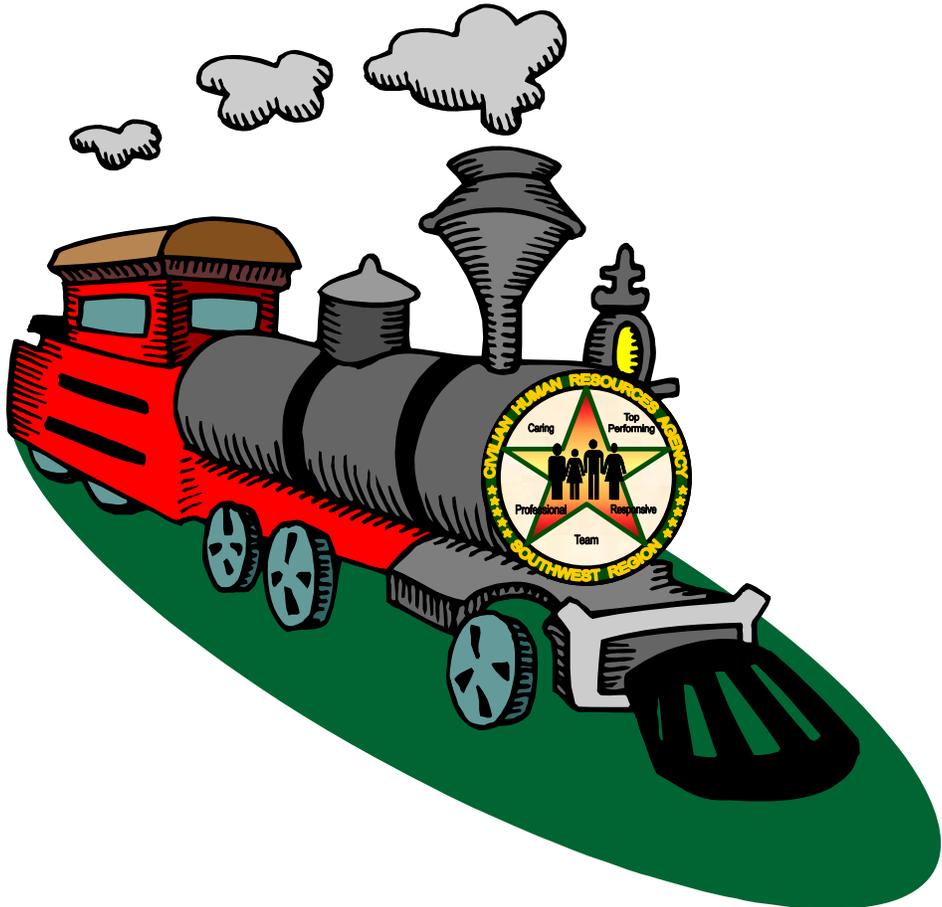


# Southwest Region Human Resources Development Division

## FY 2010 Training Plan



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**DEPARTMENT OF THE ARMY**  
**CIVILIAN HUMAN RESOURCES AGENCY**  
**SOUTHWEST REGION**  
**301 MARSHALL AVENUE**  
**FORT RILEY, KANSAS 66442**

REPLY TO  
ATTENTION OF

PECP-SWA-A  
MEMORANDUM FOR Southwest Region Director and Civilian Personnel Advisory Center Chiefs

SUBJECT: Fiscal Year 2010 Southwest Regional Training Plan

1. Appropriate and timely training that supports the dynamic missions and ever-changing work environment within the Army is essential. It is our corporate goal to build a human resource development program that does just that. We must all work together to make this goal a reality.
2. The Southwest Region FY 2010 Training Plan was developed in response to the Training Needs Assessment completed earlier by managers, supervisors and training points of contact. The training announced in the plan meets many of the needs identified throughout the region, but is not all-inclusive. It is a flexible plan, a living document, which will be modified as needed to meet emerging requirements.
3. Workforce development is an investment in our future. The Human Resource Development Division has primary responsibility for the execution of a robust regional training program, but we all have a role to play and it will take all of us working together to ensure success.

