Planning & Accountability Directorate
Line of Business - 1

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.

Planning & Accountability Line of Business - 1

Planning & Accountability (P&A) Line of Business 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.

From the Desk of Interim Director, Deborah Ray!

Greetings from Planning and Accountability! Happy Holidays to everyone!

Due to some shifts in leadership at Planning and Accountability here at DCPAS, I've graciously accepted the opportunity to temporarily return as P&A Director in order to ensure that we continue to provide quality civilian Human Capital planning and advisory services to you. We are working on several recruitment actions here, so now is your chance to join this superb team to further mature DoD's Accountability and HR Functional Community areas, as well as to be part of the DCPAS leadership team as our new Line of Business Director. Brush up those resumes!

As we move forward in 2019, we will continue to develop our Functional Community Maturity Model, strengthen our competency management program, broaden the impact of our workforce data analytics, expand our Human Capital Framework and Accountability efforts, and improve our support through our Human Resources Functional Community business practices. Our FCMEC and WPAG quarterly meetings will continue to be our primary vehicle for communicating our initiatives, providing you updates to efforts and actions, and collaborating with you on a regular basis.

While serving as acting P&A Director, Darby Wiler will also continue to serve as acting Associate Director during this transition (hooray!). Jan Grubbs has turned in her acting Associate Director hat and is now preparing for her upcoming retirement (congratulations!). Also, I want to formally recognize and introduce to all of you our new contracting team, who has been able to jump right in and become part of our amazing effort. Thanks and welcome to Matt, Shannon, Cassandra, and Veronica for joining our family. We appreciate you very much!

In closing, I would like to wish everyone a Happy New Year and would like to thank our customers for their support and engagement through 2018! Season's Greetings!

Army Civilian Career Programs Deliver a Ready & Relevant Army Civilian Corps

The readiness and lethality of the Army Civilian Corps - a cohort with more than 250,000 Federal employees - is integral to the Army and the Total Force. To meet complex and evolving mission requirements, Army Civilians are assigned to specialized professional communities referred to as Career Programs (CPs).

The Assistant Secretary of the Army (Manpower and Reserves Affairs) recognizes and maintains oversight of 31 distinct Army Career Programs — professions such as Engineering, Information Technology, and Installation Management. The Assistant G-1 for Civilian Personnel, Career Programs Proponency Division, executes the CP mission on behalf of the ASA (M&RA).

All Army Civilians — Appropriated Fund, Non-Appropriated Fund, Direct Hire Foreign Nationals, and Federal Wage System — belong to a CP by virtue of their Position Description (PD). A PD receives a CP designation typically based upon the Occupational Series. Sometimes, an Occupational Series "maps" to more than one CP. In those instances, Human Resources Professionals consult with the Supervisor and CP Experts to accurately assign a CP to a PD.

Army Civilian Career Programs*

*Data retrieved on 21 September 2018 by Civilian Human Resources Agency; population counts include appropriated fund, local national, & non-appropriated fund current employees

AF: 226,865 (83.25%)
NAF: 25,308 (9.29%)
LN: 20,357 (7.47%)
Total Population 269,076

Count	%	CP	Name	Proponent
4,723	1.73%	10	Civilian Human Resource Management	ASA (M&RA)
11,936	4.38%	11	Comptroller	ASA (FM&C)
6,258	2.30%	12	Safety & Occupational Health Management	DASA-ESOH
19,250	7.06%	13	Supply Management	Assistant DCS, G-4
8,814	3.23%	14	Contracting & Acquisition	ASA (AL&T)
1,641	0.60%	15	Quality & Reliability Assurance	AMC
18,071	6.63%	16	Engineers & Scientists (Non-construction)	AMC
26,568	9.75%	17	Materiel Maintenance Management	Assistant DCS, G-4
27,043	9.92%	18	Engineers & Scientists (Resources & Construction)	Chief of Engineers/USACE
7,710	2.83%	19	Physical Security & Law Enforcement	PMG
408	0.15%	20	Quality Assurance (Ammunition Surveillance)	AMC
1,329	0.49%	22	Public Affairs & Communications Media	Chief, Public Affairs
6,208	2.28%	24	Transportation Management	Assistant DCS, G-4
2,735	1.00%	26	Manpower & Force Management	Assistant DCS, G-1
741	0.27%	27	Housing Management	ACSIM
453	0.17%	28	Equal Employment Opportunity	ASA (M&RA)
20,216	7.42%	29	Installation Management	ACSIM
6,001	2.20%	31	Education Services	DCS, G-1
9,205	3.38%	32	Training, Capabilities & Doctrine Warfighting Developers	TRADOC
2,656	0.97%	33	Ammunition Management	AMC
14,560	5.34%	34	Information Technology Management	Deputy CIO/G-6
4,884	1.79%	35	General Intelligence	DCS, G-2
2,106	0.77%	36	Analysis, Modeling & Simulation	DCS, G-8
5,610	2.06%	50	Military Human Resources	ASA (M&RA)
24,064	8.83%	51	General Administration & Management	DCS, G-1
33,697	12.36%	53	Medical	MEDCOM/TSG
377	0.14%	55	Inspector General	TIG
2,540	0.93%	56	Legal	GC
918	0.34%	60	Foreign Affairs/ Strategic Planning	DCS, Operations, Director, Strategy, Plans & Policy
419	0.15%	61	Historians, Archivists, & Museum Professionals	Chief Historian
1,369	0.50%	64	Aviation	Army Aviation COE

Developing the right people with the right technical capabilities in support of complex and evolving Army missions
The Army Civilian Corps — Behind the Mission

A Senior Executive, referred to as a Functional Chief Representatives (FCR), leads each CP. Under with direction of each FCR is a dedicated team of Career Program Managers, referred to as a Career Program Proponency Office. This office publishes the Career Program's vision, mission, and its strategic objectives and in turn, operationalizes training, education, and professional opportunities towards these objectives.

