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# WORLDWIDE DOD HUMAN RESOURCES CONFERENCE

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Civilian Personnel Policy

*LEAD AND INNOVATE*



# Outline

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- CPP/CPMS Reorganization
- Total Force Management
- Employment Programs//VETS
- Strategic Human Capital Planning
- Hiring Reform
- The Evolution of the HR Profession - Thoughts



# Why Did We Reorganize

Organization Structure Challenges	Key Quotes
<p><b>Current CPMS organization is bureaucratic</b></p>	<ul style="list-style-type: none"> <li>▶ “People do not want to work for CPMS [because] they <b>can’t make decisions</b>-- things take forever to get out.”</li> <li>▶ “CPP/CPMS operates in a bureaucratic culture where <b>anyone can say ‘no’ but nobody can say ‘yes’.</b>”</li> </ul>
<p><b>Unclear lines of authority between CPP and CPMS</b></p>	<ul style="list-style-type: none"> <li>▶ “CPP tasks down and CPMS does the actual work. <b>CPP is supposed to go through the Director of CPMS, but that doesn’t happen in most cases.</b>”</li> <li>▶ “Folks in CPP are going directly to people in CPMS...the <b>‘Many to Many’ relationship is not effective.</b>”</li> </ul>
<p><b>Unclear roles and responsibilities across the CPP/CPMS workforce</b></p>	<ul style="list-style-type: none"> <li>▶ “We need a clear plan of what we are trying to do. We don’t know who’s doing what, <b>there are no clear lines of responsibility.</b>”</li> <li>▶ “<b>CPP and CPMS staff need to know what is in each other portfolios.</b> Staff on both sides know very little about their authorities, contacts, and responsibilities.”</li> </ul>
<p><b>Inconsistent separation of policy and operations</b></p>	<ul style="list-style-type: none"> <li>▶ “<b>[We need] clear designation of responsibility for policy areas</b> [and] clear identification of the individuals responsible for specific policy areas.”</li> <li>▶ “In many cases, it is <b>not clear who is responsible for what.</b> Sometimes policy and operations overlap.”</li> </ul>
<p><b>Difficult for customers to navigate CPP/CPMS divisions and branches</b></p>	<ul style="list-style-type: none"> <li>▶ “[Customers] don't know who has authorities to do certain things, [and] <b>need more transparency.</b>”</li> <li>▶ “There is currently <b>no transparency with customers on who to go to for policy versus operations.</b>”</li> </ul>

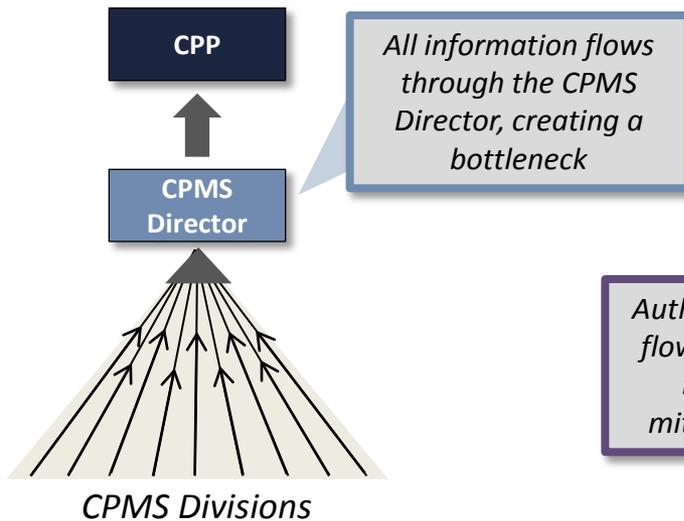


# Value of Portfolio Structure

The recommendation offers a solution to the status-quo communication bottleneck and organizes functions to improve customer ability to navigate through the organization

