

## 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,

Interesting things are a foot in the DoD Civilian Human Capital arena as we approach the end of the third quarter of FY22.

If you haven't seen the Defense Business Board report, "Strengthening Defense Department Civilian Talent Management", it's available here: <https://dbb.defense.gov/Reports/>

I encourage you to read the report if you haven't already. The Board makes many recommendations you will find interesting. It will be fascinating to see which recommendations are endorsed by the Deputy Secretary of Defense, as those will become actions that we will all play a part in implementing.

Addendums to this edition of the newsletter are our 0201 Attrition brief and our Great Resignation brief. Both briefs were provided at previous CPAG and CPPC meetings. Feel free to contact Tony Schlagel about the 0201 Attrition brief, and James Walter about the Great Resignation brief if you have any questions.

It's also FEVS time. This year's FEVS is a census, so all eligible employees will receive the invitation to take the FEVS. I encourage everyone who is eligible to participate. There will be full levels of response reporting for FEVS22. The greater the participation, the more actionable the FEVS results become, even and especially at the sub-organizational level.

We want to hear from you. Whether you represent a Functional Community, Component, Agency, or Organization, if you have news to share about workforce planning, human capital management, professional certification, or other initiatives that would be beneficial for our workforce planning colleagues to learn about, please reach out to us. We'd be thrilled to hear about the good work being done in the field, and to give you the opportunity to share at a future WPAG / FCMEC.

As always, please reach out to any member of the Planning & Accountability staff if there is any way we can assist you. We hope you enjoy this Quarter's newsletter.

Semper Fi,  
Darby





# Talent Management System



## Fact Sheet: Department of Defense Talent Management and Defense Talent Management System

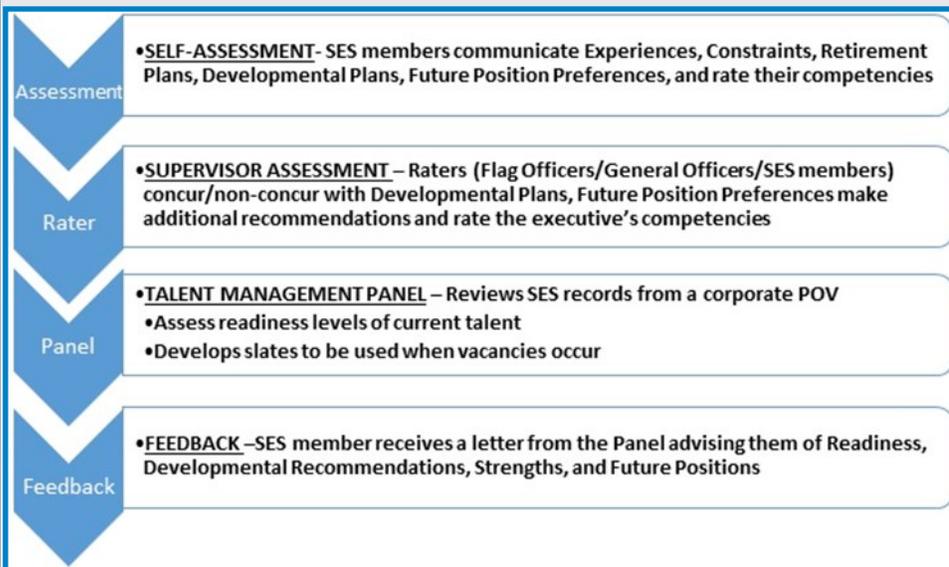
### What Is Talent Management?

It is the deliberate process to manage the career lifecycle by:

- Building the capability to achieve the mission and organizational goals with the right talent, in the right place, at the right time;
- Closing talent gaps through a systematic process that integrates each element of the career lifecycle; and
- Assessing executives 18 DoD core leadership competencies derived from the five U.S. Office of Personnel Management Executive Core Qualifications (ECQs) and one DoD ECQ.



### PHASES OF TALENT MANAGEMENT



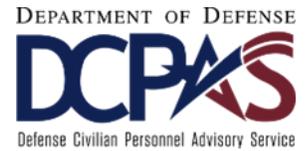
During the Talent Management Panel phase, the panel develops slates that:

- Serve as indicators of bench strength
- Identify candidates to fill a vacancy within the next 12 months
- Present career-broadening opportunities to advance experiences of the workforce
- Promote greater feedback to SES and allows for deliberate





# Talent Management System (Cont'd)



## Why Talent Management/Succession Planning?

DoD Talent Management enables management of Senior Executive Service (SES) members at the Enterprise Level, supports growth and development of talent from within the Component/agency, and identifies bench strengths for positions. The DoD Talent Management and Succession Planning process:

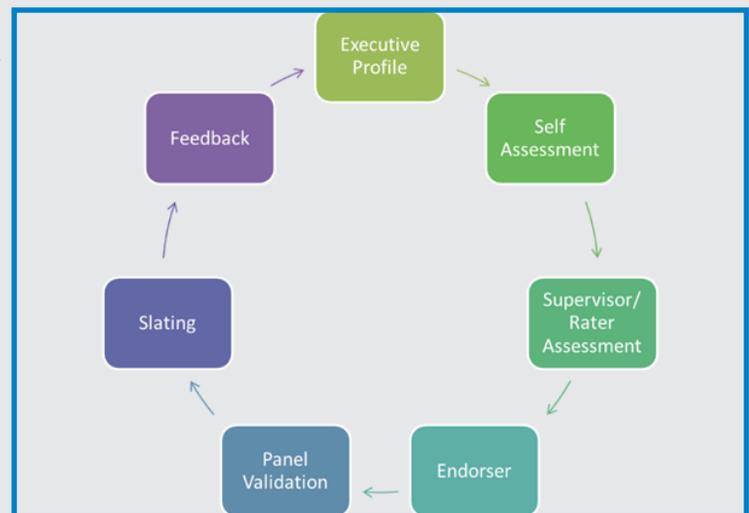
- Identifies readiness levels and existing gaps
- Develops existing SES members to meet future needs
- Aids in retention
- Avoids negative mission impact
- Informs the agency of the need to attain talent

**NOTE:** Be mindful and not equate Performance Management with Talent Management. They are both distinct and separate in what the end goal for each is. Performance Management is a snapshot in time, Talent Management is looking at the entire career of an executive.

