

## Lines of Effort (LOE)

### LOE 1

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

### LOE 2

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

### LOE 3

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

### LOE 4

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

### LOE 5

**Mission Critical Occupations:**  
Naming, Convention,  
Criterion Validation

### LOE 6

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

### LOE 7

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

**DoD MISSION, DoD WORKFORCE.  
YOU CAN'T PLAN FOR ONE WITHOUT THE OTHER.**

The Defense Civilian Personnel Advisory Service (DCPAS) Planning & Accountability Line of Business develops policy and guidance for civilian human capital planning initiatives, including leading development of the Department of Defense (DoD) Human Capital Operating Plan and facilitating the management of functional communities and enterprise competencies. The goal of strategic human capital and workforce planning is to shape and improve the civilian workforce to support national defense requirements and effectively manage the Department.

### From the Desk of Acting Director, Dr. Ronnie Riley!

Greetings from DCPAS, Planning & Accountability! We want to congratulate Ms. Deborah Ray, our permanent director, who is currently the acting DCPAS Deputy Director. Not surprisingly, she continues to make value-added advances toward DoD priorities using her analytical acumen. While she is away (but not too far), I will serve as the acting Director for this Line of Business.



With another Functional Community Manager Executive Council (FCMEC) meeting in our rearview, opportunities continue to emerge that will shape the Functional Community landscape across the Department. The Functional Community Maturity Model (FCMM), led by our own Tony Bown, is a promising initiative championed by OSD P&R leadership as a response to Secretary Mattis' memorandum on Administrative and Personnel Policies to Enhance Readiness and Lethality. The FCMM is expected to standardize how we define the development of our Functional Communities and provide empirical data on best practices for workforce management.

The 'MCO Determination & Revalidation Process Update' sparked a lively discussion at the FCMEC and brought much needed attention to ongoing debates surrounding Mission Critical Occupations. To begin tackling this important issue, DCPAS will stand-up a Component/Functional Community workgroup. Jonathan Carter is the action officer for this effort.

Summer is just heating up, and so are the initiatives in each Planning & Accountability line of effort! We look forward to sharing more great accomplishments from everyone here in DCPAS, LOB1!



## DCPAS Director Visits HR Leaders in Texas

### Director Shares the New DCPAS Vision and Provides Opening Remarks at the DoD Hiring Heroes Career Fair!

Ms. Ronna Rowe Garrett, SES, Director, Defense Civilian Personnel Service (DCPAS), who oversees human resources programs for the DoD civilian workforce, made her first visit to Joint Base San Antonio area March 20-21 to meet with members of her staff, local DoD HR Directors and provide opening remarks to employers at the DoD Hiring Heroes Career Fair.



Ms. Ronna Garrett, Director, DCPAS

First on her busy agenda, Ms. Garrett led the DCPAS Director's All Hands Meeting with approximately 20 DCPAS staff members from the Investigations and Resolutions Directorate (IRD) and Civilian Transition Program (CTP) team at the Mercantile Building. A robust dialogue was held with Ms. Garrett sharing her vision of DCPAS, the way ahead and future endeavors to streamline HR processes.

Next on her agenda, Ms. Garrett, along with MG Mark Stammer, Commanding General, U.S. Army South provided opening remarks to employers to kick off a DoD Hiring Heroes Career Fair for wounded warriors, transitioning service members, veterans and military spouses. She emphasized the great attributes and skills that prior military can bring to the civilian workforce, such as leadership, dedication to duty, team work and selfless service. Ms. Garrett is a military spouse and her team responsible for organizing the event all have military backgrounds—they understand the military life and the need for DoD to hire great talent!

Following opening remarks, Ms. Garrett traveled to the U.S. Army Medical Department Museum where she led a very robust meeting with over 30 DoD Human Resources (HR) Directors/Specialists from the San Antonio area. Ms. Karen Perkins, SES, Director, Human Resources, U.S. Army Installation Management Command's office hosted the meeting and Mr. Gregg Stevens, SES, Army Medical Department (AMEDD), Civilian Corps Chief and Deputy to the Commanding General, Army Medical Department Center and School facilitated the meeting. Ms. Garrett shared the new DCPAS vision and led a conversation focused on simplifying human resource policies, streamlining processes and standardizing practices for the hiring, retention and development of the defense civilian workforce. The meeting provided a great opportunity for human resource professionals to meet with DoD leadership and exchange information and ideas. Ms. Garrett said meeting with human resource professionals at the local level helps the department develop best policies and guidelines for hiring, retaining and developing the defense civilian workforce.

And finally, Ms. Garrett praised the efforts of both the San Antonio and JBSA communities in the support they provide to the civilian community, veterans, and their families. Way to go DoD Team!

By: Strategic Recruitment, LOB - 2



Local HR Directors Meeting - San Antonio, Texas



DCPAS IRD/CTP Teams - All Hands Meeting - San Antonio,

# Strategic Workforce Planning

## Meet the Strategic Workforce Planners!

Workforce planning is the foundation for managing an organization’s human capital and furthers an agency’s ability to recruit and retain a high performing civilian workforce. Office of Personnel Management (OPM) defines Workforce Planning: “as the systematic process for identifying and addressing the gaps between the workforce of today and the human capital needs of tomorrow”.

