

## 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.

**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 Joy Jones-Haskins!

Greetings from Planning and Accountability (P&A) and welcome to the spring edition of P&A quarterly newsletter!

"Changes leads to opportunities" and this applies to our Line of Business (LOB) 1. P&A would like to thank Ms. Deborah Ray for her leadership and providing stability to our LOB 1. Ms. Ray has moved to the DCPAS front office as a Senior Strategic Advisor and we would like to wish her much success! As a result, I have assumed the role of Director of P&A and would like to welcome our two new Associate Directors supporting LOB 1: Darby Wiler (Strategic Workforce Planning/Workforce Data Analytics/Competency Management & Development) and Colleen Dumas (Human Resources Functional Community & Accountability).



In my role as a Director, LOB 1 will continue to strengthen competency management & development and work with Functional Communities, develop Functional Community Maturity Model, track Human Capital Operating Plan, broaden the scope of workforce data analytics and expand our Human Capital Framework and Accountability efforts.

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. A second round of beta testing is underway with the following Functional Communities (FC): Cyber, Financial Management, 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 June 2019.

I hope you enjoy reading the newsletter as we have enjoyed putting it together for our customers! Please provide us feed back and let us know how we can be of service to you.

We are looking forward to working with you!

***"The only thing we know about the future is that it is going to be different."  
Peter Drucker***

### Complying Creatively to Attract the Workforce of the Future!

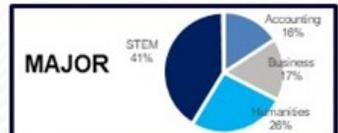
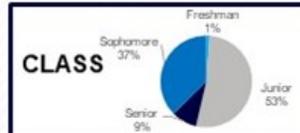
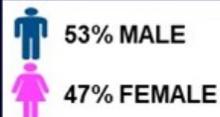
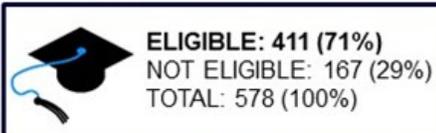
The Office of Human Capital Initiatives (HCI) is responsible for assisting the Under Secretary of Defense for Acquisition and Sustainment USD(A&S) in carrying out statutory powers, functions, and duties of the Secretary of Defense with respect to the Defense acquisition workforce and the Defense Acquisition Workforce Improvement Act. HCI executes acquisition workforce governance, strategies, policies and talent management initiatives. HCI makes use of flexibilities and authorities provided by Congress and advances strategies to attract and motivate diverse and highly skilled talent.

In May of 2018, HCI began development of a college intern program leveraging an industry best practice, for three specific purposes: 1) make the acquisition workforce competitive with industry on college campuses, 2) promulgate the use of direct hire authorities, and 3) reduce the burden on our DoD Components by developing a program that they can easily participate in, or duplicate.

### 2019 DCAIP APPLICANT POOL METRICS | 17 OCT 2018



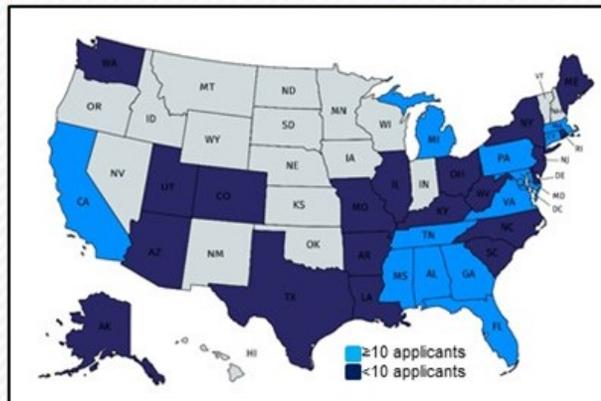
#### APPLICANT POOL DEMOGRAPHICS (AVERAGE GPA: 3.56)



#### TOP REQUESTED LOCATIONS

Location	Requests	Billets	Remaining Spots
Atlanta	22	5	-17
Boston	27	10	-17
Chicago	9	3	-6
Dahlgren	8	5	-3
Dallas	11	9	-2
Dayton	5	3	-2
Denver	12	3	-9
Hampton	11	2	-9
Hartford	16	5	-11
Huntsville	73	20	-53
Los Angeles	29	9	-20
Melbourne	3	5	2
Orlando	14	5	-9
Philadelphia	17	5	-12
Phoenix	10	3	-7
San Diego	28	5	-23
Washington DC	116	33	-83
<b>Grand Total</b>	<b>411</b>	<b>130</b>	<b>-281</b>

#### APPLICANT SCHOOL LOCATIONS (42 STATES + PUERTO RICO)



#### Applicants from Top 25 Universities

School	Rank	Applicants
Columbia	#3	1
Stanford	#7	1
UPenn	#8	1
Cornell	#16	1
UCLA	#19	5
Cal	#22	2
Georgetown	#22	4
Carnegie Mellon	#25	1
IIVA	#25	11
<b>Total</b>		<b>27</b>

