

DEPARTMENT OF DEFENSE

Strategic Outreach and Recruitment





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Director's Message

I am pleased to present the Department of Defense (DoD) Strategic Recruitment Plan which establishes priorities and initiatives that support the Department's efforts to recruit a highly skilled and diverse civilian workforce for its national security mission.

The President's Management Agenda aims to "build a capacity to bring in top talent quickly when demand for specific skills exceeds existing capacity" through simple and strategic hiring. I am proud that DoD is leading the way, with progressive hiring authorities and flexibilities that make it easier to target and

reach much needed talent, while adhering to the Merit System principles upon which the civil service is grounded.

This plan explains how the Defense Civilian Personnel Advisory Service (DCPAS) will provide support to the Human Resources (HR) functional community, hiring managers, and recruiters in their recruitment and outreach endeavors, allowing them to compete more efficiently and effectively for the Nation's top talent, reduce hiring time, and meet the requirements of strategic goals, initiatives and executive orders pertaining to recruitment and management of the civilian workforce. DCPAS' Strategic Outreach and Recruitment (SOAR) Team will collaborate with DoD Component and Defense Agency HR teams and Functional Community Managers (FCMs) to market the Department as an employer of choice, leverage hiring authorities for rapid recruitment, and focus on mission critical hiring needs of the Department.

As strategic recruitment takes collective efforts from key stakeholders, I ask that you join me in fulfilling the goals described in this plan. I look forward to realizing an agile recruitment program that is based on our united, synchronized, strategic efforts.

Ronna Rowe Garrett
Director

Program Overview

The Department of Defense continues to face growing challenges in recruiting and retaining a highly qualified workforce with the knowledge, skills and abilities necessary for critical emerging missions. As such, the Department relies on a strategic and coordinated effort to attract skilled talent to carry out the national defense mission.

This Strategic Recruitment Plan includes SOAR goals that are based on the DCPAS Strategic Plan, which is focused on Enterprise-wide support for our customers within the Components, Defense Agencies, and functional communities. SOAR will lead the Department's strategic recruitment and outreach initiatives, educate functional communities and HR Practitioners on the use of hiring authorities and flexibilities to build a 21st Century Total Force. SOAR will provide strategic and innovative expertise at an enterprise level, in partnership with Components and Defense Agencies, to attract and recruit a diverse, highly qualified, and skilled applicant pool for the Department's globally situated positions. DoD is committed to maximizing and leveraging resources to meet key recruiting priorities through collaboration and partnerships with the DoD community, other Federal agencies, and the private sector.

Through the DoD Recruiters' Consortium, SOAR will direct and lead a collaborative approach to design, develop, and implement various strategic initiatives for recruitment and outreach programs. By facilitating vigorous and timely workforce planning and recruiting, SOAR will exploit capabilities to strategically market and brand DoD civilian career opportunities and maximize resources to recruit and retain talent for the DoD mission. These efforts promote partnerships to strategically pursue, obtain and align the skill sets of a diverse and talented workforce.

The identification of mission-critical requirements will drive focused recruitment efforts to produce a civilian workforce aligned to the Department's current and evolving priorities and optimize the best mix of resources and skill sets to support the Warfighter. SOAR provides advisory services and consultative support to facilitate successful application of HR policies and programs to create a robust pipeline of candidates, integral to building a diverse, versatile, and high-performing workforce.

DoD reports a civilian workforce of over 900,000 personnel aligned to several functional communities. As such, collaboration with functional communities will be critical as DoD recruiters establish a strategic recruitment framework to address skills gaps, identify needed competencies, and plan future workforce resource requirements within mission critical occupations. SOAR will provide expert support by adopting an enterprise-wide strategic recruitment approach as an overarching framework to maximize and leverage resources and by crafting tailored recruitment strategies and implementing employment initiatives to target and attract a diverse pool of skilled talent.

