Planning & Accountability Directorate

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

The Defense Civilian Personnel Advisory Service (DCPAS) Planning & Accountability Directorate develops policy and guidance for civilian human capital planning initiatives, 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 Directorate

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

Strategic Guidance

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

Mission

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

Vision

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

From the Desk of Joy Jones-Haskins!

Greetings from Planning & Accountability (P&A) and welcome to end of summer edition of the P&A quarterly newsletter.

As we near the end of the summer and the start of the new fiscal year, we want to create some additional awareness around training and development so that planning can take place sooner rather than later. There's a great article about SMART Scholarships. DCPAS has updated some of the awareness training and the Labor and Employee Relations Directorate has some offering that may be of interest to those wanting or needing to know more about labor relations concerns We've provided some informative discussion around competency model validity, human capital management accountability, and providing value-added workforce planning support at the organizational segment level.

The HR Functional Community provided an article with some snippets about the excitement they're generating to mature their functional community with a new team in place. The Acquisition Functional Community provided an article with some insights about leadership training gaps. The Air Force provided a great article on a tool being used to support workforce analytics and they're experience with it. We have a number of FY20-21 Human Capital Operating Plan (HCOP) initiatives we're looking forward with the Functional Communities on to advance functional community management and Enterprise strategic human capital management for the civilian workforce.
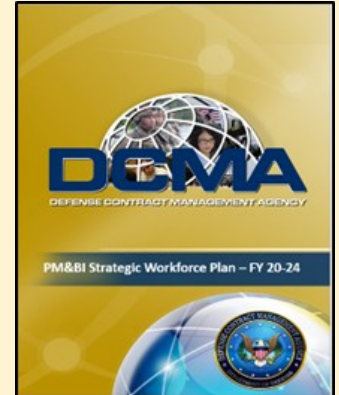
As always, we hope you will find the articles informative and useful. Any thoughts or suggestions you have regarding the construct or content of the newsletter continue to be welcomed. Thanks.

Looking forward to working together in the next fiscal year!

Portfolio Management & Business Integration Directorate Strategic Workforce Plan, FY 2020-24
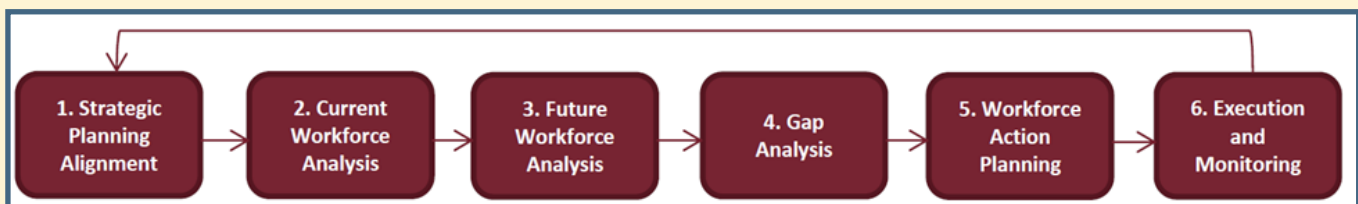
The Portfolio Management & Business Integration (PM&BI) Directorate is a subgroup within Defense Contract Management Agency (DCMA) and is responsible for engaging customers internally and externally to provide integrated, actionable, business integration perspectives on defense acquisition programs, corporate business segments, industrial base sectors, and Earned Value Management Systems to enable better informed acquisition decisions and lead the Agency in the integration, synchronization, and execution of DoD Directive 3020.40, "Mission Assurance," which includes Defense Critical Infrastructure Program, Critical Asset Identification Process responsibilities for Defense Industrial Base.

The inaugural PM&BI's Directorate's Strategic Workforce Plan (SWP) for fiscal years (FY) 2020-24 was developed in collaboration with the Defense Civilian Personnel Advisory Service (DCPAS) Planning and Accountability Directorate's and PM&BI Workforce Planning Team (WPT). This SWP is a four-year, forward focused document setting forth the strategies intended to enable the PM&BI Directorate to recruit, train, develop, and retain a strong, agile, and responsive workforce which can meet future mission requirements for DCMA and PM&BI.

DCPAS Strategic Workforce Planning Process

DCPAS has employed an industry standard workforce planning methodology and supports a collaborative approach to workforce planning. Strategic workforce planning is a systematic process for identifying and addressing the gaps between the workforce of today and the human capital needs of tomorrow. The DCPAS strategic workforce planning process consists of six major steps and is illustrated in Figure 1(note the cyclical nature of the process).

Figure 1 DCPAS Strategic Workforce Planning Process

1. Strategic Planning Alignment → 2. Current Workforce Analysis → 3. Future Workforce Analysis → 4. Gap Analysis → 5. Workforce Action Planning → 6. Execution and Monitoring

- *STRATEGIC PLANNING ALIGNMENT.* Includes the National, Department, Component strategic roles and missions; future roles and missions of the organization, future workforce structure/requirements/ budget and workforce priorities that enable the workforce to achieve the desired future state.
- *CURRENT WORKFORCE ANALYSIS.* Includes analysis of workforce demographics, competency proficiency, climate, environmental factors, loss/gains trends, and use of incentives.
- *FUTURE WORKFORCE ANALYSIS.* Includes analysis of authorizations, force structure development, historical and/or projected loss forecasting, and retention of the workforce.

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- *GAP ANALYSIS.* Includes analysis of skill, competency proficiency, and climate gaps.
- *WORKFORCE ACTION PLANNING.* Includes workforce strategies to close gaps. Advises on use of available authorities, flexibilities, and shaping/training tools.
- *EXECUTION AND MONITORING.* Includes strategy solutions to close skill, competency proficiency, and climate gaps. Also includes performance measure targets and the milestones/timeframe to achieve named targets.

PM&BI Directorate

The Directorate was established in FY 2010 and is a sub group (n=229) within DCMA's (N= 11,532), DCMA's workforce. Main highlights:

- Approximately 229 civilian employees, spread across the contiguous United States (CONUS) with the majority of employees gathered in Arlington (VA), Fort Lee (VA), Boston (MA), Carson (CA), Hartford (CT), Twin Cities (MN), Dallas (TX), Orlando (FL) and Tucson (AZ)

- Major changes in the Directorate - Base Realignment and Closure in FY 2013, Reorganization in FY 2017

- PM&BI civilian employees fill positions in 17 occupational series, 93% resides in the following eight occupations – 1515 - Operations Research (24 percent), 0801 - General Engineering (14 percent), 0340, Program Management (12 percent), 1101 - General Business and Industry (12 percent), 0896, Industrial Engineering (10 percent), 0343, Management and Program Analysis (10 percent), 1150, Industrial Specialist (7 percent), and 1102 – Contracting (3 percent)

Workforce Issues

After a thorough analysis of the workforce, the following overarching issues were identified:

- *Issue #1*: Permanent change of station and recruitment/relocation incentives are scarcely used by the PM&BI Directorate to attract talent. Inability to use incentives, or lack of use, often leads to filling vacancies with less qualified personnel. Additionally, lack of incentives is viewed as a large contributing factor for "hard-to-fill" positions across multiple locations, particularly in the 08XX and 1515 series.

- *Issue #2*: Lack of focus on recruiting for developmental positions across PM&BI.

- *Issue #3*: FEVS results and feedback from the PM&BI WPT suggest a perceived disconnect between PM&BI senior leaders and the workforce. Historically insufficient communication lines between the two groups is viewed as the leading cause for this disconnect.

