

Planning & Accountability Directorate

Planning & Accountability (P&A) Directorate's role is critical to the Department in ensuring that we plan for the right civilian talent in order to meet Department's ever-demanding missions. Our work impacts more than 900,000 DoD civilians and is done through workforce planning, competency and skills management, analytics, and accountability.

Strategic Guidance

P&A Directorate is guided by DoDI 1400.25 Volume 250, 5 CFR 250 Part B, and Strategic Guidance for providing consulting and advisory services to the Components, Defense Agencies and Activity offices.

Mission

To provide world class civilian Human Capital oversight, planning, and advisory services to DoD customers across the Enterprise and to inform civilian Human Resources solutions that enhance the lethality of the Department.

Vision

Serves as the "provider of choice" for all Enterprise activities in Human Capital Solutions, Strategic Workforce Planning, Workforce Data Analytics, Competency Development and Management, Accountability and Oversight, and Consulting and Advisory services.

**DoD MISSION, DoD WORKFORCE.
 YOU CAN'T PLAN FOR ONE WITHOUT THE OTHER.**

The Defense Civilian Personnel Advisory Service (DCPAS) Planning & Accountability Line of Business develops policy and guidance for civilian human capital planning initiatives, including leading development of the Department of Defense (DoD) Human Capital Operating Plan and facilitating the management of functional communities and enterprise competencies. The goal of strategic human capital and workforce planning is to shape and improve the civilian workforce to support national defense requirements and effectively manage the Department.

From the Desk of Joy Jones-Haskins!

Welcome to the summer edition of P&A quarterly newsletter! We have a new Defense Civilian Personnel Advisory Service (DCPAS) Director, Ms. Michele Lowesolis. She joined us at the end of March 2019. She's excited about the DCPAS mission and the opportunity to impact advancing functional community management.



As functional community management continues to mature across the department, so does our holistic approach to strategic human capital management through the lens of the civilian employee lifecycle. We welcome opportunities to spotlight on-going strategic workforce planning and workforce data analytics activities across the Department. It provides insight into how well those human capital management processes and practices are institutionalizing across DoD.

We're also very excited to continue to share best practices as well as tools and solutions to support human capital planning through functional community management. To support civilian workforce development across the Department, DCPAS is providing no-cost access to the robust developmental content and activities provided by The Conference Board. We encourage civilian employees to set up a no-cost account to see what's available and review the content with their supervisors to explore how it might support their current and future skilling or reskilling needs. We continue to periodically promote Enterprise leadership development program opportunities throughout the year to increase utilization of these exciting broadening opportunities. Additionally, a new collaboration between DoD and USA Learning has been established to support the acquisition of training and education capabilities for both the civilian and military workforce.

To support strategic outreach and recruitment efforts there is a new plan, activities and staff available to provide guidance, support and information to help individuals engaged in outreach activities. We will continue to call your attention to items such as competency management, recruitment, compensation, and accountability. We will spotlight outreach and activities in exciting mission areas like STEM to increase awareness of the various aspects of the innovative and important work civilians perform to promote the DoD brand as an employer of choice.

Please continue with efforts to update OFCM appointment letters, discuss and validate Mission Critical Occupations (MCOs) and engage in other actions and activities to advance the maturity of the functional communities. We look forward to the upcoming meetings in June and August 2019.

WELCOME - Director DCPAS



Michelle LoweSolis

Office of the Under Secretary of Defense for Personnel and Readiness
Defense Human Resources Activity
Defense Civilian Personnel Advisory Service



Ms. Michelle LoweSolis, a member of the Senior Executive Service, is the Director, Defense Civilian Personnel Advisory Service (DCPAS), Defense Human Resources Activity, Office of the Under Secretary of Defense for Personnel and Readiness. Her responsibilities include the development and oversight of civilian human resource plans, policies, and programs for more than 950,000 Department of Defense employees worldwide. Ms. LoweSolis's portfolio spans the full spectrum of Human Capital Management, to include workforce planning, talent acquisition and management, development and sustainment, performance management, labor and employee relations, and leader development.

