PLANNING & ACCOUNTABILITY DIRECTORATE

First Quarter 2023

Planning & Accountability Directorate

Planning & Accountability (P&A) Directorate's role is critical to the Department in ensuring that we plan for the right civilian talent in order to meet Department's ever-demanding missions. Our work impacts more than 900,000 DOD civilians and is done through workforce planning, competency and skills management, analytics, and accountability.

Strategic Guidance

P&A Directorate is guided by DODI 1400.25 Volume 250, 5 CFR 250 Part B, and Strategic Guidance for providing consulting and advisory services to the Components, Defense Agencies and Activity offices.

Mission

To provide world class civilian Human Capital oversight, planning, and advisory services to DOD customers across the Enterprise and to inform civilian Human Resources solutions that enhance the lethality of the Department.

Vision

Serves as the "provider of choice" for all Enterprise activities in Human Capital Solutions, Strategic Workforce Planning, Workforce Data Analytics, Competency Development and Management, Accountability and Oversight, and Consulting and Advisory services.

DOD MISSION, DOD WORKFORCE. YOU CAN'T PLAN FOR ONE WITHOUT THE OTHER.

The Defense Civilian Personnel Advisory Service (DCPAS) Planning & Accountability Directorate develops policy and guidance for civilian human capital planning initiatives and facilitating the management of functional communities and enterprise competencies. The goal of strategic human capital and workforce planning is to shape and improve the civilian workforce to support national defense requirements and effectively manage the Department.

Planning & Accountability Directorate - Line of Business (LOB) 1 Happenings!

LOB1 has had some very notable achievements in the last quarter, as noted below.

DOD Talent Management Initiative – LOB1 is a key player in the new DOD Talent Management Initiative. Moving beyond Functional Community Management (FCM), this holistic, agile approach to talent management is shaped by guidance and recommendations from the Deputy Secretary of Defense (DSD), the Defense Business Board (DBB), the Department of Defense Inspector General (DODIG), the General Accountability Office (GAO), and the Components and Defense Agencies. It elevates the FCM governance bodies, the Workforce Planning Advisory Group (WPAG) and the FCM Executive Council (FCMEC), now called the Talent Management Executive Council (TMEC), to be chaired higher in the DOD leadership hierarchy to emphasize talent management as a DOD priority. The effort initially involves LOB1's Strategic Human Capital Planning and Workforce Data and Analysis Teams working with USD(P&R), ASD(M&RA), and ASD(CPP) leaders and personnel, but all LOB1 Teams will become involved as the effort develops. Preparation is underway to conduct the initial/kickoff TMEC meeting in mid-December.

Defense Competency Assessment Tool (DCAT) Cloud Report Control Symbol (RCS) - After more than a year's effort, Washington Headquarters Services (WHS) has finally approved/provided a Report Control Symbol (RCS) to LOB1's Competency Team, enabling LOB1 to re-instate their competency assessments using the Qualtrics Defense Competency Assessment Tool (DCAT) Cloud. As there are over 30 competency assessments that have been on hold waiting for WHS's approval, the Competency Team will prioritize the roll-out of the back-logged competency assessments. As background, WHS requires a Report Control Symbol (RCS), a formal process requiring coordination with twelve offices, in order to conduct competency assessment surveys. This requirement/process significantly affected mission capabilities and delayed validation of the competency models underway (an average 10-12 competency models are validated per year). Great work Competency Team!

LOB1 is wishing you and yours a memorable and meaningful holiday season and a prosperous New Year!

By: Tony Schlagel
Interim Director
Planning & Accountability

DEPARTMENT OF DEFENSE

WWHRTE

WORLDWIDE HUMAN RESOURCES TRAINING EVENT

2022 Worldwide Human Resources Training Event

Embracing Forward: Expanding HR Capability and Competitive Advantage

On November 1 and 2, more than 1,400 HR practitioners from the defense civilian workforce virtually attended the 2022 Worldwide Human Resources Training Event (WWHRTE). The WWHRTE, hosted by Ms. Nancy Speight, DOD Deputy Assistant Secretary of Defense for Civilian Personnel Policy / DOD Chief Human Capital Officer, and Mr. Daniel Hester, HRFC Manager / Director, Defense Civilian Personnel Advisory Service, is our biennial community-wide event that enables HR practitioners to share information on priority workforce efforts and policy changes that impact DOD's HR mission and workforce.

During the two-day event, attendees heard from the federal government's top civilian HR leaders and executives about the changing nature of work and labor relations in the 21st century and from DOD HR Communities of Practice and industry experts about a range of topics such as HR data analytics, virtual career fairs, retention, compensation, as well as diversity and inclusion. Dr. Gina Eckles, OSD Action Officer and Associate Director for the HRFC, moderated the event and also provided the latest updates from the HR community such as the HR technical area credentialing programs, other HR training opportunities, a training index being developed, and much more. Sincerest gratitude goes to our many colleagues from across the Department and in our partner agencies who supported and participated in the event. Look for more details about the 2022 WWHRTE in the January 2023 issue of the HRFC Newsletter!

Resources from the event, including presentation slides, recordings, and answers to audience questions, are posted on the WWHRTE milSuite page at https://www.milsuite.mil/book/groups/wwhrte. Please make use of these materials whether you were unable to view the event or would like to review the materials again. For those who attended, we would appreciate your feedback. If you haven't already done so, please be sure to fill out the WWHRTE evaluation form available at https://www.flexiquiz.com/SC/N/wwhrte_2022_feedback_01.

For any questions related to the 2022 WWHRTE, please email to dodhra.mc-alex.dcpas.mbx.wwhrte@mail.mil.

MilSuite

https://www.milsuite.mil/book/groups/wwhrte

Strategic Workforce Planning

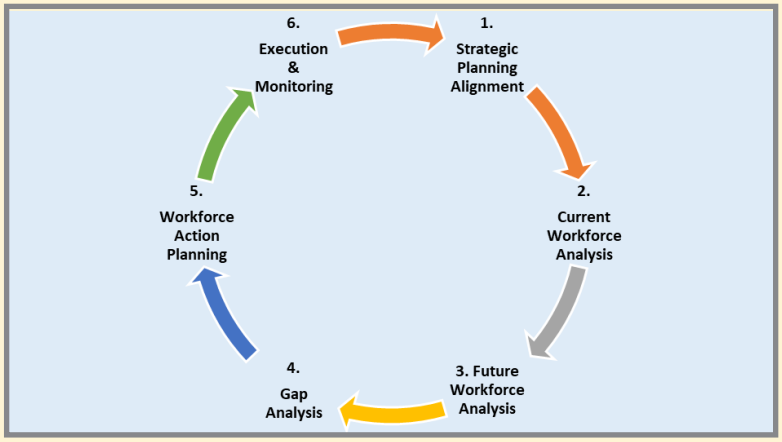
Workforce planning is the foundation for managing an organization's human capital and furthers an agency's ability to recruit and retain a high performing civilian workforce. Office of Personnel Management (OPM) defines Workforce Planning: "*as the systematic process for identifying and addressing the gaps between the workforce of today and the human capital needs of tomorrow."*

The Planning & Accountability (P&A) Directorate is the Program Office for the Department's civilian workforce and provides workforce planning activity support and oversight to 23 Functional Communities (FC); supporting approximately 800,000 DOD civilian employees. P&A provides advisory services to OSD FC Managers, Component Integrators, FCs Action Officers in the areas of: workforce analysis; workforce forecasting, identifying current and projected skill and competency gaps; determining root causes of identified gaps, strategy development, and human capital policy development. The Department's civilian workforce performs a wide variety of functions across a range of occupational series; it includes General Schedule (and equivalent) and Federal Wage System employees. Occupations include but are not limited to, everything from teachers to welders, commissary workers to nuclear engineers, acquisition professionals and Intelligence analysts to security guards, acquisition professionals to senior professionals and executives.

In addition to providing Strategic Workforce Planning, P&A planners (Angela Richardson, Jonathan Carter, Reena Tewari) participate in a number of OPM Government-wide initiatives, such as, supporting human capital management to include the Human Capital Operating Plan; Mission Critical Occupations; Developing Functional Community Maturity Model; Strengthening communication and providing updates through quarterly meetings and P&A newsletter. The planners also support various Communities of Practice -CYBER and DOD STEM Development Office.

P&A collaborated extensively with our customers and developed a comprehensive Guide to Strategic Workforce Planning. The Guide is located on milBook site - https://www.milsuite.mil/books/groups/cspr. The Guide is intended to serve as a resource for workforce planning teams that are tasked with the development of civilian Strategic Workforce Plans. Upon request, the Strategic Workforce Planners are available to assist the FCs in any facet of Strategic Workforce Planning. The Guide to Strategic Workforce Planning recommends six steps in Workforce Planning. Included in this guide are questions to consider while drafting the Strategic Workforce Plan. These questions are based on the work completed in each of the major steps. More information is available in the Guide to Strategic Workforce Planning.

P&A has numerous tools and resources on our milBook site (https://www.milsuite.mil/books/groups/cspr) to supplement the Strategic Workforce Planning Guide. These tools and resources will provide additional references to aid with the development of Strategic Workforce Plan.



If you have any questions, contact Tony Schlagel @ *david.a.schlagel.civ@mail.mil*
The planners are looking forward to assisting you in the future!

By: Reena Tewari
DCPAS/Planning & Accountability

OPM DELEGATION AGREEMENT TITLE 38

The Department of Veterans Affairs (VA) has a robust compensation program that goes beyond the standard General Schedule (GS) system and allows the federal government the opportunity to offer salaries and other pay flexibilities that are competitive with the private sector. While this is great to ensure care for our veterans, it makes it difficult for the Department of Defense (DOD) to compete for talent, especially in larger markets where the DOD and VA both have a significant footprint, such as Washington, DC; San Antonio, Texas; and San Diego, California.

Under Section 5371 of title 5, United States Code, the office of Personnel Management (OPM) has the authority to delegate to Federal agencies the discretionary use of certain VA personnel authorities provided under 38 U.S.C. chapter 74 for employees in health care occupations. Agencies with delegated authority may apply the title 38 delegated personnel provisions to employees in health care positions that (1) are covered by 5 U.S.C. chapter 51 (excluding members of the Senior Executive Service) and (2) involved direct patient-care services or services incident to direct patient-care services. This includes Physicians, Dentists, Nurses, Pharmacy Technicians, Medical Technologists and a number of other medical positions.

OPM originally delegated the title 38 authority to the DOD July 2002, and periodically reviews if the agency's authorization should continue. In order for the Department to receive approval to use the authorities, OPM requires agencies to conduct a program evaluation. The evaluation not only measures the positions and various types of flexibilities used, but also how effective the authorities are to recruit and retain our workforce. In the 2022 evaluation, the Defense Civilian Personnel Advisory Service (DCPAS) determined the Special Salary Rate provisions have allowed us to establish 280 special rate tables covering 10,793 health care personnel in our medical facilities. Additionally the Department reported favorably on the use of the Physicians and Dentists Pay Plan, whereby 2,323 DOD personnel were compensated more equitably with their peers in non-federal facilities than would otherwise be possible under the traditional GS pay plan. Because of the recent successful evaluation, OPM renewed the agreement on June 22, 2022, for a period of 5 years; therefore, the current agreement will expire on June 30, 2027.

