

STATEMENT OF
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MANPOWER AND PERSONNEL
COMMANDER, U.S. PACIFIC FLEET
BEFORE THE
SENATE SUBCOMMITTEE
ON OVERSIGHT OF GOVERNMENT MANAGEMENT,
THE FEDERAL WORKFORCE AND
THE DISTRICT OF COLUMBIA
ON
PREPARING FOR TRANSITION
IMPLEMENTATION OF THE NATIONAL SECURITY PERSONNEL SYSTEM

APRIL 12, 2006

Good afternoon Honorable Senator Voinovich and Honorable Senator Akaka. I am Maureen Kleintop, Deputy Chief of Staff for Total Fleet Force Manpower and Personnel and Executive Sponsor for the National Security Personnel System (NSPS) implementation.

I am pleased to be here this morning to discuss the implementation of the NSPS at the Commander, U.S. Pacific Fleet Headquarters, Pearl Harbor, HI. I am responsible for overseeing NSPS training and the implementation of the NSPS. Today I will discuss how we have prepared for the NSPS, and how the NSPS will enhance and further our mission.

COMPACFLT Headquarters volunteered to be among the first Department of Defense (DoD) organizations to launch NSPS. We have a successful record of leading transformational change and we have a strong commitment to building a high performance workforce. Our employees are highly trained professionals: 63% have a bachelor degree or higher. Our grades range from GS-6 to GS-15 under the leadership of six Flag Officers and four Senior Executive Service (SES) members. Under NSPS, 92% of our civilian employees will be grouped in the broadest career group – the “Standard” career group. On April 30, 2006, 170 employees assigned to the COMPACFLT Headquarters command will convert to the new personnel system.

Admiral Roughead, as Commander of the Pacific Fleet, believes our civilian workforce is vital to accomplishing the mission of the Pacific Fleet. In his Commander's Intent titled,

“Enhancing Asia-Pacific Sea Power,” Admiral Roughead strategically aligned Pacific Fleet’s mission with the Department of the Navy’s plans for security, stability, and prosperity of the Asia-Pacific maritime domain. The Commander’s Intent focuses on four areas that maximize our contribution to regional security and stability: warfighting readiness, force posture, regional relationships, and future preparedness. Our civilian workforce is key in every area. Admiral Roughead recognizes that without the military and civilian men and women who serve our Navy, and the families who support us, the value of all the Navy’s ships, submarines, aircraft and well-laid plans is zero. These men and women put capability into our machines and systems. They are the lifeblood of the Navy. Our civilians are the knowledge base of our workforce and critical to the transformation needed to support operations. It is essential that we have a human resources (HR) system that is capable of supporting and protecting their critical role in COMPACFLT’s total force effectiveness.

We are committed to maintaining a successful and motivated civilian workforce. To prepare the employees for this conversion, we have taken an assertive and responsible approach. We have implemented a rigorous training program and have maintained open lines of communication to ensure the workforce that we are committed to their success. Starting from the top down, we have worked on building trust between supervisors and employees. We believe this is critical to the success of NSPS. Admiral Roughead, his Deputy, RADM Donnelly, Flag Officers, and SES members receive the latest information on NSPS at weekly staff updates. NSPS deployment is also tracked in the Focus Area

Commander's Tool (FACT), an on-line application that is used to communicate status and barriers to key mission initiatives.

About a year and a half ago, I appointed a project manager (PM), a change management agent, a training program manager, and chartered an NSPS implementation team. Our PM serves as the primary point of contact for all NSPS related information. She actively participates in bi-weekly conference calls with the DoN Project Management Office, establishes networks with other command PM's, and is readily available to answers questions to allay employees' concerns. The implementation team is comprised of diverse members of the COMPACFLT team, represented by each staff directorate. They are civilian and military, supervisory and non-supervisory, some with pay-for-performance experience, and some with targeted knowledge in finance, HR, legal, public affairs, and information technology. These team members have been critical to ensuring information regarding NSPS reaches the workforce. They disseminate information, engage participation from their directorates, and provide feedback to the PM with regard to employees' concerns, questions, and specific needs. Team members provide the face-to-face communication necessary for transition to NSPS.

Our project manager and the implementation team launched a massive communication effort that incorporated the use of our on-line knowledge management tool called eKM. We also distributed NSPS brochures, held informational sessions, and sponsored formal training.

The COMPACFLT Headquarters as well as subordinate activities already utilize eKM to collaborate and share information. Communicating NSPS information using eKM, especially with its email feature, has been successful. Almost 300 documents including news items, articles, key memorandums, newsletters, and links on NSPS have been posted. An index system helps users easily find and retrieve data, making it an effective “one-stop-shop” for NSPS related information.

We recognize that not all employees prefer electronic means to information. To ensure our workforce is fully informed, we disseminated NSPS brochures developed by DoD’s Program Executive Office. These brochures provided executives, managers, supervisors, and employees with information on how to prepare for NSPS. Topics focused on communication, performance management, and training. We provided samples of these brochures to your respective staffs.

