Civilian Personnel Issues

Presented by
Melinda McMillon Darby
Assistant G-1 for Civilian Personnel
Today’s Challenges

❖ National Security Personnel System
❖ Military to Civilian Conversion
❖ Building the Bench
What is NSPS?

The National Security Personnel System (NSPS) is a new, flexible civilian personnel system that will enable the Department of the Army and other Department of Defense organizations to better meet the national security demands of the 21st Century.
So...What is it?

❖ Biggest change since Pendleton Act of 1883
  ➢ Pendleton Act (1883)
    ▪ Merit system vis-à-vis spoils system
    ▪ Covered almost all Federal jobs
  ➢ Civil Service Reform Act (1978)
    ▪ Codified prohibited personnel practices
    ▪ Codified labor relations in the Federal government
    ▪ Established Demonstration Projects (DEMOs)
    ▪ Established the SES Corps

❖ Major impact on DoD’s 650,000 civilians
  ➢ Labor Relations
  ➢ Hiring/Firing
  ➢ Pay-for-Performance
  ➢ Appeals Process
What happened?

- National Defense Authorization Act signed Nov 03
- Originally scheduled to deploy in 2004 DoD-wide
- Strategic pause from Feb to Apr 04
- New rollout
  - Acquisition Development/Life Cycle Mgmt model
  - Secretary Gordon England, Senior Executive
  - Mrs. Mary Lacey, NSPS Program Executive Officer
- Stakeholders developed implementing plan
- Federal Register notice
  - Public comment period 30 days (ends 16 Mar)
  - www.cpms.osd.mil/nsps

29,390 responses as of 14 Mar
What are the changes?

No Change from TITLE V
- Merit System principles
- Prohibited Personnel Practices
- Veterans’ Preference
- Benefits
- Title VII
- Training
- Leave
- Travel

Changes
- Labor Relations
- Appeals Process
- Human Resources
  - Classification
  - Pay/Compensation
  - Performance Management
- Hiring
- Reductions-in-Force
- Adverse Actions

Includes National-level bargaining
Expedited Process
Pay Banding
Pay-for-Performance
Additional Flexibilities, Streamlined Processes

Assistant G-1 for Civilian Personnel: 6
What are the LR changes?

- Expands non-negotiable management rights
  - Determine numbers, types, and grades of employees
  - Determine methods, means, and technology of performing work
  - DoD and Component-wide directives, policies, manuals

- Requires bargaining over changes to conditions of employment, when change is foreseeable, substantial, and significant in impact and duration

- Establishes National-level bargaining
  - Bargain once over the same issue with all national unions
  - Bargain at the discretion of the Secretary

- Establishes National Security Labor Relations Board to resolve DoD labor disputes
Who is covered in Army?

- First phase (Spiral 1.1 – July 05)
  - AMC
  - MEDCOM
  - SMDC
  - USACE
  - CHRA

- Excluded
  - Intelligence personnel
  - Local Nationals
  - Defense Labs (through 2008)
  - Wage Grade, NAF, and OCONUS (until Spiral 2 in Jan 07)

Assistant G-1 for Civilian Personnel:
How do we train?

- **Target Audiences**
  - Senior leaders, managers, & supervisors
  - Employees
  - HR and Labor Relations practitioners
  - Pay Pool managers & administrators

- **Dual-focused**
  - Functional training (NSPS system)
  - Change management ("soft skills")

- **Foundation**
  - 117 Adjunct Faculty identified (LEAD)
  - 64 additional Trainers trained since July 04
How do we fund?

- DoD centrally funding DCPDS system changes and limited Program Management expenses
- Army seeking funding

Considerations

- “Cost neutral” system
- Pay Pool fund protection
- Within-Grade Increase buyout
- Certify that aggregate expended equals what you would have expended without NSPS
What are our concerns?

- 10 pending Union lawsuits
- DA’s authority to supplement
- Final implementing instructions
- OIF/OEF implications
What are the key milestones?

