



Empowering Our Greatest Asset

New Beginnings

*Panel Discussion with Pat Tamburrino and
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**2011 Worldwide Human
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Department of Defense

Overview

- National Defense Authorization Act FY10
 - Performance management system
 - Appointment/hiring process
 - Civilian Workforce Incentive Fund, optional
 - Supervisor training, separate initiative
- Employee involvement in design and implementation (for bargaining unit employees, through their exclusive representatives)
- Sep 2010 New Beginnings Workshop
- Feb – Sep 2011 design team fact finding, analysis, recommendations and report
- Oct-Nov recommendations in general circulation

Performance Management (PM) Design Team Initiative

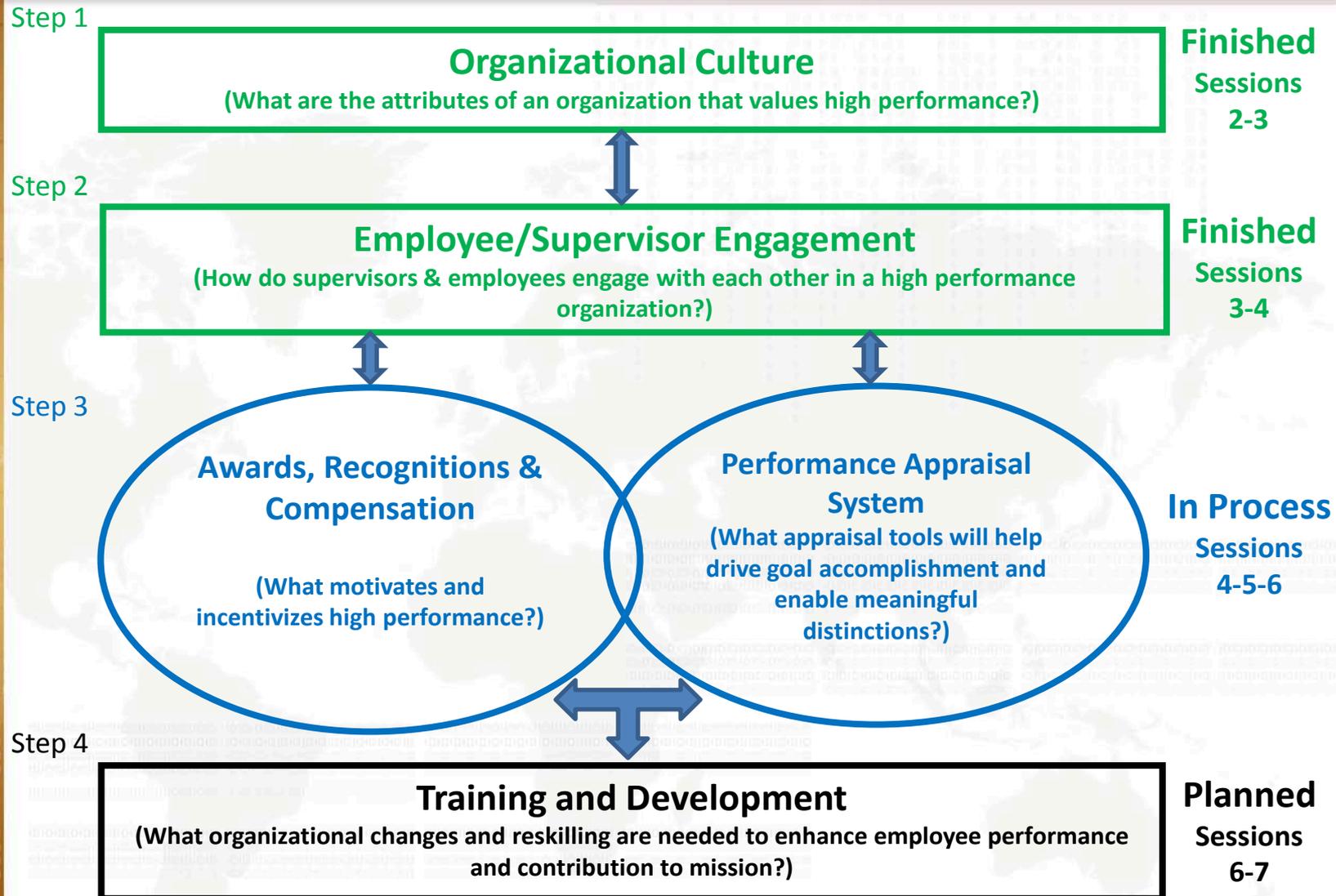
Pete Randazzo and Pat Niehaus

PM Design Team Mandate

- National Defense Authorization Act 2010 (NDAA 2010)
 - Mandates the establishment of a performance appraisal system that:
 - Is fair, credible, and transparent
 - Links bonuses and other performance-based actions to performance appraisals
 - Ensures ongoing performance feedback and dialogue among supervisors, managers, and employees throughout the appraisal period and sets timetables for reviews
 - Includes 'performance assistance plan' that provides formal training, on-the-job training, mentoring, and other assistance
 - Allows waiver of 5 U.S.C. chapter 43 requirements (other than sections 4302 and 4303(e)) as necessary