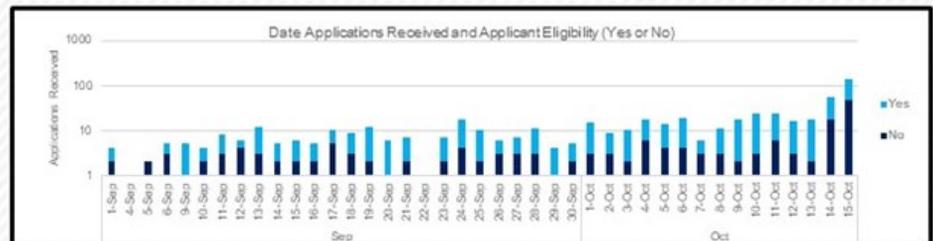


Figure 1: DCAIP Metrics



The phenomenal team involved with working through program planning and logistics was a combination of leadership and human resource expertise from HCI, MDA, DCMA, DCAA, and NAVSEA. The outcome was the Department of Defense College Acquisition Intern Program (DCAIP), a paid, 10-week summer internship that provides students with exposure to DoD acquisition workforce career opportunities and a jump start on security clearances. The program targets sophomores and juniors enrolled full-time in an undergraduate program at an accredited college or university. Our inaugural 2019 summer program was intended to be a small pilot, but it quickly grew into something much larger with the participation of five DoD Components and commitments to hire over 130 student interns in seventeen geographic locations. Recruitment and outreach was conducted in partnership with Universities and Colleges through career counselors, newspapers, the Handshake application, targeted emails, Facebook, Twitter, brochures at recruiting events, websites, and postings from DoD Public Affairs Offices.

Participating DoD Components made appointments to the DCAIP, leveraging statutory authorities pursuant to the implementation guidance of applicable Direct Hire Authorities (DHAs) such as the Post-Secondary Students and Recent Graduates DHA, the AcqDemo Student Intern DHA, and the Department of Defense Science and Technology Reinvention Laboratory (STRL) DHA.

The student applicants were impressive: 41% were in STEM related studies, their average GPA was 3.5, and they applied from 42 states and Puerto Rico. (See Figure 1).

For specific questions, please contact Dr. Gina Eckles, [gina.eckles@hci.mil](mailto:gina.eckles@hci.mil), or (703) 805-5420.

By: Gina Eckles  
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HCI



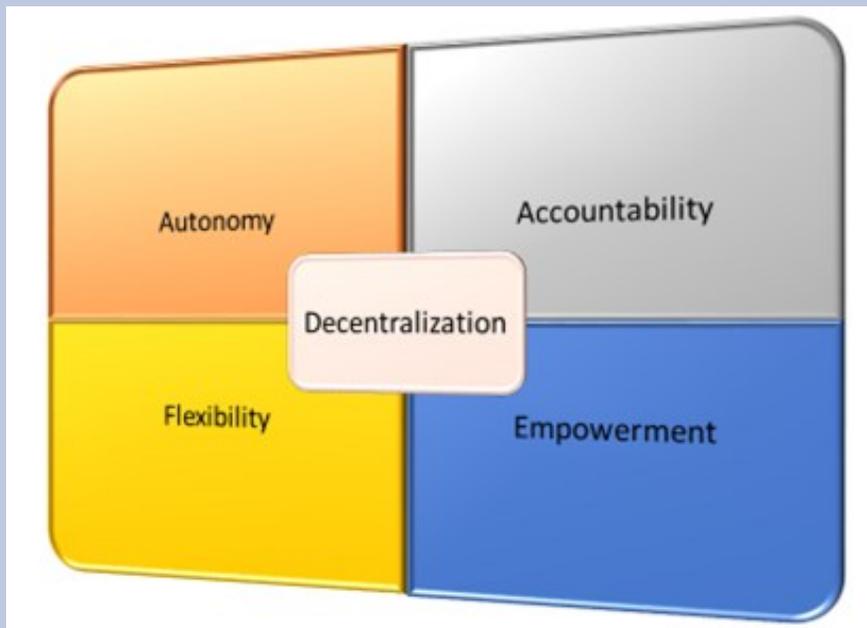
Source - Dilbert

### Human Capital Management

Human Capital Management is critical to the success of any organization, including the Department of the Navy (DON). Successfully managing the life cycle activities involved in ensuring that the right people with the right skills are in the right place at the right time is how we accomplish our mission to deliver combat ready Naval forces to win conflicts and wars. With such a critical mission, it is imperative that we implement human capital strategies that are efficient, effective, and flexible; strategies that empower our leaders and Commanders to make decisions and take action based on their needs and priorities.

The DON has 23 major commands, each with its own unique mission, resources, and challenges. Their expansive workforces include a mix of blue and white collar workers and can be found in hundreds of locations across the globe. It's easy to see that a one size fits all approach would not be the most effective way to manage such diverse and dispersed workforce. Enabling commands to tailor their recruitment, development, and retention strategies allows for greater autonomy, quicker reaction time, and the ability to meet the specific needs of their organizations and employees. The Department of Navy's human capital strategy can be summarized in one word, decentralized.

What is decentralization? When some people think of the term, the wild west comes to mind. A concept where everybody is left to their own devices with no order or accountability. This couldn't be further from the truth. Decentralization in the DON is much more deliberate and structured. Senior leadership establishes the mission, priorities, and goals and commands are empowered to use the resources at their disposal to accomplish and support these objectives. Through delegation, Commanders and HR practitioners are given the authority to make critical human capital decisions and implement strategies that make the best use of their resources.