## DEFENSE TALENT MANAGEMENT SYSTEM

The Defense Talent Management System (DTMS) is the automated executive talent management solution. DTMS is used to document Executive Development Plans, assess individual talent, provide robust feedback to each executive, and provide tools for succession planning. Features of DTMS include:

- Allowing the deliberate management of the career lifecycle for all executives
- Ensuring a high-quality leadership continuum
- Providing enterprise-wide perspectives and knowledge of joint matters across the leadership spectrum
- Assessing competencies to determine proficiency levels and identifying competency gaps Department-wide



If you have any questions, contact Michael Carsten at [michael.a.carsten2.civ@mail.mil](mailto:michael.a.carsten2.civ@mail.mil)

By: Michael Carsten  
DCPAS/Defense Executive Resources Management Office

## Federal Employee Viewpoint Survey



# take the FEVS Survey

Launching  
the week of  
May 30<sup>TH</sup>

# 2022



A census of DoD civilians onboard with their agency as of November 2021 will receive the Federal Employee Viewpoint Survey (FEVS) this year

DEPARTMENT OF DEFENSE



Defense Civilian Personnel Advisory Service

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

# Competency Management - Status of DCAT Cloud

Last year, the competency team gained access to the Qualtrics survey tool to use for our competency assessments. Transitioning from the legacy DCAT system to the DCAT Cloud system (which now utilizes Qualtrics) to distribute and collect surveys meant that the Competency Team could assess more competency models in a shorter amount of time.

However, DCAT assessments have been on hold since July 2021. So why, after transitioning to DCAT Cloud, is the competency team not able to conduct our competency surveys?

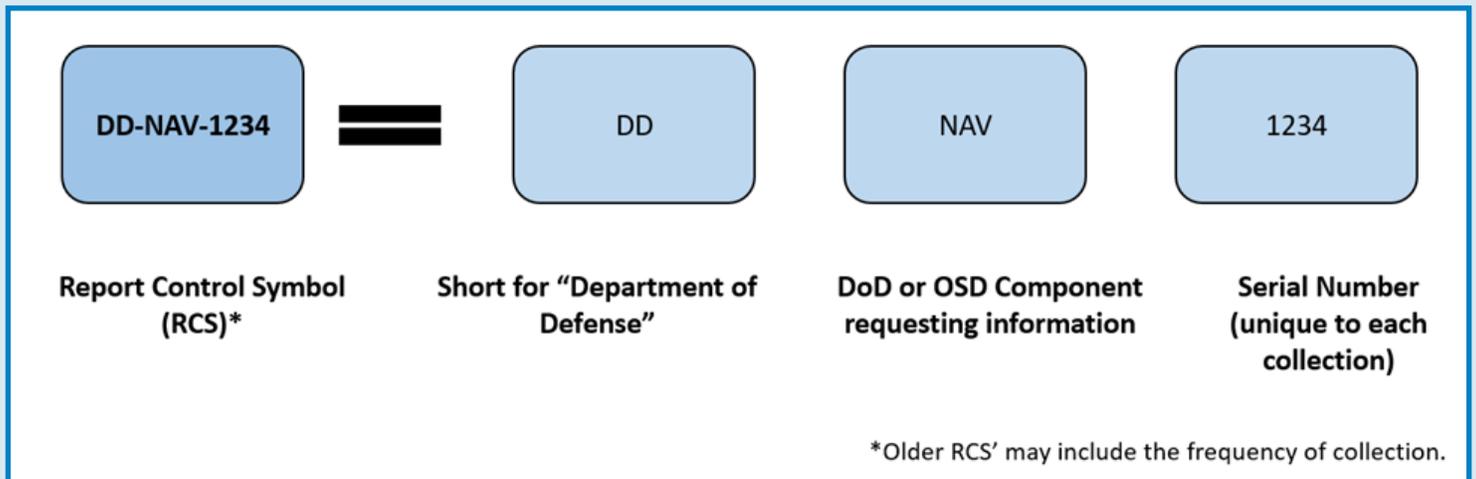
## WHS Requirements

The answer to this question involves a requirement called a Report Control Symbol (RCS) and the lengthy process that is required to reinstate the symbol. An RCS is a way for Washington Headquarter Services (WHS) to evaluate and approve information collections. The purpose of having Report Control Symbols is to:

- ensure that the information collection is not duplicative of information that has already been collected,
- ensure that the cost of the collection is justified and accepted by participant organizations, and
- minimize the burden of collections.

## RCS Process

During the RCS approval process, the survey is also evaluated to ensure that the questions and sampling method are appropriate and that any information collected is correctly handled. In compliance with DODI 8910.01, WHS requires that all DoD information collections are licensed with an RCS. Additionally, respondents should not participate in or respond to information requests that do not have a corresponding RCS number. Once an RCS has been approved, it will remain active for 5 years. The image below illustrates the make-up of an RCS.



Next Page 

## Competency Management (Cont'd)

The RCS for the legacy DCAT system expired in June of 2021. Since that time, the Competency Team has been diligently going through the process of getting the RCS reinstated, which is not a simple process. In reinstating the RCS, the competency team has had to (among other actions):

- Develop a cost estimate,
- Create a detailed justification statement and sampling plan, and
- Acquire signatures from a variety of officials to ensure that the assessments comply with all WHS requirements.

Currently, the competency team has completed all required documentation, but we are still trying to acquire signatures from respondent offices (i.e., those offices or components who would be receiving the competency surveys). Obtaining these signatures is the last piece of the puzzle, but has proved to be a lengthy process. We have sent many emails to Action Officers of respondent offices, but many people are not familiar with this process, and therefore are unable to route our signature requests appropriately. This has proved to be a significant barrier in collecting signatures.

We are now shifting gears and attempting to acquire these signatures by distributing a memo from the DCPAS director. While we hope to have DCAT Cloud up and running as soon as possible, we are unable to distribute surveys until we have obtained the signatures that we still need. (As a note, we are still able to conduct competency development panels).

