

Lines of Effort (LOE)

LOE 1

Strategic Workforce Planning Training: Training Certification for Staff, Training for Components and Functional Communities

LOE 2

Defense Competency Assessment Tool: Technical requirements, Continual Improvement on Survey, DCAT Results and Validation Process

LOE 3

Competency Development / Management: Panel Facilitation, Competency Modeling, Validation of Panel results, Publication of Validated Models, Competency Guide for Customers

LOE 4

Workforce Data Analytics: Data Decks, Forecasting Tool, Dashboard, Competency Data Support, Ad Hoc and Recurring Data Requests

LOE 5

Mission Critical Occupations: Naming, Convention, Criterion Validation

LOE 6

Functional Community Management: Revisit/Clarify Roles in SHCP Governance Structure, Support DoDI update, Share HCM/HR related strategic communications, Refocus content/messaging

LOE 7

Strategic Human Capital Plan: Determine Link/Integration/Feed with FC Assessment; Develop template; Provide Training, Formal Task, Total Workforce Planning

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

The Defense Civilian Personnel Advisory Service (DCPAS) Planning & Accountability Line of Business develops policy and guidance for civilian human capital planning initiatives, including leading development of the Department of Defense (DoD) Human Capital Operating Plan 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.

From the Desk of Acting Director, Dr. Keshia Easterling!

Greetings from Planning & Accountability (P&A) Directorate! As the saying goes, "Change brings Opportunities," and this applies to P&A. Ms. Deborah Ray has moved to the DCPAS front office as a Senior Strategic Advisor. P&A would like to congratulate Deb and wish her success! As a result, I have assumed the role of Acting Director of P&A and we have two Acting Associate Directors supporting Line of Business 1 (LOB1): Darby Wiler (Strategic Workforce Planning/Workforce Data Analytics) and Jan Grubbs (Human Resources Functional Community & Accountability).



Having served in various HR/Personnel Management roles for the past 25 years, I am confident that I can make a valuable contribution to LOB1 future objectives. I consider myself fortunate to have been given the opportunity to serve as the Acting Director for Planning and Accountability and even more thrilled to assist in elevating our Human Capital Planning footprint. I am excited about working with each of you. More so, I am ecstatic about the impact that we will make as we continue to deliver exceptional services to a World Class Civilian Workforce.

Our quarterly P&A newsletter is a medium of communication and in this edition of our newsletter, we have a variety of topics that you will find interesting. Our spotlight is on Engineering (non-construction) FC and a Component – Air Force. You will also find information on Functional Community Maturity Model, Human Capital Operating Plan, WWHRTE update, STEM & SMART scholarship, Workforce Data Analytics, Recruiter's Training, and our regular online resources.

I hope you enjoy reading the newsletter as we have enjoyed putting it together for our customers! Fiscal Year 2018 has been a very successful year for the organization, and we're proud to tell you all about it in this newsletter. We are very excited about what Fiscal Year 2019 has in store for all of us. We are looking forward to working with you in the next fiscal year! I would like to wish all of you a safe and happy Labor Day.



1993 to 2018 - Delivering excellence for over 25 years! #DCPAS Excellence

2018 World-Wide Human Resources Training Event

DoD World Wide Human Resources Training Event hailed a big success!

Earlier this summer, 250+ HR professionals and senior leaders met in Massachusetts for the World Wide Human Resources Training Event (WWHRTE). The event took place July 17-19, 2018 and was held at the Executive Management Training Center (EMTC), Southbridge, in the quiet town of Sturbridge, MA. Participants and presenters included senior DoD professionals from all over the globe as well as the DoD Chief, Human Capital Officer (CHCO), Deputy Assistant Secretary of Defense for Civilian Personnel Policy, Ms. Anita Blair, the Director, Defense Human Resources Activity, Bill Booth, the Principal Director, Civilian Personnel Policy, Veronica Hinton as well as numerous others. The WWHRTE is held every other year to share information vital to the HR community, discuss emerging trends in Federal human capital management and gather insights from the HR field. The event was featured in an intensive social media outreach



Ms. Ronna Garrett, Director, DCPAS

campaign and attendees were challenged to tweet, post on Facebook and LinkedIn throughout the event. One attending Brigadier General even received public kudos for establishing a Twitter account and sending his very first tweet! In an after-event questionnaire, over 85% of attendees characterized the WWHRTE as “Very Useful” for their career/professional development. The next one is scheduled to take place in summer of 2020.

The event opened on the evening of arrival with cake and balloons for a CPMS/DCPAS birthday celebration. The years 1993-2018 marked 25 years of HR excellence, thereby commemorating their silver anniversary. The first day of training kicked off with a plenary session detailing the “DoD CHCO’s Message: HR Way Ahead” presented by Ms. Blair, DoD CHCO. The following Plenary Keynote consisted of a panel discussion between Federal CHCOs from across Federal government. The panel discussions allowed for audience questions at the end and a lively dialogue took place following the panel discussions. Ms. Deb Ray, Deputy, DCPAS held a very thought-provoking plenary session called “Human Capital: Global Trends, National Impacts, DoD Direction”. The serious nature of the presentation earned her the fond event nickname, “Doomsday Deb”, based on some of the trends discussed!



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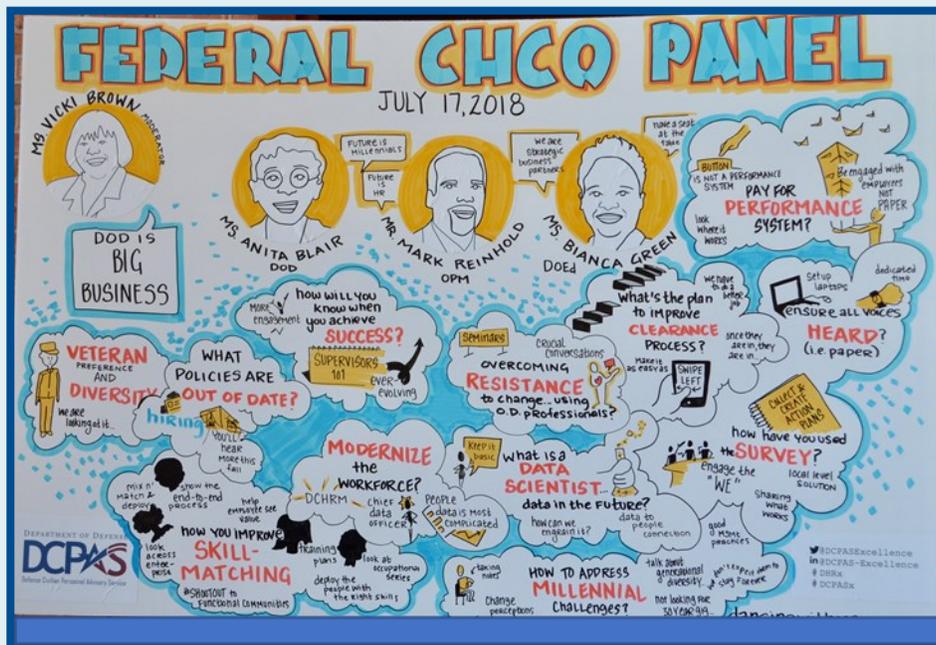
2018 World-Wide Human Resources Training Event (cont'd)

