

Brenda DePuy
DePuy HR Associates

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Personal Information

Citizenship: U.S.
Security Clearance – Top Secret-SCI (5 yr update expired Feb 2001)
Recipient of the Meritorious Service Award
IPMA Certified HR Professional

I am a Human Resource Manager with a total of 40 years of experience of which 26 years have been in management and/or policy. I have worked in virtually every area of personnel on both an operational and policy level. I have experience managing in all areas of personal (except labor) in the competitive service, excepted service, non-appropriated fund service, intelligence service, service covered under Title 10 and Title 42 authorities, and overseas service including local nationals. In all my jobs, I have worked laws and regulations as they related to policy development, interpretation and implementation.

Work Experience

April 2003 - Present
Principal, DePuy HR Associates
Ph: 703-392-6323

I provide consulting and advisory services to a variety of government agencies. Presently, I have contracts, or sub-contracts in the areas of Executive Resources, Diversity, Staffing, Classification and Training covering a variety of the functional areas listed above. My staff and I strive to provide quality and timely service. We provide real world solutions and assistance on HR issues and can assist in many ways to help agencies meet their Human Capitol agendas. Since my company works through several contracting mechanisms and other companies, I can be easily reached for a contract (disable veteran contractor partner, GSA schedules for other partners.) My current and recent contracts include:

DOL - Analyzed all SES positions within the Department and developed SES Qualification Standards
Assisted SES candidates with preparation of their Executive Core Qualifications Standards (ECQs)

Developed/delivered ECQ and resume training for SES Candidate Development Program (CDP) participants.
Provided advice and assistance to participants/CDP Director on the preparation of the ECQ packages
Provided research assistance on SES issues when requested
Provided ECQ coaching assistance -04/06

NIH - Classification of SES positions
Conducting job analysis and developing SES candidate evaluation criteria and ranking schedules
Developing recruiting documents
Providing consulting advice on statutory/regulatory questions on the SES program
Preparing SES allocation requests and justifications
Management of entire search and selection process for SES positions (have a small staff on site)
Trained NIH classification staff on SES classification - 03/07

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NASA - Coaching executives in completion of the Executive Core Qualification (ECQ) Statements
Training NASA HR Staff to assist candidates in ECQ approval process – 06 -07

DHS - Coaching executives in completion of the Executive Core Qualification (ECQ) Statements-05-06-07

VA – Developed and presented training for the SES CDP candidates and other leadership programs -05-06

Energy - Prepared Diversity Reports and working with the Diversity Program for the Civil Rights Office
Prepared the FEORP and DVAAP reports and provided recommendations for improvements -04/05

NGA (formerly NIMA) - Facilitated the Agency's in-processing and orientation of new personnel -05-06

DOD “Joint Warfare Group” – Provided consulting services on the hiring of unique skills in an intelligence setting -05

Secret Service: Training and consulting on the SES CDP Program -05/06

Bureau of Printing and Engraving – coached the SES CDP Program through their developmental assignments and ECQ preparation -06

Georgetown University: Developed/presented a training session for the Senior Executive Leadership Certificate Program - 04
Diversity training for mid-level executives - 07

Government Executive: Presenter at the Excellence in Government Conferences July 2004 – Dec 2004 - Leadership Competencies

USDA Graduate School: Adjunct Faculty – 04/07

Redesigned as well as both presentation/facilitation of the Washington Area Executive Seminar (WES)
Executive Core Qualifications classes
Executive Potential Program; Career Strategies
Leadership Potential Program – Leading Change, Leadership Competencies, and critiquing Presentations
Design/presentation of Human Capital Management Program (3- 1 week sessions for HR professionals)
Political Savvy – for Executive Potential Program
Human Capital Strategies for the Executive – WES program

ECQ Training under auspices of Grad School – Energy, EPA, Agriculture-DoD Intel – both hqs & regions -05/07
SES/ECQ training for all of EPA (300 participants) in combined/concurrent web based training/in-house training on GS- Connect – the Grad School's premier long distance learning tool that can be used simultaneously with in-house training delivery – combined classroom – web connected and in-house.

