

## Planning & Accountability Directorate

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

### Strategic Guidance

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

### Mission

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

### Vision

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

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

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

Colleagues,

As we near the end of FY20, it's interesting to look back over what has been an unprecedented Fiscal Year for DoD and for the Nation as a whole.

In response to the COVID-19 pandemic, for a full half of this fiscal year we have been working in a manner in which the Department has never worked. Large portions of our workforce are working entirely virtually. Many of those who are not fully virtual are teleworking for the first time or are teleworking to a much greater extent than pre-pandemic levels. The lessons we are learning and the success we are achieving in this environment will fundamentally change how the Department works after the pandemic. As you'll read in James Walter's excellent article in this newsletter, the pandemic, and how DoD is handling its' workforce, are affecting the attrition / retention behavior of the workforce.



The Department has made necessary changes and improvements to its' networks and systems to enable the wild success of this forced experiment in virtual work. We now have tools to enable virtual work and collaboration that we've never had. I predict that these advancements in our capabilities to accomplish all our missions in a fully virtual, collaborative environment will be enduring, and will continue to improve over time.

The other main thrust of FY20 for us here in Planning and Accountability has been the birth of extensive collaboration with emerging segments of the workforce. I wrote briefly about the Digital Workforce here in last quarter's newsletter, and also talked about how our workforce is slowly skewing younger.

We (the P&R Team) will be working extensively with our colleagues in the Digital Workforce to help them best achieve their human capital objectives, to ensure that our warfighting capabilities are always ahead of our adversaries.

As we close the book on FY20, we thank you for your continued partnership with us over the past fiscal year and look forward to supporting you in FY21.

As always, please reach out to any member of the Planning & Accountability staff if there is any way we can assist you. We hope you enjoy this Quarter's newsletter.

Semper Fi,  
Darby

# Strategic Hiring During COVID Pandemic

Spotlight

## Strategic Hiring During the Coronavirus Pandemic

The Department of Defense has a robust set of hiring flexibilities available to ensure critical positions are filled, while we strive to support the mission during the Coronavirus Pandemic of 2019 (COVID-19). On 25 March 2020, DCPAS issued the memorandum, 'Office of Personnel Management Coronavirus Related Memorandums,' detailing the newest Office of Personnel Management (OPM) excepted service hiring authority and reminding human resources specialists of pre-existing competitive hiring authorities that may be used to fill critical positions. The reference guide attached to the memorandum, '*COVID-19 Staffing Guide for Hiring Managers: Hiring Flexibilities for Critical Positions During A Pandemic*,' lists Department-wide hiring authorities for use in strategic planning and recruitment. Some of the Direct Hire (DHA) and Expedited Hiring Authorities (EHA) listed in the guide are: Department of Defense DHA for Police Officers: General Schedule 5-9, DHA for Select Technical Acquisition Positions, and the Expedited Hiring Authority for Shortage Category and/or Critical Need Health Care Occupations, among others.

While many of these competitive hiring authorities have been available, the limited appointment types of some (e.g. DHA for Temporary and Term Appointments for Critical Hiring Needs) may be uniquely helpful for short-term positions that are added to organizations due to increased workload during the pandemic. Others, like the Robert T. Stafford Disaster Relief and Emergency Assistance Act, are more specialized and require agreements with the Federal Emergency Management Agency in order to be used.

Additionally, there are DHAs and EHAs listed for the expeditious hiring of needed medical workers, who are in high demand during these challenging times. Some of the available authorities are the Expedited Hiring Authority for Shortage Category and/or Critical Need Health Care Occupations and the OPM DHA for Medical Occupations. Specific information on when these authorities can be used are listed in the guide.

There are many options available to the DoD community to ensure hiring managers and human resources offices hire highly qualified candidates, especially for those positions needed for specific areas of pandemic relief. Use of the authorities listed in the reference guide may be subject to internal component policy or procedures; therefore, hiring managers should use the guide to initiate discussions with their servicing human resources office to determine the best option to meet hiring needs. Human Resources Specialists may also consider local and component-specific hiring authorities not listed in the guide. If all else fails, the Department of Defense also has the availability to create new Department-Wide DHA's, with the authority granted by OPM. While not a quick fix, components that have documented hardship meeting their strategic hiring goals with the use of existing robust strategic hiring plans, may look into this option for a solution. More information on these and other hiring authorities for use during the pandemic, can be found in the guide at: [https://www.dcpas.osd.mil/Content/documents/OD/DCPAS%20Reference%20Guide\\_HIRING%20OPTIONS%20FOR%20CRITICAL%20FILLS%20DURING%20A%20PANDEMI.pdf](https://www.dcpas.osd.mil/Content/documents/OD/DCPAS%20Reference%20Guide_HIRING%20OPTIONS%20FOR%20CRITICAL%20FILLS%20DURING%20A%20PANDEMI.pdf)

Additional guidance on the Coronavirus pandemic of 2019 and available hiring flexibilities may be found at: <https://www.dcpas.osd.mil/OD/EmergencyPreparedness>.

Additional questions may directed to your local human resources office or to the DCPAS COVID-19 inbox at: [dodhra.mc-alex.dcpas.list.emergencypreparedness@mail.mil](mailto:dodhra.mc-alex.dcpas.list.emergencypreparedness@mail.mil).

By: Amanda C. James  
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# Data Analytics

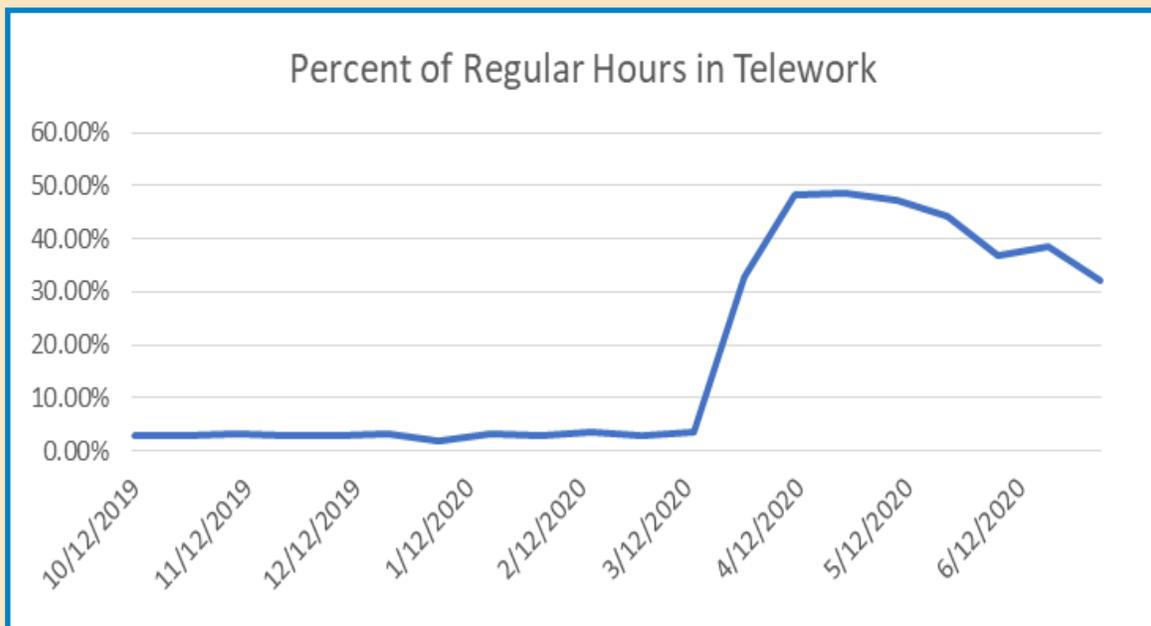
## The Effect of COVID-19 on Civilian Losses

### BACKGROUND

In December of 2019, the first cases of COVID-19 were identified in China. COVID-19 quickly spread across the world to become a modern day pandemic. On March 13, 2020, the President of the United States declared an emergency for COVID-19. In an effort to minimize the spread of coronavirus, Agencies within the Federal Government and many private industries implemented mass telework options for positions that could be conducted remotely, and large sectors of the workforce moved to skeleton crews or temporarily shut down. These changes have resulted in large portions of the US population losing the opportunity to work and large fluctuations in the economy resulting in a rebalancing of the markets.

### TELEWORK

The chart below shows the percent of DoD Civilian employees that have recorded regular hours as telework during FY20. It is easy to discern the jump in telework usage from 4% at beginning in mid-March to almost 50% in April. Although the percentages have remained much higher than pre COVID-19 rates, they appear to have hit their peak usage in mid-April and have beginning to slowly trend back down.



### LOSSES

With all of these changes and uncertainly, what have we seen change in DoD Civilian employees? The single most notable change I have seen in the data is the reduction of losses; see historical loss rates for the last 4 years chart below. Note that the loss rates were consistent for all of FY17-FY19 and for the first several months of FY20. Beginning in March of 2020, corresponding to the onset of COVID-19, the loss rates drop well below previous year's rates and have remained lower than expected for the last several months.



## Data Analytics (Cont'd)



Similar decreases can be seen across several types of losses to include retirements, transfers and resignations; data not shown.

A few possible reasons for the reduction in losses:

- With the recent financial uncertainty, employees that were planning on retiring may have postponed retirement until the financial market became more stable to make sure that they can still afford to retire.
- Employees that had planned to retire may be extending their career to support family that have been unable to work.
- With large numbers of potential employees out of work, the number of jobs available have probably diminished and there is more competition for the jobs that are available.
- With the climate of uncertainty, employees may have postponed looking for new positions.
- Many employees view telework as an improvement to their work-life balance and with the implementation of mass telework, the quality of work-life has gone up. This has led to fewer employees being dissatisfied with their current positions and reduced the need to seek new jobs.