The Planning & Accountability (P&A) Directorate is the Program Office for the Department's civilian workforce and provides workforce planning activity support and oversight to 22 Functional Communities (FC); supporting approximately 705,000 DoD civilian employees. P&A provides advisory services to OSD FC Managers, Component Integrators, FCs Action Officers in the areas of: workforce



(L to R) Reena Tewari, Kelly Sims, Jonathan Carter, Anthony Bown

analysis; workforce forecasting, identifying current and projected skill and competency gaps; determining root causes of identified gaps, strategy development, and human capital policy development. The Department’s civilian workforce performs a wide variety of functions across a range of occupational series; it includes General Schedule (and equivalent) and Federal Wage System employees. Occupations include but are not limited to, everything from teachers to welders, commissary workers to nuclear engineers, acquisition professionals and Intelligence analysts to security guards, acquisition professionals to senior professionals and executives.

P&A has four Strategic Workforce Planners providing advisory services to the customers. The planners and their assignments are listed below:

Anthony Bown	FCs - Environmental Management, Facilities Engineering, Logistics, Manpower, Miscellaneous Occupational Series, Public Affairs and Safety & Public Safety	Army
Jonathan Carter	FCs – Acquisition, Contracting & Quality Assurance, Information Technology, Intelligence, Law Enforcement & Security	Fourth Estate
Kelly Sims	FCs - Administrative Support, Foreign Affairs, Human Resources, Medical & Military Community & Family Support	Navy
Reena Tewari	Education, Engineering (Non Construction), Financial Management, Legal & Science & Technology	Air Force

In addition to providing Strategic Workforce Planning, the planners participate in a number of OPM Government-wide initiatives, such as, supporting human capital management to include the development and implementation of Human Capital Operating Plan and HRStat; Mission Critical Occupations; Developing Functional Community Maturity Model; Strengthening communication and providing updates through quarterly meetings - Workforce Planning Advisory Group, Functional Community Manager Executive Council; and quarterly P&A newsletter. The planners also support various Communities of Practice—CYBER and DoD STEM Development Office.

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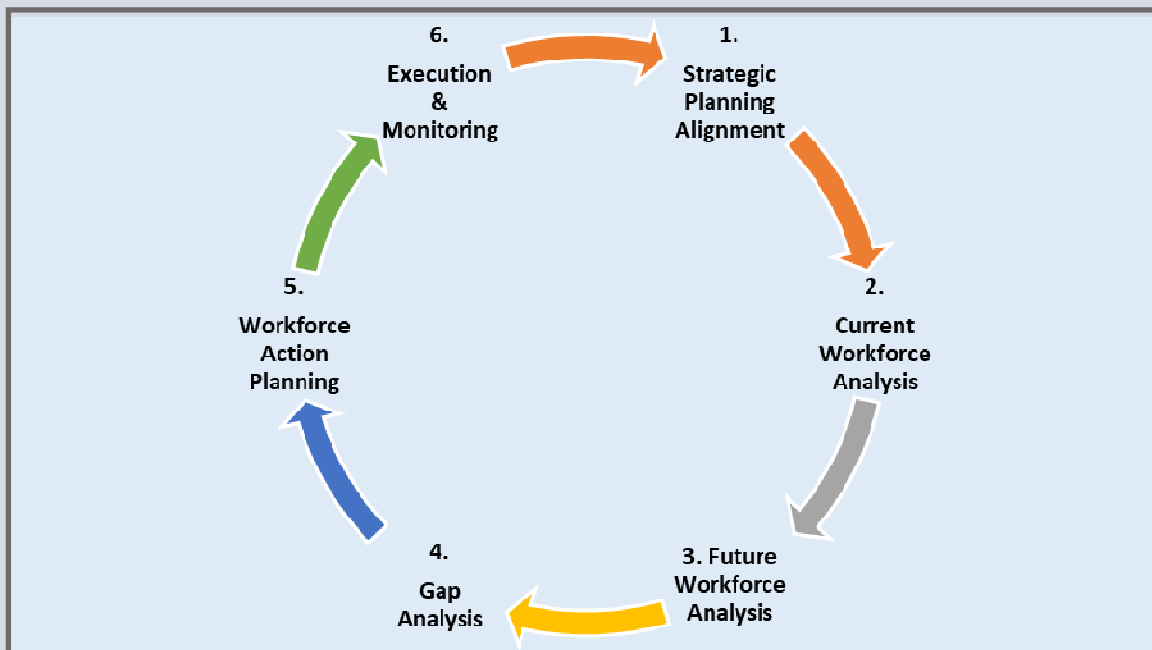


## Strategic Workforce Planning (Cont'd)

In 2016, P&A collaborated extensively with our customers and developed a comprehensive Guide to Strategic Workforce Planning. The Guide is located on milBook site - <https://www.milsuite.mil/books/groups/cspr>.

The Guide is intended to serve as a resource for workforce planning teams that are tasked with the development of civilian Strategic Workforce Plans. Upon request, the Strategic Workforce Planners are available to assist the FCs in any facet of Strategic Workforce Planning.

The Guide to Strategic Workforce Planning recommends six steps in Workforce Planning. Included in this guide are questions to consider while drafting the Strategic Workforce Plan. These questions are based on the work completed in each of the major steps. More information is available in the Guide to Strategic Workforce Planning.



P&A has numerous tools and resources on our milBook site (<https://www.milsuite.mil/books/groups/cspr>) to supplement the Strategic Workforce Planning Guide. These tools and resources will provide additional references to aid with the development of Strategic Workforce Plan.

If you have any questions, please contact us. The planners are looking forward to assisting you in the future!

