

## 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,

Wishing all of you a very Happy New Year!

2021 was another challenging year for all of us. Your colleagues on the Planning and Accountability Team continued to support Functional Communities and our myriad customers across DoD in all our program areas, yet again in a full-virtual environment and in the face of ever increasing demand. I could not be more proud of their efforts and achievements.

And I am also proud to say that in 2021 we strengthened partnerships with you while also developing new partnerships born from working collaboratively on new projects, some stemming from NDAA21 and some, like our current work on Innovation Workforce initiatives that have required us to expand the scope of our traditional work.

As we begin 2022, I look forward to our continued fruitful partnerships, and expect that collaboratively we will continue to achieve great things on behalf of the Department of Defense. Our goal, as always, is to provide each of our customers world-class support and advisory services, to be your strategic enabler, and to ensure we provide you what you need to answer the questions you're asked, and to help you solve the problems you need to solve.

Last but certainly not least, we would like to welcome our new DCPAS Director, Mr. Daniel Hester and our new DASD (CPP), Ms. Nancy Speight. We are incredibly fortunate to have the benefit of their expertise and leadership, particularly in light of what promises to be a high-tempo, complex 2022.

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





## Deputy Assistant Secretary of Defense Civilian Personnel Policy

Nancy Anderson Speight was appointed Deputy Assistant Secretary of Defense for Civilian Personnel Policy on August 30, 2021. Her responsibilities include creating plans, policies, and programs to manage the Department's civilian workforce effectively, efficiently, and strategically. Ms. Speight's oversight of civilian personnel programs affects over 945,000 defense employees worldwide. Ms. Speight's duties include performance management, strategic workforce and succession planning; leadership development; and talent acquisition. In addition, Ms. Speight is responsible for ensuring the Office of the Secretary of Defense, Defense Agencies and Field Activities, and Military Departments are provided with comprehensive policy advice and guidance through the Defense Civilian Personnel Advisory Service. Additional responsibilities include Senior Executive management, human resources functional community management, administering the non-appropriated fund personnel system, and providing guidance for the foreign national employment program within the Department.



Most recently, Ms. Speight served as a technical advisor for the Defense Civilian Personnel Advisory Service, Labor and Employee Relations Division, where she specialized in representation matters, bargaining obligations, and national security issues covered by the Federal Service Labor- Management Relations Statute. Notably, Ms. Speight led a team of subject matter experts from across the DoD components to amend Executive Order 12171 of 1979, *Exclusions from the Federal Labor-Management Relations Program*, which exempts from the statute certain agencies whose primary function is intelligence, counterintelligence, investigative, or national security work. Executive Order 13760, of the same title, was signed by former President Obama in January 2017, and was the first major amendment affecting the Department of Defense in 37 years.

Previously, Ms. Speight served in the Senior Executive Service as the Regional Director for the Atlanta Regional Office of the Federal Labor Relations Authority (FLRA) from 2001 to 2009, an independent agency that administers the labor-management relations program for 1.9 million non-Postal Service Federal employees world-wide, approximately 1.1 million of whom are exclusively represented in 2,200 bargaining units. At the FLRA, she was responsible for providing leadership and management of personnel and operations relating to the investigation, analysis, resolution, and litigation of unfair labor practice cases and the processing of representation petitions for cases arising in Alabama, Florida, Georgia, Mississippi, South Carolina, and the U.S. Virgin Islands.

Prior to being appointed as the Atlanta Regional Director, Ms. Speight held multiple positions within the FLRA's Office of the General Counsel where she managed regional operations, conducted agency Management assessments, and implemented changes in policy, case handling procedures, and resources. As a recognized expert on representation matters, she was instrumental in reorganizing two Executive Departments and authored amicus curiae briefs on behalf of the Deputy General Counsel that resulted in precedent setting case law decisions. Ms. Speight wrote the operational manuals which guide FLRA employees when processing representation petitions that are still in use today. She settled many high-profile unfair labor practice complaints on behalf of the Office of General Counsel and regularly taught courses at Federal Executive Branch agencies and educational institutions.

Throughout her career, Ms. Speight has received numerous awards and recognition for her performance on behalf of the missions of the agencies and the workforces whom she served, and was recognized by President Clinton for creating a workplace policy for employees suffering from HIV/AIDS.



