

Nomination of CDR Bambi Doe for the _____ Award
Period Covered: November 2008 – October 2010

BACKGROUND:

CDR Bambi Doe transferred to the Transformation Team in 2008 and has led five of the program's initiatives with skill and efficiency. Her work on each has contributed to programs that will have long-lasting benefits to the Corps, its officers and supervisors for many years to come. Upon her arrival, she was asked to assist with the development and implementation of the Career and Assignment Manager (CAM) role within OCCO. She was charged with implementing a pilot program that focused on recruitment of physicians to the Corps.

When her assignment as a CAM was completed, CDR Doe accepted responsibility for leading the effort to re-write the *Supervisors' Guide to the Commissioned Personnel System*, an essential tool for proper supervision of Corps officers that had last been updated in 1999. The outdated information in the Guide did not reflect current business processes or take advantage of current technologies.

As part of the Transformation effort to effect true force management, a new software system, Direct Access, was adopted. Converting data for use in this database was part of the Billet Collection System (BCS). CDR Doe participated in a workgroup that redefined the Corps' multidisciplinary billets.

Another component of the Transformation Implementation Plan was the Training Continuum. The PHS Officer Basic Course was developed and launched in late 2007. Transformation, along with Training and Career Development staff members worked collaboratively on the development of the PHS Officer Mid-Level Course (OMLC). CDR Doe led the Transformation Team in this effort.

In 2008, Transformation, through OCCFM and OCCO launched the pilot Assignment Incentive Pay (AIP) program that was intended to offer incentives to officers to accept hard-to-fill assignments. In 2009, an oversight committee was formed that was charged with monitoring the program's implementation and developing the assessment plan. CDR Doe served as one of the committee's representatives from Transformation.

INTERVENTION:

In her role as a CAM, CDR Doe took the following actions to greatly improve the program:

- Developed Standard Operating Procedures(SOP) for CAMs to follow, especially those involved with the physician pilot program;
- Processed 200+ applicants over seven months including nearly 100 calls to active duty, and
- As manager of the physician pilot program she wrote an SOP ensuring equitable administration and developed an eligibility tool for use by other CAMs. Together with waiver templates also developed by CDR Doe, the entire packet improved recruiting by reducing processing time and errors.

CDR Doe provided overall leadership for re-writing the *Supervisors' Guide* having:

- Categorized the chapters into "packets" of similar content and divided the work with another Transformation Officer;
- Read through all of the relevant Corps policies (nearly 100 of them) and comparing them with the 1999 edition of the Guide to identify specific changes that were necessary to update the information;
- Reduced the verbiage and exploiting hyperlink technology to direct readers to current policies rather than restating policies that are subject to change;
- Coordinated the review of the content by members of the PACs, CPOs, Liaison Officers and OCCO/OCCFM staff members, and;

- Worked with a contractor to convert the Guide to a web format that can be easily searched and maintained; developed over two-dozen interactive training scenarios that reflect commonly encountered situations when supervising Corps officers.

CDR Doe provided valuable input to the BCS project and as such:

- Served on a team of three who reviewed and renamed over 1,200 multidisciplinary billets in preparation for the new BCS;
- Distilled these 1,200 down to 14 broadly defined multidisciplinary billets;
- Authored definitions and standard duties for 12 of these billets, and;
- Communicated the results to WPDG, Agencies and Liaisons.

As a member of the workgroup that established the OMLC, CDR Doe:

- Created various templates for use by workgroup members to organize course objectives, content, assessment and discussions;
- Developed course design, curriculum, presentation method, online tools and content;
- Personally wrote the course content for seven topics and volunteered to serve as a moderator of the course, and;

Attended a conference hosted by the Learning Management System (LMS) vendor adopted by the Corps for the OMLC to learn how to effectively implement the LMS as the vehicle for presenting the OMLC. The AIP pilot program had been underway for nearly a year when the oversight committee was formed. Transformation was asked to provide representatives, and CDR Doe volunteered. She:

- Provided subject matter expertise in quality assurance to discussions of program assessment;
- Reviewed draft assessment survey questions and provided recommendations for revisions and additional questions;
- Reviewed several drafts of a statement of work used to solicit proposals from contractors who would conduct the independent assessment, and;
- Reviewed the proposals received for technical merit and potential conflicts of interest, offering her advice and recommendations at each step of the process.

OUTCOME:

CDR Bambi Doe has helped lead five initiatives that will benefit all Corps officers and supervisors for many years to come. Her work has been of the highest quality, was delivered in a timely manner and her conduct as a collaborative teammate was constructive and noteworthy. She developed written SOPs that are in use by CAMs and have helped organize their work and streamline the accession process in OCCO/DCCA. The new *Supervisors' Guide* is far superior to the previous edition, and takes advantage of technology that will make maintenance of the Guide much easier by obviating the need to update the Guide every time there is a policy change. Her introduction of scenarios that depict common supervisory situations makes the new Guide much more relevant to supervisors. Her pointed organizational skills were essential in the monumental task of sorting through 1,200 multidisciplinary billets for use in the BCS, thereby contributing to overall Corps force management. By taking the initiative to develop templates that are used in the OMLC, CDR Doe introduced a level of organizational rigor that made development of the course curriculum and content much more robust. As a result, the course was formatted, organized, completed and posted quickly. Finally, CDR Doe's contributions to the AIP oversight committee and assessment process will undoubtedly yield recommendations for improving the program and ensuring that future AIP designs meet the stated goals of the program. It is for her exceptional leadership and camaraderie that CDR Bambi Doe is nominated for the PHS Award.

CSM