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→ In the event of mobilization DoD will have to hire 400 thousand additional civilians many of them highly skilled for its CONUS installations. Where and how to get them is a matter of considerable concern to DoD's manpower planners.

In November 1985 a mini-exercise was held involving 20 DoD installations wherein the potential availability of additional civilian manpower was assessed as well as the procedures for identifying, processing and distributing available personnel.

The report contains recommendations design to strengthen the civilian manpower requirements determination and transmittal process, to utilize by skill, of civilian manpower in the current peacetime economy in the central area of California.

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**1985 CIVILIAN MANPOWER
MOBILIZATION MINI-EXERCISE**



September 1986

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Executive Summary

1985 CIVILIAN MANPOWER MOBILIZATION MINI-EXERCISE

In the event of mobilization, DoD will have to hire 400 thousand additional civilians, many of them highly skilled, for its CONUS installations. Where and how to get them is a matter of concern to DoD's manpower planners.

A mini-exercise in November 1985 at 20 installations in central California showed that the local mobilization needs could not be met by available civilians – people unemployed or seeking a change of employment. The shortfall averaged 39 percent, ranging from 13 percent in the Sacramento area to 53 percent in the area around San Francisco. In some highly skilled occupations, the shortfall was as great as 90 percent. Findings were similar in a mini-exercise at eight military installations in the Hampton Roads, Virginia area in 1981.

Furthermore, competition for skilled civilians between military installations and defense-related private industry could make matters worse. In one local area alone, we found that private industry would need an additional 35,000 skilled people. Although the magnitude of the competition cannot be measured until the private sector knows what the industrial expansion requirements would be, the problem could be serious, perhaps even critical.

There may also be a problem in the distribution/allocation of civilian manpower among competing military installations in a region. We believe the procedures prescribed by DODD 3005.6, "Civilian Work Force Mobilization Planning and Management," would not be effective for allocating civilian personnel during a mobilization if sufficient manpower were not available.

In the last 4 years DoD has improved markedly in specifying the types and numbers of skilled civilians it needs to hire and in reporting those requirements to both Federal and local authorities. But there is one notable deficiency; the civilian manpower requirements of military installations are often not accurately reflected in the DoD Wartime Manpower Planning Systems (WARMAPS).

Accordingly, we recommend that the Assistant Secretary of Defense (Force Management and Personnel) take the following actions:

- Examine the feasibility of filling billets in CONUS installations by pre-assigning DoD employees who would be evacuated from overseas during mobilization.
- Locate skilled civilians who could become available from other Federal agencies during mobilization and set procedures in place for transferring them when the need arises.
- Devise procedures for borrowing skilled civilians from private industry during mobilization.
- Revise DODD 3005.6 to provide clear guidelines to local civilian personnel committees for the distribution of personnel.
- In conjunction with the Military Departments and Defense Agencies, resolve the discrepancies between installations' requirements for civilian manpower and WARMAPS data.
- In conjunction with the Department of Labor, Office of Personnel Management, the Military Departments and state employment offices, determine the feasibility of an automated system for matching available civilian personnel to mobilization requirements.

We further recommend that the Assistant Secretary of Defense (Force Management and Personnel), in cooperation with the Assistant Secretary of Defense (Acquisition and Logistics):

- Press on with efforts to calculate realistic requirements for civilian manpower in both DoD installations and defense-related industries.
- Transmit these requirements to the Secretary of Labor to support him in carrying out his responsibilities under Executive Order 10480 to "...formulate plans, programs and policies for meeting defense and essential civilian labor requirements..."

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1. EXERCISE PLANNING AND EXECUTION

BACKGROUND

During the autumn of 1982 the Department of Defense (DoD), in conjunction with the Joint Chiefs of Staff (JCS) exercise Proud Saber 83, conducted an exercise to test DoD procedures for identifying additional civilian workers to meet DoD organic facilities' requirements during a national emergency. The exercise was conducted in the Hampton Roads, Virginia area and included eight Army, Navy, and Air Force installations. Other participants were the Virginia Employment Commission (VEC) and the area Office of Personnel Management (OPM) at Newport News, Virginia.

The results of the exercise indicated that:

- Potentially significant shortages existed in skilled personnel in ship-building and repair, aircraft depot maintenance, and weapon depot maintenance.
- No quick and uncomplicated method existed to match the Civil Service occupational codes used by DoD with the Dictionary of Occupational Titles (DOT) codes used by VEC.
- DoD had no method of allocating civilian hires among the installations competing for their skills.
- Public employment offices were unable to identify enough skilled personnel in the area to satisfy all of the installations' mobilization requirements.
- Civilian personnel mobilization requirements data were of questionable accuracy.

As a result of the exercise, DoD Directive 3005.6, "Civilian Work Force Mobilization Planning and Management," was rewritten and reissued in 1984 to provide policy and guidance toward rectifying most of the problems. Also, a method was developed to relate the Civil Service occupational codes to the DOT occupational codes.

1985 EXERCISE PLANNING

A second civilian mini-mobilization exercise was planned in conjunction with the 1985 autumn JCS exercise, PORT CALL 86. In planning for this civilian mobilization exercise it was decided not to use the classified PORT CALL 86 scenario, but to use an Office of the Secretary of Defense (OSD) unclassified scenario for full mobilization. Since it was not classified, the scenario was distributed widely among exercise participants.

The exercise was to examine the DoD progress since the 1982 exercise in improving civilian mobilization procedures, specifically in the areas of:

- Identifying wartime civilian employment requirements for DoD installations
- Identifying additional workers to satisfy the requirements
- Screening workers with a reserve or military recall obligation.

In addition, the exercise would consider the issue of competition for scarce highly skilled workers between DoD installations and surging defense industries and would test the concept of using area committees to allocate highly skilled workers among installations.

The rationale for conducting the exercise and a general outline of the exercise was provided to the Military Department Secretaries and the Director of the Defense Logistics Agency in a 23 April 1985 memorandum from the Acting Assistant Secretary of Defense (Manpower, Installations and Logistics). A copy is in Appendix A. The memorandum stipulated that the exercise would take place in the San Francisco, Sacramento, and Monterey areas of California.

Twenty installations representing all Military Services and the Defense Logistics Agency were selected for participation in the exercise. In addition, we asked the American Defense Preparedness Association (ADPA) and the National Security Industrial Association (NSIA) to provide information on the projected

requirements for skilled workers among their respective membership in local defense-related industries during a mobilization.

For the purposes of the exercise, the central California area was separated into three geographic areas, the San Francisco Bay Area, the Sacramento Area, and outlying areas. The installations were grouped to facilitate civilian personnel data management as follows:

San Francisco Bay Area

Concord Naval Weapons Station
Military Sealift Command, Pacific Area
Naval Air Rework Facility, Alameda
Naval Air Station, Moffett
Naval Electronics Engineering Center, Vallejo
Naval Facilities Engineering Command, San Bruno
Naval Station, Treasure Island
Naval Supply Center, Oakland
Oakland Army Base
Presidio of San Francisco
Travis Air Force Base

Sacramento Area

Defense Depot, Tracy
Mather Air Force Base
McClellan Air Force Base
Sacramento Army Depot
Sharpe Army Depot

Outlying Areas

Castle Air Force Base
Fort Ord
Marine Corps Logistics Center, Barstow
Naval Air Station, Lemoore

EXERCISE PREPARATIONS

Prior to the start of the exercise, we visited the Civilian Personnel Officers (CPO) and their staff members at every installation. Our purpose was to outline and explain the objectives of the exercise, begin a comparison of the accuracy of civilian personnel requirements contained in the DoD Wartime Manpower Planning System (WARMAPS) data files with local requirements, and solicit comments about the

usefulness of the recently distributed DoD publication, "Prototype Installation Mobilization Manpower Planners Handbook." OSD observers went to the San Francisco Bay area to explain the exercise essentials to the California Employment Development Division (CEDD) and the Office of Personnel Management (OPM) personnel. In addition, representatives of two of the Services visited their respective CPOs providing them with additional details regarding the exercise.

Detailed exercise guidance was provided to the participants in early October. Guidance included the exercise assumptions, the unclassified mobilization scenario, and the suggested procedures for each installation to follow when submitting personnel requirements to the local offices of CEDD, or OPM. A copy of this guidance memorandum is contained in Appendix B. A list of the exercise events and activities is contained in Appendix C.

1985 EXERCISE EVENTS AND ACTIVITIES

The start of the civilian mini-mobilization exercise coincided with the start of Exercise PORT CALL 86 on 12 November 1985. On that day, the installations' CPOs provided most of their civilian personnel requirements to the local offices of CEDD and OPM. The requirements were for the first 180 days of a mobilization. There were three exceptions: engineer requirements were submitted to OPM, Los Angeles; engineer technicians requirements to OPM, Sacramento; and computer specialist requirements to OPM, Phoenix. These requirements were to be submitted by the installations in the format suggested in the October memorandum to facilitate their processing at CEDD and OPM. Copies were provided to the DoD observer. We also used this information to determine the reliability of a recently developed automated system that translates civil service occupational codes into DOT occupational code equivalents and to complete the comparison of local data with the WARMAPS requirements information. Personnel in the local CEDD and

OPM offices searched their job applicant registers to match the applicants with the installations' civilian personnel requirements. However, some of the installations were not prepared to begin the exercise on time. Additionally, due to the large volume of requests submitted by the installations, the lack of format uniformity in these submissions, and the confusion of relating, for the first time, Civil Service occupational codes to DOT codes, the CEDD and OPM required 5 days during the exercise to complete their work. Due to fiscal constraints, OPM does not maintain files of job applicants for all occupations. OPM also stops accepting applications for certain positions after a predetermined number of applications for those positions have been filed.

On Wednesday, 20 November 1985, during the second week of the exercise, CPOs from the installations in the two principal areas met with CEDD and OPM representatives and the OSD and LMI observers to review the ability of CEDD and OPM to satisfy the installations' civilian personnel needs during a mobilization. At this meeting the CPOs also discussed the feasibility of their allocating personnel with scarce skills among installations.

The conduct of and the results achieved during the committee meetings were unique; therefore, it is useful to examine the activities of each meeting.

San Francisco Bay Area Committee Meeting

During the morning portion of the meeting most of the time was devoted to determine if OPM and CEDD would have enough personnel on file to meet the installations' civilian personnel mobilization requirements. This was accomplished in the following manner. OPM and CEDD would announce one of the Civil Service occupational skill series. The installations would then respond with their requirements for that occupational skill. When the total of the installations' needs were determined, OPM and CEDD would announce whether there were enough applicants on file to meet all of the requirements. At times this was disputed by the

installations where the experience has been that OPM and CEDD cannot satisfy current requirements for some of the same mobilization requirements. This type of processing was slow and as a result very few of the occupational skill series were reviewed.

In the afternoon session the activity focused on determining if OPM and CEDD had enough applicants on file to meet the critical skill needs of the installation. Since critical skills were defined by the committee members as those positions that were difficult to fill during peacetime, the discussion ultimately centered on the allocation of personnel with highly desirable skills among installations. Many of the attendees agreed that they could voluntarily share personnel. They agreed that the priority for sharing people would be based on the mission of the installation, the time phasing of personnel requirements, and the type of position and the number of personnel needed. While some of the attendees did not agree that the committee as chartered could allocate personnel, all did agree that it was useful to meet periodically and exchange information.

Sacramento Area Committee Meeting

In contrast to the San Francisco Bay Area committee, the Sacramento Area had automated the information relating to the installations' needs and the number of available personnel on file at OPM and CEDD. A report of the match of available personnel to the installation requirements was provided to each committee member. Only one of the participating installations experienced shortfalls. It was decided during the meeting that if it were necessary to allocate personnel then, in the absence of guidance from higher authorities, personnel with scarce skills would be allocated based on a fair share principal. That is, if there were five persons equally skilled and five installations requiring these skills, then each installation would receive one of the persons. All agreed that it was useful to meet to exchange information of mutual interest.

Additional Events

The following day, selected installation representatives and OSD representatives met with a member of the Employer National Job Service Committee to determine the extent to which private industry could temporarily lend workers to DoD installations to alleviate some of the civilian personnel shortfall.

Following the exercise, the installation CPOs prepared answers to the questions contained in the October OSD memorandum. These were forwarded to the Service points of contact for submission to the OSD. Also, ADPA and NSIA gave us their assessment of the personnel requirements of their defense-related members in the San Francisco Bay Area. A summary is contained in Appendix D.

2. FINDINGS

OCCUPATIONAL SKILL SHORTAGES

From our analysis of the information provided by CEDD and OPM pertaining to matching lists of applicants with installation requirements we find that, on the average, two out of five of the civilian personnel mobilization positions could not be filled from the lists of job applicants maintained by the CEDD and OPM local offices if all available personnel were hired. (This information is contained in Appendix E. Our analysis is in Appendix F.) This 39 percent shortfall ranged from a 13 percent low for three installations in the Sacramento area to a high of 53 percent for the 11 installations in the San Francisco Bay area. Information pertaining to the installations is shown in Table 2-1. Column 1 contains the number of civilian personnel requirements for each installation that the local OPM and CEDD offices attempted to fill from their files. The WARMAPS information for each installation is shown in column 2. Ideally, the numbers in column 1 and 2 should be very similar; the differences are shown in column 3. Column 4 contains the precise number of personnel that OPM and CEDD indicated were available to fill the installation positions. Details are contained in Appendix F.

