

## 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 Ms. Deborah Ray!

Hello, fellow human capital professionals! Since our last newsletter, there has been a whirlwind of activity in DoD's human capital planning efforts. We have seen a growth in engagement with our functional communities and components, driven by the release and publication of several key documents. Just to mention a few, we finally have an updated National Security Strategy from the White House, a new National Defense Strategy, an updated Agency Strategic Plan (awaiting signature from the Deputy Secretary of Defense), and our new Human Capital Operating Plan (HCOP). In addition, we are awaiting release of the President's Management Agenda, and have gotten a peek at the Cross-Agency Priority goals being released this week as well.



What you will note in all of these is significant discussion on the nation's human capital priorities. As DoD human capital planning efforts continue to develop and mature, you will see our HCOP continue to complement the broader goal of the Department and the Administration. Much work yet to be done!

Another report worth reading for both our functional community managers and our component integrators is OPM's recently released Federal Workforce Priorities Report. This was developed based on GAO's recommendation to "establish government-wide human capital priorities based upon current and emerging workforce challenges". (GAO-14-168). The report, found at <https://www.opm.gov/policy-data-oversight/human-capital-management/federal-workforce-priorities-report/>, discusses the Administration's reform effort, identifies OPM's complementary priorities in meeting human capital goals, and provides insightful and clear discussion on both challenges and potential strategies that federal agencies can consider in developing their own human capital strategies. We've included an article that provides a bit more information.



I would be remiss if I didn't take a moment to also welcome aboard Ms. Veronica Hinton (SES), who has joined DoD's human capital leadership team at the Office of the DASD(CPP) as Principal Director for Civilian Personnel Policy. With her previous experience at DoD and her most recent role as Associate Chief Human Capital Officer for Human Capital Strategy Management at the Department of Treasury, we are excited to capitalize on her insights and vision. Welcome aboard, Ms. Hinton!

### WHO SAID IT?

*"If it should be my destiny to serve as Chief Executive, I would utilize the contributions of outstanding women to the greatest extent possible."*

## Accountability & Human Resources Functional Community

From the Desk of Dr. Ronnie Riley!

### *WHAT ARE WE DOING FOR YOU?*

#### \* HR FUNCTIONAL COMMUNITY

- We are working with HR leadership across the Department to develop additional training and experiential education opportunities to the HR workforce, such as HR subject matter specific, competency based, leadership training and rotational assignments.

- We recognize that delivering a highly capable HR workforce facilitates Human Capital initiatives to meet mission needs. DoD must build the strength of HR specialists to ensure talents are all encompassing, from tactical practitioners through strategic business partners. We are committed to developing and strengthening HR talent to ensure the Department gets the right people with the right skills into the right position to maximize employee performance and accomplish its mission. This not only supports the Department's strategic plan, but also directly addresses federal priorities outlined in OMB M-17-22 (HCOP Overview of Strategy 3.3).



#### \* ACCOUNTABILITY

- We are establishing a DoD enterprise Human Capital Management Accountability program. DoD is required to ensure compliance with Merit Systems principles and identify, implement, and monitor process improvements. A human capital management system that incorporates the HCF will complement HC planning, implementation, and evaluation of HC strategies and ensure HC accountability. DCPAS will establish a DoD Accountability Program designed to review all human capital management systems and select human resources transactions to ensure efficiency, effectiveness, and legal and regulatory compliance (HCOP Overview of Strategy 3.4).

## Strategic Workforce Planning & Data Analytics

From the Desk of Dr. Keshia Easterling!

Greetings. It is an honor and privilege to join the DCPAS Leadership team in my new role as Associate Director (AD) of LOB1, Planning and Accountability. My new portfolio entails Strategic Workforce Planning and Human Resource Data Analytics.

Having served in various Human Resources, Human Capital Planning, and Personnel Management roles for the past 22 years, I am confident that I can make a valuable contribution to DoD Human Capital Planning initiatives and to the overall productivity of the Planning and Accountability Directorate.

Although new to the AD position, I have been a part of the DCPAS team since 2015. In the past, I have had the opportunity to work with many of you in various capacities of Strategic Human Capital Management as one of the Industrial/Organizational Psychologist on the Competency Management and Assessment Team. I cannot express how excited I am to continue our partnership as Human Capital Business Partners in the accomplishment of DoD human capital strategic goals.

