

DoD Performance Management

Hiring Process Reform through Enterprise Integration: Engaging Manpower & Human Resources



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**2011 Worldwide Human Resources
Conference**



President's Memo of May 11, 2010



The Burning Platform



THE WHITE HOUSE
Office of the Press Secretary

For Immediate Release May 11, 2010

May 11, 2010

MEMORANDUM FOR THE HEADS OF EXECUTIVE DEPARTMENTS AND AGENCIES

SUBJECT: Improving the Federal Recruitment and Hiring Process

To deliver the services that the American people expect and hire high quality people, the Federal Government must be a career of choice. The complexity and uncertainty of the current environment deters many high quality people from obtaining jobs in the Federal Government.

I therefore encourage the heads of executive departments and agencies to take steps to make it easier for civilian workers to obtain Federal jobs.

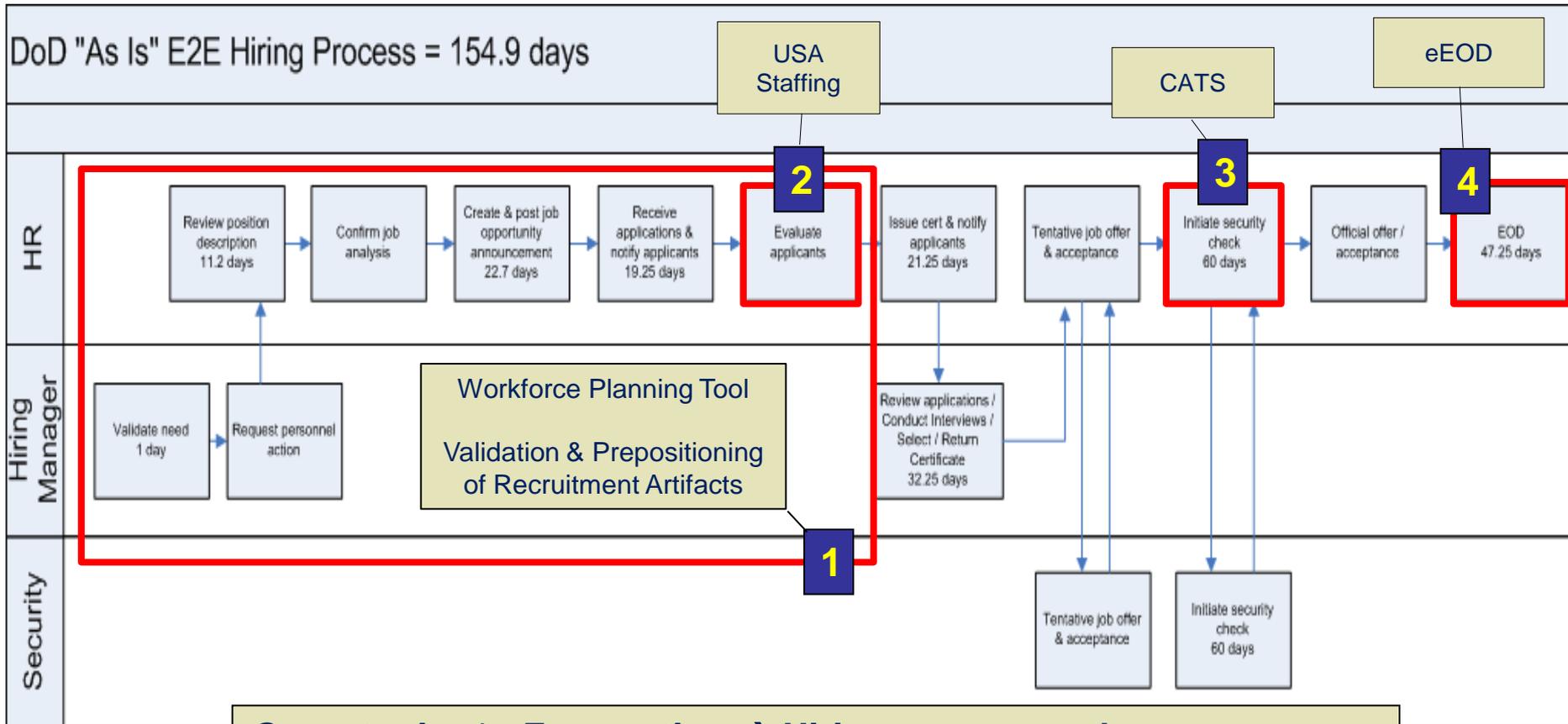
(d) The Director of the OPM, in consultation with the OMB, may grant an exception to any of the requirements set forth in section 1 of this memorandum to an agency that demonstrates that exceptional circumstances prevent it from complying with that requirement.

Sec. 6. Publication. The Director of the OPM is hereby authorized and directed to publish this memorandum in the Federal Register.

BARACK OBAMA

#

Four Opportunities for Improvement



Opportunity 1 - Forecasting → Hiring managers plan
Opportunity 2 - Use OPM's USA Staffing for ease & effectiveness
Opportunity 3 - DISS's CATS technology reduces security checks
Opportunity 4 - eEOD Capability Speeds Entry on Duty