The Army Civilian Career Programs construct aligns to the Office of the Secretary of Defense Strategic Human Capital Planning construct. The Deputy Assistant Secretary of the Army (Civilian Personnel) serves as the Army's Component Integrator. Most FCRs serve as Component Functional Community Managers.

The Army Civilian Career Programs system relies upon the communication and collaboration of its stakeholders — Army Senior Leaders, Commanders, Career Program Professionals, Human Resources Professionals, Supervisors, and Army Civilians — to develop the right people with the right technical capabilities in support of complex and evolving missions. The Army Civilian Corps – Ready & Relevant!

For additional information on Army Civilian Career Programs, please refer to:
- Army Regulation (AR) 690-950, Career Program Management, 16 November 2016
- Army Career Tracker
- Career Program Proponency Division at MilSUITE https://www.milsuite.mil/book/community/spaces/civ-hr/civilian-career-programs-management

Career Program Proponency Office
Executes its Career Program Strategy across the Army Enterprise

A Career Program Proponency Office or CPPO serves as the Career Program's operations center. The CPPO is a team of talent developers or Career Program Managers under the direction of a Functional Chief Representative. This office publishes the Career Program's vision, mission, and the strategic objectives of the Career Program and in turn, operationalizes training, education, and professional opportunities towards these objectives.

Career Program Planning Boards
Synchronize Mission and Skill Requirements

The most important strategic activity for each Career Program is its Career Program Planning Boards or CPPBs. These boards, typically held annually, bring together the Command Career Program Managers to share their knowledge and discuss their workforce observations. As a result, recommendations impacting workforce development and succession planning efforts are made to the Functional Chief Representative.

Army Commands*
Enable the Army mission

Commanders lead the Army mission to fight and win our Nation's wars. Behind this mission is the Army Civilian Corps. A "barometer" to measure the readiness and lethality of the Army Civilian Corps is Command Career Program Managers or CCPMs. CCPMs consult with supervisors from the same Career Program to understand the readiness of their Career Program workforce. CCPMs also collaborate with their Command Human Resources Professionals to understand the Command's human capital operating plans.
Army Commands, Army Service Component Commands, and Direct Reporting Units

Talent Development Partners
Mitigate Competency Gaps

The Career Program Managers coordinate with military, public sector, and private sector training, educational, and professional development partners to address current and future competency gaps.

Civilian Personnel Advisory Centers
Facilitate "delivering the right people at the right place at the right time"

Human Resources Professionals, located at Civilian Personnel Advisory Centers, partner with managers and Career Program experts to effectively recruit, assess, certify, and onboard Army Civilians. Collaboration between Commands, Career Programs, and Human Resources Professionals throughout the hiring process is fundamental to the alignment of individual functional capabilities with the Army's needs.

ARMY CIVILIANS

By: Angela Richardson
Career Programs Policy Chief, Career Programs Proponency Division, Assistant G-1 for Civilian Personnel

Spotlight

Defense Logistics Agency

Effectively planning for the workforce of the future is one of the greatest challenges facing the Defense Logistics Agency (DLA), a senior human resources official said in greeting strategic workforce planners at DLA Headquarters October 30th, 2018.

About 40 representatives from across DLA's 16 functional communities (FC) met in person and via VTC and telephone with DLA Human Resources advisors in the biannual meeting. Functional Community managers (FCMs) are senior leaders who guide workforce planning efforts and strategies in their respective communities and ensure they are aligned with mission requirements. FCM points of contact assist in these efforts by executing the human capital strategies and objectives of their respective FCMs, leading assessments of the occupational series, implementing workforce planning processes, and reviewing workforce data.

"Your presence here and over time as you perform your functional community management duties is important." DLA Human Resources Deputy Director Billie Keeler said. ***"Strategic workforce planning is a critical activity used to make decisions resulting in the right people with the right skills in the right place at the right time."***

The meeting's theme was "Forecasting the Future of Strategic Workforce Planning," which Mr. Keeler explained is basically setting the direction of the fiscal year that began October 1st. He noted this meeting built on previous such events.

"The continuation of transparency and knowledge sharing is exactly what will help us continue to make successful strides in this climate of change," he said.

Meeting attendees received briefings and updates on:
- Competency modeling and upcoming assessments from Defense Civilian Personnel Advisory Service representatives.
- Objectives in the DLA People and Culture Plan and DLA strategic imperatives for fiscal year 2019.
- Workforce planning best practices.
- The Integrated Workforce Analysis and Planning Model, known as IWAPM, an automated, web-based application that supports the workforce planning process and facilitates analysis of current trends and future projections.

Angela Curtis, FCM integrator for DLA, said it was particularly beneficial to have the DCPAS representatives speak to meeting attendees and make themselves available for questions. "It's helpful to hear from the experts about what's on the horizon, so we (DLA) can be actively involved," she said.

These twice-yearly meetings detail specific strategic workforce initiatives, and promote Defense Department workforce forecasting, planning and shaping strategies. The following functional communities within DLA were represented: acquisition, financial management, safety and public safety, leadership, logistics, security, small business, warehousing, property disposal, environmental management, human resources, engineering, information technology, law enforcement, miscellaneous and program management, and legal.

By: Angela Curtis, PhD
DLA/HC Program Development Office (J12)

HR Reform/IT & Business Systems Reform:
Category Management for Training & Education

The DoD Learning Ecosystem is comprised of multiple, complex platforms to provide training, education and professional development to the entire DoD military & civilian workforce (Army, Air Force, Navy, Marine Corp, 4E). DoD currently has roughly 161 disparate Learning Management Systems (LMSs) with redundant functionality in addition to other redundant learning capability solutions with multi-million dollar spend across these systems.

