



2019 Global Public HR Conference

The U.S. Civil Service works hard to make Shared Accountability and Sustainable Development work in the Human Resource Environment.





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Agenda

1. The problem that required shared accountability and Sustainable development
2. Define Merit System Principles (MSP)
3. What does shared/collaborative Accountability using the MSP look like.
4. What does providing for Sustainable Development for the Federal Government look like day to day?
5. Policy Implemented at Program Level
6. Results:

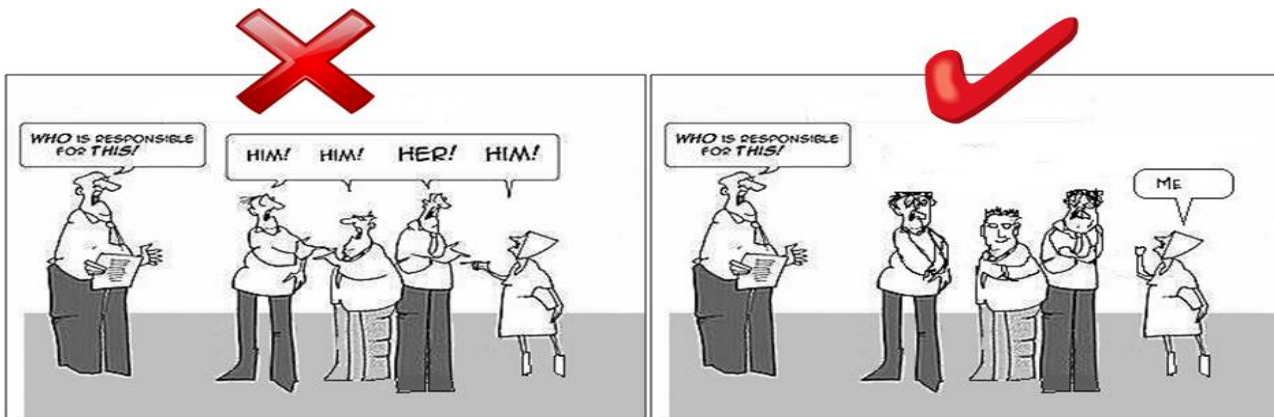


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SHARED VALUE - ACCOUNTABILITY



NO TO BLAME GAME

YES TO OWNERSHIP OF ACTION

"You cannot escape the responsibility of tomorrow by evading it today" – Abraham Lincoln

DO IT THE RIGHT WAY, THE TRUE WAY, THE BEST WAY, THE CONFIDENT WAY



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Shared Accountability is the primary practice that will make collaboration a success. If no one is held accountable for the practices that emerge from the collaborative group, then collaboration results in a complete disappointment. By integrating the two practices, we achieve a win-win situation. The natural by-product of a shared accountability system is the foundation for a Sustainable Development framework for the public sector environment.



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- How does the Merit System Principles demonstrate shared/collaborative Accountability and provides for Sustainable Development for the Federal Government.
- Merit System Principles connects with OPM's Presidential Management Fellows Program





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US Civil Service need for Shared Accountability

- The United States civil service began and ran on the spoils system in 1829 when Andrew Jackson became president. The assassination of United States President James A. Garfield by a disappointed office seeker in 1881 proved its dangers.

President Garfield was shot by Charles J. Guiteau who believed that the president owed him a civil service position and in not giving him the position, threatened the very being of the Republican Party. Two years later, the system of appointments to the United States federal bureaucracy was revamped by the Pendleton Civil Service Reform Act, which made the merit system common practice.



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Define Merit System Principles (MSP)

- The concept of the Federal Government's merit system principles lies in the how and the why they were designed.
- The MSP was designed to ensure fair and open recruitment and competition and employment practices free of political influence or other non-merit factors. In fact, the Civil Service Reform Act of 1978, incorporated the merit system principles into the law.



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Creating National policy:

“...to provide the people of the United States with a competent, honest, and productive workforce...and to improve the quality of public service, Federal personnel management should be implemented consistent with merit system principles.”

The Congress intended those principles, stated expressly in statute, to guide Federal agencies in carrying out their responsibilities to administer the public’s business.



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Merit System Principles that have been adapted by OPM.