## Daniel J. Hester

Office of the Under Secretary of Defense for Personnel and Readiness  
Defense Human Resources Activity  
Defense Civilian Personnel Advisory Service



Mr. Daniel Hester, a member of the Senior Executive Service, is the Director, Defense Civilian Personnel Advisory Service (DCPAS), Defense Human Resources Activity, Office of the Under Secretary of Defense for Personnel and Readiness. His responsibilities include the development and oversight of civilian human resource plans, policies, and programs for more than 950,000 Department of Defense employees worldwide. Mr. Hester's portfolio spans the full spectrum of Human Capital Management, to include workforce planning, talent acquisition and management, development and sustainment, performance management, labor and employee relations, and leader development.

Prior to serving as the Director, Mr. Hester accumulated over 25 years of human resource management and executive leadership experience, including information technology management, organizational development, business transformation, and strategic planning. His portfolio spans the full spectrum of the Human Capital Lifecycle, to include talent acquisition, talent development and sustainment, performance management, labor employee relations, strategic workforce and succession planning, and leader development.

Previous positions include Deputy Director, DCPAS; Technical Director, DCPAS; Chief of Staffing and Classification, Headquarters U.S. Army Staff where he provided in-depth technical direction on all aspects of civilian human resources, with special focus on staffing and talent acquisition. As well as the Supervisory Human Resource Specialist, Headquarters Department of the Army (G1), Fort Belvoir, Virginia and Lead Human Resource Specialist, Headquarters Army Material Command, Deputy Chief of Staff (G1), Fort Belvoir, Virginia.

## 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

# Civilian Leader Development Competency Model

## DoD has a newly-validated Civilian Leader Development Competency Model!

As part of an effort which takes place every five years, the DCPAS Talent Development and Planning and Accountability teams executed a successful process to revalidate the competency model which serves as the foundation for all civilian leader development activities across the Department. The process, lasting over 18 months, was very comprehensive and was informed by a number of resources and expertise from within and outside the Department.

Extensive literature reviews were the first step, which leveraged best practices and thought leadership from not only within DoD but also across the Federal Government, industry, and academia. This work helped inform a series of three Subject Matter Expert panels which reviewed the existing competency model and definitions to analyze whether it best met the needs of the Department’s ever-evolving mission requirements now and into the immediate future. Their results were then presented to a panel of Senior Executive Service members from the Services and Fourth Estate entities who then provided their strategic-level perspectives on the competencies to ensure they offer a comprehensive blueprint for employee leader development. Finally, the draft results were input into the Defense Competency Assessment Tool to gather a broad perspective of the DoD workforce. These results were then analyzed and validated by our Planning and Accountability team’s DCAT experts and summarized in a final report.

The results are illustrated in the revised DoD Civilian Leader Development Continuum which is included as Figure (1). The total competencies were reduced from 32 to 25, as some were refocused, renamed, removed, or combined with others to be more reflective of the Department’s mission requirements of the civilian workforce. All revalidated competencies, however, still remain aligned with the Office of Personnel Management’s Executive Core Competencies.

Further information on the new model can be found in the upcoming re-publication of the DoDI 1430.16, “Growing Civilian Leaders.” It can also be found on DCPAS Talent Development’s new website at <https://www.dcpas.osd.mil/learning/civilianleaderdevelopmentbroadeningother>.



By: Jim Buchman  
DoD Chief Learning Officer, Civilian Workforce  
Director, DCPAS Talent Development Directorate

