

The background of the page features a stylized American flag. The top half is a white field with a grid of light blue stars. The bottom half is a dark blue field with white text. The right side of the page is decorated with a vertical graphic of the American flag's stripes and stars, appearing as if draped or flowing.

Fiscal Year 2022 – Fiscal Year 2026
Department of Defense
Civilian Human Capital Operating Plan
June 2022



In my role as the Deputy Assistant Secretary of Defense for Civilian Personnel Policy (DASD(CPP)) and the delegated Chief Human Capital Officer (CHCO) for our civilian workforce, I am pleased to provide the Department of Defense's (DoD) Fiscal Year 2022–2026 (FY22–26) Human Capital Operating Plan (HCOP). In today's increasingly complex global environment, DoD's civilian workforce continues to play a critical role in DoD's mission to deter war and protect the security of our nation. A well-managed civilian workforce is indispensable to accomplishing DoD's mission and goals.

The DoD FY22–26 HCOP serves as the strategic roadmap for the numerous products, services, and human capital business solutions we provide to the Department to manage the life cycle of our civilian workforce. Our overarching strategic human capital goals are two-fold. First, invest in our national security workforce by 1) recruiting; 2) developing; 3) retaining; and 4) inspiring an existing and new generation to remain in public service; second, ensure our workforce is agile, information-advantaged, motivated, diverse, and highly skilled. Achieving these goals remains our highest priority. These goals align to both the priorities of our Secretary of Defense, as well as the expectations of the President as outlined in the Biden-Harris President's Management Agenda (PMA).

This HCOP is premised on three key human capital objectives: Manage People, Cultivate a Culture of Engagement and Inclusion, and Advance Human Resources (HR). Supporting strategies and initiatives under these objectives will further promote our far-reaching HR efforts, to include expanding our HR data analytics to aid civilian workforce management, building and strengthening DoD's innovation workforce, and implementing a Department-wide Diversity, Equity, Inclusion, and Accessibility (DEIA) plan. We will address pro-actively the Future of Work by taking steps to further enhance workplace flexibilities and work-life programs in recognition of effective remote work during the COVID-19 pandemic.

I appreciate the continued support 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 human capital 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

DoD has an enduring global mission to defend our nation from enemies both foreign and domestic on land, at sea, in space, and in cyberspace. With over 900,000 appropriated fund, non-appropriated fund, and local national civilian employees serving in critical positions worldwide, the DoD civilian workforce represents more than a third of the combined total force of military members, civilians, and contractors in nearly 675 occupations across the globe. The civilian workforce plays an important role in supporting the armed forces and our nation's defense.



The Defense Secretary's three key priorities of defending the Nation, taking care of our people, and succeeding through teamwork are directly aligned to advancing the Department's strategy for readiness and competitive advantage to deter conflict in any domain. Our resilient and highly-skilled DoD civilian workforce is vital to implementing the strategies and priorities that ensure the Department succeeds in achieving all current and future national security objectives.

Since the release of DoD's FY20–21 HCOP, the world has changed significantly, and we find ourselves still in a transition period. DoD's civilian human capital management (HCM) practices have adjusted to what is becoming the new normal. The global COVID-19 pandemic changed our workplace, recruitment outreach efforts, talent development, and work-life balance. Well-established HR policies continue to evolve to reflect and keep pace with these changes. Prime examples of adjustments that reflect the times are the expansion of telework, the adoption of remote work, and the change in workforce expectations. The Department continues its effort to build and sustain a digitally-savvy and innovative workforce in an ecosystem of the right people, engaged with the right processes and platforms all while supported in a culture focused on the future of work in a high-performing, highly rewarding, safe, diverse, and inclusive environment. We work towards implementing the priorities and strategies outlined in this document to reflect the evolution of the DoD civilian workforce culture.

DoD's civilian human capital priorities have been established by both the Defense Secretary's guidance and the President's guidance. These priorities will be accomplished

through an HCOP framework centered on three Human Capital Objectives (HCO), each of which uses targeted strategies and initiatives that provide human capital solutions crafted in partnership with stakeholders to shape and address talent management needs. The strategies supporting these objectives are highlighted below:

- **HCO 1: Manage People:** Strategies involve expanding capabilities of data to drive decision-making and functional management of the civilian workforce. Improved workforce analytics will support management of the talented, diverse and highly-skilled people hired and retained here at DoD.
- **HCO 2: Cultivate a Culture of Engagement and Inclusion:** Strategies are focused on the resiliency of the civilian workforce in a healthy and productive environment, specifically addressing changes in business practices based on the effects of COVID-19. Initiatives found in this strategy address inclusion through work-life and workplace program flexibilities, workplace culture for the civilian workforce, and training managers and supervisors on workplace culture to support work-life balance. Efforts to improve both engagement and inclusion through targeted focus on areas such as performance recognition, development opportunities, and partnerships are also included.
- **HCO 3: Advance Human Resources:** Strategy initiatives covered here are centered on implementation of cloud-based civilian Human Resources Information Technology (HRIT) solutions. Also found under this objective are efforts to upskill the HR functional community through renewed focus on HR credentialing and improvements to HR service delivery structure and outcomes.

DoD's FY22–26 HCOP serves as a roadmap to support successful planning and implementation of strategic initiatives for civilian workforce management and is aligned with our National Defense Strategy to support long-term strategic goals. Over its 5-year time period, the initiatives and metrics may be subject to change depending on the needs of the Department or changes in the Administration's priorities. The HCOP will be reviewed annually and updated as appropriate. As a result, this HCOP addresses actions and metrics for FY22-23 so that adjustments resulting from progress and performance reviews can be managed. As a part of the DoD's HRStat program, the DoD CHCO administers a quarterly review process to assess progress. The HRStat process provides opportunities to leverage data as a tool to inform decisions and improve the management of the civilian workforce.

Strategic Alignment of Human Capital Goals and Strategies

The Office of Management and Budget (OMB) issues guidance on the requirement for Federal agencies to develop a strategic plan. OMB's updated Circular Number A-11 for

2021 states that the Agency Strategic Plan (ASP) should present the long-term objectives an agency hopes to accomplish at the beginning of each new term of an Administration. DoD's National Defense Strategy (NDS), which serves as the ASP, outlines and describes general and long-term goals and strategy for how the Department will manage challenges and mitigate risks that may hinder its ability to achieve its highly complex national security mission.

This HCOP meets the Office of Personnel Management's (OPM) requirement to ensure an ongoing effort exists to align and implement human capital strategy with the overall performance strategy outlined in the NDS. The NDS is the capstone strategic guidance document for the Department of Defense. It translates national security priorities into guidance for military planning and activities. The 2022 NDS is consistent with the President's Interim National Security Strategic Guidance and the Secretary's Message to the Force, both referencing the civilian workforce and both released in March 2021. Additionally, the HCOP complements and builds upon prior guidance found in the Chief Human Capital Officers Act of 2002 and the Government Performance and Results Act Modernization Act of 2010. These Acts ensure that agencies' strategic human capital goals and strategies cascade to the operating or implementation level.

In addition to the Department's strategic priorities, the HCOP is aligned with the Federal Workforce Priorities Report (FWPR). The FWPR, published by OPM, communicates several key Government-wide human capital priorities and human capital planning strategies for Federal agencies to consider in the development of their HCOPs. As required by OPM, DoD selected three FWPR priorities for inclusion in the FY22–26 HCOP:

- **Enhancing Employee Experience, Fostering Employee Well-Being, and Building a Diverse and Inclusive Workforce.** Adopt policies, procedures, and processes that provide an exceptional employee experience and support accessibility, and health-focused activities to enable employees to function at peak performance through a diverse workforce.
- **Leveraging Technology & Modernizing IT Processes.** Research, acquire, and develop enterprise technological solutions to assist the Federal human capital community with human capital analysis; increase data available to inform management decision-making and to support the workforce.
- **Leveraging Data as a Strategic Asset.** Adopt policies, processes, and platforms to ensure the gathering, curation, and analysis of data is effective, secure, and contributes to informed, timely, and data-driven strategic decisions.

This HCOP also supports the priorities and strategies established in the PMA under

Priority 1: Strengthening and Empowering the Federal Workforce, which directs the Federal Government to:

- Attract and hire the most qualified employees, who reflect the diversity of our country in the right roles
- Make every Federal job a good job, where all employees are engaged, supported, heard, and empowered with opportunities to learn, grow, join a union and have an effective voice in their workplace through their union and thrive throughout their careers
- Reimagine and build a roadmap to the future of Federal work informed by lessons from the pandemic and national workforce and workplace trends
- Build the personnel systems and support required to sustain in the Federal Government as a model employer able to effectively deliver on a broad range of agency missions



WE TAKE CARE OF OUR PEOPLE

"People are the Department's most critical asset. We remain the preeminent fighting force in the world because of our personnel in and out of uniform. I have never had more confidence in our ability to meet the security challenges of today and tomorrow."