Category Management is an approach the Federal Government is applying to buy smarter and more like a single enterprise. Category Management enables the government to eliminate redundancies, increase efficiency, and deliver more value and savings from the government's acquisition programs. It involves:

- Identifying core areas of spend;
- Collectively developing heightened levels of expertise;
- Leveraging shared best practices; and
- Providing acquisition, supply and demand management solutions.

A lack of Category Management across training and education capabilities has resulted in the unnecessarily high cost of operation due to a mix of major vendors, GOTS, and customized COTS solutions, redundant and non-integrated systems and no single learning record store/repository for maintaining unified employee learning records.

An evaluation of options to optimize costs, modernize learning systems, and standardize processes for Training & Education (T&E) business operations across the Department was conducted by the IT & Business Systems Reform Team. The team determined that projected savings from Learning Ecosystem modernization, particularly with regard to Learning Management Systems (LMS) and other supporting capabilities will enable DoD to improve learning processes, better serve its workforce, & improve force readiness.

The DoD Reform Management Group (RMG) was presented with 4 options for consideration on June 27, 2018, each with a detailed analysis of advantages, risks, and costs. The RMG settled on the option considered to be the lowest risk which was the federated learning ecosystem approach which leverages learning technology vendors & cloud providers using OPM's USALearning as a shared service. This approach is considered a Whole-of-Government (WOG) solution providing for standardized contracting and management of learning technology platforms, allowing for accreditation and maintenance of cybersecurity in one place for shared services, reducing time to market.

At a subsequent RMG meeting held on July 25, 2018, the RMG approved an implementation approach which will establishes a more integrated framework for training management across DoD via USALearning for assisted acquisition and operation of a portal to a Course Catalog and Learning Record Store/Repository for a common, unified record of training. A directive memo drafted directing all purchasing of Training & Education to default to USALearning assisted acquisition for first right of refusal in order to ensure good category management.

This implementation framework/approach is predicated upon four core tenets:
- Reduce duplication by driving towards a single unified course catalog.
- Increase visibility to personnel capabilities via a single learning record store for training, education, & certification records for military, civilians, & contractors
- Enable mission and speed by supporting learning ecosystems & training delivery requirements
- Reform DoD (NDS #3) by standardizing contracting & management process through OPM USALearning

USALearning is a shared service provider and is listed on the GSA Acquisition Gateway (https://www.gsa.gov/tools/supply-procurement-etools/acquisition-gateway). As part of the Human Resource Line of Business shared service center, USALearning is a "Preferred Provider" for all e-learning services government-wide. USALearning via OPM has the congressional authority to provide learning (training and education) related shared services to DoD, including enterprise licensing, contracting support, volume discounts, FedRAMP services, shorter ATO timelines, a common learning record store, & other services, all available through one common agreement.

Implementing Category Management here at DoD for Training and Education means USALearning will be the default preference for first right of refusal for acquiring training and education capabilities across the Department, where USALearning can meet the stated acquisition requirements. This is an intended "buying behavior change" for DoD as it is a change in how historically the Department has procured T&E capabilities previously. It typically takes 2-3 business days for the USALearning office to determine if the training and education capability required is within the scope of their services provided. Where USALearning can support DOD acquisitions, USALearning will hold contracts through the existing BPA's, on behalf of the DoD components. Each Service or 4E with approval (Acquisition Authority to Proceed (ATP)) to acquire learning capabilities would be entering into an Interagency Agreement (IA) with USALearning. This is a government to government agreement using an "assisted acquisition" to provide training and education products and services. The IA is completed through Treasury Forms 7600 A/B.

If USALearning cannot meet the stated requirements, USALearning will document within 2-3 business days that USALearning's Shared Services offerings are unable to meet the organization's stated requirements. Doing so, enables the Service/4E to re-engage with their organization's acquisition process to acquire the required T&E capability, without extended delay.

USALearning will track learning capability buys (purchases, upgrades, licenses etc.), as will DoD, and provide periodic reporting to the CMO, RMG and others on category management of (T&E) capabilities. Leveraging USALearning as a key provider and collaborator with DoD in the provision of these requirements as shared services is central to the implementation approach. This model is already in place with the Air Force and will be leveraged to scale across the Department. The implementation framework approach incorporates USALearning's Shared Services as a key component of category management for training and education capabilities and subsequent modernization for the Department.

By: Joy Jones-Haskins
IT Reform PM for Category Management (Training and Education)
DoD IT and Business System Reform Team (Detail)

DoD Human Capital Operating Plan

The DoD Human Capital Operating Plan (HCOP) FY 2018 Summary and FY 2019 Way Ahead

The DoD Human Resources (HR) workforce has much to celebrate this holiday season. Thanks to our dedicated HR workforce, Defense Civilian Personnel Advisory Service is proud to report the progress made in the first year of implementing the FY 18-19 DoD Human Capital Operating Plan (HCOP).

DoD developed the FY18-19 draft HCOP in November 2017, and simultaneously began implementing the initiatives that supported the 12 HCOP strategies. The Department continued to refine the draft strategies and initiatives and incorporated the National Defense Strategy and National Defense Business Operations Plan priorities published in June 2018. The final DoD FY18-19 HCOP was signed by the Deputy Assistant Secretary of Defense, Civilian Personnel Policy (DASD -CPP), Ms. Anita Blair, and published in July 2018.