### PREDICTIONS

Below are some predictions on how will this affect our future?

- Because employees are not leaving at the same rate, corresponding hiring actions will also be reduced since there is no need to hire positions that are still occupied.
- Retirements may be delayed for short periods, even a couple years, but are inevitable. The percentages of retirements are likely to rebound and revert back to historical rates
- Although telework rates will be reduced after a COVID-19 vaccine becomes available, they will never fully return to pre COVID-19 rates.
- Once the 1<sup>st</sup> vaccines become available, it will take about 6 months for the majority of the population to be inoculated and all employees to be directed to return to the office. By this time resignation rates will revert back to pre COVID-19 rates.

By: James Walter  
DCPAS/Planning & Accountability

# Executive Defense Resource Management

## Executive Compensation and Performance Management *A Pivotal Component of the Department's Executive Lifecycle*

The distinctive mission of the Department requires an executive cadre with an elite knowledge and skillset in order to accomplish a worldwide mission. The DoD's executive compensation structure, supported by a robust performance management system, is a crucial piece to the execution of the executive lifecycle as it plays an integral role in its ability to recruit, reward, develop, and retain the high-caliber, agile leaders of today and the future.



### Compensation

The Senior Executive Service (SES) is a performance-based pay system. An executive's compensation is reflective of their contributions to the Department's mission success and the attainment of individual and organizational goals. This is accomplished through a performance management system outlined in 5 CFR 534, Subpart D that is overseen by the Defense Executive Resources Management Office (DERMO), with results that are validated annually for compliance by the Deputy Assistant Secretary of Defense (Civilian Personnel Policy) and owned by the Under Secretary of Defense (Personnel and Readiness) (USD(P&R)). A typical compensation package includes salary and awards in addition to benefits, as well as eligibility towards other forms of recognition, such as incentive and Presidential Rank Awards.

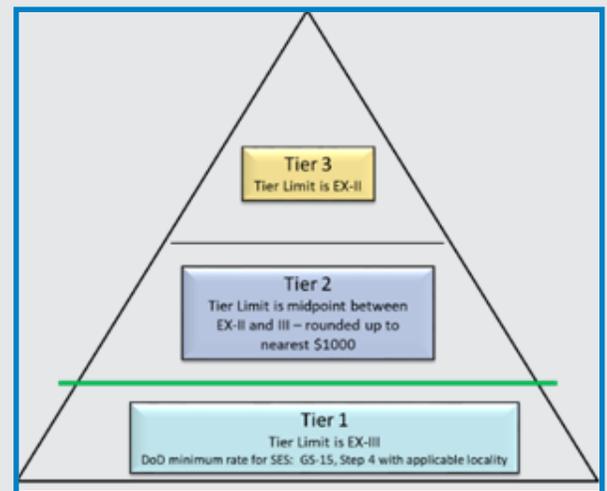
Certification of the Department's performance management system is completed by the Office of Personnel Management (OPM), in coordination with the Office of Management and Budget (OMB), which affords executives in the DoD the ability to earn maximum rate of basic pay, Level II of the Executive Schedule (EX) (\$197,300 in 2020), as well as a higher aggregate limitation on pay-up to the Vice President's salary (\$253,300 in 2020).

### DoD Tiering Structure: Unification Across the Executive Lifecycle

Established in 2008, the DoD tiering structure was created to provide enterprise-wide transparency and comparability in executive position and compensation management.

SES positions are aligned through this common tier structure which plays a critical role in almost every aspect of the Department's executive lifecycle management. The tiering structure allows the Department to deliberately manage the executive workforce and conduct periodic evaluations to determine succession planning and career development.

Additionally, it allows executives the opportunity to gain experience through a sequence of positions that provides a holistic progression in order to lead effectively at the highest levels of the Department.

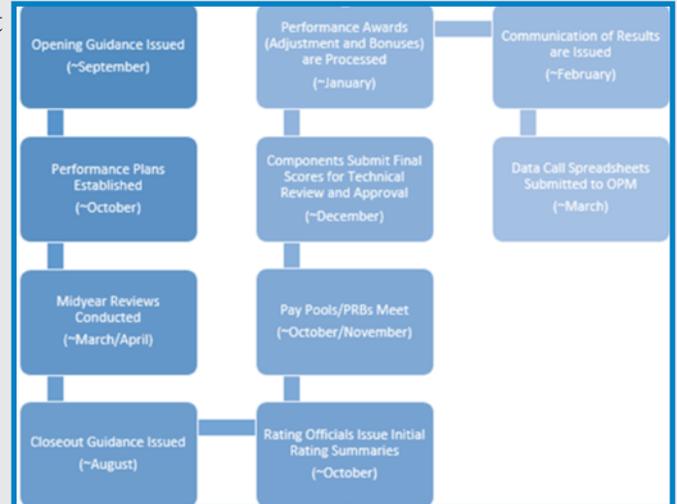


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# Executive Defense Resource Management (Cont'd)

## The Performance Management Lifecycle: Communication is Key

The SES performance management system ensures that performance is linked and assessed against individual and organizational results-oriented goals of DoD and/or Component strategic plans, organizational assessments, and Presidential or other strategic initiatives. The lifecycle of SES performance management is divided into ten steps. It is a commitment to continuous, proactive communication and partnership that informs the SES a performance management lifecycle and improves DCPAS processes and systems. By partnering with those who execute, inform, and communicate our guidance, DCPAS is better postured to meet goals and requirements. The Department's commitment to meaningful performance and its link to organizational goals is further emphasized by the USD(P&R) in our opening and closeout documents as well as by the Chief Management Office, who prepares and distributes our organizational goals.



## Executive Performance Appraisal Tool



The Executive Performance and Appraisal Tool, otherwise known as EPAT, is the automated executive performance management solution used to document performance plans, progress reviews, and appraisals, as well as calculates compensation adjustments for senior executives across the DoD.

## A Sneak Peek at the Future of Executive Compensation

In February 2019, DERMO was tasked by the then-Acting Deputy Secretary of Defense to challenge the status quo while assessing the continued relevance, efficiency, and effectiveness of DoD's tiering construct. A final report was issued in January 2020 which included recommendations based on the benchmarking analysis of both industry and Federal partners.

It is anticipated that the Deputy will soon announce the results of the tiering project highlights the Department's commitment to a performance management system that emphasized results and accountability while reinforcing the alignment between compensation and performance.

Given the increasingly complex security environment that is defined by rapid technological changes; challenges from adversaries in every operating domain; and the impact on current readiness from the longest continuous stretch of armed conflict in our Nation's history, it has never been more important for the Department to attract, retain, and reward the highest caliber of executives who not only uphold the foundation of executive core qualifications, but possess matchless skills that are not found anywhere else in the Federal sector. The Department's compensation strategies continue to reinforce this message and equip appointing authorities with the tools needed to successfully manage talent and performance efforts today and in the future!

By: Julie Broadway  
DCPAS/Defense Executive Resource Management Office

# Digital Learning Environment



## DoD Found the Cure for a Healthy Digital Learning Environment

In the face of the COVID-19 pandemic, demand for digital learning and collaboration tools has spiked, and the need to better manage our digital learning investments has become even more compelling. This demand is not expected to go away anytime soon. Before the COVID-19 pandemic, spending for global education technology investments had reached an all-time high of \$18.66 billion as reported by Global News in December 2019. Global spending for digital learning technology is now forecast to reach \$350 billion by the year 2025 ([www.researchandmarkets.com](http://www.researchandmarkets.com)). There is no doubt, that COVID-19 has increased the demand for digital learning technology.

DoD allocates billions of dollars every year to military training and education, and a significant portion of those resources goes toward infrastructure, products, and services—and a subset of that involves digital learning systems. It is estimated that DoD spends over \$485 million annually, with hundreds of different digital learning software systems and more than 30,000 courses. The current learning software systems also lack the capability to provide our DoD workforce with a central repository to access user learning records. The current environment is ripe for reform.

We're experiencing critical symptoms of an unhealthy digital learning immune system, like: 1) Impaired vision of enterprise spending, requirements, and shared opportunities; 2) Lack of appetite and energy toward enterprise technology solutions and collaboration; 3) Swelling of spending; and 4) Severe pain caused by lack of digital learning standards and systems architecture compliance.

The Enterprise Digital Learning Modernization (EDLM) reform effort is part of a cure for the current DoD digital learning health crisis. EDLM is a DoD strategic priority, championed by the Office of the Chief Management Officer, and aimed at instituting a DoD-wide business process to enhance DoD's digital learning wellbeing. DoD will strive to flatten the curve for disparate digital learning systems and duplicative course investments by increasing shared services, spending and investment transparency, and building an enterprise digital learning ecosystem where digital learning capabilities are interconnected. The EDLM reform will improve our overall digital learning vigor and enhance the user experience for over three million DoD active duty and civilian employees.

The EDLM reform effort begins with three specific Lines of Effort (LOEs) endorsed by the Chief Management Officer (CMO), Hon. Lisa Hershman, as cited in CMO policy memos dated [April 26, 2019](#) and [April 20, 2020](#). These LOEs include:

**LOE-1 – Assisted Acquisition:** Streamline and centralize the acquisition of new education and training capabilities through the Office of Personnel Management (OPM) USALearning program, which provides shared services for contracting, licensing, and cloud hosting.