For additional information and questions regarding DCAT Cloud or the Report Control Symbol activation process, please contact Martha Epperly at [martha.j.epperly.civ@mail.mil](mailto:martha.j.epperly.civ@mail.mil).

By: Martha Epperly  
DCPAS/Planning & Accountability

### Upcoming Online Survey— Occupational Series 0080– Security Administration

A random sample of DoD civilians with occupational series 0080, Security Administration, will be asked to take an online survey regarding security competencies. The better the response rate, the better the data, which can be used to inform training, education, professional Development and more.

Planning and preparation are underway for a survey date to be determined.

Point of Contacts:

- ◆ OSD FCM AO for the Security Functional Community, Brenda Worthington, [Brenda.m.worthington.civ@mail.mil](mailto:Brenda.m.worthington.civ@mail.mil) and,
- ◆ Planning & Accountability Competency Assessment Team, Brandon Dennis, [brandon.e.dennis.civ@mail.mil](mailto:brandon.e.dennis.civ@mail.mil)

## Trend Analysis & the Changing Demographics of DoD Workforce

Spotlight

As you know, DCPAS data analysts use a variety of systems and tools to provide current, accurate data to support effective and efficient workforce planning for the DoD. Often, data is a "snapshot in time" answering a specific information requirement, such as "How many folks might fit the category for the new "data scientist" 1560 occupational series?" or "What is the current rate of telework eligibility for 4th estate personnel?". It may be even more of a snapshot, such as "What is the average age of all current DoD employees today?" By the way, the answer to that last one on December 3, 2021 was 46.

Such snapshot data is often sufficient to answer a leadership question. But, compiling data over time in the form of trend analysis generally supports much more informed decision making in the areas of personnel forecasting, use of hiring authorities and incentives, cost budgeting, and overall workforce management. For instance, noting changes to workforce demographics helps us see not only who the workforce is, but also how the workforce is changing, which better supports recruitment and retention efforts.

As an example, Frank Hushek, LOB1's Technical Subject Matter Expert for Civilian Workforce Data, recently offered the following insights when providing his February 2022 Demographics Report. "The trend continues with the workforce population decreasing. It is now at 776,836 from 778,416 last month. The Annualized Loss Rate on the February report... shows an overall Loss Rate of 11.19% or 10.03% (Permanent Only). Last year at this time, the Loss Rates were 8.36% (All) or 7.25% (Permanent Only). The Gain Rate... isn't making up for the Losses. The Gain Rate for All is 7.47% and for Permanent Employees is 5.96%." Frank's analysis has obvious implications for overall civilian workforce planning, but may be even more significant as the DoD competes for talent in the realms of Cyber, AI, and other in-demand career fields.

Of course, not all data reveals significant or immediate concerns. Some may help identify or illustrate a parallel, such as the impact of recruiting incentives on new hire rates or the impact of the COVID environment on retirement rates. A data trend in itself may simply be an indicator for another or bigger issue, which may bear further scrutiny. Though not all trends have significant impact, it is still important to assess them, determine their significance, and adjust our workforce management efforts when necessary. And - even if the assessment leads to no immediate concern or adjustments, the data itself is often interesting, as in the examples below:

### 1. Increasing Education Level

In FY21, we witnessed multiple, though minor shifts in education levels across the DoD workforce. These include:

- Fewer personnel with less than a High School diploma - 41.93% down to 41.25%
- Increased percentage of personnel with BA/BS degrees - 28.29% up to 28.63%
- Higher percentage of personnel with Master degrees - 17.58% up to 18.00%
- Rise in percentage of personnel with Doctoral degrees - 2.23% up to 2.29%
- Decreased percentage of personnel "not reported" - 0.75% down to 0.69%

Next Page 

# Trend Analysis & the Changing Demographics of DoD Workforce (Cont'd)



## FY 21 Changes in DoD Employee Education Level

FY21 Changes in DoD Employee Education Level (Percentage)					
	< High School	BA / BS	Masters	Doctoral	Not Reported
Jan	41.93%	28.29%	17.58%	2.23%	0.75%
Feb	41.88%	28.77%	17.69%	2.24%	0.74%
Mar	41.78%	28.37%	17.66%	2.24%	0.73%
Apr	41.69%	28.41%	17.71%	2.25%	0.72%
May	41.71%	28.40%	17.72%	2.25%	0.72%
Jun	41.66%	28.40%	17.73%	2.25%	0.72%
Jul	41.60%	28.45%	17.76%	2.26%	0.72%
Aug	41.56%	28.47%	17.77%	2.27%	0.71%
Sep	41.46%	28.54%	17.86%	2.27%	0.70%
Oct	41.38%	28.59%	17.91%	2.28%	0.70%
Nov	41.32%	28.61%	17.94%	2.29%	0.69%
Dec	41.25%	28.63%	18.00%	2.29%	0.69%

## 2. Very Slightly Decreasing Reliance on Veterans

FY21 also saw minor changes in the Veteran (Prior Military) status of DoD employees. Of current employees, the number of those retired from the military was down from 19.04% to 18.82%, while the percentage of other veterans was also down, from 27.72% to 27.48%. Correspondingly, those listed as being “Not Prior Military” rose from 53.24% to 53.70%.

FY21 Changes in DoD Employee Veteran Status (Percentage)			
	Military Retirees	Other Vets	Not Prior Mil
Jan	19.04%	27.72%	53.24%
Feb	19.03%	27.72%	53.25%
Mar	19.01%	27.72%	53.26%
Apr	19.00%	27.72%	53.29%
May	18.94%	27.67%	53.38%
Jun	18.91%	27.60%	53.49%
Jul	18.88%	27.59%	53.53%
Aug	18.82%	27.58%	53.06%
Sep	18.83%	27.55%	53.62%
Oct	18.82%	27.51%	53.64%
Nov	18.82%	27.51%	53.67%
Dec	18.82%	27.48%	53.70%



## Trend Analysis & the Changing Demographics of DoD Workforce (Cont'd)

Spotlight

### 3. Aging Workforce?

The DoD workforce can show changes in employee average age or “generation” due to an influx or outflow of personnel, but also because time just doesn’t stand still. We all grow older, and the percentages of personnel in a generational category changes with us. For FY21, the percentage of personnel identified as Baby Boomers dropped from 25.72% to 23.52%, those in Gen X increased from 41.71% to 42.16%, those in Gen Y rose from 30.20% to 31.32%, and our Gen Z generation increased from 2.12% to 2.80%.