These nine principles are:

- Recruit, select, and advance on merit after fair and open competition
- Treat employees and applicants fairly and equitably
- Provide equal pay for equal work and reward excellent performance
- Maintain high standards of integrity, conduct, and concern for the public interest
- Manage employees efficiently and effectively
- Retain or separate employees on the basis of their performance
- Educate and train employees if it will result in better organizational or individual performance
- Protect employees from improper political influence
- Protect employees against reprisal for the lawful disclosure of information in "whistleblower" situations



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What does shared/collaborative Accountability using the MSP look like?

- At the lowest level: The hiring manager is expected to exercise the use of MSP when making a selection for any position.
- A level above that: The Office Manager /Director is responsible for ensuring that the hiring manager has received the proper training on MSP and the execution of the MSP.
- The HR Office level: The HR Office is responsible for timely correct delivery of training in the MSP and making it available for all managers within the agency.



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- The HR Auditing Arm: This Office provides internal oversight to ensure that an agency is properly adhering to the MSP rules and that managers are properly trained in how to meet those requirements.
- The Office of Personnel: This Office provides external oversight to ensure that the HR Auditing Arm of the agency has properly evaluated itself and is indeed properly adhering to the MSP rules and that managers are properly trained in how to meet those requirements.



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Model for Sustainability Development





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What does providing for Sustainable Development for the Federal Government look like day to day?

Sustainable Development is actualized when the process comes to bear and the MSP are used as their purpose intended.

A. Ensuring the efficient and effective use of the workforce is not an annual or even occasional event.

It requires continuous monitoring and improvement of financial and program performance against plans and standards. Leaving inefficient or ineffective performance unexamined and uncorrected is not consistent with basic merit system principles. Continuous assessment and improvement characterize an organization driven by merit.



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B. Retention or Separation - An organization under a merit system does not tolerate poor performance. The individual opportunity that the merit system protects must be matched by maintaining individual accountability.

The appraisal requirements established in law and regulation for all employees create the foundation for that accountability. Employees must be told what is expected, be given an opportunity to perform, be appraised periodically and be held accountable when they fail to perform. Presuming performance to be adequate is inconsistent with the notion of vigilant attention to assuring merit among the workforce



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C. Incentives and Recognition - A merit system's underlying values include a strong sense of fairness. That sense of fairness is realized not only through due process protections and open competition, but also by establishing that better performance deserves greater reward and recognition.

Agencies can use their broad, deregulated incentive awards authorities to establish a wide variety of incentive and recognition programs.

When rewards are to be distributed, a merit system calls for differences in performance to be the basis for making reward distinctions, rather than other non-merit factors.



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Policy Implemented at Program Level



- Collective Accountability and Sustainable Development efforts successfully implemented in the US Presidential Management Fellows (PMF) Program.
- Bearing the Presidential moniker, the PMF Program is a flagship leadership development program at the entry level for advanced degree candidates.
- The PMF Program was created more than three decades ago by Executive Order and has gone through many changes over the years.
- The Program attracts and selects the best candidates possible, but is really designed with a more narrow focus - developing a cadre of potential government leaders.



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- The PMF Program inculcates a lasting bond as well as a spirit of public service, ultimately encouraging and leading to a career in the government.
- The Presidential Management Fellows (PMF) Program is administered by the U.S. Office of Personnel Management (OPM). Each year, candidates apply to the program in efforts to be selected as Finalists. Finalists are then eligible for appointment as Presidential Management Fellows (Fellows; PMFs).
- To become a PMF, candidates must participate in a rigorous, multi-hurdle process. It takes patience and endurance, but also gives candidates a chance to demonstrate your leadership ability and potential. As a PMF, candidates will have earned their place in the program, and the opportunity to grow professionally, serve your country, and make a difference!



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- The two-year appointment will provide a fast-paced opportunity to gain experience and develop the candidate's talents.
- Upon certification of completion, candidates are permitted immediate noncompetitive conversion to a permanent or term position and carries prestige anywhere you go thereafter





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PMF PRESIDENTIAL
MANAGEMENT
FELLOWS PROGRAM

Results:

- On averages four to six thousand candidates apply for the US Presidential Management Fellows Program. Three hundred and fifty to five hundred candidates are selected each year as finalists who work with OPM to be placed as a Fellow with a Federal agency
- Since its creation in 1977 the Presidential Management Fellows Program has brought over 10,000 individuals into Federal service to build the US leadership talent.



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Thank You

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