Health and Human Services University: Design and presentation of Executive Core Qualification classes; design and presentation of classes Practical Leadership Strategies: developing leadership competencies and career strategies for the SES Candidate Development Program -05

HHS University - won contract to do Careers Strategies, ECQ Writing, KSA and Resume Writing for FY 08

National Association of Hispanic Executives Conference - Presenter 2004 - Leadership Competencies & Career strategies - Presenter 12-07 Executive Core Qualifications seminar in the Capital - diversity & membership session

OPM – Political Savvy for mid-level executives – 06

OPM – Political Savvy Career Strategies – Aligning Your Career with Your Agency's Priorities/Values - 07

Federal Executive Institute Alumni Association – Presenter, National Conference - Leadership Competencies & Career strategies -05

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HR for Managers seminar for Voice of America –06

Federal Trade Commission Leadership Competency Session for a Leadership Program - 05

Training and coaching HUD, Bureau of Printing and Engraving, US Secret Service and DOL SES CDP Programs - 05/07

Corporation for National Community Service – classification appeals, restructuring of organizations, training of HR staff in consulting role - 06

Pension Benefit Guarantee Corporation – Design and presentation of training for Leaders Program, coaching on ECQ preparation, development and presentation of New Federal Executive Orientation to Federal HR Programs. -05-06

Independent contracts with individuals to assist in the SES competitive process and preparation of ECQ packages

April 2002 – April 2003 – retirement

Personnel Management Specialist

Office of Executive Resources Management

Office of Personnel Management

1900 E. St. NW, Suite 6484

Washington, DC 20415-0001

Supervisor: (former) Daliza Salas ph: 202-693-7608 (currently HR Dir DOL) Last - Ray Limone ph: (currently HR Dir CNS)

The Office of Executive Resources Management provides government-wide leadership, policy direction, guidance, and technical assistance in the selection, development and managements of Federal Executives in the Senior Executive Service and other executive personnel systems. I served as a consultant and strategic partner, helping agencies find creative solutions to human resource issues involving senior executives. Accomplishments:

- Lead the effort on OPM Director’s Fix the Hiring Process for Executive Resources
- Served as administrator of the Qualifications Review Boards convened to review selections into the SES.
- Assisted agencies in the development of critical competencies to evaluate SES candidates.
- Designed, developed and presented briefings and workshops on ECQ preparation, career strategies, executive program management to a variety of audiences e.g., aspiring SES candidates, participants in executive development training, Presidential Management Interns, groups promoting diversity in the SES, agency personnel staff and others:
 - Developed, and co-presented with the OERM Director, workshops on SES Career Strategies for the government-wide Asian Pacific Summit jointly sponsored by OPM and Department of Labor, 2002.
 - Developed and presented Career Strategies training for Presidential Management Interns at HHS
 - Presented OPM open briefings on Preparing for the SES
 - Personally developed and presented government-wide workshops for agency Executive Resources personnel to improve the executive hiring process as part of the OPM “Fixing the Hiring Process” initiative. Subjects included classification of SES, job analysis, marketing techniques, Executive Resource Board advisory services, developing evaluation criteria, administering the candidate review process, other SES management issues, such as Term appointments, Schedule C appointments, authorities, pay setting and compensation issues, etc. Workshops did not include performance and awards training.
 - Presented sessions in Leadership Competencies in the Executive Development Seminar at the OPM Western Management Development Center
- Nominated to serve on various task groups and committees, e.g., OPM Director James’ Fix the Hiring Process taskforce.
- Provided advice on all aspects of the SES Program, serving as the initial point of contact for many agencies
- Processed Schedule C appointment actions (political appointments) with White House approvals

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- Reviewed and recommended approval on Agency SES processes, such as new CDP programs and plans
- Conducted Merit Staffing Reviews of agency SES selection processes in controversial cases
- Provided advice and interpretation of SES regulations and the OPM SES draft guidebook
- Provided advice to agencies on controversial and precedent setting SES issues
- Received a Special Act Award, 2002

