense for local travel to other than the operator when the mode of travel is by privately owned vehicle? (Para 7-3c) \_\_\_\_\_
34. What method is used to control vouchers forwarded to disbursing for cash payment? \_\_\_\_\_
35. What method is used to control vouchers forwarded to disbursing for check payment? \_\_\_\_\_
36. Do the travel clerks understand the definition of non-government quarters and meals? (Para M 4256-6 and Table 4-71, Vol I, JTR) \_\_\_\_\_
37. Are the suggestions and recommendations contained in the All Points Bulletin (APB) utilized by the Travel Section to improve service and help reduce the travel payment errors? \_\_\_\_\_

POST-CONVERSION CHECKLIST

DISBURSING BRANCH

1. Is there a current written SOP for Disbursing Operations? \_\_\_\_\_
2. Is access to the disbursing area controlled? \_\_\_\_\_
3. Is the combination of vaults and safes changed at least every six (6) months and at such other times as circumstances may warrant? \_\_\_\_\_
4. a. Has authority to keep cash on hand in specific amount been approved by the major command? \_\_\_\_\_  
b. Has the approving authority reviewed the balances of cash held at personal risk during the previous calendar quarter? \_\_\_\_\_
5. Are all payments (casual, travel, etc.) made to PPSD personnel been approved by the Chief, PPSD prior to payment? \_\_\_\_\_
6. Are all irregularities or shortages of public funds (other than cash shortages of less than \$500.00 resulting from day-to-day operations) immediately reported to the commanding officer, and notification furnished to USAFAC? \_\_\_\_\_
7. a. Are cash shortages and overages of less than \$500.00 resulting from day-to-day operations processed on a SF 1017 (Journal Voucher)? \_\_\_\_\_  
b. Are these shortages and overages recorded and separately identified on a Subsidiary Accountability Record (DA Form 2595R)? \_\_\_\_\_  
c. Are these shortages and overages posted properly to the Cash Blotter? \_\_\_\_\_
8. Are controls established to safeguard signature dies and keys to check signing equipment from unauthorized personnel? \_\_\_\_\_
9. If a nonintegrated office, is Cash Book maintained in a current status? \_\_\_\_\_
10. Does the total value of checks issued reflected on the Cash Book for the end of the previous month agree with the net total reflected on the corresponding SF 1179 (Recapitulation of Block Control Level Totals of Checks Issued)? \_\_\_\_\_



11. For nonintegrated finance offices, does the amount in the unapplied deposit fund accounts (Col 10-17, Cash Book) agree with the related retained copies of vouchers? \_\_\_\_\_
12. Are there any transactions in the 21X6875 or 21F3875 accounts that are more than 90 days old? \_\_\_\_\_
13. Is Cash Blotter maintained in a current status? \_\_\_\_\_
14. Does the amount of cash advanced on DA Forms 1081 agree with columns 11 and 12 of the Cash Blotter? \_\_\_\_\_
15. Is the Cash Blotter annotated to show the results of unannounced quarterly cash verification? \_\_\_\_\_
16. Are uncollectible checks, which have not been redeemed within the 30 day prescribed period, removed from the Disbursing Branch's accountability and transmitted to the accounting element? \_\_\_\_\_
17. Is the cash in possession of the cashier verified daily by the Disbursing Branch simultaneous with the closing of the day's business? \_\_\_\_\_
18. Does the Disbursing Branch or deputy hold a copy of all collection vouchers, with the cashiers initials on it, until close of days business and compare to total amount reported by cashier? \_\_\_\_\_
19. Does the Disbursing Branch have a system to insure that only authorized branch personnel signatures appear where voucher approval is internal to the finance office? \_\_\_\_\_
20. Are orders appointing cashiers on file? \_\_\_\_\_
21. Is the total cash, including pay vouchers, entrusted to the cashier reduced to a maximum of \$5,000 at the end of each calendar day? \_\_\_\_\_
22. Is the Check Register maintained in a current status? \_\_\_\_\_
23. Does the Disbursing Branch maintain an inventory log of blank checks; obtain a receipt for both checks provided the Check Section; and verify the checks issued at close of business? \_\_\_\_\_
24. Are blank checks that are assigned to checkwriter secured and under control of Disbursing Branch at the end of each day? \_\_\_\_\_

25. Are controls established and used to insure that unendorsed JUMPS-Army "checks for cash" and related Card 5 inputs for MIDMO and EOM payments are transmitted to USAFAC in accordance with AR 37-104-3 Part 9, Chapter 9 Para 90801b(10-12)? \_\_\_\_\_

26. Are the endorsed and unendorsed JUMPS checks for cash reconciled with the original payroll listing from USAFAC? \_\_\_\_\_

27. Are DA Forms 2139 for local payments transmitted by DA Form 117(T) to USAFAC NLT the close of the next business day? \_\_\_\_\_

28. Are controls established to insure Class A Agent orders are rescinded when necessary? \_\_\_\_\_

29. a. Are all Class A Agents furnished instructions as to their duties and responsibilities? \_\_\_\_\_

b. Are signatures of Class A Agents on file attesting to the fact that they understand their duties and responsibilities as agents? \_\_\_\_\_

30. Does the Disbursing Branch conduct Class A Agent officer training sessions for newly appointed Class A Agent officers? \_\_\_\_\_

POST-CONVERSION CHECKLIST

SQIB - DATA BASE MANAGEMENT/DATA REDUCTION SECTIONS

1. Have any operational problems been identified? \_\_\_\_\_
2. Have all the problems been overcome? \_\_\_\_\_ (If not) Describe problems remaining to be solved: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
3. Does the branch chief monitor performance standards? \_\_\_\_\_
4. What is the ratio of Processed to Unprocessed Transactions?  
to \_\_\_\_\_
5. What percentage of SIDPERS Input are late entries? \_\_\_\_\_
6. Are Error Deletions Transactions monitored? \_\_\_\_\_
7. Has the branch published an LOI listing Unit Payroll Numbers?  
(Para 90, Chp 4, Vol III, SIDPERS User Manual) \_\_\_\_\_
8. What is the time lag between receipt of promotion orders to  
date of data base update? \_\_\_\_\_ (Review recent promotion orders.  
Compare against Transaction Registers.)
9. Is an input and block ticket log maintained? \_\_\_\_\_ Examine  
to determine if it indicates the following items: originator code,  
originator control number and date of entry. \_\_\_\_\_  
\_\_\_\_\_
10. Is input forms/cards count verified against entry on Block Control  
Ticket? \_\_\_\_\_
11. Is data reduction completed within 24 hours of receipt? \_\_\_\_\_
12. How are SIDPERS interface documents/cards and local payment docu-  
ments/cards safeguarded when held overnight? \_\_\_\_\_  
\_\_\_\_\_
13. Are corrections to errors found by the quality control represen-  
tative corrected by COB on the day the error is found? \_\_\_\_\_

14. Is the Block Ticket Suspense File checked daily? \_\_\_\_\_
15. Does the branch/section chief establish priorities on input processing? \_\_\_\_\_
16. Is a Ready-for-Cycle Suspense File maintained? \_\_\_\_\_
17. Is a Sent-to-Quality Control Suspense File maintained? \_\_\_\_\_
18. Is a representative of the Quality Control Branch located in the Data Reduction Section? \_\_\_\_\_
19. How long are keypunch forms and processed Mark Sense Forms retained? \_\_\_\_\_
- \_\_\_\_\_
20. How long are cards retained after returned from MISO or DPI? \_\_\_\_\_
- \_\_\_\_\_



**UNITED STATES ARMY  
ADMINISTRATION CENTER  
FORT BENJAMIN HARRISON, INDIANA 46216**



**COPPER  
ECONOMIC ANALYSIS**

**SUBMITTED BY  
CPT GERALD L. JENKINS**

**ACN 21897  
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## COPPER

### ECONOMIC ANALYSIS

I. INTRODUCTION: In early 1972, the Chief of Staff, Army approved a Department of the Army, Deputy Chief of Staff for Personnel (DA DCSPER) recommendation that an overall study be made of the Army Personnel Services Support System (PS3). The resultant PS3 study included as one of its recommendations that the Army move towards the integration of military pay and military personnel functions and recognized standardized one-stop personnel administration and pay services for the soldier as a highly desirable objective. In April 1974 the DA DCSPER proposed that the overall concept of the functions integration be approved and that the Commander, Training and Doctrine Command (TRADOC), develop the necessary merger plans. In May 1974, Commander, Administration Center (ADMINCEN), concurred, began local project work, and proposed to TRADOC and the DA DCSPER that the study group (with ADMINCEN providing the nucleus) include members of interested DA elements. That same month HQDA (DCSPER for CSA) approved the overall concept of the functions integration, developed a tasking directive, and selected TRADOC to develop the necessary plans. The ADMINCEN coordinated with HQDA and TRADOC levels and continued its project work while the final tasking directive was being staffed and coordinated by DA DCSPER. ADMINCEN received an advanced copy of this tasking directive on 10 September 1974 and TRADOC was provided an initial milestone schedule for the project on 30 October 1974.

ADMINCEN continued the developmental effort until 29 July 1975 at which time COPPER model office was established at Fort Benjamin Harrison. That office served as an experimental test bed for COPPER procedures. COPPER procedures were tested and modified to a degree that they could be exported to the prototype test site. These procedures were embodied in a set of COPPER Users Manuals.

Fort Bragg, NC was selected as the prototype site. Three separate Personnel and Pay Service Divisions (PPSD) were opened on 19 January 1976: a separate PPCD for the 82nd Airborne Division, 1st COSCOM, and XVIII Airborne Corps and Fort Bragg. These three PPCDs were evaluated until 22 April 1976. An evaluation report was published by the evaluation team which, along with a report issued by the Army Audit Agency (AAA) and the Fort Bragg Users Evaluation Report, was used to update the procedures in the COPPER Users Manuals.

Based on input from MILPERCEN, USAFAC, the COPPER Evaluation Report, the AAA Report, and the Fort Bragg Users Evaluation Report, decisions were made to further evaluate COPPER and allied procedures in a disciplined MILPO test, a Training Base test, and a USAEUR test. During the month of July 1976 additional tasking for these further tests was requested from TRADOC. The development effort on COPPER continues.

II. PROBLEM/OPPORTUNITY: This analysis provides information on the basic question as to whether Project COPPER should be continued as a developmental effort which would result in Army-wide proliferation. This analysis provides cost/savings and benefits of the COPPER alternative under or above the costs of operating the present, unmerged finance and personnel offices. The present operation of the unmerged finance and personnel offices will serve as a baseline and all savings/costs and benefits will be related to this baseline in the form of net savings/net loss and positive and negative benefits. This analysis is largely based upon the Force Development Test and Experimentation of Prototype Organizations with Consolidated Military Pay and Personnel (COPPER) Functions.

III. ENVIRONMENT:

A. COPPER is designed to function in a SIDPERS and JUMPS-Army environment using the SIDPERS/JUMPS Interface. No additional ADP support is required above and beyond the requirements for these two systems.

B. The PPSD will be formed from a combination personnel presently working in the Military Personnel Office and the Finance Office. COPPER requires that the two offices to be merged must be co-located and service the same population.

C. No additional communication support is required, as reporting channels to DA MILPERCEN for SIDPERS and USAFAC for JUMPS-Army are the same for the PPSD as they are for the unmerged offices.

IV. OBJECTIVES: COPPER is designed to accomplish the following objectives:

A. Provide for one-stop personnel administration and pay services to the soldier.

B. Improve the personnel and pay services to the individual soldier.

C. Provide sufficient management information to the commander to enable him to effectively manage his personnel.

D. Continue the exchange of information between SIDPERS/JUMPS and other existing information systems.

E. Improve the accuracy of personnel and pay data.

F. Provide a standardized personnel and pay system which can be easily adapted to changing requirements.

G. Eliminate duplication of effort present in the Finance and Accounting Offices and Military Personnel Offices.

V. ASSUMPTIONS:

A. All costs incurred in Project COPPER prior to 1 October 1976 are considered to be sunken costs and therefore, in applying generally accepted

principles of cost analysis, are excluded from analysis. For information only, an analysis of sunken costs is contained in Exhibit 5 (TAB 5). Total sunken costs were \$1,102,456.00.

B. All costs involved in the correction of the SIDPERS/JUMPS Interface portion of the SIDPERS package are not considered in this analysis. A basic assumption to Project COPPER was that a working interface existed; therefore, costs associated with meeting this assumption should not be associated with COPPER.

C. This analysis will consider one year of further developmental effort. After that year, a two year proliferation effort will be included and finally a three year operating life. Therefore, this analysis will cover a total of six years.

D. COPPER will follow MILPERCEN COMPACT actions.

E. COMPACT is scheduled to reduce the number of military personnel offices to 143. Presently there are approximately 127 JUMPS Input Stations, 33 of which are branch offices. COPPER will reduce these offices to a total of 94 PPSDs.

F. Facility costs were supplied by Office of the Corps of Engineers (OCE). Those costs were matched with MILPERCEN's proposed sites to obtain total cost. No attempt was made to rationalize or reduce these costs as supplied by the OCE. TABLE C lists proposed sites and associated costs.

#### VI. ALTERNATIVES:

A. Alternative 1 - Present Operation. This alternative represents the status quo. That is, the present operation of the Military Personnel Offices and Finance Offices in their present unmerged condition.

B. Alternative 2 - COPPER. This alternative represents the implementation of COPPER and proliferation Army-wide. Under this alternative there would be one year of further developmental effort followed by a five year life cycle, the first two years of which would be involved in extension of COPPER Army-wide. All costs, savings, or benefits of this alternative are expressed as costs above or savings below the cost of Alternative 1.

#### VII. COST ANALYSIS:

A. Cost categories to be addressed in this analysis are:

1. Developmental Effort. This category addresses cost of personnel and other costs in the further development of COPPER. These costs will include the disciplined MILPO test, Training Base test, USAEUR test, and further liaison with Fort Bragg, NC. Developmental effort costs are shown in Exhibit 1 (TAB 1).



2. Proliferation Costs. This category addresses the cost of personnel, facilities, travel, training, printing, civilian overtime, and records reconciliation costs associated with the proliferation of COPPER Army-wide. Costs associated with the standardized MILPO lead-in to COPPER are also included. Proliferation costs are shown in Exhibit 2 (TAB 2).

3. Savings. This category addresses the savings in personnel and equipment turn-in associated with the conversion to COPPER in Army-wide proliferation. Savings are shown in Exhibit 3 (TAB 3).

VIII. BENEFIT ANALYSIS: Benefits will be identified as dollar, quantifiable (not monetary), and intangible benefits.

A. Dollar Benefits. The dollar analysis is contained in Figure 1 (page 5). COPPER results in a net savings of \$30,942,524.00.

B. Quantifiable (not monetary) Benefits:

1. Based on the evaluation of COPPER at Fort Bragg, there was an increase in service under COPPER as perceived by the individual soldier. TABLE E gives the relative satisfaction levels pre-and-post COPPER at Fort Bragg.

2. Based on the evaluation of COPPER at Fort Bragg, there was a degradation of service under COPPER as perceived by commanders. TABLE F gives the relative satisfaction levels pre-and-post COPPER at Fort Bragg.

3. Based on the evaluation of COPPER at Fort Bragg, the SIDPERS-JUMPS interface portion of the SIDPERS package produced 18% of the JUMPS input volume. The successful integration of the December SIDPERS change package will increase the percentage to 23% of the JUMPS input volume. This represents a reduction in the duplicative effort in the presently unmerged offices.

4. Based on the Records Reconciliation process, the accuracy of pay and personnel data has increased. TABLE G gives the number of errors identified by the SIDPERS/JUMPS-Army Reconciliation program. These errors were corrected by the reconciliation teams at Fort Bragg, resulting in increased accuracy of data.

5. Based on the evaluation of COPPER at Fort Bragg, several conclusions can be made in regard to timeliness and data accuracy. Generally, COPPER had little impact on unit level SIDPERS processing rate (TABLE H), MILPO/PPSD level SIDPERS processing rate (TABLE I), strength variance rate (TABLE J), SIDPERS unresolved error rate (TABLE K), timeliness of personnel information at HQDA (TABLE L), acceptability of SIDPERS personnel information at HQDA (TABLE M), and JUMPS-Army pay change rate (TABLE N). However, COPPER did have a negative impact on the JUMPS-Army reject rate (TABLE O).

