

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!

The significant 'levelling up' of the Functional Community governance is just one of a great many things happening concurrently in the DoD Civilian Human Capital Planning and Management arena. And while the Planning & Accountability staff has historically been more focused on workforce planning and management through the Functional Community construct, the last two years have seen a substantial shift in the breadth of activities in which we have been engaged. And many highly impactful and important initiatives are underway across the Enterprise.

We find ourselves, in my opinion, with an incredible opportunity to fundamentally transform both our Human Capital Planning and Management capability and the way we actually perform Human Capital Planning and Management. Some of the enabling aspects of this transformation are already underway (DCHRMS, Civilian Personnel Data Warehouse (CPDW), Advana, DCWF Work Role expansion) and some are being planned or considered (comprehensive civilian workforce function coding, enhancement of DCHRMS capabilities, new Offices to empower and facilitate Human Capital efforts).

While all of this is happening, we continue to improve the way we leverage existing tools and products like FEVS and workforce data products we already have available. And we must transform. What got us here won't get us there. The world has changed, and we too have to change if we're going to continue to employ the best and brightest.

On a personal note, I have accepted a position in another Agency. I thank you all for the partnership and your outstanding efforts in support of DoD. I'm privileged to have worked with you, and I wish you all the best.

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 / TMEC.

Semper Fi,
Darby





The Worldwide Human Resources Training Event -November 2022



The Human Resources Functional Community HRFC is thrilled to present *the 2022 Worldwide Human Resources Training Event (WWHRTE) from November 1-2*. For those new to the HR workforce, the WWHRTE is a community-wide event for the Department's HR practitioners to share information on priority workforce efforts, policy changes, and upcoming decisions that impact DoD's HR mission and workforce. The HRFC couldn't be more excited to bring you the very latest in HR guidance, best practices, and tools!

Since March, the HRFC has been collaborating with senior leadership and the HR community to develop relevant and applicable HR content for our DoD HR practitioners. The theme for this year's WWHRTE is "*Embracing Forward: Expanding HR Capability and Competitive Advantage*". There is intent behind the selection of each word in the theme. "Embracing" reflects the DoD's transition from reacting to forces toward leveraging them for forward progress. The many forcing functions since 2020 have provided both challenges and benefits when harnessed for future progress. As HR practitioners, we realize that business as usual is no longer the same and much is to be gained from the changes. DoD is moving forward and embracing lessons learned such as remote work, virtual training, flexible scheduling, and stream-lined paperless processing.

The second part of the theme, "Expanding HR Capability and Competitive Advantage," orients our new initiatives and energies toward strategic HR outcomes. Never change just for the sake of change but change to ensure HR continues to be an essential aspect of achieving competitive advantage over our adversaries and meeting our national security objectives. A significant element of the DoD enterprise, the HR community must always relate its work back to the mission of the Department.

In honor of adopting new practices, the HRFC is also embracing the changed nature of work. Based on positive feedback from previous virtual events and the fluctuating Health Protection Condition throughout the country, this year's WWHRTE will be virtual for participants. The HRFC will host the event on MS Teams Live. However, several of our speakers will be coming to you live from inside the Mark Center. Therefore, this year's event will be more of a hybrid, bringing together the best of both worlds. This model also allows the WWHRTE to include not only DoD speakers but also speakers and content from across government and industry. We will be joined this year by presenters from The Conference Board and other government agencies in addition to our DoD leadership and DoD HR communities of practice.

The WWHRTE agenda will be presented over two 4-hour days with topics selected by leadership and members of the HR community to reflect the most current issues and trends. This includes HR data analytics, labor relations, remote work, retention, compensation, diversity, inclusion, and much, much more! As an MS Teams Live event, attendees will have the opportunity to ask questions during each presentation, via chat Q&A. This is an opportunity to ask leaders in the field and your fellow HR practitioners all your burning questions!

Registration: Participants will register via milSuite beginning from October 1, 2022. Registration will close on October 15, 2022. Reserve November 1st and 2nd on your calendar and look for the detailed agenda, registration, and more information on WWHRTE published on milSuite at <https://www.milsuite.mil/book/groups/wwhrte>. This event will be *the* HR event of the year so don't miss it!

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<https://www.milsuite.mil/book/groups/wwhrte>



Civilian Talent Management is a High Priority for Deputy Secretary of Defense Direct Implications for the Defense Functional Communities

Recent actions by the Deputy Secretary of Defense (DSD), Dr. Kathleen Hicks, prioritizes civilian talent management. In late March 2021, Honorable (HON) Hicks released a [memo](#) establishing a Deputy's Workforce Council (DWC). This Council, co-chaired by the DSD and the Vice Chairman of the Joints Chiefs of Staff, addresses the Department's people management, personnel policy, and total force requirements. A Workforce Management Group (WMG) supports the DWC. The Under Secretary of Defense for Personnel and Readiness (USD(P&R)) chairs the WMG.