PM Design Team Approach

- Identified five PM Focus Areas
 - Organizational Culture
 - Employee/Supervisor Engagement
 - Awards/Recognitions/Compensation
 - Performance Appraisal System
 - Training and Development
- Developed “Roadmap” to deep dive into five Focus Areas



PM System Design Roadmap

PM Design Team Progress

- Foundational Documents – Completed
 - Organizational Culture describes:
 - Attributes of a culture of high performance to include:
 - Trusted and respected leaders
 - Engaged employees who feel valued and appreciated
 - Open and respectful lines of communication at all levels
 - Values held by all employees to include
 - Accountability
 - Respect
 - Integrity
 - Additional responsibilities for supervisors include
 - Building employee engagement
 - Developing the workforce
 - Acting courageously

PM Design Team Progress

- Employee/supervisory engagement “trustpoints” describe behaviors such as:
 - Helping find solutions together
 - Creating clear work plans and timetables
 - Inspiring and motivating

PM Design Team Subgroups

- PM Design Team established 2 subgroups to develop recommendations for:
 - Performance Appraisal (PA)
 - Awards, Recognition, and Compensation (ARC)

PM Subgroup Progress

- Performance Appraisal team:
 - Identified problems with current DoD performance management process. For example:
 - Lack of consistency among DoD appraisal systems
 - Inability to make meaningful distinctions in levels of performance
 - Identified characteristics of a performance appraisal system that need to be addressed. For example:
 - Type of rating cycle (calendar year vs fiscal year)
 - Frequency of supervisor/employee feedback

PM Subgroup Progress

- Awards, Recognition, and Compensation team:
 - Developed 'gap analysis' regarding current awards and recognition processes. For example:
 - Inconsistency throughout DoD in linking awards and recognition to appraisal process
 - More transparency regarding awards process
 - Currently evaluating possible award, recognition, and compensation options

Hiring Flexibilities (HF) Design Team Initiative

Paul O'Connor and Paula Shipe

Hiring Flexibilities Design Team

Section 1113(b) of NDAA 2010

- The Secretary shall promulgate regulations to redesign procedures applied by DoD when making appointments to positions in the competitive service in order to –
 - Better meet mission needs;
 - Respond to managers' needs and the needs of applicants;
 - Produce high-quality applicants;
 - Support timely decisions;
 - Uphold merit system principles; and
 - Promote competitive job offers

Hiring Flexibilities Design Team

Section 1113(b) of NDAA 2010 (continued)