- **MAR 05**: Public Comment Period - Ends 16 MAR
- **MAY 05**: Enabling & Implementing Regs available
- **JUN 05 - JAN 06**: DCPDS and Army Automation modifications
- **JUL 06**: Spiral 1.1
- **2008**: Spiral 1.2
- **Spiral 1.3**: NSPS implementation complete
Military to Civilian Conversion

- Secretary of Defense (SECDEF) Guidance
  - Identify non-military essential positions filled by military personnel
  - Reassign the military to jobs that require military knowledge and skill

- Total Army Analysis (TAA) 11
  - MACOMs submitted 19K positions for conversion
  - G1 analysis reduced the 19K to 6.5K convertible positions

- Program Budget Decision (PBD) 712 (December 2003)
  - Convert 5K positions in FY04 and 5K positions in FY05
  - Acting SA/CSA raised conversion mission to 15K, Mar 04
  - Army approved mission of 7227 conversions for FY 05

- Program Budget Decision (PBD) 753 (December 2004)
  - Reduces FY06 and outyear funding by $2.3B
  - Number of conversion requirements unchanged
Aging Workforce

Data Source: WASS
Population: US Direct Hire Appropriated Fund

Assistant G-1 for Civilian Personnel: 14
## Retirement Eligibles

<table>
<thead>
<tr>
<th>Eligibility</th>
<th>1989</th>
<th>2004</th>
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<tbody>
<tr>
<td>Eligible</td>
<td>26.6%</td>
<td>40.4%</td>
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<tr>
<td>Optional</td>
<td>6.4%</td>
<td>18.7%</td>
</tr>
<tr>
<td>Early Out</td>
<td>10.2%</td>
<td>21.7%</td>
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</tbody>
</table>

74% of SES eligible to retire
Distribution Of Civilian Soldiers

**Career Program Population**
- Comparable to Officers Corps
- Professional and Administrative Occupations
- College degree expected
- Recruited Army-wide
- Identify with Army
- Mobile

**Non-Professional Force**
- Comparable to other Ranks
- Clerical, technical, support personnel
- High school graduation
- Recruited locally
- Identify with Installation
- Non-Mobile

**Total Force (Military Function)**
163,778

As of Sep 04
Population: Military Function, Full time, Permanents
Developing Future Leaders

- Must grow our own well qualified candidates for SES
- Mobility a key component of development
  - Organizational
  - Geographical
- Leadership training should include
  - Sustaining Base Leadership & Management
  - Senior Service Colleges
Senior Army Workforce

❖ Strategic Pause – Program Refocus

➢ Integrate with NSPS
➢ Integrate with Civilian Education System
➢ Integrate with other Army Civilian Leader Development efforts
➢ Pilot in CP10 and others
Interns and Fellows

- **ACTEDS**
  - **FY05 ACTEDS Intern Funding:** $67.3M
    - 1019 workyears
    - 1,486 on board as of Feb 05
  - **FY06 ACTEDS Intern Funding:** $118M
    - 1055 workyears

- **Fellows**
  - **FY05**
    - 238 workyears
    - 238 Fellows onboard
  - **FY06**
    - 299 projected workyears
    - 224 projected onboard
DLAMP

- 295 board selected Army participants
  - 6 graduates to date; 43 completion eligibles

- Intake Class of 2005
  - Nominations due to HQDA 28 March 2005
  - HQDA Selection Board 10 - 13 May 2005
  - Approved candidates to CPMS 31 May 2005

- Guaranteed Placement of June 2005 SSC Grads
  - 31 GS-14/15 candidates (12 DLAMP/19 ACTEDS)
# SSC Applicants

<table>
<thead>
<tr>
<th>CP-10</th>
<th>CP-11</th>
<th>CP-12</th>
<th>CP-13</th>
<th>CP-14</th>
<th>CP-16</th>
<th>CP-17</th>
<th>CP-18</th>
<th>CP-19</th>
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<tr>
<td>1</td>
<td>7</td>
<td>2</td>
<td>4</td>
<td>2</td>
<td>8</td>
<td>2</td>
<td>3</td>
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<tr>
<th>CP-22</th>
<th>CP-26</th>
<th>CF-29</th>
<th>CP-32</th>
<th>CP-34</th>
<th>CP-51</th>
<th>CF-61</th>
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<tr>
<td>Public Affairs</td>
<td>Manpower</td>
<td>Exec Asst (Base Ops)</td>
<td>Training</td>
<td>Info Tech Mgmt</td>
<td>MWR</td>
<td>Historia n</td>
<td></td>
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<tr>
<td>1</td>
<td>4</td>
<td>3</td>
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Assistant G-1 for Civilian Personnel: 21
## FY05 AWC Selectees