The Defense Business Board¹ presented a summary brief of their report, [Strengthening the Defense Department Civilian Talent Management](#), at a DWC in late May 2022. In response to the report, HON Hicks directed the elevation of the existing functional community governance framework². The Talent Management Executive Council (TMEC) is now chaired by the Assistant Secretary of Defense for Manpower and Reserve Affairs (ASD(M&RA)) with Under Secretary of Defense for Personnel and Readiness (USD(P&R)) and DSD-level oversight. The Workforce Planning Advisory Group (WPAG) supports the TMC and is now chaired by the Deputy Assistant Secretary of Defense for Civilian Personnel Policy DASD(CPP). The following illustration highlights the new Talent Management governance structure.



The DSD's heightened prioritization to strengthen Defense Civilian talent management will increase the demand for the expertise, time, and effort of Functional Community Managers, Component Integrators, and their respective staffs. It will not be easy. However, as a community working collaboratively together, we will ensure we develop the very best people solutions to grow our talent and realize the full potential of our greatest asset - our people.

For more information, please contact the functional community advisory team at dodhra.mc-alex.dcpas.mbx.functional-community-team@mail.mil.

By: Angela Richardson
DCPAS/Planning & Accountability

¹Retrieved from Wikipedia, 14 September 2022: The Defense Business Board was established in 2001 as a complement to broader transformation efforts in the Department of Defense from an overly burdensome bureaucracy to a more streamlined, effective organization. The Board consists of approximately twenty private sector executives with experience in business management. The purpose of the Board is to provide independent advice, which reflects an outside private sector perspective, on best business practices for application to the Department. The Board's objective is to enhance the efficiency and effectiveness of organizational support to the nation's warfighters.

²[DODI 1400.25 Volume 250, subj: Civilian Strategic Human Capital Planning \(SHCP\), June 7, 2016](#)



OVERVIEW

The Conference Board (TCB)

◆ TRUSTED INSIGHTS FOR WHAT'S AHEAD

TCB is a member driven think-tank that helps leaders, at all levels, navigate the biggest issues affecting business and better serve society by providing timely, topical, provocative, and actionable insights that help the Department of Defense members improve their future-facing performance. EVERYONE, to include civilian federal employees and military personnel in the Department of Defense, is a member of The Conference Board. The Talent Development Directorate at the Defense Civilian Personnel Advisory Service (DCPAS), manages the DoD Conference Board enterprise membership on behalf of the DoD.

◆ TCB OFFERINGS (FOR ALL DOD MEMBERS*)

- **RESEARCH:** Detailed quantitative and qualitative explorations of critical topics.
- **REPORTS:** Insights for what's ahead arising from research distilled to be provocative and lead you from possible scenarios to probable actions.
- **INSIGHT PAPERS:** Short, timely, highly nutritious but easily digestible briefs on focused topics.
- **INFOGRAPHICS:** Packaged, graphical distillations of research and reports that can be reused as slides.
- **NEWSLETTERS:** Regular weekly/monthly infographic and commentary pieces to keep members armed with critical data points and insights.
- **ALERTS/PRESS RELEASES:** Ad hoc, timely updates on important issues arising from TCB experts distilling what you need to know about what just happened.
- **CENTER BRIEFINGS:** TCB /experts debriefing members about insights and implications arising from topical research and newsworthy events.
- **WORKSHOPS/LEARNING:** Online rapid learning sessions, CEU certified, on key topics run by TCB experts.
- **WEBCASTS/PODCAST:** TCB experts and leading professionals debating fresh and evergreen topics backed up with TCB data and insights.
- **DATA ACCESS:** Raw data from TCB research and platforms on which to perform your own analyses.
- **WEB ARCHIVE:** Searchable archive of data, insights, reports, papers, webcasts and podcasts from TCB.
- **MYTCB:** Customized, personalized web access that configures to specific member interests.
- **COMMUNITIES:** Real-time connected network of TCB members and experts open to questions, ideas, insights and connections.

