

# Department of Defense Human Capital Operating Plan



**Fiscal Year  
2024 - 2025**



## A Letter from the Deputy Assistant Secretary of Defense Civilian Personnel Policy (DASD/CPP)



The cover of the update to the Department’s FY 2022-2026 Human Capital Operating Plan (HCOP) reflects the civilian workforce, their contributions, partnership and support of the military and military families. This is the Department’s total workforce.

As the Deputy Assistant Secretary of Defense for Civilian Personnel Policy (DASD (CPP)) and the Department’s Chief Human Capital Officer (CHCO) representative for our civilian workforce, I am pleased to share with you the DoD’s (DoD) Fiscal Year 2024-2025 (FY24–25) action plan and metric updates to the Department’s FY 2022-2026 Human Capital Operation Plan (HCOP). DoD’s civilian workforce plays a critical role in DoD’s mission to deter war and protect the security of our nation. The well-managed, motivated and talented civilian workforce is indispensable to accomplishing DoD’s mission and goals.

The DoD FY24-25 HCOP reflects a realignment of the strategic roadmap for the numerous products, services, and human capital business solutions we provide to the DoD to manage the life cycle of our civilian workforce. Our overarching strategic human capital goals remain two-fold. First, invest in our civilian workforce by recruiting, developing, retaining, and inspiring an existing and new generation to remain in public service. Second, ensure our workforce is agile, information-advantaged, diverse, and highly skilled. Achieving these goals remains our highest priority. These goals align to both the priorities of our Secretary of Defense, and the Biden-Harris President’s Management Agenda (PMA). The updated FY24-25 HCOP also incorporates the DoD Strategic Management Plan and the Deputy Secretary of Defense’s initiative to create an enterprise-wide talent management strategy.

This HCOP is premised on three over-arching Human Capital (HC) objectives (HCO): Bolster the DoD’s Ability to Acquire and Shape a Resilient and Highly Skilled Ready Talented Workforce; Increase the DoD’s Ability to Cultivate, Manage and Retain Top Talent; and Advance the DoD’s Human Capital Management Program. The supporting strategies and initiatives under the refined HCOs will promote our far-reaching HR efforts, to include, building and strengthening DoD’s innovation workforce through the initiation of a new talent management construct, communicating the DoD-wide Diversity, Equity, Inclusion, and Accessibility (DEIA) plan, and expanding our HR data analytics to aid civilian workforce management. Incorporated into these refined HCOs are metrics to measure the objectives and outcomes regularly and critically to identify strategies not working, achieved or need adjusting to meet changing priorities.

I appreciate the continued support of the Office of the Under Secretary of Defense for Personnel and Readiness, and the participation of Civilian Personnel Policy Council members, HR professionals, Functional Communities, and managers/supervisors across DoD. Together, we will succeed in executing HCOP strategies, as well as a full range of civilian HC efforts above and beyond the HCOP, to enhance HR’s role in fulfilling DoD’s mission.

Sincerely,

A handwritten signature in black ink, appearing to read "Nancy Anderson Speight".

Nancy Anderson Speight  
Deputy Assistant Secretary of Defense  
for Civilian Personnel Policy

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## Overview

### Background and Purpose

The Department of Defense's (DoD) Fiscal Year (FY) 2022-2026 Human Capital Operating Plan (HCOP) was developed with a focus on meeting the Nation's unprecedented challenges and an evolving global posture. At the time of its initial release, the HCOP outlined initiatives and actions to be accomplished during FY22-23.

Building upon successes and lessons learned during FY22-23, including feedback from the Office of Personnel Management (OPM), and engagement with the DoD Functional Communities (FC) and senior HR leadership, the DoD evolved its human capital planning to address continuing challenges and focus on strategic priorities set by the Secretary of Defense and the Deputy Secretary's Innovation Workforce initiative. This updated HCOP incorporates the goals and objectives of the DoD's Annual Performance Plan (APP) for Fiscal Year 2024 as reflected in the Strategic Management Plan (SMP) at Priority 4, *Taking Care of Our People and Cultivate the Workforce We Need*. The DoD also elevated the governance and focus on Functional Communities to improve strategic and workforce planning and to coordinate best practices, increase attention on marketing DoD civilian careers, and continue efforts to develop innovative methods to attract and retain a highly qualified workforce. Notably, the DoD established the position of the Chief Talent Management Officer (CTMO) within the Office of the Under Secretary of Defense (Personnel and Readiness) to conduct a comprehensive review of talent management efforts across the DoD and lead the development and execution of a DoD-wide talent acquisition and management strategy.

These initiatives have led the DoD to revise elements of its human capital approach, conceptualize a framework to analyze and incorporate a labor market approach to achieve the following goals:

- Focus on labor market processes and technologies to provide the job seeker a better experience through the recruitment process while decreasing the time to hire.
- Empower the FCs, in coordination with the DoD Components, to drive and execute (1) "supply-side" human capital steps (identify talent pools, engage partners, mitigate barriers), and (2) "demand-side" human capital steps (develop talent, code, and integrate work roles, upskill/reskill the workforce), and to create talent pipelines within their communities.
- Solve human capital challenges in an increasingly competitive market through the design and implementation of enterprise strategies to engage and attract future talent, increase applicant pools, decrease time to hire, enhance upskilling, reskilling, and permeability solutions, and modernize talent management processes and technology.

As a result, the DoD refined its Human Capital Objectives (HCOs) included in the FY22-26 HCOP—Manage People, Cultivate a Culture of Engagement and Inclusion, and Advance Human Resources—to reflect updated DoD priorities while building upon successful accomplishments and insights from DoD’s FY22-23 HCOP efforts. The revised HCOs are:

- HCO 1: Bolster the DoD’s Ability to Acquire and Shape a Resilient and Highly Skilled Ready Talented Workforce. HCO 1 illustrates the DoD’s focus on the supply side of the labor market, **our job seekers**. Strategies in this objective center on external partnerships, the ability to recruit, mitigate barriers to hiring, and transform the way the DoD acquires top talent. Strategies under this objective include:
  - 1.1: Increase External Opportunities
  - 1.2: Transform How the DoD Acquires Talent
- HCO 2: Increase the DoD’s Ability to Cultivate, Manage and Retain Top Talent. HCO 2 highlights the DoD’s commitment to **our people**. This objective focuses on the demand side of our workforce needs and on developing talent through critical skills and work roles, credentialing our HC technical areas, improving opportunities, ensuring our workforce is resilient, and retaining highly skilled employees. Strategies under this objective include:
  - 2.1: Cultivate and Build Workforce Expertise
  - 2.2: Improve Capacity-Building Opportunities for Employees
  - 2.3: Promote and Facilitate a Retention Culture
- HCO 3: Advance the DoD’s Human Capital Management (HCM) Program. HCO 3 advances the DoD’s innovation efforts and its need to strengthen the HCM lifecycle through cloud adoption, integrated talent management, expansion of HR analytics and tools and modernization of DoD’s Human Capital Framework (HCF) Accountability Program. DoD will continue to develop evaluation tools to strengthen alignment and clearly illustrate relationships between measures, metrics, and strategies. Strategies currently under this objective include:
  - 3.1: Implement Integrated End-To-End HR Processes Supported by Technology
  - 3.2: Modernize Human Capital Processes and Practices

## DoD HCOP Alignment to Strategic Guidance and Documents

The HCOP complies with four key Federal documents: the Government Performance and Results Modernization Act of 2010 (GPRA-MA); Office of Management and Budget (OMB) Circular No. A-11 Section 230 on Agency Strategic Planning; Code of Federal Regulations (C.F.R), Part 250 Subpart B – Strategic Human Capital Management; and the Chief Human Capital Officers Act of 2002.

## Significance of Title 5, C.F.R., Part 250, Subpart B – Strategic Human Capital Management

Title 5, C.F.R., Part 250, Subpart B – Strategic Human Capital Management requires federal agency human capital strategies to align with the Federal Workforce Priorities Report (FWPR). The FWPR is released on a quadrennial timeline and communicates key government-wide HC priorities intended to inform federal agency strategy and HC planning. The DoD’s HCOP initiatives span all FWPR priorities, however, as part of its FY24-25 HCOP initiatives, DoD will primarily focus on FWPR Priority Two, “Recruitment, Succession Planning, and Knowledge Transfer”, and Priority Five, “Enhancing Customer Experience”.

Title 5, C.F.R., Part 250, Subpart B – Strategic Human Capital Management also describes the OPM Human Capital Framework (HCF). The framework consists of four systems: Strategic Planning and Alignment, Talent Management, Performance Culture, and the Evaluation System.

The below chart provides the alignment of each FY24-25 HCOP strategy to HCF Systems.

Strategic Alignment to the Human Capital Framework		Human Capital Framework																			
		Strategic Planning and Alignment System						Talent Management System						Performance Culture System						Evaluation System	
		Focus Area						Focus Area						Focus Area						Focus Area	
		Agency Strategic Planning	Annual Performance Planning	Strategic HC Planning	HC Best Practices and Knowledge Sharing	HR as a Strategic Partner	Organizational Development	Change Management	Workforce Planning	Recruitment and Outreach	Employee Development	Leadership Development	Retention	Knowledge Management	Continuous Learning	Diversity and Inclusion	Performance Management	Engaged Employees	Labor/Management Relations	Work-Life	Business Analytics
1.1	Increase External Opportunities	●	●	●		●		●						●						●	●
1.2	Transform How the DoD Acquires Talent	●	●	●		●		●	●											●	●
2.1	Cultivate and Build Workforce Expertise	●	●	●			●		●		●	●		●		●				●	●
2.2	Improve Capacity-Building Opportunities for Employees	●	●	●					●		●			●			●				●
2.3	Promote and Facilitate a Retention Culture	●	●	●		●			●	●	●	●			●	●	●	●			●
3.1	Implement Integrated End-To-End HR Processes Supported by Technology	●		●		●		●												●	●
3.2	Modernize Human Capital Processes and Practices	●		●		●		●	●			●	●	●						●	●

## DoD National Defense Strategy and Strategic Management Plan

The DoD released its National Defense Strategy in 2022 where it emphasized the importance of building enduring advantages and committed to making investments that would ensure the DoD maintained a lethal, resilient, sustainable, survivable, agile, and responsive Joint Force.



The DoD also recently updated its FY22-26 Strategic Management Plan (SMP). As noted, this HCOP primarily supports efforts identified in Strategic Priority 4 of the SMP – *Take Care of Our People and Cultivate the Workforce We Need*. This focus additionally incorporates DoD Agency Performance Plan targets and goals to address HC priorities.

The below table outlines the overall alignment of HCOP strategies to these key strategic DoD documents.

Strategic Alignment		
<b>NDS Human Capital Goal</b>	Building Enduring Advantages: Cultivate the Workforce We Need: People execute the strategy. To recruit and retain the most talented Americans, we must change our institutional culture and reform how we do business. The Department will attract, train and promote a workforce with the skills and abilities we need to creatively solve national security challenges in a complex global environment.	
<b>SMP Priorities</b>	SP 1: Transform the Foundation of the Future Force SP 2: Make the Right Technology Investments SP 3: Strengthen Resiliency and Adaptability of Our Defense Ecosystem SP 4: Take Care of Our People and Cultivate the Workforce We need SP 5: Address Institutional Management Priorities	
<b>Human Capital Objectives</b>	<b>HCOP Strategies</b>	<b>Proposed Outcomes</b>
<b>Bolster the DoD's Ability to Acquire and Shape a Resilient and Highly Skilled Ready Talented Workforce</b>	1.1: Increase External Opportunities 1.2: Transform How the DoD Acquires Talent	<ul style="list-style-type: none"> <li>• Expanded opportunities to external job seekers</li> <li>• DoD Branded as recognized employer of choice</li> <li>• Improved Quality of hires</li> <li>• Transformed HR Process timeliness</li> <li>• Modernized HC Workforce Planning Tools</li> </ul>
<b>Increase the DoD's Ability to Cultivate, Manage and Retain Top Talent</b>	2.1: Cultivate and Build Workforce Expertise 2.2: Improve Capacity-Building Opportunities for Employees 2.3: Promote and Facilitate a Retention Culture	<ul style="list-style-type: none"> <li>• Improved individual and organizational performance</li> <li>• Motivated and engaged workforce</li> <li>• Expanded opportunities to internal job seekers</li> <li>• Promotion of employee engagement</li> <li>• Highly skilled and digitally fluent workforce</li> <li>• Retention of high performers within DoD</li> </ul>
<b>Advance the DoD's Human Capital Management Program</b>	3.1: Implement Integrated End-to-End HR Processes Supported by Technology 3.2: Modernize Human Capital Processes and Practices	<ul style="list-style-type: none"> <li>• Data-driven and transparent decision making</li> <li>• Modern, effective, efficient, value, and business focused HR Management</li> <li>• Improved Human Capital Management Program</li> <li>• Culture of continuous improvement</li> </ul>



DoD civilians are a resilient and flexible segment of the DoD's total force. Their contribution to defending the nation, taking care of people, and succeeding through teamwork is unmatched. The DoD continuously competes for technical and innovative talent with strategic HCM and FC management support. The critical skills and competencies of the civilian workforce are a force-multiplier and are vital to achieving mission success at home and abroad. Our civilian workforce fulfills their call to serve our nation across hundreds of occupational fields in multiple organizational settings and geographic locations. The DoD recruits and retains highly qualified and technically savvy people from all demographics, reflective of the United States (U.S.) population. This effort maintains the DoD's military advantage and the U.S. competitive edge in a digitally driven global security environment.

HCO 1 focuses on identifying talent pools and engaging partners and on how to advance highly qualified candidates to the point of hire. The strategies in this objective center on increasing opportunities for external candidates and transforming how DoD informs, inspires, attracts, recruits, and hires talent.

