FY 2020 - FY 2021 Department Of Defense Civilian Human Capital Operating Plan

October 2019

Civilian employees within the Department of Defense (DoD) play a critical role as a part of the DoD's mission to deter war and protect the security of our nation. A well-managed civilian workforce is indispensable to accomplishing DoD's mission and goals. The DoD Human Capital Operating Plan (HCOP) lays out the civilian human capital objectives, strategies, and initiatives that are necessary, at the enterprise level, to support execution of the goals and objectives of the 2018 National Defense Strategy (NDS), to include the supplemental National Defense Business Operations Plan (NDBOP).

The Fiscal Year (FY) 2020-2021 HCOP builds on the inaugural FY 2018-2019 HCOP that was published in June, 2018. The objectives and supporting strategies established by this plan were developed in collaboration with the Chief Management Officer (CMO), the Civilian Personnel Policy Council (CPPC), and other senior leaders and subject matter experts within the DoD. Each objective in this plan directly supports one or more of the three major lines of effort established in both the NDS and the NDBOP: 1) Rebuild military readiness as we build a more lethal Joint Force; 2) Strengthen alliances as we attract new partners; and 3) Reform the Department's business practices for greater performance and affordability. The DoD HCOP also provides a framework that components can use to align their own human capital plans with enterprise and component strategies.

The FY 2018-2019 HCOP established several strategic goals, with accompanying initiatives and measures of performance, affecting each stage of the human capital lifecycle. Twenty percent of the initiatives established by that plan have already been achieved, and 96% of the plan's milestones were completed on time. However, this process taught us that establishing clear and specific criteria for our desired outcomes will allow us to more effectively measure our progress toward individual objectives. The FY 2020-2021 version of the plan incorporates these lessons learned and will be regularly updated.

I am grateful for the support we have received from the Under Secretary of Defense for Personnel and Readiness, the Office of the CMO, the members of the CPPC, and Human Resources professionals across DoD with the development and implementation of this comprehensive civilian human capital planning process. We are ready to work together to ensure our DoD civilians continue to effectively execute the DoD's vital national security mission.

Sincerely,

Anita K. Blair

Anita K. Blair
Deputy Assistant Secretary of Defense for
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Overview

Background and Purpose

The Department of Defense (DoD) is a highly diverse global organization, the largest, and most complex of all Federal agencies, with a Total Force comprised of military members, civilian employees, and contracted support. A wide range of talent is required to perform our peacetime and wartime mission in support of DoD's global military operations at home and abroad. The roles and responsibilities of our civilian workforce must be postured and positioned to support the current and emerging challenges that impact the security of our Nation. No other Federal agency has as many different occupations working side by side, nor operates under as many different personnel systems.

The DoD civilian workforce, with over 900,000 appropriated fund, non-appropriated fund, and Local National employees, represents more than a third of the Total Force. These employees provide direct and indirect support to the warfighter across numerous disciplines, such as engineering, supply management, information technology, cybersecurity, intelligence, and financial management. For example, some civilians directly support military operations by training, advising, and assisting military personnel from other nations to build defense capacity in areas such as ground logistics, cybersecurity, and combat readiness. Other civilians help procure, build, test, or maintain major weapons systems used in military operations.

Additionally, the civilian workforce represents a significant footprint in DoD's strategic global placement as part of ensuring our commitment to our allies. Approximately four percent (over 30,000 DoD civilian employees) work outside of the continental U.S. to provide mission-essential operations ranging from security cooperation, logistics, force support, and more. The contribution from expeditionary civilians continues to provide growing impact to mission success. With civilians deployed in the U.S. Central Command area of responsibility today, the partnership between DoD civilians and military warfighters continues to grow stronger.

This Human Capital Operating Plan (HCOP) has been developed in support of DoD's strategy to improve performance, reform business operations, and provide a strong foundation for the Fiscal Year (FY) 2018 – FY 2022 National Defense Business Operations Plan (NDBOP), a supplement to the 2018 National Defense Strategy (NDS). This HCOP identifies civilian human capital strategies that support the strategic goals and objectives identified in the NDBOP, and also serves as an implementation plan for those priorities. Identifying where priorities impact human capital is critical in ensuring that DoD addresses human capital requirements, proactively capitalizes on opportunities, and addresses skills and/or competency gaps as it relates to ensuring priorities are met. In identifying priority strategies and supporting initiatives, the HCOP also ensures that human capital strategies align to the systems and standards defined in the Office of Personnel Management's Human Capital Framework (HCF) methodology.

This updated version of the HCOP has been substantially revised to more directly align our civilian human capital objectives with the three lines of effort within the NDS: 1) Rebuild military readiness as we build a more lethal Joint Force; 2) Strengthen alliances as we attract new partners; and 3) Reform the DoD's business practices for greater performance and affordability. This plan also establishes more specific definitions and criteria for each metric, which will allow us to more accurately assess our progress toward individual objectives. These changes will produce greater accountability and help us ensure we are charting a path to success.

The FY 2020-2021 HCOP is organized around three over-arching human capital objectives:

- **Deliver Talent**

- **Maximize Employee Performance**

- **Transform Human Resources (HR)**

These objectives are supported by several human capital strategies that are designed to 1) increase effectiveness at both the enterprise and organizational levels, 2) align individual performance with strategic organizational objectives, and 3) facilitate a high-performing inclusive culture that maximizes and leverages the broad diverse talents within our civilian workforce that aids DoD to accomplish its current operational and strategic mission requirements today and tomorrow.

The HCOP is a planning and implementation document, designed to be maintained in real time. To achieve this, performance measures will be reviewed and updated quarterly through coordination with strategy owners to ensure continued alignment with DoD-level goals and objectives, to include in-depth annual reviews. Results of quarterly reviews are provided to senior leadership through DoD's HRStat program in order to inform them on progress and effectiveness of actions, as well as to provide opportunity to discuss successes, challenges and risks, and address areas where leadership engagement may be required, and where resourcing requirements are necessary to ensure targets are met.

Strategic Alignment of Human Capital Goals and Strategies

The Office of Management and Budget (OMB) issues guidance on the requirement for Federal agencies to develop a strategic plan. OMB Circular Number A-11 for 2017 states that the Agency Strategicy Plan (ASP) should present the long-term objectives an agency hopes to accomplish at the beginning of each new term of an Administration by describing general and long-term goals, actions, and how the agency will deal with challenges and risks that may hinder achieving results.

Establishment of an agency HCOP is the most recent step in the Federal Government's ongoing effort to align and implement human capital strategy with overall performance strategy. It complements and builds upon prior efforts undertaken as part of the Chief Human Capital Officers Act of 2002, as well as the Government Performance and Results Act Modernization Act, which ensure that agencies' strategic human capital goals and strategies cascade to the operating or implementation level.

In addition to the Department's strategic priorities, the HCOP is also aligned with the 2018 Federal Workforce Priorities Report (FWPR). The FWPR, which was published by OPM in February 2018, communicates key Government-wide human capital priorities and suggested strategies for strategic and human capital planning. This report identified six human capital priorities that span across all Federal agencies:

- **Priority 1: Succession Planning and Knowledge Transfer.** Conduct succession planning activities to retain and transfer institutional knowledge, as workforce reshaping efforts are undertaken.

- **Priority 2: Deploying Communication Tools.** Adopt tools that allow employees to easily connect, communicate, and collaborate with one another regardless of geographic location.

- **Priority 3: Securing Technological Solutions for Human Capital Analysis.** OPM will seek to acquire or develop enterprise technological solutions to assist the Federal human capital community with human capital analysis.

- **Priority 4: Expanding Employee Development Opportunities.** Provide employees with ample opportunities for continuous professional growth and skill development.

- **Priority 5: Bolstering Employee Recognition Programs.** Administer robust programs to appropriately recognize and reward employees who demonstrate high levels of performance and significantly contribute to achieving organizational goals.

- **Priority 6: Enhancing Productivity through a Focus on Employee Health.** Encourage employees to engage in physical fitness activities during time spent commuting and being at work.

OPM requires that agencies select a minimum of two of these six Federal-wide human capital priorities for inclusion in Human Capital Operating Plans. For the FY 2020-2021 HCOP, DoD has selected Priority 3: Securing technological solutions for human capital analysis, and Priority 5: Bolstering employee recognition programs.

The specific strategy and initiatives that address how DoD will secure technological solutions for human capital analysis are detailed in **HCOP Strategy 3.1 Implement Integrated End-to-End HR Processes Supported by Technology**. Reforming and improving HR Information Technology (IT) is a top priority for DoD and was

included in the DoD Reform Plan submitted to OMB in September 2017. DoD's Business Operations Plan reinforces DoD's commitment to streamline business processes and reduce policy and regulatory burden where necessary.

The second FWPR priority identified by DoD, Priority 5: Bolstering employee recognition programs, is supported by HCOP strategies and initiatives to include:

- HCOP Strategy 2.1. Improve Alignment between Performance Management and Recognition Programs

- HCOP Strategy 2.2. Strengthen Supervisor and Manager Support and Accountability

Our HCOP also directly supports the objectives established by Cross Agency Priority Goal 3, Developing a Workforce for the 21st Century, as cited in the 2018 President's Management Agenda:

- Improving employee performance management and engagement

- Reskilling and redeploying human capital resources

- Enabling simple and strategic hiring practices

Table 1. FY 2020-2021 DoD Human Capital Operating Plan (HCOP) Framework

DoD Strategic Goals		
DoD Strategic Goals	Goal 1: Build a More Lethal Force Goal 2: Strengthen Alliances as We Attract New Partners Goal 3: Reform the Department for Greater Performance and Affordability	
NDS Human Capital Goal	Recruit, develop and retain an agile, information-advantaged, motivated, diverse and highly-skilled civilian workforce	
	Cultivate Civilian Workforce Talent and Expertise	
Human Capital Objectives	**Human Capital Strategies**	**Proposed Outcomes**
Deliver Talent	• Improve Recruitment and Hiring • Expand Capabilities for Strategic Workforce Planning and Management • Modernize Classification and Compensation Models	• DoD branded as recognized employer of choice • Improved workforce diversity • Responsive to changing priorities and emerging missions • Right skills and talent for current and future work • Retention in high demand careers • Competitive for targeted talent
Maximize Employee Performance	• Improve Alignment between Performance Management and Recognition Programs • Strengthen Supervisor and Manager Support and Accountability • Improve Acquisition and Delivery of Training, Education and Professional Development Opportunities	• Motivated and engaged workforce • Improved individual and organizational performance • Improved relationships, work environment, leadership, support and trust • Retention of high performers within DoD
Transform HR	• Implement Integrated End-to End HR Processes Supported by Technology • Establish Standards for HR Service Delivery, Program Performance and Evaluation • Enhance HR Workforce Capabilities	• Data-driven and transparent decision making • Modern, effective, efficient, value- and business- focused HR management • Integrated and agile HR community • Culture of continuous improvement

Table 2: HCOP Framework Aligned to Balanced Score Card (BSC)

