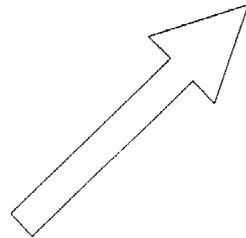


# Corporate Information Management

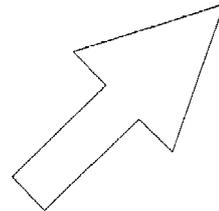


Civilian Human Resources Management

Civilian  
Personnel  
1990



Civilian  
Human  
Resources  
Management  
2000



Human  
Resources  
Management  
2010

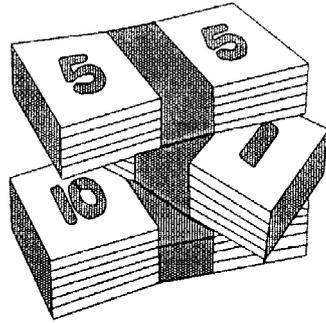
# Composition of Civilian Human Resources Management CIM Functional Core Group

OASD-FM&P	1 Director
OSD-CIM	1 Deputy Director
	1 Admin Asst
IRMC	1 Facilitator

	CHRM Specialists	ADP Specialists
Air Force	5	1
Army	4	1
DLA	4	2
DMA	1	0
Navy	4	2
WHS	1	0
	<hr style="width: 100%; border: 0.5px solid black;"/>	<hr style="width: 100%; border: 0.5px solid black;"/>
	19	6

# SCOPE

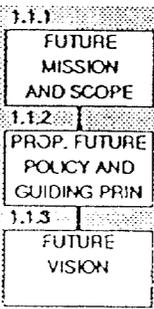
PROGRAM PLANNING, IMPLEMENTATION, AND  
EVALUATION RELATED TO THE STRUCTURE,  
ACQUISITION, LEADERSHIP, SUSTAINMENT,  
RETENTION, AND SEPARATION OF THE  
CIVILIAN WORK FORCE.



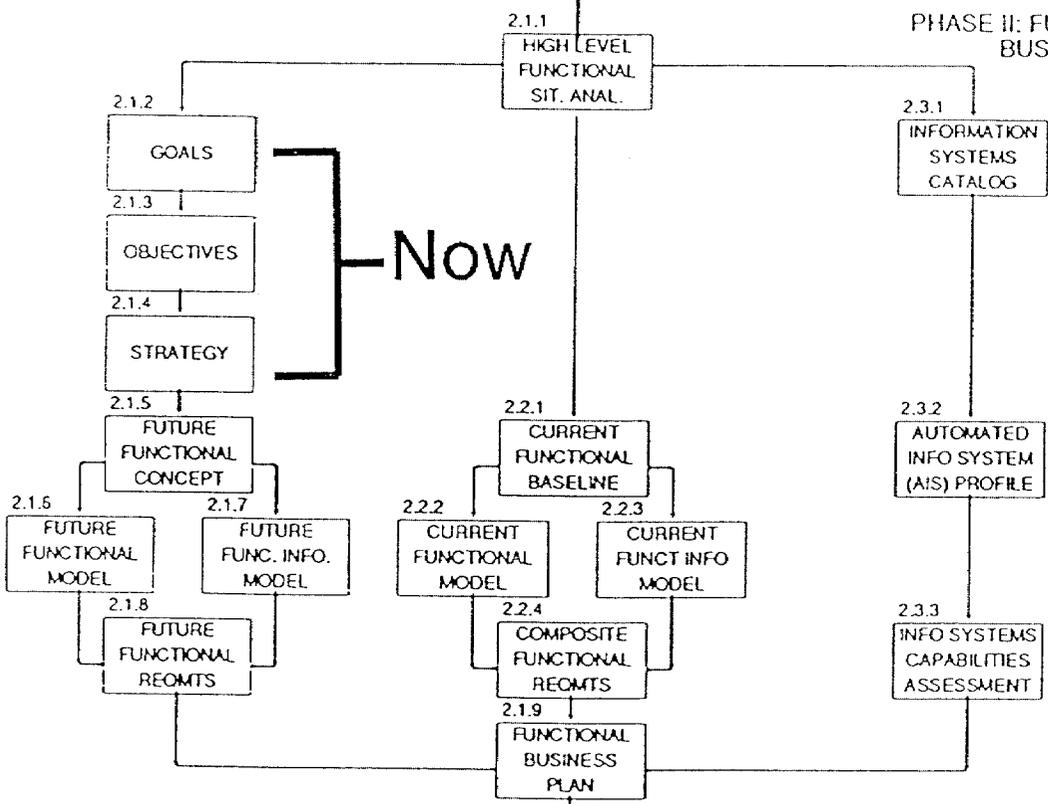
\$ 408 Million

- Includes all DoD 200 Series Personnel
  - Salaries & Benefits (18,256)
- Does not include
  - 300 Series (Clerical)
  - 334 Series (ADP Technical)
  - Systems Costs
  - Operational Support Costs