One of the most significant changes in the 2022 Delegation Agreement was increasing the maximum rate of basic pay for special rate authorities for specific positions. Prior to the updated agreement, all title 38 special pay tables (with the exception of Physicians and Dentists) were capped at the executive level IV level – and this is common across the federal government where pay is capped at executive level IV ($176,300 in 2022). However, the updated agreement changes the pay cap for advanced practice nurses and physician assistants to executive level I rate ($226,300 in 2022). Further, the pay cap for registered nurses was extended to executive level II ($203,700 in 2022). This is a win for the DOD, as it combats recruitment and retention challenges for these positions by allowing the Department compete for talent in some of the denser labor markets.

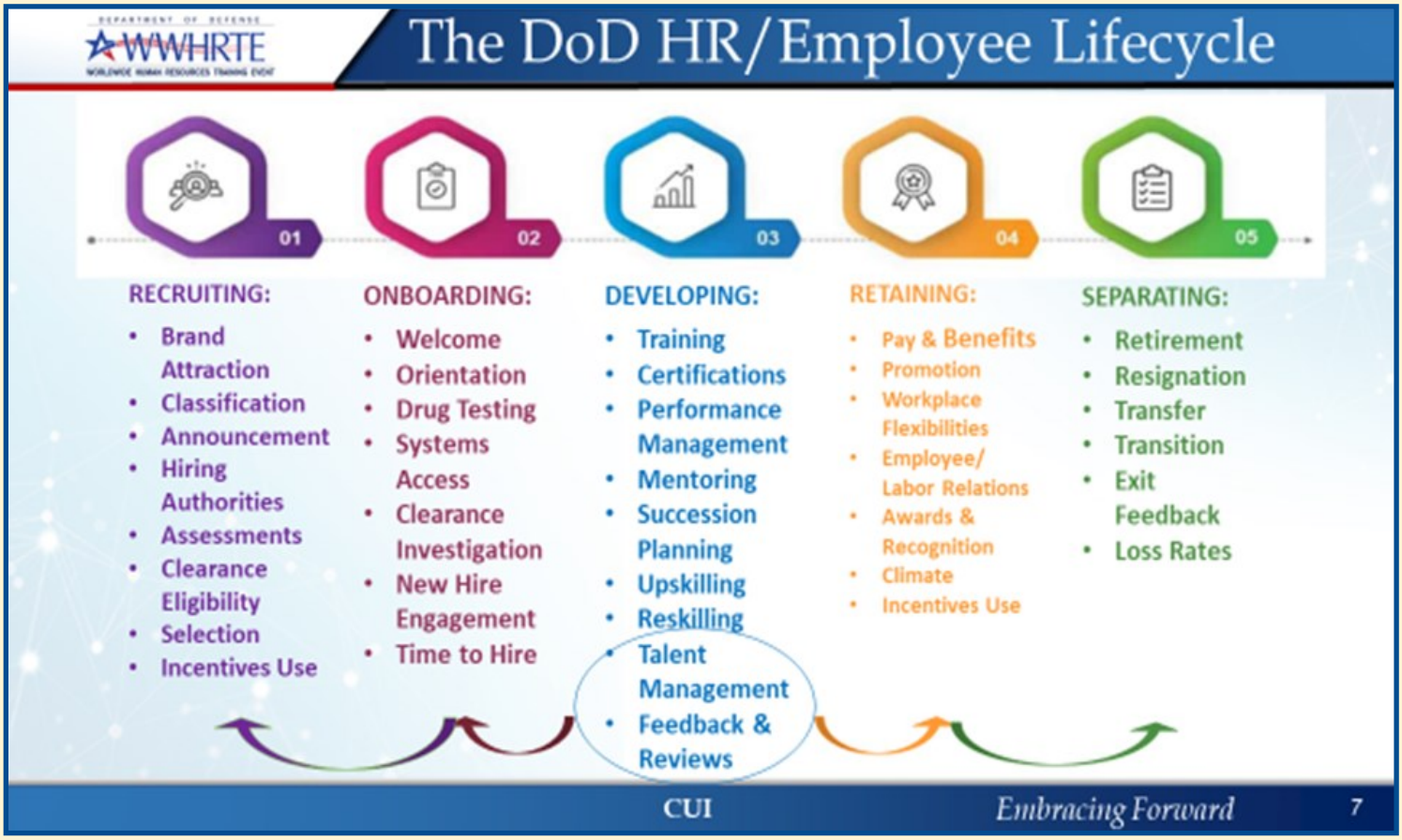
While the authorized maximum rate of basic pay was increased, it is important to note that existing title 38 special salary rate tables were **not** automatically updated. If a Component determines that there are still staffing difficulties, Components will need to go through the special pay request process. Staffing data and a business case will need to be provided to demonstrate there is a need to increase or change the special rate supplements. If this is something a Command would like to do, please reach out to the respective higher component headquarters for endorsement and submit the request to the DCPAS Wage and Salary Special Pay Branch.

Though the Federal government is not able to pay like the private sector, pay is only one piece of a total compensation package. We recommend hiring managers leverage all existing flexibilities – both monetary and non-monetary – to attract potential applicants. To explore all available flexibilities, reach out to your servicing Human Resources Office for advice, and they can identify any component specific guidance. For questions, reach out to the DCPAS Wage and Salary team at dodhra.mc-alex.dcpas.mbx.wage@mail.mil.

By: Rosemary Meriwether, DCPAS/Employment & Compensation Policy

Data Analytics Empowers the HR Lifecycle

There are many possible models to illustrate the Human Resources Lifecycle in the DOD. If you Google it, you will quickly see what we mean. So for the purposes of this article, we will use the following visualization:



A couple of caveats though! In addition to there being no "set" lifecycle within DOD, you will likely find disagreement among HR professionals as to which terms fit best in which lifecycle stage, or determine for yourself that a given term can't be discussed in a single stage of the lifecycle. WE AGREE!

Each of the ***five stages of Recruiting, Onboarding, Developing, Retaining, and Separating*** will be addressed below. But at the end, we'll provide an example of one issue that is currently cross-cutting the lifecycle stages.

Stage 1: Recruiting

Some of the key functions and terms prevalent in the Recruiting stage relate to brand attraction, classification, announcements, hiring authorities, assessments, clearance eligibility, selection, and incentive use. The type of questions we often turn to data to answer are those like:

- What positions do we need to fill this year?

- Why are those positions hard to fill?
- Are we getting sufficient qualified applicants?
- Are we competitive with the civilian marketplace in hiring talent (pay, incentives, certifications/requirements, permeability)?
- Where should we target our recruitment efforts?
- Are sufficient hiring authorities available and used effectively?
- Do we need to use incentives to attract potential employees?
- How are hiring assessments affecting the hiring process?

For example, to determine which occupational series DOD may have issues filling this year, we can calculate a gap metric by taking the difference between Congressional authorizations (manpower data) and actual employees (HR Data) at the occupational series level of detail. If we convert these into rates (percentages), based on the total number of allotted authorizations, we can also rank the data and make comparisons across occupations to see which may be at high risk of not being filled.

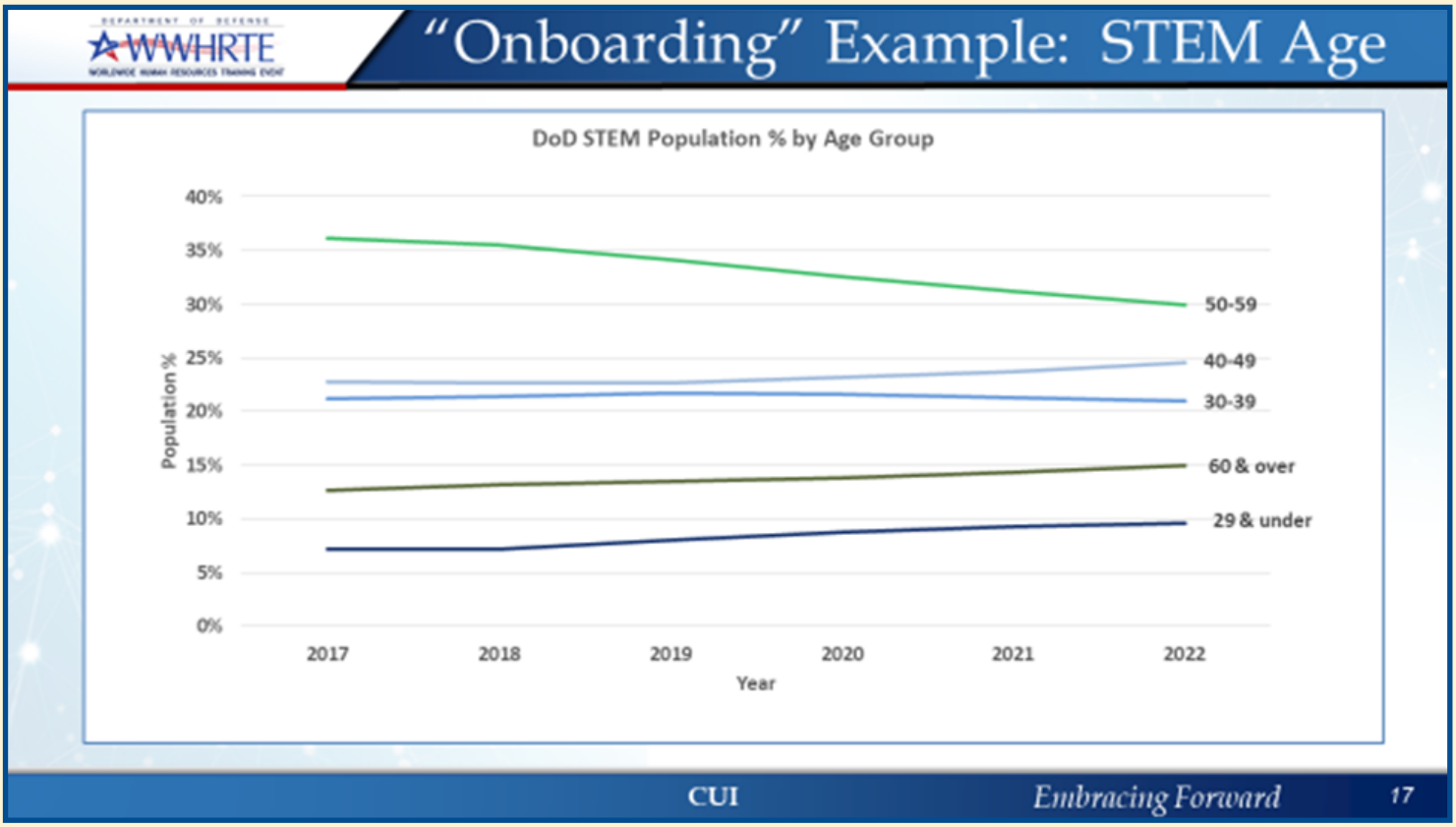
For those occupational series high on our list, we can use USA Staffing data to track how many announcements and positions have been opened to confirm that we are announcing enough positions to fill these gaps. This data can inform us if there is another stage in the hiring process where we are losing applicants, as in identifying locations where we receive few or no applicants. Recognizing patterns like this allow HR practitioners to make decisions regarding how or where to target our advertising of these positions, whether we offer incentives to fill these positions, and similar actions.

Stage 2: Onboarding

Moving to the Onboarding stage, we have functions and terms like welcome, orientation, drug testing, systems access, clearance investigation, new hire engagement, and time-to-hire. Some of these terms you likely know, or track, as part of the lifecycle process, and working them leads to questions like:

- Are we effectively managing the time-to-hire process?
- Which positions take the longest to bring on board and why?
- Are security clearances, drug testing and other requirements excessively delaying start dates?
- Are direct hiring authorities improving the onboarding process?
- Are our efforts leading to a diverse workforce across DOD?

