

# DCCPR All-Hands Meeting

August 23, 2011

# Objectives

1. Initiate Dialogue
2. Commence a draft 'strategic direction'
3. Discuss goals, methods, management style
4. Address immediate questions
5. Build Trust

# DRAFT DCCPR Vision-Mission

## DCCPR Vision

The principal Division that provides an essential, valued and accountable cadre of U.S. PHS Commissioned Corps Officers to serve HHS and its partners to protect, promote and advance the health and safety of the nation.

## DCCPR Mission

Efficiently recruit, commission, develop, manage, deploy, support and retire a resilient cadre of Regular and Ready Reserve officers of the Commissioned Corps through personnel, policy development and operational activities to effectively support routine and emergent missions. The Division will enhance and strengthen the Corps as an asset to the Department, Agencies and partners.

# DRAFT DCCPR Customer-Centric Aims



# DRAFT DCCPR Aim

**QUALITY SERVICE**: increased integration and communication efforts, streamlining resources and processes. Provide a culture of continuous quality improvement, performance measurement (both individual and organizational). Service with a customer-centric approach to enhance partnerships and overall mission success

**ACCOUNTABILITY**: through effective policy development, increased communication, and demonstrated fiscal responsibility, enable the workforce to fulfill the mission with maximum productivity and organizational effectiveness.

**HUMAN CAPITAL Investment**: talent management, workforce planning, engagement and development. Provide a work-place culture that supports and engages employees, and enhances performance. Demonstrates your investment in those that will eventually serve your customers.

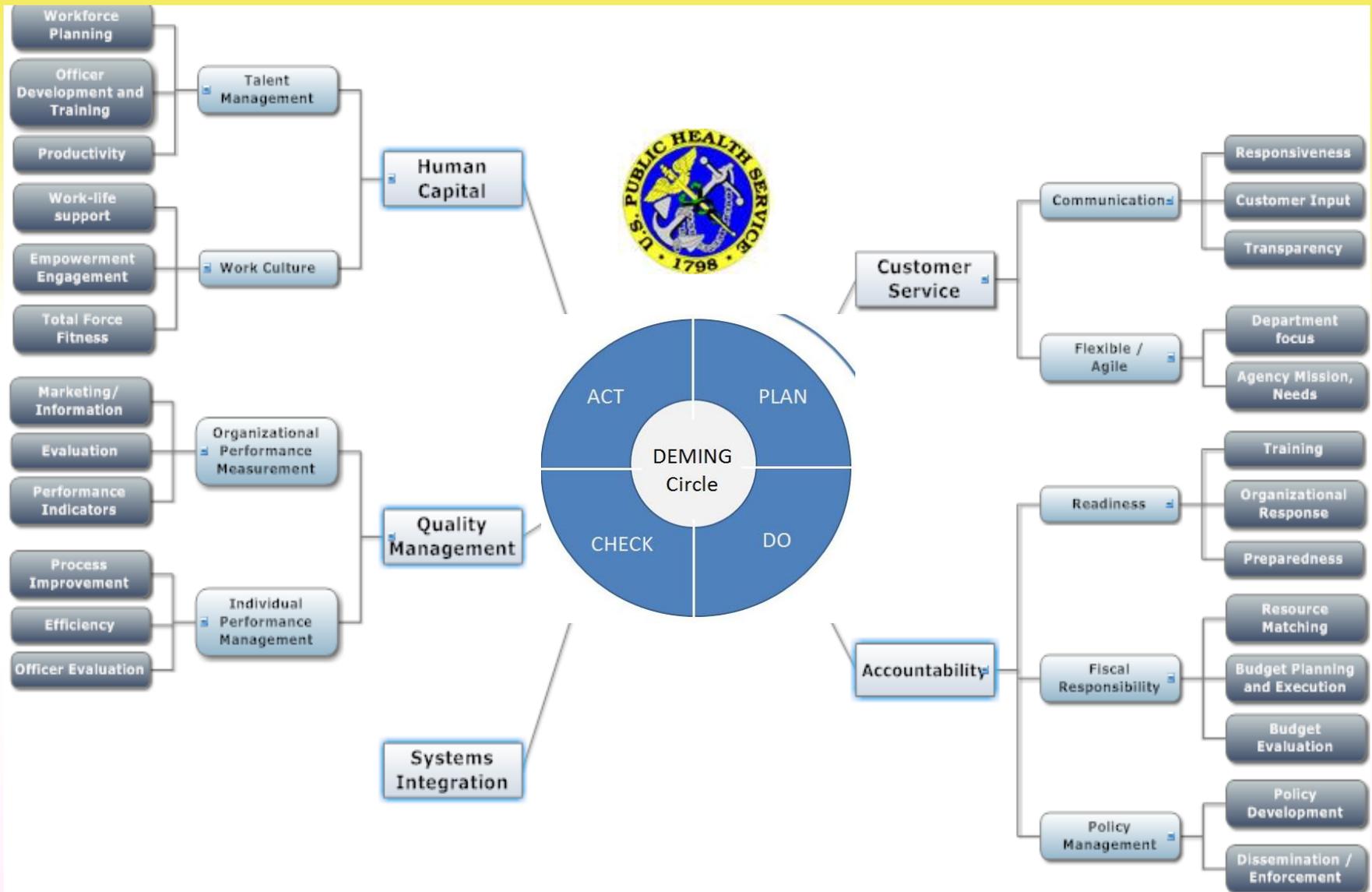
**READINESS**: as an essential part of a customer-centric model. It is both providing individual and organizational response to fulfill both the daily public health and emergent needs



