DEPARTMENT OF THE ARMY
HEADQUARTERS UNITED STATES ARMY TRAINING AND DOCTRINE COMMAND
102 MCNAIR DRIVE
FORT MONROE VIRGINIA 23651-1047

REPLY TO
ATTENTION OF
ATBO-C

17 Aug 2005

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: National Security Personnel System (NSPS) Campaign Plan

1. The National Security Personnel System (NSPS) transforms the civilian human resources system to be more responsive and performance oriented, increasing our flexibility to hire, assign, promote, and compensate employees. The Department of the Army must have the institutional capacity to adapt to a range of personnel challenges in the world today. The enclosed campaign plan, endorsed by the Secretary of Army, provides the framework for successful implementation of the new human resources system.

2. As the design of NSPS continues and implementation draws near, your involvement in planning efforts and implementation initiatives will increase. TRADOC is not a participant in the initial NSPS deployment for most aspects of the new system until FY07. However, the labor relations portion will be implemented Armywide in late FY05. I will rely on you to lead this change by actively communicating information to the workforce as it becomes available. Your commitment to the NSPS Campaign Plan is critical to the successful implementation of these personnel reforms.

Encl

ANTHONY R. JONES
Lieutenant General, U.S. Army
Acting Commanding General

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SECRETARY OF THE ARMY
WASHINGTON

28 JUL 2005

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Army National Security Personnel System (NSPS) Campaign Plan

1. The 2004 National Defense Authorization Act authorized the establishment of a new DoD personnel system, the NSPS. The new system provides an opportunity to improve the way we manage our civilian workforce.

2. Although the design of NSPS is not yet complete, significant planning and preparation are necessary at all levels of the Army prior to system implementation. The enclosed Army NSPS Campaign Plan provides the framework to successfully implement this critical DoD civilian human resources system throughout the Army.

3. Your personal commitment to the Army NSPS Campaign Plan is needed to demonstrate the Army's support to this new system and promote a positive environment for change.

Encls
as

Francis J. Harvey

DISTRIBUTION:
ADMINISTRATIVE ASSISTANT TO THE SECRETARY OF THE ARMY

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SUBJECT: Army National Security Personnel System (NSPS) Campaign Plan

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DIRECTOR, CIVILIAN HUMAN RESOURCES AGENCY

CF:
ASSISTANT SECRETARY OF THE ARMY (MANPOWER AND RESERVE AFFAIRS),
ATTN: SAMR-HR (MS. KLUH)

SUPERINTENDENT, US MILITARY ACADEMY

DIRECTOR
CIVILIAN HR REGION, EUROPE
CIVILIAN HR REGION, SOUTHWEST
CIVILIAN HR REGION, PACIFIC
CIVILIAN HR REGION, NORTHEAST
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CIVILIAN HR REGION, NORTH CENTRAL
CIVILIAN HR REGION, KOREA
CIVILIAN HR REGION, WEST
CIVILIAN PERSONNEL EVALUATION AGENCY

OFFICE OF THE GENERAL COUNSEL, ATTN: SAGC (MS. JOHNSON)
OFFICE OF THE JUDGE ADVOCATE GENERAL, ATTN: DAJA-LE (MS. NUGENT)

Army National Security Personnel System (NSPS) Campaign Plan

1. References.

a. Section 1101 of the National Defense Authorization Act (NDAA) for Fiscal Year 2004, Public Law 108-136 (November 24, 2003), Department of Defense National Security Personnel System.

b. Secretary of Defense Transformation Planning Guidance of 2003.

c. Secretary of Army memorandum, Subject: NSPS, dated January 11, 2005.

d. Assistant Secretary of Army memorandum, Subject: NSPS, dated April 1, 2004.

e. Army Campaign Plan, dated April 12, 2004.

f. Requirements Document for National Security Personnel System, dated September 25, 2004.