Human Capital Objectives	Human Capital Strategies	Desired Outcomes	Key Performance Indicators
Deliver Talent	Improve Recruitment and Hiring	DoD branded as recognized employer of choice	Reduced time to hire (IP)
			Increased DHA usage (IP)
		Improved workforce diversity	Improved workforce diversity (OC)
	Expand Capabilities for Strategic Workforce Planning and Management	Responsive to changing priorities and emerging missions	Increased customer satisfaction ratings (CS)
		Right skills and talent for current and future work	Skills gap closure for critical and emerging skills and MCOs (OC)
	Modernize Classification and Compensation Models	Retention in high demand careers	Improved FEVS index for global satisfaction (CS)
		Competitive for targeted talent	Increased key retention rates (OC)
Maximize Employee Performance	Improve Alignment between Performance Management and Recognition programs	Motivated and engaged workforce	Increase in awards recognition (monetary and non-monetary) (FS)
		Improved individual and organizational performance	Improved scores on FEVS questions (multiple indices) (CS)
	Strengthen Supervisor and Manager Support and Accountability	Improved relationships, work environment, leadership, support, and trust	Increase in number of performance discussions (OC)
			Improved quality of performance standards (IP)
	Improve Acquisition and Delivery of Training, Education and Professional Development Opportunities	Motivated performers within DoD	Decrease in number of DoD learning management systems (FS)
			Increase key retention rates (OC)
Transform HR Business Practice	Implement integrated end-to-end HR processes supported by technology	Modern, effective, efficient, value- and business-focused HR management	*REFER TO* Page 28*
	Establish Standards for HR Service Delivery, Program Performance and Evaluation	Data-driven and transparent decision making	*REFER TO* Page 28*
	Enhance HR workforce capabilities	Integrated and agile HR community	Improved HR technical competency (OC)
		Culture of Continuous Improvement	Increased customer satisfaction ratings (CS)

Balanced Scorecard Codes: FS=Financial/Stewardship CS=Customer Satisfaction IP=Internal Process OC=Organizational Capacity
*Under Development

The Link Between Human Capital Strategies and the Human Capital Framework

The Human Capital Framework (HCF), as defined in Title 5 Code of Federal Regulations Section 250, Subpart B, integrates four strategic human capital systems to provide comprehensive guidance for planning, implementing, and evaluating strategic Human Capital Management (HCM) in Federal agencies. Utilizing the HCF in human capital strategic planning will result in improved outcomes for human capital programs that enable the accomplishment of agency mission objectives. The HCF identifies 21 possible focus areas, as shown in Table 3. Focus areas identify the specific areas of HCM that agencies should focus on to achieve the standards for each HCF system.

Table 3: Strategy Alignment to the Human Capital Framework

Agency Human Capital Strategy	I. Strategic Planning and Alignment System — Focus Areas							II. Talent Management System — Focus Areas					III. Performance Culture System — Focus Areas						IV. Evaluation System — Focus Areas	
	Agency Strategic Plan	Annual Performance Planning	Strategic Human Capital Planning	HC Best Practices, Knowledge Sharing	HR as a Strategic Partner	Organizational Development	Change Management	Workforce Planning	Recruitment & Outreach	Employee Development	Leadership Development	Retention	Continuous Learning	Diversity & Inclusion	Performance Management	Engaged Employees	Labor/Management Partnership	Work Life	Business Analytics	Data Driven Decision Making
1.1: Improve Recruitment and Hiring			☑	☑	☑				☑					☑						
1.2: Expand Capabilities for Strategic Workforce Planning and Management	☑	☑	☑			☑		☑											☑	☑
1.3: Modernize Classification and Compensation Models								☑	☑			☑						☑		
2.1: Improve Alignment between Performance Management and Recognition Programs													☑	☑	☑	☑				
2.2: Strengthen Supervisor and Manager Support and Accountability										☑	☑		☑					☑		
2.3: Improve Acquisition and Delivery of Training, Education, and Professional Development Opportunities										☑	☑		☑							
3.1: Implement Integrated End-to-End HR Processes Supported by Technology			☑	☑	☑														☑	☑
3.2: Establish Standards for HR Service Delivery, Program Performance and Evaluation				☑	☑	☑	☑													
3.3: Enhance HR Workforce Capabilities	☑	☑	☑																	

FY 2020 - FY 2021
Human Capital
Strategies and Initiatives

Human Capital Objective 1: Deliver Talent

The DoD civilian workforce performs a variety of vital functions that enable our warfighters to fight and win any conflict at home or abroad. The DoD recognizes that our civilian employees are central to maintaining military readiness. Civilians not only enable the force to concentrate on their warfighter role, but also bring specific non-military capabilities that are necessary to fight and win wars. Civilians help enable the military to execute its role to "fight and win wars" through their continuity, unique skills and competencies, and dedicated commitment to the mission. From depots to ship yards to child care centers, whether operating shoulder-to-shoulder with the military, or executing missions in inherently governmental roles that free up military assets, our civilians are always in demand and must be able to deliver on time and to standards.

Targeted civilian human capital strategies that support DoD's objective to deliver strategic and innovative talent management solutions are described in this section to include associated initiatives and metrics. The strategies established under this objective are:

- **Strategy 1.1 – Improve Recruitment and Hiring**

- **Strategy 1.2 – Expand Capabilities for Strategic Workforce Planning and Management**

- **Strategy 1.3 – Modernize Classification and Compensation Models**

💡 Why This Matters

Critical to mission readiness is the availability and capability of the civilian workforce to meet the highest priorities of the DoD. The DoD has designated several critical workforce capabilities, to include cyber, intelligence, security cooperation, and financial management. To support these expectations, our HR management strategy must ensure that gaps in skills and competencies are addressed in these areas, in conjunction with having appropriate hiring authorities in place. Additionally, DoD organizations at every level must maintain workforce capability through training, development, and education, hold employees and supervisors accountable for their performance, and develop leaders and managers for both current and future requirements.

👥 How We'll Get There

The DoD has several initiatives underway that are designed to improve how we can attract, hire and retain diverse, talented individuals at all levels of the organization. Included in these efforts are increased use of Direct Hiring Authorities and compensation flexibilities designed to expedite the selection process and provide competitive pay and benefits for highly skilled professionals in fields such as science, technology, engineering, math, cyber, and acquisition, among others.

This HCOP will also allow the DoD to expand its strategic workforce planning efforts by establishing a standardized functional community management framework, expanding use of data and HR analytics to support workforce management, and aligning strategic recruiting efforts to address gaps in current or emerging mission critical occupations (MCO).

Additionally, this plan will ensure we evaluate alternative personnel systems, such as Acquisition Demonstration Projects and the Defense Civilian Intelligence Personnel System, to identify what is and is not working to achieve DoD objectives. We will also work to modernize our outdated classification and compensation policies and procedures so they are more responsive to the needs of a 21st century workforce.

Key Performance Indicators: Deliver Talent

- *Reduced Time-to-Hire (BSC: Internal Process)*
- *Increased Direct Hire Authority usage (BSC: Organizational Capacity)*
- *Increased customer satisfaction ratings (BSC: Customer Satisfaction)*
- *Skills gap closure for critical and emerging skills and MCOs (BSC: Organizational Capacity)*
- *Improved workforce diversity (BSC: Organizational Capacity)*
- *Improved Federal Employee Viewpoint Survey (FEVS) scores (multiple indices) (BSC: Customer Satisfaction)*
- *Increased key retention rate (BSC: Organizational Capacity)*

Strategy 1.1 Improve Recruitment and Hiring

(HCF: Talent Management)

To maintain readiness, DoD must be effective at recruiting and hiring the skilled talent necessary to support the DoD's global and emerging mission requirements. Talent acquisition must be accomplished in a manner that delivers the needed resources when mission calls. This involves expanding outreach activities to attract diverse candidates to DoD civilian employment by communicating opportunities to college students, skilled professionals, and other potential employees. The DoD must attract skilled and diverse candidates that will yield quality and timely results for hiring managers. As such, strategy 1.1 includes initiatives focused on marketing the DoD as an employer of choice, maximizing awareness and use of available hiring tools, tracking timeliness and quality of the hiring process so as to identify opportunities for improvement, and building a strong civilian expeditionary force.

1.1.1: Increase awareness of the Department's civilian employment opportunities to attract targeted candidates

Recruitment tools and infrastructure will be researched, developed, and deployed in order to reinforce DoD as employer of choice and accomplish recruitment objectives. This will be a collaborative effort with the Components and Functional Communities to increase the awareness of DoD civilian careers and employment opportunities. The marketing campaign will be developed and launched to ensure potential applicants understand the call to serve as a DoD civilian.

Actions	OPR	FY 2020				FY 2021			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1.1.1.1 Deploy design thinking to create a DoD enterprise employment marketing campaign that leverages and complements existing marketing	CPP, DCPAS E&C, DMOC	◯━━━●							
1.1.1.2 Establish and regularly refresh talent requirements from Functional Communities and Components	CPP, DCPAS, Components and, DMOC, FCs	◯━━━━━━━━━━━━━●							
1.1.1.3 Develop and implement marketing and communication products with Functional Communities	CPP, DCPAS E&C					◯━━━━━▶			
1.1.1.4 Integrate and optimize current tools and practices (e.g., DoD civilian careers website, USAJOBS, jobfinder subscriptions, etc.) used for recruitment	CPP, DCPAS E&C					◯━━━●			
1.1.1.5 Conduct strategic outreach to ensure a diverse and skilled applicant pool	CPP, DCPAS E&C, Components and,DMOC, FCs	◯━━━━━━━━━━━━━▶							

1.1.2: Educate stakeholders on available hiring authorities and flexibilities to expedite hiring

Civilian hiring is multi-faceted and requires a collaborative partnership between HR and hiring managers. This initiative will promote and maintain stakeholder knowledge and understanding of available hiring flexibilities, to include traditional appointing authorities and pay flexibilities and unique DoD-specific appointing authorities and flexibilities to expedite hiring of the right candidates at the right time.

Actions	OPR	FY 2020				FY 2021			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1.1.2.1 Implement effective training approach for each new policy authority to HR and corresponding functional communities	CPP, DCPAS E&C, DMOC	○—●							
1.1.2.2 Enhance tools and capabilities used to disseminate policy guidance (e.g., DCPAS website, training model)	CPP, DCPAS E&C, DMOC	○—	—●						

1.1.3: Improve Timeliness and Quality of Hires

The purpose of this initiative is to define and use objective data to improve the civilian hiring process. We will define and track performance measures to inform opportunities to improve hiring timelines and increase customer satisfaction. Partnering with OPM, we will work to refine the hiring manager satisfaction survey, with a goal of increasing the manager response rate. In addition we will work with all appropriate stakeholders to include OPM, to embed standard time-to-hire processes, and measures in USA Staffing and the Defense Civilian Human Resources Management System (DCHRMS).

Actions	OPR	FY 2020				FY 2021			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1.1.3.1 Refresh Component Hiring Action Plans	Components	○			●	→			
1.1.3.2 Conduct quarterly performance reviews of Components' hiring efficiency (T2H) and effectiveness (satisfaction survey)	CPP, DCPAS E&C	○				→			
1.1.3.3 Integrate T2H process improvement metrics into supporting technologies (e.g. USA Staffing, DCHRMS)	CPP, DCPAS, ESI, OPM, DMDC, DERMO	○			●	→			
1.1.3.4 Implement new, integrated end-to-end enterprise model for measuring T2H	CPP, DCPAS E&C, DERMO						○	→	
1.1.3.5 Pursue legislative reform to streamline and establish new hiring authorities	CPP, DCPAS E&C	●				→			

1.1.4: Continue to Improve DoD Expeditionary Civilian (DoD-EC) workforce

The DoD-EC program allows civilians to serve as qualified volunteers to fill critical operational functions in support of national interest abroad and across the globe. These civilians apply their capability, experience, and knowledge as a crucial part of supporting the US Military in foreign and domestic theaters. As new missions emerge, or as current capabilities and engagement changes, we must ensure DoD-EC members are ready, trained, cleared and equipped to respond rapidly to meet expeditionary requirements.