FIGURE 1  
DOLLAR COSTS/BENEFITS

| COST/SAVINGS ITEM                      | FISCAL YEAR |            |            |      |      |
|--|-------------|------------|------------|------|------|
|  | 1977        | 1978       | 1979       | 1980 | 1981 |
| <b>A. (+) Developmental Effort (1)</b> |             |            |            |      |      |
| a. Personnel Costs                     | 398,944     | 80,944     | -0-        | -0-  | -0-  |
| b. Facility Costs                      | 2,568,895   | -0-        | -0-        | -0-  | -0-  |
| c. Travel Costs                        | 42,000      | -0-        | -0-        | -0-  | -0-  |
| d. Training Costs                      | 122,076     | -0-        | -0-        | -0-  | -0-  |
| e. Printing Costs                      | 46,200      | -0-        | -0-        | -0-  | -0-  |
| f. Civilian Overtime                   | 9,000       | -0-        | -0-        | -0-  | -0-  |
| g. Records Reconciliation              | 71,952      | -0-        | -0-        | -0-  | -0-  |
| h. Total                               | 3,259,067   | 80,944     | -0-        | -0-  | -0-  |
| <b>B. (+) Proliferation Costs (2)</b>  |             |            |            |      |      |
| a. Personnel Costs                     | -0-         | 1,185,285  | 1,185,285  | -0-  | -0-  |
| b. Facility Costs                      | -0-         | 26,249,209 | 26,249,208 | -0-  | -0-  |
| c. Travel Costs                        | -0-         | 594,813    | 594,813    | -0-  | -0-  |
| d. Training Costs                      | -0-         | 1,236,038  | 1,236,037  | -0-  | -0-  |
| e. Printing Costs                      | -0-         | 677,600    | 677,600    | -0-  | -0-  |
| f. Civilian Overtime                   | -0-         | 105,000    | 105,000    | -0-  | -0-  |
| g. Records Reconciliation              | -0-         | 1,055,296  | 1,055,296  | -0-  | -0-  |
| h. Total                               | -0-         | 31,103,241 | 31,103,239 | -0-  | -0-  |
| <b>C. (+) Subtotal (A + B)</b>         | 3,259,067   | 31,184,185 | 31,103,239 | -0-  | -0-  |

5

FIGURE 1 (Continued)

| COST/SAVINGS ITEM                       | FISCAL YEAR   |  |            |             |             |
|---|---------------|--|------------|-------------|-------------|
|   | 1977          | 1978                                   | 1979       | 1980        | 1981        |
| D. (-) <u>Savings</u> (3)               |               |  |            |             |             |
| a. Personnel                            | 513,108       | 13,470,021                             | 26,426,934 | 26,426,934  | 26,426,934  |
| b. Equipment                            | 10,721        | 466,363                                | 466,363    | -0-         | -0-         |
| c. Total                                | 523,829       | 13,936,384                             | 26,893,297 | 26,426,934  | 26,426,934  |
| E. <u>TOTAL</u> (C - D)                 | 2,735,238     | 17,247,801                             | 4,209,942  | -26,426,934 | -26,426,934 |
| F. <u>Present Value Factor</u> (4)      | 0.954         | 0.867                                  | 0.788      | 0.717       | 0.652       |
| G. <u>Present Value</u> (E x F)         | +2,609,417    | +14,953,843                            | +3,317,434 | -18,948,112 | -17,230,361 |
| H. <u>Total Present Value</u> . . . . . | -\$30,942,524 | (Represents a savings of this amount.) |            |             |             |

- NOTES: (1) Exhibit 1 - Tab 1  
(2) Exhibit 2 - Tab 2  
(3) Exhibit 3 - Tab 3  
(4) Exhibit 4 - Tab 4

C. Intangible Benefits:

1. COPPER results in the intangible benefit of having one Chief, PPSD and one office responsible for the administration of both pay and personnel.

2. COPPER results in a standardized personnel and pay system embodied in the COPPER User's Manuals which can be easily adapted to changing requirements. This is evident in the command and physical environments in which COPPER was implemented and tested.

IX. COMPARISONS AND CONCLUSIONS:

A. The dollar benefit analysis indicates that COPPER is \$30,942,524.00. less costly than the present mode of operations of the Military Personnel Offices and Finance Offices.

B. The quantifiable (not monetary) benefit analysis indicates mixed results and no overall positive or negative conclusions can be drawn.

C. The intangible benefits indicate that COPPER is beneficial.

X. INCLOSURES:

1. TAB 1 - Exhibit 1, Developmental Effort Cost
2. TAB 2 - Exhibit 2, Proliferation Costs
3. TAB B - Exhibit 3, Savings
4. TAB 4 - Exhibit 4, Present Value Factor
5. TAB 5 - Exhibit 5, Sunken Costs Analysis
6. TAB A - TABLE A, Economic Cost of Military Personnel
7. TAB B - TABLE B, Economic Cost of Army Civilians
8. TAB C - TABLE C, Sites and Facility Costs
9. TAB D - TABLE D, Records Reconciliation Costs
10. TAB E - TABLE E, Soldier Satisfaction
11. TAB F - TABLE F, Commander Satisfaction
12. TAB G - TABLE G, Records Reconciliation Errors (identified and corrected).
13. TAB H - TABLE H, Unit Level SIDPERS Processing Rate
14. TAB I - TABLE I, MILPO/PPSD SIDPERS Processing Rate
15. TAB J - TABLE J, Strength Variance Rate
16. TAB K - TABLE K, SIDPERS Unresolved Errors Rate
17. TAB L - TABLE L, Timeliness of Personnel Data at HQDA
18. TAB M - TABLE M, Acceptability of Personnel Information at HQDA
19. TAB N - TABLE N, JUMPS-Army Late Pay Changes Data
20. TAB O - TABLE O, JUMPS-Army Reject Rate

XI. REFERENCES:

A. Message CDR TRADOC, Fort Monroe, VA, ATRM-FAP OTG 040103Z Dec 75,  
subject: Composite Standard Rates for Costing Military Personnel Services.



B. SIDPERS Economic Analysis (Update) Personnel Information System Directorate dated 15 March 1975.

C. AR 11-28, Economic Analysis and Program Evaluation for Resource Management.

D. Project COPPER Facility Costs, dated 12 July 1976, supplied by OCE.

E. Army-wide COPPER PROLIFERATION, undated, supplied by MILPERCEN.

F. XVIII Airborne Corps and Fort Bragg User's Evaluation Report of the Consolidated Pay and Personnel (COPPER) Functions, July 1976.

G. Force Development Test and Experimentation of Prototype Organizations with Consolidated Military Pay and Personnel (COPPER) Functions Trial Report, dated 17 August 1976, by LTC Keys, LTC Anderson, MAJ Neilson, CPT Coleman, CPT Lamb, and CPT Westbrook.

EXHIBIT 1  
DEVELOPMENTAL EFFORT COSTS

1. Personnel Costs.

a. Personnel costs of the ADMINCEN COPPER Study Group. (Estimated existence of group is 1½ yrs. from start of FY 77.)

| Grade | Number | Cost per Individual | Total Annual Cost |
|-------|--------|---------------------|-------------------|
| 05    | 1      | \$35,433(1)         | \$35,433          |
| 03    | 4      | \$24,790(1)         | \$99,160          |
| GS13  | 1      | \$27,294(2)         | <u>\$27,294</u>   |
|       |        |                     | <u>\$161,887</u>  |

b. Personnel costs of proliferation teams. (Estimated need of 3 teams of 1 Major and 2 Captains for 1 year from start of FY 77).

| Grade | Number | Cost per Individual |                  |
|-------|--------|---------------------|------------------|
| 04    | 1      | \$29,439(1)         | \$29,439         |
| 03    | 2      | \$24,790(1)         | <u>49,580</u>    |
|       |        |                     | <u>x 3 teams</u> |
|       |        |                     | <u>\$237,057</u> |

c. Total FY 77 Cost \$398,944

d. Total FY 78 Cost \$80,944

2. Facility Costs (3)

a. Ft. Knox \$2,218,208

b. Ft. Dix 75,000

c. USAEUR 275,687

d. Total \$2,568,895

### 3. Travel Costs (estimated)

|                      |              |
|----------------------|--------------|
| a. Ft. Bragg liaison | 3,200        |
| b. Ft. Knox          | 5,000        |
| c. USAEUR            | 27,200       |
| d. Ft. Dix           | <u>6,600</u> |
| e. Total             | \$42,000     |

### 4. Training Costs

#### a. Ft. Knox

(1) Standardized MILPO training. Based on 4½ days for supervisors and ½ day for workers.

| Grade | Number | Time    | Cost per Individual | Total     |
|-------|--------|---------|---------------------|-----------|
| 04    | 1      | 4½ days | \$113(1)            | \$ 509    |
| 02    | 5      | 4½ days | 75(1)               | 1,688     |
| E9    | 1      | 4½ days | 103(1)              | 464       |
| E8    | 5      | 4½ days | 85(1)               | 1,913     |
| E7    | 6      | 4½ days | 73(1)               | 1,971     |
| E6    | 14     | 4½ days | 62(1)               | 3,906     |
| E5    | 26     | ½ day   | 52(1)               | 676       |
| E4    | 33     | ½ day   | 44(1)               | 726       |
| E3    | 16     | ½ day   | 39(1)               | 312       |
| E2    | 4      | ½ day   | 36(1)               | 72        |
| GS11  | 1      | 4½ days | 75(2)               | 338       |
| 9     | 2      | 4½ days | 62(2)               | 558       |
| 6     | 4      | 4½ days | 49(2)               | 882       |
| 5     | 15     | ½ day   | 43(2)               | 323       |
| 4     | 55     | ½ day   | 39(2)               | 1,273     |
| 3     | 14     | ½ day   | 34(2)               | 238       |
| 2     | 6      | ½ day   | 31(2)               | <u>93</u> |
|       |        | Total   |                     | \$16,035  |

(2) COPPER training. Based on 4½ days for supervisors and ½ day for workers.

| Grade | Number | Time    | Cost per Individual | Total      |
|-------|--------|---------|---------------------|------------|
| O4    | 1      | 4½ days | \$113(1)            | 509        |
| O3    | 1      | 4½ days | 95(1)               | 428        |
| O2    | 7      | 4½ days | 75(1)               | 2,363      |
| O1    | 1      | 4½ days | 56(1)               | 252        |
| W01   | 1      | 4½ days | 65(1)               | 293        |
| E9    | 1      | 4½ days | 103(1)              | 464        |
| E8    | 6      | 4½ days | 85(1)               | 2,295      |
| E7    | 10     | 4½ days | 73(1)               | 3,285      |
| E6    | 22     | 4½ days | 62(1)               | 6,138      |
| E5    | 57     | ½ day   | 52(1)               | 1,482      |
| E4    | 52     | ½ day   | 44(1)               | 10,296     |
| E3    | 16     | ½ day   | 39(1)               | 312        |
| E2    | 4      | ½ day   | 36(1)               | 72         |
| GS11  | 2      | 4½ days | 75(2)               | 675        |
| GS9   | 5      | 4½ days | 62(2)               | 1,395      |
| GS8   | 6      | 4½ days | 59(2)               | 1,593      |
| GS7   | 8      | 4½ days | 53(2)               | 1,908      |
| GS6   | 26     | 4½ days | 49(2)               | 5,733      |
| GS5   | 77     | ½ day   | 43(2)               | 1,656      |
| GS4   | 106    | ½ day   | 39(2)               | 2,067      |
| GS3   | 15     | ½ day   | 34(2)               | 255        |
| GS2   | 7      | ½ day   | 31(2)               | <u>109</u> |
|       |        | Total   |                     | \$43,580   |



b. Ft. Dix

(1) Standardized MILPO training

| Grade | Number | Time    | Cost per Individual | Total    |
|-------|--------|---------|---------------------|----------|
| 05    | 1      | 4½ days | \$136(1)            | \$ 612   |
| 04    | 1      | 4½ days | 113(1)              | 509      |
| 03    | 4      | 4½ days | 95(1)               | 1,710    |
| 02    | 2      | 4½ days | 75(1)               | 675      |
| 01    | 1      | 4½ days | 56(1)               | 252      |
| W02   | 1      | 4½ days | 73(1)               | 329      |
| E9    | 3      | 4½ days | 103(1)              | 1,391    |
| E8    | 2      | 4½ days | 85(1)               | 765      |
| E7    | 3      | 4½ days | 73(1)               | 986      |
| E6    | 8      | 4½ days | 62(1)               | 2,232    |
| E5    | 29     | ½ day   | 52(1)               | 754      |
| E4    | 49     | ½ day   | 44(1)               | 1,078    |
| E3    | 22     | ½ day   | 39(1)               | 429      |
| E2    | 12     | ½ day   | 36(1)               | 432      |
| E1    | 3      | ½ day   | 33(1)               | 50       |
| GS12  | 1      | 4½ days | 89(2)               | 401      |
| GS11  | 1      | 4½ days | 75(2)               | 338      |
| GS10  | 1      | 4½ days | 70(2)               | 315      |
| GS9   | 1      | 4½ days | 62(2)               | 279      |
| GS7   | 6      | 4½ days | 53(2)               | 1,431    |
| GS6   | 6      | 4½ days | 49(2)               | 1,323    |
| GS5   | 7      | ½ day   | 43(2)               | 151      |
| GS4   | 32     | ½ day   | 39(2)               | 624      |
| GS3   | 4      | ½ day   | 34(2)               | 68       |
| GS2   | 3      | ½ day   | 31(2)               | 47       |
|       |        | Total   |                     | \$17,181 |

(2) COPPER Training

| Grade | Number | Time    | Cost per Individual | Total     |
|-------|--------|---------|---------------------|-----------|
| 05    | 1      | 4½ days | \$136(1)            | \$ 612    |
| 04    | 1      | 4½ days | 113(1)              | 509       |
| 03    | 4      | 4½ days | 95(1)               | 1,710     |
| 02    | 3      | 4½ days | 75(1)               | 1,013     |
| 01    | 1      | 4½ days | 56(1)               | 252       |
| W02   | 1      | 4½ days | 73(1)               | 329       |
| E9    | 3      | 4½ days | 103(1)              | 1,391     |
| E8    | 2      | 4½ days | 85(1)               | 765       |
| E7    | 4      | 4½ days | 73(1)               | 1,314     |
| E6    | 9      | 4½ days | 62(1)               | 2,511     |
| E5    | 34     | ½ day   | 52(1)               | 884       |
| E4    | 63     | ½ day   | 44(1)               | 1,386     |
| E3    | 32     | ½ day   | 39(1)               | 624       |
| E2    | 12     | ½ day   | 36(1)               | 216       |
| E1    | 3      | ½ day   | 33(1)               | 50        |
| GS12  | 1      | 4½ days | 89(2)               | 401       |
| GS11  | 1      | 4½ days | 75(2)               | 338       |
| GS10  | 1      | 4½ days | 70(2)               | 315       |
| GS9   | 3      | 4½ days | 62(2)               | 837       |
| GS8   | 2      | 4½ days | 59(2)               | 531       |
| GS7   | 10     | 4½ days | 53(2)               | 2,385     |
| GS6   | 12     | 4½ days | 49(2)               | 2,646     |
| GS5   | 54     | ½ day   | 43(2)               | 1,161     |
| GS4   | 41     | ½ day   | 39(2)               | 800       |
| GS3   | 29     | ½ day   | 34(2)               | 493       |
| GS2   | 3      | ½ day   | 31(2)               | <u>47</u> |
|       |        | Total   |                     | \$22,520  |

c. USAREUR

(1) Standardized MILPO training

| Grade | Number | Time    | Cost per Individual | Total     |
|-------|--------|---------|---------------------|-----------|
| 03    | 2      | 4½ days | \$95(1)             | \$ 855    |
| 02    | 2      | 4½ days | 75(1)               | 675       |
| 01    | 1      | 4½ days | 56(1)               | 252       |
| W02   | 2      | 4½ days | 73(1)               | 657       |
| E9    | 1      | 4½ days | 103(1)              | 464       |
| E8    | 2      | 4½ days | 85(1)               | 765       |
| E7    | 4      | 4½ days | 73(1)               | 1,314     |
| E6    | 8      | 4½ days | 62(1)               | 2,232     |
| E5    | 46     | ½ day   | 52(1)               | 1,196     |
| E4    | 35     | ½ day   | 44(1)               | 770       |
| E3    | 15     | ½ day   | 39(1)               | 293       |
| E2    | 2      | ½ day   | 36(1)               | <u>36</u> |
|       |        | Total   |                     | \$9,509   |

(2) COPPER Training

| Grade | Number | Time    | Cost per Individual | Total      |
|-------|--------|---------|---------------------|------------|
| 03    | 4      | 4½ days | \$95(1)             | \$ 1,710   |
| 02    | 2      | 4½ days | 75(1)               | 675        |
| 01    | 1      | 4½ days | 56(1)               | 252        |
| W02   | 2      | 4½ days | 73(1)               | 657        |
| E9    | 2      | 4½ days | 103(1)              | 927        |
| E8    | 3      | 4½ days | 85(1)               | 1,148      |
| E7    | 6      | 4½ days | 73(1)               | 1,971      |
| E6    | 9      | 4½ days | 62(1)               | 2,511      |
| E5    | 69     | 4½ days | 52(1)               | 1,794      |
| E4    | 43     | ½ day   | 44(1)               | 946        |
| E3    | 20     | ½ day   | 39(1)               | 390        |
| E2    | 15     | ½ day   | 36(1)               | <u>270</u> |
|       |        | Total   |                     | \$13,251   |

B-IX-15

COPPER

- d. Total Training Costs: \$122,076
5. Printing Costs (estimated \$15,400 per site)
- |             |        |
|-------------|--------|
| a. Ft. Knox | 15,400 |
| b. Ft. Dix  | 15,400 |
| c. USAEUR   | 15,400 |
| d. Total    | 46,200 |
6. Civilian Overtime (estimated at \$3,000 per site employing civilians)
- |             |         |
|-------------|---------|
| a. Ft. Knox | \$3,000 |
| b. Ft. Dix  | \$3,000 |
| c. USAEUR   | \$3,000 |
| d. Total    | \$9,000 |
7. Records Reconciliation Costs. (4)
- \$23,984 x 3 sites = \$71,952

NOTES: (1) See Table A - Tab A  
(2) See Table B - Tab B  
(3) See Table C - Tab C  
(4) See Table D - Tab D



## EXHIBIT 2

### PROLIFERATION COST

The worst case is costed in this exhibit; that is that proliferation will take a total of two years. Costs will be broken into FY 78 and FY 79 totals.