Overall, I am amazed at the incredible work that we do here in DoD to shape our civilian workforce, so I'm really excited to jump in and assist with achieving mission outcomes. I look forward to the many opportunities to positivity impact the *"Best Civilian Workforce in the World"*.

Our team is dedicated to providing you professional and outstanding services and I encourage you to reach out if you have any questions. You may reach me by email at [Keshia.m.easterling.civ@mail.mil](mailto:Keshia.m.easterling.civ@mail.mil) or you may call me at 571-372-2253. I look forward to working with you all!

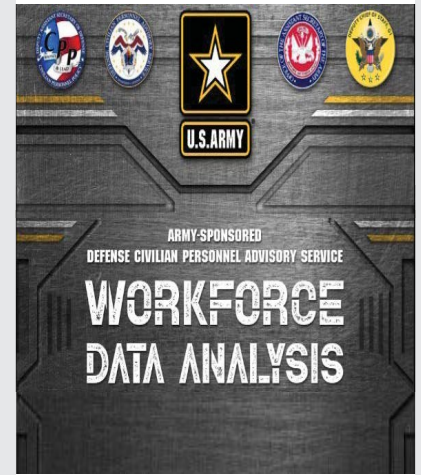




# Army-Sponsored DCPAS Workforce Data Analysis

Defense Civilian Personnel Advisory Service (DCPAS) in partnership with Army Assistant G-1 for Civilian Personnel, Civilian Career Proponency Division, (AG-1CP CCPD) provided Career Program Managers (CPMs) and Command Human Resources Professionals a three-day workforce data analysis workshop at the Mark Center, February 13-15 2018. The main objective was to provide knowledge and analytical insights into the use of civilian workforce data.

The three-day workshop was kicked off by Ms. Deborah Ray (Director, P&A, DCPAS) and Ms. Barbara Guy (Chief, CCPD, AG-1CP). Mr. Raymond Horoho (Senior Official Performing the Duties of the Assistant Secretary of the Army (Manpower & Resources Affairs) ASA (M&RA)) provided a welcome for the 55 attendees on Day 1, and Mr. Michael Reheuser, Assistant G-1 for Civilian Personnel was the Army Executive Guest Speaker on Day 3.



The workforce data analysis workshop included a wide range of topics from Strategic Workforce Planning, Manpower Requirements, DoD Workforce Data, Demographics, Gains & Losses, Incentives, Forecasting, OPM Qualification Standards, Pathway Programs, Intelligence & Security Certification Update, Army Competency Update and OSD Functional Community Action Officers Round Robin Introductions. The workshop concluded with a Capstone Exercise, a stimulating round of Jeopardy, and a Certificate of Training. DCPAS instructors included Darby Wiler, James Walter, Margaret Bankston, and from Army Stephanie Fallarme-Dove & Dr. John Kunzo. Ms. Additionally, Brenda Worthington provided a special presentation on Intelligence & Security Certification Update.

The Army-Sponsored DCPAS Workforce Data Analysis was organized by Angela Richardson (CCPD, AG-1CP) and Reena Tewari (DCPAS/P&A).

By: Reena Tewari  
Strategic Workforce Planner



**Mr. Raymond Horoho**  
Senior Official Performing the Duties of Assistant Secretary  
of the Army (Manpower & Resources Affairs)



**Ms. Deborah Ray**  
Director, Planning & Accountability  
DCPAS

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# Army-Sponsored DCPAS Workforce Data Analysis

Attendees at the Army - Sponsored DCAPS Workforce Data Analysis Workshop



Army-Sponsored  
Defense Civilian Personnel Advisory Service  
**Workforce Data Analysis**  
February 13 - 15, 2018



Source: Dilbert



# Federal Workforce Priorities Report (FWPR)

The Federal Workforce Priorities Report (FWPR) was published by OPM in February 2018. The report communicates key government-wide human capital priorities and suggested strategies for human capital planning. Within the report OPM identified six human capital priorities that span across all federal agencies as presented in the chart below. Agencies are required to include at least two of the six federal-wide human capital priorities in their agency Human Capital Operating Plan (HCOP). DoD's two FWPR priorities included in the FY 2018 HCOP are:

1. *Securing technological solutions for human capital analysis, and*
2. *Expanding employee development opportunities*

The first DoD FWPR priority, *secure technological solutions for human capital analysis*, is supported by HCOP Strategy 3.2, *Invest in Civilian Human Resources Management (CHRM) Information Technology Redesign*.