◆ TCB OFFERINGS FOR SENIOR MEMBERS* (GS-15 and Senior Executive Service Leaders, and equivalents)

- **ROUND TABLES:** TCB & Senior Members convening to discuss a topic of arising importance, exchange ideas, and surface unanswered questions.
- **WORKING GROUPS:** TCB & Senior Members exploring a topic of deep interest in a connected series of round table events to define actions.
- **CUSTOMIZED BRIEFS:** Tailored briefs to your organization at your request on a topic of recent research or a critical issue on which TCB has data/expertise.
- **ADVISORY BOARDS:** TCB & Senior Members convening to direct the agenda for future TCB exploration and insights.
- **EXPERTS:** Access to real-world, senior experts and researchers in all areas covered by Centers open to Senior Leaders.

*Excludes Contractors





OVERVIEW - The Conference Board (TCB) (Cont'd)

◆ **HOW TO ACCESS THE CONFERENCE BOARD RESOURCES**

1. Go directly to sign-up by clicking on 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 email 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.
 - 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 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.

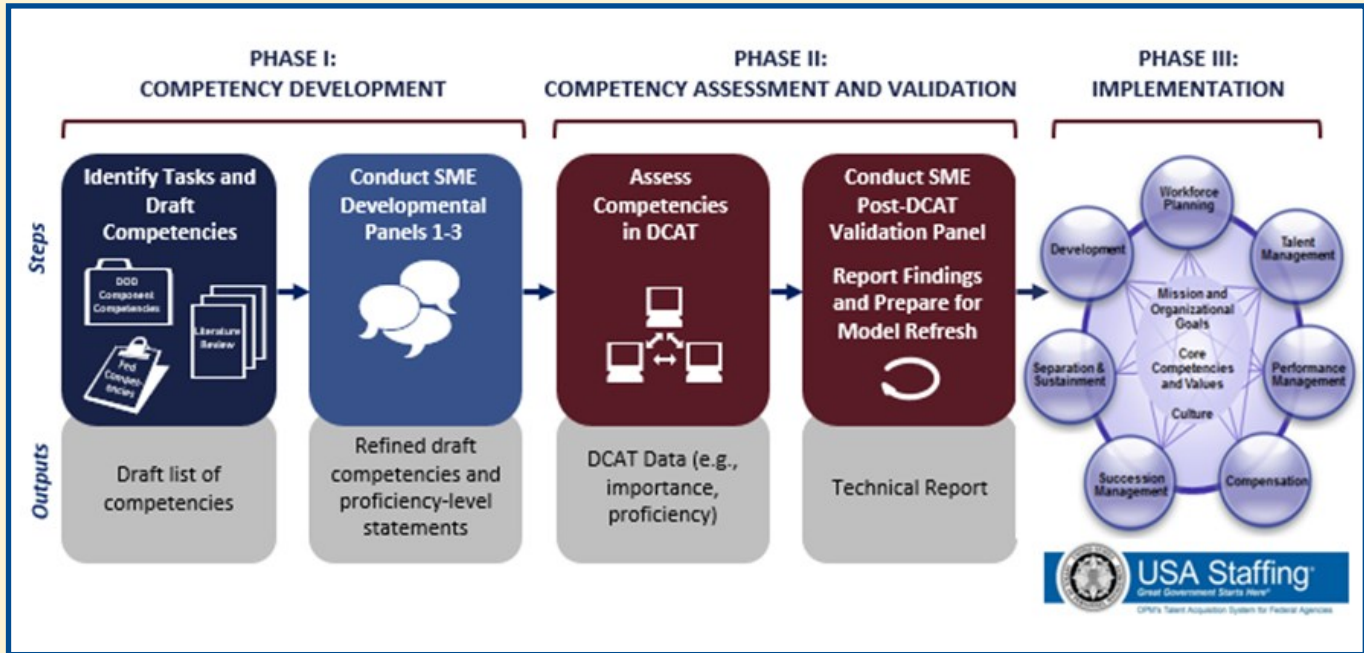
Once you have created a *myTCB* account you will have member access to The Conference Board Centers and discounted or complementary conferences (virtually/in-person). Below is a list of the current Centers. The Centers are open to all DoD Members.

The Conference Board Centers			
Committee for Economic Development	Health Care	Smart Regulation	Women in Corporate Leadership
	Sustaining Democratic Institutions	Fiscal Health	Education
	Workforce	Technology & Innovation	Trade/Economic Globalization
	Infrastructure		
Economy, Strategy & Finance	Consumer Dynamics	Global Economy	Innovation and Digital Transformation
	Labor Markets		
Environmental, Social & Governance	Corporate Citizenship & Philanthropy	Corporate Governance	Sustainability
Human Capital	Coaching, Mentoring & Sponsorship	Culture, Engagement & Experience	Diversity, Equity & Inclusion
	Human Capital Analytics	Labor Markets	Leadership
	Learning & Development	Strategic Human Resources	Talent Acquisition
	Total Rewards		
Marketing & Communications	Communications	Consumer Dynamics	Marketing

For additional assistance/guidance, please contact Mr. Milo Ware, DoD Enterprise TCB Membership Program Manager at dodhra.mc-alex.dcpas.mbx.hrspas-ctd-broadening-team@mail.mil or via MS Teams messenger/phone.