1. Personnel Costs. To proliferate COPPER it is estimated that the effort will take 15-3 man teams a total of two years from start of FY 78.

a. Team Costs

| Grade | Number | Cost per Individual | Total Annual Cost |
|-------|--------|---------------------|-------------------|
| 04    | 1      | \$29,439(1)         | 29,439            |
| 03    | 2      | 24,790(1)           | <u>49,580</u>     |
|       |        |                     | 79,019            |
|       |        |                     | x <u>15</u>       |
|       |        |                     | \$1,185,285       |

b. FY 78 cost \$1,185,585

c. FY 79 cost \$1,185,285

2. Facility Costs (2)

a. Facility Costs will be taken from Table C and split between the two years of proliferation. Total cost is taken from the table minus the facility costs spent in the developmental effort.

$$\$55,067,312 - \$2,568,895 = \$52,498,417$$

b. FY 78 costs \$26,249,209

c. FY 79 costs \$26,249,208

3. Travel costs. (Travel costs are based on estimates supplied by MILPERCEN modified to include provisions for standardized MILPO lead-in to COPPER).

a. CONUS, Canal Zone, Alaska, and Far East travel (includes per diem and rental cars).

Estimated - \$775,248

- b. USAREUR Travel (includes per diem and rental cars)

Estimated - \$414,378

- c. Total \$1,189,626

- d. FY 78 cost \$594,813

- e. FY 79 cost \$594,813

4. Training costs. The analysis in this paragraph is based on the staffing portion of the COPPER evaluation report. Training is based upon  $\frac{1}{2}$  day sessions for all direct and indirect workers and  $4\frac{1}{2}$  day training for supervisors. Direct and indirect workers are costed at the E4 level and supervisors at the E7 level. Mix of AG MOS and finance MOS is 66% and 34% which will be applied to the garrison and peacetime manning levels identified in the Evaluation Report.

- a. Standardized MILPO training. Only AG personnel are trained.

- (1) Division and Corps Training (based on 15 division and 3 corps remaining to convert to COPPER)

|             | Number | %AG | Time                | Rate    | Total Cost   |
|-------------|--------|-----|---------------------|---------|--------------|
| Supervisors | 47     | 66% | $4\frac{1}{2}$ days | \$73(1) | 10,190       |
| Workers     | 264    | 66% | $\frac{1}{2}$ day   | \$44(1) | <u>3,833</u> |
|             |        |     |                     |         | 14,023       |
|             |        |     |                     |         | <u>x 18</u>  |
|             |        |     |                     |         | \$252,414    |

- (2) TDA elements. (Based on 70 elements remaining to be converted to COPPER and each TDA elements servicing 9,600 service members.

|             | Number | %AG | Time                | Rate    | Total Cost   |
|-------------|--------|-----|---------------------|---------|--------------|
| Supervisors | 46     | 66% | $4\frac{1}{2}$ days | \$73(1) | 9,973        |
| Workers     | 194    | 66% | $\frac{1}{2}$ day   | \$44(1) | <u>2,817</u> |
|             |        |     |                     |         | \$12,790     |
|             |        |     |                     |         | <u>x 69</u>  |
|             |        |     |                     |         | \$882,510    |

COPPER

B-IX-18

(3) Total Standardized MILPO training costs \$1,134,924

b. COPPER Training.

(1) Division and Corps training (based on 15 divisions and  
3 corps remaining to convert to COPPER)

|             | Number | Time    | Rate    | Total Cost   |
|-------------|--------|---------|---------|--------------|
| Supervisors | 47     | 4½ days | \$73(1) | 15,440       |
| Workers     | 264    | ½ day   | \$44(1) | <u>5,808</u> |
|             |        |         |         | 21,248       |
|             |        |         | x 18    |              |
|             |        |         |         | \$382,464    |

(2) TDA elements (based on 70 elements remaining to be converted  
to COPPER and each TDA element servicing 9,600 service members.

|             | Number | Time    | Rate    | Total Cost   |
|-------------|--------|---------|---------|--------------|
| Supervisors | 46     | 4½ days | \$73(1) | \$15,111     |
| Workers     | 194    | ½ day   | \$44(1) | <u>4,268</u> |
|             |        |         |         | \$19,379     |
|             |        |         | x 69    |              |
|             |        |         |         | \$1,337,151  |

(3) Total COPPER training costs: \$1,738,994

c. Total Training costs: \$2,472,075

d. FY 78 costs: \$1,236,038

e. FY 79 costs: \$1,236,037

5. Printing Costs. (Estimated \$15,400 per site)

a. \$15,400 x 88 = \$1,355,200

b. FY 78 costs \$ 672,600

- c. FY 79 costs \$677,600
  - 6. Civilian Overtime. (Estimated at 3,000 per site employing civilians)
    - a.  $\$3,000 \times 70 \text{ TDA sites} = \$210,000$
    - b. FY 78 costs \$105,000
    - c. FY 79 costs \$105,000
  - 7. Records Reconciliation Costs (3).
    - a.  $\$23,984 \times 88 \text{ sites} = \$2,110,592$
    - b. FY 78 costs \$1,055,296
    - c. FY 79 costs \$1,055,296
- NOTES: (1) See Table A - Tab A
- (2) See Table C - Tab C
- (3) See Table D - Tab D



### EXHIBIT 3

#### SAVINGS

##### 1. Personal Savings.

a. Costs used in the analysis using Proposed TOE and TDA against present TOE and TDA will be taken from this paragraph as the worst case. Paragraph 1b will show saving based on proposed peacetime TOE and TDA compared with actual.

(1) Divisional Savings. Based on the COPPER Evaluation Test there is a savings of personnel based on the TOEs. No attempt is made to rationalize any actual savings because the baseline is incomplete, particularly in light of the lack of formal documentation on the number of personnel required to accomplish personnel and finance functions in a peacetime Division mode.

| Present User Manual TOE | Proposed TOE | Savings |
|-------------------------|--------------|---------|
| Supervisors 42          | 39           | +3      |
| Indirect Workers 10     | 13           | -3      |
| Direct Workers 218      | 155          | 63      |

For annual savings supervisors will be calculated at the E-7 level, direct and indirect workers at the E-4 level.

3 supervisors x \$19,088(1) = \$57,264

60 workers x \$11,415(1) = \$684,900

Total Annual Division Savings - \$742,164

(2) Corps Savings. Same method is used as in paragraph 1 of this inclosure.

| Present User Manual TOE | Proposed TOE | Savings |
|-------------------------|--------------|---------|
| Supervisors 42          | 39           | 3       |
| Indirect Workers 10     | 11           | -1      |
| Direct Workers 218      | 135          | 83      |

|                            |   |              |   |           |
|----------------------------|---|--------------|---|-----------|
| 3 supervisors              | x | \$19,088 (1) | = | \$57,264  |
| 82 workers                 | x | \$11,415 (1) | = | \$936,030 |
| Total Annual Corps Savings |   |              |   | \$993,294 |

(3) TDA Savings. TDA savings are based on a TDA serving 9,600 service members.

| User Manual TDA  |     | Proposed TDA | Savings |
|------------------|-----|--------------|---------|
| Supervisor       | 43  | 46           | -3      |
| Indirect Workers | 20  | 15           | +5      |
| Direct Workers   | 194 | 179          | +15     |

|                          |   |             |   |            |
|--------------------------|---|-------------|---|------------|
| -3 supervisors           | x | \$19,088(1) | = | -\$ 57,264 |
| 20 workers               | x | \$11,415(1) | = | \$228,300  |
| Total Annual TDA Savings |   |             |   | \$171,036  |

(4) FY 77 savings

3 TDA elements x \$171,036 = \$513,108

(5) FY 78 savings. FY 78 savings will be ½ the total personnel savings and carry over savings from FY 77 (recurring savings)

|                             |   |                   |
|-----------------------------|---|-------------------|
| \$742,164 x 15 divisions    | = | 11,132,460        |
| \$993,294 x 3 corps         | = | 2,979,882         |
| \$171,036 x 69 TDA elements | = | <u>11,801,484</u> |
|                             |   | 25,913,826        |
|                             | + | <u>2</u>          |
|                             |   | 12,956,913        |
|                             | + | <u>513,108</u>    |
|                             |   | \$ 13,470,021     |

(6) FY 79 savings

$$25,913,826 + 513,108 = \$26,426,934$$

(7) FY 80, 81, 82 savings

$$\$26,426,934$$

b. Personnel Savings. This analysis is not shown on wrap up chart (Figure 1). This analysis is based on actual manpower vs. recommended staffing in a peace time environment.

(1) Divisional Savings

|                  | Actual | Recommended | Savings |
|------------------|--------|-------------|---------|
| Supervisors      | 82     | 47          | 35      |
| Indirect Workers | 13     | 15          | -2      |
| Direct Workers   | 245    | 249         | -4      |

$$35 \text{ supervisors} \times 19,088(1) = \$668,080$$

$$-6 \text{ workers} \times 11,415(1) = \underline{\$ 68,490}$$

$$\text{Total Annual Divisional Savings} \quad \$599,590$$

(2) Corps Savings

|                  | Actual | Recommended | Savings |
|------------------|--------|-------------|---------|
| Supervisors      | 51     | 47          | 4       |
| Indirect Workers | 14     | 15          | -1      |
| Direct Workers   | 244    | 249         | -5      |

$$4 \text{ supervisors} \times 19,088(1) = 76,352$$

$$-6 \text{ workers} \times 11,415(1) = \underline{-68,490}$$

$$\text{Total Annual Corps Savings} \quad \$7,862$$

(3) TDA Savings

|                  | Actual | Recommended | Savings |
|------------------|--------|-------------|---------|
| Supervisor       | 63     | 46          | 17      |
| Indirect Workers | 21     | 15          | 6       |
| Direct Workers   | 184    | 179         | 5       |

17 supervisors x 19,088(1) = 324,497

11 workers x 11,415(1) = 125,565

Total Annual TDA Savings \$450,061

(4) FY 77 savings

3 TDA elements x \$450,061 = \$1,350,183

(5) FY 78 savings

15 Divisions x 599,590 = 8,993,850

3 Corps x 7,862 = 23,586

69 TDA x 450,061 = 31,054,209

40,071,645

+ 2

20,035,823

+ 1,350,183

\$ 21,386,006

(6) FY 79 savings

\$40,071,645 + \$1,350,183 = \$41,421,828

(7) FY 80, 81, 82 savings \$41,421,828

2. Equipment Savings. An average savings of the 4 PPSDs is computed and item applied per site. Costs for both equipment drawn or turned



in is listed for each PPSD. It should be noted that one finance office was split between 1st Corps Support Command and Headquarters Command at Ft. Bragg, possibly negating any savings resulting from consolidation within the two commands.

- a. PPSD, Ft. Benjamin Harrison, IN
  - (1) Cost of equipment turned in + \$35,720.00
  - (2) Cost of equipment drawn - 0.00
  - (3) Net cost/savings + \$35,720.00
- b. HQ Command PPSD, Ft. Btagg, N.C.
  - (1) Cost of equipment turned in + \$ 2,992.00
  - (2) Cost of equipment drawn - \$ 2,500.00
  - (3) Net cost/savings + \$ 492.00
- c. 1st COSCOM PPSD, Ft. Bragg, N.C.
  - (1) Cost of equipment turned in + \$ 0.00
  - (2) Cost of equipment drawn - \$ 0.00
  - (3) Net cost/savings + \$ 0.00
- d. 82d Abn Div PPSD, Ft. Btagg, N.C.
  - a. Cost of equipment turned in + \$16,189.60
  - b. Cost of equipment drawn - \$ 9,519.30
  - c. Net cost/savings \$ 6,670.30
- e. Average per PPSD
  - $(35,720.00 + 492.00 + 0.00 + 6,670.30) \div 4 = \$10,721$
- f. FY 77 savings
  - $3 \text{ sites} \times \$10,721 = \$32,163$

g. FY 78 savings

87 sites x 10,721 + 2 = \$466,363

h. FY 79 savings \$466,363

NOTES: (1) See Table A - Tab A

#### EXHIBIT 4

#### PRESENT VALUE FACTORS

Projected costs and savings of this analysis will be translated to the Present Value in terms of 1 Oct 76 dollars using the following formula:

$$P = \frac{F}{(1 + r)^n}$$

Where P = The present value  
F = The future value  
r = The rate of interest per period  
n = The number of years elapsed before the future value is realized.

The factor  $\frac{1}{(1+r)^n}$  is the present value factor in this evaluation. A 10% discount rate is used.

| <u>FISCAL YEAR</u> | <u>N</u> | <u>PRESENT VALUE</u> |
|--------------------|----------|----------------------|
| 1977               | 1.0      | 0.954                |
| 1978               | 2.0      | 0.867                |
| 1979               | 3.0      | 0.788                |
| 1980               | 4.0      | 0.717                |
| 1981               | 5.0      | 0.652                |
| 1982               | 6.0      | 0.592                |

N is measured in years from 10 Oct 76. The basic assumption of uniform cash flows throughout a fiscal year is inherent in this model.