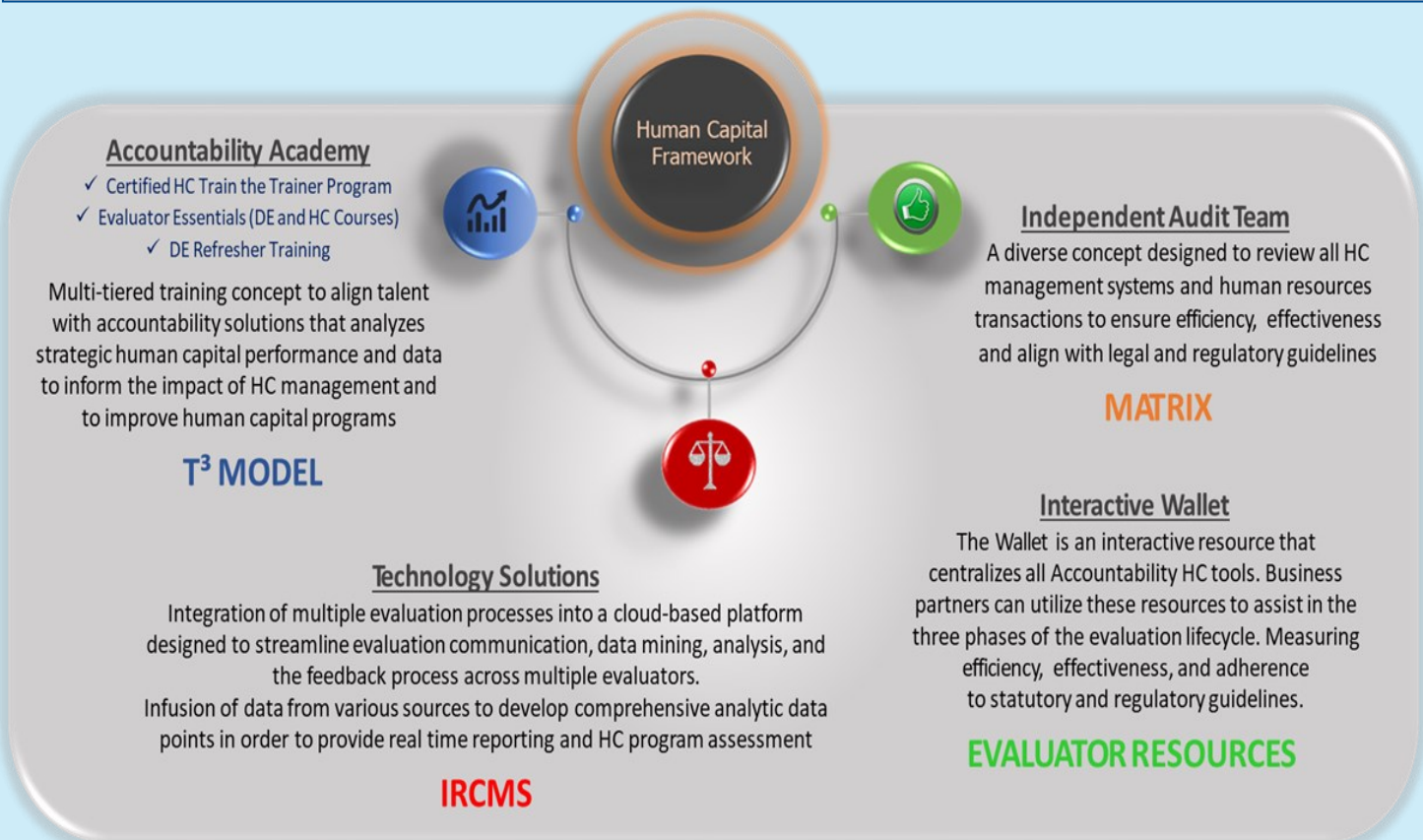
# Human Capital Integrated System

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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# Human Capital Integrated System (Cont'd)

*Working Together as One....*

## Human Capital **Matrix** Evaluation

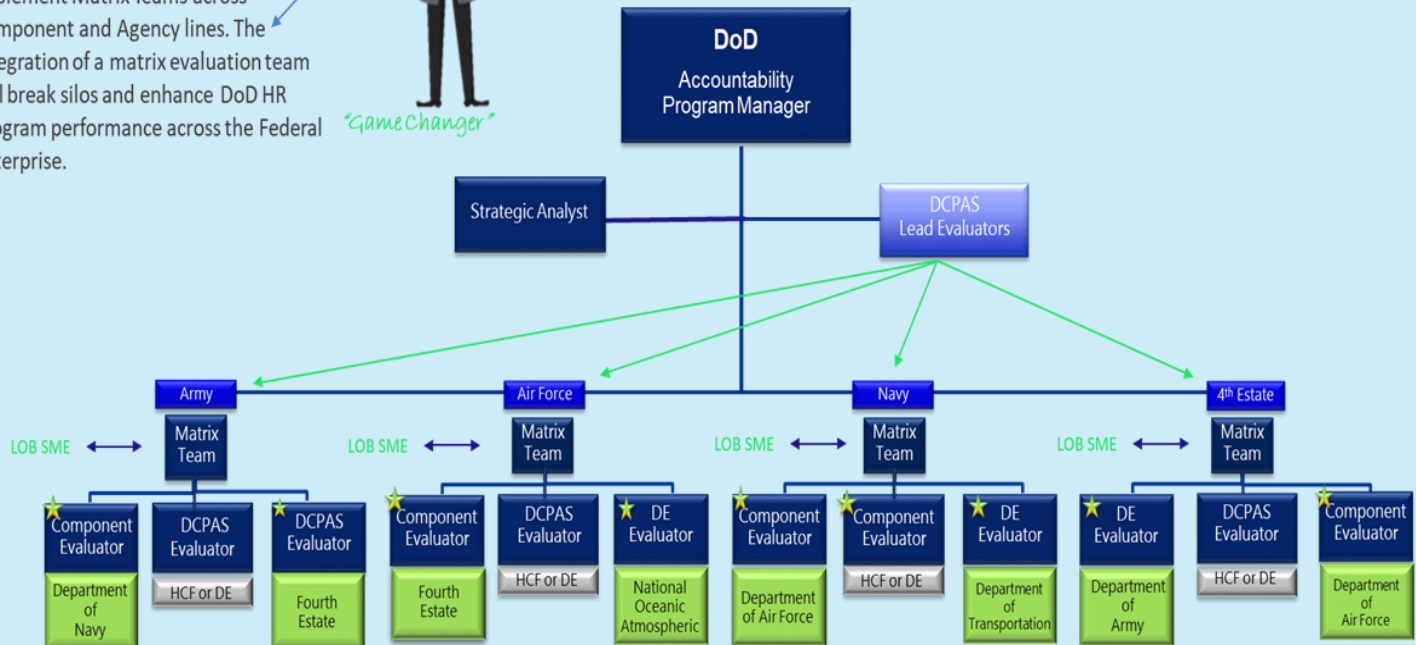
Accountability continues to work hard in order to complete FY20 and FY21 DE and Human Capital Audits and prevent further delays that could have a direct impact on DoD components ability to curate from a diverse talent pool. Ultimately placing the Department in a vulnerable position, along with the inability to minimize potential risks by not having timely oversight of the management of the HR programs.