**LOE-2 – Enterprise Course Catalog:** The Enterprise Course Catalog provides a globally searchable directory of DoD course listings and ancillary instructional resources by automatically pulling metadata from local sources/catalogs. More than just another static course catalog, it will federate numerous local data sources, allowing DoD personnel to use a single interface to access information from across DoD.

**LOE-3 – Enterprise Learning Record Repository:** The Enterprise Learner Record Repository will allow DoD to expose and usefully aggregate local and global learner data from across the Department, including all training and education records, conferred credentials, and personal attributes and preferences through a federated data strategy.

## Digital Learning Environment (Cont'd)



While the Department is making progress toward these three lines of effort, it's important to note that these are merely the initial project lines of the EDLM reform. The overall strategic objective is to build and sustain an enterprise digital learning ecosystem that allows DoD to effectively manage digital learning investments and capabilities that enhance user learning experiences and support contemporary, technology-enabled learning with, for example, augmented reality, artificial intelligence, and mobile learning. But first, we must increase transparency of requirements and spending, eliminate inefficiencies and duplications of effort, and build-up the technical interoperability of our existing systems.

### Signs of a Healthy DoD Enterprise Digital Learning Environment

<p><b>Efficiency:</b> Resources can be saved by reducing IT/license costs, reducing unnecessary duplications, and using more time-efficient processes:</p> <ul style="list-style-type: none"> <li>Reduce duplicate IT systems (\$)</li> <li>Shift to shared SaaS (\$)</li> <li>Reduce duplicate e-courses (\$)</li> <li>Reduce course re-dos (.)</li> <li>Streamline/speed acquisition (.)</li> </ul>	<p><b>Readiness:</b> Improved personnel readiness can be found through better, more responsive, and more accessible training/education (T/E):</p> <ul style="list-style-type: none"> <li>T/E more accessible at point of need</li> <li>Connected learning in a continuum</li> <li>Data-driven learning management</li> <li>Data to validate T/E D Operations</li> <li>Personalized talent interventions (AI)</li> </ul>	<p><b>Policy:</b> A small library of DoD and Federal strategy and policy documents direct the EDLM reform's approach, addressing components such as:</p> <ul style="list-style-type: none"> <li>Modernized data systems</li> <li>Modernized IT (cloud, SOA)</li> <li>Use of shared services</li> <li>Federated enterprise architecture</li> <li>Modernized talent management</li> </ul>
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With increased demand for digital learning across the world (not just within DoD), we need to be prepared. We must consider how the increased demand will impact DoD's ability to acquire these products at the right cost and in a timely way that keeps pace with technical advancements and mission needs. Will digital learning products and services be ripped from the shelves like the hand sanitizers, toilet paper, and cloth face masks? Will prices soar because of the increased demand? Will COVID-19 leave our digital learning shopping carts empty? Probably not, but to be sure we're ready, we need to take action today.

Fortunately for DoD, there is a doctor in the house. Dr. Sae Schatz, Ph.D., the DoD Advanced Distributed Learning (ADL) Program Director. The ADL Initiative bridges across Defense and other Federal agencies to encourage collaboration, facilitate interoperability, and promote best practices for using distributed digital learning.

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## Digital Learning Environment (Cont'd)



The ADL program delivers three key values:

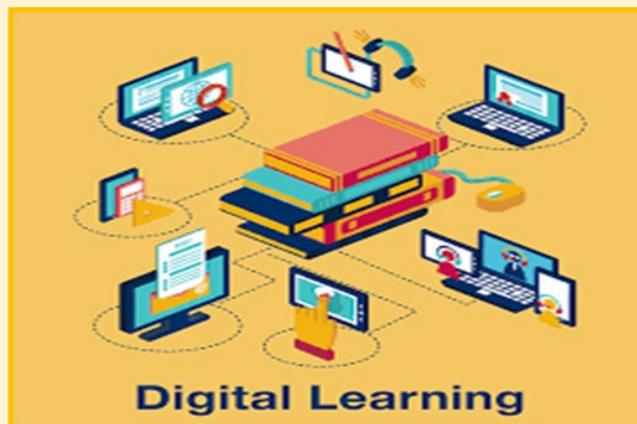
- 1.) Research and Development (R&D) for Distributed Learning Modernization;
- 2.) Distributed Learning Policy and Technical Guidelines such as data standards and systems architecture; and
- 3.) Implementation Support and Collaboration across the federal government.

Dr. Schatz is leading the development of the EDLM enterprise course catalog and enterprise learning record repository, and has partnered with the Defense Civilian Personnel Advisory Service, Director Ms. Lowesolis and Ms. Lora Muchmore, OCMO to support the implementation of USA Learning assisted acquisition. Other key experts supporting this effort include Mr. James Seacord, OUSD (Intel), and Mr. Fred Drummond, OUSD (P&R), Training and Readiness. This coalition of organizations and leaders ensures a well-rounded, holistic and comprehensive “wellness” advisory team to ensure that the cure meets all the needs for the existing DoD digital learning condition.

To strengthen our digital learning health and sustain a strong immune system, the EDLM prescribes the following treatment: Enterprise Digital Learning Strategic Planning; routine EDLM check-ups and exams that track and report program performance and continuous process improvement; the development and implementation of an enterprise course catalog, learning record repository, and an enterprise LMS/LRS in an IL4 cyber accredited environment. Through EDLM, we will promote enterprise solutions and shared service opportunities; ensure oversight and compliance of digital learning data standards and systems architecture; and continue to invest in digital learning technology advancements and research and development. COVID-19 has not deterred our quest to deliver an enterprise-wide digital learning eco-system. In contrary, COVID-19 reinforces that digital learning technology and capabilities is an essential DoD capability and a DoD-wide strategic priority.

For more information about DoD’s EDLM reform initiative visit: <https://projects.usalearning.net>.

By: Kelly F. Sims  
PM, Enterprise Digital Learning Modernization  
Defense Enterprise Business & Operations Directorate  
Office of Chief Management Officer



# Accountability



## Writing Specialized Experience Statements

Writing specialized experience statements is a collaborative effort between management and Human Resources (HR) Specialists at Civilian Personnel offices. The Office of Personnel Management (OPM) defines specialized experience as experience that has equipped the applicant with the particular knowledge's, skills, and abilities to successfully perform the duties of the position and is typically in or related to the work of the position to be filled. To be creditable, specialized experience must be equivalent to at least the next lower grade level in the normal line of progression for the occupation in the organization.

To ensure management obtains a quality pool of candidates, it is imperative that the specialized experience statement captures the essential general or specialized experience to ensure applicants possess the required knowledge, skills, and abilities (KSAs)/Competencies to successfully perform the work of a position.



The significance of writing specialized experience with specificity allows applicants to understand exactly what criteria they are being evaluated against. If the applicants fully understand the job requirements, they can make better decisions as to whether or not they qualify for the position. It also provides the solid ground to justify to applicants why they might not have met the specialized experience requirement as it was defined and advertised.

Specialized experience statements are written at the next lower grade level (i.e. write it at the GS-07 position if recruit-ng for a GS-09 for two-grade integrals, etc.). Also, it is very important to remember the difference when writing special-zed experience statements using “and”, “or” clauses. If you state “and” between the specialized statements, the applicant must show they can do all duties listed; if you use “or” between specialized statements, the applicant needs to only meet one of the “or” requirements. Also recommended when writing specialized experience statements, use “such as” to provide specific examples.

Utilizing the format below when developing specialized experience statements will assist in differentiating between the applicants that are qualified from the applicants that are not qualified.

- ◆ **Specific** – statements should be specific especially at high grades, avoid generalized statements when possible.
- ◆ **Measurable** – statements must be measurable on a resume or cover letter, avoid statements that are measured through observation (e.g. attention to detail, briefing skills or ability to make decisions and solve problems)
- ◆ **Attainable** - statements must be attainable or realistic for the position and appropriate for the grade level and must not be restrictive.
- ◆ **Relevant** – statements must be relevant to the position and the occupational series.

As long as these guidelines are followed, management is ensured a qualified individual is placed into the position being filled.



By: Joyce Griffith,  
DCPAS/Planning & Accountability



# Data Visualization of Federal Employee Viewpoint Survey (FEVS) Results

LOB 1 is pleased to announce that FEVS Public Data Set is now available in the Advana Platform.

## What is the Advana Platform?

The Department of Defense adopted a common enterprise data and advancing analytics platform to make data widely accessible, understandable and usable across the Department. This represents an opportunity to translate enterprise data into actionable insights, decisions and actions.