Reforming and improving Human Resources Management (HRM) is a top priority for DoD and was also included in the DoD Reform Plan submitted to OMB in September 2017.

DoD's second FWPR priority, *expand employee development opportunities*, is supported by several HCOP strategies and initiatives to include:

DOD HCOP STRATEGIES SUPPORT FEDERAL WORKFORCE PRIORITIES 3 & 4			
OPM Federal Workforce Priorities	Goal 1: Increase the Lethality of the Department	Goal 2: Strengthen Our Alliances and Build New Partnerships	Goal 3: Reform the Department to Reinvest Resources for Warfighter Priorities
1. Succession Planning and Knowledge Transfer	1.1. Identify and strengthen Mission Critical Occupations (MCOs) aligned with strategic priorities.	2.1. Build and strengthen the Security Cooperation workforce.  2.2. Enhance the DoD Expeditionary Civilian (DoD-EC) program.	3.1. Strengthen Human Capital strategic partnerships to enhance civilian workforce management and improve HR customer service.
2. Deploying communication tools	1.2. Recruit and retain a highly skilled and agile civilian workforce.		<b>3.2. Invest in civilian HR management IT redesign.</b>
<b>3. Securing Technological Solutions for Human Capital Analysis</b>	<b>1.3. Improve and sustain civilian leadership development.</b>		<b>3.3. Improve HR capabilities by strengthening the competencies and talent of the HR workforce.</b>
4. Expanding Employee Development Opportunities	1.4. Improve civilian workforce hiring practices.		3.4. Establish a DoD enterprise Human Capital Management (HCM) Accountability Program.
5. Bolstering Employee Recognition Program	1.5. Maximize employee performance.		
6. Enhancing Productivity through a Focus on Employee Health	1.6. Institute the Human Capital Operating Plan (HCOP) and HRStat Program.		

- ☞ *Strategy 1.3. Improve and sustain civilian leadership development*
- ☞ *Strategy 1.5. Maximize employee performance*
- ☞ *Strategy 2.1. Build and strengthen the Security Cooperation workforce*
- ☞ *Strategy 3.3. Improve HR capabilities by strengthening the competencies and talent of the HR workforce.*

DoD is committed to implementing human capital strategies and initiatives that improve information technology capabilities and increase employee development opportunities in order to achieve agency strategic goals to (1) increase lethality; (2) strengthen alliances and build partnerships; and (3) reform the department to reinvest in warfighter priorities. These goals cannot be accomplished without a skilled and agile civilian workforce and the technological infrastructure that supports human capital management.

The 2018 FWPR full report is available on OPM's website at <https://www.opm.gov/policy-data-oversight/human-capital-priorities-report-management/federal-workforce-priorities-report>.

By: Kelly Sims  
Strategic Workforce Planner

# Use of HRStat in a Strategy

## Mission Critical Occupations (MCOs), Initiatives, and HRStat, Oh My!

MCOs serve multiple purposes within the Department, from hiring freezes to Office of Management & Budget initiatives, from staffing gaps to competency gaps. The most important reason for MCOs is to avoid mission failure of a strategic program or goal based on human capital deficiencies.

The update to 5 C.F.R 250, Subpart B has had a large impact on how the Department determines and/or revalidates MCOs. The MCOs need to align with the Human Capital Operating Plan (HCOP), and in turn align to the Agency Strategic Plan (ASP).

The Department has developed two MCO initiatives in the HCOP that directly or indirectly link to the ASP.

- Strategy 1.1, Initiative 1.1.1 - Establish and implement DoD policy for determining MCOs to ensure that proper occupations receive priority attention to achieve DOD Strategy goals and objectives.

Strategy 1.1, Initiative 1.1.1	Strategy 1.1 is measured by milestones. The completion of these milestones are instrumental to providing senior leadership key information on occupational series needed to ensure mission success of the ASP. To date, the Logistics Functional Community has played a critical role in the Department's beta test, and DCPAS thanks them for volunteering and for their continued support to the completion of the milestones in Strategy 1.1.
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- Strategy 1.2, Initiative 1.2.2 - Establish and implement skills gap closure strategies for MCOs and priority occupations (to include DoD-wide, and functional community/component-identified occupations).