**The strategies established under this objective are:**

Strategy 1.1: Increase External Opportunities

Strategy 1.2: Transform How the Department Acquires Talent



## **Why This Matters**

*To remain the strongest force in the world, we must recruit and retain first-rate talent that reflects our Nation's diversity. Having leaders, FC Managers (FCMs), supervisors, and HR practitioners jointly engaged in the talent management lifecycle is essential to meeting our strategic imperatives. The DoD must be positioned to effectively acquire top talent across the DoD's full range of occupations and career levels.*

## **How We'll Get There**

*The DoD's Functional Communities, in concert with mission owners and HR practitioners, will engage directly with key stakeholders in workforce planning, recruitment and outreach. This is critical to accessing top talent, fostering diversity and innovation, aligning skills with business needs, and enhancing DoD's overall employer brand.*

*The DoD will establish and build long-term strategic partnerships with educational institutions and third parties to influence a talent pipeline beyond our immediate recruitment needs. Ongoing collaboration, mentorship programs, apprenticeship and internship programs, and alumni networks will provide continued access to talent and promote DoD's reputation as an employer of choice. A pilot Defense Civilian Training Corps (DCTC) effort, modeling the Reserve Officer Training Corps program, will play a part in leading the advancement of our strategic recruitment strategy.*

*DoD will institute a balanced approach to grow our internal talent. An innovative Financial Management FC enterprise recruitment strategy will seek to redefine how to identify and grow its talent. DoD efforts to conduct early-stage pilots with FCs will inform strategies to implement proven approaches at scale and help inform solutions to systemic challenges.*

*The DoD will also build robust workforce planning tools (WFP) tools and thoughtful end-to-end processes to efficiently and effectively project, identify, and onboard quality talent.*

## Strategy 1.1: Increase External Opportunities

Both the civilian and military workforces are at the core of DoD's vision. The Department is required to build and sustain a resilient Joint Force and defense ecosystem. Managing the exceptional people hired and retained as a part of the DoD civilian workforce is among the highest priorities. Enabling these diverse and talented people to perform with a wide range of skills and capabilities in an inclusive environment and to cultivate their highest potential is the winning combination.

Strategy 1.1 highlights efforts to increase external recruitment and the candidate experience through improving functional management capabilities, and broadening overall opportunities through increased DEIA practices.

### Initiative 1.1.1 Expand Defense Civilian Training Corps Pilot

The Defense Civilian Training Corps (DCTC) strengthens the DoD civilian talent pipeline by providing a comprehensive Reserve Officers' Training Corps-like framework and scholarship-for-service program for students pursuing undergraduate degrees and aspiring to public service. DCTC scholar development includes DCTC courses with targeted education on the DoD mission, the defense acquisition ecosystem, digital literacy, ethics, and leadership. DCTC provides immersive learning experiences, which include mentoring, internships and working as teams to innovate and solve real-life DoD challenges. Through collaborating with academia and initiatives like DCTC, the DoD is engaging on the supply-side of the labor market, going as far upstream in the market as possible to foster the talent it needs.



The Under Secretary of Defense for Acquisition and Sustainment launched inaugural DCTC pilots in August 2023 with a total of 90 scholars at four universities [North Carolina Agricultural and Technical State University (a Historically Black College/University), Purdue University, the University of Arizona (a Minority Serving Institute), and Virginia Tech]. These universities, which are affiliated with the Acquisition Innovation Research Center, support innovation in defense acquisition. [\[https://dctc.mil\]](https://dctc.mil)

**Table 1.1.1**

Human Capital Objective 1: Bolster the DoD's Ability to Acquire and Shape a Resilient and Highly Skilled Ready Talented Workforce									
Strategy 1.1 - Increase External Opportunities									
Initiative 1.1.1 - Expand Defense Civilian Training Corps Pilot									
Milestone	OPR	FY24				FY25			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1.1.1.1 Pilot 0 evaluation and improvements	OUSD (A&S)	●	●						
1.1.1.2 Pilot 1 with continuous design improvements	OUSD (A&S)				●	●	●	●	●
1.1.1.3 Full implementation plan to Congress	OUSD (A&S)					●	●		

**Initiative 1.1.2 Expand Employment Opportunities and Resources for Military Spouses**

Executive Order (E.O.) 14100, *Advancing Economic Security for Military and Veteran Spouses, Military Caregivers and Survivors*, issued June 9, 2023, recognizes the importance of military family economic well-being to the all-volunteer workforce and directs Federal agencies to advance economic opportunities for military spouses. E.O. 14100 reiterates that as the Nation's largest employer, DoD recognizes that military spouses are an



underserved community. As such, the goal of the OPM-led interagency working group is to issue a government-wide Military Connected Plan to identify strategies to eliminate barriers to recruiting, retaining, and hiring military-connected families as well as market the talent, experience and diversity of this population while increasing transparency and accountability.

This initiative includes training on special authorities for the hiring of military spouses, reinforcing existing telework and remote work flexibility options, and encouraging agencies to collaborate for placement opportunities in another federal agency to retain the talent. This initiative captures efforts to assess HR practices, further implement and support the government wide Military Connected Plan, enhance demographic data collection and reporting, and complete annual reporting requirements.

**Table 1.1.2**

Human Capital Objective 1: Bolster the DoD's Ability to Acquire and Shape a Resilient and Highly Skilled Ready Talented Workforce										
Strategy 1.1 - Increase External Opportunities										
Initiative 1.1.2 - Expand Employment Opportunities and Resources for Military Spouses										
Milestone		OPR	FY24				FY25			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1.1.2.1	Provide training on pathways to employment, how to apply for jobs, and website resources to include applicable hiring authority fact sheets for military spouses and stakeholders	DCPAS & Components								
1.1.2.2	Develop the training for military spouse employment pathways	DCPAS & Components								
1.1.2.3	Provide training	DCPAS & Components								

**Initiative 1.1.3 Prioritize Job Seeker Perspectives and Experiences to Attract Talent**

This initiative furthers the work to promote DoD as an employer of choice by recalibrating activities to incorporate talent pool perspectives and optimize candidate experience. This aligns with the DoD focus on creating a labor market concept to modernize talent acquisition, with a focus on the job seeker. Efforts will also increase the diversity and quality of the candidate pools for critical positions from entry level to senior level across the DoD.

**Table 1.1.3**

Human Capital Objective 1: Bolster the DoD's Ability to Acquire and Shape a Resilient and Highly Skilled Ready Talented Workforce										
Strategy 1.1 - Increase External Opportunities										
Initiative 1.1.3 - Prioritize Job Seeker Perspectives and Experiences to Attract Talent										
Milestone		OPR	FY24				FY25			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1.1.3.1	Develop Strategic Civilian Recruitment Marketing and Branding Plan to guide activities to increase awareness of DoD Civilian employment opportunities	DCPAS & Components								
1.1.3.2	Develop, implement, and assess recruitment marketing campaign to promote Civilian cyber/artificial intelligence career opportunities with DoD	DCPAS & Components								
1.1.3.3	Develop, implement, and assess recruitment marketing campaign to promote Civilian STEM career opportunities with DoD	DCPAS & Components								
1.1.3.4	Develop, implement, and assess recruitment marketing campaign for DoD Civilian Careers	DCPAS & Components								
1.1.3.5	Develop, implement and assess recruitment marketing campaign for DoD Total Force Careers	DCPAS & Components								
1.1.3.6	Maintain central promotion of DoD Civilian scholarships, internships, apprenticeships and other employment entry opportunities (annual refresh each Q1)	DCPAS & Components								

## Initiative 1.1.4 Improve Direct Hire Authority and Quality of Hires



As DoD competes for talent, it is critical to continue to improve access to candidates as well as the assessment of candidate quality by better matching highly skilled talent to positions, thereby reducing hiring costs and attrition. A continuous review of hiring authorities based on mission needs and governance considerations will support hiring approaches to address key challenges. Effective assessment tools optimize the hiring process by improving reviews

of applicant qualifications, resulting in high quality candidates.

E.O. 13932, *Modernizing and Reforming the Assessment and Hiring of Federal Job Candidates*, issued June 26, 2020, requires Federal agencies to develop or identify assessment practices that do not solely rely on candidate self-assessments and educational attainment to determine their qualifications for competitive service positions. This initiative focuses on both the timeliness and the quality of the candidate pools for DoD positions by working across Components and FCs to develop and implement assessment tools to support a DoD Enterprise approach.

**Table 1.1.4**

Human Capital Objective 1: Bolster the DoD's Ability to Acquire and Shape a Resilient and Highly Skilled Ready Talented Workforce										
Strategy 1.1 - Increase External Opportunities										
Initiative 1.1.4 - Improve Direct Hire Authority and Quality of Hires										
Milestone	OPR	FY24				FY25				
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
1.1.4.1	Influence legislative reform to streamline existing authorities and establish new hiring authorities as needed	CPP, DCPAS & Components	Progress bar from Q1 FY24 to Q4 FY25							
1.1.4.2	Review, Configure, Test, and Administer, via USA Hire, the Project/Program Management and Federal Supervisory Premium Assessments that measures core competencies for occupations that involve these skills	CPP, DCPAS & Components			●					
1.1.4.3	Develop, Configure, Test and Administer, via USA Hire, three new custom high quality assessments (GS-1550, GS-1560, GS-0802) to support the DoD selection process	CPP, DCPAS & Components							●	
1.1.4.4	Evaluate the effectiveness of innovative custom assessment tools such as electronic portfolios to better assess candidates' technical skills; submit final report to Congress	CPP, DCPAS & Components	Progress bar from Q1 FY24 to Q2 FY25							

## Initiative 1.1.5 Implement DoD Financial Management (FM) Enterprise Recruitment Pilot

Incorporating the enterprise approach in Initiative 1.1.4, DoD will continue to grow and promote from its current workforce. This initiative seeks to develop initiatives to encourage the DoD FM communities across the Components to identify and manage candidates through a collaborative outreach strategy that highlights the breadth of FM opportunities at DoD.

This initiative will test three concepts:

1. Enterprise Narrative: Create a cohesive “DoD FM” branding and market strategy that focuses on the FM breadth of opportunities across the DoD throughout a career.
2. High-Touch Talent Cultivation: Develop a model of continuous engagement with high caliber candidates (like industry) to educate and assist them throughout the hiring process.
3. Pooled Talent Management: Share candidates among DoD components and across positions, ensuring DoD is best positioned to successfully capture exceptional talent to fill priority vacancies.

**Table 1.1.5**

Human Capital Objective 1: Bolster the DoD's Ability to Acquire and Shape a Resilient and Highly Skilled Ready Talented Workforce										
Strategy 1.1 - Increase External Opportunities										
Initiative 1.1.5 - Implement DoD Financial Management (FM) Enterprise Recruitment Pilot										
Milestone	OPR	FY24				FY25				
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
1.1.5.1	Design Talent Candidate Development Program	OSD(C), FM Component FCMs	●							
1.1.5.2	Concept Approval for Talent Candidate Development Program	OSD(C), FM Component FCMs	●							
1.1.5.3	Prepare for Initial Operating Capability (IOC)	OSD(C), FM Component FCMs	○●							
1.1.5.4	Conduct IOC with a segment of larger FM populations (Army, DAF, DoN, DFAS, DCAA)	OSD(C), FM Component FCMs		○	—————	●				
1.1.5.5	Expand to a larger population (TBD)	OSD(C), FM Component FCMs					○	—————	●	
1.1.5.6	Expand enterprise-wide	OSD(C), FM Component FCMs							○	—————>
1.1.5.7	Refine processes on an annual basis	OSD(C), FM Component FCMs					●		●	●



## Strategy 1.2: Transform How the Department Acquires Talent

DoD must continue to focus on transforming processes to ensure it remains competitive for acquiring talent. Changes in the market labor force increases the need to be more technical, flexible, and innovative. This strategy focuses on critical processes that affect the core of how the DoD hires.

### Initiative 1.2.1 Improve Hiring Timelines for New Civilian Hires from Contact to Contract

DoD is in fierce competition for acquiring top talent and employing job candidates in a timely manner is a vital component of the DoD's competitiveness. The Deputy Secretary of Defense and the Under Secretary of Defense for Personnel and Readiness (OUSD(P&R)) have identified reforming current civilian hiring practices to shorten the average timelines to hire new DoD employees as a DoD top priority. In response, DoD is developing and implementing a 30-day Contact to Contract (C2C) hiring timeline for DoD civilian employees. This OUSD (P&R)-led initiative will target the time from first contact with an applicant (notice of referral) through the time the applicant enters a contract for employment with the DoD (firm job offer) and will look to build efficiencies into the hiring process.

**Table 1.2.1**

Human Capital Objective 1: Bolster the DoD's Ability to Acquire and Shape a Resilient and Highly Skilled Ready Talented Workforce									
Strategy 1.2 - Transform How the DoD Acquires Talent									
Initiative 1.2.1 - Improve Hiring Timelines for New Civilian Hires from Contact to Contract									
Milestone	OPR	FY24				FY25			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1.2.1.1	Pilot: Drug Test Results Extension to streamline time spent within the C2C bracket	DCPAS & Components							
1.2.1.2	Pilot: Physical Test Results Extension to streamline time spent within the C2C bracket	DCPAS & Components							
1.2.1.3	Pilot: Strategic Recruitment Planning activities prior to the actionable request for personnel action to streamline time spent within the C2C bracket	DCPAS & Components							
1.2.1.4	Analyze best practices from pilots to inform enterprise-wide implementation	DCPAS & Components							
1.2.1.5	Implement C2C procedures	DCPAS & Components							

### Initiative 1.2.2 Transform Personnel Vetting (Trusted Workforce 2.0)

Trusted Workforce 2.0 (TW 2.0) is the whole-of-government approach to reform the personnel security process and establish a single vetting system for the U.S. Government. The National Background Investigation Services (NBIS) is the backbone of TW 2.0, serving as the secure Information Technology (IT) system to coordinate and connect the systems, interfaces, and databases that support continuous vetting. This initiative covers the necessary review and

revision of processes, automation, and training related to personnel vetting to foster an inclusive workforce, hire new employees faster, facilitate movement across agencies, reinstate individuals quickly, and identify near real time risk.