Breakout sessions were presented by DCPAS members and Component representatives and filled the afternoon agendas. Day one included topics such as “DoD Talent Development: A Mission Imperative,” “Developing Efficient, Effective, and Cost-Reducing Approaches to Collective Bargaining,” “DPMAP Lessons Learned,” and a panel discussion on “Hiring Improvement and Time-to-Hire,” just to name a few. The participants were encouraged to post notes in the lobby detailing the positive aspects of the event as well as those that they thought could be improved upon. Incidentally, the breakout sessions and the ability to network with other HR professionals were deemed to be the most valuable aspects of the meeting by respondents to the after-event questionnaire.



Other plenary sessions covered the “25 Years of DoD Human Resources” and “HR Functional Community Action Plan.” Some of the breakout sessions were scheduled more than once based on demand. Additional Breakout Sessions included, but were not limited to “Personnel Vetting in the DoD,” “Benefits and Beyond,” “Streamlining the DoD Priority Placement Program,” “Federal Employee Viewpoint Survey,” and “Your Agency’s Barometer.” The EMTC facilities were stellar in their delivery of conference facilities, rooms and meals and participants agreed that the WWHRTE 2018 was a resounding success!

In order to facilitate further dissemination of the information presented, the briefings and presentations are all available for download at <https://community.max.gov/display/DoD/2018+DoD+Worldwide+Human+Resources+Training+Event>



By: Tawanah Edmondson
HR Functional Community
DCPAS/P&A

Functional Community Maturity Model

Functional Community Maturity Model (FCMM)

FY18 DoD Human Capital Operating Plan (HCOP) Initiative 1.2.3

The requirement for the FCMM was directed in March 2018 USD (P&R) final report to Secretary Mattis (Subject: Administrative and Personnel Policies to Enhance Readiness and Lethality) and is formally documented within the FY18 DOD HCOP under Strategy 1.2: Recruit and retain a highly skilled and agile civilian workforce. Initiative 1.2.3 establishes the FCMM in order to enhance the effectiveness of functional community support for the Department.

Currently, varying levels of functional community maturity exist across the Department. The FCMM and supporting Assessment Tool provide a guide for functional communities to progress through four stages of maturity within four pillars to improve and ultimately optimize their capabilities. The FCMM will be formally codified in policy within the next revision of DODI 1400.25 vol 250, Civilian Strategic Human Capital Planning (SHCP). DCPAS Line of Business 1 (Planning and Accountability Directorate) sponsors and manages the FCMM effort through its leadership, a project manager and organic Strategic Human Capital Planners.

The initial FCMM was approved by DASD (CPP) at the June 2018 Functional Community Manager Executive Council. Initial implementation via a pilot group consisting of five functional communities (Human Resources, Medical, Information Technology, Intelligence, and Logistics) took place in July 2018. The Acquisition and Financial Management communities support the pilot as two “mature” functional communities designated to share best practices. Leadership involvement is critical to the success of this initiative. Figures (1) and (2) depict the initial FCMM concept and outline the implementation methodology/timeline.

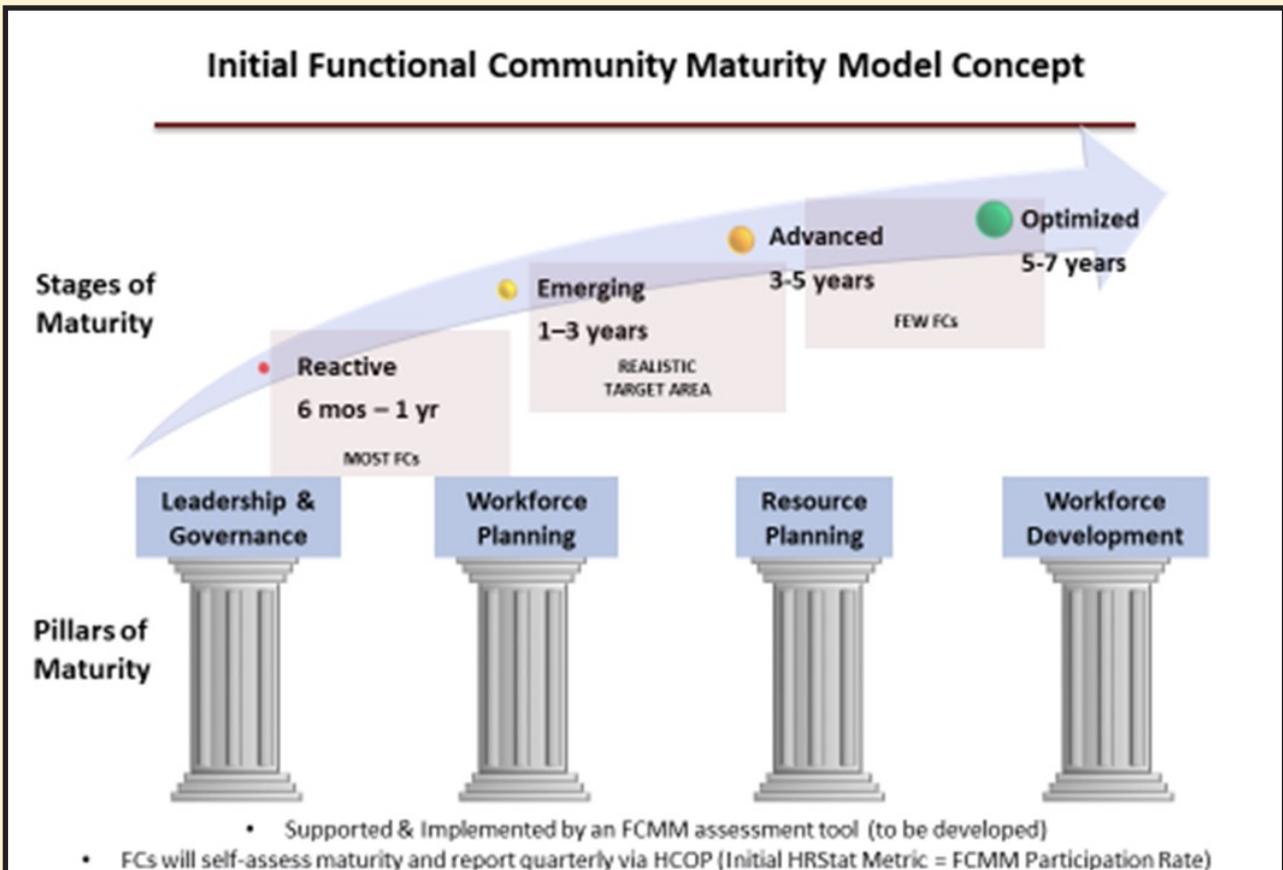


Figure (1)