Secretary of Defense Lloyd J. Austin III

March 5, 2021, Message to the Force

FY22–26 DoD Human Capital Operating Plan Framework

The HCOP Framework shapes the development of the HCOP and outlines the supporting strategies and initiatives to be implemented for the desired outcomes.

DoD Strategic Goals		
DoD Strategic Goals – 2022 National Defense Strategy (NDS)	<ol style="list-style-type: none"> 1. Defending the homeland, paced to the growing multi-domain threat posed by the People’s Republic of China (PRC) 2. Deterring strategic attacks against the United States, Allies, and partners 3. Deterring aggression, while being prepared to prevail in conflict when necessary, prioritizing the PRC challenge in the Indo-Pacific, then the Russia challenge in Europe 4. Building a resilient Joint Force and defense ecosystem 	
DoD Strategic Guidance	<ol style="list-style-type: none"> 1. Defend the Nation 2. Take care of our people 3. Succeed through teamwork 	
SHCM Goals	<ol style="list-style-type: none"> 1. Invest in our national security workforce by 1) recruiting; 2) developing; 3) retaining; and 4) inspiring an existing and new generation to remain in public service 2. Ensure this workforce is agile, information-advantaged, motivated, diverse, and highly skilled 	
Human Capital Objectives	Human Capital Strategies	Desired Outcomes
Manage People	<ol style="list-style-type: none"> 1.1: Expand Capabilities for Data-Driven Strategic Human Capital Planning and Functional Management 1.2: Build and Strengthen the Innovation Workforce 1.3: Improve Recruitment and Hiring 	<ul style="list-style-type: none"> • Responsive to changing priorities and missions • Right skills and talent for current and future work • Improved workforce diversity • Competitive for Targeted Talent • DoD branded as recognized employer of choice • Retention in high demand careers
Cultivate a Culture of Engagement and Inclusion	<ol style="list-style-type: none"> 2.1: Strengthen Workforce Resilience by Enhancing Future of Workplace Flexibilities and Work-life Programs 2.2: Improve Capacity-Building Opportunities for Employees to Perform at Their Full Potential 2.3: Enable Retention Through Performance Management, Accountability, and Partnerships 	<ul style="list-style-type: none"> • Improved individual and organizational performance • Motivated and engaged workforce • Improved relationships, work environment, leadership, support and trust • Increased satisfaction and enhanced productivity • Highly skilled and digitally fluent workforce • Retention of high performers within DoD
Advance HR	<ol style="list-style-type: none"> 3.1: Implement integrated End-to End HR Processes Supported by Technology 3.2: Improve HR Service Delivery, Program Performance and Evaluation 3.3: Enhance HR Workforce Capabilities 	<ul style="list-style-type: none"> • Data-driven and transparent decision making • Modern, effective, efficient, value- and business- focused HR management • Integrated and agile HR community • Culture of continuous improvement

The Link between Human Capital Strategies and the Human Capital Framework

The Human Capital Framework (HCF), as defined in Title 5 Code of Federal Regulations Section 250, Subpart B, integrates four strategic human capital systems to provide comprehensive guidance for planning, implementing, and evaluating strategic HCM in Federal agencies. Utilizing the HCF in human capital strategic planning results in improved outcomes for human capital programs that enable the accomplishment of agency mission objectives. The HCF identifies 20 possible focus areas, as shown in the table below. Focus areas identify the specific areas of HCM that agencies should focus on to achieve the standards for each HCF system. The table below shows the intersection of the HCF focus areas with the FY22–26 HCOP strategies discussed throughout this plan.

Strategy Alignment to the Human Capital Framework

Agency Human Capital Strategy	HUMAN CAPITAL FRAMEWORK (HCF) SYSTEM																		
	I. Strategic Planning and Alignment System						II. Talent Management System				III. Performance Culture System				IV. Evaluation System				
	Focus Areas						Focus Areas				Focus Areas				Focus Areas				
	Agency Strategic Plan	Annual Performance Planning	Strategic Human Capital Planning	HC Best Practices, Knowledge Sharing	HR as a Strategic Partner	Organizational Development	Change Management	Workforce Planning	Recruitment & Outreach	Employee Development	Leadership Development	Retention	Continuous Learning	Diversity & Inclusion	Performance Management	Engaged Employees	Labor/Management Partnership	Work Life	Business Analytics
1.1: Expand Capabilities for Data-Driven Strategic Human Capital Planning and Functional Management	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>					<input checked="" type="checkbox"/>					<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
1.2: Build and Strengthen the Innovation Workforce							<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>		
1.3: Improve Recruitment and Hiring			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>					<input checked="" type="checkbox"/>						
2.1: Strengthen Workforce Resilience by Enhancing Future of Workplace Flexibilities and Work-life Programs											<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		
2.2: Improve Capacity-Building Opportunities for Employees to Perform at Their Full Potential									<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>		
2.3: Enable Retention Through Performance Management, Accountability, and Partnerships									<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			
3.1: Implement Integrated End-to-End HR Processes Supported by Technology			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>													<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
3.2: Improve HR Service Delivery, Program Performance and Evaluation				<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>											<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
3.3: Enhance HR Workforce Capabilities	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>														

Human Capital Strategies and Initiatives



Human Capital Objective 1: Manage People

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 Department continuously competes for technical, flexible, and innovative talent with strategic HCM and functional community 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 Department must recruit and retain highly qualified and technically savvy people from all demographics, reflective of the U.S. population. This effort maintains the Department's military advantage and the U.S. competitive edge in a digitally-driven global security environment.

The Department's ability to attract, cultivate, retain, and manage its current and future civilian workforce is enabled by several targeted strategies:

Strategy 1.1: Expand Capabilities for Data-Driven Strategic Human Capital Planning and Functional Management

Strategy 1.2: Build and Strengthen the Innovation Workforce

Strategy 1.3: Improve Recruitment and Hiring



Defense Civilian Emerging Leader Program, Cohort 10, taken on September 13, 2019, Executive Management Training Center in Southbridge, MA.

Why This Matters

The Department's ability to manage people is critical to achieving national security objectives. Having leaders, managers, supervisors, and HR practitioners fully engaged in the effort to attract, cultivate, retain, and reward the civilian workforce is essential to meeting the highest strategic priorities. The DoD must be positioned to compete for and win top talent across the Department's full range of occupations and career levels. Strategic human capital planning and functional management, with expanded workforce analytics, will improve time-to-hire metrics and the quality of hires necessary to build and strengthen the innovation workforce and other key segments of the civilian workforce.

How We'll Get There

DoD will implement carefully targeted strategies and initiatives to employ the diverse, talented people needed to meet the security challenges of today and tomorrow. The Department will expand the tools and techniques used to generate data insights that support decisions for optimizing and managing the civilian workforce. These data insights will also improve assessment and actions taken to ensure diversity, equity, inclusion and accessibility across the DoD civilian workforce.

Establishing targeted methods to build and strengthen the innovation workforce across the Department is a high visibility priority and a necessity to be competitive for top talent. These methods will also help attract and retain the most highly skilled individuals to close mission critical skills gaps in supporting the global mission. Efforts will continue to improve the quality and timeframe of all hires, entry level through senior level, through strategic recruitment and outreach for diverse internal and external candidates.

Key Performance Indicators: Manage People

- *Reduced Time-to-Hire*
- *Increased Direct Hire Authority usage*
- *Increased customer satisfaction ratings*
- *Improved Federal Employee Viewpoint Survey (FEVS) scores (multiple indices)*

Strategy 1.1: Expand Capabilities for Data-Driven Strategic Human Capital Planning and Functional Management

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 expand HCM and functional management capabilities, including leveraging enterprise data tools and broadening overall capability through increased DEIA practices. This strategy also includes providing greater data insights for the Nonappropriated Fund (NAF) workforce.

1.1.1 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 to support decision making for the civilian workforce. Data for functional coding of the innovation workforce and its associated functional communities is an example of data driving HCM policy and process solutions to help define and acquire the workforce needed now and in the future.