To combat this problem Accountability has implemented Matrix Teams across Component and Agency lines.

### Human Capital **Matrix** Evaluation Team

*Integrated System Working Together as One*

**Delegated Examining (DE) Audits**  
Implement Matrix Teams across Component and Agency lines. The integration of a matrix evaluation team will break silos and enhance DoD HR program performance across the Federal Enterprise.



*Diverse Team of Evaluators...Across Agency and Component Lines*

By: Shannon Coleman  
DCPAS/Planning & Accountability  
Contractor Support

# Competency Management

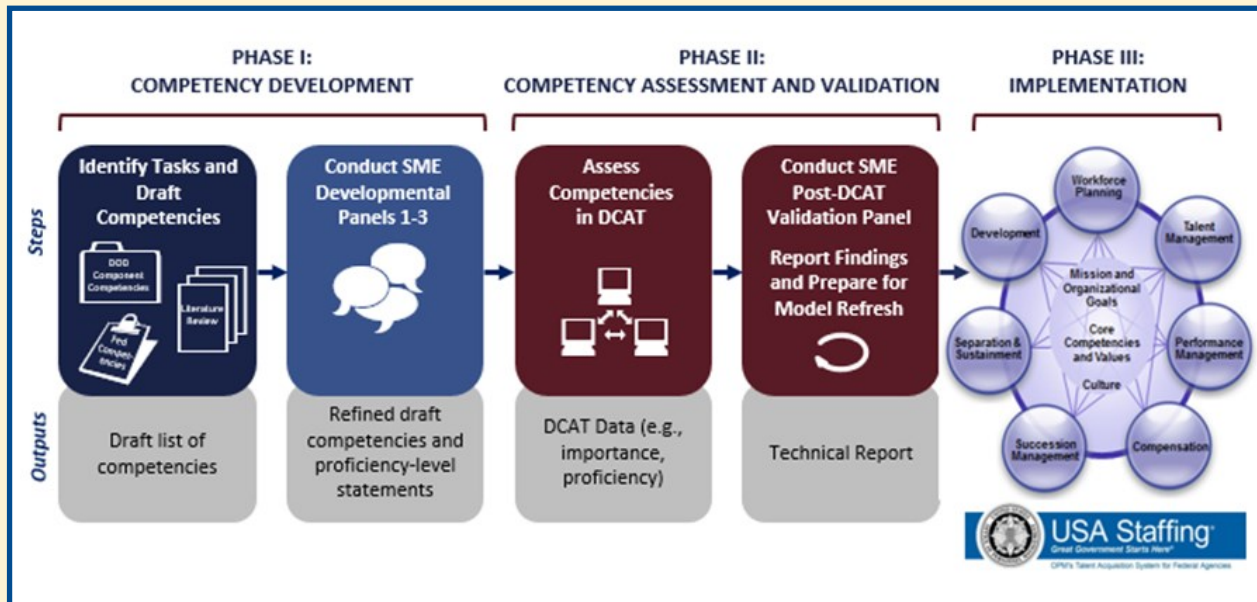
## Competency Update

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](mailto:brandon.e.dennis.civ@mail.mil).