July 2001 to April 2002

Human Resources Specialist

National Science Foundation

4201 Wilson Blvd

Suite 315 Arlington, VA 22230

Supervisor- Marilyn Dickman, ph: 703-292-4341 (former Director, Marcia Tremaine – ph: 703-695-2683)

The National Science Foundation provides resources for leading edge scientific research. The staff is composed of leading scientists. I served as a specialist in Executive Resources advising management on the Executive Resources program and providing a full range of Human Resource services for senior executives. Accomplishments:

- Reviewed and interpreted policy guidance providing consultation services to senior managers
- Served as the advisor to the SES Executive Resources Board.
- Staffed decision papers to the Executive Resources Board and the NSF Director.
- Developed qualifications standards, position descriptions, rating criteria, etc.
- Managed pay and compensation policy and programs
- Developed executive search and advertising criteria, etc.
- Worked with the Executive Resources Board on program issues & overseeing the agency panel review process.
- Managed the NSF portion of the Office of Personnel Management QRB process (reviewing leadership qualifications).

July 1999 -July 2001

Personnel Management Specialist,

Center for Scientific Review

National Institutes of Health

Rockledge 26701 Rockledge Dr. Bethesda, MD 10892

Supervisor- Mac Hadley, 301-435-1122

The National Institutes of Health is the leading medical research facility in the U.S. The NIH organization I served provided the grants to researchers in leading medical research areas. I provided a full range of HR advisor services to serviced activities composed of scientists in the health professionals. I advised management on and processed a variety of hiring actions including non-standard statutory hiring authorities and non-standard pay authorities. I conducted delegated examining, serving as the delegated examining expert, revising current practices and designing new forms and reporting systems. Additionally, I managed a full range of human resource functions, including performance, conduct, discipline, classification and compensation. Accomplishments:

- Received a cash performance award in 1991 and a time off award in 2000.
- Completed Delegated Examination Training for re-certification.
- Completed IPMA HR Certification course.

February 1997 to July 1999

Personnel Management Specialist

National Imagery and Mapping Agency

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Bethesda, Md

Supervisor- Bev Borich, Karen Northart, Charles Hughes 301-227-5800

The National Imagery and Mapping Agency is a leading Department of Defense Agency providing global information. In my role in NIMA, I was responsible for the development of NIMA policy in the following areas: Staffing, Appointments, Strategic Workforce Planning, Outsourcing, Reduction in Force, Voluntary Early Retirement, Transfer of Function, the DoD Priority Placement Program, overseas employment, Pay Setting and Compensation.

Accomplishments:

- Served as an ad hoc policy member of the NIMA working group designing the new excepted service personnel system for NIMA in a People Soft environment.
- Briefed the Agency Director, Deputy Directors and senior staff on a variety of workforce planning issues.
- Developed NIMA Deputy Director brief and assisted in briefing the Deputy Assistant Secretary of Defense (Command, Control, Communications, Intelligence) on the NIMA Reduction in Force. Proposal and Implementation Plan were approved as recommended.
- NIMA representative to the Defense Civilian Intelligence Personnel System working group responsible for developing personnel policy for the Defense Department Intelligence Community.
- NIMA representative to the Office of Personnel Management Staffing Group and the Interagency Advisory Group and the Department of Defense Staffing Group.
- HR representative to the NIMA Budget Review Group briefing the impact of the use of Reduction-in-Force and Voluntary Separation Incentives/Voluntary Early Retirement Authority.
- Led the team for the NIMA Reduction-in-Force. The downsizing and outsourcing resulted in both CONUS and overseas RIFs and Transfer of Functions. These processes were complicated by the fact the employees are now excepted service.
- Drafted the pay setting and other pay and compensation policy. The policy covered all Agency pay except the pay-for-performance portion of our compensation program, however, I worked with the pay team on those issues as well.
- Drafted a policy on appointments, and other placements, thus replacing an obsolete agency merit staffing instruction.

