

## Planning & Accountability Directorate

Planning & Accountability (P&A) Directorate's role is critical to the Department in ensuring that we plan for the right civilian talent in order to meet Department's ever-demanding missions. Our work impacts more than 900,000 DoD civilians and is done through workforce planning, competency and skills management, analytics, and accountability.

### Strategic Guidance

P&A Directorate is guided by DoDI 1400.25 Volume 250, 5 CFR 250 Part B, and Strategic Guidance for providing consulting and advisory services to the Components, Defense Agencies and Activity offices.

### Mission

To provide world class civilian Human Capital oversight, planning, and advisory services to DoD customers across the Enterprise and to inform civilian Human Resources solutions that enhance the lethality of the Department.

### Vision

Serves as the "provider of choice" for all Enterprise activities in Human Capital Solutions, Strategic Workforce Planning, Workforce Data Analytics, Competency Development and Management, Accountability and Oversight, and Consulting and Advisory services.

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

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

## From the Desk of Darby Wiler!

Colleagues,

As we reach the halfway point of FY20, DCPAS and the Planning & Accountability Directorate have been decisively engaged in many initiatives and projects that affect each of our Functional Communities, Components, and 4<sup>th</sup> Estate Agencies.

The Department of Defense Instruction, 1400.25, Volume 250, (sponsored by Planning and Accountability) is in the staffing process. As you'll read in the enclosed article, this revision incorporates the products that we have developed and fielded in the past 3-4 years, all in our continuing efforts to advise and assist our customers in Workforce Planning and Human Capital Management activities.

While the work on DCHRMS development continues, we are pursuing solutions for workforce data reporting and analysis that will not just allow us to maintain our current level of customer support and service, but will take us to the next level of maturity in all things workforce analytics. We are pursuing Enterprise level solutions for workforce data depictions/dashboards that will help to take us to that next level.

DCPAS is also engaged in advising and assisting many populations and segments of the workforce that fall outside of the traditional populations we've served in the past. Many of these populations are functional workforce segments that we cannot capture using data elements that currently exist. Thus, the necessity to identify populations in the workforce by work function is becoming more well-known and understood.

In these fiscally challenging times, effective and efficient workforce planning and management become increasingly important. We, on the Planning and Accountability Team, are committed to continuing to provide all our customers with world class advisory and support services to help our customers optimize their workforces.

Semper Fi,  
Darby



*If everyone is moving forward together, then success takes care of itself.  
Henry Ford*

# Talent Development

## DCPAS takes the lead in the 4th Estate LMS Optimization Program

The Department of Defense (DoD) formed the Reform Management Group, comprised of the agency's top leadership, in response to Executive Order 13781 ("Comprehensive Plan for Reorganizing the Executive Branch"), which was signed on March 13, 2017, to identify key IT and Business Systems capabilities to reform in order to increase operational efficiency and effectiveness across the Department.

The Chief Management Officer signed a memorandum on April 26, 2019, that directs all DoD Components to initially determine whether training and education requirements (systems, hardware, software, course ware, course content, training and other associated products and services) can be met in a timely and cost efficient manner by USALearning's assisted acquisition process, commonly known as line of effort (LOE) 1. Such a determination is required in order to support enterprise-wide solutions and achieve more cost-efficient outcomes consistent with the DoD Category Management Strategy.

A subset of LOE 1 was created LOE 1a – Optimize OSD, Defense Agencies, and Field Activities (4<sup>th</sup> Estate) Learning Management Systems (LMS) costs and opportunities. DCPAS, Talent Development and the Defense Chief Learning Officer Council, in collaboration with the Category Management for Training and Education PM, lead the effort to consolidate the number of LMS within 4<sup>th</sup> Estate.

An Enterprise Talent Development streamlined LMS Ecosystem solution is the expected end state of this effort. This strategy will:

- Reduce the proliferation and number of LMS and the resources (funding/manpower) required to execute workforce development (Figure 1). To date we have moved from 37 LMSs identified at the end of FY2017 to 17 LMSs beginning FY2020
- Support a cost-effective and streamlined learning environment that reduces duplication of technology and content, enables access to shared learning content, and integrates with competency models.

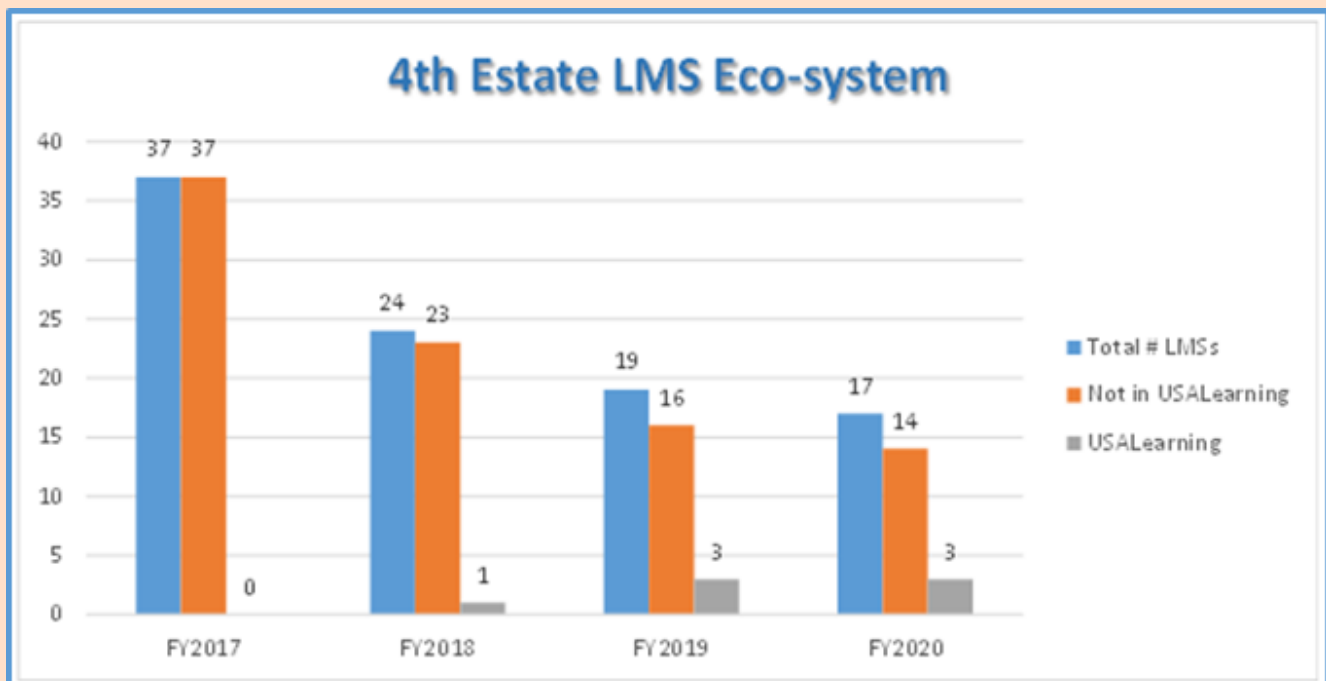


Figure 1



## Talent Development (Cont'd)

The LOE 1a (4<sup>th</sup> Estate Tracking Sheet) dashboard (Figure 2) shows completed, pending and future LMS's to be brought into USALearning based on their current contract's ending period of performance.

- Support a common user experience within and across the 4th Estate, and improve tracking of training and its associated cost to more accurately measure the effectiveness of training.
- Facilitate the tracking of mandatory training thereby reducing wasted man-hours and associated cost spent repeating training when employees move within DoD.
- Support training needs identified by the 4th Estate Training, Education, and Professional Development Plans, and ensure the Enterprise LMS Ecosystem is integrated with other Human Resource Management Information Technology system.
- Enhance interoperability with other government systems (e.g., performance, financial) to support comprehensive talent management in the Federal Government.

This effort will serve as “proof of concept” for consolidating/reducing the number of LMS across the rest of the Department and support the Enterprise Course Catalog and Learning Record Repository efforts.