PHASE I: FUNCTIONAL VISION

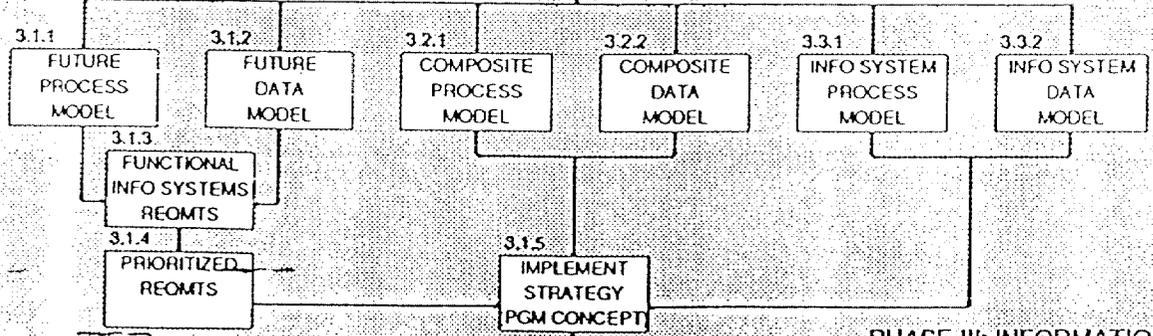


PHASE II: FUNCTIONAL BUSINESS PLAN



Now

PHASE III: INFORMATION SYSTEMS STRATEGY

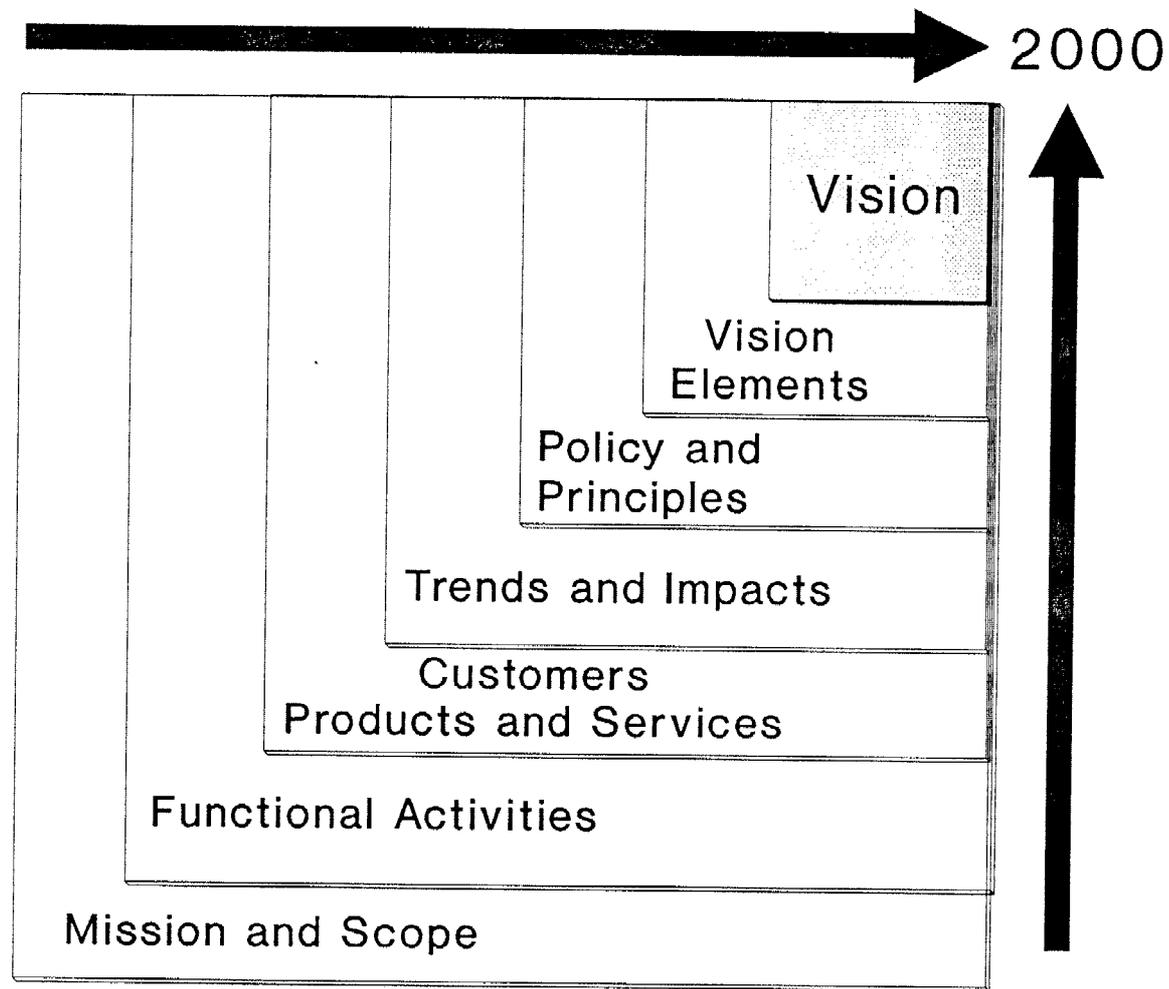


DESIGN

# ACCOMPLISHMENTS

- Completion of Phase I
- Task Oriented Team with:
  - Increased Understanding of Cultural Differences
  - A Common Language
  - More of a Global View
  - Purple Flavor
- Alternative Personnel Systems(Industry & Government)
  - US West
  - NUMMI
  - HP
  - IBM
  - Florida Power & Light
  - China Lake
  - Federal Express
  - McClellan AFB
  - NAS Jacksonville
  - NIST
  - IPMA Assessment Center

# PHASE I FUNCTIONAL VISION

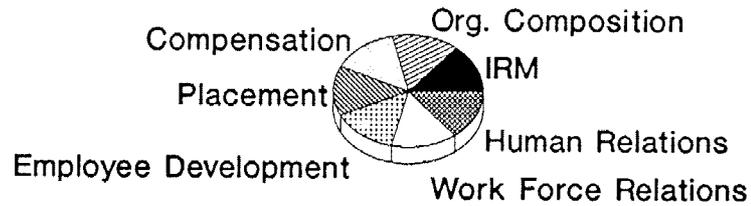


## MISSION

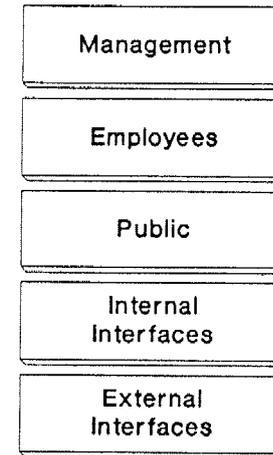