In the example below, taken from ADVANA's People Analytics Functional Community Dashboard, we see the age group demographic for personnel in Science/Technology/Engineering/Math (STEM) career fields.



This visualization highlights five distinct age groups, segregated by decade, and is filtered for just the STEM population for the years FY17-22. From this six-year line (2022 partial and estimated at the time this chart was made), you can see…

- The 29 and under, 40-49, and 60 and over age groups are slowly but steadily increasing. Is the STEM world effectively and simultaneously gaining new and growing experienced employees?
- The 50-59 age group, the historically largest population percentage, is decreasing. Where are they going? And why are they leaving?
- The 30-39 decade is seeing very little change. To what can this consistency be attributed?

So what is the "so what" behind this data? Simply put, objective data, especially in the form of visualizations, can often highlight issues that we need to research further (data evaluated often just begs a follow-up/next question…).

Stage 3: Developing

In Developing, the key functions and terms are training, certifications, performance management, mentoring, succession planning, upskilling, reskilling, talent management, feedback and review. As before, there are typical questions we use data to answer in this lifecycle stage:

- Are we building the bench (talent development) to meet our mission?

- How do employees feel about training and development options?
- Have we identified and optimized our current talent?
- Are employees achieving the necessary levels of competency, certification, etc.?
- If not, is upskilling/reskilling needed to match personnel to current/future mission needs?
- How can we incentivize upskilling/reskilling our personnel?
- What is the climate in the overall DOD, or at agency level?

Here we'll examine an example from the Federal Employee Viewpoint Survey (FEVS). In the below, FEVS data shows a distinct correlation between telework usage and global satisfaction and engagement scores. The data is for the 4th Estate, showing main findings, highlighted with red arrows to show the cumulative effect across sub agencies.

On the left, you'll see "Engagement Index", which measures engagement levels of employees in their day-to-day jobs (effort and enthusiasm), to identify the extent to which employees contribute their discretionary effort to the organization. Note that it is broken down into three parts:

- "Leaders Lead" reflects employee perceptions of the leadership integrity and behaviors such as communication and workforce motivation.
- "Supervisor" describes interpersonal relationship between employee and supervisor, including trust, respect, and support.
- "Intrinsic Work Experience" captures employee feelings of motivation and competency relating to their role in the workplace.

Most telling on this chart is the relationship between availability of telework and the Engagement Index. Basically, more telework equates to higher reported engagement and global satisfaction (even the option to telework leads to significantly higher engagement and satisfaction levels).

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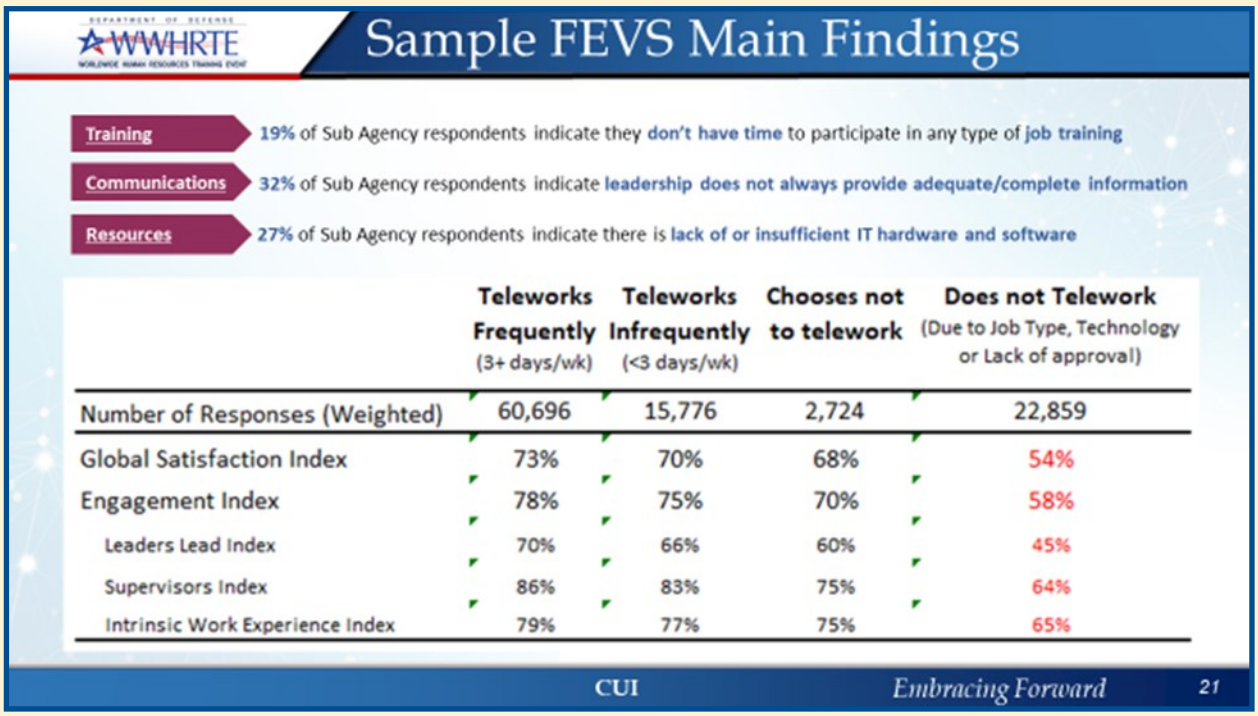


	Teleworks Frequently (3+ days/wk)	Teleworks Infrequently (<3 days/wk)	Chooses not to telework	Does not Telework (Due to Job Type, Technology or Lack of approval)
Number of Responses (Weighted)	60,696	15,776	2,724	22,859
Global Satisfaction Index	73%	70%	68%	54%
Engagement Index	78%	75%	70%	58%
Leaders Lead Index	70%	66%	60%	45%
Supervisors Index	86%	83%	75%	64%
Intrinsic Work Experience Index	79%	77%	75%	65%

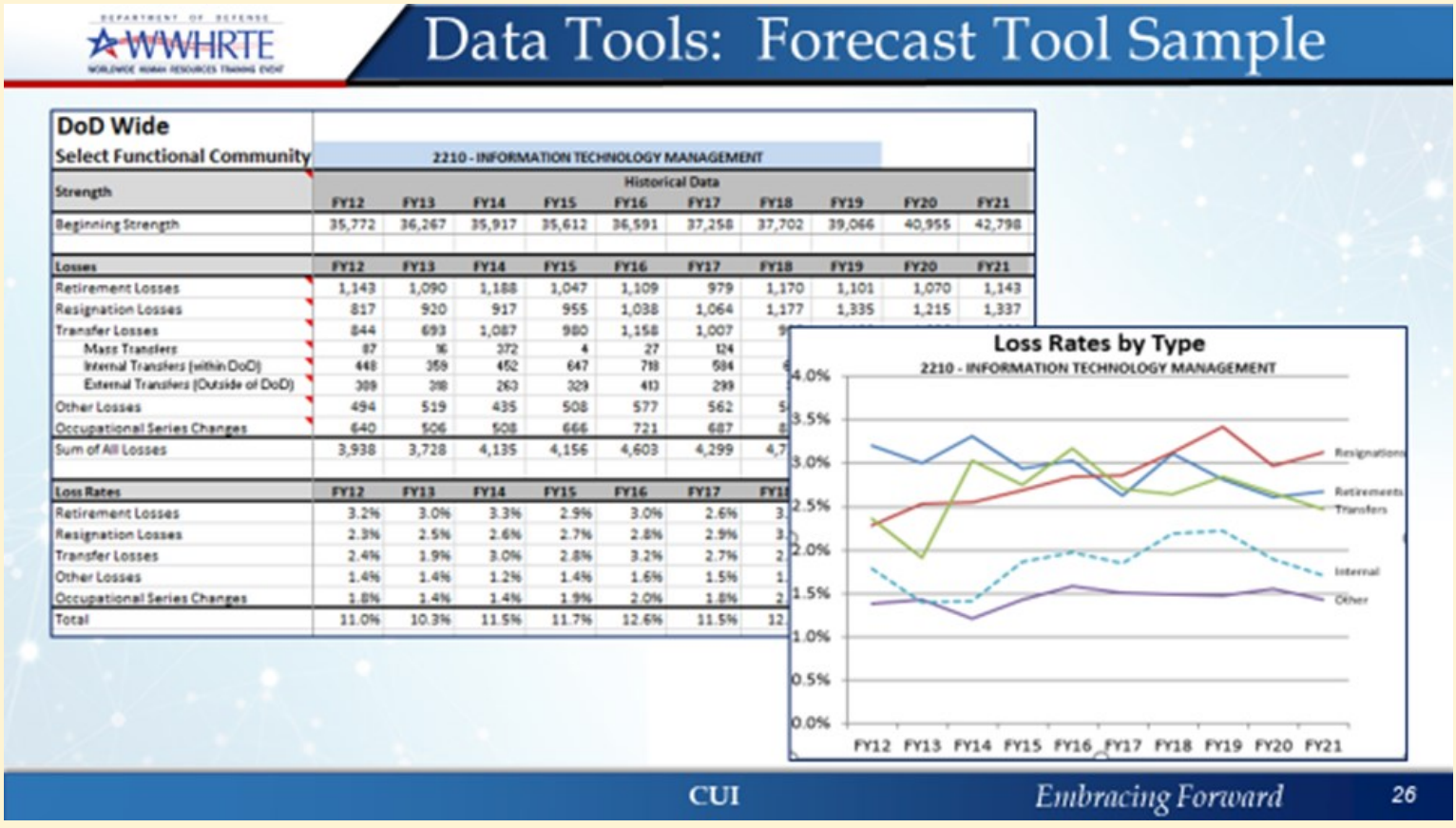
The "so what" here is that data such as the above can provide leadership the reasons behind employee satisfaction, which they may then use to counter a negative situation.

For this article, we will cover the last two stages together.

Stages 4/5: Retaining and Separating

Key functions and terms in the Retaining stage include pay & benefits, promotion, workplace flexibilities, employee/labor relations, awards & recognition, climate, and incentive use. And in the Separating stage we see retirement, resignation, transfer, transition, exit feedback, and loss rates.

Studying the strength and loss historical behavior provides valuable insights into the health of a group of employees. Are the population demographic trends changing? Is the population growing, staying consistent or shrinking? How does that compare to what is needed? How many and what percent of the population is leaving each year? Are we having troubles retaining our employees? Do we need to use retention incentives? What type of losses are occurring? Where are our employees going? Other Federal Agencies? Private sector? Retiring? Have the number or ratio of losses been changing over recent history? Based on historical data, can we make reasonable predictions on future loss rates? Based on those expected losses, can we make an accession plan to fill those losses? How have external events such as COVID-19 effected DOD retention?



