DEPARTMENT OF DEFENSE
DCPAS
Defense Civilian Personnel Advisory Service

Department of Defense
Strategic Workforce Planning
People • Planning • Progress

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:
Link/Integrate FC assessments; Develop template plan; Total workforce planning; Link strategies to budget

SWP At-A-Glance

Third Quarter 2017

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.

From the Desk of Ms. Deborah Ray!

Happy Memorial Day Weekend! As many of you are now aware through briefings and messages across DoD, our efforts to further highlight the criticality of effective human capital planning and management continues to gain lots of attention. We have been working hard to develop and deliver OPM's latest requirements, driven by the updated 5 CFR Volume 250. In this newsletter you will find a brief article on the Human Capital Operating Plan (HCOP), which is part of the update requirements. We are also using HCOP development as an opportunity to reenergize the focus on our civilian workforce. CSPR has significantly increased its engagement with you and will continue to extend opportunities for you to be part of our human capital planning efforts. Now is your chance to get involved and help make a difference.

Our newsletter this quarter also provides insights into workforce reshaping and its role in better addressing workforce redistribution and reallocation. We believe providing you insights and resources for reshaping options while looking to respond to OMB's reform requirement will be well worth your time. This newsletter also shares upcoming changes to HR University that will impact those who rely on it for training. Note that 9 June (*less than 2 weeks away!*) is the deadline for downloading your transcripts and training records before they are removed from the system! And heads up! Registration for HR workforce data training opens on 14 June. Make sure you save the date to sign up for this insightful and engaging exchange on understanding the role of data and analytics in workforce planning.

We are here to support you and to be a part of your human capital and workforce planning efforts. Let us know how we can help. Thanks!
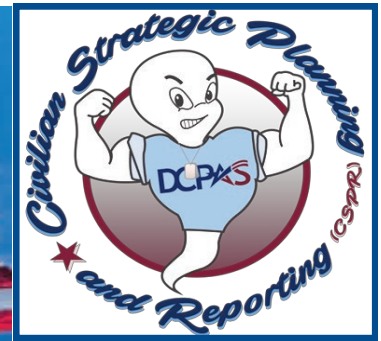
The organization is, above all, social. It is people." - Peter Drucker

Line of Effort 1 - Training
Workforce Data Training

CSPR will be launching its first training event as a part of Line of Effort 1, focused on Workforce Data and Analysis. The training's objective is to provide a better understanding of the role and use of civilian HR data in workforce analytics. The curriculum includes understanding data, the role of requirements determination, workforce demographics and trend analysis, losses and gains, incentive use, environmental scanning, forecasting and available CSPR tools.

Workforce Data Training will be open to Functional Community and Component Action Officers. Seats will be available on a "first come first served" basis. Workforce Data Training will be held from July 25-26, 2017 at the Mark Center in Alexandria, VA. Registration begins on June 14, 2017.

Point of contact for this event is Ms. Reena Tewari, reena.tewari.civ@mail.mil. More information will be distributed through the WPAG community contact list. We look forward to seeing you there!!

Civilian Strategic Planning & Reporting Division

Workforce Data Training

Mark Center
Conference Center
Level B1 –Room 19

July 25 – 26, 2017

Industrial Organization Psychologist Corner

Busy as bees!!

Check back next quarter for the latest in what's happening from the I/O Psychologist Corner!

Strategic Workforce Planning

The Human Capital Operating Plan (HCOP)
Strengthens Human Capital Management

Effective April 2017, the Office of Personnel Management (OPM) revised the Title 5, Code of Federal Regulation (CFR), Volume 250, Subpart B, to strengthen Strategic Human Capital Management across the federal workforce. The revised 5 CFR Vol 250 reinforces human capital (HC) strategic planning and ensures that agency strategic plans include human capital strategies that are directly aligned with their agency mission, goals, and objectives.

One of the more significant changes is that federal agencies are now required to develop a Human Capital Operating Plan (HCOP) that serves as the implementation document in supporting human capital efforts that contribute to priorities within Agency Strategic Plans (ASPs). The HCOP will be developed through an agency working group led by the Chief Human Capital Officer (CHCO) and other key stakeholders, Performance Improvement Officer (PIO), Chief Information Officer, Chief Financial Officer, Functional Community experts, and DoD Component representatives. The HCOP is a planning document (not a report) that must:

- Be established by the CHCO, in collaboration with the agency's senior management team.
- Explicitly describe agency specific skills and competency gaps that must be closed through the use of human capital strategies.
- Include annual human capital performance goals and measures.
- Reflect Human Capital Framework (HCF, formerly HCAAF) systems and standards, consistent with ASP and the   accompanying Annual Performance Plan (APP), to address human capital priorities and goals.
- Address government-wide priorities identified in the newly established OPM Federal Workforce Priorities Report (FWPR), projected to be released in June/July 2017.