FY21 Changes in DoD Employee Generation (Percentage)				
	Baby Boomers	Gen X	Gen Y	Gen Z
Jan	25.72%	41.71%	30.20%	2.12%
Feb	25.52%	41.76%	30.32%	2.16%
Mar	25.33%	41.77%	30.46%	2.21%
Apr	25.15%	41.82%	30.56%	2.24%
May	24.92%	41.81%	30.64%	2.40%
Jun	24.69%	41.79%	30.68%	2.63%
Jul	24.45%	41.84%	30.79%	2.71%
Aug	24.15%	41.93%	30.99%	2.72%
Sep	23.99%	41.97%	31.10%	2.74%
Oct	23.81%	42.04%	31.20%	2.75%
Nov	23.66%	42.10%	31.27%	2.78%
Dec	23.52%	42.16%	31.32%	2.80%

Again, trend data often reveals very small shifts, sometimes only fractions of a percentage point. With changes so small, it would be easy to overlook them as immaterial or inconsequential. However, when the data concerns a population of almost 780,000 personnel, even small shifts can signify important movement. Additionally the data above is from the span of a single year. What do you think such minor changes equate to when consistently applied over a three, five or ten year period? Suddenly, such minor numbers can present a different picture when aggregated over time.

Trend analysis helps us prevent the shock of realizing we have a problem after it is too late to anticipate, prevent or react to it. If you have any questions, contact, David “Tony” Schlagel at [david.a.schlagel.civ@mail.mil](mailto:david.a.schlagel.civ@mail.mil)

By: David “Tony” Schlagel  
DCPAS/Planning & Accountability

# Conference Board

## What is The Conference Board?

Are you looking for research on how organizations can help employees navigate hybrid work models? Looking to build diverse, equitable, and inclusive workspaces? In need of on-demand content about Digital Ethics? Seeking benchmarks in HR strategies that can support a high-performing organizational culture? Searching for a convenient way to earn continuing education units in any of these topics and more?

If you answered yes to any of these questions, then The Conference Board (TCB) (<https://www.conference-board.org/us>) is the organization you're looking for!

DCPAS has partnered with TCB to offer all DoD civilian employees (excludes contractors) access to conferences and research. This strategic partnership affords our DoD members access to webcasts, podcasts, on-demand content, and more.

## What Exactly Is TCB?

TCB is a member-driven think tank that is independent, non-partisan, and non-profit. The agenda is simple: “to help leaders navigate the biggest issues impacting business and better serve society.” The board believes in innovative approaches that make you think and act differently and everything they do reflects the input of their members, including DoD, and their real-world challenges. TCB does this by delivering business insights. They connect senior executives across industries and geographies to share ideas. Their experts create fact-based research and consensus-driven policy statements to help leaders address their most important business issues.

TCB's research is organized into knowledge areas that are called Centers. Each briefing, conference, webcast, or other piece of research is categorized within one of the five Centers:

1. Human Capital Center:  
<https://www.conference-board.org/us/human-capital>
2. Economy, Strategy, & Finance Center:  
<https://www.conference-board.org/us/economy-strategy-finance>
3. Environmental, Social, & Governance Center:  
<https://www.conference-board.org/us/environmental-social-governance>
4. Marketing & Communications Center:  
<https://www.conference-board.org/us/marketing-and-communications>
5. Committee for Economic Development:  
<https://www.ced.org>

## More about TCB's Human Capital Center

As HR professionals, it's likely there will be strong interest in TCB's Human Capital Center. When you join the Human Capital Center as an HR Functional Community member, you join an exclusive professional cohort where leading executives and experts exchange ideas and peer-proven, actionable approaches that can help you succeed.



## Conference Board (Cont'd)

### Key Features of the Human Capital Center:

- 1. Human Capital Benchmarking Tools** - TCB offers a suite of tools to help you focus on your organization's workforce and understand the relationship between human capital management (HCM) and corporate performance. These tools will help you benchmark, monitor, and measure the impact of your organization's human capital investments and focus on the issues that are truly key for your success without getting lost in the vast sea of workforce data and metrics available.
- 2. HC Center Institutes** – You can join one or more of the 11 institute communities including Culture, Engagement & Experience; Leadership; Labor Markets; Talent Acquisition; Strategic Human Resources; HR Technology & Operations; and more.
- 3. Councils** – Select groups of executives from the world's leading companies hold elevated conversations with peers who face similar challenges. *(Additional fees apply)*
- 4. Conferences & Events** – Led by renowned business and subject-matter experts and fed by rich conversations. You will have access to these virtual Conferences at no additional cost.
- 5. Research & Insights** – TCB research gives executives' objective, relevant intelligence to inform their toughest decisions. TCB's thought leaders deliver insights through their research and through innovative diagnostic tools and comprehensive reference handbooks to keep you current in a world where the rules and the risks change daily.