EXHIBIT 5  
SUNKEN COSTS ANALYSIS

1. Funds spent for printing, TDY, per diem:

- a. FY 75 - \$5,715
- b. FY 76 - \$202,129
- c. FY 76T (funds budgeted) - \$4,000
- d. Total cost - \$211,844

2. Personnel Costs:

- a. Developmental Effort (includes FY 75, FY 76, FY 76T):

| <u>Grade</u> | <u>Man-Months</u> | <u>Cost Per Month</u> | <u>Total Cost</u> |
|--------------|-------------------|-----------------------|-------------------|
| 05           | 34                | \$2,953 (1)           | \$100,402         |
| 04           | 5                 | 2,453 (1)             | 12,265            |
| 03           | 47                | 2,066 (1)             | 97,102            |
| E7           | 14                | 1,591 (1)             | 22,274            |
| GS13         | 28                | 2,275 (2)             | 63,700            |
| GS12         | 2                 | 1,930 (2)             | 3,860             |
| GS11         | 2                 | 1,634 (2)             | 3,268             |
| GS4          | 28                | 836 (2)               | <u>23,408</u>     |
| TOTAL        |                   |                       | \$ 326,279        |



b. Evaluation Effort (includes FY 76, FY 76T costs):

| <u>Grade</u> | <u>Man-Months</u> | <u>Cost Per Month</u> | <u>Total Cost</u> |
|--------------|-------------------|-----------------------|-------------------|
| 05           | 33                | \$2,953 (1)           | \$ 97,449         |
| 04           | 13                | 2,453 (1)             | 31,889            |
| 03           | 87                | 2,066 (1)             | 179,742           |
| 02           | 6                 | 1,620 (1)             | 9,720             |
| 01           | 11                | 1,221 (1)             | 13,431            |
| W02          | 4                 | 1,591 (1)             | 6,364             |
| W01          | 2                 | 1,409 (1)             | 2,818             |
| E8           | 2                 | 1,852 (1)             | 3,704             |
| E7           | 47                | 1,591 (1)             | 74,777            |
| E6           | 62                | 1,338 (1)             | 82,956            |
| E5           | 28                | 1,118 (1)             | 3,108             |
| E4           | 39                | 951 (1)               | 37,089            |
| E3           | 10                | 836 (1)               | 8,360             |
| GS9          | 3                 | 1,338 (2)             | 4,014             |
| GS5          | 5                 | 937 (2)               | 4,685             |
| GS3          | 3                 | 745 (2)               | 2,235             |
| GS2          | 3                 | 664 (2)               | <u>1,992</u>      |
|              |                   | TOTAL                 | \$564,333         |

3. Total Sunken Costs - \$1,102,456

NOTES - 1. TAB A - Table A  
2. TAB B - Table B

TABLE A

## ECONOMIC COST OF MILITARY PERSONNEL

| Grade           | Basic Rate <sup>1</sup> | Retirement <sup>2</sup> | Other <sup>3</sup> | Total Annual | Monthly | Day <sup>4</sup> |
|-----------------|-------------------------|-------------------------|--------------------|--------------|---------|------------------|
| <b>Officer</b>  |                         |                         |                    |              |         |                  |
| O6              | 34,514                  | 5,867                   | 2,761              | 43,142       | 3,595   | 166              |
| O5              | 28,346                  | 4,819                   | 2,268              | 35,433       | 2,953   | 136              |
| O4              | 23,551                  | 4,004                   | 1,884              | 29,439       | 2,453   | 113              |
| O3              | 19,832                  | 3,371                   | 1,587              | 24,790       | 2,066   | 95               |
| O2              | 15,554                  | 2,644                   | 1,244              | 19,442       | 1,620   | 75               |
| O1              | 11,722                  | 1,993                   | 938                | 14,653       | 1,221   | 56               |
|                 |                         |                         |                    |              |         |                  |
| W4              | 22,005                  | 3,741                   | 1,760              | 27,506       | 2,292   | 106              |
| W3              | 18,472                  | 3,140                   | 1,478              | 23,090       | 1,924   | 89               |
| W2              | 15,270                  | 2,596                   | 1,222              | 19,088       | 1,591   | 73               |
| W1              | 13,529                  | 2,300                   | 1,082              | 16,911       | 1,409   | 65               |
| <b>Enlisted</b> |                         |                         |                    |              |         |                  |
| E9              | 19,067                  | 3,241                   | 4,385              | 26,693       | 2,224   | 103              |

TABLE B

## ECONOMIC COST OF ARMY CIVILIANS

| Pay Grade | Base Pay <sup>1</sup> | Retirement <sup>1</sup> | Other <sup>2</sup> | Total Annual <sup>3</sup> | Monthly | Daily <sup>3</sup> |
|-----------|-----------------------|-------------------------|--------------------|---------------------------|---------|--------------------|
| GS 13     | 24,727                | 1,640                   | 927                | 27,294                    | 2,275   | 105                |
| GS 12     | 20,924                | 1,388                   | 849                | 23,161                    | 1,930   | 89                 |
| GS 11     | 17,648                | 1,171                   | 784                | 19,603                    | 1,634   | 75                 |
| GS 10     | 16,377                | 1,086                   | 759                | 18,222                    | 1,519   | 70                 |
| GS 9      | 14,381                | 954                     | 718                | 16,053                    | 1,338   | 62                 |
| GS 8      | 13,501                | 896                     | 843                | 15,240                    | 1,270   | 59                 |
| GS 7      | 12,061                | 800                     | 799                | 13,660                    | 1,138   | 53                 |
| GS 6      | 11,239                | 746                     | 773                | 12,758                    | 1,063   | 49                 |
| GS 5      | 9,857                 | 654                     | 732                | 11,243                    | 937     | 43                 |
| GS 4      | 8,760                 | 581                     | 696                | 10,037                    | 836     | 39                 |
| GS 3      | 7,755                 | 514                     | 665                | 8,934                     | 745     | 34                 |
| GS 2      | 6,873                 | 456                     | 638                | 7,967                     | 664     | 31                 |
| GS 1      | 5,928                 | 393                     | 608                | 6,929                     | 577     | 27                 |

B-1

NOTES:

1. Based on Table A-1 SIDPERS Economic Analysis (updated) dated 15 Mar 1975.
2. Based on Table A-1 SIDPERS Economic Analysis (update) dated 15 Mar 1975, includes overtime, life insurance, health benefits, terminal leave, O&M support, workmen's compensation, and unemployment compensation.
3. Based on Total Annual divided by 260 work days per year.



TABLE C  
SITES AND FACILITY COSTS

| <u>SITES</u>                       | <u>REPAIR<br/>COST</u> | <u>MAINTENANCE<br/>COST</u> | <u>CONSTRUCTION<br/>COST</u> | <u>TOTAL<br/>COST</u> |
|------------------------------------|------------------------|-----------------------------|------------------------------|-----------------------|
| Ft Dix                             | 31,875                 | 31,875                      | 11,250                       | 75,000                |
| Aberdeen Proving Ground            | 0                      | 13,000                      | 23,000                       | 36,000                |
| Ft Ritchie                         | 0                      | 0                           | 0                            | 0                     |
| US Military Academy                |                        |                             |                              | No Entry              |
| Ft Lee                             | 0                      | 0                           | 1,952,000                    | 1,952,000             |
| Ft Jackson                         | 0                      | 0                           | 2,514,000                    | 2,514,000             |
| Ft Belvoir                         | 0                      | 0                           | 925,000                      | 925,000               |
| Ft Devens                          |                        |                             |                              | No Entry              |
| Ft Meade                           | 0                      | 0                           | 1,681,000                    | 1,681,000             |
| Ft Detrick                         |                        |                             |                              | No Entry              |
| Carlisle Barracks                  | 0                      | 0                           | 285,000                      | 285,000               |
| Ft Eustis                          | 0                      | 0                           | 1,700,000                    | 1,700,000             |
| Ft McPherson                       | 0                      | 0                           | 1,463,000                    | 1,463,000             |
| Vint Hill Farms                    | 0                      | 0                           | 25,500                       | 25,500                |
| Ft Monmouth                        | 0                      | 0                           | 0                            | 0                     |
| Military District<br>of Washington | 0                      | 0                           | 10,000                       | 10,000                |
| Canal Zone                         | 20,000                 | 0                           | 20,000                       | 40,000                |
| Ft Monroe                          | 81,000                 | 11,200                      | 322,000                      | 414,200               |
| Ft Gordon                          | 0                      | 0                           | 2,711,000                    | 2,711,000             |
| Homestead AFB                      | 205,000                | 10,000                      | 35,000                       | 250,000               |
| Ft Hood (4)*                       | 139,788                | 559,141                     | 1,223,108                    | 1,922,037             |
| Ft Benning (3)                     | 0                      | 0                           | 3,900,000                    | 3,900,000             |

| <u>SITES</u>       | <u>REPAIR<br/>COST</u> | <u>MAINTENANCE<br/>COST</u> | <u>CONSTRUCTION<br/>COST</u> | <u>TOTAL<br/>COST</u> |
|--------------------|------------------------|-----------------------------|------------------------------|-----------------------|
| Ft Leavenworth     | 0                      | 0                           | 676,500 ✓                    | 676,500               |
| Korea (2)          | 59,200                 | 36,150                      | 434,900                      | 530,250               |
| Ft Polk (2)        | 0                      | 0                           | 324,000                      | 324,000               |
| Ft Riley (2)       | 0                      | 0                           | 75,000                       | 75,000                |
| Ft McClellan       | 258,000                | 106,000                     | 689,200                      | 1,053,200             |
| Ft Sam Houston (2) | 0                      | 0                           | 1,162,000                    | 1,162,000             |
| Ft Knox (2)        | 0                      | 2,600                       | 2,215,608 ✓                  | 2,218,208             |
| Ft Leonard Wood    | 0                      | 0                           | 4,127,000 ✓                  | 4,127,000             |
| Japan              | 6,300                  | 1,500                       | 21,100                       | 28,900                |
| Ft Rucker          | 4,687                  | 7,563                       | 4,885                        | 17,315                |
| Ft Carson          | 180,264                | 10,000                      | 30,000                       | 220,264               |
| Ft Stewart         | 0                      | 0                           | 2,163,096                    | 2,163,096             |
| Ft Sill            | 0                      | 0                           | 5,257,000                    | 5,257,000             |
| Ft Campbell (3)    | 0                      | 0                           | 1,380,000 ✓                  | 1,380,000             |
| Ft Sheridan        | 0                      | 0                           | 0                            | 0                     |
| Okinawa            | 3,000                  | 3,800                       | 7,000                        | 13,800                |
| Redstone Arsenal   | 5,600                  | 26,000                      | 70,500                       | 102,100               |
| Fitzsimmons AMC    | 15,000                 | 0                           | 145,000 ✓                    | 160,000               |
| Hawaii (2)         |                        |                             |                              | No Response           |
| Ft Lewis (2)       | 0                      | 0                           | 1,155,716                    | 1,155,716             |
| Ft Ord (2)         | 60,000                 | 42,500                      | 173,250                      | 275,750               |
| Presidio           | 28,000                 | 20,000                      | 46,000                       | 94,000                |
| White Sands        | 0                      | 0                           | 0                            | 0                     |
| Ft Bliss           | 0                      | 0                           | 6,389,000                    | 6,389,000             |
| Ft Huachuca        | 0                      | 0                           | 1,500,000                    | 1,500,000             |

| <u>SITES</u>   | <u>REPAIR<br/>COST</u> | <u>MAINTENANCE<br/>COST</u> | <u>CONSTRUCTION<br/>COST</u> | <u>TOTAL<br/>COST</u> |
|----------------|------------------------|-----------------------------|------------------------------|-----------------------|
| Alaska         |                        |                             |                              | No Response           |
| Giessen        | 0                      | 0                           | 275,687                      | 275,687               |
| Hanau          | 8,500                  | 5,600                       | 28,200                       | 42,300                |
| Worms          | 9,000                  | 3,800                       | 180,200                      | 193,000               |
| Bad Kreuznach  | 1,000                  | 1,000                       | 1,500                        | 3,500                 |
| Heidelberg     | 141,450                | 19,170                      | 95,100                       | 255,720               |
| Frankfurt      | 50,000                 | 30,000                      | 73,000                       | 153,000               |
| Darmstadt      | 0                      | 4,000                       | 70,600                       | 74,600                |
| Mannheim       | 1,400                  | 2,200                       | 16,200                       | 19,800                |
| Baumholder     | 50,000                 | 50,000                      | 1,475,000                    | 1,575,000             |
| Heilbronn      | 500                    | 1,000                       | 64,970                       | 66,470                |
| Fulda          | 0                      | 0                           | 2,808,000                    | 2,808,000             |
| Aschaffenburg  | 49,480                 | 0                           | 53,864                       | 103,344               |
| Wiesbaden      | 0                      | 0                           | 0                            | 0                     |
| Kaiserslautern | 187,000                | 0                           | 5,900                        | 192,900               |
| Bamberg        | 14,000                 | 0                           | 14,400                       | 28,400                |
| Nurenborg      | 20,000                 | 0                           | 20,000                       | 40,000                |
| Karlstruhe     | 0                      | 0                           | 2,000                        | 2,000                 |
| Augsburg       | 9,440                  | 0                           | 9,815                        | 19,255                |
| Berlin         | 0                      | 0                           | 0                            | 0                     |
| Italy          | 0                      | 0                           | 5,000                        | 5,000                 |
| Wurzburg       | 0                      | 0                           | 265,000                      | 265,000               |
| Grafenwoehr    | 20,000                 | 0                           | 20,000                       | 40,000                |
| Stuttgart      | 0                      | 0                           | 500                          | 500                   |
| Munich         |                        |                             |                              | No Response           |
| Schwienfurt    | 23,000                 | 0                           | 50,000                       | 73,000                |

| <u>SITES</u> | <u>REPAIR<br/>COST</u> | <u>MAINTENANCE<br/>COST</u> | <u>CONSTRUCTION<br/>COST</u> | <u>TOTAL<br/>COST</u> |
|--------------|------------------------|-----------------------------|------------------------------|-----------------------|
| Ansbach      | 2,000                  | 0                           | 2,000                        | 4,000                 |
|              |                        |                             | TOTAL COST                   | 55,067,312            |

\*Number in parenthesis indicates the total number of PPSDs to be established at a given site.



TABLE D

## RECORDS RECONCILIATION COSTS

Record reconciliation costs have been broken down into four categories: Preparation of the JUMPS Contract for SIDPERS Tape at USAFAC, SIDPERS/JUMPS Records Reconciliation Program Run, Reconciliation Team Training, and Operation Time of the Records Reconciliation Team.

1. JUMPS Extract for SIDPERS. USAFAC has supplied a cost of \$485 for preparation, handling, and mailing of this computer tape. For a full reconciliation process a tape is required at two separate times; therefore, total cost is \$970.

2. SIDPERS/JUMPS Records Reconciliation Program Run. This is the cost of actual computer time and operator costs. Program run time is approximately one hour which is multiplied by an \$85 per hour set rate which is based on an IBM 360-30 setup. One hour of a 65-6 operator time is \$6. A total of two runs is required to accomplish the records reconciliation process for a total cost of \$182.