Actions	OPR	FY 2020				FY 2021			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1.1.4.1 Review DoD-EC policy to ensure expeditionary civilians are not disadvantaged by voluntary deployment	CPP, DCPAS E&C, Components	○			●				
1.1.4.2 Develop and publish the FY22 Force Pool, incorporating feedback from Components that better align requirements with capabilities	CPP, DCPAS E&C, Joint Staff	○		●					
1.1.4.3 Fully integrate expeditionary civilians into Global Force Management (GFM), and capture lessons learned at periodic force provider forums	CPP, DCPAS E&C, Components					○			→
1.1.4.4 Publish DoDI 1404.XX, DoD EC Program, and implement communications	CPP, DCPAS E&C, Components				●				

Strategy 1.2 Expand Capabilities for Strategic Workforce Planning and Management

(HCF: Strategic Alignment)

The current NDBOP identifies having an information-advantaged civilian workforce. The following initiatives will promote greater use of workforce data, analytics, dashboards and other reporting tools to better identify and track the DoD's efforts to recruit, develop and retain an agile, motivated, diverse, highly-skilled, and information-advantaged civilian workforce. On-going work to mature functional community capabilities will position the DoD to meet current and future workforce requirements.

1.2.1: Expand workforce data and HR analytics to better support decision makers

Strategically managing civilian workforce planning requires a functional community construct agile enough to keep pace with emerging missions and changing workforce priorities. The current occupational construct has served to provide a framework over the years, but no longer provides the additional flexibility needed to review, analyze, and make decisions about the occupational and functional readiness of the civilian workforce. Efforts will be undertaken to expand civilian workforce data analytics and reporting capabilities using DoD HR IT solutions and other tools and capabilities to support decision-making and provide for better alignment of workforce data to mission functions.

Actions	OPR	FY 2020				FY 2021			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1.2.1.1 Partner with functional communities and other key stakeholders to identify data and data visualization requirements via sprints to support civilian functional community management; incorporate manpower data	**DCPAS P&A (with FCs)**	○				●			
1.2.1.2 Partner with DoD Chief Data Officer and DMDC to implement new data reporting and visualizations via sprints	**CMO, CDO, DMDC, P&R**	○				●			
1.2.1.3. Provide training and support	**DCPAS P&A (with FCs)**		○		→				
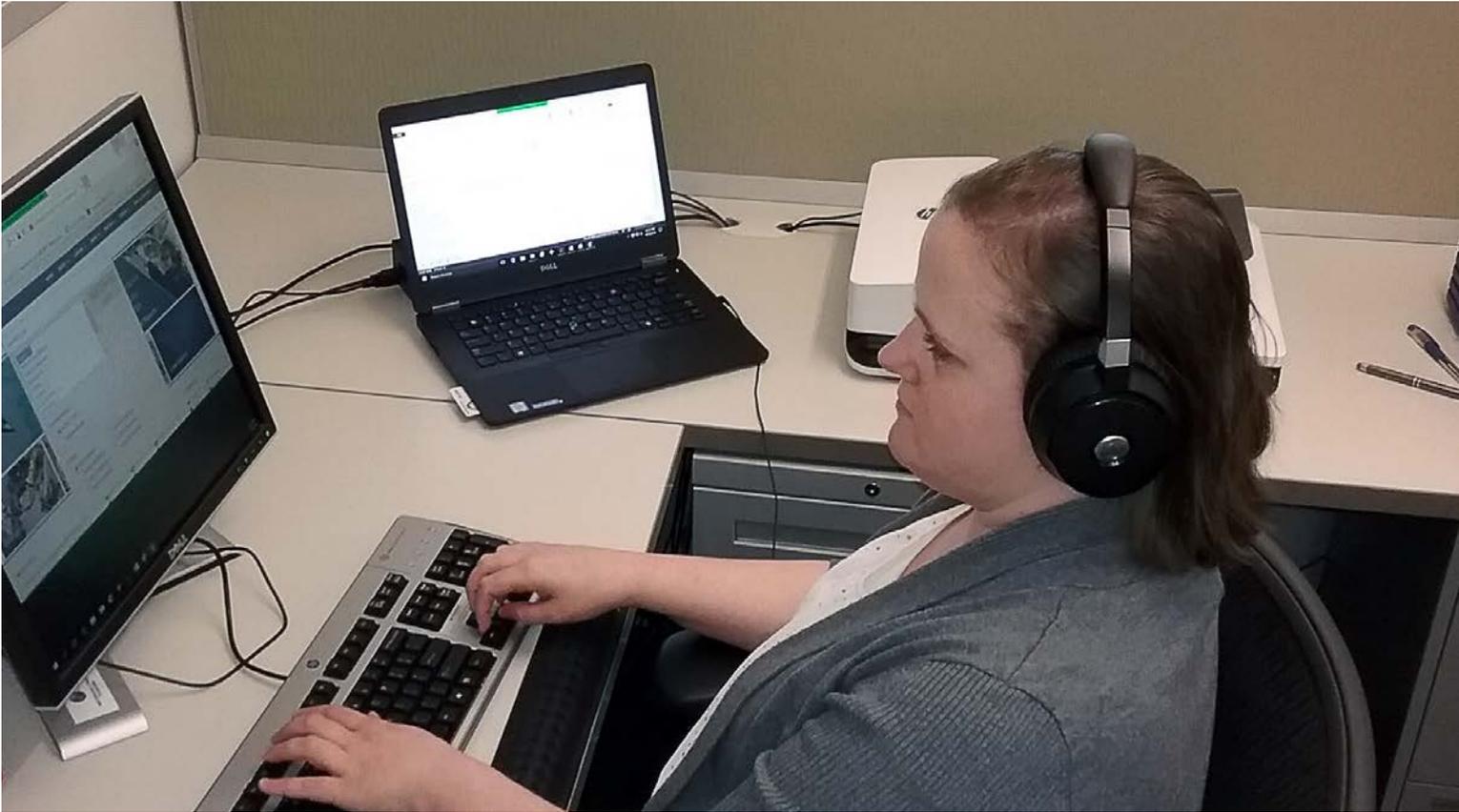
1.2.2: Develop standard functional community management model for Department

Cultivating civilian workforce talent and expertise is a strategic imperative for maintaining an agile, motivated, diverse, highly-skilled, and information-advantaged civilian workforce. Functional communities play a prominent role in shaping talent management strategies to include training, education, professional development, and succession planning. Functional communities will examine current Communities of Practice, Career Programs, Career Fields, structures, resources, and activities to determine gaps and best practices and develop recommendations for the overarching functional community construct.

Actions	OPR	FY 2020				FY 2021			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1.2.2.1 Identify capabilities needed to partner with functional communities to execute strategic human capital management	**DCPAS P&A (with Components and FCs)**		○━●						
1.2.2.2 Develop business case and socialize to improve functional community capabilities and secure resourcing	**DCPAS P&A (with Components and FCs)**			○━━	━●				
1.2.2.3 Present business case and upon approval, implement model pilot and sprint concepts	**DCPAS P&A (with Components and FCs)**					○━━	━●		
1.2.2.4 Pursue resourcing through POM process	**DCPAS P&A (with Components and FCs)**					○━━	━━→		

Strategy 1.3 Modernize Classification and Compensation Models

(HCF: Talent Management)

The Federal civil service system uses a complex classification system to define occupations, set titles, describe levels of work to establish positions, and set pay grades. The existing classification system is antiquated, inflexible, and non-responsive to evolving workforce and mission needs. This creates challenges in competing for talent in today's environment, where industry employers are better able to attract candidates who exercise greater compensation flexibility, particularly for highly skilled talent in technical and other high-demand fields. The DoD must create opportunities to remain competitive for talent by modernizing classification and compensation models while maintaining merit systems principles.

1.3.1: Evaluate and rationalize existing DoD alternative personnel systems

This initiative will result in a framework and common lexicon to assess, compare and analyze existing DoD personnel systems.

Actions	OPR	FY 2020				FY 2021			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1.3.1.1 Develop evaluation framework to assess alternative personnel systems (APS) that establishes common standards for measuring performance; execute assessment	**DCPAS E&C (with OFCM's)**	○		●		→			
1.3.1.2 Review compensation and incentive policies to identify areas for improvement to reduce roadblocks and increase flexibility	**CPP, DCPAS (with Component and OFCM's)**	○		●					
1.3.1.3 Formulate potential courses of action utilizing private industry best practices applicable to DoD and pursue classification and compensation, including the creation/revision of legislative proposals	**CPP, DCPAS (with Component and OFCM's)**	○			●				●

1.3.2: Develop strategies to enhance DoD classification and compensation programs within existing authorities

This initiative will leverage fresh perspectives on existing classification and compensation authorities to promote flexibility in job design, employee movement, and private sector parity.

Actions	OPR	FY 2020				FY 2021			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1.3.2.1 Train and educate HR practitioners and hiring managers on effectively utilizing recruitment, retention, and relocation bonuses	**CPP, DCPAS Employment and Compensation (E&C) (with Component and OFCM's)**	○		●					→
1.3.2.2 Establish reference guides for classification and compensation to supplement DoDI 1400.25, Volume 511 and support existing policies and emerging requirements	**CPP, DCPAS E&C (with Component and OFCM's)**	○							→
1.3.2.3 Establish processes to improve use of data to effectively support the DoD wage survey program	**DCPAS BN&W**	○				●			

Human Capital Objective 2: Maximize Employee Performance

The DoD's diverse mission and workforce require a complex set of policies and processes designed to ensure we maintain a high-performing inclusive culture. The DoD will achieve this objective by providing supervisors with the tools and support they need to lead and motivate their employees. We will ensure every employee has the opportunity to be successful through employee engagement, transparent processes, and rewarding high performance.

Performance management policies have been developed and refined to establish realistic performance expectations, provide appropriate guidance to managers and supervisors at every level of the enterprise, and ensure each employee is evaluated accurately and fairly. The strategies within this objective will facilitate evaluating and improving our existing performance management policies and programs.

Human capital strategies that support DoD's objective to maximize employee performance are described in this section to include initiatives and metrics. The strategies established under this objective are:

- **Strategy 2.1 – Improve Alignment Between Performance Management and Recognition Programs**
- **Strategy 2.2 – Strengthen Supervisor and Manager Support and Accountability**
- **Strategy 2.3 – Improve Acquisition and Delivery of Training, Education, and Professional Development**

💡 Why This Matters

In 2016, the DoD established a new performance management program, the DoD Performance Management and Appraisal Program (DPMAP), that is utilized by over half of the civilian workforce. DPMAP was designed to provide a common approach to measuring individual contributions to organizational objectives. In addition to DPMAP, DoD employees also operate under a range of other performance- or contribution-based personnel management systems, such as the Science and Technology Reinvention Laboratory Demonstration Project (also referred to as "Lab Demo") and the Civilian Acquisition Workforce Demonstration Project (AcqDemo). Each of these systems is designed to 1) establish realistic performance expectations, 2) provide appropriate guidance to managers and supervisors at every level of the enterprise, and 3) ensure each employee is evaluated accurately and fairly.

👥 How We'll Get There

The following strategies establish a variety of initiatives that will allow us to analyze our current set of performance management policies and processes, identify opportunities for innovation and improvement, and more effectively motivate employees and recognize high performers. This includes an assessment of DPMAP in order to determine its impact on employee perceptions and our desired culture of high performance. Other initiatives will be implemented to promote the use of employee awards and recognition programs.

We will further enhance our performance culture by improving and expanding our work-life flexibilities to ensure our employees are able to effectively balance professional and personal responsibilities and schedules. We will also implement and evaluate our recently updated managerial and supervisory framework and other supervisory support programs so that leaders and managers at every level of the organization have access to timely and accurate guidance regarding personnel management.

Additionally, we will leverage USALearning to implement state-of-the-art learning management systems so we can deliver and track appropriate education and training opportunities for civilian employees. We will analyze and update our existing DoD Leadership Competency Framework in order to maximize its effectiveness.