We took a proactive approach in providing informal education sessions, especially while the regulations were still in the draft stages and during the strategic and tactical pauses. We used this time to establish networks with other local DoD organizations interested in partnering with us and learning about NSPS. We hosted and invited representatives from the U.S. Pacific Command, Asia-Pacific Center for Security Studies, Defense Information System Agency, Human Resources Service Center Pacific, Commander Navy Region Hawaii, U.S. Submarine Forces Pacific, Naval Computer and Telecommunications Area Master Station, Fleet Industrial Support Command Pearl

Harbor, Pearl Harbor Naval Shipyard, and other Fleet activities to participate in events and training sessions.

One of the first goals of the implementation team was to learn from the China Lake Demonstration Project HR management team. Approximately 40 managers and supervisors as well as 40 HR practitioners attended round-table discussions to share lessons learned and best practices based on China Lake's 25 years of experience in a pay-for-performance system. The implementation team hosted the DoN NSPS Project Management Officer to facilitate an executive-level presentation, a briefing for managers and supervisors, a town-hall style briefing, and a meeting with members of the Federal Manager's Association, Pearl Harbor Naval Shipyard. All sessions were very well attended, with over 50 individuals attending the managers and supervisors briefing held at COMPACFLT Headquarters.

We have incorporated DoN's blended approach to development in COMPACFLT's NSPS Training Strategy. This approach includes formal classroom training, facilitated workshops, and e-learning courses.

Employees were highly encouraged to attend town hall meetings hosted by the Deputy Assistant Secretary of the Navy (Civilian Human Resources). These meetings were open to all Navy activities on Oahu and attended by over 200 employees. Providing a good introduction to NSPS, they reinforced DoD's business case for change. The PM and change management agent provided several lunch-hour sessions to provide employees

with NSPS status, change management resources, and lessons on how to access e-learning courses. Employees also enjoyed a question and answer panel session led by fellow employees with personal experience working in other pay-for-performance systems. The panel members provided thought provoking discussion points and shared their experiences from both private industry and federal government systems. While most of the early events focused on managing change, we also sponsored sessions that addressed items that won't change – for example, the Merit System Principles and Prohibited Personnel Practices. All employees were reminded that these guiding principles and Equal Employment Opportunity (EEO) policies remain unchanged. Employee sessions were relatively well attended by an average of 30 individuals per session.

We also made available e-learning courses through the Navy's Knowledge On-line (NKO) site. The NKO site hosts DoD's web-based training as well as DoN's e-learning curriculum. The on-line courses focus on developing the "soft skills" required for successful NSPS implementation including Change Management, Strategic Alignment, Strategic Thinking, Interpersonal Communications, Coaching and Development. We also have a robust Civilian Leadership Development program that encourages employees to enhance all leadership competencies, including those identified for NSPS readiness. To further ensure our managers, supervisors, and employees develop strong "soft skills," we established an NSPS Library. Currently, over 40 books are available that cover a range of leadership topics like performance management, recognition, learning about behavioral styles, dispute resolution, and organizational transformation.

COMPACFLT administered the Navy's Performance Management Survey developed by the Corporate Leadership Council (CLC). The CLC tool garnered a baseline analysis to identify the presence or absence of performance drivers throughout our Command. The results validated the communication and training efforts sponsored by the implementation team.

The first formal curriculum launched was "Coaching for High Performance." We volunteered one Master Trainer to support DoN's train-the-trainer effort. After training two more master trainers, we were able to build a local training team consisting of eight members located on Oahu. In eight co-facilitated workshops, we trained a total of 114 managers and supervisors from COMPACFLT Headquarters and other local activities. "Coaching for High Performance" was designed to foster a workplace with open, direct, and respectful communication. Managers and supervisors were provided with an opportunity to refresh their existing skills as coaches. A business case for coaching was supported when participants reviewed desirable and undesirable performance drivers that exist within their organizations. There was clear nexus between the results of coaching and the existence of desirable drivers. Emphasis was placed on strategic alignment, achieving a high performance organization, communications, building rapport, preparing to coach, and having the tools to successfully execute a coaching plan. These topics are important to ensure managers, supervisors, and employees are able to communicate openly and honestly about current work, performance expectations, accomplishments and future goals. Course evaluations indicated that as a result of the workshop, we could expect a 29% average increase in personal effectiveness.

We conducted 19 follow-on workshops to assist Directorates in developing their own organizational objectives cascaded from the Commander's Intent. Feedback received on these intimate workshops were positive and resulted in all Directorates formulating organizational goals. These cascading objectives are necessary for employees to have a clear "line of sight" to COMPACFLT's mission and help develop their own individual performance objectives.