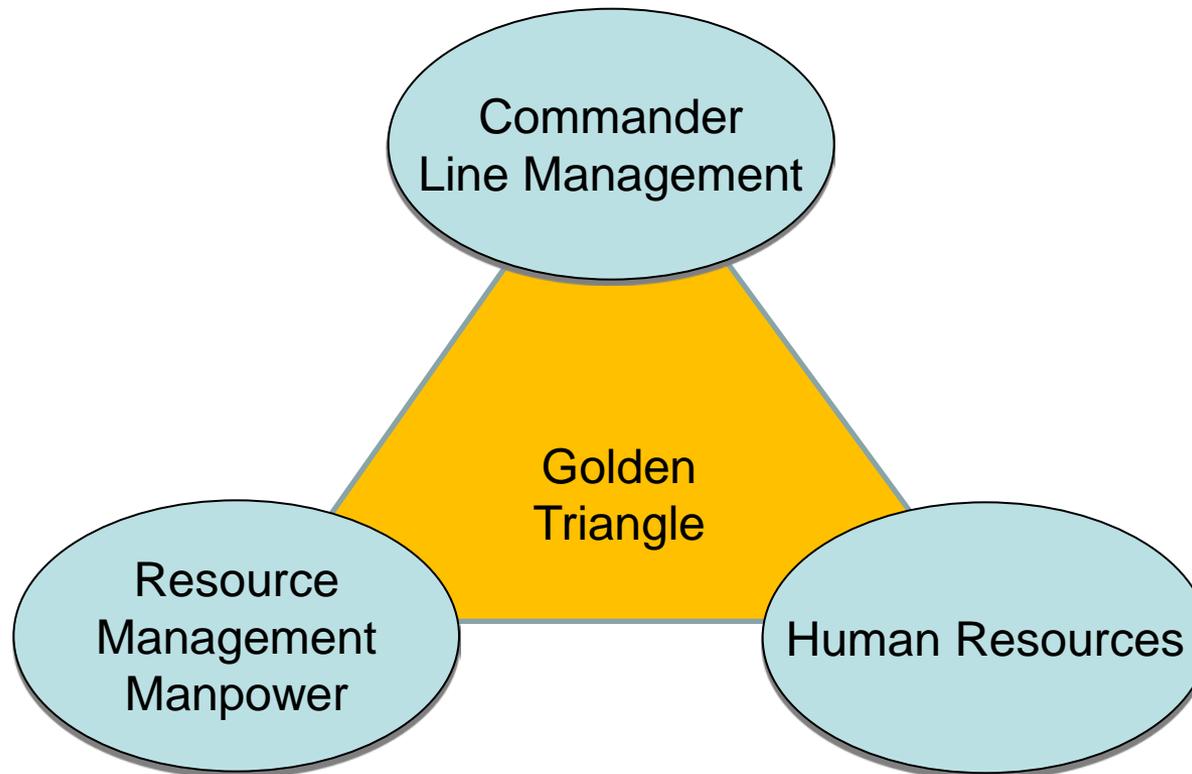
Intervention Detail



<i>Intervention</i>	<i>Objective</i>	<i>Tasks</i>
1) Preplanning and Forecasting	Hiring managers to: <ul style="list-style-type: none"> -- Take ownership of strategic staffing process -- Associate manpower requirements to the mission/function of his/her organization -- Manpower drives budget -- Validate hiring documents to obtain advance approval -- Tie staffing cycle to budget cycle 	<ul style="list-style-type: none"> -- Create and maintain Workforce Planning Tool featuring organization and manpower information of record -- Establish unique Manpower Position Number for all billets -- Validate PD accuracy, available off-the-shelf -- Conduct hiring manager workshop -- Institute annual resource planning process aligned w/ budget execution
2) Use of USA Staffing	Get the best possible list of highly qualified, eligible candidates in the shortest amount of time	<ul style="list-style-type: none"> -- Replace Resumix -- Pre-position assessments -- Pre-position interview questions -- Managers compose job summary to attract desired applicants to a vacancy
3) Defense Information System for Security	<ul style="list-style-type: none"> -- Reduce cycle time of security process -- Parallel process where possible 	<ul style="list-style-type: none"> -- Implement Personnel Security Investigation Portal (PSIP) -- Streamline PSIP process
4) Use of Electronic Entry on Duty (eEOD)	Turbo Tax for employment documentation	-- eEOD implementation



Hiring is a Shared Responsibility



- Integrate RM/Manpower into the Management-HR team for a comprehensive approach to Strategic Workforce Planning
- With this functional alignment DoD can build on the inherent forcing function of the Budget Execution System, POM and PPBE processes



Responsibility of Managers



Guidelines:

- *Design positions around skills and mission essential tasks*
 - Not around personal qualifications of an employee
- *Design positions to promote career progression*
 - Explore opportunities to re-engineer jobs downward (for retention and continuity purposes)
- *Ensure that supervisor to employee ratios meet DoD objectives*
 - Current objective is 1:14
 - Eliminate unnecessary supervisory positions
 - Avoid establishing deputy and assistant positions
- *Identify and eliminate similar/duplicative positions or organizational elements*
 - Review all vacancies closely for necessity
 - Combine homogeneous functions
 - Combine duties at same grade level

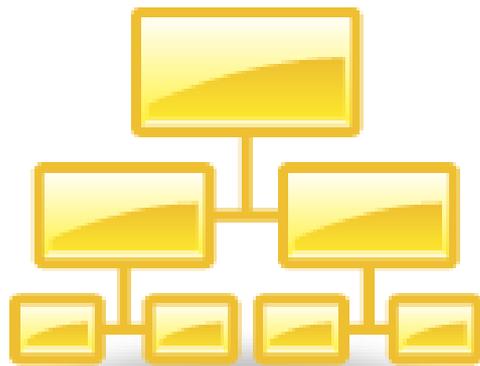




Position Management (PM) Policy



- Commanders, directors, managers and supervisors must design organizations that
 - use the lowest grades feasible to accomplish the mission
 - normally provide for career progression
 - eliminate excessive layers of supervision and
 - avoid the assignment of employees to position descriptions that do not match the work assigned and performed



→ *Classification driven by PM.*



Management Decision Making Tools



Key Points:

- These tools should be used in concert as necessary to assist management in making the right resource allocation decisions.
- You CAN avoid the pitfalls of a poorly designed organization.