## Public FEVS in Advana

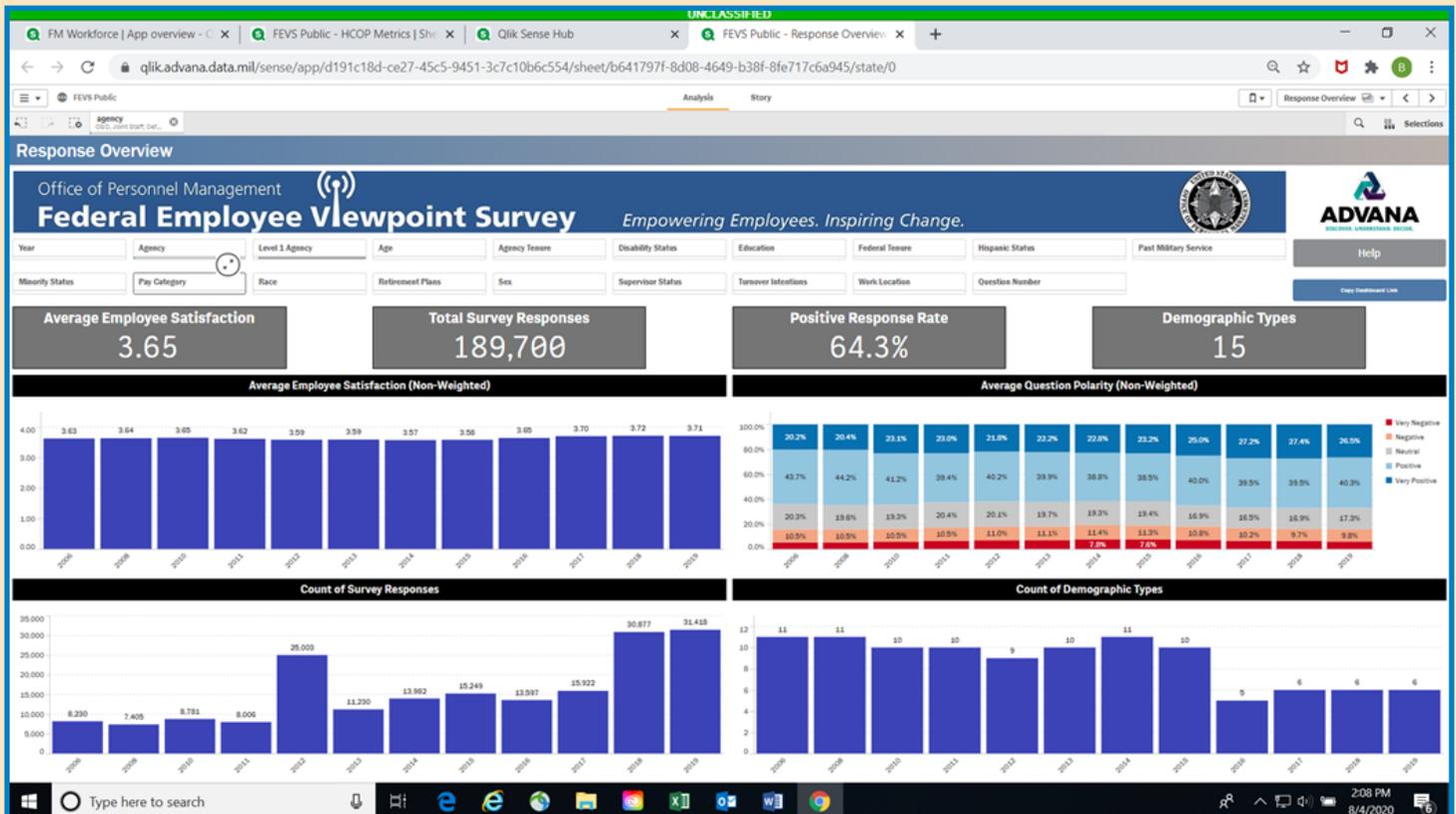
All data in this application is publicly available and accessible in the OPM website. The OPM FEVS was first administered in 2006 and 2008. Starting in 2010, OPM began administering FEVS annually and it was a census in 2012, 2018, and 2019. FEVS is administered to full-time and part-time, permanent, and non-seasonal federal employees.

## What is available?

Each visualization has a list of demographic filters allowing users to calculate and view results for particular group of interest. In the example below, the Fourth Estate was selected. Four charts are update based on the selected filters. The four dark grey boxes display key performance indicators (KPI).

## Response Overview Visualization

Below is the response overview visualization that shows four charts: the average employee satisfaction, average question polarity, count of survey responses and count of demographic types available.

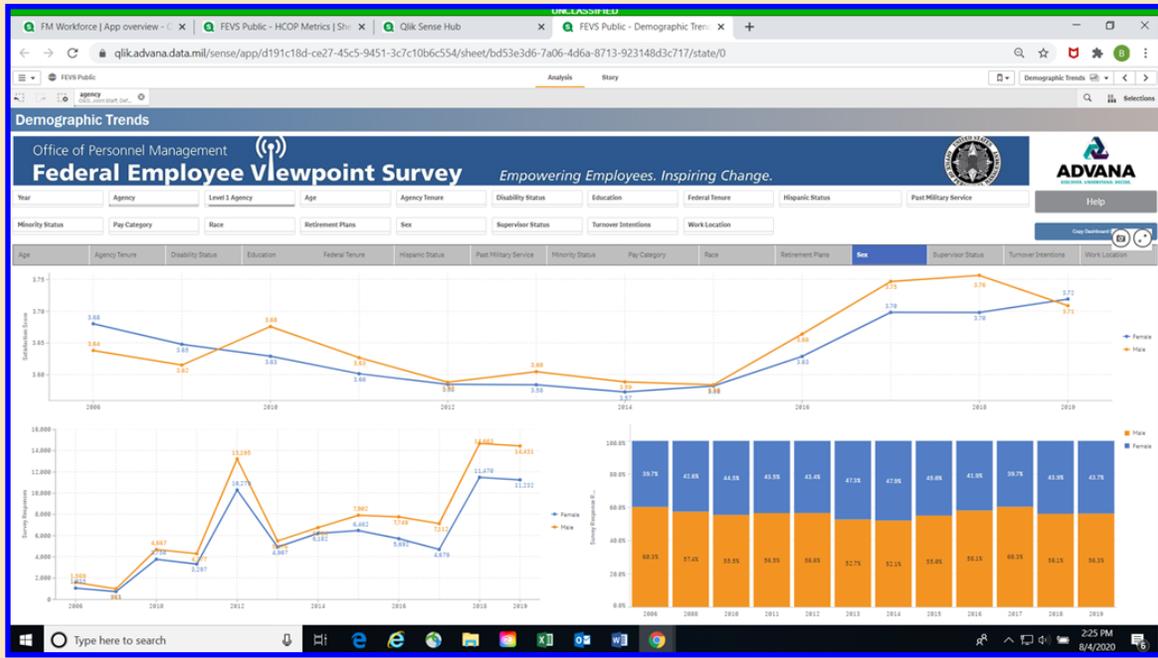


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# Data Visualization of Federal Employee Viewpoint Survey (FEVS) Results (Cont'd)

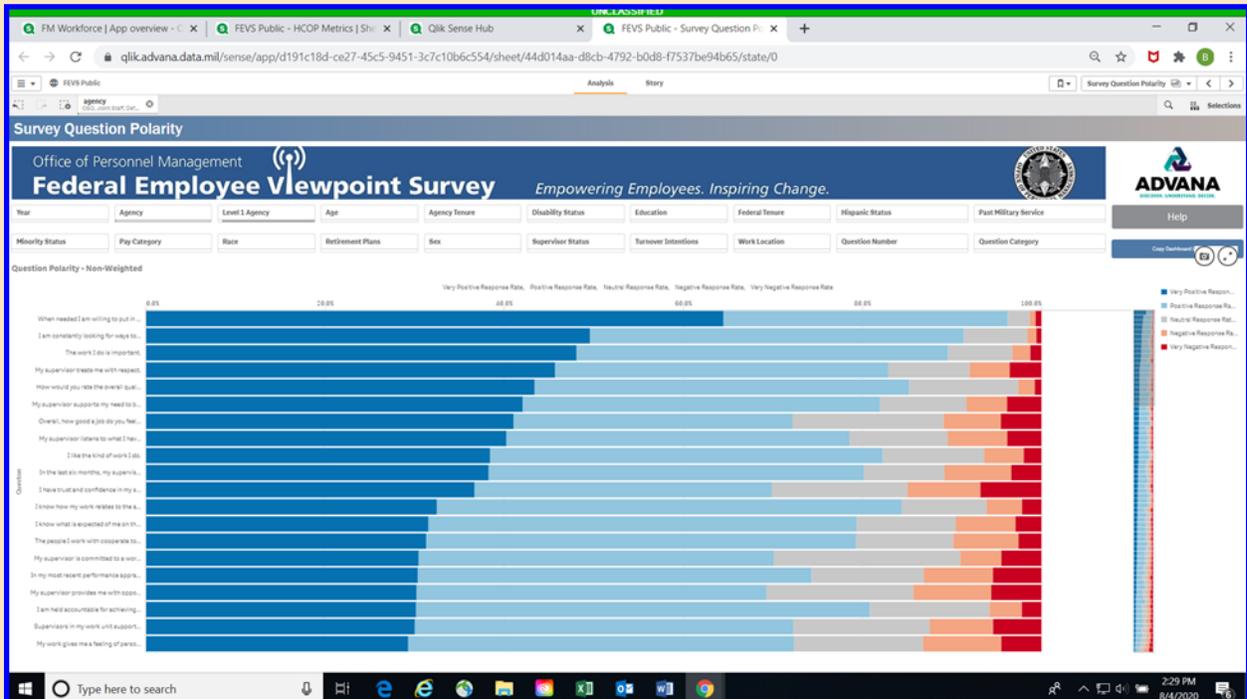
## Demographic Trends Visualization

Below is the demographic trends visualization that allows the analysis of changes by selected characteristics of a population over time. This is a powerful tool to better understand employee engagement by selected demographic and develop action plans.



## Survey Question Polarity Visualization

The survey question polarity visualization gives a drill-down capability to the question level to better understand exactly where employees feel strongly, whether positively or negatively, all at a quick glance. This allows organizational leaders and analysts to isolate strengths and challenges and develop plans to improve or maintain performance in the future.