DoD is no longer required to prepare and submit a biennial Strategic Workforce Planning Report to Congress, and will instead establish a 4-year HCOP that is reviewed quarterly and updated annually. Like the DoD Strategic Workforce Plan, the HCOP will continue to address workforce staffing and competency gaps and prescribe specific HC strategies for closing those gaps. In summary, the HCOP will advance the way that DoD conducts human capital strategic planning and will offer the following advantages:

- Requires CHCO involvement in the initial agency strategic planning process and partnership with the PIO to ensure that human capital priorities are addressed in the ASP.
- Incorporates strategic human capital resource requirements into the budget process.
- Increases senior leadership visibility and oversight of human capital strategic progress through quarterly metric reviews.
- Provides a flexible implementation plan that allows for continuous adjustments and refinement.
- Incorporates the HCF model to ensure effective utilization of the four major Human Capital Systems: Strategic Alignment, Talent Management, Performance Culture, and Evaluation.
- Provides annual review and consultation with OPM to improve human capital effectiveness.

Civilian Strategic Planning and Reporting (CSPR) Division will continue to refine the DoD HCOP development process and incorporate further guidance from OPM as it is received.
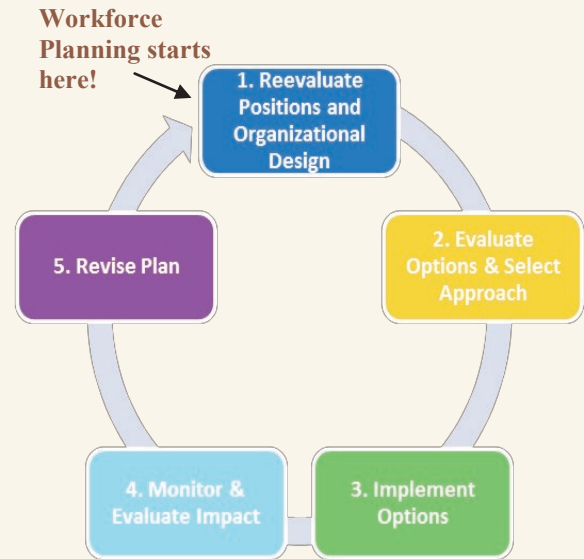
By: Kelly Sims
Strategic Workforce Planner, CSPR

Strategic Workforce Planning

Think Workforce Reshaping! Workforce planning is the basis for managing an organization's human capital and promotes an agency's ability to hire qualified individuals to pursue its mission. When agency missions and priorities change, they may need to consider workforce reshaping options to effectively and efficiently align the agency's workforce with current or anticipated requirements. Workforce reshaping is defined as a systematic process for identifying and addressing any gaps between the workforce of today and workforce of tomorrow. In developing a reshaping plan, an agency should use workforce planning and analysis to identify key personnel-related issues that affect the agency's present and future ability to perform its missions.

Some of the steps in Workforce Reshaping are:
1. Reevaluate Positions and Organization Designs
- Surplus positions due to the reorganized, reduced, or redirected mission
- Positions still needed to perform the agency's work
- Available mechanisms that may help an agency to avoid a reduction in force (at the agency's option) if the reshaping plan results in surplus positions
- How many full time equivalents are needed for what period of time
- How the workforce supports the agency's mission by considering:
     - Current and emerging mission requirements
        (including technology changes)
     - Position (by series, grade and location)
2. Evaluate Options and Select Approach
3. Implement Options
4. Monitor and Evaluate Impact
5. Revise Plan (and Repeat Steps 2 to 4 as Needed)

Workforce Planning starts here!