Actions	OPR	FY 2022				FY2023			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1.1.1.1 Establish Advana as the Enterprise Platform for civilian personnel workforce data; providing broad accessibility to workforce data across DoD	CPP and DCPAS	○	—	—	—	—	—	—	●
1.1.1.2 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 and DCPAS	○	—	●	—	—	—	—	—
1.1.1.3 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, and Components	—	○	—	—	—	—	—	●
1.1.1.4 Incorporate expanded NAF data and data sources to establish and provide comprehensive Appropriated Fund Civilian and NAF Civilian workforce data in one system	CPP, DCPAS, Components, and FCs	—	○	—	—	—	—	—	●

1.1.2 Implement DoD Diversity, Equity, Inclusion and Accessibility (DEIA) Strategic Plan

Executive Order 14035, *Diversity, Equity, Inclusion, and Accessibility (DEIA) in the Federal Workforce*, issued June 25, 2021, directs Federal agencies to promote DEIA in the Federal workforce. As such, there are several priorities the Department, along with all Federal agencies, will undertake to increase transparency and accountability on monitoring and evaluating DEIA to determine (a) whether, and to what extent, any DoD practices result in inequitable employment outcomes and (b) any actions required to help overcome systemic societal and organizational barriers.

This initiative captures efforts to assess HR practices, establish and implement a DEIA strategic plan for the Department, enhance demographic data collection and reporting, and complete annual reporting requirement.

Actions	OPR	FY 2022				FY2023			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1.1.2.1 Provide enterprise input and coordination on preliminary, self-assessment of civilian workforce, policies and practices related to DEIA	ODEI, DMOC, CPP, DCPAS (with Components)	○	●						
1.1.2.2 Identify and develop new data and analytic requirements to inform senior leader program and policy decisions and practitioner level actions, as well as the annual progress report on the DEIA	ODEI, DMOC, CPP, DCPAS (with Components)	○	—	—	●				
1.1.2.3 Develop DEIA Strategic plan in collaboration with primary OPR and other stakeholders	ODEI, DMOC, CPP, DCPAS (with Components)	○	●						
1.1.2.4 Coordinate integrated efforts to implement strategic plan activities with civilian personnel policy and programs principals and other OPRs/OCRs	ODEI, DMOC, CPP, DCPAS (with Components)		○	—	—	—	—	—	●
1.1.2.5 Provide input and submit annual report on efforts to advance DEIA within DoD and success implementing strategic plan	ODEI, DMOC, CPP, DCPAS (with Components)				●				●



Strategy 1.2: Build and Strengthen the Innovation Workforce

DoD is in a fierce competition for technical, flexible, and innovative talent. In alignment with the current NDS and the National Defense Authorization Acts of 2020-2022, this strategy seeks to modernize HR capabilities across the DoD to allow the Department to identify, recruit, retain, develop, and reward a highly talented and innovative workforce that can meet the changing threat landscape.

1.2.1 Partner with Functional Communities and Components to Inform Recruitment and Outreach Strategies to Attract Digital Skills and Competencies

Efforts will be undertaken to expand strategic recruitment and outreach activities that target specific innovation talent and other high demand skill sets. These efforts will improve the Department’s ability to attract and retain the workforce needed to address the changing landscape.

Actions	OPR	FY 2022				FY2023			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1.2.1.1 Pursue resources to accelerate strategic recruitment and outreach for innovation talent	DCPAS	○	—	—	—	—	—	—	●
1.2.1.2 Harmonize existing scholarships using technology to aid in individual matching for those in high demand skill areas (NDAA FY21, Section 251)	DCPAS, Components and FCs	○	—	—	●				
1.2.1.3 Train HR staff and others on public and private sector best practices to attract and retain innovation technical talent (NDAA FY21, Section 246)	DCPAS	○	—	—	—	—	—	—	●

1.2.2 Conduct a Pilot With Digital Talent Stakeholders to Better Assess Candidates’ Technical Skills

National Defense Authorization Act (NDAA) FY21 Section 247, *Pilot Program on the Use of Electronic Portfolios to Evaluate Certain Applicants for Technical Positions*, authorized the Department to pilot the use of electronic portfolios (E-Portfolios) as part of the hiring process for positions that are eligible for specific direct hire authorities, and to evaluate candidates on their relevant knowledge, skills, competencies and abilities for positions that require expertise in artificial intelligence (AI), data science, or software development. This initiative implements and tracks the policy and program parameters

as well as the assessment of the pilot that is currently underway. The results will be used to determine the effect of possible expansion of the implementation beyond the innovation workforce and for required congressional reporting.

Actions	OPR	FY 2022				FY2023			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1.2.2.1 Deploy Policy and program parameters for E-Portfolios pilot (NDAA FY21, Section 247)	DCPAS, Components and FCs	○	●	●	●				
1.2.2.2 Monitor and assess pilot results to determine future expansion and share best practices (monthly)	DCPAS, Components and FCs			○	●	●	●	●	●
1.2.2.3 Provide Pilot progress and status to Congress	DCPAS, Components and FCs			○	●	●	●	●	●



1.2.3 Establish Office of the Chief Digital Recruitment Officer to Lead Efforts to Recruit and Retain Digital Talent

This initiative implements the requirement for the Secretary of Defense to designate a Chief Digital Recruiting Officer within the Office of the Under Secretary of Defense for Personnel and Readiness (USD (P&R)) in accordance with NDAA FY22 Section 909. This position will carry out responsibilities focused specifically on the recruitment and

retention of digital talent for the civilian workforce within the Department of Defense (DoD).

Actions	OPR	FY 2022				FY2023			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1.2.3.1 Provide Innovation Steering Group with actionable recommendations regarding career pathways, training, recruitment, and professional development	USD(P&R)/ DASD(CPP), USD (R&E), CDRO, DCPAS, Components				○	●	●	●	●
1.2.3.2 Identify and develop inventory of Enterprise digital talent skills needs and gaps	USD(P&R)/ DASD(CPP), USD (R&E), CDRO, DCPAS, Components					○	●	●	●
1.2.3.3 Ensure integration of Scholarship for Service programs into recruitment strategies	USD(P&R)/ DASD(CPP), USD (R&E), CDRO, DCPAS, Components					○	●	●	●
1.2.3.4 Promote recruitment and referral bonuses to increase use of these authorities	USD(P&R)/ DASD(CPP), USD (R&E), CDRO, DCPAS, Components					○	●	●	●
1.2.3.5 Integrate progress reporting into HRStat. Provide and submit annual report on efforts to address digital talent within DoD	USD(P&R)/ DASD(CPP), USD (R&E), CDRO, DCPAS, Components				●				●

Strategy 1.3: Improve Recruitment and Hiring

The Department, as with other Federal agencies, is always seeking to optimize the hiring of civilians with critical skills and expertise. DoD will continue improving upon methods to promote career opportunities, assess skills, and maintain senior-level talent management systems to support future succession planning. These initiatives all play an important role in HCM and are integral in improving the recruitment and hiring processes.



1.3.1 Increase Awareness of the Department’s Civilian Employment Opportunities to Attract Targeted Candidates

This initiative furthers the work to promote DoD as an employer of choice. Efforts will also increase the diversity and quality of the candidate pools for critical positions from entry-level to senior-level across the Department.

Actions	OPR	FY 2022				FY2023				
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
1.3.1.1 Identify recruitment scholarships, internships, apprenticeships and other employment entry opportunities and promote via the Defense Civilian Careers website	DCPAS and Components	○	—	—	—	—	—	—	—	●
1.3.1.2 Implement virtual recruiting platform and host regular events according to DoD recruitment needs	DCPAS and Components	○	—	—	—	—	—	—	—	●
1.3.1.3 Integrate and optimize current tools and practices (e.g., DoD Civilian Careers website, USAJOBS, social media) used for recruitment	DCPAS and Components	○	—	—	—	—	—	—	—	●
1.3.1.4 Develop and implement total force enterprise branding employment marketing campaign that leverages and complements existing marketing	DCPAS and Components	○	—	—	—	—	—	—	—	●

1.3.2 Improve Timeliness and Quality of Hires

As DoD competes for talent, now and in the future, enhanced assessment tools will improve the quality of candidates by better matching highly skilled talent to positions, thereby reducing hiring costs and attrition. Effective assessment tools optimize the hiring process by improving reviews of applicant qualifications, resulting in the highest quality candidates.

Executive Order 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. Currently, the Department does not have an enterprise-wide assessment tool. This initiative focuses on both the timeliness and the quality of the candidate pools for DoD positions by working across Components and Functional Communities to develop and implement assessment tools that support DoD as an Enterprise.