Key Performance Indicators: Maximize Employee Performance

- *Increase in number of performance discussions (BSC: Organizational Capacity)*
- *Improved quality of performance standards (BSC: Internal Process)*
- *Improved scores on FEVS questions (multiple indices) (BSC: Customer Satisfaction)*
- *Increase in awards recognition (monetary and non-monetary) (BSC: Financial)*
- *Increase in retention rates (BSC: Organizational Capacity)*
- *Decrease in number of DoD learning management systems (BSC: Financial/Stewardship)*

Strategy 2.1 Improve Alignment Between Performance Management and Recognition Programs

(HCF: Performance Culture)

Improving the link between performance management and recognition supports DoD's efforts to recruit and retain high performing employees, and those with mission critical skills that support and sustain DoD's readiness posture. Ongoing use of monetary and non-monetary recognition throughout the entire performance cycle provides supervisors and managers with the tools to improve organizational performance by building a culture of recognition and achievement. DoD's focus on improving this linkage looks to policy and technological tools to support DoD Components to build this culture at the lowest possible level, while enabling leaders to monitor, assess, and proactively address organizational and employee performance.

2.1.1: Assess DPMAP impact on employee perceptions and culture of high performance

This initiative will initially assess DoD Component compliance with implementation of DPMAP. This initiative, additionally, will assess whether DPMAP successfully established a culture of high performance within DoD Components covered under this performance management program.

Actions	OPR	FY 2020				FY 2021			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
2.1.1.1 Finalize implementation assessment of DPMAP	DCPAS LERD, DCPAS ESI, DMDC, OPA	─	●						
2.1.1.2 Assess DPMAP implementation impact on performance and recognition culture	DCPAS LERD, DCPAS ESI, DMDC, OPA, Components		○				●		
2.1.1.3 Build, test, and deploy a new performance management tool to upgrade DPMAP	DCPAS LERD, DCPAS ESI, DMDC, Components		○		●				
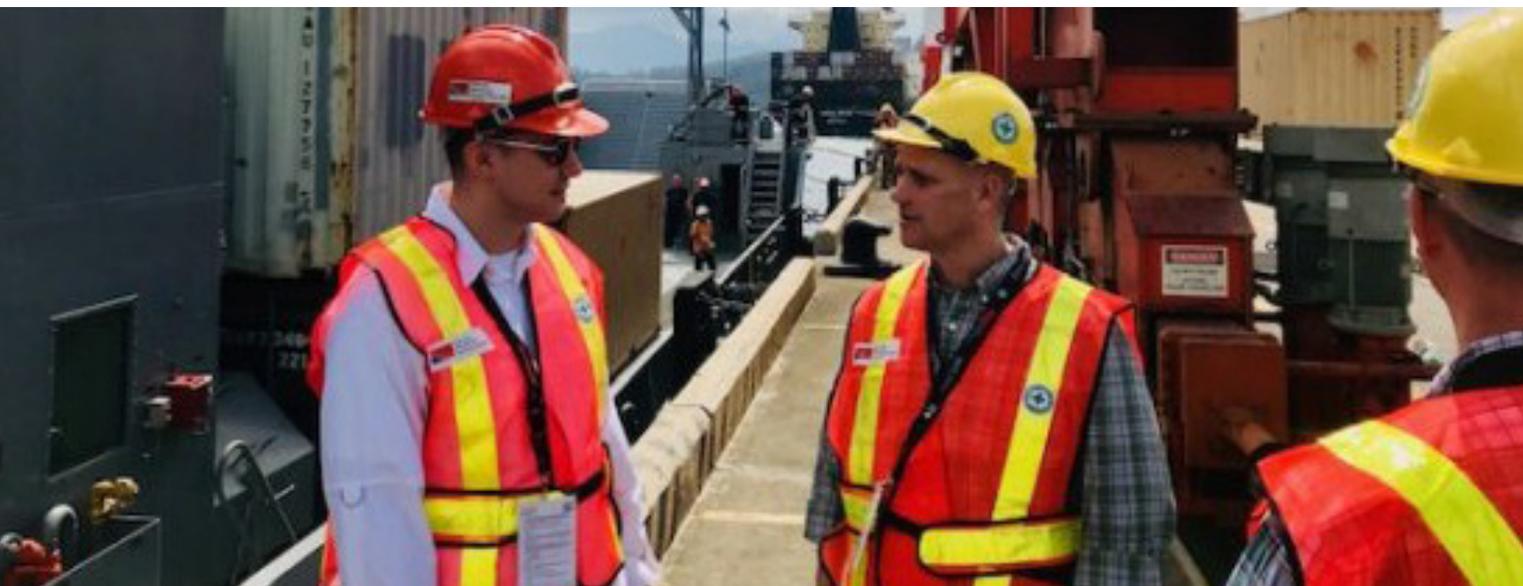
2.1.2: Promote use of employee awards and recognition programs

This initiative supports the President's Management Agenda in promoting a culture of performance and recognition of high performance and employees with mission critical skills. DoD will reexamine opportunities with existing legal authorities to establish policy promoting a culture of recognition throughout the entire appraisal cycle.

Actions	OPR	FY 2020				FY 2021			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
2.1.2.1 Develop and publish guidance on civilian awards consistent with OMB Circular A-11 revisions for FY21; submit agency plans with FY 21 PB	DCPAS LER, USD (C), Components, CPP, DERMO	○	●						
2.1.2.2 Publish revisions to DoDI 1400.25, Volume 451, awards and recognition	DCPAS LER, Components	○				●			
2.1.2.3 Establish a program to increase awareness and use of honorary and innovation awards in recognition	DCPAS LER, Components	○				●			

Strategy 2.2 Strengthen Supervisor and Manager Support and Accountability

(HCF: Performance Culture)

Supervisors and managers play a critical role in establishing performance standards, providing relevant feedback, and evaluating employee performance. Organizations and HR professionals at all levels must ensure supervisors are provided with initial and recurring training and tools, including just-in-time guidance where appropriate, so they can effectively carry out their performance management responsibilities. Supervisors must create an environment where their subordinates can be successful, and they should be held accountable for performing their leadership and management responsibilities. This strategy outlines initiatives and supporting milestones that are designed to ensure DoD builds a cadre of supervisors who are well equipped to perform their leadership responsibilities.

2.2.1: Improve training and support provided to supervisors of DoD civilians

This initiative centers on enhanced initial and recurring training and support for supervisors of civilian employees. Additionally, this initiative will provide expanded mentoring support for supervisors and new tools designed to establish and maintain a culture of high performance.

Actions	OPR	FY 2020				FY 2021			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
2.2.1.1 Conduct Component managerial and supervisory training curriculum and instructional model review & validation	DCPAS TD, Components	○					●		
2.2.1.2 Align managerial and supervisory training to framework and report required metrics	Components	○		●					→
2.2.1.3 Establish approach to ensure new supervisors are mentored by experienced supervisors; monitor and report progress	DCPAS TD, Components			○		●	→		
2.2.1.4 Assess and document supervisory support pilots	DCPAS LERD, Army	○		●					
2.2.1.5 Publish best practices from pilots; revise or develop tools to support	DCPAS LERD, Army, Components					○	●	→	

2.2.2: Expand Knowledge of Work-Life Flexibilities

In conjunction with Federal guidance, it is DoD's goal to provide the framework necessary to ensure that all DoD Components and agencies implement and sustain work-life programs to recruit and retain high quality candidates, promote employee engagement and productivity, and maximize workforce retention.

Actions	OPR	FY 2020				FY 2021			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
2.2.2.1 Publish work-life policy in DoDI 1400.25, Volume 892	DCPAS and BN&W			●					
2.2.2.2 Implement DoD work-life program plan	DCPAS, BN&W and Components	○			●				
2.2.2.3 Develop and distribute work-life strategic communication and marketing materials	DCPAS, BN&W and Components			○	●	→			
2.2.2.4 Develop enterprise approach to Employee Assistance Program (EAP)	DCPAS, BN&W and Components	○			●				

Strategy 2.3 Improve Acquisition and Delivery of Training, Education and Professional Development

(HCF: Talent Management)

A key element of talent management is the development and sustainment of a diverse cadre of highly capable, high-performing, and results-oriented civilian leaders to lead effectively in increasingly complex environments, ensure continuity of leadership, and maintain a continuous learning organization that drives transformation and continuous improvement across the enterprise.

To provide for world-class training and development, a number of actions will be taken to improve the acquisition of training and development, improve capabilities that support reskilling of the workforce and refresh the leadership competencies that continue to broaden civilian expertise and increase leadership capability.

2.3.1: Implement USALearning

The acquisition of training and education capabilities is being reformed to implement an enterprise approach. This approach leverages USALearning as a shared service provider for assisted acquisition of training and education capabilities including learning hardware, software, courseware and other training, and associated services. Future shared services include the operation and maintenance of a portal for a common course catalog to search and discover available learning opportunities across the DoD and unified training/learning records.

Actions	OPR	FY 2020				FY 2021			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
2.3.1.1 Develop and distribute revised guidance for the USALearning assisted acquisition process for training and education capabilities and deploy tracking tool	**CMO**	●							
2.3.1.2 Develop and present COAs for optimization of Fourth Estate Learning Management Ecosystem	**DCPAS, CMO, DAFA, DCPAS TD**				●				
2.3.1.3 Develop Course Catalog and learning record repository requirements (functional and technical requirements)	**CMO, DASD-FE&T**	○				●			→
2.3.1.4 Begin pilot of new DoD unified Learning Portal with course catalog and learning record repository capabilities	**CMO, OPM-USALearning**						○		→
2.3.1.5 Revise DODI's 1400.25, volume 410 and 1322.26 to incorporate USALearning shared services	**DCPAS, DASD-FE&T**	○							→

2.3.2: Update DoD Leadership Competency Framework

The Framework provides a model for the deliberate professional development of DoD civilian personnel below the executive level in all DoD Components. The current leadership competency model will be refreshed using insights from the latest Federal and industry leadership competency models and initiatives to remain competitive for targeted talent and aid in succession planning.

Actions	OPR	FY 2020				FY 2021			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
2.3.2.1 Benchmark with other federal agencies and private industry on their leadership competency models	**DCPAS TD, DCPAS & P&A, DERMO, Components**	○			●				
2.3.2.2 Develop & implement updated leadership competency framework with proficiency levels	**DCPAS TD, DCPAS & P&A, DERMO, Functional Communities, Components**		○		●				
2.3.2.3 Integrate refreshed leader competency model with existing guidance	**DCPAS TD, DCPAS & P&A, DERMO, Functional Communities, Components**						○		●

Human Capital Objective 3: Transform Human Resources

The DoD is engaged in an ongoing effort to conduct a thorough business review and identify viable reform initiatives to increase the efficiency and effectiveness of specific lines of business, including the management of the civilian workforce. The strategies within this objective focus on the effectiveness and efficiency of HR Management business operations, processes, and capabilities at the enterprise level. Targeted civilian human capital strategies are provided in this section to include initiatives and metrics. The strategies established under this objective are:

- **3.1. Implement Integrated End-to-End HR Processes Supported by Technology**

- **3.2. Establish Standards for HR Program Performance, HR Service Delivery, and Human Capital Evaluation**

- **3.3. Enhance HR Workforce Capabilities**

Why This Matters

Integrated end-to-end HR processes are important to avoiding waste and redundancy in civilian talent acquisition, training and development, and performance strategies. Human capital planning and HR activities cannot be efficient without a strong IT/business system strategy. Also, assurance that human capital strategies and HR processes are executed effectively and successfully is based, not only on a strong relationship between HR and its strategic partners, but also on the availability of a credible, reliable, and efficient HR workforce. Strengthening HR capabilities will provide a positive return on investment by supporting strategic recruitment, competency and talent development, and retention goals for the DoD civilian workforce as a whole.