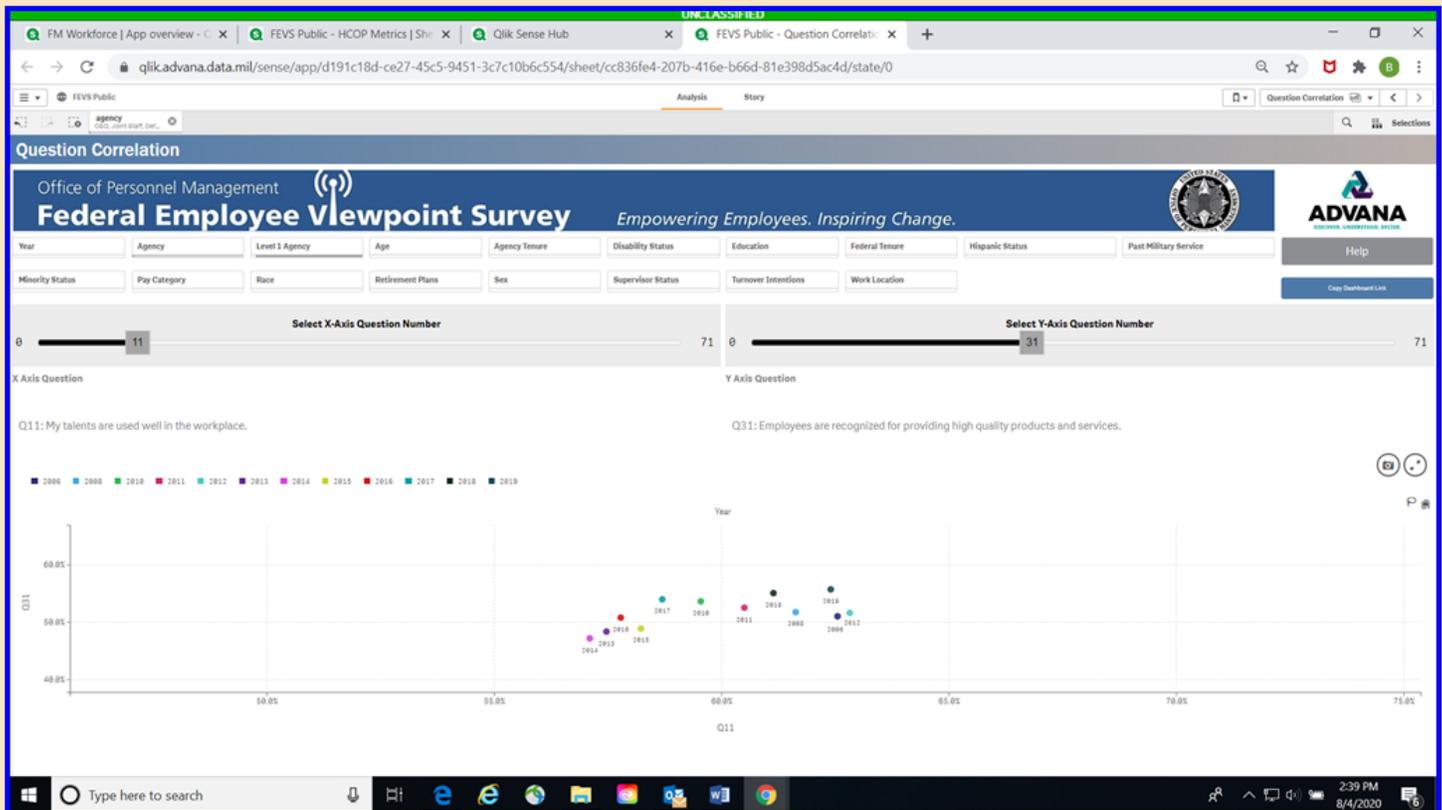


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## Data Visualization of Federal Employee Viewpoint Survey (FEVS) Results (Cont'd)

### Question Correlation Visualization

The question correlation visualization plots the yearly satisfaction scores for two questions side-by-side, showing how the two questions are correlated over time. This tool can drive insight into how topics that may seem independent are related and how many issues can stem from one root cause.



### Next Steps:

The Advana team is now developing the DoD FEVS in Advana. This new application will have more detailed DoD data from OPM FEVS Dataexplorer.

Don't miss the opportunity to access FEVS in Advana or attend a FEVS Demo, please contact Andrew Hussung, Advana team, [andrew.k.hussung.ctr@mail.mil](mailto:andrew.k.hussung.ctr@mail.mil).

For any additional information about FEVS, please contact Berenice Eberhart, DoD FEVS Program Manager, [Berenice.l.eberhart.civ@mail.mil](mailto:Berenice.l.eberhart.civ@mail.mil), teleworking contact number (703)-628-3200.

By: Berenice Eberhart  
DCPAS/Planning & Accountability

# Federal Employee Viewpoint Survey

2020

Office of Personnel Management

**Federal Employee Viewpoint Survey**

Empowering Employees. Inspiring Change.



You are invited to take the government-wide OPM Federal Employee Viewpoint Survey (FEVS).

Beginning on **September 23rd**, the FEVS will be emailed to every eligible Federal employee (permanently employed, non-political, non-seasonal, full- or part-time employees, onboard with their agency as of October 2019).



*Let your voice be heard so we can use your feedback to make DCPAS into a stellar organization.*

New this year, when you respond to the FEVS, you also will have the opportunity to provide feedback about the **COVID-19 pandemic**. These questions will provide information on what worked well, what additional help is needed, and how we should consider moving forward should another situation like this come our way.

If you have not taken your survey, you will receive a weekly reminder until you complete the survey which ends November 4th, 2020.

**Your responses are anonymous**, strictly confidential, and reported only at an aggregate level – no individual can be identified. This is truly your opportunity to give your honest opinion.

If you have any questions or encounter issues accessing the survey, please contact Berenice Eberhart at [Ber-nice.l.eberhart.civ@mail.mil](mailto:Ber-nice.l.eberhart.civ@mail.mil).

By: Berenice Eberhart  
DCPAS/Planning & Accountability

## Federal Employee Viewpoint Survey (Cont'd)

Start Date:  
SEPTEMBER 23rd

Take the  
**FEVS Survey**  
Your Voice Matters!

Questions about COVID-19 are included.  
Seize the opportunity to help improve our organization!

All permanent civilians  
Employed before October 31,  
2019 will receive the  
Federal Employee Viewpoint  
Survey (FEVS) this year

DEPARTMENT OF DEFENSE

**DCPAS**

Defense Civilian Personnel Advisory Service

**Federal Employee Viewpoint Survey**

*Empowering Employees. Inspiring Change.*

**PARTICIPATION IS CONFIDENTIAL!**

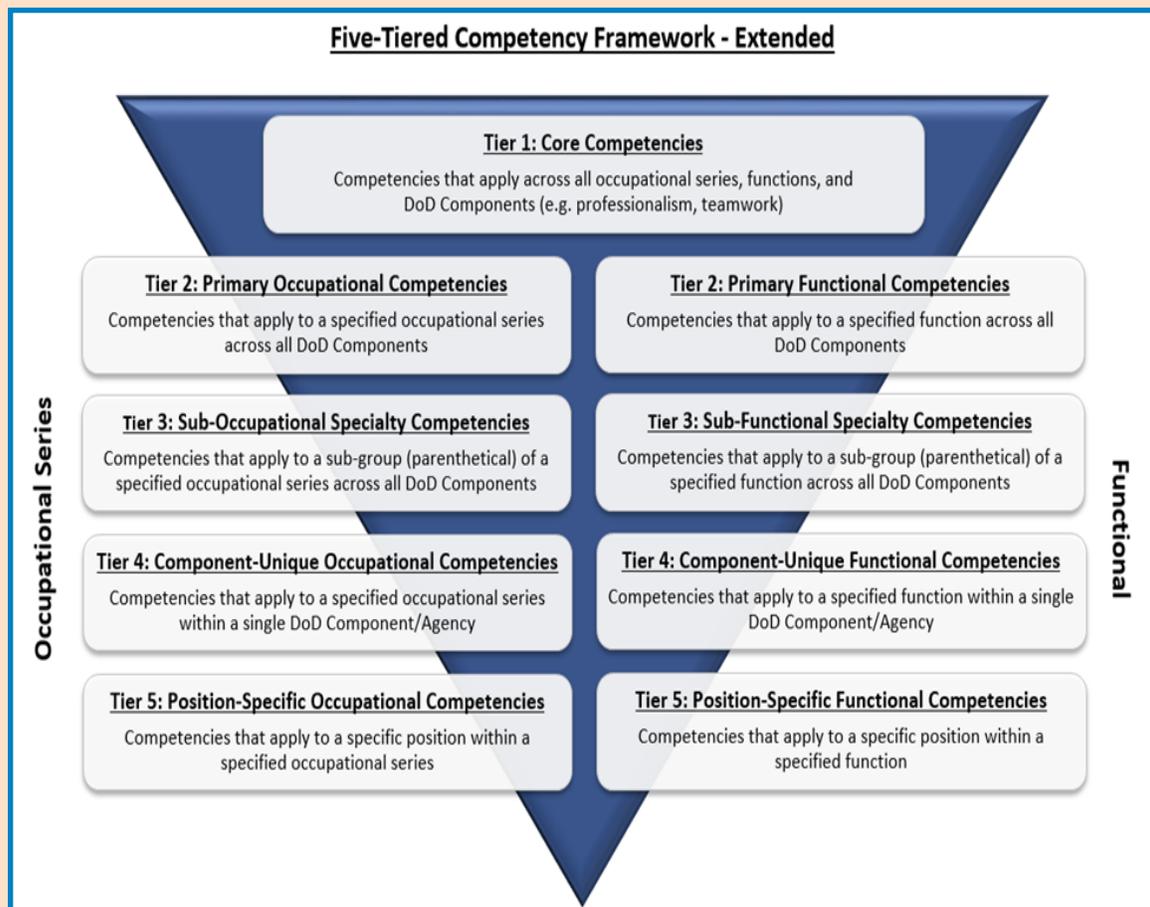
# Competency Management

## Competency Team

The Competency Team has added a couple new members to the team. First is Chad Hodges, who worked for TSA prior to joining the competency team. Chad has a Master's degree in I/O Psychology from Eastern Carolina. Away from work Chad enjoys working out and is an avid movie fan. Second to join the team is Martha Epperly. Martha earned a Master's degree in I/O Psychology from Radford University. Martha was previously a contractor with the competency team, so the switch to the Federal side should be a smooth transaction. In her spare time Martha enjoys embroidering, reading, and long walks in the Fort Washington National Park. With the additions of Chad and Martha we now have all four Federal positions filled on the competency team! We are excited to have them join us and the expertise they bring!