2. Situation.

a. Background: The 9/11 attacks on the homeland forever changed the defense posture of the nation and the Department of Defense (DoD). The current Federal personnel system, governed by antiquated law, is a rigid seniority-based system out of step with the changing defense posture. It is imperative that the DoD develops a flexible personnel system to hire, assign, promote, and compensate the civilian workforce. In one of many efforts to meet the new challenges, the Secretary of Defense proposed legislative changes for a more responsive personnel system to enable the DoD to support its mission. Consequently, the National Security Personnel System (NSPS), as enacted by the National Defense Authorization Act for Fiscal Year 2004, allows the DoD to establish a more responsive civilian human resource system to enhance the DoD ability to execute its national security mission.

b. General: The Army NSPS Campaign Plan directs the planning, preparation, communication, and execution of NSPS operations and Civilian Human Resource transformation for the Department of the Army (DA). Implementation is driven by the DoD timelines and NSPS requirements as defined in reference 1a. NSPS applies to the Headquarters, Department of the Army (HQDA) Staff, Army Major Commands (MACOMS), and supporting agencies and activities. Operations Orders will be developed to cover implementation requirements.

c. Strategic Environment:

(1) The Secretary of Defense Transformation Planning Guidance of 2003 outlines initiatives for transforming the DoD to meet the challenges of the global war on terrorism (GWOT).

(2) The Army is fully engaged in a transformation effort to create a pool of modular, agile, cohesive, deployable units. Part of this transformation includes the restructuring of military positions to civilian positions in the next few years. Combat support duties will be performed by DA civilians and defense contractors.

(3) The Base Realignment and Closure (BRAC) will continue to impact on the Army transformation and reshaping of the civilian force. A flexible and responsive hiring and reassignment system is required to maintain the capabilities of the civilian force to support Army missions.

(4) While GWOT is driving significant changes, other issues also combine to make NSPS the solution for the changing role of the DA civilian force. The civilian force is expanding to include more significant participation in combat support functions that will allow soldiers to focus on fighting the war.

(5) Within the DoD, Army has the largest contingent of civilian employees with over 230,000 in 550 occupations. The demands placed on this workforce have elevated since 9/11. Greater reliance on the civilian force to support the mission and combatant commanders occurs daily, including the requirement for civilian deployment in direct support of GWOT operations. This expanded role for civilian employees is expected to continue and to be enhanced.

(6) Transformation of the current Civilian Human Resource system will result in a relevant and ready civilian workforce.

3. Objectives.

a. NSPS campaign objectives support Army Human Resources (HR) core competencies:

(1) Develop a trained and competent civilian force to support the combatant and mission commanders.

(2) Develop a ready, relevant, and diverse civilian force capable of meeting mission needs.

b. The major NSPS objectives are:

(1) Increase flexibility in hiring and assignment to reshape the workforce to meet changing mission requirements.

(2) Increase flexibility in pay; create a pay structure that supports latitude to adjust work assignments and organizational structures.

(3) Improve civilian performance by establishing a pay for performance system; salary and retention based on contribution to mission, not seniority.

(4) Provide a responsive discipline, grievance, and appeal process.

(5) Allow for effective and efficient management-union collaboration.

(6) Manage to funded workload.

(7) Increase managerial and employee accountability.

4. Assumptions.

a. The Army strategic commitment will continue to affect all components and to require a flexible and agile civilian human resource system that supports the Army mission including the GWOT.

b. Army force structure will continue to require civilian support.

c. New missions will cause the civilian force to change in scope and structure.

d. Pressure on the civilian force to fill the gap caused by increased contingency operations (i.e., military to civilian conversions and civilian deployments) will continue.

e. Military positions will continue to be redistributed from the Modification Table of Organization and Equipment (MTOE) to the Table of Distribution and Allowances (TDA) to support up to 15 additional brigades. DA civilians or contractors will support these missions currently performed by military.

f. Sufficient funding will be provided to support increased personnel or contractors supporting force structure changes.

g. NSPS will provide flexibility in recruiting, hiring, compensating and rewarding the civilian force.

h. NSPS will streamline processes, which should result in savings.

5. Execution.

a. Concept of Operations:

(1) NSPS is scheduled for implementation throughout DA over the next four years. Implementation will occur in a phased/spiral approach. There will be a total of three spirals to implement NSPS. Each spiral may have more than one increment/part, e.g., Spiral1.1, and 1.2. The NDAA 04, which authorized the NSPS, segments the NSPS into three discrete elements for design and implementation. NSPS consists of labor-management relations (union bargaining rights), appeals, and human resource management. Labor-management relations will be implemented Army-wide at one time, in Spiral 1. As organizations transition into NSPS, the appeals and human resource elements will be implemented. The DoD is restricted from converting more than 300,000 civilians into the NSPS until the Secretary of Defense determines the performance management system meets the criteria specified in the law.

