

CIVILIAN ASSISTANCE AND RE-EMPLOYMENT (CARE) PROGRAM

Reducing and restructuring the workforce efficiently and humanely has been one of the most difficult tasks facing the Department of Defense (DoD) since the end of the Cold War. We have been successful in this effort largely through the innovative use of special personnel programs, incentives, and legislative authorities. To date, DoD has accounted for the overwhelming majority of reductions in the efforts to downsize the Federal Government.

To achieve the necessary reductions and reshaping actions with minimum workforce turbulence, we developed the Civilian Assistance and Re-Employment (CARE) Program. CARE capitalized on the existing internal Priority Placement Program (PPP); combined and enhanced reduction and transition assistance programs into one Division; and sought flexibility from other Federal agencies and Congress. We have achieved our reduction targets using the following tools:

- Hiring limitations
- Priority Placement Actions
- Voluntary Early Retirement
- Career Transition Assistance Programs
 - Defense Outplacement Referral System (DORS)
 - Establishment of Outplacement and Career Transition Assistance Centers and Offices
- Incentives
 - Voluntary Separation Incentive Pay (VSIP)
 - Special Workforce Restructuring Buyouts and/or Early Retirements
- Training and Retraining Opportunities
 - Workforce Investment Act (WIA) and Department of Labor Interface
 - Pilot Program for Repayment of Retraining Expenses
- Comprehensive Package of Assistance and Benefits for Employees Involuntarily Separated:
 - Unemployment Compensation
 - Continued Health Insurance
 - Counseling
 - Placement Assistance
 - Use of Annual Leave to Qualify for Retirement
 - Bi-weekly or Lump Sum Severance Pay

Because we have generally avoided layoffs, we have avoided adverse impact on our least senior workers who represent significant numbers of women and minorities. We have maintained workforce balance not only in terms of gender, race, and ethnicity, but also in occupation and grade.