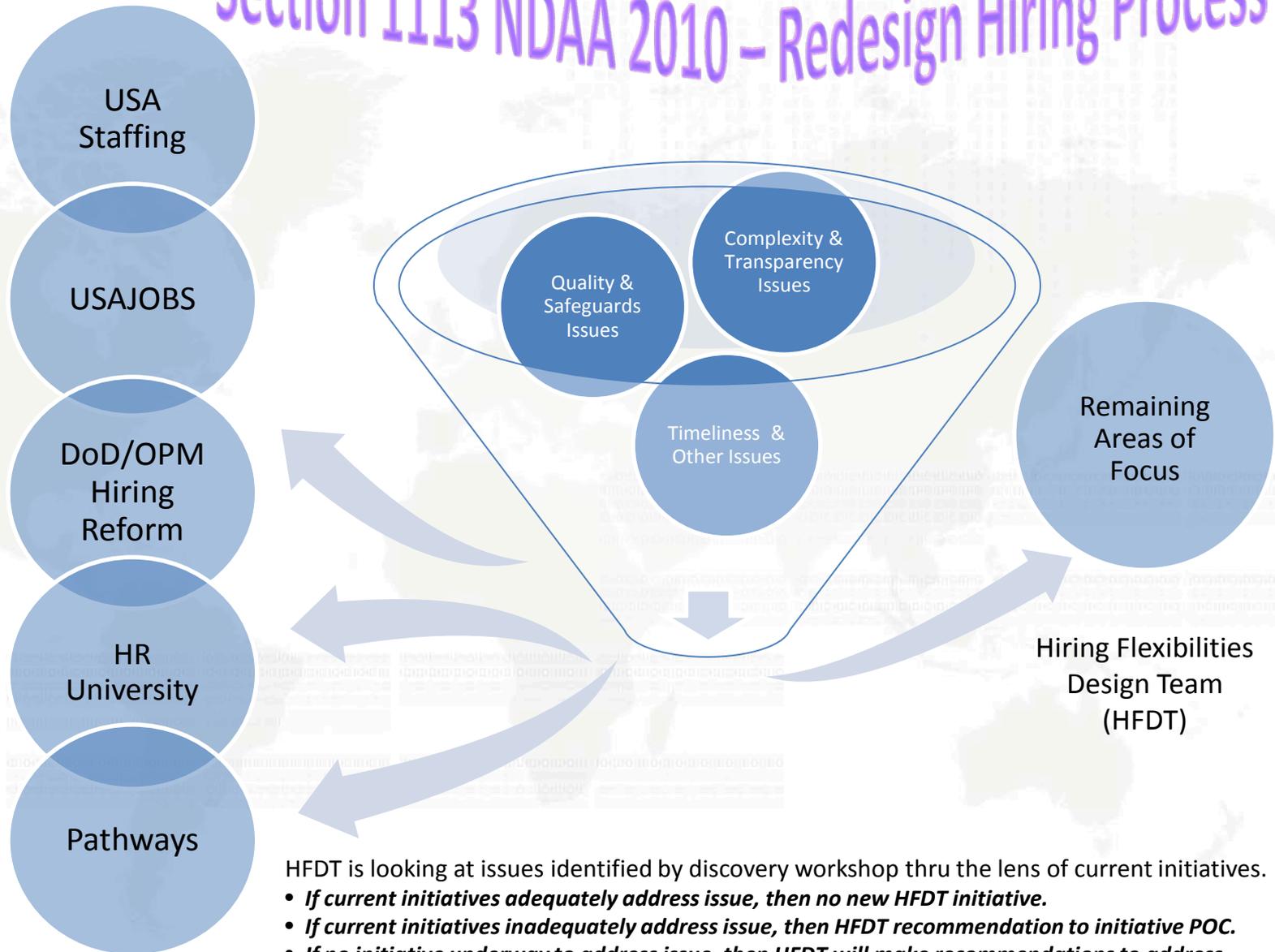
- In redesigning the process by which such appointments shall be made, the Secretary, in coordination with OPM, may waive the requirements of chapter 33, and the regulations implementing such chapter, while providing for:
 - Fair, credible, and transparent methods of establishing qualification requirements for, recruitment for, and appointments to positions.
 - Fair and open competition and equitable treatment in the consideration and selection of individuals to positions.
 - Fair, credible, and transparent methods of assigning, reassigning, detailing, transferring, or promoting employees.
- In implementing the redesigned process, the Secretary shall comply with veterans' preference requirements

Hiring Flexibilities Design Team

Design Team Purpose

- Investigate, evaluate, and propose features, concepts, and principles for improved hiring processes and associated regulations as required by section 1113(b) of NDAA 2010.
- Provide recommendations to improve use of current programs, processes, and authorities in these areas.

Section 1113 NDAA 2010 – Redesign Hiring Process



HFDT is looking at issues identified by discovery workshop thru the lens of current initiatives.

- *If current initiatives adequately address issue, then no new HFDT initiative.*
- *If current initiatives inadequately address issue, then HFDT recommendation to initiative POC.*
- *If no initiative underway to address issue, then HFDT will make recommendations to address.* 16

HF Design Team



- Transparency
- Applicant Feedback
- Incentives
- HR Advisory
- PD/Vacancy Announcement
- Prohibited Personnel Practices/Ethics
- Training and Assessment Tools
- HR Turnover Rate – “Churn”
- Centralization vs. Decentralization of HR Functions

- Quality First!
- Veterans’ Preference
- PPP
- Management/Human Eye Qualification Determination
- Accuracy of PD (Knowledge and Timeline)/Vacancy Announcement
- 180 Day Waiver – Military Influencing Employee Decisions Regarding Themselves
- Hiring Authorities –
 - Direct Hire
 - FCIP/Pathways
 - Others
- Assessment Tools
- Accountability – Supervisor/Other/Performance Standards
- In-sourcing

- Tactical/Operational Workforce Planning
- Applicant Feedback
- Pre-planning on Front End (Chat)
- Management/HR Communications
- Security Clearance

- Standardize/Simplify Application Process
- Simplified Hiring Process
- Standardization of Hiring Process
- Clarity in Vacancy Announcements
- Centralization/Decentralization of HR Functions

Hiring Flexibilities Design Team

TEAM 1	TEAM 2
1. Service Delivery Model	1. Hiring Authorities – <ul style="list-style-type: none"> - Direct Hire/FCIP/Insourcing - Simplifying Hiring Authorities
2. Pre-planning on Front End <ul style="list-style-type: none"> - Workforce Planning - PD Accuracy - Vacancy Announcements - Job Analysis/Assessment 	2. Hiring Requirements <ul style="list-style-type: none"> - Time-in-grade - 180 Day Restriction Retired Military - Veterans Preference - Priority Placement
3. Training	3. Balancing Quality with Time Metrics
4. HR/Management/Labor Communication	4. Incentives
5. Management/HR Accountability	5. Recruiting

Civilian Workforce Incentive Fund Design Team Initiative

Mark Nelson and Janice Lander

CWIF Statutory Authority

Public Law 111–84, Title XI, Section 1113(d)(a)(3)(A) The Secretary may establish a fund, to be known as the ‘Department of Defense Civilian Workforce Incentive Fund’ (in this paragraph referred to as the ‘Fund’).