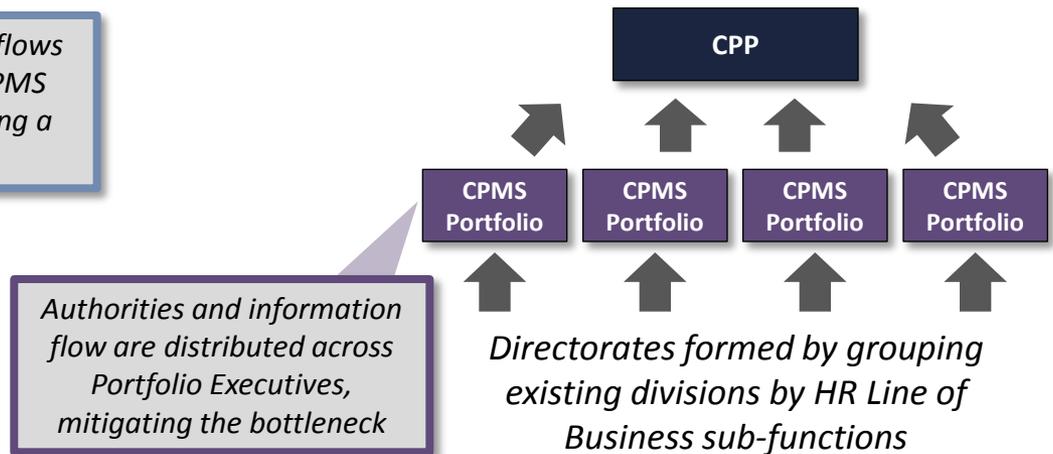
## Status Quo Structure

13 divisions currently provide support to CPP through the CPMS Director\*



## Recommended Portfolio Structure

CPMS is organized into executive portfolios managed by SES with access to CPP

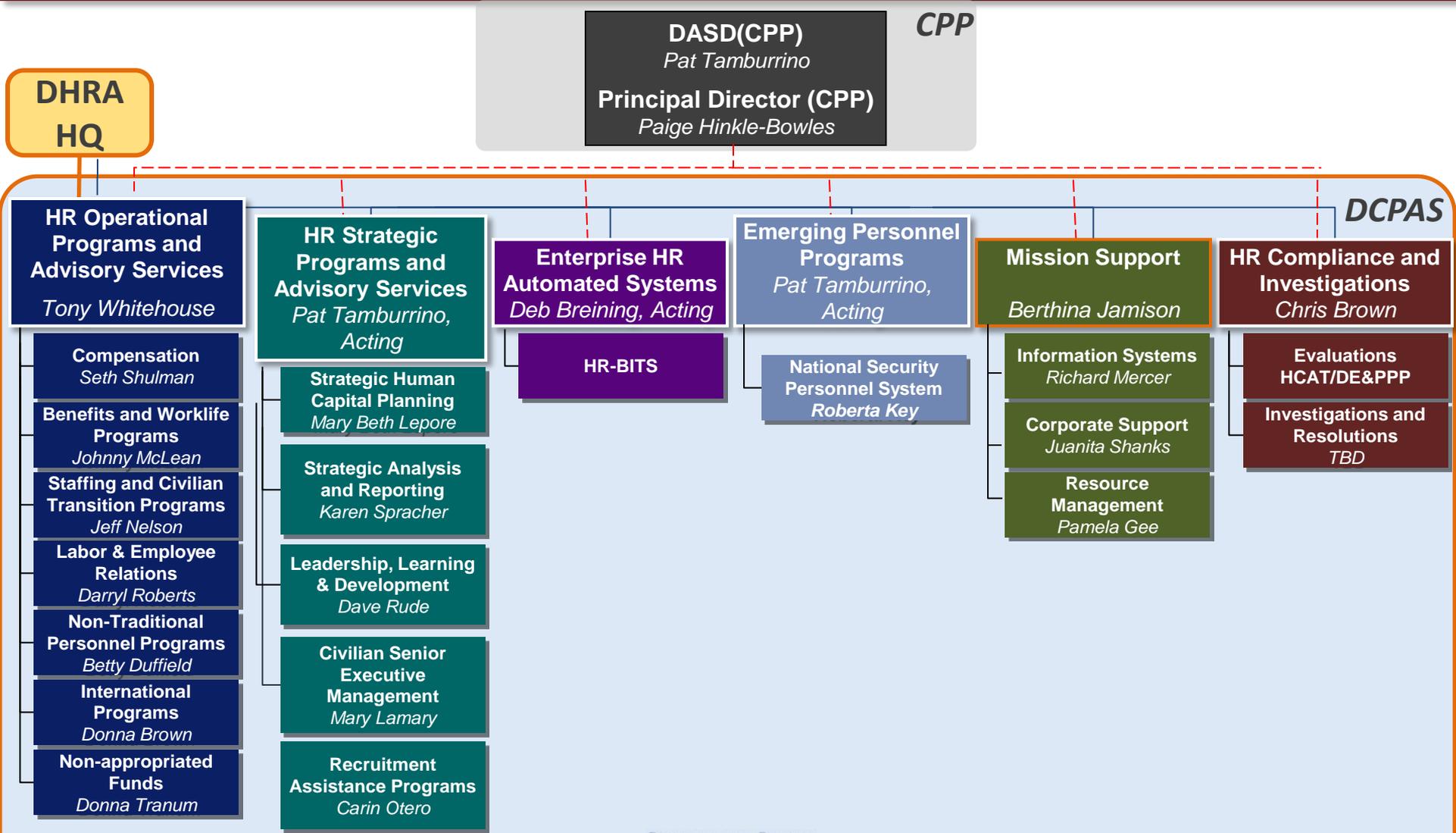


(\*Note: The relationship between CPP and CPMS is based on technical authority, not lines of reporting



# Civilian Personnel Policy (CPP)

## Defense Civilian Personnel Advisory Service (DCPAS)





# Total Force Management

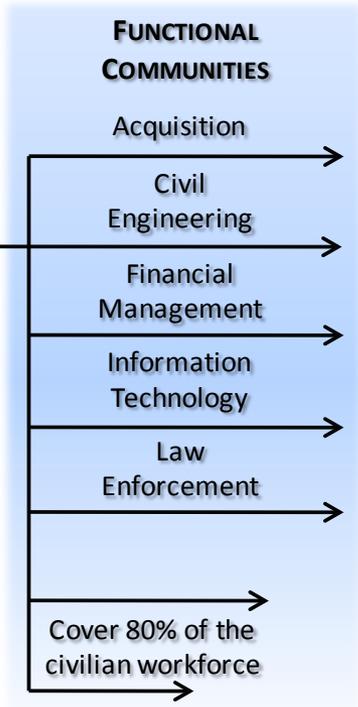
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- DASD CPP has assumed leadership of our Total Force Management efforts