SOAR will partner with Component/Agency recruiters and hiring managers to provide:

- An integrated, enterprise-wide approach to address high visibility employment initiatives;
- Collaboration across the enterprise to highlight and encourage best practices in recruitment;
- A strategic approach to recruit diverse populations;
- Assistance developing recruitment strategies in support of recruitment for mission critical and priority occupations as well as special recruitment initiatives;
- Recurring metrics on new hires, veterans, students, disabled and other targeted groups, as required;
- Guidance on recruiting methods which comply with executive orders;
- Partnerships with College/University Career Services Offices; and
- Partnerships with DoD FCMs

DCPAS will support Component efforts to effectively recruit, and retain a diverse civilian workforce that meets mission requirements and supports the following executive orders:

- Executive Order 13171, Hispanic Employment in the Federal Government
- Executive Order 13515, Increasing Participation of Asian Americans and Pacific Islanders in Federal Programs
- Executive Order 13518, Employment of Veterans in the Federal Government
- Executive Order 13548, Increasing Federal Employment of Individuals with Disabilities
- Executive Order 13562, Recruiting and Hiring Students and Recent Graduates
- Executive Order 13583, Establishing a Coordinated Government-Wide Initiative to Promote Diversity and Inclusion in the Federal Workforce

This plan will be reviewed annually and, if necessary, updated to ensure that it remains relevant to the Department's mission, human capital requirements, and operating environment.

Strategic Outreach and Recruitment Goals

Goal 1 - Increase the Department's name recognition to attract targeted candidates.

- Develop and maintain marketing and branding materials to promote the Department of Defense as the “Employer of Choice.” Branding and marketing will showcase the Department’s mission, career and scholarship opportunities, workplace flexibilities and culture using various communication media and tools with the goal of attracting the best and most diverse candidates.
- Collaborate with Components, Defense Agencies and FCMs to improve brand awareness, foster understanding and ensure alignment with recruitment strategies.
- Reinforce the Department’s brand using consistent messaging to advertise recruitment and outreach activities. Utilize <https://godefense.cpms.osd.mil/> through the DCPAS website to highlight DoD branding and market hard-to-fill occupations, and publish a calendar of recruitment events conducted throughout the U.S.
- Explore and exploit appropriate social media platforms (e.g. Twitter, LinkedIn, etc.) as a source to recruit prospective candidates and promote the Department as the “Employer of Choice.” Enhance online presence and adapt brand to engage and attract digital talent through marketing materials, creation of a DoD tagline, post testimonials from employees at varying career levels and occupations, and/or create blogs/newsletters, etc.
- Consider use of professional marketing services and other external sources to increase brand awareness to reach diverse populations.

Goal 2 - Educate Component and Defense Agency HR Teams and functional communities on available hiring authorities and flexibilities to expedite hiring.

- Continuously seek opportunities to improve communication and collaboration with and between Components, Defense Agencies and functional communities to provide consistent overarching guidance on recruitment, hiring authorities and flexibilities.
- Stay abreast of existing and emerging hiring authorities and flexibilities to provide expert advisory services on recruitment strategies and serve as integrators of HR policy.
- Share expert knowledge of appropriate use of hiring authorities and flexibilities with Component and Defense Agency HR teams and functional communities using various methods (e.g. webinars, in-person training, handouts, job aids and tools, etc.) to facilitate understanding and equip them with the necessary information to strengthen their recruitment efforts and acquire top talent.

- Lead the DoD Recruiters Consortium, a DoD forum that meets on a recurring basis to discuss and highlight the latest information on recruitment best practices, emerging hiring authorities, and new policies and regulations for recruiters, HR specialists, and hiring managers.
- On an annual basis, organize and conduct a DoD Recruiters Training Workshop to provide up-to-date recruitment tools which enhance skills and enable new and “seasoned” recruiters to more effectively meet the needs of the ever-changing DoD workforce.
- On an annual basis, develop and publish a schedule of recruitment and employment training, workshops, and information sessions that provide opportunities for DoD recruiters, hiring managers, and other interested stakeholders to be informed on the Federal hiring process, available hiring flexibilities, incentives and other pertinent employment topics.
- Periodically obtain and review hiring metrics to assess the extent that hiring authorities and flexibilities are being used; identify any barriers that hinder greater use of the authorities and flexibilities; and modify recruitment strategy and/or take other appropriate actions as needed.