(B) The Fund shall consist of the following:

- (i) Amounts appropriated to the Fund.
- (ii) Amounts available for compensation of employees that are transferred to the Fund.

(C) Amounts in the Fund shall be available for the following:

- (i) Incentive payments for employees based on team or individual performance (which payments shall be in addition to basic pay).
- (ii) Incentive payments to attract or retain employees with particular or superior qualifications or abilities.

(D) The authority provided in this paragraph is in addition to, and does not supersede or replace, any authority or source of funding otherwise available to the Secretary to pay bonuses or make incentive payments to civilian employees of the Department.

CWIF Design Team Charter

Purpose: Investigate the need and uses for a Civilian Workforce Incentive Fund. Evaluate and propose features, concepts, and principles for the Fund and associated regulations.

and

give recommendations to improve use of current programs and authorities in related areas.

Investigate the need and uses for a CWIF.

Recommend improvements in how we use current programs and authorities.

Should the Secretary establish a Fund?

TO BE DETERMINED

- ✓ What critical problems could a special fund solve?
- ✓ Why aren't current authorities and funding sources sufficient?

Better target the use of current authorities, or use as intended.

Modify or expand on current authorities.

Programs and Authorities

TODAY'S MAIN TOOLS

- Special Salary Rates
- Superior Qualifications Rates
- Recruitment, Retention, Relocation Incentives
- Student Loan Repayment
- Permanent/Temporary Change of Station
- Remote Site and Overseas Allowances
- Tuition Assistance
- Intern, Apprentice, Student Career
Employment Programs
- Incentive Awards
- Organization/Specialty Recognition Programs

IDEAS FOR NEW/EXPANDED TOOLS

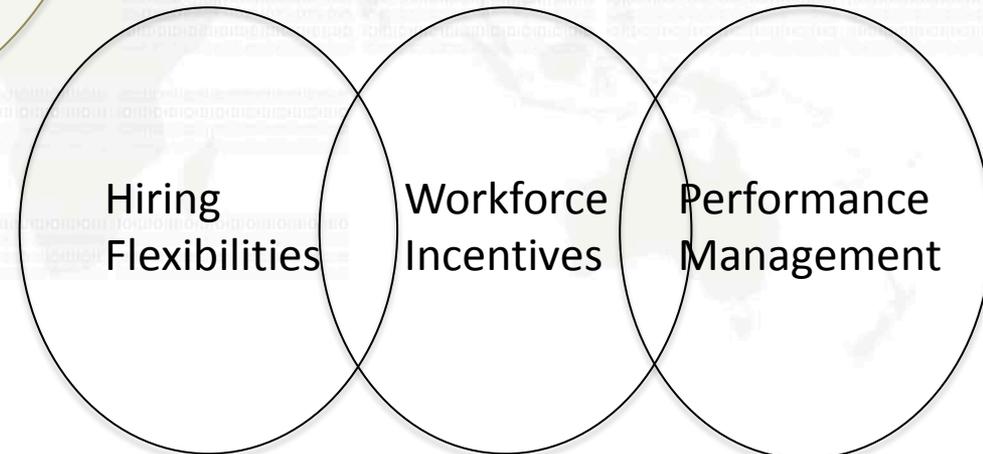
- Bad/Difficult detail incentive payment
- Superior qualifications payment
- Paid sabbaticals (not just SES, STRL)
- Professional/Trade memberships
- Advance pay for relocation, for new hires
- Lump sum leave for new hires
- Higher annual leave cap
- Equity pay (step) adjustment
- Subsidized mortgage payment in place of
costlier DNRP benefits
- More paid trade school and degree training
- Recognizing mission accomplishment

Bottom Line: Given our strategic workforce plans, tools, authorities, and programs, does DoD need a special Fund using CWIF authority?

Partnership, Collaboration, and Integration



The Team



The Process

In Summary

- NDAA 2010 Authorities design is on track
 - Design teams currently arriving at preliminary conclusions and developing recommendations
 - Series of meetings scheduled for August and September
 - Final reports and recommendations are due from design teams by end of September 2010
 - Labor / management engagement continues to work effectively



Wrap up and questions