<table>
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<tr>
<th>CP-11</th>
<th>CP-13</th>
<th>CP-16</th>
<th>CP-18</th>
<th>CP-32</th>
<th>CP-51</th>
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<tbody>
<tr>
<td>Comptroller</td>
<td>Supply Mgmt</td>
<td>Eng &amp; Sci (non-Constr)</td>
<td>Eng &amp; Sci Resources &amp; Const</td>
<td>Training</td>
<td>MWR</td>
<td></td>
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<tr>
<td>2</td>
<td>2</td>
<td>1</td>
<td>1</td>
<td>2</td>
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Still awaiting NWC & ICAF selection board results
Civilian Education System

- Develop centralized Army Education System integrating uniformed/civilian programs where appropriate

- Identify civilian leader competencies supporting readiness though needs analysis

- Institute training opportunities to teach uniformed/civilian personnel how to supervise each other

- Increase training for interpersonal skills in civilian leader development programs
What I Want to Leave You With

❖ My agenda
  ➢ Refocusing Army Civilian Human Resources
  ➢ Balancing the CPAC/CPOC workload

❖ Need your help
  ➢ Implementing NSPS
  ➢ Supporting ACTEDs resources
  ➢ Placing interns and Fellows
  ➢ Supporting SAW
Melinda McMillon Darby
Assistant G-1 for Civilian Personnel

(703) 695-5701    DSN 225-5701
melinda.darby@hqda.army.mil
BACKUP CHARTS
## Spiral One Rollout Plan

<table>
<thead>
<tr>
<th></th>
<th>Army</th>
<th>Navy</th>
<th>Air Force</th>
<th>4th Estate</th>
<th>Total</th>
<th>Cumulative</th>
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<tbody>
<tr>
<td>Spiral 1.1</td>
<td>23,535</td>
<td>12,502</td>
<td>17,458</td>
<td>7,429</td>
<td>60,924</td>
<td>60,924</td>
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<tr>
<td>Spiral 1.2</td>
<td>24,559</td>
<td>34,766</td>
<td>32,953</td>
<td>22,627</td>
<td>114,905</td>
<td>175,829</td>
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<tr>
<td>Spiral 1.3</td>
<td>30,560</td>
<td>34,491</td>
<td>34,991</td>
<td>1,263</td>
<td>101,305</td>
<td>277,134</td>
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<tr>
<td>Grand Total</td>
<td>78,654</td>
<td>81,759</td>
<td>85,402</td>
<td>31,319</td>
<td>277,134</td>
<td>277,134</td>
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Assistant G-1 for Civilian Personnel: 27
## Spiral 1.1 Participants

<table>
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<tr>
<th>Organization</th>
<th>Approx #</th>
<th>Primary Location(s)</th>
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<tbody>
<tr>
<td>Madigan Army Medical Center</td>
<td>1,669</td>
<td>Fort Lewis, WA</td>
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<tr>
<td>HQ Communications &amp; Electronics Command (AMC)</td>
<td>1,989</td>
<td>Fort Monmouth, NJ</td>
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<tr>
<td>Tank-Automotive Command (AMC)</td>
<td>5,804</td>
<td>Warren, MI</td>
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<td></td>
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<td>Island, IL</td>
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<td></td>
<td></td>
<td>Red River, TX</td>
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<td></td>
<td></td>
<td>AL</td>
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<td></td>
<td></td>
<td>Watervaliet, NY</td>
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<td></td>
<td></td>
<td>CA</td>
</tr>
<tr>
<td>Armaments Research, Development &amp; Engineering Center (AMC)</td>
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<td>Space &amp; Missile Defense Command</td>
<td>989</td>
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<td></td>
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<td></td>
<td></td>
<td>Peterson AFB, CO</td>
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<td>Civilian Human Resources Agency</td>
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<td>Nationwide</td>
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<td>Corps of Engineers, Mississippi Valley Division</td>
<td>3,868</td>
<td>Vicksburg, MS</td>
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<td>Corps of Engineers, South West Division</td>
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