

Human Resources Moving Forward

Big Changes Coming to Human Resources

About four years ago, the DLA civilian human resources community reorganized in order to conform with Department of Defense's (DoD) regionalization mandate. For DLA, that meant establishing the Human Resources Operations Center in Columbus, Ohio, and splitting the work between the HROC and local human resources (HR) offices. Even with the best efforts of many dedicated HR professionals in the local HR offices and the HROC, it has not worked well. Customer service has suffered, and the quality and timeliness of work are not acceptable. Many processes are split, accountability is diminished, and costs remain too high. The current structure has also reduced the amount of direct interaction between half of the HR service providers in the HROC and their customers.

Jeffrey Neal, Director of Human Resources at DLA, said, "DLA deserves the best in HR support and our HR professionals can deliver that once we fix the structural problems that have been holding them back. Although we have made progress over the four years, the best we can hope for under the current system is incremental improvement and continued high costs. The solution is for us to take the next logical step and consolidate HR services within a new DLA Human Resources structure."

DLA Director Vice Adm. Keith Lippert said, "My desire is to address HR quality and at the same time benefit from solutions that reduce costs. After reviewing the feedback from the Corporate Board and field activity commanders, I have made the decision to consolidate HR service. Continuing along the path we have been on for four years is not going to deliver significantly different results, which is unacceptable."

"Our goal is to provide improved human resources support and to reduce costs" said Neal. Beginning in July 2002, the DLA Human Resources Operations Center and the six DLA Human Resources Offices will be replaced with the DLA Human Resources Center. The DHRC will have customer support offices in Columbus, Ohio, and New Cumberland, Pa. The Customer Support Office-Columbus (CSO-C) will have dedicated teams that provide full service HR support to DLA Europe, DLA Pacific, DSCC, DESC, HQC, DHRA, DSCP, and DSCR. The Customer Support Office-New Cumberland (CSO-N) will have dedicated teams that service DAPS, DDC, DNSC, DRMS, and DLIS.

Pat Polvino, director of the new office in Columbus says, "Our focus will be on improved customer service and building

a strong relationship between HR and management to ensure that HR contributes to mission accomplishment."

Polvino is currently putting the final organizational touches on the new office and is working closely with the first large organization that will be serviced by the DHRC, the Defense Supply Center Columbus. "All of us are very excited about the new way of doing business. Now, we will be able to provide our customers with the full range of HR support, from start to finish."

Paul Okum, the director in New Cumberland, is currently hiring new staff. "We are hiring the best," says Okum. "We have had a great response to our job announcements." In addition to hiring new people, Okum will begin work in a newly refurbished facility in New Cumberland. "The building should be completed in July, and we are looking forward to supporting our first customer, DAPS."

In addition to offices in Columbus and New Cumberland, the CSO-Columbus and the CSO-New Cumberland will have dedicated Customer Service Representatives who provide onsite labor relations, employee relations, and workforce development support at Philadelphia, Richmond, Battle Creek, and Fort Belvoir. Neal says, "The consolidation will be completed in fiscal 2003 and we expect to see noticeable improvements in quality immediately. We have put a lot of work into making this all happen in a very short period of time. But the improved HR service and cost savings will make it worthwhile."



Paul Okum, Pat Polvino, and Jeff Neal discuss changes in DLA Human Resources.

DLA VISION

Right Item, Right Time, Right Place, Right Price.

Every Time . . . Best Value Solutions for America's Warfighters.