

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!



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



Presidential Rank Award (PRA)

Spotlight



The Presidential Rank Award (PRA) was established by statute (5 U.S.C. §§ 4507 and 4507a), and is one of the highest awards bestowed upon the Career Senior Executive Service (SES) and Senior Professional (Senior-Level (SL) and Scientific-Professional (ST)), by the President of the United States (POTUS).

The U.S. Office of Personnel Management (OPM) is required to request nominations and administer the program; the agency heads are required to nominate senior executives and senior professionals for their respective agencies. Two categories of rank awards are available: Distinguished rank to leaders who achieve sustained extraordinary accomplishments; and Meritorious rank to leaders for sustained accomplishments.

Nomination Process

The processes for nominating and evaluating nominees are stringent. Agencies determine an individual employee's eligibility for such a nomination based on a minimum of three years of serving in a career SES, SL, or ST appointment, and based on the agencies' assessments of their candidates, they nominate their top individuals who have made significant and lasting contributions to the agency by delivering mission critical solutions, providing excellent customer service, and being good stewards of taxpayers' dollars. Extraordinary leaders tackle some of the most difficult organizational challenges as well as develop a strong and diverse workforce for the 21st century.

Review Process

OPM convenes Review Boards to evaluate and rate the nomination packages. The review boards are made up of private citizens who are former and current leaders in the private sector, and/or former leaders within the public sector. Each review board has three members who independently evaluate and rate the accomplishments described in the nomination statement. The nominee's score is the sum of each board member's ratings.

OPM Evaluation and Analysis

Once the Review Boards have completed all of the ratings, OPM compiles the scoring into an aggregate format to ensure statutory limits are not exceeded and to determine the number of nominees that will be moved forward to the on-site evaluation and analysis process. The nominees then proceed through an extensive on-site evaluation and analysis process, conducted by the Defense Counterintelligence and Security Agency (DCSA). On-site evaluations may include interviews with appropriate persons knowledgeable about the finalists' performance and professional accomplishments.

White House Approval and Agency Certification

Once all related information has been obtained and the analysis is complete, OPM provides a list of nominees to the White House for review. Additionally, OPM provides the Agency Head the final list of his/her nominees for certification, also known as "Eyes Only". An Agency Head may withdraw a nominee at this time, or any time during the PRA process, prior to POTUS decision.

After OPM obtains feedback from both the agency and White House, OPM provides the final list of recommended nominees to POTUS for consideration of the PRA. The final decision is made by POTUS by the end of the Fiscal Year and OPM immediately communicates the decision to the agencies along with guidance regarding agencies' recognition of their recipients.

