

Headquarters U.S. Air Force

Integrity - Service - Excellence

Disruptive Thinking Workshop: Civilian Hiring

**2011 MHS Conference
AFMS Breakout
27 Jan 2011**



**Col Roosevelt Allen
Director, AFMS
Recruiting/Sustainment
Division (SG1D)**

Report Documentation Page

Form Approved
OMB No. 0704-0188

Public reporting burden for the collection of information is estimated to average 1 hour per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to Washington Headquarters Services, Directorate for Information Operations and Reports, 1215 Jefferson Davis Highway, Suite 1204, Arlington VA 22202-4302. Respondents should be aware that notwithstanding any other provision of law, no person shall be subject to a penalty for failing to comply with a collection of information if it does not display a currently valid OMB control number.

1. REPORT DATE 27 JAN 2011		2. REPORT TYPE		3. DATES COVERED 00-00-2011 to 00-00-2011	
4. TITLE AND SUBTITLE Disruptive Thinking Workshop: Civilian Hiring				5a. CONTRACT NUMBER	
				5b. GRANT NUMBER	
				5c. PROGRAM ELEMENT NUMBER	
6. AUTHOR(S)				5d. PROJECT NUMBER	
				5e. TASK NUMBER	
				5f. WORK UNIT NUMBER	
7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES) Headquarters U.S. Air Force, Air Force Medical Service , Washington, DC, 20301				8. PERFORMING ORGANIZATION REPORT NUMBER	
9. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES)				10. SPONSOR/MONITOR'S ACRONYM(S)	
				11. SPONSOR/MONITOR'S REPORT NUMBER(S)	
12. DISTRIBUTION/AVAILABILITY STATEMENT Approved for public release; distribution unlimited					
13. SUPPLEMENTARY NOTES presented at the 2011 Military Health System Conference, January 24-27, National Harbor, Maryland					
14. ABSTRACT					
15. SUBJECT TERMS					
16. SECURITY CLASSIFICATION OF:			17. LIMITATION OF ABSTRACT	18. NUMBER OF PAGES	19a. NAME OF RESPONSIBLE PERSON
a. REPORT	b. ABSTRACT	c. THIS PAGE			
unclassified	unclassified	unclassified	Same as Report (SAR)	12	



U.S. AIR FORCE

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**

Integrity - Service - Excellence



U.S. AIR FORCE

Disruptive Thinking Working Group Breakout Session

- **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**

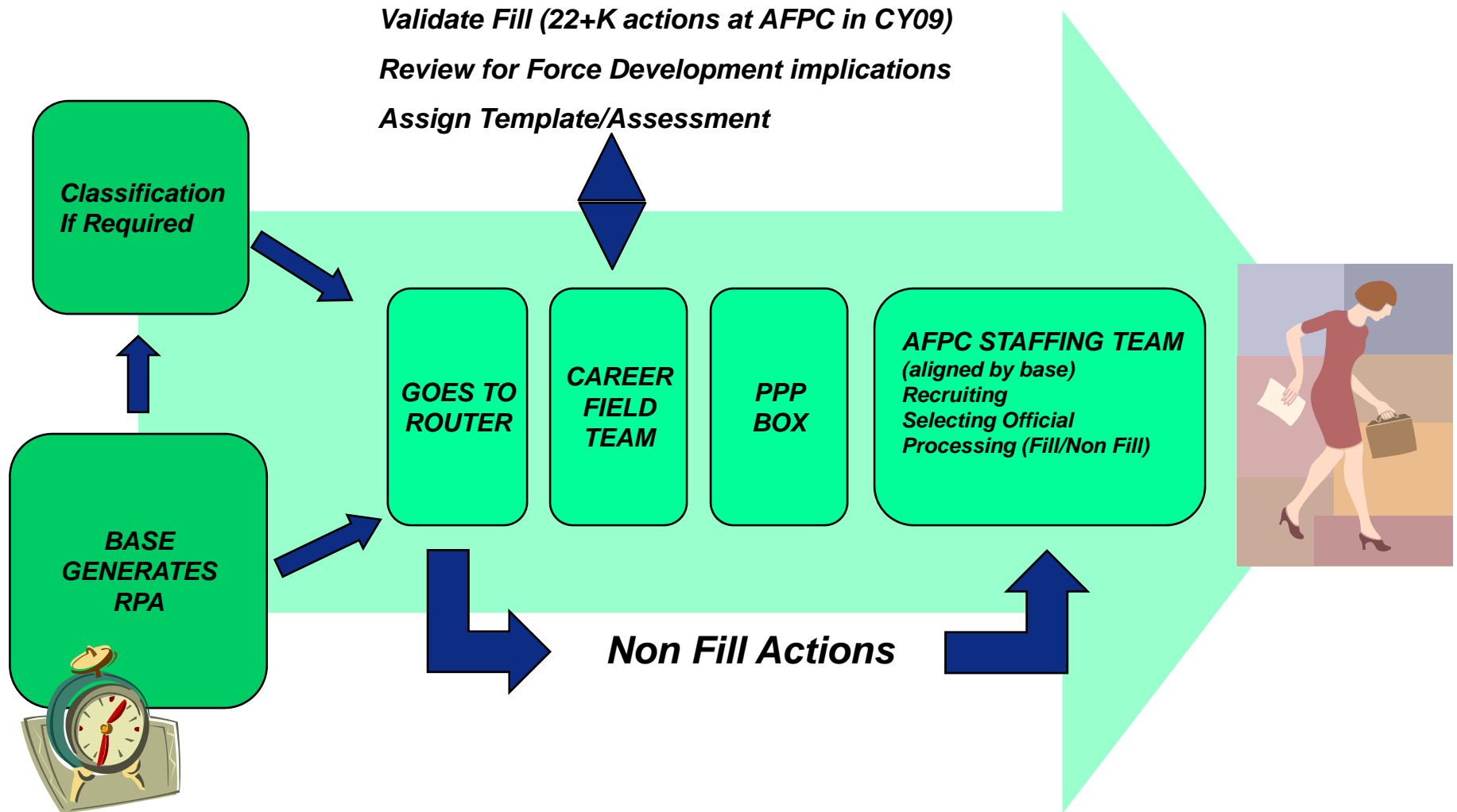
- **Deliverables:**
 - **Summary of discussion**
 - **Potential solutions with OPRs**
 - **Top Recommendations**

- **Quadruple Aim Alignment:**
 - **Better Care**
 - **Best Value**



U.S. AIR FORCE

Hiring Process Overview – Fill Actions



Integrity - Service - Excellence



U.S. AIR FORCE

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



U.S. AIR FORCE

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**



U.S. AIR FORCE

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



U.S. AIR FORCE

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**



U.S. AIR FORCE

AF/SG's Vector

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



U.S. AIR FORCE

AF/SG's Vector

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**



U.S. AIR FORCE

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”