Manuel G. Smith  
Chief, Human Resource Development Division  
SW Region

**FY 2010 REGIONAL TRAINING PLAN**  
CIVILIAN HUMAN RESOURCES AGENCY  
SOUTHWEST REGION  
HUMAN RESOURCES DEVELOPMENT DIVISION

**PART I – FY10 TRAINING PLAN PURPOSE AND OBJECTIVES**

**TRAINING PLAN PURPOSE:** To advise on training policies and procedures; plan and execute required and requested training; and evaluate the effectiveness of the Civilian Human Resources Agency, Training Management Division, Southwest Region (SWR), Human Resources Development Division's (HRDD's) Regional Training Program.

**TRAINING PLAN OBJECTIVES:**

**MARKET HRDD SERVICES:**

- Inform the SW Regional customers of HRDD services available to enhance workforce development programs via a variety of communication means such as, Training Advisory Group Meetings, teleconferences, electronic communications, Staff Assistance Visits (SAVs), Conferences, and Quarterly Status of Training Reports.
- Market HRDD services and products in accordance with the [HRDD Marketing Plan](#).
- Market Civilian Education System (CES) courses and opportunities.
- Effectively communicate with Commanders, Southwest Region Training Coordinators, CPAC Chiefs, Managers and Supervisors to enhance existing partnerships and foster new ones.
- Provide timely and up-to-date training information via the "[Eye On Training](#)"
- Information bulletins and various other reporting means.
- Encourage customers on the utilization of [Civilian Human Resources Training Application System](#) (CHRTAS) and obtain DA School seats in ATRRS.
- Provide information and assistance to customers on new processes implemented in the SWR.
- Promote and encourage the development of [Mentoring Programs](#) in the SWR.
- Coordinate, announce, and implement training requirements in support of the National Security Personnel System (NSPS).
- Determine training program effectiveness and transfer of training for the employee and organization and publish results to stakeholders.
- Increase customer awareness of leadership development and required training for all employees within the Southwest Region.
- Assist with CHRA's CPAC Chief Development Program.
- Provide assistance and support with the HR Transformation.

**IMPROVE OPERATION PROCESSES**

- Work with SW Region CPAC Chiefs, Processing Center, and Training Coordinators to support the training requirements of Commanders, managers, supervisors, and employees at serviced activities.
- Help improve organizational and individual performance by building partnerships with key stakeholders throughout serviced Installations and USACE Divisions and Districts.
- Identify training vendors and DOD school houses to provide technical training in support of the Army mission.
- Utilize HRDD webpage to post current, reliable, and applicable training information.
- Increase the course offering and number of baseline courses conducted in the region by 15%.
- Analyze and update HRD procedures and processes such as training needs analysis, course management and course delivery.

## **PART I – FY10 TRAINING PLAN PURPOSE AND OBJECTIVES (Continued)**

### **IMPROVE DELIVERY OF PRODUCTS/ SERVICES:**

- Continue to enhance Partnerships with other Regional HRDDs to share best practices and training resources.
- Evaluate and expand the lending training library reference materials available to meet the FY10 customers' needs as identified in the Training Needs Surveys, HR Transformation, and in support of National Security Personnel System.
- Keep abreast of and update procedures for Mass Updates and utilization of OTA Lite to enter training completions into DCPDS utilizing the new requirements implemented by the Office of Personnel Management.
- Increase customer utilization of CHRTAS as the course management system for regional course offerings.
- Utilize existing and new technology to provide and coordinate regional training.
- Increase marketing of courses with Southwest Region CPACs and Training Points of Contact to minimize course cancellations.
- Continue to market the Civilian Education System (CES) courses.

## **PART II: FY10 TRAINING NEEDS ASSESSMENT SUMMARY**

### **Training Needs Assessment**

Training Needs Assessment (TNA) Survey information was consolidated from various sources such as the Southwest Region Web Based TNA, Automated Training Management Program (ATMP) data utilized by USACE, and other installation methods of capturing the data. During FY09 customers' training requirements were surveyed and validated with the annual rollup for each activity to develop the FY10 Training Plan. HRDD will continue to coordinate training as additional training requirements are identified throughout FY10.