In preparation for the formal classroom NSPS training, our training program manager and facilitators invested many hours to learn the NSPS curriculum, practice and polish their presentation skills, set up appropriate logistics, market the training schedule, and deploy a new on-line registration process. To learn the NSPS curriculum, local facilitators attended DoD-sponsored training sessions in Columbus, Ohio in October 2005 and in March of this year. Facilitators attended trainer workshops, participated in practice sessions and dry runs to enhance their presentation skills. Logistic details included finding and scheduling classrooms, ordering manuals and instructor aids, coordinating schedules with instructors, and obtaining assistance to prepare and set up for training. Training schedules were advertised through electronic notices, brochures, posters, and word of mouth from implementation team members. The Event Registration Application (ERA) was developed to facilitate the NSPS training registration process. This application will be used for future events as well as exported to other activities.

Training on the technical aspects of NSPS started last week with DoD's web-based training called "NSPS 101." This course provides a well-organized introduction to NSPS and features a conversion tool to assist employees in obtaining information on their new career group, pay schedule, pay band, and estimated salary.

On April 7, 2006, COMPACFLT's top leaders benefited from a Senior Leader Forum on NSPS presented by DoD's Deputy NSPS Program Executive Officer and DoN's Project Management Officer. The session provided an executive level overview of the NSPS architecture. Focus was put on the new flexibilities, leadership responsibilities, and the need to maintain a corporate philosophy in areas such as compensation.

We also recently initiated a four-hour session on "HR Elements." Our PM and our servicing HR Personnel Advisor scheduled and facilitated a total of six sessions (including one make-up session). The course explained the new terms and definitions and provided details on the technical changes involved with NSPS conversion. Topics included pay and compensation, performance management, hiring and employment, and workforce shaping. To ensure employees have a fundamental understanding of the new human resources processes, we have made the HR Elements curriculum a prerequisite to Performance Management courses.

On Monday, April 10, 2006, we launched the first of three "Performance Management for Managers and Supervisors" courses. This sixteen-hour curriculum provides supervisors and managers with tools needed to develop clear and understandable

performance objectives that are strategically aligned, engage in meaningful discussions with employees about performance expectations, including accomplishments and areas that need development. Starting April 18, 2006, employees will receive eight hours of Performance Management training and learn to develop personal job objectives that are results oriented and mission focused. At the end of this course, employees will understand how the new performance management process ties performance to pay and how they can continue to succeed in their jobs and careers under NSPS. There are five sessions (including one make-up) scheduled for “Performance Management for Employees.”

Top leadership has been fully engaged in supporting COMPACFLT’s formal training strategy. The Pacific Fleet Deputy Commander and I are committed to welcoming employees and providing opening remarks at every formal class. We will ensure that all questions raised at training events will be answered in a timely manner. Subject matter experts will be on-hand to address students. In addition, all questions and answers will be collected, shared, and become part of our lessons learned package. Both technical courses incorporate a pre- and post-learning benchmark tool. This will help determine whether the formal classes were effective and gauge whether additional training should be offered. The HR Elements and Performance Management courses were mandatory for all COMPACFLT civilian employees and supervisors of civilians. By April 30, 2006, we will have trained almost 250 individuals on the technical aspects of NSPS. Those numbers include the COMPACFLT Headquarters workforce as well as representatives from our local DoD partners.

We have made a commitment to our subordinate activities to provide them with a strong communication framework and to share valuable lessons-learned. They have appointed NSPS representatives and most have their local implementation teams established. These representatives attended train-the-trainer forums, participated in bi-weekly teleconference calls, and are invited to all informal and formal information sessions. Again, our on-line knowledge management tool has allowed us to instantly share the communication tools and resources available.

The DoD's Program Executive Office is developing additional formal training on Writing Accomplishments and Pay Pool Management. These courses will be added to our training schedule when available.

We recognize that accepting change is difficult, especially when that change affects one's livelihood. Successful execution of our communication and training strategies has prepared our workforce for the upcoming transformation. We have built credibility into each aspect of our deployment strategy by involving our people. Employees have been encouraged to raise questions and concerns at all events and training sessions. We will continue to evaluate training content, quality of our trainers, and assess employee learning. We have built and continuously adjust our current communication and training strategies to incorporate feedback provided by employees. NSPS implementation at COMPACFLT has been an open project that has welcomed volunteers in building our implementation team, training team, and support network. The implementation team

continues to address employee concerns by responding with accurate information. We are confident in our ability to successfully implement this new civilian personnel system with a view towards minimizing employee concern while maximizing employee participation and acceptance.

I am confident NSPS will provide COMPACFLT with the modern civilian HR system needed to attract and retain the talent we require. A core NSPS objective is to provide an environment where employees will be encouraged to excel, challenged with meaningful work, and ultimately recognized for their contribution. We look forward to utilizing the flexibilities of NSPS, specifically the ability to offer compensation that is competitive with the private sector and reward outstanding performance. Our civilian employees are being asked to assume new and different roles, to be more innovative, agile and accountable. By aligning individual objectives with mission objectives, NSPS ensures that accountability exists at all levels.

Thank you again for the opportunity to testify.