(2) Spiral 1 will include continental United States (CONUS) employees only; Army organizations in Hawaii and Alaska are considered CONUS. Spiral 1.1, the first Spiral increment, will begin as early as July 2005 and will include General Schedule (GS), General Manager (GM), Acquisition Demonstration and acquisition employees. Spiral 1.2, will begin approximately six months after the initial deployment and will include GS, GM and acquisition employees. Spiral 1.3, will begin approximately six months after the Spiral 1.2 implementation, and will include employees in the remaining organizations not covered by Spirals 1.1 and 1.2.

(3) Spiral 2 implementation will begin after the Secretary of Defense determines the performance management system meets the criteria specified in the law. It will include the remainder of the Army workforce, to include Federal Wage System (FWS), Non-appropriated Fund (NAF), and U.S. positions located outside the continental United States (OCONUS). Current NSPS implementation plans do not include Local National (LN) positions.

(4) Spiral 3 implementation will consist of the Laboratory Demonstration Projects, which are exempt by law from the personnel management portion of NSPS until October 1, 2008.

b. NSPS Operational Requirements. Design and implementation of NSPS must meet the following Key Performance Parameters:

(1) High Performing: Employees/supervisors will be compensated/retained based on performance/contribution to mission.

(2) Agile and Responsive: Workforce can be easily sized, shaped, and deployed to meet changing mission requirements.

(3) Credible and Trusted: System will assure openness, clarity, accountability and merit principles.

(4) Fiscally Sound: Aggregate increases in civilian payroll, at the appropriations level, will conform to OMB fiscal guidance; managers will have flexibility to manage to budget.

(5) Supporting Infrastructure: Information Technology (IT) support and training and change management plans will be available and funded.

(6) Schedule: NSPS will be operational and stable in sufficient time to meet the Labor-Management Relations system sunset date (November 2009).

c. Change Management. NSPS is the most significant change to the civilian human resource program since the Civil Service Reform Act of 1978. Change management is an integral part of NSPS transformation and transition efforts. Strong leadership and comprehensive communication are required to reinforce NSPS as an enabler to Army transformation. Training and communication must reinforce why the Army is changing, how changes will occur, and how changes will affect the Army workforce. Leaders must emphasize how NSPS will improve capability, enhance operations, and promote a high performing civilian workforce. Significant attention to leading as well as managing change will enhance successful implementation.

d. NSPS Communication Strategy. Army leadership will play a key role by actively communicating a compelling Army vision for a successful workforce transition to NSPS. An effective approach to communication is essential to gain workforce acceptance of NSPS and facilitate high-performing behavior. Senior leader sponsorship is imperative to assure workforce alignment with the DoD/Army vision. Managers and employees must be kept informed of system development and implementation progress, as well as understand the NSPS rules and flexibilities in order to use the new system effectively. NSPS, a performance-based system, will be successful if the workforce understands how the work they do relates to the mission and goals of their organization. Training is the primary tool for achieving the level of understanding required to engage employees, supervisors, managers and senior leaders. Continuous and on-going communication about NSPS developments and implementation at all levels is necessary.

e. Training. Army will develop and publish a Training Plan to achieve the level of understanding required for military and civilian leaders, managers, supervisors, and employees. This plan will include:

(1) Identification of central and regional trainers to train military and civilian commanders/activity heads, managers and supervisors, human resource, legal, EEO and financial management communities, pay pool managers, and all civilian employees.

(2) Utilization of the DoD train-the-trainers model and Army unique training curriculum and chain teaching. Additionally, Army will leverage and maximize use of automation and technology. Training timelines are flexible to accommodate changes in the implementation schedule. The objective is to provide just-in-time training on NSPS provisions 90 days prior to deployment. Army will evaluate the effectiveness of NSPS training.

(3) Basic program of instruction to be utilized in the training on the technical provisions of NSPS will be developed by the DoD NSPS Program Executive Office (PEO).

6. Command and Control.

a. NSPS will be implemented, deployed, and integrated through the chain of command. Military and civilian leaders at all levels will:

(1) Understand the NSPS provisions in order to maximize the system flexibilities.

(2) Begin immediately to communicate with the workforce regarding NSPS.

(3) Identify military and civilian champions and sponsors from the senior leader ranks.