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Functional Community Maturity Model (cont'd)

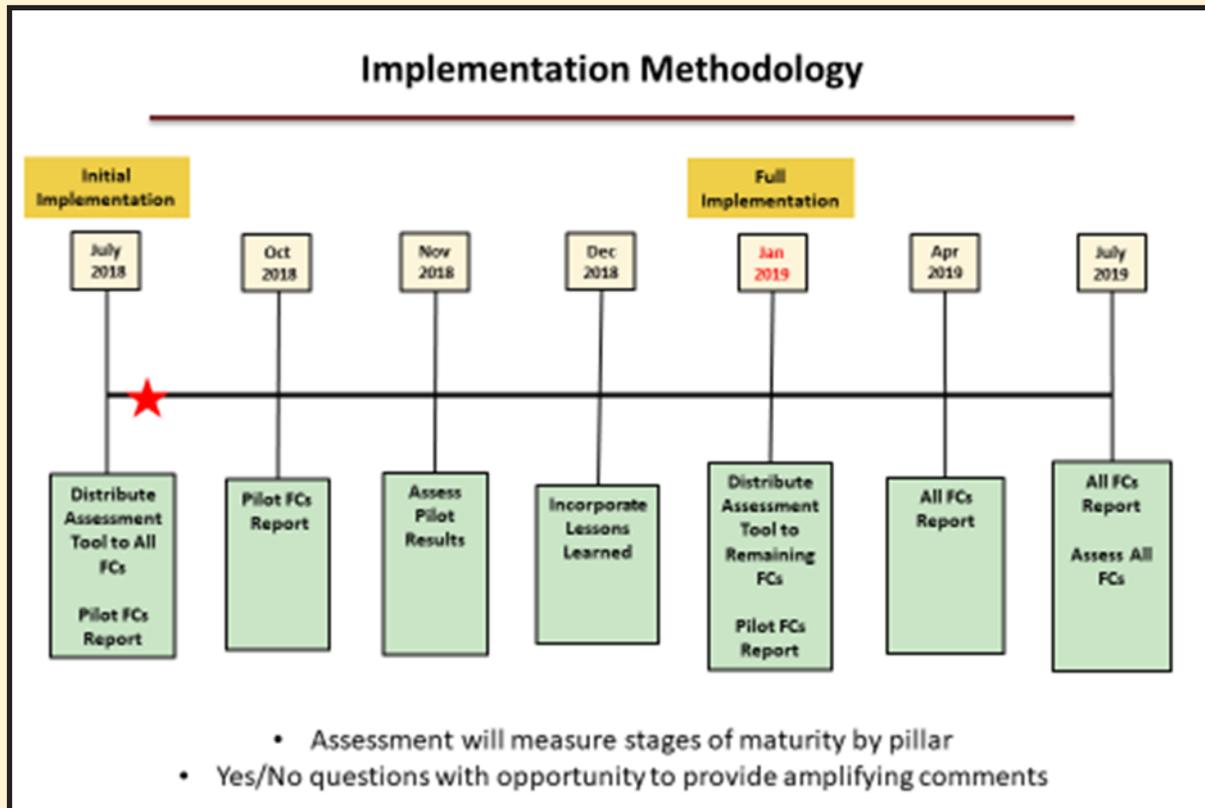


Figure (2)

The primary means of implementation is through the FCMM Assessment Tool which provides maturity framework. The Assessment Tool guides functional communities through stages of maturity within four pillars (Figure 1) as they relate to duties and responsibilities of Office of the Secretary of Defense Functional Community Managers (OFCMs) outlined in DoDI 1400.25 vol 250. Through a series of requirements guided by answering Yes/No questions, functional communities will self-assess maturity within each pillar, then determine an overall maturity assessment. An opportunity for subjective comments is provided for amplification if necessary.

Prior to quarterly HRStat reporting periods, DCPAS will distribute the Assessment Tool to the functional communities who will complete self-assessments with the assistance of their assigned DCPAS Strategic Human Capital Planner counterparts as necessary. Results will be formally reported within HRStat to track maturity progress and ensure accountability of this initiative.

Anticipated benefits of the FCMM include: alignment of human resource planning to Department strategic goals and objectives, improved applicants and hires through participation in competency development, increased workforce performance, retention, and continuity through workforce development initiatives, and assistance to managers in making better workforce mix decisions.

While challenges such as resourcing and technology are anticipated, general expectations include Department-wide measurable increases to maturity over a 3-5 year period; longer to reach optimization. Current analysis suggests a realistic goal for most functional communities lies between the emerging and advanced stages of maturity.

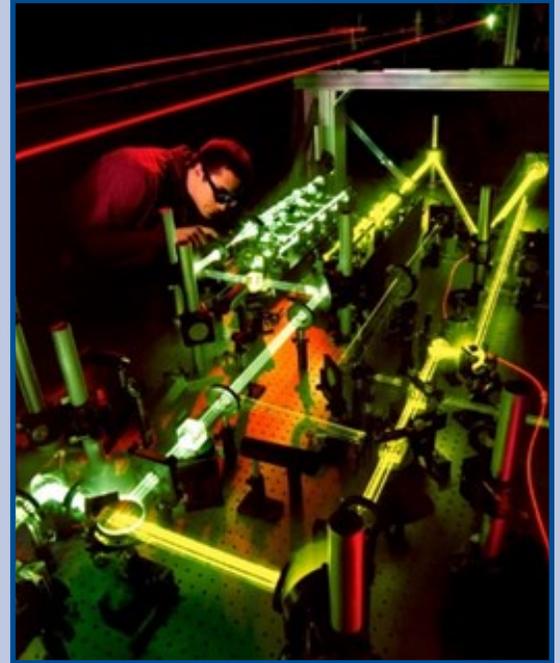
By: Tony Bown
Strategic Workforce Planner
DCPAS/P&A

Proactively Managing the Engineering Workforce

A strong organic engineering and technical workforce is critical to the DoD's effort to retain the U.S.'s technological superiority over our adversaries. This workforce enables the U.S. to efficiently design and deliver innovative, complex, flexible systems to our warfighters that quickly adapt to evolving missions and threats.