How We'll Get There

The DoD will expand its efforts to leverage technology to increase the effectiveness of our HR management processes. We will accomplish this goal by transitioning from our legacy HR IT systems to a modern enterprise architecture that will meet both current and future requirements. We will also work to standardize and rationalize HR technology across the DoD wherever practicable. And we will further increase the efficiency of our HR IT systems by integrating our existing talent management programs into our new HR IT architecture.

Other initiatives within this objective will ensure we implement a robust governance structure, an enhanced occupational competency model, and a strategic human capital plan for each technical area within the HR functional community.

Finally, we will enhance the capabilities of our HR workforce by developing and publishing program performance metrics that will allow us to measure the effectiveness of our HR programs. We will supplement these efforts by expanding our HCF accountability and evaluation program and establishing robust and measurable standards for the delivery of HR services to customers at every level of the enterprise.

Key Performance Indicators: Transform Human Resources

- *HR spend by Component/employee (BSC: Financial/Stewardship)*
- *HR spend by technical area (BSC: Financial/Stewardship)*
- *HR IT project milestones completed (BSC: Organizational Capacity/Internal Process)*
- *Improved HR technical competency (BSC: Organizational Capacity)*
- *Increased customer satisfaction (BSC: Customer Satisfaction)*

Strategy 3.1 Implement Integrated End-to-End HR Processes Supported by Technology

(HCF: Strategic Alignment)

Enhancing and streamlining HR Systems will increase the efficiency of data analysis, expand position management capabilities, increase the efficiency of the hiring process, and improve workforce data and decision making capabilities. Based on meaningful development of HR business enterprise architecture requirements and business case scenarios, DoD will modernize the Civilian Human Resources Management Information Technology (CHRM IT) Portfolio to meet current and future needs in order to increase the efficiency of HR operations. This strategy and its initiatives also align with OPM Federal Workforce Priority "Securing technological solutions for human capital analysis."

3.1.1: Transition to DCHRMS by FY 2021

DoD is migrating from its current system of record for civilian personnel data, the Defense Civilian Personnel Data System (DCPDS), to a new, upgraded, cloud-based system, referred to as DCHRMS. There will be one database which allows for a single employee record, better information sharing between Components, and streamlines personnel processes for civilian HR. This is a critical element of the DoD's strategy to operate more efficiently by using shared services, and implementation will improve enterprise business operations, and improve the quality and productivity of business operations while reducing the costs of these operations. The DoD plans to deploy DCHRMS in July 2020, pending the completion and mitigation of all critical paths required for a successful deployment.

Actions	OPR	FY 2020				FY 2021			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
3.1.1.1 Establish Component working groups to define system requirements, and identify training, change management and testing strategies and plans	DCPAS ESID, DHRA, Components				●				
3.1.1.2 Establish and execute tiered governance to manage all aspects of DCHRMS deployment	DCPAS ESID, DHRA, DMDC	○			●				
3.1.1.3 Document and execute systems test plan	DCPAS ESID, DHRA, Components				●				
3.1.1.4 Document and execute training and change management plan	DCPAS ESID, DHRA, Components				●				
3.1.1.5 Deliver secure DoD core HR capability that can be expanded to include performance, talent management, benefits, etc	DCPAS ESID, DHRA, CPD, Components				●				

3.1.2: Rationalize HR Technology to Deliver Integrated Talent Management Capabilities

We will assess each application in the Civilian HR IT portfolio to determine which applications support enterprise business initiatives, with the specific goal of improving efficiency and reducing costs.

Actions	OPR	FY 2020				FY 2021			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
3.1.2.1 Award contract to rationalize portfolio of civilian HRIT systems for the enterprise	**DCPAS ESID, DHRA, Components**	●							
3.1.2.2 Develop as-is map for HR systems across the Department	**DCPAS ESID, DHRA, Components**	○	●						
3.1.2.3 Define future state attributes and develop TO-BE process maps for the DoD HR enterprise	**DCPAS ESID, DHRA, Components**		○	●					
3.1.2.4. Prioritize capabilities, develop HR IT roadmap, and incorporate into DCHRMS functionality	**DCPAS ESID, DHRA, Components**			○		● →			
3.1.2.5 Conduct workshops with subject matter experts to establish framework for configuring the enterprise solutions	**DCPAS ESID, DHRA, Components**						○ →		

Strategy 3.2 Establish Standards for HR Service Delivery, Program Performance and Evaluation

(HCF: Strategic Alignment)

HR program and service delivery standards are focused on strategic HCM policies, programs, and activities. These standards form the basis of key performance indicators that often provide insight into areas such as improved management, operational efficiencies, cost savings/avoidance, and improved customer service. The outcomes of these standards help to demonstrate human capital management's value and impact on DoD's mission, strategic and priority goals, and policies.

Efforts will be undertaken to develop and establish standards where gaps exist or refine existing standards. The human capital accountability program will be reviewed to ensure guidance and activities also reflect and integrate enterprise standards.

3.2.1: Develop and publish HR program performance metrics

HR program and outcomes need to be periodically assessed. In keeping with the effort to transform HR, standards to support program and service delivery are being updated to drive continuous improvement or development of new HR policy, processes, authorities, and flexibilities.

Actions	OPR	FY 2020				FY 2021			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
3.2.1.1 Assess existing HR performance measures, available data sources, and tie to outcomes and current civilian HR strategies and initiatives	DCPAS, CPP	○—●							
3.2.1.2 Identify new measures and validate required DOD and non-DOD data sources	DCPAS, CPP	○——————●							
3.2.1.3 Collaborate with DOD and non-DOD data owners to access additional data sources	DCPAS P&A, CPP			○—————●					
3.2.1.4 Create key performance indicators and dashboard	DCPAS P&A, CPP, CMO, CDO			○——————————●					
3.2.1.5 Develop and implement process to review and/or update measures as outcomes or strategies change	DCPAS P&A, CPP					○——————→			

3.2.2: Establish HR service delivery standards

This initiative will optimize efficiencies and reduce duplication and create standardization in HR service delivery through the development of a standard HR service delivery model. The initial effort, led by the Fourth Estate Management Office (FEMO), will focus on the Defense Agencies and Field Activities (DAFA)s.

Actions	OPR	FY 2020				FY 2021			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
3.2.2.1 Conduct workshops to document current methods of delivery	CMO, FEMO, Army, Navy,Comptroller, DAFA	○		●					
3.2.2.2 Design costing model to standardize cost of delivery & renew quarterly	CMO, FEMO, Army, Navy,Comptroller, DAFA, CFO		○				●		
3.2.2.3 Develop HR service delivery model through a series of design sprints and pilots	CMO, FEMO, Army, Navy,Comptroller, DAFA	○		●					●
3.2.2.4 Establish formal governance process for service delivery oversight	CMO, FEMO, Army, Navy,Comptroller, DAFA	○			●				
3.2.2.5 Analyze data and develop COAs for implementation	CMO, FEMO, Army, Navy,Comptroller, DAFA, CFO					○			●
3.2.2.6 Expand or incorporate Enterprise standards (using DAFA results)	CMO, FEMO, Army, Navy,Comptroller, DAFA, CFO		○				●	●	
3.2.2.7 Develop and analyze KPIs for shared services	CMO, FEMO			TBD					

3.2.3: Expand Human Capital Framework (HCF) Accountability and Evaluation Program

The framework which supports the human capital accountability and evaluations mechanism (HRstat, Audits and Human Capital Reviews) is being fully implemented to provide leadership with data, understanding, and insights of how civilian human capital policies and programs are supporting mission. All stakeholders, including HR practitioners, will receive awareness communications and training to ensure full engagement in the civilian human capital accountability process, outcomes, and improvements to supporting decision-making.

Actions	OPR	FY 2020				FY 2021			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
3.2.3.1 Coordinate review and approval of revised HCF Handbook with stakeholders and publish	**DCPAS P&A, Components, CPPC**	◯	●						
3.2.3.2 Deliver training workshops to provide implementation guidance	**DCPAS P&A, Components**		◯		●				
3.2.3.3 Conduct HCF evaluations (DCPAS-led, Component-led, and OPM-led) and report findings and best practices IAW DoD HCF guidance	**DCPAS P&A, Components, OPM**					◯ →			
3.2.3.4 Establish evaluation feedback mechanism to inform policy, processes, decision-making, areas of risk, training and credentialing, and development of annual integrated evaluation schedule	**DCPAS P&A, Components**	●							

Strategy 3.3 Enhance HR Workforce Capabilities

(HCF: Talent Management)

Delivering a highly capable HR workforce that facilitates human capital initiatives is required in order to meet mission needs. DoD must build the strength of HR specialists to ensure talents are all encompassing, from tactical practitioners through strategic business partners. Developing and strengthening HR talent ensures DoD gets the right people with the right skills into the right position to maximize employee performance and accomplish its mission. This strategy and its initiatives support OPM Federal Workforce Priority "Expanding employee development opportunities."

3.3.1: Implement an enhanced competency model and strategic human capital plan for each HR technical area

The HR functional community has identified and organized competency management for its community into a set of universal competencies and roughly 11 sets of technical or functional competencies. The workforce data will be reviewed and updated for each technical area to inform the refresh of the corresponding technical competency models. This work includes identifying a system/process to consistently measure competencies across the DoD. These updates will form the basis for development of a credentialing and/or certification program to support the HR community.

Actions	OPR	FY 2020				FY 2021			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
3.3.1.1 Develop and deploy HRFC strategic communications plan for the competency management and workforce planning efforts	DCPAS, HRFC Governance	●							
3.3.1.2 Develop and validate Institutional/HR Management Competency Model	DCPAS, HRFC Governance	○—	—●						
3.3.1.3 Develop and validate technical competency models (Staffing, Labor Relations, and Injury Compensation) includes expedited WF Planning process	DCPAS, HRFC Governance	○—	—	—●					
3.3.1.4 Identify, develop and validate next rounds of technical competency models based upon prior FY 19 effort (includes expedited WF planning process)	DCPAS, HRFC Governance					○——	——	——	—→

3.3.2: Develop and Implement an HR Technical Credentialing Program

Other DoD functional communities (Financial Management (FM), Acquisition) have developed credentialing programs to certify technical competencies in their workforce. Following that lead, the HR functional community piloted and established a Benefits credentialing program with input from the Services/Components. With the success of that effort, the HR functional community will continue to focus on credentialing programs for HR technical areas. This two-part approach, certifying technical expertise while building institutional competencies, is a key element to developing HR strategic advisors.

Actions	OPR	FY 2020				FY 2021			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
3.3.2.1 Obtain lessons learned from the FM and Acquisition FCs, DCPAS Benefits credentialing program along with other similar credentialing programs	**DCPAS P&A**	●							
3.3.2.2 Develop standard approach for follow-on HR credentialing programs	**DCPAS P&A**	○	●						
3.3.2.3 Develop credentialing programs beginning with injury compensation, labor relations and staffing	**DCPAS, Components**			○			● →		
3.3.2.4 Assess alternatives for managing the HR credentialing program, e.g., OPM, SHRM, contract	**DCPAS P&A**	○		●					

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Appendix A: FY18-19 Human Capital Operating Plan and Results

The Department published its initial HCOP in June, 2018. That plan established 12 overarching strategies for FY 2018-2019 that addressed strategic planning & alignment, talent management, performance culture, and evaluation of policies and programs within the civilian human capital portfolio. Twenty percent of the initiatives established by that plan were achieved, and 96% of the plan's milestones were completed on time.