By: Brandon Dennis  
DCPAS/Planning & Accountability



# Competency Management

## Survey Items: Pitfalls & Solutions - Part II

Last December's Planning & Accountability Newsletter contained instances of survey pitfalls and possible solutions, such as splitting a double-barreled item into two questions.

For this article, we'll be looking at the possible pitfalls and fixes of one particular type of survey question: That is, those questions that provide options, or categories, for the respondents to select from.

Using (or providing) categories can be extremely useful for respondents in that they are able to select their response and (theoretically) quickly and efficiently respond to your survey. However, if the categories provided contain the following pitfalls, you run the possibility of frustrating your respondents and/or collecting incorrect data.

Let's look at these common categorical pitfalls and how to fix them.

### EXHAUSTIVE CATEGORIES

If respondents are being asked to select a response (rather than writing one in), it is important we try to provide an exhaustive list. For example, let's say we want to know what kind of pets the respondents have. In the following question, what pitfalls do you see?

Pitfall #1: What animals do you currently have as pets? (Check all that apply)

Cat

Dog

Bird

Obviously, the big pitfall is that the list is not at all exhaustive. Not only that, but it doesn't contain a write-in response option for the respondents to let us know about pets they have that we didn't list.



## Competency Management (Cont'd)

The solution below gives respondents more options, including a write-in option, and an “N/A” option for respondents that this question does not apply to. Providing these additional response choices helps us to capture much more information than the original survey question.

Solution #1: What animals do you currently have as pets? (Check all that apply)

Cat

Dog

Bird

Fish

Hamster

Other (Please enter pet(s) below)

N/A; I don't have any pets

### Mutually Exclusive

Another pitfall that can occur when creating categories is having overlap. For example, let's say we're conducting a market research survey and we want to know how much people would be willing to pay for box office seats. If our scale looks like this, what issues can you see?

Pitfall #2: How much would you pay for a box-office seat?

\$10 - \$20

\$20 - \$30

\$30 - \$40

\$40 +

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## Competency Management (Cont'd)

To illustrate the issue of overlap, let's say that a respondent would pay \$20 for a box-office seat. Which option should they select since two of the options contain '\$20'? Aside from this example, another issue is that the scale is not exhaustive - What if someone would only pay less than \$10? Or what if they don't purchase box office seats? If either is the case, then we wouldn't be able to capture that (important) marketing information.

The solution below removes overlapping categories, provides a wider range, and includes an "N/A" option for respondents that this question does not apply to.

Solution #2: How much would you pay for a box-office seat?

\$0 - \$9

\$10 - \$19

\$20 - \$29

\$30 - \$39

\$40 +

N/A; I don't purchase box-office seats

### BALANCED SCALE(S)

The final category pitfall that will be covered is the use – or misuse – of scales. Scales are most commonly used for questions that ask a respondent how much they agree or disagree with a given premise or statement.

Let's say your local grocery store has begun to make their own bread and they want to know what the shoppers thought of the bread. What issue(s) can you see with the following question and scale?

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## Competency Management (Cont'd)

Pitfall #3: What did you think of the store-baked bread?

It was okay

I really, really liked it

Where has this been all my life?

Best I've ever had

While the grocery store may be very proud of their bread, the scale being used in the Pitfall Question is positively skewed; meaning, it's forcing a 'positive' response. The issue with that is unless respondents are able to select a range (both negative and positive), the resulting analyses will not be indicative of how 'well' the bread actually tested with their customers.

The scale is also problematic because the response options are very subjective; therefore, it would be nearly impossible to compare the results across other surveys (or even longitudinally) as the scales would likely differ.

A better way to ask – or scale – this question is to use a scale that is balanced; that is, provides selections that allow for negative, neutral, and positive feedback.

Solution #3: How much do you agree with the following statement:

"The store-baked bread was very good."

Strongly disagree

Somewhat disagree

Neither agree nor disagree

Somewhat agree

Strongly agree

N/A; I didn't try the bread

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## Competency Management (Cont'd)

The scale used in the Solution gives respondents a much better opportunity to honestly respond to whether they thought the bread was good (or if they didn't try it). This scale also standardizes the response options, making it much easier to analyze (and use in subsequent studies, if needed), and the results will be far more indicative of how the bread actually tested with customers.

### CONCLUSION

Using “selectable/clickable” scales can make your survey easier for respondents to navigate, but it's important to be aware of the possible issues that can arise when incorrect categories are used.