We also find a significant shortage of certain skills that would seriously affect the ability of most of the installations to accomplish their mobilization missions. Table 2-2 shows the occupational skills that were short 50 or more among all of the installations. Also included in Table 2-2 are some of the skills reported by installations as being critical to mission accomplishment. The potential shortages of accountants, procurement personnel, supply clerks, electronic measuring equipment mechanics, electronics mechanics, railway technical workers, warehouse workers, and aircraft mechanics have been identified by more than one installation

TABLE 2-1 PERSONNEL REQUIREMENTS COMPARED WITH AVAILABLE PERSONNEL,
1985 CIVILIAN MINI-MOBILIZATION EXERCISE

INSTALLATION	1 OPM & CEDD TALLIES	2 WARMAPS	3 DIFFERENCE COL 1 & 2	4 OPM & CEDD NET AVAILABLES	5 PERCENT FILL COL 4 - COL 1	6 SHORTFALL 100% - COL 5
CONCORD NAVAL WEAPONS STATION	2564	1935	- 629			
MILITARY SEALIFT COMMAND, PACIFIC	204	229	+ 25			
NAVAL AIR REWORK FACILITY, ALAMEDA	1538	943	- 595			
NAVAL AIR STATION, MOFFETT	89	67	- 22			
NAVAL ELECTRONIC ENGINEERING COMMAND, VALLEJO	10	125	+ 115			
NAVAL FACILITIES ENGINEERING COMMAND, SAN BRUNO	92	86	- 6			
NAVAL STATION, TREASURE ISLAND	31	47	+ 16			
NAVAL SUPPLY CENTER, OAKLAND	426	746	+ 320			
OAKLAND ARMY BASE	470	367	- 103			
PRESIDIO OF SAN FRANCISCO	1187	519	- 668			
TRAVIS AIR FORCE BASE	308	246	- 62			
SUBTOTAL	6919			3250	47%	53%
MCCLELLAN AIR FORCE BASE	3274	2354	- 920			
MATHER AIR FORCE BASE	179	104	- 75			
SACRAMENTO ARMY DEPOT	452	2304	+ 1852			
SUBTOTAL	3905			3401	87%	13%
DEFENSE DEPOT, TRACY	152	875	+ 744			
SHARPE ARMY DEPOT	472	303	- 169			
SUBTOTAL	624			519	83%	17%
CASTLE AIR FORCE BASE	32	7	- 25			
FORT ORD	480	1298	+ 818			
USMC LOGISTICS BASE BARSTOW	15	2033	+ 2018			
NAVAL AIR STATION LEMOORE	147	150	+ 3			
TOTALS	12,122			7,369	61%	39%

TABLE 2-2 OCCUPATIONAL SHORTAGES IN DOD INSTALLATIONS AND DEFENSE RELATED INDUSTRIES,
1985 CIVILIAN MINI-MOBILIZATION EXERCISE

OCCUPATIONAL CODE	OCCUPATIONAL TITLE	DOD INSTALLATIONS' TOTAL SHORTAGE	NUMBER OF INSTALLATIONS REPORTING THESE AS CRITICAL TO MISSION ACCOMPLISHMENT ¹	NUMBER OF POSITIONS NEEDED BY RESPONDING DEFENSE-RELATED INDUSTRIES ¹	NEED DEFINED BY MORE THAN ONE INDUSTRY
203	Personnel Clerks	54			
303	Miscellaneous Clerks	63			
346	Logistics Managers	79	1	1502	Yes
356	Data Transcribers	61		204	Yes
525	Accounting Technicians	51	2		
1102	Contract and Procurement Personnel	71	2	1060	Yes
2005	Supply Clerks	156	5		
2102	Transportation Clerks	104	1		
2602	Electronic Measuring Equipment Mechanics	90	2		
2604	Electronics Mechanics	168	4	1000	Yes
8292	Aircraft Electrical Systems Repair Personnel	146	1		
3359	Instrument Mechanics	73	1	1000	Yes
3545	Pier Facilities Workers	56			
4602	Blockers and Bracers	411			
5736	Brakemen, Switchers and Conductors	55	2		
6502	Explosive Operators	151			
6641	Ordinance Equipment Mechanics	168			
6907	Warehouse Workers	177	4		
6914	Store Workers	51			
8255	Pneudraulic Systems Mechanics	104			
8602	Aircraft Engine Mechanics	167			
8852	Aircraft Mechanics	163	2	1000	

¹Based on requirements provided by nine of the 16 respondents

commander as critical to the accomplishment of the installations' post-mobilization mission. Table 2-2 also compares the ADPA and NSIA assessments of their San Francisco Bay area members' needs for skilled personnel with the DoD installations' needs. In five instances the same skills are needed by more than one of the industries. Details of the combined assessments from ADPA and NSIA are contained in Appendix D.

DETERMINATION AND REPORTING OF REQUIREMENTS

Responses to the OSD October questionnaire (Appendix B) indicate that many of the CPOs were confident of their estimates of mobilization civilian new hire requirements. (A summary of the replies to the OSD questionnaire is contained in Appendix G.) However, some CPOs stated mobilization authorization documents for their installations were outdated and, in one case, the mobilization table of distribution and allowances (MOBTDA) for a major tenant unit had not been developed. The accuracy of those installations' new hire requirements information is questionable.

Most of the CPOs we questioned stated that the WARMAPS information for their installations did not agree with the estimates of requirements that the CPOs reported. We substantiated the CPO's statements by comparing the information shown in columns 1, 2, and 3 of Table 2-1. There are inconsistencies existing between civilian personnel requirements as reported by the installations and the WARMAPS statements of these same requirements as shown in column 3. These inconsistencies have resulted in confusion and lack of confidence in the stated correct civilian personnel needs for the installations.

AUTOMATED INFORMATION SYSTEMS

OPM and CEDD personnel found manual processing of the large amounts of civilian manpower requirements information to be tedious, time-consuming, and frustrating. The lists of occupational needs submitted by some of the installations

lacked logical order, and the processing of these requirements probably introduced errors that were not apparent and that could not be corrected during the short exercise period.

An automated system developed by the Sacramento OPM area office facilitated the management of the large volume of personnel data produced by the installations in that area. The automated system arranged requests in ascending Civil Service or DOT occupational code order. This arrangement is the same as the files of available personnel maintained by both the OPM and CEDD offices. This uniformity helped speed the processing of requests and in some cases permitted CEDD and OPM personnel the time to verify the installations' requests and improve their accuracy during the exercise. This type of system would obviously improve the management of civilian personnel requests during a mobilization.

The system developed by the Sacramento OPM office was used subsequent to the exercise to arrange all of the requests from San Francisco Bay area installations. The final product was a vast improvement over the results of the manual effort used during the exercise.

CROSSWALK

OSD had developed a computer program that would match Civil Service occupational codes to corresponding DOT occupational codes. We verified the accuracy of this automated matching process, the crosswalk, by comparing the selections made at the installations during the exercise with those listed in the automated crosswalk. An examination of the selections of 12 installations revealed that the correlation between the selection matches and those in the crosswalk was 83 percent. Use of the automated crosswalk will save time and should improve the accuracy of the installations' submissions for civilian personnel to the local employment offices.

MOBILIZATION PLANNING BY INSTALLATIONS

Civilian mobilization planning varied among installations, ranging, depending on the time dedicated to it, from thorough to almost non-existent. At some installations, specific personnel in the CPO's office were designated to perform mobilization planning. In others, mobilization planning was assigned as an additional duty to personnel working in the CPO's office.

CALL-UP OF PERSONNEL

At every installation, civilian personnel subject to military draft, Reserve call-up, or retiree recall to active duty were identified. At some installations, these potential losses also were factored into the computations of civilian mobilization requirements. At many installations, the CPOs expressed concern about the potential recall of military retirees who constitute a key element in the civilian work force.

MOBILIZATION MANPOWER REQUIREMENTS FOR PRIVATE INDUSTRY

The NSIA and ADPA assessments show that few of their member defense-related industries had conducted mobilization manpower planning.

NSIA and ADPA sent out 42 questionnaires and received 16 responses, a 38 percent return. One response was from a law firm to which the questions did not apply. Most of the industries reporting indicated they had not identified employees with military obligations. The assessments revealed that the industries had made no plans on how to replace potential losses to military service. Almost half of the respondents indicated that they would rely on local employment offices, such as the CEDD, to replace lost workers or fill vacancies. Two thirds of the industries had not determined their total manpower requirements for mobilization; one out of three said they maintained files of their retirees who would be rehired if necessary. One of the 15 industries indicated it was not a prime contractor producing basic items, while two said they did not consider themselves sub tier contractors producing parts

and components for basic items. Only one of the respondents stated that its subcontractors had developed mobilization requirements. More than half of the industries indicated that they would compete with nearby DoD installations for civilian manpower during a mobilization. Details of the NSIA and ADPA assessments are in Appendix D.

During the January meeting the industry representatives present stated that the lack of mobilization planning was the result of not having the mobilization production requirements necessary to develop such plans. They said that they did not know for what type of contingency they should plan.

COMPETITION FOR MANPOWER

Most of the exercise participants, both public and private, agree that there will be competition for scarce manpower among DoD installations and with the private sector. The exceptions are in outlying areas; Castle Air Force Base and Fort Ord at Monterey, where the level of competition is not high because there are no defense-related industries nearby. We agree that there will be competition for available manpower and the need for additional critical skills will generate more intense competition. In our view, the degree of competition cannot be quantified because:

- The structure of a wartime industrial economy and the elimination or diminishment of non-essential industry is unknown. We cannot predict what additional civilian manpower may become available from non-essential industries.
- The current state of Industrial Preparedness Planning (the planning for the industrial base to produce essential materiel to support national defense objectives) does not enable a large portion of the private defense related industrial sector to make precise manpower projections of manpower requirements.

The possible solutions to this competition are complex and involve matters of policy, which must be addressed with other agencies of the Federal Government and industry.

Competition with the Private Sector

Most of the CPOs (all in the San Francisco Bay Area) were convinced that, during a mobilization, private industry would compete for their highly skilled workers. The CPOs acknowledged that the higher wages and increased benefits offered by the industries could induce workers away from DoD installations. The concern that private industry would attempt to recruit DoD workers was strengthened in part by the results of the NSIA and ADPA assessment and the remarks of the industry representatives at the January meeting. Industry representatives stated that inducements would be in the form of higher wages, in the absence of wage controls, or additional benefits.

Competition Among DoD Installations

Department of Defense Directive (DODD) 3005.6 requires that, "When competition between DoD components for workers becomes a problem at the local level, a committee to resolve these conflicts shall be established with representatives of each concerned component." Accordingly, regional meetings were held during the exercise to provide a forum for the CPOs to exchange ideas about mobilization and develop procedures to promote voluntary sharing of new employees among installations during mobilization. As a result of these meetings many CPOs indicated the procedures and authorities in DODD 3005.6 are inadequate to enable the committees to resolve issues resulting from the scarcity of new employees during a mobilization. When mission capability is not a contentious issue, the committee members can agree to allocate civilian manpower, depending upon command approval and the employees willingness to accept employment with a particular installation.

However, when mission capability is in jeopardy, the committees, as presently authorized and organized, cannot resolve competition among installations for new recruits. The problem of dealing with competition among multi-Service or Agency installations is complex. There is a divergence of opinion on the feasibility of

local cooperative allocation under these conditions. No local system or structure can establish priorities among installations' missions without concurrence of higher authorities who assign missions. In the absence of delegated authority to local commanders, mission priorities and civilian personnel allocations must be developed at the appropriate command level in each of the competing Services or Agencies. If the Services or Agencies cannot resolve the issues, final adjudication would rest with OSD. Results of the exercise indicate that considerably more thought and planning are required to prepare local committees to deal with shortages of critical civilian manpower.

The committees did provide the means for discussing matters of mutual interest. Information exchanged in both committee meetings provided useful suggestions to OPM and CEDD to improve the civilian personnel management system. The committees can also arrange transfers of employees between installations and control, to some degree, recruitment of employees among DoD installations. The committee membership cooperated in identifying and attempting to resolve civilian manpower issues that developed during the exercise. The committees should be retained but their roles and authorities must be more clearly defined.

NONCOMBATANT EVACUATION OPERATIONS (NEO)

All of the CPOs stated that they would use DoD employees evacuated from overseas posts. They expressed hope that some method for identifying the skills of these personnel and their final destinations could be developed so that their skills could be used in mobilization planning. Such a system does not currently exist for all Services. A DoD-wide system could be helpful to both alleviate some of the civilian personnel shortfalls at the installations and facilitate the managing of DoD employees during noncombatant evacuation operations.

CONSCIENTIOUS OBJECTORS

The CPOs agreed that conscientious objectors could be used to a limited degree, but skepticism prevails whether people with such inclination would be willing to work for DoD in any capacity during mobilization or war.

CIVIL SERVICE RETIREES

OSD and some of the installations have determined, on the basis of recent surveys, that a large number of Civil Service retirees are able and willing to return to work for DoD during mobilization. Some of the installations have developed lists of their DoD retirees and have surveyed them regarding their availability for work during a mobilization.

EMPLOYEES BORROWED FROM THE PRIVATE SECTOR

The results of a Employees National Job Service Committee (ENJSC) survey indicated that a large number of California industries would be willing to lend workers temporarily to DoD installations during mobilization.¹ The exercise results and statements of industry representatives attending the January meeting, indicated that some skills in the San Francisco Bay area may be so scarce that such lending will be impossible. However, there may be enough workers elsewhere with the skills needed in the Bay Area who could be transported there to meet the need.

Assuming that there are adequate skills available, there is also the issue of bridging the gap of eligibility for compensation and benefits between the public and private sector for a limited time. Another issue to be resolved is the unknown status of mobilization requirements that might be levied on any specific industry. If mobilization commences from a stable posture then there is a reasonable belief that the workers will be available. If mobilization is proceeded by some appreciable

¹Subsequent to the exercise the Comptroller General ruled that borrowing employees from the private sector was not allowed under current rules and regulations

period of industrial surge, the affected industries might not be able to release employees and may, in fact be looking for additional employees to meet their industrial surge requirements. Consequently, there is an element of scenario related uncertainty in the ENJSC survey.

NON-DOD GOVERNMENT EMPLOYEES

An additional source of workers may be Civil Service workers employed by other Federal agencies in the central California area. Appendix H contains a comparison of the skills of non-DoD Civil Service workers and the installations' shortages in the San Francisco and Sacramento areas. Depending on the number of personnel that might be released by other Federal agencies, a portion of the shortages could be filled. Agreements must be developed between DoD and the other Federal agencies concerning the release of these employees, particularly addressing the length of time that they would work for DoD. This method of overcoming some of the shortfall requires additional evaluation.

EXERCISE ARTIFICIALITIES

The exercise did not include participation of all DoD installations in the area. Had all participated, the installations' civilian personnel requirements would have been greater. Defense-related industry involvement in the exercise was limited, but significant. If more industries had participated in the exercise the total requirement for workers undoubtedly would have been greater. The missions of DoD installations and the mobilization production objectives of defense-related industry were not related, and no priority for accomplishing either of these ends was established for the exercise.

We learned that OPM offices do not maintain standing registers for many of the required skills. OPM officials stated that some of these skilled positions could be filled but 15 to 30 days would be required to open registers and process applications. In a labor intensive area such as the San Francisco Bay area it is doubtful that many

skilled personnel will still be seeking employment 15 days after a mobilization begins. The CEDD office also indicated that it was difficult to determine if a single candidate had applied to more than one installation due to the lack of time to screen each applicant adequately. Therefore, double counting of available applicants is possible. The CEDD and OPM offices do have a large number of clerk stenographers, clerk typists, clerks and data transcribers on their registers. These were not applied against the installation requests because the Civil Service occupational skill codes information provided by the installations was too general to match the DOT codes.

It is difficult to predict how the national economy would change during a major mobilization involving a restructuring of national industrial priorities. Therefore, the ability of the CEDD and OPM to meet the DoD installations civilian manpower requirements was based on the availability of manpower that existed at a specific time in peacetime. Furthermore, the inadequacy of industrial mobilization manpower requirements planning and the uncertainty of the additional manpower which may be available as a result of the reduction or elimination of unessential private sector industrial activity, prevent an objective evaluation of the degree of competition for manpower between public and private defense-related industries.

