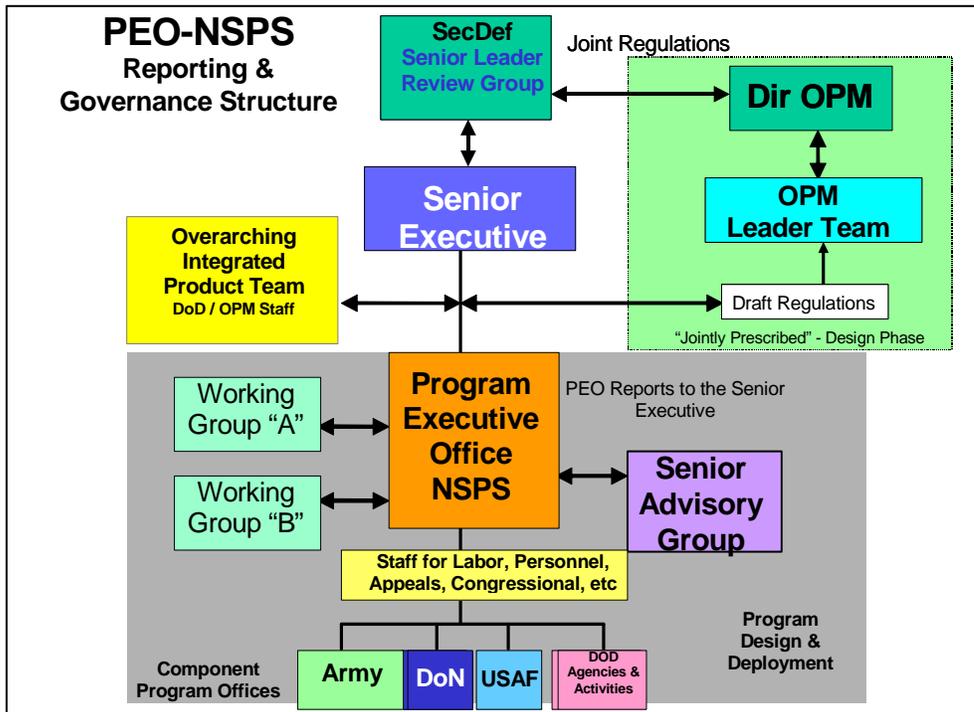
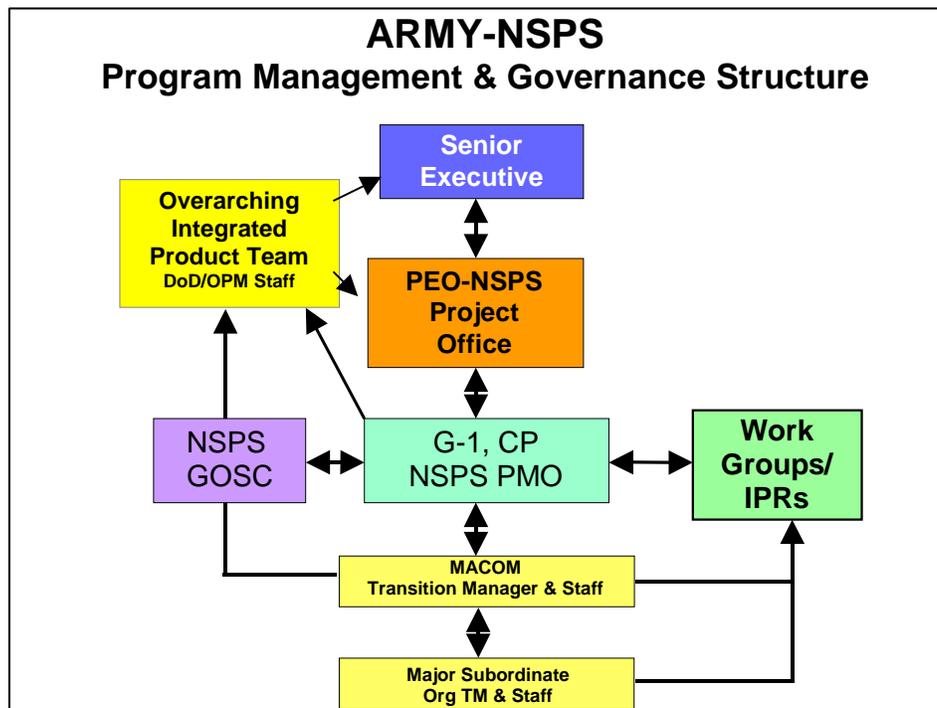


**Annex A: NSPS Program Management and Governance Structure**

1. Objective: The Army Program Management Office (PMO) mission is to plan and execute the deployment of the National Security Personnel System (NSPS) throughout the Department's covered employee population, to assess the effectiveness of the system once deployed, and to make necessary program adjustments to ensure successful program operation. The PMO executes its mission in accordance with OSD, NSPS Program Executive Office (PEO) and HQDA direction in collaboration with other DoD Components, HQDA staff, Major Army Commands (MACOMs) and their transitioning major subordinate activities. The Army NSPS Project Manager (PM) is dual-hatted to OSD, PEO Director and Army, G-1, CP Director serving as liaison and advisor for both.

a. The NSPS PEO and Army Program Management structures and formal governance processes are established within DoD and Army as depicted in the two charts below.





b. The Army NSPS Governance Structure:

- (1) Establishes uniform structure for implementation.
- (2) Assigns roles and responsibilities.
- (3) Ensures consistent flow of information at all levels.
- (4) Promotes implementation policies.
- (5) Facilitates open lines of communication at all levels.
- (6) Establishes accountability at all levels, e.g., HQDA, MACOMs and Installations.
- (7) Establishes horizontal and vertical integration for consistent implementation.
- (8) Facilitates efficient sharing of resources, e.g., manpower, \$\$, facilities, time.
- (9) Promotes best practices based upon lessons learned.

2. Strategy: The Army PMO manages and coordinates NSPS planning, transition and evaluation activities utilizing a tiered implementation approach – Army NSPS PMO, MACOM and transitioning major subordinate activity. The Army MACOMs and their transitioning subordinate activities will actively participate in NSPS planning and the transition process led by Transition Managers (TM) and TM Deputies (as indicated in the diagram above). In addition, installation Senior Mission Commanders will assist, coordinate, and communicate NSPS activities across his/her Area of Responsibility (AOR).

The roles and responsibilities of these parties are identified below.