The concept of a STEM worker shortage, and the resulting technical workforce capability gaps, is not a recent phenomenon but can be traced back decades as new advances in technology outpaced the workforce's capability to support them. A major challenge facing the Department, as well as industry in general, is identification and recruitment of technical professionals with specific skills, experience, and knowledge in advanced technologies in order to close these capability gaps. This challenge is exacerbated however by the Department's need for employees capable of holding a security clearance.

In order to address technical workforce challenges and continue to close our capability gaps, DASD Systems Engineering (SE), in partnership with the Services and Agencies, is leading a spectrum of initiatives to enable the Department to hire people with critically needed technical skills as well as equip our current workforce with these skills. These initiatives are grouped into 6 areas of focus including 1) recruitment/hiring, 2) skill gaps, 3) competency/skill development and rotations, 4) advanced degrees, 5) leadership development, and 6) external partnering and advocacy.



- **Recruitment/Hiring** - In order to compete for the best engineering talent, the DoD needs to be an employer of choice. To support this objective, several initiatives are focused on ensuring the Department utilizes modern recruiting and hiring techniques. For example, DASD(SE) is investigating statutory changes to make special hiring and pay authorities permanent as well as increasing the number of highly-technical positions authorized for special pay.
- **Skill Gaps** – To ensure the U.S. maintains its technological superiority, the Department needs to identify current and future engineering workforce skill gaps and develop strategies to close these gaps. Some initiatives supporting this area of focus include 1) defining workforce competencies related to specific technological areas, such as cybersecurity engineering, to ensure there is a uniform understanding and the necessary skill development across the Department and 2) developing a mechanism (i.e., occupational series parenthetical and workforce tracking ability) to enable the Department to easily identify and develop the Systems Engineering critical skill set within the workforce.
- **Competency/Skill Development and Rotations** – To provide opportunities to strengthen our DoD engineers' breadth and depth of experiences, DASD(SE) is investigating strategies to increase rotational assignments that would provide direct exposure not only to innovation research but also to rapid commercial processes used to take products from conception to delivery. For instance, DASD(SE) is exploring statutory changes to lessen the resource burden faced by Defense Agencies looking to develop engineering personnel through rotations with industry.

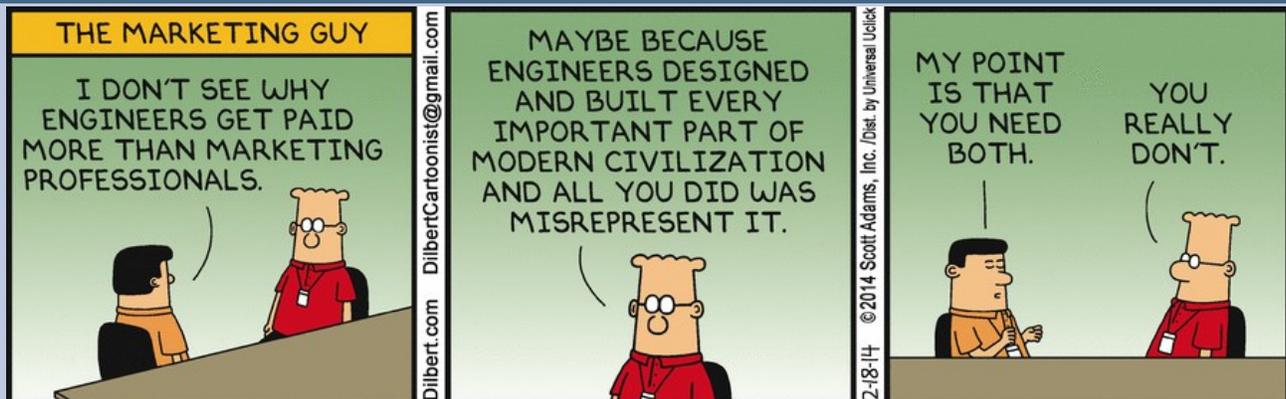
- **Advanced Degrees** –To maintain the Department’s technical edge, a highly educated workforce is critical. DASD(SE) is investigating strategies to increase the number of civilians attaining advanced technical degrees, such as setting and tracking workforce targets, and exploring statutory changes to support full time civilian student training billets and increased tuition assistance caps for select, high demand, areas of study.
- **Leadership Development** – To ensure capable and competent leadership of the technical workforce DASD (SE) is working with the Defense Acquisition University to develop guidance and tools for developing leadership over an individual’s career utilizing various learning methods – education, training, mentoring, job rotations, etc. – instead of waiting until an individual is in a leadership role to provide leadership training.
- **External Partnering and Advocacy** – To collaborate with defense workforce ecosystem partners in investigating and addressing shared workforce challenges and build effective relationships with key industrial and educational partners, DASD(SE) continually engages with external partners such as the National Defense Industrial Association, the Aerospace Industries Association, universities, and others.



Through this focus on a continuum of initiatives, DASD (SE) serves as a leader for the Department’s engineering and technical workforce to meet today’s, as well as tomorrow’s, technical workforce needs. As with any problem, understanding the core dynamics underlying the STEM workforce shortage, the Department can target its energy and investments on closing the actual capacity gaps critical to fulfilling the DoD’s mission.

From looking at future workforce needs, to building the capacity of our current workforce in the context of the overall engineering ecosystem, DASD(SE) will ensure the DoD has the engineering and technical workforce to maintain the U.S.’s technological superiority over our adversaries.

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Engineering (NC) FC
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“Science is about knowing; Engineering is about doing.”
Henry Petroski

**AIR FORCE CIVILIAN FORCE MANAGEMENT DIRECTORATE (AF/A1C)
HIGHLIGHTS**

The Air Force's Civilian Force Management Policy Directorate establishes force management policies for more than 200,000 Total Force Air Force civilians. These policies guide the support of civilian airmen throughout the talent management cycle to include accession/hiring, recruitment, evaluation, readiness, skills, separation, and retirement of the Air Force's human capital. The directorate oversight includes expeditionary airmen, work-year management, strategic workforce planning, and implementation and sustainment of all civilian personnel systems and demonstration projects.