It was impossible, during the exercise, to determine how advertising for job openings resulting from a mobilization would effect the installations' ability to hire additional personnel.

CONTRACT COMMERCIAL ACTIVITIES

Contract commercial activities at DoD installations have increased substantially in recent years. The DoD inventory report of commercial activities shows that, during fiscal year 1984, the 20 installations participating in the exercise contracted out 6,180 work year equivalents of commercial activities. This effort, averaging slightly more than 300 work year equivalents per installation, included such

services as custodial, housekeeping, aircraft maintenance, aircraft refueling, engineering, data processing, flight training, medical, and pier operations.

It was beyond the scope of the exercise to examine the effects of mobilization on contract commercial activities. Nevertheless, we believe that the magnitude of commercial activities and the types and varieties of services performed requires continuing analysis of the installations' projected commercial activities mobilization. Accounting for contract commercial activities is a WARMAPS data element; however, none of the 20 installations' WARMAPS reports contained any information relating to contractor manpower, including pre-M-day data which is readily available.

ILLEGAL ALIENS

In conversations with CEDD personnel, during and subsequent to the exercise, we learned that the CEDD does not screen job applicants to determine whether they are aliens and, if so, whether they are documented, legal residents in the United States. Discussions with CPOs revealed that many believe that the CEDD verifies the legality of applicants' residency in the United States before referring job applicants. CEDD, however, said that they do not perform this function. Although most CPOs queried had no plans to hire aliens at the outset of mobilization, many would consider hiring them if workforce shortages became critical. In California it will, therefore, be necessary for CPOs to determine citizenship of job applicants and the residency status of aliens. Similar requirements would exist in other jurisdictions that follow California's practice.

3. CONCLUSIONS AND RECOMMENDATIONS

The 1985 civilian personnel mini-mobilization exercise was conducted (1) to determine the potential availability of civilian manpower in the central region of California and (2) to assess the progress DoD has made in improving its readiness to mobilize a DoD civilian workforce, since the conduct of the 1982 Virginia Tidewater Civilian Mobilization Exercise.

Our analysis focused on four aspects of a civilian personnel mobilization: manpower requirements of industry; manpower requirements for DoD installations; reporting of the installations' civilian personnel mobilization requirements through Service headquarters to the Office of the Secretary of Defense; and development of the means to provide enough qualified personnel to satisfy the requirements. We observed that some improvement has been made in DoD's ability to mobilize the civilian workforce; however, more effort must be expended to ensure the effectiveness of such a mobilization. Our conclusions and recommendations relative to each of the four areas of analysis are presented below.

MANPOWER REQUIREMENTS OF INDUSTRY

The defense-related industries in the San Francisco Area that responded were, with one exception, not well informed about mobilization requirements and consequently had not planned adequately for mobilization. We recommend that ASD(FM&P) in conjunction with ASD(A&L), continue efforts with the Services, Defense and Federal Agencies and defense-related industries to establish meaningful civilian manpower mobilization requirements for industry.

MANPOWER REQUIREMENTS FOR DOD INSTALLATIONS

Most of the installations' CPOs had general knowledge of their installations' mobilization requirements. However, there will be competition among the DoD

installations for skilled workers, and some clearly defined method of allocation should be devised. We recommend that ASD(FM&P) revise the provisions of DoD Directive 3005.6 that provide for local civilian personnel committees' allocation of available civilian manpower among DoD installations, to provide clear guidelines and to recognize that conflicting priorities may require resolution at higher command levels.

The CPOs at the installations participating in the exercise have screened their military eligibles and to a degree have planned for their loss. However, some of the installations are determining civilian personnel requirements based on information from outdated mobilization authorization documents. In one case requirements were being developed even though no authorization document existed. This casts doubt on the validity of stated civilian personnel mobilization requirements.

In addition, none of the installations included in their determination of requirements the existence of contract commercial activities. The inability of contractors to expand commercial activities sufficiently could affect the activities of the installation workforce during a mobilization. Contract commercial activities must be considered in determining civilian personnel mobilization requirements to provide a better understanding of the installations' entire civilian personnel mobilization requirement.

We recommend that ASD(FM&P) review Service regulations that implement the guidance contained in DoD Instruction 1100.19 "Wartime Manpower Planning Policies and Procedures," August 3, 1982 and DoD Handbook 1100.9.H, "Wartime Manpower Program Guidance," August 1982 to ensure that those regulations comply with OSD guidance, particularly in regard to determining civilian personnel mobilization requirements. ASD(FM&P) should request the Services to review the procedures for determining civilian personnel mobilization requirements during annual installation inspections.

REPORTING CIVILIAN PERSONNEL MOBILIZATION REQUIREMENTS

The civilian manpower mobilization requirements information submitted by the installations is not being reflected in all instances in WARMAPS. This results in questionable information at the Services Headquarters and OSD.

We recommend that ASD(FM&P), in conjunction with the Services and Defense Agencies, resolve the discrepancies between DoD installations' requirements and the WARMAPS data. ASD(FM&P) should also require the Services and Agencies to include information relating to contract commercial activities in WARMAPS reports so that the commercial activity manpower mobilization requirements can be factored into the overall civilian manpower mobilization requirements.

DEVELOPING MEANS NOW TO PROVIDE PERSONNEL AT A LATER DATE

The current shortage of certain civilian personnel skills will impact seriously on the ability of most of the installations in the central California area to meet their mobilization requirements. Shortages of these same skills will affect adversely the surge capability of some, if not all, of the defense-related industries located in that area. The large demand for and short supply of certain occupations could cause intense competition between DoD installations and defense-related industries for skilled personnel during a mobilization.

In addition to the skilled personnel shortage, another problem exists in the use of a manual system to process large numbers of civilian personnel requirements. We found such a system inefficient and possibly ineffective in matching available skills with the installations' and, where applicable, the defense-related industries' personnel requirements. The use of a manual system during a mobilization would inhibit the installations and defense-related industries to expand their civilian work force in a timely manner. However, the automated crosswalk developed by OSD that matches Civil Service occupational codes to the DOT occupational codes is an accurate and useful means to manage civilian personnel requirements information.

There are some potential sources of personnel that might be available to DoD for use in overcoming personnel shortages at the DoD installations. They include employees of other Federal agencies, individual mobilization augmentees, mobilizing military personnel of late deploying units, and employees of the private sector who could be loaned to DoD installations. Procedures also would be needed at the installations to identify and facilitate hiring alien workers if that becomes necessary during a mobilization.

In light of the foregoing, we offer the following additional recommendations:

- In an effort to solve the personnel skill shortage, the ASD(FM&P), in conjunction with ASD(A&L), should assist the Department of Labor in complying with the provisions of Executive Order 10490, as amended, "Administration of Civil Defense Mobilization Programs," Section IV, "Labor Supply" (Appendix I) which require the Department of Labor to, "formulate plans, programs, and policies for meeting defense and essential civilian labor requirements". This assistance should include providing the Department of Labor the list of shortfalls in critical occupations (as determined by the Military Departments and Defense Agencies) for both defense-related industries and DoD installations.
- The ASD(FM&P) in conjunction with the Department of Labor, the Office of Personnel Management, the state employment offices, and the Military Departments should determine the feasibility of developing an automated system for processing civilian personnel mobilization requirements. The system should be developed for nationwide use and be capable of using both Civil Service and the DOT occupational codes.
- ASD(FM&P) should examine the potential for utilizing federal employees who work for agencies other than DoD.
- The ASD(FM&P) should develop plans and procedures to utilize military personnel who are individual mobilization augmentees or members of late deploying units. Personnel from either of these groups could be used if their employment at the installations was compatible with their military occupation speciality and their period of employment was of limited duration.
- ASD(FM&P) in conjunction with the Immigration and Naturalization Service should give wide dissemination to the practices of State and local jurisdictions' employment offices concerning screening of applicants for illegal residency status and the requirements for determining their status at the installation level where applicable.

APPENDIX A

ASD(MI&L) MEMORANDUM, SUBJECT:
CIVILIAN MOBILIZATION EXERCISE, 23 APRIL 1985



THE ASSISTANT SECRETARY OF DEFENSE

WASHINGTON D C 20301-4000

23 APR 1985

MANPOWER,
INSTALLATIONS
AND LOGISTICS


MEMORANDUM FOR ASSISTANT SECRETARY OF THE ARMY (M&RA)
ASSISTANT SECRETARY OF THE NAVY (M&RA)
ASSISTANT SECRETARY OF THE AIR FORCE (MRA&I)
DIRECTOR, DEFENSE LOGISTICS AGENCY

SUBJECT: Civilian Mobilization Mini-Exercise

The Port Call mobilization exercise scheduled for this fall provides an excellent opportunity for the Department to test its readiness to mobilize its civilian work force. Staff from my office, the Services, and DLA have already discussed the possibility of holding a civilian mini-exercise in the San Francisco-Sacramento-Monterey region of northern California. (Meeting attendees at Enclosure 1.) The Bay Area was chosen because of its very high DoD civilian employment and the presence of all four Services as well as DLA.

This test would closely parallel the civilian mini-exercise held in the Tidewater region of Virginia as part of the Proud Saber exercise during the fall of 1982. The Bay Area test, run concurrently with Port Call, would evaluate how well we've improved since the 1972 test and specifically the adequacy of our civilian mobilization procedures such as those for (1) recruiting workers, (2) coordinating hiring needs among installations, (3) estimating wartime employment requirements, and (4) screening workers with Reserve or military retiree obligations. We also hope to examine closely for the first time the possible problem of competition for skilled labor between DoD installations and surging defense industries. (The mini-exercise description at Enclosure 2 furnishes further details.)

I request the full participation of each of the Services and DLA in preparing for and conducting the civilian mobilization Bay Area mini-exercise. Dr. Larry Lacy (x56030) and Mrs. Elaine Babcock (x50711) from my office are managing the planning for this test. Please call them with your point-of-contact by May 8th.


John E. Carlson
ACG Assistant Secretary of Defense
(Manpower, Installations and Logistics)

Enclosures (2)

Civilian Mobilization Mini-Exercise Meeting

April 16, 1985

<u>Attendees</u>	<u>Organization</u>	<u>Phone</u>
Larry Lacy	OASD(MI&L)CPP&R	56030
Elaine Babcock	OASD(MI&L)MR	50711
Bruce Sorrell	OP-14	45677
Grace Hodges	OP-605E	71107
Mike Hilert	DLA	274-6335
Gary Oos	AF/MPKX	42499
George Mueller	LMI	44176
Patricia Insley	LMI	44176
Anne Tedrick	DAPE-CPP, Army	70989
Roger Gemar, Maj	Mil Postal Svc Agency	325-9221
Richard Leonard	Mil Postal Svc Agency	325-9221/8044

FY 86 CIVILIAN MOBILIZATION MINI-EXERCISE

Location: San Francisco - Sacramento - Monterey Area

Time: During Port Call world-wide exercise

Participants:

Army, Navy, Air Force, and Marine Corps
Defense Logistics Agency
U.S. Employment Service
Office of Personnel Management
Federal Emergency Management Agency
State of California
Representatives of Private Industry
Labor Unions

Questions:

1. Can DoD recruit the workers it needs during mobilization?
2. Are WARMAPS requirements estimates valid?
3. How can DoD and defense industries avoid disruptive competition for workers?
4. Are existing procedures sufficient to prevent competition for new workers among DoD Components?
5. Have DoD installations screened their employees for those with reservist and military retiree obligations?
6. Are installations prepared to recruit DoD civilian retirees for emergency reemployment?
7. How useful are the OPM-DoT occupational code crosswalk and the Mobilization Manpower Planners' Handbook?

Procedures:

1. Northern California installations go to full mobilization for mini-exercise.
2. Installations validate estimates of mobilization labor needs and check extent of employee screening.

3. Installations determine need for outside hiring after accounting for reassignments of current workers and going to longer workweek.

4. Installations coordinate needs, where appropriate, among themselves and take lists of job openings to California Employment Commission.

5. Installations and CEC work with representatives of private employers and labor unions to check possibilities for DoD borrowing workers.

APPENDIX B

ASD(FM&P) MEMORANDUM, SUBJECT:
BAY AREA CIVILIAN MOBILIZATION MINI-EXERCISE,
15 OCTOBER 1985



THE OFFICE OF THE ASSISTANT SECRETARY OF DEFENSE

WASHINGTON, D.C. 20301-4000

15 OCT 1985

FORCE MANAGEMENT
AND PERSONNEL

MEMORANDUM FOR INSTALLATION POINTS-OF-CONTACT

SUBJECT: Bay Area Civilian Mobilization Mini-Exercise

As the time for our Mini-Exercise nears, we'd like to thank you for your initiative and hard work toward making the Mini-Exercise a success. We have all put in a lot of time and effort, and we will now see just how good our civilian mobilization plans are. We have enclosed detailed assumptions and procedures for your guidance during the exercise. Procedural questions should be addressed to your Service/Agency point-of-contact, as shown in the enclosure. We will be in the Bay Area during the Mini-Exercise and hope to speak with or see most of you during this time. We are looking forward to a realistic Mini-Exercise and to your evaluation input on how well our procedures work.

Larry W. Lacy
Senior Labor Economist
Resource Management and
Support
DoD Civilian Mini-Exercise
Co-Chair

Elaine P. Babcock
Associate Director
Mobilization Planning and
Requirements
DoD Civilian Mini-Exercise
Co-Chair

cf:

Army, Steve Arnold, DAPE-CPP
Navy, Bruce Sorrell, OP-14D
Air Force, Gary Oos, OPCX
Marine Corps, Maj John Hogan, MPP-48
Defense Logistics Agency, LTC Milton Dahlke, DLA-LC

**Bay Area Civilian Mobilization Mini-Exercise
San Francisco Area Installations**

Overview: During the the PORT CALL mobilization exercise, scheduled for late fall, DoD will test its readiness to mobilize its civilian workforce. This will be done in a Civilian Mobilization Mini-Exercise in the San Francisco Bay Area. Twenty facilities representing all four Services and the Defense Logistics Agency (DLA) will participate. The Mini-Exercise will test whether we have adequate plans, procedures and authorities to recruit the civilian workers we need during a mobilization.

Scenario: Although the Mini-Exercise is associated with PORT CALL and will take place during the same (still-classified) time-frame, it will not follow the PORT CALL scenario. The scenario for this mini-exercise features a short warning, followed by full mobilization to fight a worldwide war. This scenario is discussed in unclassified form at Enclosure 1. We are using a worldwide Defense Guidance-type scenario because it is very demanding of civilian manpower and because it is the only scenario for which we have consistent cross-Service civilian requirements estimates.