3. Roles and responsibilities:

- a. The PMO staff is comprised of:

Role	Government Resource	Contractor Resource
NSPS Program Manager (PM)	AG-1 (CP)	
Project Management Team	AG-1(CP) NSPS Deputy PM Two Army representatives at PEO	
Labor Relations Lead	AG-1(CP)	
Adverse Actions & Appeals Lead	AG-1(CP)	
Compensation Lead	AG-1(CP)	
Change Management, Training & Communication Lead	AG-1(CP) CHRA (Training)	
Performance Management Lead	AG-1(CP)	
Staffing & Workforce Shaping Lead	AG-1(CP)	
Automation Technology Lead	AG-1(CP)	
Financial Management	AG-1(CP)	

b. NSPS PM will provide leadership to the NSPS PMO. Perform overall program management to support successful implementation of NSPS across the Department of Army. Manage and execute the overall NSPS program budget. Advocate change associated with program implementation and serve as external conduit to Stakeholders.

c. HQDA Policy & Program Development Division (PPDD) will provide subject matter experts to actively participate in development of NSPS program recommendations, policy and guidance, and performance of projects.

d. Civilian Human Resources Agency (CHRA) will assist with transition planning and execution. Lead training, planning, and execution Army-wide. Collaborate and plan transitioning activities. Run DCPDS quality control reports to ensure data will successfully transition.

e. NSPS Financial Manager (FM) Lead will issue guidance on pay pool funding and within grade increase (WGI) buy out. As needed, convene an FM working group to ensure major issues are discussed and resolved. Ascertain the type of guidance needed and work with appropriate stakeholders to develop. Issue periodic updates to the FM community. Develop FM preparedness project plan. Develop FM assessment data requirements. Assess FM modeling tools for use in monitoring NSPS funding trends.

f. NSPS Compensation Lead will develop, manage and resolve compensation issues related to implementation of NSPS. Identify automation requirements to support implementation and planning and analysis. Determine the need for Army policy changes and supplementation. Develop compensation assessment data requirements and assess compensation modeling tools.

g. NSPS Change Management/Communication/Training Lead will develop, manage, and execute NSPS Communication and Change Management Plans. Prepare written communication to include status reports, communiqués, and presentations. Manage content on NSPS website and ensure information is accurate and up-to-date. Develop,

manage, and execute the NSPS training plan. Coordinate with the PEO NSPS PEO and CHRA staff to define training requirements for impacted organizations.

h. NSPS Staffing Lead will develop, manage and resolve staffing and workforce-shaping issues related to implementation of NSPS. Determine the need for Army policy changes and supplementation. Identify needed changes to automated staffing tools. Assist in the identification of NSPS baseline assessment data and identify means to capture data. Review and analyze pre and post NSPS data and advise accordingly.

i. NSPS Performance Management Lead will develop, manage and resolve performance management issues related to implementation of NSPS. Review and/or develop Performance Management training material. Participate in the identification and development of automated performance management tools. Determine assessment data. Assist in development of training requirements for pay pool managers.

j. NSPS Automation Technology Lead will compile information technology (IT) requirements for NSPS support tools. Identify/analyze potential software tools that meet stated requirements. Ensure training materials and users guides are adequate for deployment. Interface with OSD and advocate Army IT requirements. Ensure adherence to OSD and HQDA IT guidance and policies.

k. The PMO, with support from other CP organizations and CHRA, will:

(1) Develop, manage, and track overall NSPS Program Plan, including identification of internal and external dependencies affecting NSPS implementation timeline.

(2) Manage, track, and report program risks and issues affecting NSPS implementation schedule and deliverables.

(3) Develop, manage, and execute an NSPS Communication and Change Management Plan that addresses military and civilian managers and supervisors, covered DA employees, and the Civilian Human Resources (CHR) community.

(4) Develop, manage, and execute an NSPS Marketing Plan.

(5) Develop, manage, and execute an NSPS Training Plan for:

(a) Military and civilian managers and supervisors.

(b) Senior Executive Service (SES) members.

(c) DA employees.

(d) Pay Pool Administrators.

(e) Financial Managers.

(f) Administrative staff.

(g) Legal staff.

(6) Provide adequate training which includes:

(a) Classification/Pay Banding.

(b) Performance Management: Performance objectives, ratings, and performance compensation.

(c) Staffing and Workforce Shaping.

(d) Labor/Employee Relations: Adverse Actions, Appeals, Grievances, and labor requirements.

(e) Information Technology System changes/processes.

(f) Financial Management Impacts of NSPS.

(7) Manage the identification and documentation of IT requirements needed to support NSPS in the DA environment, and identify and analyze the software to meet NSPS requirements.

(8) Identify issues and develop solutions for the successful conversion of current demonstration programs to NSPS.

(9) Manage the development and implementation of DA guidance needed to supplement OSD guidance in the areas of:

(a) Classification/Pay Banding.

(b) Performance Management.

(c) Financial Management.

(d) Staffing and Workforce Shaping.

(10) Develop, manage, and execute the NSPS implementation budget.

(11) Provide input and make recommendations associated with the development of NSPS Financial Management Training and FM Updates.

I. The PMO deliverables may include:

Team	Deliverable(s)
Communication and Training	Communication deliverables to include: All Hands Letter Web site Update (continuous) Leadership Updates Publications (continuous) NSPS Communication Plan Training: DA NSPS Training Plan Training Portal/Website Training Updates
Compensation	PD reduction/redesign project Position Requirements Document IT requirements to support automated compensation planning and analysis
Performance Management	Performance Management Guidance Performance Management Standard Templates DA-wide Pay models IT requirements for supporting tools Sample Performance Plans Performance Management Updates
Staffing	AutoRIF guidance Staffing suite automation tool requirements Pay setting guidance Workforce Shaping guidance
Project Management	Campaign Plan and Annexes Implementation Guidance Issues Identification and Resolution
Automation Technology	Automation Tools to support NSPS Automation Updates

m. M&RA will provide policy oversight and direction within the Army.  
n. G-1 will provide and monitor implementation and execution within the Army.  
o. The MACOMs and subordinate organizations play a critical role in the successful implementation of NSPS across command lines. To assure that the entire workforce is kept informed, is prepared for the changes, and has a channel for voicing their needs and concerns, the MACOMs will:

(1) Establish a network of executive committees (or oversight staff) and Transition Managers (TM) who will be the points of contact for the implementation of NSPS within each MACOM. A MACOM Executive Committee, with composition determined by the MACOM Commander or senior leader, may be established to serve as a decision/review body and a coordination point for NSPS implementation issues.

Responsibilities may include:

(a) Providing direction and oversight for the efficient implementation of NSPS throughout the command.

(b) Setting NSPS general milestones for Major Subordinate Commands (MSCs) and subordinate organizations.

(c) Serving as a decision-making body for the MACOM and subordinate organizations for controversial and precedent setting issues.

(d) Endorsing senior leadership memorandums and communications supporting NSPS.

(e) Providing oversight and receiving, reviewing, interpreting, clarifying and disseminating NSPS guidance and action plans received from HQDA/DOD to lower echelons within the command.

(f) Setting command strategic communication themes and messages.

(g) Establishing NSPS implementation policies and priorities that meet Army objectives and evaluate impact on MACOM mission requirements.

(h) Vetting all policies and recommendations that have Army-wide implications.

(i) Establishing TM (and deputy TM) at the MACOM level and coordinating with TMs and committees at the MSC and Senior Mission Commander levels concerning NSPS implementation initiatives and providing assistance as necessary.

(i) Reviewing and recommending changes to the Army NSPS Campaign/Implementation Plan and Lessons Learned.

(j) Overseeing training of directors/managers/employees/union officials.

(k) Ensuring town hall meetings, group meetings, briefings, etc. are conducted and senior leadership is represented.

(l) Making final decision on redelegation of NSPS authorities.