Competency Management



Throughout FY22 the competency team has developed a wide range of models to include competencies for data management and the HR, medical, and logistics communities.

Last year the Competency Team were able to launch the new DCAT Cloud, which will allow to fully customize assessments, if needed, to better meet the needs of our customers. However, the Competency Team learned our Report Control Symbol (RCS), which grants us approval to survey the DoD civilian workforce, expired. We have been working towards re-approval of the RCS, but are not able to validate any competency models in the meantime. However, we are hopeful to be able to begin validating competency models in the near future, but do not have a set timeline.

Once DCAT is approved for use we will be pushing to fill the CY23 schedule. We will continue trying to schedule MCOs that do not have a current competency model or have older validated models. We recommend examining competency models every 3-5 years and we will be reaching out to discuss updating many of these models.

If you have questions or are interested in developing a competency model for the CY23 schedule or if there is a need/desire to better understand our process please reach out to Brandon Dennis at brandon.e.dennis.civ@mail.mil

By: Brandon Dennis
DCPAS/Planning & Accountability





Employee Assistance Program - A Success Story

Life is a journey, not a destination

Employee Assistance Program

No matter where you are on your journey, there are times when a little help can go a long way toward achieving your goals. From checking off daily tasks to working on more complex issues, your program offers you and your household members a variety of resources, tools and services to help make your life a little easier.

- Build your resiliency by attending a webinar
- Tackle a personal issue by using a self-paced app
- Accomplish a goal with the help of a coach

Key features

- Provided at no cost to you and your household members
- Completely confidential service provided by a third party
- Available 24/7/365

Getting the help you need, when you need it, can result in you leading a happier, more

Coaching

Your coach will:

- Meet with you by phone or video conference
- Create a clear cut plan of action to help you meet your goals
- Provide resources, assist with problem-solving, follow-up and accountability

Counseling

Access a nationwide network of licensed professionals for support with challenges such as stress, anxiety, grief, substance misuse, relationships concerns and more. Meet with your counselor in-person or by video conference (if available).

Online programs

Self-guided programs can help improve your health and overall emotional well-being if you're struggling with depression, anxiety, insomnia, chronic pain, substance misuse or an obsessive compulsive disorder. The programs are easily accessible and proven effective.

Legal assistance, financial coaching & identity theft resolution

Expert consultation to help with your legal, financial and identity theft needs. Access a free online library with resources for identity theft resolution, budgeting, debt management, family law, wills and more.

Work-life services

Save time and money on life's most important needs. Specialists provide expert guidance and personalized referrals to service providers including childcare, adult care, education, home improvement, consumer information, emergency preparedness and more.

Senior care management

Caregiving can be demanding physically, emotionally and financially. This service will help assess and recommend the right care for your household member. Services include in-home assessments, facility reviews, post-hospitalization assessments and ongoing care coordination.



Employee Assistance Program
1-866-580-9046



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1-866-580-9046

The Employee Assistance Program (EAP) is a voluntary program that offers a wide variety of services for employees and their household members. These services range from free confidential counseling, critical incident response, financial coaching, along with referrals for work-life related support.

See how EAP has helped a family transition during their recent Permanent Change of Station (PCS). As Jan was preparing to PCS from Germany to Ohio, she found it wasn't as easy as she thought it would be. It isn't the easiest thing to do with trying to navigate time differences, looking for housing in a busy market, and hoping that the new home will have the basic needs to let your family hit the ground running. After attempting to try to do the legwork on her own doing research on the internet, Jan reached out to her EAP for help. After connecting Jan to a work life consultant who specializes in relocation, Jan was able to find a home to rent near a school that her daughter would attend. The work life consultant helped find a home close to walking trails for her dogs, and a reasonable commute to her worksite. Before Jan left Germany, she was already starting to set up her home in Ohio. The EAP consultant followed up continually throughout the process with new leads until Jan found what she was looking for to include a recreation cheerleading team and a church for her and her family to attend and still feel at home for an easy transition. Jan shared that she appreciated the sympathetic ear as the move got closer and the stress of moving to a new home, a new office, and a new state became a little overwhelming. Jan's EAP work life consultant provided a moving checklist which was helpful in keeping organized and on track. While moving is never easy, EAP helped make Jan's PCS experience just a little smoother for everyone.