3. Reconciliation Team Training. Approximately one day is required to train the records reconciliation team.

| <u>Grade</u> | <u>Number</u> | <u>Cost per Individual</u> | <u>Total Cost</u> |
|--------------|---------------|----------------------------|-------------------|
| O2           | 1             | \$75                       | \$ 75             |
| E7           | 1             | 73                         | 73                |
| E5           | 2             | 52                         | 114               |
| E4           | 6             | 44                         | 264               |
|              |               |                            | <u>\$526</u>      |

4. Operation Time. The Records Reconciliation Team will require approximately two months to complete the reconciliation effort.

| <u>Grade</u> | <u>Number</u> | <u>Cost per Individual</u> | <u>Total Cost</u> |
|--------------|---------------|----------------------------|-------------------|
| O2           | 1             | \$3,240                    | \$ 3,240          |
| E7           | 1             | 3,182                      | 3,182             |
| E5           | 2             | 2,236                      | 4,472             |
| E4           | 6             | 1,902                      | 11,412            |
|              |               |                            | <u>\$22,306</u>   |

5. Total Cost. The total cost for the records reconciliation at a given site is \$23,984.

TABLE E  
SOLDIER SATISFACTION

| MAJOR<br>CATEGORY                                     | RESPONSES             | DIVISION   |        | INSTALLATION |        | COSCOM     |        | FORT BRAGG |        |
|---|-----------------------|------------|--------|--------------|--------|------------|--------|------------|--------|
|   |                       | PRE-COPPER | COPPER | PRE-COPPER   | COPPER | PRE-COPPER | COPPER | PRE-COPPER | COPPER |
| PERSONNEL<br>ACTIONS                                  | TOTAL RESPONDENTS     | 312        | 720    | 385          | 669    | 2118       | 612    | 2815       | 2001   |
|   | SATISFIED RESPONDENTS | 304        | 717    | 329          | 661    | 2037       | 599    | 2670       | 1977   |
|   | PERCENT SATISFIED     | 97         | 100    | 98           | 99     | 96         | 98     | 95         | 99     |
| PAY<br>ACTIONS  | TOTAL RESPONDENTS     | 455        | 156    | 272          | 587    | 447        | 805    | 1174       | 1548   |
|   | SATISFIED RESPONDENTS | 426        | 143    | 215          | 574    | 408        | 774    | 1049       | 1491   |
|   | PERCENT SATISFIED     | 94         | 92     | 79           | 98     | 91         | 96     | 89         | 96     |
| TRAVEL<br>ACTIONS                                     | TOTAL RESPONDENTS     | 304        | 54     | 195          | 233    | 12         | 450    | 511        | 737    |
|   | SATISFIED RESPONDENTS | 297        | 54     | 172          | 228    | 10         | 447    | 479        | 729    |
|   | PERCENT SATISFIED     | 98         | 100    | 88           | 98     | 83         | 99     | 54         | 99     |
| IN/OUT<br>PROCESSING                                  | TOTAL RESPONDENTS     | 489        | 594    | 1338         | 1200   | 1082       | 1075   | 2909       | 2869   |
|   | SATISFIED RESPONDENTS | 474        | 588    | 1304         | 1190   | 948        | 1062   | 2726       | 2840   |
|   | PERCENT SATISFIED     | 88         | 99     | 98           | 99     | 88         | 99     | 94         | 99     |
| TOTALS<br>WITHOUT<br>REGARD TO<br>INQUIRY<br>CATEGORY | TOTAL RESPONDENTS     | 1560       | 1524   | 2190         | 2689   | 3659       | 2942   | 7409       | 7155   |
|   | SATISFIED RESPONDENTS | 1501       | 1502   | 2020         | 2653   | 3403       | 2882   | 6924       | 7037   |
|   | PERCENT SATISFIED     | 96         | 99     | 92           | 99     | 93         | 98     | 93         | 98     |

TABLE F  
COMMANDER SATISFACTION

| MAJOR CATEGORY    | RESPONSES             | DIVISION   |     |     |        |     |     | INSTALLATION |     |     |        |     |     | COSCOM     |      |     |        |    |    | FORT BRAGG |    |    |        |    |    |
|-------------------|-----------------------|------------|-----|-----|--------|-----|-----|--------------|-----|-----|--------|-----|-----|------------|------|-----|--------|----|----|------------|----|----|--------|----|----|
|                   |                       | PRE-COPPER |     |     | COPPER |     |     | PRE-COPPER   |     |     | COPPER |     |     | PRE-COPPER |      |     | COPPER |    |    | PRE-COPPER |    |    | COPPER |    |    |
|                   |                       | BN         | CO  | BN  | CO     | BN  | CO  | BN           | CO  | BN  | CO     | BN  | CO  | BN         | CO   | BN  | CO     | BN | CO | BN         | CO | BN | CO     | BN | CO |
| PERSONNEL ACTIONS | TOTAL RESPONDENTS     | 120        | 672 | 126 | 660    | 54  | 306 | 66           | 336 | 102 | 636    | 96  | 624 | 276        | 1614 | 288 | 1620   |    |    |            |    |    |        |    |    |
|                   | SATISFIED RESPONDENTS | 88         | 491 | 103 | 492    | 39  | 225 | 51           | 250 | 81  | 482    | 67  | 411 | 208        | 1198 | 221 | 1153   |    |    |            |    |    |        |    |    |
|                   | PERCENT SATISFIED     | 73         | 73  | 82  | 75     | 72  | 74  | 77           | 74  | 79  | 76     | 70  | 66  | 75         | 74   | 77  | 71     |    |    |            |    |    |        |    |    |
| PAY ACTIONS       | TOTAL RESPONDENTS     | 40         | 224 | 42  | 220    | 18  | 102 | 22           | 112 | 34  | 212    | 32  | 208 | 92         | 538  | 96  | 540    |    |    |            |    |    |        |    |    |
|                   | SATISFIED RESPONDENTS | 33         | 148 | 33  | 143    | 17  | 80  | 19           | 90  | 33  | 126    | 23  | 130 | 83         | 354  | 75  | 363    |    |    |            |    |    |        |    |    |
|                   | PERCENT SATISFIED     | 83         | 66  | 79  | 65     | 94  | 78  | 86           | 80  | 97  | 59     | 72  | 63  | 90         | 66   | 78  | 67     |    |    |            |    |    |        |    |    |
| TRAVEL            | TOTAL RESPONDENTS     | 40         | 224 | 42  | 220    | 18  | 102 | 22           | 112 | 34  | 212    | 32  | 208 | 92         | 538  | 96  | 540    |    |    |            |    |    |        |    |    |
|                   | SATISFIED RESPONDENTS | 34         | 203 | 40  | 196    | 18  | 95  | 20           | 104 | 29  | 188    | 32  | 189 | 81         | 486  | 92  | 489    |    |    |            |    |    |        |    |    |
|                   | PERCENT SATISFIED     | 85         | 91  | 95  | 89     | 100 | 93  | 91           | 93  | 85  | 89     | 100 | 91  | 88         | 90   | 96  | 91     |    |    |            |    |    |        |    |    |
| IN/OUT PROCESSING | TOTAL RESPONDENTS     | 120        | 672 | 126 | 660    | 54  | 306 | 66           | 336 | 102 | 636    | 96  | 624 | 276        | 1614 | 288 | 1620   |    |    |            |    |    |        |    |    |
|                   | SATISFIED RESPONDENTS | 94         | 577 | 103 | 553    | 52  | 279 | 64           | 315 | 92  | 541    | 82  | 507 | 238        | 1397 | 249 | 1375   |    |    |            |    |    |        |    |    |
|                   | PERCENT SATISFIED     | 78         | 86  | 82  | 84     | 96  | 91  | 97           | 94  | 90  | 85     | 85  | 81  | 86         | 87   | 87  | 84     |    |    |            |    |    |        |    |    |
| AUTOMATED REPORTS | TOTAL RESPONDENTS     | 40         | 224 | 42  | 220    | 18  | 102 | 22           | 112 | 34  | 212    | 32  | 208 | 92         | 538  | 96  | 540    |    |    |            |    |    |        |    |    |
|                   | SATISFIED RESPONDENTS | 23         | 163 | 35  | 155    | 12  | 84  | 16           | 104 | 24  | 153    | 13  | 123 | 59         | 400  | 64  | 382    |    |    |            |    |    |        |    |    |
|                   | PERCENT SATISFIED     | 58         | 73  | 83  | 70     | 67  | 82  | 73           | 93  | 71  | 72     | 41  | 59  | 64         | 74   | 66  | 71     |    |    |            |    |    |        |    |    |

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F-2

| MAJOR<br>CATEGORY                               | RESPONSES         | DIVISION   |      |        |      | INSTALLATION |      |        |      | COSCOM     |      |        |      | FORT BRAGG |      |        |      |
|---|-------------------|------------|------|--------|------|--------------|------|--------|------|------------|------|--------|------|------------|------|--------|------|
|   |                   | PRE-COPPER |      | COPPER |      | PRE-COPPER   |      | COPPER |      | PRE-COPPER |      | COPPER |      | PRE-COPPER |      | COPPER |      |
|   |                   | BN         | CO   | BN     | CO   | BN           | CO   | BN     | CO   | BN         | CO   | BN     | CO   | BN         | CO   | BN     | CO   |
| RESPONSE<br>TO SOLDIERS<br>INQUIRIES            | TOTAL RESPONDENTS | 40         | 224  | 41     | 220  | 18           | 102  | 22     | 112  | 34         | 212  | 32     | 208  | 92         | 538  | 96     | 540  |
|   | SATISFIED         | 37         | 181  | 29     | 157  | 14           | 82   | 14     | 93   | 28         | 173  | 24     | 124  | 79         | 436  | 67     | 374  |
|   | PERCENT SATISFIED | 93         | 81   | 71     | 71   | 78           | 80   | 64     | 83   | 82         | 82   | 75     | 60   | 86         | 81   | 71     | 69   |
| AVAIL-<br>ABILITY OF<br>TECHNICAL<br>ASSISTANCE | TOTAL RESPONDENTS | 20         | 112  | 21     | 110  | 9            | 51   | 11     | 56   | 17         | 106  | 16     | 104  | 46         | 269  | 48     | 270  |
|   | SATISFIED         | 20         | 83   | 17     | 88   | 7            | 39   | 9      | 39   | 14         | 76   | 14     | 67   | 41         | 198  | 40     | 194  |
|   | PERCENT SATISFIED | 100        | 74   | 81     | 80   | 78           | 77   | 82     | 70   | 82         | 72   | 88     | 64   | 89         | 74   | 83     | 72   |
| GRAND TOTAL<br>(ALL 7<br>CATEGORIES)            | TOTAL RESPONDENTS | 420        | 2352 | 441    | 2310 | 189          | 1071 | 231    | 1176 | 357        | 2226 | 336    | 2184 | 966        | 5649 | 1008   | 5670 |
|   | SATISFIED         | 329        | 1846 | 360    | 1748 | 159          | 884  | 193    | 995  | 301        | 1739 | 255    | 1551 | 789        | 4469 | 808    | 4294 |
|   | PERCENT SATISFIED | 78         | 78   | 82     | 76   | 84           | 83   | 84     | 84   | 84         | 78   | 67     | 71   | 82         | 79   | 80     | 76   |



TABLE G

Records Reconciliation Errors  
(Identified and Corrected)

| <u>Report</u>  | <u>Installation</u> | <u>Errors<br/>COSCOM</u> | <u>82d Abn Div</u> |
|--|---------------------|--------------------------|--------------------|
| 1. Unmatched JUMPS Records   | 331                 | 320                      | 238                |
| 2. Unmatched SIDPERS - Active<br>Records                                       | 610                 | 852                      | 450                |
| 3. Unmatched SIDPERS - Active<br>Records Under Research                        | 2                   | 3                        | 18                 |
| 4. Unmatched SIDPERS - Inactive<br>Records Under Research                      | 0                   | 0                        | 0                  |
| 5. Unmatched SIDPERS - TDY DYST<br>Records                                     | 11                  | 28                       | *15                |
| 6. Matched SIDPERS JUMPS Records -<br>SIDPERS Active Records                   | 3,485               | 6,902                    | 12,306             |
| 7. Matched SIDPERS JUMPS Records -<br>SIDPERS Inactive Records                 | 153                 | 259                      | 251                |
| 8. Matched SIDPERS JUMPS Records -<br>SIDPERS Active Records Under<br>Research | 1                   | 9                        | 14                 |
| 9. Matched SIDPERS JUMPS Records -<br>SIDPERS Inter-Attached Records           | 0                   | 0                        | 0                  |
| 10. Matched SIDPERS JUMPS<br>Additional Pay Differences                        | 1,037               | 1,408                    | 1,855              |

TABLE H  
UNIT LEVEL SIDPERS PROCESSING RATE

| MONTHS | PROTOTYPE ORGANIZATION |              |        |
|--------|------------------------|--------------|--------|
|        | DIVISION               | INSTALLATION | COSCOM |
| APR 75 | 94.1                   | 91.9         | 93.8   |
| MAY 75 | 94.8                   | 92.1         | 90.8   |
| JUN 75 | 95.2                   | 92.0         | 93.1   |
| JUL 75 | 95.7                   | 90.8         | 92.3   |
| AUG 75 | 94.1                   | 92.6         | 93.6   |
| SEP 75 | 94.3                   | 92.6         | 93.8   |
| OCT 75 | 96.1                   | 93.4         | 90.9   |
| NOV 75 | 98.2                   | 91.9         | 92.4   |
| DEC 75 | 97.3                   | 95.0         | 93.1   |
| JAN 76 | 93.0                   | 92.4         | 88.6   |
| FEB 76 | 94.2                   | 94.6         | 87.7   |
| MAR 76 | 96.1                   | 94.8         | 93.6   |
| APR 76 | 94.4                   | 94.9         | 95.7   |

Unit Level SIDPERS Process Rate (Percentage between number of SIDPERS transactions accepted and processed by SIDPERS and the number of transactions submitted by each supported unit.)

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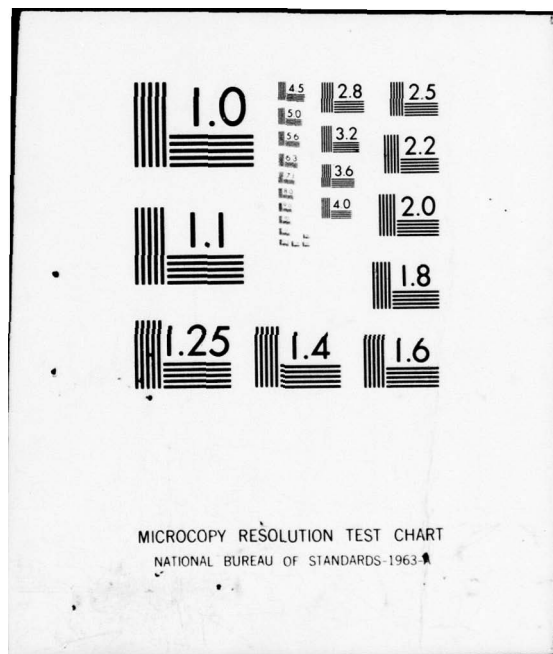




TABLE I  
MILPO/PPSD SIDPERS PROCESSING RATE

| MONTHS | PROTOTYPE ORGANIZATION |              |        |
|--------|------------------------|--------------|--------|
|        | DIVISION               | INSTALLATION | COSCOM |
| APR 75 | 93.9                   | 93.9         | 90.3   |
| MAY 75 | 96.0                   | 93.7         | 85.2   |
| JUN 75 | 93.5                   | 94.2         | 94.6   |
| JUL 75 | 94.6                   | 93.1         | 91.0   |
| AUG 75 | 92.4                   | 93.1         | 91.4   |
| SEP 75 | 90.2                   | 93.2         | 94.9   |
| OCT 75 | 92.4                   | 93.5         | 95.0   |
| NOV 75 | 93.8                   | 92.6         | 96.7   |
| DEC 75 | 92.8                   | 92.1         | 91.7   |
| JAN 76 | 94.1                   | 92.1         | 87.0   |
| FEB 76 | 92.2                   | 93.4         | 88.0   |
| MAR 76 | 91.4                   | 91.8         | 93.3   |
| APR 76 | 92.3                   | 92.2         | 94.5   |

MILPO/PPSD Level SIDPERS Processing Rate (Percentage between the number of SIDPERS transactions accepted and processed by SIDPERS and the number of transactions submitted by the MILPO/PPSD.)

TABLE J  
STRENGTH VARIANCE RATE

| MONTH  | PROTOTYPE ORGANIZATION |     |     |              |     |     |        |     |     |
|--------|------------------------|-----|-----|--------------|-----|-----|--------|-----|-----|
|        | DIVISION               |     |     | INSTALLATION |     |     | COSCOM |     |     |
|        | 0%                     | ≤2% | >2% | 0%           | ≤2% | >2% | 0%     | ≤2% | >2% |
| APR 75 | 31                     | 52  | 17  | NA           | NA  | NA  | 34     | 50  | 16  |
| MAY 75 | 45                     | 49  | 6   | NA           | NA  | NA  | 27     | 56  | 17  |
| JUN 75 | 35                     | 53  | 12  | NA           | NA  | NA  | 32     | 46  | 22  |
| JUL 75 | 29                     | 50  | 21  | NA           | NA  | NA  | 26     | 55  | 19  |
| AUG 75 | 30                     | 58  | 12  | NA           | NA  | NA  | 38     | 44  | 18  |
| SEP 75 | 35                     | 48  | 17  | 95           | 2.5 | 2.5 | 22     | 61  | 17  |
| OCT 75 | 32                     | 51  | 17  | 91           | 3   | 6   | 38     | 46  | 16  |
| NOV 75 | 34                     | 48  | 18  | 97           | 1   | 2   | 32     | 50  | 18  |
| DEC 75 | 34                     | 44  | 22  | 94           | 4   | 2   | 34     | 50  | 16  |
| JAN 76 | 24                     | 55  | 21  | 96           | 2   | 2   | 22     | 55  | 23  |
| FEB 76 | 29                     | 53  | 18  | 99           | .5  | .5  | 32     | 47  | 21  |
| MAR 76 | 33                     | 49  | 18  | 92           | 4   | 4   | 33     | 49  | 18  |
| APR 76 | 35                     | 48  | 17  | 93           | 5   | 2   | 28     | 60  | 12  |

NOTE NA - Data Not Available

Strength Variance Rate (Number of units in a zero balance strength posture or  $\pm 2\%$  from the zero balance condition.)