By: Carly Hall
DCPAS/Defense Executive Resource Management Office

Competency Management

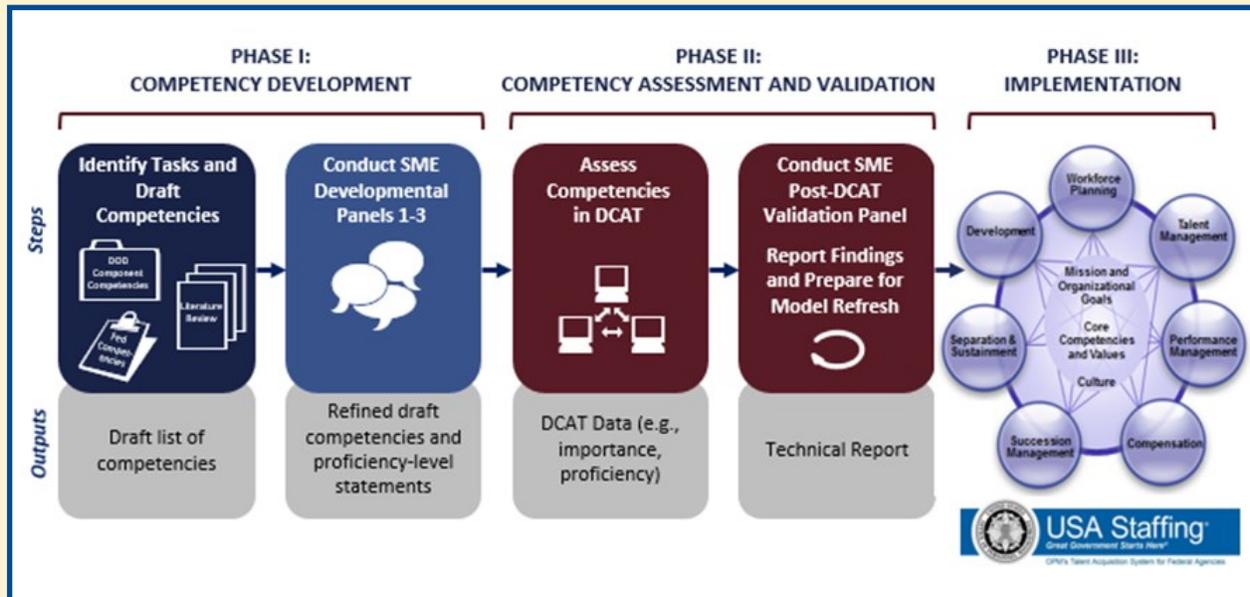
Competency Team

Throughout FY21 the competency team has developed a wide range of models to include competencies for the HR, medical, and logistics communities. Additionally, we have updated the Tier 1 Leadership Competency Model and are in the final steps of validation for the model.

The biggest update of FY21 for the competency team has been working to implement a new DCAT tool. This new tool will allow us to better accommodate our customers' needs and provide greater flexibility when assessing competencies. With the previous tool, we were unable to adjust the questions, responses, or wording of the assessment without creating major delays in our timeline. With the new tool, we are able to better accommodate the needs of our customers and can tailor the questions to better serve our customers. For example, if a customer will be utilizing the competency model to develop trainings, our team of I/O Psychologists can tailor the questions towards gathering additional information for training purposes.

We have begun developing our competency schedule for CY22. We will be continuing trying to schedule MCOs that do not have a current competency model. Additionally, we recommend examining competency models every 3-5 years and we will be reaching out to discuss updating many of these models.

If you are interested in developing a competency model for the CY22 schedule or if there is a need/desire to better understand our process please reach out to Brandon Dennis at brandon.e.dennis.civ@mail.mil.



By: Brandon Dennis
DCPAS/Planning & Accountability

Federal Employee Viewpoint Survey

2020

Office of Personnel Management

Federal Employee Viewpoint Survey

Empowering Employees. Inspiring Change.



The Partnership for Public Service (PPS) created the Best Places to Work in the Federal Government (BPTW) rankings to provide the most comprehensive rating of employee engagement across federal agencies and their subcomponents (<https://bestplacestowork.org/>). We use the term employee engagement to refer to the satisfaction and commitment of the workforce and the willingness of employees to put forth discretionary effort to achieve results. The BPTW engagement score, calculated by the PPS and the Boston Consulting Group, determine the overall rankings. The index score is calculated using a proprietary weighted formula that looks at responses to three different questions in the OPM's FEVS. The more the question predicts intent to remain, the higher the weighting.

- I recommend my organization as a good place to work. (Q. 17)
- Considering everything, how satisfied are you with your job? (Q. 36)
- Considering everything, how satisfied are you with your organization? (Q. 38)

In 2020, the Partnership changed how it calculates the percentage of positive responses to the FEVS questions. Therefore, the 2020 scores should not be compared to scores from previous years.

The 2020 BPTW rankings include 482 federal agencies and their subcomponents. Of the 17 large agencies:

Rank in 2020	Rank in 2019	Agency	BPTW Engagement Score
7	8	Office of the Secretary of Defense, Joint Staff, Defense Agencies, and Department of Defense Field Activities	71.4
9	11	Department of the Navy	69.9
10	15	Department of the Air Force	69.5
11	7	Department of the Army	69.2

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Federal Employee Viewpoint Survey (Cont'd)

2020

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Of the 411 subcomponents:

Rank in 2020	Agency	BPTW Engagement Score
87	Office of the Inspector General	79.2
94	Defense Contract Audit Agency	78.2
108	Defense Finance and Accounting Service	77
127	Defense Logistics Agency	75.5
145	Defense Contract Management Agency	74.5
152	Defense Microelectronics Activity	74.3
159	Defense Information Systems Agency	74
190	Defense Security Cooperation Agency	72.5
190	Uniformed Services University of the Health Sciences	72.5
207	Joint Chiefs of Staff	71.7
213	Defense Threat Reduction Agency	71.4
233	Defense Human Resources Activity	70.4
236	Missile Defense Agency	70.3
279	Department of Defense Education Activity	67.4
283	Defense Counterintelligence and Security Agency	67.3
309	Defense Technical Information Center	65.7
315	Washington Headquarters Services	65.4
335	Defense Media Activity	63.1
352	Defense Health Agency	61.4
373	Defense Commissary Agency	57.2
376	National Defense University	57