If you are looking for EAP services contact your component EAP program manager or e-mail EAP [dodhra. mc-alex.dcpas.mbx.dod-eap@mail.mil](mailto:dodhra.mc-alex.dcpas.mbx.dod-eap@mail.mil) to learn more.

By: Rim Radwan
DCPAS/Benefits, Wage & NAF Policy Division





Comprehensive Rating of Employee Engagement across Federal Agencies

The Partnership for Public Service (PPS) created the Best Places to Work in the Federal Government (BPTW) rankings to provide the most comprehensive rating of employee engagement across federal agencies and their subcomponents (<https://bestplacetowork.org/>). We use the term employee engagement to refer to the satisfaction and commitment of the workforce and the willingness of employees to put forth discretionary effort to achieve results. The BPTW engagement score, calculated by the PPS and the Boston Consulting Group, determine the overall rankings. The index score is calculated using a proprietary weighted formula that looks at responses to three different questions in the OPM’s FEVS. The more the question predicts intent to remain, the higher the weighting.

- I recommend my organization as a good place to work. (Q. 23)
- Considering everything, how satisfied are you with your job? (Q. 42)
- Considering everything, how satisfied are you with your organization? (Q. 44)

The 2021 BPTW rankings include 503 federal agencies and their subcomponents: 17 large agencies, 25 midsize agencies, 29 small agencies and 432 subcomponents. BPTW groups agencies by workforce size to provide comparisons of agencies that may face similar management challenges.

The 2021 Best Place to Work scores can be compared to the 2020 scores, but because of the methodological changes made in 2020, it would not be appropriate to compare these scores to years before 2020.

Of the 17 large agencies:

Rank in 2021	Rank in 2020	Agency	BPTW Engagement Score 2021	BPTW Engagement Score 2020
8	7	Office of the Secretary of Defense, Joint Staff, Defense Agencies, and Department of Defense Field Activities	67.9	71.4
10	10	Department of the Air Force	64.7	69.5
11	11	Department of the Army	63.7	69.2
12	9	Department of the Navy	63.2	69.9





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Of the 432 subcomponents:

Rank in 2021	Rank in 2020	Agency	BPTW Engagement Score 2021	BPTW Engagement Score 2020
↑ 65	87	Office of the Inspector General	81.4	79.2
136	108	Defense Finance and Accounting Service	76.0	77
↑ 136	152	Defense Microelectronics Activity	76.0	74.3
148	127	Defense Logistics Agency	75.4	75.5
160	94	Defense Contract Audit Agency	74.8	78.2
↑ 166	335	Defense Media Activity	74.4	63.1
184	159	Defense Information Systems Agency	73.5	74
209	145	Defense Contract Management Agency	71.9	74.5
↑ 228	233	Defense Human Resources Activity	71.1	70.4
↑ 233	236	Missile Defense Agency	70.7	70.3
301	190	Defense Security Cooperation Agency	66.4	72.5
301	213	Defense Threat Reduction Agency	66.4	71.4
330	190	Uniformed Services University of the Health Sciences	63.7	72.5
335	315	Washington Headquarters Services	63.2	65.4
365	207	Joint Chiefs of Staff	60.7	71.7
393	352	Defense Health Agency	58.0	61.4
393	373	Defense Commissary Agency	58.0	57.2
395	283	Defense Counterintelligence and Security Agency	57.9	67.3
411	279	Department of Defense Education Activity	55.9	67.4
430	309	Defense Technical Information Center	43.9	65.7





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The Office of the Secretary of Defense, Joint Staff, Defense Agencies, and Department of Defense Field Activities Engagement and Satisfaction Score Trend by Category

Engagement and Satisfaction Score Trend by category

Category	Rank	2021	2022
COVID: Employee Well-Being	6 of 14	88.2	90.0
Performance: Work Unit	7 of 14	86.3	-
Performance: Agency	7 of 16	82.9	-
COVID: Supportive Leaders	4 of 14	82.2	84.4
Effective Leadership: Supervisors	11 of 17	80.0	78.1
Employee Skills–Mission Match	7 of 17	75.0	77.3
Work–Life Balance	7 of 17	74.5	77.9
Teamwork	8 of 16	72.8	72.6
Effective Leadership	7 of 17	69.6	66.5
Pay	3 of 16	69.0	71.1
Innovation	6 of 17	67.2	68.8
COVID: Return to the Office	4 of 14	-	65.5
Recognition	7 of 16	62.5	64.0
Effective Leadership: Senior Leaders	7 of 17	59.3	61.2
Effective Leadership: Empowerment	5 of 17	58.9	60.5

- 4th Estate highest score by category is “COVID: Employee Well-Being” at 88.2 and the lowest “Effective Leadership: Empowerment” at 58.9. In terms of rankings, “Pay”, ranked 3rd out of 17 followed by “COVID: Return to the Office”, ranked 4th out of 17.
- 4th Estate lowest scores by category were “Effective Leadership: Senior Leaders” and “Effective Leadership: Empowerment” - both below 60%. In terms of rankings, “Effective Leadership: Supervisors”, ranked 11th out of 17.