# 'Potential' DCCPR Goals

1. Develop support processes that include heightened communications, increased responsiveness and maximal customer service.
2. Develop a workplace culture that demonstrates human capital investment, optimal performance, and continuous process/quality improvement (PI).
3. Increase efficiencies of division operations through streamlined organizational management and accountability, integrated policy development and centralized information technology.
4. Provide and maintain response capacity through force readiness and training to meet the public health needs of the nation.

# DCCPR Management: Continuous Quality Improvement



## Process Improvement:

- Reviewed ICFI Report – good progress thus far
- CAPT Freund, CDR Mtungwa, CDR Webb, LCDR Dunbar
- December sunsets PI project with ICFI
- Support from leadership
  - Communication
  - Measurement
  - Systems Thinking
  - Reframe the environment

# Strategic Plan Development Example

## Aim: Human Capital Investment (IOD)

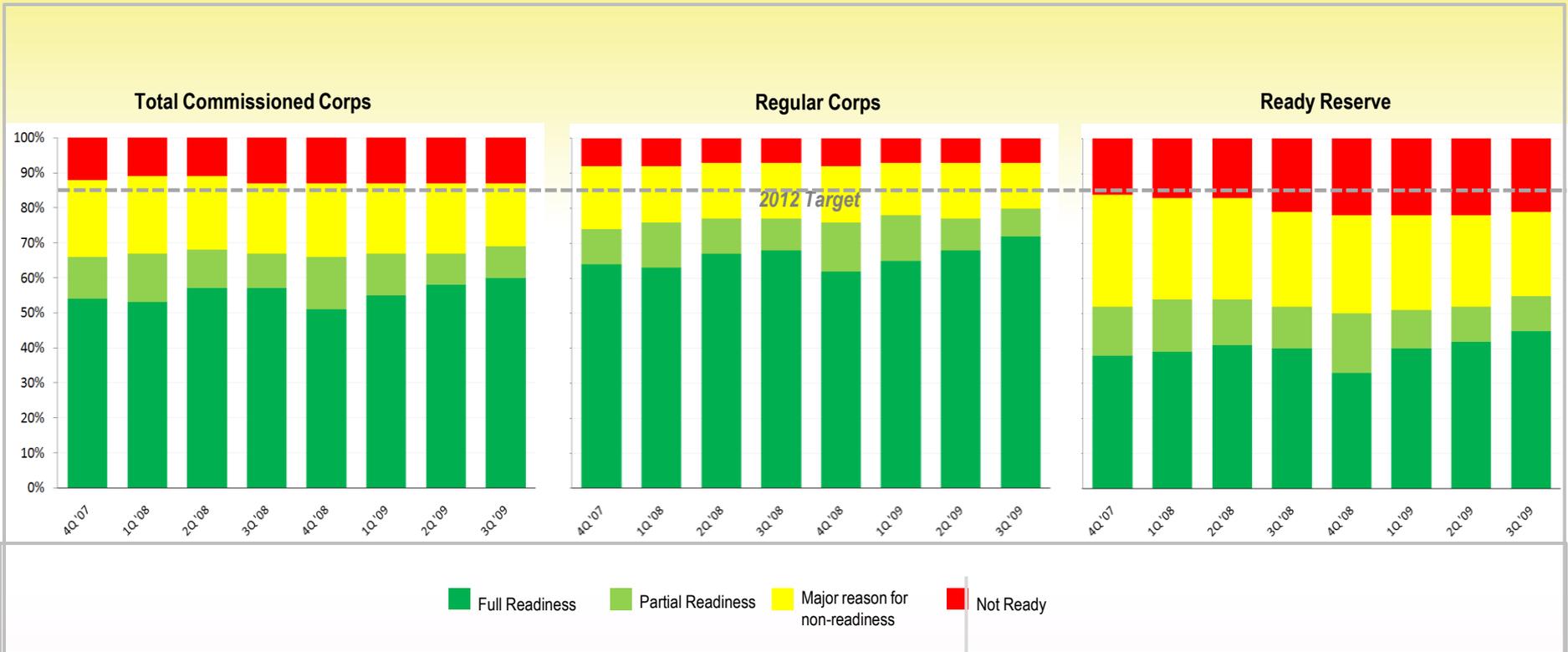


- Develop a culture that demonstrates enhanced human capital investment, optimal quality and performance, and maximal customer service.

- Develop and implement employee engagement strategies to measure and improve productivity and performance

- Collect engagement survey data. Analyze and measure productivity loss/gain in fiscal terms. Display and market improvement.

# DCCPR Aim: Readiness



**What does this tell us?** The force readiness rate across time. Having had a baseline can demonstrate we have moved the bar for our 'customers'. Active component rates compared to reserve component rates. Drivers for improved performance include: (1) reduced delinquent immes, (2) reduced BLS delinquency, (3) other variables (process related i.e. flu shots) that may contribute to non-readiness

# Example: DCCPR Performance Indicator Scorecard (Annual)

	Strategic Imperative	Exec Sponsor	Performance Measure	Development Status	Last Quarter	Current Performance	Change	FY2011 Target	FY2012 Target	FY2013 Target	FY2014 Target	Strategic Initiatives	