The progress of the HCOP continues to be a high priority to the Department. At the end of each quarter a HCOP Review (also referred to as *HRStat Performance Review)* is held, where

Human Capital Framework	Goal 1: Rebuilding Military Readiness as We Build a More Lethal Joint Force	Goal 2: Strengthening Alliances as We Attract New Partners	Goal 3: Reforming the Department's Business Practices for Greater Performance and Affordability
Strategic Planning & Alignment	1.1. Identify and strengthen Mission Critical Occupations (MCOs) aligned with strategic priorities		3.1. Strengthen Human Capital strategic partnerships to enhance civilian workforce management and improve HR customer service
Talent Management	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 practices	2.1. Build and strengthen the Security Cooperation workforce 2.2. Enhance the DoD Expeditionary Civilian (DoD-EC) program	3.2. Invest in Civilian HR Management IT Redesign 3.3. Improve HR capabilities by strengthening the competencies and talent of the HR workforce
Performance Culture	1.5. Maximize Employee Performance		
Evaluation	1.6. Institute the Human Capital Operating Plan (HCOP) and HRStat Program		3.4. Establish a DoD enterprise Human Capital Management (HCM) Accountability Program

DoD Human Capital Operating Plan (HCOP) Strategies

senior leaders review quarterly progress of the specific initiatives that support each HCOP strategy to include milestones, metrics, challenges, resources, and solutions for the way ahead. The full HRStat quarterly results can be found in the 4th Quarter HRStat Performance Review report available in MilSuite at: https://www.milsuite.mil/book/groups/cspr

In between the quarterly HCOP Reviews, leadership conducts in-depth reviews of individual HCOP strategies based on a predetermined schedule. This process ensures that each HCOP strategy receives adequate leadership attention to ensure success. Since many of the HCOP strategies and initiatives are inter-related, it is essential that HCOP strategy owners institute a strong collaboration and communication system. The monthly HCOP Roundtable meetings for HCOP strategy owners and stakeholders provides a platform for collaboratively developing solutions, removing obstacles, addressing challenges, and leveraging opportunities.

DoD made significant progress toward achieving human capital strategies during the first year of implementing the HCOP. Talent management initiatives associated with Goal 1, **Rebuild Readiness as we Build a Lethal Joint Force,** resulted in the development of a new process model to identify DoD Mission Critical Occupations and the development and successful testing of the DoD Functional Community Maturity Model designed to provide functional communities with the framework and the ability to gauge their maturity growth. Other initiatives included strengthening the Defense Leadership Development Program (DLDP) and improving the hiring process. All DoD components submitted hiring action improvement plans focused on strategies for improving their hiring process and the quality of hires. Performance indicators showed that DoD's talent management initiatives reduced the staffing gap for occupations in the Information Technology (IT), Intel, and Financial Management (FM) communities; increased the DLDP satisfaction rate from 80% to 89% in FY18; exceeded the DLDP FY18 participation rate; and reduced the average time to hire for the IT, Intel, and FM communities. The overall average time to hire for the Department of Army and 4th Estate also decreased.

DoD Human Capital Operating Plan (cont'd)

In efforts to maximize employee performance, DoD developed the draft DoD Work Life policy ; implemented the new Reduction in Force (RIF) procedures and automated processing tool; and converted 96% of the workforce to the new Defense Performance Management and Appraisal Program. Performance indicators revealed that the DoD telework participation rate, the Federal Employee Survey (FEVS) *Performance Feedback Index* satisfaction rate, and the FEVS *Performance Recognition and Reward Index* satisfaction rate all improved in FY 2018.

In support of Goal 2, **Strengthen Alliances as We Attract New Partners**, DoD began the establishment and implementation of the Security Workforce Development Program. As a result, guidance was issued in February 2018 and approximately 20,000 non-operational billets in the DoD Security Cooperation workforce were identified. A second initiative focused on developing and sustaining an appropriate mix of expeditionary civilian capabilities within the DoD civilian workforce and resulted in a 96% Component Expeditionary Fill Rate.

In an effort to support the Department's strategic Goal 3, **Reform the Department's Business Practices for Greater Performance and Affordability,** DoD invested in the Defense Civilian Human Resources Management (DCHRM) Information Technology Redesign. In implementing this initiative, DoD completed 100% of Portfolio Analysis and Investment Management Operating Instruction and 100% of System Change Requests. As a result, the DCHRM HR core is on schedule to deploy on or about June 2019. Furthermore, the DoD Human Capital Assessment and Accountability Framework (HCAAF) FY 2017-2020 Plan was developed and coordinated with DoD Components in an effort to establish an enterprise DoD Human Capital Accountability Program. Overall, 96% of HCOP milestones were met on time and 89% of target HCOP metrics were achieved.

As DCPAS marches into fiscal year 2019, we will continue to refine the HCOP and HRStat process and content, with three major events scheduled.

- First, DCPAS is currently undergoing the HCOP FY18-19 annual review and update process, as required by 5 CFR 250, subpart B. DCPAS implemented a 5-step approach that started in November 2018 and will end with an updated FY19 HCOP in March 2019. The review allows DoD the opportunity to incorporate lessons learned; and remove, refine or realign initiatives, milestones, and metrics.

- Second, DoD will participate in the OPM Human Capital Review (HCR) scheduled to begin in December 2018. The HCR is an annual meeting between agency HC leaders and OPM to discuss the implementation and achievement of HC goals, including risks, barriers, and successful practices. The meeting is primarily focused on results of HCOP goals and their impact on meeting agency strategic goals. It is considered "OPM's annual evidence-based review of an agency's design and implementation of its HCOP, independent audit (HCM Accountability System), HRStat program, progress in meeting priorities in the Federal Workforce Priority Report, and closing skill gaps. The HCR meeting will take place in the April/May 2019 timeframe. Afterwards, OPM will provide feedback to agencies in July 2019 and will incorporate lessons learned into the OPM Federal Workforce Priorities Report scheduled to be released in September 2019.