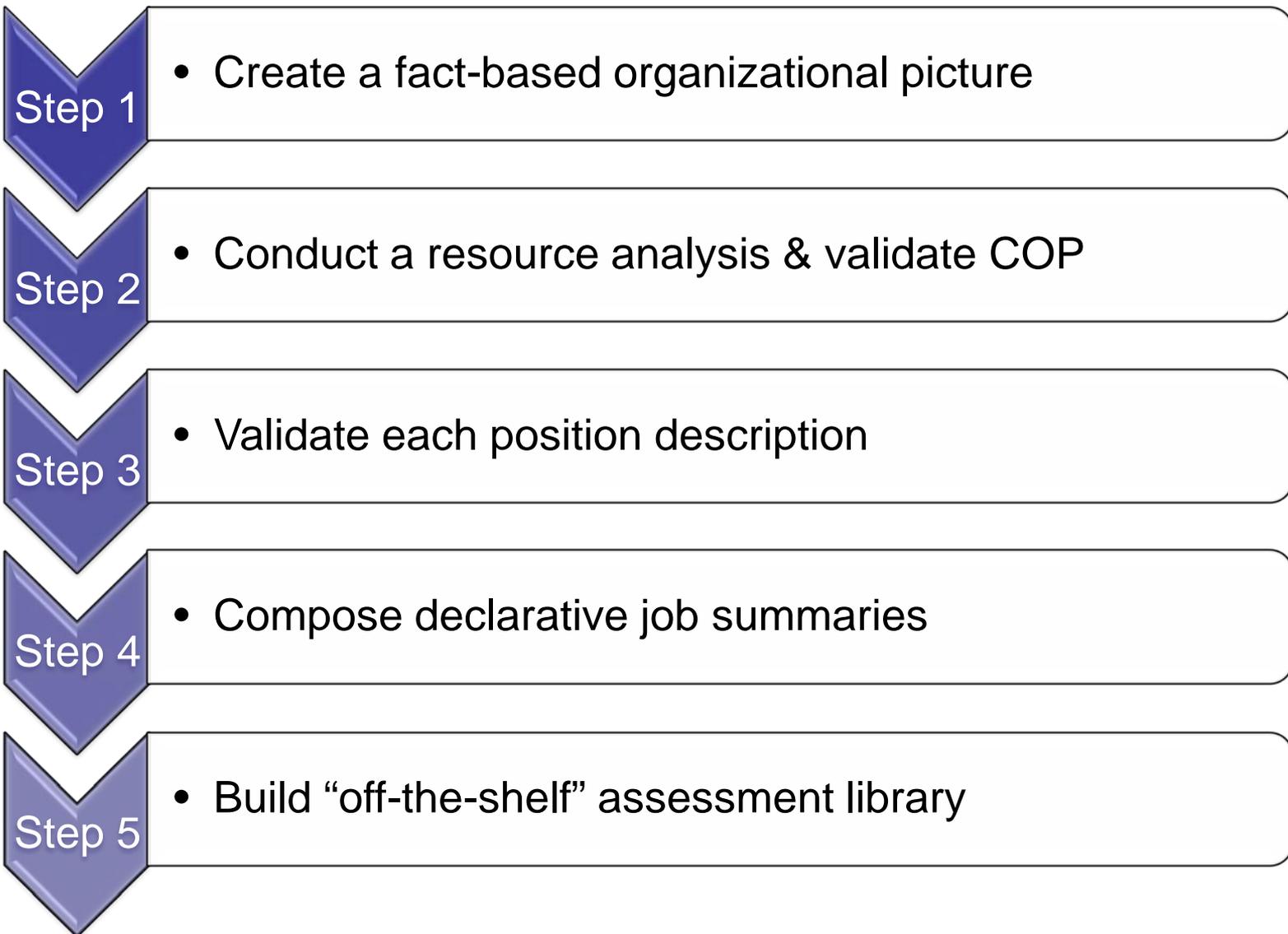
Tools:

- Workforce Planning Document
- Position Descriptions
- OPM Classification Standards
- Organizational Chart
- TDA
- TFMMS
- Manpower Standards
- Budget
- DCPDS





One Approach To Get the Job Done



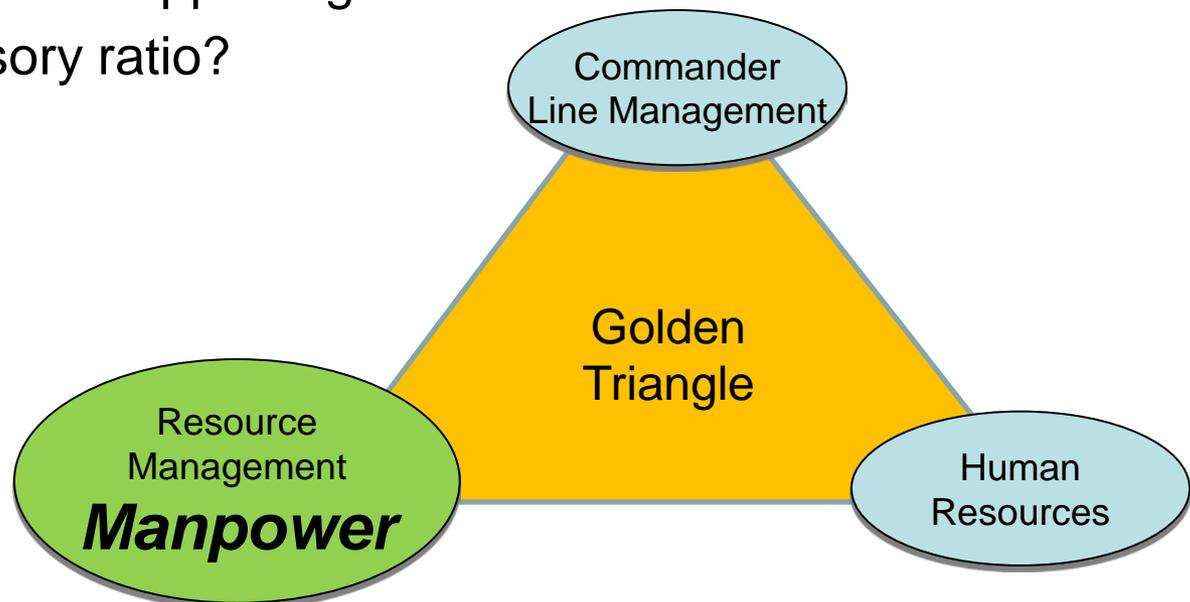


Step 1: Place To Start is Manpower



Key Questions:

- How many positions are assigned in the organization and how are they distributed among the units?
- Does the distribution represent the mission priorities?
- Is there an adequate balance in the number of positions assigned line, staff, and supporting units?
- What is the supervisory ratio?