We have begun developing our competency schedule for CY2021. We will be trying to schedule the new MCOs, but also many MCOs were last developed in 2005-2016. When we validate our competency models we suggest taking another look in 3-5 years. Those developed in 2015-2016 are right at that five-year threshold, so we will be reaching out to discuss updating many of these models.

If you are interested in developing a competency model or if there is a need or desire to better understand our competency modeling process please reach out to Brandon Dennis at [brandon.e.dennis.civ@mail.mil](mailto:brandon.e.dennis.civ@mail.mil).



By: Brandon Dennis  
DCPAS/Planning & Accountability

# milSuite

## Did you say milSuite?



The purpose of milSuite is to provide a collection of social business tools for Department of Defense (DoD) personnel (Common Access Card (CAC) enabled approved) that facilitates professional networking, learning, and innovation through knowledge sharing and collaboration. This system connects Military, DoD Civilian, and DoD Contractor personnel from across the DoD enterprise and provides individuals, units, and organizations a platform to quickly and easily build tools and business processes to support execution of the mission. Access is controlled based on individual needs for specific types of information. Statistical data, with all personal identifiers removed, may be used by management for system efficiency, workload calculation, or reporting purposes. milSuite registers users and displays data from Defense Manpower Data Center's (DMDC) Defense Enrollment Eligibility Reporting System (DEERS), e.g. name, basic employment information (work phone, address, email), and allows users to post profile pictures to help build their professional network across the milSuite platform with other DoD users. milSuite collects Personally Identifiable Information (PII) for authentication, access control to the system, information contained in the system, and general identity management.

If you decide to join milSuite, PII data such as name and email are required to implement and operate the milSuite platform. milSuite displays information from Defense Manpower Data Center's (DMDC) Defense Enrollment Eligibility Reporting System (DEERS). Upon joining a user has the option to upload a profile picture, videos, or other personal information if they desire, but it is not required.

Since October of 2016 DCPAS Planning and Accountability (P&A) directorate has used milSuite to distribute important Civilian Strategic Planning and Reporting (CSPR). Such as: Competency Models, Data Decks, FC Construct, FC Structure, Forecasting Tools, HCOP, Strategic Workforce Plans, Workforce Planning Tools, Workforce Analytics, and an abundance of miscellaneous information and reports for HR professionals.

Most recently, milSuite was used to announce the 2020 Virtual Worldwide HR Training Event (WWHRTE). This biennial event has historically been constrained by facility size; however, this year's virtual platform allows a much greater audience to participate. Attending the WWHRTE will provide an invaluable opportunity to hear from key leaders on efforts that are directly impacting you, and our HR community, and how we accomplish our mission today and tomorrow. Interested?

Take a look and join at <https://www.milSuite.mil/>

By: Shannon Coleman  
DCPAS/Planning & Accountability  
Contractor Support

## DoD STEM Office



### Virtual USA Science and Engineering Festival (USASEF) Sci-Fest

From 16 to 23 September 2020, the DoD will be participating in the Virtual USASEF Sci-Fest. Due to COVID-19 impact, this event pivoted from the bi-annual USASEF in-person event in Washington, D.C., which was scheduled for April 2020. DoD STEM, DoD Services and 4<sup>th</sup> Estate, and the SMART Scholarship-for-Service Program will comprise of the virtual Defense pavilion, which will include fun and engaging educational games, videos, and resources, as well as information to learn about STEM educational and workforce opportunities throughout the Department.

This online event is cost free and is open to all, including K-12 students, families, educators, and post-secondary students – this event can even be utilized as a “virtual field trip.” Come join us!

USASEF is a Defense STEM Education Consortium (DSEC) partner.

For more details and to register, event information can be found at <https://usasciencefestival.org/scifest-all-access-registration/>.

(POC: Mr. Lopez, Director, DoD STEM)

For more information, and how to attend/participate in any of these events, please reach out to the DoD STEM Office via email at [info@dodstem.us](mailto:info@dodstem.us).



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## ◆ DoD STEM Digital General Brochure

The newly designed DoD STEM general brochure is now available on the DoD STEM website. The intent for this brochure is for use by DoD components, partners, and the public to promote STEM pathway opportunities within the Department for students and professionals. This brochure promotes the one-of-a-kind experiences the DoD offers, and ultimately encourages the pursuit of DoD STEM careers. The digital version of the brochure is available on the website.

*For more information, the brochure is located on the homepage at <https://dodstem.us/>*

(POC: Mr. Louie Lopez, Director, DoD STEM)

## ◆ For Inspiration and Recognition of Science and Technology (FIRST) 2020-2021 Season for DoD Teams

During the upcoming 2020-2021 FIRST season, DoD STEM will be providing two grants to the DoD-supported teams: 1) season registration grants, and 2) Championship registration grants for teams that qualify. This year, over 1,700 applications were received and 1,657 teams will be funded. DoD supports the largest number of teams and directly supplies the most mentors to these FIRST robotics programs. The Department's FIRST Robotics Grants program has grown from supporting 49 teams in 2009 to supporting more than 1,200 teams in FY20 (2019-2020 season), and has expanded its reach to military child impacted teams at DoD Education Activity (DoDEA) schools in 10 countries and 2 U.S. territories.

The DoD FIRST Robotics Grants effort now reaches approximately 12,000 students in elementary, middle, and high school, and nearly 50 percent of these students are military dependents. Each DoD-supported FIRST team is required to work with a DoD or DoDEA employee throughout the season and these dedicated DoD volunteers provided an estimated 269,000 total hours of mentorship and coaching in 2019 to FIRST teams in their local community and at national robotic competitions; this is more than any other FIRST sponsor. The portal opened on 05 June 2020 and closed on 10 July 2020. This is the second year for utilizing the online application portal, which was created specifically for DoD FIRST teams.

To check out highlights from the 2019-2020 FIRST season, visit the DoD STEM blog at <https://dodstem.us/blog-posts/2020/celebrating-first-robotics-2019-2020-season-achievements>

(POC: Mr. Lopez, Director, DoD STEM)

## ◆ DoD STEM Request for Information Webinar

The National Defense Education Program (NDEP) RFI for the Office of the Under Secretary of Defense (Research & Engineering) opened on 22 July 2020 and closes on 28 August 2020. The purpose of this RFI is to survey industry (to include non-profits, academia, large, and small businesses. This RFI consists of three focus areas, including: 1) STEM education, outreach, and workforce development; 2) Biotechnology education and workforce development; and 3) Enhanced civics education. A RFI webinar will be held on 24 September 2020. For more information, the RFI can be found at <https://www.grants.gov/web/grants/view-opportunity.html?oppId=328298>

(POC: Mr. Louie Lopez, Director, DoD STEM)



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### ◆ U.S. Air Force Junior Reserve Officers' Training Corps (AFJROTC) Inaugural Computer Science (CS) Cyber Academy

The AFJROTC Cyber Academy was an inaugural summer program comprised of 24 AFJROTC high school cadets, from across the U.S., whom were interested in computer science and cybersecurity. These cadets were selected through a competitive process from 30 Air Force JROTC host schools participating in the AFJROTC CS Demonstration Project, which is a public-private partnership working to develop a national model for computer science and cybersecurity education to be deployed across the nationwide network of over 3,400 JROTC host high schools. Throughout June and July 2020, these students engaged in the "Introduction to Cybersecurity," course, which introduced students to basic security concepts and analysis, cryptography, and network defense techniques.

This program was under the supervision of instructors from Mississippi State University (MSU) and Whatcom Community College's Center for Academic Excellence in Information Assurance/Cyber Defense, and pivoted from in-person to virtual as a result of the COVID-19 pandemic restrictions. Cadets were equipped with cyber-workstations, including a laptop computers with a branded bags, gaming headsets, and additional tools needed to fully engage in the program through support from Capital One. The cadets worked in small collaborative teams led by MSU students and supported by technical mentors from the Air Force, and participate in weekly career conversations with high-level industry professionals, including the DoD.

As part of the career speaker series, Dr. Douglas Blake, Acting Deputy Director for Research, Technology and Laboratories in the Office of the Under Secretary of Defense for Research and Engineering, participated on 08 July, 2020; and, Dr. Daniel Ragsdale, Principal Director for Cyber, Office of the Director of Defense Research and Engineering Research & Technology participated on 23 July 2020.