**Table 1.2.2**

Human Capital Objective 1: Bolster the DoD's Ability to Acquire and Shape a Resilient and Highly Skilled Ready Talented Workforce										
Strategy 1.2 - Transform How the DoD Acquires Talent										
Initiative 1.2.2 - Transform Personnel Vetting (Trusted Workforce 2.0)										
Milestone	OPR	FY24				FY25				
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
1.2.2.1	Initiation: Pre-Screening & Initial Vetting	I&S, P&R, DCSA, DCPAS		○	—————	●				
1.2.2.2	Investigation: 5-3 Tiers & Information Exchange	I&S, P&R, DCSA, DCPAS	○	—————	●					
1.2.2.3	Adjudication: Suitability & Trust Determinations	I&S, P&R, DCSA, DCPAS		○	—————	—————	—————	—————	—————	—————
1.2.2.4	Continuous Vetting: Non-Sensitive Public Trust & Low-Risk Positions	I&S, P&R, DCSA, DCPAS			○	—————	—————	—————	—————	—————
1.2.2.5	TW 2.0 Compliance: Self-reporting, Vetting Assessments	I&S, P&R, DCSA, DCPAS					○	—————	—————	—————
1.2.2.6	Submit requirements for system interfaces, security access roles, and case management capabilities within NBIS	I&S, P&R, DCSA, DMDC, DCPAS	○	—————	—————	—————	—————	—————	●	
1.2.2.7	Implement requirements in NBIS	I&S, DCSA, DMDC			○	—————	—————	—————	—————	—————
1.2.2.8	Integrate Personnel Vetting Engagement Guidelines	I&S, P&R, DCSA, DMDC, DCPAS	○	—————	—————	●				
1.2.2.9	Environmental scan of training impacts based on the updated Federal Investigative Training Standards and approved DoD recommendations for TW 2.0	I&S, P&R, DCSA, DCPAS	○	—————	—————	●				
1.2.2.10	Update and implement training for DoD Trusted Workforce 2.0	I&S, P&R, DCPAS & Components						○	—————	—————
1.2.2.11	Implement Performance Management Framework	I&S, P&R, DCSA, DMDC, DCPAS	○	—————	—————	●				

**Initiative 1.2.3 Develop and Update Critical Strategic Workforce Planning Tools**

Strategic Workforce Planning (WFP) is the cornerstone for understanding the DoD’s current and future workforce and is critical in the ability to make key decisions in HC. An efficient WFP capability requires a highly effective forecasting model and needs accurate and standardized HC data elements, metrics, and formulas. Senior leaders across the enterprise require the technology to complete future forecasting, as well as to perform based on a common understanding and an ability to interpret leading and lagging indicators in today’s competitive market. These milestones will drive key performance indicators across the DoD for workforce

**Table 1.2.3**

Human Capital Objective 1: Bolster the DoD's Ability to Acquire and Shape a Resilient and Highly Skilled Ready Talented Workforce										
Strategy 1.2 - Transform How the DoD Acquires Talent										
Initiative 1.2.3 - Develop and Update Critical Strategic Workforce Planning Tools										
Milestone	OPR	FY24				FY25				
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
1.2.3.1	Conduct market research for a DoD Workforce Gap Analysis Tool	DCPAS	●	●	●					
1.2.3.2	Update the "Health Assessment" Model for delivery to Components and Functional Communities	DCPAS	●	●	●	●				
1.2.3.3	Update Mission Critical Occupation (MCO) Guide and worksheet for delivery to the Components and Functional Communities	DCPAS		●	●	●				
1.2.3.4	Update MCO/Multifactor Model	DCPAS	●	●	●	●				



**Initiative 1.2.4 Initiate Pilots for Data, Analytics, and Artificial Intelligence Talent Acquisition**

Digital Talent Management is a strategic priority for the DoD as well as a stated goal in several National Defense Authorization Acts (NDAAs). DoD must ensure it can attract, recruit, and retain digital talent. The Chief Data and Artificial Intelligence (AI) Officer (CDAO), as the FCM for the Data, Analytics, and Artificial Intelligence (DA&AI) workforce, is changing the paradigm for how DoD identifies, attracts, cultivates, develops, promotes, and retains digital expertise.

DoD is establishing a globally identified and coordinated group of digital experts to evaluate, guide, prototype, and support digital, data and AI solutions on behalf of the DoD. The DA&AI FC pilot, in partnership with the OUSD(P&R), will test new solutions to persistent recruitment challenges affecting the entire DoD, focusing on evaluating and testing DoD’s value proposition as a top employer of digital talent.

To scale best practices and lessons learned in digital talent acquisition, the DA&AI FC will expand this pilot by working closely with the Components who are ready to establish an organic digital workforce equipped to execute on data, analytics, machine-learning, and AI for billets identified for recruitment in this area.

**Table 1.2.4**

Human Capital Objective 1: Bolster the DoD’s Ability to Acquire and Shape a Resilient and Highly Skilled Ready Talented Workforce										
Strategy 1.2 - Transform How the DoD Acquires Talent										
Initiative 1.2.4 - Initiate Pilots for Data, Analytics, and Artificial Intelligence Talent Acquisition										
Milestone	OPR	FY24				FY25				
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
1.2.4.1	Design talent acquisition pilot program	Data, Analytics, and AI Functional Community	●							
1.2.4.2	Concept vetting and approval for talent acquisition pilot	Data, Analytics, and AI Functional Community	●							
1.2.4.3	Prepare for initial operating capability (pilot implementation)	Data, Analytics, and AI Functional Community		●						
1.2.4.4	Conduct initial pilot and analyze findings	Data, Analytics, and AI Functional Community		○	—————	●				
1.2.4.5	Share best practices enterprise-wide	Data, Analytics, and AI Functional Community	○	—————	—————	—————	—————	—————	—————	—————
1.2.4.6	Refine processes on an annual basis	Data, Analytics, and AI Functional Community				○	—————	—————	—————	—————



## Initiative 1.2.5 Implement the Civilian Workforce Incentives Fund

The intent of the Civilian Workforce Incentive Fund (CWIF) is to strategically enhance the DoD's ability to attract individuals and retain employees with particular or superior qualifications and/or abilities that will enhance the DoD's competitive advantage. The CWIF is funded at \$20 million (\$10 million for student loan repayment and the remaining for recruitment, retention, and relocation) in Fiscal Year 2024 with the funding to continue through Fiscal Year 2028.

**Table 1.2.5**

Human Capital Objective 1: Bolster the DoD's Ability to Acquire and Shape a Resilient and Highly Skilled Ready Talented Workforce										
Strategy 1.2 - Transform How the DoD Acquires Talent										
Initiative 1.2.5 - Implement the Civilian Workforce Incentives Fund										
Milestone		OPR	FY24				FY25			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1.2.5.1	Identify Strategic Application of Funds	CPP, DCPAS, Components / DAFAs/Functional Communities	●							
1.2.5.2	Distribute Funds	CPP, DCPAS, Components/DAFAs	●●			●				●
1.2.5.3	Analyze Impact on Targeted Occupations	CPP, DCPAS, Components / DAFAs/Functional Communities			●●	●			●●	●●
1.2.5.4	Increase CWIF Efficiencies for Maximum Impact in Meeting DoD's Evolving Talent Management Strategies	CPP, DCPAS, Components / DAFAs/Functional Communities				●●	●			●●





# HCO 2: Increase the DoD's Ability to Cultivate, Manage and Retain Top Talent

HCO 2 focuses on our workforce, which includes the demand side of the labor market concept (e.g., develop talent, code, and integrate work roles, upskill, and reskill the workforce), as well as focusing on workforce performance and culture. This objective will strengthen leadership engagement and commitment to assist the Office of the Secretary of Defense (OSD)-level FCMs in identifying and communicating workforce needs. The DoD will position the FCs to drive the demand signal for DoD's required occupations, skill sets and service types (Military, Civilian and Contractors). OUSD(P&R) will partner with the Services and FCs to implement talent management strategies and change management practices

## **The strategies established under this objective are:**

- Strategy 2.1: Cultivate and Build Workforce Expertise
- Strategy 2.2: Improve Capacity-Building Opportunities for Employees
- Strategy 2.3: Promote and Facilitate a Retention Culture



## Why This Matters

*The DoD must innovate and modernize to operate more efficiently and effectively in a complex operating environment. A resilient civilian workforce that is highly engaged and well prepared is paramount to the readiness required to meet the mission in a changing technological and global landscape. Ensuring the alignment of performance management and recognition is vital to managing employee retention in a highly competitive environment and a key ingredient of strategic human capital planning.*

*Utilizing training, education, and professional development as a key enabler of performance is also important in the DoD's ability to maximize the performance capabilities of the civilian workforce as a force multiplier. An inclusive, accessible climate welcomes innovation and collaboration. A recent addition to the OPM Federal Employee Viewpoint Survey (FEVS) is the DEIA Index. This index is specifically designed to align with Executive Order (E.O.) 14035, Diversity, Equity, Inclusion and Accessibility in the Federal Workforce, and features four components: Diversity, Equity, Inclusion and Accessibility.*

## How We'll Get There

*DoD will take on several strategies and initiatives to preserve our competitive advantage to retain an agile workforce to meet the DoD's diverse and evolving missions. These efforts will help drive leadership accountability for a highly skilled workforce and to provide continuous development opportunities for the civilian workforce. Functional communities will be developed to support this initiative.*

*DoD will provide technical training including credentialing programs for specific job series to increase skill sets that will make DoD more attractive in the job market and will provide longevity in the workforce. Efforts to improve and increase employee skills with a focus on training to upskill and reskill managers, supervisors, and employees will also support these strategies. The DoD FEVS DEIA results will serve as a baseline to assess climate change.*

## Strategy 2.1: Cultivate and Build Workforce Expertise

DoD maintains mission readiness by ensuring the right people with the right skills are in the right place at the right time, thus ensuring optimal readiness and mission performance. DoD is committed to partnering with key stakeholders and the DoD FCs to support and facilitate decision-making and implement Strategic Human Capital Planning (SHCP) through the design, development, and establishment of policies, programs, and procedures that support our civilian HR workforce. DoD’s vision is to leverage technology and data to improve its processes and develop new programs that forward progress within the DoD. DoD will engage with various FC subject matter experts to assist with facilitating and supporting the DoD’s strategic goals and objectives. One goal is to prioritize talent management for approximately 24,000 HR practitioners by focusing on training to upskill and reskill; validating HR technical competency models and DoD HR training; implementing experiential and developmental programs and initiatives; and promoting a culture of professional development.

### Initiative 2.1.1 Establish a Workforce Identification Process for Emerging and Cross-Cutting Skills

The DoD must identify, recruit, develop, and retain a high-quality Total Force that aligns with the changing and dynamic national security landscape. The Cyber Functional Community’s Defense Cyber Workforce Framework demonstrates proof in concept and successful practice to identify both new and emerging skills through the establishment of a work role identifier while complementing the existing occupational series classification system. Furtherance of this concept to other FCs (starting with Financial Management and Intelligence) allows the DoD to improve its HCM capabilities and sustain competitive advantage. These pilots also offer opportunities to measure the success of the framework and allows the FCs to adjust practices as appropriate to achieve success.

**Table 2.1.1**

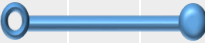

Human Capital Objective 2: Increase the DoD's Ability to Cultivate, Manage and Retain Top Talent									
Strategy 2.1 - Cultivate and Build Workforce Expertise									
Initiative 2.1.1 - Establish a Workforce Identification Process for Emerging and Cross-Cutting Skills									
Milestone	OPR	FY24				FY25			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
2.1.1.1 Create work roles for Financial Management Functional Community (FMFC)	CTMO, CIO, DCPAS, FMFC	●	●						
2.1.1.2 Code work roles for FMFC military and civilian workforce in personnel and manpower systems	FMFC, Component FMFCs			●	●				
2.1.1.3 Create work roles for Intelligence Functional Community (IFC)	CTMO, CIO, DCPAS, IFC			●	●				
2.1.1.4 Code work roles for IFC military and civilian workforce in personnel and manpower systems	IFC, Component IFCs					●	●		
2.1.1.5 Code recognized cyberspace civilian and military personnel in personnel and manpower systems	Cyber FC, DCPAS, Component Cyber FCs	●	●	●	●	●	●	●	●



## Initiative 2.1.2 Establish a Human Resources Functional Community Strategy

This HRFC workforce strategy comprises the civilian HR workforce and outlines goals, objectives, and initiatives to elevate and prioritize HR talent across the DoD. The strategy ties to strategic documents impacting the entire DoD workforce such as the President’s Management Agenda, the National Defense Strategy, and other priority initiatives identified in the DoD SMP.

**Table 2.1.2**

Human Capital Objective 2: Increase the DoD's Ability to Cultivate, Manage and Retain Top Talent										
Strategy 2.1 - Cultivate and Build Workforce Expertise										
Initiative 2.1.2 - Establish a Human Resources Functional Community Strategy										
Milestone	OPR	FY24				FY25				
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
2.1.2.1	Develop a strategy that specifies HRFC strategic goals, objectives, and initiatives to prioritize and elevate talent based on workforce needs assessments	DCPAS, CoP Leaders, and HRFC								
2.1.2.2	Solicit leadership approval of strategy and communicate strategy to key stakeholders for awareness, advocacy and adoption	DCPAS, CoP Leaders, and HRFC								



### Initiative 2.1.3 Implement DoD 8140 Cyber Workforce Qualification Program

DoD will continue implementing its new DoD 8140 Cyber Workforce Qualification Program. This program is a comprehensive approach for cyber workforce talent management. The program establishes Enterprise baseline standards for qualifications that directly support operational needs and workforce readiness while allowing for flexibility in Component implementation and workforce management.

The tenets of the DoD 8140 Cyber Workforce Qualification Program include the following:

- **Role-Based Progression:** Qualifications are outlined based on DoD Cyber Workforce Framework work roles, according to three levels of proficiency, to enable career progression.
- **Verification of Knowledge:** Requisite knowledge is verified through education or training or personnel certification, providing both personnel and Components flexibility.
- **Verification of Capability:** Requisite capability is verified through on-the-job qualification and environment specific requirements to ensure cyber personnel can meet mission needs.
- **Continuous Professional Development:** Personnel must complete at least 20 hours of professional development each year to ensure skillsets evolve along with changes in the environment.

**Table 2.1.3**

Human Capital Objective 2: Increase the DoD's Ability to Cultivate, Manage and Retain Top Talent									
Strategy 2.1 - Cultivate and Build Workforce Expertise									
Initiative 2.1.3 - Implement DoD 8140 Cyber Workforce Qualification Program									
Milestone	OPR	FY24				FY25			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
2.1.3.1 Implement a DoD 8140 Qualification Program Data maturity Map	DoD CIO, DCPAS	○	→	→	→	→	→	→	→
2.1.3.2 Develop Career Pathways with DoD 8140 program-focus	DoD CIO, PCA/USCYBERCOM, DCPAS	○	→	→	→	→	→	→	→
2.1.3.3 Develop career pathways with DoD 8140 Qualification program-focus Benefits, DEIA, HRIS, and other HR priorities	DoD CIO, DCPAS	○	→	→	→	→	→	→	→

## Initiative 2.1.4 Establishing a Prevention Workforce Structure and Personnel Requirements

The DoD is implementing historic reforms to fundamentally change how the prevention of harmful behaviors including harassment, sexual assault, domestic abuse, child abuse, retaliation, and suicide are addressed in the military. In February 2021, at the direction of President Joseph Biden, Secretary of Defense Lloyd Austin III launched the Independent Review Commission (IRC) on Sexual Assault in the Military to recommend new approaches to prevent and respond to harmful behaviors in the military. Implementing the IRC recommendations as approved by Secretary Austin involves establishing workforce planning strategies for DoD military and civilian positions at a functional community level, including IRC Recommendation 2.2, to “establish a dedicated primary prevention workforce.” Including this initiative in the FY24-25 HCOP update reflects the significance of the civilians’ responsibilities on behalf of the total workforce to achieve the IRC recommendations.