Installation Groupings: Installations are grouped according to the lists shown below. Installations in or close to San Francisco and Sacramento will form two committees which will meet to discuss the allocation of projected new civilian hires in shortage occupations per DoDI 3005.6, "Civilian Mobilization Planning and Management," and the applicable implementing Service regulations. This is discussed in the "Procedures" section, below.

San Francisco Area Committee:

Concord Naval Weapons Station
Military Sealift Command, Pacific Area
Naval Air Station, Alameda
Naval Air Station, Moffett
Naval Electronics Engineering Center, Vallejo
Naval Facilities Engineering Command, San Bruno
Naval Station, Treasure Island
Naval Supply Center, Oakland
Oakland Army Base
Presidio of San Francisco
Travis Air Force Base

Sacramento Area Committee:

Defense Depot, Tracy
Mather Air Force Base
McClellan Air Force Base
Sacramento Army Depot
Sharpe Army Depot

Outlying Installations, not on a Committee:

Castle Air Force Base
Fort Ord
Marine Corps Logistics Center, Barstow
Naval Air Station, Lemoore

Exercise Assumptions:

- o No deferments from military draft.
- o Half of men, age twenty only, will be drafted. Those current workforce positions filled by twenty-year olds to be drafted should be selected on a random basis.
- o All military reservists will be called to active duty.
- o All non-disability military retirees under age 60 will be recalled to active duty, unless they have been screened out as key employees.
- o Each Service delegates emergency-indefinite hiring authority to its installations on Day 1 of the Mini-Exercise.
- o Installations will assume they have whatever other authorities are necessary to immediately proceed with hiring personnel. Whatever assumptions of authorities are made will be reported at the end of the Mini-Exercise.
- o Each installation will deal only with employment needs in the geographic region covered by this exercise. Do not include openings at sites not within the overall geographic region covered by the Mini-Exercise.
- o Each installation will assume that applicable Service/ Agency mobilization plans are implemented on Day 1 of the Mini-Exercise.

Procedures for San Francisco Area Installations:*

o The exact dates of the exercise are still classified. If you have access to the PORT CALL XPLAN (for dates only), Day 1 of PORT CALL is also Day 1 of the mini-exercise. We will call each installation's mini-exercise point-of-contact when the dates become unclassified. We anticipate this will occur about ten days before the exercise starts.

o On Day 1 of the mini-exercise, each installation, acting alone, takes its own openings for the first 180 days of mobilization to the local California Employment Development Department (CEDD) office with which it usually deals. Each opening should be specified with appropriate Dictionary of Occupational Titles code. Installations will use the microfiche cross-walk provided by their Service points-of-contact (see below). The format for the information to be provided to the CEDD offices is at Enclosure 2. Copies of your input should be delivered to the DoD Mini-Exercise Co-Chairmen at their Presidio office (see room number below).

o Each installation on Day 1 also takes its mobilization openings for the first 180 days to the Office of Personnel Management (OPM) area office in San Francisco, except for three occupations. The three exceptions are (1) engineers - which should be submitted to OPM, Los Angeles, (2) engineering technicians - which go to OPM, Sacramento, and (3) computer specialists - which go to OPM, Phoenix. Civilian hiring needs in these three occupations should be phoned to the OPM area points-of-contact listed below. Do not include health professionals in the lists of openings given to either CEDD or OPM. The format for the information to be provided to OPM is at Enclosure 3. Do not use Standard Form 39. Copies of your input should be delivered to the DoD Mini-Exercise Co-Chairmen at their Presidio office (see room number below).

o San Francisco area CEDD offices will merge requests from the eleven DoD installations and compare them with their current lists of job seekers. CEDD will then prepare a table comparing mobilization openings with applicants in each occupation or occupational group. CEDD assumes that no potential hiree has applied for work at more than one local office. CEDD uses reasonable latitude in matching openings for specific DOT codes with workers from closely related occupations. CEDD does not consider Civil Service grade levels in filling jobs.

o OPM area offices (San Francisco, Los Angeles, Sacramento, and Phoenix) also compare consolidated installation requests with files of job applicants. OPM tries to match applicants and

*See list on page 1 to define the area for your installation.

openings by grade level for the San Francisco installations, keeping them separate from other installations.

o The installations form a committee, as shown above, to meet with representatives of CEDD and OPM. Each Service is free to determine its membership on the committee. The Naval Station, Treasure Island, chairs the San Francisco Committee. The Chair is responsible for arranging a place for the group to meet.

o This group of DoD, CEDD, and OPM representatives, meeting on Day 9, merges the CEDD and OPM supplies of applicants and compares them to the installations' consolidated hiring needs by occupation. It is assumed no potential hiree has applied to both OPM and CEDD. Based on their understanding of the Bay Area employment market, members together estimate for each occupational group the probable degree of difficulty of filling jobs in an actual military crisis. They discuss how it would be possible to allocate available civilian hires in shortage occupations among local installations. The multi-Service committee recommends procedures for use during an actual emergency.

o Three members of the San Francisco Committee, one from each Service, will meet the morning of Day 10 with CEDD staff and members of the Employers National Job Service Committee to discuss the feasibility of voluntary industry-DoD sharing of scarce workers. This group will examine the following questions and others they decide are appropriate:

1. Do private employers engaged in non-defense related activities in the San Francisco area have the types of workers that DoD would need during mobilization?

2. Would some of these private employers be willing to lend workers to DoD during a national crisis?

3. Would DoD compensate the borrowed workers directly or, instead, reimburse their regular employers for salaries and other benefits?

4. How would retirement and health and life insurance benefits be provided?

5. Would workers be willing to leave their permanent employers temporarily to work for DOD during a national crisis?

6. What reemployment assurances should the private employers provide to those workers shared with DoD?

7. What Federal laws and regulations hamper sharing?

If necessary, the full San Francisco Committee will have a second meeting on the afternoon of Day 10.

Exercise Coordination and Evaluation:

Larry Lacy and Elaine Babcock, the DoD Mini-Exercise Co-Chairman, will be in the Bay Area to answer questions and gather data. Their Bay Area offices will be at the Phillip Burton Federal Building, Room 9052, phone 415/556-3075, and at the Civilian Personnel Office, AFZM-CP (Mrs. Babcock), The Presidio, San Francisco, CA 94129-5300, phone 415/561-4378 or 561-2430 (AV 586-4378 or 586-2430). They will be supported by Jim Drennan and George Mueller of the Logistics Management Institute (LMI). Mr. Drennan will observe the Mini-Exercise activities and collect data. They will collect copies of all installations' requests to CEDD and OPM as well as all CEDD and OPM reports on the supply of applications. LMI staff will also prepare reports on the results of the meetings of Service representatives with OPM, CEDD, and the ENJSC. After the exercise, LMI staff will collect comments from each participating installation. Comments will, as a minimum, specifically address the following questions:

1. Are installations confident of their mobilization civilian new hire requirements? Are WARMAPS civilian requirements estimates valid?
2. Can installations recruit the workers they need during mobilization?
3. How can DoD and defense industries avoid disruptive competition for workers?
4. Are existing procedures sufficient to prevent competition for new workers among DoD Components?
5. Have DoD installations screened their employees for those with reservist and military retiree obligations?
6. Are installations prepared to recruit DoD civilian retirees for emergency reemployment?
7. How useful are the OPM-DoT occupational code crosswalk and the Mobilization Manpower Planners' Handbook?
8. How big a problem will the military draft, reservists called to active duty and military retirees recalled to active duty be for civilian mobilization?
9. How many and what kind of civilian jobs could be filled by conscientious objectors?
10. Are there civilian jobs which could be converted to military? How many and what kind?
11. What "competition" problems have installations experienced or do they expect to experience in mobilization? Include competition for employees with other installations as well as with private industry.

12. What other authorities did you need to exercise, other than the emergency indefinite hiring authority?

13. What is your assessment of the impact of civilian shortfalls on mission capability?

14. What five to ten shortage civilian occupations do you consider most critical to mission accomplishment?

o A post-exercise meeting of exercise participants will be held in December or January to assess the lessons learned and the need for remedial actions.

Key Mini-Exercise Personnel:

o DoD: Elaine P. Babcock, OASD(FM&P), Associate Director, Mobilization Planning and Requirements, 202/695-0711 (AV 225-0711).

o DoD: Larry W. Lacy, OASD(FM&P), Senior Labor Economist, 202/695-6030 (AV 225-6030).

o Army, Steve Arnold, DAPE-CPP, Personnel Management Specialist, 202/695-5564 (AV 227-9493)

o Navy: Bruce Sorrell, Chief of Naval Operations, Civilian Personnel Policy Division, OP-14D, 202/694-5677 (AV 224-5677)

o Air Force: Gary Oos, OPCX, Personnel Management Specialist, 202/694-2464 (AV 224-2464)

o Marine Corps: Maj John Hogan, MPP-48, Manpower Mobilization Plans Officer, 202/694-1358 (AV 224-1358)

o Defense Logistics Agency: LTC Milton Dahlke, DLA-LC, Logistics Plans Officer, 202/274-6335 (AV 284-6335)

o CEDD: Ron Gurney, CEDD Regional Administrator, 415/464-4121

o OPM: Wayne Goodman, Staffing Division, San Francisco Region OPM, 415/974-9764

o OPM Los Angeles for engineers: Darrel Davidson, 613/984-3575.

o OPM Sacramento for engineering technicians: Jim Key, 916/551-1450.

o OPM Phoenix for computer specialists: Eileen Peck, 602/261-6750.

Points-of-contact at each participating installation are as follows:

Army

Oakland Army Base
Gloria Girolami
AV 859-2404 415-466-2404

Presidio of San Francisco
Don Binder
AV 586-2871 415-561-2871

Fort Ord
Bill Greenwell
AV 929-3706 408-242-3706

Sharpe Army Depot
Karen Schultz
AV 462-2633 209-982-2633

Sacramento Army Depot
Herb Goodfellow
AV 839-3277 916-388-3277

Navy

NARF, Alameda
Mary Marks
AV 686-3833 425-869-3833

NAS, Moffett Field
Ron Scott
AV 462-5027 425-966-5027

Supply Center, Oakland
Bob Davis
AV 836-6535 425-466-6535

Naval Station, Treasure Island
Larry Bartholemew
AV 869-6491 415-765-6491

Military Sealift Command, Pacific
Perry Pecoriello (Silver Spring, MD)
AV 291-5712 301-427-5712

Weapons Station, Concord
Christine Reese
AV 253-5411 415-671-5411

Naval Elec. Sys. Eng. Center, Vallejo
Ray McWay
AV 253-6637 707-554-6637

Naval Facilities Eng. Com., San Bruno
George Gunning
AV 859-7144 425-877-7144

NAS, Lemoore
Bennie Harrell
AV 949-3071 209-995-3071

Air Force

Travis AFB
William R. Reichert
AV 837-2104 707-438-2104

McClellan AFB
Bob Vopacke
AV 633-3181 916-643-3181

Mather AFB
Barry Koyama
AV 828-4114 916-364-4114

Castle AFB
Joseph Trask
AV 347-2516 209-726-2516

DLA

Tracy Depot
Jim King
AV 462-2633 209-467-9341

Marine Corps

Logistics Base, Barstow
Maj Mattson
AV 282-6775 619-577-6801

UNCLASSIFIED MOBILIZATION PLANNING SCENARIO

Summary Scenario involving full mobilization with a worldwide conventional conflict of 3 years duration, after 60 days of rising tensions:

Unrest in the Persian Gulf reduces oil supply for the Free World to the point of enactment of international energy sharing arrangements. After a short period of rising tensions, conflict ensues between a Persian Gulf nation and the Soviet Union. U.S. and Soviet forces become engaged in the conflict in the Persian Gulf area which escalates to a global conflict involving North Atlantic Treaty Organization (NATO)/Warsaw Pact and Korea/United Nations (UN) forces. The period of increased tensions causes the United States to take the following kinds of actions during the month preceding the decision to deploy forces: evacuation of U.S. Nationals from the Persian Gulf area directed, domestic energy conservation measures instituted, recall of 100,000 reservists ordered, Declaration of National Emergency to invoke authorities of International Emergency Economic Powers Act against selected nations made in consultation with Congress, Military Sealift Command/Military Airlift Command/Sealift Readiness Program/Ready Reserve Force/Civil Reserve Air Fleet (CRAF) alerted, foreign military and nonmilitary support to friendly nations increased, initial surge production of critical war reserve materiel items directed, fill of Department of Defense war reserve stocks implemented, and forces for U.S. Central Command (USCENTCOM) alerted for deployment.

Shortly before M-Day, the President amends and extends an earlier Declaration of National Emergency, after consulting with Congress about requirements of the National Emergencies Act, and on M-Day commits U.S. ground forces in the Persian Gulf conflict. Partial mobilization is declared, CRAF II is activated, and deployment of the USCENTCOM units to Southwest Asia with substantial ground and carrier-based air support is begun.

Soon thereafter, the President orders full mobilization, Selective Service System (SSS) induction at 100,000 per month begins, CRAF III is activated and the U.S. and Soviet forces are engaged in conventional air and naval combat in the Persian Gulf area. Warsaw Pact forces begin mobilizing against NATO and the U.S./NATO allies react with progressive buildup. Warsaw Pact forces attack with conventional weapons including chemical agents, and NATO resists. U.S./NATO allies declare war against the Soviet Union and prepare for a protracted conflict. North Korea attacks South Korea and U.S. and Soviet air and naval forces and their respective allies engage in combat in the Pacific because of Soviet efforts to interdict the Sea Lines of Communications (SLOCS). The intensity of the combat increases during the first two months. For the next ten months, moderate-to-light contact continues in Western Europe with moderate casualties and severe resource attrition. NATO allies then mount a major offensive to regain lost territory and restore pre-war boundaries. Later, a worldwide ceasefire is negotiated followed by a negotiated peace at the three-year mark following M-Day.

Post-war actions of the United States are aimed toward rebuilding the military strength with an induction rate of 50,000 per month. Additionally, the United States continues to support the rehabilitation of Western Europe. The President establishes National post-war economic objectives and requests legislation and appropriations from Congress. The United States meets its economic recovery goals during the three-year recovery period.

MOBILIZATION MANPOWER NEW HIRE REQUIREMENTS

CEDD FORMAT

JOB TITLE

DOT CODE*

NUMBER NEEDED

*Installation's best guess as to DOT code which fits their need.

MOBILIZATION MANPOWER NEW HIRE REQUIREMENTS

OPM FORMAT

<u>SERIES</u>	<u>GRADE</u>	<u>JOB TITLE</u>	<u>LOCATION*</u>	<u>NUMBER NEEDED</u>
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*Only fill in if vacancy to be filled is at a location other than the installation requesting OPM assistance.