Overall, the 2020 Best Places to Work government-wide employee engagement score was 69.0 points out of 100. This government-wide score measuring employee satisfaction with their jobs and organizations fell short of the private sector, which registered an employee engagement rating of 77.0. The private sector data includes more than 8 million survey responses collected between 2016 and 2020 from a range of companies and industries.

Pandemic Telework by Key Indices

Federal employees faced formidable challenges in 2020 due to the devastating COVID-19 pandemic, with the majority the nation's civil servants working remotely while tens of thousands were on the frontlines maintaining the continuity of our government and delivering critical services to the public.

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Federal Employee Viewpoint Survey (Cont'd)

2020

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Department of Defense

Index	Measure	Teleworks frequently (100% or 3 to 4 days per week) *	Teleworks infrequently (1 or 2 days per week)	Does not telework (barriers include job type, technology, lack of approval)	Chooses not to telework
Employee Engagement Index (EEL)	Overall	78%	77%	64%	78%
	Intrinsic Work Experience	79%	80%	69%	81%
	Supervisor	84%	84%	71%	84%
	Leaders Lead	69%	67%	51%	69%
Global Satisfaction		73%	72%	58%	76%
Health and Safety **		85%	82%	70%	88%

* Answer to question "Please select the response that BEST describes your teleworking schedule (3) AS OF the date you responded to this survey" (Sep to Nov/2020).

** Answer to the question "Employees are protected from health and safety hazards on the job." We combined "Strongly Agree" and "Agree" responses.

The data suggests that the majority of federal leaders understood the needs of their employees and the challenges they faced during an extremely difficult time, and sought to engage and support the workforce in new and innovative ways. This included providing employees with the technology necessary to do their jobs in remote settings, flexibility to meet their personal needs and greater collaboration within agencies and across the government. The 2020 experience provides a pathway for the future of federal work that could involve greater reliance on telework, and enhanced use of technology for internal operations and for the improved delivery of services to the public.

COVID-19 Pandemic Assessment: Work Effects

Performance Confidence	Department of Defense		
	Prior to COVID-19	During COVID-19	Difference
My Work Unit... ...met / has met the needs of our customers.	95%	88%	(-7%)
...contributed / has contributed positively to my agency's performance.	94%	89%	(-5%)
...produced / has produced high-quality work.	93%	88%	(-5%)
...adapted / has adapted to changing priorities.	91%	87%	(-4%)
...successfully / has successfully collaborated.	87%	82%	(-5%)
...achieved / has achieved our goals.	93%	87%	(-6%)

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Federal Employee Viewpoint Survey (Cont'd)

2020

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- 19% of respondents reported that the Covid-19 pandemic has been extremely or very disruptive to their ability to work.
- 46% reported that their work demands have greatly or somewhat increased because of the pandemic.

Note: for “Department of Defense, ” we combined “always” and “most of the time” responses.

COVID-19 Pandemic: Background

Department of Defense *	BEFORE COVID-19	DURING COVID-19	AS OF NOW
Telework - Every Work Day	2%	55%	38%
Telework - 3-4 Days Per Week	3%	11%	14%
Telework - 1-2 Days Per Week	11%	6%	10%
Telework - Only 1-2 Days Per Month	4%	1%	2%
Telework - Very Infrequently	15%	4%	5%
Do Not Telework - Must Be Physically Present	21%	14%	17%
Do Not Telework - Technical Issues	5%	2%	3%
Do Not Telework - Not Approved	27%	3%	7%
Do Not Telework - Choose Not To	14%	3%	5%

- *Answer to the question: “Please select the response that BEST describes your teleworking schedule (1) BEFORE the COVID-19 pandemic, (2) DURING the PEAK of the pandemic, and (3) AS OF the date you responded to this survey.”*

These responses occurred between mid-September and early November of 2020.