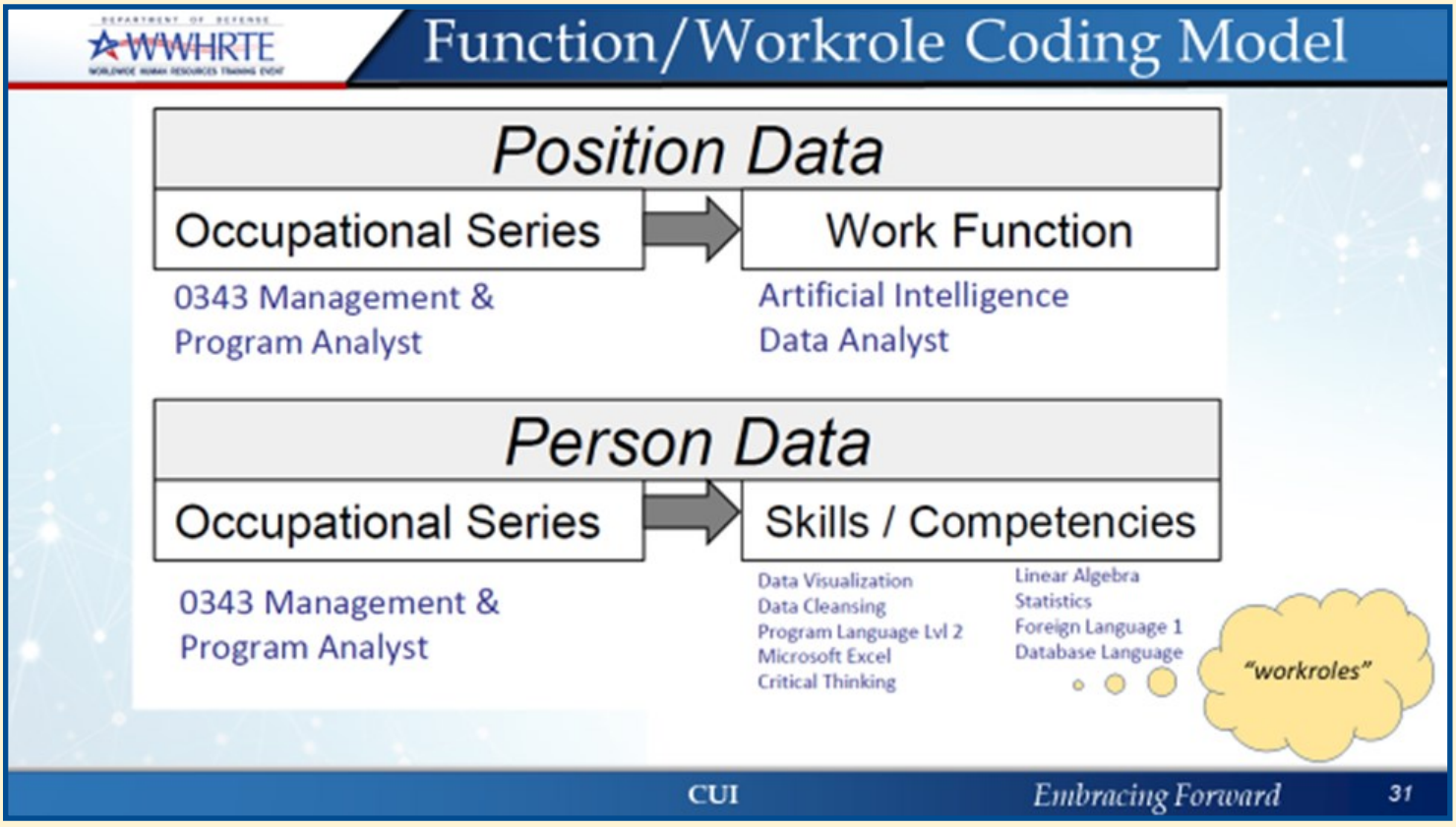
The above table and chart help explore many of these questions for the "2210: Information Technology Management" occupational series. This occupational series remained fairly steady at about 36K from FY12-16, and then increased by close to 20% over the next 6 years to approximately 43K in FY21.

Initial inspection of the aggregate loss rates of 12% suggest that this occupation has slightly elevated losses compared to the 8% DOD-wide average; however, approximately 3% of those losses are consistently due to internal movements within DOD (transfers or occupational series changes). Further inspection of the individual loss categories shows a potential concerning trend of resignations steadily climbing from 2.3% to 3.3% over the last decade. Additional analysis would need to be conducted to determine the cause and alleviate the concern, but the slightly decreased retirement losses during the same window suggest that our growth has probably resulted in a net reduction in the average age of IT Management employees.

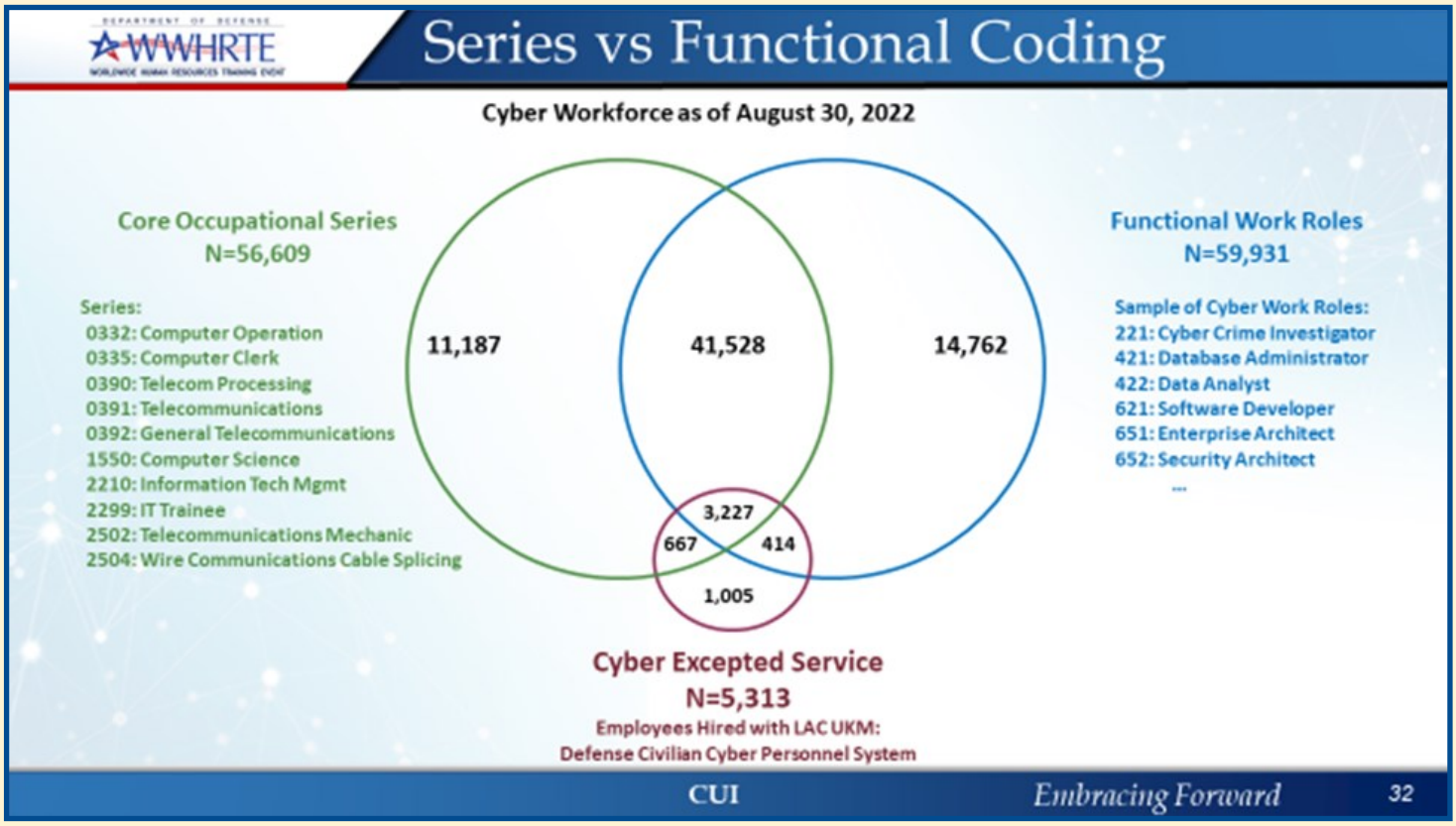
Functional Work Role Codes

We could conclude here by saying that data has a place in all stages of the employee HR lifecycle. But we promised we'd introduce a topic that cross-cuts the lifecycle stages. Function Coding and Workrole Coding become a point of discussion when we evaluate whether the way we organize human capital is affecting our ability to effectively develop and efficiently utilize personnel.

Currently, the DOD utilizes 23 Functional Communities (FC) to manage personnel. Each FC, such as Human Resources, is made up of related Occupational Series, as in 0201, 0203, etc. But each Occupational Series is allocated to only one FC. Input from the Defense Business Board (DBB) in May, 2022, advised that *"Occupational series codes to describe positions & people not effective"*, strongly suggesting we can't capture the work being performed by occupational series alone. This leads to multiple mission owners implementing duplicative, uncoordinated personnel policies and programs to identify their own personnel. Instead, the DBB recommended tracking positions by the work function (function codes) and tracking employees by skills & competencies (work roles codes), as in the below.



In actuality, this isn't new to DOD, as the concept has been previously applied to the Cyber Workforce, and to a lesser degree, the Acquisitions and Finance workforces. From the below Venn diagram, note that over the last several years, several approaches to coding the Cyber Workforce have been undertaken, with varying results.



Here, you'll note the number of persons identified in the Cyber workforce by Occupational Series (left), by Cyber Excepted Service (CES) coding (bottom), and by Functional Work Roles (right). The Venn diagram emphasizes how many personnel fit in each of the coding systems, but also highlights how some fit in one category, but not in another, leading to inconsistencies in accounting for these personnel.

Implementing Function Coding and Work Role coding across the DOD workforce will likely involve expanding on the concepts applied to the Cyber Workforce function coding, identifying and capturing the functions and codes applicable across varying occupational series, FCs, and organizations, and developing the ability to account for personnel based on "what they specifically do" versus simply an occupational series.

Data analysis and reporting is a critical component of the DOD Human Resources Lifecycle, and can provide outstanding insights at each stage of the process. Often, it provides clear evidence of what is happening in the workforce, and even what could happen when coupled with forecasting tools and methods. The ability to see data in a table is often improved when that data is converted into a graph or chart. Similarly, data is often much more useful when counts are converted into rates and seen as a trend rather than as a snapshot in time. Even if the data obtained only leads to or begs the next question, which might not have even been thought of originally, it serves to get us a better, bigger picture of the HR world and what we can do to improve it.

By: Tony Schlagel & James Walter
DCPAS/Planning & Accountability

Valuing Diversity

The old adage "Opposites Attract," has historically been a perspective that has resonated as truth in the academic and research communities and a shared belief by many for a number of years. Maybe still true, but a recent amplification of arguments of opposing views has heightened over the past 5-10 years. Researchers argue, that similar interests and values are more likely to be the key ingredients to having successful personal relationships. In the context of Diversity and Inclusion, particularly as it relates to professional relationships in a work environment, one could also argue the opposite and I challenge others to offer a similar or opposing viewpoint.

There is strength when differing views are challenged professionally, it's the effectiveness of that discourse where innovative solutions are birthed. Bruce Tuckman's 1965 stages of group development, storming, norming and performing model is representative of concept that has been used to build shared outcomes within the lens of dissenting views. It's a proven concept that more innovation and better solutions arise in spite of the conflict and discord. The interaction between men and women with varying professional experience and expertise; cultural and socio-economic status and educational backgrounds are pulled into action when they are questioned and challenged. At every stage, each member relinquishes the comfort zone and risk the possibility of conflict professionally.