By: Reena Tewari  
Strategic Workforce Planner

P&A Centralized Email: [dodhra.mc-alex.dcpas.mbx.planning-and-accountability@mail.mil](mailto:dodhra.mc-alex.dcpas.mbx.planning-and-accountability@mail.mil)

*“The only thing we know about the future that it is going to be different”.*  
*Peter Drucker*

# DoD Human Capital Operating Plan



## DoD Human Capital Operating Plan



Human Capital Framework	Strategic Goal 1: Rebuilding Military Readiness as We Build a More Lethal Joint Force	Strategic Goal 2: Strengthening Alliances as We Attract New Partners	Strategic Goal 3: Reforming the Department's Business Practices for Greater Performance and Affordability
Strategic Planning & Alignment	1.1. Identify and Strengthen Mission Critical Occupations (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.	2.1. Build and Strengthen the Security Cooperation Workforce.	3.2. Invest in Civilian HR Management IT Redesign.
	1.3. Improve and Sustain Civilian Leadership Development.	2.2. Enhance the DoD Expeditionary Civilian (DoD-EC) program.	3.3. Improve HR Capabilities by Strengthening the Competencies and Talent of the HR Workforce.
	1.4. Improve Civilian Workforce Hiring Practices.		
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 Human Capital Management (HCM) Accountability Program.

By: Kelly Sims  
Strategic Workforce Planner

*“Sustainable readiness does not come from a leadership memo. It comes from those who step away from their desks to reconfirm priorities. It comes from those who investigate purchases that do not align with those priorities. It comes from those who raise new ideas and engage in discussion about best practices and ways to move our Department forward. It comes from you!”*

Deputy Secretary of Defense, Patrick M. Shanahan

# Mission Critical Occupations

## Mission Critical Occupations - Way Forward!

Mission Critical Occupation (MCO) is defined as “An occupation having the potential to put a strategic program or goal at risk of failure related to human capital deficiencies.” The office of Personnel Management has tasked all agencies to identify their mission critical occupations and to develop action plans that address closing skills gaps for selected high-risk MCOs.

As a result of this initiative, the DoD has revised the MCO identification process and methodology to determine high risk MCOs, which are Strategic and Core functions that are most at risk for staffing or skills gaps based on recruitment, retention, competency, and environmental indicators. Quantitative analysis of these indicators is conducted to determine a MCO high risk rating. The Planning and Accountability Team’s data analysts and strategic planners have developed a unique assessment model to help determine which occupations pose a greater risk to the department.

The last MCO revalidation process for the department was conducted in 2014. Some of the major changes to the process are:

- The MCO process has moved from a four year model to a two year model.
- Components have been incorporated into the MCO identification process.
- The MCO identification process is linked to the National Defense Business Operations Plan
- The Department has developed a new method to determine high risk MCOs that evaluates staffing gaps, competency gaps, retirement rates, quit rates, and retention rates.

The new process commenced in January 2018, which consisted of a kick off meeting with the Logistics Functional Community (FC) and the Components. A successful beta test was conducted with the Logistics FC in Feb 2018. Representatives from all components along with numerous subject matter experts collaborated for two sessions resulting in the production of a MCO list. The Pilot Team members assessed 26 general occupations and 97 wage occupations.

DCPAS would like to send a special SHOUT OUT to Dr. Mindy Perot, Ms. Samantha Newman, Ms. Rita Dixon, and the senior leadership for the Logistics FC. Without their outstanding planning efforts, coordination, and systematic selection approach the beta test would not have been a success. Best practices from the Logistics FC process will be shared with all the FCs in the near future.

By: Jonathan Carter  
Strategic Workforce Planner



# Human Resources Functional Community

## 2018 Worldwide HR Training Event

DoD's Human Resources community strives towards EXCELLENCE as a strategic business partner throughout the Department. 'Worldwide' is DoD's biennial HR symposium to provide senior Defense Human Resources specialists, leaders and stakeholders with comprehensive, real-world, and up-to-date training.

Coming this July, Worldwide will provide a platform to uniformly teach and address fundamental elements in DoD HR policy and practices that are both ongoing and evolving. The event standardizes the dissemination of knowledge for HR strategies and tactics that affect the entire enterprise, and allows participants to engage in active discussion to ensure applicability and understanding, while networking cross-Component best practices and concerns.



July 16-20, 2018  
Southbridge, MA

**#DHRx: *Achieving Excellence!***

# Security Functional Community

The logo consists of a white circle containing the word "Spotlight" in a bold, blue, sans-serif font. The circle is set against a dark blue rectangular background.

## Security Functional Community (FC)

Security FC is a vibrant community of security professionals positioned throughout the Components of the DoD. Many of the DoD civilian security workforce are members of the occupational series GS/GG 0080 and 0086; others perform security functions as part of their civilian, military or defense industry professions.

The Human Capital Management Office of the Under Secretary of Defense for Intelligence provides the OSD Functional Community Manager for the Security Functional Community, as described in the DoD Instruction 1400.25-Vol. 250, DoD Civilian Personnel Management System: Civilian Strategic Human Capital Planning (SHCP).

Security FC is fortunate to have security workforce planning, talent development, and talent management occurring within multiple organizations. One such valuable, enterprise-level asset is the Defense Security Service (DSS), which provides security education, training, certification, and professional development for DoD via the Center for Development of Security Excellence (CDSE). CDSE is a nationally accredited, award-winning directorate within DSS, and provides these products and services to a broad population supporting the protection of National Security, and professionalization of the DoD security enterprise.