Training needs are prioritized as follows:

**Priority 1:** Training is essential for mission accomplishment or required for enhanced performance.

**Priority 2:** Training is highly recommended to produce skilled employees for maximum proficiency and mission accomplishment.

**Priority 3:** Training is suggested to increase employee efficiency and productivity (enhances competencies, improves mission accomplishment).

## **PART III: PROJECTED FY10 - REGION TRAINING**

The following training for the Southwest Region serviced population is identified for FY10. The training in this plan has been identified as a result of the customer's needs identified in the organizational training needs surveys. As the projected course sessions are coordinated, they will be included in CHRTAS and included on the [FY10 Training Schedule](#) located on the HRDD Webpage. Coordination of training may change due to funding capabilities, mission requirements, or organizational needs. For information on the FY10 projected courses, please contact the Chief, HRDD, Southwest Region at 785-239-0088. During FY10 the projected course offerings will be added to the [FY10 Training Schedule](#) located on the HRDD Webpage. NSPS course offerings are provided as they become available.

### **PART III: PROJECTED FY10 - REGION TRAINING (Continued)**

#### **Projected FY10 Course Offerings:**

7 Habits of Highly Effective People  
Achieving Maximum Productivity  
Achieving Professional Excellence  
Advanced Technical Writing  
Anger/Stress Management  
Assertive Communication  
Becoming an Extraordinary Problem Solver  
Briefing Techniques  
Budget Training  
Business Writing and Grammar Skills  
Change – Opportunity or Obstacle  
Coaching Skills for Managers  
Communication Skills  
Conflict Management & Confrontational Skills  
Conflict Management & Dispute Resolution  
Conflict Resolution for Managers  
Contract Basics for Support & Admin Personnel  
Coping with Continuous Change  
Coping with Stress  
Creative Problem Solving  
Critical Thinking  
Customer Service  
Data Collection & Analysis  
Dealing with Conflict and Really Difficult People  
Dealing with Difficult People  
Decision Analysis  
Decision Making and Problem Solving  
Designing and Conducting a Study  
Developing Effective Performance Standards  
Distance Teaching & Learning  
Effective Army Writing  
Effective Delegation  
Effective Writing  
Effective Writing for Professionals  
Employee Empowerment for Teams  
English Grammar and Usage  
Evaluation of Training  
FERS Pre-Retirement Planning  
Grammar and Proofreading  
How to Supervise People  
Improving Organizational Performance  
Information Management  
Interpersonal Communication and Skills Development  
Introduction to Supervision  
Job and Task Analysis  
Leadership Skills for Non Supervisors  
Leading In a Learning Organization  
Leading Teams and Groups  
Listening Skills

### **PART III: PROJECTED FY10 - REGION TRAINING (Continued)**

#### **Projected FY10 Course Offerings:**

Listening Skills and Memory Development  
Managing Change Effectively  
Managing Effective Meetings  
Managing Emotions and Thriving Under Pressure  
Managing Multiple Priorities  
Managing Your Career  
Manpower and Force Management  
Marketing  
Meyers Briggs Type Inventory  
Negotiation and Persuasion Techniques  
Performance Management  
Project Management  
Proofreading Skills  
Quality Assurance Education  
Retirement and Benefits  
Risk Analysis  
Risk Management  
Scheduling Basics for Projects  
Strategies for Effective Learning  
Team Building  
Technology in Education and Training  
Telephone Techniques  
Time Management  
Training Management Orientation Course  
Violence in the Workplace  
Writing Performance Appraisals  
Writing Performance Work Statements

#### **Projected FY10 HR Course Offerings**

Automated Personnel Processing  
Basic Classification  
Basic Human Resource Development  
Basic Labor Relations  
Basic Management and Employee Relations  
Basic Staffing  
Business Objects XI  
Classification – Intermediate (Design)  
Classification – Intermediate (Virtual Cases)  
DCPDS Fundamentals  
Delegation of Training Approval Authority VTT  
DEU Certification  
HR Advisor  
Human Capital Management – CPAC Supervisors  
Instructional Methods  
Instructional Methods for VTT  
Instructional Techniques for New Instructors  
Pay Setting  
PPP – Basic and Advanced  
Vet Preference and Calculating Service Computation Dates