If you have any questions, please contact Berenice Eberhart DoD/DCPAS FEVS Program Manager at 571-372-2043 or by email at berenice.l.eberhart.civ@mail.mil

By: Berenice Eberhart
DCPAS/Planning & Accountability

Federal Employee Viewpoint Survey



OFFICE OF PERSONNEL MANAGEMENT

Federal Employee Viewpoint Survey

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2021 OPM Federal Employee Viewpoint Survey

The 2021 Federal Employee Viewpoint Survey (FEVS) launch begins in the week of November 1st. OPM FEVS continues to be one of the most powerful platforms for employees to share their opinions and perceptions regarding their work experiences. The more of our workforce that participates, the higher the fidelity of the collective information. This survey provides a key input into for advancing Government wide human capital management.

The survey will be emailed to a sample of eligible Federal civilian employees in DoD. Survey dates are:

DoD Components	2021 FEVS Launch the week of	2021 FEVS Closes on
Navy and Marine Corps	11/1/21	12/3/21
Army and Army Corps of Engineers	11/1/21	12/3/21
Air Force	11/1/21	12/3/21
4 th Estate	11/8/21	12/10/21

As in the past year, when you respond to the FEVS, you also will have the opportunity to provide feedback about the COVID-19 pandemic. This is an important step in our efforts to provide a survey responsive to contemporary events and needs and scoped to inform policy and programs across the Federal government, now and for the future.

OPM FEVS21 FAQs

◆ Who Participates in the FEVS Survey?

Federal civilian employees onboard with their agency as of April 2021 with the exception of political appointees, and contractors/non-Federal employees.

◆ How long does it take to complete the survey?

Participants should be able to complete the survey in approximately 20-30 minutes.

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Federal Employee Viewpoint Survey (Cont'd)



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Federal Employee Viewpoint Survey

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◆ **How do I know that my responses will remain confidential?**

Results reported to the agency will not allow the identification of individual responses in any way, and no identifying information will be used to match individual responses to employees or personnel folders. In no way will responses be used against any employee, and all information will be treated confidentially. Any data that could be used to identify specific individuals within a group will not be reported.

◆ **May I pass/forward the survey on to someone else to take?**

No. Each link to the survey is unique and cannot be used again after the survey has been completed. Please do not forward your link to any individuals or groups, because after the survey has been completed by one person, the link will no longer allow you to access the survey.

◆ **Who do I contact if I have any technical issues?**

Please contact the OPM FEVS Help Desk by replying to the email invitation you received.

◆ **How can I find out the results from previous surveys?**

Visit the OPM Federal Employee Viewpoint Survey website: www.opm.gov/fevs

◆ **Why does the survey include demographic questions?**

The Federal Government is committed to promoting a diverse and inclusive workplace. Given that policy, demographic items are included in the survey. Your responses to these items are voluntary and confidential. Reports provided to your agency contain only data compiled from 10 or more survey respondents. Your responses cannot be uniquely identified nor linked to you personally by anyone in your agency. Your responses are used to enhance Federal Government leaderships' understanding of the diversity of the workforce.

For additional information, please contact Berenice Eberhart FEVS DoD/DCPAS Program Manager, Berenice.l.eberhart.civ@mail.mil.

When you receive the FEVS2021, please participate. Your opinion matters, and help us in making DoD a GREAT place to work!

By: Berenice Eberhart
DCPAS/Planning & Accountability

FEVS

FEDERAL EMPLOYEE VIEWPOINT SURVEY
employees influencing change

Federal Employee Viewpoint Survey

Take the FEVS Survey
Your Voice Matters!

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

DEPARTMENT OF DEFENSE
 UNITED STATES OF AMERICA

Launch the week of
NOVEMBER 8TH

A sample of DoD civilians onboard with their agency as of April 2021 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!