### Some highlights from the Defense Security Enterprise include:

- **CDSE Education Division:** Offering a curriculum of advanced and graduate courses, the Education Division has had 1100 course completions since the program began in 2012, and has awarded 101 CDSE Education certificates to students who completed four 16 week courses in a specific area of concentration. All 17 Advanced and Graduate Education courses have active American Council on Education (ACE) CREDIT® recommendations which students can apply at various colleges and universities.
- **CDSE Training Division:** The Training Division offers a large number of diverse security courses and training products, presented through different learning platforms such as eLearning courses, instructor-led training, virtual instructor-led training, job aids, toolkits, webinars, and videos. Many of the courses also yield ACE CREDIT® recommendations. You probably completed CDSE training during the nationally mandated Unauthorized Disclosure Training pause in 2017.
- **CDSE SPeD Program Management Office (PMO):** “The Security Professional Education Development (SPeD) Certification Program serves as a vital part of the DoD’s initiative to professionalize the security workforce and ensure it evolves with the ever-changing security landscape” (Director, DSS, May 2018). To date, the SPeD PMO has developed seven security professional certifications, such as Security Fundamentals Professional Certification, and Physical Security Certification, six of which are nationally accredited by the Institute for Credentialing Excellence. Earning national accreditation for professional certifications is a rigorous process. Congratulations to CDSE!
- **DoD Security Skills Standards (DS3):** The DS3 documents and codifies the DoD expectations of what a security practitioner needs to know and be able to do to protect its personnel, information, equipment, activities, facilities and operations. The DS3 is a living document, revised by the enterprise, particularly in response to policy changes.
- **DoD Security Training Council (DSTC):** Established by policy and hosted by CDSE, the DSTC is an advisory body on DoD security education and training, and includes active representatives from across the DoD to include all the Military Services, DLA, DCAA, PFPA, DTRA, DECA, DFAS, MDA and others.

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## Security Functional Community (Cont'd)

The logo features the word "Spotlight" in a bold, blue, sans-serif font, centered within a white circle. This circle is set against a dark blue rectangular background.

- **DoD Security Conferences:** DSS hosts DoD Security Conferences, either virtual or in-person, where security professionals receive updates on policy and programs. The 2017 DoD Security Conference was entirely online, and included more than 1,400 security professionals from over 40 different organizations, participating from 15 different countries. The collaborative, online platform enabled attendees and speakers to participate from their homes and offices. At the 2018 Conference, approved participants will have the opportunity to learn, face-to-face, from DoD leaders and experts on policy updates and best practices in the areas of Insider Threat, Personnel, Physical, Cyber, Information Security and more.
- **Security Specialist Career Maps:** The DSS Human Capital Management Office developed Career Maps for their security specialists which can be mirrored by other Components. Find an example at <https://www.milsuite.mil/book/groups/security-functional-community>

### **Example of how the Functional Community has worked together to further professionalize the security workforce**

Based on growing recognition by the DoD security community that security professionals should be expected to have specific competencies regarding cyber security, the security community took the following steps.

- Under the governance structure of the DSTC, a working group was chartered in 2015, with members of information assurance and security SMEs from across the DoD, to include U.S. Cyber Command. The group developed a list of policy-based cyber skill standards for security professionals, including content and applicable skill level for each competency.
- In 2016, the DSTC Policy and Procedures Working Group (PPWG) used the resulting products to develop recommended cyber-related skill standards for inclusion in the DS3. The revised DS3 was staffed for comment throughout the Defense Security Enterprise, in preparation for a vote by the DSTC.
- In September 2016, the DTSC approved the addition of cyber related skill standards in the DS3.

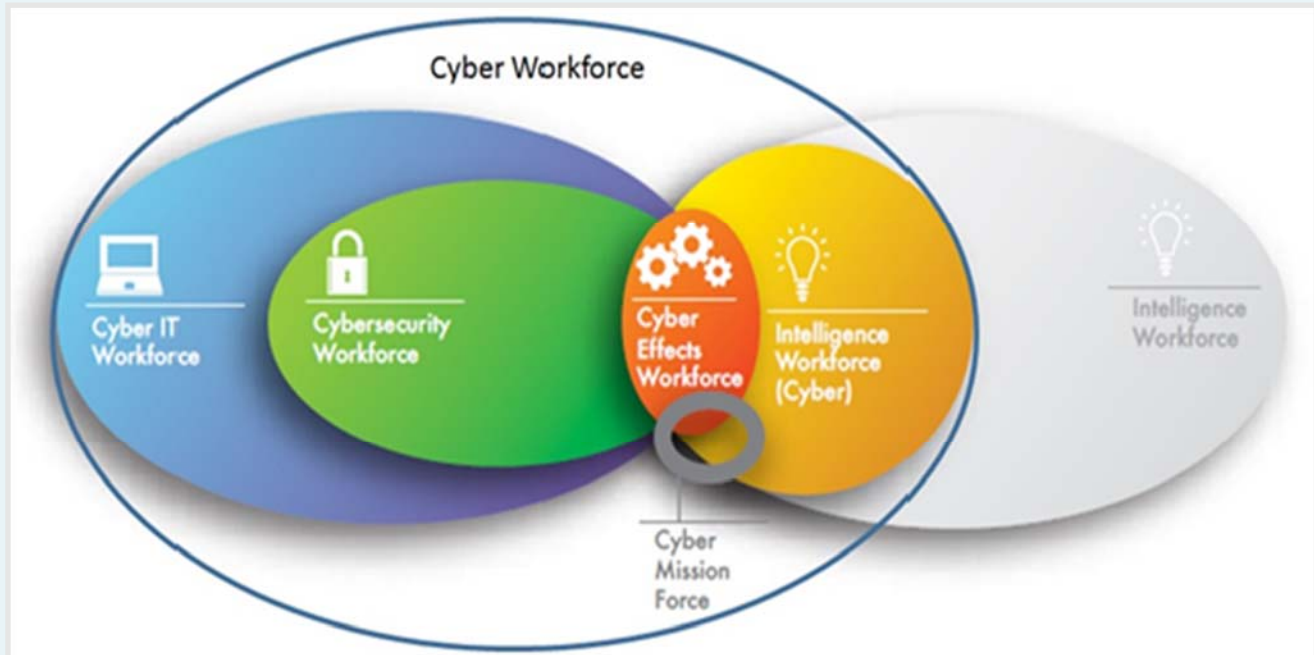
Since then, the enhanced cyber-related skill standards have been included in updates to SPeD certification assessments and preparatory aids, as well as inform the development of the CDSE Cybersecurity for Security Personnel Course.