What does decentralization look like? In the DON, decentralization is evident in many human capital arenas. In the mandatory training realm, leaders are not beholden to a single curriculum that must be delivered in a specific way such as in a non-decentralized environment where the trend is standardized computer based training.

DON commands have the capability to modify training materials and the delivery methods to accommodate the individual needs of their organizations. As a result, many of the mandatory training courses are delivered in face-to-face learning environments using highly relevant learning scenarios and examples that are specific to the workforce and workplace conditions of the organization. Similarly, decentralization has worked extremely well for workforce development initiatives. Given the freedom to develop their own technical and leadership development tools, commands have implemented programs that have proven to be highly effective in increasing technical competence and growing the leadership capability of the DON workforce. These programs range from single classes to long term training programs. Offering such a wide variety of options has significantly increased the opportunities available to the workforce; instead of the entire workforce competing for a few coveted slots, there are multiple options at multiple organizational levels that employees can consider.

What are the benefits of decentralization? As evidenced above, decentralization of human capital activities enables increased engagement at the organizational levels and creates greater opportunities for the workforce. It also spurs creativity and innovation, allowing for best practices to emerge and be shared across the component. Commands are able to implement smart, relevant, specific human capital strategies in a timely fashion, enabling them to effectively use their people to meet their missions.



With the proper policies in place, decentralization is an optimal business model. The speed of trust allows senior leadership to remain focused on the big picture while Commanders execute. The end result is a highly engaged, adaptable, high performing organization.

By: Office of Civilian Human Resources  
Washington Navy Yard, DC

<https://portal.secnav.navy.mil/orgs/MRA/DONHR/Training/Pages/default.aspx>

### The Importance of Relationships in the Evolving Financial Management Workforce Portfolio

Rome was not built in a day, nor was the FM workforce portfolio. It has taken approximately eight years to build the FM workforce portfolio to its current state. Many factors are responsible for the growth and success of the FM workforce portfolio, but this article will address the importance of relationships as a key contributor. The FM Community has a vast network of relationships and partnerships with stakeholders from the Department of Defense (DoD) and the Federal government. It is a community built upon relationships in the truest sense. Merriam Webster defines community as a unified body of individuals; a group of people with a common characteristic; a body of persons of common and especially professional interests scattered through a larger society. A relationship, as defined by Merriam Webster, is the way in which two or more people, groups, countries, etc., talk to, behave toward, and deal with each other. These definitions are an exact descriptor of the FM Community, a community built on formal and informal relationships.

The Financial Workforce Management Division, located within the Office of the Under Secretary of Defense (Comptroller), led by the Financial Management Office of the Secretary of Defense Functional Community Manager (OFCM), has relied on and continues to rely on a network of relationships to build and grow the FM workforce portfolio. The community's network includes a formal governance structure and a network of partnerships, to include the FM Component Functional Community Managers (CFCMs), the Office of the Under Secretary of Defense (Personnel and Readiness)(OUSD(P&R)), Civilian Personnel Policy(CPP), the Defense Civilian Advisory Service (DCPAS), colleagues, a host of subject matter experts, and various other partners, and stakeholders. Relationships are the glue and the conduit by which many FM workforce accomplishments are achieved. The programs, projects, and initiatives in the FM workforce portfolio impact the DoD and the federal government, so it is of the utmost importance for the FM Community to nurture and grow their network of partners, supporters, helpers, and enablers.

The formal relationships, the governance structure, for the FM workforce is called functional community management and are established in accordance with Department of Defense Instructions 1400.25 (Civilian Strategic Human Capital Planning) and 1300.26 (DoD FM Certification Program Policy). The primary FM governance structure consists of an FM executive level FM group, the FM OFCM, a CFCM Advisory Board, and a CFCM Working Group. The governance bodies communicate consistently and continuously on recruitment, development, training, and retention of the FM workforce. The formal relationships encourage active engagement from the FM CFCMs and provide a mechanism to share information via consistent communication forums and to obtain stakeholder buy-in. With an FM workforce of over 54,000, stakeholder buy-in is very important, if not critical to success and growth. The FM governance structure continues to mature because of the community's commitment to grow a strong, trained, and agile workforce.

There are many significant FM workforce efforts that exemplify the importance of relationships, but of particular importance is DoD enterprise-wide FM competency management, which began in 2010. FM competencies are the foundation of the FM portfolio and are the *thread that binds* FM training, developmental opportunities, programs, projects, and initiatives. In 2010, OUSD(C) started the process of creating a common FM body of knowledge, the FM competencies, for the DoD FM workforce. The establishment of FM competencies and subsequent revalidation efforts have included, at a minimum, subject matter experts, executive leadership, the FM OFCM, the FM CFCMs, OUSD(P&R), CPP, and DCPAS. Competency management continues to include many stakeholders, connected by formal and informal relationships.

As the FM workforce portfolio continues to evolve, the use of data to make decisions; the FM direct hire authority to recruit and hire; the FM Certification Program to credential; and other programs, projects, and initiatives to develop and train, relevancy and effectiveness will be contingent upon innovation, team work, and partnering; and establishing and nurturing strong relationships.