**Table 2.1.4**

Human Capital Objective 2: Increase the DoD's Ability to Cultivate, Manage and Retain Top Talent										
Strategy 2.1 - Cultivate and Build Workforce Expertise										
Initiative 2.1.4 - Establish a Prevention Workforce Structure and Personnel Requirements										
Milestone	OPR	FY24				FY25				
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
2.1.4.1	Promote Military Service initial hiring efforts by communicating availability, benefits, and value of the Prevention Workforce	Violence Prevention Cell (VPC)	●							
2.1.4.2	Create systems to collect and catalog DoD-sponsored primary prevention research (e.g., DoD Clearinghouse)	Violence Prevention Cell (VPC)	●							
2.1.4.3	Establish implementation plan for the Integrated Primary Prevention Internship Program	Violence Prevention Cell (VPC)	●	●						
2.1.4.4	Place Integrated Primary Prevention Interns across DoD to work with IPPW members	Violence Prevention Cell (VPC)			●					



## Initiative 2.1.5 Enhance the Sexual Assault Response Workforce Model

This initiative ensures DoD identifies, establishes, and trains a ready civilian workforce available to respond to military victims of sexual assault. The DoD Sexual Assault Prevention and Response Office (SAPRO) represents the Secretary of Defense as the central authority charged with preventing sexual assault in the military and facilitating recovery for survivors.

NDA for FY 2012, Section 584 required the DoD to establish a training and certification program for Sexual Assault Response Workforce. To meet this requirement and to standardize sexual assault response to victims and professionalize victim advocacy roles, the DoD established the DoD Sexual Assault Advocate Certification Program (D-SAACP), which consists of three prongs: a DoD civilian credentialing infrastructure for the Sexual Assault Response Workforce; a Competencies Framework; and the evaluation and oversight of the Sexual Assault Response Workforce training. The National Organization for Victim Assistance administers the D-SAACP through a contract with SAPRO. The D-SAACP also enables the Sexual Assault Response Workforce to meet national standards and adds credibility to the DoD’s SAPR Program. Successful implementation of these three components enhances the quality of support victims receive and builds confidence in the DoD’s ability to respond to military sexual assault victims.

**Table 2.1.5**

Human Capital Objective 2: Increase the DoD’s Ability to Cultivate, Manage and Retain Top Talent										
Strategy 2.1 - Cultivate and Build Workforce Expertise										
Initiative 2.1.5 - Enhance the Sexual Assault Response Workforce Model										
Milestone	OPR	FY24				FY25				
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
2.1.5.1	SAPRO and DCPAS will complete standardized PD templates for SAPRO workforce structure	DCPAS & SAPRO	○	●						
2.1.5.2	SAPRO to get approval and establish Sexual Assault Response Workforce Functional Community	SAPRO, Office of Force Resiliency, DCPAS	○	●						
2.1.5.3	Develop and launch a Community of Practice platform to support learning, growing, and networking across the DoD	SAPRO	○	●						
2.1.5.4	SAPRO, DCPAS, and Components develop strategies and metrics for change management into SAPRO Workforce Structure	DCPAS, SAPRO, and Components	○	●						
2.1.5.5	The Services provide updated future state plans and submit to SAPRO a transition plan for the reduced reliance on uniformed personnel to support the SAPR mission and align with uniformed support as identified in the Response Workforce Model	DCPAS, SAPRO, Service Level HR/Manpower and SAPR/SHARP Program HQs	○	●						
2.1.5.6	Finalize the Strategic Workforce Plan	DCPAS & SAPRO		○	●					
2.1.5.7	Finalize the Encounter Skills Curriculum Model	SAPRO (SAPRTEC) Components	○	●	●	●	●	●	●	●
2.1.5.8	Implement and begin delivery of core curriculum for response workforce personnel in coordination with Components through FY27	SAPRO (SAPRTEC) Components						○	●	●

## Strategy 2.2: Improve Capacity-Building Opportunities for Employees

The growth and development of Defense civilians is critical to maintain the Nation’s competitive advantage. This advantage requires investments in both leadership and functional training, education, and experiential opportunities. Investments will include mentorship and coaching for managers and supervisors and the creation of pathways that focus on expanding skills and capabilities through upskilling. The DoD will provide exceptional opportunities for professional development to encourage retention and promotion and remove barriers that limit DoD employees from realizing their full potential.

### Initiative 2.2.1 Implement HR Training and HR Technical Areas Credentialing Programs

DoD continues to develop quality training and credentialing programs for its HR technical areas. HR training and HR credentialing programs promote a culture of learning, professional recognition, and personal growth. These programs also expand competence, experience, and credibility in specific matter areas of expertise. Credentialing programs promote expertise among DoD HR practitioners. All HR Functional Community (HRFC) training initiatives bring increased focus on developing consistent training designed to posture the DoD HR workforce for occupational specialty and career progression goals.

**Table 2.2.1**

Human Capital Objective 2: Increase the DoD’s Ability to Cultivate, Manage and Retain Top Talent										
Strategy 2.2 - Improve Capacity-Building Opportunities for Employees										
Initiative 2.2.1 - Implement HR Training and HR Technical Areas Credentialing Programs										
Milestone	OPR	FY24				FY25				
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
2.2.1.1	Assess and review DoD Component HR training upon their request	DCPAS, CoP Leaders, and HRFC		○		●			●	●
2.2.1.2	Develop HRFC technical area credentialing programs in support of validated competency models and curriculum	DCPAS, CoP Leaders, and HRFC	○							●
2.2.1.3	Implement HRFC Technical Area Credentialing program for Labor Relations Level II, Employee Relations Level II, Classification Level II, Staffing Level II, and HRIS	DCPAS, CoP Leaders, and HRFC	○						●	
2.2.1.4	Implement HRFC Technical Area Credentialing program for Labor Relations Level III, Employee Relations Level III, Classification Level III, and Staffing Level III	DCPAS, CoP Leaders, and HRFC					○			●
2.2.1.5	Provide a common platform to develop, administer, and proctor HRFC Credentialing exams	DCPAS, CoP Leaders, and HRFC	○						●	

## Initiative 2.2.2 Establish Baseline for Civilian Workforce Development

This initiative focuses on increased investment in and access to world-class mission training and leadership development for civilian employees. It also seeks to establish a means of tracking and accountability to ensure Components are maintaining a purposeful and consistent focus on budgetary investments in employee development. The Civilian Workforce Development baseline provides an inventory of DoD-wide learning resources, assessments, outcomes, and spending for DoD’s civilian workforce.

**Table 2.2.2**

Human Capital Objective 2: Increase the DoD’s Ability to Cultivate, Manage and Retain Top Talent										
Strategy 2.2 - Improve Capacity-Building Opportunities for Employees										
Initiative 2.2.2 - Establish Baseline for Civilian Workforce Development										
Milestone	OPR	FY24				FY25				
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
2.2.2.1	Research and develop options to establish resourcing baseline for DoD leadership and civilian development programs and Managerial & Supervisory training	DCPAS & Components	●—————●							
2.2.2.2	Establish Training Expenditure WG under the Defense Chief Learning Officer Council (DCLOC)	DCPAS & Components	●							
2.2.2.3	Research Federal and industry best practices for establishing training resourcing baselines	DCPAS & Components	●—————●							
2.2.2.4	Develop framework for establishing baselines by Component/Agency	DCPAS & Components			●—————●					
2.2.2.5	Develop means for analyzing effectiveness of workforce development to support training investments	DCPAS & Components					●—————●			
2.2.2.6	Develop plan to help Components communicate return on investment to key stakeholders	DCPAS & Components						●—————●		
2.2.2.7	Establish a centralized mechanism for tracking Component training expenditures to enable the analysis of training spend rates compared to resourcing baselines	DCPAS & Components					●—————●			



## Initiative 2.2.3 Improve Training and Support Provided to Managers and Supervisors of DoD Civilians

DoD must ensure all civilian and military managers and supervisors of civilian employees receive current and consistent initial and refresher managerial and supervisory training. This training is combined with other mentoring and coaching support and is fundamental in ensuring accountable leadership. This initiative evaluates the progress and effects of implementing the updated training framework across the DoD.

**Table 2.2.3**

Human Capital Objective 2: Increase the DoD's Ability to Cultivate, Manage and Retain Top Talent										
Strategy 2.2 - Improve Capacity-Building Opportunities for Employees										
Initiative 2.2.3 - Improve Training and Support Provided to Managers and Supervisors of DoD Civilians										
Milestone	OPR	FY24				FY25				
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
2.2.3.1	Align managerial and supervisory training to updated framework and continue annual reporting requirement on required metrics	DCPAS & Components	●—————●							
2.2.3.2	Establish approach to ensure new managers and supervisors are mentored by experienced supervisors; monitor and report progress; components self-certify annually in yearly Data Management Report	DCPAS & Components		●—————●						
2.2.3.3	Establish a Mentoring sub-Community of Practice under the DCLOC	DCPAS & Components	●—————●							
2.2.3.4	Mentoring sub-CoP develops proposal to emphasize and facilitate the ongoing mentoring of managers and supervisors as part of the Managerial and Supervisory training and framework	DCPAS & Components			●—————●					
2.2.3.5	Components self-certify progress annually in the Data Management Report	DCPAS & Components				●			●	



## Initiative 2.2.4 Expand Civilian Workforce Development Opportunities

DoD must continue to establish, expand, and generate awareness of opportunities for civilian employees to develop critical skills and competencies, consistent with DoD-level strategic guidance and civilian strategic talent management priorities. This includes opportunities to participate in leadership development, talent exchanges, rotational assignments, internships, apprenticeships, and other training events.

**Table 2.2.4**

Human Capital Objective 2: Increase the DoD's Ability to Cultivate, Manage and Retain Top Talent										
Strategy 2.2 - Improve Capacity-Building Opportunities for Employees										
Initiative 2.2.4 - Expand Civilian Workforce Development Opportunities										
Milestone	OPR	FY24				FY25				
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
2.2.4.1	Promote marketing of DoD leadership and civilian development opportunities	DCPAS & Components, Functional Communities	[Progress bar from Q1 FY24 to Q4 FY25]							
2.2.4.2	Develop strategic communication plan	DCPAS & Components, Functional Communities	[Progress bar from Q1 FY24 to Q3 FY24]							
2.2.4.3	Develop strategic outreach plan	DCPAS & Components, Functional Communities	[Progress bar from Q4 FY24 to Q4 FY24]							
2.2.4.4	Execute plans continually throughout the period	DCPAS & Components, Functional Communities	[Progress bar from Q1 FY25 to Q4 FY25]							
2.2.4.5	Analyze enterprise level civilian leader development programs for opportunities to expand access via in-person, virtual, or blended methodologies	DCPAS & Components, Functional Communities	[Progress bar from Q1 FY24 to Q4 FY24]							
2.2.4.6	Conduct program needs assessments	DCPAS & Components, Functional Communities	[Progress bar from Q1 FY24 to Q3 FY24]							
2.2.4.7	Analyze assessments results and report recommendations	DCPAS & Components, Functional Communities	[Progress bar from Q4 FY24 to Q4 FY24]							
2.2.4.8	Expand existing Public-Private Talent Exchanges between the Department, companies, and universities	DCPAS & Components, Functional Communities	[Progress bar from Q1 FY24 to Q4 FY25]							
2.2.4.9	Continue growing PPTE sub-Community of Practice under the DCLOC via monthly meetings	DCPAS & Components, Functional Communities	[Progress bar from Q1 FY24 to Q4 FY25]							
2.2.4.10	Develop strategic plan to expand the reach of the program across the Department	DCPAS & Components, Functional Communities	[Progress bar from Q1 FY24 to Q2 FY24]							
2.2.4.11	Establish formal PPTE program policy for all Components and Functional Communities by publication of DoDI 1400.25, Volume 410	DCPAS & Components, Functional Communities	[Progress bar from Q4 FY24 to Q4 FY24]							





## Initiative 2.2.5 Advance HR Upskilling and Reskilling Opportunities

DoD must build a workforce of the most qualified, capable, and technologically proficient people to promote innovation. Two workforce development approaches critical to the HRFC are upskilling and reskilling. Upskilling is the process of providing training, development, or experiences to enhance an employee’s existing skillset, fostering growth in their current role, which ultimately adds value to the agency. Reskilling is beneficial when an individual needs retraining for a new specialty area or discipline. Both are particularly important in retaining successful, mission-driven, and dedicated HR practitioners.

**Table 2.2.5**

Human Capital Objective 2: Increase the DoD's Ability to Cultivate, Manage and Retain Top Talent										
Strategy 2.2 - Improve Capacity-Building Opportunities for Employees										
Initiative 2.2.5 - Advance HR Upskilling and Reskilling Opportunities										
Milestone	OPR	FY24				FY25				
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
2.2.5.1	Promote HR technical upskilling and reskilling opportunities	DCPAS, CoP Leaders and HRFC		○	●	●	●	●	●	
2.2.5.2	Establish Community experiential and developmental assignments	DCPAS, CoP Leaders and HRFC	○	●	●	●	●	●	●	●
2.2.5.3	Periodically report on progress of the initiative in 2.2.5.2	DCPAS, CoP Leaders and HRFC	○	●	●	●	●	●	●	●
2.2.5.4	Leverage internal and external partnerships to provide leadership development programs to benefit DoD HR workforce	DCPAS, CoP Leaders and HRFC			○	●	●	●	●	●



## Strategy 2.3: Promote and Facilitate a Retention Culture

A culture of retention requires leaders to recognize the contributions of their talent, promote opportunities for growth, and foster a safe workplace that values a diversity of thought, experiences, and backgrounds. Enduring impacts demand continuous actions be complemented with bargaining unit partnerships and strategic HCM practices to place the right leaders at the right place at the right time.

### Initiative 2.3.1 Improve Senior Executive and Professional Lifecycle Programs

DoD manages people and positions using a comprehensive strategic planning process to cultivate a talented and agile workforce necessary in sustaining the DoD's executive leadership capability. DoD secures the continuity of key leadership positions by focusing on closing current and future knowledge and leadership gaps. Improvements to executive talent management programs will help ensure the DoD has the right leaders in the right place at the right time. Reforms to Executive Development for Senior Executive Service members and Senior Professional employees will ensure this critical segment of the workforce is equipped to lead and operate effectively within an increasingly complex and unpredictable global security environment.

**Table 2.3.1**

Human Capital Objective 2: Increase the DoD's Ability to Cultivate, Manage and Retain Top Talent										
Strategy 2.3 - Promote and Facilitate a Retention Culture										
Initiative 2.3.1 - Improve Senior Executive and Professional Lifecycle Programs										
Milestone	OPR	FY24				FY25				
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
2.3.1.1	Establish a shared executive development vision and philosophy	CPP, DCPAS & Components	○	●	●	●	●	●	●	●
2.3.1.2	Implement Executive Development program improvements to support vision, philosophy, and training needs	CPP, DCPAS & Components	○	●	●	●	●	●	●	●
2.3.1.3	Modernize executive talent management processes to enhance talent and succession planning outcomes	CPP, DCPAS & Components	○	●	●	●	●	●	●	●

### Initiative 2.3.2 Promote Use of Employee Awards and Recognition

This initiative focuses on updating policy and engaging in efforts to increase awareness and use of the authorities associated with awards and recognition. These actions will help promote DoD as a great place to work and motivate and engage the workforce. Establishing a high-performance culture with increased recognition reinforces the value of individual and team contributions to the organization.