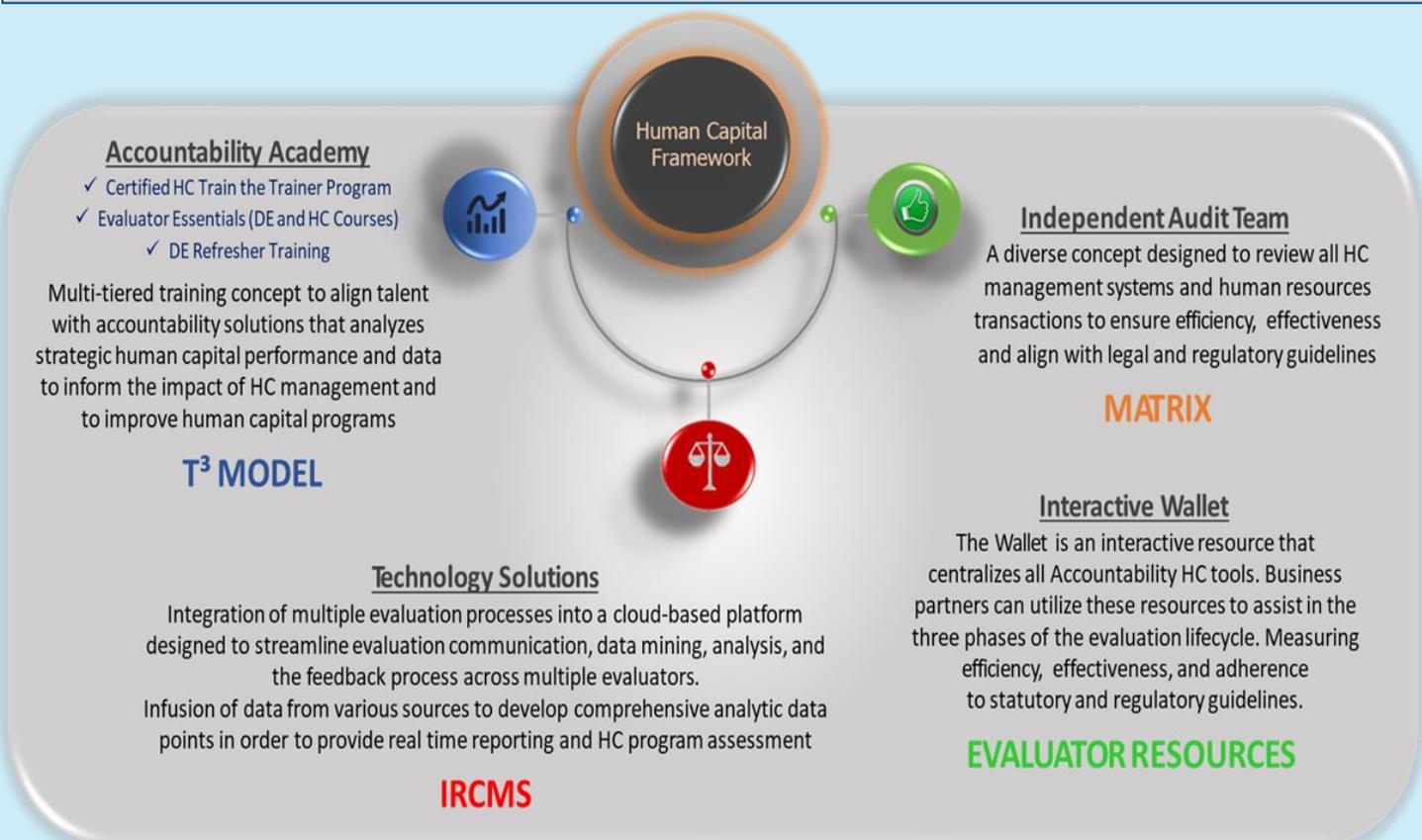
Human Capital Integrated System

Working Together as One....

The management of the DoD Delegated Examining and Human Capital Evaluation Programs are pivoting to a 360 concept. Essentially, going back to HR 101-Basics. Accountability is assessing designated programs from a broader and more in-depth scope using strategic planning techniques such as Strengths, weaknesses, opportunities, and threats (SWOT). Identifying external and internal contributing factors associated to program success, effectiveness, and ineffectiveness: For example:

- ◆ Pandemic
- ◆ Attrition
- ◆ Management of direct hiring authorities
- ◆ DE Training and Hiring Manager Training
- ◆ Processes and Guidelines used to manage Veteran Pass Overs <30% compensable
- ◆ Maturity of Component/ Activity DE Program
- ◆ Strategic Communication and HR (Management) Advisory
- ◆ Steps to preserve Merit Hiring Principles and methods used to preclude Prohibited Personnel Practices
- ◆ Cost and Resource Inefficiencies