Fact-Based Org Picture



Key Tasks:

Construct a readable table (using TDA, TOE & JTD) beginning with Commander and cascading down to include **all** positions as arrayed in the manpower system of record.

GOAL: Understand exact number & types of positions, their distribution and relationship.

- A. Cross reference existing **org charts** to **manpower system of record**.
- B. Cross reference **Defense Civilian Personnel Data System** with **manpower system of record** and **org charts** to evaluate how well the personnel system matches the context of the command systems.
- C. De-conflict to a common operating picture (COP). COP serves as the basis for review of position descriptions which influence HR classification.
 - i. Relative position of a billet within the context of its unit
 - ii. Its superior, subordinate, and peer reporting relationships, and
 - iii. The base level of work

→ Leads to the creation of the Workforce Planning Tool (WPT).



Exhibit OP-8



Department of the Navy
 Operation and Maintenance, Navy
 4A5M Other Personnel Support
 FY 2013 President's Budget Submission
 Exhibit OP-5
 11 - FSA

V. Personnel Summary:	FY 2011	FY 2012	FY 2013	Change FY 2012/FY 2013
Active Military End Strength (E/S) (Total)				
Officer	11	11	11	0
Enlisted	98	98	98	0
Reserve Drill Strength (E/S) (Total)				
Officer	47	47	47	0
Enlisted	10	10	10	0
Reservist on Full Time Active Duty (E/S) (Total)				
Officer	1	0	0	0
Enlisted	1	0	0	0
Civilian End Strength (Total)				
Direct Hire, U.S.	195	196	217	21
Direct Hire, Foreign National	1	1	0	-1
Indirect Hire, Foreign National	0	0	0	0
Active Military Average Strength (A/S) (Total)				
Officer	11	11	11	0
Enlisted	98	98	98	0
Reserve Drill Strength (A/S) (Total)				
Officer	47	47	47	0
Enlisted	10	10	10	0
Reservist on Full-Time Active Duty (A/S) (Total)				
Officer	1	0	0	0
Enlisted	1	0	0	0
Civilian FTEs (Total)				
Direct Hire, U.S.	195	196	217	21
Direct Hire, Foreign National	1	1	0	-1
Indirect Hire, Foreign National	0	0	0	0
Annual Civilian Salary Cost	76	80	81	0

4A5M Other Personnel Support

4A5M Page 6 of 8



Workforce Planning Tool



	A	B	C	D	G	H	I	J	K	L	M	N		X	Y	Z
	Org	Grp	Cd	Sb	PARA	Nsec	ParaTitle	Title	LN	FN	Grd	POSCD	CIV	SUPV	Prior	MilA
1	MDW	MDW	A	A	001	01	COMMAND GROUP	COMMANDING GENERAL	xxx	xxx	MG	00B00				
2	MDW	MDW	A	A	001	02	COMMAND GROUP	DEPUTY COMMANDER	xxx	xxx	S	SES	SES		1	
3	MDW	MDW	A	A	001	03	COMMAND GROUP	CHIEF OF STAFF	xxx	xxx	O6	01A00				
4	MDW	MDW	A	A	001	04	COMMAND GROUP	EXECUTIVE OFFICER	xxx	xxx	O5	01A00				
5	MDW	MDW	A	A	001	05	COMMAND GROUP	AIDE-DE-CAMP	xxx	xxx	O3	01A00				
6	MDW	MDW	A	A	001	06	COMMAND GROUP	COMMAND SERGEANT MAJOR	xxx	xxx	E3	00250				
7	MDW	MDW	A	A	001	07	COMMAND GROUP	SENIOR DRIVER	xxx	xxx	E6	88M30				
8	MDW	MDW	A	A	001	08	COMMAND GROUP	INTERAGENCY SPECIALIST	xxx	xxx	14	00303	GS			
9	MDW	MDW	A	A	001	09	COMMAND GROUP	STRATEGIC PLANNER	xxx	xxx	14	00301	GS			
10	MDW	MDW	A	A	001	10	COMMAND GROUP	CONGRESSIONAL LIAISON PROGRAM MANAGER	xxx	xxx	14	00301	GS			
11	MDW	MDW	A	A	001	11	COMMAND GROUP	STRATEGIC PLANNER	xxx	xxx	13	00301	GS			
12	MDW	MDW	A	A	001A	12	COMMAND GROUP	INTERAGENCY COORDINATOR	xxx	xxx						
13	MDW	MDW	A	A	001A	13	COMMAND GROUP	SECRETARY (STENO/DA)	xxx	xxx	11	00318	GS			
14	MDW	MDW	A1	A	001A	14	SEC OF THE GEN STA	SUPV EXECUTIVE OFFICER (SGS)	xxx	xxx	14	00301	GS		1	
15	MDW	MDW	A1	A	001A	15	SEC OF THE GEN STA	STAFF ACTION CONTROL OFFICER	xxx	xxx	11	00301	GS			
16	MDW	MDW	A1	A	001A	16	SEC OF THE GEN STA	STAFF ACTION CONTROL OFFICER	xxx	xxx	11	00301	GS			
17	MDW	MDW	A1	A	001A	17	SEC OF THE GEN STA	EXECUTIVE ASSISTANT	xxx	xxx	03	00301	GS			
18	MDW	MDW	A2	A	001B	18	PROTOCOL OFFICE	SUPV PROTOCOL OFFICER	xxx	xxx	13	00301	GS		1	

- Organization/Group
- Subgroup
- Code
- Para/Line
- Para/Title
- Title
- Last name
- First name
- Grade
- Series
- Pay Plan
- KEY/EE
- FY11
- FY12
- FY13
- FY14
- FY15
- FY16
- SUPV
- Military Authorization



WPT Pivot Tables



Question: What is the employee-to-supervisory ratio of MDW?