- Finally, we will begin the FY20-21 HCOP Refresh in March 2019. The development of the FY20-21 HCOP will be more in-depth than the FY 18-19 DoD HCOP annual review and will include validation of current strategies for meeting the Department's priorities. The HCOP is a living document that continuously incorporates lessons learned and allows the Department to adjust human capital planning to accommodate internal and external environmental factors that impact the Department's most valuable resource; people.

DCPAS looks forward to your continued support and partnership in Fiscal Year 2019. Together, we will ensure that DoD employs effective human capital management programs and procedures that enhance the lethality of the Joint Force, strengthen alliances and attract new partners, and reform the Department.

By: Kelly Sims
DCPAS/P&A

STEM

MDA Employee Honored as the DoD STEM Education and Outreach Advocate of the Quarter

Ms. Lisa Laurendine from the Missile Defense Agency (MDA) is honored as the 2018 third quarter winner of the Department of Defense (DoD) Science, Technology, Engineering and Mathematics (STEM) Education and Outreach Advocate of the Quarter Award. Ms. Laurendine is recognized for demonstrating exemplary STEM education and outreach advocacy in her community in support of the Department's STEM mission to inspire the next generation of young Americans. In terms of K-12 initiatives, Ms. Laurendine currently serves as the MDA STEM Program Champion for its supported program, Society for Science & the Public fairs. Additionally, she established the Alabama Modeling and Simulation Council Special Award in 2007, which is presented at the Alabama Science and Engineering Fair. Ms. Laurendine has also supported many college STEM initiatives, including leading the effort to select seven engineering students for the 2017 Science, Mathematics, and Research for Transformation Scholarship for Service Program. In her mentorship role, she established site visits to missile defense hardware and platforms to provide interns an authentic learning experience detailing the overarching critical technologies of the Ballistic Missile Defense System and the vital role engineers play in ensuring mission success. Ms. Laurendine's dedication towards STEM advocacy and her ability to engage students of all academic levels has helped MDA and the Department advance in its STEM-related mission and goals.

Dr. Milan Nikolich, Director of Defense Research & Engineering for Research & Technology; Ms. Lisa Laurendine, Missile Defense Agency

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

STEM

AFRL Scientist Honored as the DoD Laboratory Scientist of the Quarter

Dr. Shadi A. Naderi from the Air Force Research Laboratory (AFRL) is honored as the 2018 third quarter winner of the Department of Defense (DoD) Laboratory Scientist of the Quarter Award. Dr. Naderi is being recognized for her outstanding and distinguished accomplishments as an internationally recognized subject matter expert in fiber laser modeling and simulation. The United States Air Force (USAF) desires to place high energy lasers (HEL) on its aircraft as both a defensive weapon for defeating threats such as air-to-air missiles as well as an offensive weapon for attacking airborne and ground targets, greatly expanding aircraft capabilities. Driven by Air Combat Command requirements, such a HEL weapon must be sufficiently lethal to disable these targets as well as small enough and light enough to fit on an aircraft by the early 2020s. Dr. Naderi's distinguished accomplishments in modeling and simulation of high power fiber lasers have provided unique and important contributions to AFRL. Development of this HEL weapon has the potential to change the way air warfare is fought, while also providing to the USAF and the DoD laser weapon solutions for offense and defense capabilities in highly contested air space. Dr. Naderi is a respected member of the fiber laser community, devising new and creative ways to suppress multi-mode instability in the quest to scale a single fiber to even higher power, significantly enhancing the mission of the USAF and the DoD.

Dr. Milan Nikolich, Director of Defense Research & Engineering for Research & Technology; Dr. Shadi A. Naderi, Air Force Research Laboratory

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CYBER

DoD Civilian Cyber Workforce Coding

The Federal Cybersecurity Workforce Assessment Act (FCWAA) requires that all federal agencies code their civilian and military cyber workforce positions. The deadline to code qualifying civilian positions with one or more cyber work role codes was April 30, 2018 and the Defense Civilian Personnel Data System (DCPDS) was selected as the first repository for DoD's data. The DoD Components completed the bulk of this requirement by the due date, coding over 63,000 encumbered positions. In July, after reviewing the initial coding efforts, the DoD Chief Information Officer (CIO) issued a new tasking requesting the Components remediate their civilian position data in DCPDS by September 30, 2018.

The main goal of the data remediation was to look for obvious errors and to close the gap in the number of positions still to be coded. The original coding guidance issued by the DoD CIO in September 2017 listed several occupational series for mandatory coding, including the three largest series in the IT Functional Community – 2210 IT Management, 1550 Computer Science, and 0391 Telecommunications. We expected these three series would drive the number of additional positions coded between April and September 2018 and that was the case. Of the 4,154 additional encumbered positions that were coded by the DoD Components, 93% of them were in those occupational series.


