



CP 18 Career Program Managers Workshop

Civilian Human Resources Update

Presented by

Dr. Susan Duncan

Assistant G-1 for Civilian Personnel

16 July 2008



AGENDA

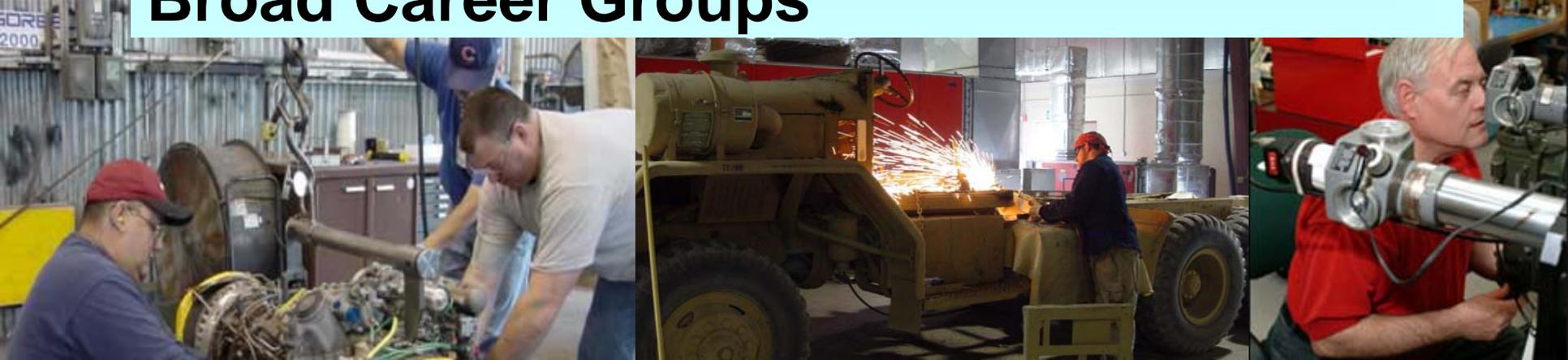