  - Global demands placed on the Department will not abate at a time we are also facing significant resource challenges.
  - Strategic Human Capital Management cannot be viewed in isolation from the other components of the Total Force.
  - We cannot fail to challenge assumptions and increasingly focus on the “front end,” the “demand end,” of Total Force Management
    - And subsequently, acquire and develop the right kinds and numbers of personnel (or service contracts) to satisfy authorized requirements.



# Strategic Human Capital Planning

780,000+ DoD Civilians



vs.

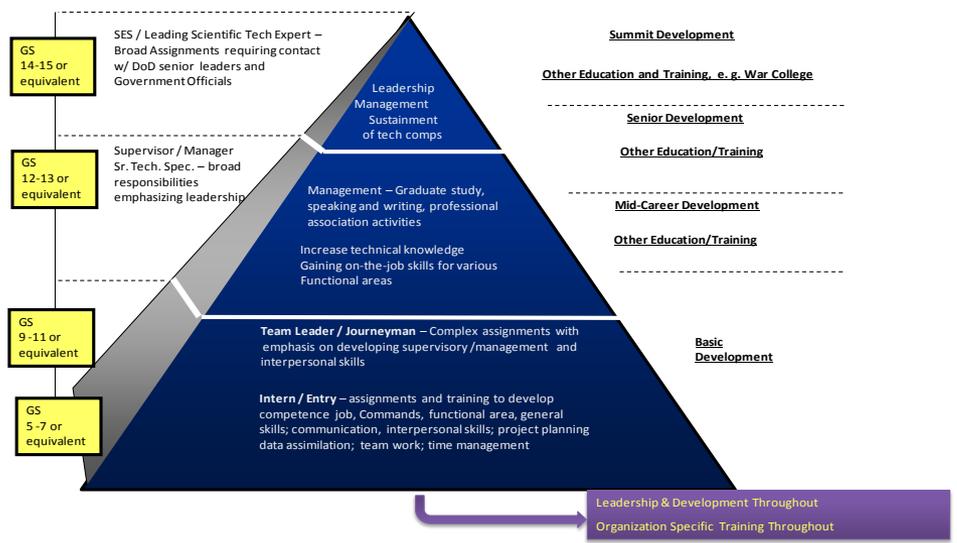


**Strategy Must Integrate The Mission Needs Of The Department Across Three AXES: War Fighting Platforms, Personnel, And The Supporting Infrastructure.**