Received a \$1000 Special Act Award and a \$1500 Performance Award in 1998 and a \$2000 award after my departure from the agency in 1999.

October 1996 to February 1997

Supervisory Personnel Management Specialist,

Human Resources Office, Marine Corps Logistics Base, Barstow, CA

Supervisor- Ann Westermeyer currently Navy HR Director, Sigonella, Sicily

Chief of Staffing, Classification, and Technical Services for a Marine Depot supervising a staff of approximately 10 employees serving approximately 1800 employees. Accomplishments:

- Developed installation policy/procedures on staffing, classification, retirement, health and life insurance benefit counseling, personnel actions processing and Worker's Compensation.
- Set the installation on a new course to reduce the large number of accretion promotions. Briefed the commander and senior staff on the personnel problems and trends and proposed changes in management practices.
- Initiated a return to work program and a reduction in claims for Worker's Compensation.
- Transferred to NIMA because the position was being reduced due to an HR Regionalization. Received an interim outstanding rating for my efforts to correct existing problems.

October 1993 to October 1996,

Supervisory Personnel Management Specialist

Naval Support Activity, Naples, Italy

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Supervisor Ted Canelakes (now at HQ, Navy – see references)

I was the Head of Employment, Classification and Automation serving a population of 1500 US employees and local nationals. I supervised a staff of approximated 10 employees both U.S. and local nationals. In my consulting role, I served on the Position Management Committees of the base and several tenant organizations providing advice on position classification, organizational structure, compensation and veteran employment issues. Accomplishments:

- Developed a new merit staffing instruction providing a different approach to overseas employment which was approved by DoD, OPM and the veteran's groups.
- Developed and presented management courses to supervisors throughout the Navy activities in the Mediterranean
- Developed staffing and classification procedures for Naples, Sardinia and Greece.
- Supervised the Personnel Systems Administrator - automation/network efforts were extremely challenging in that environment. Successfully implemented a new automated system.
- Trained and led my staff into new roles in the new Regional HR configuration.
- Served on working groups to design & implement the Regionalization of Navy Europe.
- Received outstanding ratings, a cash performance award and a Navy Meritorious Service Award.

1991 to October 1993

Personnel Management Specialist

Defense Mapping Agency November Fairfax, VA

Supervisor Pam Brunger (301) 227-5800

The Defense Mapping Agency was the predecessor to NIMA. I developed policy in the areas of staffing and affirmative employment.

Accomplishments:

- Developed a new Agency Affirmative Employment Operating Plan and trained staff in its use. Developed an automated Adverse Impact Analysis process.
- Developed the agency's first Voluntary Separation Incentive Program before DoD had developed guidance on the subject.
- Analyzed the agency workforce in light of known organizational priorities and proposed the group to be offered the incentive based on need and cost effectiveness. Briefed my separation incentive proposal with associated cost to agency Director and senior staff; it was approved without change.
- HR representative on a senior advisory group which developed the agency's employment plan (the strategic planning document for agency hiring, attrition, and downsizing). Provided the turnover analysis for the process, analyzed trends, reviewed impacts of mission changes and made recommendations for change.
- Designed an automated process to combine the Comptroller's automated data with personnel data. The process design was approved and programmed. The new process saved countless man-hours and improved our ability to make timely projections.
- Served as the agency staffing program manger in his absence providing a full range of staffing policy advice.
- Received a highly successful rating (the highest rating ever given any employee during their first year in DMA, HR), the second year I received a \$1200 performance award.
- Was selected to attend an IPMA pilot mid-level managers' year-long quarterly seminar program.

August 1991 to November 1991

Transition Assistance Officer

Ft Lee, V A 231801

Supervisor -Deputy Garrison Commander, Major Edwards

As one of the first Army Installation Transition Services Managers, I designed and developed office requirements for

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Installation Transition Services. I also participated with the engineer in designing the renovation of the new location including budget and contracts. In a short period, I briefed senior staff on program goals and accomplishments and hired, trained and supervised the staff.