By: Dr. Pam Clay, AO/FM FC

# Strategic Hiring Improvement Initiatives

## Department of Defense Strategic Hiring Improvement Initiatives



In January 2017, the Secretary of Defense outlined a multi-year effort to strengthen the U.S. Armed Forces and acknowledged that the Department of Defense (DoD) civilian workforce is vital to readiness and lethality. The civilian workforce helps sustain the viability and capabilities of the Joint Force by providing a wide range of services including logistics and supply chain management, financial management, human resource management, cyber defense and IT management, health care management, and community services. Properly leveraging the right mix of Military Service members (in both the Active and Reserve Components), civilian personnel, and contract support is fundamental to ensuring efficient and effective execution of the DoD mission.

To date, the current federal hiring process can result in the loss of prime talent due to prolonged hiring times, leading to less qualified talent pools. In addition, the longer it takes to fill vacancies, the longer managers must operate with inadequate resources, which could strain existing resources or result in failure to accomplish the mission. The Department continues to assess and adjust the personnel mix, as necessary, and reinvests cost savings into force readiness and modernization efforts. Likewise, it is committed to improving the civilian hiring process by aligning strategic human capital efforts with the National Defense Strategy, the National Defense Business Operations Plan for FY 2018-FY 2022, the DoD Human Capital Operating Plan (HCOP) for FY 2018-2019, and the DoD Agency Financial Report for FY 2018. The Department's current vision for improving the hiring process in DoD is one that takes into account the perspective of both applicants and hiring managers, with the goal of hiring a diverse group of top-quality candidates as quickly as possible for DoD's mission needs, today and in the future.

In January 2018, the Defense Civilian Personnel Advisory Services (DCPAS) Time-to-Hire Working Group was repurposed to function as the Hiring Improvement Initiatives Working Group (HII WG), overseeing execution of DoD Component-level Hiring Action Plans which are designed to decrease time to hire and measure/track quality of hire. In addition to regular data-driven performance reviews, the HII WG sponsored a Department-wide Hiring Improvement workshop to enable DoD Components to share their best practices and lessons learned as well as identify areas for enterprise-wide collaboration.



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## Strategic Hiring Improvement Initiatives (cont'd)

Additionally, DoD participated in an interagency working group focused on initiatives established by the President's Management Agenda, which set goals for building a 21<sup>st</sup> Century workforce by modernizing the Federal workforce, enhancing alignment of the workforce to mission and driving transformation through strategic workforce management. The sub-goal of enabling simple strategic hiring practices focused on increasing capability to acquire top talent across the Federal space by leveraging data and analytics, utilizing information technology, aligning financial incentives and simplifying the legal and policy framework for hiring through legislative and regulatory change. The Department's goal is to develop one hiring authority to manage the DoD's current and emerging hiring needs and move away from "compliance-based" results and focus instead on performance and accountability.

DoD has used the HII WG recurring meetings to provide Component Headquarters Human Resources staff with an overview of new hiring authorities and encourage prompt application of the authorities. In response to Component's feedback regarding the challenges of executing the varied and complex hiring authorities, the DCPAS Employment and Compensation Line of Business (E&C LOB) launched a half-day Hiring Authorities course aimed at familiarizing HR practitioners with available hiring authorities, their respective requirements, and the distinctions between traditional and DoD statutory hiring authorities. The course provided an opportunity for participants to identify viable hiring authorities applicable to different hiring scenarios. However, DCPAS efforts to provide superb advisory services in staffing, compensation, recruitment, classification, and workforce shaping goes beyond a half-day course. DCPAS E&C LOB is pleased to announce a new formal training course, the DoD Human Resources Hiring Lifecycle Training, a three-day course that will inform attendees of employment and compensation policies, principles, and procedures through lecture, discussion, and interactive workshops. Two training sessions will take place at the Southbridge Hotel and Conference Center (The Department of Defense Executive Management Training Center) on April 16-18, 2019 and September 10-12, 2019.

The Department will continue to make strides in improving the civilian hiring process and in fiscal year 2019 will establish a DoD-wide shared process to measure time to hire and closely monitor quality of hires based on feedback received from hiring managers. DoD will implement the use of the Chief Human Capital Officer (CHCO) Management Hiring Process Satisfaction Survey (MHPSS) in April 2019, as a mechanism to assess DoD Component's strategic management of human capital consistent with applicable provisions of the CHCO Act, 5 U.S.C. 1103(c). The Department will analyze results on relevant items on the CHCO MHPSS, identify areas requiring improvement in collaboration with the DoD Components, set future goals from FY 2019 baseline, and execute action plans for continuous improvement. Receiving timely and accurate feedback from hiring managers on the hiring process is essential to the DoD's improvement efforts and will provide valuable information that will serve to make the hiring processes more effective.

By: Eva Askins  
DCPAS/Employment & Compensation

## Accountability - Delegated Examining

Delegated Examining (DE) is the method used to fill competitive service positions with applicants that may or may not have prior Federal service. Vacancy announcements are open to all U.S. citizens and appointments are subject to civil service laws and regulations to ensure fair and open competition, recruitment from all segments of society, and selection on the basis of an applicant's competencies or knowledge, skills, and abilities. In exercising DE authorities Delegated Examining Units publicize the existence of vacant positions, frequently through the Internet. As a result, anywhere in the country, applicants with Internet access can log on to [www.usajobs.opm.gov](http://www.usajobs.opm.gov) and find postings for most Federal job opportunities. The authority for DoDs use of DE was granted through an Interagency Agreement between the Office of Personnel Management and DoD. DE is an additional recruitment tool for manager's to consider using when filling vacancies.