Strategies

The WPT recommended three strategies for the PM&BI Directorate during FYs 2020-24 along with of milestones for executing the strategies, metrics, as well as execution and monitoring for the next four years. The three strategies are listed below:

> **PM&BI STRATEGY 1:**
> *IMPROVE RECRUITMENT EFFORTS/OUTCOMES FOR "HARD-TO-FILL" POSITIONS*

> **PM&BI STRATEGY 2:**
> *INCREASE FOCUS ON RECRUITMENT EFFORTS FOR DEVELOPMENTAL POSITIONS (E.G., GS-12 TARGET GS-13)*

> **PM&BI STRATEGY 3:**
> *DEVELOP AND IMPLEMENT PLANS AND PRODUCTS INTENDED TO INCREASE COMMUNICATION LINES BETWEEN PM&BI SENIOR LEADERS AND THE WORKFORCE*

Execution & Monitoring

Successful execution of the strategies requires two key roles: Strategy Owner and SWP Strategy Lead. These two roles work hand-in-hand to ensure resources are secured and plans are executed.:

♦ **STRATEGY OWNER**. The Strategy Owner role: (1) establishes/tracks timelines, (2) acquires resources, (3) engages stakeholders, (4) makes assignments, (5) recommends/ implements modifications (if necessary), (6) reports progress, and (7) is responsible for strategy success. The Strategy Owner may formulate a team to support strategy execution.

♦ **SWP STRATEGY LEAD**. SWP Strategy Lead role: (1) provides primary/executive oversight for the strategies, (2) assists strategy owners with securing resources (when necessary), and (3) approves modifications to the strategies or associated metrics. Typically a designation for a senior leader. May designate an action officer to provide support.

The three PM&BI strategies are consistent with the DCMA Strategic Plan, FY 19-22. Further, execution of the strategies outlined in the PM&BI SWP will ensure the availability and readiness of personnel to carry out the current and future roles and missions of the PM&BI Directorate in support of DCMA strategic objectives.

By: Reena Tewari
DCPAS/Planning & Accountability

Department of Air Force

DATA VISUALIZATION

Making data-driven decisions easy in human resources (HR) has been a long time coming, but a new state of the art tool is getting us much closer. Data collection, analysis, evaluation, use, disposition, storage, and access are all challenges we face to ensure that decisions are well informed and shaped with timely and accurate data. Collecting, analyzing, and leveraging data across a wide variety of scenarios can be daunting, given the sheer amount of data available. The challenge is collecting, managing, and understanding data from a multitude of sources that can then be applied across the enterprise. We also need to understand how to leverage data to its greatest advantage. Assessing the accuracy, value, and relativity of data are now required competencies for HR practitioners, and this requires new tools to assist us. As we continue to digitize HR processes and increase operations in cyberspace, we have an opportunity to better leverage data in making decisions for Air Force operations and our people.

In AF/A1CX, the Planning and Integration Division of the A1C Civilian Force Management Directorate, we oversee and work with a wide range of plans, tasks, and programs. The Air Force Civilian Human Capital Strategic Plan, Human Capital Operating Plan, and Human Capital Framework Assessments are plans supported by information and data gathered across the entire Air Force to achieve strategic objectives. To support our data analysis, evaluation, and effective communication, the Air Force is now using Tableau software. Tableau is a data visualization tool, turning spreadsheets and information buried in databases into colorful interactive pictures and graphs that can tell a story much better than staring at the columns and rows of a spreadsheet. Once the data requirements are defined to answer strategic questions, the data elements can be collected from systems such as DCPDS and displayed in a wide variety of formats. The figure below is an example of civilian employee data visualized in Tableau.
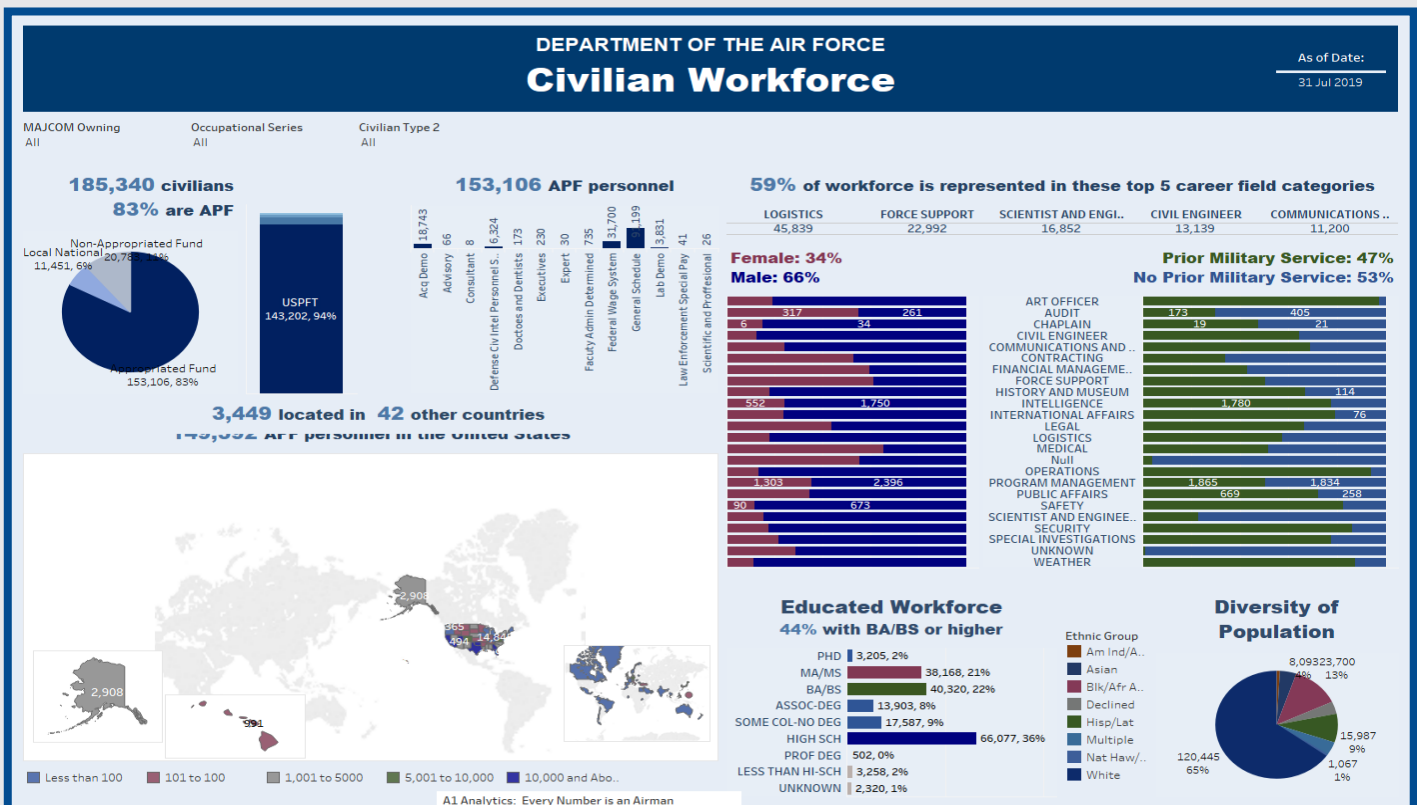
Department of Air Force (cont'd)

Tableau also allows the user to visualize the data's scope of focus from AF-wide down to a specific career field, occupational series, location, organization, or individual data point. For example, a Career Field Manager (CFM) could use a Tableau visualization to determine whether retention in a specific occupational series was a worldwide, regional, or local issue, while at the same time understanding the same parameters across different organizations. Understanding the geographical/organizational extent of the problem can help determine the scope of the required solutions, from a change in procedure at an installation to a Service-wide policy change.