APPENDIX C

CALIFORNIA BAY AREA MOBILIZATION MINI EXERCISE LIST
OF EVENTS AND ACTIONS

TABLE C-1. CALIFORNIA BAY AREA MOBILIZATION MINI-EXERCISE, LIST OF EVENTS AND ACTIVITIES

DATE	EVENTS AND ACTIVITIES
12 Nov 1985	Installations develop civilian personnel mobilization requirements in appropriate format for submission to California Employment Development Department (CEDD) and Office of Personnel Management (OPM)
14 Nov	Installations submit requirements to CEDD and OPM Copies of requirements are provided to OSD and LMI observers. LMI observer analyzes requirements information to determine the installations' ability to use DoD cross walk that matches Civil Service occupational codes to DOT occupational codes CEDD and OPM search files of available personnel and attempt to match them with the installations' requirements
19 Nov	CEDD and OPM return submissions with matches of available personnel to the installations. CEDD and OPM notify regional committee chairperson what shortages of skills exist to meet installations' requirements
20 Nov	Regional committees meet to allocate available personnel to fill personnel needs contested among installations. OSD and LMI observers monitor the activities of these meetings
21 Nov	Regional Committee chairperson provides allocation results to installations for their review OSD observer meets with Service representatives and representatives from the National Job Service Committee, CEDD, OPM, and the Federal Emergency Management Agency to discuss the concept of borrowing manpower from industry in a mobilization
22 Nov	Installations review results of committees' allocation decisions and begin to answer questions contained in the OSD October 15, 1985 memorandum Arrangements are made for installations to provide answers through the Service representative to LMI observer
22 Jan 1986	OSD observer meets with installation representatives to discuss preliminary findings of exercise
23 Jan 1986	OSD observer, installation representatives meet with defense-related industry representatives to discuss industries' needs for skilled personnel and the impact of competition for personnel between industry and the DoD installations

APPENDIX D

ADPA AND NSIA ASSESSMENT OF THEIR MEMBER'S NEEDS
FOR CIVILIAN PERSONNEL

TABLE D-1. INDUSTRY RESPONSES AS A PERCENTAGE BY TYPE RESPONSE, 1985 CIVILIAN MINI-MOBILIZATION EXERCISE

	YES	NO	PARTIALLY	NOT KNOWN	NOT APPLICABLE	UNANSWERED
1 Has your organization projected manpower requirements in the event of mobilization?	7%	93%				
2 Has your organization provided manpower projections to a Federal, State or Local Agency? (if so please identify specific agency in the remarks section)	7%	86%		7%		
3 Has your organization identified employees who as members of the Guard or reserve could be expected to be ordered to active duty in the event of a mobilization?	7%	79%	7%		7%	
4 Has your organization identified employees in the primary Selective Service groups (19-20 years i.e. those who may be drafted)?	20%	80%				
5 Has your organization planned to replace critical employees who would be called to active duty in the event of a mobilization?		86%	7%	7%		
6 Does your organization conduct a training program that could quickly provide replacements for employees who depart because of a mobilization?	7%	73%	13%	7%		

Note: Based on 15 Returns.

TABLE D-1. INDUSTRY RESPONSES AS A PERCENTAGE BY TYPE RESPONSE, 1985 CIVILIAN MINI-MOBILIZATION EXERCISE (CONTINUED)

	YES	NO	PARTIALLY	NOT KNOWN	NOT APPLICABLE	UNANSWERED
7 Does your organization require assistance from Federal, State, or local employment agencies to satisfy manpower requirements?	32%	47%	21%			
8 If your organization has not determined total manpower requirements for mobilization has it determined requirements to double production?	13%	67%	7%		13%	
9 If your organization has not determined total manpower has it determined requirements to triple (three full shift operations) your productive output?	7%	72%	7%		7%	7%
10 Does your organization maintain a file of your retired personnel who might be offered employment with your organization or another where their skills could be utilized?	33%	67%				
11 Is your organization considered a prime contractor?	66%	7%	27%			
12 Is your organization considered a sub-tier contractor?	67%	13%	20%			7%

Note: Based on 15 Returns

TABLE D-1. INDUSTRY RESPONSES AS A PERCENTAGE BY TYPE RESPONSE, 1985 CIVILIAN MINI-MOBILIZATION EXERCISE (CONTINUED)

	YES	NO	PARTIALLY	NOT KNOWN	NOT APPLICABLE	UNANSWERED
13 Do the subcontractors who assist your organization develop mobilization manpower requirements?	7%	14%		58%	21%	
14 Do you anticipate that your organization would compete with nearby Department of Defense installations for civilian manpower in the event of a mobilization	53%	21%	13%	13%		

Note: Based on 15 Returns

TABLE D-2. TYPES AND QUANTITIES OF SKILLS NEEDED AS IDENTIFIED BY RESPONDING INDUSTRIES

	NUMBER REQUIRED ¹
A Aerospace Engineers	27
B Civil Engineers	0
C Electronic Engineers ²	936
D General Engineers	902
E Electronics Technicians ²	93
F Engineer Technicians ²	33
G Industrial Engineer Technicians	800
H Contract and Procurement Managers ²	1060
I Inventory Managers	1502
J Equipment Maintenance Specialists ²	5
K Production Control Specialists ²	1507
L Quality Control Specialists ²	2214
M Quality Assurance Specialists ²	1711
N Aircraft Mechanics	0
O Electronics Mechanics ²	1000
P Heavy Mobile Equipment Mechanics ²	1000
Q Industrial Equipment Mechanics	1003
R Instrument Mechanics	1003
S Computer Specialists/Programmers ²	204
T Machine Tool Operators ²	1030
U Sheet Metal Workers ²	1025
V Machinists	5543
W Assemblers	7000
X Welders	4000
Y Recruiters	1800

¹ More than 90% of the number required are attributed to one claimant who based requirements on available capacity.

² Indicates skills vital to two respondent industries that did not provide the quantities needed

APPENDIX E

OPM DEVELOPED DATA SHEETS OF INSTALLATIONS' PERSONNEL
NEEDS AND AVAILABLE CANDIDATES,

DECEMBER 13, 1985



United States
**Office of
Personnel Management**

San Francisco Region
Office of the Regional Director
211 Main Street
San Francisco, California 94105

In Reply Refer To

Your Reference

SFR:SD:WG:st

DEC 13 1985

Ms. Elaine Babcock
Associate Director - Mobilization Planning &
Requirements
OASD/MI & L (MR)
Room 3D265
Pentagon
Washington, D.C. 20301

Dear Mr. Lacy:

We apologize for the time it took to get this information to you. While computers work fast, getting work done with computers is not always fast. We found the Civilian Mobilization Mini Exercise very educational. As the result of our participation, we believe we are in a better position to respond quickly in the event of a real need. We found that our registers of eligibles in many cases would meet the DoD needs. In some cases, past experience shows that those who could actually be employed might be significantly less than the number available, none-the-less we would expect to be able to meet, especially with the California Employment Development Department's available candidates, the majority of the needs within 15 days and many of the rest within 30 days. The exercise provided experience which showed that OPM and the California Employment Development Department can cooperate effectively, and that our systems can be made compatible. The cooperation which EDD provided was excellent and would be invaluable in a real mobilization.

The exercise did uncover two situations that would create problems in an actual mobilization. The exercise showed that in many needed occupations we do not maintain standing registers. Thus, we would need to open these examinations and process applications before we could provide candidates. This process would take from 15 to 30 days. Since we must operate in a cost effective manner in normal times, this problem cannot be avoided.

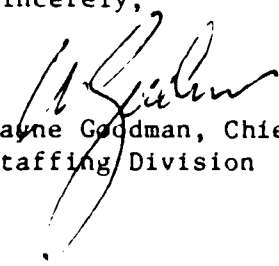
The other factor that would slow our referral process is the lack of clear priorities at the offset of such a mobilization. Given the overlapping geographic availability of many candidates, some priorities by occupations and installations would be very helpful.

Attached are the data sheets showing the installations' needs, our available candidates, and in the San Francisco and Sacramento areas the California Employment Development Department's available candidates.

The attachments do not specify the geographic codes we used. Since these varied and are somewhat complex, we decided not to include them and try to explain them. They are available if you need them. But if you recognize that there will be some candidates included for more than one vacancy, or at more than one grade level, you may not need this information. In a real thing, our referral process would eliminate this duplication.

Our participation in the exercise was educational and positive, we hope you have similar reactions. If we can be of further help, please let us know.

Sincerely,



Wayne Goodman, Chief
Staffing Division

Attachments

cc: Ron Gurney
California EDD

MOBILIZATION REQUIREMENTS - SAN FRANCISCO AREA

Date as of 11/20/85

Explanation of Terms

- CASE EXAM - There are no standing registers. An announcement would be issued and candidates available in 15 to 30 days.
- PAC - These positions are covered under special Schedule B appointing authority. Upon approval by OPM, agencies examine for their own vacancies.
- DELEX - Authority to examine for these positions has been delegated to an agency.
- FAES - The FAES clerical register would be used to fill these positions. In those occupations requiring specialized experience, the eligibles would be screened for the specialized requirements. The registers include the following eligibles:

Clerk Steno	GS-3	50
	GS-4	62
	GS-5	14
Clerk Typist	GS-2	1426
	GS-3	2182
	GS-4	2005
Clerk	GS-2	2512
	GS-3	3037
	GS-4	2909
Data		
Transcriber	GS-2	1420
	GS-3	992

The EDD column shows the eligibles that the California Employment Development Division had that appear to match the Federal classifications. This was obtained by a cooperation effort between specialists from the two offices. In some cases, the EDD's categories do not provide a find breakout by grade level. Thus, the EDD eligibles have been shown under the lowest grade level but some of the eligibles may qualify for higher grade levels. In these cases, the space in the EDD column for the higher grades have been left blank.

SACRAMENTO AREA

GEO CODE	JOB TITLE	UNIES NUMBER	D.O.T. CODE	GRADE LEVEL	MCCLELLAN AFB REQ'D	MATHER SACRAMENTO AFB REQ'D	TOTAL REQ'D	OPM AVAIL	EDD AVAIL	TOTAL AVAIL	DIFFERENCE	NOTE:
	SAFETY MGR	018	012	11	6	1	7	7	7	11	-4	
	SECURITY MGR	081	189	9/11	14	1	14	7	7	0	1	
	FIREFIGHTER-INST	081	373	7/6/5	9	10	19	39	39	38	-20	
	FIREFIGHTER	081	375	5/7	8	7	8	31	31	38	-30	
	POLICE OFFICER	085	372	4	99	99	99	172	172	172	-73	
	GUARD	101		11	2	2	2	9	9	9	-7	
	SOCIAL SCI SP	201		9	1	1	1	0	0	0	1	
	PERS MGT SPEC	203		4	31	3	31	801	130	931	-900	
	PERS STFC CLK	203		4	31	3	34	941	159	1100	-1066	
	MIL PERS CLK	204		4	61	61	61	32	32	32	29	
	PERS STFC SPEC	212		9/11	1	1	1	0	0	0	1	
	SUPV POS CLASS SP	221		12	64	3	67	19	19	19	48	
	SPEC ANALYST	301		11/9/7	20	1	21	1038	261	1299	-1278	
	CLERK	303		5/4/3	12	12	24	757	239	996	-984	
	MAIL/FILE CLK	305		4	64	11	76	104	718	822	-746	
	SECRETARY	318		4/5	76	1	87	841	1374	2215	-2128	
	CLERK TYP	322		3/4	14	2	18	140	140	140	-122	
	COMPUTER OPER	332		9/8/7	25	2	25	42	42	42	-47	
	COMPUTER SPEC	334		9/11	1	1	1	0	0	0	1	
	SUPV COMP ASST	335		8	13	1	17	139	139	139	-122	
	COMPUTER CLK/ASST	343		9/11	22	3	22	34	34	34	-12	
	MNGT ANAL	343		9/11	11	3	15	312	312	312	-297	
	MNGT A	344		5/6	23	2	29	5	5	5	24	
	PGM ANA	345		9/11	53	4	53	0	0	0	53	
	LOG MGR	346		11/12	2	2	3	26	26	26	-23	
	EDUIP OPER	350		4	59	1	61	195	402	597	-536	
	DATA TRANSCRIBER	356		3	5	5	5	63	63	63	-58	
	COMPU RELAY OPER	390		6/8	2	2	2	0	0	0	2	
	COMPU MGR	391		11	2	2	2	45	45	45	-39	
	COMPU OPER	392		6	6	6	6	0	0	0	3	
	COMPU SPEC	393		11/12	3	3	3	29	29	29	-23	
	FUNDS MGR	501		11/12	5	1	6	0	0	0	1	
	COST ANALYST	501		5	25	1	26	25	25	25	1	
	ACCOUNTANT	510		11/12	20	4	24	105	105	105	-81	
	ACCTG CLK/TECH	525		9/7/5	20	1	21	260	260	260	-259	
	CASHIER	530		7	1	1	1	0	0	0	1	
	VOUCHER EXAMINER	540		5	20	1	22	77	77	77	-55	
	PAYROLL CLK/TECH	544		5	2	1	3	40	40	40	-37	
	MIL PAY CLK	545		5/6	4	2	6	13	13	13	-7	
	BUDGET OFFICER	560		12/11/9	2	2	2	1	1	1	1	
	MEDICAL OFFICER	602		13/14	3	3	3	11	11	11	-8	
	NURSE	610		9	24	24	24	17	17	17	7	
	MEDICAL LAB TECH	645		7	3	3	3	0	0	0	3	
	OPTOMETRIST	662		11/12	12	12	12	25	25	25	-553	
	MEDICAL CLERK	679		4	1	1	1	1	1	1	0	
	DENTAL OFFICER	680		11/12	13	13	13	13	13	13	0	
	DENTAL ASST/AID	681		4	9	9	9	0	0	0	9	
	INDUSTRIAL HYGIENST	690		11/12	9	9	9	0	0	0	9	

MOBILIZATION REQUIREMENTS - SACRAMENTO AREA OFFICE, U.S. O.P.M.