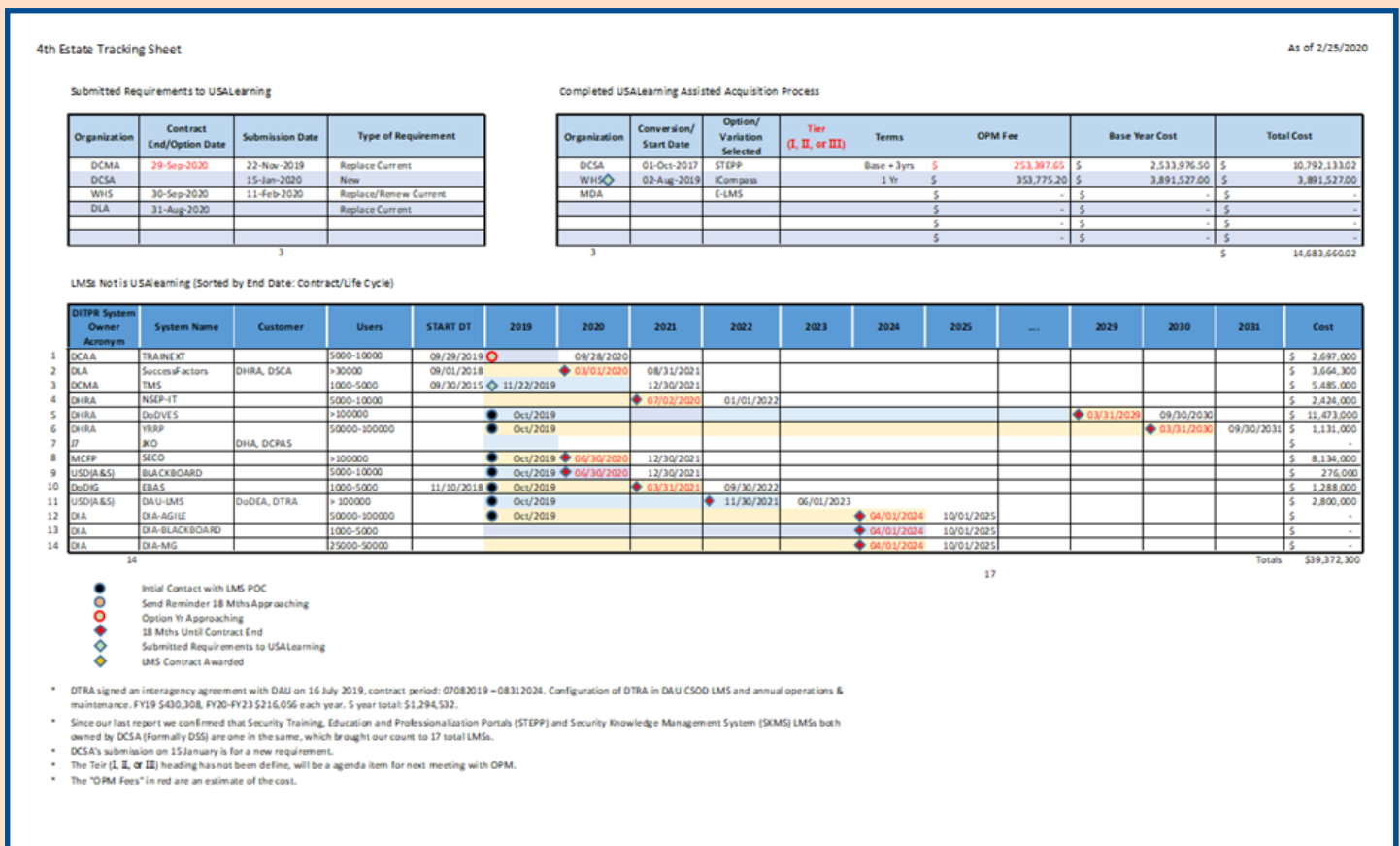


Figure 2

By: Orlando K. Simelton  
DCPAS/Talent Development

# Executive Defense Resource Management

## Department of Defense Talent Management and Succession Planning

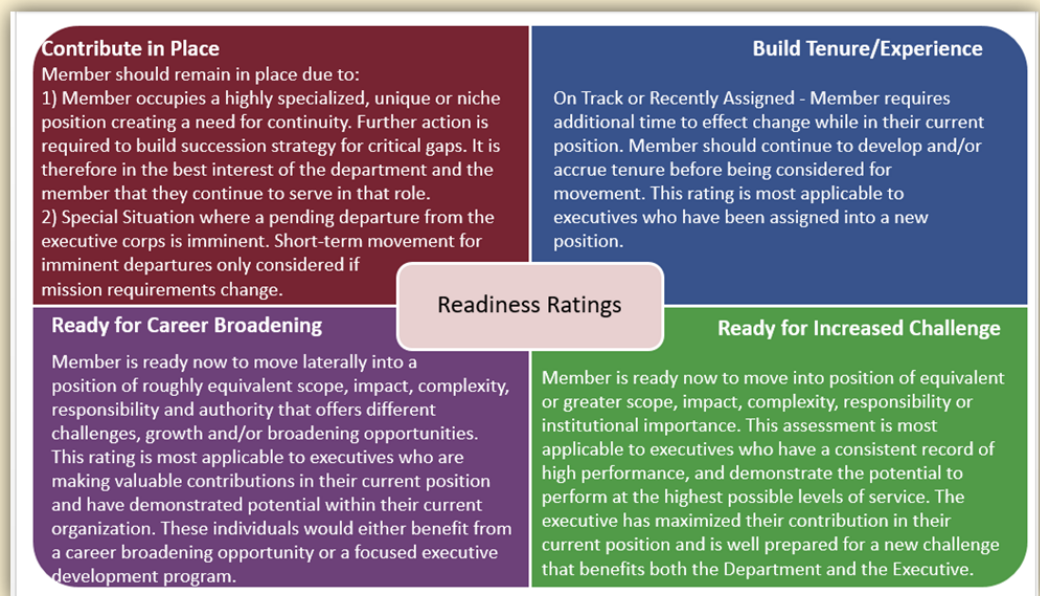
### *Strategic Talent Management ensures the Department will Prevail in Mission*

An integral component of the Defense Executive Resources Management Office's (DERMO) oversight of the Executive Career Lifecycle is policy development for the administration of annual talent management and succession planning for the Department of Defense (DoD) Senior Executive Service (SES) cadre. DoD Talent Management and Succession Planning is crucial to ensuring continuity of senior leadership throughout the Department and includes a rigorous multi-phase approach to ensuring key DoD leadership is capable of upholding Departmental priorities of lethality, partnerships and reform.

The annual talent management process is comprised of five key phases to include Self-Assessment, Supervisor/Rater Assessment, Talent Management Panel Validation, Slating, and Feedback. SES members, supervisors/raters, and talent management panels play a key role in each phase of the process. SES members are responsible for ensuring the timely completion of their self-assessments and Executive Development Plans (EDPs) to initiate the process. Self-assessments allow SES members to evaluate their competencies in order to identify strengths and weaknesses within their skillset. EDPs outline an SES member's short-term and long-term developmental activities in order to enhance performance. Supervisors and raters directly influence their subordinate SES members' career paths by assessing their competencies and identifying developmental opportunities.

Each component establishes a Talent Management Panel, which is typically comprised of general officers and flag officers, political appointees, and career senior executives. Talent Management Panels convene annually during the summer months of June through August and typically last for one week. During this meeting, the panel assigns readiness ratings for SES members within their component and slates SES members to positions according to their assigned readiness rating and developmental needs. Although DERMO sets policy for the administration of the talent management process, each Senior Executive Management Office (SEMO) administers the process for their respective components.

Oversight and administration of the DoD Talent Management and Succession Planning process is a collaborative effort amongst SES members, supervisors/raters, talent management panels, SEMOs, and DERMO. There is much time and attention dedicated to ensuring DoD leaders are equipped with the right capabilities to meet the Department's mission and execute the goals of the National Defense Strategy. The 2020 DoD Talent Management Cycle will begin on March 1, 2020.



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## Executive Resource Management (Cont'd)

DoD Talent Management and Succession Planning	
Phase	Description
Self-Assessment	Executives input information regarding joint or interagency assignments, assess themselves on the DoD 18 core competencies, provide succession management data for their positions, and create an Executive Development Plan. Executives enter a career plan identifying near-term, mid-term and far-term proposed positions of interest.
Supervisor/Rater Assessment	Supervisors/Raters provide a readiness rating and competency assessment for the executives within his/her chain of command.
Panel Validation	Talent management panel convenes to validate results of executive self-assessments and supervisor/rater assessment. Panel assigns each executive a readiness rating of Ready for Increased Challenge, Ready for Career Broadening, Build Tenure/ Experience or Contribute in Place.
Slating	Talent management panel convenes to produce succession planning slates to inform decisions concerning where efforts should be focused in the areas of executive development and recruitment. Components may request recruitment slates when filling Tier 2 and Tier 3 positions to provide career broadening opportunities for DoD executives.
Feedback	Executives receive feedback letters through the Defense Talent Management System with respect to career broadening and developmental growth opportunities. More specifically, each letter addresses a career plan, developmental recommendations, personal strengths, and portfolio gaps.