A significant advantage to using Tableau is the ability to present interactive data in prepared folders that end users may access. A form of data consistency control, it allows creators to determine required data fields, pull the information from the appropriate source(s), and then make the visualizations available to groups of users to analyze, evaluate, and report based on their expertise and knowledge of causative factors. Using the tool this way focuses everyone on reviewing the same data in ways specifically meaningful to them. It also allows users to compare similar information as reported for other organizations or to see the "big picture" AF-wide. This is helpful when CFMs who share an occupational series want to understand the extent of issues such as salary disparities and local market competition on retention in their respective workforce. The speed at which this tool renders graphics is also groundbreaking, eliminating labor required to manually build and edit PowerPoint slides, while making changes to the data or visualization almost instantaneous.

To date AF/A1C has used Tableau to produce Air Force civilian workforce dashboards for senior leaders and use at workforce summits, to help identify the areas and degree of risk of several Air Force Mission Critical Occupations, and to provide graphic displays for training or decision-making. We are working to extend Tableau capabilities to civilian Human Resource offices throughout the AF to meet workforce planning, Human Capital Framework, and Human Capital Operating Plan data collection requirements in a timely, consistent manner. Applied across the entire talent management enterprise, the result will be better, more timely decisions as well as the more effective use of limited human capital resources.

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ADDRESSING 4TH ESTATE LEADERSHIP TRAINING GAPS

Who is the 4th Estate?

The 4th Estate, composed of more than 30 civilian defense agencies/field activities, performs functions critical to military services. Defense acquisition involves the purchase of weapons and other systems, supplies, or services to satisfy DoD needs and support military missions. The acquisition lifecycle ranges from an initial idea to design, production, and even the disposal of an item or service that is no longer needed.

What Does the 4th Estate Director, Acquisition Management (DACM) Office Do?

The 4th Estate DACM office invests in the career development of more than 28,000 civilian acquisition workforce members. Its strategic priorities include oversight and execution of statutory training, professional credentialing, continuous learning and career development for acquisition workforce members across 14 career fields. Specific core functions include liaising between agencies, the Office of the Under Secretary of Defense for Acquisition and Sustainment, and other departmental entities; managing a centralized Leadership and Talent Management Portfolio; ensuring Title 10 USC Ch. 87 Defense Acquisition Workforce Improvement Act (DAWIA) compliance; executing the Defense Acquisition Workforce Development Fund (DAWDF); ensuring data accuracy and integrity to better inform agency decisions; and providing automated career management functions.

Identify Mid-Level Leadership Training Gaps

In alignment with the 2018 National Defense Strategy's (NDS) aim to cultivate workforce talent, a strategic focus of the 4th Estate DACM office is the development of competent leaders. The de-centralized nature of the 4th Estate community and its inherent diversity provided the 4th Estate team with an excellent opportunity to pulse the needs of the majority – five agencies represent more than 89% of the 4th Estate Acquisition Workforce – and those of the other 20+ agencies about leadership training gaps.
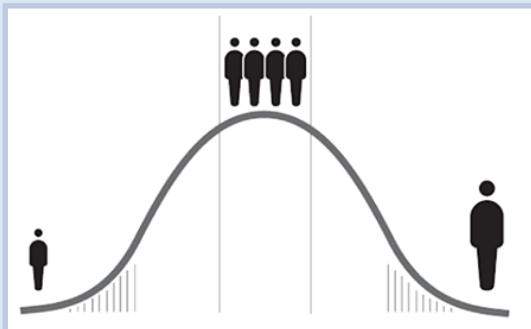

Figure 1: Design Thinking - "Go to the Extremes"

Such an organizational structure necessitates the need to shift the focus from the primary/majority users and consider the needs of organizations normally under-represented at training events that can inspire an entirely new direction. Those "extreme users" at the edges of the bell curve help us capture innovation and interesting behaviors and perspectives.

The extremes represent those who rarely participate in training events and those who always attend. By going to the extremes, that is, pulsing those on the far reaches of our community, we were able to gain a holistic view of the gaps within current leadership training opportunities.

As a result, the 4th Estate DACM team established our first inter-agency event – "Leaders Building Leaders" (LBL) – promoting synergy, cross-pollination, and networking opportunities. Each day kicked off with guest/motivational speakers that bookended Department of Defense acquisition keynote speakers, specifically chosen to highlight current acquisition initiatives and their leadership journeys. Each participant also selected a core leadership course. The selected course, including its assessments, helped participants to understand their behavior drivers, to appreciate differences, and to develop emotional intelligence. LBL events also included breakout sessions providing participants with opportunities to enhance their leadership skillsets.

The logistics of ensuring participants were matched to their preferred choices for breakout sessions from among the more than 1,000 possible combinations was complex. However, through diligent analysis, more than 90% of the participants attended at least two of their top three breakout session choices!

In post-event surveys, participants highlighted the value of working with expert practitioners, colleagues, and other aspiring leaders as a significant component of their overall participant satisfaction level, which has averaged 4.9 in a 5 point scale over the two events. Nearly 300 Acquisition Workforce members, representing 12 acquisition career fields have participated in an LBL event.

Additionally, LBL events help transition the acquisition workforce to a culture of performance that includes well-trained and agile leaders who act in the best interest of the mission. The collaborative spirit of the 4th Estate DACM and the defense agencies/field activities ensure the continuation of leadership opportunities and exemplify their continued efforts to support the NDS's goal to cultivate workforce talent.

Cultivate Acquisition Workforce Talent

The "Leaders Building Leaders" (LBL) event is a prime example of promoting acquisition workforce talent. By developing leaders to first understand and lead themselves, then supervise and lead others, and, ultimately, lead organizations, this "purple" effort fosters both inter- and intra-organizational collaboration.

A primary LBL goal was to ensure that at least 50% of conference participants were from the mid-career category as defined by GS 9-13 or NH II/III grade levels and within the 30-49 age bracket. Approximately 63% and 75% of the August 2018 and April 2019 events, respectively, were from the middle grade categories and 65% of the April participants were within the 30-49 age range. A detailed analysis of survey feedback provides clear evidence that mid-level career workforce members are better positioned to make thoughtful, technical assessments based on an increased understanding of how individual talents contribute to group cohesion, which can lead to successful and timely acquisition decisions.

Moreover, the extremely favorable comments on Return on Investment (ROI) and applicability to improving leadership performance with actionable plans to improve leadership practices were significant. Reaching back to participants of the inaugural August 2018 event, we received feedback such as:

Having conducted an honest self-assessment of my leadership skillset as I prepared to lead a high-visibility source selection, I registered for the LBL because I wanted to strengthen my ability to incorporate individual talents to create a cohesive group, which is mission critical to a successful source selection. The Influence Style Indicator (ISI) assessment was a game changer with regards to gaining a better understanding of how I influence others. The assessment led me to set my personal differences aside, stick to the facts, and make thoughtful technical assessments of each proposal. Using a united approach with improved communications, our source selection team was able to discuss their individual evaluations and reach team consensus in a collaborative environment. Swift decision-making led to a contract award before the end of the fiscal year averting the loss of expiring funds.