(m) Overseeing implementation of labor relations system and monitoring execution.

(n) Monitoring Readiness Checklist progress and resolving and elevating issues.

p. The MACOM Executive Committee will meet, as determined by the committee chairperson, with membership comprised of a senior leader chairperson and representatives from G-1(CP), RM, SJA, PAO, EEO, G-6 (IT), G-3 (Training), and other functional representatives as required.

q. The Major Subordinate Command (MSC) or equivalent organizations may establish an executive committee with membership determined by the Commander or senior leader at the MSC to ensure that the implementation of NSPS is successful.

Responsibilities may include:

- (1) Providing leadership and oversight of NSPS implementation within the activity.
- (2) Appointing a TM (and deputy TM) to serve as the primary point of contact for NSPS within the MSC. The TM will be a member of the executive level committee, if established.
- (3) Identifying and developing plans for unique situations and circumstances with the goal of reaching a widely dispersed and sometimes remote workforce.
- (4) Endorsing MACOM memorandums supporting NSPS.
- (5) Overseeing training by determining the best approach to reach a widely dispersed and remote workforce.
- (6) Forwarding reports to MACOM on progress and milestone completion.
- (7) Elevating systemic issues and problems to the MACOM for review and resolution.
- (8) Providing input to and dialogue with the MACOM on NSPS issues.
- (9) Monitoring Readiness Checklist progress and resolving and elevating issues.

r. The MSC Executive Committee will meet, as determined by the committee chairperson, with members comprised of the Commander or his/her designee as chairperson and representatives from G-1(CP), RM, PAO, EEO, SJA, G-6 (IT), G-3 (Training), and others as needed.

s. The Senior Mission Commander (SMC) at the Installation may establish an Executive Steering Committee (ESC) to provide executive leadership and oversight on NSPS issues and ensure successful implementation across the area of responsibility (AOR). Communicate and coordinate across installation activities (regardless of MACOM affiliation) and integrate actions throughout each spiral increment. A committee at this level provides a voice at the table for each command represented on the installation. Responsibilities may include:

- (1) Providing assistance for all NSPS activity within the installation AOR.
- (2) Monitoring execution.
- (3) Endorsing senior leadership memorandums and communications supporting NSPS.
- (4) Supporting NSPS execution of MACOMs directives across the AOR.
- (5) Promoting advantages and capabilities of NSPS to workforce and soliciting suggestions and recommendations from all coalitions regarding NSPS implementation.
- (6) Supporting training and ensuring consistency and completion across the AOR.
- (7) Referring systemic, controversial and precedent setting issues/problems to the MACOM through the chain of command keeping the tenant commander informed. If a MACOM specific issue arises, elevating through the appropriate MACOM chain of command with a copy to the SMC.
- (8) Partnering with the union to keep them apprised on NSPS issues.
- (9) Responding to requests for assistance from MACOMs or organizations within the AOR in coordination with MACOMs/MSCs in support of NSPS.

t. The Transition Managers and/or Deputies will serve as a conduit for information, monitor MACOM/MSC/installation/Activity preparedness and champion NSPS implementation at each tier level. TMs serve as the MACOM link to the Army NSPS Program Manager by providing input, assistance and support to accomplish the following responsibilities:

- (1) Coordinating NSPS training curriculum.
- (2) Establishing a measurement strategy and plan.
- (3) Formulating a communication strategy and plan.
- (4) Executing change management throughout the MACOM.
- (5) Submitting recommendations to Army NSPS Program Manager.
- (6) Developing reporting instruments and reporting requirements for MSC and installation use.
- (7) Monitoring Readiness Checklist and resolving and elevating issues.
- (8) Developing and reviewing lessons learned.

u. TMs will execute the following responsibilities:

- (1) Serving as the MACOM/MSC/Activity representative on NSPS implementation issues.
- (2) Serving on the MACOM/MSC executive level committees and/or SMC Executive Steering Committee, as appropriate.
- (3) Serving as the point of contact for the MACOM/MSC/Activity to receive and disseminate information and guidance from DA.
- (4) Monitoring the Readiness Checklist and resolving and elevating issues.
- (5) Developing and reviewing lessons learned.

**Annex B: Communications**

1. Objective: To successfully implement the Army's NSPS architecture in accordance with DoD regulations and prepare the Army senior leadership, managers, supervisors and employees to transition to NSPS.
  
2. Strategy: To develop and utilize common informational tools/materials targeted for the various stakeholders, leveraging NSPS Program Executive Office (PEO) initiatives and products. Conduct early, continuous and aggressive marketing for everyone with a vested interest, using both technology and live forums to disseminate information and gather feedback. When appropriate, conduct face-to-face communications with as many civilian employees, supervisors, managers, commanders and media as feasible. Obtain feedback on NSPS issues and concerns from Army leadership, managers, supervisors and employees and adjust communications. Prepare the Army Human Resources (HR) community to effectively support and transition to NSPS.
  
3. Readiness Tool Relationship: These Annexes outline key tasks associated with a particular functional area and identify how, and by whom, each task is to be completed. The readiness tool is a comprehensive checklist of actions designed to aid organizations in preparing for and implementing NSPS. Note that one or more of the tasks described in the Annex may be identified in the Readiness Tool.
  
4. Roles and responsibilities:

Task #	Task	Resource Name	Start
1	Serve as external "face and voice" of NSPS program.	HQDA	D-365
2	Communicate DoD NSPS policies, guidance and project status.	HQDA/MACOM	D-365
3	Communicate NSPS provisions to Labor Partnership Group and field LR staff members. Define communication protocols for bargaining unit communication.	HQDA	D-240
4	Ensure communication activity is integrated. Develop and distribute specific communication items, as identified in the Communication Plan. Develop communiqués for use by stakeholders to support NSPS program management in internal and external communication.	HQDA/MACOM/ Installation	D-180
5	Promote communication of NSPS through staff meetings, town halls, and other mechanisms.	Leadership	D-180

6	Champion NSPS to activity workforce. Ensure managers are aware of new roles and responsibilities under NSPS.	Leadership	D-180
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## 5. COMMUNICATION TOOLS

- Internet web sites
  - Civilian Personnel On Line
  - Civilian Human Resources Agency (CHRA)
  - OSD/Navy/Air Force NSPS
- Video Teleconferences (VTCs)
- Briefings
- Town Hall Meetings
- Union Discussions and Information Sharing
- Email Distributions to CHR and customer communities through chain of command
- Public Affairs Office (PAO) Press Releases/Articles
- Legislative Affairs communications with members of Congress and Legislative Officers
- Newsletters
- Brochures
- Newspaper Articles, e.g., Stars and Stripes and local newspapers
- Frequently Asked Questions and Answers (FAQs)
- Civilian Personnel Bulletin Articles
- CHRA Training Courses for Managers, Supervisors and Employees
- Training and Informational Videos
- CPOCs/Civilian Personnel Advisory Centers (CPACs) Communiqués