Table 4. FY 2018-2022 DoD Strategic Goals and Objectives (February 2018)

Strategic Goal 1 Rebuild Military Readiness as We Build a More Lethal Joint Force	Strategic Goal 2 Strengthen Alliances as We Attract New Partners	Strategic Goal 3 Reform the Department's Business Practices for Greater Performance and Affordability
SO 1.1 – Restore Military Readiness to Build a More Lethal Force SO 1–2 - Lay the foundation for future readiness through recapitalization, innovation, and modernization SO 1–3 - Enhance information technology and cybersecurity capabilities SO 1–4 - Ensure the best intelligence, counter-intelligence, and security support to DoD operations SO 1–5 - Implement initiatives to recruit and retain the best total force to bolster capabilities and readiness	SO 2.1 – Reform the Security Cooperation Enterprise	SO 3.1 - Improve and strengthen business operations through a move to DoD-enterprise or shared services; reduce administrative and regulatory burden SO 3.2 – Optimize organizational structures SO 3–3 - Undergo an audit, and improve the quality of budgetary and financial information that is most valuable in managing the DoD

Table 5: FY 18-19 DoD Human Capital Operating Plan (HCOP) Strategies

Human Capital Framework	Goal 1: Rebuilding Military Readiness as We Build a More Lethal Joint Force	Goal 2: Strengthening Alliances as We Attract New Partners	Goal 3: Reforming the Department's Business Practices for Greater Performance and Affordability
Strategic Planning & Alignment	1.1. Identify and strengthen MCOs aligned with strategic priorities.		3.1. Strengthen Human Capital strategic partnerships to enhance civilian workforce management and improve HR customer service.
Talent Management	1.2. Recruit and retain a highly skilled and agile civilian workforce. 1.3. Improve and sustain civilian leadership development. 1.4. Improve civilian workforce hiring practices.	2.1. Build and strengthen the Security Cooperation workforce. 2.2. Enhance the DoD Expeditionary Civilian (DoD-EC) program.	3.2. Invest in Civilian HR Management IT Redesign. 3.3. Improve HR capabilities by strengthening the competencies and talent of the HR workforce.
Performance Culture	1.5. Maximize Employee Performance.		
Evaluation	1.6. Institute the Human Capital Operating Plan (HCOP) and HRStat Program.		3.4. Establish a DoD enterprise HCM Accountability Program.

Table 6: FY 2018 – FY 2019 Human Capital Operating Plan Results

The following outcomes were achieved as a result of FY 2018-2019 HCOP initiatives:

Strategic Goal 1: Build More Ready and Lethal Force
1. Developed and beta tested new Functional Community Maturity Model
2. Improved workforce satisfaction scores within FEVS
3. Implemented program to evaluate DoD-level Leadership Development Programs (LDPs); Exceeded DoD LDP target participation and satisfaction ratings for FY18
4. Completed hiring action plans for each Component
5. Decreased time to hire within Army, Fourth Estate, and multiple functional communities
6. Published comprehensive enterprise Manager & Supervisor Training Framework
7. Completed RAND study on support for supervisors in addressing poor employee performance & implemented key recommendations
8. Converted 95% of eligible employees to new Defense Performance Management Appraisal Program

Strategic Goal 2: Strengthen Alliances
9. Issued enterprise guidance for the DoD Security Cooperation Workforce
10. Successfully filled 96% of Expeditionary Civilian requirements in FY18

Strategic Goal 3: Reform the Department's Business Practices
11. Established strategic partnerships between DASD(CPP), the Office of the CMO, and the Office of Personnel Management
12. Published updated HR Management Functional Strategy
13. Initiated development of a state-of-the-art DCHRMS IT system to replace the outdated Defense Civilian Personnel Data System
14. Developed and published HR workforce development framework
15. Developed and implemented new policy and procedures for conducting Reduction in Force actions
16. Instituted quarterly HRStat reviews to measure progress towards HCOP objectives

Appendix B: Metrics

Metric (Deliver Talent)	Baseline FY19	Target FY20	Target FY21
Improve Recruitment and Hiring			
1.1.a.1 AF DHA Hire Rate. Total # of AF DHA hires divided by the total number of AF hires.	24%	26%	27%
1.1.a.2 Army DHA Hire Rate. Total # of Army DHA hires divided by the total number Army of hires.	16%	21%	22%
1.1.a.3 DON DHA Hire Rate. Total # of DON DHA hires divided by the total number of DON hires.	23%	26%	27%
1.1.a.4 4th Estate DHA Hire Rate. Total # of 4th Estate DHA hires divided by the total number of 4th Estate hires.	15%	19%	20%
1.1.a.5 DoD Veteran Hire Rate. The number of veterans hired divided by the total number of civilians hired.	48%	43%	40%
1.1.a.6 DoD Veteran Workforce Rate. The total number of veterans onboard divided by the total number of civilians onboard	48%	45%	42%
1.1.a.7 AF DHA T2H. Average number of days to hire for all AF DHAs.	73	80	76
1.1.a.8 Army DHA T2H. Average number of days to hire for all Army DHAs.	116	80	76
1.1.a.9 DON DHA T2H. Average number of days to hire for all DON DHAs.	107	80	76
1.1.a.10 4th Estate DHA T2H. Average number of days to hire for all 4th Estate DHAs.	129	80	76
1.1.b.1 DoD Average T2H. Average number of days to hire from RPA creation to EOD	94	80	76
1.1.b.2 AF Average T2H. Average number of days to hire from RPA creation to EOD	98	80	76
1.1.b.3 Navy Average T2H. Average number of days to hire from RPA creation to EOD	94	80	76
1.1.b.4 Army Average T2H. Average number of days to hire from RPA creation to EOD	98	80	76
1.1.b.5 4th Estate Average T2H. Average number of days to hire from RPA creation to EOD	75	80	76
1.1.c.1 DoD Hiring Manager Surveys Completed. The number of hiring manager satisfaction surveys completed	3,051	Increase	Increase
1.1.c.2 AF Hiring Manager Surveys Completed. The number of hiring manager satisfaction surveys completed	469	Increase	Increase
1.1.c.3 Navy Hiring Manager Surveys Completed. The number of hiring manager satisfaction surveys completed	457	Increase	Increase
1.1.c.4 Army Hiring Manager Surveys Completed. The number of hiring manager satisfaction surveys completed	992	Increase	Increase
1.1.c.5 4th Estate Hiring Manager Surveys Completed. The number of hiring manager satisfaction surveys completed	1,133	Increase	Increase

Metric (Deliver Talent)	Baseline FY19	Target FY20	Target FY21
Improve Recruitment and Hiring			
1.1.d.1 DoD Hiring Customer Satisfaction Rate. The satisfaction rate for DoD Hiring Manager Survey satisfaction index (average response rate for questions 1 thru 3)	69%	75%	80%
1.1.d.2 AF Hiring Customer Satisfaction Rate. The satisfaction rate for DoD Hiring Manager Survey satisfaction index (average response rate for questions 1 thru 3)	65%	75%	80%
1.1.d.3 Navy Hiring Customer Satisfaction Rate. The satisfaction rate for DoD Hiring Manager Survey satisfaction index (average response rate for questions 1 thru 3)	63%	75%	80%
1.1.d.4 Army Hiring Customer Satisfaction Rate. The satisfaction rate for DoD Hiring Manager Survey satisfaction index (average response rate for questions 1 thru 3)	72%	75%	80%
1.1.d.5 4th Estate Hiring Customer Satisfaction Rate. The satisfaction rate for DoD Hiring Manager Survey satisfaction index (average response rate for questions 1 thru 3)	71%	75%	80%
1.1.e.1 DoD Expeditionary Fill Rate. Total number of EC billets filled, divided by total number of EC billets-ordered through GFM	94%	96%	98%
1.1.e.2 Army Expeditionary Fill Rate. Total number of Army EC billets filled, divided by total number of Army EC billets ordered through GFM	91%	96%	98%
1.1.e.3 Navy Expeditionary Fill Rate. Total number of Navy EC billets filled, divided by total number of Navy EC billets ordered through GFM	96%	96%	98%
1.1.e.4 AF Expeditionary Fill Rate. Total number of AF EC billets filled, divided by total number of AF EC billets ordered through GFM	92%	96%	98%
1.1.e.5 4th Estate Expeditionary Fill Rate. Total number of 4th Estate EC billets filled, divided by total number of 4th Estate EC billets ordered through GFM	96%	96%	98%
1.1.f.1 MCO Validated Competency Models. Total number of validated competency models divided by the total number of MCOs. Baseline subject to change pending updated MCO model.	74%	93%	93%
1.1.f.2 Validated Competency Models Available in USA Staffing. Total number of validated competency models available in USA Staffing divided by the total number of MCOs.	74%	93%	93%
1.1.f.3 Percent of USA Staffing MCO Selections Utilizing DCAT Validated Competency Models. Total number of USA Staffing MCO selections using DCAT validated competency models divided by total number of USA Staffing MCO selections.	16%	Increase	Increase

Metric (Deliver Talent)	Baseline FY19	Target FY20	Target FY21
Expand Capabilities for Strategic Workforce Planning and Management			
1.2.a Priority Functional Communities with Current SWPs. Total number of priority FCs with current SWPs divided by total number of priority FCs.	0%	25%	75%
1.2.b.1 Staffing Gap (IT FC). DCPDS quarter end strength minus DMDC billets for Information Technology FC occupation series divided by end strength.	-7.50%	-5.00%	-2.50%
1.2.b.2 Staffing Gap (Intel FC). DCPDS quarter end strength minus DMDC master billets for Intel FC occupation series divided by end strength.	-18.20%	-15.00%	-12.50%
1.2.b.3 Staffing Gap (Security). DCPDS quarter end strength minus DMDC master billets for priority Security FC occupational series (0080) divided by end strength.	-0.10%	0%	0%
1.2.b.4 Staffing Gap (FM). DCPDS quarter end strength minus DMDC master billets for priority Financial Management FC occupation series (0501, 0510, 0511, and 0560) divided by end strength.	-9.30%	-7.50%	-5.00%
1.2.c.1 Competency Gap (IT FC). Percent of priority occupations with at least one competency/proficiency gap identified (based on DCAT model).	99%	99%	99%
1.2.c.2 Competency Gap (Intel FC). Percent of priority occupations with at least one competency/proficiency cap identified (based on DCAT model).	99%	99%	99%
1.2.c.3 Competency Gap (Security). Percent of priority occupations with at least one competency/proficiency gap identified (based on DCAT model).	99%	99%	99%
1.2.c.4 Competency Gap (FM). Percent of priority occupations with at least one Competency/Proficiency Gap identified (based on DCAT model).	99%	99%	99%
1.2.d Perception of Workforce Knowledge & Skills. FEVS Positive Response rate for Question 29 - The workforce has the job relevant knowledge and skills necessary to accomplish organizational goals.	80.00%	80.00%	80.50%
1.2.e Perception of Ability to Recruit the Right People with Right Skills. FEVS Positive Response rate for Question 21 - My work unit is able to recruit people with the right skills.	45.00%	45.00%	45.50%
1.2.f Perception of Work Unit Skill Improvement (in last year). FEVS Positive Response rate for Question 27 - The skill level in my work unit has improved in the past year.	58.00%	58.00%	58.50%

Note: TBD's in FY19 baseline will be added after FYE results are in.

