

A New Approach to Developing Position Classification Standards



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"Optimizing People, Processes and Technology"

Introduction



- Ms. Judith A. Davis, Chief, Classification Programs Division
 - OPM Project Manager for the OPM Classification Reengineering Project
 - Manages the OPM Classification Programs Division
- Mr. Keith Phillips, Senior Associate and Team Leader for Change Management, Booz Allen & Hamilton Inc.
 - Project Director for the OPM Classification Reengineering Project
 - Leads process and performance improvement projects for Government and Commercial clients world-wide

Overview



- Drivers for Change
- Need for Reengineering
- Reengineering Methodology and Approach
- Results of “As-Is” Analysis
- Emerging Concepts for Process Improvement
- Benefits to Customers and Stakeholders

Drivers for Change



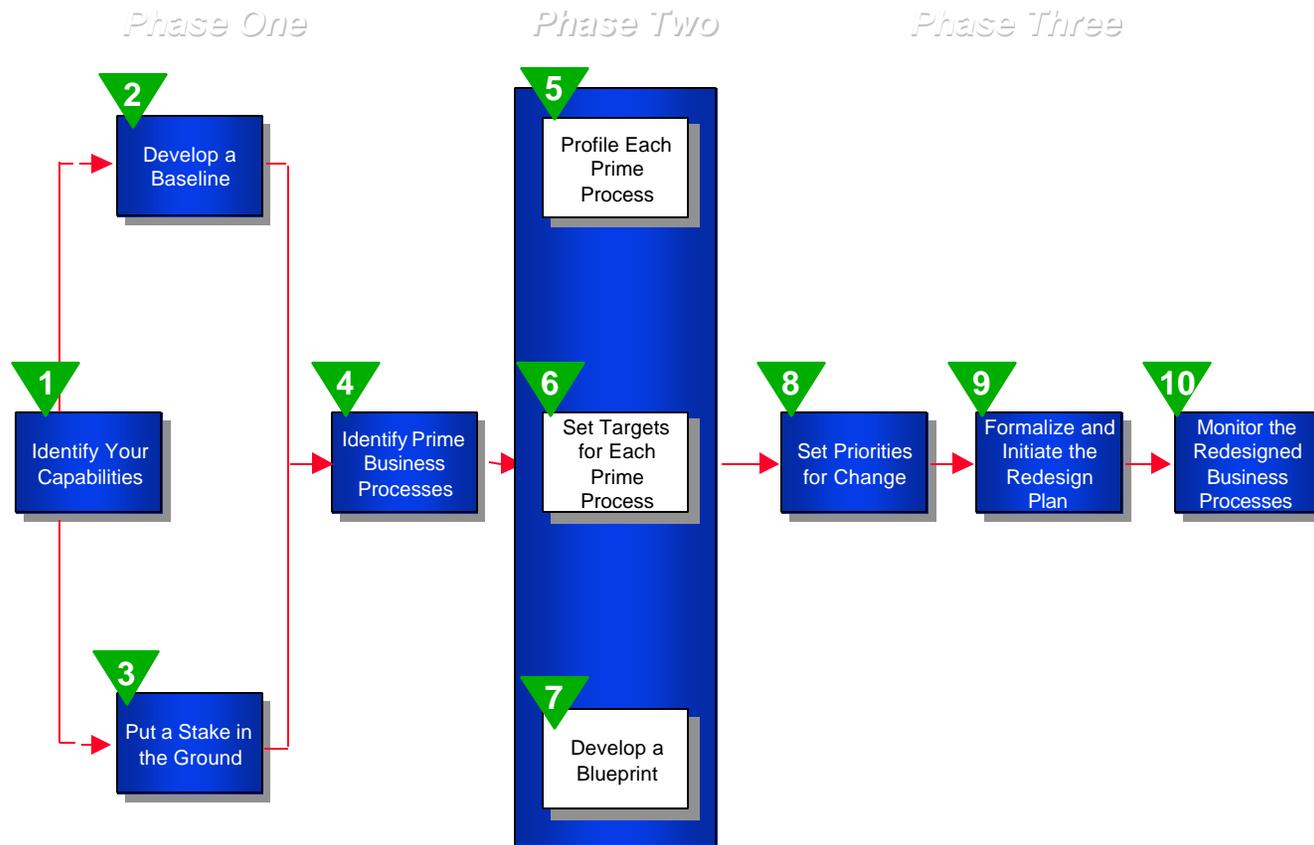
- Pressures for a Government “That Works Better and Costs Less”
- Government Transformation into “Results-Based Business Models”
- OPM Government-wide Improvement Initiatives
 - Improve customer service
 - Improve relationships with stakeholders
- Classification Programs Division Challenges
 - Update and maintain classification documents
 - Optimize data collection efforts
 - Ensure process integrity and stakeholder flexibility