AS OF: 11/20/85

TRACY/STOCKTON AREA

JOB CODE	JOB TITLE	SERIES NUMBER	D.O.T. CODE	GRADE LEVEL	DEFENSE		SIAMPE		TOTAL REQ'D	OPM AVAIL	EID AVAIL	TOTAL AVAIL	DIFFERENCE
					DEPT REQ'D	ARMY REQ'D	TRACY REQ'D	ARMY REQ'D					
018	SAFETY MGR	012	11		2		2		2	0	2	0	
080	SECURITY ASST	189	7		1		1		0	0	0	-7	
080	SECURITY CLERK		5		1		1		9	0	9	-8	
085	GUARD	372	4		12		12		13	0	66	-54	
101	ALARM & DRUG COUN		11		1		1		2	0	2	-1	
188	RECREATION SPEL		7		1		1		10	0	10	-9	
189	RECREATION ASST		5		1		1		12	0	12	-11	
201	PERS MGT SPEC		9		1		1		1	0	1	0	
203	PERS CLK (TYP)		5/4		5		5		55	0	55	-50	
203	STAFFING ASST		7		1		1		1	0	1	0	
212	PERS STYC SPEC		9/11		1		1		1	0	1	0	
230	LAB MGT SPEC		11		1		1		1	0	1	0	
235	EMPLOYEE DEV SPEL		12		4		4		66	0	66	-63	
301	CLERK (MISC)		4/3		3		3		39	0	39	-37	
301	CLERK (MISC)		5		2		2		44	0	44	-92	
303	CLERK		5/4/3		2		2		59	0	103	-104	
322	MAIL/FILE CLK		3		2		2		59	0	47	-104	
334	COMPUTER IN ANAL		3		10		10		147	0	246	-236	
334	COMPUTER SPEC		11		1		1		15	0	17	-16	
334	COMPUTER SPEC		9		3		3		16	0	19	-16	
334	COMPUTER SPEC		7		1		1		55	0	59	-58	
335	COMP ASST		6		2		2		30	0	34	-32	
335	COMPUTER CLK/ASST		3		1		1		12	0	12	-11	
340	EXECUTIVE ASST		14		1		1		7	0	7	-6	
340	PRM MGR		12		1		1		7	0	7	-6	
341	ADMIN OFCR		9		1		1		14	0	14	-13	
343	MGT ANAL		9		2		2		1	0	1	0	
344	MGT ASST		7/6		3		3		39	0	39	-36	
346	LAC MGR		12		1		1		22	0	22	-21	
356	DATA TRANSCRIBER		5/3		3		3		47	0	69	-66	
510	ACCOUNTANT		9		1		1		7	0	7	-6	
525	AULTC CLK/TECH		7/6/5		4		4		28	0	28	-23	
540	VOUCHER EXAMINER		5		2		2		2	0	2	0	
544	PAYROLL CLK/TECH		5		3		3		5	0	5	-2	
560	BUDGET ANAL		9		1		1		4	0	4	-3	
800	ENGINEER TRAINEE		4		1		1		2	0	2	-1	
801	GENERAL ENGINEER		11		1		1		22	0	22	-21	
802	ENGR TECH		9		1		1		1	0	1	0	
802	ENGR TECH TRAINEE		5		2		2		25	0	28	-26	
810	CIVIL ENGR		9		2		2		3	0	3	0	
895	IND ENGR TECH		10		1		1		2	0	2	-1	
896	IND ENGR		11		1		1		27	0	27	-26	
905	ATTORNEY		13		1		1		1	0	1	0	
1089	VISUAL INFO SPEC		9		1		1		2	0	2	0	
1101	COMPR OFCR/LIAB REP		9/8/7		6		6		3	0	3	0	
1185	PURCHASING AGENT		5/7		1		1		7	0	7	-4	
1670	EQUIP SPEC		7/9/11		3		3		3	0	3	0	
1810	CRIMINAL INVEST		9		1		1		3	0	3	-2	

NOTE: Numbers with a negative sign in the Difference Column indicate an excess of candidates and without the negative sign a shortage of candidates.

GEO CODE	JOB TITLE	SERIES NUMBER	D.O.T. CODE	GRADE LEVEL	REQ'D	OPM AVAIL	EMP AVAIL	TOTAL AVAIL	DIFFERENCE
	SAFETY SPT	018	012	7	4		1	1	3
	SECURITY SPEC	000	189	7	3		1	1	2
	FIRELIGHTEN	001	373	3	1		0	0	1
	POLICE OFFICER	003	375	4	3	1	3	4	-1
	ALCOHOLISM COUNS	102		7	1		1	1	0
	MAINT SVC SPEC	303		7	1		1	1	0
	CLERK TYP	322		3	10	57	10	67	-57
	ADMIN OFFICER	341		9	2		1	1	1
	MNGT ASST	344		4	3		3	3	0
	COMM OPER	392		4	1		1	1	0
	AUDITOR	511		7	3		3	3	0
	BUDGET ASST	561		4	4		4	4	0
	ELECTRONIC TECH	056		6	3	16	3	19	-16
	PUBLIC AFFAIRS SPEC	1035		7	2		2	2	0
	CLUB MGR	1101		9	1		1	1	0
	PROC & CONTRA-T SPEC	1102		7	3		0	0	3
	PURCHASING AGENT	1105		4	3		3	3	0
	HOUSING MGT SPEC	1173		9	1		1	1	0
	EQUIP SPEC	1670		5	4		4	4	0
	SUPPLY CLERK	2005		4	26	47	26	73	-47
	SHIPMENT CLERK (HRG)	2134		4	4		4	4	0
	CLAIMS CLERK	2135		4	3	21	3	24	-21
	TRANS SPEC	2150		7	3		0	0	3
	AIR TRAF CONT SPEC	2152		9	1		1	1	0
	AIR TRAFFIC ASST	2154		5	2		0	0	2
	ELECTRICIAN	2805		5	2		2	2	0
	LABORER	3582		2	3		3	3	0
	WOODWORKER	4604		8	1		1	1	0
	PLANNER ESTMT	4701		10	1		1	1	0
	GEN EQUIP OPER	4741		7	3		3	3	0
	PEST CONTROLER	5026		7	1		1	1	0
	A C MECH	5306		8	1		1	1	0
	BOLLER PLANT EQ MCHS	5309		8	1		1	1	0
	POWER SPT SYS MCH	5378		8	2		2	5	-3
	FUEL DIST SYS OPER	5413		6	14		1	1	13
	MTR VEH OPER	5702		6	4		4	4	0
	CRANE OPERATOR	5725		8	1		1	1	0
	AUTO MECH	5823		8	2	1	2	3	-1
	TOOLS & PARTS ATTN	6904		6	2		2	2	0
	WAREHOUSE WORKER	6907		5	12		12	12	0
	PACEM	7002		6	2		2	2	0
	AIRCRAFT ENG MCH	8002		8	3		3	3	0

NOTE: Numbers with a negative sign in the Difference Column indicate an excess of candidate and without the negative sign a shortage of candidates.

CASTLE AFB

JOB CODE	JOB TITLE	SERIES NUMBER	D.O.T. CODE	GRADE LEVEL	REQ'D	OPM AVAIL	EOB AVAIL	TOTAL AVAIL	DIFFERENCE
	MAL SPAC (CLERK ALT)	100		9	1		1	1	0
	MET ASST	344		6	1		1	1	0
	CLERK SPEC	393		9	1		1	1	0
	FIN QUAL ASSUR SPEC	501		9	2		5	5	-3
	BUILDING CENTER MGR	1101		0	1		1	1	0
	OPEN MESS MGR	1101		11	1		2	2	-1
	CONTRACT SPEC	1102		9	3		3	3	0
	HOUSING MGT SPEC	1173		9	1		0	0	1
	PURCH DEPT MGR	1144		6	1		1	1	0
	FACILITY MAINT CONTR	1601		5	1		1	1	0
	SUPPLY TECH	2005		7	2		7	7	-5
	SUPPLY CLERK	2005		5	3		3	3	-2
	ELC INTFC SYS MESH	2610		12	2		2	2	0
	ELECTRICIAN	2805		10	3	2	3	5	-2
	ELECTRICIAN (HIGH VOL)	2810		10	1	1	1	2	-1
	FUEL DIST SYS MESH	4255		10	1		1	0	1
	WATER	4607		9	1	3	5	0	-7
	LEAK PLANT EQ MESH	5109		10	2	1	1	1	1
	PUMPER SPT SYS MESH	5378		10	2	2	2	2	0
	BOILER PLANT OPER	5402		10	1	1	1	1	0
	PLANTATTER	7607		0	1		3	3	-2
	AIRCRAFT ENR MESH	8602		10	2		2	2	0

NOTE: Numbers with a negative sign in the Difference Column indicate an excess of candidates and without the negative sign a shortage of candidates.

MOBILIZATION REQUIREMENTS - SACRAMENTO ARPA OFFICE, U.S. O.P.M. AS OF: 11/20/85
 MARINE CORPS LOGISTICS CENTER, BARSTON

GFO CODE	JOB TITLE	SERIES NUMBER	D.O.T. CODE	GRADE LEVEL	REQ'D	OPM AVAIL	EDD AVAIL	TOTAL AVAIL	DIFFERENCE
	CIV ENGR TECH	002	1	7	1	1	1	1	0
	CIV ENGR TECH	002	1	11	2	1	1	1	1
	ENGR TECH	002	9	9	1	3	3	3	-2
	MECH ENGR TECH	002	9	9	3	0	0	0	3
	ARCH ENGR TECH	002	9	9	1	3	3	3	-2
	IND ENGR TECH	095	9	9	3	1	1	1	2
	IND ENGR TECH	095	10	10	3	0	0	0	3
	Mach Engr	830	9	9	1	43	43	43	0

NOTE: Numbers with a negative sign in the Difference Column indicate an excess of candidates and without the negative sign a shortage of candidates.

RECRUITMENT REQUIREMENTS - SACRAMENTO AREA OFFICE, U.S. O.P.M. AS OF: 11-29-85
 MARINE CORPS LOGISTICS CENTER, BANSTON

GEO CODE	JOB TITLE	SERIES NUMBER	D.O.T. CODE	GRADE LEVEL	REQ'D	OPM AVAIL	EDD AVAIL	TOTAL AVAIL	DIFFERENCE
	CIV ENGR TECH	802	7	7	1	1	1	1	0
	CIV ENGR TECH	802	11	11	2	1	1	1	1
	ENGR TECH	802	9	9	1	3	3	3	-2
	MECH ENGR TECH	802	9	9	3	0	0	0	3
	ARCH ENGR TECH	802	9	9	1	3	3	3	-2
	IND ENGR TECH	895	9	9	3	1	1	1	2
	IND ENGR TECH	895	10	10	3	0	0	0	3
	Mach Engr	830	9	9	1	43	43	43	0

NOTE: Numbers with a negative sign in the Difference Column indicate an excess of candidates and without the negative sign a shortage of candidates.

APPENDIX F

CIVILIAN PERSONNEL SHORTAGES, CENTRAL CALIFORNIA,
1985 CIVILIAN MINI-MOBILIZATION EXERCISE

TABLE F-1. CIVILIAN PERSONNEL SHORTAGES, SAN FRANCISCO AREA, * 1985 CIVILIAN MINI-MOBILIZATION EXERCISE

JOB TITLE**	CONCORD NAV WPN STA	MSC PAC NAV AIR REWRK PAC	ALAMEDA NAV AIR	MOFFETT NAV AIR STA	VALLEJO NAV ELEX CEN	SAN BRUNO NAV FAC ENGCEN	TREASIS NAV STA	OAKLAND NAV SUP CEN	OAKLAND ARMY BASE	PRESIDIO SAN FRAN	TRAVIS AFB	TOT REQ	TOT AVAIL	DIFF
SAFETY/CLIP	10							1		1	1	23	0	23
HEALTH SP														
FIRE FIGHTER	6									2		8	0	8
STRUCTURAL	5								6			15	6	9
RE REACTION AID														
PERSONNEL MGT SPEC	10	4								1		17	1	14
PERSONNEL CLERK	14									1		21	2	25
PERSONNEL CLERK	16	3				6				2		29	0	29
MILITARY PERSONNEL CLERK														
MILITARY PLANS SPEC														
MISC CLERK	25					14				1		25	0	25
MISC CLERK	1									11		13	0	13
CLERK TYPIST	3									2		10	0	10
COMPUTER CLERK														
PROGRAM ANALYST	4													
LOGISTICS MGT SPEC														
DATA TRANSMISSION	16	2										18	0	18
FIN/AL ACCOUNTING CLERK														
BUDGET ANALYST	1													
EMBALLER														
MEDICAL RECORD TECH														
MEDICAL CLERK														
HEALTH TECH														
CONSTRUCTION CONTROL														

* This List Contains Personnel Shortages of Five or More.

** Civil Service Occupation Codes and Grades Corresponding to Each Job Title are on File at Logistics Management Institute

TABLE F-1. CIVILIAN PERSONNEL SHORTAGES, SAN FRANCISCO AREA, * 1985 CIVILIAN MINI-MOBILIZATION EXERCISE (CONTINUED)

JOB TITLE	CONCORD NAV WPN STA	MSC PAC	ALAMEDA		MOFFETT		VALLEJO		SAN BRUNO		OAKLAND NAV SUP CFN	OAKLAND ARMYBASE	PRESIDIO SAN FRAN	TRAVIS AFB	TOT REQ	TOT AVAIL	DIFF
			NAV AIR	REWRK FAC	NAV AIR	STA	NAV FLEX CFN	NAV FLEX	NAV FAC	NAV STA							
SHIP SURVEYOR		12													12	0	12
PHOTODUPLICATION													1		12	0	12
PURCHASING AGENT			6												6	0	6
PURCHASING AGENT			6												6	0	6
PURCHASING AGENT															6	0	6
PROCUREMENT CLERK	7										11		4		17	0	17
INDUSTRIAL SPECIALIST	7				1						4				6	0	6
PRODUCTION CONTROLLER	25													7	0	7	
EQUIP SPEC	3													6	31	2	31
TERMINAL INVESTIGATOR	3													4	19	0	19
QUALITY ASSURANCE SPECIALIST	11			2										2	5	0	5
EN SUPPLY SPEC		4												1	24	0	24
SUPPLY SYSTEMS ANALYST	1													1	6	0	6
SUPPLY CLERK	19		16											11	22	0	22
INVENTORY MGR	3							2			45			11	176	0	176
TRANS SPEC														2	5	0	5
TRANS CLERK	42			1							4			16	0	16	
TRAFFIC MGR	1										12			1	104	0	104
FREIGHT RATE SPEC	21													17	0	17	
TRAVEL CLERK		6												6	40	0	40
SHIPMENT CLERK (CARP)														1	6	0	6
SCHEDULER	36			7							1			6	0	6	
MARINE CARDO SPEC	22													2	36	0	36
ELEC MEASURING EQUIP MNTCH	7													46	2	46	
														2	21	11	58

TABLE F-1. CIVILIAN PERSONNEL SHORTAGES, SAN FRANCISCO AREA, * 1985 CIVILIAN MINI-MOBILIZATION EXERCISE (CONTINUED)