(4) Initiate change management processes in accordance with the Army Change Management Plan.

(5) Begin training in accordance with the Army Training Plan.

(6) Ensure effective use of resources to carry out this campaign.

b. The Office of the Assistant Secretary of the Army (Manpower and Reserve Affairs) (ASA (M&RA)) will review and/or approve Army supplemental guidelines and policies for NSPS prior to Secretary of Army approval.

c. The HQDA, Assistant G-1 for Civilian Personnel (AG-1 (CP)) will develop and issue operational procedures, and develop and deploy systems in support of NSPS in accordance with the DoD PEO guidance. Civilian Human Resources Agency (CHRA) will train managers, supervisors, employees, and HR specialists in the technical and administrative requirements of NSPS. CHRA, through HR Regions/CPOCs/CPACs, will:

(1) Implement NSPS regulatory and procedural requirements.

(2) Implement standardized processes.

(3) Utilize prescribed NSPS tools.

(4) Provide advice and guidance directly to managers and supervisors.

(5) Participate in training NSPS regulatory requirements and guidance.

d. The General Officer Steering Committee (GOSC). The Army NSPS GOSC is a senior level advisory body that provides official input to Army AG-1 (CP) leadership regarding the content, progress, policy, and operational issues associated with the design, transition and implementation of NSPS Army-wide.

e. The DA NSPS Program Management Office (PMO), assigned to HQDA, AG-1 (CP), will plan and execute the deployment of NSPS throughout DA. The PM staff will represent DA at the DoD level for all NSPS issues, will receive the regulatory requirements for NSPS from the DoD, and will develop, coordinate, and issue NSPS policy and guidance. The PM staff will receive, review, and resolve NSPS issues from MACOMS and other subordinate activities.

f. The Civilian Human Resource Board of Directors (BOD) will provide input to HQDA, AG-1 (CP), on implementation decisions where options for implementation exist.

g. The HQDA, G-3 will incorporate NSPS elements and objectives into leader development curriculum.

h. MACOM Commanders will promote the flexibilities and advantages of NSPS, ensure implementation through the chain of command, direct compliance with regulatory and procedural requirements and ensure training requirements are met. These Commanders will oversee NSPS implementation issues involving information technology, resource management, public affairs, human resources, legal, and equal employment opportunity throughout their commands.

i. The Senior Mission Commanders will be responsible for NSPS implementation processes on installations with multiple commands.

j. Responsible officials at all levels designated by commanders/activity heads will:

(1) Understand and promote implementation of NSPS.

(2) Serve as advocate for training and change management efforts.

(3) Serve as role models for other leaders and encourage their participation in NSPS implementation.

(4) Leverage PAO assets to assure appropriate integration of NSPS issues into command information channels.

k. Managers and supervisors will:

(1) Lead change.

(2) Attend and support training.

(3) Ensure employees participate and understand NSPS.

(4) Apply new personnel system regulatory and procedural requirements.

(5) Link mission plans to individual performance.

(6) Manage pay pools effectively.

(7) Adhere to the Key Performance Parameters (see para. 5.b. (1) thru (6)).

l. Employees will:

(1) Educate themselves and stay informed.

(2) Participate in training opportunities.

(3) Participate in assessment surveys.

7. Resources for NSPS Implementation.

a. NSPS is a mandated Secretary of Defense program. Costs associated with NSPS implementation will be funded through established DoD and DA funding processes. Once fielded, it is anticipated that NSPS will be resourced through the existing budgetary process.

b. Army has identified implementation costs for the following categories:

(1) Training Development and Execution.

(2) Marketing and Communications.

(3) Automation Changes and Contracts

(4) Assessment and Evaluation.

(5) Design, Conversion Costs and Within-Grade Increase (WIGI) Buy-In.

(6) Program Management Office Operations.

8. Assessment and Evaluation. The HQDA, AG-1 (CP) and MACOM Commanders will evaluate NSPS to ensure compliance with evaluation and reporting requirements. In addition, Army will use a variety of methods to evaluate the NSPS program and workforce effectiveness through analysis of baseline data, civilian pay costs, personnel processes, customer/employee surveys, and complaints and appeals.

F. L. HAGENBECK
Lieutenant General, GS
Deputy Chief of Staff, G-1

DANIEL B. DENNING
Acting Assistant Secretary
of the Army for Manpower
and Reserve Affairs