### ***Strategic Talent Management ensures informed Biennial and Out-of-Cycle Allocation Requests***

The Talent Management Cycle and Talent Management Panels provide an enterprise level view of the executive workforce, which contribute to decisions impacting the Department's biennial allocation process. Every two years, in accordance with 5 U.S.C. § 3133(c), the U.S. Office of Personnel Management (OPM) reviews the request of each agency for additional Senior Executive Service (SES) allocations, in consultation with the Office of Management and Budget (OMB), and authorizes for each of the two subsequent fiscal years a specific number of SES allocations for each agency. OPM follows a similar process with respect to agency requests for Senior Level (SL) and Scientific or Professional (ST) positions and authorizations. This biennial allocation process enables OPM to review organizational missions, plans, and structures, as well as assess agencies' effective and efficient use of executive resources.

In response to the FY2020-2021 Executive Resources Biennial Review, the Department of Defense (DoD) completed a comprehensive assessment of its existing resources and prioritized existing and requested allocations in alignment with the DoD mission, strategic plan, and critical needs. The DoD requested additional SL allocations as well as SES position re-designations and the conversion of unused SES allocations to SL allocations.

OPM, in consultation with OMB, completed their review of DoD's requests and approved the additional SL allocations as well as the redesignation and conversion requests. The Under Secretary of Defense for Personnel and Readiness, who is responsible for managing and overseeing executive allocations within the DoD, authorized and disbursed to each Component what was requested on their behalf, as well as additional SL allocations from the requested conversion of SES to SL allocations to meet priority requirements for future unanticipated manpower needs.

A successful talent management process helps to build an agency's executive bench strength to meet mission needs. DoD Talent Management and Succession Planning is a critical component of preparing the Department's senior leaders to execute the National Defense Strategy lines of effort of lethality, partnerships and reform. Furthermore, the process informs decisions at the highest levels to include the utilization of resources within DoD.

By: Lauren Parker and Mike Carsten  
DCPAS/Defense Executive Resources Management Office

### Strategic Workforce Planning Update FY2019 Year-In-Review

In FY 2018, the DoD Financial Management (FM) Community released the FY 2019-2023 DoD FM Strategic Workforce Plan (SWP). The DoD FM SWP provides a framework for how the FM workforce will recruit, retain, train, and develop an innovative and engaged DoD workforce. The FY 2019-2023 FM SWP aligns with the President's Management Agenda, the National Defense Strategy, the DoD National Defense Business Operations Plan, and the DoD Human Capital Operating Plan.

**DoD FM Strategic Goals - The four FM strategic goals (shown in Figure 1) enable the FM Community to:**

- Goal 1: Strengthen the Financial Management Workforce**  
 Strategically plan, align, and develop technical and leadership competencies to equip the workforce with capabilities to sustain mission readiness.
- Goal 2: Enable Business Reform and Auditability in DoD**  
 Promote, incentivize, and develop skills in business reform, data analytics, innovations, and audit remediation in the FM workforce.
- Goal 3: Strengthen Partnerships and Customer Service**  
 Communicate more strategically and effectively with FM Community stakeholders in order to strengthen and build collaborative relationships with Congress, other functional communities, professional organizations, and other stakeholders to provide better customer service and resources to the FM workforce.
- Goal 4: Make DoD the Financial Management Employer of Choice**  
 Attract and retain an agile, highly qualified, competent, diverse, and ready workforce to meet mission requirements.



Figure 1

## Financial Management Functional Community (Cont'd)

The responsibility for implementing the FM SWP belongs to the entire DoD FM Community; therefore, the FM Functional Community Manager charged every Component with developing cascading FM strategic workforce goals and objectives that aligned with the DoD FM SWP. The FM Community executed strategies to achieve their goals, from Component to DoD-level, and developed methodologies for measuring and tracking progress towards success. Monitoring the strategic efforts of the FM Community is an essential part of the overall strategic planning process, and at the end of FY 2019, OUSD(C) compiled Department-wide progress towards achieving FM goals and objectives and consolidated best practices. Strategic workforce planning alignment from Component-level to the Department-level is critical to success for the FM Community and the DoD mission. The first FM SWP Year-in-Review documents FM Community progress for FY 2019 and was released in February 2020.

During FY 2019, the FM Community experienced positive changes through the collective efforts of Component and OUSD(C) initiatives:

- The Community pursued new efforts in talent development, succession planning, career broadening, and leadership development.
- The FM Community improved the FM workforce's data analytics and audit capabilities by leveraging new tools, technological innovations, and training.
- To strengthen the FM Community's communications and stakeholder outreach, the Community continued to engage in Federal-wide, as well as Department-wide, initiatives and information sharing forums.
- Finally, the FM Community leveraged existing hiring vehicles, such as the FM DHA, to attract and hire a diverse mix of highly qualified candidates into the workforce. The 2019 Year-in-Review documents this progress in further detail and prepares the FM Community for its FY 2020 Year-in-Review.

The FM Community will continue to monitor and report progress towards achieving the goals and objectives outlined in the FM 19-23 SWP, to include collaborative efforts to develop tools, methodologies, processes, and strategies to address areas where the Community can further improve. The FM Community will continue to document lessons learned, trends, and metrics to use in future strategic workforce planning efforts.

For more information, please visit: (<https://fmonline.ousdc.osd.mil/Professional/Strategic-Workforce/Strategic-Workforce.aspx>).

By: The DoD FM Community  
Dr. Pamela Clay  
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# DoDI 1400.25, Volume 250 - Policy Update

## DoDI 1400.25, Volume 250

### DoD Civilian Personnel Management System: Civilian Strategic Human Capital Planning (SHCP)

DCPAS Line of Business 1 (Planning and Accountability) sponsors DoDI 1400.25, Volume 250, Subject: DoD Civilian Personnel Management System: Civilian Strategic Human Capital Planning (SHCP). The current version, dated 7 June 2016, is currently under revision to reflect the Department's updated policies following the NDAA 17 repeal of Title 10, Section 115b.

#### Then

Title 10, Section 115b required the Department to submit biennial civilian strategic workforce plans to Congress. As the Office of Primary Responsibility within USD(P&R), DCPAS collaborated with OSD Functional Communities to produce Functional Community workforce plans for the primary purpose of meeting Congressional mandates. Components were involved in supporting plan development, but Component-specific appendices were not included in submissions.

#### Now

Current authorities for strategic human capital planning are codified in 5 CFR 250, Subpart B. Focus has evolved to developing policy that underscores event-driven, strategically aligned planning that better integrates Components, Functional Communities, and other stakeholders in the full cycle of human capital/strategic workforce planning necessary to shape the civilian workforce to meet the Department's needs and priorities. DCPAS strengthens its role as an advisory service by facilitating the improvement and maturation of stakeholder planning capabilities.

#### Way Ahead

Major pieces of the DoDI's revision include updates to the SHCP Governance Structure, SHCP Processes, Roles, and Responsibilities, Competency Management, and Mission Critical Occupations. Additionally, current intent is that the DoDI codifies the following initiatives into policy: Human Capital Operating Plan (HCOP), DCPAS Strategic Workforce Planning Guide, MCO and High Risk MCO Determination Processes, and the Functional Community Maturity Model (FCMM); all of which have been developed and implemented since the publication of the current version of the DoDI.

In October 2019, the current (June 2016) version of the DoDI was informally staffed to Components and Functional Communities at the action officer level for review/comment. Informal comments were adjudicated and included in the initial draft, which was approved by the Director, Planning and Accountability Directorate, and submitted to DCPAS in January, 2020 to begin the formal issuance process. Publication is anticipated in March-September, 2021.

By: Tony Bown  
DCPAS/Planning and Accountability



### DCPAS Wage and Salary Division

The DCPAS, Wage and Salary Division, is the Department of Defense (DoD) leader in the administration of the Federal Wage System (FWS) with oversight from the Office of Personnel Management. The FWS guarantees labor participation to develop pay lines and establish equal pay for equal work to attract and retain qualified personnel within a local area. The prevailing rate workforce includes the Federal trade, craft, and laborer employees paid from appropriated funds (AF) and nonappropriated funds (NAF).

The Wage and Salary Division conducts FWS surveys annually and establishes pay schedules for blue-collar employees government-wide. The surveys are conducted on a two-year cycle, alternating each year between a full-scale site visit and an interim phone survey for 130 AF and 118 NAF wage areas. Approximately 250,000 FWS employees are paid from the 1,650 FWS wage schedules developed and issued by the Wage and Salary Division staff.

The Wage and Salary Division also conducts occupation/industry surveys to establish pay for overseas DoD educators, civilian mariners, power generation employees, health care professionals and educators, foreign language professors, foreign national pay programs, and white collar/General Schedule special salary rates programs. Approximately 150,000 employees are covered by special salary rate schedules.

For additional information on the FWS, please visit our website located at <https://www.dcpas.osd.mil/BWN/WageIndex> or stop by and see us at the Mark Center in Suite 05J25.