Another LBL goal was to build 4th Estate DACM brand awareness. By leveraging different social media platforms, data analysis revealed a significant uptick in the number of 4th Estate social media followers, specifically a 25% increase from April 10-18, which corresponds to the April event, an increase that has been maintained in subsequent months. Additionally, of the posts that have received more than 1K views and been shared since January 1, 2019, 58% were LBL topics, videos, and commentaries. Specific reported benefits included active, ongoing mentor relationships; extensive, inter-organizational communication; and increased agency/field activity collaboration.

While not easy to quantitatively measure, the force multipliers of "purple" efforts as exemplified by the cross-pollination of the LBL events across the 4th Estate and service acquisition communities have provided intangible value. These efforts also support the inter-agency/service communication to cultivate mid-career level acquisition workforce talent. The 4th Estate DACM team will continue to work hand-in-hand with all of its agencies and field activities to identify future needs to control, coordinate, consolidate and streamline acquisition workforce management processes in alignment with its mandate to ensure DAWIA compliance. For more 4th Estate Leadership nuggets, check us out on FB (@doddacm).

By: 4th Estate DACM Team
http://www.doddacm.mil

HR FC - The DoD HRFC Team is on their way!

Integrating Strategic Human Capital Planning Processes to Leverage Efficiencies — Delivering Quality Products Faster

In our last news article, the Human Resources Functional Community (HRFC) team mentioned its strategic outreach efforts as part of its reconstitution. As a direct result of those efforts, we overwhelming heard from stakeholders that it was essential for us to develop HR competency model(s) as an underpinning to our strategic human capital planning (SHCP) efforts.

Didn't HR develop and validate a competency model just a few years ago? We did. The approach used did not yield discernible skills gaps. After consultation with our HR OSD Functional Community Manager (HR OFCM), Ms. LoweSolis, and the DCPAS Competency Management team lead, Brandon Dennis, a new approach was conceptualized with "The Bubble Chart" (below). This notional chart identifies fourteen HR technical areas with overarching core and HRFC competencies. It implies a competency model exists for each of the HR technical areas. At the HR enterprise level, the graphic emphasizes DoD Leadership Tier 1 competencies and HR enterprise Tier 2 competencies. Learn more about the DoD Competency Model Framework at *DoD Instruction 1400.25, Volume 250, "DoD Civilian Personnel Management System: Civilian Strategic Human Capital Planning (SHCP)", June 7, 2016*.
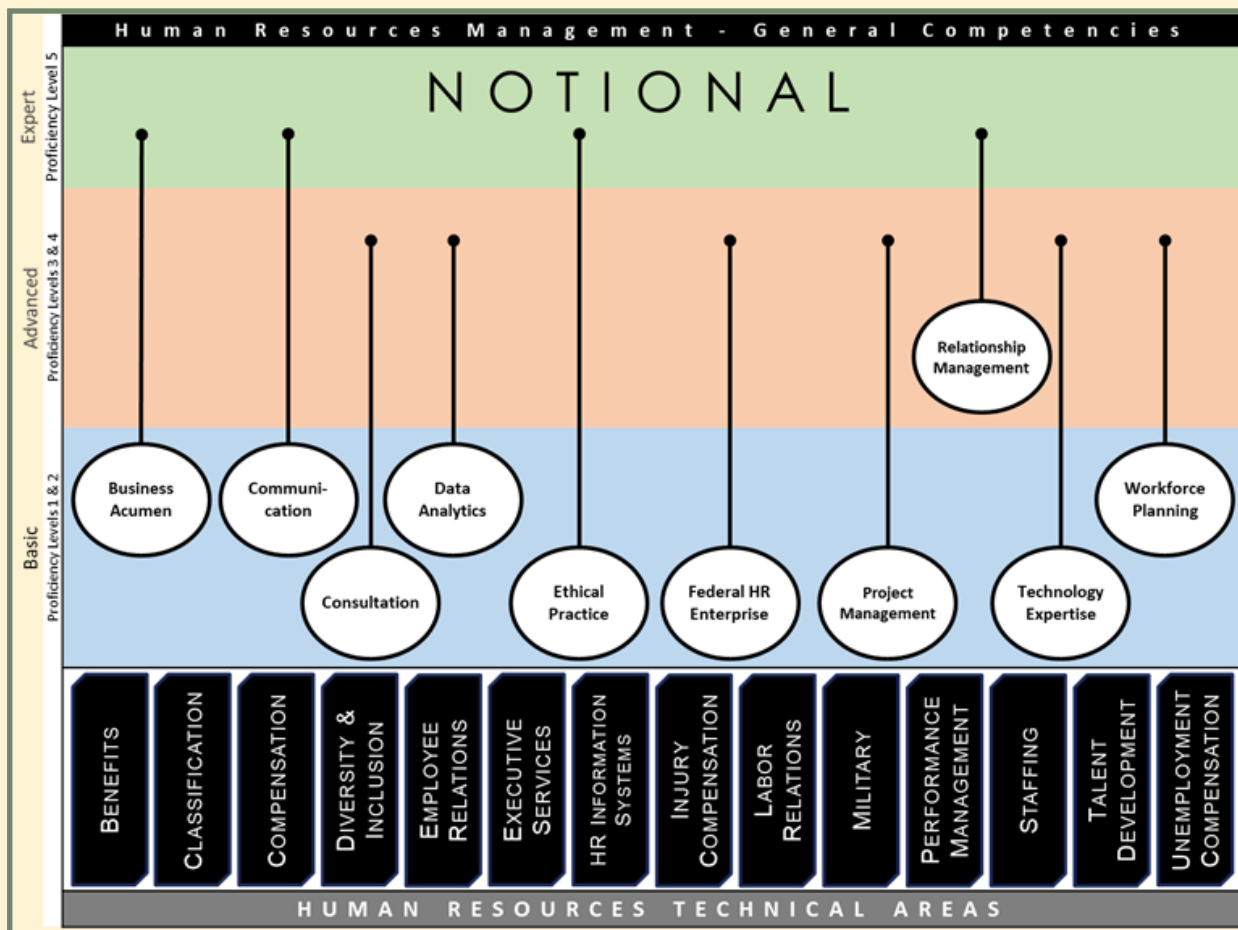
We did not stop there. The development, workforce assessment, and validation of a competency model takes seven months. It requires a dedicated effort by the DCPAS Competency Management team, an initial collection of data research, and the identification and occasional touchpoint participation of subject matter experts (SMEs).

HR FC - The DoD HRFC Team is on their way! (cont'd)

These data collection and SME processes repeat themselves for other SHCP processes. The HRFC team recognized an opportunity to leverage these repeatable processes in a single, integrated, enhanced competency model process.

An enhanced competency model process. The enhanced competency model (ECM) process integrates the existing DCPAS competency model process with strategic human capital and talent development planning processes. In the past, these sequential processes were accomplished in isolation over a couple of years. Now, the integrated process delivers a competency model, an enterprise or an abbreviated technical area strategic human capital plan, career path, notional career roadmap, and a curriculum development "head start" in less than 9 months. The ECM produces quality products faster and more efficiently.

Four ECM processes began this quarter: Human Resources Management – General, Staffing, Labor Relations, and Injury Compensation. Through our collective perseverance and a community-based approach, we will realize our HRFC vision: A community of HR experts respected as business partners.

Post your questions at https://www.milsuite.mil/book/community/spaces/dodhrfc/overview or by email at dodhra.mc-alex.dcpas.list.hr-functional-community-team@mail.mil.

By: HR FC Team

"Our business is your business!"

