

BILLETS TRANSFORMATION

*An Update for
PharmPAC*

03September2009

The Issues

- Contrary to other uniformed services, our current billets tend to reflect officer capabilities rather than position responsibilities.
- We can not effectively monitor vacancies by position (identify the best officers for the best positions), monitor skills shortages, recruit to meet our mission, etc. (ineffective force management).

Benefits of a Transformed Billets System

- For officers – clarity and specificity of responsibilities; objectively graded billets; real-time vacancy monitoring; enhanced career development (transparency to the officers for positions within the Corps)
- For agencies – real-time identification of officers for positions; electronic referral of qualified candidates

Developmental Principles (1)

- From the Classifications and Positions Work Group Report (dated March 3, 2006) approved by the Secretary [October 2006] as part of the Commissioned Corps Transformation Implementation Plan
- Have acted as the basis for all billets transformation actions to date

Developmental Principles (2)

- Billets reflect positions, not officer capabilities
- Unique billet for each position
- Billets link to officer profiles
- Standard components (PAC developed) generically describe essential duties
- Position-specific components (Agency level) provide precise duty information
- Billets will describe requirements for the position as well as additional desired qualifications.
- Billets will have a designated expected length of tour.

Progress

- BOPS WPDG developed standard format
- Categories created standard billets
- Beta test and prototype tests completed
- Standard billets revised (390 currently)
- MS Office-based Billet Collection System (BCS) under development

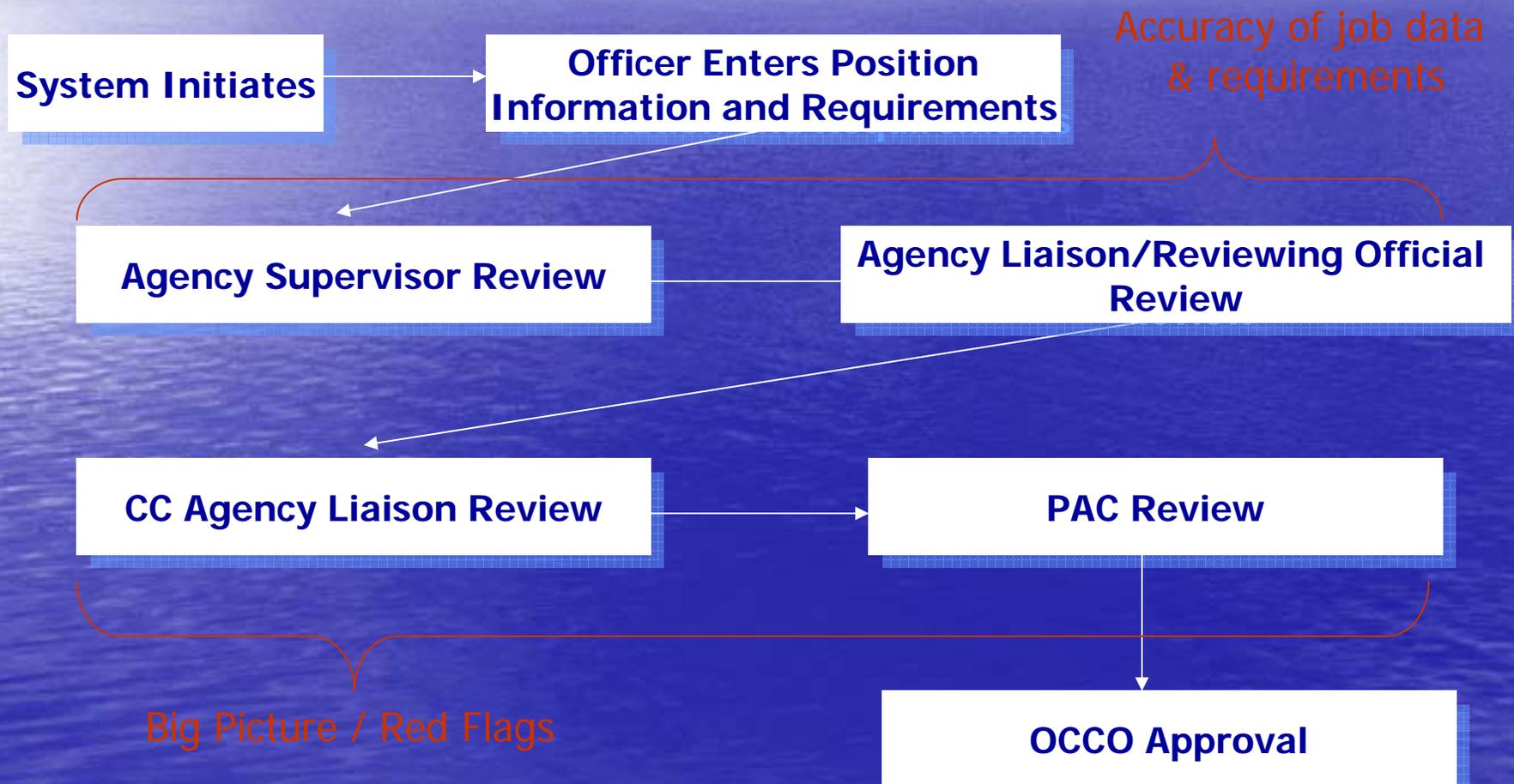
Implementing BCS (1)