Civilian Cyber Coding Progress
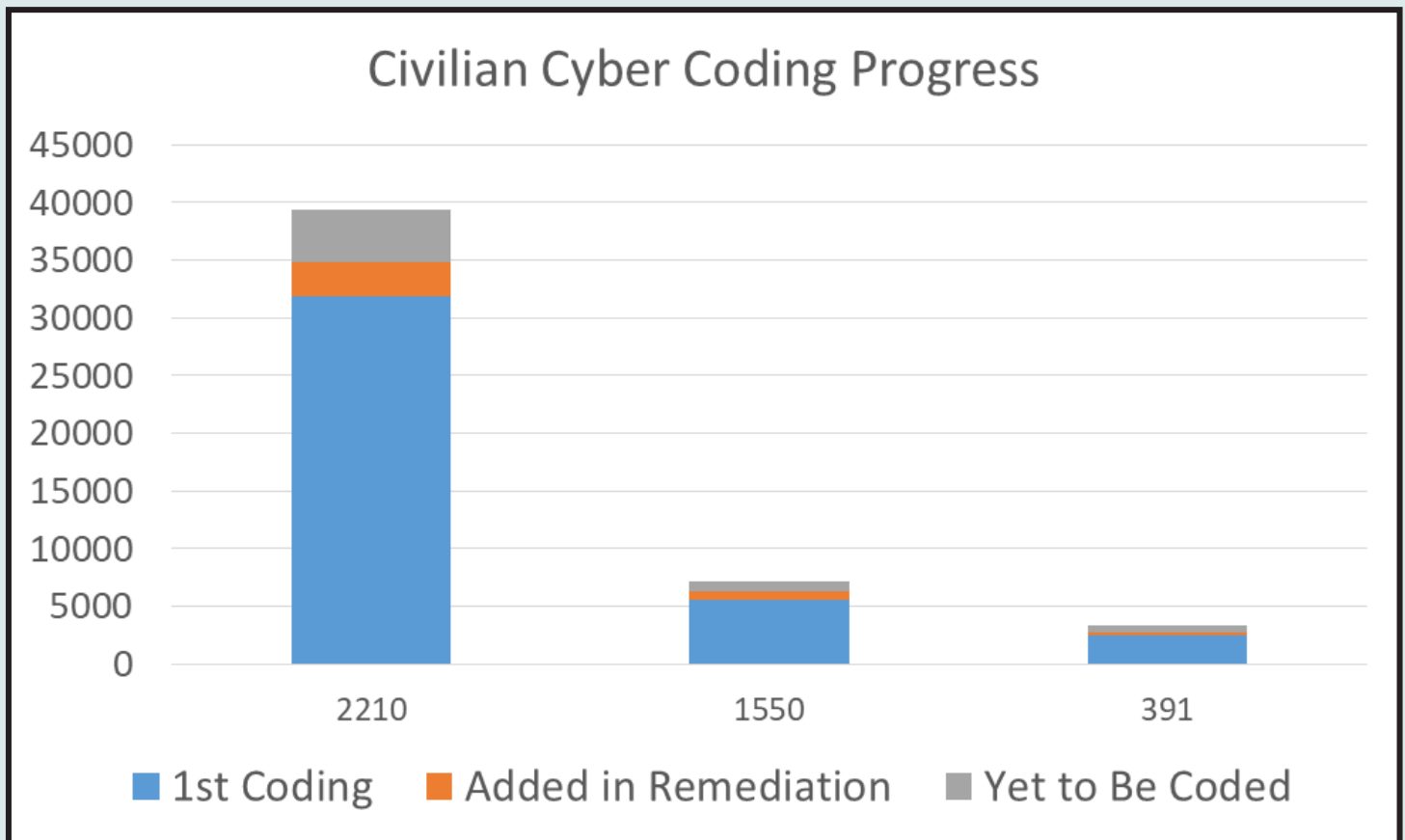
CYBER (cont'd)

       While we continue to make good progress in coding DoD's cyber workforce positions, the chart shows that there is still more work to be done, particularly for 2210 series positions. Not only does DoD want all 2210 positions coded, but the Office of Personnel Management also identified this as a federal-wide requirement. The Government Accountability Office recently reviewed DoD's initial coding efforts and will likely note the gap as one of the findings in their 2019 report to Congress. DoD Components must continue to work on closing the gap and the DoD CIO Cyber Workforce Division will work individually with organizations to address their ongoing efforts.

       In addition to the coding requirements in the FCWAA, the Act directed that federal agencies complete an assessment of cyber work roles of critical need annually between 2019 and 2022. OPM subsequently directed a preliminary assessment be submitted in August 2018, prior to the first full assessment report in April 2019. DoD submitted ten cyber work roles as critical need in the preliminary report, based on working group sessions with key Components. We are currently refining that data and honing the list of work roles. OPM requires an action plan be developed to close personnel gaps for each work role identified. This work will be ongoing over the next several months.

       If you would like to know more about the DoD Cyber Workforce Framework (DCWF), which includes descriptions of the 54 current cyber work roles and their associated knowledge, skills, and tasks, the DCWF, as well as all of the coding reference materials can be found at the DoD Cyber Workforce Collaboration space on the Risk Management Framework Knowledge Service at: https://rmfks.osd.mil/rmf/collaboration/Component%20Workspaces/DoDCyberWorkforce/Pages/default.aspx

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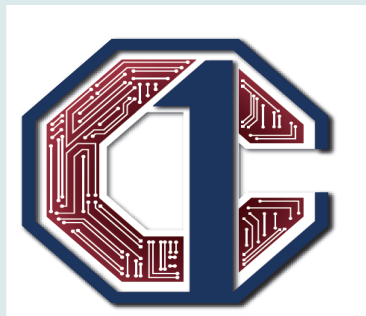
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Mission Critical Occupations

Update - Mission Critical Occupations

Mission Critical Occupation (MCO) is defined as " An occupation having the potential to put a strategic program or goal at risk of failure related to human capital deficiencies." The office of Personnel Management (OPM) has tasked all agencies to identify their mission critical occupations, and to develop action plans which address closing skills gaps for selected high-risk MCOs. As a result of this initiative, the DoD has revised the MCO identification process and methodology to determine high risk MCOs, which are Strategic and Core functions that are most at risk for staffing or skills gaps based on recruitment, retention, competency, and environmental indicators.

Quantitative analysis of these indicators is conducted to determine a MCO high risk rating. The Planning and Accountability Team's data analysts and strategic planners have developed a unique assessment model to help determine which occupations pose a greater risk to the department. The last MCO revalidation process for the department was conducted in 2014. Some of the major changes to the process are:

- The MCO process has moved from a four year model to a two year model.
- The MCO identification process is linked to the National Defense Business Operations Plan and the Human Capital Operation Plan.
- The Department has developed a new method to determine high risk MCOs which evaluates staffing gaps, competency gaps, retirement rates, quit rates, and retention rates. The model was validated by the Office of People Analytics (OPA) in August 2018.