Actions	OPR	FY 2022				FY2023			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1.3.2.1 Influence legislative reform to streamline existing authorities and establish new hiring authorities as needed.	CPP, DCPAS and Components	○	●						
1.3.2.2 Coordinate development of custom and non-custom assessment tools	CPP, DCPAS and Components		○	—	—	—	—	●	
1.3.2.3 Implement custom and non-custom assessment tools	CPP, DCPAS and Components				○	—	—	—	●



Recruits prepare to ship out after swear-in ceremony, Shreveport, LA, March 1, 2018.

1.3.3: Transform Personnel Vetting (Trusted Workforce TW 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 Defense Counterintelligence and Security Agency (DCSA) is implementing most of the work in the phased approach to delivering TW 2.0, beginning with the reduction of background investigation inventory (TW 2.0 Phase 1) and continuing with the new, Continuous Vetting model for personnel vetting, and the secure, end-to-end information technology support to deliver it (TW 2.0 Phase 2). The National Background Investigation Services (NBIS) will be the backbone of TW 2.0, serving as the secure IT system that will coordinate and connect the systems, interfaces, and databases that support continuous vetting.

This initiative covers the necessary review and revision of policies, processes, automation, and guidance 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.

Actions	OPR	FY 2022				FY2023			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1.3.3.1 Establish Governance structure and strategic communications plan for TW Implementation across P&R and I&S.	I&S, DCSA, CPP, HRTT, DCPAS		○	●					
1.3.3.2 Develop, validate, and implement systems interfaces for P&R, I&S, and OFR	I&S, DCSA, CPP, HRTT, DCPAS, OFR, DMDC, and Components/DAFAs	○	→	→	→	→	→	→	→
1.3.3.3 Develop, validate, and implement system requirements for suitability/fitness case management	I&S, DCSA, CPP, HRTT, DCPAS, DMDC, and Components/DAFAs	○	→	→	→	→	→	→	→
1.3.3.4 Reissue DoDI 1400.25 Volume 731: Suitability and Fitness for Adjudication for Civilian Employees	CPP, DCPAS and Components/DAFAs	○	→	→	→	→	→	→	●
1.3.3.5 Develop, validate, and implement professional credential for suitability adjudicators & HR professionals within DoD in alignment with the Federal Investigative Standards	OPM, CPP, DCPAS and Components/DAFAs	○	→	→	→	→	→	→	→
1.3.3.6 Implement Trusted Workforce 2.0 (Suitability/Fitness)	I&S, DCSA, CPP, HRTT, DCPAS, DMDC, and Components/DAFAs	○	→	→	→	→	→	→	→



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

DoD performance management programs are managed to improve individual, team (where applicable), and organizational performance. DoD programs that oversee performance management, awards and recognition, work-life and training, and education and professional development enable a workplace culture and environment that promote high-performance and high-involvement organizations. This improved

workplace culture is achieved through planning, monitoring, developing, evaluating, and recognizing employee capabilities, needs, and achievements.

The human capital strategies and initiatives established under this objective that support maximizing employee performance are:

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

Strategy 2.2: Improve Training, Education and Professional Development

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

 **Why This Matters**

The Department 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. Improved work-life programs and workplace flexibilities that retain a safe and healthy workforce are also a strategic imperative. Finally, utilizing training, education, and professional development as a key enabler of performance is also critical to the Department's ability to maximize the performance capabilities of the civilian workforce as a force multiplier.

 **How We'll Get There**

Several strategies and initiatives will be undertaken to preserve the Department's competitive advantage and retain a workforce always ready to respond to the future of work. These efforts will help to drive unity of leadership accountability for an inclusive performance culture, employee work-life balance, and development opportunities for the civilian workforce.

To better align performance with awards to engage and motivate the workforce, DoD will look to increase the use and promotion of monetary and non-monetary awards and recognition throughout the year. The trending implications of the future of work, coupled with the need to provide agile responses to changing working conditions resulting from the COVID-19 pandemic, form the basis for strategies and initiatives

underway and continuing throughout FY22–23. These will address guidance and additional support needed for employees, supervisors, and managers to properly engage work-life and workplace flexibilities and programs for mutual benefit and encourage work-life balance. Efforts to improve and increase investments in training, education, and professional development for managers, supervisors, and employees will also support these strategies.

Key Performance Indicators: Cultivate a Culture of Engagement and Inclusion

- *Improved scores on FEVS questions (multiple indices)*
- *Increase in awards recognition (monetary and non-monetary)*
- *Increase in retention of high performers*

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

DoD is committed to defending the United States and relies on its greatest asset, its workforce, to fulfill this mission. In return, DoD strives to provide its employees with a healthy work-life balance. Supporting the challenge of maintaining a healthy work-life balance is a key element in maintaining the high levels of resilience and performance shown by the workforce.



2.1.1 Implement Policies and Promote a Culture in which Unnecessary Barriers to the Use of Workplace Flexibilities and Work-life Programs are Identified and Eliminated

On March 16, 2022, the Deputy Secretary of Defense issued the subject memorandum “DoD Workplace Guidance for Final Reentry of DoD Civilian Personnel.” As we initiate our plan for return to work, continuation of flexibilities used during the COVID-19 pandemic increases the DoD's efficiency and effectiveness, as well as allows the Department to better attract and retain those with the necessary skills and abilities needed to accomplish current and future missions. Flexibilities such as telework are being updated in the Department's civilian employee human capital strategies and personnel policies. These actions will improve the DoD civilian employee experience and leverage innovation and productivity gained through flexible workplace policies. As policies and processes are updated, efforts will also be made to identify barriers that prevent employees and supervisors from utilizing work-life programs and to develop strategies that promote awareness and use of available flexibilities.

Actions	OPR	FY 2022				FY2023				
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
2.1.1.1 Develop and implement DoDI Instruction 892, Workplace Flexibilities and Work-Life Policy	DCPAS and Components	○	—	—	—	—	—	—	—	●
2.1.1.2 Update DoDI Instruction 1035.01, Telework Policy to include remote work and DETO provisions	DCPAS and Components	○	—	—	—	—	—	—	—	●
2.1.1.3 Identify cultural barriers that limit the use of flexibilities and work-life programs	DCPAS and Components		○	—	—	—	—	—	—	●
2.1.1.4 Develop strategies to eliminate cultural barriers to the use of flexibilities and work-life programs	DCPAS and Components		○	—	—	—	—	—	—	●
2.1.1.5 Implement strategies to eliminate cultural barriers to the use of flexibilities and work- life programs	DCPAS and Components								○	●

2.1.2 Train Managers and Employees on Effective Use of Available Workplace Flexibilities and Work-Life Programs to Improve Employee Engagement and Component Productivity

Maximizing the use of workplace flexibilities and work-life programs to balance employee needs with the organization’s mission is a key enabler of a highly productive, engaging, and healthy work environment. Supervisors and employees must have a working knowledge of the available flexibilities and programs and be trained on the best way to use them. When utilizing these flexibilities, managers must balance the value of workplace flexibility with the value of on-the-job training experience in an office setting that contributes to enhanced employee learning and performance.

Given the expanding virtual and hybrid work environments and shifting workplace and work-life culture, the intent of this initiative is to promote greater use of available programs and flexibilities within the Department by increasing awareness and providing updated training to managers and employees.

Actions	OPR	FY 2022				FY2023			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
2.1.2.1 Implement DoD work-life program plan	DCPAS and Components	○	—	—	—	—	●	—	—
2.1.2.2 Develop and distribute work-life strategic communication and marketing materials	DCPAS and Components	○	—	—	—	—	—	—	●
2.1.2.3 Work with Components to develop a training framework for managers, employees and supervisors	DCPAS and Components	—	○	—	●	—	—	—	—
2.1.2.4 Implement work-life training and monitor FEVS results to determine if employees' the knowledge and use of work-life programs improves	DCPAS and Components	○	—	—	—	—	—	—	●

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

It is DoD’s policy to develop and sustain a diverse group of highly capable, high-performing, and results-oriented civilian leaders. These civilian leaders are expected to lead effectively in increasingly complex environments, ensure continuity of leadership, and maintain a learning organization that drives transformation and continuous improvement across the enterprise.

2.2.1 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.



Actions	OPR	FY 2022				FY2023			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
2.2.1.1 Research and develop options to establish resourcing baseline for DoD leadership and civilian development programs and Managerial & Supervisory training	DCPAS, Components, and FCs	○	●	●	●	●	●	●	●
2.2.1.2 Promote marketing of DoD leadership and civilian development opportunities and Managerial and Supervisory training	DCPAS, Components, and FCs	○	●	●	●	●	●	●	●
2.2.1.3 Integrate review of civilian training spend into HRStat process	DCPAS, Components, and FCs								○→
2.2.1.4 Integrate review of leadership and formal training opportunities participation rates into HRStat process	DCPAS and Components								○→
2.2.1.5 Analyze Component training spend compared to established resourcing baseline for impact of funding increases	CPP, DCPAS, Components and FCs								○→

2.2.2 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 Department.