The Tools



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Data Analytics - Puzzle Corner

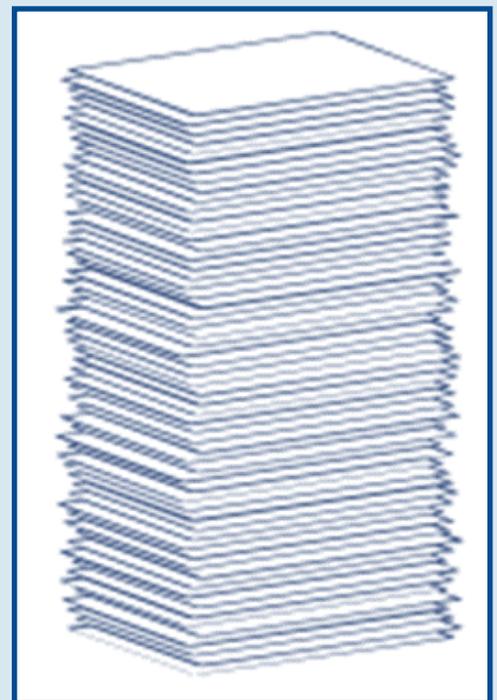
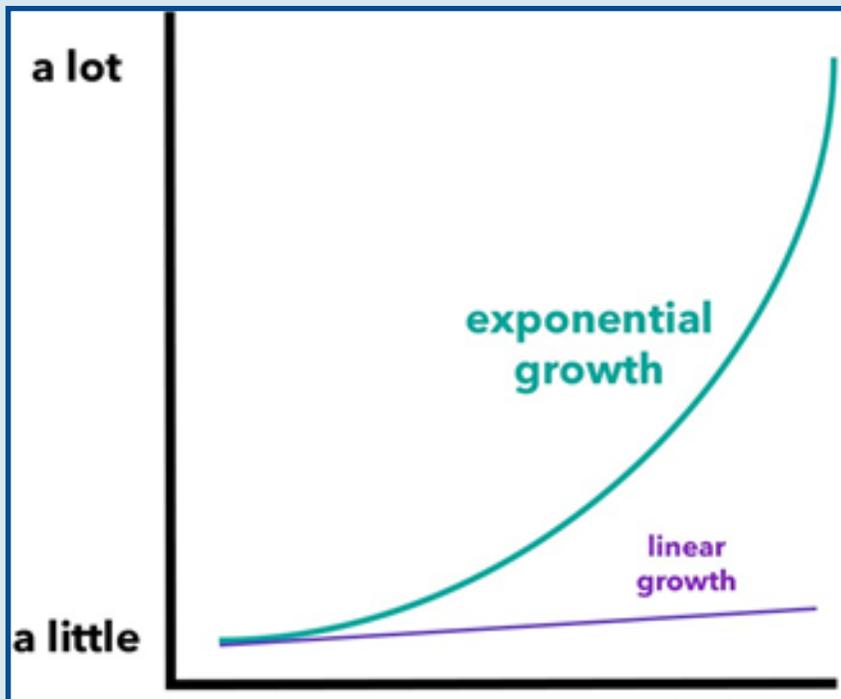


Exponential Growth, a fun example

Some things in life are quite surprising.

- ◆ For instance, if I fold a piece of paper in half, I get a piece of paper with the thickness of 2 pieces of paper roughly .004 inches. If you could, how thick do you think your paper would be if you could fold your piece of paper in half 50 more times? Come on... take a real guess before reading further.
- ◆ Would you revise your guess if I told you that after 10 additional folds you would have just over 2 inches? Probably not, but I bet you would modify your guess if I told you that by 24 folds your stack of paper would be a mile tall. By 36 folds your stack of paper would be well over 4,000 miles and would cross the USA from coast to coast. By 42 folds your stack of paper would be long enough to reach the moon, and by 50 folds you would be able to reach the sun!

The power of exponential growth is truly astonishing.



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Data Analytics - Puzzle Corner (Cont'd)

The Infamous Birthday Problem

There are 365 days in the typical year; for the purposes of this problem, we are ignoring February 29 on leap years. The question revolves around the chances that more than one person has the same birthday.