1. Reevaluate Positions and Organizational Design
2. Evaluate Options & Select Approach
3. Implement Options
4. Monitor & Evaluate Impact
5. Revise Plan

Tools for Workforce Reshaping

When implementing a reshaping effort, timing and options are important to ensure minimal disruption to an organization and the mission. The following are options to consider for reshaping to minimize and even avoid the need for a RIF. Some of the options are listed below:

Temporary Options	Voluntary Options	Permanent Option
Attrition	Reassignment	Reduction In Force
Reassign Surplus Employees to Other Positions	Phased Retirement	
Train Employees for other Positions	Voluntary Reduction in Work Hours	
Freeze Promotion Actions	Voluntary Early Retirement Authority	
Freeze Hiring Actions	Voluntary Separation Incentive Payment	
Separate temporary employees	Voluntary change to lower grade	
Furloughs		

For more information, visit OPM's Workforce Reshaping Resources: http://www.opm.gov/reshaping

By: Reena Tewari & Lisa Charette, Strategic Workforce Planners, CSPR

Workforce Data Analytics

Are We Winning the Talent War?
Importance of Benchmarking Loss Rate and Internal Movement Rate

In previous newsletters we discussed the importance of understanding attrition and the immediate future of retirement type of losses. Today we will review the importance of benchmarking loss rate and internal movement rate. Hiring and retaining good employees have become the chief concern of nearly every company in every industry. In a broad sense, attrition refers to the movement of workforce into and out of an organization. This movement is an index of stability of that workforce. An excessive movement of employees is therefore considered undesirable and expensive. Managing attrition should thus be viewed as a dynamic process which needs to be kept aligned with the changing realities in the environment. Benchmarking is an indispensable tool that allows measuring processes, practices and results against similar organizations. When comparing benchmarking data, the information should be used as a tool for decision-making rather than as an absolute standard.

The chart below displays loss rates for the Functional Communities (FC) and independently identifies loss rate from internal movement out rate.

Functional Community	Loss Rate to DoD	Movement Out Of Functional Community Rate	Total Loss Rate
Acquisition	7.41%	3.33%	10.74%
Administrative Support	11.99%	9.57%	21.56%
Education	11.84%	2.61%	14.45%
Engineering-Nonconstruction	5.40%	1.71%	7.11%
Environmental Management	6.84%	3.06%	9.90%
Facility Engineering & Mgmt.	7.09%	4.93%	12.02%
Financial Management	7.54%	3.40%	10.94%
Foreign Affairs	8.18%	3.32%	11.51%
Human Resources	9.63%	4.55%	14.18%
Information Technology	7.19%	1.47%	8.66%
Intelligence	7.41%	1.84%	9.25%
Law Enforcement	10.38%	3.60%	13.98%
Legal	8.17%	3.68%	11.85%
Logistics	7.66%	3.21%	10.88%
Medical	10.54%	1.54%	12.09%
Mil Comm & Family Support	13.43%	6.20%	19.63%
Misc OCC SRS Holding Acct	7.01%	4.61%	11.62%
Public Affairs	8.99%	2.83%	11.82%
Safety & Public Safety	6.01%	1.06%	7.08%
Science & Technology	5.87%	2.74%	8.62%
Security	7.53%	2.70%	10.23%
Sum:	**7.96%**	**3.43%**	11.39%

The internal movement out rate indicates the percentage of employees that left the functional community but still work at DoD. The total loss rate denotes the percentage of employees employed at the beginning of the fiscal year that are no longer employed at the end of the fiscal year within the initial functional community. It is important to understand whether or not the loss rate is an issue that needs immediate attention.

When addressing loss rates, the focus should be on managing people, not on managing retention. Organizations should emphasize managing the work environment to improve productivity among the workforce. An organization cannot grow without the commitment and engagement of its employees.

Regarding gains, individuals often enter jobs via two different routes: internal mobility and external hiring. In the table below, the column of gains rate presents the gains of employees from outside the agency. The movement into FC rate column displays gains rates through movement of employees from other functional communities within DoD. Finally, the total gains rate represents the percentage of new hires for that functional community during the fiscal year. These results advance our insights into different mobility paths within our current workforce.

Functional Community	Gains Rate to DoD	Movement Into Functional Community Rate	Total Gains Rate
Acquisition	8.09%	5.03%	13.12%
Administrative Support	13.62%	5.58%	19.20%
Education	11.74%	2.11%	13.85%
Engineering-Nonconstruction	7.47%	2.08%	9.55%
Environmental Management	7.31%	3.36%	10.68%
Facility Engineering & Management	9.17%	3.56%	12.73%
Financial Management	7.32%	3.38%	10.70%
Foreign Affairs	7.20%	3.86%	11.05%
Human Resources	10.33%	4.90%	15.23%
Information Technology	8.34%	2.14%	10.49%
Intelligence	10.67%	1.97%	12.64%
Law Enforcement	14.73%	2.19%	16.92%
Legal	11.26%	2.33%	13.60%
Logistics	8.94%	2.34%	11.27%
Medical	14.50%	1.21%	15.71%
Mil Comm & Family Support	16.53%	3.80%	20.33%
Misc OCC SRS Holding Acct	6.14%	7.39%	13.52%
Public Affairs	9.09%	2.90%	11.99%
Safety & Public Safety	6.54%	3.10%	9.64%
Science & Technology	8.71%	2.62%	11.33%
Security	9.41%	4.73%	14.14%
Sum:	**9.28%**	**3.37%**	**12.65%**