DoD will continue to emphasize the practice of promoting recognition throughout the performance appraisal cycle. Ensuring alignment of performance management and recognition is vital to managing employee retention in a highly competitive environment and key to strategic HC planning.

**Table 2.3.2**

Human Capital Objective 2: Increase the DoD's Ability to Cultivate, Manage and Retain Top Talent										
Strategy 2.3 - Promote and Facilitate a Retention Culture										
Initiative 2.3.2 - Promote Use of Employee Awards and Recognition										
Milestone	OPR	FY24				FY25				
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
2.3.2.1	Establish a Program to Increase Use and Awareness of Honorary and Incentive Awards in Recognition	DCPAS and Components	○	●	●	●	●	●	●	●
2.3.2.2	Reissue DoDI 1400.25, 451, DoD Civilian Personnel Management System: Awards	DCPAS and Components				●				
2.3.2.3	Reissue DoDM 1432.04, Secretary of Defense Honorary Awards	DCPAS and Components				●				
2.3.2.4	Develop a Desk Reference Guide in support of "use of awareness" of civilian awards	DCPAS and Components	○	●	●	●	●	●	●	●

**Initiative 2.3.3 Advance a DoD Climate that Respects and Values the Contributions of Every Individual to the Mission**

An inclusive, accessible climate welcomes innovation and collaboration from its workforce. A recent addition to the OPM Federal Employee Viewpoint Survey is the DEIA Index. This index is specifically designed to align with Executive Order 14035, *Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce*, and features the four components in the E.O.: Diversity, Equity, Inclusion, and Accessibility. The 2022 DoD FEVS DEIA results served as a baseline to assess future changes as well as benchmark comparisons for Defense DEIA initiatives.

**Table 2.3.3**

Human Capital Objective 2: Increase the DoD's Ability to Cultivate, Manage and Retain Top Talent										
Strategy 2.3 - Promote and Facilitate a Retention Culture										
Initiative 2.3.3 - Advance a DoD Climate that Respects and Values the Contributions of Every Individual to the Mission										
Milestone	OPR	FY24				FY25				
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
2.3.3.1	Communicate the 2022 FEVS DEIA story	ODEI, CPP, DCPAS & Components	○	●						
2.3.3.2	Analyze 2023 FEVS Results to discern Defense-wide successes, and potential targeted areas of improvement(s) (identify barriers)	ODEI, CPP, DCPAS & Components	○	●						
2.3.3.3	Communicate the 2023 FEVS DEIA story Defense-wide with a targeted communications plan for targeted areas of improvement	ODEI, CPP, DCPAS & Components		○	●	●				
2.3.3.4	Analyze 2024 FEVS Results to discern Defense-wide successes and potential targeted areas for improvement(s) (identify barriers)	ODEI, CPP, DCPAS & Components				○	●	●		
2.3.3.5	Communicate the 2024 FEVS DEIA story Defense-wide with a targeted communications plan for targeted areas of improvement	ODEI, CPP, DCPAS & Components						○	●	●
2.3.3.6	Analyze 2024 FEVS Results to discern Defense-wide successes and potential targeted areas for improvement(s) (identify barriers)	ODEI, CPP, DCPAS & Components						○	●	●

### Initiative 2.3.4 Facilitate Labor Management Relationships

In support of Executive Order 14025, *Worker Organizing and Empowerment*, and the White House Task Force on Worker Organizing and Empowerment’s Report to the President, the DoD is taking steps to address:

- Encouraging labor-management forums and partnerships at the appropriate levels.
- Support of continued review of bargaining unit positions to determine whether positions are correctly excluded from bargaining unit coverage.

The DoD will undertake additional education efforts to ensure labor relations practitioners understand bargaining unit status terminology and criteria, and that they are able to provide sound guidance on this topic.

**Table 2.3.4**

Human Capital Objective 2: Increase the DoD’s Ability to Cultivate, Manage and Retain Top Talent										
Strategy 2.3 - Promote and Facilitate a Retention Culture										
Initiative 2.3.4 - Facilitate Labor Management Relationships										
Milestone		OPR	FY24				FY25			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
2.3.4.1	Provide ongoing educational efforts to ensure appropriate use of bargaining unit status codes	DCPAS LER & Components			○	●				
2.3.4.2	Hold Quarterly Component calls to remind agencies to build cooperative relationships and encourage partnership at the level of recognition	DCPAS LER & Components			○	●				
2.3.4.3	Conduct regular basic and Level II credentialing training to ensure future negotiators and labor relations professionals know their duty to facilitate labor management relationships, have awareness of interest based bargaining and are encouraged to build partnerships at the level of recognition	DCPAS LER & Components		○	●					

### Initiative 2.3.5 Promote a Culture of Continuous Professional Development and Engagement

DoD must continue to “Advance HR” by promoting and cultivating talent. We can do this in a variety of ways, to include: developing DoD HR career paths, leveraging technology, communication, and by capitalizing on the numerous training, education, and development programs offered across DoD, the Federal government, academia, and within the commercial sector.

**Table 2.3.5**

Human Capital Objective 2: Increase the DoD's Ability to Cultivate, Manage and Retain Top Talent										
Strategy 2.3 - Promote and Facilitate a Retention Culture										
Initiative 2.3.5 - Promote a Culture of Continuous Professional Development and Engagement										
Milestone	OPR	FY24				FY25				
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
2.3.5.1	Define and implement a pilot program for a DoD HR career path	DCPAS, CoP Leaders, and HRFC	○	●	●	●				
2.3.5.2	Communicate and socialize Department-wide HRFC news, events, and initiatives	DCPAS, CoP Leaders, and HRFC	○		●	●	●	●	●	→





Improving HR processes, service delivery and leveraging technology will ensure the DoD can sustain and strengthen deterrence and ensure returns on investments that build enduring advantages. Building these advantages across the enterprise requires improving business management practices, incorporating emerging technologies and promoting modern software practices which provide better efficiency and performance in solving operational challenges.

**The strategies established under this objective are:**

- Strategy 3.1: Implement Integrated End-To-End HR Processes Supported By Technology
- Strategy 3.2: Modernize Human Capital Processes and Practices



## **Why This Matters**

*To maintain our competitive advantage, the DoD's transformation efforts must focus on next generation skills and technology that will modernize how we conduct business. Our goal is to move past legacy systems, practices, and processes, and empower the civilian workforce with the tools needed to assist leaders with data-centric information in making organizational decisions.*

*Our forward focus requires the acquisition of scalable technology and the application of flexible practices, processes and resources that can adapt to our emerging needs and the demands of the DoD. DoD's skills-based talent management approach will ensure our civilian workforce has the skills, training and knowledge needed to provide data-driven human capital solutions.*

## **How We'll Get There**

*DoD is identifying technological capabilities and aligning the skills to meet national security needs, growth opportunities and future challenges. The DoD will maintain excellence in the acquisition and short- and long-term development of our core competitive advantage – our people. We will commit resources and establish successful practices that align to our strategies.*

*Expanding customer relationships and partnerships, enhancing strategic human capital program management, simplifying policy development and implementation, and modernizing HC accountability program management will complement these new technologies and further our capability to provide agile and flexible HC solutions.*

## Strategy 3.1: Implement Integrated End-To-End HR Processes Supported by Technology

DoD will modernize the Civilian HR Management Information Technology Portfolio to meet current and future needs and increase the efficiency of HR operations. This strategy and its initiatives also align with multiple key goals in DoD’s FY22-26 SMP focusing on advancing analytics. The DoD seeks to change decision-making behavior across the DoD enterprise using data and analytics. The HRFC will make data widely accessible, understandable, and actionable across the DoD enterprise by translating common enterprise data into profound yet actionable insights, decisions, and outcomes.

### Initiative 3.1.1 Adopt Cloud-Based Technologies into Human Capital Management (HCM)

Both the civilian and military workforces are at the core of DoD’s vision. The DoD is required to build and sustain a resilient Joint Force and defense ecosystem. Empowering these diverse and talented people to perform with a wide range of skills and capabilities enabled by a modern Software-as-a-Service HCM platform is the winning combination.

This initiative will provide the DoD with a complete, end-to-end solution that aligns to a DoD HR operating model, organization structure, roles, and business processes. The approach leverages pre-configured HCM cloud processes, analytics, and decision support, all in service of driving value in the DoD. It accelerates the time to value through a streamlined process simplification approach, allowing DoD to adopt the HCM cloud solution quickly and efficiently, using standardized and simplified Federal compliant HR processes across the organization.

**Table 3.1.1**

Human Capital Objective 3: Advance the DoD's Human Capital Management (HCM) Program									
Strategy 3.1 - Implement Integrated End-To-End HR Processes Supported by Technology									
Initiative 3.1.1 - Adopt Cloud-Based Technologies into Human Capital Management									
Milestone	OPR	FY24				FY25			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
3.1.1.1 Deliver secure DoD core HR and Performance Management Initial Operating Capabilities that can be expanded to talent management, benefits, etc.	CPP, DCPAS ESID, with Components			○	●				
3.1.1.2 Integrate process improvement requirements into supporting technologies (e.g. DISS, NBIS, CMTS, DCHRMS)	DCPAS ESID, DCPAS LER, HRTT (w/ Components)			○	●				
3.1.1.3 Integrate T2H process improvement metrics into supporting technologies (e.g. USA Staffing, DCHRMS)	CPP, DCPAS ESID, DCPAS E&C (w/ Components)	○	●						



## Initiative 3.1.2 Rationalize HR Technology to Deliver Integrated Talent Management Capabilities

DoD will assess and prioritize the requirement and retention of IT tools and technology in the civilian HR Information Technology (HRIT) portfolio to drive improvement in operational efficiencies and cost reduction. This initiative will also include a legacy system transition review of tools and technology to modernize suitability and fitness system requirements and the delivery of a modernized wage survey process.

**Table 3.1.2**

Human Capital Objective 3: Advance the DoD's Human Capital Management (HCM) Program										
Strategy 3.1 - Implement Integrated End-To-End HR Processes Supported by Technology										
Initiative 3.1.2 - Rationalize HR Technology to Deliver Integrated Talent Management Capabilities										
Milestone	OPR	FY24				FY25				
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
3.1.2.1	Review and implement processes and tool to execute wage modernization	DCPAS ESID, DHRA, and Components	●						●	
3.1.2.1	Develop (Scheduling, Pre-survey, Post survey/analysis)	DCPAS ESID, DHRA, and Components	●	●				●		●



### Initiative 3.1.3 Expand HR Analytics to Better Support Decision-Makers

In an agency the size of DoD, conducting effective, data driven strategic HCM activities is only possible through an integrated approach to civilian personnel data analytics processes, supporting tools and platforms. This initiative includes establishing a new civilian data reporting repository, the Civilian Personnel Data Warehouse (CPDW), to integrate enterprise data and data analytics as a support tool for decision making. This initiative also focuses on integrating all enterprise analytics within the Beacon community space in ADVANA to support reuse across components. Beacon is an enterprise-wide collaboration environment for DoD analysts, Federally Funded Research and Development Centers, University-Affiliated Research Centers, and other key stakeholders. It allows DoD to leverage the DoD's person-based, workforce management data to enable advanced analytics, and data-driven insights to better inform decision-making.

**Table 3.1.3**

Human Capital Objective 3: Advance the DoD's Human Capital Management (HCM) Program									
Strategy 3.1 - Implement Integrated End-To-End HR Processes Supported by Technology									
Initiative 3.1.3 - Expand HR Analytics to Better Support Decision Makers									
Milestone	OPR	FY24				FY25			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
3.1.3.1 Establish Advana as the Enterprise platform for civilian personnel workforce data; providing broad accessibility to workforce data across DoD	CPP, DCPAS	●	●						
3.1.3.2 Establish the Civilian Personnel Data Warehouse (CPDW) within Advana, supplanting the legacy workforce data warehouse, and integrating the historical data archive within the new Enterprise Platform for civilian personnel workforce data	CPP, DCPAS	●	●						
3.1.3.3 Establish and automate flow of civilian personnel data from DCHRMS into the new personnel data warehouse (CPDW); thereby ensuring and maintaining both current and historical data reporting capability	CPP, DCPAS & Components	●	●	●	●				
3.1.3.4 Incorporate expanded NAF data and data sources to establish and provide comprehensive Appropriate Fund Civilian and NAF Civilian workforce data in one system	CPP, DCPAS & Components, Functional Communities	●	●	●	●	●	●	●	●
3.1.3.5 Complete a cost model to provide visibility on overhead costs of HR Shared Services	CPP, DCPAS & Components, Functional Communities	●	●	●	●				
3.1.3.6 Complete a Telework and Engagement Dashboard providing insight to senior leaders on Telework Compliance	CPP, DCPAS & Components, Functional Communities	●	●	●	●				
3.1.3.7 Complete an end-to-end hiring dashboard displaying enterprise time-to-hire metrics by segment	CPP, DCPAS & Components, Functional Communities	●	●	●	●				

## Strategy 3.2: Modernize HC Processes and Practices

The strategic management of human capital programs drives organizational performance and supports our ability to achieve strategic goals. The establishment of a Strategic HC and WFP Community of Practice (CoP) and a HC Data Analytics CoP will enable collaborative synchronization of enterprise resources supporting HC goals.

### Initiative 3.2.1 Enhance HCF Accountability and Evaluation Program

This initiative will establish HCF evaluation standards for our Accountability Community of practice across DoD. The DoD HC Evaluation Guide aligns the applications of OPM’s HCF and the four subsystems within the Human Capital Integrated Systems (HCIS) with DoD’s accountability and evaluation program for DoD accountability practitioners. The HCIS model concept will leverage technology solutions and resources, develop talent, and encourage diversity of thought and collaboration to improve operating efficiencies and scale. This initiative will support DoD’s ability to better leverage evaluation tools and methods that clearly illustrate relationships between metrics, goals, and outcomes.