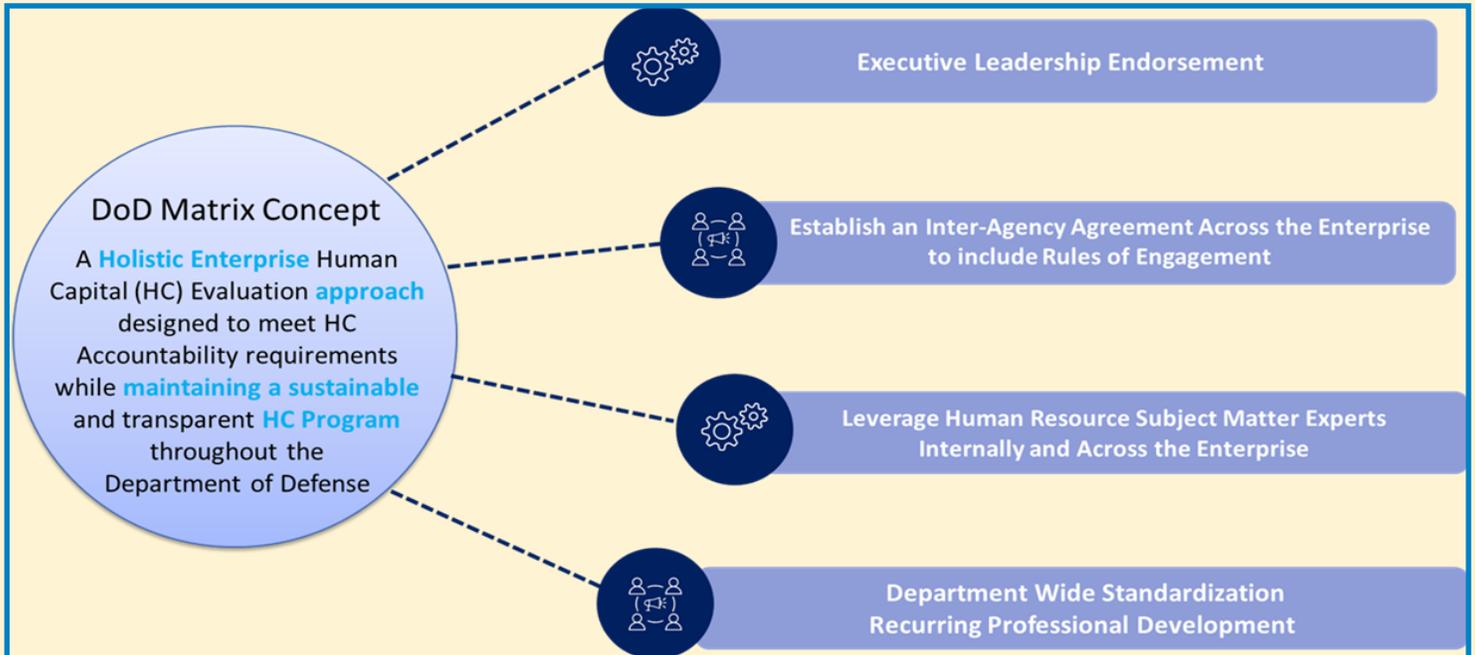
### How to Access The Conference Board

1. Go directly to sign-up by accessing this link: (<https://www.conference-board.org/signin/?action=signup>).
2. Once you get to the "Sign-in," click on "Create an Account," fill out the form using your .mil e-mail account and click "Submit." You must use your .mil e-mail account.
  - After you click submit, you will receive an e-mail message from The Conference Board instructing you to complete your registration and sign-in to [www.conference-board.org](http://www.conference-board.org).
  - If you do not have a .mil address, and are having trouble creating an account, please contact Nina Young at [nina.young@conference-board.org](mailto:nina.young@conference-board.org) or (212) 339-0229.
  - If you have issues logging in via your government furnished equipment, you can log into The Conference Board website via your personal device using the same instructions provided above.

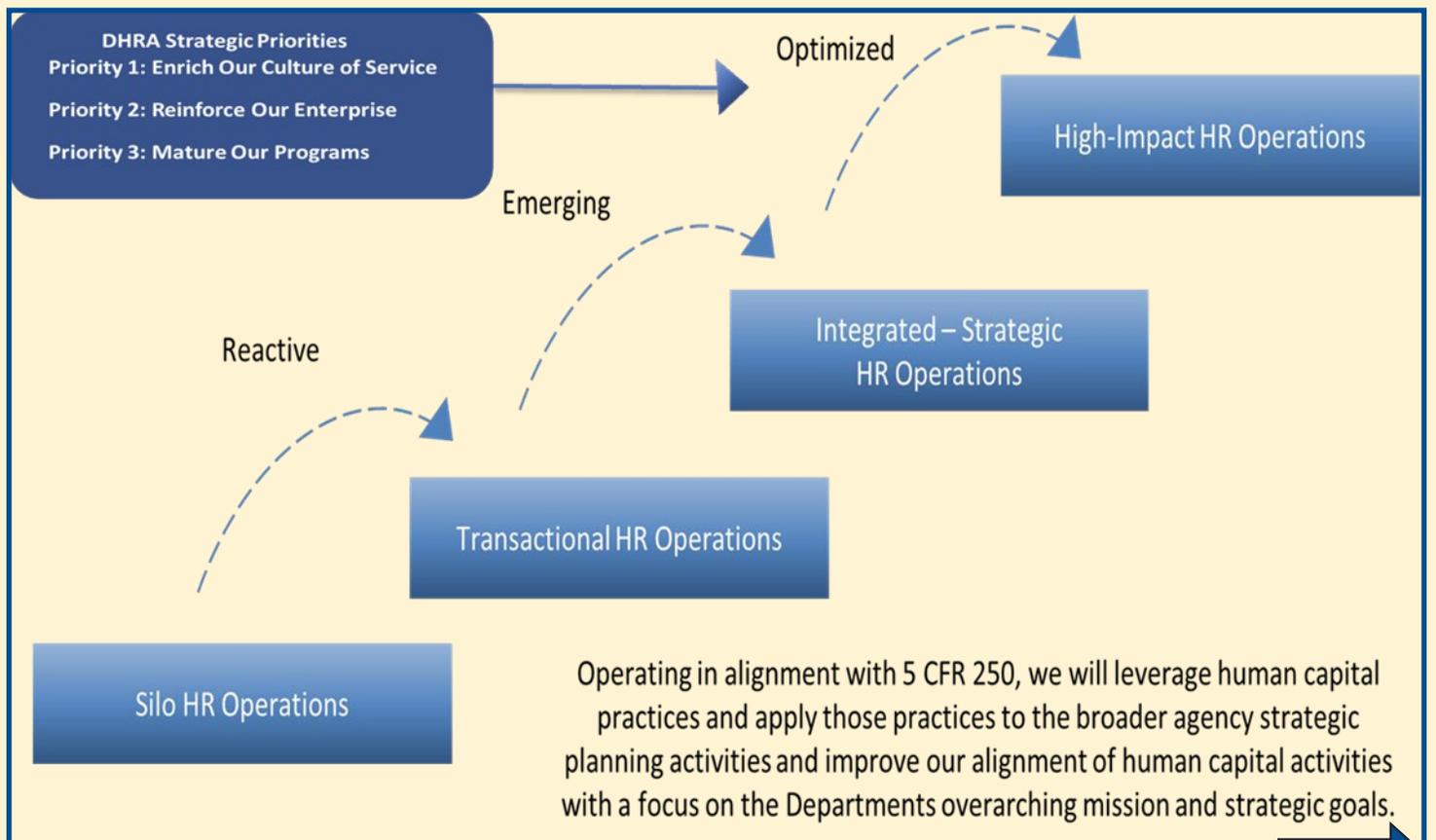
By: Milo Ware  
DCPAS/ Talent Development