Upon completion, each student earned three college credits from MSU, and now have the opportunity to sit for the COMPTIA IT Fundamentals certification exam. The goal for this collaboration was to extend the overall STEM outreach impact made throughout the Department to help to cultivate the next generation of scientists and engineers.

(POC: Mr. Louie Lopez, Director, DoD STEM)

### ◆ Virtual National Math and Science Initiative (NMSI) Military-Connected STEM Adventure

NMSI hosted the virtual STEM Adventure on 15 August 2020. STEM Adventure was a full day of online activities aimed to provide opportunities for military-connected students, families and communities to engage in fun and educational STEM activities. To provide robust opportunities for the targeted audience, NMSI invited additional Defense STEM Education Consortium (DSEC) partners to participate in this event and lead specific STEM focus areas. These partners included Cyber.org; MATHCOUNTS; National Center for Women in Technology (NCWIT); Society for Science and the Public (Society); TGR Foundation. As Director, DoD STEM, Mr. Lopez provided opening remarks introducing the audience to DoD STEM and the array of educational and workforce opportunities throughout the Department.

(POC: Mr. Lopez, Director, DoD STEM)

### ◆ **DoD STEM Leadership Prize at the Society for Science and the Public (Society) Spring 2020 Military-Affiliated Middle School Science Fair Winners**

Through the Defense STEM Education Consortium (DSEC), DoD STEM partnered with the Society to establish the “DoD STEM Leadership Prize” at 30 Broadcom MASTERS-affiliated middle school science fairs that serve military-impacted areas across the U.S. This prize consists of a \$100 award and a certificate acknowledging the middle school student or team that demonstrates excellence in STEM, as well as the problem-solving skills and determination to overcome challenges throughout the research project, and exemplified leadership qualities through excellent communication skills and creative thinking. The number of 2020 season student winners and respective subject areas included: Engineering - Material & Bioengineering (5); Energy & Sustainability (3); Computer Science (2); Mathematics (2); Environment and Earth Sciences (2); Plant Science (2); Microbiology & Biochemistry (1); Medicine & Health Sciences (1); and, Animal Science (1). Most interestingly, 60% of the awardees were female students.

(POC: Mr. Lopez, Director, DoD STEM)

### ◆ **National Center for Women and Information Technology (NCWIT) Virtual Series**

NCWIT hosted the “Conversations for Change” series running 04 May-22 May. These virtual sessions were designed to provide research-based recommendations and peer-to-peer discussions to create inclusive cultures. Sessions included: featured segment with Dr. Jane Goodall in a conversation about leading transformation in our lives and world; discriminatory designs in technology that encode inequity; and a conversation with NCWIT CEO and Co-founder, Lucy Sanders, as she explores ways to avoid critical mistakes of past diversity, equity, and inclusion efforts.

NCWIT is a Defense STEM Education Consortium (DSEC) partner.

The “Conversations for Change” series website can be found at <https://www.ncwit.org/summit/ncwit-conversations-change>

(POC: Mr. Lopez, Director, DoD STEM)

### ◆ **National Center for Women & Information Technology (NCWIT) AspireIT Cyber Week Career Development Panel**

NCWIT AspireIT Cyber Week was a weeklong program fully managed by high school and college students, from daily course schedule to securing career panelists, aimed at engaging middle and high school female students with cyber-related educational and career opportunities. This specific program was led by Ms. Samina Mondal, a current George Washington University undergraduate student and former NCWIT AEOP alumnae who is currently interning at the Naval Research Laboratory (NRL). From 10-14 August 2020, Ms. Mondal led approximately 35 female students during this program, and provided them with first-hand career-focused presentations from several DoD STEM professionals at NRL and the Office of the Secretary of Defense, including Director, DoD STEM, Mr. Lopez. This particular career development panel highlighted the importance of STEM talent and available opportunities throughout the Department.

NCWIT is a Defense STEM Education Consortium (DSEC) partner.

(POC: Mr. Lopez, Director, DoD STEM)

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### ◆ **Center for Excellence in Education (CEE) Research Science Institute (RSI) and DoD Facilities Summer Internships**

A total of 31 high school and undergraduate students commenced virtual summer internships at DoD facilities and Massachusetts Institute of Technology (MIT) laboratories on 21 June 2020. The CEE RSI internship program is a 6-week cost-free summer research experience designed to enable 80 high school students (known as RSI Scholars) to experience STEM research cycles from start to finish, ranging from extensive literature reviews, to detail research plans, concluding with oral and written reports of their findings. RSI scholars also participate in intensive STEM courses and engage with world-renown scientists and engineers (S&Es) to expand their exposure to STEM experts. DoD S&Es, who were also former Science, Mathematics And Research for Transformation (SMART) Scholarship for Service scholars, Dr. Katie Sebeck, a Research Engineer at the U.S. Army Combat Capabilities Development Command (CCDC) Ground Vehicle Systems Center and Dr. James McGee, Science Advisor to Undersea Warfighting Development Center, Office of Naval Research Global, virtually presented technical presentations on DoD research and efforts to this cohort of interns on 14 July 2020.

Annually, and currently through the Defense STEM Education Consortium (DSEC), DoD supports 15 students to attend the RSI program and works with CEE to place RSI alumni in internship opportunities across the DoD. Additionally, 14 RSI scholar alumni, who are college undergraduates, have been awarded internships at DoD facilities, including Wright-Patterson Air Force Base, which are fully supported by the DoD. Due to the impact of the COVID-19 pandemic on in-person gatherings, these traditionally in-person internships have been pivoted to occur virtually. Individual mentorship by scientists and engineers, including DoD professionals, is unique to these experiences, which are a continued component of these internships.

CEE is a Defense STEM Education Consortium (DSEC) partner.

(POC: Mr. Lopez, Director, DoD STEM)

### ◆ **Dayton Regional STEM Center (DRSC) Hub STEM Kits Distribution**

As a result of COVID-19's impact on school closures, DRSC distributed 300 STEM kits to students, from pre-school to middle school grade levels, in the Northridge Local School District, Montgomery County, Ohio on 03 June 2020. Each kit included written instructions for 12 projects designed for independent learning, and all necessary supplies, such as popsicle sticks and straws to build a cage for a small animal, a parachute or a tower. This distribution of kits was made possible by repurposed DSEC funding for in-person events that were cancelled due to the COVID-19 quarantine order.

According to DRSC Director Liz Wolfe-Eberly, "We understand fully that an important part of the engineering design process is hands-on and can't be duplicated virtually. We took all necessary precautions to ensure each kit was sterile in light of health concerns. We consider this project a very small first step as we delve into how best to reach students in remote areas who might not have access to hands-on activities."

DRSC is a Defense STEM Education Consortium (DSEC) Partner.

(POC: Mr. Lopez, Director, DoD STEM)



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### ◆ Teaching Institute for Excellence in STEM (TIES) Virtual Design Studio

TIES Virtual Design Studio sessions focused on the District of Columbia/Maryland/Virginia (DMV) Defense STEM Education Consortium (DSEC) Hub throughout June 2020. The intended outcomes of this session included: 1) developing a shared understanding of the collaborative ecosystem approach and build trust among partners; 2) thinking and sharing collaborative ideas to advance STEM for all in the DMV region; and, 3) begin to function as collaborators and commit to working together towards shared goals.

Additional DSEC partners participated, including Center for Excellence in Education; Tiger Woods (TGR) Foundation; National Center for Women and Information Technology; and, Morgan State University. Additional local DoD and academia participation included the U.S. Army Combat Capabilities Development Command Chemical Biological Center; Principal, Quantico Middle/High School for the Mid-Atlantic District of the Department of Defense Education Activity; Prince George's County Public Schools (PGCPS), located in Maryland, STEM Instructional Supervisor and several PGCPS educators.

(POC: Mr. Lopez, Director, DoD STEM)

### ◆ University of California San Diego (UCSD) Mathematics Project Introducing Computing and Technology (ICAT) Through Problem-Solving in Discrete Math Summer Institute for Teachers.

The UCSD Math Project, housed at the university's Center for Research on Educational Equity, Assessment, and Teaching Excellence (CREATE), hosted a Summer Institute for regional high school mathematics teachers from 22 June to 02 July. ICAT is a professional development institute whose goal is to help teachers understand the role computing can play in high school math problem-solving and classroom instruction. The ICAT Summer Institute served 20 teachers from the Oceanside Unified School District, San Diego Unified School District, San Marcos Unified School District, and Sweetwater Union High School District. Through this program, teachers explored Discrete Math content and were introduced to Python computer language through games of strategy, cryptography, and counting techniques; the curriculum also focused on identifying the best conditions for using computing and technology to solve math problems. As Director of DoD STEM, Mr. Lopez participated in a session and informed the group on STEM opportunities within DoD for participating educators as well as their students.

UCSD CREATE is a Defense STEM Education Consortium partner.

(POC: Mr. Lopez, Director, DoD STEM)



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### ◆ Virtual MATHCOUNTS Week

The Virtual MATHCOUNTS Week occurred from 11-15 May 2020. The week comprised of daily interactive activities for anyone to engage; showcased the 92 Mathletes from 23 states who qualified for the 2020 National Competition that was cancelled due to COVID-19; and, included the annual Math Video Challenge, which Mr. Lopez provided the opening remarks. The Math Video Challenge is an annual project-based team contest that is completely free. Students work in teams of 4 to create a video that shows a solution to a MATHCOUNTS problem in a real-world setting. The program is designed to be flexible so teams can work on videos anytime between the fall (when registration opens) and March 6 (the submission deadline). Members of the public were encouraged to vote for their favorite video. MATHCOUNTS is a Defense STEM Education Consortium (DSEC) partner.