Actions	OPR	FY 2022				FY2023			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
2.2.2.1 Align managerial and supervisory training to framework and continue annual reporting requirement on required metrics	DCPAS and Components	○	●	●	●	●	●	●	●
2.2.2.2 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 and Components	○	●	●	●	●	●	●	●
2.2.2.3 Implement M&S coding construct	DCPAS and Components	○	●	●	●	●	●	●	●
2.2.2.4 Align M&S curriculum review with HCF Accountability program	DCPAS and Components	○	●	●	●	●	●	●	●



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

Improving the link between performance management and recognition supports DoD’s efforts to retain high-performing employees, and those with mission-critical skills that support and sustain DoD's readiness posture. Ongoing use of monetary and non-monetary recognition throughout the entire performance cycle provides supervisors and managers with the tools to improve organizational performance by building a culture of recognition and achievement. DoD’s focus on improving this linkage looks to policy and technological tools to support DoD Components in building this culture at the lowest possible level, while enabling leaders to monitor, assess, and proactively address organizational and employee performance.

2.3.1 Promote Use of Employee Awards and Recognition Programs



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 which will also foster efforts to promote DoD as great place to work as well. Establishing a high-performance culture and 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 entire appraisal cycle.

Actions	OPR	FY 2022				FY2023			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
2.3.1.1 Publish revisions to DoDI 1400.25, Volume 451, Awards and Recognition	DCPAS	○	—	—	●				
2.3.1.2 Establish a program to increase awareness and use of honorary and innovation awards in recognition	DCPAS and Components	○	—	—	—	—	—	—	→

2.3.2 Facilitate Labor-Management Partnerships in Productive Workplace Practices

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 Department of Defense is taking steps to address:

- a) Re-establishing labor-management forums and encouraging partnerships at the level of exclusive recognition;
- b) Conducting a study of whether non-bargaining unit positions are correctly excluded from bargaining unit coverage.

Upon completion of this review, the Department will analyze employees that remain in this category for trends or potential barriers and will undertake educational 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.

Actions	OPR	FY 2022				FY2023			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
2.3.2.1 Develop training materials for Labor Relations Practitioners regarding bargaining unit exclusions	DCPAS and Components	○	—	●					
2.3.2.2 Complete Component led review of bargaining unit status codes of employees in positions who are eligible to be included in certified bargaining unit for coding errors	DCPAS and Components			○	—	—	—	●	
2.3.2.3 Encourage Components to establish labor-management forums and encouraging partnerships at the level of exclusive recognition	DCPAS and Components	○	—	—	●				



USS Abraham Lincoln transits the South China Sea, April 1, 2022.

Human Capital Objective 3: Advance Human Resources

DoD's HR Functional Community is engaged in multiple activities to modernize the Department's Civilian HR Management Information Technology portfolio. This high priority effort is being developed to meet current and future system support needs and to increase the efficiency of HR operations by reducing cost and redundancy. This modernization will enable rapid flow and analysis of relevant HR service delivery and program performance data and implement revised competency management, training, and credentialing to improve service, advice, and consultation.

The strategies established under this objective are:

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

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

Strategy 3.3: Enhance HR Workforce Capabilities



Washington Headquarters Services' Diversity, Disability and Recruitment Division at Corporate Gray Job Fair, April 20, 2019, Army Navy Country Club, Arlington, VA.

Why This Matters

The civilian workforce is a vital asset that brings critical perspectives and talent to the mission of DoD. Partnerships forged between civilian HR and its customers, functional communities, and leadership ensure that DoD can identify and respond to changing work requirements with human capital solutions that preserve the U.S. competitive advantage.

HR professionals are also a vital segment of the DoD civilian workforce. As we continue to transform and improve the delivery of products and service capabilities for our customers through integrated policies, processes, and tools, we will improve our posture and role as human capital advisors. Simultaneously, DoD is increasing its focus on the professionalization of the HR Functional Community through competency management, revised training, and credentialing.

How We'll Get There

Efforts to modernize and rationalize HRIT have been carefully mapped. These efforts are being implemented in a phased approach to build out a modern enterprise architecture that meets current and future HRIT requirements. The Defense Civilian Human Resources Management System (DCHRMS) will be implemented over FY22–23, ushering in opportunities to use streamlined business processes and cloud-based technologies that improve the products and services provided to the civilian workforce.

Enhancements to strategic human capital program management in the form of service

delivery standards, accountability program expansion, and simplifying policy development and implementation will complement these new technologies and further our capability to provide more agile and flexible support and solutions.

Additionally, a parallel 3-tiered approach is being undertaken to enhance the professionalism of the HR Functional Community. New competency models will be developed or refreshed to address primary HR technical areas, infusing new and emerging competencies. Additionally, new training curricula will be developed and implemented to support the revised competency models. Finally, a structured credentialing program will be developed and implemented based on successful industry standards and other Government best practices.

Key Performance Indicators: Advance Human Resources

- *HR Function Cost by technical Area (Cost Decision (CODE) Framework)*
- *HR IT project milestones completed*
- *Improved HR technical competency*
- *Increased customer satisfaction*

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

DoD will modernize the Civilian Human Resources Management Information Technology Portfolio to meet current and future needs to increase the efficiency of HR operations. This strategy and its initiatives also align with the OPM Federal Workforce Priority of “securing technological solutions for human capital analysis.”



3.1.1 Adopt Cloud-Based Technologies to Integrate Human Capital Management



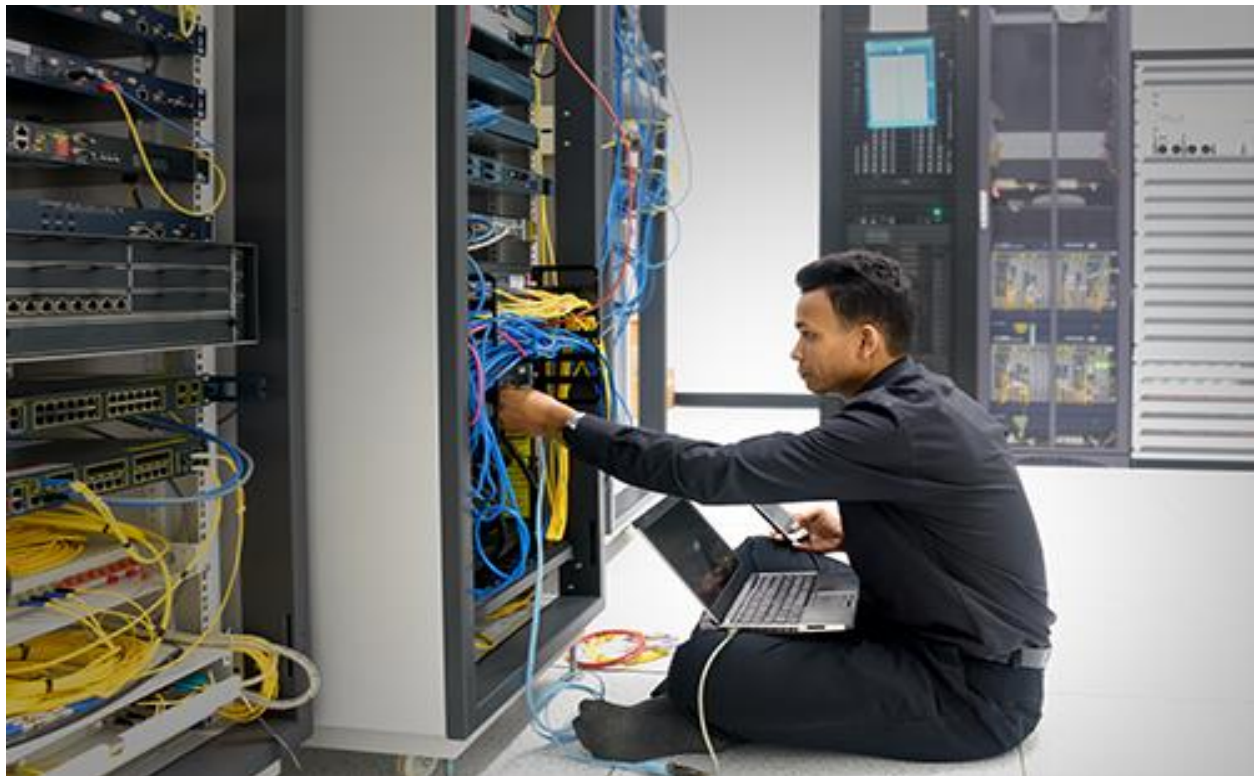
DoD is taking additional steps to transition from legacy systems to secure cloud-based capabilities for integrated HRIT solutions to operate more efficiently, reduce costs, and improve productivity and quality of service. The highly anticipated migration from DoD’s legacy civilian HRIT system, the Defense Civilian Personnel Data System (DCPDS), is transformative to advancing enterprise civilian personnel business processes and operations. Collectively, these efforts coupled with various systems interfaces will support effective gathering, curation and retention of data as well as the analysis of data to support data-driven decision making for the civilian workforce.