These accomplishments represent only some of the security workforce planning, talent development and talent management activities of the Military Services, Combatant Commands, Defense Agencies, DoD Field Activities and others.

By: Brenda Worthington,  
OSD Functional Community Management Action Officer (Security)

# CYBER

## Cyber and IT Workforce Update



The Office of the DoD Chief Information Officer (CIO) fulfills Information Technology (IT) Functional Community Management oversight responsibilities for a population of 51,699 personnel. The majority of these individuals also fall within either the Cyber IT Workforce or the Cybersecurity Workforce, defined in DoD Directive 8140.01, and notionally depicted in the graphic above. While the IT Functional Community is more narrowly defined by occupational series, the broader Cyber Workforce is defined by workforce categories (Cyber IT, Cybersecurity, Intelligence (Cyber) and Cyber Effects) and a series of cyber work roles.

Over the past several months, DoD Components have been coding civilian cyber positions within the Defense Civilian Personnel Data System (DCPDS), using a framework of 54 cyber work roles. About 64,000 positions were coded, and analysis of the coded positions is ongoing. The potentially large numbers of cyber positions outside the 18 IT occupational series indicate that cyber work is performed across a broader occupational landscape within the Department. The DoD CIO has long championed this view, and worked with DCPAS to provide two new cyber personnel authorities that extend to occupational series beyond the IT Functional Community.

The Direct Hiring Authority (DHA) and Advanced in-Hire Authority for Cyber Positions were issued in August 2017 by the Office of the Under Secretary for Personnel and Readiness (OUSD (P&R)). These authorities apply to cyber personnel in 21 occupations within the Competitive Service, and only three of those occupations (the 0391, 1550 and 2210 series) are actually within the IT Functional Community. We look forward to analyzing FY2018 use of these authorities to understand further how the Cyber Workforce is represented within non-traditional IT occupational series.

If you have not seen the policy guidance for these two authorities, they can be found on the Cyber One Stop website, along with Cyber DHA frequently asked questions (FAQs).

Link - <https://www.cpms.osd.mil/Subpage/CyberOneStop/CyberHome>



## CYBER (Cont'd)

Similarly, if you were not aware of the requirement to code your cyber positions in DCPDS, the policy guidance, as well as FAQs on this effort are located at on the Risk Management Framework (RMF) Knowledge Service website where the Cyber Workforce has its own collaboration tab at: <https://rmfks.osd.mil/rmf/collaboration/Component%20Workspaces/DoDCyberWorkforce/Pages/default.asp>

The requirement to code federal civilian cyber positions (and military cyber positions) was contained in the Federal Cybersecurity Workforce Assessment Act of 2015.

We anticipate a busy summer for the IT Functional Community and our DoD CIO Cyber Workforce Team. We will be participating in the pilot of a new Functional Community Maturity Model along with a few other designated communities. The Cyber Excepted Service team will continue their implementation efforts for the new cyber personnel system. Approximately 400 individuals were converted to Cyber Excepted Service under the new personnel system during Phase 1 of implementation and an estimated 8,300 individuals are eligible for conversion in Phase 2. The US Cyber Command recently held its first hiring event using the new CES personnel authorities.

Finally, work also continues on drafting a new qualification manual for the Cyber Workforce by cyber work role. This is a longer term initiative that will extend throughout FY2019 and into FY2020. While that work is underway, it's important to note that the DoD 8570.01-M manual (the Information Assurance (IA) Workforce Improvement Program) remains in effect. The DoD Components continue to meet and assess new certifications for the cybersecurity workforce (formerly the IA workforce) covered under this manual. Over 31,000 civilian positions require a baseline certification under this program.

By: Lois Gruendl  
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## Planning & Accountability - Upcoming Meetings

TITLE	DATE	LOCATION	TIME
WPAG	August 16, 2018	Mark Center Conf Rm 14	1:00—2:30 pm
FCMEC	September 18, 2018	Pentagon Conf Rm B10	10:30—12:00 pm

# DCPAS Strategic Recruitment Team

## **A Leader in Strategic Diversity Recruitment and Outreach**

Ms. Karen S. Hannah, Employment and Compensation, Strategic Recruitment Associate Director, leads a high performing recruitment team focused on advising and supporting DoD Components/Agencies in their recruitment and outreach efforts. Strong recruitment initiatives are designed to support diversity and inclusion in the workforce, reduce time-to-hire and address skill gaps in mission critical occupations.



Ms. Karen Hannah

To increase employment of veterans and individuals with disabilities and assist our military members as they transition to civilian life, the team organizes and conducts Hiring Heroes Career Fairs on military installations throughout the U.S.

The DoD Hiring Heroes Career Fairs are organized/designed for two target markets—for the Components/Agencies to attract, recruit, and hire well-trained, highly skilled talent for wounded warriors, transitioning service members, veterans, and military spouses in their search for career opportunities.

This year's first Hiring Heroes Career Fair was held at Joint Base San Antonio, Texas on March 21, 2018. Organized by Mr. Ty Redmon, the event was extremely successful with 74 employers, 603 job seekers, and 100 interviews conducted.

The most recent Hiring Heroes event was held at Fort Riley, Kansas on May 10, 2018. Organized by Mr. Jimmy Clark, another successful event with 81 employers seeking to attract and hire top talent. Recruiters and hiring managers met with 304 job seekers and conducted 55 interviews.