Accomplishments:

- Developed contacts in the community' to support various transition needs.
- Successfully negotiated and developed contract with the Virginia Employment Commission to hold three-day transition sessions.
- Developed program publicity campaign.
- Transferred to DMA because I was facing RIF in this position within the year.

April 1986 to August 1986

Supervisory Personnel Staffing Specialist

Ft Lee, VA 23801

Supervisor: Art Schuetze, (804) 765-1435

Served as Branch Chief in the Recruitment and Placement Division. Accomplishments:

- Established a One Stop Job information Center serving 2800 persons annually. This included office design and set-up, equipment, policies, hiring and training staff.
- Supervised a staff of approximately 10 persons in the Recruitment and Placement Division.
- Provided a full range of merit staffing support
- Supervised a large mid-level OPM Delegated Examining Unit.
- Served as outplacement coordinator on several RIFs.
- Served on Mobilization working groups for Army.
- HR point of contact with EEO as such, participated in the design all negotiated settlements, discussed such settlements with complainants and advised management of issues and concerns.
- Served as the agency technical representative on Merit Systems Protection Board case and a Title VII case in Federal Court.
- As the Installation Handicapped Program Manager, I: (1) established a Program for Individuals with Disabilities Committee, (2) developed an installation program guide and a medical reassignment policy, (3) worked with vocational counselors, (4) advised management, (5) conducted site accommodation surveys, (6) reviewed building plans for accessibility, and (7) developed an active hiring policy placing numerous disabled persons.
- As Affirmative Program Manager for the Installation, developed a program that corrected under-representation in five years. My Affirmative Employment Process was published in Office of Personnel Managements Exemplary Practices Digest.
- Designed programs and/or policies for Upward Mobility, developmental assignments, Apprentice Programs, Welfare Programs (before they became mandated), Disadvantaged Youth, Historically Black College Faculty Program, Junior Fellowship and Co-operative Education Programs. Ft Lee had the largest such programs within Army which supported the intake of women and minorities into under-represented areas. Briefed commanders (two and three-star generals) and senior management on program progress, quarterly and attended staff meetings to publicize these programs.
 - Team member in the development and presentation of the pilot course for Handicap Program Managers at Headquarters, Army.
 - Team member redesigning Army Staffing Curriculum for Army Intern Program – responsible for Candidate Evaluation Module
 - Guest speaker at Army EEO regional conferences and at OPM regional conferences to discuss Affirmative Employment Programs.
 - HR POC for a Congressionally-mandated GAO investigation into Ft Lee's hiring practices during a five-year period. The investigation lasted four months. It was first necessary to educate the investigators in personnel practices before I obtained 5 years of data from both manual files and an

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automated personnel system to provide them an analysis of results. The base commander received a very favorable report from GAO.

- Receive several cash awards, many outstanding ratings and a Commander's Award/Medal from our Lt. General.

Previous Experience: 1981-1986 - Personnel Staffing Specialist/Personnel Classification Specialist; Army Personnel Intern, 1978-1981; Military Personnel Manager, 1967-1978

Continuing Education and Training: Completed a variety of business courses from several different colleges, CLEP, etc., (degree requirements not complete)

- Supervisory Development I and II 1975
- Basic Staffing 1979
- Basic Classification 1980
- Merit Promotion 1981
- RIF 1988
- Priority Placement Program 1988
- Dept of Army Handicapped Program Manager's Course * 1987
- Affirmative Employment EEO Officer's Conference * 1988
- EEO Title VII * 1987
- IPMA Mid-Level Manager's Course (1 yr-quarterly seminar program) 1993
- EEO Counselor's Course 1994
- RIF (again) 1998
- Flawless Consulting 1998
- Delegated Examining Course - OPM 1999
- Formally mentored in processing Employee Conduct and Discipline cases by NIH Labor/ER expert 1999/2001
- **IPMA HR Certification Course 2000 – Certified IPMA HR Professional – Master’s level in Hiring, Training & Classification/Compensation**
- Executive Leadership Competency Consortium 2001
- SES Forum, 2004 – Empowering People
- “No Fear” law and its implications in the workforce, 2004
- Excellence in Government Conference July & Dec 2004 (participant and presenter)*
- Hispanic Executive Conference 2004 (participant and presenter)*
- FEI Alumni Conference 2005 (participant and presenter) *