When determining to use the DE recruitment method, examples of factors that should be taken into account may include: the nature and level of the position; the specialized skills or knowledge that may be required to successfully perform in the position; whether or not the position in an occupation or geographic location that's been hard to fill in the past; is there a large enough potential applicant pool with the necessary skill-set within the Federal government, etc. The goal is to open the vacancy announcement broad enough to ensure that it yields a highly qualified diverse pool of candidates.

DE requires compliance with Merit Systems Principles and all other Federal laws, with OPM serving in an advisory and oversight role to ensure compliance amongst DoD Components (Army, Navy, Air Force, 4<sup>th</sup> Estate) with DE Authority. The use of DE recruitment enables the Component to be more responsive to the recruitment needs of managers. Most DE is conducted on a case-by-case basis, but in instances where there may be a high turnover or a number of recurring vacancies for a particular occupation, the agency can maintain an inventory of candidates from which they can issue referral lists as vacancies become available.

**Chart 1 - Questions & Answers on Delegated Examining**

Q & A's – Delegated Examining	
<b>Who is eligible to apply?</b>	Any qualified United States citizen.
<b>What types of appointments are available?</b>	<ul style="list-style-type: none"> <li>• <a href="#">Temporary Appointment</a> – Utilized when the work is temporary in nature; appointment can be made for up to 1-year with the possibility of extension up to a maximum of 2 years.</li> <li>• <a href="#">Term Appointment</a> - Typically used for project work expected to last a minimum of 13 months but not more than 4 years.</li> <li>• <a href="#">Permanent Career or Career-Conditional Appointment</a> - Used for long-term work assignments expected to last for an indefinite period of time.</li> </ul>
<b>When is competition not required?</b>	Competition is always required under delegated examining.
<b>Are there any other basic requirements that have to be met in order to be hired?</b>	<ul style="list-style-type: none"> <li>• Favorable results from a pre-employment fingerprint check must be received before a start date can be set. Continued employment will be subject to the selectee's successful completion of a background investigation and favorable adjudication.</li> <li>• Examples of other requirements that are based on the position to be filled may include: driver's license and driving record; commercial driver's license; SCUBA certification; pre-employment physical, drug testing, etc.</li> </ul>

## Accountability (cont'd)

<p><b>How are candidates assessed?</b></p>	<ul style="list-style-type: none"> <li>• Category rating is used in the ranking and selection process. At least two quality categories must be identified. Applicants will be rated on the extent and quality of their experience, education, and training relevant to the duties of the position being advertised. An applicant's responses to the vacancy questions will determine their placement in the appropriate quality category. Responses must be substantiated in the applicant's resume.</li> </ul>
<p><b>How are candidates referred to the hiring manager?</b></p>	<ul style="list-style-type: none"> <li>• Qualified candidates who are ranked in the highest quality category will be referred to the hiring manager in accordance with veterans' preference rules.</li> <li>• When the hiring manager has decided to consider applications from individuals requesting consideration under a noncompetitive or special hiring authority, those who meet the minimum qualification requirements of the position, regardless of their ranking, and who submit proof of eligibility, will be referred to the hiring manager on a separate list in alphabetical order.</li> </ul>
<p><b>Does veterans' preference apply?</b></p>	<ul style="list-style-type: none"> <li>• Yes, veterans' preference rules apply under delegated examining procedures.</li> </ul>
<p><b>Will applicants requesting consideration under a noncompetitive or special appointing authority be referred to the hiring manager?</b></p>	<ul style="list-style-type: none"> <li>• Possibly. The decision to consider applicants applying under a noncompetitive or special appointing authority will be made on a case-by-case basis during the pre-recruitment consultation between the hiring manager and the servicing Human Resources Specialist.</li> </ul>
<p><b>When do displaced or surplus employees receive priority consideration?</b></p>	<ul style="list-style-type: none"> <li>• Displaced or surplus employees are entitled to priority consideration when filling a position from outside the agency's (DOI) workforce and the position is expected to last 120 days or more. In order to receive priority consideration, these individuals must meet the eligibility requirements for the Career Transition Assistance Plan (CTAP) or the Interagency Transition Assistance Plan (ICTAP) and must apply to the vacant position when applicable.</li> <li>• When a CTAP or ICTAP eligible applies to a position, meets all of the eligibility requirements, and is determined to be well-qualified for the position, they receive priority consideration. This means that no other applicant can be considered for the advertised position unless the CTAP/ICTAP eligible is selected or declines consideration for the position.</li> </ul>
<p><b>Related Reference Tool7287123</b></p>	<ul style="list-style-type: none"> <li>• OPM Delegated Examining Operations Handbook (2007)</li> </ul>



By: Marian J. Griffith  
DCPAS/P&A

# DoD Human Capital Operating Plan

## DoD FY18 to FY20 Human Capital Operating Plan (HCOP) Update

In accordance with Title 5 Civilian Federal Regulation (CFR) Section 250, Subpart B, the FY18 to FY20 DoD HCOP serves as the Department’s Strategic Human Capital Management Plan for the civilian workforce. The HCOP includes 12 human capital strategies and associated initiatives, milestones, and performance measures for executing human capital elements of the DoD FY18 to FY22 National Defense Strategy (NDS). The HCOP strategies, initiatives, and metrics were approved by the DoD Civilian Personnel Policy Council (CPPC) and are monitored on a quarterly basis to include monthly independent reviews of specific HCOP strategies.