To prepare job seekers attending these events, several activities were held prior to the career fair: Resume Writing Workshops, Employment Boot Camps, Military Spouse DoD Employment Information Sessions, Networking with Industry Night and Federal Employment Q&A Sessions. These supporting Hiring Heroes events provide a unique opportunity for job seekers to learn about DoD employment, hiring authorities and the application process.

As the largest employer of veterans and disabled veterans in the Federal government, the DoD values the service and sacrifice of our military members, veterans and their families and realizes the knowledge and skills they can bring to a civilian position. The Hiring Heroes Program was created to reach out to and recruit this highly skilled population and to support DoD hiring managers in their search for great talent.

If you are looking for great talent and a diverse population, join the Hiring Heroes team at one of the following events:

- Camp Pendleton, California – July 12, 2018
- Joint Base San Antonio, Texas – September 19, 2018



**If you would like assistance designing a Strategic Recruitment Plan, guidance on best recruitment practices or support with targeted recruitment and outreach initiatives to attract the right talent, at the right time, for the right job, please let us know.....**

**We are here to serve you in all your Strategic Recruitment and Outreach initiatives!**

For more information about Strategic Recruitment and Outreach initiatives or Hiring Heroes Career Fairs, please contact Ms. Karen S. Hannah at 571-372-2164 or karen.s.hannah2.civ@mail.mil



# STEM

## DoD Participates in the 2018 USA Science and Engineering Festival



The Office of the Secretary of Defense (OSD) STEM Development Office (SDO) was again a premier participant at the 2018 USA Science and Engineering Festival located in Washington, D.C. at the Washington Convention Center on April 6-8, 2018.

The USA Science and Engineering Festival is America's largest K-12 STEM Education & Workforce Development Festival. The mission of the USA Science and Engineering Festival is to stimulate national interest, knowledge, and appreciation of science and engineering through hands-on activities, theatre, comedy, art and film; to increase successful student access and entry to the science, technology, engineering, mathematics (STEM) career pipeline; and to demonstrate the importance of scientific discovery and engineering prowess to solving humankind's grand challenges. The overall theme of the 2018 event was focused on "STEM Can Take You," with exhibitors showcasing the amazing places "STEM Can Take You" including into the deep blue, into nature, into cyberspace, into the human body, into outer space, and many more!



The OSD SDO facilitated the participation of Department of Defense (DoD) Components through the organization of the "National Security Pavilion," providing Components with the opportunity to set-up a booth and engage a broad audience of over 370,000 that included students, parents, educators, industry, academia, and job-seekers. Participation at the Festival provided premier exposure to the best DoD has to offer in the world of science and technology.

OSD SDO's booth presented the unified STEM efforts within the Department. The booth featured "DoD Lab Tours" via virtual reality goggles as well as "Lightning Talks" that were presented throughout the event on a centrally-located stage. The "Lightning Talks" were given by scientists and engineers who prepared a short, carefully prepared talk, performance, or demonstration that followed either the Kids' Tech or TED Talk format. The goal of these presentations was to showcase the STEM work being done by the Department and to create interest and excitement in STEM for students of all ages. Other examples of activities within the National Security Pavilion included a "Ray Optics Laser System" demonstration, which showed students a model of the human eye, how a camera works, two types of telescopes, and concepts of spherical aberration, refraction and reflection. In addition, drone cages were also utilized for flight demonstrations.



These hands-on activities, speaking engagements, and videos helped capture the experiences of DoD scientists and engineers and the significant impact of meeting technological challenges within the Department. Additionally, these interactions with Festival participants helped inspire and encourage the younger generation to become a part of a life-impacting career in STEM.

By: Emily Tully  
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Link to DoD STEM Website - <http://www.dodstem.us/>

# STEM



## Students Shine at the 2018 Carderock Math Competition!

The Naval Surface Warfare Center, Carderock Division (NSWCCD) hosted its ninth annual Carderock Math Contest (CMC), in West Bethesda, Md., on April 13, 2018. More than 220 students from over 30 regional schools participated in this science, technology, engineering and mathematics (STEM) outreach event by showcasing their mathematical talents in a series of individual and team MATHCOUNTS-style tests. The morning, written-test portion of the event consisted of sprint and target rounds and concluded with a team round. The top scorers in the morning competitions moved on to the main event, the oral countdown round, answering advanced math questions for speed in a bracket-style tournament. Carderock scientists and engineers helped proctor and score the tests, while also speaking with the students about their careers in STEM. Additionally, students were also able to tour various facilities across Carderock to gain a better understanding of the research and technology scientists and engineers conduct in the labs.



Capt. Mark Vandroff, Carderock's commanding officer, kicked off the event with a brief speech to the elementary and middle school children in attendance. "Carderock is a place where math and science come together to aid in the defense of our country," Vandroff said. "We are very proud of what we do here and hope to encourage individuals in our community, and students at all levels, of the power of math."

This year's keynote speaker was Nelson Dellis, a four-time USA Memory Champion and one of the leading memory experts in the world. Dellis travels the world as a competitive memory athlete and has claimed four U.S. titles, including the elite Grandmaster of Memory title, as well as a number of U.S. memory records. Dellis has been featured on The TODAY Show, FOX's Superhuman, CNN, ABC Nightline, Dr. Oz and Nat Geo. His book, "Remember It!," will be in stores this fall. Dellis said he was born with an average memory, but the passing of his grandmother from Alzheimer's disease in 2009 inspired him to start training his memory so that he could keep his mind strong and healthy throughout his lifespan. "You might think I was born with this skill, but I had an average memory until about seven years ago," Dellis said. "Through

techniques and practice, any one of you can do what I and other competitors do at memory competitions. Even things that seem impossible can be accomplished by anyone with a little bit of guidance."