Ms. LoweSolis's career spans 34 years as a Federal civilian, with her first assignment with the 6570th Air Base Group, Brooks AFB, Texas as a classification specialist and Chief, Personnel Systems Management. Prior to her current assignment, Ms. LoweSolis served as the Assistant Deputy Under Secretary, Management and Assistant Deputy Chief Management Officer, Headquarters U.S. Air Force. In that capacity, she was responsible for improving the effectiveness and efficiency of Air Force business operations, advised Air Force senior leadership on establishing strategic performance goals, and also served as the Air Force's Assistant Director of Business Transformation, overseeing implementation of continuous process improvement initiatives Air Force wide.

Ms. LoweSolis has served in numerous force support positions. She served as the Director of Plans and Integration, Deputy Chief of Staff for Manpower, Personnel, and Services, Headquarters U.S. Air Force, where she was responsible for strategy, planning, programming, IT systems, and career field management for the Air Force HR enterprise. Ms. LoweSolis served as the Director of Civilian Personnel Integration at the Air Force Personnel Center, Randolph AFB, Texas, where she led a team who delivered classification, staffing, benefits, retirements, reduction in force, injury and unemployment compensation, and force development support for the civilian workforce Air Force-wide. She also centralized NAF payroll while serving as Director, NAF Transformation at the Air Force Services Agency.

Ms. LoweSolis earned her Master of Business Administration degree from American University, Washington, D.C. In 1984, she earned her Bachelor of Science degree in Business Administration and Management, from Trinity University, San Antonio, Texas.

In her current role as Director, DCPAS, Ms. LoweSolis's focus is to strengthen the human resource community by delivering effective policy, transforming business processes, and advancing human resource expertise.

DCMA Strategic Plan, FY 19-22



“This Strategic Plan will keep us on track and accountable, and allow for necessary change to happen in a thoughtful, organized way,” said Navy Vice Adm. David Lewis, DCMA director. “It’ll make sure we’re doing the right work, in the right way, using the right tools. We already have the right people, 12,000 subject matter experts who every day provide a measurable return on the taxpayer dollars invested in them. This plan recognizes their critical importance to our mission, with special focus on hiring, training and retaining the best people.”

DCMA’s plan is in alignment with the Department of Defense’s 2018 National Defense Strategy. The department’s goals include building a more lethal force, strengthening alliances and attracting new partners, and reforming the department for greater performance and affordability.

“The following five goals and corresponding objectives represent DCMA's priority focus areas, and are designed to be measurable, attainable and with a single purpose — to ensure mission success,” said Lewis. DCMA’s goals are:

- ◆ Strategic Goal 1: Enhance lethality through on-time delivery of quality products.
- ◆ Strategic Goal 2: Enhance lethality through affordability.
- ◆ Strategic Goal 3: Ensure agency funds are used in alignment with department guidance and executed in a transparent, accountable manner.
- ◆ Strategic Goal 4: Reform the agency business practices by working smarter not harder.
- ◆ Strategic Goal 5: Enhance and strengthen the skills, readiness, and effectiveness of the Total Workforce.

Nicole Vickerie, a program analyst in the Strategic Planning and Analysis Division, said that DCMA’s Senior Leadership Team met last summer and developed the framework for the plan, which included proposals that were sent out to the workforce via a tasking memorandum for comment. The admiral wanted participation from all levels in developing the plan.

“DCMA’s Strategic Plan will carry us through fiscal year 2022 as an overarching document, but there will also be an Annual Performance Plan that will outline the work we will do to accomplish the five goals from the Strategic Plan,” said Vickerie.

Lewis said the new plan reflects the updated agency’s mission statement and is an evolution of previous strategic plans.