- The BCS product is nearing final development
- The developer will deliver this product in October/November 2009
- A launch schedule has been developed which will likely include five waves of billets development, each encompassing from 1,000 to 1,700 officers (grouped by category)
- Prior to launch, an online tutorial will be made available to officers, supervisors, and reviewing officials (officers version targeted for early September 2009)

Implementing BCS (2)

- Category-specific billets development will occur first; multidisciplinary billets development will occur last
- Each wave will require approximately 120 days, from the time officers initiate billets through supervisors and reviewing officials concurrence
- The entire process, to create 6,000+ billets, will require approximately 8 months
- Transformation staff will be focused on billets development throughout this process
- Billets data will be uploaded to Direct Access
- New billets will not be official until 2010

Billet Collection Process



Billet Initiation (Officer Responsibilities)

- Officer selects standard billet title (response to email inquiry)
- System-generated standard billet emailed to officer
- Officer adds position-specific components to standard billet, mostly from drop-down selections
- Officer is reminded that he/she is describing minimum requirements of his/her current position, not his/her personal capabilities
- Officer identifies his/her supervisor and reviewing official and emails completed draft billet to system administrator
- Officer will be unaware of calculated grade
- Anticipated time requirements = 1 hour or less

Billet Review (Supervisor Responsibilities)

- Draft billet error-checked by system and forwarded to officer's supervisor (billet grade included)
- Supervisor verifies accuracy of selections and position-specific duties entered by the officer. If disagreements, supervisor discusses potential changes with officer. If changes to billet change grade, supervisor and officer will not be aware of extent of changes.
- Supervisor emails reviewed billet to system administrator.
- Anticipated time requirements = 30 minutes

Billet Review (RO/AL Responsibilities)

- Draft billet error-checked by system and forwarded to either the reviewing official or the agency liaison (as specified by each agency liaison) (billet grade included)
- RO/AL verifies accuracy of the draft billet. If disagreements, discuss potential changes with supervisor (who discusses with officer). If changes to billet change grade, supervisor and officer will not be aware of extent of changes.
- RO/AL emails reviewed billet to system administrator.
- Anticipated time requirements = less than 30 minutes

Billet Review (Agency Liaison Responsibilities)

- Summary report (names, position titles, major duties, previous grade, new grade, etc.) reviewed for major, high-level inconsistencies
- If problems identified, system administrator advised and process initiated to rectify problems through reviewing officials, supervisors, and officers
- System administrator advised when review is complete
- No PAC review of multidisciplinary billets, so Agency Liaison review will be required and critical
- Anticipated time requirements = no more than several days

Billet Review (Category Responsibilities)(1)

- Draft billet error-checked by system and possibly forwarded to category representative (as specified by each category) (billet grade included)
- Category rep verifies accuracy of the draft billet. If disagreements, discuss potential changes with agency liaison (who discusses with supervisor/officer). If changes to billet change grade, category rep and agency liaison will be aware of extent of changes.
- Category rep emails reviewed billet to system administrator.
- Anticipated time requirements = less than 30 minutes per billet

Billet Review (Category Responsibilities)(2)

- Summary report (names, position titles, major duties, previous grade, new grade, etc.) reviewed for equity and consistency across agencies
- If problems identified, system administrator advised and process initiated to rectify problems through agency liaisons
- System administrator advised when review is complete
- Anticipated time requirements = no more than several days

Billet Approval (OCCCO Responsibilities)

- Draft billets, error-checked by system, to OCCCO for approval
- The OCCCO billets approval process is still in the development stage

Communications

- Transformation staff worked with the OS Communications staff to develop a communications plan
- Awareness and understanding of BCS must be widespread (officers and civilians) well in advance of launch

Next Steps

- Continued implementation of the communications plan
- Teleconferences and other communications releases to increase awareness and understanding of BCS
- Development and implementation of the online BCS tutorials (officers and supervisors)

For Further Questions Contact:

CAPT Byron P. Bailey, MPH
Transformation Officer – Billets
U.S. Department of Health and Human Services
Office of Public Health and Science
1101 Wootton Parkway, Suite 100, Room 117
Rockville, MD 20852
(240) 453-6101 (voice)
(240) 453-6141 (fax)
byron.bailey@hhs.gov