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### Biographical Sketch

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**Regina E. Millard, M.S.**

**Labor Categories:** Project Manager, Senior Analyst, Management Analyst, Consultant, and Facilitator

**Education:** M.S., Sociology and History, University of Oregon Graduate School

Regina Millard has more than 33 years of experience in the design and implementation of all areas of human capital management at the operational and policy levels. She is a former member of both the Governmentwide Senior Executive Service (SES) and the Defense Intelligence SES. Ms. Millard has held executive and managerial positions in virtually every area of human capital management in the Federal sector, including serving as the Human Resources (HR) Director for three large Federal agencies. She has worked for Human Technology (HT) for the past 2 years.

Ms. Millard's specific experience includes developing and implementing innovative programs and integrated systems across a wide spectrum of civilian and defense agencies, as both a Government employee and a contractor employee. As its HR Director, she led the newly established National Imagery and Mapping Agency (NIMA) in developing and implementing an award-winning, comprehensive new human resources system called WORKFORCE21. She also played significant roles in the Government's two largest personnel demonstration projects. She led the contractor team that successfully implemented the Acquisition Demonstration Project in another newly established agency, the U.S. Missile Defense Agency (MDA), and she oversaw the implementation of the U.S. Department of Commerce Demonstration Project in the National Oceanic and Atmospheric Administration as its Human Resources Director. Ms. Millard has extensive experience in managing day-to-day human resources operations, conducting human resources management evaluations, developing and executing human capital strategic and business plans, and leading major projects.

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### Recent Experience

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- Managing development of the Human Capital Accountability System Development Guide. The guide contains actionable guidance on how to develop and implement an agency accountability system to ensure human capital investments support mission results. It includes templates, tools, and illustrations, as well as advice on completing the U.S. Office of Personnel Management (OPM)-required annual human capital accountability report. To achieve "green" in human capital on the U.S. Office of Management and Budget's scorecard, agencies must have an OPM-approved accountability system in place this year. Consequently, the draft guide has been distributed Governmentwide for agencies' use in establishing accountability systems.
- Managing the hiring flexibilities and authorities (i.e., "fix hiring") evaluation study for OPM. The study is congressionally mandated. Its purpose is to determine why the flexibility tools provided to agencies have not made a difference in the effectiveness of the Federal hiring process. Completed a literature review and designed the methodology for conducting the study. Developed three survey instruments that will be administered within the next 30 to 60 days.
- Conducted a program evaluation of OPM's Merit System Compliance Program. When the Division for Human Capital Leadership and Merit System Compliance was established, it was charged with the responsibility for determining the future direction of the Merit System Compliance Program. Performed a full-scale evaluation to help OPM decide how to assist Federal agencies in complying with merit system principles while implementing human capital strategies. Reviewed program documents, developed a program review framework, developed and used data collection tools, conducted interviews and focus groups, and prepared a program review report. The division has been using the report findings in carrying out its functions.

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### Recent Experience (Continued)

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- Served as the human capital program expert on the contractor team to develop the Human Capital Practitioners' Guide and the Human Capital Assessment and Accountability Framework Resource Center. Developed criteria for human capital systems contained in the framework, and developed the tools that pertain to how statutory and regulatory mandates and flexibilities should be used in implementing human capital strategies to achieve mission results.
- Served as a primary evaluator to assess the effectiveness of the organizational structure of the Office of Personnel in the U.S. Broadcasting Board of Governors. Established program performance measures against which to assess the performance of the Office of Personnel's planning and operating divisions and their readiness for change. The assessment report was used to determine the future direction of the personnel office and system.
- Developed an evaluation plan and conducted an assessment of the human resources services in MDA. Based on the outcome of the assessment, developed a human resources office structure, including its mission and functions, which was approved as part of a major reorganization of the total agency. The office was subsequently established. Continued to support institutionalization of the new structure through developing the agency's first human capital plan (which was approved by the Office of the Undersecretary – Acquisition, Technology and Logistics) and serving as the human resources representative on two core process teams to implement the agency's enterprise framework.
- Oversaw the implementation of a major reorganization of the National Weather Service Headquarters to complete its technological modernization effort and align its enterprise-wide organizational structure with its strategic mission goals. This reorganization addressed the need to segregate headquarters and field functions; streamline management of weather, water, and climate functions; and create a strong policy planning function. A complete position management and classification review was conducted, resulting in implementation of a new organizational structure, based on development of 140 new position descriptions containing related job skills.
- Led collaborative effort to establish a new, integrated human capital system in NIMA, while providing day-to-day customer services to Department of Defense and Central Intelligence Agency employees under legacy policies in a unionized work environment. This effort resulted in effective continuation of interim operational services while establishing a new skills-based human capital system. The new system is viewed as a model in the U.S. Intelligence Community today.

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### Publications

- "Identifying and Rewarding Competencies," by Curt Dierdorff, Pamela Brunger, and Regina Millard, published in David Dubois' Competency-Based Performance Improvement Case Book, Human Resources Press, September 1997.