DEPARTMENT OF DEFENSE
DCPAS
Defense Civilian Personnel Advisory Service

Department of Defense
Strategic Workforce Planning
People • Planning • Progress

Second Quarter 2017

SWP At-A-Glance
DoD MISSION, DoD WORKFORCE.
YOU CAN'T PLAN FOR ONE WITHOUT THE OTHER.

The Defense Civilian Personnel Advisory Services (DCPAS), Civilian Strategic Planning & Reporting (CSPR) Division develops policy and guidance for civilian human capital planning initiatives, including leading development of Department of Defense (DoD)-level Strategic Workforce Plans and facilitating the management of functional communities and enterprise competencies. The goal of strategic workforce planning is to shape and improve the civilian workforce to support national defense requirements and effectively manage the Department.

Lines of Effort (LOE)

LOE 1

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

LOE 2

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

LOE 3

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

LOE 4

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

LOE 5

Mission Critical Occupations:
Naming ,Convention, Criterion Validation

LOE 6

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

LOE 7

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

From the Desk of Ms. Deborah Ray!

Spring forward! Hooray! That means that warm weather is on its way. Here's hoping our cherry blossoms are able to survive the confusing weather so far. Brrr!

Lots of things are a-foot here at CSPR! The most significant new development is OPM's update of 5 CFR Volume 250, which requires significant changes in the area of Human Capital accountability and planning, as well as requiring more use of data in our planning processes. You can find a hyperlink to the updated version near the end of this newsletter as it was reported in December's Federal Register. You will be hearing much more about this update during the upcoming quarter.

CSPR has also kicked off Line of Effort 1 (see list just to the left), where we have begun development of a curriculum on civilian HR analytics and use of data. I know everyone will be excited to see invitations to training coming soon. We are targeting training to be held here in Alexandria, VA for 25-26 July. Save the dates! We will be looking forward to good representation from our functional communities and components.

We have also refocused our Line of Effort 6 on refreshing our Functional Community management efforts. Most recently, you have seen more strategic communications from us as we are now sharing what priority HR policies are moving around in DCPAS. Also, our most recent SHCM ESC agenda held on 15 March was committed to discussions that are both timely and relevant to workforce planning. This Line of Effort will also take on updating our DODI 1400.25, Volume 250 to better address the new OPM requirements, as well as strengthen the roles of our governance members.

There are lots more information provided in this quarter's newsletter. As always, just let us know how we can continue to make our newsletter a benefit to you.

Thanks!

Deborah Ray, CSPR Chief

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Strategic Workforce Planning

Understanding Attrition

Attrition is a fact of life for all organizations. "Good" attrition can create promotion opportunities for talented employees, help agencies add new skills and competencies, and weed out poor performers. On the other hand, losing experienced employees at can hurt an agency's capacity and performance.

The first and most important step in understanding attrition is to understand why employees are leaving. When agencies understand who is leaving and why, they can better identify those employees who are attrition risks. In-depth attrition analysis can help leaders understand what is occurring within their workforce, prepare for anticipated attrition, and address problems that are causing unwanted turnover.

One good way to understand what drives attrition is to ***collect exit data*** through online surveys or in-person interviews. Exit data is important and provides valuable insight, but response rates are often low and employees can be reluctant to be candid because they're uncomfortable sharing why they have decided to leave the organization.

Another valuable but underutilized data source is ***employee feedback surveys*** such as the annual Federal Employee Viewpoint Survey (FEVS). Patterns in the FEVS suggest that agencies should (1) consider how to develop ways to improve performance recognition and make sure that award programs are meaningful and effective, (2) examine how supervisors assign tasks, (3) clarify the line of sight between individual jobs and agency mission, and (4) figure out how to strengthen training and development programs.

Data from exit interviews or surveys can help answer the "why they are leaving" question. Taken together, employee survey feedback and exit data enable agencies to better determine why certain groups of employees are leaving or may leave.

This analysis may reveal that there are groups of employees with already high attrition or who may be at risk of leaving, warranting further assessment and attention. The information can also assist agencies to understand attitudes and behaviors of departing employees.

Agency leaders should incorporate these factors into the broader attrition analysis and use the results to develop action plans to reduce unwanted attrition. These action plans should focus on solving problems that prompt new hires, employees in mission-critical jobs, high performers, senior leaders and other talented employees to leave.