## 6. AUDIENCES

- Senior Leadership
- Managers/Supervisors (to include military supervisors of civilians)
- Employees
- Unions
- EEO community
- HR Staffs
- Pay Pool Managers/Review Board Members
- Manpower Resource Managers/Financial Managers
- Applicants
- Congress and Staff Members
- Media
- Defense Finance and Accounting Service (DFAS)
- Contractors involved in CHR NSPS Program changes
- OPM/OMB/MSPB/GAO

## 7. PRODUCTS/MARKETING ACTIONS

- Media Kits (press releases, information papers, fact sheets)
- Media interviews with Army leaders and installation Commanders
- NSPS Brochures
- Standard briefing charts with scripts (tailored to target audience)
- Frequent correspondence to CHRA/CPOCs/CPACs explaining status/implementation schedule
- Internet articles on NSPS and related issues
- VTCs with MACOMs and managers
- Presentations at AUSA or similar forums
- NSPS instruction in senior military schools/courses
- Email updates to various audiences

## 8. KEY MESSAGES

- NSPS is a new way of conducting HR management
- NSPS will impact employees
- NSPS must put mission first
- NSPS will respect the individual and protect rights guaranteed by law
- Impact on union membership and personnel actions
- NSPS increases the importance of performance
- NSPS increases the manager's responsibility for managing the workforce
- NSPS will result in new HR rules and regulations
- HR Specialists must advise managers regarding NSPS flexibilities
- NSPS heightens fiduciary responsibility
- Importance of tactical and strategic planning on pay pool administration and consequences of decisions
- Impact on EEO/grievances
- Transition planning is a critical part of Army's implementation plan
- Automation support is being modified to support NSPS
- Partnering among HR, management and unions is critical

## 9. LESSONS LEARNED FROM OTHER INITIATIVES

- Ensure frequent SES/General Officers support, attendance and openings at Town Hall meetings
- Publish plans, key documents, policy statements, training materials, etc.
- Maintain CPOCs/CPACs involvement
- Develop Commander and Employee briefings and conduct Road Shows
- Develop Press Releases
- Utilize community Army papers
- Make training mandatory and just-in-time
- Publish and maintain schedules, checklists, training calendars, etc.

- Take advantage of other Component good ideas and products
- Publicize successes and reward, when appropriate
- Persistently pursue opportunities to obtain needed resources

## Annex C: Change Management

1. Objective: To prepare the Army's military and civilian employees for the change associated with the transition to NSPS. This includes preparing Army civilians to understand the rules and flexibilities of NSPS; assuring that Army leaders understand their new roles under NSPS and possess the competencies required to lead and care for their employees; and planning for the development and implementation of Army policies, programs and solutions necessary to make NSPS a success.

2. Strategy: To use a combination of distributed learning and existing resident courses to ensure all Army Civilians and military supervisors of Army Civilians have the required NSPS Core Competencies.

a. With the changing implementation schedules, commanders and supervisors will ensure that Army Civilians and military supervisors of Army civilians under their control complete a combination of distributive learning courses and resident courses to possess the required competencies prior to their organization's element's NSPS implementation.

b. The competencies required for NSPS are included in the following courses:

- Organizational Leadership for Executives
- Personnel Management for Executives, I
- Personnel Management for Executives, II
- Sustaining Base Leadership and Management
- Intern Leadership Development Course

Employees who have not completed the above courses should complete the recommended distance learning courses prior to their organization's NSPS implementation.

c. Training courses in these competencies are found at <http://www.chra.army.mil/nsps-training/index.htm>, or at <https://usarmy.skillport.com/rkusarmy/login/usarmylogin.cfm>.

d. Fundamentals of NSPS. An overview of the NSPS regulations is in "Fundamentals of NSPS", at <http://cpol.army.mil/library/general/nsps/>. When the final regulations are published in the Federal Register, Fundamentals of NSPS will be updated and published on that website. All employees should view this program.

3. Readiness Tool Relationship: These Annexes outline key tasks associated with a particular functional area and identify how, and by whom, each task is to be completed. The readiness tool is a comprehensive checklist of actions designed to aid organizations in preparing for and implementing NSPS. Note that one or more of the tasks described in the Annex may be identified in the Readiness Tool.

4. Roles and responsibilities:

Task #	Task	Resource Name	Start
1	Develop, manage and execute the NSPS change management plan.	HQDA/MACOM	D-120
2	Garner senior management support and involvement	HQDA/MACOM	D-365
3	Publish Secretary of the Army memorandum supporting NSPS.	HQDA	D-240
4	Supervisory chain advocates NSPS through briefings and Town Hall Meetings.	HQDA/MACOM/ Installations	D-180
5	Identify and coordinate training requirements.	HQDA/MACOM/ CHRA	D-300
6	Develop/identify change management courses.	CHRA	D-150
7	Coordinate training requirements with PEO.	HQDA/CHRA	D-240
8	Identify appropriate E-Learning courses. See NSPS Training Pages at the CHRA website, <a href="http://www.chra.army.mil/nsps-training/index.htm">http://www.chra.army.mil/nsps-training/index.htm</a> .	CHRA	D-150
9	Identify existing Army courses for which credit should be given for previous/future attendance. (See website identified above.)	G-3/CHRA	D-150
10	Include NSPS awareness in current civilian leader development courses.	G-3/TRADOC	D-270
11	Identify trainers and conduct Train the Trainer sessions.	CHRA/MACOM	D-180
12	Conduct Central Trainer training by the PEO.	CHRA/MACOM	D-180
13	Identify additional trainers.	CHRA/MACOM	D-120
14	Train Regional Trainers at Army T3s.	Central Trainer	D-90
15	Utilize MACOM, MSC and installation Transition Managers to facilitate change management initiatives.	MACOM/MSC and Installation Transition Team	D-270
16	Assess readiness for change. Apply checklist.	HQDA/MACOMs	D-120
17	Conduct Army Attitude Survey.	HQDA	D-120
18	Conduct Supervisory Assessment to evaluate competencies and ability to lead change.	HQDA/MACOM	D-120
19	Inform supervisors of E-Learning resources to improve competencies.	MACOM/MSC/ installation	D-100
20	Develop and implement policies, programs and IT solutions necessary	HQDA/MACOM	D-30

	to make NSPS a success.		
21	Identify IT systems changes necessary to implement policies and business practices.	HQDA	D-180
22	Conduct program evaluation	HQDA/MACOM	D+120
23	Publicize successes.	All	D+30
24	Apply lessons learned and make adjustments.	All	D+30

4. Credit for previous attendance at the OLE, PME 1 and II, SBLM, Senior Service School, and Intern Leadership Development courses should be granted if taken within three years of NSPS implementation for that employee's organization

5. NSPS training courses developed by the NSPS Program Executive Office (PEO) have change management competencies imbedded in them. Course elements include:

- NSPS 101
- Labor Relations for Practitioners
- Human Resource (HR) Elements for HR Practitioners
- HR Elements for Managers/Supervisors and Employees
- Adverse Actions and Appeals for Employee Relations Practitioners
- Performance Management for Managers/Supervisors
- Performance Management for Employees
- Pay Pool Management for Managers/Supervisors

A variety of on-line training has been identified to facilitate the transition to NSPS. A complete listing of available NSPS training courses is located at <http://www.chra.army.mil/nsps-training/index.htm>.