Actions	OPR	FY 2022				FY2023			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
3.1.1.1 Deliver secure DoD core HR capability that can be expanded to include performance, talent management, benefits, etc.	CPP, DCPAS, and Components	○	●	●	●	●	●	●	●
3.1.1.2 Integrate SSS process improvement requirements into supporting technologies (e.g. DISS, NBIS, CMTS, DCHRMS)	DCPAS, HRTT, and Components	○	●	●	●	●	●	●	●
3.1.1.3 Build, test, and deploy a new performance management tool to upgrade MyPerformance	DCPAS and Components	○	●	●	●	●	●	●	●
3.1.1.4 Integrate T2H process improvement metrics into supporting technologies (e.g. USA Staffing, DCHRMS)	CPP, DCPAS, and Components	○	●	●	●	●	●	●	●

3.1.2 Rationalize HR Technology to Deliver Integrated Talent Management Capabilities

Once current and future-state HRIT roadmaps are developed, a work effort will follow to assess and prioritize the requirement and retention of IT tools and technology in the civilian HRIT portfolio to drive improvement in operational efficiencies and cost reduction. This effort also includes 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.

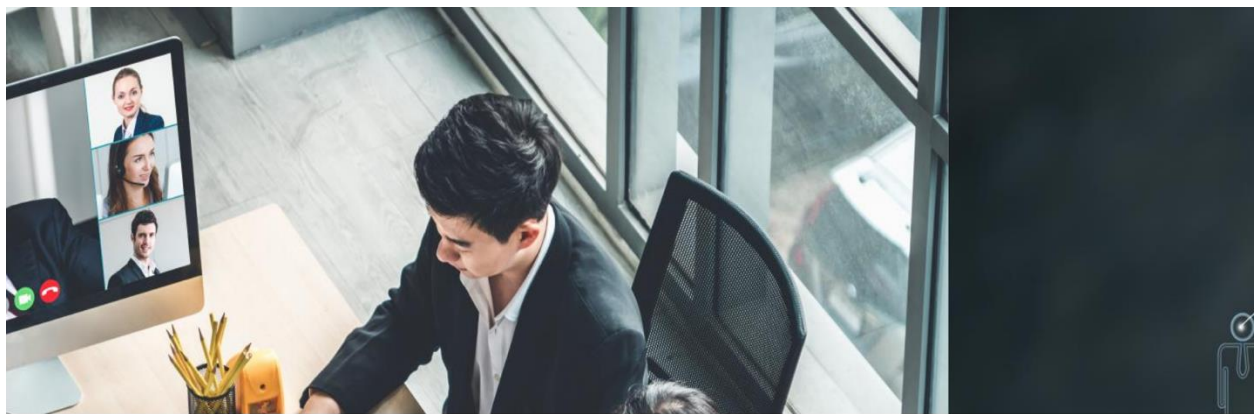
Actions	OPR	FY 2022				FY2023				
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
3.1.2.1 Prioritize capabilities, develop HR IT roadmap, and incorporate into DCHRMS functionality	DCPAS, DHRA, and Components	○	—	—	—	—	—	—	—	●
3.1.2.2 Conduct workshops with subject matter experts to establish framework for configuring the enterprise solutions	DCPAS, DHRA, and Components	○	—	—	—	—	—	—	—	●
3.1.2.3 Review and implement processes and tool to execute wage modernization	DCPAS, DHRA, and Components	○	—	—	—	—	—	—	—	●



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

HR service delivery standards, program evaluation, and policy development are foundational to effective and efficient operations and can be transformative to the business of HR services. This strategy focuses on targeted efforts to make significant improvements to delivery of service, timeliness of policy development and implementation, and evaluation of program performance.

3.2.1 Establish HR Service Delivery Standards



Transforming HR standards will help support HR service delivery. Developing a standard HR service delivery model will optimize efficiencies, reduce fragmentation and create standardization in HR service delivery. The effort will initially focus on the Defense Agencies and Field Activities, with likely expansion to the Components upon review and validation.

Actions	OPR	FY 2022				FY2023			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
3.2.1.1 Resource and award contract and commit resources to assist in the efforts to define and document service delivery transformation activities, policies, procedures and guidance	CPP, DCPAS, and Service Providers		○						
3.2.1.2 Develop and analyze Key Performance Indicators (KPIs) for shared services	CPP, DCPAS, and Service Providers		○	—————	—————	—————	—————	—————	●
3.2.1.3 Develop and implement stakeholder engagement plan	CPP, DCPAS, and Service Providers		○	—————	—————	—————	—————	—————	●
3.2.1.4 Pilot costing model	CPP, DCPAS, and Service Providers			○	—————	—————	—————	—————	●
3.2.1.5 Refine and approve a 4th Estate HR Shared Service Delivery Model	CPP, DCPAS, and Service Providers				○	—————	—————	—————	●
3.2.1.6 Expand use of model and standards	CPP, DCPAS, and Service Providers								○→

3.2.2 Modernize HCF Accountability and Evaluation Program

This initiative will establish an Accountability Community of best practices for HCF evaluations across DoD. The DoD Human Capital Evaluation Guide aligns the application of OPM’s Human Capital Framework as well as the four subsystems within the Human Capital Integrated Systems (HCIS) to 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.

Actions	OPR	FY 2022				FY2023			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
3.2.2.1. Conduct a 360-evaluation concept for DE and HCF evaluations (OPM-led, DCPAS-led, and Component-led,) to report findings and best practices IAW statutory, federal, and DoD HCF guidelines	CPP, DCPAS, and Components	○	●						
3.2.2.2 Enhance the HCF and DE programs through integrating the evaluation feedback mechanism to inform policy and decision-making, identify risk, credentialing, and the annual evaluation schedule	CPP, DCPAS, and Components		○	—	—	—	—	—	●
3.2.2.3 Incorporate Personnel Suitability and Fitness for Federal Employment into the Human Capital Evaluation Framework	CPP, DCPAS, and Components	○	—	—	—	—	—	—	●
3.2.2.4 Develop, publish and release program evaluation policies. Design a centralized library to manage accountability programs, policies and authorities	CPP, DCPAS, and Components	○	—	—	—	—	—	—	●
3.2.2.5 Align accountability initiatives to HCF. Analyze strategic human capital performance, talent, and data to inform the impact of HC management	CPP, DCPAS, and Components	○	—	—	—	—	—	—	●



Strategy 3.3 Enhance HR Workforce Capabilities

DoD will continue to advance the upskilling of HR specialists from tactical practitioners to strategic business partners. Supported by a dynamic and an effective curriculum, these efforts have already yielded success with our Employee Benefits Advisors (EBA) and Injury Compensation Program Administrator (ICPA) credentialing programs.

3.3.1 Implement Enhanced HR Technical Area Credentialing Programs

We continue to develop quality credentialing programs for our HR technical areas. Credentialing programs are valuable as they promote a culture of learning, professional recognition and personal growth; expand competence, experience, and credibility in specific areas of expertise. These programs distinguish our HR practitioners as DoD experts in particular HR technical areas. These initiatives bring increased focus on upskilling the HR workforce and developing consistent training designed to posture the DoD HR community for occupational specialty and career progression goals.