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Appendix N: Human Resources Functional Community, Fiscal Year 2016-2021 DoD Strategic Workforce Plan Report, pages 12-13. https://www.milsuite.mil/book/docs/DOC-665267

Accountability

The Path to Human Capital Framework Evaluations

The establishment of a DoD Human Capital Operating Plan (HCOP) is one of the most important steps in the ongoing effort to align and implement human capital strategy with overall performance strategy. In identifying priority strategies and supporting initiatives, the HCOP also ensures that human capital strategies align to the systems and standards defined in Office of Personnel Management's Human Capital Framework (HCF) methodology. Changes made to 5 CFR 250.203, effective April 11, 2017, identify four HCF systems: Strategic Planning and Alignment; Talent Management; Performance Culture, and Evaluation.

The term evaluation refers to a system that contributes to agency performance by monitoring and assessing outcomes of its human capital management strategies, policies, programs, and activities by meeting the following standards:

♦ Ensuring compliance with merit system principles; and
♦ Identifying, implementing, and monitoring process improvements.

The process of establishing an enterprise Human Capital Management accountability program, which meets the criteria established by the HCF, rests with the Departments Defense Civilian

Source: Office of Personnel Management

Personnel Advisory Service, Planning and Accountability (DCPAS/P&A) Directorate. The HCF evaluations will be conducted in addition to the current schedule of Delegated Examining (DE) evaluations. The scheduled DE evaluations are conducted to evaluate and certify an organizations ability to conduct DE hiring activities on their own. There are currently 26 organizations throughout the Department footprint which have DE authority.

At present, the P&A Directorate is in the midst of publishing the DoD HCF Evaluation Handbook. This handbook is a comprehensive guide which establishes the procedures necessary to evaluate the effectiveness, efficiency, and compliance of HR programs, policies, and procedures, assessing compliance with merit system principles through a sampling of personnel actions and case file reviews and monitoring evaluation results that influence HR decisions of agency stakeholder and the HR workforce. This handbook also outlines the processes of the Human Capital Accountability system, which include the three phases in the evaluation process (pre-evaluation, evaluation, and post-evaluation). Also included is guidance for the general operation of the HCF and HCF activities and methodologies, which includes a listing of the DCPAS/P&A DE Oversight Activities, and sample documents which include checklists, Standard Operating Procedures, etc.

The HCF Evaluation Handbook is currently being reviewed, with approval the next step. In tandem, plans are being made to build and develop the internal assets, systems, and staff to meet this new requirement. The way forward also includes:

♦ The development and release of guidelines;
♦ Work with the components to establish the HCF evaluation schedule;
♦ Publish and distribute the final HCF Plan to stakeholders, and
♦ Begin conducting the HCF evaluations in accordance with this new guidance.

The goal is to begin conducting the HCF evaluations at the beginning of FY2020. The DCPAS team is looking forward to working with the Components/4th Estate on this very important effort.

By: Joseph Thompson
DCPAS/Planning & Accountability
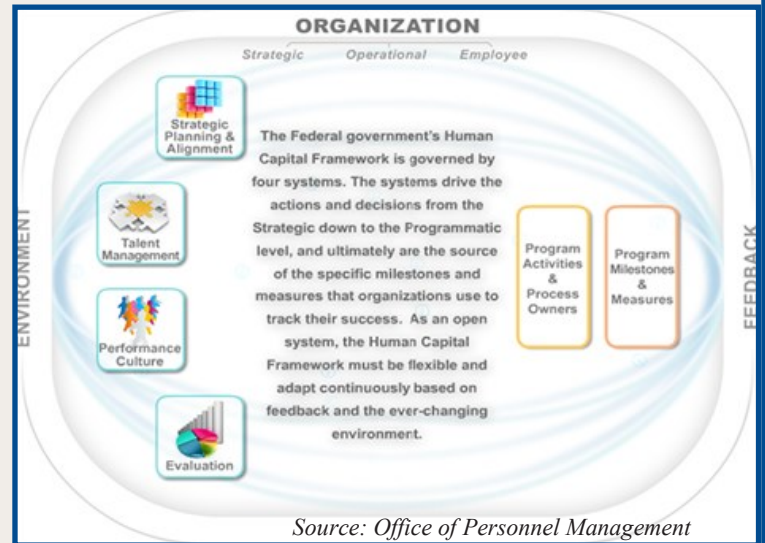
Competency Management

Competency Update

The competency modeling team has continued to develop competency models for both Occupational Series and work functions. The team has developed nine competency models (EVM, PQM, OCS, 0308, 1410, 1411, 1084, 2010, 1670) in 2019, with six Occupational Series and three functional. Additionally, and have validated 16 competency models (0501, 0503, 0505, 0510, 0525, 0530, 0540, 0544, 0545, 0560, 0561) thus far.

The competency team is continuing to develop and validate models through the remainder of 2019. The team is currently building out the 2020 schedule. If there is a need to develop a model, please contact the competency team, Brandon Dennis at brandon.e.dennis.civ@mail.mil to be included in the schedule.

The competency team is growing and there is one remaining position to fill on the team. At the same time, the team is busy developing competency models and is consistently reviewing the literature to ensure that the best practices are followed and simultaneously is looking for ways to improve the process in order to meet the needs of the customers.

Competency Schedule - September - December 2019

Sep-19		
Sep 2	LABOR DAY	No Panels
Sep 10-11	2101 Transportation Specialist	Panel 2
Sep 17	2101 Transportation Specialist	Panel 3
Sep 24-25	Human Resource Management	Panel 1
Sep 26	Operational Contract Support (OCS)	Panel V
Oct-19		
Oct 1-2	Human Resource Management	Panel 2
Oct 8-9	HR Staffing	Panel 1
Oct 10	Human Resource Management	Panel 3
14-Oct	COLUMBUS DAY	No Panels
Oct 22-23	HR Staffing	Panel 2
Oct 29-30	HR Labor Relations	Panel 1
Oct 31	HR Staffing	Panel 3
Nov-19		
Nov 5-6	HR Labor Relations	Panel 2
11-Nov	VETERANS DAY	No Panels
Nov 19-20	HR Injury Compensation	Panel 1
Nov 21	HR Labor Relations	Panel 3
Nov 28	THANKSGIVING	No Panels
Dec-19		
Dec 3-4	HR Injury Compensation	Panel 2
Dec 10	HR Injury Compensation	Panel 3
Dec 11-31	NO PANELS HOLIDAYS	No Panels

By: Brandon Dennis
DCPAS/Planning & Accountability

Is this Valid?

When talking about any research, one of the most common questions that pops up is "Is this valid?" This question frequently occurs in human capital initiatives such as personnel selection, where validity is a key part of following the Uniform Guidelines. It's a good question, but both the question and any potential answers are seated in a set of assumptions about validity that are not always consistent depending on who is asking and who is answering. So if "Is this valid?" isn't enough, what questions should we be asking? The short answer: a whole bunch of them.

As a member of the DCPAS/Planning & Accountability competency management team, validity comes up regularly when we speak to our customers about competencies and the development process we use. In these conversations, ideas about validity vary widely, which is not surprising considering that the conceptualization of validity has evolved over time. Some questions we've gotten about validity include "is this *statistically* valid?" "is this a valid sample size?" and "can't you just validate these?" While these questions aren't bad, they reflect a framework that portrays validity as a binary outcome or a stamp of approval that can be bestowed if a certain box is checked.