We have reached a precipice that the world we live in is more ethnically and racially diverse. Annually, the Department celebrates and acknowledges eleven National Observances that spans across a multitude of racial and ethnic groups, and causes that complement the vast set of ideals that has shaped our nation's views on equity and equality. Recent data in the Defense Manpower Data Center shows that underrepresented communities, women, minorities and persons with disabilities still have not fared well at the higher grades both in the military and civilian workforce. The root causes behind some of the gaps like selections into positions that lead to promotability, top tier leadership and development programs or connections with mentors or allies who have common interest or influence to help, remain to be a high priority of interest in the Department.

Without question, the enemy of the good is change. Senator Robert F. Kennedy once stated, "change is a progress motivator, however it still has its enemies." Resistance to change can come in many forms like fear, apprehension to embracing differences and culture awkwardness. Questioning and examining our inhibitions to change is essential if we are serious about embracing and valuing differences. Success can only be achieved when we recognize that discomfort exists and realize normal discourse is healthy.

We work in an environment where there are five generations resident in the Department. Embracing the unique skills and backgrounds of all of our workforce is necessary to maintain our strategic and operational position as a world military leader. Transformational leaders inspire teams, respects others' perspectives and challenge the status quo in decision-making in policies and programs.

The unvarnished truth, valuing diversity is not new concept for DOD. Our journey continues, and yes our track record has been one with mixed reviews, but in the end, we have persevered because of who we are and what we represent to our nation – it's engrained in our core values!!!

By: Victoria Bowens CDPR/DHRA/Diversity Management Operations Center

Human Resources Staffing Advisory (HRSA)

In August 2022 DCPAS launched the inaugural Human Resources Staffing Advisory (HRSA) Level I Credentialing Program. The HRSA Program began with a 5 day curriculum training course designed for new and/or newly assigned HR Specialist working in the staffing function Other components of the HRSA Program conducted were a pre and post course assessment, study session, and proctored credentialing exam. Further, program participants learned key concepts that reinforced the following staffing competencies:

- Application and interpretation of HR guidance
- HR Staffing Advisory Services
- Recruitment and Placement
- Processing of Personnel Actions

These competencies were addressed within the topics on advising stakeholders and hiring managers on the procedural regulatory requirements, analyzing and evaluating job criteria to include application of veterans' preference, conducting job analysis on a variety of positions, utilizing hiring authorities and innovative recruitment techniques, identifying nature of action and legal authority codes for processing personnel actions, setting pay on new appointments and calculating service computation dates. In addition, course participants were engaged in learning activities that included break-out sessions, group chats, knowledge checks, a pre-course coffee chat on calculating service computation dates and ask the expert sessions.

The Ask the Expert sessions incorporated subject matter experts (SME) who provided a platform for targeted discussions related to Military Spouse Hiring and Strategic Recruitment, which were presented by SMEs from the Employment and Compensation Workforce Shaping and Strategic Outreach and Recruitment Offices, respectively. A good mix of DOD Component representatives attended the virtual training delivered via MS Teams. The proctored exam was also delivered via the same platform and the following successfully passed the Level 1 Credentialing Exam.

A good mix of DOD Component representatives attended the virtual training delivered via MS Teams. The proctored exam was also delivered via the same platform and the following successfully passed the Level 1 Credentialing Exam.

- **Army**: Jessica Fuhmann, Kerstin Basham, Kristie Potter, Romana Allen, Holanda Vounov, Shermana Perkins,
- **Navy**: Melissa Wasseenerg, Elizabeth Magnotta
- **AF**: Asma Karrien, Lauren Skrapke
- **DLA**: Elizabeth Livesay

For additional training information and to stay informed on the next HRSA course offering or enroll new or newly assigned HR Specialist, visit the DCPAS Employment and Compensation Training milsuite link here: *https://www.milsuite.mil/book/groups/dcpas-employment-compensation-training-center*.

By: Mayra Coto-Cubillos
DCPAS/Employment & Compensation

***Overall student feedback regarding the HRSA Level 1 course**

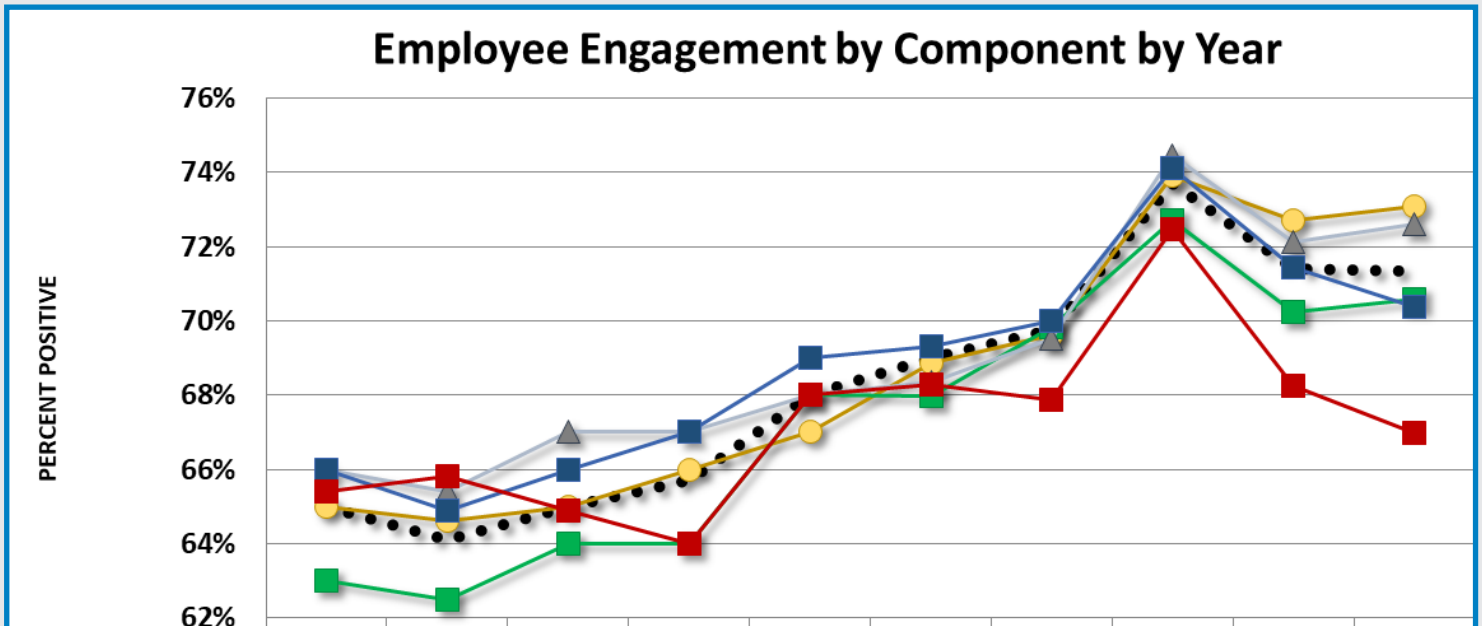
OFFICE OF PERSONNEL MANAGEMENT
Federal Employee Viewpoint Survey
Empowering employees. Inspiring change.

The **Federal Employee View Point Survey** (FEVS) is a government-wide survey conducted annually by the Office of Personnel Management (OPM) and has high-visibility with OPM, the Office of Management and Budget, and Congress. It also informs the Partnership for Public Service's "Best Places to Work in the Federal Government" rankings that are published each year in December.

The FEVS focuses on employee perceptions regarding how effectively federal agencies manage their workforces. Results are used to: develop program metrics (e.g., employee engagement); measure factors that influence recruitment, outreach, and retention; help the agency meet its mission; inform action plans to drive positive organizational change.

The FEVS22 was a census of all DOD employees with the exception of political appointees, contractors/non-Federal employees, and any employees who joined their agency after November 2021. The survey was administered from May 30th through July 15th.

The FEVS provides trending tools that include indices such as Employee Engagement (EE - environment conductive to engagement). From 2014 to 2020, DOD has consistently increased in Employee Engagement reaching 74% in 2020. In 2022, DOD Employee Engagement stays the same as 2021 at 71%.



	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
DoD	65%	64%	65%	66%	68%	69%	70%	74%	71%	71%
4th Estate	65%	65%	65%	66%	67%	69%	70%	74%	73%	73%
Army	63%	63%	64%	64%	68%	68%	70%	73%	70%	71%
Air Force	66%	65%	67%	67%	68%	68%	70%	74%	72%	73%
Navy	66%	65%	66%	67%	69%	69%	70%	74%	71%	70%
USMC	65%	66%	65%	64%	68%	68%	68%	72%	68%	67%

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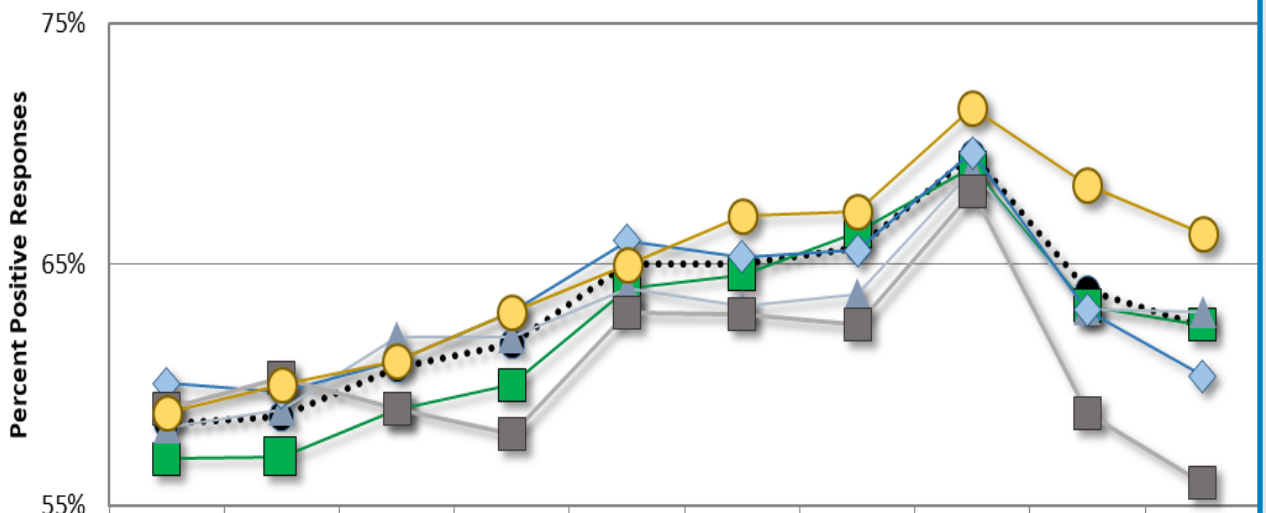
The FEVS also includes Global Satisfaction that describes satisfaction with job, organization, and pay, as well as whether the organization would be recommended as a good place to work. From 2018 to 2020, DOD increased in Global Satisfaction. In 2022, DOD Global Satisfaction decreased 2 percentage points to 62%.