*Taught portions of these courses as well as attending the remainder of the course

Awards and Accomplishments

- Many Outstanding ratings, QSI and awards prior to 1987
- Exceptional ratings 1987,1988, 1989
- Cash award 1988
- On-the-Spot Cash Awards 1987,1988
- Certificate of Appreciation from Assistant Secretary of the Army, 1987
- Certificate of Appreciation from TRADOC Civilian Personnel Director, 1990
- Letter of Appreciation from Army Personnel Director 1989
- Letter of Appreciation from OPM Area Manager, 1990
- Commander's Award with medal, Lt. General Salomon, 1990
- Published in OPM's Exemplary Practices Digest, 1992
- Who's Who of American Women 1993-1994 & Who's Who of American Business Women
- Performance award, 1993

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- On-the-Spot Award, 1994
- Outstanding rating: (see above) and 1990, 1991, 1995 and 1996
- Meritorious Service Award, 1996
- Interim Outstanding rating, 1997
- Special Act Award, \$1500, 1998
- Performance Award, \$1500, 1998 (pass/fail ratings)
- Performance Award, \$2000, 1999 (pass/fail ratings)
- Pass/Fail ratings 2000/2001
- Performance Award, 2000
- Time Off Award, 2001
- Special Act Award, 2002

Business References:

Anna Doroshaw, Acting Director of Training, Department of Veteran's Affairs, 202-273-9466

Ted Canelakes, former HR Director, NAVEUR, London, England, currently HQ Navy, 202-685-6474

Andy Dunn, Deputy Director, Norfolk OPM Area Office, 757-441-3373

Dawn Bedlivy, Attorney, General Counsel's Office, NSA, e-mail dbedlivy@aol.com

Daliza Salas, Director of Human Resources, Department of Labor, 202-693-7608

Madhu Panshadsaram, EEO Program Manager, Marine Corps West, 703-725-4301

SUMMARY STATEMENT OF KNOWLEDGES, SKILLS, ABILITIES

Knowledge of human resources management theory, policies and practices.

I have worked in virtually every area of personnel (except labor) on both an operational and policy level. I have experience with populations in the competitive service, excepted service, non-appropriated fund service, intelligence community, Title 10 and Title 42 appointment and compensation authorities, overseas employment and local nationals. In all my jobs, I have worked laws and regulations as they related to policy development, interpretation and implementation. My experience is detailed below.

I had full program responsibility as either a manager and/or an employee in staffing and merit promotion, RIF, delegated examining, classification and compensation, executive resources, technical services, automated personnel systems, benefits, affirmative employment, EEO, mobilization planning, worker's compensation, overseas employment and benefits, employee relations and personnel suitability investigations. I have experience in most areas of employee development and training. Each of these required me to apply personnel laws, regulations and policy to develop policies for the activity I was working for, or to resolve any issue that arose.

Agency Representation.

- a. As an HR Branch supervisor for the Army, I served as the Agency technical representative in MSPB, EEOC appeals and Federal Court. I defended the agencies position in various personnel actions and have extensive work with EEO settlements.
- b. Served on the DOD Intelligence Agency Workgroup to develop the personnel policies for the Intelligence Personnel System.
- c. Served as NIMA representative to the DOD IT Working Group chartered by the Secretary of Defense to study the IT assurance/occupational issues.

Overseas Issues. As an HR manager in Naples, Italy, I reviewed new policies and rules from an operational perspective, assessed their impact, and implemented them. In Italy the rules were very complex because of host country laws and DOD policies. I was responsible for local national policies as well which were constantly changing based upon changing interpretation by the Italian government and our embassy.