So what is validity? Validity is conceptualized as the confidence that the inferences you're making are supported by sound evidence. This framework builds validity into the beginning of a research project, and focuses on collecting relevant evidence in order to build support throughout. Using this definition of validity as a framework, I'll outline three questions that better address validity in an applied setting and pair them with examples from the DCPAS competency development process.

Because validity is about supporting inferences, we first have to ask, **"What inferences are being made?"** A common set of inferences made in personnel selection involve using an individual's score on a hiring measure (e.g. occupational questionnaire, structured interview) to predict that individual's performance on the job. On the competency management team, we tackle one piece of this: what does performance on the job look like for a specific work function? Our goal is to establish the observable technical components of job performance. So, the inference that we're making is that *the competencies we are developing accurately reflect the job in question*. We then use this inference to guide us through the rest of our data collection and analysis process, so that validity is built into the process from the start.

Now that we've established our inference, **"What kind of evidence is needed to support those inferences?"** Because we are attempting to establish an observable reflection of the technical aspects of job performance, the competency management team is trying to collect evidence that captures all relevant aspects of performance. In other words, we don't want our competencies to be missing anything important or to have extra, irrelevant information. This is reflected in the figure 1 (next page).

Situations where we are missing important aspects of the technical components of a given job indicate Criterion Deficiency. One way we work around this is by gathering evidence from multiple groups of Subject Matter Experts who have a wealth of experience and represent multiple Components, program offices, and geographical locations. Situations where irrelevant information is included indicate Criterion Contamination. One way we work around this is by gathering evidence from a larger sample of the workforce on measures like the importance and frequency of use for the competencies so that any competencies the workforce does not find relevant can be removed. Our goal is to obtain Criterion relevance, so our ideal Venn diagram (Figure 1) would have so much overlap that it just looks like one circle.

Figure 1-Venn Diagram
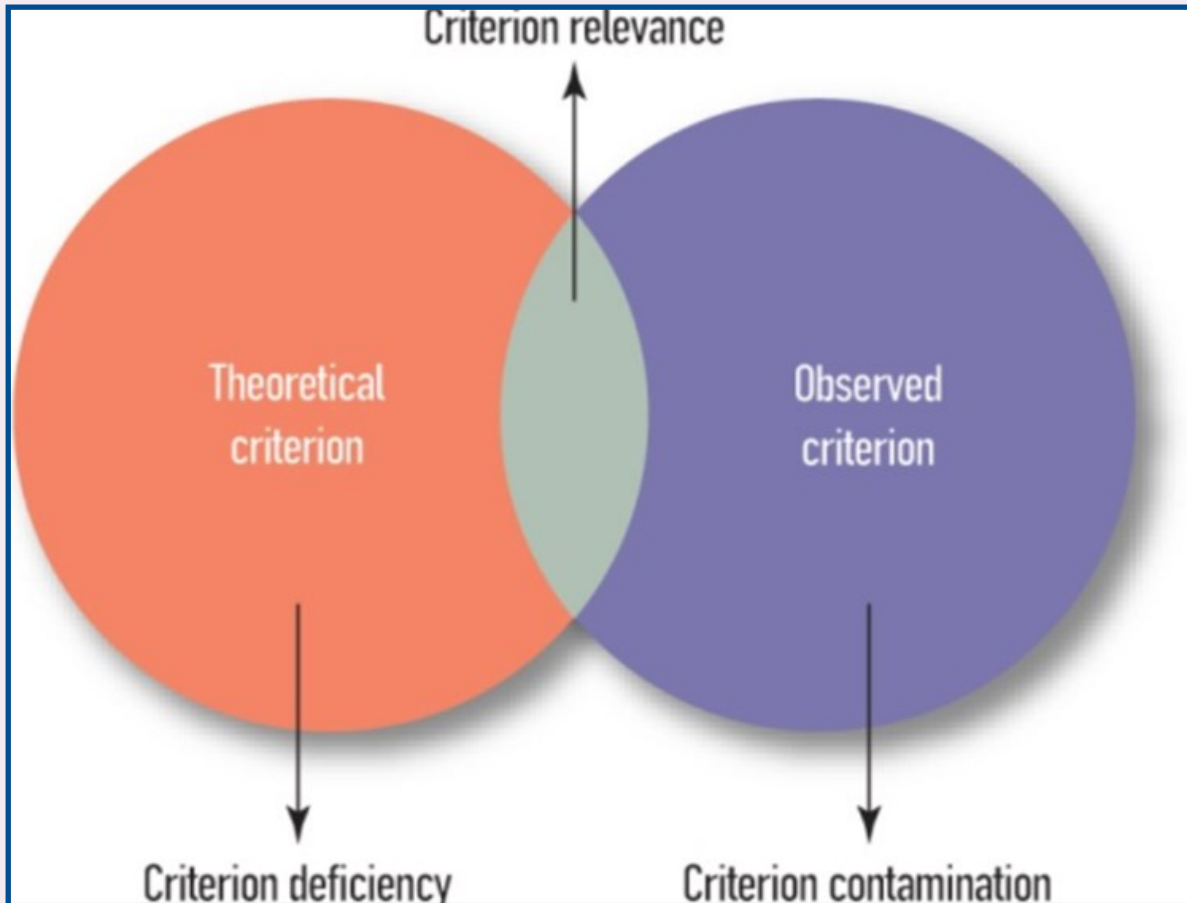
While these examples are just a few of the ways validity is built into the competency development process, they highlight how asking the right questions early on can help to determine the kinds of evidence needed to start asking, **"Are the inferences actually being supported?"** For the competency management team, this means further discussions with SMEs, as well as analyzing the data from the Defense Competency Assessment Tool (DCAT) to determine whether or not the model we have developed is a current, accurate reflection of the technical aspects of the job in question.

The trick with validity is that there's no one-size-fits-all. The example above really only addresses that specific inference being made. With a new set of inferences, different types of evidence will be relevant to build support of those inferences, and different parameters will be needed to determine whether or not the evidence actually shows adequate support. However, if you start by figuring out what questions you need to ask, you can make validity part of the process rather than getting to the end before asking, "is this valid?"

By: Veronica Passarelli
DCPAS/Planning & Accountability
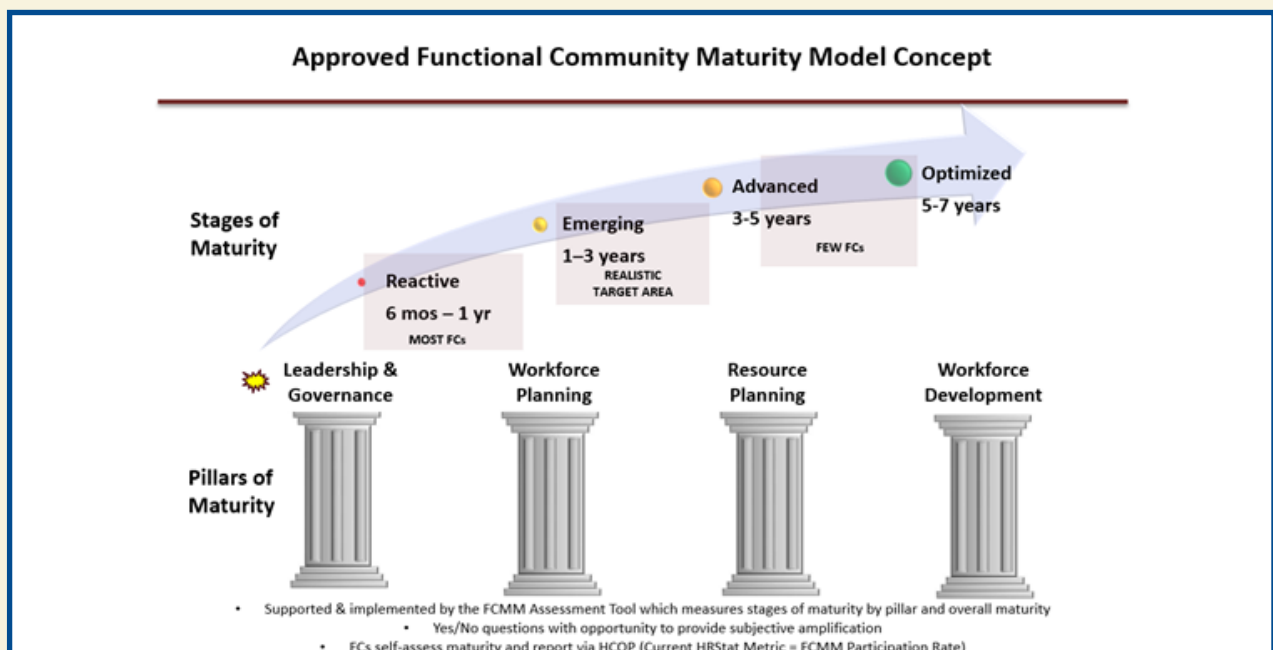
Functional Community Maturity Model

