



HR Training Consortium

Paving the Way for New Possibilities

Marilee Fitzgerald



VISION

Well-trained Human Resource professionals will enable the Department of Defense mission. The DoD Human Resources training strategy will promote a culture of high achievement.



HR SKILLS ARE GOING FAST

- DoD lost over 3245 HR professionals between September 1989 and April 2003.
- Thirty-six percent of DoD's HR workforce is age 51 or older.
- Thirty-seven percent of DoD's HR workforce is eligible for optional or discontinued service retirement.



HR TRAINING HURDLES

- Reduction of funding for Component training.
- Elimination and lack of some in-house training.
- Contracted training falls short of needs.
- Contractors face aging workforce with little or no succession planning.
- New and emerging requirements including *Best Practices* and the National Security Personnel System.



STEPS TO PROGRESS

- Formed Inter-Agency Group March 2002:
 - Army, Navy, Air Force, Fourth Estate, and CPMS representation.
 - Developed a comprehensive understanding of DoD's HR training needs.
 - Reviewed current resources for sufficiency, applicability, and cost.
 - Developed an implementation process to effect recommendations.
 - Developed recommendations based upon agency requirements, current resources, and best practices.



STEPS TO PROGRESS [2]

- ▶ CPMS updated considerations with new and emerging requirements in March - April 2003.
- ▶ CPMS developed training proposal and requested review and comments by Components on August 25, 2003.



MEETING THE SHORTFALL

The Proposed Strategy

The DoD Human Resources Training Consortium

A critical tool to smooth progress of DoD's transformation to a more agile workforce and results-oriented environment.



THE TRAINING STRATEGY

3 Major Components

- Align DoD HR Training Policy to mission requirements.
- Establish Centers of Excellence.
- Partner DoD Components with the Office of the Secretary of Defense to deliver training.



THE TRAINING STRATEGY

Policy

Align DoD HR Training Policy to Mission

- 40 Hours of HR training for new entrants.
- 24 Hours of HR training every two years thereafter.
- Voluntary HR certification program.
- Standardized HR training curriculum.
- Instructor qualification and certification.
- Performance metrics for curriculum, instruction, and learning environments.



THE TRAINING STRATEGY

Centers of Excellence

Inspiring a Culture of Learning

- Designation of Centers of Excellence.
 - Army School at Aberdeen Proving Ground, MD
 - Air Force School at Gunter AFB, AL
 - CPMS (new)
- Specialization in area of HR.
 - Central focus for all HR training
 - Achieve efficiencies



THE TRAINING STRATEGY [2]

Centers of Excellence

Training in core areas linked to performance.

Customer Care

Cooperation/Teamwork

Communication

Supervision

Resource Mgmt

Problem Solving

Technologies/Tools

➤ DoD-approved curriculum.

- Standards-based
- Centrally developed (or approved for DoD-wide use)
- Reviewed and approved by HR Advisory Council
- Performance metrics to gauge progress and success
- Role of CPMS Center of Excellence



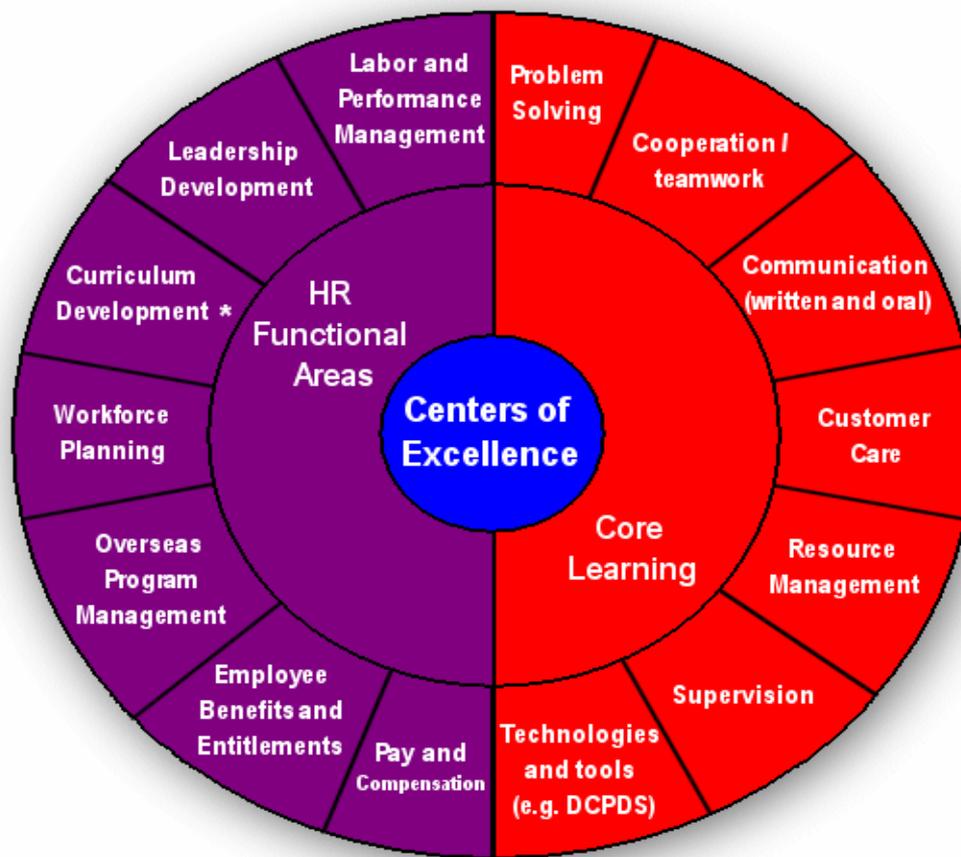
THE TRAINING STRATEGY [3]

Centers of Excellence

- DoD-Certified Instructors.
 - ▶ Proficient in content area.
 - ▶ Understand adult learning pedagogy.
 - ▶ Adept in use of technology as instructional tool.
 - ▶ Ability to deliver high quality instruction.
 - ▶ Certified by DoD - Role of CPMS Center of Excellence.



DoD Training Consortium Centers of Excellence Conceptual Model



* Only at CPMS Center of Excellence.



THE TRAINING STRATEGY [4]

HR Advisory Council

Partnership Dedicated to Improving HR Competencies

- Comprised of OSD and Component officials.
- Advise Deputy Under Secretary of Defense (Civilian Personnel Policy).
 - Broad range of HR training issues.
 - Review and approve curriculum.
- Meet at least annually.



Road Map to Transformation

- Obtain approval of Components.
- Establish working group to develop transition plan.
- Establish CPMS Center of Excellence.
 - ▬ September 2003
- Transform Service Schools to Centers of Excellence.
 - ▬ October 2004
- Develop Transition Plan.
 - ▬ Status Quo until transformation completed
 - ▬ Develop and submit FY 2006-10 Budget Request



SUMMARY

Together...

We can build a base of HR expertise
like no other in government...

For now and for the future.