The A1C Directorate is led by Mr. Mark R. Engelbaum and currently composed of two Divisions:

- I. Recruitment and Workforce Shaping (AF/A1CP) and
- II. Compensation and Workforce Management (AF/A1CM)

Every facet of Human Capital Management is addressed by one or more of the Subject Matter Experts on the A1C staff. Both Divisions develop and coordinate civilian personnel policies and guidance for both Appropriated and Non-appropriated Fund (NAF) employees. Legislative proposals, program changes and initiatives, and strategic communication with stakeholders also fall within the purview of this Directorate.

Current Air Force Civilian Personnel Initiatives include the following:

- Hiring and placing 35 Presidential Management Fellows throughout the Air Force
- Partnering with OPM, DCPAS and the Air Force Personnel Center to conduct on-site Human Capital Framework Assessments at various bases and Major Commands
- Participating in numerous training events and summits such as the Air Force NAF eOPF Working Group; NAF HRO Summit; PPP COA Train-the-Trainer training for HROs; the DoD Worldwide Human Resources Training Event, and the Defense Employee Labor Relations Conference held at Southbridge, MA.

The Civilian Force Management Directorate strives to provide world-class Human Resources support for the civilians in the world's greatest Air Force!

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Accountability

ACCOUNTABILITY

ACCOUNTABILITY UPDATE

The U.S. Office of Personnel Management (OPM) will conduct a Government wide evaluation of competitive examining in FY19 in accordance with statutory authority under 5 U.S.C. 1104 and the responsibility to ensure merit-based human capital management. The goal of the review is to gather consistent baseline data on Delegated Examining (DE) across Government to help OPM identify and develop strategies to improve the hiring process, an objective of OPM's Agency Strategic and Priority Goals. The results of the review will be used internally at OPM.

Currently, there are over 370 active Delegated Examining Units (DEU) across Government. OPM will review agency policies and other guidance documents as well as a sample of DE hiring actions taken between July 1, 2017 and June 30, 2018. These reviews will occur between December 2018 and May 2019.

Additionally, OPM is conducting a DoD-wide study on the use of expedited hiring authorities in FY18. The goals of this study are to assess the usage and effectiveness of current expedited hiring programs and practices, as well as their compliance with regulatory requirements. The evaluation will include a sampling of EHA appointments, interviews with HR staff and managers; and a review of agency policies and other documents. These activities will occur during 3rd and 4th Quarter of FY18.

ACCOUNTABILITY COUNTS CORNER

Welcome to a new section of the newsletter! We hope to bring you unique and relevant insight into Human Resources and Human Capital from the enterprise-wide level and focused on Federal accountability. We welcome your feedback – now, let's get started!

Are you familiar with the Human Capital Framework (HCF)? The HCF under 5 CFR 250 subpart B, defines and integrates four strategic human capital systems to provide comprehensive guidance for planning, implementing, and evaluating strategic human capital management in Federal agencies. Implementation of the new framework will result in improved outcomes for human capital programs that enable the accomplishment of agency mission objectives. The four systems of the HCF includes:

Strategic Planning
& Alignment
System

Talent Management

Performance Culture

Evaluation

And there's more! Did you know the HCF has a total of 146 items with 16 focus areas? The focus areas are KEY elements to consider when designing and implementing the four HCF systems. So, you may be asking, "how can I determine my agency's relative strengths and weaknesses when it comes to strategic human capital planning? Not sure, well, take the challenge and an assessment using the HCF Diagnostic Tool. The tool is organized around the HCF focus areas and provides information and ideas about key aspects of effective strategic human capital management in each focus area. The assessment is fun and available on OPM's website at <https://www.opm.gov/policy-data-oversight/human-capital-management>

Just look for this graphic



and get started today!

By: Ms. Janet Grubbs
Acting Associate Director,
DCPAS/P&A

DoD Human Capital Operating Plan

FY 2018 - 2019 DoD HUMAN CAPITAL OPERATING PLAN (HCOP) IS LIVE

DoD HCOP ...where mission, vision, and people come together.

The HCOP serves as a never-ending process improvement plan where human capital initiatives are reviewed and adjusted each quarter, and the plan, as a whole, is “refreshed” each year.

The HCOP was developed under leadership guidance from DoD’s, DASD-CPP, Chief Human Capital Officer (CHCO), Ms. Anita Blair, in collaboration with the Deputy Chief Management Office (DCMO) and Civilian Personnel Policy Council (CPPC). The plan was officially released in July 2018. In accordance with Title 5, Civilian Federal Regulation (CFR), Section 250, Subpart B, the HCOP includes the following:

1. Strategic Alignment
2. Action items to address skills and competency gaps
3. Initiatives that address the OPM Federal Workforce Priorities Report (FWPR)
4. Human Capital Framework (HCF) Alignment
5. HRStat



Enterprise Value

The systematic approach and content of the HCOP guarantees DoD enterprise value as follows:

- Defines and implements the civilian human capital strategies, initiatives, and measures necessary to support execution of the National Defense Strategy (NDS)
- Enables DoD to pursue a clear path designed to measure continuous progress toward achieving strategic goals
- Emphasizes collaboration and key leadership partnerships between the CHCO, CMO and other Senior Management Team members
- Incorporates internal and external priorities to include the Presidents Management Agenda (PMA), National Defense Strategy (NDS), National Defense Business Operations Plan, Human Capital Framework (HCF), and OPM Federal Workforce Priorities
- Promotes continuous process improvement and allows the department to continuously adjust initiatives, milestones, and measures as lessons are learned, progress is made, and priorities change
- Enhances organizational outcomes by streamlining the strategic alignment of people with mission

Employee Value

All DoD civilian workforce members, from Human Resources specialists, strategic workforce planners, supervisors and managers, functional community representatives, and civilian workforce members, should be familiar with the strategies and initiatives outlined in the plan.



DoD Human Capital Operating Plan (cont'd)

The HCOP includes 12 human capital strategies and 25 initiatives that are reinforced by more than one hundred milestones and over 85 performance metrics, all necessary to achieve the NDS and National Defense Business Operations Plan goals (available at: <https://cmo.defense.gov>). HCOP strategies and initiatives are as follows:

DoD FY 18-19 HUMAN CAPITAL OPERATING PLAN

Goal 1: Rebuild Military Readiness as We Build a more Lethal Joint Force

- 1.1 Identify and strengthen Mission Critical Occupations (MCOs) aligned with strategic priorities.
- 1.2 Recruit and retain a highly skilled and agile civilian workforce.
- 1.3 Improve and Sustain civilian leadership development..
- 1.4 Improve civilian workforce hiring practice.
- 1.5 Maximize Employee Performance.
- 1.6 Institute the HCOP and HRStat program.