“For decades, DCMA and our predecessors have safeguarded the defense acquisition process, making sure our service members get the equipment they need, that our customers’ interests are protected, that taxpayer dollars are used wisely, and that our defense industrial base remains healthy,” he said. “Those responsibilities will never change, but how we tackle them needs to evolve to match exponential progression in technology, from emerging cyber threats to the newest manufacturing processes.”

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DCMA Strategic Plan, FY 19 - 22

Within each goal are objectives, and the Strategic Planning and Analysis Division is also compiling initiatives to accomplish those objectives, thereby, successfully executing each strategic goal. For example, an objective under Goal 1 is to ensure government contractors implement appropriate cybersecurity requirements. The initiatives will be reviewed and potentially adjusted each year during the Annual Performance Plan.

“The initiatives will be published in an Annual Performance Plan and we are hoping to have the FY19 Annual Performance Plan completed in April to get us through the remaining fiscal year,” said Vickerie. “Immediately following, we will begin working FY20 initiatives and have that plan published in August.”

Vickerie said the Strategic Plan will not change and is a multi-year guide on how to conduct agency business, but the Annual Performance Plan lets senior leaders adjust the execution of the Strategic Plan. The Annual Performance Plan allows leaders a chance to evaluate goals, objectives, initiatives, and performance.

“Employees should think of the Annual Performance Plan as a document that contains short-term goals on how to execute the long-term goals,” said Vickerie. “The Annual Performance Plan will allow us to remain flexible and agile when executing the DCMA mission. It’s the first time we have implemented this, and I believe it will help us to successfully execute the DCMA Strategic Plan.”

References:

DCMA Strategic Plan <https://www.dcma.mil/News/Article-View/Article/1788091/dcma-updates-strategic-plan/>

Click here to review the National Defense Strategy, <https://dod.defense.gov/Portals/1/Documents/pubs/2018-National-Defense-Strategy-Summary.pdf>.

By: Mr. Gary P. Gonthier
Policy Guidance & Talent Mgmt. Division
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Conference Board



Founded in 1916, The Conference Board (www.conference-board.org) is the member-driven think tank that delivers trusted insights for what's ahead. As a member, in accordance with a DoD contract funded by the Defense Civilian Personnel Advisory Service (DCPAS), DoD civilian employees have unlimited access to The Conference Board's research, virtual webcasts, expert briefings and podcasts.

Research Publications: From Human Capital, Governance, Public Policy, Economy, Strategy & Finance and Marketing & Communications, The Conference Board's research provides leaders at all levels with objective, relevant intelligence to inform their toughest decisions. Publications can be leveraged to uncover trends and case studies around best practices. Research particularly within Human Capital highlights Diversity & Inclusion, Employee Engagement, Human Capital Analytics, Labor Markets, Strategic HR and Talent Management.

Webcasts: In these hour-long video forums, Conference Board experts, leaders and guest panelists dig deep into critical business issues and share solutions. Webcasts are virtual and available both live and on-demand. Members who attend live webcasts also have the opportunity to earn Continuing Education Credits and engage in live Q&A. ***Each webcast will specify the number of credits available.*

Expert Briefings: Engage with Conference Board experts for a deeper dive into research for insights and rich Q&A to help guide your business strategy. As a best practice, members have welcomed experts into their team meetings as a leadership and development opportunity. Upon request, reach out to your Conference Board engagement team regarding briefing topics that can best fit your agenda. ***Please allow 3-4 weeks' notice ahead of desired briefing date for preparation. Briefings can be virtual or in-person. In-person briefings require T&E to be covered.*

Podcasts: Received knowledge on the go from influencers across all industries and functional areas on topics related to business management, human capital strategy, finance, the economy, policy and governance.

The following is a step-by-step guide on [how to create an account](#). For further questions regarding member benefits, access to all resources and leveraging The Conference Board's experts, please reach out to your engagement team, Lynne Murphy-Rivera [Lynne.Murphy- Rivera@conference-board.org](mailto:Lynne.Murphy-Rivera@conference-board.org) and Tiffany Riley Tiffany.Riley@conference-board.org.