**PART III: PROJECTED FY10 - REGIONAL TRAINING (Continued)****Scheduled Army Benefits Center-Civilian pre-Retirement Courses- VTT**

<b>DATE</b>	<b>BROADCAST TIME (Central Standard)</b>	<b>Sessions</b>
Feb 9, 2010	0700 – 1000 AM 1200 – 1500 PM	CSRS AM FERS PM
Feb 23, 2010	1000 – 1300 AM 1430 - 1730 PM	CSRS AM FERS PM
Mar 09, 2010	0800-1100 AM 1200-1500 PM	CSRS AM FERS PM
Mar 23, 2010	0900 – 1200 AM 1400 - 1700 PM	CSRS AM FERS PM
Apr 14, 2010	1000 – 1300 AM 1430 - 1730 PM	CSRS AM FERS PM
Apr 27, 2010	0800-1100 AM 1200-1500 PM	CSRS AM FERS PM
May 11, 2010	0800-1100 AM 1200-1500 PM	CSRS AM FERS PM
May 25, 2010	1000 – 1300 AM 1430 - 1730 PM	CSRS AM FERS PM
Jun 08, 2010	0800-1100 AM 1200-1500 PM	Firefighter CSRS FERS
Jun 22, 2010	0700 – 1000 AM 1200 - 1500 PM	CSRS AM FERS PM
Jul 13, 2010	1000 – 1300 AM 1430 - 1730 PM	CSRS AM FERS PM
Jul 27, 2010	0900 – 1200 AM 1400 - 1700 PM	CSRS AM FERS PM
Aug 10, 2010	1000 – 1300 AM 1430 - 1730 PM	CSRS AM FERS PM
Aug 24, 2010	0800-1100 AM 1200-1500 PM	CSRS AM FERS PM
Sep 7, 2010	0700 – 1000 AM 1200 - 1500 PM	CSRS AM FERS PM
Sep 21, 2010	0700 – 1000 AM 1200 - 1500 PM	Firefighter CSRS FERS

**PART IV: FY 09 PROGRAM EVALUATION**

**1. Course statistics:**

<b>FY 09 Training Statistics (Oct 08 – Aug 09)</b>				
Course Type	Total Courses	SW Region Trained	Other Trained	Total Trained
CP-10 Onsite	17	300	33	333
HRFS	31	820	15	835
HRFS for NAF	5	61	0	61
HRFS (NSPS)	0	0	0	0
NSPS Employee	26	240	28	268
NSPS Executive	4	4	0	4
NSPS HR for HR	1	29	0	29
NSPS Supervisor	10	176	0	176
NSPS Pay Pool	7	66	17	83
NSPS T3	0	0	0	0
Regional Onsite	55	1023	646	1669
VTT	28	405	993	1,398
CP-10 VTT	3	31	0	31
Mandatory Training	87	2,957	0	2,957
<b>Total</b>	<b>274</b>	<b>6,112</b>	<b>1732</b>	<b>7,844</b>

<b>Other Training Completions FY 09 Leadership Training</b>							
Leadership Courses	CES Foundation	CES Basic DL Portion	CES Basic	CES Intermediate DL Portion	CES Intermediate	CES Advanced	Total
Completions	6	2	3	1	2	0	14

## **PART IV: FY 09 PROGRAM EVALUATION (Continued)**

### **2. Major Activities:**

#### **Training Sessions:**

- A total of 274 training sessions were delivered in FY09 compared to 433 sessions in FY08.
- The total sessions decreased by 37% this fiscal year.
- Major factor for the change in the number of sessions is attributed to the NSPS training completed and the decline in the number of employees converting to NSPS.
- The total employees trained in FY 09 were 7,844 compared to 11,477 in FY 08. This is a decrease of 32% of training provided to the Southwest Region

HRD staff continued efforts to provide a quality Region training program via a variety of methodologies best suited to each customer. Methods of training utilized include classroom, VTT, computer-based, and correspondence.