FEVS22: GLOBAL SATISFACTION by COMPONENT by YEAR



	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
DoD	58%	59%	61%	62%	65%	65%	66%	70%	64%	62%
Army	57%	57%	59%	60%	64%	65%	66%	69%	63%	63%
Air Force	58%	59%	62%	62%	64%	63%	64%	69%	63%	63%
Navy	60%	60%	61%	63%	66%	65%	66%	70%	63%	60%
USMC	59%	60%	59%	58%	63%	63%	62%	68%	59%	56%
4th Estate	59%	60%	61%	63%	65%	67%	67%	71%	68%	66%

The Employee Engagement Index (EEI) index is made up of the average of the positive responses to 15 FEVS questions divided into three sub-indexes: Leaders Lead, Supervisors, and Intrinsic Work Experience.

Agencies can use these FEVS key indices, as well as their own unique indices or individual questions of interest, to trend their data and to compare results to other government agencies.

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Agency & Subagency Name	Employee Engagement: Leaders Lead	Employee Engagement: Supervisors	Employee Engagement: Intrinsic Work Experience
Department of Defense	**61%**	**79%**	**74%**
United States Department of the Air Force	63%	80%	75%
United States Department of the Army	59%	78%	74%
OSD, Joint Staff, Defense Agencies, and Field Activities	64%	81%	75%
United States Department of the Navy	58%	80%	73%

The new "Performance Confidence index" was developed by the OPM Survey Analysis team based on an existing index that was fitted for private industry. The modified index measures Federal employees' confidence in their teams' ability to provide high quality products and services and achieve the mission of their organization. It can be used to analyze evidence of effective leadership practices.

The "Performance Confidence index" is made up of the average of the positive responses to four FEVS questions:

- Employees in my work unit meet the needs of our customers.
- Employees in my work unit contribute positively to my agency's performance.
- Employees in my work unit produce high-quality work.
- Employees in my work unit adapt to changing priorities.

Agency & Sub agency Name	Performance Confidence
Department of Defense	**84%**
United States Department of the Air Force	**83%**
United States Department of the Army	**84%**
OSD, Joint Staff, Defense Agencies, and Field Activities	**85%**
United States Department of the Navy	**84%**

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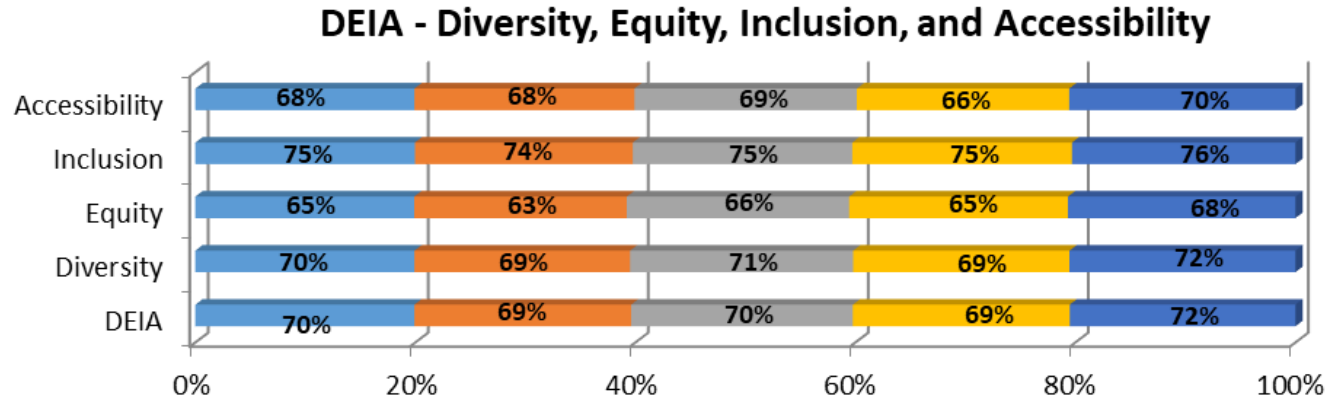
The new "Diversity, Equity, Inclusion, and Accessibility index (DEIA)" was developed based on the Executive Order (EO) 14035 of June 25, 2021 and is made up of the average of the positive responses to 13 FEVS questions.

- Diversity: The practice of including the many communities, identities, races, ethnicities, backgrounds, abilities, cultures, and beliefs of the American people, including underserved communities. (Source: (EO) 14035)
- Equity: The consistent and systematic fair, just, and impartial treatment of all individuals, including individuals who belong to underserved communities that have been denied such treatment. (Source: EO 14035)
- Inclusion: The recognition, appreciation, and use of the talents and skills of employees of all backgrounds. (Source: EO 14035)
- Accessibility: The design, construction, development, and maintenance of facilities, information and communication technology, programs, and services so that all people, including people with disabilities, can fully and independently use them. (Source: EO 14035)



	DEIA	Diversity	Equity	Inclusion	Accessibility
DoD	70%	70%	65%	75%	68%
Army	69%	69%	63%	74%	68%
Air Force	70%	71%	66%	75%	69%
Navy	69%	69%	65%	75%	66%
4th Estate	72%	72%	68%	76%	70%

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The 2022 OPM FEVS added a new index that evaluates Innovation and to what extent leadership encourages and supports new ideas and innovative approaches. The 12 new questions below were added to create four new measures: involvement, resilience, innovation and customer responsiveness. The survey scores show success and opportunities for innovation encouragement, with 62 percent of employees consistently looking for new ways to improve work and 60 percent noting that management encourages innovation.

Q#	Text	DOD	Army	Navy	Air Force	4th Estate
Q24 - Involvement	I can influence decisions in my work unit.	65%	63%	66%	65%	64%
Q64 - Involvement	Management involves employees in decisions that affect their work.	45%	45%	42%	48%	46%
Q62 - Innovation	Management encourages innovation.	59%	57%	58%	64%	60%
Q28 - Innovation	Employees in my work unit consistently look for new ways to improve how they do their work.	64%	63%	63%	64%	66%
Q26 - Innovation	My work unit commits resources to develop new ideas (e.g., budget, staff, time, expert support).	51%	51%	50%	53%	53%
Q29 - Innovation	Employees in my work unit incorporate new ideas into their work.	65%	64%	64%	65%	66%
Q27 - Resilience	My work unit successfully manages disruptions to our work.	64%	63%	64%	63%	68%
Q30 - Resilience	Employees in my work unit approach change as an opportunity.	54%	54%	53%	54%	58%
Q63 - Resilience	Management makes effective changes to address challenges facing our organization.	53%	53%	50%	56%	57%
Q39 - Resilience	My organization effectively adapts to changing government priorities.	68%	68%	65%	69%	71%
Q31 - Customer Responsiveness	Employees in my work unit consider customer needs a top priority.	79%	79%	79%	77%	83%
Q32 - Customer Responsiveness	Employees in my work unit consistently look for ways to improve customer service.	65%	65%	63%	64%	70%

The latest FEVS has recently been released and leadership is developing action plans. Each office is conducting sessions to review results and looking deeper into areas for improvement. The goal is to implement an action plan and start closing the gaps identified in the survey.

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Competency Management - After the Data Collection: Visualizing Your Results

Last December's (2021) Planning & Accountability Newsletter examined the possible pitfalls and fixes of using categories (options) in surveys.

For this quarter's newsletter, we're going to move away from tips and hints for collecting the data and look at how to best present or display that data. How you depict your results is just as important as how the data was collected; if your presentation (be it graphs or tables) is difficult to read or understand, what you were trying to convey to your audience may be lost. To that end, this newsletter will cover how to effectively use graphs in Excel to communicate survey results.

The Data

Let's say we want to show how many people own pets by state. I randomly selected five states (source: https://worldpopulationreview.com/states) and then made up the number of pets owned within those states, which is illustrated in Table 1.

Table 1: Population and Pet Ownership by State

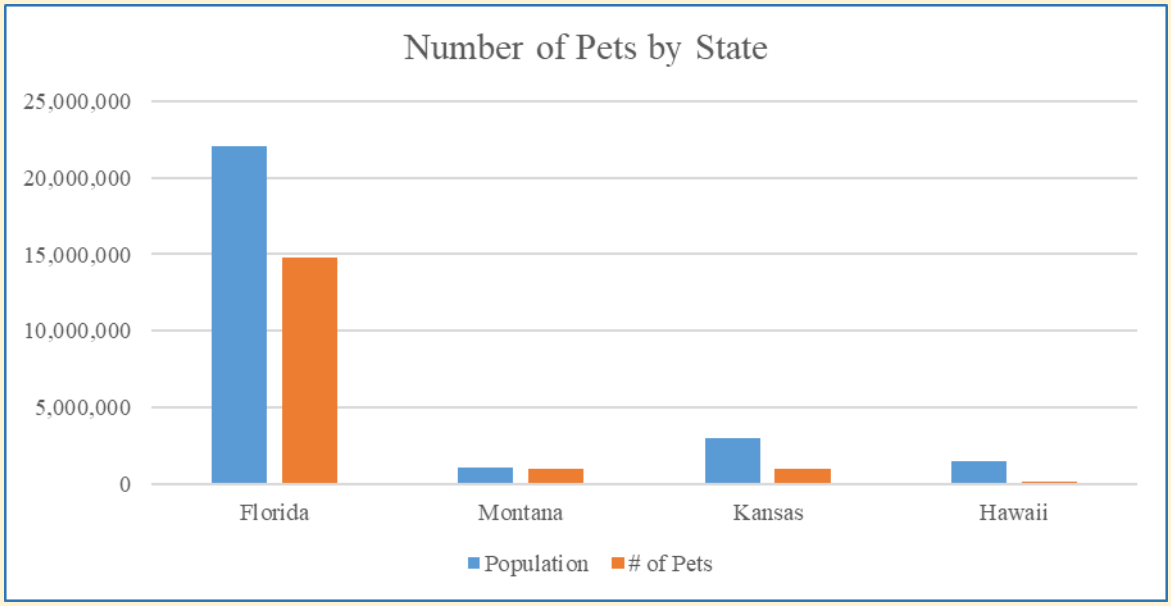
State	Population	# of Pets
Florida	22,085,563	14,797,327
Montana	1,103,187	1,014,932
Kansas	2,954,832	1,004,643
Hawaii	1,474,265	176,912

While the table contains all of the numbers we need to conduct our analysis, it's difficult to 'imagine' what those differences look like. In instances like this, it's better to depict your analyses in a graph. However, while using a graph will better illustrate the data table, it is still important to be aware of possible issues that will arise when displaying your data graphically.

The following examples depict variations of graphs and the possible issues and/or ways to make depicting your data (or graph) easier for others to read and understand.