Goal 3 – Identify existing and emergent mission critical occupations and skills gaps to inform strategic recruitment plans and initiatives.

- Foster relationships and establish strong partnerships with Component FCMs to understand occupational requirements of the community, identify necessary skills and competencies, and become better informed and prepared to expertly address skills gaps and hard-to-fill occupations.
- With input from DCPAS Planning and Accountability Line of Business and functional communities, identify mission critical, priority and hard-to-fill occupations for assigned career fields, to facilitate focused recruitment efforts.
- Research and review external workforce analytics data available from the Office of Personnel Management (OPM), the Chief Human Capital Officers’ Council, and other relative sources, to ensure understanding of the talent acquisition landscape, recognize and stay ahead of current market and employment trends, and strengthen capabilities to offer appropriate recruitment solutions to meet hiring needs.

Goal 4 – Identify recruitment strategies to ensure a diverse talent pool with the right mix of skills to accomplish the Department’s mission.

- Establish collaborative partnerships with assigned FCMs and serve as their primary point of contact for civilian recruitment needs of the community.

- Develop tailored recruitment strategies for functional communities who seek assistance to identify key candidate sources, industry associations, and resources leading to skilled talent. Strategies will identify resources and techniques for reaching candidates possessing needed skills (such as applicable hiring and employment events, industry associations, social media outlets, resume mining platforms and other innovative means to recruit skilled candidates) and identify recommended hiring authorities and flexibilities, based on awareness of the nuances of the positions and an understanding of the vehicles necessary to reach candidates from the appropriate talent pool.
- Develop a list of colleges, universities, industry conferences, industry associations, and establish a consolidated recruiting schedule as a ready resource of recruiting opportunities for both college and industry recruiting for the functional communities.
- Build and cultivate strategic recruitment partnerships with other Federal agencies, private sector recruiters, and industry associations that foster, efficient, effective, and innovative recruitment activities to address current and future hiring needs. These collaborative partnerships will facilitate the ability of SOAR Advisors to deploy best practices in recruiting techniques to best serve their assigned functional communities.

Goal 5 - Through an enterprise-wide approach, conduct outreach activities to attract and recruit a diverse pool of highly skilled applicants for existing vacancies and future workforce requirements.

Veterans Outreach Initiative. Partner with Components, Federal agencies, and other employers to market career opportunities to wounded warriors, transitioning service members, veterans, and military spouses.

- Plan, organize, and execute Hiring Heroes Career Fairs each Fiscal Year (FY) at or near major medical treatment facilities throughout the U.S.; events will be held each FY, contingent upon budget and manpower constraints.
- Organize and conduct networking with DoD employers in conjunction with Hiring Heroes Career Fairs and/or other veterans hiring events.
- Publish a schedule of recruitment events for Component awareness prior to the first quarter of each FY.

College/University Outreach Initiative. Build and maintain a strong, sustainable, and diverse pipeline of college and university students and recent graduates to support civilian workforce renewal.

- Collaborate with Components to conduct recruitment and outreach activities on college and university campuses throughout the U.S. in support of hard-to-fill occupations. Identify academic institutions that offer diplomas and degree programs that correlate to the career fields within specific functional communities. Develop strong partnerships

with career services offices and veterans' offices at identified institutions to educate leaders, professors, and students on available careers, programs, incentives, etc.

- Develop and strengthen strategic partnerships with colleges and universities to create a ready source from which to recruit qualified students and graduates for entry-level and other career opportunities. Organize a recruitment campaign that establishes recognition of DoD as an employer of choice on college and university campuses.
- On an annual basis, develop and publish a list of college and university career fairs that provide opportunities to attract and recruit diverse students and graduates earning degrees in fields of study that correlate to priority and mission critical occupations.
- Develop a program that features live, personal testimonies of current DoD employees, senior leaders and Executives at their alma mater, to recruit and attract prospective students to DoD civilian careers.