JOB TITLE	CONCORD NAV WPN STA		MSK PAC		ALAMEDA		MOFFETT		VALLEJO		SAN BRUNO		TREASIS		OAKLAND		PRESIDIO		TRAVIS		TOT		TOT	
	NAV WPN	STA	NAVAIR	REWRK FAC	NAVAIR	REWRK FAC	NAVAIR	STA	NAV ELEX	NAV FAC	NAV SUP	ENG CEN	NAV STA	NAV SUP	NAV SUP	ARMYBASE	SAN FRAN	AFB	REQ	AVAIL	REQ	AVAIL	REQ	AVAIL
ELEC MEASURING EQUIP MECH	24																		24	0	24	0	24	0
ELEC MECHANIC	3		170														1		176	0	176	0	176	0
AIRCRAFT ELEC SYS MECH			136														1		137	13	150	13	148	13
INSTRUMENT MECH	15		75																90	75	15	2	71	2
MACHINIST																56			56	15	0	0	15	0
PIER FAC WORKER																	1		1	7	2	2	5	2
MASON	1																		1	20	0	0	20	0
ELECTROPLATER			20																20	13	0	0	13	0
HEAT TREATER			13																13	13	0	0	13	0
OFFSET DUP PRESS OPERATOR			7																7	11	7	7	9	9
RICKER BRABLER	394															16			410	0	0	0	410	0
WHARF BUILDER	20																		20	20	0	0	20	0
GLEN FOREMAN	8						2												13	13	5	5	8	8
BOOKER	15										1								16	16	10	10	48	48
POWER SUPPLY EQUIP OPERATOR																			10	10	5	5	5	5
EQUIP DISPATCHER	14																		14	15	2	2	11	11
ENG EQUIP OPR	2							2											4	5	0	0	5	0
CRANE OPERATOR	13																		13	17	1	1	16	1
RR BRAKING SWITCHING CONDUCTOR	32																		32	31	0	0	31	0
LOCOMOTIVE ENG	25																		25	25	0	0	25	0
HVT MOB EQP MECH	28																		28	28	8	8	20	8
MOBILE EQUIP SERVICING	18																		18	22	12	12	10	10
EXPLOSIVE OPERATOR	85																		85	85	0	0	85	0
CRD EQUIP MECH	122		43																165	168	0	0	168	0
AIRCRAFT ORG STA MECH																								
EQUIP EXAMINER			44																44	44	2	2	42	2
																			5	5	0	0	5	0

TABLE F-1. CIVILIAN PERSONNEL SHORTAGES, SAN FRANCISCO AREA, * 1985 CIVILIAN MINI-MOBILIZATION EXERCISE (CONTINUED)

JOB TITLE	CONCORD NAV WPN STA	MSC PAC	ALAMEDA NAV AIR REWRK FAC	MOFFETT NAV AIR STA	VALLEJO NAV/ELEX CEN	SAN BRUNO NAV/FAC ENGCEN	TREASIS NAV/STA	OAKLAND NAV/SUP CEN	OAKLAND ARMYBASE	PRESIDIO SAN FRAN	TRAVIS AFB	TOT REQ	TOT AVAIL	DIFF
TOOLPARTS ATTENDANT	2								1		2	12	4	8
WAREHOUSE WORKER	23	4	1	10				50		50		108	4	114
WAREHOUSE WORKER					10					21	10	43	0	43
STORE WORKER							4		8	14	5	51	0	51
MEAT CUTTER							5		4	24	1	29	0	29
FOOD SVY WORKER										8		13	0	13
PNEUMATIC SYS MECH			107								4	111	7	104
AIRRAFT ENG MECH			195								11	206	30	187
AIRRAFT MECH			201								5	206	43	163

TABLE F-2. CIVILIAN PERSONNEL SHORTAGES, SACRAMENTO AREA, * 1985 CIVILIAN MINI-MOBILIZATION EXERCISE

JOB TITLE	CIVIL SERVICE SERIES	GRADE	McCLELLAN AFB	MATHER AFB	SACRAMENTO ARMY DEPOT	TOT REQ	TOT AVAIL	DIFFERENCE
SECURITY MANAGER	060	9/11	14			14	7	7
FIREFIGHTER	081	9		1		1	0	1
PERS MGT SPEC	201	9		1		1	0	1
PERS STAFF SPEC	212	9/11	61			61	32	29
POB CLASS SPEC	221	12		1		1	0	1
ANALYST	301	7/9/11	64	3		67	19	48
COMPUTER ASST	335	8		1		1	0	1
PROGRAM ANALYST	345	9/11	23	2	4	29	5	24
LOGISTICS MANAGER	346	11/12	53			53	0	53
COMMUNICATION MGR	391	11	2	2		4	0	4
COMMUNICATION SPEC	393	11/12	3			3	0	3
COST ANALYST	501	5		1		1	0	1
ACCOUNTANT	510	11/12	25	1		26	25	1
VOUCHER EXAMINER	540	5			1	1	0	1
MEDICAL OFFICER	602	13/14	2			2	1	1
MEDICAL LAB TECH	645	7	24			24	12	12
OPTOMETRIST	662	11/12	3			3	0	3
INDUSTRIAL HYGIENIST	690	11/12	9			9	0	9
HEALTH TECHNICIAN	699	5	10			10	2	8
ATTORNEY	905	12	16	1		17	2	15
LEGAL CLERK	906	6	9			9	5	4
CLUB MANAGER	1101	11/12		2		2	0	2
COMMISSARY CNTR MON	1101	6		1		1	0	1
CONTRACT SPEC	1102	9/11	75		2	77	11	66
PROCUREMENT CLK	1106	4/5/7	46	1	1	48	1	47
COMMISSARY STORE MGR	1144	5		1		1	0	1
PHYSICAL SCIENCE TECH	1311	10	2			2	0	2
CHEMIST	1320	11	3			3	2	1
COMPUTER SCIENCE	1550	12	5			5	0	5
FACILITY MGR	1640	9		1		1	0	1
TRAINING TECH	1702	5/6		2		2	0	2
TNG INSTR NAVIGATION	1712	11		3		3	0	3
TRAINING INSTRUCTOR	1712	9/11		1	6	7	5	2

TABLE F-2. CIVILIAN PERSONNEL SHORTAGES, SACRAMENTO AREA, * 1985 CIVILIAN MINI-MOBILIZATION EXERCISE (CONTINUED)

JOB TITLE	CIVIL SERVICE SERIES	GRADE	McCLELLAN AFB	MATHER AFB	SACRAMENTO ARMY DEPOT	TOT RFQ	TOT AVAIL	DIFFERENCE
TELEPHONE MECH	2502	10		1		1	0	1
WIRE COMM EQ INST	2511	5			3	3	0	3
ELEC MEAS EQ MECH	2602	11		4	4	8	0	8
ELEC INDS CNTR MECH	2606	11	2			2	0	2
DIGITAL COMP MECH	2608	12		1		1	0	1
OPTICAL INST RPR	3306	5			5	5	0	5
SHEETMETAL MECHANIC	3606	5			2	2	0	2
METAL TANK SEALER	3858	5	15			15	0	15
MOTION PICT PROJ	3910	5		2		2	0	2
EQUIPMENT FINISHER	4101	5			2	2	0	2
CRYOGENICS MECH	5301	R10			2	2	0	2
GEN EQP EXAMINER	6901	7		1		1	0	1
PERS FLT EQP OPR	6907	7		1		1	0	1
AIRCRAFT PNEUMS MECH	8268	10		3		3	0	3

TABLE F-3. CIVILIAN PERSONNEL SHORTAGES, TRACEY/STOCKTON AREA, * 1985 CIVILIAN MINI-MOBILIZATION EXERCISE

JOB TITLE	CIVIL SERVICE SERIES	GRADE	DEFENSE DEPOT TRACY	SHARPE ARMY DEPOT	TOT REQ	TOT AVAIL	DIFFERENCE
STAFFING ASST	209	7		1	1	0	1
EMPLOYEE DEV SPEC	235	12		4	4	1	1
MANAGEMENT AVAL	343	9		2	2	1	1
LOGISTICS MGR	346	12		1	1	0	1
ENGINEER TECH	802	9		1	1	0	1
CIVIL ENGINEER	810	7		2	2	0	2
ATTORNEY	905	13	1		1	0	1
CONTRACTING OFF	1101	7/8/9		6	6	1	1
PURCHASING AGENT	1105	5/7		1	1	0	1
QUALITY ASSUR SPEC	1910	9/11		5	5	3	2
INST FACIL MGR	2030	9-11		5	5	3	2
TRANSPORT ASST	2106	6	2		2	1	1
FREIGHT RATE ASST	2131	5-6		4	4	1	1
TRANS LOSS DMG EXAM	2135	6		3	3	0	1
SHIP FITTER	3820	10		1	1	0	1
BLACK ENGRAVER	4802	7		1	1	0	1
WOOD WORKER	4804	5-6		6	6	0	6
UTILITY SYS REPAIR	4742	10		2	2	0	2
TESTING EQ OPR	5439	11		11	11	0	11
BRAKE/SWITCHER	5736	7	2		2	0	2
LYNCHMOTIVE ENGINEER	5737	9	1		1	0	1
MATERIAL HANDLERS	6901	7	31		49	0	49
PRESERVATION SVC PERS	7006	7		5	5	0	5

TABLE F-4. CIVILIAN PERSONNEL SHORTAGES, OUTLYING AREAS,* 1985 CIVILIAN MINI-MOBILIZATION EXERCISE

JOB TITLE	CIVIL SERV SERIES	GRADE	NAS LEMOORE	FT ORD	USMC LOGCEN	CASTLE AFB	TOT REQ	TOT AVAIL	DIFF
TRANSPORTATION SPEC	2150	7	3				3	0	3
AIR TRAFFIC CONTRL SPEC	2152	9	1				1	0	1
AIR TRAFFIC ASSIST	2154	5	2				2	0	2
ELECTRONICS MECH	2604	12		12			12	0	12
FUEL DIST SYS MECH	4255	10				1	1	0	1
BOILER PLANT EQUIP MECH	5309	10		18			18	0	18
LAUNDRY EQUIP MECH	5316	8-9		12		2	12	0	12
EQUIP MECH FOREMAN	5352	8-9		5			5	0	5
POWER SUPPORT SYSTEM MECH	5367	10-11		6			6	0	6
FUEL DIST SYS OPERATOR	5413	6	14				14	0	14
MOTOR VEHICLE OPERATOR	5703	6-7-8		45			45	0	45
TRACTOR OPERATOR	5705	6		5			5	0	5
ENGINEER EQUIP OPR	5716	8-9-10		24			24	0	24
HARBORCRAFT MASTER	5723	1		2			2	0	2
MOBILE EQUIP INSP	5801	11		2			2	0	2
HVY MOBIL EQUIPMENT REPAIRMAN	5803	5		6			6	0	6
HVY MOBIL EQUIPMENT REPAIRMAN	5803	8-10-11		30			30	0	30
AUTO MECHANIC	5823	8		26			26	0	26
FOOD-SERVICE WORKER	7408	2-3		16			16	0	16
AIRCRAFT PROPELLER WORKER	8807	8		1			1	0	1

TABLE F-4. CIVILIAN PERSONNEL SHORTAGES, OUTLYING AREAS, * 1985 CIVILIAN MINI-MOBILIZATION EXERCISE (CONTINUED)

JOB TITLE	CIVIL SERV SERIES	GRADE	NAS LEMOORE	FT ORD	USMC LOG CEN	CASSTF AFB	TOT REQ	TOT AVAIL	DIFF
SAFETY SPEC	18	7	4				4	1	3
SECURITY SPEC	80	7	3				1	1	2
FIREFIGHTER	81	3	1				1	0	1
ADMIN OFF	341	9	2				2	1	1
OFFICE SVC MGR	342	9		1			1	0	1
MGT ANALYST	343	9		5			5	0	5
MGT ASST	344	5-7		17			17	0	17
PLUP EQUIP OPR	350	4		2			2	0	2
DATA TRANSCRIBER	356	3/4		24			24	13	11
CODING CLERK	357	4		6			6	0	6
ACCOUNTING/AUDITOR	510	9/10		13			13	0	13
ACCOUNTING TECH	525	4/5		51			51	0	51
ACCOUNTING TECH	525	6		14			14	0	14
TELLER	530	4/5		15			15	0	15
PATROLL CLERK	544	5		5			5	0	5
MAIL CLERK	545	4/5		26			26	16	10
CIVIL ENG TECH	802	11			2		2	1	1
MECHANICAL ENG TECH	802	9			3		3	0	3
CONSTRUCTION INSPECTOR	809	7/8		1			1	0	1
ENGINEERING DRAFTSMAN	818	6		4			4	0	4
INDUSTRIAL ENG TECH	895	9			3		3	1	2
INDUSTRIAL ENG TECH	895	10			3		3	0	3
GENERAL ATTORNEY	905			6			6	0	6
ILLUSTRATOR	1020	5/7		10			10	9	10
PUBLIC AFFAIRS SPEC	1035	7/9	2	10			12	0	12
THEATER SPECIALIST	1054	7		2			2	0	2
ART SPECIALIST	1056	5		2			2	0	2
PHOTOGRAPHER	1060	4		5			5	0	5
PHOTOGRAPHER	1060	5/7		9			9	0	9
TV PRODUCTION SPEC	1071	11		1			1	0	1
STORE MANAGER	1101	7/13		9			9	0	9
PROCUREMENT SPEC	1102	7	3				3	0	3
HOUSING MGT SPEC	1173	9					1	0	1

APPENDIX G

INSTALLATION RESPONSES TO OSD QUESTIONNAIRE.

1985 CIVILIAN MINI MOBILIZATION EXERCISE

INSTALLATION RESPONSES TO OSD QUESTIONNAIRE,
1985 CIVILIAN MINI-MOBILIZATION EXERCISE

QUESTION 1. Are the installations confident of their mobilization civilian new hire requirements? Are WARMAPS civilian requirements valid?

CONSENSUS: Some installations are confident of new hire requirements.

DIVERGENCE:

- Three installations were not.
- One installation was not confident of the specific numbers by type position.
- One installation stated that given a draft, call-up, and recall – then hiring of replacements would be difficult
- One installation stated that exercise provided little insight into this problem.
- One installation did not have a current TDA for a major unit.
- Two installations failed to reply to this question.

CONSENSUS: Most of the installations did not consider WARMAPS requirements valid.

DIVERGENCE:

- Two considered WARMAPS close to their needs.
- One stated that their WARMAPS requirements were valid.
- One installation lacked knowledge of WARMAPS.
- Two installations did not respond to this question.

QUESTION 2. Can the installation recruit the workers they need during mobilization?

CONSENSUS: Based on information provided by OPM and CEDD during the exercise, most installations indicated that they could recruit their needs.

DIVERGENCE:

- Five installations stated that they could not.

- Two installations said that the ability to do so was not determined during the exercise.

QUESTION 3. How can DoD and defense industries avoid disruptive competition for workers?

CONSENSUS: Not established.

- DIVERGENCE:
- Eight installations stated that wage and price controls must be implemented.
 - Five installations said that such competition did not exist in their area.
 - Three installations stated that an outside Federal Agency such as DOL or FEMA must act to regulate the workforce.
 - Two indicated that representatives from DoD and defense industries should meet regularly to decide personnel issues.
 - One said that area committees could arbitrate the issue.
 - One stated that higher pay or civilian draft would solve the problem.