TABLE K

## SIDPERS UNRESOLVED ERRORS RATE

| MONTH  | DIVISION                    |                   | INSTALLATION                |                   | COSCOM                      |                   |
|--------|-----------------------------|-------------------|-----------------------------|-------------------|-----------------------------|-------------------|
|        | UNRESOLVED<br>ERROR<br>RATE | MOVING<br>AVERAGE | UNRESOLVED<br>ERROR<br>RATE | MOVING<br>AVERAGE | UNRESOLVED<br>ERROR<br>RATE | MOVING<br>AVERAGE |
| APR 75 | .33                         | --                | .18                         | --                | 3.69                        | --                |
| MAY 75 | .79                         | --                | .06                         | --                | 2.18                        | --                |
| JUN 75 | .86                         | .66               | .05                         | .09               | 3.75                        | 3.2               |
| JUL 75 | 1.92                        | 1.19              | .05                         | .05               | 2.57                        | 2.83              |
| AUG 75 | 1.17                        | 1.32              | .04                         | .04               | 1.68                        | 2.68              |
| SEP 75 | .81                         | 1.31              | .01                         | .03               | 1.34                        | 1.88              |
| OCT 75 | .07                         | .69               | .24                         | .09               | 2.39                        | 1.8               |
| NOV 75 | .19                         | .36               | .07                         | .11               | 1.55                        | 1.76              |
| DEC 75 | .05                         | .10               | 0                           | .10               | 0                           | 1.31              |
| JAN 76 | .23                         | .16               | .05                         | .04               | 6.76                        | 2.8               |
| FEB 76 | 1.32                        | .54               | .05                         | .03               | 1.75                        | 2.86              |
| MAR 76 | .36                         | .64               | 0                           | .03               | 1.87                        | 3.45              |
| APR 76 | .33                         | .67               | .02                         | .02               | .28                         | 1.3               |

SIDPERS Unresolved Errors Rate (Percentage between the number of monthly unresolved errors per the total number of monthly processing errors.)

B-IX-45

COPPER

K-i

TABLE L  
TIMELINESS OF PERSONNEL DATA AT HQDA

| MONTHS | PROTOTYPE ORGANIZATION |              |        | ARMY<br>AVG |
|--------|------------------------|--------------|--------|-------------|
|        | DIVISION               | INSTALLATION | COSCOM |             |
| APR 75 | 10.3                   | 6.5          | 19.6   | 14.4        |
| MAY 75 | 15.5                   | 7.7          | 16.2   | 14.2        |
| JUN 75 | NA                     | NA           | NA     | 13.0        |
| JUL 75 | 13.4                   | 8.7          | 16.7   | 14.1        |
| AUG 75 | 17.5                   | 9.6          | 17.2   | 14.9        |
| SEP 75 | 23.3                   | 11.9         | 10.4   | 14.2        |
| OCT 75 | 19.7                   | 9.0          | 14.6   | 15.0        |
| NOV 75 | 22.8                   | 10.6         | 11.0   | 15.6        |
| DEC 75 | 22.9                   | 9.8          | 16.1   | 17.7        |
| JAN 76 | 25.3                   | 11.6         | 19.8   | 17.5        |
| FEB 76 | 18.8                   | 8.7          | 21.9   | 17.8        |
| MAR 76 | 14.1                   | 9.5          | 19.0   | 16.3        |
| APR 76 | 17.7                   | 10.0         | 18.9   | 14.9        |

NOTE NA - Data Not Available

Timeliness of Personnel Information at HQDA (Number of days from the effective date of the transaction until receipt by HQDA.)



TABLE M  
ACCEPTABILITY OF SIDPERS PERSONNEL INFORMATION AT HQDA

| MONTHS | PROTOTYPE ORGANIZATION |              |        | ARMY<br>AVG |
|--------|------------------------|--------------|--------|-------------|
|        | DIVISION               | INSTALLATION | COSCOM |             |
| APR 75 | 97.7                   | 86.0         | 97.9   | 94.8        |
| MAY 75 | 97.5                   | 81.4         | 97.1   | 89.2        |
| JUN 75 | NA                     | NA           | NA     | 94.2        |
| JUL 75 | 97.8                   | 97.5         | 97.9   | 95.3        |
| AUG 75 | 96.5                   | 96.5         | 96.5   | 97.5        |
| SEP 75 | 97.4                   | 98.0         | 97.8   | 95.8        |
| OCT 75 | 97.4                   | 98.3         | 96.6   | 95.9        |
| NOV 75 | 97.8                   | 96.6         | 97.8   | 96.5        |
| DEC 75 | 90.6                   | 93.3         | 95.7   | 95.2        |
| JAN 76 | 97.7                   | 97.7         | 97.1   | 97.5        |
| FEB 76 | 97.9                   | 98.1         | 97.0   | 97.2        |
| MAR 76 | 98.7                   | 97.4         | 97.7   | 97.1        |
| APR 76 | 98.3                   | 98.3         | 97.4   | 97.3        |

NOTE NA - Data Not Available

Acceptability of SIDPERS Personnel Information at HQDA (Percentage between the number of transactions successfully processed at HQDA per the total number of transactions submitted to HQDA.)

TABLE N  
JUMPS-ARMY LATE PAY CHANGE RATE

| MONTHS | PROTOTYPE ORGANIZATION |              |        | ARMY<br>AVG |
|--------|------------------------|--------------|--------|-------------|
|        | DIVISION               | INSTALLATION | COSCOM |             |
| APR 75 | 42.2                   | 39.5         | 52.4   | 43.7        |
| MAY 75 | 39.5                   | 39.8         | 49.4   | 44.3        |
| JUN 75 | 46.4                   | 35.4         | 48.4   | 41.0        |
| JUL 75 | 42.8                   | 39.2         | 46.0   | 36.2        |
| AUG 75 | 43.8                   | 46.8         | 36.8   | 33.2        |
| SEP 75 | 36.9                   | 34.5         | 33.3   | 51.7        |
| OCT 75 | 28.6                   | 32.6         | 25.8   | 27.4        |
| NOV 75 | 28.0                   | 31.0         | 30.4   | 47.7        |
| DEC 75 | 27.3                   | 39.1         | 34.8   | 44.8        |
| JAN 76 | 22.2                   | 27.2         | 21.7   | 21.6        |
| FEB 76 | 35.6                   | 22.4         | 24.0   | 29.7        |
| MAR 76 | 34.2                   | 31.1         | 29.0   | 22.3        |
| APR 76 | 26.9                   | 23.9         | 29.9   | 21.7        |

JUMPS-Army Late Pay Change Rate (Difference between the effective date of the transaction and the date the transaction is received at USAFAC.)

TABLE 0  
JUMPS-ARMY REJECT RATE

| MONTHS | PROTOTYPE ORGANIZATION |              |        | ARMY<br>AVG |
|--------|------------------------|--------------|--------|-------------|
|        | DIVISION               | INSTALLATION | COSCOM |             |
| APR 75 | 2.1                    | .7           | 2.0    | 2.4         |
| MAY 75 | 2.2                    | 1.1          | 2.1    | 2.4         |
| JUN 75 | 2.5                    | 1.5          | 1.8    | 2.1         |
| JUL 75 | 2.9                    | 1.8          | 2.1    | 2.1         |
| AUG 75 | 2.1                    | 1.2          | 2.5    | 2.1         |
| SEP 75 | 2.9                    | 3.9          | 3.3    | 2.5         |
| OCT 75 | 2.6                    | 1.7          | 3.4    | 2.4         |
| NOV 75 | 1.2                    | 1.3          | 1.4    | 2.2         |
| DEC 75 | 3.4                    | 2.0          | 3.0    | 2.5         |
| JAN 76 | 7.0                    | 1.8          | 4.9    | 3.0         |
| FEB 76 | 5.8                    | 4.7          | 12.6   | 2.7         |
| MAR 76 | 5.7                    | 3.8          | 8.2    | 2.3         |
| APR 76 | 3.5                    | 2.0          | 5.0    | 1.9         |

JUMPS-Army Reject Rate (Percentage of total number of JUMPS transactions rejected by JUMPS-Army and the total of transactions submitted.)



**DEPARTMENT OF THE ARMY**  
SOUTHERN DISTRICT, U.S. ARMY AUDIT AGENCY  
30 PRYOR STREET, S.W., ROOM 1037  
ATLANTA, GEORGIA 30303

17 FEB 1977

IGAA-SOD

SUBJECT: Economic Analysis for Project COPPER, Audit Report SO 77-502

Commander  
U. S. Army Administration Center  
Fort Benjamin Harrison, Indiana 46216

1. Introduction. As requested in your letter of 28 September 1976, we made an audit of the economic analysis for the Consolidation of Pay and Personnel (COPPER). Our review was limited to evaluating the methodology of the analysis, determining the reasonableness of the estimated costs and savings, and assessing the adequacy of the analysis as an input to the decision-making process. The results of our audit of the COPPER prototype test were considered in our evaluation. We visited 10 installations to verify the costs that were reported as needed to provide facilities for 18 of the proposed 94 Personnel and Pay Services Divisions (PPSD's).

2. Background. The economic analysis for COPPER was finalized in September 1976 following the prototype test and evaluation of COPPER at Fort Bragg, North Carolina. The analysis shows that conversion to COPPER would provide a net present value savings of \$30.9 million over a life-cycle of 6 years. One-time development and proliferation costs of \$65.5 million were spread over the first 3 years of operation. Recurring personnel savings of \$26.4 million a year (about 2,400 reallocatable spaces) were reported for the 3 years thereafter.

3. Conclusions. The economic analysis needs extensive revision in the reported proliferation costs and in the reported personnel savings. There is also a need to more fully disclose the ground rules used in computing personnel savings and to support the implied conclusion that operational effectiveness under the recommended staffing levels would not materially change. Areas needing revision are discussed below. The recommendations for improving the economic analysis are provided at Annex A.

a. Personnel Savings. The number of personnel used as a baseline for comparison with COPPER was overstated and the computation of the number of personnel needed under COPPER contained errors. The salary and benefit rates used to compute civilian personnel savings were not current. The assumptions made in computing manpower savings



were not clearly stated, and the savings were not supported by a schedule showing the location and type of personnel saved. Accordingly, the reported personnel savings were not reliable. (See Annex B for a more detailed discussion.)

b. Facilities Costs. The cost (\$55.1 million) of providing facilities for the additional 90 PPSD's did not appear to be too reliable. The cost averaged about \$612,000 a PPSD compared with an average of less than \$10,000 each spent at Fort Bragg, North Carolina and at Fort Benjamin Harrison, Indiana in establishing the four existing PPSD's. Costs were reported for constructing new administrative buildings to replace existing structures and to upgrade the quality of existing office space. Adequate consideration was not given to relocating activities and making use of existing administrative space. Conversion to COPPER should reduce manpower requirements and, therefore, administrative space requirements. Additional and more specific guidance should be provided to ensure that the installations determine facility requirements consistently and that the costs reported are valid. (See Annex C for a more detailed discussion.)

c. Training Costs. The cost for training the PPSD workers totaled \$2.5 million. Cost of \$122,000 was reported as needed for the additional development sites and \$2.4 million for Armywide proliferation. The cost was based solely on the salaries of the personnel to be trained for the  $\frac{1}{2}$  to  $4\frac{1}{2}$  days of training. Salary costs are fixed and will be incurred with or without COPPER; therefore, they should not be reported as a cost of COPPER.

d. Records Reconciliation Costs. The costs for reconciling the installation SIDPERS file with the JUMPS-Army file for each PPSD totaled about \$2.8 million. Costs of \$72,000 were reported for the additional development sites and \$2.4 million for Armywide proliferation. The propriety of charging these costs to COPPER is questionable because current procedures require that the installation SIDPERS files be reconciled monthly with the master files at MILPERCEN. In turn, the master personnel files at MILPERCEN and the master pay files at USAFAC are required to be reconciled at least quarterly. If the reconciliations were effective, the SIDPERS and JUMPS files would generally agree. Furthermore, operation of the SIDPERS/JUMPS interface will require an effective reconciliation. Since the SIDPERS/JUMPS interface was an original design feature of SIDPERS and its effective operation an assumption under COPPER, none of the interface development costs were charged to COPPER in the economic analysis. Likewise, the cost to reconcile the data bases of the two systems, which is a necessity for the interface, should not be charged to COPPER.

e. Equipment Savings. The savings of \$943,447 reported from the turn-in of reusable equipment was projected based on the equipment turned in at the four existing PPSD's. Three of the four PPSD's

IGAA-SOD

SUBJECT: Economic Analysis for Project COPPER, Audit Report SO 77-502 <sup>17 FEB 1977</sup>

turned in equipment valued at \$35,720, \$6,670, and \$492, respectively; the fourth turned in no equipment. The wide variance in the amounts turned in indicates that the activities either had excess equipment prior to COPPER or did not turn in equipment which became excess after conversion to COPPER. The amount of equipment savings reported should be shown more conservatively by eliminating the value of the equipment which was excess prior to conversion to COPPER.

f. Assumption on Operational Effectiveness. The COPPER effectiveness was observed by the prototype test evaluators while the PPSD's operated in an overstrength status ranging from 4 to 26 percent of the TOE/TDA authorizations. Significant reductions in personnel authorizations were subsequently proposed and the reduced staffing levels were used in computing personnel savings in the analysis. The actual staffing levels maintained by two of the three PPSD's during the test were also significantly higher than subsequently recommended for peacetime operations. The division PPSD operated during the test at a staffing level of 340. The recommended level for peacetime was 311. The TDA-structured PPSD operated during the test at a staffing level of 268. The recommended level was 240. There was no assurance that the operational effectiveness observed at the higher staffing levels will remain the same. The implication in the analysis that operational effectiveness will not deteriorate under the recommended reduced staffing levels needs to be explained.

g. Life Cycle. The economic analysis used a very conservative life cycle for COPPER of 6 years: 1 year for further development, 2 years for proliferation, and 3 years for full operation. The basis for the 6 years needs to be explained. Implementation of Project COPPER also serves as a starting point for the COPPER Phase IV study which envisions equipping the PPSD's with microfiche equipment for use over an 8-year period. The life cycle used for the Project COPPER should be compatible with that used in other studies.

#### 4. General Comments.

a. The main points disclosed during our review were discussed with Colonel Leksy and Captain Jenkins during our visit to Fort Benjamin Harrison in November 1976. The command reply process prescribed by AR 36-5 and AR 36-6 does not apply to this report. However, we would appreciate your comments on actions taken or contemplated on the conditions discussed above.

b. The courtesies and cooperation extended to the auditors during the audit are appreciated.

Incl  
as

  
HAROLD E. ROBELLO  
District Manager

B-X-3

COPPER

Recommendations for Improving the  
Project COPPER Economic Analysis

A. Personnel Savings.

1. Define the ground rules used in the economic analysis for determining recurring manpower savings. Explain fully, how the savings were computed, and the impact of COPPER on actual staffing levels compared to authorized levels.

2. Recompute the personnel savings on the following basis:

- Use the TOE's which reflect the staffing requirements under the SIDPERS and JUMPS operating environments as a baseline.

- Use the same performance standards (time required to provide pay and personnel services support per person) in computing staffing requirements for the economic analysis that are most likely to be used in computing eventual TOE authorizations.

- Use average populations of divisions, COSCOM's, and TDA supported units in determining staffing levels under COPPER.

- Study the number of PPSD's needed Armywide and use that number in the economic analysis. Assume that COPPER will not reduce the number of service locations and that the number of service locations will be minimized prior to the proliferation of COPPER.

- Use salary and benefit rates that were effective during the same periods for military and civilian personnel. Ensure that the rates were effective during periods consistent with those on which other costs data included in the economic analysis were based. For example, if cost to proliferate is based on 1976 cost data, savings should also be computed on 1976 wage rates. The benefit rates (retirement, insurance, etc) to be added to the wage rates should be those directed by AR 235-5.

