

March 1, 2005

Program Executive Office, NSPS  
Attn: Mr. Brad Bunn  
1400 Key Blvd., Suite B0200  
Arlington, VA 22209-5144

Subject: National Security Personnel System (NSPS)

Dear Mr. Bunn

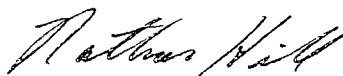
I am a retired Department of Defense Civilian and spent my last 18 years in Civil Service as the Deputy to the Commander of Anniston Army Depot. My review of the NSPS causes me much concern due to the possible impact the system may have on wage grade (WG) civilians in the Department of Defense and specifically those WG associates at the Anniston Army Depot. While I agree the system may provide long needed and valuable results for the class act civilians, as previously proven by prior Demonstration Projects, more thought and analysis is required before extending NSPS to the WG Civilians.

Currently the WG associates at the Anniston Army Depot and many other DoD Industrial Bases are providing essential services to our Warfighters around the world and the overall War on Terrorism. These associates do this most of the time using a team concept, as currently demonstrated in the Iraq and Afghanistan Theaters along side our Military and back home at their own bases. Implementing a system that could destroy the team concept employed and, possibly pit team members against the other by trying to single out one as a much better performer than the others, will be a grave mistake. We have a system in place now that identifies an associate not performing their duties as they should and a means to rectify that problem—let's continue to use it.

I had the privilege of touring the new Honda plant in Alabama last week and talking to their top management. I specifically asked if they had a system like the NSPS in place for their WG (equivalents) associates and the answer was an emphatic "NO." They quickly said it would be counter productive and work against the teaming concept Honda has implemented. A few years ago I toured the Mercedes plant in Alabama where I received the same type information and saw the same philosophy and management approach toward their production associates. Both Honda and Mercedes are respected by most industry and their concepts are being copied or emulated.

Prior to implementing your system that will impact the backbone of our countries support to fighting the Global War on Terror, I suggest you closely review what some of the top US and foreign industrial corporations are doing, determine how those can be implemented for our DoD WG Civilians, and then develop a plan to implement them.

Thank you for your time and if I can be of any assistance or provide additional information, please call at 256-454-2517 or email at [nlhill@cableone.net](mailto:nlhill@cableone.net).



Very Respectfully,  
Nathan Hill