No single magic bullet or retention strategy will ensure that top quality employees stay on the job. However, the bottom line is that if agencies don't collect and analyze data to better understand attrition, they can't proactively fend off unwanted or unpredicted loss of talent.

Need help in attrition analysis? Just let us know!

By: Jonathan Carter, Strategic Workforce Planner, CSPR

Industrial Organization Psychologist Corner

Positive Psychology and Motivation

Positive psychology is an umbrella term for the study of positive emotions, positive character traits, and enabling institutions. Research findings of positive psychology are intended to supplement, not remotely to replace, what is known about human suffering, weakness, and disorder. The intent is to have a more complete and balanced scientific understanding of the human experience — the peaks, the valleys, and everything in between – experiences that transcend every facet of our lives, to include the workplace.

Worth noting, positive psychology focuses on helping people, communities and organizations become happier and healthier…studying individual strengths and optimal functions, in efforts to help people make better decisions, which in turn gives individuals better chances at greater success and living longer. Many advocates of positive psychology believe that a thorough science and practice of psychology should include an understanding of suffering and happiness, as well as their interaction, and validated interventions that both relieve suffering and increase happiness— two separable endeavors.

In our pursuit of strengthening the workforce, it is vital that we maintain a holistic perspective in understanding our population (e.g., organizations, employees, etc.). As we enter into the organizational environment, we do not disassociate from our personal beliefs, values, norms, and concerns. Just ask, am I more productive to the organization when I am happy? The answer can vary based on many variables. So, let's look at one variable - MOTIVATION.

The Positive Psychology Program (https://positivepsychologyprogram.com/self-determination-theory/) highlights aspects of the self-determination theory (SDT), a prototypical example of a positive psychology theory – which illustrates many approaches to understanding motivation within the department. SDT provides a nuanced, integrated, and scientifically supported framework for understanding optimal functioning, while also addressing "negative" processes that can get in the way of optimal functioning. *Take a Look!*

ACCOMPLISH
FINISHING
PURSUE
ACHIEVEMENT
GOALS
PUSH
ATTAIN
GRASP
REACH
ATTEMPT
IGNITE
REACHING
CHASE
INTERNAL
RESPONSIBILITY
COMPLETION
MATURITY
SCHEDULE

Motivation

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C G I U J R Z J N Y T X M D M Z A F
H R G A R E A C H I N G S R T I C I
A A N Q P A C H I E V E M E N T C N
S S I L Q S C H E D U L E A B F O I
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Y I N T E R N A L B T X R D F P H W
C C B T D E D I C A T I O N C T R S
V B V C B P U R S U E F Y G I N N S
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By: Dr. Jerome Jones, I/O Psychologist, CSPR

# Workforce Data Analytics

Retirement Eligibility Populations, Annual Retirement Rates, and what they suggest about the immediate future of Retirement Type Losses

The Civilian Strategic Planning and Reporting (CSPR) Division provides Retirement Eligibility Population percentages and counts on the Demographics page of each Data Deck developed each quarter (available at https://www.milsuite.mil/book/groups/cspr). CSPR workforce planners and analysts monitor Retirement Eligibility in three Tranches: Currently Eligible to Retire, Within 1 Year of Retirement Eligibility, and Within 2-5 Years of Retirement Eligibility. We also monitor and report on losses, which includes losses by Retirement, Resignation, Transfer, and Other.