**Annex D: Training Strategy**

1. Objective: To train the Human Resources (HR) community, commanders, line managers, legal, Equal Employment Opportunity (EEO) and all civilian employees, as well as military supervisors of Army civilians in all aspects of NSPS.

2. Strategy: To utilize the Train-The-Trainer (T3) model, chain teaching and distance learning and CPMS curriculum to implement a cascading training model that will involve centrally trained teams who will in turn train installation level teams. The installation teams will train the employees, managers and supervisors at the Army sites. Regional Teams will supplement installation teams as needed to assure timely training. The regional teams will provide all NSPS training for the HR professional community. Army will leverage and maximize the use of technology by taking advantage of VTT facilities throughout the world. Identified timelines may expand or contract based on changes in the implementation schedule. Chain teaching and distance learning will be used to teach NSPS. A comprehensive assessment tool will be developed to measure training effectiveness. Commanders and supervisors must ensure that all Army Civilians and military supervisors of Army Civilians successfully complete NSPS training courses according to the training plan.

3. Readiness Tool Relationship: This Annex outlines key tasks associated with a particular functional area and identify how, and by whom, each task is to be completed. The readiness tool is a comprehensive checklist of actions designed to aid organizations in preparing for and implementing NSPS. Note that one or more of the tasks described in the Annex may be identified in the Readiness Tool.

4. Roles and responsibilities:

Task #	Task	Resource Name	Start*
1	Train central trainers.	PEO	D-180
2	Complete supplemental training.	CHRA/MACOMs	D-150
3	Identify regional trainers.	Regional HR/MACOM Directors	D-120
4	Train regional trainers.	Central Trainer	D-90
5	Train installation trainers.	Regional Trainer	D-60
6	Establish regional training schedule.	HR Director	D-60
7	Train Spiral installations.	CHRA/MACOMs	D-30

## Labor Relations (LR) Training Milestones

Task #	Task	Resource Name	Start
1	Develop LR training material.	HQDA/CHRA	D-150
2	Develop and publish VTT schedule.	CHRA	D-120
3	Train LR Core trainers (LRO, JAG and HR Specialists from all CPACs. May include MACOM and IMA representatives) via VTT.	HQDA/CHRA	D-120
4	Conduct core trainer follow-up training, as needed.	HQDA/CHRA	D-90
5	Train supervisors.	Core trainer	D-75

\* May fluctuate by Spiral implementation.

5. The Army NSPS Training Plan is at <http://www.chra.army.mil/nsps-training/index.htm>).

6. CHRA will provide NSPS awareness-training materials to the Training and Doctrine Command (TRADOC) for inclusion in current Army Civilian Leader Development courses.

7. Sustainment Training.

(a) CHRA will provide NSPS training based on the NSPS PEO training products to train new employees and supervisors in functional tasks needed for sustained NSPS success.

(b) TRADOC will include training in the Civilian Education System (CES) to provide interpersonal skills and goal setting training required to support NSPS.

(c) Army PM will provide NSPS PEO developed NSPS transition courses to TRADOC to assist in CES development.

### Required Attendance at Training Courses

Target Audience	Pay Pool Management	Performance Management	Appeals	NSPS 101 Online	HR for HR Practitioners	Labor Relations	HR Elements for Supervisors and Employees	Instructional Methods	Senior Leader Forum
Spiral Employees		X		X			X	X *	
Spiral Supervisors (mil/civ)	X	X		X			X	X *	
CPAC Employees		X	X	X	X	X		X	
CPOC Employees		X		X	X			X	
Pay Pool Managers**	X	X		X					
Senior Leadership		X		X		X			X

\* Those selected to be trainers

\*\* Those selected to be Pay Pool Managers

## Army NSPS Training Curriculum

Class Size	Course	Target Audience	Description	Length	Time-line	Instructor
N/A	Core Competencies	All Employees	Army E—Learning Plan	varied	D-365	Web-based
Individual	Leadership and Managerial	All Senior Leaders		1 hr	D-180	Senior HR leaders
30 max	Senior Leader Forum	All Senior Leaders	Role of senior leader in planning for transition	4 hrs	D-150	Senior HR leaders
N/A	NSPS 101	All Employees, Supervisors and Managers	Introductory overview	1 hr	D-150	Web-based
30-200	HR Elements for Mgrs, Supvs, and Employees	All Employees		6 hrs	D-60	Installation Trainers
100-125	Train the Trainer	CHRA/Supervisors	In-depth training covering NSPS Changes		D-180	PEO
30 max	Pay Pool Management for Managers?Supervisors	Pay Pool Mgrs.	How pay pools work	24 hrs	D-60	Regional Trainers
30 max	HR for HR Practitioners	CPOC/CPAC HR Employees/MACOM HR &EEO (all organizational levels)	In-depth training covering NSPS Changes	40 hrs	D-60	PEO
30 max	Perf Mgt for Supvs and Perf Mgt for Employees	All Supervisors and Employees	Comprehensive Performance Management	12-16 hrs	D-60	Installation Trainers
Small	Labor Relations for Practitioners	Labor Relations Specs CPAC Specs/Labor Attorneys	In-depth training covering LR Changes	16 hrs via VTT	D-90	Installation Trainers
18 max * Refer to CHRA website for complete listing of NSPS courses.	Instructional Methods	All TTT	How to be a Trainer		Qtrly	CHRA

## Annex E: Financial Management

1. Objective: To provide Army specific policy and guidance on the full range of financial management issues pertaining to the design, development, and implementation of NSPS within Army.
2. Strategy: The Army, in coordination with the NSPS PEO Financial Management Workgroup, will:
  - a. Ensure DoD employees receive the Congressionally approved General Pay Increases (GPI) in January 2006 even if their organization has transitioned to the NSPS system; employees transitioning to NSPS receive a pro-rated adjustment to their pay based on the date of their next scheduled within grade increase (WGI); and that civilian pay pools are protected by establishing a mandated a minimum percentage of pay be allocated to Performance Based Pay Pools in accordance with the DoD Financial Policy issued 9 March 2005.
  - b. Develop a common accounting framework so that costs are identified, tracked, and reported in a consistent manner across the Department and Components. MACOMS will report quarterly to the Army NSPS office on their expenditures in support of NSPS development and implementation. Specific items to be reported include: Design and Implementation, Training Development, Support and Execution, HR Automated Systems, Program Evaluation, Program Office Operations.
  - c. Develop the budget and financial framework to accommodate the NSPS "Pay for Performance System (e.g. civilian pay, performance awards, pay pool management). Working closing with resource officials, provide commanders and responsible management officials with expert advise on pay pool operations and required funding support levels consistent with DoD guidance. Establish processes to delegate responsibility and operations of pay pools to the lowest practical level.
  - d. Modify CHRTAS to capture all NSPS training costs, to include faculty travel, student travel, facility leasing in a near real-time manner, and to provide appropriate levels of leadership with recurring reports tracking expenditures.
  - e. Develop a mechanism for ensuring compliance with the NSPS authorizing legislation requiring DoD to allocate funds for compensation of civilian employees in an amount, at the aggregate level, not less than what would have been allocated for their compensation in the absence of conversion to NSPS.
3. Execution: Prior to final approval to implement NSPS, the Civilian Human Resource Management Agency (CHRA) will complete an analysis of all employee pay related data elements impacted by Spiral 1.1 and will prepare transactions to correct and/or update individual records as appropriate.