DoD Human Capital Operating Plan (HCOP) Strategies			
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

The 5 CFR 250 section B also requires that agencies review and update the HCOP on an annual basis. The annual review and update of the HCOP was completed in February 2019 resulting in the close out of two initiatives under strategy 1.5, Maximize Employee Performance. Other initiatives were realigned, revised, and two new initiatives were added to enhance the progress of strategic objectives. The annual FY 19 HCOP also includes a number of new milestones and refined performance metrics that incorporate lessons learned and enhance the effectiveness of strategic initiatives and performance measures.

In addition to the annual FY19 HCOP update, the refresh and development of the FY20 to FY21 HCOP will begin in March 2019, with a projected release date of September 2019. Distinctive of the FY 19 annual HCOP update, the FY20 to FY21 HCOP “Refresh” will include a more in-depth review of the HCOP strategies and future civilian workforce requirements. The FY20 to FY21 plan will be developed in collaboration with key DoD stakeholders and senior leader representatives, to include, but not limited to, the Deputy Assistant Secretary of Defense, Civilian Personnel Policy (DASD-CPP), Chief Management Office (CMO), and the CPPC.

Finally, in late March to early April 2019, OPM will conduct a Human Capital Review (HCR) intended to review DoD’s performance in developing and implementing an HCOP in accordance with the requirements of the 5 CFR 250, Subpart B. The HCR serves as an opportunity for DoD to collaborate with OPM on ways to strengthen overall human capital management processes, systems, and strategy. OPM’s HCR feedback will be incorporated into DoD’s FY20-21 HCOP Refresh, as applicable. Into FY 19 and 20, DoD will continue to strengthen human capital planning and management to ensure that the Department achieves strategic priorities and mission that can only be met with the reinforcement of a talented and agile civilian workforce.

By: Kelly Sims  
DCPAS/P&A

# Competency Management

## Competency Development and Management

The Competency Development and Management team has been ramping up its development of competency models. The team continues to develop and validate competency models for occupational series, but has begun implementing a process to develop functional competency models.

The functional models allow leadership to assess various job functions that are performed across multiple occupational series. The team has successfully validated multiple functional competency models and are developing and preparing several others to be assessed through our Defense Competency Assessment Tool (DCAT).

The team looks forward to partnering with communities from all across DoD to develop and implement competency models to improve the workforce and help DoD accomplish its mission. Brandon Dennis has joined the Competency team to serve as the Federal I/O Psychologist on the team. Feel free to reach out to Brandon with any questions regarding competency development and management ([brandon.e.dennis.civ@mail.mil](mailto:brandon.e.dennis.civ@mail.mil)). Over the next few months we will have the following competency models going through DCAT listed below.

### February 11 – March 15

0511 – Auditing (DCAA Tier 4)  
Earned Value Management (EVM) Functional Model

### April 1 – May 6

Production, Quality, and Manufacturing (PQM) Functional Model

### May 27 – July 1

Operational Contract Support (OCS) Functional Model

## DCPAS Competency Models Status FYs 2011-2018

Competency Model Status	# of Series
Validated technical competency models	68
Technical competency models developed but not validated	40
Medical series with certification in lieu of competency modeling	9

- Currently examining timeline in which competency models remain valid.
- If models are not re-assessed or refreshed within the time limit they would no longer be considered valid. We will work with clients to ensure competency models have the opportunity to be re-assessed or refreshed prior to invalidating the model.

By: Brandon Dennis  
DCPAS/P&A

# Data Analytics

## Revised Quarterly Data Decks

**Here comes the new and revised quarterly data decks!!!** Planning and Accountability (P&A) quarterly data decks are getting a new look due to our customer's feedback.



**BLUF:** Starting with FY19Q2, P&A will be releasing a new version of the data decks.

For the last 7 years, P&A has been providing the Functional Community Managers, Component Integrators, Action Officers and other Workforce Planners quarterly data decks to provide current and historical data to assist in planning and monitoring various aspects of workforce planning. During the past 7 years, P&A have had 2 versions of the data decks, with the most recent version being used for more than 3 years. During the last couple of years our analysts have received several comments and suggestions and, in FY19Q2, we intend to release a new version of the data decks with several enhancements.

The new quarterly data decks were developed to provide our customers with the set of baseline data depictions required to begin a comprehensive workforce analysis in support of a Strategic Workforce Plan.