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Below are Score Trend by Category by 4th Estate Agency:

Category Score	Effective Leadership	Effective Leadership: Empowerment	Effective Leadership: Senior Leaders	Effective Leadership: Supervisors	Employee Skills–Mission Match	Pay	Teamwork	Innovation
Joint Chiefs of Staff	68.1	58.1	58.2	77.5	67.8	76.9	71.7	65.3
Defense Security Cooperation Agency	71.1	58	57.5	84.3	76.2	71.8	72.2	79.9
Defense Contract Audit Agency	78.3	67.7	67	88.3	81.5	74.2	84.2	78.2
Uniformed Services University of the Health Sciences	68	58.5	59.1	77.5	75	55.8	71.7	65.1
Washington Headquarters Services	69.3	59.4	58.9	79.6	74.4	73.6	69.7	65.2
Missile Defense Agency	74.7	64.7	66.9	83.1	76.7	71.3	76.4	71.7
Defense Finance and Accounting Service	77.6	66.8	69.6	86.2	78.7	69.2	80.4	76.3
Defense Health Agency	63.4	50.7	54.2	72.8	70	54.7	66.1	61.1
Defense Contract Management Agency	75.9	64.1	64.9	86.3	77.4	66.1	77.8	70.1
Defense Technical Information Center	61.6	43.5	41	80	63.2	74.9	72.2	58.1
Defense Information Systems Agency	75.9	64.9	65.2	86.7	76.3	72.6	77.9	74.9
Defense Logistics Agency	74.8	65.9	64.9	84.6	78.5	72.4	78.7	71.8
Defense Counterintelligence and Security Agency	65.6	45.3	48.7	82.2	70.7	68.7	69.5	60.4
Department of Defense Education Activity	53.4	39.9	39.1	67.8	68.2	70.9	60.6	53.8
Office of the Inspector General	81.5	71.9	74.6	89.2	82.3	81.7	83.8	73.9
Defense Commissary Agency	57.6	51.7	49.4	65.5	71.1	62	57.8	55.6
Defense Human Resources Activity	74.4	64.5	62.8	86	77.4	78.8	77.3	73.5
Defense Threat Reduction Agency	71.5	58.1	61.8	81.7	74.6	70.4	73.4	70.4
Defense Microelectronics Activity	79	74.7	64.6	90.6	76.7	65.7	82.4	80.1
Defense Media Activity	78.7	65.8	66.2	92.2	77.4	77.4	79.3	77.6

Scores below 50%





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Below are Score Trend by Category by 4th Estate Agency: (Cont'd)

Category Score	Work-Life Balance	Recognition	COVID: Supportive Leaders	COVID: Employee Well-Being	COVID: Return to the Office	Performance: Work Unit	Performance: Agency
Joint Chiefs of Staff	73.4	56.8	74.1	82	57.6	87.4	81.9
Defense Security Cooperation Agency	73.8	69.7	83.5	87.8	61.8	90.9	86.1
Defense Contract Audit Agency	84.8	73.4	88.3	93.3	72.9	91.8	89.5
Uniformed Services University of the Health Sciences	70.9	65.7	83.8	88.6	74.8	89	83.1
Washington Headquarters Services	71.9	61.8	83	84.9	65.2	86	84.5
Missile Defense Agency	77.1	66.8	89.8	94.4	78.3	89.9	88.8
Defense Finance and Accounting Service	79.7	73.2	89.7	95.7	68.6	89.9	90.3
Defense Health Agency	68.8	51.9	76.5	83	60.6	82.4	76.5
Defense Contract Management Agency	80.6	68.5	88.1	92.5	69.3	88.7	87.2
Defense Technical Information Center	72.6	52.7	82.3	92.1	46.1	86.5	55.3
Defense Information Systems Agency	80.8	69.7	88.2	91.6	64.6	88.8	84.9
Defense Logistics Agency	80.2	69.3	86.5	90.3	68.9	90.3	89.6
Defense Counterintelligence and Security Agency	71.6	57.9	79.4	88.9	60.1	91.1	81.4
Department of Defense Education Activity	59.6	42.5	65.7	76.3	59.1	82.2	72.4
Office of the Inspector General	85.2	76.1	93.2	93.9	75.2	91.9	89.9
Defense Commissary Agency	63.6	48.7	70.1	82.5	53.5	71.3	66
Defense Human Resources Activity	73.9	69.6	91.5	94.9	72.5	89.6	87.8
Defense Threat Reduction Agency	79.9	67.1	84.3	90.4	74.9	86.9	85.9
Defense Microelectronics Activity	79.7	61.5	91	88.7	78.7	93	76.4
Defense Media Activity	79.9	72.7	92.9	92.5	71.4	90.8	90.3