Develop and provide civilian human resources management policies, programs, and systems which anticipate and meet work force requirements, support customers' expectations, and contribute to organizational performance

# SCOPE

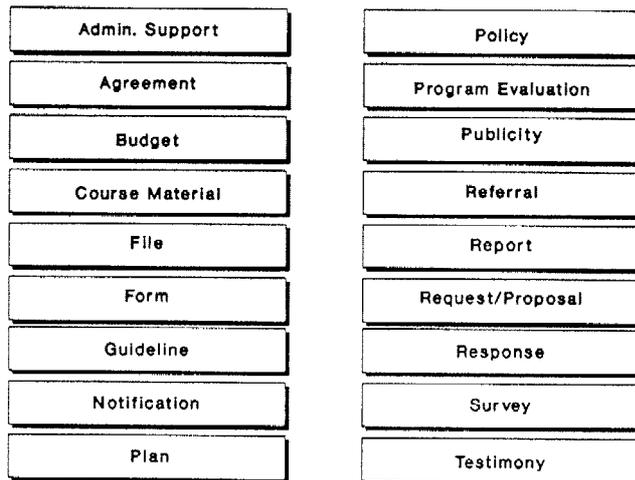
## Functional Activities



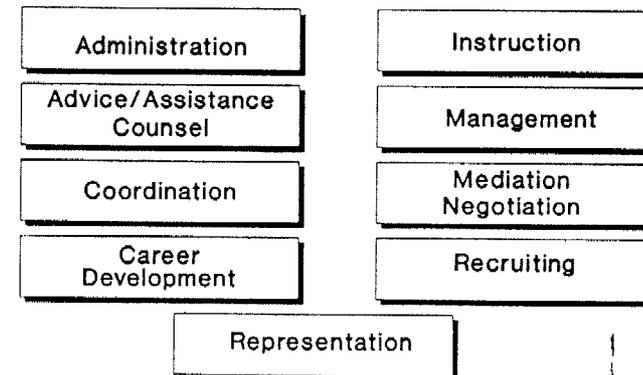
## Primary Customers



## Products



## Services



# TRENDS

- Superpower Relations Continue to Improve
- Focus and Mission of DoD Shifting
- Reductions in Resources
- Advances in Technology
- Civil Service Reform
- Work Force Diversification
- Concern for Environment

## TRENDS

1. SUPERPOWER RELATIONS CONTINUE TO IMPROVE
2. FOCUS AND MISSION OF DOD SHIFTING
3. REDUCTIONS IN RESOURCES
4. ADVANCES IN TECHNOLOGY
5. CIVIL SERVICE REFORM
6. WORK FORCE DIVERSIFICATION
7. CONCERN FOR ENVIRONMENT