3. Support the assumption that changes in staffing requirements will not be necessary in the remaining elements of AG/personnel and finance and accounting after military pay and personnel are organized under the COPPER concept. If changes are anticipated, the effect should be displayed in the economic analysis.

4. Compute the personnel space savings and related dollar amounts for all planned COPPER sites, including the test sites. Show the savings by location and identify the personnel as civilian, officer, or enlisted.



B. Facilities Cost.

1. Conduct another data call on facilities costs. Have each installation report the name and telephone number of the person directly involved in developing the data so that he can be contacted for clarification, if needed.

2. Lay out more specific ground rules for developing estimated facilities costs so that the installations can determine requirements consistently. Some suggestions are:

-State when implementation of COPPER can be expected so that the installations can determine if existing facilities must be used, or if new buildings which are already in the program will be ready in time for COPPER.

-State the distance in which the buildings to be used for the PPSP can be separated and still provide an acceptable working environment.

-State that other activities should be relocated, if necessary, to provide adequate space within existing facilities for the PPSP's. The cost of relocating such activities should be reported as a cost of COPPER.

-State if normal and deferred repair and maintenance should be considered a cost of COPPER.

-State that if new construction is in progress or already budgeted, the cost to COPPER will be limited to the net increase in construction cost arising from unique COPPER requirements.

-State whether or not such items as air conditioning and sprinkler systems or any other upgrading should be considered a requirement of COPPER.

C. Others.

1. Support the implied assumption that the operational effectiveness of COPPER will not materially change if the recommended staffing is used instead of the actual staffing under which the performance data were collected. If the effectiveness data cannot be fully defended for operation under the recommended staffing levels, collect some of the key performance data for several months at the prototype sites operating at the recommended peacetime staffing levels.

2. Limit the one-time training cost to items such as TDY of instructors and students, overtime required to offset the time spent in training, salaries of instructors, and cost of preparing and printing training material. Exclude the normal payroll cost of personnel undergoing COPPER training.



3. Reexamine the cost of reconciling the SIDPERS and JUMPS records to determine whether the one-time reconciliation cost actually represents the level of effort needed if the previously required reconciliations were effective. If not, eliminate the cost from the economic analysis or revise it as necessary to show actual requirements of COPPER.

4. Reexamine the amount of one-time equipment savings expected from conversion to COPPER. The value of equipment turned in should exclude excess equipment on hand prior to COPPER. In addition, the savings should be further reduced unless the assumption that the equipment will be reused can be supported.

5. Reexamine the 6-year life estimated for COPPER. Use more than 6 years if COPPER can be expected to exist for a longer period, even under modified form.

### Personnel Savings

1. Background. The personnel savings of \$119.6 million to be achieved by implementing Project COPPER were computed based on a comparison of authorized staffing levels under the existing organizational structure with the authorized levels proposed under COPPER. The staffing levels needed by a TDA structured PPSD should be the same as authorized. However, the staffing levels authorized for a TOE PPSD are based on operations in a wartime environment. Operation in a peacetime environment requires a higher staffing level, which is usually attained by use of personnel borrowed from other units or from excess personnel on hand. No attempt was made to rationalize any actual savings in the analysis. The actual staffing reductions, if any, to be achieved by implementing COPPER is not known. Personnel savings to be achieved would be a reallocation of authorized spaces to other areas. However, as discussed in the following paragraphs, the number of spaces available for reallocation may be significantly less than currently shown, and hard dollar savings to be achieved by COPPER may be significantly less than the \$119.6 million.

2. Baseline Staffing Level. The staffing levels used as a baseline for comparison with the authorized staffing levels proposed under COPPER were based on the 14-7H (personnel) and 12-7H (Finance) series TOE's which were published in November 1970 prior to the implementation of SIDPERS. The baseline staffing level (wartime) of 279 was used for divisions and COSCOM's. Since the economic analysis was prepared, a new series TOE, 14-7H was published that reflected the staffing requirements in the SIDPERS environment. The new series TOE published in October 1976 would reduce the baseline staffing level from 279 to 252. The COPPER project team has since concluded that 252 should be used as a baseline in order that personnel savings to be achieved through COPPER are stated more accurately. We agree.

3. Proposed Staffing Level.

a. The proposed wartime staffing levels under COPPER were 207 for a division and 185 for a COSCOM supporting the same size population (16,000). The difference was due to the assumption that the COSCOM personnel would have more productive time. Since the analysis has been completed, the COPPER project team concluded that such an assumption was invalid and that a COSCOM should also have a staffing level of 207. We agree.

b. The staffing level of 207 was based on a performance standard of 2.18, meaning that 2.18 direct man-hours were required monthly to support one person. The 2.18 hours were based on observations of the COPPER evaluation team over a 1-month period at the PPSD's at Fort Bragg. The evaluation report pointed out that performance factors were

already listed in AR 570-2 but were not used because the performance standard of 2.18 was lower than the standard of 2.6302 in the AR and therefore showed greater savings.

c. We discussed the performance standards with combat developments personnel at the U. S. Army Administration Center and determined that the standards in the AR were based on data obtained over an extended period of time from many locations, represented the accepted average Armywide standard and would most likely be used in developing TOE's for the COPPER organizations. By applying the factors in Chapter 10, AR 570-2, which total 2.6302 hours for personnel and finance activities, we determined that 187 direct workers would be required under COPPER at divisions and COSCOM's supporting populations of 16,000. If the 52 supervisory and indirect workers identified in the test evaluation report, are added to the 187 direct workers, the total required would be 239 instead of the 207 used in the economic analysis. Accordingly, the personnel savings shown would be significantly reduced.

d. We recognize that the performance standards in the AR could change but we doubt that they would change as drastically as the limited observations of the evaluation team would deem necessary. Due to the impact on the economic analysis, we believe that the performance standard used should be conservative. The standard most likely to be used in the actual TOE computations should also be used in the analysis.

4. Armywide Strength Projections. The military populations used as a basis for proposing staffing levels by each PPSD Armywide appear to have resulted in an overstatement in the manpower required. The economic analysis assumes 94 PPSD's, including 16 divisional PPSD's, 4 COSCOM PPSD's, and 74 TDA PPSD's. Another assumption was that each division and COSCOM PPSD would support a population of 16,000 and each TDA-structured PPSD would support a population of 9,000. The proposed staffing levels of each PPSD were computed on the basis of those populations. By projecting those populations to all 94 PPSD's, the Armywide military population would total 986,000 or about 25 percent more than the Army's authorized strength of 790,000 projected over the next 5 years. The population served by each PPSD should be revised in order that the total population projection will be more in line with the Army's strength. The staffing level computations would then also have to be recomputed and the economic analysis modified accordingly.

5. Number of PPSD's. The 94 proposed PPSD's would be established from the existing 143 MILPO's and 127 JUMPS-Army Input Stations (94 main stations and 33 branches). If 94 locations can be assumed to be adequate under COPPER, the same number of locations can be assumed to be adequate under the existing organizational alignment. We learned from a discussion with personnel of the COPPER project team that the number of PPSD's that would be needed Armywide has not been thoroughly studied, or their location determined. Such a study should be made. The economic analysis should assume that the number of service locations will be minimized prior to COPPER and that any reduction in the number of locations is not directly attributable to COPPER.



6. Civilian Wage Rates. The civilian wage and benefit rates used in the analysis were not current or consistent with the military rates used in computing personnel savings. The civilian wage rates were taken from the SIDPERS Economic Analysis published in March 1975; however, the effective date of the civilian wage rates was not known. The military rates used were effective as of October 1975. Since then both civilian and military wage rates have increased and the benefit rates to be applied for retirement, insurance, etc. have greatly increased. The civilian personnel savings should be recomputed using rates effective for the same period as used for the military. In addition, the savings and the proliferation costs should be computed on the basis of the same year's dollars.



### FACILITIES COSTS

1. Background. The Corps of Engineers was tasked with conducting a survey of facilities that can be made available to house the PPSD's at the various installations and determine the budgetary costs for the maintenance, repair, and alterations/construction projects necessary to provide adequate facilities at each installation. The Office of the Chief of Engineers (OCE) provided guidance to the major commands for having the installations concerned furnish the necessary cost information. The installations combined reported a need of \$55.1 million (\$2.6 million for the 3 additional test sites and \$52.5 million for locations during proliferation) which was shown in the economic analysis as part of the total proliferation cost. The cost reported for the additional sites averaged \$612,000 per PPSD. COPPER was implemented at the three Fort Bragg PPSD's with a total cost of \$80,000 of which \$50,000 was for a vault which was planned without COPPER.

2. Discussion. From our review of the facilities cost reported from 10 locations it appeared that the installations assumed that the relative condition of the existing administrative facilities would be upgraded because of COPPER. These upgrades would include improving the quality of existing facilities and increasing total available office space. We noted that costs were reported to add additional administrative space at installations through conversion of existing structures and by new construction. The entire cost of such expansion was charged to COPPER although COPPER will not increase the number of administrative-type personnel; in fact, COPPER will result in some personnel reductions. In addition, the cost of proposed, budgeted, or ongoing construction of administrative buildings for use by military personnel and finance offices was charged to COPPER. Only the additional cost, if any resulting from the uniqueness of COPPER should be charged. Following are examples of some of the more significant problems noted:

-Fort McClellan. Facilities cost totaling \$1.05 million (new construction costing \$689,200 and repair and maintenance costing \$364,000) was reported. The cost was to rehabilitate one-half of a permanent 3-story structure currently used for administrative purposes. New construction included the installation of air-conditioning at \$234,000 and an elevator at \$26,000. Except for the installation of a vault at \$12,000 and a security system at \$10,000, the new construction and repair and maintenance costs appeared to be required under existing conditions but based on local decisions have remained unfinanced.

-Fort Hood. Facilities cost totaling \$1.9 million was reported. The cost included \$700,000 for repair and maintenance of 22 temporary buildings and \$1.2 million in construction for 20 of the buildings. The repair and maintenance cost was an unfinanced requirement without COPPER. The new construction cost included \$309,000 for alterations on 6 buildings already in use for pay and personnel functions. The \$309,000 included the cost of air-conditioning the buildings although the facilities were not adequate and air-conditioning had not been installed in the past. We also noted that some of the buildings identified for use under COPPER have been condemned and each of these buildings had an alteration limitation of \$350. Most current plans were to convert buildings for COPPER within local approval limit of \$75,000 or at the maximum allowed for minor construction with DA approval of \$400,000 as an interim measure until new administration buildings become available.

-Fort Sam Houston. Construction cost of \$1.16 million was reported for alteration work required on facilities which Fort Sam Houston expects to acquire from the Air Force in fiscal year 1980. The plan, even without COPPER, is to relocate the pay and personnel activities close together when the Air Force facilities are acquired. As most or all of the alteration cost would be needed even without COPPER, the charging of all the \$1.16 million to COPPER is questionable.

-Fort Bliss. New construction cost of \$6.39 million was reported. The amount represented was the total cost of acquiring a new administration building by 1981 as included in the 5-year master plan. The interim requirement for implementing COPPER was not reported. There should be no cost to COPPER for the new construction unless the plans have to be modified for unique COPPER requirements.

3. Conclusions. We concluded that the reported costs were unreliable and that another data call should be made to obtain more accurate cost information. Additional and more specific guidance should be provided to ensure that the installations compute their requirements on a more consistent basis.

# FORSCOM'S METHODS AND STANDARDS STUDY

PHASE I (METHODS PHASE) COMMENCED 1 NOV 77 AND IS SCHEDULED TO BE COMPLETED 8 FEB 78.

RESULTS OF THIS PHASE WILL BE COMPILED DURING THE PERIOD 9 FEB - 23 MAR; IN THIS REGARD THE FOLLOWING ISSUES ARE SIGNIFICANT.

- A. NO CHANGES TO JUMPS/SIDPERS SYSTEMS WILL BE ENTERTAINED.
- B. CHANGES TO COPPER PROCEDURES WILL BE MADE, BUT ONLY WITH PRIOR CONCURRENCE OF ADMINCEN.
- C. IT IS FEASIBLE (ALTHOUGH IT WILL REQUIRE MORE ANALYSIS AND TIME) TO DEVELOP STAFFING CRITERIA FOR VARIOUS OPERATIONS WHICH WOULD PROVIDE FOR ARMY WIDE APPLICATION.

PHASE II (STANDARDS) WILL NOT COMMENCE UNTIL A FINAL DECISION IS MADE ON COPPER. (FUNDING FOR PHASE II IS TO BE APPROXIMATELY 50K.)

UNITED STATES ARMY INSTITUTE OF ADMINISTRATION

FORT BENJAMIN HARRISON, IN 46216

NOVEMBER 1975

PROGRAM OF INSTRUCTION FOR:

CONSOLIDATION OF MILITARY PAY AND PERSONNEL FUNCTIONS

(COPPER)

LENGTH OF TRAINING - 25 HOURS

B-XII-1

COPPER



## SECTION I - PURPOSE

A. COURSE: Consolidation of Military Pay and Personnel Functions (COPPER)

B. PURPOSE: To train officers, enlisted members, and civilians on COPPER concepts and procedures prior to their assignment to a Personnel and Pay Service Division (PPSD).

MOS for which trained: None.

C. PREREQUISITE: Member of the active Army or a Reserve Component and Department of the Army civilians who are or will be assigned to a position which requires utilization of COPPER training. No security clearance required. Obligated service required: None.

D. LENGTH: 25 Hours.

E. TRAINING LOCATION: Installation/base on which PPCD will be established.

## SECTION II - SUMMARY

COURSE: Consolidation of Military Pay and Personnel Functions (COPPER).

HOURS: 25 Hours.

| <u>SUBJECT</u>          | <u>HOURS</u> | <u>ANNEX</u> | <u>PAGE</u> |
|-------------------------|--------------|--------------|-------------|
| I. Initial Training     |              |              |             |
| A. Academic Subjects    |              |              |             |
| COPPER                  | 25           | A            | 4           |
| B. Nonacademic Subjects | 0            |              |             |
| C. Type of Instruction  |              |              |             |
| Lecture                 | 19           |              |             |
| Practical Exercise      | 3            |              |             |
| Seminar                 | 3            |              |             |
|                         | —            |              |             |
|                         | 25           |              |             |

B-XII-2

COPPER

SECTION III - BODY

COURSE: Consolidation of Military Pay and Personnel Functions  
(COPPER)

ACADEMIC SUBJECT - 25 HOURS

| <u>SUBJECT</u>                                    | <u>MINUTES</u> | <u>ANNEX</u> | <u>PAGE</u> |
|---|----------------|--------------|-------------|
| Document Control and Records Branch (DCRB)        |                | A            | 4           |
| a. Introduction                                   | 40             |              |             |
| b. SIDPERS/JUMPS Interface                        | 45             |              |             |
| c. Branch Training                                |                |              |             |
| (1) Organization & Functions                      | 35             |              |             |
| (2) Control Forms                                 | 35             |              |             |
| (3) Procedures/SOP                                | 60             |              |             |
| (4) PE and critique                               | 45             |              |             |
|   | <hr/>          |              |             |
|   | 260            |              |             |
| Pay and Personnel Branch (PPB)                    |                | A            | 4           |
| a. Introduction                                   | 40             |              |             |
| b. SIDPERS/JUMPS Interface                        | 45             |              |             |
| c. DCRB Organization, Functions<br>and Procedures | 45             |              |             |
| d. Branch Training                                |                |              |             |
| (1) Organization & Functions                      | 20             |              |             |
| (2) Control Forms                                 | 20             |              |             |
| (3) Procedures/SOP                                | 60             |              |             |
| (4) PE and critique                               | 40             |              |             |
|   | <hr/>          |              |             |
|   | 270            |              |             |

**Quality Control Branch (QCB)**

**A**

**4**

- |   |    |
|---|----|
| a. Introduction                                   | 40 |
| b. SIDPERS/JUMPS Interface                        | 45 |
| c. DCRB Organization, Functions<br>and Procedures | 45 |
| d. Branch Training                                |    |
| (1) Organization & Functions                      | 20 |
| (2) Control Forms                                 | 20 |
| (3) Procedures/SOP                                | 60 |
| (4) PE and critique                               | 40 |

---

270

**SIDPERS/JUMPS Interface Branch (SJIB)**

- |   |    |
|---|----|
| a. Introduction                                   | 40 |
| b. SIDPERS/JUMPS Interface                        | 45 |
| c. DCRB Organization, Functions<br>and Procedures | 45 |
| d. Branch Training                                |    |
| (1) Organization & Functions                      | 20 |
| (2) Control Forms                                 | 20 |
| (3) Procedures/SOP                                | 60 |
| (4) PE and critique                               | 40 |

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270

**Customer Service Branch (CSB)**

- |   |    |
|---|----|
| a. Introduction                                   | 40 |
| b. SIDPERS/JUMPS Interface                        | 45 |
| c. DCRB Organization, Functions<br>and Procedures | 45 |
| d. Branch Training                                |    |

**B-XII-4**

**COPPER**

|                              |    |
|------------------------------|----|
| (1) Organization & Functions | 20 |
| (2) Control Forms            | 20 |
| (3) Procedures/SOP           | 60 |
| (4) PE and critique          | 40 |

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270

PPSD Branch Chief Seminar

|                 |    |
|-----------------|----|
| a. Division     | 60 |
| b. Installation | 60 |
| c. COSCOM       | 60 |

---

180

|                         |   |              |
|-------------------------|---|--------------|
| TOTAL INSTRUCTION HOURS | = | 1,340        |
| SEMINAR HOURS           | = | 180          |
| TOTAL TIME              | = | <u>1,520</u> |



#### SECTION IV - ANNEX

##### Annex A - COPPER Initial Training

**Purpose:** To train officers, enlisted members and civilians on COPPER concepts and procedures prior to their assignment to a Personnel and Pay Services Division (PPSD).