The CMC made a big impact on attendees both young and old, and continues to celebrate these bright, hardworking students and help equip them with the knowledge and skills to succeed in college and in their careers. Information in this post was excerpted from the following NSWCCD press release: [http://www.navy.mil/submit/display.asp?story\\_id=105191](http://www.navy.mil/submit/display.asp?story_id=105191)



By: Emily Tully  
[emily.s.tully.ctr@mail.mil](mailto:emily.s.tully.ctr@mail.mil)

Link to DoD STEM Website - <http://www.dodstem.us/>

# STEM

## Next Generation Innovators Compete in the FIRST Championship in Detroit



Over 15,000 middle and high school students from around the world who share a common passion for creating innovative solutions to complex technological problems gathered together to compete in the 2018 For Inspiration and Recognition of Science and Technology's (FIRST) Championship held in Detroit, Michigan, on April 25-28, 2018.

FIRST is a national nonprofit organization that operates after-school robotics programs for kindergarten through 12th grade students in the United States and internationally. The mission of FIRST is to inspire young people to be science and technology leaders by engaging them in exciting mentor-based programs that build science, engineering and technology skills. FIRST strives to inspire innovation, foster well-rounded capacities, build self-confidence, communication, and leadership. Over 40,000 people attended the four-day event and watched 700 robotics teams from 37 countries across the four FIRST programs participate and earn honors for design excellence, competitive play, research, business plans, website design, and teamwork.

Rick Snyder, Governor of Michigan and FIRST Championship Detroit Host Committee Co-Chair, welcomed FIRST Championship to Detroit, stating, *"To all the participants, I want to thank you for what you're going to do in the future. If you look at the world, a couple of things are happening. One, the world is only going to become more global. Two, the rate of change is only going to go faster and faster. To be ready to go faster and faster, we need the best people in the world excited about STEM, and that's who you are."* This year's event was held at the Cobo Center and Ford Field. The FIRST Robotics Competition combined sports excitement with the rigors of science and technology. Under strict rules, limited resources, and time limits, teams were challenged to fundraise, design a brand, exercise teamwork, and build and program robots to perform tasks against competitors. The 2018 challenge, FIRST POWER UP, placed teams and their robots trapped in an 8-bit video game. The alliance with the highest score at the end of the match, which included autonomous and tele operated periods, had to defeat the boss and win the game.

**The DoD sponsored team, Team Rush of Clarkston, Michigan who were mentored by the Army Tank Automotive Research Development and Engineering Center, were part of the Winning Alliance of this exciting event.** Additionally, this team was a Subdivision Winner of Daly Subdivision, and they also received an Entrepreneurship Award sponsored by Kleiner Perkins Caufield & Byers, Archimedes-Daly Division. Other notable awards from DoD STEM sponsored teams include:

- R.O.B.B.E. from Bound Brook, New Jersey: Subdivision Finalist, Darwin Subdivision
- The Pascack PI-oneers from Montvale, New Jersey: Gracious Professionalism Award sponsored by Johnson & Johnson, Carson-Tesla Division; Safety Award sponsored by UL, Carson-Tesla Division
- Nemesis from Robbinsville, New Jersey: Subdivision Finalist, Tesla Subdivision
- Storm Robotics Team from Marlton, New Jersey: Gracious Professionalism Award sponsored by Johnson & Johnson, Archimedes-Daly Division
- Benzene Bots from Troy, Michigan: Dean's List Award to Sanket Nayak
- Wayland Wildcats from Wayland, Michigan: Subdivision Winner, Tesla Subdivision
- PowerStackers from Englewood, Ohio: Division Finalist, Edison Division
- Gearred Up from Clayville, New York: Promote Award
- Robo Raiders from Lebanon, Illinois: Connect Award



Robotic competitions such as the FIRST Championship hope to inspire students like the DoD STEM sponsored teams to become the force of the future and next generation workforce to help solve the most pressing challenges on both a national and global scale, now and in the future. Information in this post was excerpted from the following FIRST press release <https://www.firstinspires.org/about/press-room/record-crowd-inspired-by-worlds-largest-celebration-of-young-innovators-and-changemakers-at-first-championship-in-detroit>

For more information on FIRST, please visit <https://www.firstinspires.org/>

By: Emily Tully  
emily.s.tully.ctr@mail.mil



# Accountability

## Delegated Examining (DE) Oversight Responsibilities

- Conduct DE assessments through virtual evaluations and utilizing USA Staffing, eOPFs, DEU/selecting official interviews, and data-evidence (including recruitment/outreach strategies).
- Ensure examining activities are conducted, IAW merit system principles and standards established under DoD authority.
- Measure hiring process, initiatives, outcomes, and improvements.
- Prepare formalized written reports.
- Review DEU responses to required actions.
- Revoke, suspend or extend DE authorities.

Link to Merit Principles - <https://www.mspb.gov/msp/meritsystemsprinciples.htm>

### MERIT SYSTEM PRINCIPLES Adapted from § 2301 (b) of the title 5 U.S.C.

1. Recruit, select, and advance on merit after fair and open competition.
2. Treat employees and applicants fairly and equitably.
3. Provide equal pay for equal work and reward excellent performance.
4. Maintain high standards of integrity, conduct, and concern for the public interest.
5. Manage employees efficiently and effectively.
6. Retain or separate employees on the basis of their performance.
7. Educate and train employees if it will result in better organizational or individual performance.
8. Protect employees from improper political influence.
9. Protect employees against reprisal for the lawful disclosure of information in "whistleblower" situations.