By: Erica D. Abiera  
DCPAS/Wage and Salary Division



## 2019 Best Places to Work in the Federal Government Rankings

The Partnership for Public Service (PPS) has released the 2019 rankings of Best Places to Work (BPTW) in the Federal Government. The report is online at <https://bestplacestowork.org/>. To produce the BPTW rankings, PPS applies its own analysis to data from the Federal Employee Viewpoint Survey (FEVS) conducted annually by the Office of Personnel Management (OPM).

The index score is not a combined average of an agency's category scores. It is calculated using a proprietary weighted formula that looks at responses to three different questions in the OPM Employee Viewpoint Survey. The more the question predicts intent to remain, the higher the weighting.

- I recommend my organization as a good place to work. (Q. 40)
- Considering everything, how satisfied are you with your job? (Q. 69)
- Considering everything, how satisfied are you with your organization? (Q. 71)

In the BPTW rankings, DoD is ranked separately as a large agency: the Office of the Secretary of Defense, Joint Staff, Defense Agencies, and Department of Defense Field Activities (4<sup>th</sup> State), Navy, Army and Air Force.

- The 4<sup>th</sup> State engagement index score in the 2019 BPTW report decreased by 0.4 points from 63.2 out of 100 in 2018, to 62.8 in 2019, placing the 4<sup>th</sup> State at 8 out of 17 large agencies (>75,000 employees, excluding Veterans Affairs, which conducts a separate survey).
- Navy ranked at 11 out of 17, dropping 1.5 points from 63.2 in 2018 to 61.7 in 2019.
- Army ranked 7 out of 17, improving from 62.4 in 2018 to 63.7 in 2019.
- Air Force ranked 15 out of 17, dropping 0.1 points from 60.4 in 2018 to 59.4 in 2019.

Rank	Agency	2019	2018	Change (2018-19)
1	National Aeronautics and Space Administration (NASA)	81.5	81.2	0.3
2	Department of Health and Human Services (HHS)	71.4	70.9	0.5
3	Intelligence Community (IC)	69.9	66.3	3.6
4	Department of Commerce (DOC)	69.6	70.3	-0.7
5	Department of Transportation (DOT)	65.7	67.7	-2.0
6	Department of Veterans Affairs (VA)	65.3	64.2	1.1
7	Department of the Army (DA)	63.7	62.4	1.3
8	Office of the Secretary of Defense, Joint Staff, Defense Agencies, and Department of Defense Field Activities (DOD)	62.8	63.2	-0.4
9	Department of the Treasury (USDT)	62.5	61.3	1.2
10	Department of the Interior (DOI)	62.2	62.8	-0.6
11	Department of the Navy (DON)	61.7	63.2	-1.5
12	Department of Justice (DOJ)	61.4	62.6	-1.2
13	Department of State (DOS)	61.3	60.7	0.6
14	Social Security Administration (SSA)	59.8	61.9	-2.1
15	Department of the Air Force (USAF)	59.4	60.4	-1.0
16	Department of Agriculture (USDA)	56.5	59.0	-2.5
17	Department of Homeland Security (DHS)	52.3	53.1	-0.8

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## 2019 Best Places to Work in the Federal Government Rankings (Cont'd)

The government-wide average BPTW engagement index score is 61.7 a 0.5 point drop compared to 2018. The comparable private-sector employee engagement score is 77.0 out of 100, according to data provided by employee research firm Mercer Sirota. Only 11 of the government's 70 large, midsize and small agencies included in the BPTW rankings scored above the private sector average this year.

The government-wide data shows small improvements in employee attitudes in eight of 10 categories that measure the work experience. Employee views on training and development, and on performance-based awards and advancement, both rose by 0.8 points. Effective leadership, which encompasses employee views of their supervisors, senior leaders, fairness in the workplace and individual empowerment, rose 0.3 points. The categories that declined were pay, down 0.4 points, and support for diversity, which dropped 0.2 points.

Employees gave the 4<sup>th</sup> State leadership a score of 58.1 out of 100, 0.1 points above the 2018 score. On the same leadership index, Navy decreased its score by 0.7 to 57.8; Army increased by 1.7 to 59.2, and Air Force stayed the same at 57.7. Each of these exceeds the 2019 government-wide leadership score of 56.7.

COMPONENT	2019		2018		2017	
	Ranking	%	Ranking	%	Ranking	%
NAVY	11	61.70%	7	63.20%	10	63.80%
ARMY	7	63.70%	11	62.40%	13	62.40%
4TH ESTATE	8	62.80%	7	63.20%	15	61.10%
AIR FORCE	15	59.40%	15	60.40%	16	60.70%

The federal government scores fall below the private sector on nearly all survey questions. The largest gap – 30 points – is on the issue of the employee voice. Just 37.0% of federal employees believe the results of the FEVS will be used by their leadership to make their organizations better places to work. This compares to 67.0% of private sector employees who believe survey results will be used constructively by their leaders.

*“Leaders across government must continue to make employee engagement a top priority since a highly-motivated workforce is critical to a well-functioning government.”* said Max Stier, president and CEO of the Partnership for Public Service.

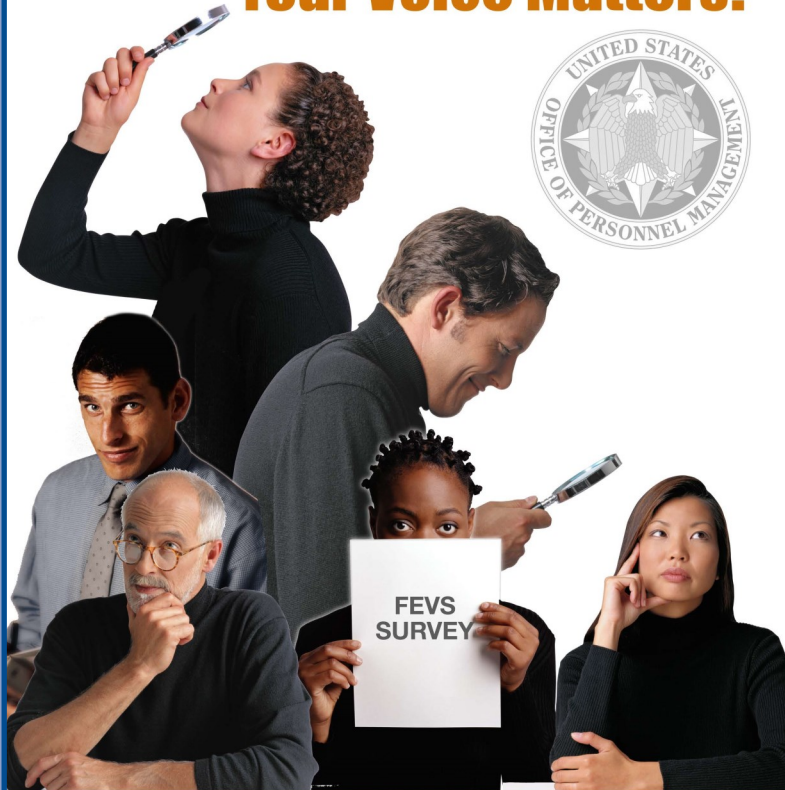
If you have any questions, please contact, Berenice Eberhart, FEVS Program Manager at 571-372-2043 or by email at [berenice.l.eberhart.civ@mail.mil](mailto:berenice.l.eberhart.civ@mail.mil)



By: Berenice Eberhart  
DCPAS/Planning and Accountability

# Federal Employee Viewpoint Survey

## Take the FEVS Survey Your Voice Matters!



  
**Federal Employee Viewpoint Survey**

*Empowering Employees. Inspiring Change.*

Participation is confidential

**Thank you for your participation !**

# Data Analytics

## Analyzing Workforce Data using Pivot Tables

One of the functions within Planning and Accountability (P&A) is performing Strategic Workforce Planning (SWP). There are many tools available to perform strategic workforce analysis such as Microsoft Power BI, Tableau, SAS and SAP. Another great tool is simply Microsoft Excel.

As data analysts, we must analyze large amounts of raw data. The easiest way to perform this task is to summarize the dataset with different views of the data.

What is a Pivot Table? It is a statistical tool that summarizes and reorganizes selected columns and rows of data in a spreadsheet to obtain a desired report.

A pivot table does not change the spreadsheet, it simply “pivots” or transforms the data so it can be viewed from a different perspective.

**Scenario:** You need to analyze loss trends over the last five fiscal years (FY). In figure 1 below is a small snippet of the raw data to be used in a pivot table.

- **Step 1:** We will start after we have already collected the raw data needed to create our pivot table. See figure 1 below.