Actions	OPR	FY 2022				FY2023			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
3.3.1.1 Develop and deploy an HRFC strategic communications plan for competency management and workforce planning efforts	DCPAS	○	—	—	—	●			
3.3.1.2 Develop HR technical area credentialing programs in support of validated competency models and curriculum for HR Classification, Staffing, Employee Relations, Labor Relations, Employee Benefits, DEIA, HRIS, and other HR	DCPAS, CoP leaders, and HRFC	○	—	—	—	—	—	—	→
3.3.1.3 Develop a standard approach for HR credentialing programs for all HRFC Credentialing Programs	DCPAS, CoP leaders, and HRFC	○	—	—	—	—	—	●	
3.3.1.4 Assess alternatives for managing and delivering HR Credentialing Programs	DCPAS, CoP leaders, and HRFC					○	—	—	→
3.3.1.5 Implement test development and administration and proctoring services for HRFC Credentialing Programs	DCPAS, CoP leaders, and HRFC	○	—	—	—	—	—	—	●
3.3.1.6 Identify, develop and validate next rounds of HR technical areas based upon upcoming priorities (HRIS, Talent Development, Diversity and Inclusion (D&I), Evaluation, and Suitability & Fitness)	DCPAS, CoP leaders, and HRFC						○	—	→

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Appendix A: FY20–21 Human Capital Operating Plan and Results

The Department published its FY20–21 HCOP in October 2019. That plan established 9 overarching strategies that addressed strategic planning & alignment, talent management, performance culture, and evaluation of policies and programs within the civilian human capital portfolio. More than 80 percent of the initiatives established by that plan were achieved, and 60 percent of the plan’s milestones were completed on time.

Table A: FY20 – 21 HCOP Results

The following outcomes were achieved as a result of FY20–21 HCOP initiatives:

Human Capital Objective 1: Deliver Talent
<ul style="list-style-type: none"> Designed and Developed Enterprise Employment Marketing Campaign Established a revised DoD Civilian Careers website
<ul style="list-style-type: none"> Partnered with Chief Data Officer, Comptroller, Functional Communities and other stakeholders to advance HR data visualization and reporting in Enterprise platform to support HCOP and other strategic human capital management and planning requirements
<ul style="list-style-type: none"> Developed a business case to restructure functional community management model for the Department
<ul style="list-style-type: none"> Developed initial framework to assess alternative personnel systems
Human Capital Objective 2: Maximize Employee Performance
<ul style="list-style-type: none"> Completed initial assessment of DPMAP on employee perceptions and culture of high performance
<ul style="list-style-type: none"> Issued guidance and initiated communications to increase award spending
<ul style="list-style-type: none"> Promoted expansion of telework and recognized the effective role of remote work during the COVID-19 pandemic
<ul style="list-style-type: none"> Successfully filled 90% of Expeditionary Civilian requirements during FY20–21
<ul style="list-style-type: none"> Piloted Supervisory Support Network concept and shared best practices for future expansion
<ul style="list-style-type: none"> Developed enterprise approach to delivery of Employee Assistance Program services
<ul style="list-style-type: none"> Issued guidance to reform acquisition of training, education and professional development products and services

- Developed and updated civilian leadership competency model and framework benchmarking public and private sector best practices for leadership competency modeling

Human Capital Objective 3: Transform Human Resources

- Established infrastructure and governance for phased implementation cloud-based DCHRMS HRIT system to replace the outdated Defense Civilian Personnel Data System (DCPDS)
- Developed HRIT Roadmap with future state attributes and priorities to rationalize HR technology to deliver integrated capabilities
- Identified and developed framework of HR Program measures to support and provide additional human capital program planning and management
- Designed HR Service Model Pilot and established formal governance structure for HR delivery oversight
- Developed and Issued Expanded HR Program Accountability and Evaluation Program Guidance supplemented with additional training and improved scheduling engagement
- Developed initial framework for enhanced competency management, training and credentialing for the HR Workforce

Appendix B: HCOP Metrics FY22–23

[Note: Appendix B only contains metrics for the period covering FY22-23]

Metric (Manage People)	Baseline FY21	Target FY22	Target FY23
1.1 Expand Capabilities for Strategic Human Capital Planning and Functional Management			
1.1.a Perception of Workforce Knowledge & Skills. FEVS Positive Response rate for Question 13 - The workforce has the job relevant knowledge and skills necessary to accomplish organizational goals.	80%	80%	80%
1.1.b Perception of Work Unit Ability to Get the Job Done. FEVS Positive Response rate for Question 9 – The people I work with cooperate to get the job done.	85%	85%	85%
1.1.c Perception of How Talent is Used in Workplace. FEVS Positive Response rate for Question 6 – My talents are used well in the workplace.	68%	68%	68%
1.2 Build and Strengthen the Innovation Workforce			
1.2.a Percentage of DoD Civilian Scholarships/Internships Available on DoD Careers Website	0	80%	99%
1.2.b Percent Positive Recruitment/Social Media Website Response Received	TBD	Increase	Increase
1.3 Improve Recruitment and Hiring			
1.3.a DoD DHA Hire Rate. Percentage of all external DHA-eligible hires. # of actual DHA hires divided by the total number of eligible DHA hires.	100%	100%	100%
1.3.b DoD Veteran Hire Rate. The number of veterans hired divided by the total number of civilians hired.	40%	40%	40%
1.3.c DoD Veteran Workforce Rate. The total number of veterans onboard divided by the total number of civilians onboard	42%	42%	42%
1.3.d DoD Average T2H. Average number of days to hire from RPA creation to EOD	74	67	65
1.3.e DoD Hiring Customer Satisfaction Rate. The satisfaction rate for DoD Hiring Manager Survey satisfaction index (average response rate for questions 1 thru 3)	69%	75%	80%
1.3.f AF Hiring Customer Satisfaction Rate. The satisfaction rate for DoD Hiring Manager Survey satisfaction index (average response rate for questions 1 thru 3)	65%	75%	80%
1.3.g Navy Hiring Customer Satisfaction Rate. The satisfaction rate for DoD Hiring Manager Survey satisfaction index (average response rate for questions 1 thru 3)	63%	75%	80%
1.3.h Army Hiring Customer Satisfaction Rate. The satisfaction rate for DoD Hiring Manager Survey satisfaction index (average response rate for questions 1 thru 3)	72%	75%	80%
1.3.i 4th Estate Hiring Customer Satisfaction Rate. The satisfaction rate for DoD Hiring Manager Survey satisfaction index (average response rate for questions 1 thru 3)	71%	75%	80%

Metric (Manage People)	Baseline FY21	Target FY22	Target FY23
1.3.j DoD Hiring Manager Surveys Completed. The number of hiring manager satisfaction surveys completed	3,051	Increase	Increase
1.3.k AF Hiring Manager Surveys Completed. The number of hiring manager satisfaction surveys completed	469	Increase	Increase
1.3.l Navy Hiring Manager Surveys Completed. The number of hiring manager satisfaction surveys completed	457	Increase	Increase
1.3.m Army Hiring Manager Surveys Completed. The number of hiring manager satisfaction surveys completed	992	Increase	Increase
1.3.n 4th Estate Hiring Manager Surveys Completed. The number of hiring manager satisfaction surveys completed	1,133	Increase	Increase
1.3.o Validated Competency Models Available in USA Staffing. Total number of validated competency models available in USA Staffing divided by the total number of MCOs.	74%	93%	93%
1.3.p Percent of USA Staffing MCO Selections Utilizing DCAT Validated Competency Models. Total number of USA Staffing MCO selections using DCAT validated competency models divided by total number of USA Staffing MCO selections.	16%	Increase	Increase
Metric (Cultivate a Culture of Engagement and Inclusion)	Baseline FY21	Target FY22	Target FY23
2.1 Strengthen Workforce Resilience by Enhancing Workplace Flexibilities and Work-life Programs			
2.1.a Senior Leaders Support Work/Life Programs. FEVS responses to Question 32: "Senior leaders demonstrate support for Work/Life programs."	61%	>FY21	>FY22
2.1.b Supervisor Supports Work Life Balance. FEVS responses to Question 19: "My supervisor supports my need to balance work and other life issues."	82%	>FY21	>FY22
2.1.c Overall Employee Satisfaction with Work/Life Programs. Employee Viewpoint Survey average of all responses to each Employee Work/Life Program (Q79, 80, 81, 82, 83, 84 and 85)	78%	>78%	>FY22
2.1.d DCPDS Telework Eligible Rate. Total number of APF employees who are coded as telework eligible divided by the total number of APF employees	36%	>36%	>FY22
2.2. Improve Capacity-Building Opportunities for Employees to Perform at Their Full Potential			
2.2.a Civilian Initial Supervisory and Managerial Training Completion Rate. (New Supervisors/Managers w/in 1 yr initial appt) - Completed	TBD	>/=FY21	>/=FY22
2.2.b. Civilian Initial Supervisory and Managerial Training Compliance Rate. (New Supv/Mgr w/in 1 yr initial appt) – On Schedule	TBD	</=FY21	</=FY22