The DCPAS DoD points of contact are Dr. Vicki A. Brown, DCPAS Director of Talent Development and Ms. Jimmie Vaughn, Associate Director, Talent Development. Emails should be directed to the Talent Development mailbox: dodhra.mc-alex.dcpas.list.td-clo for additional information.

By: Dr. Vicki Brown
DCPAS/Director, Talent Development

DoD Partners with OPM to Deliver Training and Education Business Reform

The Department of Defense (DoD) recently united with the Office of Personnel Management (OPM) to leverage OPM USA Learning's rapid, agile, and responsive assisted acquisition approach to meet DoD training and education needs. On April 26, 2019, the DoD Acting Chief Management Officer (CMO), Mrs. Lisa Hershman, signed a DoD-wide memorandum directing all DoD Components to initially determine whether training and education requirements can be met in a timely and efficient manner through USA Learning's assisted acquisition process.

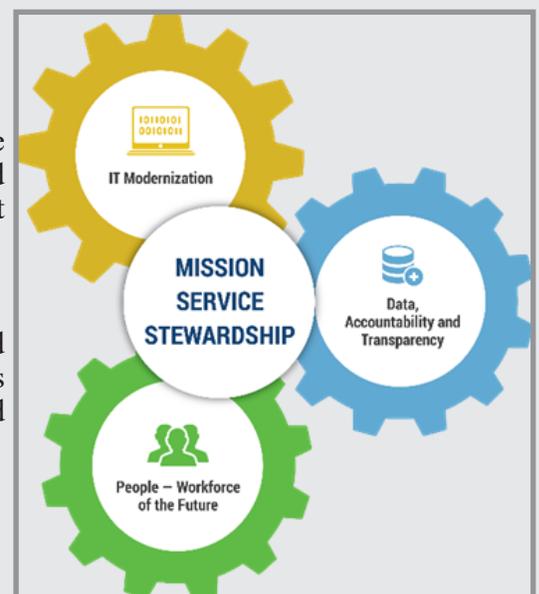
This is an important step forward in the effort to categorize and manage DoD-wide training and education, and supports an enterprise-wide objective to achieve more cost efficient outcomes consistent with Category Management. The CMO Memorandum directs all DoD Components to engage OPM to determine if USA Learning can offer a timely and cost efficient option prior to acquiring training and education-related capabilities (systems, hardware, software, course ware, course content, training, and other associated products and services). Individual training and purchase card transactions are excluded from the process.

Moving forward, DoD Components are also directed to support upcoming DoD efforts to build an automated and interoperable course catalog(s) and "Common Learning Record Repository" through USA Learning. The partnership between DoD and OPM was confirmed on May 3, 2019, at a signing ceremony, where OPM Acting Director, Ms. Margaret Weichert and DoD Acting CMO, Ms. Lisa Hershman signed a Memorandum of Agreement detailing the terms of the partnership. Ms. Hershman told reporters at the event, "moving to the USA Learning platform will reduce the redundancy in common learning courses and allow us to move to a DOD-wide common course catalog. This is a pivotal step in becoming easier to do business with."

Why USA Learning?

In concert with the President's Management Agenda, USA Learning supports all three Key Drivers of Reform:

- **IT Modernization:** USA Learning, in its role as a shared service center provider for eLearning products and services, has established portability and interoperability standards for learning management systems government-wide.
- **Data, Accountability, and Transparency:** USA Learning is employing the Experience API (xAPI) standard to support advanced learning analytics, data visualization, and transparency. This includes DoD-wide development of a unified Common Learning Record and an automated and interoperable Course catalog(s).
- **Workforce for the 21st Century:** USA Learning delivers over 17 million training events a year to the federal government through centralized initiatives, such as the Career Readiness Portal.



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“This whole-of-government solution reduces redundancy in operations, standardizes training across the Department, and improves learning processes and force readiness to allow DoD employees to better serve our country,” said Ms. Hershman about the benefits of the new agreement. “Reform is at the forefront of DoD, and this is a win for efficiency and for lethality.”