Agency	FY	Loss Type	RPA Count
Power Rangers	2019	Retirement (300-308)	100
Marvel	2019	Resignation (312,317)	100
DC Comics	2019	Transfer (352)	50
Star Wars	2019	Other Separations	100
Star Trek	2019	Retirement (300-308)	100
Teenage Mutant Ninja Turtles	2019	Resignation (312,317)	100
Power Rangers	2018	Transfer (352)	50
Marvel	2018	Other Separations	100
DC Comics	2018	Retirement (300-308)	100

Figure 1: Pivot Table Raw Data

- **Step 2:** To create a pivot table using the data above, you are going to create a new tab called summary, see figure 2.

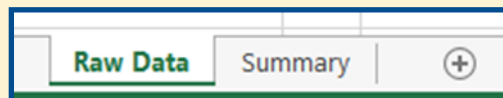


Figure 2: Excel Tab Names

- **Step 3:** On the summary tab, you are going to click in cell A1 and select Insert | Pivot Table. See figure 3.





# Data Analytics

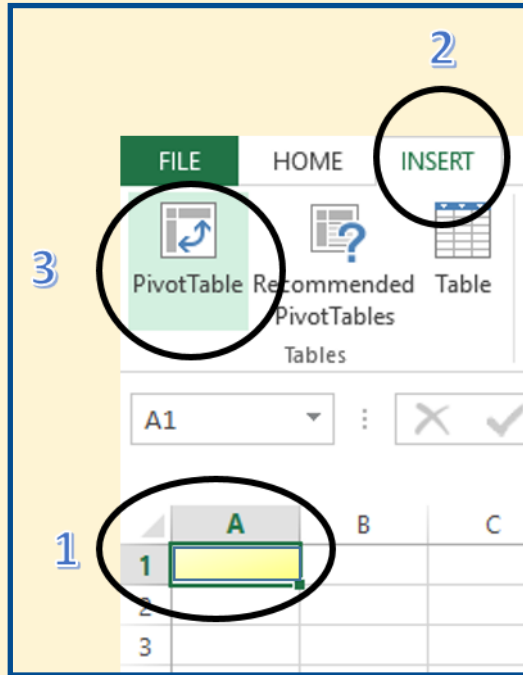


Figure 3: Create Pivot Table Step 3

- **Step 4:** When the create pivot table box opens, ensure the cursor is in the Table/Range selection box, then click on the Raw Data tab and select all data including the header fields. Click on OK once you've selected all data. See figure 4 below.

2 All data and fields should be chosen.

Agency	FY	Loss Type	RPA Count
Power Rangers	2019	Retirement (300-308)	100
Marvel	2019	Resignation (312,317)	100
DC Comics	2019	Transfer (352)	50
Star Wars	2019	Other Separations	100
Star Trek	2019	Retirement (300-308)	100
Teenage Mutant Ninja Turtles	2019	Resignation (312,317)	100
Power Rangers	2018	Transfer (352)	50
Marvel	2018	Other Separations	100
DC Comics	2018	Retirement (300-308)	100
Star Wars	2018	Resignation (312,317)	100
Star Trek	2018	Transfer (352)	50
Teenage Mutant Ninja Turtles	2018	Other Separations	100
Power Rangers	2017	Retirement (300-308)	100
Marvel	2017	Resignation (312,317)	100
DC Comics	2017	Transfer (352)	50
Star Wars	2017	Other Separations	100
Star Trek	2017	Retirement (300-308)	100
Teenage Mutant Ninja Turtles	2017	Resignation (312,317)	100
Power Rangers	2016	Transfer (352)	50
Marvel	2016	Other Separations	100
DC Comics	2016	Retirement (300-308)	100
Star Wars	2016	Resignation (312,317)	100
Star Trek	2016	Transfer (352)	200
Teenage Mutant Ninja Turtles	2016	Other Separations	100
Power Rangers	2015	Retirement (300-308)	100
Marvel	2015	Resignation (312,317)	100
DC Comics	2015	Transfer (352)	50
Star Wars	2015	Other Separations	100
Star Trek	2015	Retirement (300-308)	100
Teenage Mutant Ninja Turtles	2015	Resignation (312,317)	100

Figure 4: Create Pivot Table Step 4

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# Data Analytics

- **Step 5:** After you click OK, you will see an empty Pivot Table box shown below in figure 5. You will need to drag and drop some fields to get the view you wish to see.

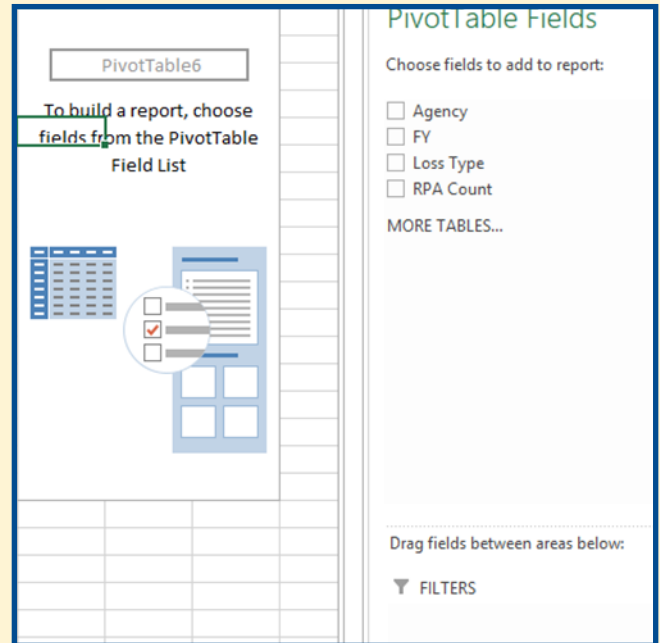


Figure 5: Create Pivot Table Step 5

- **Step 6:** There are three steps to get the pivot table configured for the correct view, in this case, we want to analyze all Transfer (352) loss types.

- ⇒ Step 1: Identify the fields you require for your pivot table view.
- ⇒ Step 2: Drag field from step 1 to the boxes you need. Loss Type should be in the FILTERS box, FY should be in the ROWS box and RPA Count should be in the VALUES box.
- ⇒ Step 3: Click the filter drop down box and choose Transfer (352).

Loss Type	Transfer (352)
Row Labels	Sum of RPA Count
2015	50
2016	250
2017	50
2018	100
2019	50
<b>Grand Total</b>	<b>500</b>

Figure 6: Create Pivot Table Step 6

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# Data Analytics

**Step 7:** Now you have your pivot table configured to easily review Transfer (352) losses, but it can be even easier with a chart. See figure 7 below.

Step 1: Highlight the data shown below in the pivot table.

Step 2: Click the Insert tab and select the drop down next to the line chart, select the first 2-D Line chart.

Step 3: Your chart will be added based on the data you selected in the pivot table.

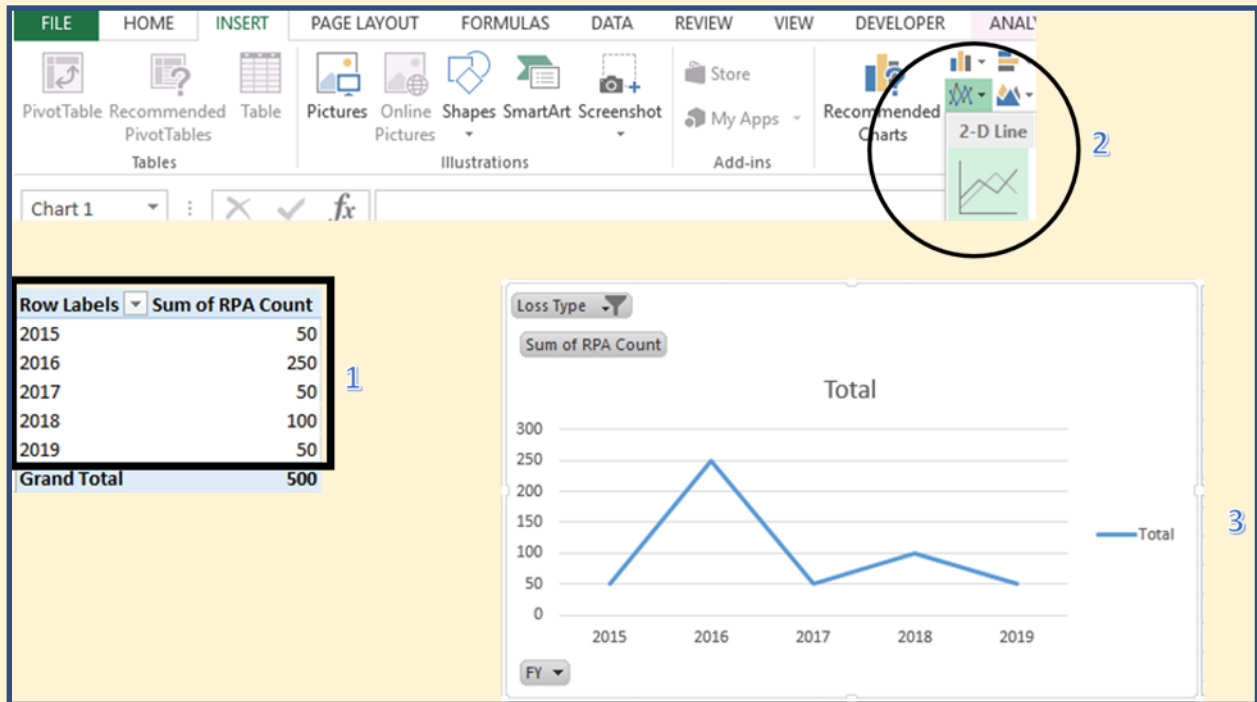


Figure 7: Create Pivot Table Step 7

**Step 8:** A quick analysis of losses by loss type “transfer (352)”. The title from the chart in step 7 above has been changed to be more clear for this chart and totals were also added. See figure 8.