- During FY 09, a total of 243 courses were delivered on-site and 31 courses were delivered utilizing VTT. In FY 08, 394 courses were delivered on-site and 39 were delivered via VTT. This is a 38% decrease of on-site courses from FY08 to FY09. Delivery of Region VTT courses dropped by 21% due to funding restrictions.
- Utilizing VTT training methods for appropriate types of training continued to be successful and reflect a growth in cost savings. The cost avoidance for the VTT classes conducted in FY 09 was \$643,925 (as of 3<sup>rd</sup> Quarter).
- Distance Learning continues to be one of our most cost effective methods for conducting soft skills courses; training with student-teacher interaction, and providing training to customers at remote locations.

#### **Course Cancellations:**

- Course cancellations decreased by 44% during FY 09. A total of 28 courses were cancelled during this fiscal year compared to the 50 courses cancelled in FY 08.
- Major focus was emphasized on program improvements and customer communications.

#### **Marketing Initiatives:**

- Improvements on the Marketing plan were initiated and completed making it more effective to identify and implement various marketing strategies.
- Communication tool "Eye on Training" was utilized to share timely training information to the field. Eleven "Eye on Training" training bulletins were distributed to the Southwest Region Customers and the HR Community in other regions.
- The Lending library was used 14 times during FY 09. Current training materials on-hand was reviewed to determine effectiveness and applicability to the Region training program.
- The following three books were added to the HRDD Lending Library:
  - "Credibility" by James Kouzes and Barry Posner.
  - "Monday Morning Mentoring – Ten Lessons to Guide You Up the Ladder" by David Cottrell.
  - "The Truth About Middle Managers – Who They Are, How They Work, Why They Matter" by Paul Osterman.

## **PART IV: FY 09 PROGRAM EVALUATION (Continued)**

### **HR for Supervisors (HRFS) Courses:**

- HRDD assisted CPACs during this fiscal year with the coordination of the following:
- 31 HR for Supervisors courses were completed training 835 supervisors. The number of courses increased by 35% compared to the 23 (11 HRFS and 12 NSPS HRFS) courses completed in FY08 with a total trained of 473. The number of Supervisors receiving the training increased by 77% during the fiscal year due to the NSPS Sustainment training required for rating supervisors to be trained for pay pool administration.
- Five (5) NAF HR for Supervisors courses were completed training 61 supervisors. The number of courses increased by 25% over the four (4) courses completed in FY08. Although the number of courses increased, the smaller class sizes resulted in a decrease of the students trained by 47%. There were 116 trained in FY 08.

### **CHRTAS Schoolhouse 0108 for the Southwest Region:**

- Utilization of CHRTAS as the enrollment system is still being improved on now that Civilian Education System has partnered with the training program. Provided training and increased marketing of courses in CHRTAS to the field and newer HRDD staff.
- Courses managed by the Southwest Region HRDD during FY 09 were entered in ATRRS and CHRTAS was utilized as the primary enrollment Learning Management System (LMS).

### **CHRA Baseline Courses:**

- HRDD fully supported the CHRA Baseline course listing.
- There were 55 Baseline courses, and 219 other regional resulting in 274 courses conducted in FY 09.
- Maintained the vendor codes and TMD's Baseline Course Catalog for the TMD Region HRDDs. Four vendors were added to the Vendor Catalog during FY 09 and shared with other Region HRD's.

### **CP-10 Courses:**

Seventeen (17) CP-10 Courses were conducted training 333 employees in support of the HR Mission:

- 1 Automated Personnel Processing – Trained 13
- 1 Basic Classification – Trained 20
- 1 Basic HRD – Trained 18
- 1 Basic MER – Trained 32
- 1 Basic Staffing – Trained 25
- 5 BOA/BOXI – Trained 94
- 2 DEU Certification – Trained 50
- 1 HR Advisors – Trained 32
- 1 Pay setting – Trained 17
- 3 WASS/CIVFORS – Trained 32

The SW Region supported the HR mission by expanding the host site locations to minimize travel and time away from mission. During FY09, four locations hosted CP-10 courses: Fort Riley Fort Campbell, Vicksburg, and Fort Carson.