The new process commenced in February 2018 with a beta test with the Logistics Functional Community (FC), the Department's largest FC. A second round of beta testing is underway with the following FCs: Financial Management, Information Technology, Intelligence, and Security. Best practices from the process will be shared with each FC at an individually scheduled MCO FC meeting. Scheduling will tentatively begin in early 2019.

Stay tuned for more information!

By: Jonathan Carter
DCPAS/P&A

"In conclusion, it is mission-critical that we strategically focus on a go-forward plan that is both pro active and goal-centric. Love, Bob."

IT FC MCO Meeting
Left to Right—Alana Brown, Ryan Furr & Jonathan Carter

Accountability

Human Capital Framework (HCF)

ACCOUNTABILITY

The Office of Personnel Management (OPM) Human Capital Framework (HCF) provides comprehensive guidance on strategic human capital management in the Federal Government. The framework provides direction on human capital planning, implementation, and evaluation in the Federal environment. While identifying and aligning DoDs highest civilian human capital priorities to the National Defense Strategy goals, it is also important to ensure alignment to the **four** strategic human capital systems identified in OPM's HCF methodology. This alignment ensures that there is full consideration in planning, implementing and evaluating strategic Human Capital Management. These **four** systems include:

Strategic Planning & Alignment System

Strategic Planning & Alignment (Plan)
<u>Definition</u>: A system that ensures agency human capital programs are aligned with agency mission, goals, and objectives through analysis, planning, investment, and measurement.
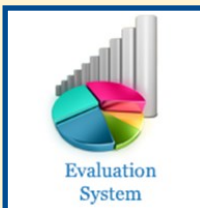
Talent Management System

Talent Management (Implement)
<u>Definition</u>: A system that promotes a high-performing workforce; identifies and closed skill gaps; implements and maintains programs to attract, acquire, develop, promote, and retain quality and diverse talent.

Performance Culture System

Performance Culture (Implement)
<u>Definition</u>: A system that engages, develops, and inspires a diverse, high-performing workforce by creating, implementing, and maintaining effective performance management strategies, practices, and activities that support mission objectives and drive outcomes.

Evaluation System

Evaluation (Evaluate)
<u>Definition</u>: A system that contributes to agency performance by monitoring and evaluating outcomes of its HC management strategies, policies, programs, and activities.

For more information: https://www.opm.gov/policy-data-oversight/human-capital-management/

By: Jan Grubbs
DCPAS/P&A

TALENT MANAGEMENT

The **TALENT MANAGEMENT SYSTEM** Definition:

A system that promotes a high-performing workforce; identifies and closed skill gaps; implements and maintains programs to attract, acquire, develop, promote, and retain quality and diverse talent.

The **TALENT MANAGEMENT SYSTEM** Standards:

Plan for and manage current and future workforce needs (to meet strategic goals);
Design, develop and implement proven strategies and techniques, and practices to attract, hire, develop, and retain talent; and Make progress toward closing any knowledge, skill, and competency gaps throughout the agency.

The **TALENT MANAGEMENT SYSTEM** Focus Areas:

1. Workforce Planning	**3. Employee Development**	**5. Retention**
2. Recruitment and Outreach	**4. Leadership Development**	**6. Knowledge Management**

FOCUS AREA 1: Workforce Planning
Agency leadership identifies the HC required to meet organizational goals, conducts analyses to identify competency and skill gaps, develops strategies   to address HC needs and close competency and skill gaps, and ensures the organization is structured effectively.

FOCUS AREA 2: Recruitment and Outreach
The strategic recruitment plan ensures that HR and hiring managers partner to attract diverse and qualified candidates. Practices are in place to promote outreach efforts, which generate high quality candidates and an appropriate return on investment.

FOCUS AREA 3: Employee Development
Agency leadership establishes and implements formal and informal processes for orienting employees and dedicates resources to enable them to acquire and apply new and advanced knowledge, skills, and abilities and continue to progress in the organization through learning and development activities.

Accountability (cont'd)

FOCUS AREA 4: Leadership Development
The agency establishes a comprehensive set of activities, aligned with supervisory, managerial, and executive competencies to enhance the quality of leadership across the organization.

FOCUS AREA 5: Retention
Leaders, managers, and supervisors implement strategies for a workplace that retains the talent needed to accomplish mission objectives. The workplace is characterized by 1.) a motivated and engaged workforce; 2.) attractive and flexible work arrangements; and 3.) employees who demonstrated critical skills, knowledge, and competencies.

FOCUS AREA 6: Knowledge Management
Agency leadership establishes a systemic approach for evaluating organizational effectiveness, which improves mission objectives and performance by identifying actions to enhance and sustain continued mission accomplishment.

By: Jan Grubbs
DCPAS/P&A

Human Resources Functional Community

Planning & Accountability LOB 1- Takes Formal Steps to Establish HR Functional Community. (PART ONE)

LOB1 is busy establishing the formal Human Resources Functional Community. The first task requires developing an HRFCM Charter. The charter, currently being staffed, establishes governance for providing Strategic Human Capital Planning (SHCP and oversight of the Human Resources (HR) Functional Community). Additionally, the charter identifies the governing bodies and guidelines specific to the strategic planning and management of the HR civilian workforce to ensure that DoD has the most efficient workforce to meet the Department's missions.

The Human Resources Functional Community governing body shall support the HR civilian workforce identified as civilian employees in the 0201, 0203, 0360, 0361, and 0260 occupational series and shall (list is not all encompassing):

Left to Right - Tawanah Edmondson, Lytanya White & Gwendolyn Thompson

MEET THE HR FC

- Establish policy and provide oversight for workforce planning and development of the HR Functional Community
- Work with Components to monitor and track implementation of workforce planning and development
- Review and recommend appropriate HR functional community structure, mission critical occupations, and resources for functional community planning to better manage the workforce.