The Best Places to Work in the Federal Government rankings do not just identify problems—they serve as the foundation for solutions. Federal leaders use the rankings as a roadmap to better manage our government's most important asset: its people. Please, contact the data analysis team at LOB1 to work with you to analyze the root causes; identify themes and trends that exist in your data. We also examine the unique experiences of employees based on different demographics, occupations, GS-levels and lengths of employment to better address their specific issues. Additional resources can be found at <https://bestplacestowork.org/resources/>.

By: Berenice Eberhart DoD/DCPAS FEVS Program Manager, berenice.l.eberhart.civ@mail.mil



Employee Retention



Can the attrition rate of Gen Z (1997-2012) and millennials (1981-1996) be improved or is this the new normal?

In this era of the great resignation is there something that can be done to reduce the attrition rate of the younger generations who will eventually be our future workforce?

According to a recent attrition study of the federal government conducted by the Office of Program and Management, the government 2021 attrition rate of (6.1%) was only slightly higher than the previous year and consistent with pre-pandemic rates. However, the fiscal 2021 attrition rate for employees under 30 was (8.5%) which is significantly higher than the government-wide rate of (6.1%).

Numerous private sector surveys have been conducted to gain further insight into the behaviors and likes and dislikes of this age group. To determine the true root cause, experts agree that an exit survey should be conducted. Exit interviews for quitting employees give Human Resources a good grasp of what may need to change within the Department/Agency, and how to prevent the same mistakes from happening over and over again. Currently, reasons for departure are analyzed from the separation personnel action. However, direct feedback from the employee has proved to be most valuable in determining the primary cause for departure and what if anything the Agency can do to retain our younger employees. The truth is we may never know if it's just that these age groups enjoy facing new and different challenges. The future workforce will not stay in the same organization for an entire career. Once we determine the pattern of behavior, adjustments can be made to ensure the federal government stays as a best place to work. Current programs, public private talent exchange program, allow government employees to gain public experience while retaining their government status. Other programs are being developed and evaluated with the goal of improving the retention rate especially among the younger age groups.

Other recommended tips for retaining employees:

- ◆ Offer flexible and remote work options
- ◆ Incentivize with Growth Opportunities
- ◆ Always Conduct an Exit Interview

By: Jonathan Carter
DCPAS/Planning & Accountability



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 DoD Innovators Spotlight Series is an opportunity for the public to meet and learn from exceptional scientists, engineers and other STEM professionals working across the DoD. The Office of the Deputy Chief Technology Officer for Science and Technology, located within the Under Secretary of Defense for Research and Engineering, awards individuals and teams within the DoD civilian workforce in the fields of Research and Development, Technology Transfer and Transition, and STEM Advocacy with the following awards:

-  **George F. Linsteadt Award For Excellence in Technology Transfer** ⓘ
-  **Laboratory Scientist of the Quarter** ⓘ
-  **SMART Scholars and Mentors of the Year** ⓘ
-  **STEM Advocate of the Quarter** ⓘ
-  **Technology Transfer Advocate of the Quarter** ⓘ

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



Congratulations to the Awardees Featured in the DoD Innovators Spotlight Series in July and August 2022!

Ms. Elizabeth “Libby” Hite, Outreach Program Manager
U.S. Navy, Portsmouth Naval Shipyard, Naval Sea Systems Command
STEM Advocate of the Quarter for the 1st Quarter in Fiscal Year 2022



Ms. Hite is recognized for her exemplary support to the DoD’s mission to inspire young Americans in STEM through her determined advocacy for STEM education and community outreach programs connected to DoD technology priorities. Because of her involvement, the efforts of the Portsmouth Naval Shipyard to develop the future STEM workforce—including her involvement in STEM-in-the-Box, SeaPerch, and the STEM Engagement trailer—are thriving, and her leadership has paved successful pathways for motivating and securing talent for the future DoD workforce. Her dedicated work with local partners throughout New England and nationwide has made a meaningful impact. Ms. Hite has gone above and beyond in her commitment to STEM outreach and advocacy on behalf of the Department.