# Strategic Human Capital Planning

- Leadership relies on our Strategic Workforce Plan:
  - Understand the demand signal for personnel resources;
  - Implement analytically-based methods which support long-term workforce planning; and
  - Identify the strengths and weaknesses in the skill portfolio of our workforce, and develop targeted programs and strategies.
- At the individual level, employees are counting on us:
  - Deliver career roadmaps which allow them to develop their functional and leadership skills in response to mission needs; and
  - Implement corresponding individual development plans.



COMPLETE  
BY  
FY2015



# Hiring Reform

## Strategic Imperative

- Presidential initiative
- DoD High Priority Performance Goal

## Current Issues & Priorities

- Updates for automated staffing tools (USAJOBS/USA Staffing)
- Deployment of Enterprise Candidate Assessments
- Hiring Managers: Training and Accountability
- Veterans Employment: Veterans Acquisition Intern Program
- Disability Employment: DoD IwD Operational Plan
- Student Training and Academic Recruitment Program (STAR)

## Success Factors

- Continue to serve as a model for Federal hiring best practices
- Meet or exceed hiring timeline targets, and improve applicant and manager satisfaction
- Improve transparency and accountability for hiring metrics
- Innovative implementation of executive orders on Veterans, Disabled, and Student hiring
- Continuation of successful hiring programs (e.g. Hiring Heroes)

*Need for Better Planning; Manager Engagement; Standardization*



# Accountability & Hiring Metrics

<b>CMIS TIME TO HIRE SUMMARY FOR FY2010 AND Q1-3 FY2011*</b>					
<b>FY2010</b>	Quarter	Avg Time to Hire for All Hires	Avg Time to Hire for DE Hires	Avg Time to Hire for External Hires	Avg Time to Hire for Internal Hires
	1	79	117	105	64
	2	81	126	110	63
	3	69	125	85	56
	4	75	113	98	60
	Weighted Average:	<b>76</b>	<b>120</b>	<b>98</b>	<b>61</b>
	FY2010 Total Volume:	<b>242,121</b>	<b>20,482</b>	<b>95,363</b>	<b>146,758</b>
<b>FY2011</b>					
	1	80	118	110	62
	2	80	125	114	62
	3	76	118	89	65
	YTD Weighted Average:	<b>79</b>	<b>120</b>	<b>105</b>	<b>63</b>
	FY2011 YTD Volume:	<b>150,906</b>	<b>11,601</b>	<b>54,061</b>	<b>96,845</b>