Strategy 1.2, Initiative 1.2.2	Strategy 1.2 has metrics associated directly to Staffing Gaps, Competency Gaps, and FEVS metrics which show us the current health of our ASP priorities. It is important to know that even if an occupational series is considered direct alignment to the ASP priorities, there may not be a Staffing and/or Competency gap. It is the responsibility of the Department to ensure the ASP priority occupations stay healthy to ensure mission success.
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The Strategy 1.1, Initiative 1.1.1 and Strategy 1.2, Initiative 1.2.2 are measured quarterly through the Department's HRStat Program. This information is provided to DoD's Civilian Personnel Policy Council on a quarterly basis.

The Planning and Accountability Directorate's Strategic Workforce Planners are committed to helping our communities and components overcome human capital hardships to ensure mission success across the Department. So please, contact our office with any questions.

By: Lisa Charette  
Strategic Workforce Planner

## Workforce Data Analytics - Forecasting

Forecasting is the process of making a prediction(s) of some future event(s) using historical data. Our brains are constantly detecting patterns between historical events and outcomes, but people are susceptible to making subjective decisions based on feelings or biased views.

**“Sound policies rest on good information.”**  
– Frederick Mosteller, Statistician

To be more consistent and objective, analysts typically build mathematical time-series models that look at historical behavior by some set of variables that are either good predictors of the future behavior or are useful for reporting requirements. Assuming that a reasonable model is selected, less biased decisions can be made and usually are better predictors of the future.

**“All models are wrong, but some models are useful.”**  
– George E.P. Box, Statistician

Model selection is a balancing act between simplicity and complexity where both extremes can provide less than optimal predictions, but when two models are providing similar forecasts, there are advantages in adopting the simpler model. Not only are simpler models easier to calculate, but they are easier to explain, understand, interpret and accept.

**“I have seen the future and it is very much like the present, only longer.”**  
— Kahlil Gibran, Author

Time series algorithms look at patterns found in the historical data and simply extrapolate those patterns forward. Selecting an appropriate algorithm will depend on what patterns are present in the historical data; the three most common are average, trend and seasonality. The implicit assumption for all forecasting is that the historical data is typical and will continue into the future. For this reason, it is important to review the historical data for events that we do not expect to continue such as one-time events, outliers or transitions to new behaviors, and then select an appropriate algorithm that captures the historical patterns that we expect to continue while ignoring the behaviors that we do not expect to continue.

It is important to note that even the best models don't predict the future perfectly, but provide a reasonable estimate of what the future will hold based on the observed historical data.

**“My interest is in the future because I am going to spend the rest of my life there.”**  
— C.F. Kettering

One additional factor to consider is the sample size or frequency of the events that are being forecasted. Small samples, or rare events, often have large variation which, if used, will result in poor estimates of the future. By inspecting the historical data, one can see historical variation and get a feel for how accurate the forecasted values will be.

**“Some things are so unexpected that no one is prepared for them.”**  
— Leo Rosten, Humorist

Sometimes extremely rare random events that are unexpected occur; often referred to as “Black Swan” events. Some examples of such events are the stock market crash of 1929, the sinking of the Titanic, or the Chernobyl disaster. Since these events, or events like these, happen so infrequently, and historical data doesn't contain examples of them, models will not predict them except by random chance. If you have a model that generates a reasonable forecast for all but black swan events you will likely have a forecast that is accurate the overwhelming majority of the time.

**“Data do not give up their secrets easily. They must be tortured to confess.”**  
– Jeff Hopper, Bell Labs

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## Workforce Data Analytics - Forecasting (con't)

In Strategic Workforce Planning, Human Capital Management, and Human Resources activities, we often use forecasting algorithms to make predictions of future loss behavior. These forecasts provide a foundational underpinning for workforce changing initiatives, succession planning scenarios, population projections, recruiting and staffing plans, and more. To help accomplish these tasks, DCPAS has developed a simple model that forecasts annual loss rates at DoD-wide, Functional Community and occupational levels. Each level can also be viewed by Component.

**"It is far better to foresee even without certainty than not to foresee at all."  
– Henri Poincare, Mathematician**

[...And a pair of funny quotes to end with]

**"79.48% of all statistics are made up on the spot."  
– John Paulos, Mathematician**

**"But the shocking discovery was that 50% were below the median age."  
–Scott Adams, Humorist**



Link to milSuite: If you are interested please feel free to log onto our milSuite site and download a copy; <https://www.milsuite.mil/book/groups/cspr>. The forecast tool is located in the "Forecast Tool" folder.