QUESTION 4. Are existing procedures sufficient to prevent competition for new workers among DoD components?

- CONSENSUS:
- Ten of the installations stated that the procedures were not sufficient.
 - One of the installations stated that there were no procedures.

- DIVERGENCE:
- Three installations said that gentlemen's agreements were sufficient.
 - Two installations stated that with qualifications the existing procedures were sufficient.
 - Two stated that the area committees could handle the issue.
 - One installation recommended the implementation of first day hiring procedures.
 - One installation stated that, due to their isolation from other DoD installations, procedures were not necessary.

QUESTION 5. Have DoD installations screened their employees for competition with reserve and military obligations?

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1985 CIVILIAN MANPOWER MOBILIZATION MINI EXERCISE(U)
LOGISTICS MANAGEMENT INST BETHESDA MD
G E NUELLER ET AL SEP 86 LMT-ML522 MDA903-85-C-8139

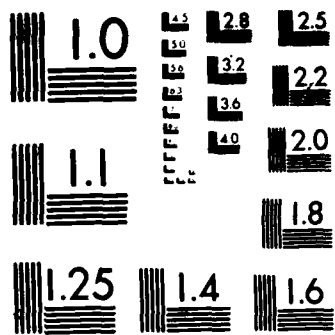
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MICROCOPY RESOLUTION TEST CHART
NATIONAL BUREAU OF STANDARDS-1963-A

CONSENSUS: All installations stated yes to this question.

QUESTION 6. Are installations prepared to recruit civilian retirees for emergency reemployment?

CONSENSUS: All installations answered yes to this question. Many installations have developed their own lists in addition to information provided by the Defense Manpower Data Center.

QUESTION 7. How useful are the OPM-DOT occupational code crosswalk and the Mobilization Manpower Planners Handbook?

CONSENSUS:

- All installations stated both were useful in varying degrees.
- Six installations stated that crosswalk should be automated, while three others indicated a preference for a hard copy report instead of microfiche.
- Two installations stated that an assessment of crosswalk utility could not be made without a review of the candidates' application to determine if qualifications satisfied position requirements.

QUESTION 8. How big a problem will a military draft, reservist called to active duty and military retirees recalled to active duty be for a civilian mobilization?

A DRAFT

CONSENSUS:

- Most of the installations stated that, based on the exercise scenario, the draft would present no problem.
- Three installations stated that if the draft included more than 20 year old males then there would be a serious problem.
- One indicated that, based on the exercise scenario, it was impossible to make an assessment.
- One installation did not respond to this question.

RESERVE CALL-UP

CONSENSUS: Most stated that there would be limited impact except where the call-up occurred in conjunction with a recall of retirees.

MILITARY RETIREE RECALL

CONSENSUS: Most installations stated that a call-up and recall would have serious consequences. Nine installations reported this loss as a percentage of workforce and the range spread from 7 to 17 percent. The concern was centered on the loss of particular skills that would occur if there was a call-up and simultaneous recall.

DIVERGENCE:

- Four installations reported no impact if there were a call-up and recall.
- One installation indicated that the exercise scenario made it impossible to accurately assess impact.

QUESTION 9. How many and what types of jobs could be filled by conscientious objectors?

CONSENSUS: Many installations stated that conscientious objectors could be used in positions that required no security clearance.

DIVERGENCE: Four installations stated that, due to their type of mission, no positions could be filled with conscientious objectors.

QUESTION 10. Are there civilian jobs that could be converted to military?
How many and what kind?

CONSENSUS:

- Most installations stated that all but a few positions (usually associated with the civilian personnel office) could be converted to military.
- Six installations qualified their response by stating that such a conversion was unlikely or inappropriate.
- One stated that this could not be determined during the exercises.

DIVERGENCE: Four installations stated that there were no positions that could be converted to military.

QUESTION 11. What "competition" problems have installations experienced or do they expect to experience in mobilization? Include competition with other installations as well as private industry.

CONSENSUS:

- Many stated that there would be competition from both DoD installations and private industry.
- Three installations said that there would be minimum competition with other DoD installations.
- Two installations stated that competition with private industry would be minimal.

DIVERGENCE:

- Four installations indicated that there would be no competition with DoD installations or private industry.
- Two installations stated that the issue of competition could not be determined based on exercise.

TYPES OF AND REASON FOR COMPETITION

- Six installations stated that competition would be in the form of increased pay and benefits offered by the private industries.
- Four installations stated that competition among DoD installations would exist because employees would transfer from one installation to another to advance their careers.
- Three installations said that competition would exist because DoD has not established mission priorities between installations or among them and private industries.

QUESTION 12. What authorities did you need to exercise other than the emergency indefinite hiring authority?

CONSENSUS: Seven installations stated that they required none other than emergency indefinite hiring authority.

OTHER AUTHORITIES MENTIONED

- Incentive pay
- Veterans Readjustment Appointments
- Schedule A

- Reinstatement of Annuitants
- Waivers on reassignments
- Waivers on qualifications
- Waivers on limits of temporary promotions
- Waivers on time in grade
- Ability to non-select current DoD employees off registers
- Contract authority with local employment agencies
- Authority to "lock" DoD employees in place
- Leniency in applying X118 and X118C qualification standards
- Modify emergency indefinite with regard to considering standard registers
- Permit indefinite hiring periods for noncompetitive temporary promotions

DIVERGENCE: Two installations stated that the exercise was not adequate for them to assess need for authorities.

QUESTION 13. What is your assessment of the impact of civilian shortfalls on mission capability?

CONSENSUS:

- Eight installations reported no impact.
- Two installations indicated that the shortfalls would have minimal impact.
- One installation indicated that the shortfalls would have some impact on mission accomplishment.

DIVERGENCE:

- Six installations reported that the shortfalls were critical to mission accomplishment.
- Three installations were uncertain of the impact.

QUESTION 14. What five to ten civilian occupation shortages do you consider most critical to mission accomplishment?

[A compilation of the installations' responses follows.]

CRITICAL CIVILIAN OCCUPATIONS

CIVIL SERVICE CODE	OCCUPATIONAL TITLE	NO. OF TIMES REPORTING
18	SAFETY AND OCCUPATION HEALTH SPECIALISTS	2
80	PHYSICAL SECURITY SPECIALISTS	0
81	FIREFIGHTERS	5
189	RECREATION AIDES	0
301	MISCELLANEOUS ADMINISTRATION PERSONNEL	2
332	COMPUTER OPERATORS	0
334	COMPUTER SPECIALISTS	0
346	LOGISTICS MANAGERS	0
525	ACCOUNTING TECHNICIANS	2
560	BUDGET ANALYSTS	2
600	ALL MEDICAL PROFESSIONALS	2
801	GENERAL ENGINEERS	0
802	ENGINEER TECHNICIANS	2
808	ARCHITECTS	0
809	CONSTRUCTION REPRESENTATIVES	0
810	CIVIL ENGINEERS	0
830	MECHANICAL ENGINEERS	0
850	ELECTRICAL ENGINEERS	0
855	ELECTRONICS ENGINEERS	3
856	ELECTRONICS TECHNICIANS	2
1102	CONTRACT SPECIALISTS	2
1670	EQUIPMENT SPECIALISTS	3
1712	TRAINING INSTRUCTORS	0

CRITICAL CIVILIAN OCCUPATIONS (CONTINUED)

CIVIL SERVICE CODE	OCCUPATIONAL TITLE	NO. OF TIMES REPORTING
1910	QUALITY ASSURANCE PERSONNEL	0
2003	SUPPLY MANAGERS	0
2005	SUPPLY CLERKS	5
2102	TRANSPORTATION CLERKS	0
2130	TRAFFIC MANAGERS	0
2131	FREIGHT RATE SPECIALISTS	2
2134	SHIPPING CLERKS	2
2152	AIR TRAFFIC CONTROLLERS	2
2161	MARINE CARGO SPECIALISTS	3
2602	ELECTRONIC MEASURING EQUIPMENT MECHANICS	2
2604	ELECTRONICS MECHANICS	4
2892	AIRCRAFT ELECTRICAL SYSTEMS REPAIRMEN	0
3359	INSTRUMENT MECHANICS	0
3806	SHEET METAL MECHANICS	0
5413	FUEL DISTRIBUTION SYSTEM OPERATORS	0
5725	CRANE OPERATORS	0
5736	BRAKERS, SWITCHMEN & CONDUCTORS	2
5737	LOCOMOTIVE ENGINEERS	0
6907	WAREHOUSE PERSONNEL	4
6912	MATERIALS SORTERS & CLASSIFIERS	2
7002	PACKERS	0
7401	FOOD PREPARERS	0
8852	AIRCRAFT MECHANICS	2
8862	AIRCRAFT REFUELERS	0

APPENDIX H

**COMPARISON OF NON-DOD CIVIL SERVICE PERSONNEL PRESENT
WITH DOD INSTALLATION NEEDS IN SELECTED AREAS**

TABLE H-1. COMPARISON OF NON-DoD CIVIL SERVICE PERSONNEL PRESENT WITH DoD INSTALLATION NEEDS IN SELECTED AREAS

	SAN FRANCISCO BAY AREA		SACRAMENTO AREA	
	No. of Non-DoD Civil Service Personnel Present	No. of Personnel Needed at DoD Installations	No. of Non-DoD Civil Service Personnel Present	No. of Personnel Needed at DoD Installations
Fire Protection Personnel	5	31		
Miscellaneous Administration Personnel	333	13	46	48
Miscellaneous Clerks	710	63	142	
Mail and File Personnel	170		26	
Clerk Typists	523	6	113	
Computer Specialists	201		41	
Management Analysts	131		16	1
Program Analysts	136	14	6	24
Logistics Managers	2	26		
Accountants	118		16	1
Accounting Technicians	181		20	
Engineering Technicians	100		48	1
Electronics Engineers	161		8	
Electronics Technicians	96		74	

Source for Non-DoD Civil Service Information: Office of Personnel Management, November 14, 1985.

**TABLE H-1. COMPARISON OF NON-DoD CIVIL SERVICE PERSONNEL PRESENT WITH DoD INSTALLATION NEEDS
IN SELECTED AREAS (CONTINUED)**

	SAN FRANCISCO BAY AREA		SACRAMENTO AREA	
	No. of Non-DoD Civil Service Personnel Present	No. of Personnel Needed at DoD Installations	No. of Non-DoD Civil Service Personnel Present	No. of Personnel Needed at DoD Installations
Aerospace Engineers	329			
General Business Personnel	147	14	39	6
Contract and Procurement Personnel	177		27	71
Purchasing Personnel	47	17	15	1
Equipment Specialist	3	19	3	
Quality Assurance Personnel	14	24	3	2
Supply Clerks	78	156	39	
Inventory Managers	21	5	1	
Freight Rate Specialists	4	40		
Shipping Clerks	3	8	11	
Electronic Measuring Equipment Mechanics	1	82		
Electronics Mechanics	52	156	6	
Electronic Integrated Systems Mechanics	2			
Electricians	58		5	

Source for Non-DoD Civil Service Information: Office of Personnel Management, November 14, 1985.

**TABLE H-1. COMPARISON OF NON-DoD CIVIL SERVICE PERSONNEL PRESENT WITH DoD INSTALLATION NEEDS
IN SELECTED AREAS (CONTINUED)**

	SAN FRANCISCO BAY AREA			SACRAMENTO AREA	
	No. of Non-DoD Civil Service Personnel Present	No. of Non-DoD Civil Service Personnel Present	No. of Non-DoD Civil Service Personnel Present	No. of Non-DoD Civil Service Personnel Present	No. of Non-DoD Civil Service Personnel Present
Electrical Equipment Repair Personnel	1				
Instrument Mechanics	3	73			
Machinists	19	15	1		
Laborers	35		4		
Welders	6				
Mobile Equipment Metal Mechanics			1		
Painters	17		4		
Wood Workers			5	8	
General Equipment Maintenance Personnel	5		2		
Riggers	5	26			
Motor Vehicle Operators	46		4		
Fork Lift Operators			4		
Crane Operators	1	16			
Heavy Mobile Equipment Mechanics	3		4		

Source for Non-DoD Civil Service Information: Office of Personnel Management, November 14, 1985.

**TABLE H-1. COMPARISON OF NON-DoD CIVIL SERVICE PERSONNEL PRESENT WITH DoD INSTALLATION NEEDS
IN SELECTED AREAS (CONTINUED)**

	SAN FRANCISCO BAY AREA		SACRAMENTO AREA	
	No of Non-DoD Civil Service Personnel Present	No. of Personnel Needed at DoD Installations	No of Non-DoD Civil Service Personnel Present	No. of Personnel Needed at DoD Installations
Automotive Mechanics	15		14	
Warehouse Worker, Miscellaneous	11	5		
Warehouse Workers	50	134	187	
Packers			25	
Preservation Service Personnel	18			
Cooks	29			
Food Service Workers	166	13		
Aircraft Mechanics	25	163	9	

Source for Non-DoD Civil Service Information: Office of Personnel Management, November 14, 1985.

APPENDIX I

EXECUTIVE ORDER 10480, AS AMENDED, "ADMINISTRATION
OF CIVIL AND DEFENSE MOBILIZATION," PART IV, "LABOR SUPPLY"

EXECUTIVE ORDER 10480, AS AMENDED, "ADMINISTRATION OF CIVIL AND DEFENSE MOBILIZATION," PART IV, "LABOR SUPPLY."

Sec. 401. The Secretary of Labor shall utilize the functions vested in him so as to meet most effectively the labor needs of defense industry and essential civilian employment, and to this end he shall:

(a) Assemble and analyze information on, and make a continuing appraisal of, the nation's labor requirements for defense and other activities and the supply of workers. All agencies of the Government shall cooperate with the Secretary in furnishing information necessary for this purpose.

(b) Consult with and advise each delegate of the Director of the Federal Emergency Management Agency referred to in section 20(a) of this order and each official of the Government exercising guarantee or loan functions under Part III of this order concerning (1) the effect of contemplated actions on labor supply and utilization, (2) the relation of labor supply to materials and facilities requirements, (3) such other matters as will assist in making the exercise of priority and allocations functions consistent with effective utilization and distribution of labor.

(c) Formulate plans, programs, and policies for meeting defense and essential civilian labor requirements.

(d) Utilize the public employment service system, and enlist the cooperation and assistance of management and labor to carry out these plans and programs and accomplish their objectives.

(e) Determine the occupations critical to meeting the labor requirements of defense and essential civilian activities and with the Secretary of Defense, the Director of Selective Service, and such other persons as the Director of the Federal Emergency Management Agency may designate and develop policies applicable to

the induction and deferment of personnel for the armed services, except for civilian personnel in the reserves.

END

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