# Accountability—DoD Matrix Concept

DoD Matrix Concept—A holistic enterprise Human Capital (HC) Evaluation approach designed to meet HC Accountability requirements while maintaining a sustainable and transparent HC Program throughout DOD.



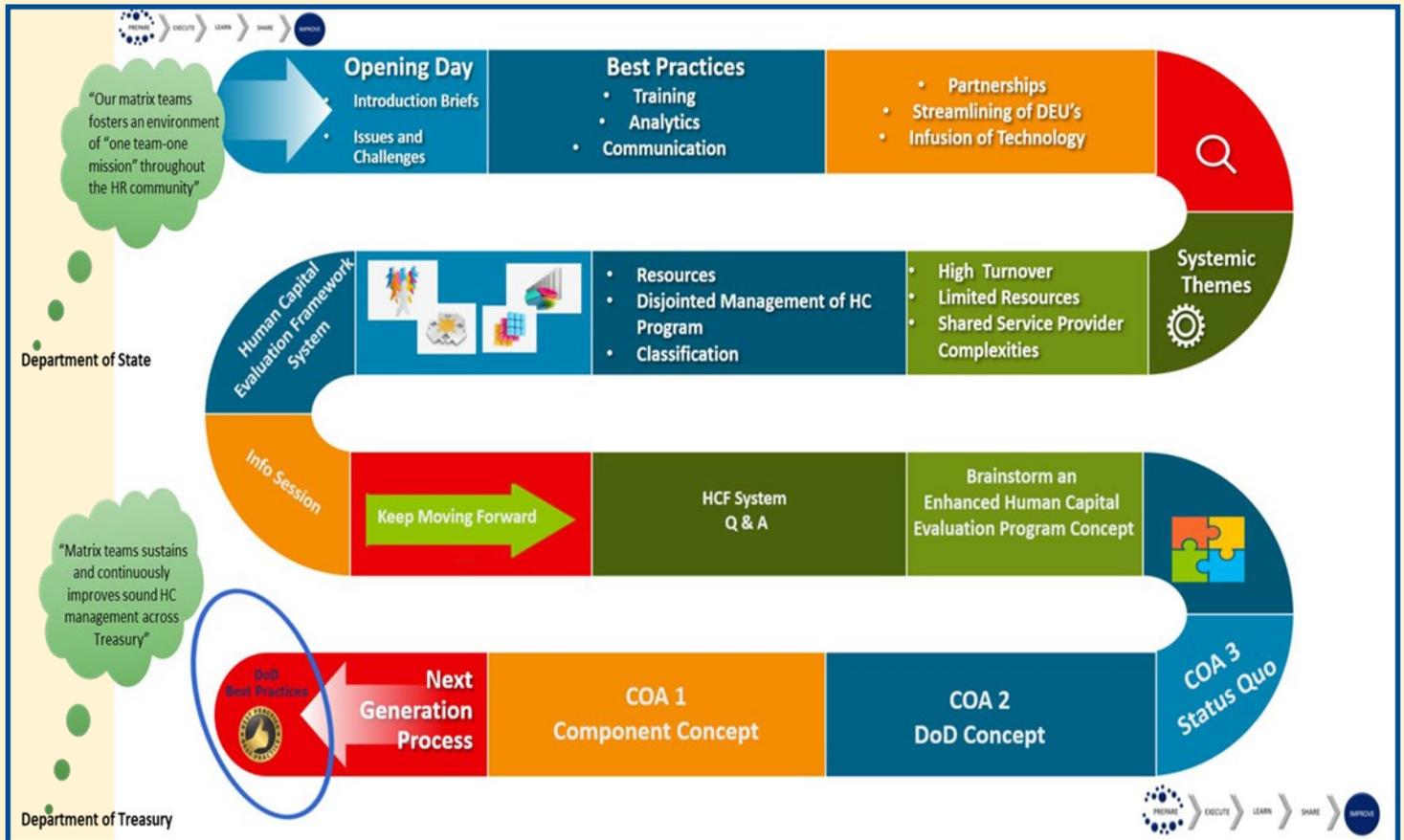
Why.....



Next Page

# Accountability—DoD Matrix Concept (Cont'd)

## Our Roadmap....



### Delegated Examining (DE) and HCF Audits

#### Problem Statement:

The Federal Enterprise has lost its competitive edge to meet the evolving Human Capital scope of DoD. As our business strategies continue to progress and the demand signal remains increasingly fluid, the Enterprise HR community requires strategically aligned HR professionals with disparate backgrounds and experiences in order to meet the dynamic needs of respective Components.