Metric (Maximize Employee Performance)	Baseline FY19	Target FY20	Target FY21
Improve Alignment Between Performance Management and Recognition Programs			
2.1.a Meaningful Performance Award Index. The difference in the average ratings-based monetary performance awards expressed as a percentage of pay between employees who earn a Fully Successful and employees who earn an Outstanding performance rating.	0.66%	0.70%	0.75%
2.1.b Monetary Awards Spending Spread. The ratio of monetary awards spending between ratings based and non-ratings based awards by fiscal year for DoD.	79-21%	75-25%	72.5-27.5%
2.1.c Performance Feedback Index. Average positive satisfaction rate for the following FEVS questions: Q44: Discussions with my supervisor about my performance are worthwhile. Q46: My supervisor provides me with constructive suggestions to improve my job performance. Q50: In the last six months, my supervisor has talked with me about my performance.	69.70%	72%	75%
2.1.d Performance Rating Index. Average positive satisfaction rate for the following FEVS questions: Q15: My performance appraisal is a fair reflection of my performance. Q16: I am held accountable for achieving results. Q19: In my most recent performance appraisal, I understood what I had to do to be rated at the next performance level (for example, Fully Successful, Outstanding).	75%	77%	79%
2.1.e Performance Recognition and Reward Satisfaction Index. Average positive satisfaction rate for the following FEVS questions: Q22: Promotions in my work unit are based on merit. Q23: In my work unit, steps are taken to deal with a poor performer who cannot or will not improve. Q24: In my work unit, differences in performance are recognized in a meaningful way. Q25: Awards in my work unit depend on how well employees perform their jobs.	38.10%	40%	45%
Strengthen Supervisor and Manager Support and Accountability			
2.2.a Senior Leaders Support Work/Life Programs. Employee Viewpoint Survey responses to , "Senior leaders demonstrate support for Work/Life programs."	61.46%	>62%	>FY20
2.2.b Supervisor Supports Work Life Balance. Employee Viewpoint Survey responses to , "My supervisor supports my need to balance work and other life issues."	81.88%	>82%	>FY20
2.2.c Overall Employee Satisfaction with Work/Life Programs. Employee Viewpoint Survey average of all responses to each Employee Work/Life Program.	77.80%	>78%	>FY20
2.2.d DCPDS Telework Eligible Rate. Total number of APF employees who are coded as telework eligible divided by the total number of APF employees	36%	>36%	>FY20
2.2.e Civilian Initial Supervisory Training Completion Rate (Probationary). Reported number/percentage of supervisors who were on supervisory probation and completed Initial supervisor training as of 9/30/18 (divided by the total number of probationary supervisors/managers)	71%	>/=FY19	>/=FY20
2.2.f Civilian Initial Supervisory Training Compliance Rate (Probationary). Reported number/percentage of supervisors who were on supervisory probation as of end of FY and are on schedule to complete initial supervisor training. (divided by the total number of probationary supervisors/managers)	29%	</=FY19	</=FY19

Metric (Maximize Employee Performance)	Baseline FY19	Target FY20	Target FY21
Strengthen Supervisor and Manager Support and Accountability			
2.2.g Civilian Initial Supervisory Training Compliance Rate (non-Probationary). Reported number/percentage of supervisors whose probationary period ended during the FY and were delinquent for their initial supervisory training (divided by the total number of non-probationary supervisors/managers)	33%	<FY19	<FY20
2.2.h Civilian Initial Supervisory Training Compliance Rate (Non-Probationary). Reported number/percentage of supervisors whose probationary period ended during the FY and were delayed in completing initial supervisor training (divided by the total # supervisors whose probationary period ended during the FY)	67%	<FY19	<FY20
2.2.i Civilian Initial Supervisory Training Compliance Rate. (All other Non-Probationary: supv/mgr prob pd ended prior to FY). Reported number/percentage of all other non-probationary supervisors delinquent for their initial supervisory training (divided by the total number of "all other" non-probationary supervisors)	13%	<FY19	<FY20
2.2.j Civilian Refresher Supervisory Training Compliance Rate. All other Non-Probationary). Reported number/percentage of supervisors who completed Initial supervisor training but are delinquent for their 3 year refresher training (divided by the total number of non-probationary supervisors)	65%	<65%	<65%
2.2.k Military Supervisory Training Compliance Rate. reported number/percentage of military supervisors who are delinquent in completing supervisory training (divided by the total number of reported military supervisors)	85%	<FY19	<FY20
2.2.l External Supervisory Training Compliance Rate. reported number/percentage of external supervisors (not assigned to reporting Component but supervise reporting Component's civilian employees) who are delinquent in completing supervisory training (divided by the total number of reported external supervisors)	97%	<FY19	<FY20
Improve Acquisition and Delivery of Training, Education and Professional Development Opportunities			
2.3.a Number of USALearning Task Orders. The number of task order issued through the USALearning MOA	100	150	>FY20
2.3.b USALearning Spend. The total amount of spending for task orders issued through USALearning task orders	$160M	>FY19	>FY20
2.3.c Average # of Days to Award Task Orders. Average number of days to award task orders through USALearning from time requirements are submitted to task order is issued	TBD – Avg acquisition cycle time	<FY19	<FY20
2.3.d Total Number of 4th Estate LMS. Total number of 4th Estate LMS	19	17	<FY20
2.3.e Total Cost of 4th Estate LMS. Total cost of 4th Estate LMS	$55.7M	$50M	<FY20

Metric (Transform HR)	Baseline FY19	Target FY20	Target FY21
Implement Integrated End-to-End HR Processes Supported by Technology			
3.1.a System Change Requests Completion Rate. Total # of completed system change requests divided by total number of change requests	0%	25%	80%
Enhance HR Workforce Capabilities			
3.2.a HR Leadership Involvement. HR leadership involvement supports, formalizes, resources, and institutionalizes throughout the enterprise with responsibilities cascading from senior leadership to all appropriate leadership levels	Emerging	Emerging	Advanced
3.2.b Competency Model – Institutional HR Model Completed	Reactive	Emerging	Advanced
3.2.c Strategic HCP – Institutional HR Management	Reactive	Emerging	Advanced
Establish Standards for HR Program Performance, HR Service Delivery, and Human Capital Evaluation			
3.3.a Number of HR Programs Covered by Key Measures. Number of HR Programs activities with approved metrics tracked divided by the number of HR Programs and Service Delivery Standards	0%	50%	99%
3.3.b Number of Service Delivery Standards Covered by Key Measures and Standards. Number of HR Service Delivery activities with approved metrics tracked divided by the number of HR Service Delivery Standards	0%	50%	99%
3.3.c Number of DCPAS-led HCF Evaluations Completed. Number of HCF evaluations completed divided by total number scheduled	0%	80%	99%
3.3.d Number of Component-led HCF Evaluations Completed. Number of HCF evaluations completed divided by total number scheduled	0%	80%	99%

Appendix C: Acronym/Glossary

Action Items: The specific activities or tasks that must be completed to accomplish strategic objectives and/or initiatives to include performance metrics, targets, and milestones.

ADR - Alternative Dispute Resolution: is the use of alternative methods (in lieu of formal grievance process) to resolve conflicts involving employees and management within DoD.

Agency: Executive departments, government corporations and independent establishments excluding the Central Intelligence Agency, the Government Accountability Office, the United States Postal Service, and the Postal Regulatory Commission. For purposes of this report, the Department of Defense is considered the "Agency."

APG - Agency Priority Goal: A performance goal established to advance the progress of a DoD top priority. DoD Priority Goals may be outcome-focused improvements in mission or management, customer responsiveness, or efficiencies. These priority goals represent results or achievements that DoD leadership wants to accomplish within approximately 24 months that relies predominantly on implementation (as opposed to budget or legislative accomplishments).

APP - Agency Performance Plan: An annual plan that defines the levels of performance expected to be achieved towards strategic objectives within a strategic plan. This plan includes performance goals with performance measures, milestones, and may include DoD Component-level strategic and performance plan and Federal priority goal content. The APP identifies quarterly reporting requirements and performance expectations.

ARP - Agency Reform Plan: The purpose of the ARP is for the head of each agency to identify how she/he proposes to improve the efficiency, effectiveness, and accountability of the respective agencies. The Agency Reform Plan must include proposals for the agency's long-term workforce reduction plan and be aligned with the draft agency strategic plan and is submitted to OMB as part of the FY 2019 Budget submission.

ASP - Agency Strategic Plan: The basic requirements for strategic plans are set forth in Section 3 of the Government Performance and Results Act (GPRA). An agency strategic plan contains the Agency mission statement; and corresponds directly with the agency's core programs and activities. An agency's program goals should flow from the mission statement. The plan includes one or more strategic goals. Also termed "general goal," a strategic goal is a statement of aim or purpose that defines how an agency will carry out a major segment of its mission over a period of time.

ASARS - Automated Stopper & Referral System: An automated tool that supports the DoD Priority Placement Program through matching the skills of displaced employees with vacant positions at other DoD activities in the authorized area at which the employee is willing to work.

Attrition: A measure of the loss of personnel during a specific period (usually expressed as a rate)

BSC - Balanced Score Card: Chief management Office (CMO) business framework used for tracking and managing agency goals and Key Performance Indicators (KPIs).

Baseline Metric: A baseline metric determines the exact starting point for and used as a point of comparison for measuring change or progress.

BEA - Business Enterprise Architecture: The enterprise architecture for the DoD Business Missions Area and reflects DoD's business transformation priorities; the business capabilities required to support those priorities; and the combinations of enterprise systems and initiatives that enable those capabilities

CHCO - Chief Human Capital Officer: The agency's senior leader whose primary duty is to: 1) Advise and assist the head of the agency and other agency officials in carrying out the agency's responsibilities for selecting, developing, training, and managing a high-quality productive workforce in accordance with merit system principles; and 2) Implement the rules and regulations of the President, the Office of Personnel Management (OPM), and the laws governing the civil service within the agency.

CHCM - Civilian Human Capital Management: The process and systems required to effectively manage the life cycle of the civilian workforce.

CMO - Chief Management Officer: The CMO (formerly known as the Deputy Chief Management Officer (DCMO)) has independent authority to order the secretaries of the Army, Navy, and Air Force to implement reforms on matters like business transformation, business planning, performance management, and information technology. The CMO leads the synchronization, integration, and coordination of DoD business functions to ensure optimal alignment in support of the war fighting mission.

Competency Gap: A variance between the current workforce competency level and the competency level required. Competencies that meet or exceed the average deficit gap threshold of 0.50 (on a scale of 1.0 to 5.0.) are considered significant.

Component (of an agency): Refers to the Office of the Secretary of Defense, the Military Departments, the Office of the Chairman of the Joint Chiefs of Staff and the Joint Staff, the Combatant Commands, the Office of the Inspector General of the Department of Defense, the Defense Agencies, the DoD Field Activities, and all other organizational entities within the Department of Defense (referred to collectively in this plan as the "DoD Components").

CPPC - Civilian Personnel Policy Council: The primary executive level forum for the Deputy Assistant Secretary of Defense for Civilian Personnel Policy (DASD(CPP)) to obtain strategic program and operational advice and guidance to support the mission of DoD. The CPPC shall promote and facilitate Department-wide human capital management, both current and future, through input to policy, business practices, information technology standards, integrated solutions, and resources. The CPPC members are DoD senior directors and executive level representatives.

DASD(CPP) - Deputy Assistant Secretary of Defense for Civilian Personnel Policy: The CPP formulates plans, policies, and programs to manage the civilian workforce effectively and equitably. The CPP supports DoD with personnel policy leadership and with support from the Defense Civilian Personnel Advisory Service (DCPAS). The CPP also manages the non-appropriated fund personnel system and provides guidance for the foreign national employment program within DoD.

DCAT - Defense Competency Assessment Tool: The DoD enterprise-wide automated competency data repository, validation, and assessment tool.

DCHRMS - Defense Civilian Human Resources Management System: This is the future, cloud based enterprise automated HR information and transaction processing system for DoD civilian employees. This system contains classification, staffing, training, employee benefits, action tracking for Equal Employment Opportunity complaints, and data retrieval information on DoD civilian employees.

DCPAS - Defense Civilian Personnel Advisory Service: The Defense Civilian Personnel Advisory Service develops, implements, and monitors Department of Defense (DoD) civilian human resources (HR) policies and programs around the world. We provide leadership. We consult and train. We ensure HR practices align to and support current policy. We develop tools and cross-functional programs to support efficient and innovative component operations and workforce development. We provide solutions and strategies that bridge the gap between policy, process, and technology to increase operational effectiveness and strengthen mission readiness.