As shown below, most transfers throughout the fiscal years remain the same, but in 2016, there was a major transfer event.

Now that you know there is something significant that happened in FY16, you need to investigate what happened.

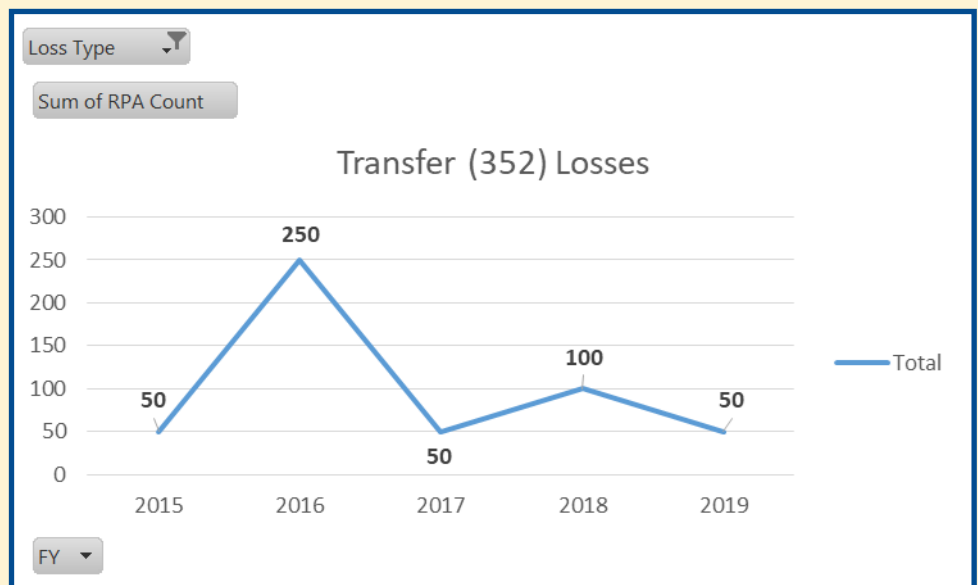


Figure 8: Analyze chart created from Steps 1 through 7

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## Data Analytics

- Step 9:** Refer back to step 7 above if you need to, below the pivot table was modified to show not just the transfer (352) losses by FY, but also include the agencies where the losses occurred. You can now tell that the agency Star Trek had an increase in transfers in FY16. As a data analyst, you will want to do more research on why this mass transfer even happened. Did a new agency stand up and these employees were moved? You will need to find out the 5Ws, Who, What, When, Where and Why to assist you with your analysis.

The screenshot shows a PivotTable with the following data:

Loss Type	Transfer (352)
<b>Row Labels</b>	<b>Sum of RPA Count</b>
2015	50
DC Comics	50
2016	250
Power Rangers	50
Star Trek	200
2017	50
DC Comics	50
2018	100
Power Rangers	50
Star Trek	50
2019	50
DC Comics	50
<b>Grand Total</b>	<b>500</b>

The PivotTable Fields task pane is open, showing the following configuration:

- PivotTable Fields:** Choose fields to add to report: Agency, FY, Loss Type, RPA Count.
- FILTERS:** Loss Type
- ROWS:** FY
- COLUMNS:** (Empty)
- VALUES:** Sum of RPA Count

The 'Agency' field in the ROWS section is circled in red.

Remember, Strategic Workforce Planning (SWP) is a team effort. What you have been shown above is just a small sampling from the Current Workforce Analysis portion of SWP. DCPAS follows six main steps to SWP which are (1) Strategic Planning Alignment, (2) Current Workforce Analysis, (3) Future Workforce Analysis, (4) Gap Analysis, (5) Workforce Action Planning and (6) Execution and Monitoring.

To learn more about Strategic Workforce Planning, take a look at the Strategic Workforce Planning Guide at <https://www.dcpas.osd.mil/PA/Policy>.

By: Donnie Keith  
DCPAS/Planning and Accountability

# Competency Management

## What Now? Leveraging Your New Competency Model

A valid competency model is an excellent tool for a variety of human capital initiatives, but taking the first steps toward applying the model can be daunting. Large-scale projects, like creating a strategic workforce plan, are not always a feasible option as the next step in utilizing your competency model. While projects like this can have a powerful impact to the workforce at a high level, they also require a great deal of additional planning, workforce data, and time. However, there are many ways to implement your competency model that can be accomplished more quickly while still having an impact on your workforce. This article will cover two accessible areas that can expand upon a competency model: conducting a training crosswalk and developing structured interview questions.

### Training Crosswalk

Conducting a crosswalk of your new competency model with your existing training is a great way to start identifying any gaps you may have in your training materials. The information you gain from this exercise can help to ensure your training is competency-based, and to lay the groundwork for a more thorough training needs assessment. Here are some general steps you can take:

1. Compile a list of training resources: Be sure to reach out to Component representatives for the workforce so you can include training they may have developed.
2. Keep track of the source (e.g., DAU) and type (e.g., online, classroom) of training.
3. Have a few Subject Matter Experts (SMEs) look at the new competency model, and identify which competency (or competencies) align with the trainings on the list of resources. It can be beneficial for the SMEs to do this individually, and then meet to discuss any discrepancies.

Following the steps above, you can begin to determine if there are any competencies that are not adequately addressed in your current training. This can provide some direction when making decisions or recommendations on whether or not the training for your workforce needs to be further developed.

For more information on what is involved in a full training needs assessment, see OPM's guidance on the topic: <https://www.opm.gov/policy-data-oversight/training-and-development/planning-evaluating/>

### Structured Interview

When interviewing candidates for a position, a helpful way to ensure that you are getting the most useful information from each candidate is to develop a structured interview. Structured interviews are distinguished from unstructured interviews in that the questions are job-related, and consistent across candidates. Linking interview questions to competencies allows the interviewer to ask questions that relate closely to the work the candidate would do if selected. Asking all candidates the same questions makes it easier to distinguish between different candidates, and can reduce unconscious biases in hiring. Here are some general steps you can take:

1. Assemble a group of SMEs. Try to get representation from any subgroups within the workforce.
2. Have the SMEs write critical incidents that outline effective and ineffective performance of each of the competencies, and then rephrase those incidents as hypothetical situations.
3. Create a scoring system based on potential responses. This can tie back to the proficiency levels that have already been developed for each competency.
4. Pilot test the interview questions on a separate group of SMEs to ensure that the questions align with the competencies.





## Competency Management (Cont'd)

Another consideration when developing Structured Interviews, especially for higher level positions, is to use anecdotal questions rather than hypothetical situations. This requires the candidate to pull from their actual experiences rather than an idealized version of how they might behave.

For more information on developing a Structured Interview, see OPM's guidance on the topic: <https://www.opm.gov/policy-data-oversight/assessment-and-selection/structured-interviews/>

Using competency-based initiatives allows you to recruit and develop your workforce based on the work that needs to be done according to the experts in your workforce. While conducting large-scale change can be a challenge, especially for smaller workforces, there are plenty of areas where you can leverage the work that was done to develop your competency model in a way that can impact and guide your workforce.

By: Veronica Passarelli  
DCPAS/Planning and Accountability

### DCAT Schedule FY 2020

DCAT Schedule FY20	Upcoming Panel Schedule
<b>March 30 – May 1</b> <ul style="list-style-type: none"><li>• HR – Staffing</li><li>• HR – Labor Relations</li><li>• HR – Injury Compensation</li></ul>	<b>February</b> Maintenance, Functional Model (Tier 2) IHRM, Functional Model (Tier 2) Validation 1670 (Tier 4) Validation
<b>May 18 – June 26</b> <ul style="list-style-type: none"><li>• Leadership Model Refresh</li></ul>	<b>March</b> Leadership (Tier 1) 2101 (Tier 4) Validation 2010 (Tier 4) Validation
	<b>April</b> 1102 – Contracting (Tier 2) 0346 – Logistics Management (Tier 2)
	<b>May</b> Supply, Functional Model (Tier 2)

For questions, please contact Brandon Dennis at [brandon.e.dennis.civ@mail.mil](mailto:brandon.e.dennis.civ@mail.mil)

## Why all the kinds of Data in Strategic Workforce Planning



Planning and Accountability's Workforce Planning Team (WPT) has been hard at work! But often we receive the question why you need all this data?