By: James Walter  
Operations Research Analyst



Source: Dilbert



# Industrial Organizational (IO) Psychologist Corner

## Defense Competency Assessment Tool Modernization Effort

The Defense Competency Assessment Tool (DCAT) was developed as the Department's competency management solution that would enable the Department of Defense (DoD) to comply with Section 1108 (10 USC 115b) of the FY 2010 National Defense Authorization Act (NDAA) to assess civilian workforce gaps and the critical competencies needed now and in the future. As Departmental requirements have evolved in support of Human Capital Planning (HCP), so has the need for a more intuitive competency management solution.

The DoD Competency Management Portfolio has extended to develop and validate Tier 1 through Tier 4 Competency Models. More so, the DoD Competency Management Framework now incorporates the development and validation of Functional Competencies (Tier 1A). Tier 1A – Functional Competencies are competencies that span across multiple occupational series, Components, etc., also described as Career Fields.

To support expanding HCP requirements and the needs of DoD Stakeholders and customers, the Competency Management Team embarked on a DCAT modernization effort - DCAT 2.0. The primary goal of the DCAT modernization is three-fold:

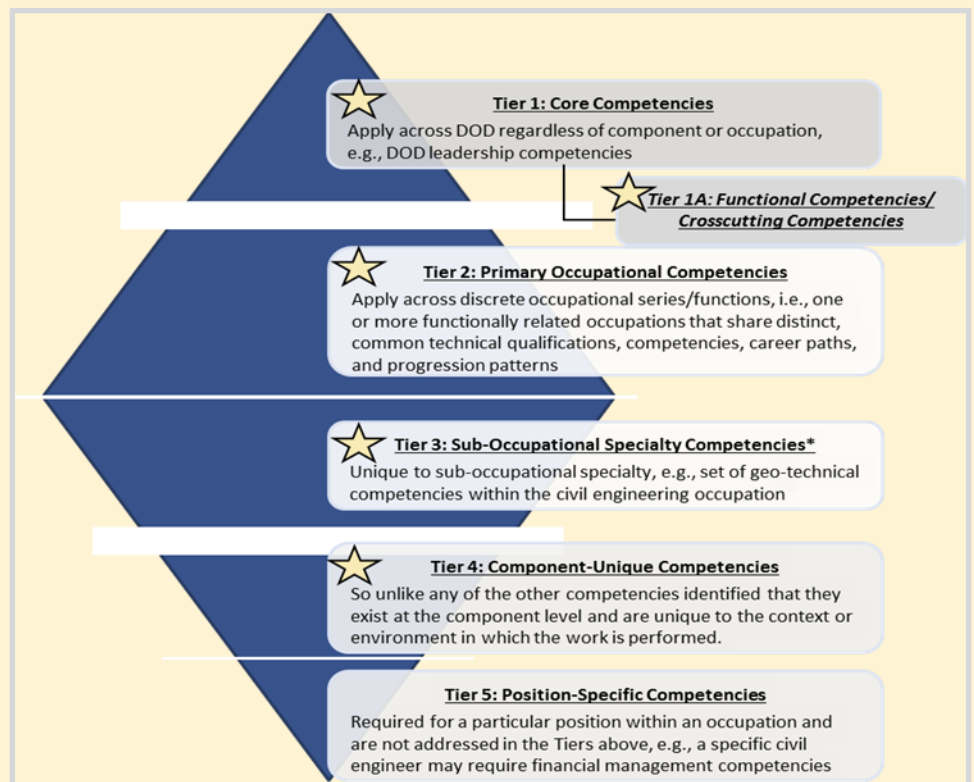
- Provide greater flexibilities to ensure Components and Functional Communities are able to assess Tier 1 through Tier 4 competencies, simultaneously, to meet their specific leadership and/or legislative requirements.
- Provide customizable assessment items to measure organizational/functional community certification programs.
- Provide streamlined data elements and statistical analysis to measure workforce competency gap trends and outcomes.

In conclusion, requirements for DCAT 2.0 have been identified to expand competency assessment capabilities across the Department and promote the Competency Team's model of service, which is customer-focused and customer-centric. As DCPAS partners with DMDC to develop DCAT 2.0, there will not be an interruption in service or any impact to Functional Community or Component assessments. For additional information, please feel free to contact the DCPAS Competency Management and Assessment Team.