Q. How many random people in a room does it take to have at least a 50% chance that at least one pair of people share a birthday?

A. Would you believe it is only 23

Solution

For the couple of people that are interested in the formula that you can use to solve this question I will provide the following, but don't feel you have to take any time figuring this out. The formula to use is.....

$$\bar{p}(n) = 1 \times \left(1 - \frac{1}{365}\right) \times \left(1 - \frac{2}{365}\right) \cdots \left(1 - \frac{n-1}{365}\right) = \frac{365 \times 364 \cdots (365 - n + 1)}{365^n} = \frac{365!}{365^n(365 - n)!}$$

This formula appears quite intimidating at first, but makes perfect sense with a short explanation. The formula calculates the probability that no one shares the same birthday. The first person can have any birthday and is therefore assigned a 1; meaning that there is 100% chance that the first person has a unique birthday. The second

person can have any birthday other than the 1st person's birthday and is assigned a probability of $\left(1 - \frac{1}{365}\right)$ or 99.726%. The third person can have any birthday other than the 2 birthdays already taken by the 1st and 2nd person

and is assigned a probability of $\left(1 - \frac{2}{365}\right)$ or 99.452%. To calculate the combined probability of the first three people you would multiple the three individual probabilities together ($1 * 99.726 * 99.452 = 99.18\%$), so with three people, the probability is over 99% that they all have unique birthdays. As you keep adding people, you would continue to refine the probability that no one has the same birthday. By the time you get to 23 people, the probability that they all have unique birthday has dropped below 50%.



By: James Walter
DCPAS/Planning & Accountability

DoD STEM Office



Department of Defense (DoD) STEM seeks to attract, inspire, and develop exceptional STEM talent across the education continuum and advance the current DoD STEM workforce to meet future defense technological challenges. DoD STEM offers educational programs, internships and scholarships for students and many career development opportunities for educators. DoD STEM is part of the Defense Enterprise within the Department's Research & Engineering.



Igniting INNOVATION:

Meet Awardees From Across the Defense Enterprise in the DoD Innovator Spotlight Series

The Office of the Deputy Director of Defense Research and Engineering for Research and Technology awards exceptional personnel in the fields of Research and Development, STEM, and Technology Transfer with the following awards:



Laboratory Scientist of the Quarter Award recognizes extraordinary service by DoD scientists and engineers that demonstrate exceptional work on behalf of the Department.



STEM Advocate of the Quarter Award recognizes outstanding STEM education and outreach efforts that further the mission of the Department of Defense.



Technology Transfer (T2) Advocate of the Quarter Award recognizes outstanding Technology Transfer efforts that further the mission of the Department of Defense.

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DoD STEM Office (Cont'd)

**Congratulations to Dr. Benjamin Gould and the Philadelphia SeaGlide Team!
Awardees Featured in July 2021**



[Pictured from left to right: (1) Dr. Benjamin Gould, Alternative Energy Section Research Scientist/Engineer at U.S. Naval Research Laboratory, awarded Laboratory Scientist of the Quarter; and, (2) the Philadelphia SeaGlide Team: Dr. Gregory Anderson, Mechanical Engineer; Mr. Kyle Verrinder, Mechanical Engineer; and, Mr. Adam Wechsler, Data Scientist at Naval Sea Systems Command, Naval Surface Warfare Center Philadelphia Division, awarded STEM Advocate of the Quarter.]

**Congratulations to Ms. Sarah Buttrick, Dr. Cynthia Doil!
Awardees Featured in June 2021**



*[Pictured from left to right:
(1) Ms. Sarah Buttrick, Strategic Planning and Technology Transfer at Naval Sea Systems Command, Portsmouth Naval Shipyard awarded the Technology Transfer Advocate of the Quarter; and
(2) Dr. Cynthia Doil, School Liaison Officer at Scott Air Force Base in Illinois awarded STEM Advocate of the Quarter.]*

Be sure to register for the next DoD Innovators Spotlight Series presentations!

To register (required) and learn more about this series, visit: <https://dodstem.us/meet/innovators/>.