Need for Reengineering



- Classification Programs Division (CPD)
 - Transition from single to multiple series studies
 - Continued interest in consolidating and integrating classification documents.
- Above factors indicate a need for significant process improvement
 - Eliminate non-value added activities
 - Identify opportunities for centralization/decentralization of activities
 - Improve up-front planning and coordination
 - Identify opportunities to automate current manual activities
 - Identify opportunities to use information technology as a process enabler
 - Improve cross-functional and CPD-to-Agency communication

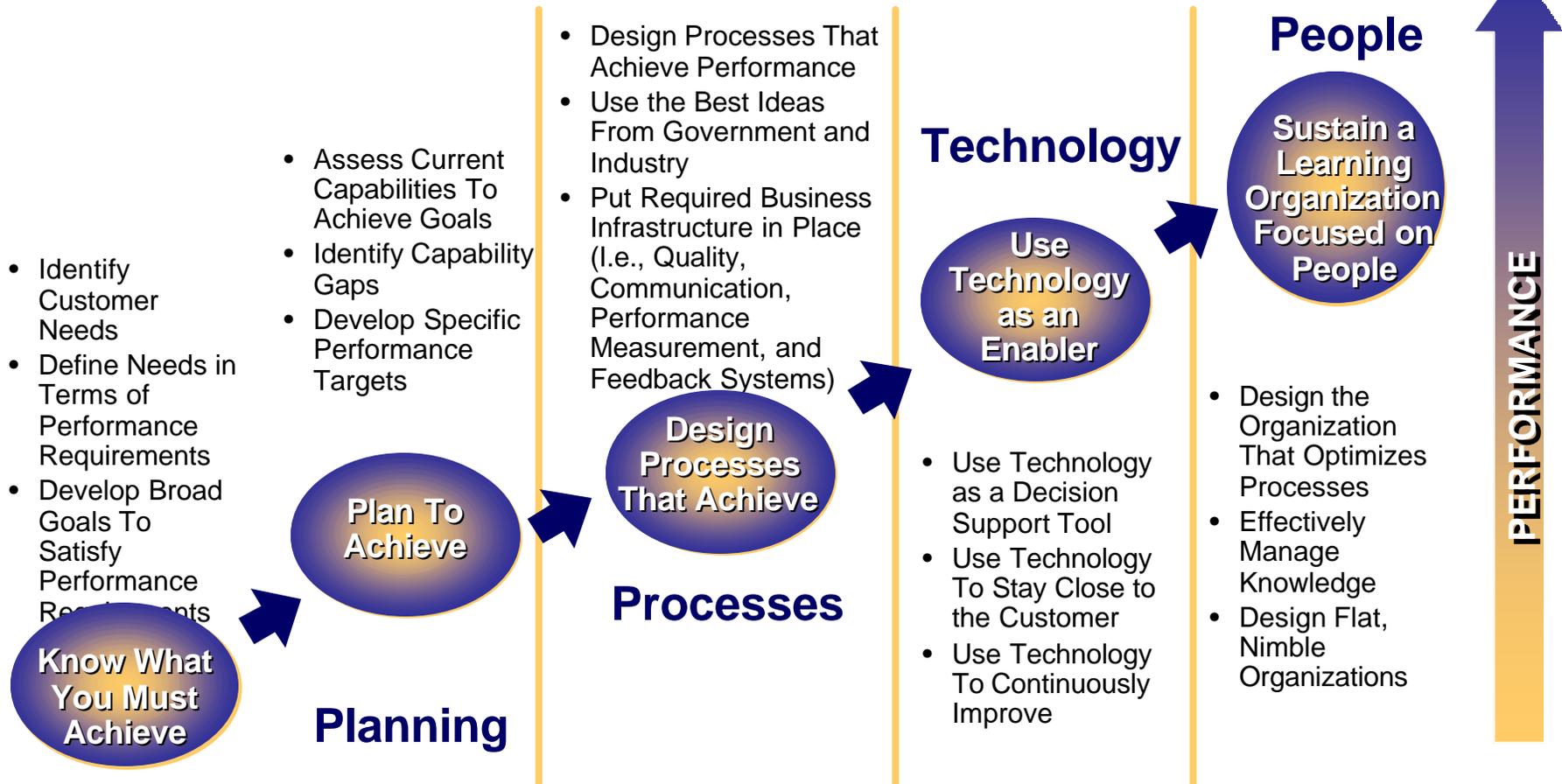
Our Approach: Performance-based Business Process Reengineering



Reengineering Must Combine the Best Ideas From Government and Industry To Achieve Demonstrable Performance



Experience With Performance-Driven Organizations Reveals a Recurring Pattern for Success...