**DCAT 2.0 is coming!**

By: Dr. Jerome Jones and Dr. Keshia M. Easterling  
Competency Management/Assessment

### DoD Five-Tiered (*EXTENDED*) Competency Framework



# Planning & Accountability - Hello, Accountability Team!

## Past, Present and Future of DoD's Independent Audit Program/Accountability

Did you know...the original Delegated Examining Agreement was drafted in 1995, and was updated in 2011, between the Office of Personnel Management (OPM) and Department of Defense (DOD). Also, There are currently 27 Delegated Examining Units (DEUs)!

Line of Business (LOB) 1, Account Program Managers, a.k.a. “APMs” were introduced in the previous newsletter as Jan Grubbs, Joyce Griffith, and Danielle Muse, and are assisted with the help of Account Program Specialists Stephanie Buxton and Marvin Nibblett. This small but mighty team are busy moving forward with “expanding the accountability portfolio” by instituting the Human Capital Framework (HCF) accountability system through DoD-led independent audits and more – stay tuned!

The Accountability team currently assists the Components with conducting Human Capital reviews, Program Assessments and Compliance Audits by evaluating and analyzing the progress of organizational outcomes.

- Compliance audits consist of cyclical, formal and structured reviews of Human Resources Office (HRO) operations, and focuses on assessing DoD compliance Merit System Principles (MSPs) and other applicable laws, rules, regulations, and Department policies.
- Evaluation methods include but are not limited to programmatic and transactional audits, and individual and group interviews of all staffing actions including mission critical occupations. Typically interviews include Commanders, Directors, Supervisors, Stakeholders and Employees.
- Program Assessments are DOD's High Visibility Initiatives (HVI's) and address Strategic Planning and alignment, Talent Management, Performance Culture and Evaluation.

As DoD institutionalizes its accountability system for effective management of civilian human capital, the P&A APMs will continue to regularly engage with senior-level DoD stakeholders, HR strategists, and data analysts on self-assessment activities while moving towards DoD-led HCF independent audits delivering strategic solutions towards the most common barriers to effective Human Capital (HC) management. As our way ahead takes shape, we will ensure you are kept informed on how this expanding program will impact you.

As always, thanks for what you do! We look forward to assisting you in the future!



(L to R) Danielle Muse, Janet Grubbs,  
Marvin Nibblett

(Not shown—Joyce Griffith,  
Stephanie Buxton)

By: Marvin Nibblett,  
Account Program Specialist

# World-Wide Human Resources Training Event

## 2018 Worldwide HR Training Event

DoD's Human Resources (HR) 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

One of HR's many roles within DoD is to provide the warfighter and civilian workforce with human capital equities and efficient/effective, service orientated human resource solutions as a strategic business function, which ultimately benefits all functional communities (FC). And through 2018 Worldwide HR Training event we hope the training will benefit FCs.

Check with your Component's HR FC Action Officers for more information!

By: Dr. Ronnie Riley & Lytanya S White  
Human Resources Functional Community



The Financial Management (FM) Community continually seeks opportunities to strengthen the FM workforce and attract and retain the best and the brightest.

### Strategic Workforce Planning

The FM Community considers strategic workforce planning an important and essential business practice for developing a strong and ready workforce to meet the needs of today and tomorrow. The development of the FY 2019 – 2023 DoD FM Strategic Workforce Plan (SWP) is already underway. The plan will focus on FM recruitment, development, training, and other workforce management activities for the FM Community.

The FM Community conducted three SWP focus groups from October 2017 to January 2018 with selected FM Component Functional Community Managers (CFCM), the FM CFCM Advisory Board. The CFCM Advisory Board members represent approximately 95% of the FM workforce. Representatives from the Defense Civilian Personnel Advisory Service also participated on the focus groups and provided an HR perspective, to include strategic workforce planning and subject matter expertise on the DoD Human Capital Operating Plan. The deliverables from the focus groups include the following for the FM Community:

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*The Vision of the FM Workforce is to be the premier financial management community within the federal government while operating within an environment that enables business reform and develops and strengthens the FM workforce in support of the Warfighter.*

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- A vision and mission statement,
- Values,
- Strategic themes, goals, and objectives, and
- Performance goals for the FM workforce.