Served an HR manager in several positions. For example in my position with Army at Ft Lee, VA (workforce 3500+), I was responsible for all external hiring; running a large DEU (Delegated Examining Unit); designing and promoting large developmental /training (e.g. Upward Mobility, VRA, Co-op) programs; developing and managing the installation Affirmative Employment Program; managing the Worker's Compensation program; planning Wartime Mobilization; developing position descriptions and classifying for a variety of unique circumstances and additionally supervising all HR services for two small (several hundred positions each) satellite installations with large seasonal hiring fluctuations. In this position, I developed local policies, briefed senior management on issues and challenges providing recommended solutions.

I supervised from 10 to 20 people in my work-units. I received numerous outstanding ratings, several cash awards and a Commander's Award from our Lieutenant General for my efforts.

Policy development and agency level experience:

As a HR staffing and classification policy expert at NIMA, I served as the NIMA Human Resources policy representative on NIMA and DOD working groups which were formulating new policies for either NIMA or the entire DOD Intelligence community. I worked closely with our General Counsel's office to dissect the law's intent and applicability of Title 5 personnel authorities to NIMA. For example, I served as:

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- a. The Agency representative on a DOD level personnel policy group developing staffing, pay, performance and other policies for the Title 10 Intelligence Personnel System.
- b. The Agency's sole representative to a high-visibility working group established by the Secretary of Defense to assess Information Technology/Security from personnel and training aspects.
- c. A representative on agency-level working groups to develop and implement NIMA's new pay-banded, non-standard personnel system and its automation support (People Soft).

Since our agency's authority flowed straight from Title 10, I developed policy straight from statute without intervening policy guidance from OPM or DOD. In the predecessor Agency, DMA I developed Title 5 personnel policy on various issues, in staffing and diversity as well as manpower planning. During the stand-up of NIMA in 1996, I revised numerous personnel policies to conform to the new Title 10 legislative framework, as well as the regulatory framework proposed by the Department of Defense. NIMA was restructuring its personnel system including initiatives to re-classify the workforce under non-OPM generated standards, institution of pay banding and pay for performance, as well as a yearly rank-in-person promotion system, I ensured that the reformed and newly developed personnel policies met all regulatory and statutory requirements. I did the following:

- a. Drafted the Pay and Compensation policy, RIF policy and Appointment policy. (The policies had not been negotiated with the unions when I left.)
- b. Acted as the project/policy expert for several large RIF and Transfer of Function actions, including overseas RIF, which had unique issues.
- c. Served as the Agency level point of contact/policy expert for DOD Priority Placement Program advising on all PPP issues.
- d. Served as the Agency policy expert for all overseas employment issues – appointments/benefits, etc.

I received several awards in NIMA: \$1000 and \$1500 Special Act Awards, a Team Award for the RIF, and a \$2000 performance award given after my departure for my efforts in RIF and policy development.

Oral presentation skills.

I have extensive experience and skill in translating complex information into a presentation that fits the knowledge level of the audience. Responding well in difficult situations and speaking extemporaneously are my strong points.

In my OPM position I developed and presented, along with my Director, career strategy workshops at the Asian Pacific Conference cosponsored by OPM and the Department of Labor. I have also presented an OPM briefing to prepare Individuals to compete for the SES.

In NIMA I have explained RIF to employees and managers in town-hall meetings and briefed the top management of the Agency in formal settings. In NIMA as well as my various other positions, I have:

- a. Briefed many subjects to senior managers, such as, RIF, Priority Placement Program requirements, reasonable accommodation, affirmative employment, and special-emphasis programs/diversity issues.
- b. Prepared and delivered briefings on a variety of complex HR subjects to generals, admirals, GAO, Deputy Assistant Secretaries of both the Army and DOD, and many SES's including Directors and Deputy Directors of agencies.
- c. Prepared and delivered presentations/workshops to military family members, retiring military, managers, employees at Army level personnel conferences, and the general public on a variety of subjects such as, RIF/Early-outs, staffing process, hiring practices, employee benefits.

Writing Skills.