NSPS Update

Legislative Update

Delegations and Authorities

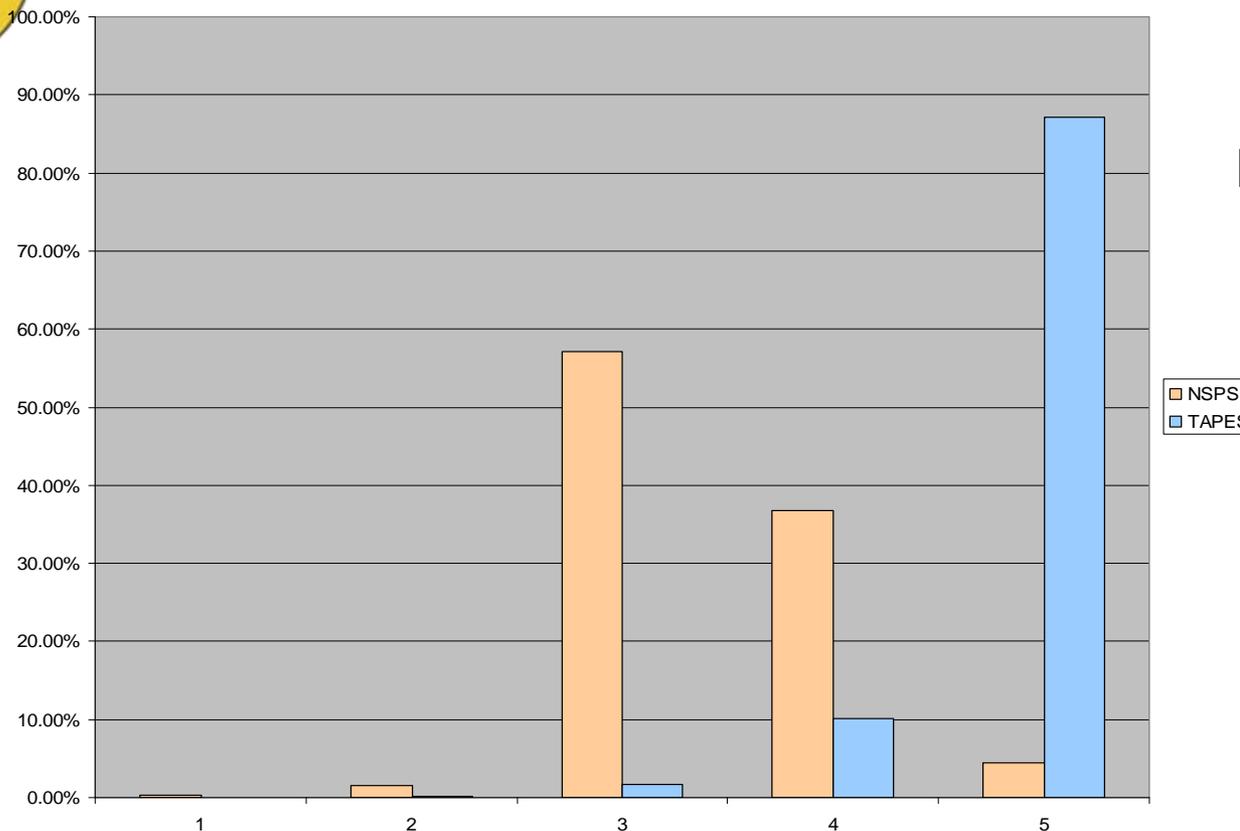
Civilian Talent Management

Broad Career Groups





NSPS Update



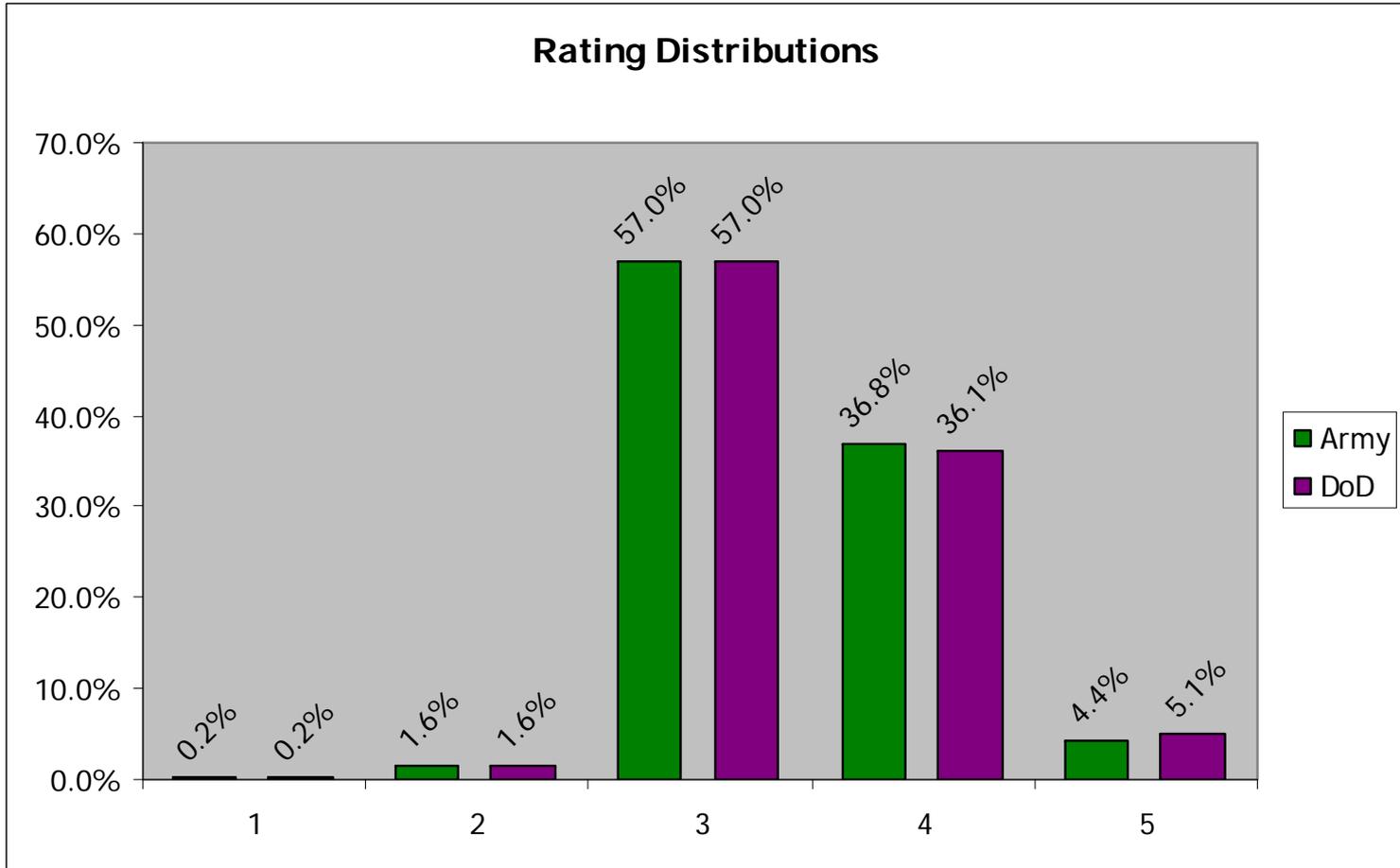
**Rating
Distribution**

Rating	1 (unacceptable)	2 (fair)	3 (valued performer)	4 (exceeds expectations)	5 (role model)
NSPS	0.23%	1.58%	57.05%	36.77%	4.37%
TAPES	0.05%	0.23%	1.77%	9.67%	87.26%