Prior to accepting her current position as the Defense Civilian Personnel Advisory Service (DCPAS), Director of Planning and Accountability, our own Joy Jones-Haskins served as the Program Manager, Category Management for Training and Education under the Office of Chief Management Officer. Joy was instrumental in leading the Department to this pivotal juncture.



Memorandum of Agreement for USA Learning Signing Ceremony

For additional information about the DoD USA Learning assisted acquisition requirement, please visit: <https://intelshare.intelink.gov/sites/tecollab> or contact Kelly Sims, Program Manager, Category Management for Training and Education.



By: Kelly Sims
DCPAS/Planning & Accountability

Data Analytics Training

Workforce Analytics 101 Provided to Air Force Reserve Command

In March, Planning & Accountability's Darby Wiler was hosted at the Air Force Reserve Command (AFRC) at Robins Air Force Base in Warner Robins, Georgia, to provide the full Workforce Analytics 101 curriculum to personnel from AFRC's AICE.

The Workforce Analytics 101 curriculum consists of the seven modules:

1 - Strategic Workforce Planning. An overview of the 6-step Strategic Workforce Planning model employed by DCPAS. This class is presented first so the audience understands how all the information following fits into Strategic Workforce Planning activities.

2 - Requirements (also known as Force Structure Development or the Manpower Process). Provides the audience with a 100-level understanding of what the Requirements process is, and why it's important to us on the personnel side.

3 - Authoritative Data and Environmental Scan Data (DoD Workforce Data). Gives the audience an understanding of what data to use, why it's important to use authoritative data, and what data sources may be considered when conducting environmental scans.

4 - Demographics. Introduces different key demographics. Introduces demographic trend presentation and how to build rates and/or counts tables. Begins the discussion of how to interpret/analyze graphic depictions of trend data, to identify area that may warrant further investigation. Introduces the audience to the concept of telling the story of workforce behavior. Problem set included.

5 - Gains and Losses. Provides the definitions of Gains and Losses from the data perspective. Introduces the importance of Gains and Losses to understanding workforce behaviors over time, specifically how they influence the demographic composition of the workforce. Like the previous class, speaks to identifying areas of interest in the data, trends, potential problems, knots, etc. Problem set included.

6 - Incentives. Defines incentives. Discusses the interpretation of Incentives usage trend data. Discusses identification of potential correlations to workforce behaviors. Problem set included.

7 - Forecasting. 100 level why and "how-to" conduct forecasting, to include identification of outliers and pitfalls to avoid. Problem Set included.

Key themes of Workforce Analytics 101:

- The critical thinking and analysis aspect of the work is continually reinforced. Being able to build a rates table is far less important than the individual being able to interpret and use data products in intelligent and useful ways.
- Problem sets and the Capstone Exercise are primarily critical thinking exercises designed to enhance the participant's understanding of identifying workforce behaviors, problems and potential problems, and correlations in behaviors.
- Understanding the workforce's behavior and telling the story of that behavior is critical to effective Strategic Workforce Planning activities.

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Data Analytics Training (cont'd)

Planning & Accountability is thrilled that our friends and colleagues at AFRC were very happy with the course.

“The Workforce Analysis training was an excellent overview of the strategic plan requirements from an analysis and data point of view. The instructor did an exemplary job presenting the information, explaining the criterion and how it relates to our requirements. He was very engaging and utilized the time well with information and relevant exercises which assisted in reviewing the class topics. I enjoyed the class and especially learning from the other participants from AFRC.”

“Excellent, knowledgeable instructor who kept the class engaged. Very useful information that shed light on ways to better analyze our workforce. Definitely a benefit for all who attended.”

A big “Thank You!” to AFRC for being such great hosts and engaged participants!