- Creating questions with exhaustive response options – including write-in and not applicable options – provides more information and allows for additional analysis opportunities, including identifying themes amongst write-in responses.
- Eliminating overlap in question responses enhances the readability of the survey and provides more detailed information for analysis.
- Using a balanced scale with standardized responses that are negative, positive, and neutral, gives respondents an opportunity to respond more truthfully and provides easily analyzable data.

As always, the Competency Assessment Team is here to help. The Industrial/Organizational psychologists in Planning & Accountability have many years of experience in creating, conducting, and analyzing survey data. If there is anything we can assist with – or if you have any questions – please contact either Brandon Dennis ([Brandon.e.dennis.civ@mail.mil](mailto:Brandon.e.dennis.civ@mail.mil)) or Chelsey Hibbard ([Chelsey.a.hibbard.civ@mail.mil](mailto:Chelsey.a.hibbard.civ@mail.mil)).

*Note: This article is the second in a multi-part series of articles from the Competency Assessment Team that will focus on surveys (survey creation and interpreting results). If you have any questions regarding those areas that you would like to see featured in upcoming articles, please contact [Chelsey.a.hibbard.civ@mail.mil](mailto:Chelsey.a.hibbard.civ@mail.mil).*

By: Chelsey Hibbard  
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

Office of Personnel Management

**Federal Employee Viewpoint Survey**

Empowering Employees. Inspiring Change.



## 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
<b>Employee Engagement Index (EEL)</b>	<b>Overall</b>	78%	77%	<b>64%</b>	78%
	<b>Intrinsic Work Experience</b>	79%	80%	<b>69%</b>	81%
	<b>Supervisor</b>	84%	84%	<b>71%</b>	84%
	<b>Leaders Lead</b>	69%	67%	<b>51%</b>	69%
<b>Global Satisfaction</b>		73%	72%	<b>58%</b>	76%
<b>Health and Safety **</b>		85%	82%	<b>70%</b>	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

Office of Personnel Management

**Federal Employee Viewpoint Survey**

Empowering Employees. Inspiring Change.



- 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](mailto:berenice.l.eberhart.civ@mail.mil)

By: Berenice Eberhart  
DCPAS/Planning & Accountability

# Federal Employee Viewpoint Survey (Cont'd)



OFFICE OF PERSONNEL MANAGEMENT

Federal Employee Viewpoint Survey

Empowering employees. Inspiring change.



## 2021 OPM Federal Employee Viewpoint Survey

The 2021 Federal Employee Viewpoint Survey (FEVS) launch begins in the week of November 1<sup>st</sup>. 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	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 <sup>th</sup> 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.



## Federal Employee Viewpoint Survey (Cont'd)



OFFICE OF PERSONNEL MANAGEMENT

Federal Employee Viewpoint Survey

*Empowering employees. Inspiring change.*



### ◆ **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](http://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](mailto: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

## Data Analytics - Puzzle Corner

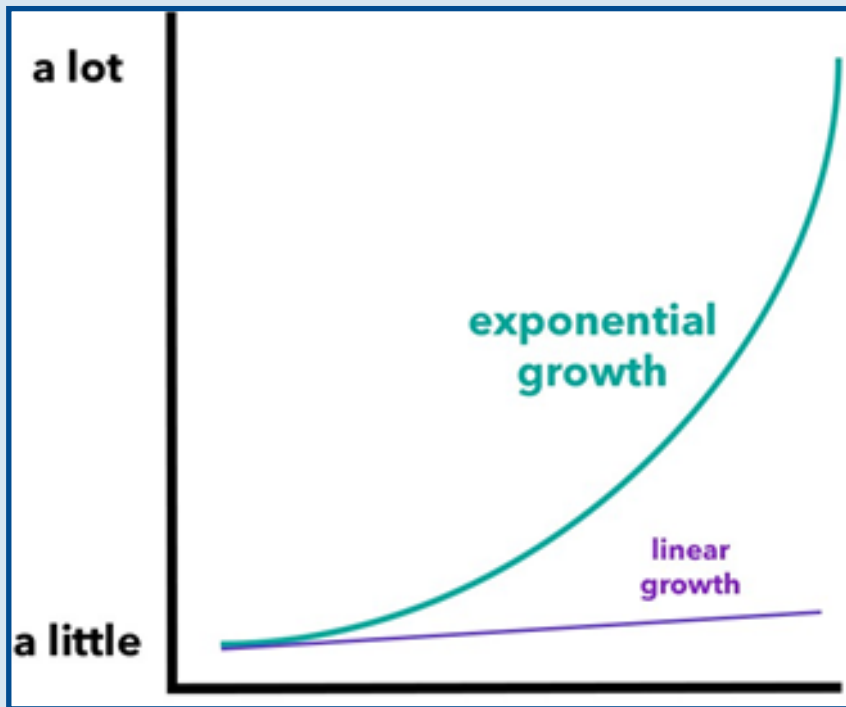


### Exponential Growth, a fun example

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 1<sup>st</sup> 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 1<sup>st</sup> and 2<sup>nd</sup> 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.