Functional Community Maturity Model (FCMM) Update – September 2019

Following the 2018 pilot results, full implementation of the FCMM commenced in January 2019. Participation is voluntary, but highly encouraged as a means to boost Department-wide functional community support to the civilian workforce and overall Department objectives. Seven functional communities are currently participating. In spring of 2019, the Security and Facilities Engineering Management communities joined the five pilot communities (Human Resources, Medical, Cyber, Intelligence, and Logistics) in participation. The Financial Management community, along with the Defense Acquisition Workforce Human Capital Institute participate by sharing best practices and advice. It is anticipated that the Education community will join in prior to end of FY19. Functional communities that are not currently participating are invited to do so at any time!

The inaugural FCMM assessment was conducted in July 2019, primarily providing the opportunity to measure maturity efforts of the pilot communities over the course of a full year. Assessment trends are as follows:

- Governance. Most participating communities are still developing their governance structures, and remain in a Reactive state of maturity. **Establishing Governance remains the current focus for all.**
- Workforce Planning. Some progress has been made, but most communities report a Reactive stage of maturity due to not having published a workforce plan within the last three years (2 year requirement)
- Resource Planning. Most communities report an Emerging state of maturity as they have begun to conceptualize their workforce development framework, but have not progressed in the other nine requirements to identify overall resource requirements
- Workforce Development. Some communities have significant programs in place i.e., certifications, education, and career paths, however all report a Reactive state of maturity (model rules limit higher maturity rating in these cases)
- Overall Assessments. 4 Reactive, 3 Emerging

Assessments are currently scheduled to be conducted twice per year (January and July). However, a recommendation to reduce the cycle to an annual reporting requirement is forthcoming.

Approved Functional Community Maturity Model Concept

- Supported & implemented by the FCMM Assessment Tool which measures stages of maturity by pillar and overall maturity
- Yes/No questions with opportunity to provide subjective amplification
- FCs self-assess maturity and report via HCOP (Current HRStat Metric = FCMM Participation Rate)

By: Tony Bown
DCPAS/Planning & Accountability

STEM

2019 Science, Mathematics, and Research for Transformation (SMART) Symposium

The third annual SMART Symposium was hosted by the Naval Information Warfare Center (NIWC) Pacific in San Diego, CA on 16-17 July 2019. The theme was "Advancing Technological Superiority" and showcased 18 nominated scholars, whose outstanding work and support to the Department's mission represented the Army, Navy, Air Force and the Fourth Estate, from disciplines such as, Computer Science, Computer Engineering, Electrical Engineering, and Mechanical Engineering. On 16 July, SMART leadership coordinated a communications workshop to instruct scholars on ways to brief senior DoD leadership and present their research in lay terminology. Afterwards, NIWC hosted a tour of the Submarine Squadron 11 at the Fleet Anti-Submarine Warfare Base, and conducted lab tours for the scholars to view current projects. On 17 July, Keynote Speaker Dr. JihFen Lei, Deputy Director, Research, Technology, & Laboratories greeted scholars as she spoke to the importance of SMART scholars enhancing the goals of the National Defense Strategy.

Subsequently, a ceremony was held to recognize Ms. Christina Deckard for her service and triumphs in leading the SMART Scholarship Program. At the final portion of event, selected scholars gave brief overviews of their research accompanied with posters of work by all the scholars designed to encourage dialog between scholars, senior leaders and other scientists and engineers. (POC: Louie Lopez, Director, DoD STEM)

SMART 2019 Awards

SMART recently welcomed the 2019 Cohort, which is comprised of 299 new awards! The chart provides a breakdown by Components.

Components	BS	MS	PhD	Total
Army	49	15	24	87
Navy	46	18	28	92
Air Force	40	29	20	89
Other DoD	20	5	5	30
Total	**155**	**67**	**77**	**299**

The applications for the 2020 SMART cohort opened on 1 August 2019 and will close on 3 December 2019 (https://www.smartscholarship.org). (POC: Tyler Temple, Program Manager, SMART)

STEM (cont'd)

2019 Department of Defense Technology Transfer (T2) Training Workshop

The twenty-third annual T2 Workshop was hosted by the U.S. Navy in Pittsburg, PA on 8-11 July 2019. Over 300 T2 professionals consisting of the Office of Research and Technology Applications (ORTAs) staff, Intellectual Property (IP) attorneys, and T2 leads from across the Services attended the event. Dr. JihFen Lei, Deputy Director, Research, Technology, & Laboratories, awarded the prestigious George Lindsteadt award for the best program/efforts in Technology Transfer (T2) to Mr. Robert Louis Charles of the U.S. Army Medical Research and Development Command (USAMRDC), Fort Detrick, Maryland, Office of the Staff Judge Advocate (https://twitter.com/DoDCTO/status/1157376791339819008).

(Left to Right—Dr. JihFen Lei, Deputy Director, Research, Technology, & Laboratories
Mr. Robert Louis Charles of the U.S. Army Medical Research and Development Command (USAMRDC)
David Appler, Contractor supporting OUSD(R&E)/Laboratories and Personnel)

The George F. Linsteadt award recognizes the extraordinary efforts of Department of Defense (DoD) employee(s) who aggressively pursue the acceleration and transfer of technology developed within the defense laboratory for a variety of real world applications that benefit both military and civilian users. The workshop presented a variety of opportunities for DoD T2 community enhanced networking and T2 training and support; as well as presentations from leaders in the industry. Additionally, the event hosted several technical sessions and roundtable discussions covering topics like: First-Timers' Orientation; T2 Challenges and Solutions; Partnership Intermediaries; Legal/Fiscal Law/Financial Questions; Cyber Issues in Export Control and Cooperative Research and Development Agreements/International Traffic in Arms Regulations (CRADAs/ITAR). (POC: Dr. Jagadeesh Pamulapati, Director, Defense Laboratories Office)

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Talent Development

Constitution Day and Citizenship Day

The Department of Defense (DoD) is excited to celebrate Constitution Day and Citizenship Day on Tuesday, September 17, 2019 and Constitution Week from September 16 through September 20, 2019. This provides us with renewed meaning to our Oath of Office and our daily public service to all citizens across our country and the world.

