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## A Holiday Message to the DoD HR Community from CPMS Director Brad Bunn



Deputy Director Sharon Stewart and I send cordial holiday greetings to you, our valued colleague in the Department of Defense Human Resources (DoD HR) community! Our community is ever-changing. In 2007 we have taken a hard look at what the future Defense workforce (including our own community) must look like, what skills and competencies are needed, and how HR drives organizational performance.

Current challenges include increased competition for employees, changing workforce demographics, and a shift toward knowledge-based work. Senior DoD leadership looks to the HR community for cost-effective administrative services and expertise on how to leverage human capital to ensure that the demands placed on a 21<sup>st</sup> century workforce – one that is agile, capable, focused, and mission-ready – can be met. HR organizations that provide strategic guidance on Human Capital issues can become proactive drivers of organizational effectiveness, not mere supporters of these efforts.

Facing these challenges, in recent years DoD HR organizations have been revamping to more effectively deliver the strategic insights our business partners require. In 2007 we made further progress by establishing the Department’s Human Capital Strategy, including the Civilian Human Capital Strategic Plan. The Civilian Human Capital Strategic Plan aligns HR actions with the goals and objectives of the 2006 Quadrennial Defense Review Report and the Under Secretary of Defense (Personnel and Readiness) Strategic Plan for Fiscal Years 2006-2011.

*(Continued on page 2)*

## DoD Issues SES Policy Directive, DoDD 1403.03

The Department of Defense recently issued a DoD Directive (DoDD) that establishes policy for managing the Senior Executive Service (SES). Click [here](#) to access DoDD 1403.03, “The Career Lifecycle Management of the Senior Executive Service Leaders Within the Department of Defense,” October 25, 2007.

This Directive establishes a deliberate, systematic, and predictable approach to managing the career lifecycle of DoD leaders. Its main goals are to produce the best civilian career leadership cadre possible and fully integrate SES leaders with other components of DoD’s executive leadership, general and/or flag officers, and political leaders.

*(Continued on page 2)*

## Moving Forward Together in 2008

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These documents provide direction for DoD Components to ensure the “right people, doing the right jobs, at the right time and place, and at the best value” to achieve mission success. With these steps, we have laid a sound foundation toward building the workforce of the future.

To address the competencies required for the 21<sup>st</sup> century workforce, this year a list of enterprise mission-critical occupations was developed. Further, foreign language has emerged as a key competency for our Total Force. We have emphasized hiring key-language-skilled candidates in our civilian recruiting efforts and have implemented a revised Foreign Language Proficiency Pay policy.

In addition, we have established the Defense Language Transformation Roadmap. This document provides broad goals to ensure a strong foundation in language throughout the Total Force.

Plans unfolded this summer and fall to certify HR Specialists in the area of strategic compensation. NSPS flexibilities require an in-depth understanding of compensation and its long-term organizational impact. The Compensation Certification Program marks a significant step forward in our efforts to develop HR into strategic business partners.

Much has been accomplished. Even so, we must continue to strive toward full participation at the strategic level if we are to reach our goal of seamless integration into one Total Force. We must develop an HR transformation roadmap that builds momentum and embeds strategic change into our business practices.



Moving forward together, we will build a 21<sup>st</sup> century workforce that is competent, motivated, and mission ready, one that will serve as a model for public and private organizations worldwide, now and in the future. Thank you for all that you do, day in and day out, to make the Department of Defense a world-class enterprise leader!

*Brad Bunn*

## SES Career Lifecycle Management

(Continued from page 1)

To this end, the new Directive changes the way SES members are managed and developed in order to meet DoD 21<sup>st</sup> century mission requirements.

The Directive establishes a Defense Executive Advisory Board (DEAB). Its members are top DoD Component leaders with an enterprise-wide perspective. The DEAB –

- Advises the Deputy Secretary of Defense (DEPSECDEF) on which positions should be identified as enterprise positions, a cadre of key DoD SES positions; and
- Defines enterprise-wide core precepts for lifecycle management of SES leaders. Core precepts will guide career lifecycle decisions and ensure the Department’s needs are weighed as heavily as DoD Component needs.

The Directive establishes a corps of key SES positions as enterprise positions requiring a Department-wide perspective. Heads of DoD Components nominate positions for inclusion in this corps. These positions must have unique demands of scope and breadth, influence, and impact. As such, enterprise positions will affect organizational outcomes more significantly.

Enterprise positions are also deliberately managed by DoD Component Heads. Annually, the DEAB will recommend a list of enterprise positions for DEPSECDEF approval. Component Heads must confer with DEPSECDEF before confirming the selection of SES members to occupy enterprise positions.

Under the Directive, SES leaders will be continuously developed and sustained to meet the needs of all DoD Components. The result will be a mission-ready, agile cadre of executives who can assume any level of leadership opportunities necessary to meet new and emerging needs.

SES leaders within the Department will share an enterprise-wide perspective and knowledge of joint matters across the leadership spectrum. The Department will continuously develop and sustain an SES pipeline to ensure a mission-ready workforce capable of meeting tomorrow’s leadership challenges.

-Policy and Strategy Support



## Everyday Heroes Receive Defense Department Awards



Dr. Chu congratulates honoree John H. Loftis, Jr., of San Antonio, TX. With Mr. Loftis is David Heath, vice commander of the National Security Agency, Central Security Service, TX. (Photo by Fred W. Baker III)

Dr. David S. C. Chu, Undersecretary of Defense for Personnel and Readiness, recently presented awards to 16 outstanding DoD employees with disabilities and three DoD Components with outstanding affirmative action programs for people with disabilities. Among the individuals being honored were –

- Nicole Richards, an aspiring young gymnast paralyzed from the chest down by a car accident after high school, who is now a college graduate working as an HR Specialist;
- Kane Urban, a senior accountant born with muscular dystrophy; and
- Linda Keel, an administrative assistant with dwarfism, who began her Federal career 22 years ago.