**Annex F: Labor Relations**

1. Objective: To implement the NSPS labor relations program in accordance with the NSPS regulation, implementing issuances and other applicable guidance. Provide labor relations advice, training and guidance to the labor relations practitioners, HR community, military and civilian managers/supervisors and labor attorneys.

2. Strategy: To utilize various training technologies including video teleconferences, electronically distributed guidance, bulletin boards, Train-the-Trainers and Army unique NSPS training curriculum. Identified timelines may expand or contract based on changes in the implementation schedule.

3. Readiness Tool Relationship: These Annexes outline key tasks associated with a particular functional area and identify how, and by whom, each task is to be completed. The readiness tool is a comprehensive checklist of actions designed to aid organizations in preparing for and implementing NSPS. Note that one or more of the tasks described in the Annex may be identified in the Readiness Tool.

4. Roles and responsibilities:

Task #	Task	Resource Names	Start
1	Develop Labor Relations training material for practitioners and for supervisors/managers.	NSPS, PEO with assistance from HQDA, CHRA and MACOM	D-60
2	Present continual guidance to the field on NSPS implementation.	HQDA, MACOM, CHRA	D-150
3	Review and identify BUS codes to be corrected.	CPAC	D-150
4	Correct BUS codes.	CPOC	
5	Publish VTC schedule for pre-publication sessions on draft regulation.	CHRA	D-120
6	Present training to Labor practitioners, labor attorneys, HR generalists, MACOM and IMA officials having labor relations responsibility. Conduct training of pre/post publications of final NSPS regulations.	HQDA/CHRA	D-100
6	Update standard labor relations training offered by CHRA.	CHRA with HQDA assist	D-30

7	Participate in TTT training and then present training to CPAC staff and supervisors and managers.	CPAC/MACOM/TTT participant	D-30
8	Present training to Commanders, supervisors and managers (both civilian and military).	CPAC/MACOM/TTT participant	D-30
9	Meet local labor relations obligations in implementing NSPS.	CPAC/Manager	D-30
10	Review contracts to determine conflict with NSPS or DoD/Component issuances.	CPAC	D
11	File bargaining unit status petitions, as necessary.	CPAC	D
12	Conduct follow-up training as necessary.	CHRA/CPAC	D

**Annex G: Adverse Action and Appeals**

1. Objective: To prepare the Army’s HR specialists, managers, supervisors and legal staff for the change associated with transition to the National Security Personnel System (NSPS) adverse action and appeals system.
2. Strategy: To utilize CPMS Train-The-Trainers model to train HR specialists, supervisors and managers. Legal staffs will be encouraged to attend the training for HR specialists.
3. Readiness Tool Relationship: These Annexes outline key tasks associated with a particular functional area and identify how, and by whom, each task is to be completed. The readiness tool is a comprehensive checklist of actions designed to aid organizations in preparing for and implementing NSPS. Note that one or more of the tasks described in the Annex may be identified in the Readiness Tool.
4. Roles and responsibilities:

Task #	Task	Resource Names	Start
1	Train HR Specialists.	CHRA	D-60
2	Train supervisors and managers.	CPAC	D-30
3	Recognize and consider Legacy/NSPS adverse action processing requirement pursuant to 5 CFR 9901.721 and .810.	Manager/supervisor/CPAC	D-14

5. Adverse actions proposed under the Legacy system will be processed under legacy system regulations, to include any appeals of those actions.
6. Adverse actions in the early stage of processing—prior to proposal—and/or actions under consideration at D-14 should be evaluated to determine whether to issue the notice of proposed adverse action under the legacy system or NSPS adverse action regulations.

## Annex H: Staffing and Workforce Shaping

1. Objective: To successfully implement the Army's NSPS architecture in accordance with DoD regulations and prepare the Army senior leadership, managers, supervisors and employees for the transition to the NSPS.
2. Strategy: To utilize a collaborative process to implement and train NSPS changes. Invoke stakeholders in determining need for, and development of Army supplemental guidance. Adjust, change, and field automated staffing tools. Train HR Specialists, employees and managers, and assess, evaluate and adjust implementation strategy. Identified timelines may expand or contract based on changes in the implementation schedule. Assessment tool will include training effectiveness. Establish objective evaluation criteria.
3. Readiness Tool Relationship: These Annexes outline key tasks associated with a particular functional area and identify how, and by whom, each task is to be completed. The readiness tool is a comprehensive checklist of actions designed to aid organizations in preparing for and implementing NSPS. Note that one or more of the tasks described in the Annex may be identified in the Readiness Tool.
4. Roles and responsibilities:

Task #	Task	Resource Name	Start
1	Review current Army guidance for need and revision.	HQDA	D-120
2	Determine need for, and develop Army supplemental guidance, policy, and procedures.	HQDA (lead)/MACOM/CHRA	D-120
3	Identify and change automated staffing tools.	HQDA (lead)/CHRA	D-120
4	Issue new and revised policy guidance.	HQDA (lead)/CHRA	D-30
5	Cancel Army guidance no longer needed.	HQDA	D-30
6	Field changed automated tools.	HQDA	D-30
7	Train HR Specialists.	CHRA	D-30
8	Train managers and employees.	CPOC/CPAC	D-30
9	Conduct quality check of DCPDS database.	CHRA	D-30
10	Assess implementation.	HQDA/MACOM/CHRA	D+30
11	Adjust implementation strategy.	HQDA (lead)/MACOM/CHRA	D+60

**Annex I: Transition to new Performance Management System**

1. Objective: To change from the current TAPES performance management system to the new NSPS performance management system
2. Strategy: To ensure smooth and timely transition of employees out of the TAPES system in preparation for transition to the new NSPS system.
3. Readiness Tool Relationship: These Annexes outline key tasks associated with a particular functional area and identify how, and by whom, each task is to be completed. The readiness tool is a comprehensive checklist of actions designed to aid organizations in preparing for and implementing NSPS. Note that one or more of the tasks described in the Annex may be identified in the Readiness Tool.
4. Roles and responsibilities:

Task #	Task	Resource Name	Start
1	<b>Close-out TAPES ratings</b>		
a	Ensure that employees are under a current <u>authenticated</u> TAPES plan in preparation for a close-out rating.	Organization	D-150
b	Issue close-out ratings (7222 or 7223).	Organization	D-45
c	Input "Ratings of Record" into DCPDS.	CPOC	D-30
2	<b>Approve rating based awards, if warranted.</b>	Organization	
a	Make determination on individual rating-based award and include on form.	Organization	D-30
b	Initiate RPA for monetary awards.	Organization	D-30