NSPS Update

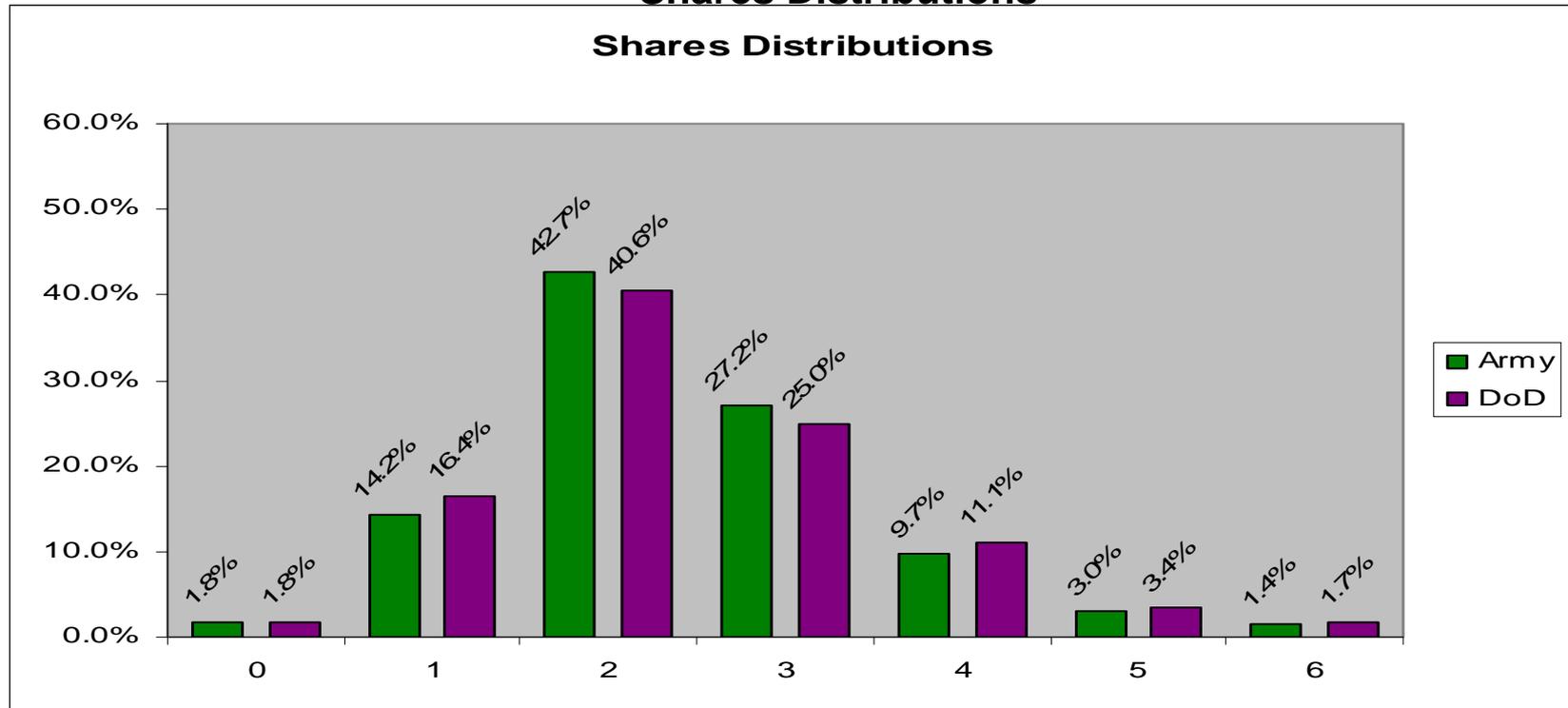
Army and DoD Rating Distributions





NSPS Update

Army and DoD Shares Distributions



Shares	0	1	2	3	4	5	6
Count	663	5,245	15,756	10,022	3,573	1,088	527
Percentage	1.80%	14.22%	42.73%	27.18%	9.69%	2.95%	1.43%



NSPS Update

Changes to Implementing Issuances

- Includes
 - Ability to use Special Salary Rate to set pay
 - WGI buy-in equivalent increases
 - Immediate eligibility for Accelerated Compensation for Developmental Positions (ACDP) increases
 - Change in approval level for promotions
- No Relief
 - 5% pay cap on reassignments
 - Pay relief actions being applied retroactively



NSPS Update

Other Issues

- Priority Placement Program (PPP) requirement to clear entire pay band
 - Large increase in matches
- Bargaining Unit into NSPS – no timelines established
- NDAA 08 – Took away NSPS Workforce Shaping
 - Required to use 5 CFR Chapter 351 for RIF (GS rules)
- Funding Floors for 09 - pending
- Enabling Regulations – open comment period ended 23 June



NSPS Update

Feedback: Common Themes

- Rating officials and pay pool panels did a good job at distinguishing levels of performance
- The shift in mindset from being rated “top block” to being rated at level 3 is a difficult one
- Job objectives and assessments need improvement
- Contributing factors are difficult
- On-line training for Pay Pool Managers developed and posted on the NSPS website



Legislative Update

- Increased aggregate basic and premium pay - DoD civilian employees in eligible areas of the CENTCOM AOR increased annual aggregate basic and premium pay limitation of \$212,000 during calendar year 2008. Delegation of authority is currently with the Secretary of the Army for consideration and signature.
- New death gratuity established - up to \$100,000 to the survivors of an employee who dies of injuries incurred in connection with a DoD employee's service in an Armed Force in a contingency operation. Gratuity is payable by the Department of Labor, Office of Workers' Compensation Programs (OWCP) effective January 28, 2008.