251:59
4.25:1

Question: How many supervisors have two or less employees?

46 of 59
= 78%

Question: What is the most commonly occurring series at this command?

GS-00301:
= 46/251 = 18%

Row Labels	Count of SUPV
1	59
(blank)	
Grand Total	59

Row Labels	Count of POSCO
00018	5
00080	6
00101	1
00132	1
00201	8
00203	2
00260	1
00301	46
00303	14
00318	3
00343	4
00346	6
00360	1
00391	5
00501	7
00510	2
00560	10

Count of SUPV(LN)	Column Labels						Grand Total
Row Labels	0	1	2	3	5	6 (blank)	Grand Total
ANDRES						4	4
ARROYO						8	8
BARNES						2	2
BATTS						6	6
BEALE						9	9
BLIXT						3	3
BOGER						1	1
BONOS						2	2
BOWMAN	1	6					7
BROOKS						3	3
BROWN						3	3
CANDA	3						3
CARR						1	1
CERRUTI		1				1	2
CHAFFEE	1					1	2
CHESHIRE						1	1



Step 2: Resource Analysis



Key Ideas:

- Management: must use **facts** to insure organization is properly resourced
- Resources must be assigned priority missions
- Majority of positions are committed to these priorities
- Support positions are not so numerous so as to make the bureaucracy more important than mission



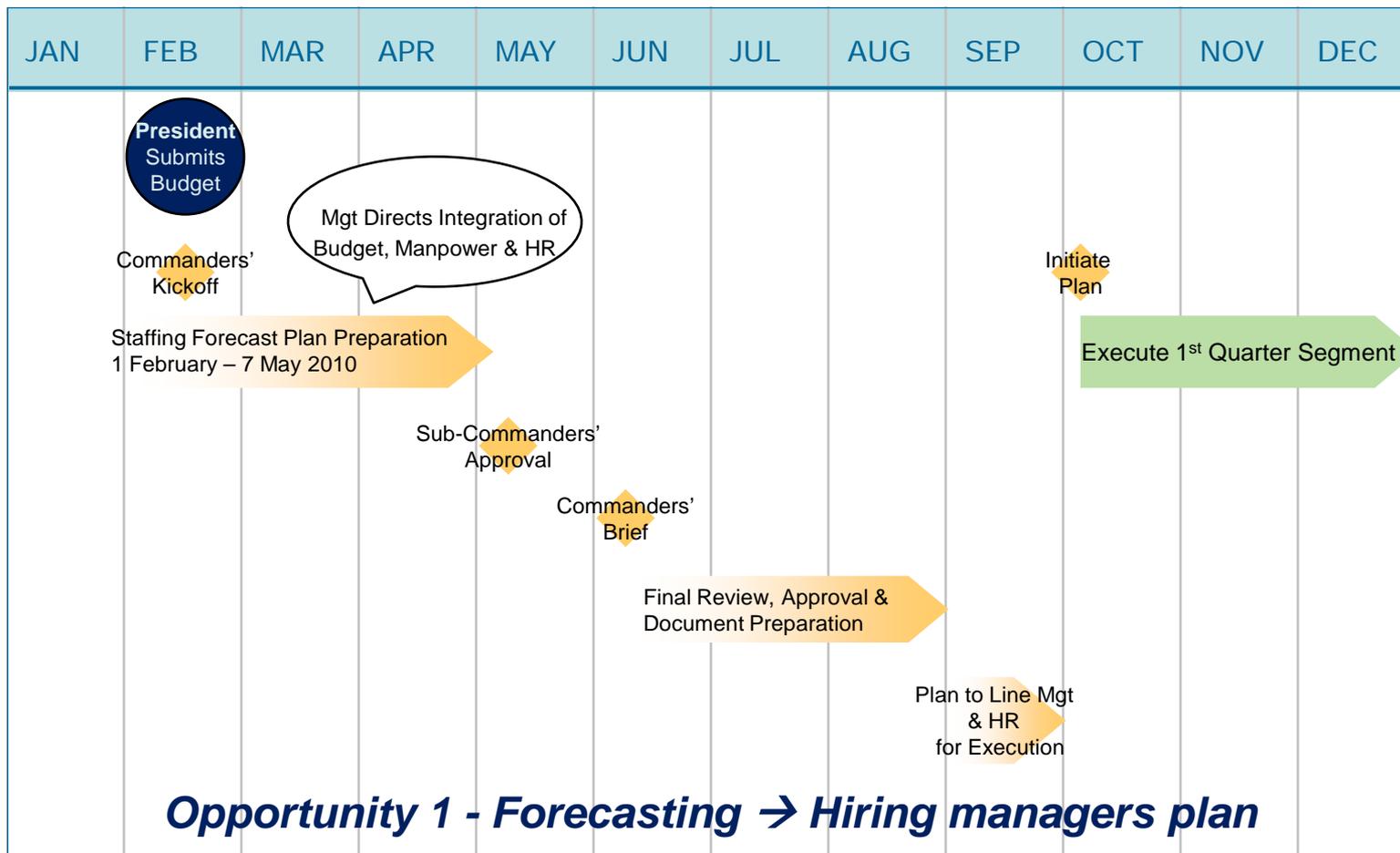
Mitigating Factors:

- Are missions changing?
- Is government waning or waxing?
- Does my org structure/alignment of positions contribute to retention?
- Is there success in identifying and reaching high value employees?
- Do org and manpower considerations contribute to that success/failure?
- What roles/responsibilities for accomplishment of work are assigned to contractors?
- Are like missions, functions, and positions grouped together?