**Annex J: Implement Performance Management System**

1. Objective: To implement the new NSPS performance management system.
2. Strategy: Provide necessary training, guidance and tools to implement the performance management module of NSPS.
3. Readiness Tool Relationship: These Annexes outline key tasks associated with a particular functional area and identify how, and by whom, each task is to be completed. The readiness tool is a comprehensive checklist of actions designed to aid organizations in preparing for and implementing NSPS. Note that one or more of the tasks described in the Annex may be identified in the Readiness Tool.
4. Roles and responsibilities:

Task #	Task	Resource Name	Start
1	<b>Initiate new Performance Plan</b>		
a	Provide performance management T3 training to HR specialists, managers, and employees.	CHRA	D-60
b	Provide just-in-time operational performance plan development training and issue guidance.	HQDA/CHRA/ MACOM	D-30
c	Meet with employees to discuss new performance objectives, factors and benchmarks.	Supervisor	D-30
d	Complete performance plan form and input into system.	Supervisor	D-30
e	Authenticate plan (obtain signature or initials of employee and supervisor).	Supervisor	D-30
2	<b>Pay Pool (PP) Configurations and Management Structure</b>		
a	Determine pay pool structure.	HQDA/MACOM/ Activity	D-30
b	Code employees' pay pool code into DCPDS or other software system.	CPOC or Activity	D-15
c	Designate members of PP Panel (PPP) and PP Manager (PPM).	MACOM/Activity	D-15

d	Issue notices to employees informing them of their pay pool, PPP, PPM and provide them with basic information on how the pay pool structure will work.	Activity/MACOM (depending on structure of pay pool)	By D-Day
e	Train PPM on the functions of NSPS pay for performance and their duties and responsibilities.	CHRA/T3 Participant	Pre or Post D-Day
3	<b>Mid-Term Actions</b>		
a	Provide just-in-time mid-term guidance.	HQDA/CHRA/ MACOM	D + 5 1/2 months
b	Conduct and document mid-term counseling.	Supervisor	6 months after D-day or half way through first performance cycle
c	Conduct pay pool mock training exercise using mid-term determinations.	Pay Pool Panel and Pay Pool Manager	6 months after D-day or half way through pay cycle
d	Test pay for performance software.	Pay Pool Manager	Test during Mock exercise
4	<b>Performance Appraisal Process</b>		
a	Provide supervisors/PPP/PPM with just-in-time operational guidance.	HQDA/CHRA/ MACOM	30 days prior to end of rating period
b	Ensure all supervisors are fully trained and certified.	Activity	
c	Rate employees.	Supervisor	End of rating cycle
d	Conduct PPP review.	Pay Pool Panel	
e	PPM review.	Pay Pool Manager	
f	Input results in software package.	Pay Pool Administrator	
g	Prepare and transmit feedback form for employees.	Supervisor	
h	Prepare mass RPA and pay actions.	Pay Pool Manager/CPOC	
5	<b>Assess and evaluate Performance Management and Pay for Performance System Administration Effectiveness</b>		
a	Evaluate payouts and system administration.	Pay Pool Manager/Executive Steering Committee	

**Annex K: Compensation Architecture**

1. Objective: To successfully implement the Army’s NSPS architecture in accordance with DoD regulations.
2. Strategy: Involve stakeholders in developing Army classification policy and supplemental regulatory guidance, if required. Institute standardized approaches and automation tools for classifying positions into series and levels/bands and linking compensation architecture to other position requirements (competencies and performance expectations).
3. Readiness Tool Relationship: These Annexes outline key tasks associated with a particular functional area and identify how, and by whom, each task is to be completed. The readiness tool is a comprehensive checklist of actions designed to aid organizations in preparing for and implementing NSPS. Note that one or more of the tasks described in the Annex may be identified in the Readiness Tool.
4. Roles and responsibilities:

Task #	Task	Resource Name	Start
1	Analyze implementation issuances and their impact on Army positions (series in career groups, level/band distribution, geographic salary range parameters, special features, etc)	HQDA/CHRA/MACOM	D-180
2	Develop Army-specific supplemental regulations (as required), to include delegated authorities.	HQDA/CHRA/MACOM	D-240
3	Conduct classification data review; identify conversion problem positions; correct problems in advance.	HQDA (lead), with CHRA & MACOM	D-210
4	Run test conversion and assess problems.	HQDA with CHRA (lead)	D-45
5	Freeze classification actions under legacy system.	CHRA	D-14
6	Implement compensation architecture.	HQDA/CHRA	D+14

**Annex L: Information Technology**

1. Objective: To successfully support the development and integration of the automated tools needed to implement the NSPS system in accordance with DoD regulations.

2. Strategy: Assess, analyze and develop automated requirements to include technical specifications and project plans. Convert current Army Civilian HR applications to support NSPS by testing, implementing, and documenting needed application changes. Identified timelines may expand or contract based on changes in the implementation schedule and availability of system change requirements.

3. Readiness Tool Relationship: These Annexes outline key tasks associated with a particular functional area and identify how, and by whom, each task is to be completed. The readiness tool is a comprehensive checklist of actions designed to aid organizations in preparing for and implementing NSPS. Note that one or more of the tasks described in the Annex may be identified in the Readiness Tool.

4. Roles and responsibilities:

Task#	Task	Resource Name	Start
1	Perform DCPDS data quality checks.	FAST/CHRA	D-150
2	Participate in PEO/CPMS/DoD sponsored IT working groups.	PMO/CISD/FAST/ CHRA	D-150
3	Identify existing systems affected by required changes.	PPDD/CISD/CHRA	D-149
4	Publish DCPDS NSPS requirements document.	DoD	D-145
5	Determine additional systems required to support NSPS.	DoD	D-145
6	Define requirements for Army system changes.	DoD/PPDD/CISD/ CHRA	D-145
7	Complete Army unique requirements document.	DoD/PPDD/FAST	D-140
8	Develop and code software based on requirements document.	DoD	D-120
9	Develop and code requirements for Army systems.	CISD	D-120

10	Develop documentation for Army systems.	CISD	D-120
11	Develop training materials.	DoD/FAST/CHRA	D-120
12	Train Testers.	DoD	D-90
13	Test software to include interfaces.	DoD/FAST	D-88
14	Retest software for fixes of reported problems.	DoD/FAST	D-83
15	Test Army unique software.	FAST/PPDD	D-83
16	Retest software for fixes of reported problems for Army systems.	PPDD/FAST	D-83
17	Conduct Army Train the Trainer and Testing	FAST/CHRA	D-83
18	Perform security reaccreditations.	CISD	D-83
19	Implement system changes to include Army systems.	DoD/FAST/PSD/ CHRA	D-2

**Annex M: Program Evaluation - Army Civilian Attitude Survey**

1. Objective: To implement the employee and supervisor versions of the Army Civilian Attitude Survey.
2. Strategy: The Army Civilian Attitude Survey serves as a major data collection instrument for generating NSPS attitudinal metrics for spiral and non-spiral organizations. Baseline data will be collected by this survey during the fall of 2005. By the end of January 2006, Army will be able to compare baseline attitudes for spiral and non-spiral organizations.
3. Roles and responsibilities:

Task #	Task	Resource Name	Duration
1	Develop survey SOW.	CPEA (lead), DCC-W	60 days
2	Obtain vendor responses to SOW.	CPEA (lead), DCC-W	30 days
3	Select vendor.	CPEA (lead), DCC-W	30 days
4	Develop survey procedures, web enable and test, obtain Sec Army signature.	CPEA, CISD, vendor	45 days
5	Market survey to workforce.	CPEA	30 days
6	Administer survey.	CPEA	60 days
7	Receive and analyze NSPS key survey responses.	Vendor	30 days
8	Create survey feedback reports by spiral, non-spiral within installation, command, and region.	Vendor (lead), CPEA	30 days
9	Provide feedback to Army NSPS PM/PEO.	CPEA	30 days

4. Foreign National employees will be included – the survey will be translated into Korean, Japanese, Italian, French, Flemish, and German. Timing on FN survey may differ from US citizen survey.