As you already know, Strategic Workforce Planning (SWP) is a process designed within an organization that proactively anticipates current and future hiring needs. Essentially, organizations need to have the right number of people, at the right time, and in the right skill. Implementing a SWP helps organizations prepare for unexpected changes, learn problem solving and prevention strategies, try new procedures and processes, and identify gaps in the workforce. WPT also knows that in order to do all those things the WPT must analyze and develop strategies to address workforce gaps and potential overages.

In order to understand the underlying cause and effect relationships that affect the organizational talent landscape a SWP helps set a better context by gathering *qualitative and quantitative* insights about talent. Prepared with both quantitative and qualitative data, an evaluation can occur in a range of options to identify and maximize the drivers of performance. Workforce planning will be successful when there is a use of robust set of quantitative and qualitative data.

- Quantitative data is extracted from Human Resources (HR) information systems. This data may include salaries, benefits, history of roles in the organization, work experience, tenure and workforce demographics.
- Qualitative data is sourced from talent management systems. Data from this source covers training and development history, competency and performance ratings, relocation preferences, successional status, career plans and high risk ratings.

When we combine quantitative and qualitative data it opens the door to helpful insight on the strengths and weaknesses within the current workforce of the organization. As well as, capturing highlights of possible gaps and what kind of strength will be needed for future leadership.

### **This is how we use Data at DCPAS**

The WPT recently was working with the Human Resources Functional Community (HRFC). WPT and the HR FC analyzed the parenteticals within the HR FC using quantitative data: Staffing, Labor Relations, and Injury

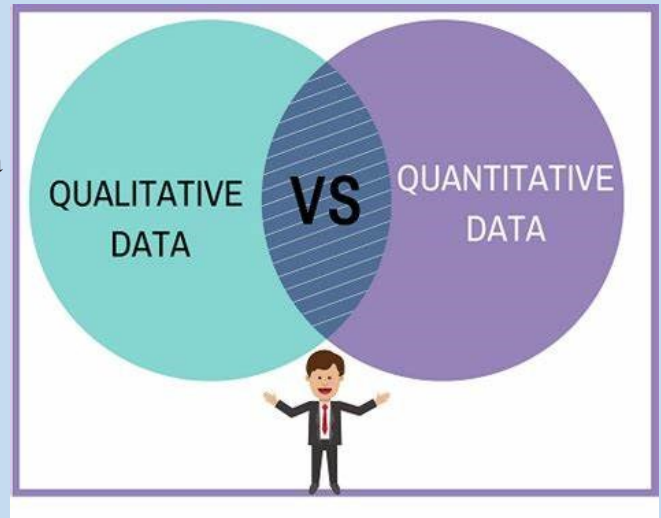
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## Why all the kinds of Data in Strategic Workforce Planning

Compensation. All personnel data used in the analyses of the current workforce and demographic trends were obtained from Defense Civilian Personnel Data System (DCPDS) and Defense Manpower Data Center (DMDC). This data gives us a make-up of the community's workforce and reveals trends of age, years of service, retirement eligibility, disability, and education levels. This helps the planner to determine and forecast current and future needs.

Besides using data, WPT uses Environmental Scan which is an evaluation of the current and future work environment consisting of internal and external influencing factors affecting the organization. Internal factors consist of major operational initiatives, internal labor supply, and resource allocation. External factors include government regulations, public demand, and the economy as well as competitors. In order to capture the external/internal supply/demand factors affecting the HRFC, a worksheet was developed and distributed to the HRFC Workforce Planning Team (WPT). WPT submissions from the worksheet are compiled and results are discussed.

The WPT and subject matter experts analyze and give an overview of the workforce climate by utilizing Office of Personnel Management's (OPM) Federal Employee Viewpoint Survey (FEVS), both quantitative and qualitative data is used. These factors will provide strategic insight as senior leaders plan for the workforce of the future.



By: Shannon Coleman  
DCPAS/ Planning and Accountability  
Shannon.d.coleman6.ctr@mail.mil

## Environmental Scan - External Factors

*An environmental scan is a review of distinct factors that impact an organization’s abilities to meet work (demand) and amount of personnel needed to complete tasks (supply). The environmental scan captures both the internal and external factors that impact demand and supply.*

The environmental scan process is a part of Strategic Workforce Planning (SWP) and begins with four distinct factors that are included in a typical environmental scan. These factors are Internal Supply and Demand and External Supply and Demand. In this write up, the focus will be on the difference between External Supply and External Demand factors. Figure 1 illustrates the factors.

**Figure 1: External Supply and Demand Factors**

	SUPPLY	DEMAND
EXTERNAL	<p><b>WHAT:</b> Factors, events, and/or trends occurring, or are likely to occur, outside of DoD that may affect the <i>external talent pool supply</i> for the workforce</p> <p><b>ENVIRONMENT:</b> Outside of DoD</p> <p><b>CONTROL:</b> Outside of DoD’s control</p> <p><b>EXAMPLES:</b> Other government agencies, Unemployment rate, Region in which jobs are available</p>	<p><b>WHAT:</b> Factors, events, and/or trends that are occurring, or are likely to occur, outside of DoD that may affect the <i>workload demands</i> of the workforce</p> <p><b>ENVIRONMENT:</b> Outside of DoD</p> <p><b>CONTROL:</b> Outside of DoD’s control</p> <p><b>EXAMPLES:</b> Presidents Management Agenda, Foreign Affairs affecting the amounts of projects DoD is doing</p>

**Process:**

- ◆ The first step is to determine if a particular factor is *external* or *internal*.
  - External factors are factors that are outside of the DoD’s control. These different factors can be from other government agencies or the private sector.
- ◆ Once it’s determined the factors that are being discussed are external factors the next step is to decide if the factors are either supply or demand factors. In order to determine this, it is important to understand the difference between supply and demand.
  - The **supply** refers to the external talent pool supply. Examples of this may include unemployment rates and how that affects available talent and hiring practices of different government agencies. A very common external point that is focused often is time to hire and how the private sector is able to hire quicker than the DoD.
  - The **demand** focuses on different items that affect the workforce workload. Examples can be factors such as the President’s Management Agenda and other rulings from the Hill that can either increase or decrease the amount of work that people are required to complete.
- ◆ The supply and demand factors are then listed, discussed and finalized with Subject Matter Experts (SME’s and members of the Workforce Planning Team (WPT). The supply and demand factors are usually mentioned during the initial homework’s that are sent out or during the discussion with the SMEs and WPT.
- ◆ The discussion with SME’s and WPT leads in having a final list of external factors which then becomes a part of the environmental scan chapter of the Strategic Workforce Planning.

By: Nathaniel Prioleau  
DCPAS/Planning & Accountability

## ◆ National Defense Education Program (NDEP) Funding Opportunity Announcement (FOA)

In coordination with Washington Headquarters Services, the NDEP FOA was published on 27 December 2019 on Grants.gov, announcement HQ0034-20-S-FO01. NDEP seeks innovative applications for its Science Technology Engineering Mathematics (STEM) education, outreach, and workforce initiatives. DoD intends to award multiple grants, subject to the availability of funds. Activities will support the DoD STEM strategic plan and align to the 2018 Federal STEM strategic plan. Suspense for applications was 24 February 2020. (POC: Louie Lopez, Director, DoD STEM)

## ◆ DoD STEM Evaluation Workshop Report

The final report of the 2019 DoD STEM Evaluation Workshop compiled by the Institute for Defense Analyses (IDA) is now publically available on the DoD STEM website (<https://dodstem.us>), located at the bottom of the homepage in the “About Us” section. The workshop brought together DoD leadership, DoD STEM program leads who manage a portfolio of programs, agency leads who make programmatic decisions, STEM coordinators in the field and other STEM and evaluation experts (both internal and external to DoD) to help improve the STEM evaluation capabilities across the DoD. This was the first time that DoD sponsored an event that comprehensively addressed program evaluation issues.