→ Could a neutral observer logically understand the organization's construct?



Staffing Forecast For FY11



- ✓ 4th Quarter Document Preparation includes Position Descriptions, Job Analysis and Crediting Plans, & Job Opportunity Announcements
- ✓ All documents should be On-the-Shelf and Ready for Execution in New Fiscal Year without further Approval



Hiring Manager Training Objectives



- To convey a working level understanding of civilian personnel administration
- To describe the transformation of business processes to improve cycle time and the quality of successful candidates for MDW jobs
- To identify **leadership responsibilities** for the successful execution of the civilian personnel recruitment, selection and placement program
- To review, validate and/or edit four recruitment documents for each MDW Department of the Army (DA) civilian position to preposition **ALL** MDW DA positions for recruitment in FY11



Step 3: Validate Position Descriptions



Key Ideas:

- Each supervisor must review position descriptions (PDs) in his/her unit.

Questions to consider:

- Are they valid?
- Does PD adequately portray critical requirements (justifying the assignment of manpower asset to that mission/function?)
- Certify the PD or make adjustments as necessary
- Do the PDs meet the standards of adequacy?

Position Description - Windows Internet Explorer

https://acpol2.army.mil/fasclass/search

File Edit View Favorites Tools Help

Position Description

Position Description

PD#: FP101966 Replaces PD#:
 Sequence#: 359655

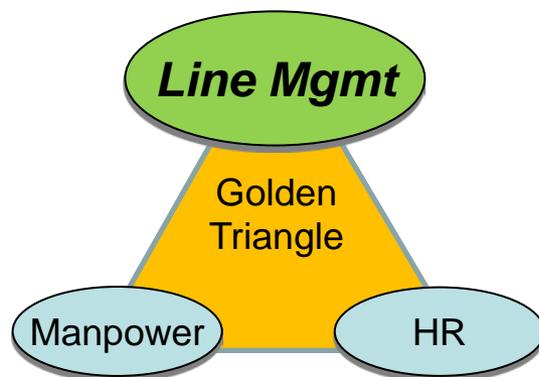
ADMINISTRATIVE SUPPORT ASSISTANT (OA)
GS-0303-07

Servicing CPAC: FORT MYER VA Agency: ARMY
Installation: FPMWW3J8AAA DA, MILITARY DISTRICT OF WASHINGTON Army Command: MW
AIR OPERATIONS GROUP Command Code: MW
USAPAT US ARMY MILITARY DISTRICT OF WASHINGTON
ANDREWS AIR FORCE BASE
FORT MCNAIR, DC 20319 Region: NORTH CENTRAL

Citation 1: OPM PCS MISC CLERK & ASST SERIES, GS-303, NOV 79
Citation 2: OPM OFFICE AUTOMATION GEG, NOV 90
PD Library PD: NO
COREDOC PD: NO

Classified By: CPOC
Classified Date: 10/02/2001

FLSA: NON-EXEMPT Drug Test Required: NO DCIPS PD: NO
Career Program: 00 Financial Disclosure Required: NO Acquisition Position: NO
Functional Code: 00 Requires Access to Firearms: NO Interdisciplinary: NO
Competitive Area: DC Position Sensitivity: 2 Security Access: 0
Competitive Level: 0000 Target Grade/FPL: 07 Career Ladder PD: NO
Emergency Essential: No Personnel Reliability



→ Only when Management puts its own house in order is it prepared to direct the activity of the Human Resource office.



Step 4: Compose Job Summary



Key Ideas:

- Managers compose a Declarative Job Summary

Description:

- Communicates key insights into this position and how it relates to the mission of the organization
- A statement in plain English
- Because it is short, it can be communicated, received and understood during a short elevator ride



→ *Conveys unequivocally the scope & effect of the role to all interested candidates.*



Step 5: Build the Assessment Library

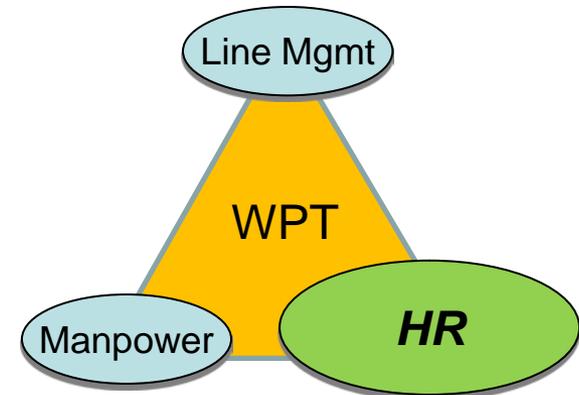


Key Ideas:

- Assessment Library is the link between intervention #1 (prepositioning recruitment documentation) and intervention #2 (USA Staffing-based recruitment)

Description:

- Assessment should distinguish highly qualified from minimally qualified candidates
- HR Manager is a subcomponent that features requisite competencies for job success
 - Demonstrated by regression analysis
 - Conforms to Uniform Guidelines on Employee Selection Procedures
 - Basis for employee development
 - Provides interview questions



→ *Identifies high value candidates.*

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U.S. OFFICE OF PERSONNEL MANAGEMENT
 Recruiting, Retaining and Honoring a World-Class Workforce to Serve the American

Managing HR Systems Technology

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USA Staffing automatically:



Final thought on Prepositioning



- The end state is. . .
 - a set of recruitment artifacts for each authorized position that are
 - on the shelf
 - satisfactory to management and HR
 - so that we can move immediately to recruitment no matter what position becomes vacant