Legislative Update

- Initiative for FY 2010 cycle, under consideration at the DoD level - would allow transportation and per diem for family members to visit DoD civilian employees hospitalized as the result of injury or illness sustained while deployed in support of military operations.
- Proposal to waive the annual premium pay ceiling for the USACE recovery work in southern Louisiana – pursuing legislative options.



Delegations Completed

- Delegation of authority to commands for payment of enhanced recruitment, relocation and retention incentives issued on 31 March 2008.
- Office of Personnel Management approved Direct Hire Authority for engineering positions at the New Orleans District on 14 March 2008.



Delegation Status

- **Global War on Terrorism (GWOT) Medal**
 - SecArmy has approval authority. Request for delegation of approval authority to M&RA signed by SecArmy on 1 Jul 08. Further delegation to commands is in progress.
- **Defense Medal for Defense of Freedom (DFM)**
 - SecArmy has approval authority. Coordinating with M&RA on appropriate delegation of authority.
 - SecDef retains approval authority for contractors.



Army Civilian Talent Management

What is it?

- collaborative approach to create interchangeable, diverse senior leaders by providing opportunities for development and reassignment
- employs an annual assessment and a board process to ensure that reassignments are responsive to critical Army needs and support broadening and professional development of the senior leader
- incorporating an employee's desires with the requirements of the Army
- applies to NSPS upper band 3/GS-15 equivalent civilians



Army Civilian Talent Management

Way Ahead

- Centralized talent management will launch in September 2008
- Commands, functional chiefs, direct reporting units and HQDA leadership are beginning to identify the enterprise positions to be centrally managed
- While all processes are not yet defined the Army is working aggressively to develop the tools and methodology needed to implement this human capital enterprise management program.



Army Civilian Talent Management

Why is this important to the Army?

For the Army

Promotes and optimizes talent exchange and diversification

Provides greater visibility of vacancies and talent pool

Creates interchangeable, multi-faceted senior leaders who are competitive for Senior Executive Service positions



Army Civilian Talent Management

Why is this important to the Army? (cont)

For the Commanders

Improves vacancy forecasting and knowledge transfer

Reduces time to fill vacancies

Minimizes the loss of productivity associated with vacancies

Improves succession planning

For the Employees

Provides greater and more visible opportunities for its civilians to develop

Facilitates support of desire and potential

Improves knowledge transfer - status/ongoing actions



Army Senior Fellows Program

- Initiated in 2007 under the Deputy Under Secretary of the Army for Business Transformation, the ASF is a leadership program designed to identify high-potential leaders and to provide them executive assignments and educational opportunities to build their executive core competencies

- Nearly two dozen Army Senior Fellows have participated in the program to date and are working in leadership positions

- Army Senior Fellows educational experiences include:
 - Naval War College
 - Army War College
 - Industrial College of the Armed Forces
 - Office of Personnel Management, Federal Executive Institute
 - Tufts-Fletcher University
 - Massachusetts Institute of Technology
 - Harvard Kennedy School



Broad Career Groups

Background:

Army Training and Leader Development Panel (ATLD) Report - Feb 2003 and Review of Education, Training, and Assignments for Leaders (RETAL), and Army Leaders for the 21st Century (AL21) - June 2006 recommended formation of BCGs to promote growth of multi-functional leaders and development of the entire Army Civilian Corps.

BCG Task Force:

An Army Initiative 5 Broad Career Group (BCG) Task Force convened at HQ DA from Oct – Dec 07.

Task Force Mission:

Develop an architecture of broad career groups that fully integrates into the Army culture a multi-functional Civilian Corps through centralized management of career group paths and associated education, training, leadership development, and assignments.



