Disruptive Thinking Workshop: Civilian Hiring

2011 MHS Conference
AFMS Breakout
27 Jan 2011

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**Title:** Disruptive Thinking Workshop: Civilian Hiring

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Disruptive Thinking Working Group Breakout Session

- Date: 18-19 Oct 10
- Facilitator: Col Allen
- Faculty: Lt Col Langer, Maj Gines, Maj Ramirez
- Target Audience: Key AFMS personnel/experts familiar with policy, hiring and classification processes at AFPC, installation and MTF levels

- Members:
  - AF/SG1C
  - AFMA/MAHL
  - AFMOA/SGAR
  - AFMSA Representative
  - AFPC/DP
  - HQ AF/SG8
  - HQ AFMC/A1K
  - OO-ALC/DP (AFMC)
  - CONUS RMO Representatives
  - CONUS Civilian Personnel Office Representatives
  - OCONUS Civilian Personnel Office Representatives
  - OCONUS RMO Representatives
Key Questions/Issues To Be Addressed:
- Identify reasons for delays and variations in classification process
- Identify causes for delays in MTF civilian hiring process
- Examine areas where inefficiencies can be improved

Deliverables:
- Summary of discussion
- Potential solutions with OPRs
- Top Recommendations

Quadruple Aim Alignment:
- Better Care
- Best Value
Hiring Process Overview – Fill Actions

Validate Fill (22+K actions at AFPC in CY09)
Review for Force Development implications
Assign Template/Assessment

Classification If Required

GOES TO ROUTER
CAREER FIELD TEAM
PPP BOX
AFPC STAFFING TEAM (aligned by base)
Recruiting
Selecting Official Processing (Fill/Non Fill)

BASE GENERATES RPA

Non Fill Actions
Average Fill Days
Medical Career Fields

- Management... 6 days
- CPF... 19 days
- Classification... 50 days
- Final REF... 35 days
- Selection... 27 days
- EOD... 42 days

On average 179 days
Delays In Classification

Root Causes

- Competing interests (GSC, Joint Basing, NSPS transition, high turnover)
- Disagreement in grade determination between management and CPF/AFMA
- Inexperienced classification staff (AF wide)
- CPF/AFMA will not start classification process until funded position appears on UMD
- Outdated classification standards
- Local managers desire unique job description
Delays In Staffing

Root Causes

- CPF will not initiate recruitment until incumbent has departed
- Non-standard engagement approach by MTF’s civilian liaisons with CPF/AFPC
- Lack of quality candidates, requiring re-advertisement of position vacancies
- Clearance of PPP matches is time-consuming when <2% are hired
- MTF selection timeliness
- Incentive approval package delays
- Underutilization of available incentive dollars
- Unrealistic Enter on Duty date expectations
Top Recommendations

- Establish visibility/tracking of entire hiring process by MAJCOM (will foster ownership by selecting officials)
- Encourage collaboration of CPF staff and MTF management officials (Commander’s Calls, formal briefings, etc.)
- MTF identify and ensure appropriate tracking of priority fills
- Implement robust communication/marketing strategy of available classification and staffing tools to MTF managers
- Exploit available Standard Core Personnel Document (SCPD)/Standard Position Description (SPD) and expand the SCPD/SDP library
- Formalize standardized training of civilian liaisons
Solutions

- Maximize use of SCPDs/SPDs via SG policy letter
- Establish blanket incentive pay package templates for MTF use
- Delegation of incentive package approval from IC to MTF/CC
- Implement quarterly webinars to educate civilian liaisons on available hiring tools
- Establish a metric that requires selecting official to make a hiring decision within 15 days of receiving certificate
Execution Strategy

- Mandate use of standardized position description as “first option” in hiring process for covered billets; exceptions require AF/SG1 approval (Implement via AF/SG Policy Memo – Proj: Feb 2011) Impacts Classification timeliness

- Develop “standard” language (approved by AFPC/DPI and SG1) for MTF use in expediting the civilian pay incentive packages to the Installation/CC for approval (EDC: 2nd Qtr FY11) Impacts EOD timeliness

- Obtain AF/A1P support to re-delegate civil service incentive pay approval authority to MDG/CC (EDC: 30 Apr 11) Impacts EOD timeliness

- SG1C develop core competency training materials for deployment via quarterly webinars starting Apr 2011 Impacts Management & EOD timeliness

- Implement “hiring decision” metric: 15 “work days” [Date certified list of eligibles received from AFPC to date selection is documented / electronically forwarded back to AFPC (Implement via AF/SG Policy Memo – Proj: Feb 2011) Impacts Selections timeliness
Average Fill Days
Medical Career Fields

✓ Management…6 days

■ CPF…19 days

✓ Classification… 50 days

■ Final REF…35 days

✓ Selection…27 days

✓ EOD…42 days

On average 179 days
“Trusted Care Anywhere”