UNCLASSIFIED



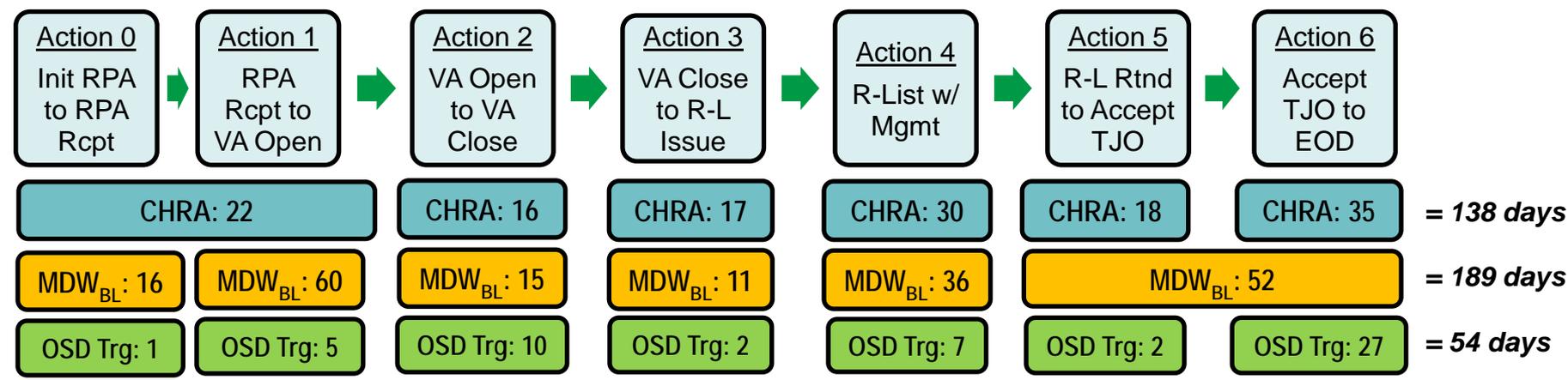
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Control & Monitor the Process



U.S. Army Military District of Washington (MDW):

- Conduct operations that deter, prevent, & respond to threats aimed at the National Capital Region, Conducts world-class ceremonial, musical and special events
- **233** billets, ≈ **20** over hires, ≈ **140** unique PDs, **90** unique assessments
- MDW Baseline Cycle Time (before) = **189** days (on average)
- # of Individual Process Steps (before) = **79** steps



Recruit #1	1	7	6	7	23	6	25	75	✓
Recruit #2	4	9	6	20	6	9	12	66	✓



Weekly Status Report



REVISED 80 Day Bt UNCLASSIFIED/FOUO - Microsoft Excel

Home Insert Page Layout Formulas Data Review View Add-Ins Acrobat

Clipboard Font Alignment Number Styles Cells Editing

	Pilot #	Title	MPN	T/S/G	Step 0: Init RPA	Step 1: RPA Rcpt	Init RPA Rcpt (days)	Step 2: VA Open	RPA Rcpt to VAO	Step 3: VA Clsd	VA Op to VA Cl	Step 4: R-List Issued	VA Clsd to R-L Issued	Step 5: R-L Rtrnd	R-L Issd to Rtrnd	Step 6: Accept T/O	R-L Rtrnd to Acct	Step 7: EOD
1																		
2	1	Budget Analyst	CM00147	GS-0560-12	10/20/10	10/21/10	1	10/28/10	7	11/3/10	6	11/10/10	7	12/3/10	23	12/20/10	17	1/3/11
3	2	Fin Mgmt Analyst	CM00152	GS-0501-12	10/7/10	10/7/10	0	2/9/11	125	2/15/11	6	2/18/11	3	3/4/11	14	5/16/11	73	6/5/11
4	3	Systems Accountant	URT0017	GS-0510-9/11/12	10/7/10	10/7/10	0	10/20/10	13	10/26/10	6	11/4/10	9	12/3/10	29	2/15/11	74	3/21/11
5	4	Tax Asst Prgm Coord	URT0025	GS-0301-09	10/29/10	11/2/10	4	11/11/10	9	11/17/10	6	12/7/10	20	12/20/10	13	12/22/10	2	1/3/11
6	5	Public Affairs Spec	CM00046	GS-1035-11	1/20/11	1/27/11	7	2/4/11	8	2/10/11	6	2/15/11	5	3/14/11	27	5/17/11	64	
7	6	Telecom Spec	UTR0014	GS-0391-11	1/28/11	2/3/11	6	2/11/11	8	2/17/11	6	2/28/11	11	3/14/11	14	5/16/11	63	6/6/11
8	7	Air Traffic Control Spec (Terminal)	CM00210	GS-2152-11	3/22/11	3/22/11	0	3/31/11	9	4/6/11	6	4/11/11	5	4/25/11	14	4/28/11	3	6/19/11
9	8	Legal Assistant	CM00032	GS-0986-07	2/2/11	2/10/11	8	2/17/11	7	2/23/11	6	3/1/11	6	3/14/11	13	5/18/11	65	7/3/11
10	9	Supv IT Spec	CM00132	GS-2210-14	3/2/11	3/3/11	1								4/11/11			6/5/11
11	10	Logistics Mgmt Spec	CM00111	GS-0346-11/12/13	3/3/11	3/3/11	0	3/11/11	8	3/18/11	7	3/23/11	5					
12	11	Admin Assist (OA) AOG	CM00171	GS-0303-07	3/4/11	3/4/11	0	3/10/11	6	3/16/11	6	3/21/11	5	4/7/11	17			
13	12	Admin Assist (OA)	CM00110	GS-0303-07	3/4/11	3/4/11	0	3/10/11	6	3/16/11	6	3/22/11	6					