Attracting and retaining great talent can seem like a never-ending quest. Identify what the organization is doing well and not so well and act on the information. The old adage "people are your most important asset" is wrong. The right people in the right place are your most important asset.

By: Berenice Eberhart, Workforce Data Analyst, CSPR

Human Resources Functional Community & Accountability Division

BIG changes are coming to HR University!

If you've taken courses on HRU, or plan to, you need to read the following news. The HRU learning portal is scheduled to undergo major changes in June 2017. The next phase of HRU, HRU 2.0, will become active on June 12, 2017. HRU 2.0 will have a significantly reduced course catalog and will no longer require user's to sign in to their profile. HRU 2.0 is an interim phase in the larger plan to totally revise and update the platform. This streamlined HRU 2.0 is expected to be in effect until sometime in 2019.

The first effect of the changes will be that HRU will no longer maintain user profiles and records. Users must go into their profile prior to June 9, 2017 and download any records they wish to preserve. User profiles will not be available after this time. This includes records such as IDPs, transcripts, and self-assessments.

Beginning June 12, 2017, HRU will be a free, Federal HR career development website.

The new HRU 2.0 will include:

♦ Course Catalog with online and classroom courses, developed by OPM, as well as limited online courses developed by other Federal agencies. The streamlined course catalog can be viewed here: https://hru.gov/documents/HRU 2.0 Course Catalog as of June 12, 2017.pdf.

♦ Self-generated certificate of course completion, at the end of each online course.

♦ Career development resources for HR career paths, competencies and professional growth.

♦ Manager's Corner, a resource for enhancing HR related technical and leadership competencies.

♦ Recruitment, Work-Life, Mentoring, and Retirement Studio pages with additional community resources.

♦ A password protected library of courses, called SCORM files, for HRU Ambassadors to continue downloading and sharing in their agency Learning Management Systems. Learning Management System (LMS) administrators should contact their HRU Ambassadors for SCORM course files to be downloaded into their agency's Learning Management Systems (LMS's).

> *"HRU users must go into their HRU profile and download any records they wish to preserve, prior to June 9, 2017"*

The new HRU 2.0 format will not include:
-Log In and User Profiles
-Transcripts
-Self Assessment
-Individual Development Plans (IDP)
-Cross-domain capabilities

For agency specific questions, please contact your HRU Ambassador or Anna Edmondson at (571) 372-2278, tawanah.a.edmondson.civ@mail.mil

By: Anna Edmondson, HRU Ambassador
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CSPR News

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 and human capital planning. Some of the documents posted on milSuite include:
- Strategic and Directive Documents
- Strategic Workforce Planning Guide
- Competency Validated Models
- Data Decks
  - Functional Community Quarterly Data Decks
  - Mission Critical Occupations
  - Special Groups
  - Fourth Estate Agencies

OPM's Workforce Reshaping	http://www.opm.gov/reshaping
5 CFR Part 250	https://www.gpo.gov/fdsys/pkg/FR-2016-12-12/pdf/2016-29600.pdf
Cyber One Stop Toolkit	http://yoga.cpms.osd.mil:800/Subpage/CyberOneStop/CyberHome
DoD STEM Development Office	http://www.dodstem.us/
SWP Report FY 2016– 2017	https://www.apps.cpms.osd.mil/shcp/FY16-21_Report-Final.pdf
DCPAS Public Website (updated!)	https://www.cpms.osd.mil/

UPCOMING WPAG/ESC MEETINGS			
TITLE	**DATE**	**LOCATION**	**TIME**
SHCM ESC	June 21, 2017	Pentagon Conf Rm M1	1030-1130
SHCM WPAG	August 10, 2017	MC Conf Rm 14	1300-1430
SHCM ESC	September 20, 2017	Pentagon Conf Rm M1	1030-1130
SHCM WPAG	November 2, 2017	TBD	TBD
SHCM ESC	December 13, 2017	TBD	TBD

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