Highlights of some of the Major Enhancements in the new quarterly data decks:

- ◆ For strength data, rather than supply a demographic chart summarizing the current quarter, the new decks will display both the old chart and several additional charts displaying 10 years of historical data to show trends and normal variation over time.
- ◆ For the new age distribution chart, rather than just display the current age distribution, will also display the age distribution from 5 and 10 years ago to emphasize how the age distribution has changed over the last decade.
- ◆ For the Gain and Losses charts, in addition to extending the historical data from 5 to 10 years, we have added charts that break out the data by gender, career level and age group.
- ◆ Gain and Losses will now be reported as rates to allow more meaning comparison across groups.
- ◆ Gain, Loss and incentive rates will be calculated two ways, as a percent of the begin strength and as a percent of all gains, losses or incentives.
- ◆ Incentive usage charts will be supplemented with data on the cost of incentives.

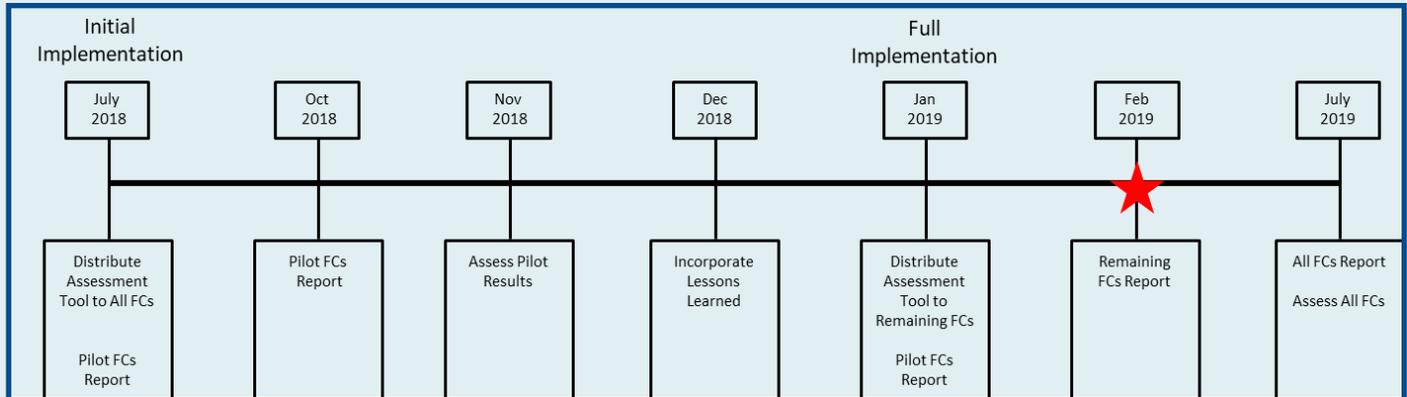
P&A intends to continue to post all of our data decks on our MilBook site located at <https://www.milsuite.mil/book/groups/cspr>. They will be in the "Data Deck" folder. We expect them to be available by the end of March. We are excited to be supporting our Strategic Workforce Planning community. Any feedback on the decks can be forwarded to James Walter, [james.walter6.civ@mail.mil](mailto:james.walter6.civ@mail.mil)

By: James Walter  
DCPAS/P&A

# Functional Community Maturity Model - Update

- Pilot Functional Communities (FCs) continue to execute. Remaining FCs were invited to participate in August 2018 and again upon full implementation in January, 2019
- Goal FY19 participation rate is 46% (11 of 24 FCs)
- New participating FCs submit baseline report February 2019
- Functional Community Impacts:
  - ⇒ Decisions: governance structure purpose, composition, roles/responsibilities
  - ⇒ Formal appointments, charters, governance structure implementation

**Current Priority is Establishing Governance**



## FCMM Participation as of February 2019

**9 of 24 FCs Participating (37.5%)**

Functional Community		Functional Community	
Acquisition Program Management	Pilot	Human Resources	Pilot
Contracting	Pilot	Manpower	
Facilities Engineering and Management		Medical	Pilot
Logistics	Pilot	Military Community and Family Support	
Environmental Management		Financial Management	Pilot
Safety and Public Safety		Foreign Affairs	
Science and Technology		Cyber	Pilot
Engineering (Non-Construction)		Intelligence	Pilot
Quality Assurance	Pilot	Security	
Administrative Support		Law Enforcement	
Senior Executive Service Cross-Cutting Community		Legal	
Education		Public Affairs	

By: Anthony Bown  
DCPAS/P&A

# STEM

## White House Releases New 2018 Federal STEM Education Strategic Plan



On December 4, 2018, the White House unveiled a new 5-year strategy to strengthen education in science, technology, engineering, and mathematics (STEM). The 36-page strategy, titled *Charting a Course for Success: America's Strategy for STEM Education*, was prepared by the National Science and Technology Council's Committee on STEM Education (CoSTEM) and the White House Office of Science and Technology Policy. The Department of Defense participated on the interagency writing team that developed the language contained in the strategic plan. The overall goal of the plan is to strengthen STEM literacy, increase diversity, equity and inclusion to ensure that all Americans have lifelong access to high quality STEM education, and prepare the STEM workforce of the future to secure America's place as the global leader in technology and innovation.

The 2018 Federal STEM Education Strategic Plan contains specific actions for Federal agencies that align current and future STEM efforts with the plan's goals, including: developing and strengthening strategic STEM partnerships; engaging students where various disciplines converge; building computational literacy; and operating with transparency and accountability. Additionally, the strategy also hopes to inspire STEM efforts outside of the Federal Government in the State and local communities, acting as a "North Star" for the STEM community as it charts a course for collective success."