One would expect that Retirement type losses would come primarily from older Age Groups of employees. As shown in Figure 1 below, this assumption is true, with Retirement type losses coming primarily from Age Groups 55-59 and older. Data also shows that Retirement loss behavior by Age Group over time is very consistent as depicted by the same general shapes of the Fiscal Year curves through 9 years of data. Note that despite retirement eligibility starting at age 55, there are a small number of retirement losses in age groups younger than 55-59. These are due primarily to disability and early retirements.
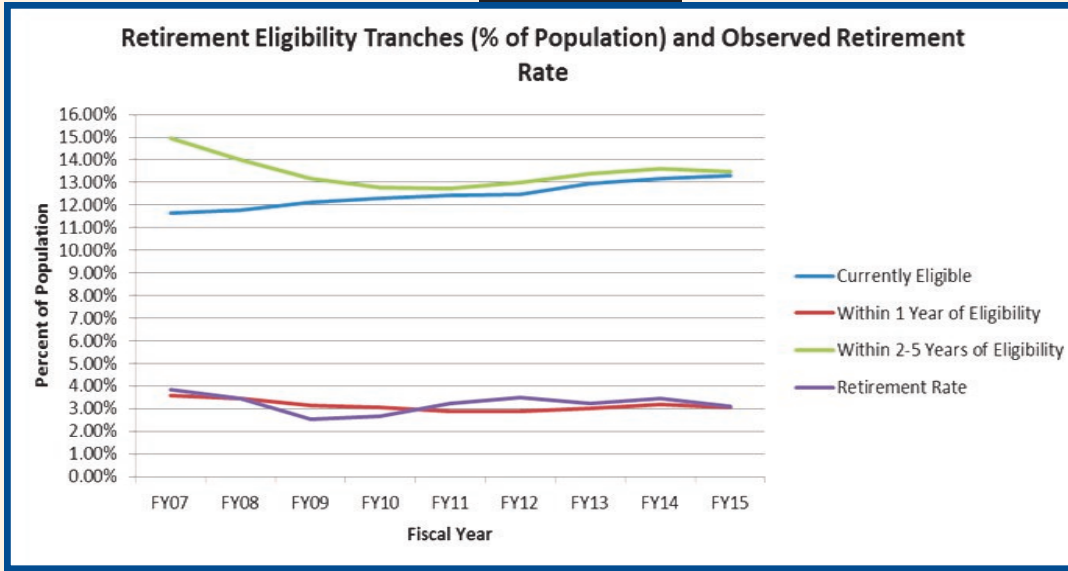
Figure 1
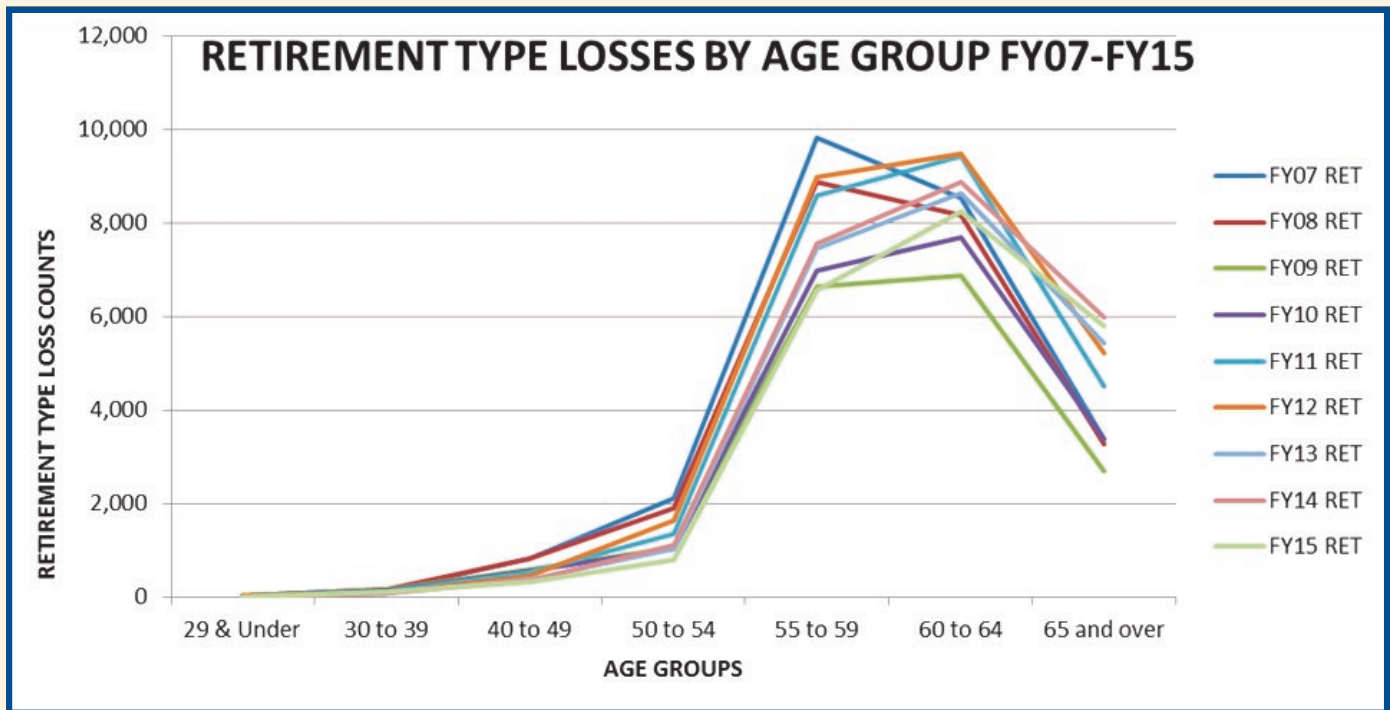
Thorough and comprehensive monitoring and analysis of losses is a critical component of workforce management and Strategic Workforce Planning. Analysis of losses by loss type and at levels deeper than aggregate yield valuable insights into how your workforce is behaving, and also provide your Workforce Planner the ability to forecast and anticipate future losses more accurately.

