Personnel Authorities and Flexibilities
Information Brief
Background

- **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  - Repealed statutory authority for the National Security Personnel System (NSPS)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)**
  *Revoked 29 September 2017 via Executive Order 13812*
“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
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/
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
Way Ahead

- 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?
Performance Management/Training/Evaluation Phases

- 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)
New Beginnings Word Cloud