## TREND #2 WITH IMPACTS

### FOCUS AND MISSION OF DOD SHIFTING

- RAPID AND FLEXIBLE RESPONSE MECHANISM
- STRESS ON CIVILIAN MOBILIZATION PLANNING
- MORE EMPHASIS ON SECURITY

## TREND #1 WITH IMPACTS

### SUPERPOWER RELATIONS CONTINUE TO IMPROVE

- SMALLER FORCE STRUCTURE
- SKILLS IMBALANCES
- CONSOLIDATIONS
- OUT-PLACEMENT PROGRAMS

## TREND #3 WITH IMPACTS

### REDUCTIONS IN RESOURCES

- COMPETITION
- QUALITY, PRODUCTIVITY, AND COST
- PLANNING

# POLICY

- Merit and equality basic tenets of HRM
- Component diversity recognized in policy design
- Strategic planning institutionalized in CHRM
- Policies, programs, and procedures maximize flexibility

## POLICY

- Merit and equality basic tenets of HRM
- Component diversity recognized in policy design
- Strategic planning institutionalized in CHRM
- Policies, programs, and procedures maximize flexibility

## PRINCIPLES

- CHRM contributes to mission accomplishment
- Customer needs key to program planning
- Civilians integral part of total force
- CHRM authority, responsibility, and accountability inherent management function
- Leadership and vision responsibility of corporate
- Mutual trust and respect

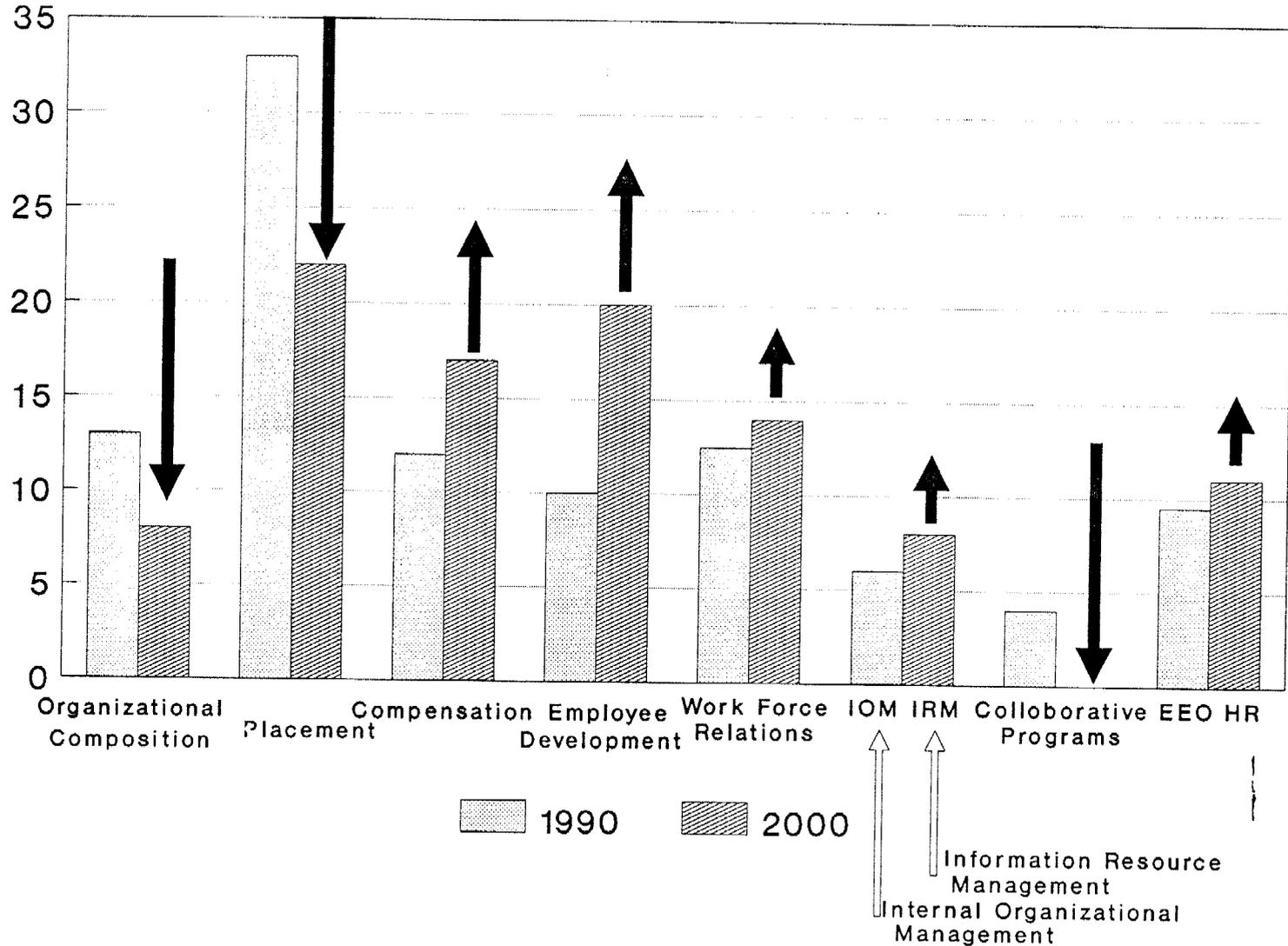
## PRINCIPLES

- Employees are assets
- Creativity and risk-taking encouraged
- Simplicity and less regulation
- Responsive programs required to attract and retain
- Change managed proactively
- Culture enhances productivity