Retirement type losses are particularly interesting and useful in this regard as, generally speaking, those employees who retire are taking with them vast amounts of expertise and experience. Developing detailed retirement loss forecasts allow Planners to also develop robust succession plans to minimize the negative effect of losing such skilled and experienced personnel to retirement.

Workforce Data Analytics

Figure 2

Retirement Eligibility Tranches (% of Population) and Observed Retirement Rate

Legend:
- Currently Eligible
- Within 1 Year of Eligibility
- Within 2-5 Years of Eligibility
- Retirement Rate

X-axis: Fiscal Year (FY07 – FY15)
Y-axis: Percent of Population (0.00% – 16.00%)

	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15
Currently Eligible	11.63%	11.78%	12.13%	12.29%	12.44%	12.46%	12.95%	13.16%	13.28%
Within 1 Year of Eligibility	3.58%	3.44%	3.15%	3.07%	2.87%	2.86%	3.02%	3.19%	3.05%
Within 2-5 Years of Eligibility	14.96%	13.98%	13.17%	12.77%	12.71%	12.99%	13.38%	13.61%	13.47%
Retirement Rate	3.83%	3.46%	2.53%	2.64%	3.24%	3.51%	3.24%	3.44%	3.09%

As depicted by the Retirement Eligibility curves in Figure 2, the portion of the workforce that enters each of the Retirement Eligibility tranches has remained relatively consistent since FY07. Notably, there was a steady growth in trend (approximately 1.65%) in the Currently Eligible population across the 9-year period. Data also shows a turbulence in the populations and the retirement rate from FY09 to FY12, and we hypothesize that this is a result of the uncertainty associated with Sequestration.

The consistent percentage of the population over time in the 'Within 1 Year of Eligibility' group and the consistent Retirement Rate during the period observed give us a great deal of confidence that the Retirement type loss behavior of our workforce is likely not to greatly change anytime in the near future. If generally the same portion of the population enters into the 'Within 1 Year of Eligibility' group, then generally the same portion of the population will also enter into the 'Currently Eligible' group. And if generally the same portion of the workforce actually retires each year, it is unlikely that there will be greatly different retirement type losses in the near future.

While it is highly unlikely that retirement loss behavior in the foreseeable future will change dramatically, it is not impossible. Retirement losses could greatly increase or decrease due to unusual external events. Economic factors play a large role in retirement decisions of those who are retirement eligible. A sharp downturn in the economy could influence retirement eligible employees to continue working after they might otherwise have retired. Conversely, an economic boom might entice retirement eligible workers to retire sooner than planned.

Policy decisions and political climates may affect employees' retirement decisions as well. As a case in point, we can consider the effect of a 60-90 day hiring freeze on retirement type losses. We may hypothesize that such a hiring freeze may defer some number of retirement losses until the hiring freeze is lifted. Retirement eligible employees may wish to provide a measure of continuity since their organizations cannot fill the vacancies left with their retirement. Our hypothesis is that there will be no real discernible effect of a short term hiring freeze on retirement losses, and further that there will be little to no long term effect on retirement loss behavior.

Absent some profound external event, the data suggests that DoD retirement losses will continue to be consistent for the immediate future.