Goal 2: Strengthen Our Alliances and Attract New Partners

- 2.1 Build and Strengthen the Security Cooperation Workforce. (HCF: Talent Management)
- 2.2 Enhance the DoD Expeditionary Civilian (DoD-EC) program. (HCF: Talent Management)

Goal 3: Reform the Department's Business Practices for Greater performance and Affordability

- 3.1 Strengthen Human Capital Strategic Partnerships to Enhance Civilian Workforce Management and Improve HR Customer Service.
- 3.2 Invest in Civilian HR Management IT Redesign.
- 3.3 Improve HR Capabilities by Strengthening the Competencies and Talent of the HR Workforce.
- 3.4 Establish a DoD Enterprise HCM Accountability Program.

Reinforcement through HRStat

DoD HCOP progress is measured through HRStat, a system used to collect, measure and report milestone completion and performance metrics. The CHCO and CPPC members meet monthly to review HCOP strategies and ensure that DoD is on track for achieving strategic objectives. You can keep abreast of HCOP progress and changes by reviewing quarterly HRStat progress reviews posted on the C SPR milSuite: <https://www.milsuite.mil/book/groups/cspr>

Communication

Increasing awareness of HCOP strategies and initiatives across the Department will allow members to understand how strategies will positively impact human capital programs and encourage workforce to understand the value of HCOP strategies. By focusing on the same strategic priorities, DoD is positioned to create synergy and accomplish the strategic milestones that will make a real difference in how we manage human capital programs and processes that matter most. Help us spread the word! The DoD FY18 - FY2019 Human Capital Operating Plan is available on the C SPR milBook site mentioned above and the MAX.gov website at:

<https://community.max.gov/display/DoD/DoD+2018-2019+Civilian+Human+Capital+Operating+Plan>

By: Kelly Sims
Strategic Workforce Planner
DCPAS/P&A

Workforce Data Analytics

Meet the Workforce Data Analytics Team!



(L to R) Evelyn Andrews, James Walter, Francoise Kensell, Berenice Eberhart, Darby Wiler, Frank Hushek

The Data Analytics and Reporting team serves as the research, analytics, reporting, and consulting resource for DoD Leadership, informing Human Capital decision-making and policy-setting with the analysis and forecasting needed to shape a civilian workforce aligned to DOD strategy, goals, and objectives. The team provides an analytics-based workforce management advisory service and accomplishes a large-scale management studies which are characterized by many complex processes having the potential for substantial effect on Department-wide human capital programs. The team researches and observes actual current or future problems in workforce management, conducts and documents detailed fact-finding analyses of the issues, advises management of our findings, and identifies possible corrective courses of action.

The Data Analytics Team provides workforce analytics to support the 22 Functional Communities (FC); supporting approximately 750,000 DoD civilian employees to make data-driven HR decision-making a reality. Among several monthly strategic reports produced by this team, the DoD Civilian Workforce Demographics is a convenient reference for various audiences. It provides tables and charts that display DoD workforce data drawn from the Defense Civilian Personnel Data System (DCPDS). DCPDS processes personnel transactions for over 800,000 DoD civilians on a 'real-time basis' and is one of the main data sources for the analytics team. Another relevant quarterly product is the Data Decks that details information about each Mission Critical Occupation, FC, Special Groups, and 4th Estate Agency.



*“What gets measured gets managed.”
Peter Drucker*

Workforce Data Analytics (cont'd)

In addition to providing reports, the team supports the Strategic Workforce Planners and participates in a number of OPM Government-wide initiatives, such as the implementation of Human Capital Operating Plan and HRStat; Mission Critical Occupations; Developing Functional Community Maturity Model; and DoD STEM Development Office among others. Recently, the data team is working on new opportunities offered by predictive analytics that are applicable to all core HR processes such as talent acquisition, attrition risk management and others. The goal is correlating business data and human resource data to predict future outcomes. Besides data requests, the data team provided two successful Workforce Data Training to FCs and Army!

The six Data Analysts are assigned to the following FCs/Components & projects.

Workforce Data Analysts	Assignments	Special Projects
Evelyn Andrews	FCs: Administrative Support, Foreign Affairs, Human Resources, Medical, Military Community & Family Support, Financial Management, Legal, Security, Facilities Engineering & Management Components: Army & Navy DoD	Workforce Data Analysis, Data Requests, COR
Francoise Kensell	FCs: Acquisition, Contracting & Quality Assurance, Information Technology, Intelligence, Law Enforcement, Safety & Public Safety Component: Fourth Estate	Time to Hire, Quarterly Reports Workforce Data Analysis reports, Data Requests, Security Cooperation Working Group
Darby Wiler	FCs: Education, Engineering (NC), Science & Technology, Environmental Management, Logistics, Public Affairs, Manpower, Miscellaneous Occupational Series, Components: Air Force & Army	Quarterly Data Decks, FC Structure Sheet, IT FC, STEM and Data Requests
Frank Hushek	Special Reports/Projects for senior management	DoD Demographics
Advanced Analysis (ORSA)	Assignments	Special Projects
James Walter	Advanced Analysis for FCs and Components	DCAT, Forecasting, Quarterly Data Decks, Data Requests
Berenice Eberhart	Advanced Analysis for FCs and Components	Cyber, Data Requests, Predictive Analytics

If you have any questions, please contact us. We look forward in assisting you!

By: Berenice Eberhart, ORSA
Francoise Kensell, Data Analyst
DCPAS/P&A



STEM

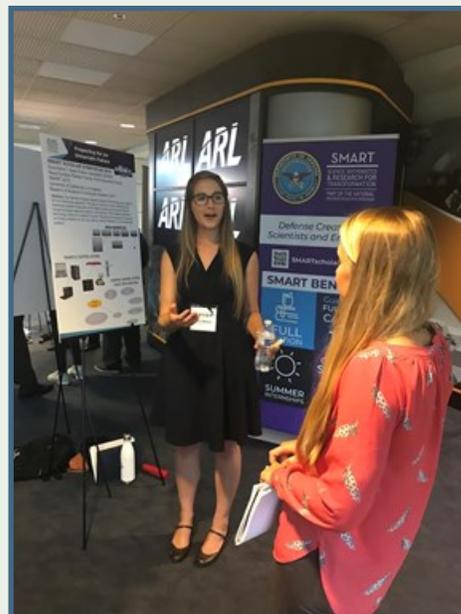
Scholars shine at the 2018 Department of Defense (DoD) Science, Mathematics & Research for Transformation (SMART) Symposium

A select group of Science, Mathematics, and Research for Transformation (SMART) scholars from across the Department of Defense (DoD) Science & Technology Enterprise presented innovative and cutting-edge research at the annual 2018 SMART Symposium on July 25, 2018 at the U.S. Army Research Laboratory located in Adelphi, Maryland. These scholars represented a diverse pool of superior technical talent who are helping the DoD maintain the Nation's economic growth by providing the building blocks and tools for understanding and enhancing technology to strengthen its economy and meet its scientific challenges.