**Annex N: Program Evaluation - Army NSPS Special Studies: Performance Management System and Pay Pool Operations (Sample Topic – Others To Be Determined)**

1. Objective: To evaluate the NSPS performance management system and pay pool operations for fairness, equity, and merit.

2. Strategy: Collect and analyze data from DCPDS, surveys, and case studies to identify best practices and deficiencies with respect to pay pool management and leadership practices, fairness of performance ratings, effectiveness of performance discussions, pay progression versus job selection/job change pay-setting, performance improvement practices, analysis of adverse actions, effectiveness of NSPS performance management training, and quality of performance plans.

3. Roles and responsibilities:

Task #	Task	Resource Name	Duration
1	Develop detailed method for each aspect of study, coordinate with DoD.	DoD, CPEA and/or vendor	60 days
2	Determine non-spiral and spiral baseline data/metrics to be pulled from automated sources and survey databases (as they become available).	DCPDS, WASS+, HQ ACPERS, Army Civilian Attitude Survey	10 days
3	Identify organizations for case studies.	CPEA	60 days
4	Conduct interviews and collect case study data; develop lessons learned and recommendations	CPEA and/or vendor	90 days
5	Analyze current system(s) appraisal data and NSPS appraisal data; analyze for correlations, disparate treatment, and other trends.	WAFO/CHRA and/or vendor	90 days
6	Analyze spiral and non-spiral survey perceptions of the new performance management system.	CPEA and/or vendor	30 days
7	Determine policy implications, write special studies report and brief senior leadership.	CPEA, and/or vendor	30 days

**Annex O: Program Evaluation - Army Personnel Office Workload and Automated Systems Data**

1. Objective: Analyze strategic and tactical/operational metrics from Army's automated systems.

2. Strategy: Utilize Army automated sources such as the Workforce Analysis and Support System (WASS+) and the Civilian Personnel Productivity System (CIVPRO) to determine differences in pre and post NSPS conversion demographics. Key indicators may include average personnel processing time for HR transactions (e.g., hiring, promotion, reassignment, classification) and other metrics. Data will be collected and reported every three months, as spirals rollout.

3 Roles and responsibilities:

Task #	Task	Resource Name	Duration
1	Identify key automated metrics and sources.	CPEA(lead), WAFO, CHRA, CISD	90 days
2	Develop programs to extract data.	WAFO, CHRA, CISD and/or vendor	90 days
3	Analyze and report results.	WAFO, CHRA, CISD and/or vendor	60 days
4	Repeat every three months to track spiral performance over time and to include new spirals.	WAFO, CHRA, CISD and/or vendor	Ongoing

**Annex P: Program Evaluation – Baseline and In-Progress Reviews (Before, During, and After NSPS Implementation Cycles)**

1. Objective: To evaluate NSPS by conducting on-site baseline and in-progress reviews.

2. Strategy: The primary focus is on compliance with DoD policy and Army-unique policies and organizational effectiveness. The Civilian Personnel Evaluation Agency (CPEA) will visit a representative sample of sites before, during, and after each spiral rollout. The reviews will consist of structured interviews with commanders, managers, union officials, labor counselors, and EEO representatives; sensing sessions with supervisors and employees; focus groups with CPAC/CPOC staffs and administrative points of contact; analysis of standardized program automated statistical data; and review of narrative data and other documents.

3. Roles and responsibilities:

Task #	Task	Resource Name	Duration
1	Develop CPEA NSPS Baseline/IPR Evaluation Plan to include session and analysis protocols.	CPEA	60 days
2	Determine Baseline/IPR Schedule.	CPEA	10 days
3	Conduct reviews at spiral locations.	CPEA with matrix support	10 days for each review
4	Analyze and evaluate data.	CPEA	30 days
5	Report findings.	CPEA	30 days

**Annex Q: Program Evaluation - Army Readiness Assessment**

1. Objective: To assess the readiness of Army to deploy NSPS.
  
2. Strategy: Utilize a standard checklist to determine the Army's readiness to deploy NSPS to Spiral organizations. The checklist identifies all component-level tasks and responsibilities within Army that are required to assure a successful conversion of Spiral organizations to NSPS. Identified tasks and timelines may expand or contract based on changes in the implementing issuances and/or schedule. Local Spiral 1.1 Points of Contact will provide periodic status on the completion of tasks to the Army Project Manager. Tasks not completed timely will include narrative comment with reason for delay.
  
3. Roles and responsibilities:

Task #	Task	Resource Name	Duration
1	Develop web-enabled dashboard assessment tool.	PEO-NSPS, SRA (lead), CPEA	45 days
2	Develop assessment tool implementation guidance.	PEO-NSPS, SRA, CPEA	45 days
3	Establish Spiral 1.1 POCs (Transition Managers).	Army PM (lead)	45 days
4	Pilot test assessment.	Army PM (lead), Army Transition Managers	30 days
5	Implement assessment tool, monitor and track performance.	CPEA (lead), Army PM, Army Transition Managers	Ongoing

as of 30 September 2005

## Annex R: Program Evaluation - Army NSPS Leader Self Assessments

1. Objective: Develop and field leader self assessment tools to help those in leadership positions or those seeking future leadership positions obtain diagnostic and prescriptive information on competencies underlying NSPS and leader development.

2. Strategy: Partner with the Army Research Institute (ARI) and the Army Acquisition Community (AAC) to develop/acquire tools for generalized civilian Army use. Develop secure assessment protocols by outsourcing web-enablement contract. Assessments are voluntary and are strictly self generated. (Army makes no personnel decisions as a result of employees taking the assessments.) Employees will log into a secure, third party testing site, take the assessment(s), and receive instant scoring, feedback, and suggestions for training and development.

3. Roles and responsibilities:

Task #	Task	Resource Name	Duration
1	Develop Civilian Leadership Improvement Battery (CLIMB).	CPEA (lead), ARI	120 days
2	Obtain .html for Leadership Effectiveness Inventory (LEI).	CPEA (lead), Defense Acquisition University	30 days
3	Obtain vendor to web enable assessments.	CPEA (lead), DCC-W	45 days
4	Deliver assessments to vendor for web enablement.	CPEA, vendor (lead)	45 days
5	Review, pilot test assessments and scoring procedures, review feedback and database.	CPEA (lead), vendor	5 days
6	Market to workforce.	Army PM (lead), CPEA	30 days
7	Implement and begin data collection.	CPEA (lead)	Ongoing