



**HUMAN RESOURCES SERVICE CENTER  
NORTHEAST  
PHILADELPHIA, PA**

1999 Business Report

~ Our Year in Review ~

## HRSC-NE at a glance:



Serviced employees	32,400
Activities serviced	190
States serviced	24
HRO joint servicing partners	11

Website: <http://www.donhr.navy.mil>

### Location:

The Bourse Building  
111 South Independence Mall East  
Philadelphia, PA 19106-2598



## The Liberty Bell Independence Mall Philadelphia, PA



*“Proclaim liberty throughout  
all the land unto all the  
inhabitants thereof”*

## Contents

Director's Letter	3
Recruitment/Retirement Highlights	5
Excellence in Servicing	6
Future Initiatives	8
Our Award Winning Year	9
Community Outreach	10
HRSC-NE Management Team	11

## From the Director...

Dear Reader:

I relish the opportunity this annual letter affords to share with you some of my perspectives on the work of the HRSC-NE during this past calendar year. As you may recall, we began full service in the Northeast Region in January 1999. From that point forward, HR services were provided by the local HRO working in conjunction with the HR Center in Philadelphia, Pa. Then, as the result of a belated decision to move the HRSC servicing of PAX River to the Northeast Region, we completed an additional transition for that organization in September 1999. So, where do we stand today?

Well, we have certainly had some bumps in the road. We've had some missed pays, some untimely response to recruitment and some episodes of finger-pointing between the HRSC and the HRO - with you the manager caught in the middle. On the other hand, we have done some things very well - Retirement is an example of a program of critical importance to management and its employees for which we have received few, if any complaints and many, many compliments.

Based on this, it may seem as if our performance during the year was a "mixed-bag." Yet, I don't believe the term "mixed-bag" is really descriptive because where we have done things well, we seem to do them consistently well, but where we have run into our so-called "bumps," they appear to be anomalies - not patterns of poor work performance. In fact, the only true patterns of poor performance seem to be a stubborn sluggishness in the timeliness of outside recruitment and a recent trend toward increasing errors in our recording of data elements.

In general, this recent difficulty with our data had minimal impact because such errors are resolved during continuing reconciliation periods. Sometimes, however, a bad piece of data coding can cause a significant pay problem (e.g. entering the wrong payroll office code), so it is a trend we are concerned about and are now addressing. We have dedicated this year to improving what we call "micro-quality," i.e., the quality of our data. We are now collecting information to help analyze these errors, we have already identified some of the causes, and we are taking corrective actions. Already we have seen signs that we are headed back to our former (really excellent) level of data quality, but our efforts are continuing.

What about the timeliness of our outside recruitment? If you look at our attached chart, you'll see a serious departure from the Navy Board of Director (BOD) targets. We have a good staff handling our outside recruitment and if you check with your servicing HROs, I believe they will confirm that. So what's the problem? Well, as we have looked into this issue we are finding that there are peculiarities in outside recruitment that tend to seriously and artificially inflate these figures on average timeliness. Just to cite one example, many of our outside recruitments are for hard-to-fill vacancies, and are coded OUF (i.e., Open Until Filled). These open-ended recruitments add to our overall total of "days to issue a certificate," and distort our timeliness figures. Thus, it is difficult to evaluate the true nature of this timeliness problem although I can say, anecdotally, that our outside recruitment work has not been targeted for heavy

criticism during this past year. At any rate, we are now examining our specific procedures and once that is completed, we will look toward improving in this area.

If that is the "bad news," we can also honestly report some real accomplishments at the end of CY 1999:

- \* Our timeliness on merit promotion is reasonably good and, recently, we have met with your HRDs to jointly work out ways to make further improvements. We think we can beat the Navy BOD timeliness requirement by 10 or 20 percent, and our internal timeliness goals reflect that.

- \* We have conducted 12 RIFs to date, some very small, others significant. All have been accomplished within the desired deadlines set by the Commands. Further, we have introduced a new kind of RIF counseling called Continuous Access Counseling, discussed at length in our report, which has been very successful.

- \* We have processed over 1,100 retirements during the year and have met our BOD timeliness goals. None have been returned because of inaccuracy. For a discussion of the quality of our service, please review our attached report.

- \* You probably have not heard many horror stories coming out of our Region regarding improper or untimely pay. Perhaps you haven't heard any. That's because our Center is pretty good on those issues. As noted above, we have slipped recently (up until April 1999 we did not have one pay error that was not corrected prior to the issuance of a check), but the slippage has not been severe and, as I mentioned, we are in the process of finding our way back to our former level of excellence.