Metric (Cultivate a Culture of Engagement and Inclusion)	Baseline FY21	Target FY22	Target FY23
2.2.c. Civilian Initial Supervisory and Managerial Training Compliance Rate. (New Supv/Mgr 1 yr anniversary ended during FY) – Delinquent	TBD	<FY21	<FY22
2.2.d. Civilian Initial Supervisory and Managerial Training Compliance Rate. (New Supv/Mgr 1 yr anniversary ended during FY) – On-time or Delayed	TBD	>FY21	>FY22
2.2.e. Civilian Initial Supervisory and Managerial Training Compliance Rate. (Experienced Supv/Mgr >2 years) – Delinquent for Initial	TBD	<FY21	<FY22
2.2.f. Civilian Refresher Supervisory and Managerial Training Compliance Rate. (Experienced Supv/Mgr) – Delinquent for Refresher	TBD	<FY21	<FY22
2.2.g. Military Supervisory and Managerial Training Compliance Rate. - Delinquent	TBD	<FY21	<FY22
2.2.h. External Supervisory and Managerial Training Compliance Rate. - Delinquent	TBD	<FY21	<FY22
2.2.i Training Spend Baseline – Phased Pilot. The total training cost divided by the number of trainees (in organizations participating initial pilot phase)	N/A	TBD	>FY22
2.3 Enable Retention Through Performance Management, Accountability, and Partnerships			
2.3.a Meaningful Performance Award Index. 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.	0.66%	0.70%	0.75%
2.3b Monetary Awards Spending Spread. 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.c Performance Recognition and Reward Satisfaction Index. 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%
Metric (Advance HR)	Baseline FY21	Target FY22	Target FY23
3.1 Implement Integrated End-to-End HR Processes Supported by Technology			
3.1.a DCHRMS Program Maturity. (Sum of all percentages of requirements met for the 13 functions under development) / (13), overall percentages of requirements met for the 13 functions under development) / (13)	65%	100%	100%

Metric (Advance HR)	Baseline FY21	Target FY22	Target FY23
3.2 Establish Standards for HR Program Performance, HR Service Delivery, and Human Capital Evaluation			
3.2.a Number of Service Delivery Standards Covered by Key Measures and Standards. Number of HR Service Delivery activities with approved metrics tracked divided by the number of HR Service Delivery Standards	0%	50%	99%
3.2.b Number of HCF Evaluations Completed. Total number of completed evaluations divided by total number of scheduled evaluations (i.e., HCF, DE, Suitability)	80%	85%	95%
3.2.c Number of Human Capital Evaluation Responses. Total # of agency draft evaluation reports divided by the total # of responses (i.e., HCF, DE, Suitability)	80%	90%	100%
3.2.d Number of Human Capital Evaluation Findings. Total # of critical findings divided by total # of reconciled critical findings.	TBD	100%	100%
3.2.e Best Practice Utilization. Total number of Best Practices or Policy Implementation instrumental to transforming or improving cultural processes.	TBD	2	4
3.2.f Restructure Delegated Examining Authority. The total # decertified DE Authority's divided by the total # of DE authorities. Baseline: 27 DE Authorities.	100%	50%	70%
3.2.g Delegated Examining Authority Utilization. The total # DoD DE hiring appointments divided by the total # of all hiring appointments. NOAC for all hiring appointments: 100, 101, 108, 130, 140, 141, 500, 501, 540, and 541	17%	≤10%	≤10%
3.2.h Enhance Competency Proficiency in Delegated Examining. Total # of DE examines passed divided by the total # of DE exams taken. Average DE certification exam pass rate.	60%	70%	80%
3.3 Enhance HR Workforce Capabilities			
3.3.a HR Workforce Trained in Level 1 – Basic Course. Percent trained of targeted workforce	3.5% (637)	5.5% 100%	11% (2000)
3.3.b HR Workforce Credentialed for Level 1 –Basic Course. Percent credentialed of tested, targeted workforce	1% (174)	2.2% (400)	4.4% (800)
3.3.c OMB-GSA Mission Support Satisfaction Results- Human Capital. Percentage of non-HR leaders satisfied with HR advice and consultation: Overall Satisfaction question "I am satisfied with the quality of support and solutions I received for Human Capital services" on OMB Mission Support Survey.	4.49 (out of 7.0)	Increase	Increase

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.

Action Items: The specific activities or tasks that must be completed to accomplish strategic objectives and/or initiatives to include performance metrics, targets, and milestones.

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 Department of Defense is considered the "Agency."

APG - Agency Priority 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).

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.

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.

Competency Gap: A variance between the current workforce competency level and the competency level required. Competencies that meet or exceed the average deficit gap threshold of 0.50 (on a scale of 1.0 to 5.0.) are considered significant.

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 Department of Defense, the Defense Agencies, the DoD Field Activities, and all other organizational entities within the Department of Defense (referred to collectively in this plan as the "DoD Components").

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 Department-wide human capital management, 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.

DAFA: Defense Agency and DoD Field Activities, also commonly referred to as "OSD" or "Fourth Estate"

DASD(CPP) - Deputy Assistant Secretary of Defense for Civilian Personnel Policy: 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.

DCAT - Defense Competency Assessment Tool: The DoD enterprise-wide automated competency data repository, validation, and assessment tool.

DCHRMS - Defense Civilian Human Resources 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. We provide leadership. We consult and train. We ensure HR practices align to and support current policy. We develop tools and cross-functional programs to support efficient and innovative component operations and workforce development. We provide 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.

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 - Department of Defense 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.

DPMAP - Defense Personnel Management Appraisal Program: A department-wide performance management program. This program links individual performance to DoD values and organization mission and ensures ongoing recognition and communication

between employees and supervisors.

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.

FC - Functional Community: A group of one or more occupational 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 human capital report, published by OPM that communicates key Government-wide human capital 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 human capital planning, implementation, and evaluation in the Federal environment. The framework has four systems Strategic Alignment and Planning, Talent Management, Performance Culture, and Evaluation.

HCOP - Human Capital Operating Plan: An agency's human capital implementation document, which describes how an agency will execute the human capital 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.

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

HRStat: HRStat is a strategic human capital performance evaluation process that identifies, measures, and analyzes human capital data to inform the impact of an agency's human capital management on organizational results with the intent to improve human capital outcomes. HRStat is a quarterly review process.

Inclusion: is defined as "valuing and integrating each individual's perspectives, ideas, and contributions into the way an organization functions and makes decisions."

KPI – Key Performance Indicator: A key target identified as a quantifiable measure of performance over time associated with the strategies and initiatives contained in the HCOP

LDPs - Leadership Development Programs: DoD's formal enterprise civilian leadership development programs, to include, but not limited to: the White House Leadership Development Program; Vanguard Senior Executive Development Program; Defense Senior Leader Development Program; Executive Leadership Development Program; and Defense Civilian Emerging Leader Program.

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

NDAA - National Defense Authorization Act: The annual appropriations authority for

military activities of the DoD, military construction, and for defense activities of the Department of Defense.

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.

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 Human Capital 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 human resources, leadership, and support to Federal agencies to include policy and oversight for all policy created to support Federal human resources departments—from classification and qualifications systems to hiring authorities and from performance management to pay, leave, and benefits.

Performance Metric: A target level of performance expressed as a tangible, measurable objective against which actual performance can be compared, including a goal expressed as a quantitative or qualitative standard, value, or rate. Performance measures are directly linked to one or more metrics (targets).

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

Priority Occupations: Specific occupational series identified in the Business Operating Plan as key to achieving specific agency goals and objectives.

RPA - Request for Personnel Action: The documentation that is submitted to initiate the request for personnel action to include hiring actions.

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

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.

Strategy Owner: The designated office responsible for oversight of a specified HCOP strategy to include providing quarterly metrics, tracking, and completing milestones, identifying required resources, obstacles, accomplishments, and recommending changes or revisions to leadership.

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.

Appendix D: References and Authorities

Defense Human Resources Agency (DHRA) Business Operation Plan (FY20–FY26)

<http://www.dhra.mil>

Department of Defense Civilian Human Capital Operation Plan (FY20–21)

<https://www.dcpas.osd.mil/hrfunctionalcommunity/policyandgovernance/humancapitaloperatingplan>

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.gpo.gov/fdsys/pkg/PLAW-111publ352/pdf/PLAW-111publ352.pdf>

Human Capital Framework (HCF)

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

Interim National Security Strategic Guidance, March 2021

<https://www.whitehouse.gov/wp-content/uploads/2021/03/NSC-1v2.pdf>

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

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

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

<https://www.congress.gov/117/plaws/publ81/PLAW-117publ81.pdf>