\* Full volume of hires used in calculation

*80 Days?  
.... The rest of the story is .....*

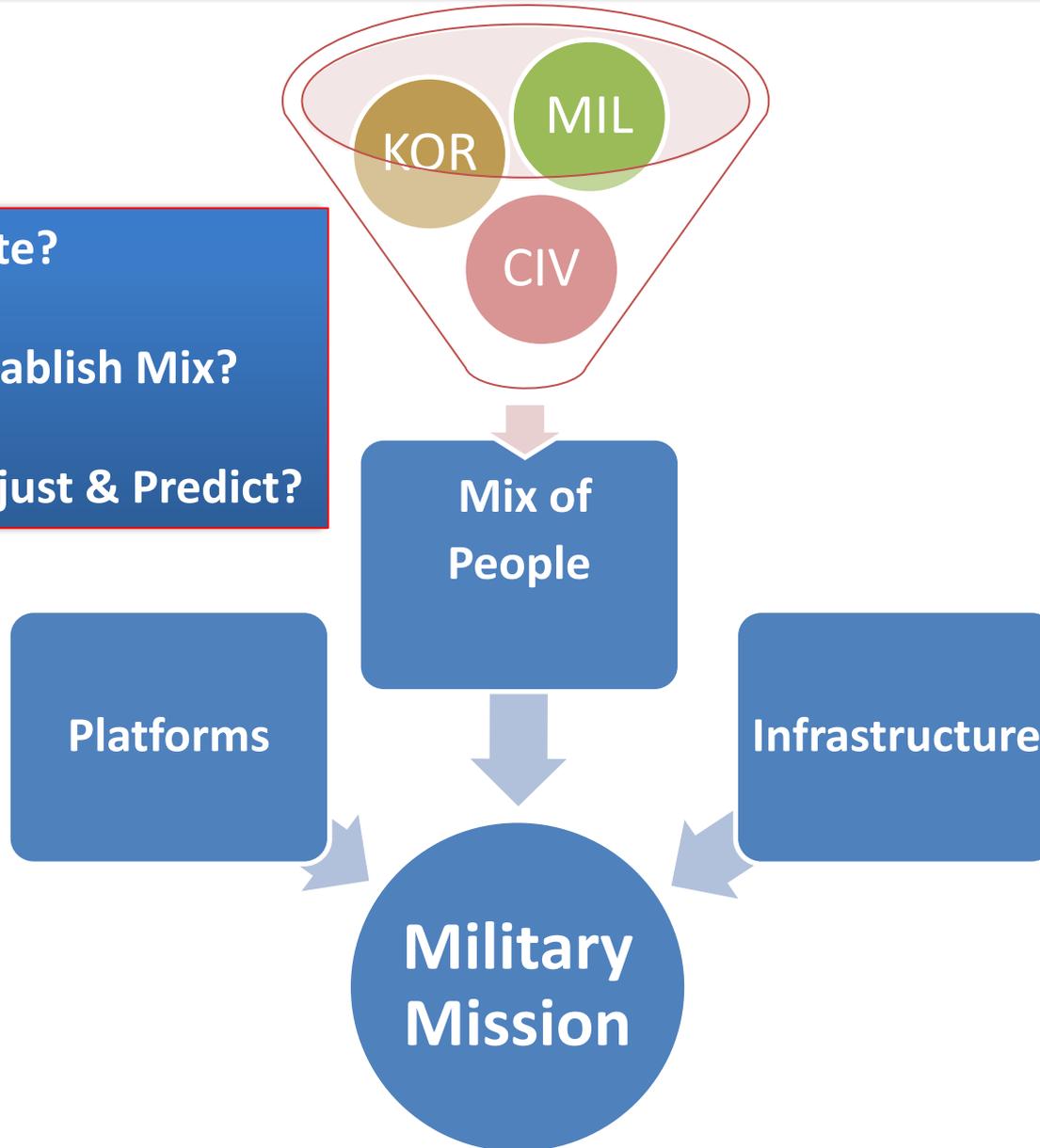


# Total Force Management

How Do Evaluate?

How Do We Establish Mix?

How Do We Adjust & Predict?





# Employment Programs//VETS

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- President Signs Executive Order (EO) 13518 – Employment of Veterans in the Federal Government – November 2009
  - Interagency Council – 24 Cabinet-level agencies (CHCOs)
  - Steering Committee – OPM, DoD, DHS, VA and DOL
  - DoD Collaborative Effort: CPP/CPMS and WWCTP
  - Veterans Employment Office established within CPMS - December 2009
  - Veterans Employment Operational Plan submitted to OPM - May 2010; refreshed in October 2010
  - Veterans Acquisition Intern Program – DoD is “lead” for program design and development (interagency initiative)
  - Facilitate and “drive” communication, coordination, and collaboration among DoD Stakeholders

*VETS Employment a Key Focus*



# The Evolution of the HR Profession - Thoughts

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- Professional Certification?
- Knowledge Transfer?
- Balance between Technician & Strategic Advisor
- The “Shadow Community”
- “No” versus “How”



# Please Remember!

## The DoD Family Delivers the Groceries...

Fact: For 1 in 6 Americans, hunger is a reality.

The 2011 Feds Feed Families Federal Campaign runs through August 31<sup>st</sup> with the goal of donating 2 million pounds of food to food banks across the country.



The DoD goal is 733,800 pounds, not even a pound per employee. We have plenty, please donate to help those in your community who are less fortunate.

**Collections As Of 7-15-2011 = 195,000 lbs**



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# What Can I Do For You?