- \* The single accomplishment that I find most amazing, however, is the ability of our Center to produce massive amounts of work in short periods of time. The best example of that is our recent end of the year period. In just *the last three weeks* of leave year 1999 we processed 23,000 pay changes, 4,100 health benefit changes, 2,000 TSP changes, 204 retirements and 4,000 other personnel actions (the center has processed over 150,000 personnel actions since it started operations).

I encourage you to review all of the information provided in our report. You will learn more details about our work this year and gain some insight into what is in the immediate future. Some of our accomplishments may surprise you, but remember, a hidden factor in any success we have had has been the continuously splendid work of your HR staff. Our staff at the HRSC-NE applauds their know-how and professionalism.

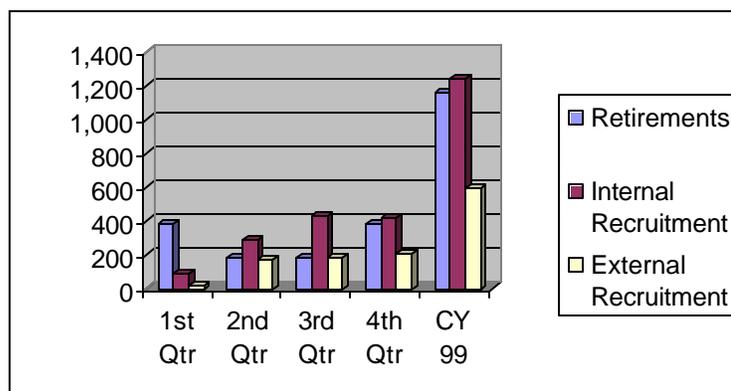
We have also listed in the report, the names, phone numbers and addresses of our key managers. If you have any questions or problems, please don't hesitate to contact us.



JOHN CONWELL

## RECRUITMENT/RETIREMENT HIGHLIGHTS

Total Actions Processed



*\*External action totals reflect number of certificates issued.*

Average Processing Times

Action	Average processing time CY 99	HRSC Standards For CY 2000	Total actions processed CY 99
External Recruitment (14-day announcement)	*85.4 days	50 days	593
Internal Recruitment (14-day announcement)	52.3 days	45 days	1239
<u>Retirement Calculations</u>			
Calculations for planned retirements beyond 4 months of request	27.5 days	30 days	828
Calculations for planned retirements within 4 months of request	9.4 days	10 days	794

*\*Delegated examining unit timeliness statistics have been under review. A number of issues have been identified that have the effect of artificially raising the statistics and work processes were identified within the HRSC-NE that contributed to increasing timeliness. Both issues have resulted in changes to the HRSC-NE's operations that will result in a more timely process and a truer reflection of DEA timeliness.*

## **EXCELLENCE IN SERVICING**

### **HRSC-NE Communications Plan**

In an effort to open the lines of communication with our customers, the HRSC-NE implemented the HRSC-NE Communications Plan in 1999. Through the Communications Plan, the HRSC-NE introduced ourselves and our mission to all serviced Activity Heads via a formal memorandum in June 1999 and to all serviced employees via a formal memorandum in October 1999. An Open House was held for serviced Activity Heads on 22 October 1999 that provided them with a first-hand look at our operation.

The final part of the HRSC-NE Communications Plan consists of this Business Report. In this, the first of many regular reports, we intend to outline our prior accomplishments and future initiatives as well as reiterate our commitment to providing proficient service to meet the human resources needs of employees in our servicing region.

### **Resumix**

The HRSC-NE is committed to using the latest technology to make staffing more efficient and responsive to our customers' needs. The Standard Inventory and Referral System (STAIRS) combines new business processes with information technology. The main technology behind STAIRS is the automated software system, Resumix. Resumix is a commercial "off the shelf" software program that automates the recruitment process and recruitment file, using artificial intelligence and a large knowledge base to identify and match skills in resumes to position skills.

We are prepared to implement Resumix at the HROs in our servicing area once Impact and Implementation bargaining obligations have been completed. The targeted date for initiation is mid-April 2000. Throughout 1999, our staff conducted numerous Resumix briefs at our serviced HROs in anticipation of this region-wide implementation. The HRSC-NE employees were briefed on Resumix and it was implemented locally on 18 January 2000.