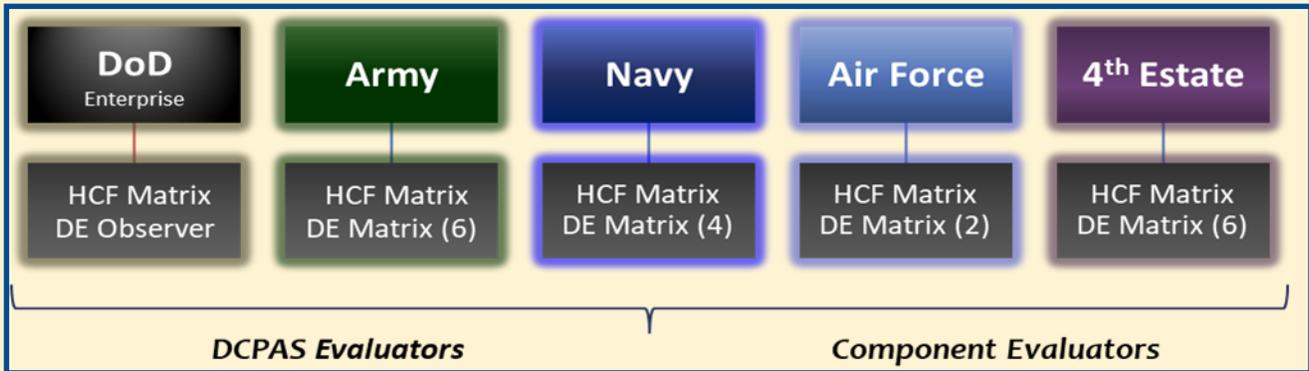
#### Solution: RETHINK STRATEGY.

Revise our approach on managing DoD Human Capital (HC) Programs by implementing Matrix Teams across Component and Agency lines. The integration of a matrix evaluation team will break silos, expand HR skills, and enhance DoD HC program performance across the Federal Enterprise



# Accountability—DoD Matrix Concept (Cont'd)

## Who will help US get there?



What is a Matrix Team.....

Group of Human Resource professionals across Component and Agency lines that will integrate together to break silos and enhance DoD HR program performance across the Federal Enterprise.

If you have any questions, please contact Shannon Coleman at [Shannon.d.coleman6.ctr@mail.mil](mailto:Shannon.d.coleman6.ctr@mail.mil)

By: Shannon Coleman  
DCPAS/Planning & Accountability

## DoD STEM Office



*Department of Defense (DoD) STEM seeks to attract, inspire, and develop exceptional STEM talent across the education continuum and advance the current DoD STEM workforce to meet future defense technological challenges. DoD STEM offers educational programs, internships and scholarships for students and many career development opportunities for educators. DoD STEM is part of the Defense Enterprise within the Department's Research & Engineering.*



### Igniting INNOVATION: Meet Awardees From Across the Defense Enterprise in the DoD Innovator Spotlight Series

The Office of the Deputy Director of Defense Research and Engineering for Research and Technology awards exceptional personnel in the fields of Research and Development, STEM, and Technology Transfer with the following awards:



**Laboratory Scientist of the Quarter Award** recognizes extraordinary service by DoD scientists and engineers that demonstrate exceptional work on behalf of the Department.



**STEM Advocate of the Quarter Award** recognizes outstanding STEM education and outreach efforts that further the mission of the Department of Defense.



**Technology Transfer (T2) Advocate of the Quarter Award** recognizes outstanding Technology Transfer efforts that further the mission of the Department of Defense.



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

Next Page 

## DoD STEM Office (Cont'd)

Congratulations to the DoD Awardees Featured in the DoD Innovators Spotlight Series in March, April and May 2022!

### STEM Advocate of the Quarter *3<sup>rd</sup> Quarter in Fiscal Year 2021*

**Ms. Erica Borgers-Klonkowski, PhD candidate**  
**U.S. Navy, Naval Surface Warfare Center Dahlgren Division (NSWCDD)**



Ms. Borgers-Klonkowski is recognized for her leadership in inspiring the next generation of STEM leaders through her determined advocacy for STEM education and community outreach programs connected to DoD technology priorities. Her contributions to the NSWCDD STEM program affected thousands of students and educators in the local surrounding communities and beyond. Her continuous dedication to mentor, encourage, and inform students about STEM education and workforce opportunities in the DoD, most especially during the COVID-19 pandemic, demonstrate her commitment to inspire and cultivate the next generation of STEM talent. In a time when normality has been elusive for students and educators, she has exemplified the core values of NSWCDD with her integrity, imagination, courage, urgency, and esprit de corps.

### STEM Advocate of the Quarter *4<sup>th</sup> Quarter in Fiscal Year 2021*

**Naval Information Warfare Systems Command (NAVWAR) Enterprise Virtual STEM Outreach Team**



Pictured from left to right: **Ms. Kelly Thompson**, Co-Director, Naval Information Warfare Center (NIWC) Atlantic; **Ms. Yolanda Tanner**, then-Federal Action Officer, NAVWAR and then-Director, NIWC Pacific; **Ms. Tonya Hamann**, Co-Director, NIWC Atlantic

The NAVWAR Enterprise Virtual STEM Outreach Team is recognized for their exemplary support to the Department of Defense's mission to inspire young Americans in STEM through determined advocacy for STEM education and community outreach programs connected to modernization and technology priorities. The team's contributions to the NAVWAR STEM Outreach program have impacted thousands of students and educators in the surrounding communities and beyond. The team's continuous dedication to mentor, encourage and inform students about STEM education and workforce opportunities available across the Department, most especially during the COVID-19 pandemic, demonstrate commitment to inspire and cultivate the next generation of STEM talent. The team has gone above and beyond in STEM advocacy and outreach, significantly enhancing the Department's mission.

Next Page 

## DoD STEM Office (Cont'd)

### Laboratory Scientist of the Quarter *4<sup>th</sup> Quarter in Fiscal Year 2021*

**Dr. Jennifer Martin, Research Chemist**  
**U.S. Air Force Research Laboratory**  
**Wright-Patterson Air Force Base**



Dr. Martin was recognized for her pioneering research that has enhanced biotechnology programs critical to the U.S. Air Force and the Department. Her research has resulted in the development of innovative work to improve the physiological safety of pilots, and has propelled applications across a wide variety of systems, such as those in air quality, sensors and biomarkers, as demonstrated by quickly pivoting to address COVID-19 testing capabilities. In addition, her advocacy and mentorship supporting the pipeline of current and future scientists working at the Department is recognized. Her leadership and expertise in research and development, coupled with inspiring the next generation of scientists, have greatly advanced the Department's mission.