**George F. Linsteadt Award for Excellence in Technology Transfer (T2)** recognizes outstanding efforts made in support and execution of T2 partnerships that promote technology commercialization and license patented government inventions.

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## DoD STEM Office (Cont'd)

### Congratulations to Dr. Sara Quraishi and Mr. David Lee! Awardees Featured in November 2021



On 16 November, Dr. Sara Quraishi, Laboratory Scientist of the Quarter, and Mr. David Lee, Technology Transfer (T2) Advocate of the Quarter presented. Dr. Sara Quraishi is an Experimental Physicist at the Army Research Laboratory (ARL), and is recognized as a subject matter expert on quantum sensing. She was chosen by ARL's Director to develop a quantum program. As a result, she identified quantum networking as an ARL mission aim and helped establish ARL's quantum networking program. Dr. Quraishi leads a team of scientists and students and her research with laser-cooled trapped ions investigates multi-site quantum networking. The effort involves development of quantum hardware including quantum memories and quantum technologies for modular quantum networking.

Mr. Lee is a Technology Transfer Associate in the T2 Office within the U.S. Army Combat Capabilities Development Command Armaments Center (DEVCOM AC), which is the US Army's primary research and development arm for armament and munitions systems; its mission is to "Lead research, development and engineering of systems solutions to arm those who defend the nation against all current and future threats, both at home and abroad." Technology Transfer is an integral part of the Armaments Center's Mission to maintain a leading technological edge for the U.S. Warfighter. As a part of the DEVCOM AC T2 Team, Mr. Lee is responsible for all aspects of DEVCOM AC's technology transfer practice including executing cooperative research agreements (with domestic, international, academic and industry partners), overseeing the DEVCOM AC patent portfolio, developing intellectual property licensing and marketing strategies, and facilitating and executing strategic partnerships, and agreements with other Federal and State partners.



### Congratulations to Dr. Oluseyi (Seyi) Ayorinde! Awardee Featured in October 2021



On 26 October, Dr. Oluseyi (Seyi) Ayorinde, awarded by OUSD(R&E) as STEM Advocate of the Quarter, shared his insight about his recognized STEM outreach work helping to inspire and cultivate the next generation of STEM leaders, especially students in underserved areas. Dr. Ayorinde is a researcher on the Silicon team at the U.S. Army Combat Capabilities Development Command (CCDC), which is part of the Army Research Laboratory (ARL), and is currently working out of the west coast office in Playa Vista. He received his PhD from the University of Virginia, where he explored generating and configuring custom, sub-threshold Field Programmable Gate Array hardware, as well as designing accelerators for ultra-low power systems-on-chip. He is currently focusing on development of low-power digital circuits for various applications. His research interests include Machine Learning Acceleration, Swarming Algorithm Acceleration, Digital Application-Specific Integrated Circuit (ASIC) design, and Low-Power FPGA hardware design. He also has an interest in STEM outreach, particularly in exposing underrepresented communities in STEM to engineering and science activities and opportunities. He serves as the chair of the CCDC ARL-West Outreach Committee.

To view either of these previously recorded presentations, and to learn more the DoD Innovators Spotlight Series, visit <https://dodstem.us/meet/innovators/>.

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## DoD STEM Office (Cont'd)

### ◆ DoD Awards \$47 Million in Grants Through the National Defense Education Program

The DoD, through the Office of the Under Secretary of Defense for Research and Engineering (OUSDR&E)), awarded more than \$47 million to 15 awardees under the National Defense Education Program (NDEP) in Science, Technology, Engineering, and Mathematics (STEM), Biotechnology, and Enhanced Civics Education. STEM and Biotechnology activities will support the DoD STEM Strategic Plan, Fiscal Year 2021–2025, and align to the 2018 Federal STEM Strategic Plan. Several of these efforts will include participation with the Department's laboratories and military installations from across the country. In addition, section 234 of the Fiscal Year 2020 National Defense Authorization Act required OUSDR&E) to implement a pilot program on enhanced civics education in collaboration with the Department of Defense Education Activity and/or Junior Reserve Officer Training Corps. Enhanced Civics Education awardees will receive \$4 million over two years to prepare the next generation to better understand the U.S. Government and their role as citizens in civic engagement.