I have fostered the ability to write complex staffing documents such as regulations, and am able to explain such complex policies to the average reader. For example, I prepared and delivered presentations/workshops/handouts/handbooks to military family members, retiring military, managers, employees, attendees at Army level personnel conferences, and the general public variety of subjects such as, RIF/Early-outs, staffing process, hiring practices, employee benefits including developing comprehensive written guidance as handouts and workbooks. I also developed and presented briefings to the NIMA senior management and developed the handouts for the town halls that were conducted for the entire workforce at NIMA on RIF/Early Retirements. I am in the process of developing government-wide workshops to be presented shortly for agency personnel who are working with the SES program which includes slides, decision matrix charts, candidate evaluation models and charted outcomes, handouts on processes and decision points, etc.

In NIMA, I personally drafted the Pay and Compensation policy, RIF and the AIF policy and Appointment policy (which had not been negotiated with the unions at the time of my departure).

In various other positions in Army, Navy and DMA, I drafted agency or installation policies on staffing, affirmative employment, worker's compensation and other personnel programs.

Ability to develop innovation solutions to resolve complex problems.

Throughout my HR career, I have had extensive experience and developed skills in conducting research on complex human resources management issues, performing analysis, and reaching logical conclusions and recommendations. I have extensive, substantive operational and policy level experience dealing with a variety of complex, and oft times controversial, situations. Serving in both policy and operational positions I have developed processes and solutions for large scale issues such as strategic planning, workforce development, downsizing and policy development that required logical and innovative solutions. For instance, I held positions in which I dealt with RIF issues on both an operational level and from a policy and strategic planning standpoint in both the competitive service, and in an excepted service intelligence agency.

My most recent experience with strategic planning was as the staffing policy lead for the National Imagery and Mapping Agency (NIMA). At NIMA, I led the team that supported a Transfer of Function, as well as two rounds of buyouts and two RIFs. I briefed the Agency Director, Deputy Director, and all senior level managers regarding management options under the RIF guidelines as they related to the agency's strategic planning. I developed all of the RIF policies and operating guidance immediately following the stand-up of NIMA in October of 1996 so that the agency was able to conduct successfully a Transfer of Function based on them in the fall of 1997. Each of my RIF policies addressed an issue of first impression in that no existing policies or guidelines existed within NIMA, which is the only intelligence agency to have collective bargaining units. As the head of the RIF policy team, I supervised the operational aspects of the transfer of function, and subsequent RIF's to ensure proper execution of the RIF, correct application of bump and retreat, and efficient responses to any problems that arose. During my time at NIMA, I also handled all RIF issues arising from a base closure and conducted a RIF overseas and a Transfer of Function which required innovative approaches in this all-new personnel environment with no precedents. Our team was recognized by the agency for its swift and efficient running of the RIF with a teamwork award.

In DMA I served as the HR member of a four-person Strategic Workforce Planning Group consisting of senior members of the Comptroller Manpower and Budget Divisions, Work Planning Division and Human Resources. The Group forecasted the mission requirements, attrition, hiring and restructuring needs for the agency. When I arrived, the existing analysis process was cumbersome and time consuming. I developed an automated report that would consolidate all the employment and manpower data needed for decision which reduced the time spent monthly by the senior analysts in various branches from several days to a few hours. My analysis of employee turnover and forecasting resulted in the agency with a workforce of several thousand being within 4 employees of our desired end-strength.

Brenda DePuy

As the responsible person for Affirmative Employment Program at Ft Lee, an installation that had been plagued with EEO problems and a court ordered consent decree, I designed programs to meet our needs. The installation had multiple commands with diverse missions. I conducted extensive data analysis to show where obstacles existed and presented briefings to the various commanders, providing an analysis of their workforce; expected attrition; and summary of the issues we were facing. I then prepared a proposed recruitment and development plan for each of organization covering both those skills we could grow and develop in-house and those we had to obtain from outside the workforce. The changes in the workforce demographics that resulted from my workforce/applicant analyses and my programs were dramatic and considered a phenomenal success. We corrected severe under-representation through the grade of GS-12 in five years using my programs and processes. The Adverse Impact Analysis process that I developed and implemented at Ft. Lee was published in the OPM Exemplary Practices Digest.