The FY 2019 - 2023 FM SWP aligns with the National Defense Strategy, the DoD Agency Strategic Plan, and the DoD Human Capital Operating Plan. The FM Community is targeting release of the FM SWP during the spring of 2018.

In order to maintain the momentum from the SWP focus groups, to further enhance collaboration with the Components, and to support the FM Community strategic vision, two forums for knowledge sharing were established: the FM SWP Quarterly Roundtables and an FM Community of Practice. The FM SWP Quarterly Roundtables support initiatives associated with FM strategic workforce planning and are led by the FM OSD Functional Community Manager (OFCM). The FM OFCM has three roundtables scheduled for the remainder of the calendar year. Topics include succession planning, FM Direct Hire Authority and supervisory training and development. The FM Community of Practice is an information sharing platform at the action officer level where Components are invited to discuss lessons learned, voice concerns, and share best practices about FM workforce development related initiatives that impact the FM Community.

## Financial Management Community Highlight (con't)

### DoD FM Workforce Brand



The FM OFCM created a new brand for the DoD FM workforce. The four stars represent the enterprise-wide DoD FM workforce: Air Force, Army, Department of Navy and the 4<sup>th</sup> Estate. The golden color of the stars represent superior, high-quality, outstanding personnel--best of the best. Strong, Trained, Agile, Ready (STAR) represent key attributes of the FM workforce as detailed in the draft FY19-23 FM Strategic Workforce Plan. The wave represents ongoing growth and professional development culminating in career upward mobility. The words along the outer edge represent the FM SHIELD (Stewardship, Honor, Integrity, Excellence, Loyalty, Duty - our core values in the draft FY19-23 SWP), which protects the Department against danger and risk.

### DoD FM Individual Development Plan (IDP)

The FM OFCM developed and deployed an automated FM IDP for the FM workforce and has completed the pilot phase. FM IDP is designed to assist FM members in their career planning. The FM IDP is an interactive tool that includes pre-populated information specific to an FM member's occupational series, grade, DoD FM Certification level, and any FM competencies aligned to a member's occupational series. All pre-populated information is obtained from an FM member's Common Access Card (CAC) and a member's FM Learning Management System (LMS) account. The FM IDP is also integrated with the FM civilian career roadmaps and includes grade level-specific competencies and options for developmental experience, education, training opportunities, and leadership programs.



### Recent Developments

The FM Community is developing a new developmental assignment program for the FM workforce, FM STARs, which supports the need for additional breadth and cross-functional experience. The program will be announced and piloted soon.

### In Summary

The FM Community continues to build upon the strategies, best practices, tools, resources, and collaborative efforts that have been ongoing in the FM Community. These efforts will address challenges and continue the professionalization of the FM workforce.

By: Dr. Pamela Clay  
Office of the Under Secretary of Defense (Comptroller)  
Human Capital and Resource Management Directorate  
Pamela.J.Clay6.civ@mail.mil

# CYBER

## The New Cyber Excepted Service

Staying ahead of the cybersecurity threat requires the Defense Department to hire the best people and partner with industry. The Department can't solve today's complex problems with yesterday's thinking; the issues require an exceptional workforce, a shared commitment throughout the Department, and collaboration with private industry. The unprecedented nature of these threats has created some unique challenges:

- A daily increase in the number of cyber threats; multi-faceted cyber domains; and unstable mission scope
- A Departmental cyber mission with a severe human capital crisis: uniformed service members, civilians, and contractors are all competing for a very small, but specific pool of talent
- Inconsistent management and identification of disparate cyber professionals within the Department. We need their talent, but have yet to truly define what the mission critical skills are, where they are located, and the strategy for developing and retaining them.

In response to these human capital challenges, the Defense Department created the Cyber Excepted Service (CES) – an enterprise wide, Congressionally-granted authority to speed up the hiring process and enable better management of cyber professionals. When implemented, CES will help the Department streamline its hiring procedures to quickly fill vacant, critical cyber positions across the Enterprise by equipping hiring managers with greater options for sourcing candidates and offering more competitive, market-based compensation packages.

CES also leverages a market-based pay structure to deliver targeted and competitive compensation packages for civilian personnel. One of the ways the compensation package will be more competitive is by establishing targeted local market supplements based on a range of factors, such as mission needs or work roles, with the flexibility to hone in on specific parts of the cyber work force. CES focuses on near-term needs while laying a strong foundation for development of the future work force. In the near future, the Department anticipates the design and execution of a new DoD Cyber Rotational Program; and a comprehensive Cyber Career Management Program that provides a roadmap for a variety of career paths.

