



# HUMAN RESOURCES BULLETIN

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## OHR Customer Service Survey Update II

April 2000

During the fourth quarter of FY1999 the Office of Human Resources issued a Human Resources Bulletin (*HRB1999-05*) that reported on three major initiatives undertaken to improve OHR customer service based on feedback received from the 1998 OHR Customer Service Survey. We provided some high level information about the activities planned around these initiatives, and said we would update you on our progress as well as provide more specifics about feedback from the survey. Following is a summary of our progress to date and activities currently underway. For more detailed information about these activities, and a summary of feedback from the Customer Service Survey, please visit the OHR website at <http://ohr.gsfc.nasa.gov/>.

### **External Customer Focus**

We recognize that being accessible, responsive, and credible in meeting commitments to our customers is essential. In order to generate improvement in this area, we established two day-to-day operation ground rules that apply to all OHR employees: *respond to all business calls within one business day and meet 100% of our commitments to clients.*

Feedback we've received from informal sources indicates that improvements in responding to calls have been experienced, and our customers can see

the change and appreciate our efforts. Responses are more mixed in terms of meeting our commitments. While recent indicators suggest that established completion dates are met most of the time, we have yet to reach the 100% mark. We are focusing more attention on this area, identifying ways to ensure that commitments are realistic, mutually agreed upon by the customer and OHR personnel, and once made, are delivered on as promised. To this end, each OHR employee has taken Customer Service training and you can expect to see continued improvements in this area.

As we continue to achieve improvements in these areas, we will work to develop an easy means for Center employees to systematically provide us with ongoing feedback. A small task force is currently looking at ways to accomplish this.

In addition to establishing operation ground rules, we also committed to evaluate three functional areas, within a six-month period, to identify improvement opportunities for the Center. A summary of these three areas along with a brief update follows.

### ***Hiring/Internal Competitive Placement***

The length of time it takes to hire new employees into an organization was a

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recurrent theme in the customer survey. The mechanisms used for external and internal hiring at the Center, Delegated Examining (DE) and Competitive Placement Plan (CPP), were assessed to determine points at which changes could improve timeliness, effectiveness and responsiveness to customer needs.

Benchmarking was conducted at other NASA Centers and Federal agencies, and best practices were identified that could be implemented at Goddard. Short-term changes, including establishing standard processing timelines, developing written instructions for panel member participants, and distilling the “Knowledge, Skills, and Abilities” (KSAs) on a vacancy announcement to only those most likely to make a meaningful difference in evaluating applicants, were then piloted for 90 days to assess their impact on the DE/CPP process.

We also reassessed the workflow within the Human Resources Operations Office teams. Through a proactive training effort, all Human Resources Management Specialists are now certified as Delegated Examiners. This allows us to distribute that part of our workload to more specialists than the three previously certified to perform this function, improving the timeliness of issuing selection certificates to selecting officials.

The three-month pilot ended February 13, 2000 and results are being evaluated. Changes already made, e.g., processing timelines mentioned above, will be fine-tuned and then publicized. We will begin additional mid-term and long-term changes to further improve these processes.

### ***Workforce Planning***

The major goal of the workforce planning initiative is to provide managers the information needed to make informed decisions related to the utilization of their employees. To ensure the accuracy of information provided to the workforce, a center-wide data validation activity was conducted to update information in the NASA Personnel and Payroll System (NPPS) and NASA Training and Development System (NTDS). Three separate, but related activities are currently underway in partnership with the Information Services and Advanced Technology Division in order to achieve our goal:

- (a) Agency demographic data currently available on the HQ web page will be reorganized to include Goddard specific demographic data - target date 4th quarter FY00;
- (b) Development of a web-based “Employee Profile” tool that will provide managers with current information on their employees (e.g. education, time in grade, performance rating period), a 10 year history of promotion and reassignment actions and awards and training data. Employees will also have access to their own records. Target pilot date - 3rd quarter FY00; and
- (c) Development of a web-enabled management tool offering both query and graphical capability, providing managers access to demographic data pertinent to the Center, their organization and their employees. Target date - 1st Quarter, FY01.

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As one means of providing workforce data to Center employees, a workforce statistics web page was added to the OHR home page that contains demographic data on various aspects of the workforce including promotion activity.

### ***Learning and Development***

The goal of this initiative is to boost employee skills and careers by improving what we offer and how we deliver it. To ensure that training and development opportunities are market-driven and customer focused, we conducted a needs assessment for employees at Wallops Flight Facility and at NASA Headquarters. We are now tailoring developmental offerings to satisfy those needs and planning is underway to conduct a needs assessment for Greenbelt employees.

To increase the learning choices available to our employees, we have implemented several improvements in the training area. NASA Headquarters employees can now attend most GSFC offerings, distance learning will soon become a reality making instruction more accessible and convenient, and centralized funding of on-site courses has been expanded, giving directorates more opportunities and predictability in spending their allocated funds on off-site training.

To improve access to training information, up-to-date, integrated hard copy and electronic calendars are now accessible to all employees. Monthly training offering announcements are being provided to directorates for dissemina-

tion and we have begun quarterly meetings with directorate representatives to seek out ways to improve marketing. Our consolidated GSFC/HQ Development Guide now includes information on on-site and Agency training for Greenbelt, Wallops, and HQ employees as well as other HRDO services. The Development Guide has been reformatted for easy navigation and to give readers a better idea of the competencies they will gain. Training forms, instructions, and policies for on-site and Agency developmental opportunities have been added.

### **Internal OHR Focus – “Race for Change”**

The entire OHR workforce is deployed into six cross-organizational change agent teams, focused on identifying ways to improve our organization and to provide the OHR staff with the tools and knowledge they need to better support their customers. Many of the internal changes identified by the teams have been accomplished, but others remain to be done. We regard these accomplishments as investments that enable us to be more cohesive and more responsive. The Race for Change continues!

As we continue to implement the initiatives just described and look for new ways to better serve our customers, we will continue to periodically update you on our progress.

Jerry W. Simpson  
Director of Human Resources