Check out the progress in the "PART TWO" of the quarterly P&A Newsletter published in March 2019.

By: Tawanah Edmondson
DCPAS/P&A

Managing Stress—For Holiday Family Get-togethers

Holiday family get-togethers can be stressful. All of those old childhood wounds can get re-opened, and, in some families, new issues are created. Even in families that appear to get along, unvoiced resentments from the past can linger behind a mask of normalcy.

You can relax and enjoy your family this holiday season with a few simple tips.

♦ Prepare a "Self-care" Plan

Decide how long you want to interact with difficult family members and determine your boundaries. One boundary might be for you to stay at a hotel instead of in your family member's home so that you can have some downtime. Another might be for you to determine what topics you want to avoid.

♦ Practice Answers to Triggers

You can bet that topics you hope won't come up, in fact, will. If your cousin is still angry that you inherited your grand- mother's antique pitcher, think ahead about how you will handle it. One way is to "redirect," which is simply the strategy of changing the topic of conversation. You can also tell your cousin you don't wish to discuss the issue at this time and then change the subject.

♦ Let Go of Resentments

Decide what grievances you'll let go of for the day. Sometimes, being around family requires us to forget about past issues and simply enjoy everyone despite them. It may be worth it to not avoid your brother- in -law, whom you don't like, if you don't get much time during the year to enjoy your little nieces and nephews.

Save the big issues for another time. If you need to confront your Aunt Suzy about something that hurt you, address it after the holiday get-together. Remember the holidays are supposed to be about love and peace. You can put the war off for another day.

♦ Practice Mindfulness

The reality is, we only have right now. Not dwelling on the past and not worrying about the future can make your holiday celebrations a success. It can also make you a happier person in general. Focus on your needs and what is happening at this very moment and enjoy it.

♦ Have a Lifeline

Make plans ahead of time to connect with a friend during the festivities to support each other. Hearing a friendly voice can help you sort out your feelings when you are "triggered." And processing stress with a friend usually leads to a few therapeutic laughs.

♦ You're Not the Only One

Remember, others are hurting too. You aren't the only one feeling stress or getting triggered. It's a part of many families' dynamics. Be thoughtful if another family member gets upset or doesn't live up to your expectations. Keep perspective. You just might find a little humor in some of the less serious gripes that seem to linger over the years.

♦ Set Your Sites on What You Enjoy

Have something to look forward to. After your family celebration, schedule a get-together with friends or part of the family that brings you joy. Knowing that this event is coming up can give you that extra bump to get through time with some of the more difficult personalities.

The Family Political Divide

Despite what some might suggest, getting in family members' faces or using this time to argue politics and policies is not a good idea. Still, with the current political divisiveness in our country, there's bound to be an argument or two during family holiday parties. What can you do to avoid debates or hard feelings?

The easiest answer: Avoid the topic of politics. If you are the host, tell your family that politics will not be a topic of conversation. If it comes up, respectfully remind the family member of the rule.

Most political arguments are about venting, not persuading. Accept political differences as a reality of all democratic forms of government. It's not going away. This can help you keep perspective.

Holiday stress comes in all forms, but preparation and planning can help you appreciate this time of year, avoid isolation, and learn how to take control of your emotions while enjoying what the season offers.

Family get-togethers are often a mixed bag of emotions. But learning to enjoy family members for whom they are while setting boundaries can make these celebrations some of your favorite times of the year.

By: Dr. Keshia Easterling
DCPAS/P&A

Planning & Accountability

Farewell to Dr. Keshia Easterling, Jan Grubbs & Danielle Muse

Planning & Accountability (P&A) would like to bid farewell to Dr. Keshia Easterling & Danielle Muse as they go to the Department of Army and Jan Grubbs on her retirement from the federal government.

Dr. Keshia Easterling joined DCPAS in summer of 2015 as an I/O Psychologist. During her tenure from 2015-2018, Dr. Easterling oversaw Competency Development and Management for the Department. She was widely regarded as a subject-matter expert. Dr. Easterling will be working at the US Army Corp of Engineers at Washington DC as a Chief of HR Development Division.

Ms. Danielle Muse joined the Accountability Division in October 2015. During her tenure at DCPAS she reviewed audits. She will be working for the US Army - Civilian Personnel Advisory Center at Ft. Belvoir, Virginia, as Supervisory HR Specialist in the areas of classification and staffing.

Finally, special recognition to Ms. Jan Grubbs for her 38 years of human resources service in the federal government! Jan has worked for the Department of Army (Darmstadt and Frankfurt, Germany and Ft. Bragg., NC), Department of Air Force (Ramstein AFB, Germany), Internal Revenue Service, Department of State, Office of Personnel Management and Department of Defense. Jan plans to stay busy post retirement, enjoying family and friends, kayaking, traveling, gardening and moving to a new house!

P&A would like wish success to Dr. Keshia Easterling & Ms. Danielle Muse in their new jobs! And to Ms. Jan Grubbs a happy retirement life!

Upcoming Meetings

TITLE	DATE	LOCATION	TIME
WPAG	February 21, 2019	Mark Center Conference Room 13 B-1 Level	1:00 - 2:30 pm
FCMEC	March 12, 2019	Pentagon Conference Rm M3	10:30 - noon

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/

Questions & Comments

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Newsletter

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Associate Director (Accountability)	**EOD - January 7, 2019**		

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Component Assignment:	*Air Force*		
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Component Assignment:	*Navy*		
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Defense Civilian Personnel Advisory Service
Planning & Accountability Directorate
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