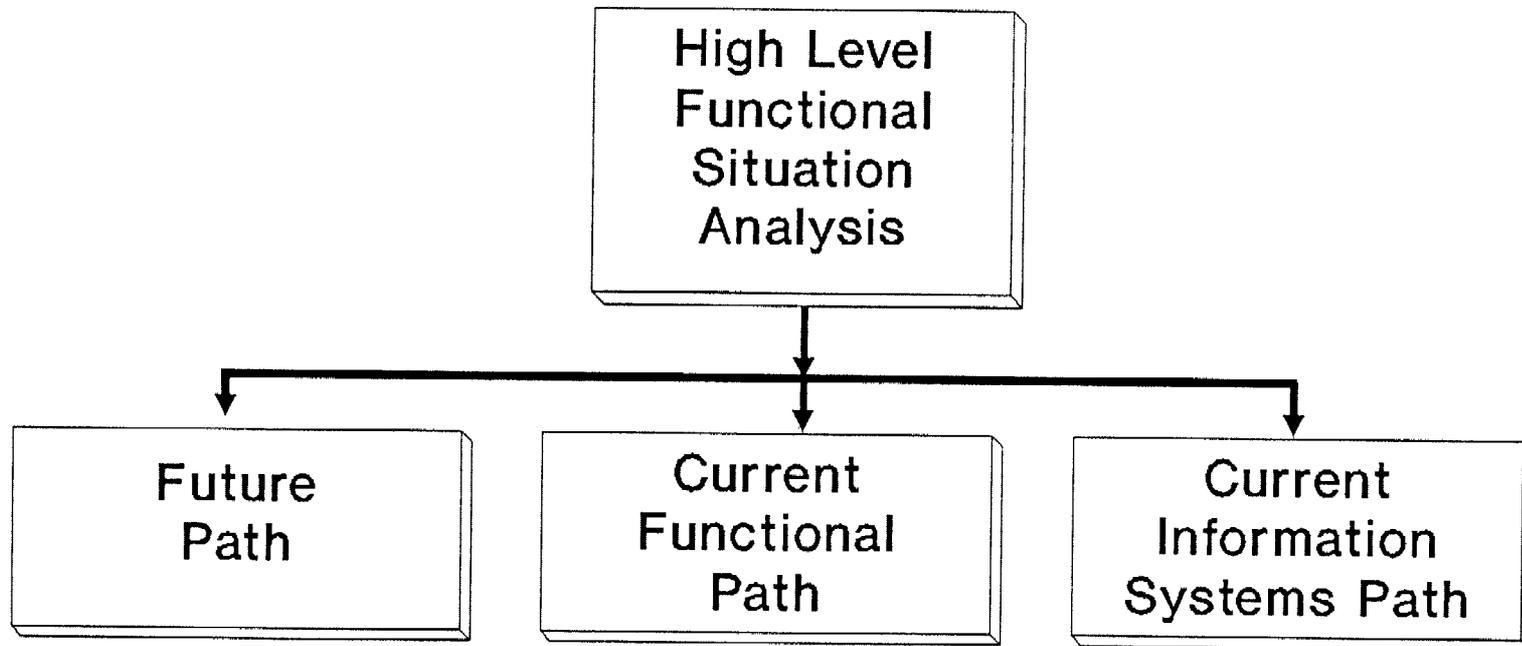
# VISION

- Sensitivity to diverse work force
- Organizational design optimized
- Delegation of authority and responsibility
- Maximum flexibility
- Responsiveness to customer needs