### **Continuous Access Counseling (CAC)**

During 1999, the HRSC-NE established a process for continuous access Reduction-In-Force (RIF)/Priority Placement Program (PPP) counseling. This process ensures that employees will receive counseling from a group of our employees who are expert in RIF and PPP entitlements. The process was initiated on a test basis at the Naval Inventory Control Point (NAVICP) establishments in Mechanicsburg and Philadelphia. HRSC-NE representatives met with and briefed union representatives and NAVICP management prior to the issuance of RIF notices. After the notices were issued, HRSC-NE provided a one-day group counseling session for employees at the NAVICPs in Philadelphia and Mechanicsburg, PA. Our counseling team maintained an open line of communication with these individuals by telephone, e-mail, and faxes. A 100% survey of all affected NAVICP employees was conducted during the test period. One employee expressed dissatisfaction with the process, two indicated satisfaction but expressed a preference for face-to-face counseling, but an astounding 92 employees expressed full satisfaction. This is a remarkable response given the fact that all employees contacted had

already been served notices of separation or demotion. Recently, CAC was used successfully for Lakehurst and PAX River.

## **Retirement Counseling and Support**

In September 1999, the HRSC-NE's Benefits and Performance Branch designed and implemented a survey to monitor and improve the quality of the retirement counseling provided to employees. The purpose was to obtain feedback directly from the retirees on the quality of retirement counseling received from the HRSC-NE specialists. We began mailing survey forms to retirees along with their copy of the retirement package. During the past several months we have been releasing surveys to every employee whom we counseled and processed into retirement. By the end of January, 283 employees had been surveyed. Of this group, only two expressed total dissatisfaction with the process, another three provided both complimentary remarks mixed with an expression of dissatisfaction with telephonic retirement counseling. The remaining 278 expressed no dissatisfaction with our retirement process and of that group 77 provided a positive endorsement of our retirement work. Many of these individuals provided unsolicited highly favorable comments in support of the retirement process of the HRSC-NE.

## **The Work Number for Everyone**

The work number for everyone is an automated employment verification service that allows employees to have their employment and salary verified within a matter of minutes. This service is used by employees for mortgage applications, reference checks, loan applications and apartment leases – anything that requires proof of employment. Requested information (employment, title, hire date, salary, etc.) is voiced and/or faxed to verifiers who can access the system through either a 1-800 or 1-900 phone number, via the Internet, or by using a credit card in the Work Number for Everyone Call center. The Work Number for Everyone benefits the HRSC-NE (and HRO) staff by greatly reducing the time spent in providing employment verification and allowing them to concentrate on core business responsibilities.

## **Video Teleconferencing (VTC)**

The HRSC-NE is now fully equipped with the latest in video teleconferencing technology. This set-up enables us to have face-to-face meetings with our colleagues while being in different locations (two sites or multiple sites). Arrangements for VTC sessions can be made through your HRSC point of contact. For reference, the numbers for the HRSC-NE VTC are (215) 521-0292 and (215) 521-0293.

## **Manager's E-mail In-Box**

In an effort to address issues that activity managers may have, a "Manager's E-mail In-Box" was recently established. The E-mail address is [Manager\\_ne@ne.hroc.navy.mil](mailto:Manager_ne@ne.hroc.navy.mil). Activity managers are encouraged to contact us through this E-mail address in the event that other contacts at the HRSC-NE fail to produce the requested information. Designated employees at the HRSC-NE will review the E-mail In-Box on a daily basis and release a response. This will enable the HRSC-NE to address issues promptly before they escalate.

## **FUTURE INITIATIVES**

### **Interactive Voice Response System (IVRS) Benefits Line**

The Benefits Line is the Department of the Navy Interactive Voice Response System that allows employees to obtain information on and make changes to their benefits. By calling the Benefits line (a toll free number), the employee will be connected to an IVRS system which will:

- Provide basic employee benefits information
- Allow the employee to enroll in/change their Thrift Savings Plan (TSP), Federal Employee Health Benefits (FEHB) or Federal Employee Group Life Insurance (FEGLI) coverage
- Furnish automated retirement annuity estimates

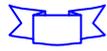
Employees can also speak to a Benefits Counselor, who will be available Monday through Friday from 0730-1630 to personally assist them. We are prepared to implement the Benefits Line region-wide once Impact and Implementation bargaining obligations have been completed. Region-wide implementation is scheduled for the end of calendar year 2000.

### **Modern Defense Civilian Personnel Data System (Modern System)**

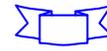
The Modern System is a human resources information system that will support human resources operations throughout the Department of Defense (DOD). In the past, DOD had multiple human resource information systems that did basically the same thing. The Modern System will provide an integrated system that supports multiple human resources applications. Locally, the Modern System will replace our use of the Defense Civilian Personnel Data System (DCPDS) and Personnel Process Improvement (PPI) software. It is a user-friendly system with Windows-based software that will allow increased access to data and new report generation tools. The targeted date for region-wide implementation is 15 May 2000.

