



NEW BEGINNINGS

Personnel Authorities and Flexibilities Information Brief

July 2015

- NDAA 2010 (October 2009)
 - Repealed statutory authority for the National Security Personnel System (NSPS)
 - Mandated a fair, credible, transparent performance management system and redesigned procedures for appointments to positions in the competitive service
 - Authorized the Secretary of Defense, at his discretion, to establish a Civilian Workforce Incentive Fund
 - Required DoD ensure a means for involving employees in the design and implementation of the authorities through their designated representatives

- Executive Order 13522 (December 2009)
 - Allows employees and their union representatives to have pre-decisional involvement (PDI) in all workplace matters to the fullest extent practicable

- “New Beginnings” (Spring 2010 – Fall 2011)
 - Collaborative labor-management initiative to develop and carry out the process to design recommendations for the new authorities
 - Three joint labor-management design teams – Performance Management, Hiring Flexibilities, and Civilian Workforce Incentive Fund – of DoD employees met from February 2011 – September 2011
 - The teams’ jointly developed recommendations were advice to the Department
- Decisions on the Design Teams’ Recommendations
 - All recommendations were vetted with the Office of Personnel Management (OPM) and the DoD Components
 - The Department made decisions on all recommendations in December 2012; the vast majority were endorsed
- DoD’s 10 National Unions briefed on status of the recommendations and the Department’s decisions in December 2012 and January 2013

Design Teams' Recommendations Overview

- DoD must focus on cultural and attitudinal changes regarding performance management, vice the structural features of the system
 - It's about clear guidance and continuous feedback; not about the "365th day"

- Supervisors perform a critical role in hiring and performance management
 - Emphasis on supervisor selection, training, development, and preparation is key

- Hiring reform initiatives to date are yielding positive results
 - Enhancements to hiring processes are needed to better meet needs of applicants and employees

- The need for additional financial incentives is negligible
 - Current incentives support positive recruiting, retention, and performance; but some additional incentives may be warranted

Hiring and Workforce Incentive Highlights

- Adopt the Office of Personnel Management's (OPM) Pathways Program
- Delegate Direct-hire Authority to the Secretary of Defense
- Study the impact of a Veteran-centric workforce
- Continue migration to OPM's USA Staffing assessment process
- Pursue enhancements to USA Jobs and USA Staffing
- Improve military and civilian hiring manager training initiatives
- Pursue the development of guidance, training and certification for the Human Resources functional community
- Do not establish a "Civilian Workforce Incentive Fund"
- Improve supervisory training on HR tools (e.g., pay flexibilities, recognition, hiring)

- The Hiring Managers Tool Kit was developed to facilitate implementation and training for numerous recommendations from the Hiring Flexibilities Design Team
 - Robust source of hiring information and topics and contains guides, quick references, pamphlets, and tip sheets
 - Provides supervisors and managers better tools to face the challenge of hiring top talent for the DoD
 - Includes an online step-by-step hiring guide for managers and HR professionals
 - Provides links to a variety of helpful sites to support managers' and supervisors' hiring actions, including access to a warehouse of standardized assessments, ability to track hiring actions and project selection certificate delivery timelines from one location
 - Provides links to DoD component specific HR websites for supervisors, managers, and HR professionals
- The Tool Kit was launched in May 2015 and is available at <https://dodhrinfo.cpms.osd.mil/>

Performance Management Program Highlights

- Focus on fostering cultural, attitudinal changes in performance management
- Emphasize strategic link between organizational goals/employee performance
- Develop and implement an automated appraisal tool to facilitate performance planning, communications, and the rating cycle process
- Develop a DoD-wide standard rating cycle of April 1 through March 31 and a standard minimum rating period of 90 days
- Require a minimum of three documented performance reviews, with emphasis on continual feedback
- Encourage continuous recognition and rewards, both monetary and non-monetary
- Utilize a 3-level (5/3/1) rating pattern that includes:
 - Clearly developed objectives linked to organizational goals
 - Descriptive narrative assessments that show distinctions in performance
 - Documented performance that informs other personnel decisions

- Continue to develop and implement the NDAA initiatives while emphasizing pre-decisional involvement and training
- Communicate implementation progress and timelines and integrate initiatives into sustainment procedures
- Continue to meet Congressional reporting requirements
 - Submit to Congress semi-annual progress reports until system is fully implemented in accordance with Section 9902(h) of title 5, United States Code.
 - Conduct appropriately designed and statistically valid internal assessment or employee surveys to assess employee perceptions
 - Submit to Congress and the Comptroller General a report describing the results of the assessments or surveys in accordance with Section 9902(h) of title 5, United States Code
- Begin phased implementation of new Performance Management System in April 2016

Questions?

Train-the-trainer (T3) pilot (T-180 days)

T3 sessions (T-120 days)

Cultural/interpersonal/communications training

(anytime after T3)

Just-in-time training (T-30 days)

Initial feedback on training; revised content (T+60 days)

Feedback on learning impact and on-line training for new employees (T+180 days)

Evaluate learning impact and overall effectiveness (T+1 year)