*To learn more about these awards, visit <https://www.cto.mil/news/47-million-grants-ndep/>.  
For information about DoD STEM, visit <https://dodstem.us/>.*

### ◆ DoD Awards Science, Mathematics, and Research for Transformation (SMART) Scholar SEED Grant Program Recipients for Fiscal Year 2022

The DoD, through the Office of the Under Secretary of Defense for Research and Engineering (OUSDR&E)), awarded grants to 21 SMART Doctor of Philosophy (Ph.D.) scholars, as part of its Fiscal Year (FY) 2022 SMART Scholar SEED Grant Program. The Program competitively awards research grants up to \$100,000 per year for up to a maximum of three years to help support promising SMART scholars establish a foundational research/engineering effort in their area of expertise as they transition from the pursuit of their Ph.D. to becoming an active DoD professional. The aim is to develop a cadre of future talent to initiate high-impact research at SMART sponsoring facilities while creating DoD subject matter experts. It is an opportunity for scholars who have pursued a Ph.D. through the SMART Program to deepen their expertise in targeted STEM areas that are strategically important to the Department, and allows them to lead their own research effort while receiving valuable mentoring within their current facility. The FY 2022 'garden' of SEED grant awardees, from across the Army, Navy, Air Force, and other DoD agencies, joined 20 investigators awarded in FY 2021, in the inaugural year of the SEED Grant effort.

*For additional information on the FY 2022 SEED awards, and the DoD announcement, visit <https://www.defense.gov/News/Releases/Release/Article/2818999/fy-2022-smart-scholar-seed-grant-program-awardees/>.  
For information about the SMART Scholarship-for-Service Program, visit <https://www.smartscholarship.org/smart>.*

### Learn more information about the Defense Enterprise portfolio:

- Visit DoD STEM at [www.dodstem.us](http://www.dodstem.us)
- Visit SMART Scholarship-for-Service Program at [www.smartscholarship.org/smart](http://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  
[ericka.l.rojas.ctr@mail.mil](mailto:ericka.l.rojas.ctr@mail.mil)



# Planning & Accountability



## Ms. April Owen (AKA “Lead HR Evaluator”)

Ms. Owen started her federal career with the Air Force as a temporary hire before she secured an HR internship which led to incredible opportunities throughout the Air Force. Early in her career her mentor advised her that she should be mobile to help her see how the different levels within HR and different missions operate/ integrate, so she did just that and have worked at several AF locations including Tyndall AFB FL, Scott AFB IL, Nellis AFB NV and Edwards AFB in CA. The

majority of Ms. Owen’s HR experience is in recruitment and staffing. She also had the opportunity to work overseas in Germany and actually arriving to DCPAS from DCMA where she was the agency's Classification Program Manager.

## Ms. Brigette Winters (AKA “Lead HR Evaluator”)

Ms. Winters has over 34 years of Federal Service in HR. She started her career in DoD with Defense Investigative Service (DIS) as an HR Clerk and then an HR Assistant. After DoD, she went on to work for different agencies: Department of Interior (NPS & FWS) and US Department of Agriculture (FS and NRCS) as an HR Specialist, HR Program Manager, HR Officer/Manager). Prior to coming back to DoD, she worked for OPM for the past 6 years as a Lead Evaluator (LE) working closely with DoD/DCPAS (4 years as LE for DON and last 2 years as LE for DoD). Ms. Winters is considered a generalist with a broad HR background that includes: processing actions, benefits/retirement, OWCP, staffing, classification, employee relations and HR evaluator/instructor. She is very excited to be part of the DoD family again, especially working with an amazing team like DCPAS.

Upcoming Meetings	Date	Room #	Time
WPAG	February 17th, 2022	Virtual	1300-1430
FCMEC	March 15, 2022	Virtual	1300-1500
WPAG	May 19th, 2022	Virtual	1300-1430
FCMEC	June 21st, 2022	Virtual	1300-1500
WPAG	August 18th, 2022	Virtual	1300-1430
FCMEC	September 20th, 2022	Virtual	1300-1500
WPAG	November 17th, 2022	Virtual	1300-1430
FCMEC	December 13th, 2022	Virtual	1300-1500

### Connect with DCPAS on Social Media



Follow DCPAS on [LinkedIn@DCPASExcellence](https://www.linkedin.com/company/dcpas-excellence)  
<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	<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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<https://www.milsuite.mil/book/groups/cspr>

*As of 11/16/2021*



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**1st Quarter Newsletter**