# Functional Activities Changes in Resource Utilization

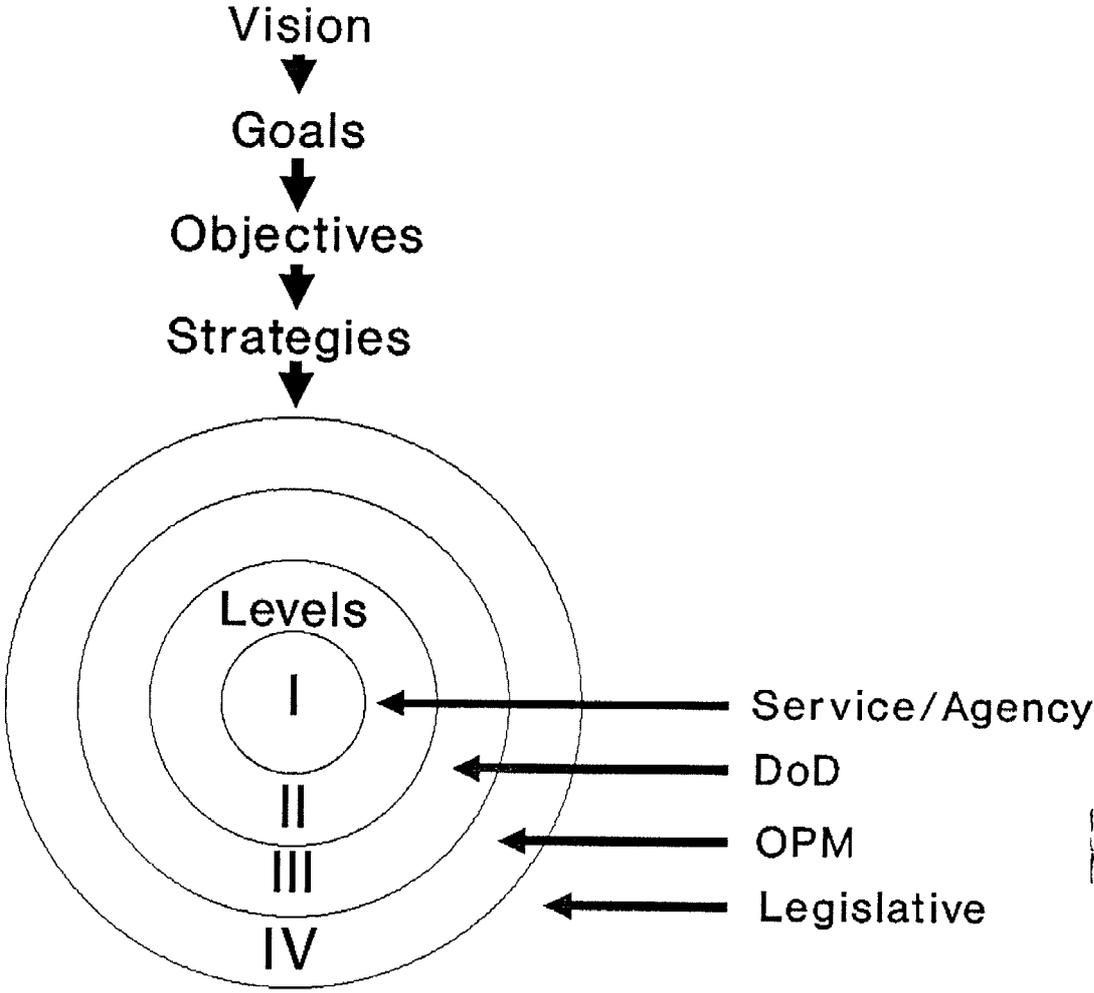


# PHASE II FUNCTIONAL BUSINESS PLAN

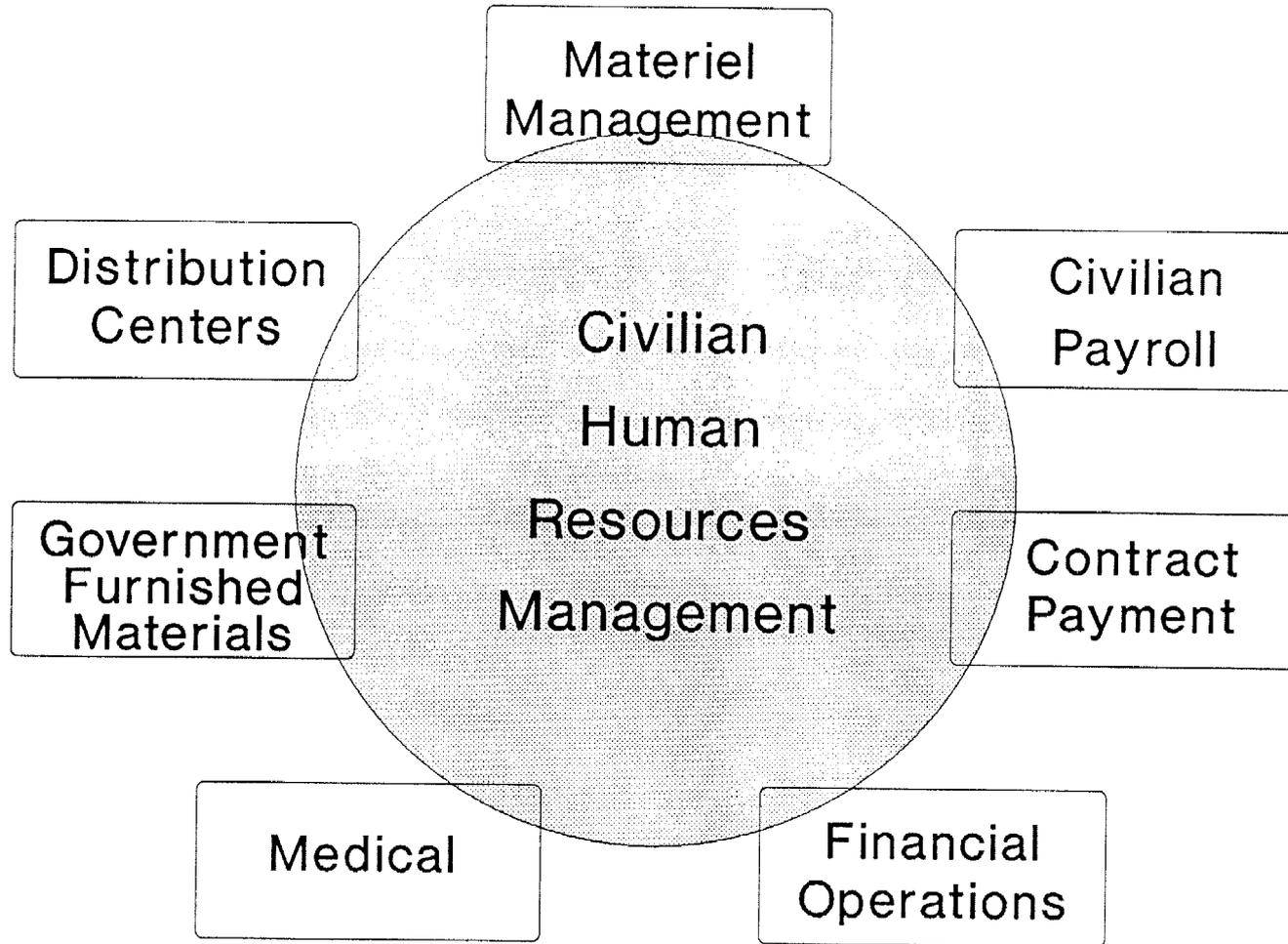


3 Separate But Related Paths  
Accomplished Concurrently

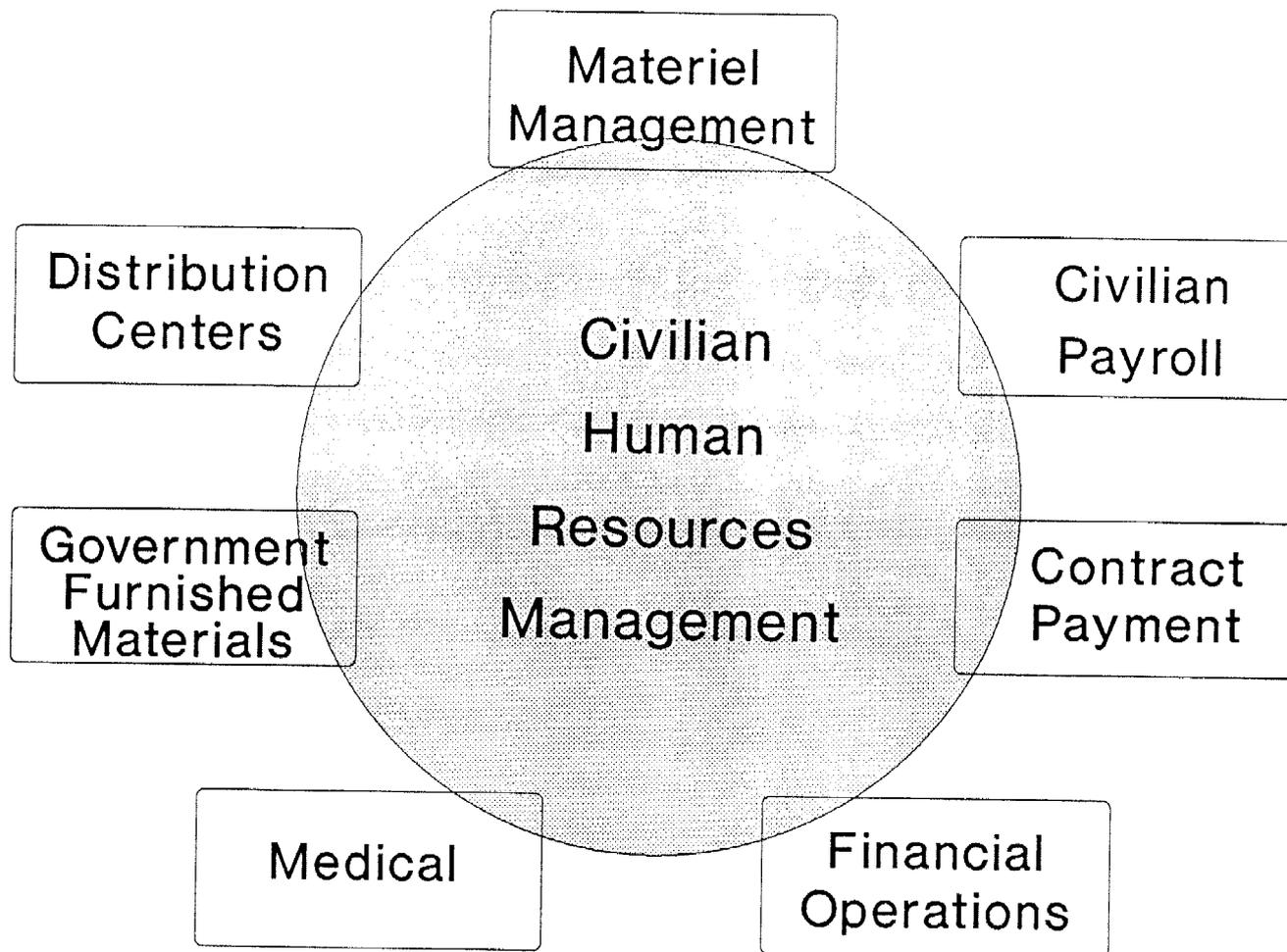
# APPROACH



# CIM Functional Group Integration



# CIM Functional Group Integration



## ADP INTERIM SYSTEMS CANDIDATES

- o DEFENSE LOGISTICS AGENCY - APCAPS (AUTOMATED PAYROLL CONTROL AND PERSONNEL SYSTEM)
- o AIR FORCE - PDS-C (PERSONNEL DATA SYSTEM-CIVILIAN)
  - ARMY AND NAVY USE PDS-C CORE SYSTEM WITH SERVICE UNIQUE ENHANCEMENTS
  - ARMY AND NAVY: CENTRALIZED PROCESSING
  - AIR FORCE: MAIN FRAME AT EVERY AIR BASE (SHARED WITH OTHER FUNCTIONS)

## ADP INTERIM SYSTEMS CANDIDATES

- o DEFENSE LOGISTICS AGENCY: 65,000 EMPLOYEES ON APCAPS  