## **PART IV: FY 09 PROGRAM EVALUATION (Continued)**

### **National Security Personnel System (NSPS):**

- Participated in the planning and implementation phase of NSPS spiral 2.3E which completed on 7 Dec 08 with a total of 348 trained.
- SW Region HRDD completed 48 NSPS sessions and trained 560 participants.
- Spiral 2.4B was cancelled due to having only temporary employees involved.
- NSPS Sustainment Training was implemented in FY08. Southwest Region trained 1536 students in FY09.
- HRD Specialist assigned to handle all NSPS coordination within the Southwest Region.

### **Intern Training & Development:**

#### **Coordinated and managed the training requirements and CPAC/MACOM rotations of DA Interns assigned to the SW Region.**

- The recruitment of interns is a crucial element, with the many retirements anticipated, to ensure that Army continues to have a trained and ready workforce in place.
- HRDD coordinated and managed the training requirements of 19 Local Interns and 12 DA Interns.
- As an integral part of the CHR Transformation process and Master Intern Training Plan, the SW Region HRDD purchased 162 (self-paced) correspondence courses through the USDA Graduate School. The large volume order allowed the SW Region to receive a purchase discount that resulted in greater savings. The correspondence courses were used to enhance the knowledge, skills, abilities and competencies of the interns.
- Twenty-nine (29) of the interns were assigned to their respective CPAC locations to complete Phase II of the Intern Program:
  - Fort Leavenworth (4 placements)
  - Fort Knox (10 placements)
  - St. Louis (1 placement)
  - Vicksburg (7 placements)
  - Fort Bragg (1 placement)
  - DCMA (3 placement)
  - LRD, Louisville (1 placement)
  - Hawaii (1 placement)
  - St. Paul (1 placement)

### **Off-Net Fees for VTT:**

- The HRDD staff was instrumental in coordinating network bridges for off-net sites (outside of the TRADOC network) to connect to Region training events. The use of network bridges has helped to alleviate (when available) the \$30 hourly connectivity fee to National Control Center (NCC).

### **Training Needs Analysis:**

- Training Needs Assessment (TNA) Survey information was consolidated from various sources such as the Southwest Region Web Based TNA, Automated Training Management Program (ATMP) data utilized by USACE and other Installation's methods of capturing the data.
- During FY 09, customers' training requirements were surveyed and validated with the annual rollout for each activity to develop the FY 2010 Training Plan.
- HRDD will continue to coordinate training as additional training requirements are identified throughout FY09.

## **PART IV: FY 09 PROGRAM EVALUATION (Continued)**

### **Retirement Preparation Briefings:**

- HRDD staff coordinated with the Army Benefits Center – Civilian (ABC-C) to provide Retirement Preparation briefings at no cost to DoD employees.
- There were 13 CSRS and 13 FERS Retirement sessions conducted via VTT.
- The demand for this briefing has remained constant and the ABC-C staff has volunteered to continue to facilitate briefings each month to include Firefighters.
- Southwest Region HRDD was designated as the main representative and course manager for the Retirement briefings offered by the ABC-C.

### **Staff Assistance Visits:**

- Funding shortfalls decreased the availability of staff assistance visits. During this fiscal year, HRD staff conducted a total of three (3) SAVs:
  - Fort Leavenworth, 7-8 October 2008
  - Red River, 21-25 September 2009.
  - Nashville, 16 June 2009
- The staff utilized other communication methods throughout the year that included:
  - Hosting three (3) Training Advisory Group Meetings (TAG's).
  - CHRA's weekly teleconferences.
  - USACE Training Conference, 6-7 May 2009.
  - NSPS Practitioner conference, 11-15 May 2009.
  - LRD's Annual Training Survey Regional Training Committee, 27 March 2009.
  - Participation in two (2) Training Partnership Meetings.