The Bare Bones Graph - Here's a simple graph based on Table 1:

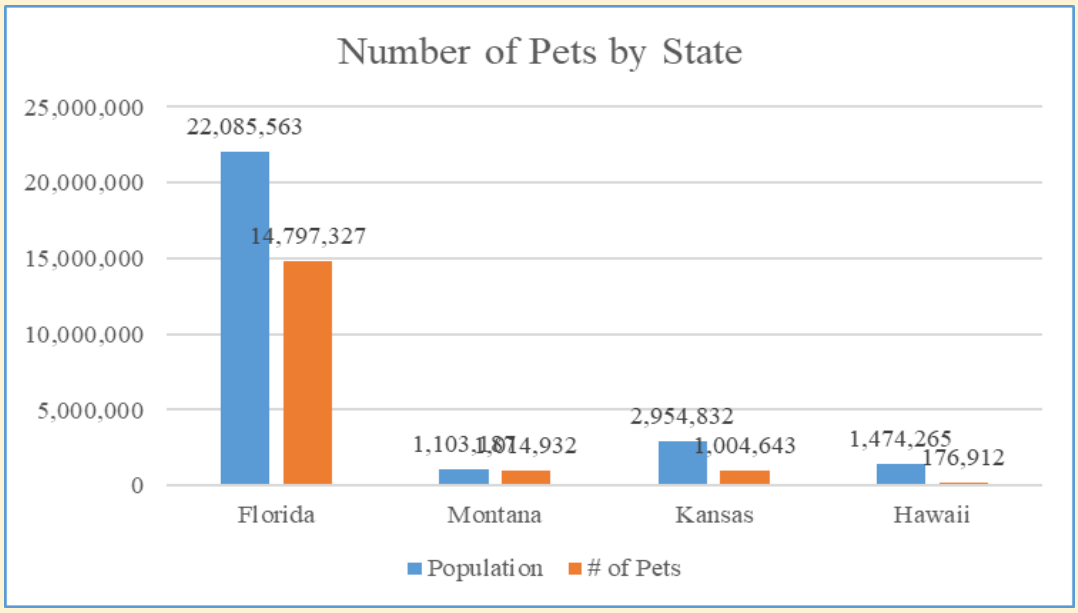
Figure 1: Population & Pet Ownership by State



Data is Included but Difficult to See

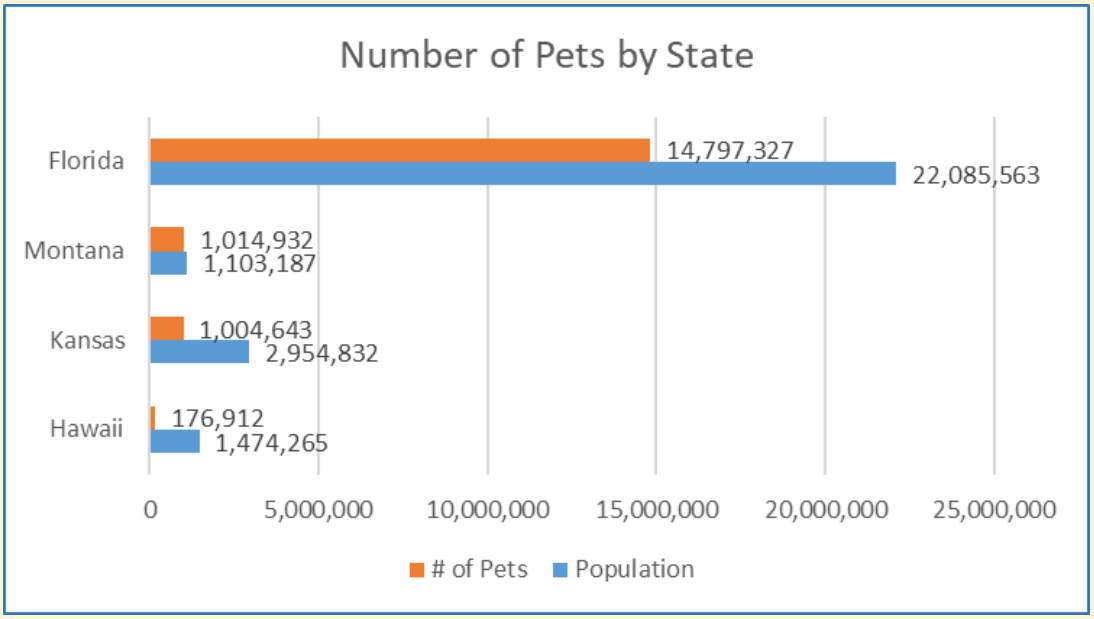
Labels can be incredibly useful in graphs; including the actual population and pet numbers is easier for the user to read rather than making a 'best guess' from the graph. Let's add in labels:

Figure 2: Population & Pets by State with Labels



This chart improves upon the first because users can now see the numbers (population and pets), but as you can see from the graph, the numbers are overlapping and are difficult to read. This can be fixed a number of ways, such as rounding the numeric value or by changing the direction of the bar graph (i.e., horizontal bars can accommodate the longer numbers). Figure 3 is the same as Figure 2, but using horizontal bars.

Figure 3: Population & Pets by State with Labels

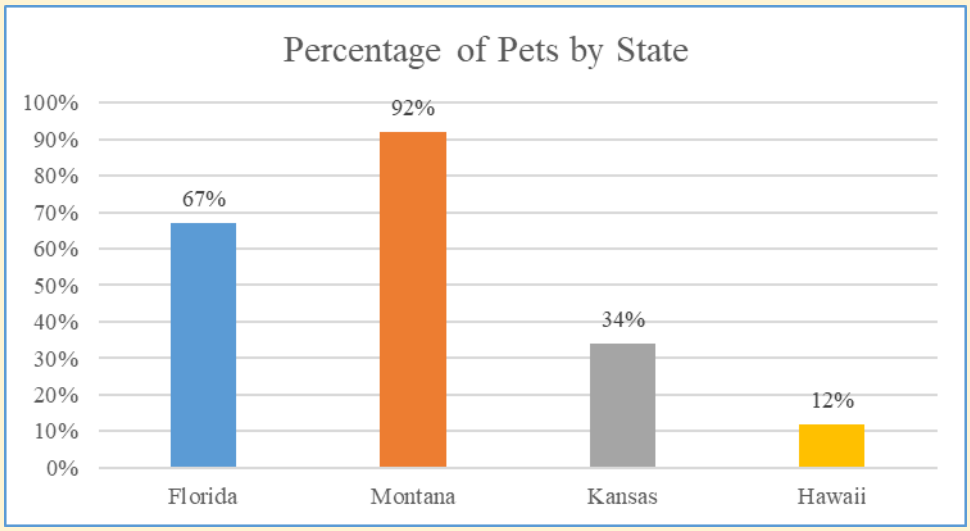


This is easier to read, but you'll notice that while there are a lot of pet owners in Florida (which makes sense, as Florida has a larger population), it appears that Montana actually has a higher percentage of pet owners. So how can we analyze or show that?

Data Represented as Percent of Population

When dealing with a wide range of numbers like we are with our populations (Florida vs. Hawaii), it's generally best to change your analyses to a percentage: In this example, let's change the number of pets owned by state to the percentage of pets owned by state. Figure 4 shows the percentage of people, by state, that own pets.

Figure 4: Percentage of Pets by State



This is better and a bit easier to understand; I included data labels (the percentages above the bars) and also varied the bars by color to add visual interest. With this graph, we can easily see that Montana has more pet owners (92%) and Hawaii has the least (12%). This is good information, but in distilling the graph, we've lost the population information.

Winning Combination

Our preference is to create a graph that has both the population of a state AND a comparison of pet ownership. However, this would include two scales: One for the population (as a number) and the other scale as a percentage (preferably) for pet ownership. How can we do that?

The "Recommended Charts" feature in Excel has come to my rescue more times that I can count:

1. Within Excel, select (or highlight) the data you wish to make a graph out of
2. Click the 'Insert' tab
3. Click 'Recommended Charts'
4. Excel will automatically create the graph based on how best depict your data.

To illustrate this, below is the data table I used (I added in a percentage column) - next page.

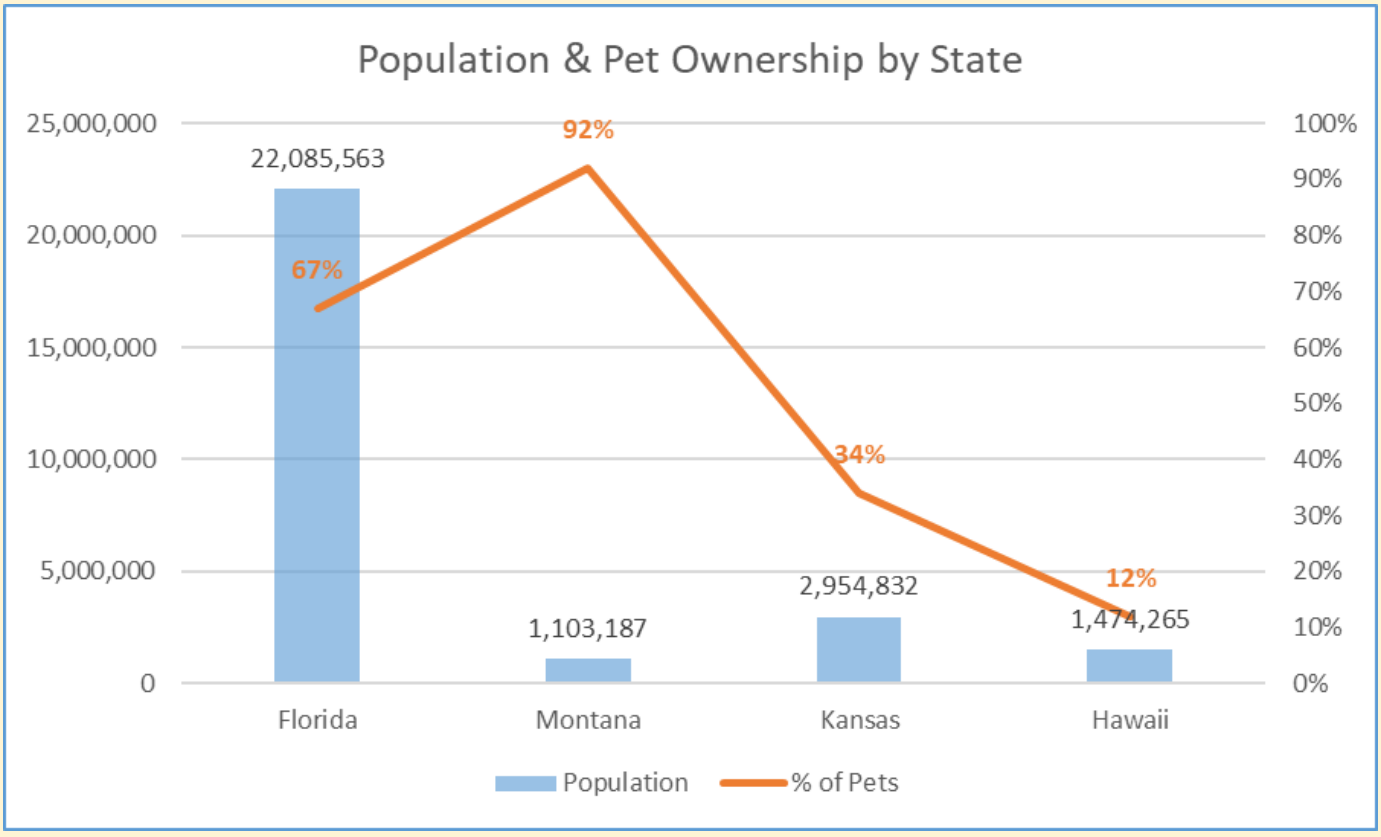
Table 2: Data Table with Percentage

State	Population	Number of Pets	% of Pets
Florida	22,085,563	14,797,327	67%
Montana	1,103,187	1,014,932	92%
Kansas	2,954,832	1,004,643	34%
Hawaii	1,474,265	176,912	12%

The cells with the red squares around them is the data I included

Given the selected data, Excel generated the following graph:

Figure 5: State Population & Percentage of Pet Ownership



This graph is much better! Not only can we clearly see the states' populations, but we can also see the percentage of pets owned via the overlay (line graph). From the graph, we can easily see that although Florida has a larger population, Montanans own more pets.