Scholarship Program Initiative. Develop and implement a coordinated approach to connecting DoD scholarship program participants with hiring officials to facilitate increased post-study placements and improved return on investment for DoD.

- Develop partnerships with various DoD Scholarship Program offices for the purpose of coordinating efforts to find DoD employment for current participants nearing completion of their programs as well as former participants while they remain eligible for appointment.
- Organize and host events to connect current and former scholarship program participants with hiring officials and functional community representatives.
- Participate in career fairs, information sessions and on panels to inform scholarship program participants of DoD career opportunities and how to apply for employment. For instance, share employment guidance during the National Security Education Program (NSEP) Annual Federal Employment Seminar and a follow on NSEP Job Fair in order to attract top talent to mission critical occupations in the Federal government.
- Update the DoD Scholarship Program brochure and distribute to college and University students and DoD Component recruiters.

Diversity Outreach Initiative. Partner with Components, Defense Agencies, functional communities and the Diversity Management Operations Center (DMOC) to market career opportunities to underrepresented groups, with the intent to facilitate a civilian workforce that is well represented by persons from all segments of society.

- Periodically obtain and review diversity metrics, demonstrating representation of minority categories, persons with disabilities, women and other groups whose representation is tracked for purposes of workforce diversity. Apply metrics to strategic recruitment assistance provided to Components and CFMs.

- Identify opportunities and resources to recruit targeted populations. Resources may include community organizations, diversity employment events, minority serving institutions and other special interest organizations.
- Share information on underrepresentation with Components and CFMs to create awareness and generate a collaborative, strategic effort to meet diversity goals while recruiting for positions in targeted occupations.

Recruitment Metrics

This DoD Strategic Recruitment Plan contains goals established to increase workforce diversity, support diversity and inclusion executive orders, and support the effectiveness of recruitment activities to yield a skilled talent pool for DoD vacancies. To assess if the established goals and objectives are met, the following metrics will be taken into account:

Recruitment Activity and Data Analysis

- Applicant data flow
- New hire data
- Website traffic
- Demographic data
- After action reports based on event evaluations (career fairs, training workshops, etc.)
- Hiring Manager satisfaction with candidate pools

Comparative Analysis

- Compare metrics between FYs
- Compare metrics to Civilian Labor Force data

Workforce Planning and Equal Employment Opportunity

- Engage with Components to meet the annual reporting requirements for the Disability Veterans Affirmative Action Program (DVAAP) Report and the Federal Equal Opportunity Recruitment Program (FEORP) Report. Obtain Component input, current demographic information, and determine area(s) of accomplishments and needs.
 - The FEORP report will be coordinated with the DMOC.
 - Insights gained through reported accomplishments and needs will be applied to strategic outreach and recruitment efforts going forward.
 - Enterprise Reports are reviewed for accuracy and submitted to OPM and Congress annually.
- Collaborate with the DCPAS' Planning and Accountability Office to identify skills gaps within the functional communities, so as to inform strategic recruitment efforts.

Conclusion

The Department's annual recruitment and outreach plans and activities remain vital to the ability to recruit a skilled, agile workforce and achieve readiness. DoD's recruitment plan focuses on building strong partnerships, conducting data analysis, identifying priority and mission-critical occupations, identifying skills and competencies needed for the National defense mission, and aligning key resources across the Department to execute the plan and build a lethal 21st Century workforce. SOAR will execute each facet of this plan through a collaborative approach, thereby leading the Department to achieve established recruitment and outreach goals. With commitment from all stakeholders to carry out their role as active participants in the strategic recruitment process, DoD will successfully recruit the necessary talent and facilitate a ready pipeline of candidates for its evolving mission requirements.