Dr. Darin Sharar, Mechanical Engineer & Thermal Technology Team Lead
U.S. Army Combat Capabilities Development Command, Army Research Laboratory
Laboratory Scientist of the Quarter for the 1st Quarter in Fiscal Year 2022



Dr. Sharar is recognized for pioneering research which has enhanced thermal technology programs critical to the U.S. Army and the Department. His research resulted in the discovery of the use of metallic solid-state phase-change materials to exploit multifunctional solid-solid thermal energy storage materials to enable transient high payloads. Dr. Sharar’s 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 register for upcoming presentations and to learn more the DoD Innovators Spotlight Series, visit <https://dodstem.us/meet/innovators/>.

SMART Scholarship-for-Service: Accepting Applications for the 2023 Cohort Now Through December 1st 2022!

SMART

SCIENCE, MATHEMATICS,
AND RESEARCH FOR
TRANSFORMATION

PART OF THE NATIONAL
DEFENSE EDUCATION PROGRAM

The Science, Mathematics, and Research for Transformation (SMART) Scholarship-for-Service Program, fully funded by the Department of Defense, is a combined educational and workforce development opportunity for STEM students. SMART scholarships are offered to students pursuing an undergraduate, master's and doctoral degree in one of the 21 STEM disciplines at any U.S. accredited institution. See below for a list of **SMART Scholar Benefits**. To learn more about the SMART Program and how to apply, visit: <https://www.smartscholarship.org/smart>

SMART Scholar Benefits

SMART provides scholars with the tools to pursue their STEM education and begin their career in a civilian position with the DoD.

Benefits include:



Full tuition



Annual stipend between \$25,000 - \$38,000,
depending on degree level



Summer internships



Book and health allowance



Experienced mentor



Guaranteed employment at a DoD facility upon
degree completion

Learn more information about the DoD STEM Education & Workforce Development portfolio:

Visit DoD STEM at www.dodstem.us

Visit SMART Scholarship-for-Service Program at www.smartscholarship.org/smart



Be sure to follow us on social media!
@DoDSTEM + @SMART_DoD

By: Ericka L. Rojas
Office of the Under Secretary of Defense, Research and Engineering
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WHAT'S HAPPENING

Welcome to Ms. Melanie Wallace who is joining our team as a Lead Evaluator in the Planning & Accountability Directorate. She has a B.A. in Psychology and almost 20 years of federal experience, predominately in human resources management focusing on accountability, staffing, classification, and strategic recruitment. During this time, she has served at multiple federal agencies to include OPM, EPA, Department of Interior and Department of Commerce. For the last three years Melanie served as a Senior HR Specialist at the Department of Health and Human Services in the Quality Review and Enhancement branch and had the unique opportunity to contribute on special projects related to HHS' COVID Joint Coordination Task Force and Unaccompanied Children missions.

Originally from northern CA, she's driven across the U.S. twice but calls Oakland, CA home. As a proud dog mom, she enjoys going on hikes with her partner and 18-month Labradoodle pup, tackling home improvement projects and listening to random podcasts. Melanie is excited to join the DCPAS organization and is always looking for fascinating podcast recommendations!

Hail & Farewell - Security, Functional Community Manager (FCM) Action Officer (AO)

Brenda Worthington, Security FCM AO, has joined DoD OIG, Executive Secretariat. An ardent supporter of human capital or our people business since 2014, Brenda was at the forefront of competency modeling efforts, piloting DCAT for the 0080s. A true role model for FCM AOs and the entire Functional Community family. Good luck to Brenda in her new role!

Jason Taylor, is stepping into the Security FCM AO role. Jason is currently in a Joint Duty Assignment (JDA) as Director, Enterprise Credentials Program Management Office, OUSD(I&S) HCMO. He has over 25 years of Security and Intelligence experience to include a strong knowledge of learning and development. His goal is to support the Department's Intelligence and Security workforce goals and mission through professional development. Welcome Jason!

OFFICE OF PERSONNEL MANAGEMENT

Federal Employee Viewpoint Survey

Empowering employees. Inspiring change.



THANK YOU

- The 2022 Federal Employee Viewpoint Survey (FEVS) is now closed.
- We look forward sharing our results and future actions with you in the DCPAS town hall when OPM makes the results available.
- Thank you to all who participated in this very important survey. The results are used to improve our organization and make DCPAS an even better place to work.



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:

- **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



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



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**Defense Civilian Personnel Advisory Service
Planning & Accountability Directorate**

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