Tracker DropDowns Reports RPAstatus Sheet1

Ready 110% 1:00 PM



Action 0 Init RPA to RPA Rcpt



- The HR liaison office will, upon notification by the hiring manager of the need to fill a position: (1 day)
 - Review the Workforce Planning Tool (WPT) to ensure the position is authorized in current/future years; consult with the Manpower Division as necessary
 - Assess if the request would result in the violation or the appearance of violation of merit staffing principles; advise the requester of appropriate course of action . (e.g. improving the opportunity for an individual to advance without competition).
 - Prepare the RPA and accompanying recruitment information package and forward to the servicing CPO
 - Ensure the WPT MPN is referenced in the RPA

Median 1 Day instead of 16



Action 1 RPA Rcpt to VA Open



- The servicing CPO will: (5 days)
 - Have a strategic recruitment discussion with hiring manager
 - Start to clear PPP
 - Prepare USA Staffing announcement
 - Communicate announcement closing date and referral list receipt date to the hiring manager and HR liaison Division
 - Obtain commit date for selectee(s) list
 - Send a courtesy copy of the vacancy announcement to the hiring manager and HR liaison Division
 - Assist the hiring manager with the selection process on such matters as PPP, veteran preference, category rating, etc.

Median 9 Days instead of 60



Actions 2 and 3



- Action 2 VA Open to VA Close: (10 days over weekend)

Median 7 Days instead of 15

- Action 3 VA Close to R-L Issue (2 days)

Median 5 Days instead of 11



Action 4 R-List w/ Mgmt



- The hiring manager will: **(7-14 days)**
 - Set aside blocks of time to assess, interview, and check references of candidates upon being notified of the referral list receipt date
 - Consider the PPP candidates in accordance with DOD policy upon being notified by CPAC of the existence of PPP matches
 - Return the referral list with the primary and alternate selections to the CPO and notify the HR liaison Division of same
- The HR liaison Division will:
 - Monitor the evaluation and selection process to ensure hiring managers conform with the 7-14 days requirements. Solicit help from the Leadership whenever it appears that the time constraints are not to be met

Median 27 Days instead of 36



Action 5 R-L Rtn'd to Accept TJO



- The servicing CPO will: (2 days)
 - Extend tentative job offer and request selectee response
 - Notify hiring manager and HR liaison Division of selectee response
 - Provide the Security Office with the selectee name, SSN, the position's sensitivity, and whether the selectee is a current Federal employee (has status)
- The Security Office will: (1 day)
 - If the selectee is a Federal employee, check JPAS; if the selectee possesses the necessary clearance notify CPO to extend a permanent offer; if the selectee is not a Federal employee or the position sensitivity is higher than that currently occupied by the selectee, notify CPO to initiate PSIP
 - For sensitive or critical sensitive positions, upon learning that a NAC has been done and there is no adverse information, grant an interim clearance and notify CPO to extend a permanent offer
 - Keep HR liaison Division informed on status of actions

Median 17 Days instead of 18



Action 6 Accept TJO to EOD

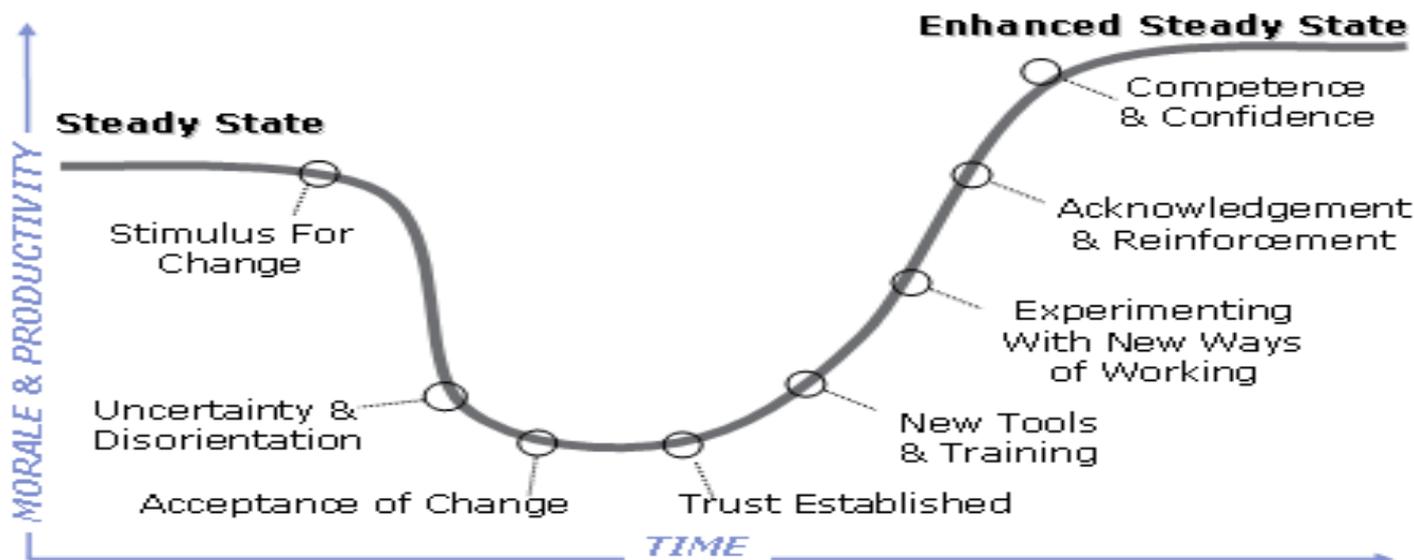


- Pre-employment processing/checks
 - Drug tests
 - Physicals
 - Completion of essential documents
- Request release date
- Schedule EOD

Median 20 Days instead of 35



Impact of Change on an Organization



- Change initially reduces morale and productivity
 - ❖ Change creates uncertainty
 - ❖ Uncertainty creates hesitancy
 - ❖ Translating into slower work and reduced morale
- Once acceptance has been reached, morale and productivity begin to rise
- Ultimately, adopting best practices boosts morale and productivity



Questions and Discussion