The purpose of the annual awards ceremony – held this year on December

4<sup>th</sup> – is to increase awareness of contributions to national security made by individuals with mental and physical disabilities. The awards program began in 1981.

Award recipients are nominated by their respective DoD Components. The program also recognizes three DoD Components with outstanding affirmative action programs for individuals with disabilities.

DoD Components honored this year include the following: the Department of the Air Force; the Defense Logistics Agency; and the Office of the Secretary of Defense, Washington Headquarters Services.

The Department now employs more than 5,000 people with severe disabilities. This figure represents nearly one

percent of its workforce. A shift in attitudes and developing technologies have opened more doors to persons with disabilities, Dr. Chu noted at the ceremony.

For example, he cited the Government-wide Computer/Electronic Accommodation Program, which provides assistive technology for Federal employees with disabilities at no cost to the employing agency.

The program began in 1990 to help break down barriers for people with disabilities, he said. Congress has since expanded the program to include all Federal agencies, and in 2006 expanded it to include wounded service members.

“It is important to note that today we have a shift within our military structure in attitudes,” Dr. Chu said. “Our military organizations realize that putting aside personnel with disabilities is a wasteful loss of valuable human resources.”

Thanks to advances in technology and rehabilitation programs, “it has become common practice [for] military personnel who so desire and can demonstrate their ability to return to military duty and certainly to pursue rewarding careers in civil society,” he added.

In this regard, the Department has established a Hiring Heroes Program to help injured warfighters return to productive employment. A Defense Web site designed especially for disabled veterans, [www.DoDVETS.com](http://www.DoDVETS.com), serves as a source of employment information.

-Adapted (with some additional information) from a December 6<sup>th</sup> American Forces Press Service news article by Fred W. Baker III



 <p><b>CPMS Personnel-ity Profile</b></p> <p>RESULTS DRIVEN</p>	<p><b>EXECUTIVE SUMMARY</b></p>
<p><b>BUSINESS ACUMEN</b></p>	

**Name:** Brad Bunn

**Position:** Director of CPMS; dual-hatted as the Deputy Program Executive Officer, NSPS

**Quote:** “Nearly 100 years have passed since President Theodore Roosevelt spoke these words, but time has not lessened their power to inspire us:

‘It is not the critic who counts; not the man who points out how the strong man stumbled, or where the doer of deeds could have done them better.

The credit belongs to the man who is actually in the arena; whose face is marred by dust and sweat and blood; who strives valiantly; who errs and comes short again and again; who knows the great enthusiasms, the great devotions, and spends himself in a worthy cause; who at the best knows in the end the triumph of high achievement; and who at the worst, if he fails, at least fails while daring greatly; so that his place shall never be with those cold and timid souls who know neither victory nor defeat.’”

## Outstanding Scholar and Bilingual/Bicultural Authorities

### OPM “Strongly Advises Against Further Use”

The Department of Defense temporarily suspended use of the Outstanding Scholar appointing authority in 2005. Now the Office of Personnel Management (OPM) has advised that “agencies should discontinue their use” of the Outstanding Scholar program and the Bilingual/Bicultural hiring authority.

In a November 15<sup>th</sup> memorandum, OPM Director Linda M. Springer said this guidance stems from two Merit Systems Protection Board (MSPB) decisions, i.e., *Dean v. Department of Agriculture* and *Olson v. Department of Veterans Affairs*.

In these cases, MSPB determined that use of the Outstanding Scholar hiring authority (and, by implication, the Bilingual/Bicultural authority) is unlawful without applying veterans’ preference.

“It does not appear possible for agencies to use the Outstanding Scholar or the Bilingual/Bicultural hiring authorities and also comply with the veterans’ preference provisions in title 5 as the MSPB now requires,” OPM wrote.

“Accordingly, OPM believes that agencies should discontinue their use of these special hiring authorities. OPM has conferred with the Department of Justice and DOJ concurs with these recommendations.”

Further, OPM noted, “This guidance in no way affects use of the Administrative Careers With America (ACWA) examining instruments.”

By way of background, the memorandum said that in 1981, a Federal court issued a consent decree establishing

the two special hiring authorities involved here. That case was *Luevano v. Campbell*, 93 F.R.D. 68 (D.D.C. 1981).

*Luevano* entailed a challenge to the Professional and Administrative Career Examination (PACE), which OPM was then using to identify qualified candidates for certain entry-level positions.

The plaintiffs alleged that PACE violated Title VII of the Civil Rights Act of 1964, due to its adverse impact on blacks and Hispanics. In the consent decree that resolved *Luevano*, the Government agreed to eliminate PACE and develop other examining procedures.

The decree also established these two special hiring authorities to supplement (but not replace) the competitive examining process in situations where adverse impact continued.

The OPM memo said the circumstances under which the consent decree required use of these authorities are no longer applicable. Thus, “Agencies are no longer required to use the Outstanding Scholar program or the Bilingual/Bicultural hiring authority, under any circumstances.”

-Staffing and Development



### CPMS Employment

CPMS vacancies are posted on USAJOBS. To access employment opportunities for status candidates, click [here](#).

For other CPMS vacancies, click [here](#).