Conclusion

In summary, the good news is there are plenty of ways to depict or illustrate your data. What can be tricky is finding the best way to illustrate your data that is also easy for users to understand. Excel has many options (and helpful actions) to assist you in creating graphs and other visual displays of your data.

The example used in this article is just one example; there are numerous kinds of data and just as many ways to depict that data. The best tips to keep in mind when creating graphs is:

- Does this make sense?
- Can your users understand the data and the analyses?
- Is the graph overly simple or does it contain too much information?

When in doubt, it helps to have a second (or even third) pair of eyes to look it over and provide feedback.

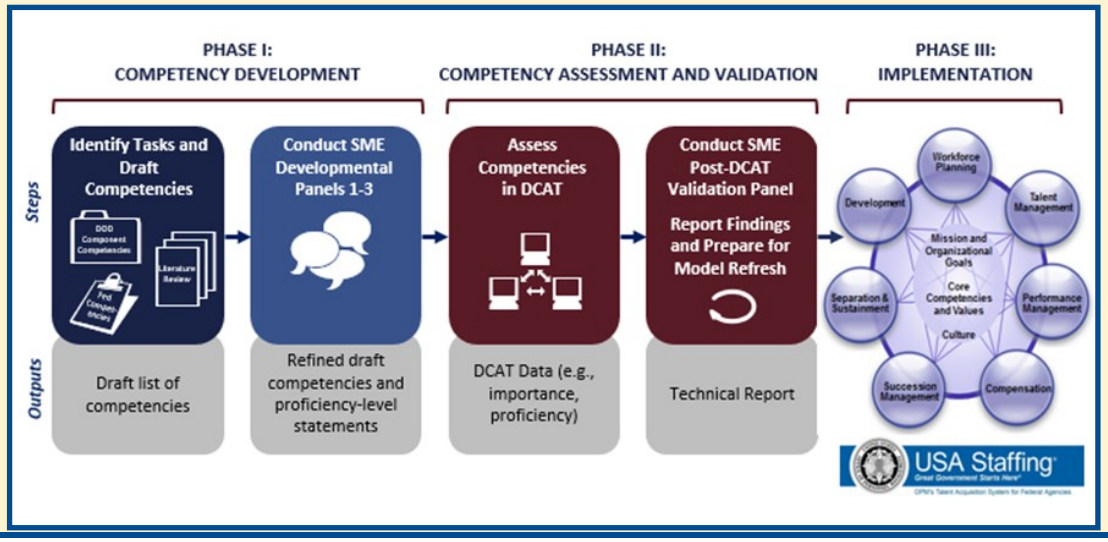
As always, the Competency Assessment Team is here to help. The Industrial/Organizational psychologists in Planning & Accountability have many years of experience in creating, conducting, and analyzing survey data.

If there is anything we can assist with – or if you have any questions – please contact either Brandon Dennis (Brandon.e.dennis.civ@mail.mil) or Chelsey Hibbard (Chelsey.a.hibbard.civ@mail.mil).

Note: This article is part of a series of articles from the Competency Assessment Team that will focus on surveys (survey creation and interpreting results). If you have any questions regarding those areas that you would like to see featured in upcoming articles, please contact Chelsey.a.hibbard.civ@mail.mil.

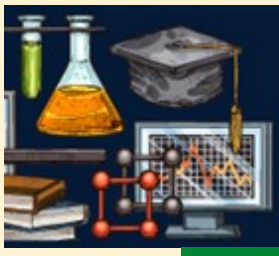
By: Chelsey Hibbard
DCPAS/Planning & Accountability

COMPETENCY MANAGEMENT



Department of Defense DoDSTEM Science · Technology · Engineering · Mathematics CORNER

Department of Defense (DOD) STEM seeks to attract, inspire, and develop exceptional STEM talent across the education continuum and advance the current DOD STEM workforce to meet future defense technological challenges. DOD STEM offers educational programs, internships and scholarships for students and many career development opportunities for educators. DOD STEM is part of the Defense Enterprise within the Department's Research & Engineering.



DoD INNOVATORS SPOTLIGHT SERIES

Igniting *INNOVATION*:

Meet Awardees From Across the Defense Enterprise in the DoD Innovator Spotlight Series

The DoD Innovators Spotlight Series is an opportunity for the public to meet and learn from exceptional scientists, engineers and other STEM professionals working across the DoD. The Office of the Deputy Chief Technology Officer for Science and Technology, located within the Under Secretary of Defense for Research and Engineering, awards individuals and teams within the DoD civilian workforce in the fields of Research and Development, Technology Transfer and Transition, and STEM Advocacy with the following awards:

- **George F. Linsteadt Award For Excellence in Technology Transfer**
- **Laboratory Scientist of the Quarter**
- **SMART Scholars and Mentors of the Year**
- **STEM Advocate of the Quarter**
- **Technology Transfer Advocate of the Quarter**

Congratulations to the STEM Advocate of the Quarter Award Winner Featured in the DOD Innovators Spotlight Series in October 2022!

Mr. Jonathan Stroud, U.S. Space Force, Space Systems Command
STEM Advocate of the Quarter for the 2nd Quarter in Fiscal Year 2022

Mr. Stroud is a Developmental Engineer and the Deputy Director for Space Systems Command's Space STEM Outreach Program at Space Base Delta 3. He is the first STEM Advocate of the Award winner from the U.S. Space Force. The Office of the Under Secretary of Defense for Research and Engineering has recognized Mr. Stroud for his exemplary support to the DOD's mission to inspire young Americans in STEM through his determined advocacy for STEM education and community outreach programs connected to DOD technology priorities.

Because of his involvement, the efforts of the Space Systems Command to develop the future STEM workforce—including his development of and involvement in the Space STEM Outreach Program, Los Angeles Air Force Base tours, and community events—are thriving, and his leadership has paved successful pathways for motivating and securing talent for the future DOD workforce. Mr. Stroud's dedicated work with local partners throughout Los Angeles has made a meaningful impact on his community and across the Department. Congratulations, Mr. Stroud!

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To view this previously recorded presentation, to register for upcoming presentations and to learn more the DOD Innovators Spotlight Series, visit https://DODstem.us/meet/innovators/.

Learn more information about the DOD STEM Education & Workforce Development portfolio:

Visit DOD STEM at www.dodstem.us
Visit SMART Scholarship-for-Service Program at www.smartscholarship.org/smart

Be sure to follow us on social media!
@DoDSTEM + @SMART_DoD

By: Ericka L. Rojas
Office of the Under Secretary of Defense, Research and Engineering
ericka.l.rojas.ctr@mail.mil

Planning & Accountability (P&A) News!

WHAT'S HAPPENING

It seems every holiday season is busy, with a lot of changes, and this year is no exception for LOB1.

Some of the changes involve people departing Planning and Accountability Directorate:

- **Darby Wiler**, P&A Director, transitioned in October to the National Federal Credit Union Association,
- **Anthony (Tony) Bown**, from our Strategic Human Capital Planning Team, left federal service in November to focus on some post-military and post-government interests in South Carolina.
- **Andrew Jenson**, Lead HR Evaluator on the Accountability Team, received a promotion in a move to Army Human Capital (departure date TBD)

Planning & Accountability has also gained some fantastic newcomers!

- **Melanie Johnson** joins us as a Lead HR Evaluator on the Accountability Team. She brings 20 years of technical HR experience with OPM, EPA, Department of the Interior, Commerce, and Health and Human Services.
- **Shannon Coleman** joins the Planning & Accountability Team as AES Strategies contract program manager. Shannon has more than 30 years in Human Resources and project management work, and is a Navy Retiree. She is back again supporting Planning & Accountability.
- **Charlotte Watkins** is an I/O Psychologist with four years of consulting experience. She has supported clients on various organizational development projects through survey design and analysis, focus group facilitation, competency modeling development and validation, and qualitative/quantitative data analysis. In addition to her experience with evaluation and analysis, Charlotte also has experience with providing data driven solutions for a wide variety of HR initiatives, including strategic goal identification, performance rating analysis, and employee selection and assessment. Charlotte has two years of experience providing full support for DCPAS' competency management team, where she was often leading each phase of the process. While primarily focused on DCPAS, Charlotte concurrently assisted fellow I/O Psychologists with data analysis as needed and is skilled with producing technical writing reports to communicate the results of the data analysis.
- **Richard Chung** has 4 years of technical experience in HR & I/O Psychology work. He has previously provided human capital analyst capabilities to the Department of Transportation, Office of the Inspector General (DOT OIG), the Consumer Product Safety Commission (CPSC), and the New York State government.

List of Recent DCPAS Numbered Messages

FOR REFERENCE ONLY

2022084 – Noncompetitive Hiring Authority for Military Spouses Annual Reporting

2022090 – FY23 FEI Leadership for a Democratic Society Program

2022091 – DOD NAF Health Benefits Program Premiums, Changes, and Open Enrollment Period

2022092 – Public Service Loan Forgiveness Program Presentation

2022093 – Extension of Maximum Telework Flexibilities

2022094 – HRFC Newsletter, Volume 3, Issue 5

2022095 – ELTP for Federal Employees Adversely Affected by the Mississippi River Water Crisis

2022096 – ELTP for Federal Employees Adversely Affected by Hurricane Fiona 2022

2022097 – Ext of Additional Healthcare Occupations Covered by DOD DHAs

2022098 – Implementation of Pilot Program on DHA for Mil Spouses Outside the United States

2022099 – Request for Volunteers in Support of the Department of Homeland Security

2022100 – Extension of Waiver for Section 3326 DHA for Certain Positions for COVID-19

2022101 – DTM Enhanced Pay Authority for Certain Acquisition and Tech Positions

2022102 – OPM Sched A for Hurricane Relief and HR Flexibilities for Disaster Emergencies

2022103 – ELTP for Federal Employees Adversely Affected by Hurricane Ian 2022

2022104 – PSLF Certification of Federal Employment for Federal Employees

2022105 – FSI National Security Executive Leadership Seminar

A repository of DCPAS messages is located in the DCPAS SharePoint site

https://dhra.deps.mil/sites/DCPAS/DCPASMessages/Forms/AllItems.aspx?web=1

Online Resources

- **MilBook site in milSuite**: (https://www.milsuite.mil/book/groups/cspr) is used to house documents related to strategic human capital and workforce planning. The documents are useful to our customers. Some of the documents posted on milSuite:

- **Strategic and Directive Documents**
- **Strategic Workforce Planning Guide**
- **Competency Validated Models**
- **Functional Communities**
- **Mission Critical Occupations**

DCPAS Website	https://www.dcpas.osd.mil/
MilSuite Site	https://www.milsuite.mil/book/groups/cspr
SWP Report FY 2016– 2021	https://www.apps.cpms.osd.mil/shcp/FY16-21_Report-Final.pdf
DOD STEM Development Office	http://www.dodstem.us/
SMART Scholarship Program	https://smart.asee.org/
5 CFR Part 250	https://www.gpo.gov/fdsys/pkg/FR-2016-12-12/pdf/2016-29600.pdf
OPM Human Capital Management	https://www.opm.gov/policy-data-oversight/human-capital-management/
OPM's Workforce Reshaping	http://www.opm.gov/reshaping
SHRM	https://www.shrm.org/
WorldatWork	https://www.worldatwork.org/home/html/home.jsp
Bureau of Labor Statistics	https://www.bls.gov/

Newsletter POC - Reena Tewari
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Strategic Workforce Planners				
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WALLACE, MELANIE	Accountability	HR Specialist	TBD	TBD
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