SMART is a scholarship-for-service program that provides full tuition and other financial benefits to individuals in exchange for a period of post-graduation civilian service in a DoD facility. Another benefit of the program comes in the form of internships that allow for broadly relevant hands-on research and work experiences in DoD facilities, thereby enhancing their educational experience. The SMART Scholarship Program represents a critical DoD investment in attracting the best and brightest of minds whose technical expertise will help execute the Department's mission.

Scholars selected to attend the symposium were given the opportunity to interact and present specific projects they have worked on during their service commitment period at DoD labs and facilities to senior leadership from the Services. Some of the science, technology, engineering, and mathematics (STEM) disciplines that were represented by the scholars included cognitive psychology, engineering, ecological sciences, and computer science. Senior leaders spoke to these individuals and stressed the importance of mobilizing for excellence in the areas of mathematics and science because new technologies emerge every day, with engineering, scientific and technological innovations becoming increasingly important. They explained how the future economic prosperity of the United States depends on innovators and researchers, such as the SMART scholars, developing cutting-edge technology solutions addressing the Nation's most critical challenges. Additionally, senior leaders urged them to continue supporting the Department's enduring mission to provide combat-credible military forces needed to deter war and protect the security of the United States.

To learn more about the SMART program and to apply, please visit the DoD SMART website: www.smartscholarship.org



By: Emily Tully
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Link to DoD STEM Website - <http://www.dodstem.us/>

STEM



The Naval Surface Warfare Center (NSWC), Crane Division's Tech Transfer (T2) Team Received the 2018 Department of Defense George Linsteadt Technology Transfer Award

THE TECHNOLOGY TRANSFER WORKSHOP

The 22nd Department of Defense (DoD) Annual Technical Transfer (T2) Training Workshop, held June 25-26, 2018 at the Wyndham San Diego Bayside in San Diego, California, was hosted by the Defense Laboratories Office to a forum comprised of defense T2 professionals, laboratory Office of Research and Technology Applications personnel; intellectual property attorneys; keynote speakers from industry and academia, and supporting DoD T2 staff. During the event, the DoD T2 Community participated in developing new strategies geared towards: Agency-wide sharing of lessons learned to active best business practices; meanwhile, having a dedicated forum for expressing new underlined T2 concerns within the year. Additionally, the gathering provided a myriad of one-of-a-kind educational opportunities from recognized T2 experts on topics critical to the professional development of the DoD T2 workforce.

THE AWARD

The George Linsteadt Technology Transfer Achievement Award recognizes the DoD Federal employees who have made significant accomplishments in support of the DoD Technology Transfer Program. These employees aggressively pursue the acceleration and transfer of Department developed technology for a variety of real world applications in both military and civilian capacities.

This year, the NSWC Crane Division's T2 team, led by Ms. Brooke Pyne, Offices of Research and Technology Applications Representative and T2 Program Director, along with Ms. Jenna Dix, T2 Agreements Administrator, Ms. Annie Bullock, T2 & IP Program Support, and Ms. Kelly Stephens, T2 Program Support, were recognized for fostering a strategically aligned T2 network that provided an exceptionally rapid response to warfighter needs, supported their laboratory's mission goals and economically impacted Crane's innovation ecosystem comprised of industry, academia, and state and local government.



(L to R) Annie Bullock, Jenna Dix, Dr. Jagadeesh Pamulapati, Kelly Stephens, Brooke Pyne



STEM (cont'd)

The Naval Surface Warfare Center (NSWC), Crane Division's Tech Transfer (T2Team Received the 2018 Department of Defense George Linsteadt Technology Transfer Award

Dr. Jagadeesh Pamulapati, Director of the Laboratories Office in the Office of the Under Secretary of Defense for Research and Engineering (USD(R&E)), presented this prestigious award and congratulated the team's efforts towards significantly increasing the number of T2 agreements - a 111% growth in active agreements and 57% growth of the patent portfolio. Additionally, Dr. Pamulapati congratulated them for their increase in the number of CRADAs by an average of 300% since they began their undertaking three years ago.

Dr. Pamulapati also commended the T2 team for motivating and inspiring engineers to push forward and patent desirable technology, while also recognizing how their workforce development efforts stimulate the local economy by providing the essential bridge to further development of innovation. The team were honored for paving the way to inspire and challenge other DoD T2 professionals to find better solutions with minimal challenges.

HIGHLIGHTED

"T2 is a program that fosters internal and external engagement," Ms. Pyne remarked. "The impact of the program continues to grow and the results are very rewarding. Whether it is working with entrepreneurs that are interested in commercializing federal technology or a researcher that is collaborating with academia on warfighter-driven technology requirements, T2 has it all. The ability to influence such interactions and witness their impact is truly amazing."

Information in this post was excerpted from the following NSWC Crane press release: [NSWC Crane Press Release](#).

By: Emily Tully
DoD STEM
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Link to DoD STEM Website - <http://www.dodstem.us/>

*"The Science of today is the technology of tomorrow."
Edward Teller*

STEM



NOW OPEN

The Department of Defense (DoD) Science, Mathematics and Research for Transformation (SMART) Scholarship-for-Service Application Portal

The Department of Defense (DoD) Science, Mathematics and Research for Transformation (SMART) Scholarship-for-Service Application Portal opened on August 1, 2018 for students to apply for the 2019 cohort. The application portal will be open from **August 1, 2018 – December 1, 2018**.

SMART is a scholarship-for-service program that provides full tuition and other financial benefits to individuals in exchange for a period of post-graduation civilian service in a DoD facility. Another benefit of the program comes in the form of internships that allow for broadly relevant hands-on research and work experiences in DoD facilities, thereby enhancing their educational experience. The SMART Scholarship Program represents a critical DoD investment in attracting the best and brightest of minds whose technical expertise will help execute the Department's mission.

Individuals applying for this scholarship must be:

- A citizen of the United States, Australia, Canada, New Zealand, or United Kingdom,
- 18 years of age or older as of August 1, 2019,
- Able to participate in summer internships at a DoD facility,
- Willing to accept post-graduate employment with the DoD,
- A student in good standing with a minimum cumulative GPA of 3.0 on a 4.0 scale at the time of award and,
- Pursuing a technical undergraduate or graduate degree in one of the disciplines listed on the [About SMART](#) page.