**Table 3.2.1**

Human Capital Objective 3: Advance the DoD's Human Capital Management (HCM) Program										
Strategy 3.2 - Modernize Human Capital Processes and Practices										
Initiative 3.2.1 - Enhance the Human Capital Framework Accountability and Evaluation Program										
Milestone	OPR	FY24				FY25				
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
3.2.1.1	Release FY24 Schedule	CPP, DCPAS & Components	●							
3.2.1.2	Finalize Accountability Handbook Review	CPP, DCPAS & Components	●●							
3.2.1.3	Design a centralized library to manage accountability programs, policies and authorities	DCPAS	○	●						
3.2.1.4	Complete Pilot for Human Capital Framework Training, receive feedback, make adjustments, and develop future schedule	DCPAS	○	●						
3.2.1.5	Design Delegated Examining (DE) Training; schedule and run pilot	DCPAS	○	●	●	●	●	●	●	●
3.2.1.6	Refine and incorporate evaluation tools and methods into updated accountability processes.	DCPAS			○	●	●	●	●	●

### Initiative 3.2.2 Expand HC Data Analytics and Strategic Planning

The synchronization of standardized HC metrics will elevate senior leadership’s ability to make strategic decisions on the workforce to complete the mission. This will be further advanced with an update to the DoDI Civilian Personnel Management System: Volume 250, Civilian Strategic HC Planning (SHCP) and a Defense Strategic WFP Guide that ensures our compliance with the Government Performance and Results Act Modernization Act of 2010 and the rule for Strategic HCM (5 CFR 250, Subpart B).

**Table 3.2.2**

<b>Human Capital Objective 3: Advance the DoD's Human Capital Management (HCM) Program</b>										
<b>Strategy 3.2 - Modernize Human Capital Processes and Practices</b>										
<b>Initiative 3.2.2 - Expand Human Capital Data Analytics and Strategic Planning</b>										
Milestone	OPR	FY24				FY25				
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
3.2.2.1	Establish Enterprise HC/WFP Community of Practice	DCPAS	○●							
3.2.2.2	Establish Enterprise HC Data Analytics Community of Practice	DCPAS	○●							
3.2.2.3	Establish Standardized Workforce Planning Data Elements	DCPAS	○	—————	●					
3.2.2.4	Develop HC/WFP Standardized Metrics	DCPAS	○	—————	●					
3.2.2.5	Develop Enterprise Workforce Planning Guide	DCPAS					○	—————	●	
3.2.2.6	Realign the HCOP Process into direct alignment with the DOD Performance Improvement Office (PIO) strategic planning process	DCPAS	○	—————	●					
3.2.2.7	Develop and Implement Exit Survey (DoD)	DCPAS	○	—————	●		○	—————	●	
3.2.2.8	Develop and Implement Stay Survey (DoD)	DCPAS	○	—————	●		○	—————	●	

**Initiative 3.2.3 Establish a DoD Personnel Systems Framework**



The authority to hire and manage DoD civilians is covered by multiple HR personnel systems. Currently, the DoD is developing a systematic framework to oversee and evaluate the effectiveness of HC programs. Establishing such a framework enables the DoD to assess the effectiveness of DoD Personnel Systems (DPS) in achieving business goals and meeting employee needs which,

when accomplished, leads to increased employee satisfaction, productivity, and retention. Systematically identifying opportunities for DPS improvements empowers organizations to address gaps by refining their approach and being responsive to changing business and workforce dynamics. This level of assessment and continuous process improvement postures the DoD to thrive with increased efficiency, a positive work culture, and mission accomplishment.

**Table 3.2.3**

<b>Human Capital Objective 3: Advance the DoD's Human Capital Management (HCM) Program</b>										
<b>Strategy 3.2 - Advance Human Capital Management Processes and Practices</b>										
<b>Initiative 3.2.3 - Establish a DoD Personnel Systems Framework</b>										
Milestone	OPR	FY24				FY25				
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
3.2.3.1 Proof-of-Concept Pilot. Sample populations from CES, DCIPS, AcqDemo, STRL Demos, and GS	DCPAS, Components, DAFAs									
3.2.3.2 Analyze objective and subjective metrics	DCPAS, Components, DAFAs									
3.2.3.3 Proof-of-Concept Report Results	DCPAS, Components, DAFAs									

# Appendix A: FY22–23 Human Capital Operating Plan and Results

The DoD published its FY22–26 HCOP in June 2022. That plan established 9 overarching strategies with defined actions for FY22-23, addressing strategic planning & alignment, talent management, performance culture, and evaluation of policies and programs within the civilian HC portfolio.

## Table A: FY22 – 23 HCOP Results

The following presents major outcomes and results from FY22–23 HCOP initiatives and is not inclusive of all outcomes:

Human Capital Objective 1: Manage People
<p><b>Strategy 1.1: Expand Capabilities for Data-Driven Strategic Human Capital Planning and Functional Management</b></p>
<p>Successes</p> <p>(1.1.1) The Civilian Personnel Data Warehouse (CPDW) is a new civilian data repository to integrate 20+ year of enterprise data and data analytics to support decision making for the 900,000+ civilian workforce. This repository enables predictive analytics, connecting manpower and personnel data.</p> <p>(1.1.1) Published NAF data requirements handbook.</p> <p>(1.1.2) Published DoD Diversity, Equity, Inclusion, and Accessibility Strategic Plan.</p>
<p>Carried Forward to Current HCOP</p> <p>(1.1.1) Integrate NAF data into CPDW to address challenges with integrating disparate NAF personnel systems (currently 3.1.3).</p>
<p><b>Strategy 1.2: Build and Strengthen the Innovation Workforce</b></p>
<p>Successes</p> <p>(1.2.1) Created and launched mandated training modules to provide covered HR personnel with training in public and private sector best practices for attracting and retaining technical talent (NDAA FY21, Section 246).</p> <p>(1.2.1) Harmonized existing scholarships using technology to aid in individual matching for those in high demand skill areas (NDAA FY21, Section 251).</p> <p>(1.2.1) Engaged FCs who have oversight of innovation talent to develop a standardized best practice for enterprise talent management.</p> <p>(1.2.2) Officially launched the pilot to implement an electronic portfolios (E-Portfolios) review as a candidate assessment tool for certain technical positions as directed by NDAA FY21, Section 247.</p>

Carried Forward to Current HCOP

The intent of 1.2.3, focused on recruitment of digital talent, is now being considered in 1.2.4 of this version of the HCOP<sup>1</sup>

### **Strategy 1.3: Improve Recruitment and Hiring**

#### Successes

(1.3.1) Continued the expansion of DoD Civilian Employment brand awareness and marketing through social media and the Defense Civilian Careers (DCC) website enhancement.

(1.3.2) Expanded use of Direct Hire Authorities (DHA) for critical positions and increased efficiencies for hiring of retired military through (DHA).

Carried Forward to Current HCOP

(1.3.3) Updated training will be implemented for DoD Trusted Workforce (currently 1.2.2). Credentialing will be considered in future HCOPs based on future engagement with OPM.

(1.3.1) Continue to implement virtual recruiting platform and host regular events according to DoD recruitment needs (currently 1.1.3).

(1.3.2) Influence legislative reform to streamline existing authorities and establish new hiring authorities (currently 1.1.4).

(1.3.2) Coordinate development of custom and non-custom assessment tools (currently 1.1.4).

(1.3.3) Expand TW 2.0 to meet new OPM guidance (currently 1.2.2).

## **Human Capital Objective 2: Cultivate a Culture of Engagement and Inclusion**

### **Strategy 2.1: Strengthen Workforce Resilience by Enhancing Future of Workplace Flexibilities and Work-Life Programs**

#### Successes

(2.1.1) Issued revised telework policy to increase flexible work arrangement opportunities that promote workforce efficiency, emergency preparedness, maximum mission readiness, and quality of life when implemented throughout the DoD.

(2.1.1) Issued Workplace Flexibilities and Work-Life Programs policy to inform DoD employees of workplace flexibilities and work-life programs and their right to request use of these flexibilities.

<sup>1</sup>The Defense Business Board Report, Strengthening Civilian Talent Management, resulted in shifting the timeline for establishment of a Chief Digital Recruitment Officer to FY24.

(2.1.2) Promoted greater use of available programs and flexibilities within the DoD by increasing awareness and providing updated training to managers and employees.

Carried Forward to Current HCOP

(2.1.1) Implementing metrics to measure the effectiveness of the revised telework policy and workforce flexibilities programs (currently 3.1.3).

### **Strategy 2.2: Improve Capacity-Building Opportunities for Employees to Perform at Their Full Potential**

Successes

(2.2.2) Published implementing guidance to code supervisor and managerial position and personnel data with regards to supervisory status to ensure DCPDS and the DCHRMS reporting capability for compliance with legislative mandates.

Carried Forward to Current HCOP

(2.2.1) Furthering the Civilian Workforce Development resource baseline with more stakeholders, fidelity, with capability to measure with more specificity (currently 2.2.2).

### **Strategy 2.3: Enable Retention through Performance Management, Accountability, and Partnerships**

Successes

(2.3.1) Drafted revised awards and recognition policy for issuance to further clarify the use of the various awards and forms of recognition and promote greater use.

(2.3.2) Completed study of DoD bargaining unit positions to support Executive Order 14025, Worker Organizing and Empowerment, and to ensure accuracy in bargaining unit designations; more than 6,000 code corrections.

Carried Forward to Current HCOP

(2.3.1) Publish revised awards and recognition policy for issuance to further clarify the use of the various awards and forms of recognition and promote greater use (currently 2.3.2).

(2.3.2) Continue to support Labor-Management Partnerships (currently 2.3.4).

## **Human Capital Objective 3: Advance HR**

### **Strategy 3.1: Implement Integrated End-to-End HR Processes Supported by Technology**

Successes

(3.1.2) Completed configuration milestones for DCHRMS and initial functional check point.



Carried Forward to Current HCOP

(3.1.1) Continue the adoption of cloud-based technologies to integrate human capital management (currently 3.1.1).

(3.1.2) Continue to rationalize HR technology to deliver integrated talent management capabilities (currently 3.1.2).

**Strategy 3.2: Improve HR Service Delivery, Program Performance and Evaluation**

Successes

(3.2.1) Achieved Initial Operating Capability configurations for enterprise end-to-end HR processing capability requirements.

(3.2.2) Completed the first comprehensive HCF Audit under the revised OPM HCF system utilizing newly launched DoD matrix evaluation team.

Carried Forward to Current HCOP

(3.2.1) The end-to-end HR Final Operating Capability (currently 3.1.1).

(3.2.2) Continue comprehensive HCF Audit under the revised OPM HCF system utilizing newly launched DoD matrix evaluation team (currently 3.2.1).

**Strategy 3.3: Enhance HR Workforce Capabilities**

Successes

(3.3.1) Implemented enhanced HR technical area credentialing programs by developing a standardized approach and assessing alternative for managing and delivering.

Carried Forward to Current HCOP

(3.3.1) Implementation of HRFC Credentialing Programs' test development, administration, and proctoring services requires authority to operate (currently 2.1.2, 2.2.1, 2.2.5, 2.3.5).

(3.3.1) Continue to identify, develop, and validate the next rounds of HR technical areas (currently 2.2.1).

# Appendix B: HCOP Metrics FY24–25

[Note: Appendix B only contains metrics for the period covering FY24-25]

HCO 1 - Bolster the DoD's Ability to Acquire and Shape a Resilient and Highly Skilled Ready Talented Workforce				
Strategy 1.1 - Increase External Opportunities		Metrics		
Initiative 1.1.1 - Expand Defense Civilian Training Corps Pilot		Baseline FY23	Target FY24	Target FY25
1.1.1.a	Pilot 0 Evaluation and improvements	TBD	Increase	Increase
1.1.1.b	Pilot 1 Continuous design improvements	TBD	Increase	Increase
1.1.1.c	Full implementation plan to Congress	N/A	N/A	100%
Initiative 1.1.2 - Expand Employment Opportunities and Resources for Military Spouses		Baseline FY23	Target FY24	Target FY25
1.1.2.a	Enhance training on pathways to employment and inform on hiring authority fact sheets for military spouses and stakeholders	0	1	1
Initiative 1.1.3 - Prioritize Job Seeker Perspectives and Experiences to Attract Talent		Baseline FY23	Target FY24	Target FY25
1.1.3.a	Enhance recruitment marketing and branding activities to increase awareness of DoD Civilian employment opportunities	7	8	8
1.1.3.b	Host and participate in virtual and in-person hiring events that features positive candidate experiences	0	4	4
Initiative 1.1.4 - Improve Direct Hire Authority and Quality of Hires		Baseline FY23	Target FY24	Target FY25
1.1.4.a	Influence legislative reform to streamline existing authorities and establish new hiring authorities as needed	TBD	TBD	TBD
1.1.4.b	Conduct a pilot with digital talent stakeholders to better assess candidates technical skills	80%	80%	80%
1.1.4.c	Increase Military Spousal Hiring Rate E.O. 14100	N/A	5%	5%
1.1.4.d	DoD DHA Hire Rate. Percentage of all external DHA-eligible hires. # of actual DHA hires divided by the total number of eligible DHA hires Hiring rates for targeted occupations	80%	80%	80%
1.1.4.e	DoD Veteran Hire Rate. The number of veterans hired divided by the total number of civilians hired	40%	40%	40%
1.1.4.f	DoD Veteran Workforce Rate. The total number of veterans onboard divided by the total number of civilians onboard	42%	42%	42%
1.1.4.g	DoD Average T2H. Average number of days to hire from RPA creation to EOD	93	65	65
1.1.4.h	DoD Hiring Customer Satisfaction Rate. The satisfaction rate for DoD Hiring Manager Survey satisfaction index (average response rate for questions 1 thru 3)	75%	80%	80%
1.1.4.i	DoD Hiring Manager Surveys Completed. The number of hiring manager satisfaction surveys completed	3051	Increase	Increase
Initiative 1.1.5 - Implement DoD Financial Management (FM) Enterprise Recruitment Pilot		Baseline FY23	Target FY24	Target FY25
1.1.5.a	Develop metrics for Financial Management DoD FM Enterprise Recruitment Strategy (specified in pending contract award)	TBD	Increase	Increase