Readiness	Force Readiness/Resilience	RDRRB	Individual Readiness		94%	74%	+3%	95%	95%	95%	95%	Maintain force readiness above 90% 	
			Measure of BMI		-	-	-	-	-	-	-		
	Ready Reserve Training	RDRRB Training Team											
Human Capital Investment	Engaging / Empowering Employees	Director	Engagement Survey Results Productivity loss gain Net costs		%	%		85%	90%	95%	100%	Increase Productivity to above 90%.  	
		Branch Leads	Engagement Survey Results Productivity loss gain Net costs		-	-	-	-					
		Team Leads	Engagement Survey Results Productivity loss gain Net costs										
Accountability													
Customer Service													



*Develop  
Strategy*



*Change the  
Culture*



*Fulfill the  
Mission*

- DCCPR is a multi-faceted Division – integral and essential component to fulfilling the mission of the Department / PHS
- DCCPR must be accountable, responsive, ready.
  - Director’s 100 day plan
  - Immerse in the idea of the culture change. Get “Buy-in” while assuring we do not undervalue the work of staff.
  - Attract the best to round out the team (CS or CC)
  - Implement as a cohesive unit.
  - Communicate to each other and to customers – ‘boxes’ don’t matter
- **Director’s focus:**
  - Engage and Empower
  - Inspire/Lead/ Provide Direction
  - Produce / Hold accountable

# 'Style of Leadership'

- Performance is the platform to build upon
  - Need to be diplomatic, responsive, accountable, and communicate well.
- Build *sincere* partnerships.
- Human capital investment
  - take care of the team – they take care of the customer(s)
  - True engagement
- Develop the right workplace culture
  - be a 'magnifier/multiplier'....
  - task and social cohesion
  - Systems thinking / strategic
- Motivate and Inspire
- Provide Balance
- Shape the future...Be proactive

# Let's Begin Partnering....

- Your input is beneficial
- Employee and Customer Engagement
  - Interest in your levels of engagement/satisfaction
- Top 2
  - 2 things (in order of priority) we need to fix...
  - 2 things you think are going well...
- Performance Measurement. Initial milestones.
- Input to strategic direction
- Consistent messaging

I speak of accountability and the  
earth shakes... It will be OK...