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

Next Page 

## DoD STEM Office (Cont'd)

**2022 SMART Program Symposium: Creating Leaders of the Future!  
July 12-14, 2022**

# SMART

SCIENCE, MATHEMATICS,  
AND RESEARCH FOR  
TRANSFORMATION

PART OF THE NATIONAL  
DEFENSE EDUCATION PROGRAM

You're invited to the 2022 SMART Program Symposium: Creating Leaders of the Future! Join us for SMART's annual 3-day symposium (July 12-14, 2022), featuring keynote opening remarks from The Honorable Dr. David Honey, Deputy Under Secretary of Defense for Research and Engineering. Attendees will have the opportunity to listen, engage, and collaborate with Department of Defense (DoD) science and technology leaders who are charting a course on future priorities, while SMART scholars present their own journeys and technical contributions towards these goals. Representatives from DoD and Academia will meet to discuss how to leverage SMART to expand access to, and broaden diversity within, the future DoD technical workforce. The symposium is open to the public, including:

1. Past, present, and future SMART scholars
2. DoD laboratory and agency stakeholders
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To register, visit [https://whova.com/portal/registration/smart1\\_202207/](https://whova.com/portal/registration/smart1_202207/). To learn more about the SMART Program, visit: <https://www.smartscholarship.org/smart>.

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# OMB/GSA DoD Pulse 3 Survey Results

## Survey Results:

- Overall, 14.1% of DoD employees responded to this pulse survey, which is below the Government-wide rate of 16.7% and a drop from our Pulse 2 survey response rate of 17.3%.
- On all questions, DoD scores within  $\pm 0.1$  of average Federal Government ratings, meaning DoD respondent sentiments align with respondents in other Federal Agencies.
- For the Pulse 3 Survey, DoD outperformed Government wide averages on 6 questions, tied Government wide averages on 2 questions, and underperformed Government wide averages on 3 questions.
- The Pulse 3 Survey contained five questions asked in the Pulse 2 Survey. DoD responses improved for three of these questions and decreased in two questions.
- DoD's highest average response is only 1.1 points from the Ideal Score in the following questions:
  - I have the resources I need to effectively do my job within current return-to-work arrangements.
  - Employees with different backgrounds are given the support to succeed here.
- DoD's lowest average responses are:
  - if you found a job elsewhere with more workplace flexibilities or remote options, I would take it (2.4 points from the Ideal Score).
  - I feel exhausted in the morning at the thought of another workday (2.1 points from the Ideal Score).
  - If you make a mistake on my team, it is often held against you (only 1.6 points from the Ideal Score).

**Table 1. Participation Rates**

	Survey #1 Oct 2021	Survey #2 Jan 2022	Survey #3 Mar 2022
DoD	8.9%	17.3%	14.1%
Federal Wide	17.4%	19.0%	16.7%

**Table 2. Top Positive Averages**

Survey Question	Survey #2 Jan 2022				Survey #3 Mar 2022			
	DoD	Fed Govt	Ideal Score	Difference from Ideal	DoD	Fed Govt	Ideal Score	Difference from Ideal
I have the resources I need to effectively do my job within current return-to-work arrangements.					3.9*	3.8	5	1.1
Employees with different backgrounds are given the support to succeed here.					3.9*	3.8	5	1.1
Agency leadership shows that diversity and inclusion is important through their actions.	3.9*	3.8	5	1.2	3.8	3.8	5	1.2



# OMB/GSA DoD Pulse 3 Survey Results (Cont'd)

**Table 3. Top Negative Averages**

Survey Question	Survey #1 Oct 2021	Survey #2 Jan 2022				Survey #3 Mar 2022			
		DoD	Fed Govt	Ideal Score	Difference from Ideal	DoD	Fed Govt	Ideal Score	Difference from Ideal
If you found a job elsewhere with more workplace flexibilities or remote options, I would take it.	3.6	3.6	3.6	1	2.6	3.5*	3.4	1	2.4
I feel exhausted in the morning at the thought of another workday.	3	2.8*	2.9	1	1.8	3.0	3.1	1	2.1
If you make a mistake on my team, it is often held against you.						2.5	2.6	1	1.6

**Table 4. Average Responses to Specific Questions for Pulse 3:**

Category	Survey Question	Survey #3 Mar 2022			
		DoD	Fed Govt	Ideal Score	Difference from Ideal
<b>Engagement</b>	I feel exhausted in the morning at the thought of another workday.	3.0	3.1	1	2
	if you found a job elsewhere with more workplace flexibilities or remote options, I would take it.	3.5*	3.4	1	2.5
	Time flies when I am working.	3.8	3.8	5	1.2
<b>Equity</b>	Agency leadership shows that diversity and inclusion is important through their actions.	3.8	3.8	5	1.2
	Employees like me are given the support to succeed here.	3.6*	3.5	5	1.4
	Employees with different backgrounds are given the support to succeed here.	3.9*	3.8	5	1.1
<b>Reentry</b>	If you make a mistake on my team, it is often held against you.	2.5	2.6	1	1.5
	I trust agency leadership to do what's right to protect employees' health, safety, and wellbeing.	3.7*	3.6	5	1.3
	I have the resources I need to effectively do my job within current return-to-work arrangements.	3.9*	3.8	5	1.1
	Return-to-work timelines are being communicated clearly by agency leadership.	3.6	3.7	5	1.4
	My workload is reasonable.	3.7*	3.5	5	1.3

(Response options for all questions: 1-Strongly Disagree; 2-Somewhat Disagree; 3-Neutral; 4-Somewhat Agree; 5-Strongly Agree)

\*Slightly better than Government wide Average

\*\*Slightly worse than Government wide Average

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

By: Berenice Eberhart  
DCPAS/Planning & Accountability

## Planning & Accountability

### Upcoming Meetings

Meetings	Date	Room #	Time
WPAG	August 18th, 2022	Virtual	1300-1430
FCMEC	September 20th, 2022	Virtual	1300-1500
WPAG	November 17th, 2022	Virtual	1300-1430
FCMEC	December 13th, 2022	Virtual	1300-1500

### Connect with DCPAS on Social Media



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## 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>
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<https://www.milsuite.mil/book/groups/cspr>



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