By: Darby Wiler, Workforce Data Analyst, CSPR

STEM

STEM Opportunities for Military Children

The Department of Defense (DoD) engages in a myriad of strategic programs and activities designed to develop the STEM talent pool to meet current and future DoD workforce needs. The DoD STEM strategy includes programs targeting students at the K-12, undergraduate and graduate levels, while making sure that efforts are extended towards groups that are traditionally underrepresented in STEM fields.

One area of focus is on increasing the STEM capabilities of the children of our active duty military members. The Military Child Pilot Program (MCPP) was authorized by the FY2015 National Defense Authorization Act, Section 233, recognizing that DoD has a responsibility to ensure that quality education is provided to military children, especially when it comes to STEM subject matter. Military dependents are a unique population because the constant relocation can impact their access to educational opportunities.

Through a partnership with the National Math & Science Initiative (NMSI) DoD works to provide rich and meaningful STEM education experiences to military-connected children nationwide. NMSI is a nonprofit organization, with the mission of improving teacher effectiveness and student achievement in STEM. Through their College Readiness Program (CRP), the historic success rate to-date for NMSI serving military-connected schools is an 85% first-year increase in math/science Advanced Placement (AP) qualifying scores that grows to a 128% increase over baseline by the program's third-year. The CRP also has dramatic impact on student outcomes among students traditionally underrepresented in math and science. After three years, African-American and Hispanic students see a 166% increase in AP qualifying scores across all underrepresented students, while female students see a 140% increase. In addition to having access to traditional math and science AP courses, students at NMSI's military-connected schools will also receive instruction and support in AP computer science as part of a joint partnership between DoD and the National Science Foundation.

By: Diann McCants, STEM Development Office
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Human Resources Functional Community & Accountability Division

Human Resources University (HRU) offers human resources training to government professionals either online or in-person. Notably, HRU provides the means for our HR community to complete their Mandatory Functional Training (MFT). MFTs, required by 38 U.S.C. § 4335, obligate human resources personnel to participate in these mandatory courses:

Uniformed Services Employment and Reemployment Rights Act (USERRA) – Training includes rights, benefits, and obligations of members of the uniformed services

Veterans Employment Initiatives – Sharing agency Veteran recruitment strategies throughout the government, best practices and Veteran success stories

Increasing Federal Employment of Individuals with Disabilities – Training for Human Resources Personnel and Hiring Managers

However, HRU offers so much more! Students can enroll in dozens of accredited courses, with printed certificates, to keep your career on the move! Users can access these courses by visiting and enrolling at **https://HRU.gov.**

By: Gwen Thompson, HRU Ambassador
HR Functional Community and Accountability Division, DCPAS
gwendolyn.v.thompson.civ@mail.mil

CSPR News

WELCOME to CSPR

Lisa Charette

Ms. Lisa Charette joined CSPR as a strategic workforce planner. Prior to her assignment as a strategic workforce planner, Lisa was the Staffing & Classification Branch Chief at NAVSEA Headquarters, where she was responsible for all aspects of Staffing, Classification and Compensation for 5,000+ civilians. Ms. Charette is a graduate of Park University with a double Bachelor of Science Degree in Computer Information Systems/Human Resources and Management, she holds a Master of Business Administration Degree from Webster University and a Master of Science Degree in Strategic Management from Troy State University. Ms. Charrette's career includes 8.5 years in the United States Air Force as a maintenance data systems analyst, 5 years in Information Technology, and 10 years as an HR Specialist in operations, policy, strategic human capital, strategic compensation, classification, and data analytics for two cabinet level agencies.

Kelly Sims

Ms. Kelly Sims has over 20 years of experience leading organization change and human capital strategic initiatives within the Department of Defense (DoD). Ms. Sims started as a Program Analyst for the Defense Technical Information Center (DTIC) supporting the DoD Information Analysis Center (IAC) program and then served as Team Lead for the DTIC Resource Management Division where she was responsible for manpower, organization structure, and Business Process Reengineering (BPR) studies. She later became supervisor of the Manpower and Management Analysis Branch, Defense Energy Support Center (DESC), responsible for civilian workforce management programs, policy, and Government Performance Results Act (GPRA) initiatives.