Broad Career Groups

BCG Architecture Model Criteria:

- Includes all civilians (Local National, NAF, AF, WG)
- Allows opportunities for multi-functionality
- Groups similar KSAs, duties, mission
- Centralizes management (where feasible)
- Structures management analogous to military
- Considers input from Executive Steering Group (ESG)



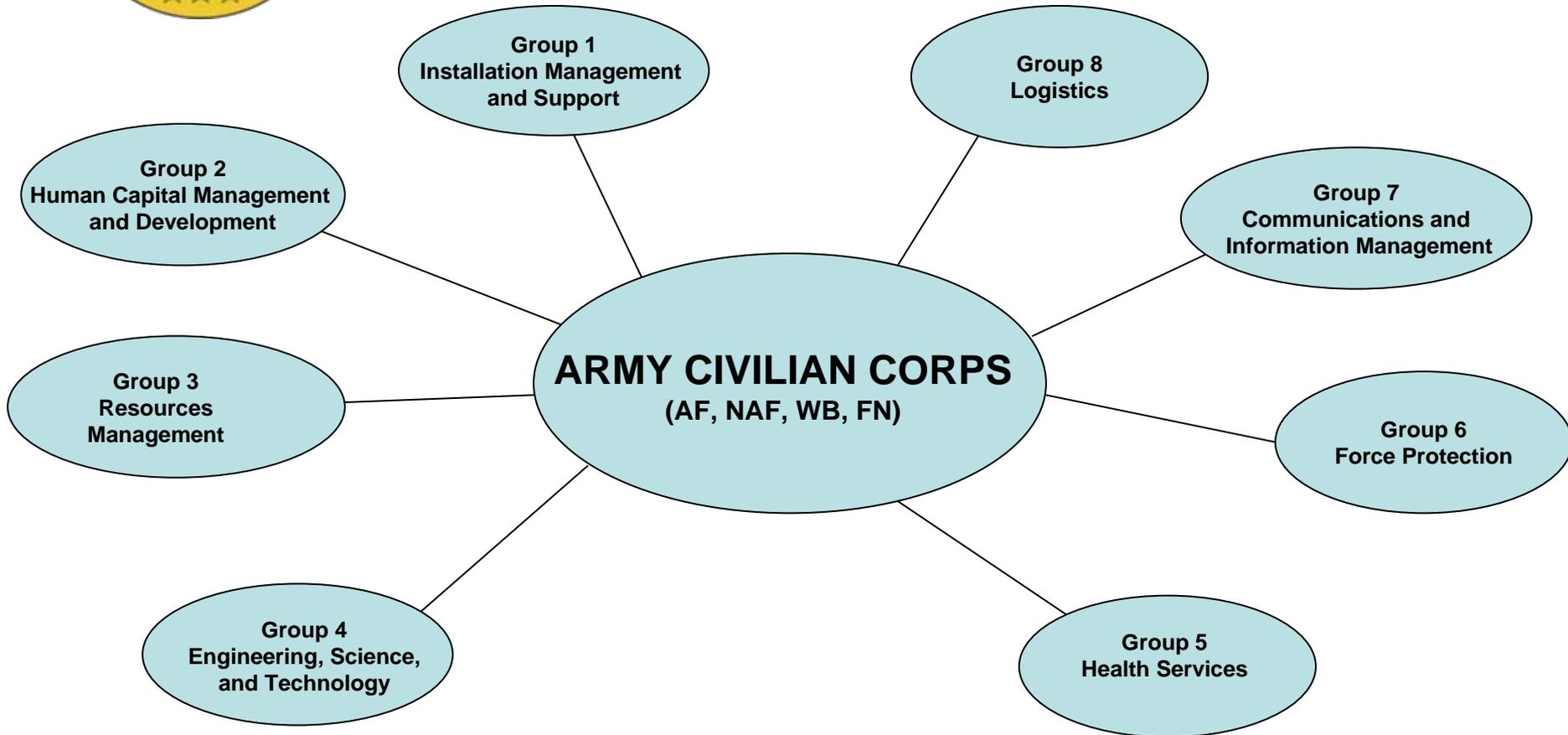
Broad Career Groups

BCG Architecture Process:

- Reviewed 700+ series based on OPM's Handbook of Occupational Groups and Families
- References included OPM Classification & Qualification Standards, Fully Automated System for Classification (FASCLASS), AR 600-3, AR 690-950, and previous BCG – like models
- Documented rationale for placements
- Identified anticipated changes to governing documents for Army Civilian Corps Career Management
- Placed each series into potential CF and BCG
- Developed a BCG model consisting of 8 BCGs. Also prepared proposed concept for BCG management structure.