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DoD STEM Office (Cont'd)

Request for Information Announcement: STEM Community College Consortium

The Department of Defense (DoD), through the Office of the Under Secretary of Defense for Research and Engineering (OUSDR&E), is pleased to announce the request for information (RFI) with regards to future STEM efforts under the National Defense Education Program (NDEP). This RFI serves to inform on STEM education at 2-year institutions and Community Colleges with a dual focus on:

1. Transitioning students from 2-year Community College science, technology, education, and mathematics programs to a STEM degree at a 4-year institution through a consortium based approach; and,
2. Preparing an agile and diverse workforce through technical training and certificate programs, and supporting those programs through collaborative partnerships and consortia.

DoD leaders are invested in developing current and future STEM talent to meet the Department's unique mission. DoD STEM's mission is to inspire, cultivate, and develop exceptional STEM talent through a continuum of opportunities to enrich the current and future DoD workforce poised to tackle evolving defense technological challenges. Towards this end, DoD invests in the future and current STEM talent pools by fostering pathways that connect to a continuum of enriching DoD programs to meet the unique needs of the Department.

All interested organizations are eligible to respond to the RFI. While not tied to funding, this RFI may inform future efforts and/or shape foci and priorities in NDEP. Responses to the RFI should be submitted to osd.dodstem@mail.mil by 10 September 2021.

Updated DoD STEM Strategic Plan, Fiscal Years 2021—2025

The Department of Defense (DoD), through the Office of the Under Secretary of Defense for Research and Engineering (OUSDR&E), is pleased to announce the release of the updated DoD STEM Strategic Plan for Fiscal Years 2021–2025. DoD leaders are invested in developing current and future STEM talent to meet the Department's unique mission. This STEM strategic plan, coupled with its follow-on implementation plan, provides an overarching framework for achieving the DoD STEM mission and vision, which are framed by Federal-wide priorities while focusing on DoD's unique missions, needs, and resources. The Department's STEM strategic plan addresses critical challenges using evidence-based approaches and evaluation, laying out the goals and objectives, as included in the plan, to build a deep, diverse STEM talent base.

To review the Strategic Plan, visit <https://dodstem.us/about/impact/>, and scroll down to "Reports."

Learn more information about the Defense Enterprise portfolio:

- ⇒ Visit DoD STEM at www.dodstem.us
- ⇒ Visit SMART Scholarship-for-Service Program at www.smartscholarship.org/smart
- ⇒ Visit Federally Funded Research and Development Centers and University Affiliated Research Centers at <https://rt.cto.mil/ffrdc-uarc/>
- ⇒ Visit DoD Technology Transfer at <https://rt.cto.mil/rtl-labs/tech-transfer/>



Be sure to follow us on social media!
@DoDSTEM + @SMART_DoD

By: Erica Rojas
DOD/STEM Office
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Planning & Accountability

UPCOMING MEETINGS

Meeting	Date	Room #	Time
WPAG	November 18th, 2021	Virtual	1300-1430
FCMEC	December 14th, 2021	Virtual	1300-1500

Connect with DCPAS on Social Media



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



Follow DCPAS on [Twitter@DCPASExcellence](https://twitter.com/DCPASExcellence)
<https://twitter.com/DCPASExcellence>

Online Resources

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

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



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



P&A Newsletter POC - Reena Tewari
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 571-372-1533



PLANNING & ACCOUNTABILITY DIRECTORATE - LOB 1

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PLANNING				
Strategic Workforce Planners				
BOWN, ANTHONY W	SWP, Competency, Data Analytics	Strategic Workforce Planner	anthony.w.bown.civ@mail.mil	571-372-2252
CARTER, JONATHAN	SWP, Competency, Data Analytics	Strategic Workforce Planner	jonathan.l.carter4.civ@mail.mil	571-372-2254
RICHARDSON, ANGELA	SWP, Competency, Data Analytics	Strategic Workforce Planner	angela.m.richardson2.civ@mail.mil	TBD
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Competency Management				
DENNIS, BRANDON	SWP, Competency, Data Analytics	Competency	brandon.e.dennis.civ@mail.mil	571-372-2058
EPPERLY, MARTHA	SWP, Competency, Data Analytics	Competency	martha.j.epperly.civ@mail.mil	571-372-2159
HIBBARD, CHELSEY	SWP, Competency, Data Analytics	Competency	chelsey.a.hibbard.civ@mail.mil	571-372-2288
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