In 2000, Ms. Sims became advisor for civilian workforce programs, policy, and workforce development programs for the United States Marine Corps (USMC), Marine Corps Systems Command, where she led a number of strategic workforce planning and Balanced Score Card initiatives. She later served the USMC, Manpower and Reserve Affairs, where she was responsible for enterprise Workforce Development programs and Strategic Human Capital Planning and Management initiatives to include the design and implementation of the 2012 and 2016 USMC Civilian Workforce Strategic Plans, USMC annual human capital management assessments, scorecards and metrics.

Ms. Sims was born and raised in Alexandria, Virginia. She received her Master of Business Administration from the University of Mary Washington and is certified as a Human Capital Strategist by the Human Capital Institute. She spends her leisure time surrounded by family, friends, and enjoying outdoor activities.

UPCOMING MEETINGS			
TITLE	**DATE**	**LOCATION**	**TIME**
SHCM WPAG	May 11, 2017	MCCC Rm 20	1300-1430
SHCM ESC	June 21, 2017	PCCC Rm M1	1030-1130
SHCM WPAG	August 10, 2017	TBD	TBD
SHCM ESC	September 20, 2017	TBD	TBD
SHCM WPAG	November 2, 2017	TBD	TBD
SHCM ESC	December 13, 2017	TBD	TBD

Online Resources

CSPR Online Resources: https://www.milsuite.mil/book/groups/cspr

CSPR Division has created a milBook site in milSuite to house documents related to strategic workforce planning. The documents are useful to our customers. Some of the documents posted on milSuite are:
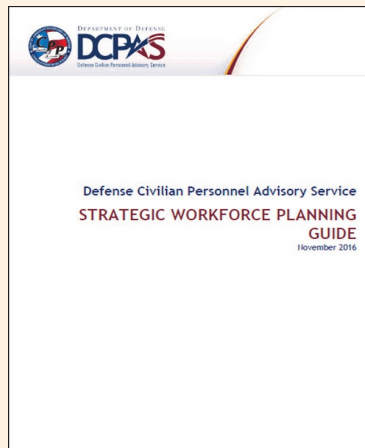
- Strategic Workforce Planning Guide
- Competency Validated Models
- Strategic and Directive Documents
- Data Decks
  - Functional Community Quarterly Data Decks
  - Mission Critical Occupations
  - Special Groups
  - Fourth Estate Agencies
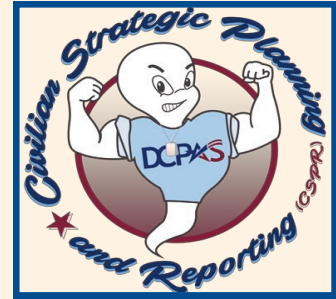
CSPR MilSuite Site	https://www.milsuite.mil/book/groups/cspr
SWP Report FY 2016– 2017	https://www.apps.cpms.osd.mil/shcp/FY16-21_Report-Final.pdf
Cyber One Stop Toolkit	http://yoga.cpms.osd.mil:800/Subpage/CyberOneStop/CyberHome
DoD STEM Development Office	http://www.dodstem.us/
5 CFR Part 250	https://www.gpo.gov/fdsys/pkg/FR-2016-12-12/pdf/2016-29600.pdf
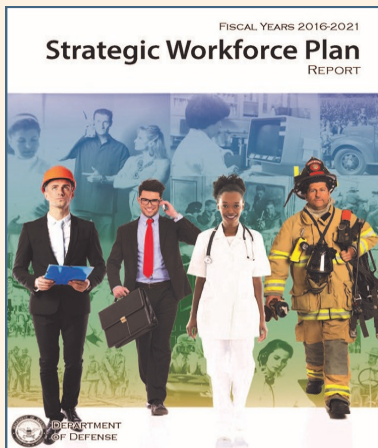
Strategic Workforce Plan Report FY 2016-2021

Strategic Workforce Planning Guide

Cyber One Stop Toolkit

CSPR Points of Contact

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Component Assignment:	*Air Force*		
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Component Assignment:	*Fourth Estate*		
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Component Assignment:	*Army*		
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Component Assignment:	*Navy*		
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Advanced Analysis	**James Walter**	james.walter6.civ@mail.mil	571-372-2029
	Berenice Eberhart	berenice.l.eberhart.civ@mail.mil	571-372-2043
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	Jerome Jones	jerome.jones7.civ@mail.mil	571-372-2258