To check out the 2020 Math Video Challenge student videos, and learn more about MATHCOUNTS, please visit <https://www.mathcounts.org/mathcounts-week-powered-aops>.

(POC: Mr. Lopez, Director, DoD STEM)

### ◆ National Center for Women and Information Technology (NCWIT).

NCWIT hosted the *Conversations for Change* series from 04 May to 22 May 2020. These virtual sessions were designed to provide research-based recommendations and peer-to-peer discussions to create inclusive cultures. Several sessions included: the case for why the world needs people on the autism spectrum; connecting across generations; and, a discussion about intersectionality and the ever-evolving language around gender, sex, sexuality, and race. NCWIT is a Defense STEM Education Consortium (DSEC) partner.

To check out the *Conversations for Change* series' discussions, questions and answers, and on-demand videos, and learn more about NCWIT, please visit <https://www.ncwit.org/summit/ncwit-conversations-change>.

(POC: Mr. Lopez, Director, DoD STEM)

For more information, and how to attend/participate in any of these events, please reach out to the DoD STEM Office via email at [info@dodstem.us](mailto:info@dodstem.us)

By: Ericka L. Rojas  
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## Planning & Accountability - Farewell



### Farewell DoD Leaders and Colleagues - From Kelly Sims!



After almost four decades (38 years and 6 months to be exact) as a DoD civilian employee, it is time to close the final chapter of my DoD career book. In the last twenty years, I can honestly say that I never once dreaded coming to work. I might have dreaded waking up early, but never going to work. Whether it was managing Time and Attendance and Award programs for a small DoD organization, leading and managing Workforce Development programs, or building Human Capital Strategic Plans for the Marine Corps' civilian workforce, I always felt that my work had an impact on people and the overall DoD mission.

Thank you DoD, for your community outreach and partnership with local colleges and high schools (now referred to as the Pathways program), which is how I got my start as a part-time student trainee (GS-01). I am grateful for DoD's intern program, that allowed me the opportunity to move out of the administrative occupational series into the professional series, as a Management Analyst. The DoD supervisory development program provided me with the information and tools to be successful in my first supervisory position as Branch Chief of Manpower and Management Analysis, Defense Energy Support Center (DESC). During this time I strengthened my leadership skills and was introduced to human capital strategic planning and business process reengineering, which opened the door for so many rewarding assignments.

I want to thank the United States Marine Corps for allowing me to serve with you for seventeen years. During my time with the Marine Corps I had a number of job titles ranging from Workforce Planner, USMC Federal Employee Viewpoint Survey (FEVS) Manager, Human Resources Development (HRD) Strategic Advisor, and Senior Advisor for Strategic Human Capital Planning and Management, to name a few. But the most memorable experiences came from working side-by-side with enlisted Marines and Officer's. I have the utmost respect for all of our DoD military branches, but I will forever have a special place in my heart for the Marine Corps.

The DoD tuition assistance program enabled me to earn my Bachelor's degree and then my Masters of Business Administration from Mary Washington University. The Leadership Development and mentor program strengthened my leadership skills and provided career direction. Throughout the years, DoD has provided me with so many opportunities to grow, even up to my very last assignment, where I responded to a "Career broadening opportunity" announcement. In turn, I became the Program Manager for the Enterprise Digital Learning Modernization (EDLM) reform effort. The EDLM effort will enhance the digital learning experience of 3 million active duty and civilians, while streamlining processes, reducing duplication, and saving DoD money. I have learned so much in this last year, and I can't think of a better way to end my DoD career than supporting an enterprise-wide program that has such value for our workforce and the Department.

Thank you to the HR Community for all that you do for the civilian workforce. Through recruitment, workforce development, performance management, strategic planning, labor relations, policy, and workforce planning, you each play an important role that allows us to live our DoD careers to the fullest. Thank you for making mine spectacular!

Sincerely,  
Kelly Sims (DoD Retired)

## Planning & Accountability

New  
Employees

Planning & Accountability Directorate welcomes new employees!



**Melody Armstrong** recently joined DCPAS as the Associate Director for Planning & Accountability. She comes to us from the Department of the Navy (DON), Office of Civilian Human Resources HQ, where she served as the Associate Director for HR Systems and Analytics. She was responsible for DON civilian HR systems and infrastructure, data analytics, common business processes and continual process improvement programs. Prior to that, Melody served as the Director of Civilian HR Management at Defense Threat Reduction Agency/USSTRATCOM Center for Combating WMD. In this position, she was responsible for leading and managing the entire civilian personnel portfolio and the Albuquerque, New Mexico J1 office. Melody also served at National Aeronautics and Space Administration (NASA), John F. Kennedy Space Center as Chief of the Human Resources Operations Office. In this position, she was responsible for civilian personnel policies and programs, HR service delivery, and advisory services.

Melody's experience includes two overseas tours working for Department of the Army Civilian Human Resources Agency (CHRA), US European Command (USEUCOM), and US Africa Command (USAFRICOM) as well as with 13 Non-DoD Federal Agencies and Foreign Governments providing guidance and direction in the management of the US, Interagency, and Foreign National employment programs.

Melody is a recent graduate of the Defense Senior Leader Development Program (DSLDP). As part of DSLDP she attended the Army War College in Carlisle, PA where she earned a Master's Degree of Strategic Studies and a Joint Professional Military Education Phase II Diploma. Melody also holds a Master of Public Administration from Troy University in Troy, AL. She has been awarded the Department of the Army Commendation Medal and the Joint Civilian Service Commendation Medals. Melody enjoys gardening and traveling with her family.

\*\*\*\*\*

**Chad Hodges** is a Personnel Research Psychologist with Competency Management Team of Planning & Accountability. He acts in a key role for DCPAS in the development, validation, and implementation of enterprise-wide competencies. Chad has a significant amount of experience developing and validating competency models/job analysis results, as well as developing and validating competency-based assessments for employee selection, promotion, and developmental purposes. Before joining DCPAS, Chad worked for the Transportation Security Administration (TSA) in Arlington, VA where he led efforts to overhaul the Transportation Security Officer (TSO) selection/assessment process, as well as developed valid assessments (e.g. structured interviews, written tests, work samples, knowledge tests) or evaluated vendor-developed assessments for the purposes of personnel selection, evaluation, or development to ensure compliance with legal and professional standards and provisions. Before TSA, Chad worked for the Ohio State Highway Patrol (OSHP) in Columbus, OH where he worked to build the organization's leadership structure through the use of promotional systems that utilize a variety of tools such as in-house training courses, assessment centers, and goal-oriented, developmental feedback. Much of Chad's work at both TSA and OSHP consisted of facilitating group discussions through workgroups, panels, and focus groups.

Chad has an M.S. in Industrial/Organizational Psychology from East Carolina University in Greenville, NC and a B.A. in Psychology from Radford University in Radford, VA. In his free time, Chad enjoys exercising (running, weight lifting, bike riding), reading, and watching movies. He's a huge movie nerd, so feel free to stop by to talk about movies!

# Planning & Accountability



Planning & Accountability Directorate welcomes new employees!

**Martha Epperly** is an Industrial Organizational Psychologist coming from AE Strategies as a consultant on a DCPAS contract. She graduated from Radford University in 2019 with a Master's in Industrial Organizational Psychology. Prior to graduation, she interned at Systems Planning and Analysis as an Organizational Development Intern.

In her free time, Martha enjoys doing various arts and crafts, embroidery, and sewing projects. She also enjoys taking walks in Fort Washington National Park.

\*\*\*\*\*

**David A. "Tony" Schlagel** is joining the DCPAS Planning & Accountability office. He comes to us from the Joint Chiefs of Staff J1 Personnel Readiness Division, where he provided CJCS and Joint Staff oversight regarding military family readiness, community support, veteran, and related policies and programs. Prior to that, Tony served for seven years in DHRA's Defense Personnel and Family Support Center (DPFSC), working in both Employer Support of the Guard and Reserve (ESGR) and the Yellow Ribbon Reintegration Program (YRRP) as an active duty Air National Guardsman.

Tony is a graduate of Liberty University, with a Master's Degree in Leadership and Management, and of the US Air Force Air War College. He has been awarded the Defense Meritorious Service Medal and the Joint Service Commendation Medal. Tony enjoys motorcycling, outdoor sports, volunteer work, and travel with his family, and continues to serve in the Virginia Air National Guard.

## Upcoming Meetings



Meeting	Date	Room #	Time
FCMEC	September 22, 2020	DCS/Teleconference	1300-1500
WPAG	November 12, 2020	Mark Center Conference Room -14	1300-1430
FCMEC	December 15, 2020 (tentative)	TBD	TBD

## Connect with DCPAS on Social Media



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



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<https://twitter.com/DCPASExcellence>



## Online Resources

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

- **Strategic and Directive Documents**
  - Human Capital Operating Plan
- **Strategic Workforce Planning Guide**
- **Competency Validated Models**
- **Data Decks**
  - DoD Wide
  - Functional Communities
  - Mission Critical Occupations
  - Special Groups
  - 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>
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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**PLANNING & ACCOUNTABILITY DIRECTORATE - LOB 1**

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**PLANNING**

**Strategic Workforce Planners**

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