Broad Career Groups





Broad Career Groups

BCG Model Developed by Task Force

<u>Group 1 - Installation Management and Support</u>	<u>Group 4 - Engineering, Science, and Technology</u>	<u>Group 7 - Communications and Information Management</u>
CF 29 - Installation Management	CF 16 - Engineers and Scientists (Non-Construction)	CF 22 - Public Affairs and Communication Media
CF 77 - Facilities Operations and Maintenance	CF 18 - Engineers and Scientists (Resources & Construction)	CF 57 - Information and Administration Management
CF XX - Business and Industry (Includes CFs 27, 58, 51)	CF 36 - Modeling and Simulation	CF 61 - History
<u>Group 2 - Human Capital Management and Development</u>	CF 34 - Information Technology Management	<u>Group 8 - Logistics</u>
CF 10 - Human Resources Management (Civ/Mil) (Includes CF 50)	<u>Group 5 - Health Services</u>	CF 13 - Supply and Services (Includes CFs 62, 63, 66, 78)
CF 28 - Equal Employment Opportunity	CF 53 - Medical	CF 15 - Quality and Reliability Assurance
CF 31 - Education Services	CF 70 - Prescription Eyeglass Making and Medical Equipment Repair	CF 17 - Maintenance (Includes CFs 72, 79, 80, 81, 82, 90)
CF 32 - Training & Warfighting Developers	CF 71 - Laboratory Work	CF 24 - Transportation (Includes CFs 74, 88)
CF 52 - Chaplain	CF 87 - Veterinary	CF 33 - Ammunition (Includes CFs 20, 83, 90)
CF 56 - Legal	CF XX - Dental	CF 64 - Aviation (Includes CFs 93)
<u>Group 3 - Resource Management</u>	<u>Group 6 - Force Protection</u>	CF 91 - Material Handling and Packaging
CF 11 - Comptroller	CF 12 - Safety Management	
CF 14 - Contracting and Procurement	CF 19 - Physical Security and Law Enforcement	
CF 26 - Manpower & Force Management	CF 35 - Intelligence (General)	
	CF 60 - Foreign Affairs & International Relations	
	CF 55 - General Investigation, Inspection, and Compliance	

XX = Needs new CF



Broad Career Groups

Current Status

- AG-1 (CP) held a **BCG Forum** on 14 May 08 with representatives from ACOMs, ASCCs and DRUs, Career Program and Career Field (CF) proponents and HR Directors. Goal was to engage in dialog to elicit their perceptions and promote buy-in of the BCG concept.
- **Formal Army staffing** of the BCG architecture initiated by the AG-1 CP on 4 June 08.
- HQDA G-staff Deputies briefed on 17 June 08 on a proposed **Proof of Concept Plan**.
 - Proof of Concept Period – July through December 2008
 - Initial participants - BCG 7 Communications and Information Management (CF 22-Public Affairs, 57-Information & Admin Mgt, 61- History)



Broad Career Groups

Current Status (Continued)

- **Four stage Proof of Concept Plan** for creating a structure for managing the BCGs.
 - 1) Conduct four ½ day Executive Steering Group Workshops (July-Aug) *
 - 2) Lean Six Sigma Process Action Mapping (Sept)
 - 3) Rehearsal of Concept (Oct)
 - 4) Test of initial operational capability (Nov-Dec)

NOTE: Detailed planning for stages 2 through 4 is currently ongoing, therefore, dates, participants, and content are subject to change.

* Ms. Patricia McNabb attending



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Questions?



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