### **Reporting Completed Training Data:**

- A total of 46,838 training actions were entered into DCPDS during FY 09.

### **Mentoring Program:**

- As a result of mission changes and reorganization, reemphasis on mentoring was instituted to insure formal and informal mentoring programs are established in the Southwest Region to promote future leader development and to share valuable learning experiences. The HRDD staff updated and marketed mentoring information through the use of Eye on Training bulletins, and presentations within the Region. These efforts results in the formulation of five (5) formal Mentor relationships.
- The Southwest Region customers may access the HRDD web site to acquire guidance on Mentoring Programs.

### **Transformation:**

- HRDD responded to the CHRA Training Management Division (TMD) survey to help determine the training needed to be successful in meeting customers' needs during the transformation process. The survey identifies courses, workshops, and modules to assist with the cross training in the various HR functions for employees to be successful in the virtual assignments/roles and the provisional CPAC environment. The results of this survey will determine TMD's course offerings for FY 2010.

## **PART IV: FY 09 PROGRAM EVALUATION (Continued)**

### **Evaluation of Training Courses:**

- Evaluated one course utilizing the Kirkpatrick Model (Level 1-4). Resulting in a positive organizational change through competency performance and also indicated that managers, supervisors, and employees need to continue to monitor and identify when training has met the identified performance or developmental needs. The plan for FY 2010 is to continue the evaluation process with a minimum of one course per quarter.

### **3. Major Program Issues:**

- Limited training funds present a challenge to seek alternatives to meet our customers' training needs with cost effective methods to include volume discounts with vendors, e-Learning training and Training Lending Library resources.
- Emphasis on effective strategies to market the training program and increase quality communications with our customers.
- Increase Region utilization of the Distributed Learning Program.
- Assist with the development of the CPAC Chief Development Program for the HR community in all regions.
- Working with Army Management Staff College and customers on the implementation and utilization of enrollment procedures for Civilian Education System courses.
- Continuous coordination efforts to ensure all employees receive NSPS training before implementation.
- Joint Interagency Development Program between ABC-C and the Social Security Administration.

## **PART V: HRD STAFF**

The HRDD office is established as a flat line organization. Each specialist is assigned to designate respective CPACs. The HRDD staff is comprised of the following:

- Chief, HRDD (1)
- Senior Human Resources Specialists (1)
- Human Resources Specialists (4)
- Human Resources Technicians (2)
- Student Hire (2)

### **Serviced Organizations**

Serviced organizations include:

- SW Region Office
  - ISD
  - MSD
  - HRDD
  - Processing Division
- Army Benefits Center – Civilian
- Defense Contracting Management Agency

#### **PART IV: FY 09 PROGRAM EVALUATION (Continued)**

- Army Installations:
  - Blue Grass Army Depot
  - Fort Campbell
  - Fort Carson
  - Fort Knox
  - Fort Leavenworth
  - Fort Leonard Wood
  - Fort Riley
  - Fort Sill
  - McAlester Army Ammunition Plant
  - Pine Bluff Arsenal
  - Red River Army Depot
  
- US Army Corps of Engineers Lakes and Rivers Division (LRD):
  - Chicago District
  - Buffalo District
  - Detroit District
  - Huntington District
  - Louisville District
  - Nashville District
  - Pittsburgh District
  
- US Army Corps of Engineers Southwest Division (SWD):
  - Southwestern Division Business Office
  - Fort Worth District
  - Galveston District
  - Little Rock District
  - Tulsa District
  
- US Army Corps of Engineers Mississippi Valley Division (MVD):
  - Memphis District
  - New Orleans District
  - Rock Island District
  - St Louis District
  - St. Paul District
  - Vicksburg District
  
- Engineering Research and Development Center (ERDC):
  - Coastal and Hydraulics Lab
  - Cold Regions Research Engineering Lab
  - Command Staff Division
  - Construction Engineering Research Lab
  - Environmental Lab
  - Geotechnical and Structures Lab
  - Information Technology Lab
  - Topographic Engineering Center