U.S. Office of Personnel Management

By: Marvin Niblett  
Accountability HR Specialist



Planning & Accountability bids farewell to Ms. Stephanie Buxton.

Ms. Buxton enjoyed her work as a Account Program Specialist, expanding the accountability portfolio” by instituting the Human Capital Framework (HCF) accountability system through DoD-led independent audits.

P&A wishes Ms. Buxton good luck in her new job at Government Publishing Office!

Congratulations!



# Workforce Data Analytics

## *Exploring the MilSuite*

MilSuite is a secure document repository website that facilitates communications and acts as a collaborative platform. The CAC-enabled site allows Department of Defense employees to log onto MilSuite and create their own personal milBook, a sub-site or folder within MilSuite, on which they can load any files that they want to share. Once the milBook site is created, the owner can use several built-in security features that allow the owner to control access to the milBook and permissions to load new files and/or change content. The Planning and Accountability (P&A) Directorate consists of numerous documents on MilSuite to assist the components, functional community and strategic workforce planners. Each category and a brief description of the content is below:

- **Competency Models:** A competency model is a framework for defining the skill and knowledge requirements of a job and is composed of a collection of competencies that jointly define successful job performance. In this folder, our team of industrial organizational psychologists have posted competencies models that they have developed and validated with the help of a team of SMEs and approved by the Functional Community Managers.
- **Data Decks:** The workforce data analytics team prepares a data deck for each mission critical occupation (MCO) and functional community and are updated quarterly. Each report contains:
  - \* detailed demographics overview
  - \* five year gains and losses trends by component
  - \* five year recruitment trend
  - \* five year trend on the use of incentives
- **Forecast Tool:** A forecast model developed in Microsoft Excel that can make predictions of employee loss behavior. The tool forecasts annual loss rates at DoD-wide, Functional Community or occupational levels. Each level can also be viewed by Component. These forecasts provide a foundational underpinning for workforce changing initiatives, succession planning scenarios, population projections, recruiting and staffing plans, and more.
- **Functional Community Maturity Model:** This folder contains the "4+2" FCMM working group POCs and email addresses.
- **HCOP & HRStat:** This folder contains material about Human Capital Operating Plan (HCOP) and quarterly HRStat briefings.
- **Strategic & Directive:** This is a rich source of policies, GAO reports, NDAs and other documents that affect your day-to-day work.
- **Strategic Workforce Plans:** Here you can find links to DoD Strategic Workforce Plans.
- **Workforce Planning:** This folder contains relevant documentation for workforce planning such as the current list of MCO's and WPO's.
- **Workforce Planning Guide:** This document serves as a resource for workforce planning teams that are tasked with the development of civilian strategic workforce plans. The guide is not intended as a one-size-fits-all model, but rather it is a scalable approach for developing workforce plans ranging from a DoD enterprise-level SWP to workforce subpopulation plans.



## Workforce Data Analytics - (Cont'd)

- **Workforce Planning Tools:** In this folder, you will find tools for development of civilian strategic workforce plans such as FC Structure Sheet (worksheet that lists all authorizations and strengths by occupational series), OPM Guide to Data Standards, Hiring Options Guide and much more.

*“Knowledge is power”.*

Francis Bacon

We invite you to explore a wealth of information stored on our MilSuite book. To access, please, log on using the following URL; <https://www.milsuite.mil/book/groups/cspr>. If you have any questions or need help, please contact the P&A team for support.

By: Berenice Eberhart and James Walter  
ORSA



## Online Resources

MilBook site in milSuite is used to house documents related to strategic human capital and workforce planning. The documents are useful to our customers. Some of the documents posted on milSuite include:

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



DCPAS Website	<a href="https://www.cpms.osd.mil/">https://www.cpms.osd.mil/</a>
DCPAS—Policy & Guides	<a href="https://www.cpms.osd.mil/Subpage/Policy">https://www.cpms.osd.mil/Subpage/Policy</a>
MilSuite Site	<a href="https://www.milsuite.mil/book/groups/cspr">https://www.milsuite.mil/book/groups/cspr</a>
SWP Report FY 2016– 2021	<a href="https://www.apps.cpms.osd.mil/shcp/FY16-21_Report-Final.pdf">https://www.apps.cpms.osd.mil/shcp/FY16-21_Report-Final.pdf</a>
Cyber One Stop	<a href="https://www.cpms.osd.mil/Subpage/CyberOneStop/CyberHome">https://www.cpms.osd.mil/Subpage/CyberOneStop/CyberHome</a>
DoD STEM Development Office	<a href="http://www.dodstem.us/">http://www.dodstem.us/</a>
SMART Scholarship Program	<a href="https://smart.asee.org/">https://smart.asee.org/</a>
5 CFR Part 250	<a href="https://www.gpo.gov/fdsys/pkg/FR-2016-12-12/pdf/2016-29600.pdf">https://www.gpo.gov/fdsys/pkg/FR-2016-12-12/pdf/2016-29600.pdf</a>
OPM Human Capital Management	<a href="https://www.opm.gov/policy-data-oversight/human-capital-management/">https://www.opm.gov/policy-data-oversight/human-capital-management/</a>
OPM’s Workforce Reshaping	<a href="http://www.opm.gov/reshaping">http://www.opm.gov/reshaping</a>
HRU (HR University)	<a href="https://hru.gov/">https://hru.gov/</a>
SHRM	<a href="https://www.shrm.org/">https://www.shrm.org/</a>
WorldatWork	<a href="https://www.worldatwork.org/home/html/home.jsp">https://www.worldatwork.org/home/html/home.jsp</a>
Bureau of Labor Statistics	<a href="https://www.bls.gov/">https://www.bls.gov/</a>



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**3rd Quarter Newsletter  
June 2018**