Constitution Day and Citizenship Day and Constitution Week are designated time periods that allow personnel at Federal agencies to reflect on the efforts and sacrifices of our Founders as they established this country based on the Declaration of Independence and the Constitution of the United States. These documents have lasted the test of time and continue to serve as the foundation of our country.

During this time period, all Federal agencies will provide education and training on the Constitution to both newly hired employees and the agencies' currently employed personnel. In DoD, a specially designed website contains a wide spectrum of information on these events and provides a suite of online educational and training materials on the U.S. Constitution and Citizenship as well as promotional materials. The DoD CDCD website also hosts an interactive, short course about the Constitution where you can "Test Your Constitutional Knowledge" or play "You be the Judge Game" and earn certificates. The course is designed to provide interesting and educational information about the events leading up to the creation of the Constitution by the Founding Fathers and the evolution of this document through the 19th and 20th centuries. Visitors to the website can watch a speech given by U.S. Supreme Court Justice Sandra Day O'Conner, and have access to government-wide resources that including civics lesson materials.

To learn more about how you can participate in Constitution Day, Citizenship Day, and Constitution Week, and how DoD is commemorating this important tradition, please visit the DoD website: https://constitutionday.cpms.osd.mil.

Other great constitution day links include https://www.constitutionday.com, https://www.archives.gov/education/lessons/constitution-day, https://www.constitutionfacts.com/us-constitution-day/history-of-constitution-day/ and https://www.loc.gov/law/help/commemorative-observations/constitution-day.php .

By: Larry Westberg
DCPAS/Talent Development

Labor and Employee Relations

Developing the Best Labor and Employee Relations Talent in the Federal Government

The Labor and Employee Relations Division (LERD) hosts several trainings, throughout the country, each year. LERD is on track to have delivered 30 training courses by the end of 2019. The most common courses taught by LERD are below:

- **Basic Employee Relations** – This is a one week course, designed to lay a foundation for HR Specialists, with zero to three years of experience performing Employee Relations work. The course contains 13 modules and includes real-life examples and activities for course participants. By the end of the course, participants are equipped to deal with performance issues, attendance issues, misconduct, and advise managers on probationary and trial periods.

- **Basic Labor Relations** – This is a one week course, designed to lay a foundation for HR Specialists, with zero to three years of experience performing Labor Relations work. The course contains 10 modules and includes real-life examples and mock investigatory interviews. By the end of the course, participants are equipped to work with labor union representatives, are familiar with the Federal Labor Management Relations statute, and are prepared to advise on negotiated grievance procedures.

- **Bargaining Team Training** – This is a two or three day course, depending on the needs of the organization requesting the training. LERD offers this course, by request, to Department of Defense (DoD) activities that are preparing to renegotiate a collective bargaining agreement.

In addition to courses above, LERD hosts the **Defense Employee and Labor Relations Symposium (DELRS).** This year, DELRS was held at the Bolger Center in Potomac, Maryland, August 20th – 22nd. DELRS will have presentations by representatives from the Office of Personnel Management, Office of Special Counsel, Federal Labor Relations Authority, and Merit Systems Protection Board, in addition to presentations from seasoned Labor and Employee Relation Specialists from DoD components.

In light of the issuance of Executive Orders 13836, 13837, and 13839, LERD expects to see a rise in the number of DoD activities requesting Bargaining Team Training, as many activities will be renegotiating their collective bargaining agreements. LERD hopes the trainings provided, along with other developing initiatives, will contribute to the Department of Defense having the most skilled and talented Labor and Employee Relations Specialists in the Federal government.
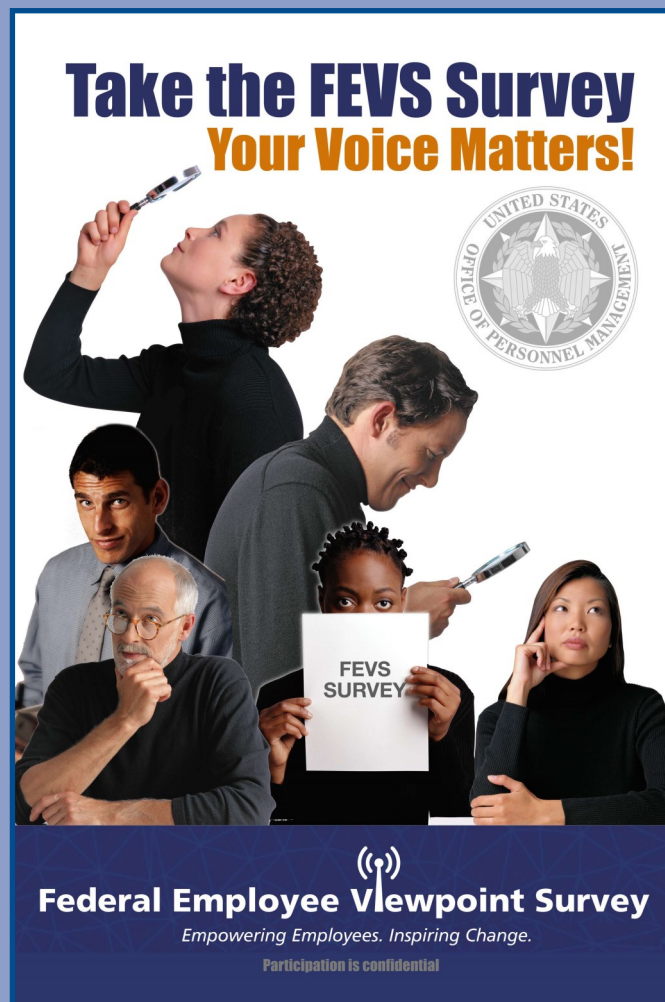
By Alyssa A. Tate
DCPAS/Labor & Employee Relations
HR Specialist, Training Division

Federal Employee Viewpoint Survey

Thank you for providing your feedback to the 2019 Federal Employee Viewpoint Survey (FEVS)!

The FEVS survey is the most powerful platform for employees to share their opinions and perceptions regarding their work experiences. Your responses provide the bedrock data for informing DoD leadership and your participation is absolutely confidential. FEVS results will be available in the fall 2019.

If you have any additional questions regarding this year's FEVS, please contact our FEVS Program Manager, Berenice Eberhart in Planning & Accountability Directorate at Berenice.l.eberhart.civ@mail.mil, 571 372-2043.

Take the FEVS Survey
Your Voice Matters!

FEVS SURVEY

Federal Employee Viewpoint Survey
Empowering Employees. Inspiring Change.
Participation is confidential

Thank you for your participation !

By: Berenice Eberhart
DCPAS/Planning & Accountability

Planning & Accountability

UPCOMING MEETINGS

TITLE	DATE	LOCATION	TIME
FCMEC	September 17th	Pentagon Conference Rm M1	10:00 - noon
WPAG	November 21st	Mark Center Conference Room 13 B-1 Level	1:00 - 2:30 pm
FCMEC	December 17th	Pentagon Conference Rm M1	10:00 - noon
WPAG	February 13th	Mark Center Conference Room 14 B-1 Level	12:30– 3:00 pm

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https://www.linkedin.com/company/dcpas-excellence

Follow DCPAS on Twitter@DCPASExcellence
https://twitter.com/DCPASExcellence

Online Resources

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

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

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

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Current as of August 2019

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Defense Civilian Personnel Advisory Service
Planning & Accountability Directorate

4th Quarter Newsletter
September 2019