There was a total of 50 participants including Dr. Pamulapati, Director, Laboratories Office; Mr. Lopez, Director, DoD STEM; and, Ms. Kent, Director, Historically Black Colleges and Universities/Minority Institutions. Some of the key performers included (1) Dr. Lei, Deputy Director for Research, Technology, and Laboratories who provided a high-level DoD perspective on STEM education programs and evaluation indicating that investment in STEM could support the DoD prioritization areas; (2) a representative from the White House's Office of Science and Technology Policy provided insight on how DoD's STEM evaluation efforts fit into the larger Federal STEM strategy; (3) An Interagency Panel from the National Aeronautics and Space Administration, the National Science Foundation, the National Oceanic and Atmospheric Administration, and the Smithsonian provided a broad perspective on evaluation indicating that it is important to build in evaluation from the start of program planning and using a strategic approach that is tied to understanding program goals can help to address cost related issues; (4) external evaluators of the DoD STARBASE program and the Army Education Outreach Program; and (5) the Institute for Defense Analyses' evaluation of the SMART Scholarship-for-Service Program, a workforce related evaluation.

The impact of the DoD STEM Evaluation Workshop is that participants were able to share and glean valuable information that will help them in their evaluation planning and execution. (POC: Louie Lopez, Director, DoD STEM)



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



### ◆ **Naval Information Warfare Systems Command (NAVWAR) and Laboratories and Personnel Office provides Opportunities for STEM Students**

With record-low unemployment and a shortage of trained industry professionals, NAVWAR officials say they must become more creative in building and sustaining their ranks. They have created a groundbreaking new partnership with the San Diego Community College District (SDCCD) in which the Naval Information Warfare Center (NIWC) Pacific, a division of NAVWAR, will provide opportunities for tuition assistance and career growth to SDCCD students. The program goes beyond City College and includes working with San Diego Continuing Education in offering certification programs aimed at not only expanding the skills of NIWC employees, but also training returning adult learners.

NIWC and the SDCCD's Military Education arm will also target military members returning to civilian life and wanting to learn about cloud computing, cryptology, network security, software development, and artificial intelligence - all with an eye on strengthening a pipeline of high-tech, Science, Technology, Engineering and Mathematics (STEM)-centered employees. Additionally, the organization is looking at further expanding the program to include contractors. The partnership also fits into a larger SDCCD vision of working with businesses and industries in order to provide students with more opportunities to find good paying careers.

For more information, the news story is located at (<https://www.sdccd.edu/about/departments-and-offices/communications-and-public-relations/newscenter/articles/2019/spawar-partnership-cybersecurity.aspx>).  
(POC: Dr. Jag Pamulapati Director, Laboratories and Personnel)

### ◆ **Defense STEM Education Consortium (DSEC)**

DSEC, supported by the U.S. Department of Defense, is a collaborative partnership between academia, industry, non-for-profit organizations, and government that aims to broaden STEM literacy and develop a diverse and agile workforce with the technical excellence to defend our Nation. This multi-year effort focuses on STEM enrichment programs for students and educators, STEM workforce engagement, program evaluation, and public outreach. These efforts allow DoD to improve access for students to pursue STEM careers and consider Defense laboratories as a place of employment. Through strategic investment in STEM education and outreach activities, these efforts provide students with more exposure to educational and career opportunities, as well as DoD research. Additionally, DSEC initiatives provide unique hands-on learning experiences where students can work side-by-side with the Nation's best scientists and engineers helping to create cutting edge research and development. As an overarching goal, DSEC seeks to inspire the next generation of scientists and engineers. DSEC celebrates its first full year in March 2020.

DSEC is comprised of 19 partner organizations, including DoD STEM. Several DSEC national events are listed below in the "Upcoming Events" section.



**Upcoming Events:** For more information and how to attend/participate in any of these upcoming events please reach out to the DoD STEM Office via email at [info@dodstem.us](mailto:info@dodstem.us).

◆ **National Junior Science and Humanities Symposia (JSHS)**  
15-18 April in Virginia Beach, Virginia

The National JSHS invites regional symposia high school student finalists who qualify by submitting and presenting original scientific research papers in regional symposia held at universities nationwide. Student finalists attend schools in the CONUS and OCONUS, including Puerto Rico, and DoD Education Activity schools in the Americas, Pacific, and Europe. This event also provides a one-of-a-kind opportunity for these finalists to interact with current DoD civilian and uniform scientists and engineers working at DoD laboratories. DoD scientists and engineers serve as panelists to judge the student finalists, and also participate as career panelists to provide insight into their own career paths in the DoD. This year, the student finalists will be able to tour several DoD facilities in Virginia Beach/Norfolk.

Attendees include over 300 National JSHS high school student finalists, high school teachers, university faculty; DoD, Army, Navy, and Air Force leadership; and, uniform and civilian scientists and engineers working at DoD laboratories.

National JSHS is an annual Tri-Service event.

◆ **For Inspiration and Recognition of Science and Technology (FIRST) National Competition**  
15-18 April in Houston, Texas  
29 Apr-2 May in Detroit, Michigan

Since 2009, DoD has partnered with FIRST, a global leader in robotics competition. FIRST engages more than 500,000 students worldwide with district and regional events where qualifying teams compete for awards and a spot at the FIRST Championship. DoD STEM professionals volunteer more than 100,000 hours each year to mentor more than 1,000 elementary, middle, and high school teams--more than any other sponsor. There have been two national competitions, since 2017, due to the high number of FIRST competitors.

FIRST is a Defense STEM Education Consortium (DSEC) partner.

◆ **Carderock Math Contest**  
24 April at the Naval Surface Warfare Center Carderock Division (NSWCCD)

The Carderock Match Contest is a mathematics competition for middle school students (grades 6-8) to test their math capabilities for speed, critical thinking, and teamwork.

NSWCCD is a U.S. Navy facility.

## DoD STEM Office (Cont'd)



◆ **USA Science and Engineering Festival (USASEF)**  
25-26 April in Washington, DC

USASEF in Washington, DC is a biennial event, which aims to advance STEM education and to inspire the next generation of scientists and engineers. This event is comprised of booth exhibitors (hand-on interactive STEM activities) and lightning talks (alike TED talks) from the government agencies, industry, and academia. The Defense Pavilion will include civilian and uniform scientists and engineers, and representatives from DoD STEM, SMART Scholarship-for-Service Program, Navy, Air Force, Army, Defense Health Agency, Defense Threat Reduction Agency, National Geospatial-Intelligence Agency, Missile Defense Agency, National Security Agency, DoD Education Activity.

Students of all ages and adults are welcome to register to attend! Registration for this event is required for all students and adults, and adults (non-students) must purchase a ticket: (<https://usasciencefestival.org/attend/2020-festival-expo/festival-expo-tickets/>).

USASEF is a Defense STEM Education Consortium (DSEC) partner.

◆ **MATHCOUNTS National Competition**  
9-11 May in Orlando, Florida

MATHCOUNTS is the nation's leading extracurricular middle school math program that focuses on student engagement through an annual math competition, math clubs, and math video challenge. More than a quarter of a million students participate in the math competition, which is a national program that provides students in grades 6-8 the opportunity to compete in live, in-person contests against and alongside their peers. This year, 244 students participated in district and state competitions, and now the state finalists will compete in this national competition.

MATHCOUNTS is a Defense STEM Education Consortium (DSEC) partner.

For more information and how to attend/participate in any of these upcoming events please reach out to the DoD STEM Office via email at [info@dodstem.us](mailto:info@dodstem.us).

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## Planning & Accountability



Planning and Accountability Directorate welcomes Harry Tillman and Linda Coto in DCPAS!

**Harry Tillman** joins Planning & Accountability/ Human Resources Functional Community from the Joint Warfare Analysis Center (JWAC), Dahlgren, VA, where he was a Work Force Development Advisor. His previous Command was under U.S. Strategic Command - Air Force so he rounds out the team with his Air Force Career Field expertise. He enjoys all sports teams and of course cites his favorite Washington Nationals. His wife, Christine, recently retired. They are both active participants in two local churches. And he is a Naval Academy Grad!

**Linda Coto** joins Planning & Accountability/ Human Resources Functional Community from the Department of State, Consular Affairs, where she was a Leadership and Development HR Specialist. Before this role, she ran the Agency's unpaid intern program. She herself started in government as an unpaid intern. Linda hails from Wisconsin and while there, she worked in private sector. She is a former Disney intern and enjoys hiking, photography, painting, and crafts.

### UPCOMING MEETINGS

**WPAG AND FCMEC MEETINGS ARE ON HOLD DUE TO COVID-19.**

### Connect with DCPAS on Social Media



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<https://twitter.com/DCPASExcellence>



## Online Resources

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

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



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



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GRIFFITH, MARIAN	Accountability	HR Specialist	marian.j.griffith.civ@mail.mil	571-372-2075
NIBBLETT, MARVIN	Accountability	HR Specialist	marvin.nibblett.civ@mail.mil	571-372-2194
SUGGS, GICANDA	Accountability	HR Specialist	gicanda.r.suggs.civ@mail.mil	571-372-2253
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