The Administration engaged extensively with the education community in developing this plan, including hosting a State-Federal STEM Education Summit in June 2018. This summit brought together more than 200 STEM leaders from all 50 States, all five territories, and several tribes, including officials from governors' offices, K-20 educators, workforce and industry representatives, State policy experts, and non-government organization executives. Key takeaways from the summit included: forging stronger connections for students between education and work; focusing on innovation and entrepreneurship; integrating Computer Science principals across the educational experience; and, improving access of STEM programs for all Americans.

Another key element connected to developing the 2018 Federal STEM Education Strategic Plan was the creation of the STEM Education Advisory Panel, which held their inaugural meeting in September 2018. The National Science Foundation, in consultation with the Department of Education, NASA and the National Oceanic and Atmospheric Administration, appointed 18 members to this new advisory panel created to encourage U.S. scientific and technological innovations in education, as authorized by the American Innovation and Competitiveness Act. Congress authorized the creation of the STEM Education Advisory Panel to advise CoSTEM, which consists of a group of Federal agencies with key STEM programs, on matters related to STEM education, including helping to update the 2013-2018 Federal STEM Education 5-Year Strategic Plan.

The new 2018 Federal STEM Education Strategic Plan seeks to enhance the Nation's entire STEM ecosystem through actively involving with the entire national STEM community, including learners, families, educators, local communities, and employers. These collaborative STEM efforts will continue to help U.S. to maintain its global leadership and competitive position by fostering a diverse STEM environment where innovation can flourish.

To view the 2018 STEM Education Strategic plan, go to: <https://www.whitehouse.gov/wp-content/uploads/2018/12/STEM-Education-Strategic-Plan-2018.pdf>

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DoD STEM  
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# STEM

## 2019 DoD Lab Day to be held April 25, 2019 at Pentagon

The Office of the Under Secretary of Defense for Research and Engineering (OUSD(R&E)) will host the 2019 DoD Lab Day on April 25, 2019 (April 26, 2019 – rain date) in the Pentagon Courtyard.

The event, held biennially, showcases the innovative research and development performed in the Defense Laboratory Enterprise (DLE), which includes laboratories, warfare centers, and engineering centers. DoD Lab Day is an opportunity to highlight the groundbreaking next generation capabilities that will provide the Warfighter with a technological edge.

The Department's research programs that develop solutions to near and long-term challenges, such as designing new tools for cyber defense and evaluating new concepts for autonomous vehicles, will be on full display.

DoD Lab Day increases awareness of the programs conducted within the DLE to the Department's senior leaders, program managers, Congress and their staff, and media.

To register for the event, please use the following link: <http://events.sa-meetings.com/DoDLabDay2019>



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## Planning & Accountability



**Welcome to Planning & Accountability!**  
**Ms. Colleen Dumas, Ms. Angela Richardson & Mr. Brandon Dennis!**

Ms. Colleen Dumas is joining as an Associate Director for Human Resources Functional Community & Accountability Division. Prior to DCPAS, she was Chief, Staffing and Classification Division for Headquarters Department of the Army. In this role, she and her division supported Army leadership in providing strategic human capital planning procedures and guidance, with specific emphasis in all areas that cover the recruitment and classification lifecycle. Previously, Ms. Dumas performed the duties of Human Resources Specialist within Staffing & Classification Division, when she reported for duty at AG-1CP in 2010. Her prior assignments included serving as a Human Resources Specialist within various Department of Defense organizations throughout the world, as both an Appropriated and Non-appropriated Fund civil servant. Ms. Dumas started her career in 2000 as a NAF Human Resources Specialist, Civilian Human Resources Agency in Vicenza, Italy.

Ms. Angela Richardson is currently the Human Resources Functional Community (HR FC) Team Lead, Line of Business Planning and Accountability, Defense Civilian Personnel Advisory Service. Her portfolio spans the full spectrum of HR FC strategic workforce planning and execution efforts to ensure the relevant readiness of 22k+ defense HR employees worldwide. Her previous significant accomplishments include an Army functional career management publication and a performance assessment system impacting 270k+ civilians, an Army 4-star Command organizational alignment, and the establishment of a specialized professional community and a Commander's Talent Management Center for 30k+ installation management professionals. Ms. Richardson culminated 20 years of active and reserve U.S. Naval service as a Construction Utilities Master Chief Petty Officer. She resides with her husband, Rick Richardson, in northern Virginia.

Brandon Dennis is joining the Competency Management Team and has a Master's degree in industrial/organizational psychology. Prior to joining DCPAS Brandon worked at CIA as a HR Analyst. Brandon has worked for DCPAS previously, only as a contractor, as a member of the competency management team. Brandon is originally from Utah and moved to Virginia after graduating from Graduate School. He has a wife, 4-year-old son, and added a daughter in January.

## Upcoming Meetings

TITLE	DATE	LOCATION	TIME
WPAG	May 16th, 2019	Mark Center Conference Room 14 B-1 Level	1:00 - 2:30 pm
FCMEC	June 11, 2019	Pentagon Conference Rm M2	10:00 - noon

*"Sound strategy starts with having the right goal." - Michael Porter*

## 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
  - Fourth Estate Agencies



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



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