### **Self-Assessment of Human Resources Management Programs**

The HRSC-NE will undergo a full program self-assessment review in 2000. Throughout 2000, all of our core processes will be assessed to ensure that our services are efficient, effective, meet technical and legal requirements, and meet the mission requirements of the HRSC-NE and those of our customers. The results of the self-assessment will be analyzed in order to improve our servicing capabilities and will also be forwarded to higher-level channels for review.



## OUR AWARD WINNING YEAR



This was a truly successful year for the HRSC-NE, with the following honors awarded to us:



Vice President Al Gore's National Partnership for Reinventing Government Hammer Award. This prestigious award is given to teams of federal employees who have made extraordinary progress in reinventing government and was given to the HRSC-NE Recruitment Team. The Team designed, developed and implemented a unique pre-hiring recruitment/training program that resulted in continued employment for 28 Department of Defense employees who were holding reduction-in-force separation notices at other Naval activities and also resulted in new employment for ten Welfare-to-Work candidates who were on the public assistance roles.

The Team consisted of Patricia D'Amico, Georgeanne Nelson, Virginia Calabrese, Marylou David, Joy Cipriotti, Judith DiLuzio, Lorraine Iannece, Jim Dinsmore and Thomasine Williams-Hyden. We congratulate these individuals and are very proud to have them as part of our organization.



The International Personnel Management Association's Leading Edge Award. This award recognizes federal employees in human resources management for significant accomplishments and was awarded to our Deputy Director, Ms. D'Amico, for her efforts in leading the above-mentioned HRSC Recruitment Team.



Ms. D'Amico was also the recipient of the Federal Executive Employment Opportunity/Diversity Board's Partners In Equality Individual Award for her outstanding achievements that contributed to the effectiveness of the Equal Employment Opportunity/Diversity programs at the HRSC-NE.



The HRSC-NE received the Philadelphia Chapter's Best New Campaign award for its participation in the 1999 Combined Federal Campaign. Our employees contributed a total of \$9,158.00, which exceeded the assigned goal by 4%.

## **COMMUNITY OUTREACH**

### **Veterans Recognition**

The HRSC-NE established a Veterans Information Center on our ninth floor to provide information on a wide variety of issues. We held our First Annual Memorial Day Recognition Ceremony on 27 May 1999 to honor employees whose family members are currently serving on active duty for our military.

### **Holiday Charity Drive**

The HRSC-NE just completed our second annual Holiday Charity Drive. In addition to the Marine Corps Toys-for-Tots campaign, we collected and donated gifts to the Salvation Army for distribution to needy families in our tri-state area. The Marine Corps recently presented us with a plaque in recognition of our outstanding contributions to the Toys-for-Tots drive.

### **Kosovo Relief Campaign**

In June 1999 the HRSC-NE employees demonstrated their humanitarianism by contributing a total of \$620.00 to the American Red Cross in support of the relief efforts for the Kosovar refugees.

### **Mentoring Program**

In November 1999 the HRSC-NE sponsored our first annual "Shadowing Day" coordinated through the Federal Executive Board in conjunction with the Philadelphia School District. Young adults from Philadelphia Regional High School spent the day at our activity. The participants, who were in their final year of high school, were treated as applicants seeking employment. They were interviewed, and "selected." They were introduced to the organization through an extended orientation, and then "placed" in actual positions within the organization. Finally, they were assigned to work with the person (hypothetically) they would be replacing in order to learn the work of the position.

### **Take Our Children to Work Day**

The first annual HRSC-NE "Take Our Children to Work Day" was held in July 1999, with about 30 children of HRSC-NE employees participating. The day began with a "welcome address" from our Director and activities included educational games and videotaped interviews, a tour of our offices and a "shadowing period" with parents.

# HRSC-NE Management

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111 South Independence Mall East  
Philadelphia, PA 19106-2598

Telephone Number:  
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DSN: 243-XXXX  
E-mail Address: FirstName\_LastName@ne.hroc.navy.mil

<b>Title</b>	<b>Code</b>	<b>Voice #</b>	<b>Fax #</b>
Director	00	5090	5092
Deputy Director	01	5099	5092
Administration	S1	5096	5120
EEO Office	10	5250	5252
Automation & Information	20	5004	5008
Training	30	5215	5218
Appeals & Investigations	40	5241	5245
Customer Service	50	5173	5172