Use The Best Ideas



Commercial Best Practices

- Fifteen Industry Sectors Including:
 - Energy and Environmental
 - Aerospace and Automotive
 - Insurance and Banking
 - Materials and Consumer Products
 - Procurement and Logistics
- Partnerships With Industry
- Academia and Professional Societies

Government Top Performers

- Hammer Award Winners
- Presidential Quality Award Winners
- The Best Ideas From Booz-Allen's Projects in Defense, Civil Markets, Information Technology, Transportation, and National Security

**Solutions
That Make
Sense for
Federal
Organizations**

**Long-Term
Performance**

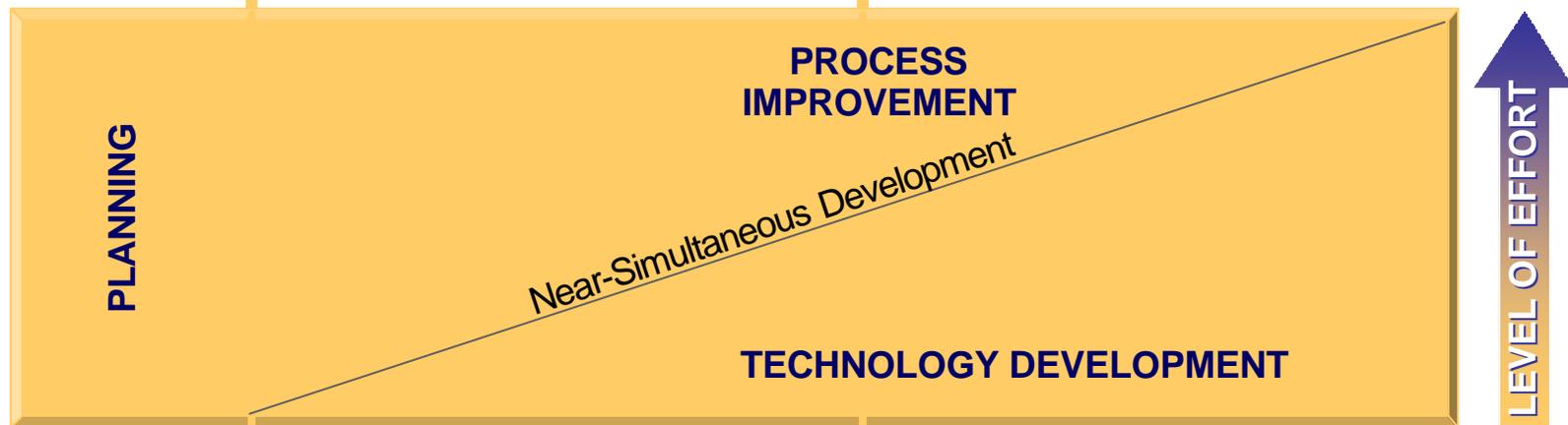
Best Practices in Action



**PHASE I:
Planning and
“As-Is” Analysis**

**PHASE II:
Performance-Based Process
Reengineering and Technology
Integration**

**PHASE III:
Implementation and
Continuous Improvement**



Where Are We and Where Are We Going?

- Best Practices In:
- Strategic Planning
 - Customer Service
 - Performance Definition
 - Rapid Application Development

What Do We Need To Do?

- Best Practices In:
- Performance Improvement
 - Quality Systems
 - Decision Support Tools
 - Process Capability
 - Information Technology

How Do We Get There Successfully and Thrive in the Long-Term?