DCPDS - Defense Civilian Personnel Data System: The enterprise automated HR information and transaction processing system for DoD civilian employees. This system contains classification, staffing, training, employee benefits, action tracking for Equal Employment Opportunity complaints, and data retrieval information on DoD civilian employees.

DHRB - Defense Human Resources Board: The primary advisory body to the USD(P&R) in executing Title 10, U.S. Code, and Principal Staff Assistant (PSA) responsibilities for Total Force Management (TFM) across the DoD. The DHRB promotes and facilitates improved DoD-wide total force management, both current and future, through the improved alignment of statutes, policy, business practices, information technology, and resources. In addition, the DHRB considers and advises on matters that are the delegated responsibilities of USD(P&R).

Diversity: within DoD is defined as "all the different characteristics and attributes of DoD's total force, which are consistent with DoD's core values, integral to overall readiness and mission accomplishment, and reflective of the Nation we serve."

DLDP - Defense Leadership Development Program: DoD's formal civilian leadership development program to include, but not limited to, the White House Leadership Development Program, Vanguard Senior Executive Development Program, Defense Senior Leader Development Program, Executive Leadership Development Program, and Defense Civilian Emerging Leader Program.

DMDC - Defense Management Data Center: Serves under the Office of the Secretary of Defense to collate personnel, manpower, training, financial, and other data for the Department of Defense.

DMOC - Diversity Management Operations Center: DMOC provides diversity management and equal opportunity outreach, training, and operational services across DoD.

DoDI - Department of Defense Instruction: Establishes or implements DoD policy and may contain overarching procedures, assign responsibilities, may provide general procedures for implementing the policy and are signed by OSD Component Heads or their Principal Deputies.

DoD-EC - DoD Expeditionary Civilians: A subset of the DoD civilian workforce, who, because of their unique skill sets, are needed to meet complex DoD missions, such as stability, security, transition and reconstruction operations, humanitarian assistance efforts crisis interventions, or contingency operations. The DoD-EC workforce can be deployed anywhere around the world to address these operations.

DPMAP - Defense Personnel Management Appraisal Program: A department-wide performance management program. This program links individual performance to DoD values and organization mission and ensures ongoing recognition and communication between employees and supervisors.

DTMS - Defense Talent Management System: The automated executive talent management solution, based on a pre-existing Army tool and subsequently modernized for DoD-wide use.
End-Strength. The number of employees onboard at the end of the Fiscal Year (30 September).

EOD - Estimated Onboard Date: (start date) for a new hire.

EPAT - Executive Performance Appraisal Tool: The EPAT is a comprehensive tool used to facilitate the feedback and appraisal process for senior executives. EPAT provides the structured framework executives and their raters use at each of three critical performance management stages—creation of a Performance Plan, semi-annual Progress Review, and annual Appraisal—as well as the framework used by Pay Pool Managers to calculate performance-based monetary compensation.

FC - Functional Community: A group of one or more occupational specialties with common functions, competencies, and career paths to accomplish a specific part of the DoD mission.

FCM - Functional Community Management: The workforce planning and management of FCs to ensure mission accomplishment and includes activities such as, but not limited to, developing competency models, assessing workforce competencies, identifying mission-critical workforce gaps, and advocating career development opportunities.

FCMM - Functional Community Maturity Model: is a future model that is intended to evaluate the effectiveness and maturity of each DoD FC.

FEVS Federal Employee Viewpoint Survey: A government-wide survey administered by the Office of Personnel Management (OPM) on an annual basis. The survey focuses on employee perceptions of their work environment and experiences.

FWPR - Federal Workforce Priorities Report: A strategic human capital report, published by OPM that communicates key Government-wide human capital priorities and suggested strategies.

GFM Global Force Management (GFM): is a process to align the assignment, allocation, and apportionment of forces to combatant commanders in support of the national defense strategy and joint force availability requirements.

GPRA/MA - Government Performance and Results Act (GPRA) Modernization Act of 2010: The law that requires agencies to set strategic goals, measure performance, and report on the degree to which goals are met. The GPRA Modernization Act requires agencies to set long-term goals and objectives as well as specific, near-term performance goals.

HCF - Human Capital Framework: The framework, as described in Title 5 Code of Federal Regulations section 250, Subpart B, provides direction on human capital planning, implementation, and evaluation in the Federal environment. The framework has four systems Strategic Alignment and Planning, Talent Management, Performance Culture, and Evaluation.

HCOP - Human Capital Operating Plan: An agency's human capital implementation document, which describes how an agency will execute the human capital elements stated within its Agency Strategic Plan and Annual Performance Plan (APP). Program specific workforce investments and strategies (e.g., hiring, closing skill gaps) should be incorporated into the APPs as appropriate. The HCOP should clearly execute each of the four systems of the HCF.

High Risk Mission Critical Occupation: MCOs that are most at risk for staffing or skill gaps based on recruitment, retention, and environmental indicators.

HR - Human Resources: HR refers to the organization that is authorized to perform HR functions such as staffing, compensation, workforce planning and policy, labor and employee relations and more.

HRIT - Human Resources Information Technology: The automated tools and systems that support the management of HR data.

HRStat: HRStat is a strategic human capital performance evaluation process that identifies, measures, and analyzes human capital data to inform the impact of an agency's human capital management on organizational results with the intent to improve human capital outcomes. HRStat is a quarterly review process.

HRStat Maturity Model: is a diagnostic framework designed to assess the maturity level of an agency's HRStat program, and how the HRStat process contributes to the advancement of an agency's mission, goals, and objectives. The Maturity Model serves as a practical and aspirational roadmap that will help agencies identify areas for improvement and enable them to monitor their progress over time.

Inclusion: is defined as "valuing and integrating each individual's perspectives, ideas, and contributions into the way an organization functions and makes decisions."

MCO - Mission-Critical Occupation: An occupation having the potential to put a strategic program or goal at risk of failure related to human capital deficiencies.

Metrics: A value that indicates the state or level of quality of that which is being measured. Metrics are measurements, either qualitative or quantitative, that provide a basis for evaluating effectiveness and efficiency of performance.

Milestones: A scheduled event signifying the completion of a major deliverable or a phase of work

NDAA - National Defense Authorization Act: The annual appropriations authority for military activities of the DoD, military construction, and for defense activities of the Department of Defense.

NDS - National Defense Strategy: Serves as the DoD Capstone document that establishes the objectives for the plans for military force structure, force modernization, business processes, supporting infrastructure, and required resource.

National Defense Business Operations Plan: The supplemental document to the National Defense Strategy that includes the initiatives, milestones, and performance plan for achieving strategic goals.

OFCM Office of the Secretary of Defense, Functional Community Manager: The Senior Executive designated by each OSD Principal Staff Assistants to lead strategic workforce planning efforts, and provide insight and direction into mission and workforce requirements for a specific DoD functional community. OFCMs monitor and track implementation of Strategic Human Capital Planning initiatives in coordination with DASD (CPP), the DoD Components, manpower, financial management, and HR professionals.

OMB - Office of Management and Budget: serves the President of the United States in overseeing the implementation of his policy, budget, management and regulatory objectives and to fulfill the agency's statutory responsibilities.

OPM - Office of Personnel Management: OPM provides human resources, leadership, and support to Federal agencies to include policy and oversight for all policy created to support Federal human resources departments — from classification and qualifications systems to hiring authorities and from performance management to pay, leave, and benefits.

Performance Metric: A target level of performance expressed as a tangible, measurable objective against which actual performance can be compared, including a goal expressed as a quantitative or qualitative standard, value, or rate. Performance measures are directly linked to one or more metrics (targets).

Priority Occupations: Specific occupational series identified in the Business Operating Plan as key to achieving specific agency goals and objectives.

RIF - Reduction in Force: Refers to the process for reducing the DoD civilian workforce in both the competitive and excepted services.

RPA - Request for Personnel Action: The documentation that is submitted to initiate the request for personnel action to include hiring actions.

Skills Gap: A variance between the current and projected workforce size and skills needed to ensure an agency has a cadre of talent available to meet its mission and make progress towards achieving its goals and objectives now and into the future.

Strategy Owner: The designated office responsible for oversight of a specified HCOP strategy to include providing quarterly metrics, tracking and completing milestones, identifying required resources, obstacles, accomplishments, and recommending changes or revisions to leadership.

SWP - Strategic Workforce Plan: A three to five year workforce plan that identifies mission-driven workforce requirements for recruitment, workforce shaping, development, talent management and succession to meet future staffing needs of specific civilian workforce populations such as functional communities, specific occupational series, and organizations and Components. The SWP process includes the assessment of critical skills and competencies needed in the future within the civilian employee workforce to support DoD's mission, goals and strategies.

Target Metric: Quantifiable measure typically expressed as a number that tells how well or at what level an agency or one of its Components aspires to perform. In setting and communicating targets, where available, agencies should include the baseline value from which the target change is calculated.

T2H - Time to Hire: The average number of days to hire employees for a specific population and time period. The time begins from the date a Request for Personnel Action (RPA) is issued and ends on the date the employee is onboard.

USALearning: A Federal-wide program administered by OPM. The program provides customers with an efficient process for acquiring training products and services to include technical advice, contract over-sight, contract management, and IT security.

USA Staffing: A Federal-wide automated hiring tool administered by OPM.

Appendix D: References and Authorities

Defense Human Resources Agency (DHRA) Business Operation Plan (FY20-FY26)
http://www.dhra.mil

Department of Defense (DoD) FY Fiscal Year (FY) 18-22 Agency Performance Plan (when released)
http://dcmo.defense.gov

Department of Defense (DoD) Fiscal Year (FY) 18-22 Agency Strategic Plan (when released)
http://dcmo.defense.gov

Department of Defense Civilian Human Capital Operation Plan (FY18-19)
https://www.dcpas.osd.mil/Content/documents/PA/DoDCivilianHumanCapitalOperatingPlan31Jul18.pdf

Directive-type Memorandum (DTM)-17-004, Department of Defense Expeditionary Civilian Workforce
http://www.esd.whs.mil/Portals/54/Documents/DD/issuances/dtm/DTM-17-004.pdf

Federal Workforce Priorities Report
https://www.opm.gov/policy-data-oversight/human-capital-management/federal-workforce-priorities-report/2018-federal-workforce-priorities-report.pdf

Government Performance and Results Act Modernization Act of 2010 (GPRAMA)
https://www.gpo.gov/fdsys/pkg/PLAW-111publ352/pdf/PLAW-111publ352.pdf

Human Capital Framework (HCF)
https://www.opm.gov/policy-data-oversight/human-capital-management/

National Defense Authorization Act (NDAA) for Fiscal Year (FY) 2010, Public Law No. 111-84
https://www.gpo.gov/fdsys/pkg/PLAW-111publ84/content-detail.html

National Defense Strategy
https://www.defense.gov/Portals/1/Documents/pubs/2018-National-Defense-Strategy-Summary.pdf

National Defense Business Operations Plan
http://cmo.defense.gov/Publications/NDBOP.aspx

Office of Management and Budget (OMB) Memorandum M-17-22, Comprehensive Plan for Reforming the Federal Government and Reducing the Federal Civilian Workforce
https://www.whitehouse.gov/sites/whitehouse.gov/files/omb/memoranda/2017/M-17-22.pdf

President's Management Agenda
https://www.whitehouse.gov/omb/management/pma

Title 5, Civilian Federal Regulation (CFR), Subpart B250
https://www.gpo.gov/fdsys/pkg/FR-2016-12-12/pdf/2016-29600.pdf

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