The goal isn't to compete with salaries paid by private businesses. It is to deliver competitive compensation packages which, combined with DoD's strong patriotic mission, serve as prime motivators for attracting highly qualified individuals into the Cyber Excepted Service.

In August 2017, CES implementation began with Phase 1 organizations; these were USCYBERCOM, JFHQ DoDIN, and DoD CIO Cybersecurity. After the conclusion of Phase 1, Phase 2 implementation will include Defense Information Security Agency and the Service Cyber Components. Ongoing Department cyber mission assessment activities may identify other organizations for CES in the future.



By: Dr. Janese Marie Jackson  
DoD CIO/ DCPAS  
Janese.m.jackson.civ@mail.mil



## STEM

### Dr. John DiCecco – STEM Advocate of the Quarter Award – Q1 FY18



(L to R) Dr. Jagadeesh Pamulapati, Dr. John DiCecco, and Ms. Mary Miller

Dr. John DiCecco from the Naval Undersea Warfare Center Division, Newport Undersea Warfare (USW) Weapons, Vehicles, and Defensive Systems Department is honored as the 2018 first quarter winner of the Department of Defense (DoD) Science, Technology, Engineering, and Mathematics (STEM) Advocate of the Quarter Award. DiCecco is recognized for his efforts in STEM education and outreach programs and activities. His efforts of leadership and mentorship are reflected in his commitments to Division Newport- sponsored outreach and in the greater Naval Sea Systems Command Community.

Dr. DiCecco has participated in many activities that help equip teachers and students with the resources they need in order to build their knowledge in STEM. Since 2009, Dr. DiCecco has actively participated in the expansion of the SeaPerch program and designed and developed advanced sensor applications for the SeaPerch platform. SeaPerch is an innovative underwater robotics program that helps students build an underwater Remotely Operated Vehicle (ROV). Dr. DiCecco has also designed and developed the Undersea Technology Apprenticeship Program (UTAP), a 3-week engineering intensive apprenticeship for high school students. He continues to be heavily involved in the planning and execution of Bring a Child to Work Day and Bring a Future Engineer to Work Day efforts. Dr. DiCecco goes beyond his efforts by volunteering his personal time and service to the community by judging at local and state science fairs and SeaPerch and robotics competitions.

By: Toni Haynes  
DoD STEM Office  
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## Planning & Accountability - News



**Lisa Charette**

Planning & Accountability (P&A) bids farewell to Lisa Marie Charette. In her time with DCPAS, Ms. Lisa Charette enjoyed her work as a Strategic Workforce Planner, a HRStat Lead, and an MCO lead. Ms. Charette enjoyed writing articles for the newsletter, working closely with the Functional Communities, Components, and her peers within Planning & Accountability.

Lisa will surely be missed as she transitions to Veterans Health Administration as a Director of Workforce Planning & Management. Her last day at DCPAS was March 16, 2018.

P&A wishes Lisa good luck in her new job!

## Upcoming Meetings

TITLE	DATE	LOCATION	TIME
WPAG	May 10, 2018	Mark Center Conf Rm 14	1:00 - 2:30
FCMEC	June 13, 2018	Pentagon Conf Rm M4	10:00 - 11:30



Source: Dilbert

## 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



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



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<b>Component Assignment:</b>	<i>Army</i>		
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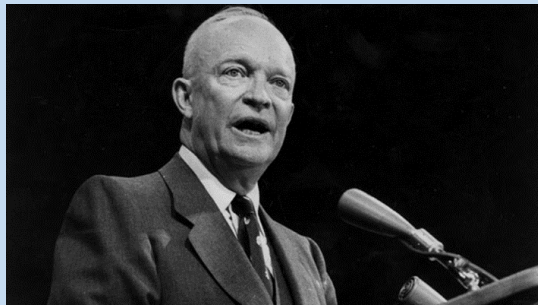
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**2nd Quarter Newsletter  
March 2018**



***WHO SAID IT?***



***“If it should be my destiny to serve as Chief Executive, I would utilize the contributions of outstanding women to the greatest extent possible.”***

***-Presidential Candidate Eisenhower, August 16, 1952  
(Eisenhower made good on his campaign promise and  
appointed more women to high-level positions than  
any other preceding President in US history)***