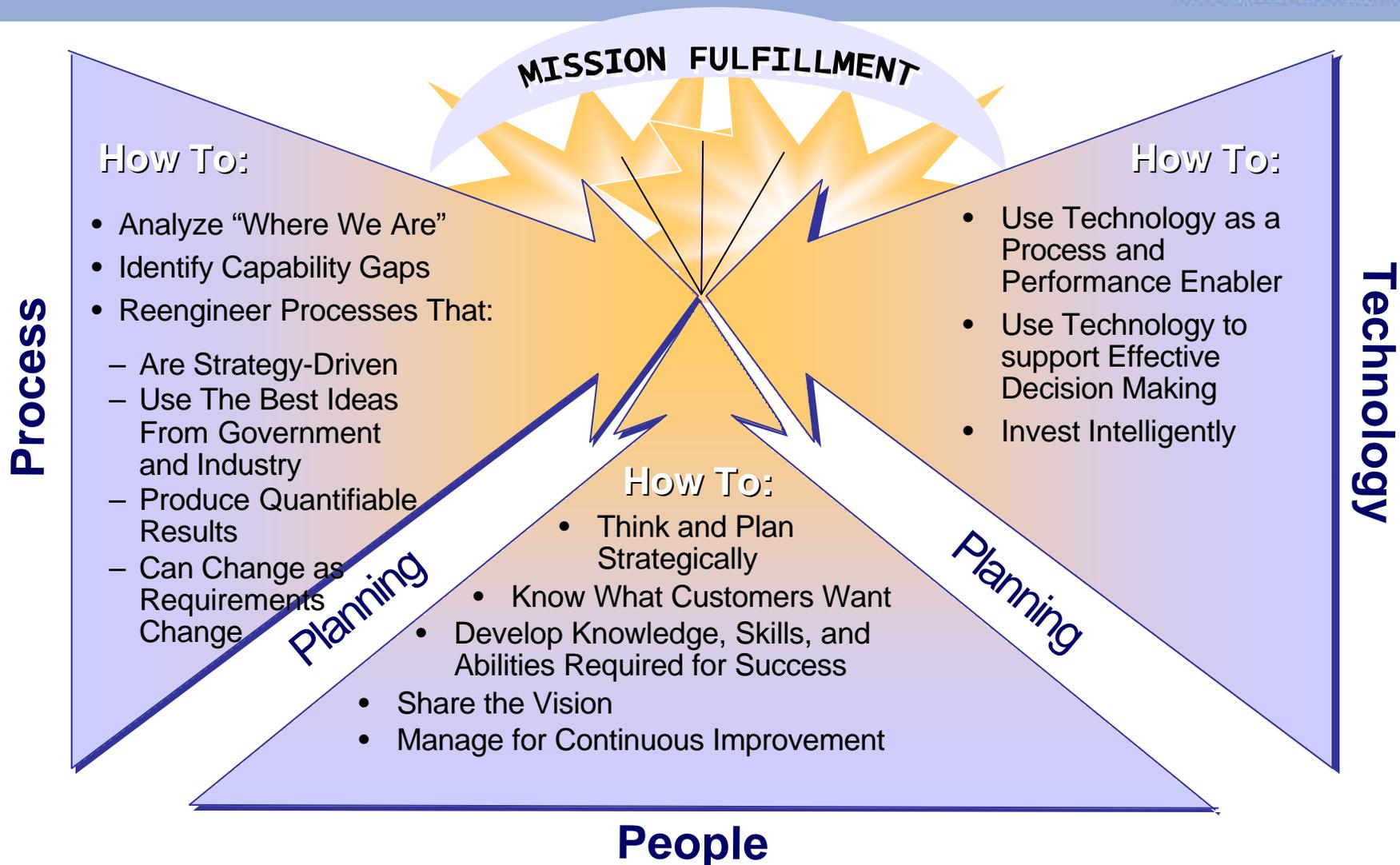
- Best Practices In:
- Change Management
 - Knowledge Management
 - Growth Strategies
 - Operations and Maintenance

Reengineering Methodology and Approach



- Core Reengineering Team
 - CPD subject matter experts
 - OPCSD/CPD Program leadership . . . An active sponsor
 - Booz Allen consultants
- Reengineering effort simultaneously
 - Considers other OPM initiatives
 - Builds on current program improvement efforts
 - Considers process, organizational, technological, and informational factors
 - Allows for continuous process improvement over time

How Process, Technology, and Organization Must be Considered



Results of “As-Is” Analysis



- Improve criteria for identifying classification studies
- Standardize key documents
- Enhance information sharing via web-based technology
- Develop new tools and methods to better balance workload
- Develop more efficient approaches to conducting site visits and information gathering
- Improve customer relationship management
- Improve internal documentation management procedures and practices

Emerging Concepts for Process Improvement



- **Process/Procedural Improvements:**
 - Improve review cycles via standardized templates for regular agency correspondence
 - Develop and maintain “evergreen” agency contact lists
- **Technology Improvements:**
 - Improve OPM process scheduling and workload planning
 - Improve use of web-based information technology and other productivity tools
- **Organizational Improvements:**
 - Develop “Working with OPM Classification Programs Division” Job Aid
 - Utilize highly coordinated, “super” focus groups for data gathering and more accurate insight into occupations

Benefits to OPM Customers



- Reduced study duration
- Improved coordination of various process activities
- More useful classification documents
- Less administrative burden to agencies
- Improved quality of information exchange and analysis between OPM and agencies
- Enhanced opportunity for OPM to provide value-added consulting to stakeholders