**Target:** A class of approximately 50 students. All students attending a class are or will be assigned to the same functional area of a PPSD but need not be assigned to the same PPSD.

**Objective:** The student will be able to discuss the total organization, to include the internal and external staff and command relationships, of the PPSD. In addition, the student will be able to discuss the flow of documentation through his/her branch; how to prepare COPPER forms used within the branch; what transactions are affected by the SIDPERS/JUMPS Interface; and how management controls are exercised to maintain suspenses, to prevent loss of transactions and documents, to assure timeliness and accuracy, and to furnish status reports.

##### Annex B - Typical Training Schedule (Fort Bragg, N.C.)

| <u>Functional Area</u>          | <u>Students</u> | <u>Classes</u> | <u>Hours</u> | <u>Total Hours</u> |
|---------------------------------|-----------------|----------------|--------------|--------------------|
| Document Control and Records Br | 131             | 4              | 4 1/3        | 17                 |
| Personnel and Pay Br            | 377             | 8              | 4 1/2        | 36                 |
| Quality Control Br              | 92              | 3              | 4 1/2        | 13 1/2             |
| SIDPERS/JUMPS Interface Br      | 65              | 2              | 4 1/2        | 9                  |
| Customer Service Br             | 169             | 3              | 4 1/2        | 13 1/2             |
| PPSD Branch Chief Seminar       | <u>17</u>       | <u>3</u>       | <u>3</u>     | <u>9</u>           |
| <u>TOTAL</u>                    | 851             | 23             | 25           | 98                 |

MERGER IMPACT MATRIX

|  | USAFAC | TRADOC | FORSCOM | ADMNEN | MILPERCEN |
|--|--------|--------|---------|--------|-----------|
| 1. Integration of Master Pay and Personnel Files (size, compatibility checks, back-up).  | X      | X      | X       | X      | X         |
| 2. Responsibility for regulations, policy, entitlements determination, related pay/allowance committees, and other merged functions.                             | X      | X      | X       | X      | X         |
| 3. Responsibility for other pay related activities such as disbursing, appointment of AD0s, pay/personnel assistance teams.                                      | X      | X      | X       | X      | X         |
| 4. Physical location of merged organization (where, space).  | X      | X      | X       |        | X         |
| 5. Responsibility for interface with existing pay systems (active, retired, reserves, and other systems).  | X      |        |         | X      | X         |
| 6. Size and commonality of ADPE.   | X      |        | X       | X      |           |
| 7. Cost Benefit analysis (construction, personnel requirements, move, efficiency).   | X      | X      | X       |        |           |
| 8. Degradation of service due to loss of qualified personnel upon relocation.  | X      | X      | X       |        |           |
| 9. Impact on intermediate levels of command (MACOM, Installation, etc.) which would also have to reorganize.   | X      |        | X       |        | X         |
| 10. Span of control and organizational structure.  |        | X      | X       |        | X         |
| 11. Availability of civilian personnel by location.  |        | X      | X       |        | X         |
| 12. Impact on Finance and Ag Corps to include cross training/retraining, MOS/ASJ structure, SQT testing during transfer, civilian job description and GS series. |        | X      | X       |        | X         |
| 13. GAO approval.  | X      |        |         |        | X         |
| 14. Detailed implementation plan.  |        | X      | X       |        |           |
| 15. Impact on reserve components.  |        |        | X       |        |           |



62744

DEPARTMENT OF THE ARMY  
SOUTHERN DISTRICT, U.S. ARMY AUDIT AGENCY  
30 PRYOR STREET, S.W., ROOM 1037  
ATLANTA, GEORGIA 30303

DCDR *Uno*

CDR

CF: DCD ✓  
DEV

CSAA-SOD

15 FEB 1978

SUBJECT: Audit of Follow-on Prototype Test of the Consolidation of Military Pay and Personnel (COPPER), Audit Report SO 78-706

THRU: HQDA(CSAA-ZA) *Herring 17 Feb 78*

*DCO B 27 Feb*  
TO: Commander *M. R. R.*  
US Army Administration Center  
Fort Benjamin Harrison, IN 46216

1. Purpose and Scope. At the direction of the Vice Chief of Staff, Army we made an audit of the follow-on prototype test of COPPER. The objectives of the audit were to determine if the (i) test plan provided for collection of sufficient data to perform an objective evaluation and was followed, (ii) test results were reported accurately, and (iii) conclusions were supported. Audit work was done concurrently with the follow-on prototype test at Fort Bragg, North Carolina and Fort Campbell, Kentucky. The audit was made in accordance with generally accepted auditing standards during the period September 1977 to February 1978.

2. Background.

a. The initial prototype test of COPPER was conducted at Fort Bragg during the period 22 March through 23 April 1976. As reported in our Audit Report SO 77-401, 17 December 1976, we concluded that because of various problems and omissions, the overall operational effectiveness of COPPER could not be evaluated objectively and the total costs versus potential benefits could not be assessed. We also concluded that until certain deficiencies were corrected, and an objective evaluation was made, a decision on the extension of COPPER should not be made. In a letter dated 13 January 1977, the Vice Chief of Staff, Army stated that expansion of COPPER testing to other sites would be contingent upon demonstration of a valid test at Fort Bragg.

b. The follow-on prototype test was conducted at Fort Bragg and Fort Campbell during the period 26 September through 28 October 1977. Fort Campbell was selected as the baseline so that operating results in a



15 FEB 1978

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non-COPPER environment could be compared to those at Fort Bragg. Results of the follow-on test and evaluation were presented in a draft report (TRADOC Project No. FO 096) dated February 1978. The report was prepared by the COPPER Evaluation Team under the direction of the Test Division, US Army Administration Center. The Team's overall conclusions, as stated in the Executive Summary, were as follows:

"Results of the various subtests show that while people can make any system work, the COPPER organizations are neither as efficient nor as effective as non-COPPER personnel and finance organizations. In terms of the original objectives specified for COPPER, the prototype PPSD's—particularly those staffed with military—have not been a success."

The Team also concluded that:

- Personnel and pay services to the soldier at Fort Bragg have been degraded under COPPER, not improved as intended.
- The COPPER prototype organizations, as currently configured, do not save personnel.
- The SIDPERS/JUMPS interface is working and appears to have potential for continued development.

Other issues addressed in the draft report include the span of control required of management under COPPER, the number of records with discrepancies at both installations, and the need for equipment and facilities. The test results were presented to the COPPER Merger Steering Group at Fort Bragg on 7 February 1978. Except for certain refinements to the recommendations, the test results were accepted by the Merger Steering Group.

### 3. Results of Audit.

a. Conclusions. We concluded that the follow-on prototype test was objective and thorough and the reported test results reflect conditions encountered during the test. The test plan generally was followed and executed properly at both Fort Bragg and Fort Campbell. We did note that certain transactions were not being timed correctly during the first week of the test at Fort Campbell. This matter was brought to the attention of appropriate test personnel and required procedural changes were made immediately. The processing time contained in the test report excluded the transactions timed incorrectly. The test results were reported accurately and the conclusions were supported. Like the COPPER Evaluation



CSAA-SOD

15 FEB 1978

SUBJECT: Audit of Follow-on Prototype Test of the Consolidation of  
Military Pay and Personnel (COPPER), Audit Report SO 78-706

Team, we too concluded that SIDPERS and JUMPS transactions were processed in a more timely manner at Fort Campbell than at Fort Bragg.

b. Observations. We do have several observations on certain aspects of the test that were not fully covered in the draft report. These observations, which your staff may wish to consider when preparing the final report, are summarized below.

(1) In our prior audit report, we recommended that the personnel and pay data bases be reconciled prior to retesting COPPER. Compatible data bases will improve the efficiency of the SIDPERS/JUMPS interface and reduce the JUMPS reject rate. Data bases at Fort Bragg had not been reconciled fully prior to the test. As of 31 August 1977, 12,318 individual records had data base differences. Our review showed that only 5,877 records (48 percent) had been reconciled as of 4 October 1977. To determine the impact of not reconciling the data bases, we adjusted the JUMPS reject rate for fiscal year 1977 at Fort Bragg by excluding those rejects that were caused by differences in personnel and pay data bases. The adjusted rate at Fort Bragg was then compared to the rate at Fort Campbell. This comparison showed a JUMPS reject rate of 3.6 percent for Fort Bragg as opposed to a rate of 1 percent for Fort Campbell. Although reconciliation of the data bases at Fort Bragg would have reduced the JUMPS reject rate, the JUMPS reject rate under the non-COPPER environment was still more favorable.

(2) In regard to unreconciled SIDPERS/JUMPS data bases, the COPPER Evaluation Team reported that the number of records with discrepancies at Fort Campbell was higher per population served than at Fort Bragg. We attributed this condition to the requirement for periodic data base reconciliations under COPPER. This requirement is important from the standpoint of increasing the efficiency of the SIDPERS/JUMPS interface feature of COPPER. However, periodic reconciliations of data bases could be expanded, if desired, to the non-COPPER environment without having to implement COPPER.

(3) Our audit also showed that not only were JUMPS and SIDPERS transactions processed faster at Fort Campbell, but rejected JUMPS transactions at Fort Campbell required less additional processing time. Rejected SIDPERS transactions required about the same amount of time to reprocess at both installations. A comparison of processing time for rejected transactions by activity follows:

15 FEB 1978

CSAA-SOD

SUBJECT: Audit of Follow-on Prototype Test of the Consolidation of  
Military Pay and Personnel (COPPER), Audit Report SO 78-706

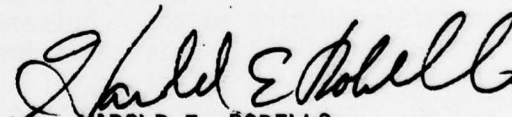
| System/Activity | Average Time Required To<br>Reprocess Rejected Transactions<br>(In Days) |               |
|-----------------|--|---------------|
|                 | Fort Bragg   | Fort Campbell |
| JUMPS:          |  |               |
| Installation    | 12   | 8             |
| Division        | 12   | 6             |
| COSCOM          | 11   | na            |
| Average         | 12   | 6             |
| SIDPERS:        |  |               |
| Installation    | 4  | a/            |
| Division        | 5  | a/            |
| COSCOM          | 6  | na            |
| Average         | 5  | 6             |

a/ Installation and Division personnel functions were consolidated at Fort Campbell and, therefore, only one figure for SIDPERS reprocessing time was applicable.

#### 4. General Comments.

a. The results of our audit were discussed with the Test Director, COPPER Evaluation Team and members of his staff at various times throughout the audit. In addition, we discussed our overall conclusions with the Deputy Test Director on 18 January 1978.

b. The command reply process prescribed by AR 36-5 and AR 36-6 does not apply to this report. The courtesies and cooperation extended to the auditors during the audit are appreciated.

  
HAROLD E. ROBELLO  
District Manager

CF:  
Comptroller of the Army  
DCSPER, DA  
Cdr, FORSCOM, ATTN: AG  
Cdr, TRADOC  
Cdr, MILPERCEN  
Cdr, USAFAC  
Cdr, Fort Bragg  
Cdr, Fort Campbell

COPPER

B-XIV-4



DEPARTMENT OF THE ARMY  
U. S. ARMY FINANCE AND ACCOUNTING CENTER  
INDIANAPOLIS, INDIANA 46249

24 JUL 1975

FINCD

SUBJECT: Accountability, Liability and Responsibility Under the  
Installation Model of the COPPER Organization (Consolidation  
of Personnel and Pay Functions)

Commander  
U. S. Army Administration Center  
Fort Benjamin Harrison, IN 46216

1. The purpose of this letter is to define responsibilities and liabilities of the Chief, Personnel and Pay Services Division (PPSD) and the Finance and Accounting Officer of ADMINCEN during the period of time that Personnel and Pay functions are consolidated in the Model Office.
2. Under provisions of Public Law, the Finance and Accounting Officer is the Accountable Disbursing Officer (ADO) for all payments or collections made under his jurisdiction. Accordingly, payments or collections determined to be improper by the General Accounting Office will be charged against the account of the ADO. Notwithstanding this provision, the Department of the Army shall take such steps as are necessary to relieve the ADO and to administratively hold liable any officer or his representative who certified such voucher(s) as being proper for payment as provided in paragraph 4 and 5 of this letter. For this purpose, certification includes the transmission of input by electronic or other means into the Joint Uniform Military Pay System (JUMPS) for payment or collection by the U. S. Army Finance and Accounting Center. An improper payment or collection includes payments or collections which are in contravention of law or regulation as well as failure to collect monies which are due to the Government of the United States or its instrumentalities where required by public regulation.
3. The ADO will make payments and collection based on certification by the Chief PPCS or his representative. However, the ADO is not required to make any payment or collection which he knows is in contravention of law, even though it has been certified by the Chief, PPCS or his duly authorized representative. Doubtful cases which are detected will be submitted to the General Accounting Office for determination in accordance with AR 37-103.





24 JUL 1975

FINCD

SUBJECT: Accountability, Liability and Responsibility Under the  
Installation Model of the COPPER Organization (Consolidation  
of Personnel and Pay Functions)

4. The Chief, PPSD has the following responsibilities and liabilities under  
COPPER at Fort Benjamin Harrison, IN.

a. Responsibilities:

(1) The Chief, PPSD is responsible for the planning, execution,  
control and certification of personnel and pay actions to insure accurate,  
timely and efficient processing.

(2) The Chief, PPSD is the certifying officer for vouchers prepared  
by the PPSD. Authority to certify may be delegated, in writing, by the  
Chief, PPSD to selected key personnel as prescribed in paragraph 2-57(A)  
AR 37-103.

(3) The Chief, PPSD is the responsible officer for all JUMPS input  
transmission to include local payment and cash check data. This responsibility  
incompasses correctness of facts, authenticity, propriety and legality.

b. Liabilities:

(1) This certification responsibility imposes direct responsibility for  
erroneous, improper, incorrect or illegal payments or collections processed  
by Accountable Disbursing Officers as a result of improper certification.

(2) In any case where a Notice of Exception is issued by the General  
Accounting Office against the account of the Accountable Disbursing Officer,  
where disbursing action, to a properly identified payee, was taken based on  
a valid certifying officer's approval, the Army will administratively hold  
the certifying officer responsible.

5. Accountable Disbursing Officer - Responsibilities and Liabilities:

a. Responsibilities for military pay and military travel payments are  
limited as follows:

(1) The ADO is responsible for accurate, timely, and efficient  
processing of certified vouchers submitted by the PPSD.

(2) The Accountable Disbursing Officer is responsible to insure that  
payment and collection vouchers prepared by the PPSD are in the proper form;  
that vouchers are duly certified by an authorized certifying officer, eg.,  
Chief, PPSD or his designee(s); that payees and remitters are properly  
identified per paragraphs 2-56, 6-41 and 6-2 of AR 37-103 and that amounts  
are paid or collected accurately.