To learn more about the SMART program and to apply, please visit the DoD SMART website: www.smartscholarship.org



By: Emily Tully
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emily.s.tully.ctr@mail.mil

Link to DoD STEM Website - <http://www.dodstem.us/>

DoD's Annual Recruiters Training Workshop

Strategic Recruitment Division/Employment & Compensation Directorate conducted its 10th Annual DoD Recruiters Training Workshop on Thursday, August 2, 2018 at the Mark Center, Alexandria, VA.



Strategic Recruitment Division plans, organizes and conducts the annual training for Department-wide Recruiters, Hiring Managers and Human Resources (HR) professionals and provides new and seasoned recruiters with resources and skills to address recruitment sourcing, branding, campus recruitment and collaboration with stakeholders. The Training workshop provided training to over 52 DoD Recruiters, HR Specialist and Hiring Managers.

Ms. Karen Hannah, Associate Director, Employment and Compensation, who oversees the Strategic Recruitment Division opened the workshop and welcomed everyone to the training. Ms. Hong Miller, Director, Employment and Compensation provided a special message reminding participants how important Strategic Recruitment is in order to compete more efficiently and effectively for the top talent, reduce time to hire and support DoD's mission and priorities of DoD Components. Ms. Miller also emphasized the benefits of the training to develop and strengthen skills which will support recruiters in their outreach activities.

The following training sessions were provided by experts in the field:

- **“Talent Acquisition Through Strategic Recruitment”** - Presenters: Ms. Michelle Earley and Team, Office of Personnel Management (OPM)
- **“Recruiting Tools - DoD Perks Video and Benefits Guide”** - Presenter: Ms. Danielle Dutton, Navy, Office of Civilian Human Resources (OCHR), Norfolk Operations Center
- **“Improving Employee Engagement in the Workplace”** - Presenter: Mr. Norvel Dillard, DoD Diversity and Inclusion, Office of Diversity Management and Equal Opportunity (ODMEO)
- **“DoD Disability Programs”** - Presenter: Mr. Joseph Schultz, DoD Disability Programs, Office of Diversity Management and Equal Opportunity (ODMEO)
- **“Computer/Electronic Accommodations Program Overview”** - Presenter: Mr. Curtis D. Bell, Computer/Electronic Accommodations (CAP) Program, Defense Human Resources Activity (DHRA)



The workshop was a huge success with each presenter providing a wealth of expertise, information and a plethora of materials and handouts to participants. Presenters were engaging and responsive to questions and answers from participants. DoD Recruiters Training Workshop was organized by Mr. Jimmy Clark, Project Manager, and Ms. Tina James, Strategic Recruitment, Employment and Compensation Directorate.

By: Jimmy Clark
HR Specialist (Recruitment)
DCPAS/Employment & Compensation

Planning & Accountability



Farewell to Dr. Ronnie Riley & Dr. Jerome Jones

Planning & Accountability (P&A) would like to bid farewell to Dr. Ronnie Riley & Dr. Jerome Jones as they go on board in their new jobs.

In 2010, Dr. Riley joined the Recruitment Assistance Division in DCPAS, transitioned to Human Resources Functional Community & Accountability Division, then assumed Associate Director and Acting Director roles in P&A Directorate (LOB-1). Dr. Riley will be working for the DoD Comptroller's Office at the Pentagon as a Human Capital Analyst.

In 2014, Dr. Jerome Jones joined DCPAS as an I/O Psychologist. During his tenure from 2014-2018, Dr. Jones oversaw Competency Development and Management for the Department. He developed over 100 competency panels and was widely regarded as a subject-matter expert. Dr. Jones has taken a position in DHRA as a Director, Evaluations & Assessments with the Transition of Veteran's Program Office, Mark Center, Alexandria, VA.

P&A would like to congratulate Dr. Riley & Dr. Jones and wish them success in their new jobs!

Upcoming Meetings

TITLE	DATE	LOCATION	TIME
FCMEC	September 18, 2018	Pentagon Conference Room B10	10:30 - 12:00 pm
WPAG	November 15, 2018	Mark Center Conference Room 14 B-1 Level	1:00 - 2:30 pm
FCMEC	December 12, 2018	Pentagon Conference Rm B10	10:00 - 11:30 am

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<https://twitter.com/DCPASExcellence>



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 include:

- Strategic and Directive Documents
 - Human Capital Operating Plan
- Strategic Workforce Planning Guide
- Competency Validated Models
- Data Decks
 - DoD Wide
 - Functional Communities
 - Mission Critical Occupations
 - Special Groups



DCPAS Website	https://www.cpms.osd.mil/
DCPAS—Policy & Guides	https://www.cpms.osd.mil/Subpage/Policy
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
Cyber One Stop	https://www.cpms.osd.mil/Subpage/CyberOneStop/CyberHome
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
Hru (HR University)	https://hru.gov/
SHRM	https://www.shrm.org/
WorldatWork	https://www.worldatwork.org/home/html/home.jsp
Bureau of Labor Statistics	https://www.bls.gov/



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Component Assignment: <i>Air Force</i>			
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	Berenice Eberhart	berenice.l.eberhart.civ@mail.mil	571-372-2043
Competency Management/ Assessment	TBD		
FC Assignments: <i>Acquisition, Contracting & Quality Assurance, Information Technology, Intelligence, Law Enforcement & Security</i>			
Component Assignment: <i>Fourth Estate</i>			
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Advanced Analysis	James Walter	james.walter6.civ@mail.mil	571-372-2029
	Berenice Eberhart	berenice.l.eberhart.civ@mail.mil	571-372-2043
Competency Management/ Assessment	TBD		
FC Assignments: <i>Environmental Mgt, Logistics, Public Affairs, Manpower , Miscellaneous Occ Series, Facilities Engineering & Management, Safety & Public Safety</i>			
Component Assignment: <i>Army</i>			
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	Berenice Eberhart	berenice.eberhart.civ@mail.mil	571-372-2043
Competency Management/ Assessment	TBD		
FC Assignments: <i>Administrative Spt, Foreign Affairs, Human Resources, Medical & Mil Community & Family Spt</i>			
Component Assignment: <i>Navy</i>			
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	Berenice Eberhart	berenice.l.eberhart.civ@mail.mil	571-372-2043
Competency Management/ Assessment	TBD		

Current as of August, 2018

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**Defense Civilian Personnel Advisory Service
Planning & Accountability Directorate
Line of Business - 1**

**4th Quarter Newsletter
September 2018**



H A P P Y

LABOR DAY