Strategy 1.2 - Transform How the DoD Acquires Talent		Metrics		
<b>Initiative 1.2.1 - Improve Hiring Timelines for New Civilian Hires from Contact to Contract</b>		Baseline FY23	Target FY24	Target FY25
1.2.1.a	Strategic Recruitment Plan Checklist impact on all segments of TTH	130 Days	100	80
1.2.1.b	Pilot activities impact on C2C (TTH segments 4, 5 & 6)	60 Days	30	30
1.2.1.c	Assessment Strategy Evaluation impact on hiring segment 3-Evaluate Applications	12 Days	10	Decrease
1.2.1.d	Interview Questions & Rubric Prepared impact on hiring segment 4 - Make a Selection	27 Days	18	15
1.2.1.e	Panel Identified & interview Dates Scheduled impact on hiring segment 4 - Make a Selection	27 Days	18	15
1.2.1.f	Hiring Manager Timelines with Overrides impact on hiring segment 4 - Make a Selection	27 Days	18	15
1.2.1.g	Pre-approved Incentives impact on hiring segment 6-Conditions of Employment	27 Days	18	15
1.2.1.h	Identification of suitability/security interim eligibility for position on the strategic recruitment discussion impact on hiring segment 6-Conditions of Employment	24 Days	12	Decrease
1.2.1.i	Drug Testing impact on hiring segment 6-Conditions of Employment	24 Days	12	Decrease
1.2.1.j	Physical Test Results impact on hiring segment 6-Conditions of Employment	24 Days	12	Decrease
<b>Initiative 1.2.2 - Transform Personnel Vetting (Trusted Workforce 2.0)</b>		Baseline FY23	Target FY24	Target FY25
1.2.2.a	Average number of days to close initial investigations	62	Increase	Increase
1.2.2.b	Average number of days to process a re-establishment of trust	TBD	60	Increase
1.2.2.c	Average number of days to process a transfer of trust	TBD	30	Increase
1.2.2.d	Average number of days to process an upgrade	TBD	60	Increase
1.2.2.e	Average number of days to provide personnel vetting approval for an individual to onboard (either preliminary or final, whichever comes first)	TBD	30	Increase
1.2.2.f	Form submission rejection rates by Investigative Service Provider (ISP)	9%	7%	Increase
1.2.2.g	Number of agencies including Personnel Vetting Engagement Guidelines in workforce training	0%	40%	80%
1.2.2.h	Number of DoD Components/DAFAs compliant with TW 2.0 information-sharing protocols	0%	75%	95%
1.2.2.i	Percent of DoD organizations on boarded into National Background Investigative Service (NBIS) and submitting background investigation requests	80%	90%	95%
1.2.2.j	Percent of DoD organizations using an integrated or enterprise self-reporting capability	0%	50%	95%
1.2.2.k	Percent of individual experience survey results that are positive	0%	30%	60%
1.2.2.l	Percent of individuals enrolled in Rap Back	50%	75%	95%
1.2.2.m	Percent of initial vetting processed using new standards	50%	75%	95%
1.2.2.n	Percent of investigations processed in NBIS	50%	75%	95%
1.2.2.o	Percent of investigations processed under new tiers	50%	75%	95%
1.2.2.p	Percent of investigations using new TW 2.0-aligned information collection instruments	50%	75%	95%
1.2.2.q	Percent of self-reports through NBIS or agency databases or agency databases	0%	20%	50%
1.2.2.r	Percent of the full population enrolled in TW 2.0 continuous vetting	50%	75%	95%
1.2.2.s	Volume of periodic reinvestigations	50%	30%	10%
<b>Initiative 1.2.3 - Develop and Update Critical Strategic Workforce Planning Tools</b>		Baseline FY23	Target FY24	Target FY25
1.2.3.a	Deploy Updated Tools	3	1	3
<b>Initiative 1.2.4 - Initiate Pilots for Data, Analytics, and Artificial Intelligence Talent Acquisition</b>		Baseline FY23	Target FY24	Target FY25
1.2.4.a	Increase internally qualified Data, AI, and Analytics (DA&AI) candidate application rates for selected DoD Component	TBD	Increase	Increase
1.2.4.b	Improve DA&AI time to hire for selected DoD Component	TBD	Decrease	Decrease
1.2.4.c	Increase internally qualified DA&AI candidate application rates across the DA&AI enterprise	TBD	Increase	Increase
1.2.4.d	Improve DA&AI time to hire for across the DA&AI enterprise	TBD	Decrease	Decrease
<b>Initiative 1.2.5 - Implement the Civilian Workforce Incentives Fund</b>		Baseline FY23	Target FY24	Target FY25
1.2.5.a	Hiring rates for targeted occupations	TBD	TBD	TBD
1.2.5.b	Retention rates for targeted occupations	TBD	TBD	TBD
1.2.5.c	Percentage of Execution of the \$20 Million CWIF	N/A	100%	100%
1.2.5.d	Percentage of Execution of \$10 Million on Student Loan Repayment (SLR)	N/A	100%	100%
1.2.5.e	Percentage Execution of \$10 Million on Recruitment, Retention, Relocation (3Rs)	N/A	100%	100%
1.2.5.f	Percentage of \$10 million applied to Recruitment Incentives	N/A	33%	TBD
1.2.5.g	Percentage of \$10 million applied to Relocation Incentives	N/A	33%	TBD
1.2.5.h	Percentage of \$10 million applied to Retention Incentives	N/A	33%	TBD
1.2.5.i	Percentage of \$10 million applied to Student Loan Repayment Incentives	N/A	100%	100%

HCO 2 - Increase the DoD's Ability to Cultivate, Manage and Retain Top Talent				
<b>Strategy 2.1 - Cultivate and Build Workforce Expertise</b>		Metrics		
<b>Initiative 2.1.1 - Establish a Workforce Identification Process for Emerging and Cross-Cutting Skills</b>		Baseline FY23	Target FY24	Target FY25
2.1.1.a	Apply work role codes to the Financial Management Functional Community in both personnel and manpower systems	N/A	50%	100%
2.1.1.b	Apply work role codes to the Intelligence Functional Community in both personnel and manpower systems	N/A	25%	100%
<b>Initiative 2.1.2 - Establish a HR Functional Community (HRFC) Strategy</b>		Baseline FY23	Target FY24	Target FY25
NO METRICS FOR THIS INITIATIVE; RELIANCE ON MILESTONES FOR SUCCESS				
<b>Initiative 2.1.3 - Implement DoD 8140 Cyber Workforce Qualification Program</b>		Baseline FY23	Target FY24	Target FY25
2.1.3.a	Implement DoD 8140 Cyber Workforce Qualification Program	0%	TBD	TBD
<b>Initiative 2.1.4 - Establish a Prevention Workforce Structure and Personnel Requirements</b>		Baseline FY23	Target FY24	Target FY25
2.1.4.a	Number of IPPW personnel hired	450	400	400
2.1.4.b	Number of IPPW interns accepted and placed	N/A	10	20
2.1.4.c	Number of credentials awarded	200	90% Hired By Quarter	90% Hired by Quarter
2.1.4.d	Number of IPPW personnel who completed initial training and required CEs and maintained their credentials	N/A	200	90% Hired by Quarter
2.1.4.e	Number of IPPW interns who are placed in permanent IPPW billets	0	1	3
<b>Initiative 2.1.5 - Enhance the Sexual Assault Response Workforce Model</b>		Baseline FY23	Target FY24	Target FY25
2.1.5.a	Number of civilian SAPR VA, SARC, Lead SARC, and SAPR PM positions that align to standards in the new response workforce model. Number of civilian SAPR VA, SARC, Lead SARC, and SAPR PM positions that align to the new RWM divided by the total number of civilian SAPR VA workforce positions.	TBD	TBD	TBD
<b>Strategy 2.2 - Improve Capacity-Building Opportunities for Employees</b>		Metrics		
<b>Initiative 2.2.1 - Implement HR Training and HR Technical Area Credentialing Programs</b>		Baseline FY23	Target FY24	Target FY25
2.2.1.a	Number of DoD HR training courses reviewed	0%	10%	20%
2.2.1.b	Percent credentialed of targeted workforce	10%	23%	Increase
<b>Initiative 2.2.2 - Establish a Baseline for Civilian Workforce Development</b>		Baseline FY23	Target FY24	Target FY25
2.2.2.a	Establish a centralized mechanism for tracking Component training expenditures to enable analysis of training spend rates compared to resourcing baselines	N/A	N/A	TBD
<b>Initiative 2.2.3 - Improve Training and Support Provided to Managers and Supervisors of DoD Civilians</b>		Baseline FY23	Target FY24	Target FY25
2.2.3.a	New manager and supervisor mentorship rates as self-certified by Components in annual Data Management Report	40%	50%	60%
<b>Initiative 2.2.4 - Expand Civilian Workforce Development Opportunities</b>		Baseline FY23	Target FY24	Target FY25
2.2.4.a	Percentage of application quotas use by Components/FCs to attend enterprise leader development programs	85%	90%	100%
2.2.4.b	Number of DoD and Industry participants in PPTEs	10	12	14
<b>Initiative 2.2.5 - Advance HR Upskilling and Reskilling Opportunities</b>		Baseline FY23	Target FY24	Target FY25
2.2.5.a	Increase use of student loan repayment program incentives for the HR workforce	1%	3%	TBD
2.2.5.b	Number of upskilling and reskilling programs to include training opportunities and development opportunities for the HR workforce	TBD	Increase	Increase
<b>Strategy 2.3 - Promote and Facilitate a Retention Culture</b>		Metrics		
<b>Initiative 2.3.1 - Improve Senior Executive and Professional Lifecycle Programs</b>		Baseline FY23	Target FY24	Target FY25
2.3.1.a	Develop and implement Executive Development enterprise-wide reforms	57%	75%	80%
<b>Initiative 2.3.2 - Promote Use of Employee Awards and Recognition</b>		Baseline FY23	Target FY24	Target FY25
2.3.2.a	The difference in the average ratings-based monetary performance awards expressed as a percentage of pay between employees who earn a Fully Successful and employees who earn an Outstanding performance rating	1%	1%	1%
2.3.2.b	The ratio of monetary awards spending between ratings based and non-ratings based awards by fiscal year for DoD	79:21	77:23	75:25
2.3.2.c	Average positive satisfaction rate for the following FEVS question: Q12 In my work unit, differences in performance are recognized in a meaningful way	52%	52%	52%
<b>Initiative 2.3.3 - Advance a DoD Climate that Respects and Values the Contributions of Every Individual to the Mission</b>		Baseline FY23	Target FY24	Target FY25
2.3.3.a	Improve OSD Federal Employee Viewpoint Survey (FEVS) Diversity, Equity, Inclusion, and Accessibility (DEIA) Index	72%	73%	74%
2.3.3.b	Improve Army FEVS DEIA Index	69%	70%	71%
2.3.3.c	Improve Navy FEVS DEIA Index	69%	70%	71%
2.3.3.d	Improve Air Force DEIA Index	70%	71%	72%
<b>Initiative 2.3.4 - Facilitate Labor Management Relationships</b>		Baseline FY23	Target FY24	Target FY25
2.3.4.a	Evaluate and document changes in employee satisfaction resulting from the Labor-Management Forums	TBD	TBD	TBD
<b>Initiative 2.3.5 - Promote a Culture of Continuous Professional Development and Engagement</b>		Baseline FY23	Target FY24	Target FY25
2.3.5.a	Perception of Workforce engagement for HR workforce (FEVS)	TBD	Increase	Increase
2.3.5.b	Perception of Value/Inclusion for HR workforce (FEVS)	TBD	Increase	Increase
2.3.5.c	Perception of investment for HR workforce (FEVS)	TBD	Increase	Increase

HCO 3 - Advance the DoD's Human Capital Management (HCM) Program				
Strategy 3.1 - Implement Integrated End-To-End HR Processes Supported by Technology		Metrics		
Initiative 3.1.1 - Adopt Cloud-Based Technologies into Human Capital Management (HCM)		Baseline FY23	Target FY24	Target FY25
3.1.1.a	Reduced # of records for employees (Internal Process)	3 Million (FY19)	1.08 Million	TBD
3.1.1.b	Increased Interoperability of HR Capability (Organizational Capability) by reducing interfaces	42	36	TBD
3.1.1.c	Increased Accuracy in Pay Calculation (Accuracy of pay transactions)	Less than 1% systematic errors	Less than 1% systematic errors	Less than 1% systematic errors
3.1.1.d	Reduced Downtime	100%	99.98%	99.98%
Initiative 3.1.2 - Rationalize HR Technology to Deliver Integrated Talent Management Capabilities		Baseline FY23	Target FY24	Target FY25
3.1.2.a	# of Systems Planned for Rationalization	0	TBD	TBD
Initiative 3.1.3 - Expand HR Analytics to Better Support Decision Makers		Baseline FY23	Target FY24	Target FY25
3.1.3.a	Reduced # of manual analytical reports and dashboards	3	25	50
3.1.3.b	# HR Shared Service Providers that have established overhead rates	0	4	6
3.1.3.c	# Components that have established standard and segmented time to hire measures	0	6	6
3.1.3.d	# Components that have assessed data and develop baselines for telework and remote work	0	0	30
Strategy 3.2 - Modernize Human Capital Processes and Practices		Metrics		
Initiative 3.2.1 - Enhance HCF Accountability and Evaluation Program		Baseline FY23	Target FY24	Target FY25
3.2.1.a	Establish a downward trend on the number of regulatory violations (required actions) on DE, HCME and HCF evaluations	25%	10%	10%
3.2.1.b	Conduct timely DE, HCME and HCF evaluations (DCPAS-led/ Component-led) and provide timely evaluation responses (OPM, GAO, etc.) to report findings and best practices IAW statutory, federal, and DoD HCF guidelines	100%	100%	100%
3.2.1.c	Enhance the Human Capital Management Evaluation Program (HCF and DE) through integrating matrix teams and the evaluation feedback mechanism to inform policy and decision making, enhance capabilities, identify program risks and strengthen DE certification skills	80%	80%	80%
Initiative 3.2.2 - Expand HC Data Analytics and Strategic Planning		Baseline FY23	Target FY24	Target FY25
3.2.2.a	Develop Data Element Definitions Standardized Across the Enterprise (Minimum - Count Subject To Increase)	0	17	17
3.2.2.b	Develop Enterprise Human Capital and Workforce Planning Formulas/Metrics (Minimum - Count Subject To Increase)	0	0	18
3.2.2.c	Implementation of Stay and Exit Survey	0	0	2
Initiative 3.2.3 Establish a DoD Personnel Systems Framework		Baseline FY23	Target FY24	Target FY25
3.2.3.a	Proof-of-Concept Pilot. Sample populations from CES, DCIPS, AcqDemo, STRL Demos, and GS	16%	30%	N/A

## Appendix C: Acronym/Glossary

**Accessibility:** The design, construction, development, and maintenance of facilities, information, communication technology, programs, and services so that all people, including people with disabilities, can fully and independently use them. Accessibility includes the provision of accommodations and modifications to ensure equal access to employment and participation in activities for people with disabilities, the reduction or elimination of physical and attitudinal barriers to equitable opportunities, a commitment to ensuring that people with disabilities can independently access every outward-facing and internal activity or electronic space, and the pursuit of best practices such as universal design.

**Agency:** Executive departments, government corporations and independent establishments excluding the Central Intelligence Agency, the Government Accountability Office, the United States Postal Service, and the Postal Regulatory Commission. For purposes of this report, the DoD is considered the “Agency.”

**APG - Agency Performance Goal:** A performance goal established to advance the progress of a DoD top priority. DoD Priority Goals may be outcome-focused improvements in mission or management, customer responsiveness, or efficiencies. These priority goals represent results or achievements that DoD leadership wants to accomplish within approximately 24 months that relies predominantly on implementation (as opposed to budget or legislative accomplishments).