- 3 OTHER FEDERAL AGENCIES ALSO USE APCAPS
- o AIR FORCE: 303,000 EMPLOYEES ON PDS-C
- o ARMY: 425,000 EMPLOYEES ON THEIR VERSION OF  
PDS-C (FIELD ACPERS)
- o NAVY: 350,000 EMPLOYEES ON THEIR VERSION OF  
PDS-C (NCPDS)
- o 102 OTHER FEDERAL AGENCIES USE PDS-C WITH  
ENHANCEMENTS (MAJOR NON-DoD AGENCIES: GSA, OPM, DOL)

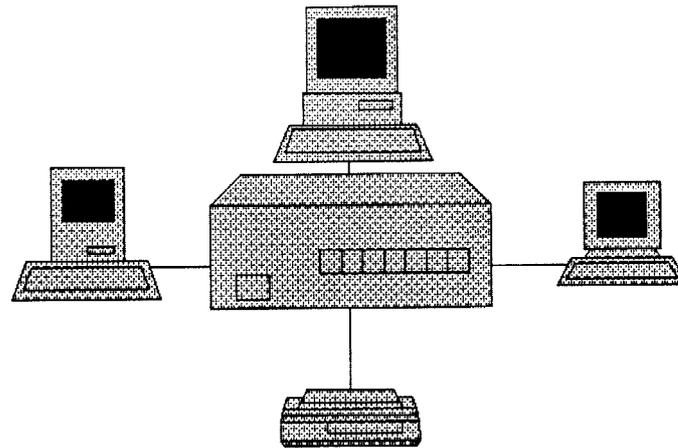
# Challenges

- People Issues
  - ✓ Loss of Key People
  - ✓ Replacement & Augmentation (SME)
  - ✓ Commitment of Senior Level Managers
  
- Systems Issues
  - ✓ Interim System Recommendation
  - ✓ Information System must satisfy
    - DoD Core Requirements
    - Service Uniqueness
  - ✓ Integration with other Functions (CIM)
  - ✓ Collection of accurate cost data difficult
  
- Environmental Issues
  - ✓ CHRM Impact on all Functions
  - ✓ Operationalizing a Strategic Plan  
in political, economic, & military turbulence  
(Gramm-Rudman, Desert Shield)

# Concluding Remarks

- CIM Methodology will produce a high quality product benefiting
  - the function
  - its customers
  - integration among components
- Complexity of the function will increase the time required to complete the process relative to other CIM functional groups
- Increased time will require augmentation, overlap and handoff of personnel (particularly TDY) upon completion of Phase II

**CIM is much more than ADP**



**It is a Visionary Look at the Function  
in the year 2000**

**(Mission, Customers, Products, Structure, & Technology)**

**NOT**

**Technology Applied to Old Methods**