**APP – Agency Performance Plan:** A description of the level of performance to be achieved during the fiscal year in which the plan is submitted, and the next fiscal year. The plan describes the strategies the agency will follow, explaining why those strategies have been chosen, and identifying performance targets and key milestones that will be accomplished in the current and next fiscal year. It should be comprehensive of the agency’s mission by showing the plan for making progress towards each strategic objective.

**ASP - Agency Strategic Plan:** The basic requirements for strategic plans are set forth in Section 3 of the Government Performance and Results Act (GPRA). An agency strategic plan contains the Agency mission statement; and corresponds directly with the agency’s core programs and activities. An agency’s program goals should flow from the mission statement. The plan includes one or more strategic goals. Also termed “general goal,” a strategic goal is a statement of aim or purpose that defines how an agency will carry out a major segment of its mission over a period of time.

**Attrition:** A retention metrics that measures of the loss of personnel during a specific period (usually expressed as a rate).

**Baseline Metric:** A baseline metric determines the exact starting point for and used as a point of comparison for measuring change or progress.

**CDAO:** Chief Data and Artificial Intelligence Officer

**CHCO - Chief Human Capital Officer:** The agency's senior leader whose primary duty is to: 1) Advise and assist the head of the agency and other agency officials in carrying out the agency's responsibilities for selecting, developing, training, and managing a high-quality productive workforce in accordance with merit system principles; and 2) Implement the rules and regulations of the President, the Office of Personnel Management (OPM), and the laws governing the civil service within the agency.

**Component (of an agency):** Refers to the Office of the Secretary of Defense, the Military Departments, the Office of the Chairman of the Joint Chiefs of Staff and the Joint Staff, the Combatant Commands, the Office of the Inspector General of the DoD, the Defense Agencies, the DoD Field Activities, and all other organizational entities within the DoD (referred to collectively in this plan as the "DoD Components").

**CIO:** Chief Information Officer

**CoP:** Community of Practice

**CPDW:** Civilian Personnel Data Warehouse

**CPPC - Civilian Personnel Policy Council:** The primary executive level forum for the Deputy Assistant Secretary of Defense for Civilian Personnel Policy (DASD(CPP)) to obtain strategic program and operational advice and guidance to support the mission of DoD. The CPPC shall promote and facilitate DoD-wide HCM, both current and future, through input to policy, business practices, information technology standards, integrated solutions, and resources. The CPPC members are DoD senior directors and executive level representatives.

**CTMO:** Chief Talent Management Officer.

**CWIF:** Civilian Workforce Incentive Fund.

**C2C - Contact to Contract:** First contact with an applicant (notice of referral), through the time the applicant enters into a contract for employment with the DoD (firm job offer).

**DA&AI:** Data, Analytics, and Artificial Intelligence.

**DAFA - Defense Agency and DoD Field Activities:** Commonly referred to as "OSD" or "Fourth Estate".

**DASD(CPP) - Deputy Assistant Secretary of Defense for Civilian Personnel Policy:** Also referred to as CPP within this document. The CPP formulates plans, policies, and programs to manage the civilian workforce effectively and equitably. The CPP supports DoD with personnel policy leadership and with support from the Defense Civilian Personnel Advisory Service (DCPAS). The CPP also manages the non-appropriated fund personnel system and provides guidance for the foreign national employment program within DoD.

**DCHRMS - Defense Civilian HR Management System:** This is the future, cloud-based enterprise automated HR information and transaction processing system for DoD civilian employees. This system contains classification, staffing, training, employee benefits, action tracking for Equal Employment Opportunity complaints, and data retrieval information on DoD civilian employees.

**DCPAS - Defense Civilian Personnel Advisory Service:** The Defense Civilian Personnel Advisory Service develops, implements, and monitors DoD civilian HR policies and programs around the world. DCPAS provides leadership; consults and trains. DCPAS ensures HR practices align to and support current policy; develops tools and cross-functional programs to support efficient and innovative component operations and workforce development, and provides solutions and strategies that bridge the gap between policy, process, and technology to increase operational effectiveness and strengthen mission readiness.

**DCPDS - Defense Civilian Personnel Data System:** The enterprise automated HR information and transaction processing system for DoD civilian employees. This system contains classification, staffing, training, employee benefits, action tracking for Equal Employment Opportunity complaints, and data retrieval information on DoD civilian employees.

**DCSA:** Defense Counterintelligence and Security Agency

**DCTC:** Defense Civilian Training Corps

**DE – Delegated Examining:** OPM may delegate authority to an executive agency to conduct delegated examining, i.e., examine applicants for competitive service positions that are open to all U.S. citizens including current federal employees. Delegated examining is synonymous with competitive examining. (5 U.S.C. §1104).

**DEIA - Diversity, Equity, Inclusion and Accessibility:** A set of practices intended to ensure people from a broad set of socio-demographic backgrounds are represented and able to thrive in a workforce; and an organization's actions and services to the public that consider the needs and desired outcomes for all.

**DHRA:** Defense Human Resources Activity



**Diversity:** Within DoD is defined as “all the different characteristics and attributes of DoD’s total force, which are consistent with DoD’s core values, integral to overall readiness and mission accomplishment, and reflective of the Nation we serve.”

**DMDC - Defense Management Data Center:** Serves under the Office of the Secretary of Defense to collate personnel, manpower, training, financial, and other data for the DoD.

**DoDI - DoD Instruction:** Establishes or implements DOD policy and may contain overarching procedures, assign responsibilities, may provide general procedures for implementing the policy and are signed by OSD Component Heads or their Principal Deputies.

**DPS:** DoD Personnel Systems

**D-SAACP- DoD Sexual Assault Advocate Certification Program:** Established to standardize sexual assault response to victims and professionalize victim advocacy roles of Sexual Assault Response Coordinators.

**E&C:** Employment & Compensation

**EOD - Entry on Duty:** Start date for a new hire.

**Equity:** The consistent and systematic fair, just, and impartial treatment of all individuals who belong to underserved communities that have been denied such treatment.

**ESID:** Enterprise Solutions & Integration Directorate

**FC - Functional Community:** A group of one or more occupational series or specialties with common functions, competencies, and career paths to accomplish a specific part of the DoD mission.

**FCM - Functional Community Management:** The workforce planning and management of FCs to ensure mission accomplishment and includes activities such as, but not limited to, developing competency models, assessing workforce competencies, identifying mission-critical workforce gaps, and advocating career development opportunities.

**FEVS - Federal Employee Viewpoint Survey:** A Government-wide survey administered by the OPM on an annual basis. The survey focuses on employee perceptions of their work environment and experiences.

**FWPR - Federal Workforce Priorities Report:** A strategic HC report, published by OPM that communicates key Government-wide HC priorities and suggested strategies.

**GPRA/MA - Government Performance and Results Act Modernization Act of 2010:** The law that requires agencies to set strategic goals, measure performance, and report on the degree to which goals are met. The GPRA Modernization Act requires agencies to set long-term goals and objectives as well as specific, near-term performance goals.

**HCF – Human Capital Framework:** The framework, as described in Title 5 Code of Federal Regulations section 250, Subpart B, provides direction on HC planning, implementation, and evaluation in the Federal environment. The framework has four systems Strategic Alignment and Planning, Talent Management, Performance Culture, and Evaluation.

**HCIS:** Human Capital Integrated Systems

**HCOP – Human Capital Operating Plan:** An agency’s HC implementation document, which describes how an agency will execute the HC elements stated within its ASP and Annual Performance Plan (APP). Program specific workforce investments and strategies (e.g., hiring, closing skill gaps) should be incorporated into the APPs as appropriate. The HCOP should clearly execute each of the four systems of the HCF.

**HR – Human Resources:** HR refers to the organization that is authorized to perform HR functions such as staffing, compensation, workforce planning and policy, labor, and employee relations and more.

**HRFC:** Human Resource Functional Community

**HRIT - HR Information Technology:** The automated tools and systems that support the management of HR data.

**HRTT:** Human Resources Transformation Team

**I&S – Intelligence & Security:** References the Office of the Under Secretary of Defense for Intelligence and Security.

**Inclusion:** Defined as “valuing and integrating each individual’s perspectives, ideas, and contributions into the way an organization functions and makes decisions.”

**IRC:** Independent Review Commission

**IT:** Information Technology

**LER:** Labor and Employee Relations

**MCO - Mission-Critical Occupation:** An occupation having the potential to put a strategic program or goal at risk of failure related to HC deficiencies.

**Metrics:** A value that indicates the state or level of quality of that which is being measured. Metrics are measurements, either qualitative or quantitative, that provide a basis for evaluating effectiveness and efficiency of performance.

**Milestones:** A scheduled event signifying the completion of a major deliverable or a phase of work.

**NBIS - National Background Investigation Services:** Is the federal government's one-stop-shop IT system for end-to-end personnel vetting — from initiation and application to background investigation, adjudication, and continuous vetting.

**NDAA - National Defense Authorization Act:** The annual appropriations authority for military activities of the DoD, military construction, and for defense activities of the DoD.

**NDS - National Defense Strategy:** also known as the Agency Strategic Plan, serves as the DoD Capstone document that establishes the objectives for the plans for military force structure, force modernization, business processes, supporting infrastructure, and required resources.

**ODEI:** Office for Diversity, Equity, and Inclusion

**OFCM - Office of the Secretary of Defense, Functional Community Manager:** The Senior Executive designated by each OSD Principal Staff Assistants to lead strategic workforce planning efforts and provide insight and direction into mission and workforce requirements for a specific DoD functional community. OFCMs monitor and track implementation of Strategic HC Planning initiatives in coordination with DASD (CPP), the DoD Components, manpower, financial management, and HR professionals.

**OMB - Office of Management and Budget:** Serves the President of the United States in overseeing the implementation of his policy, budget, management, and regulatory objectives and to fulfill the agency's statutory responsibilities.

**OPM - Office of Personnel Management:** OPM provides HR, leadership, and support to Federal agencies to include policy and oversight for all policy created to support Federal HR departments—from classification and qualifications systems to hiring authorities and from performance management to pay, leave, and benefits.

**OSD:** Office of Secretary of Defense

**OSD(C):** Office of the Secretary of Defense (Comptroller)

**OUSD (A&S):** Office of the Under Secretary of Defense (Acquisition & Sustainment)

**PCA:** Principal Cyber Advisor

**President's Management Agenda:** The Administration's roadmap for ensuring an equitable, effective and accountable Federal Government that delivers results for all.

**ROTC:** Reserve Officers' Training Corps

**SAPRO:** Sexual Assault Prevention and Response Office

**SAPR:** Sexual Assault Prevention and Response

**SHCM - Strategic Human Capital Management:** The process and systems required to effectively manage the life cycle of the civilian workforce.

**SHCP:** Strategic Human Capital Planning

**Skills Gap:** A variance between the current and projected workforce size and skills needed to ensure an agency has a cadre of talent available to meet its mission and make progress towards achieving its goals and objectives now and into the future.

**Target Metric:** Quantifiable measure typically expressed as a number that tells how well or at what level an agency or one of its Components aspires to perform. In setting and communicating targets, where available, agencies should include the baseline value from which the target change is calculated.

**T2H - Time to Hire:** The average number of days to hire employees for a specific population and time period. The time begins from the date a Request for Personnel Action (RPA) is issued and ends on the date the employee is onboard.

**USA Staffing:** A Federal-wide automated hiring tool administered by OPM.

**U.S.:** United States

**USD(P&R):** Under Secretary of Defense for Personnel and Readiness

**TW 2.0 - Trust Workforce 2.0:** Whole of government approach to reform the personnel security process and establish a single vetting system for the U.S. Government.

**WFP - Workforce Planning:** A focus area under talent management, which serves as the foundation for managing an organization's human capital. It includes a systematic process of analyzing and assessing skills to set targets to mitigate the gaps between the workforce of today and the mission and human capital needs of tomorrow.

# Appendix D: References and Authorities

Code of Federal Regulations (CFR)

<https://www.ecfr.gov/current/title-5/chapter-I/subchapter-B/part-250>

Defense Human Resources Agency Strategic Plan (FY2022–2028)

[https://www.dhra.mil/Portals/52/Documents/DHRA-Strategic-Plan-FY2022-2028\\_Base\\_Plan\\_Final\\_External.pdf](https://www.dhra.mil/Portals/52/Documents/DHRA-Strategic-Plan-FY2022-2028_Base_Plan_Final_External.pdf)

DoD Strategic Management Plan (Fiscal Years 2022-2026)

<https://media.defense.gov/2023/Mar/13/2003178168/-1/-1/1/DOD-STRATEGIC-MGMT-PLAN-2023.PDF>

DoD Civilian Human Capital Operating Plan (Fiscal Year 2022–Fiscal Year 2026)

[https://www.dcpas.osd.mil/sites/default/files/DoD%20HCOP%20FY22-26\\_3%20June%2022%20%28003%29.pdf](https://www.dcpas.osd.mil/sites/default/files/DoD%20HCOP%20FY22-26_3%20June%2022%20%28003%29.pdf)

Federal Register for Executive Orders

<https://www.federalregister.gov/presidential-documents/executive-orders>

Federal Workforce Improvement, Subtitle A – Chief HC Offices Act of 2002

<https://www.congress.gov/107/plaws/publ296/PLAW-107publ296.pdf>

2022 Federal Workforce Priorities Report

<https://chcoc.gov/sites/default/files/2022-Federal-Workforce-Priorities-Report-FWPR.pdf>

Government Performance and Results Act Modernization Act of 2010 (GPRAMA)

<https://www.govinfo.gov/content/pkg/PLAW-111publ352/pdf/PLAW-111publ352.pdf>

National Defense Authorization Act (NDAA) for FY 2021, Public Law No. 116-83

<https://www.congress.gov/116/bills/hr6395/BILLS-116hr6395enr.pdf>

National Defense Authorization Act (NDAA) for FY 2022, Public Law No. 117-21

<https://www.congress.gov/117/cprt/HPRT46591/CPRT-117HPRT46591.pdf>

National Defense Authorization Act (NDAA) for FY 2023, Public Law No. 117-263

<https://www.congress.gov/117/plaws/publ263/PLAW-117publ263.pdf>

National Security Strategy, October 2022

<https://www.whitehouse.gov/wp-content/uploads/2022/11/8-November-Combined-PDF-for-Upload.pdf>

Office of Management and Budget (OMB), A-11 Section 230, Circular on Agency Strategic Planning

<https://www.whitehouse.gov/wp-content/uploads/2018/06/a11.pdf>

OPM Human Capital Framework (HCF)

<https://www.opm.gov/policy-data-oversight/human-capital-framework/>