If you want to learn more about Workforce Analytics 101 or inquire about receiving the curriculum, please contact Darby Wiler at 571-372-2252 / darby.r.wiler.civ@mail.mil



Workforce Analytics 101 at Air Force Reserve Command, Warner Robbins, GA

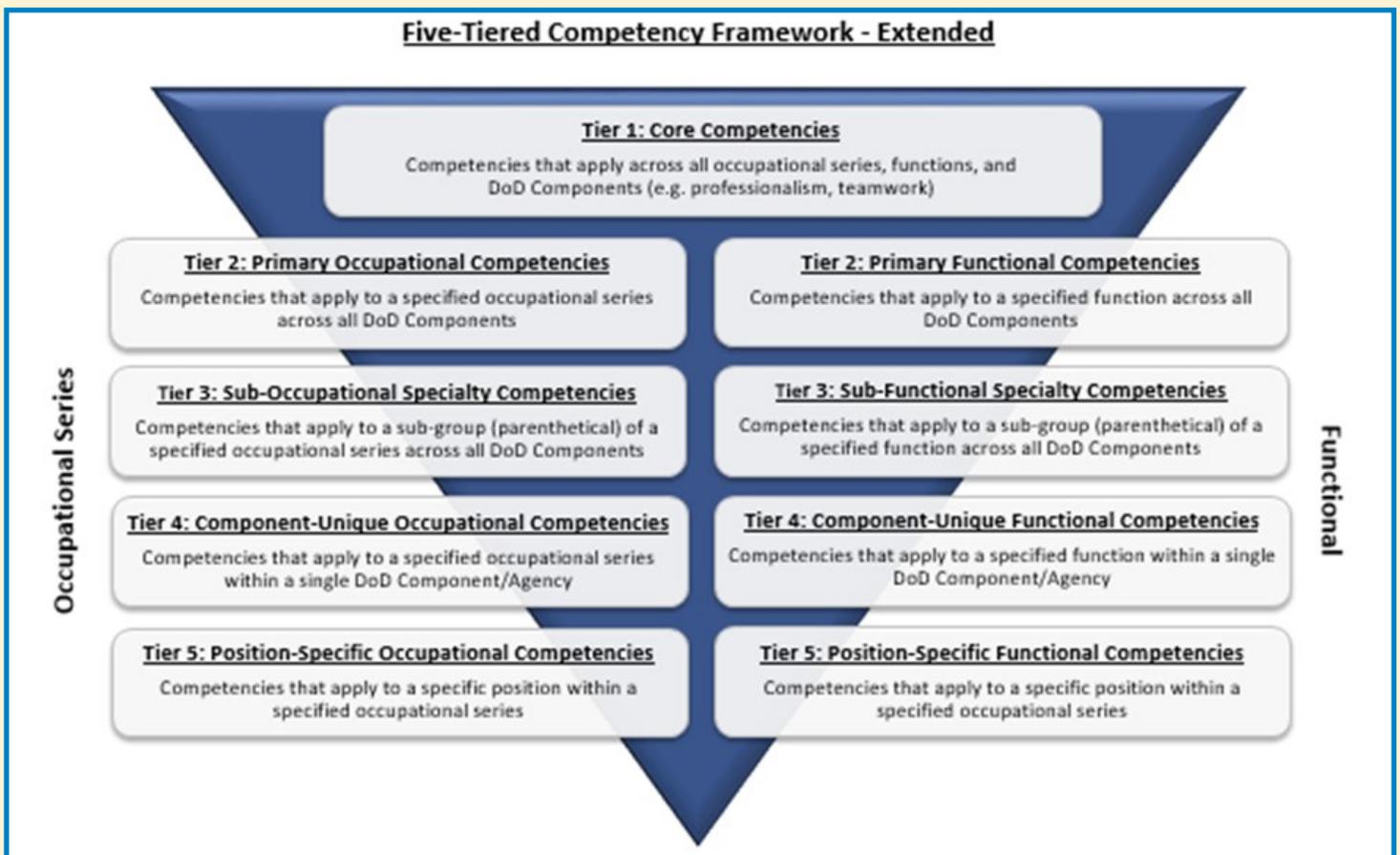
By: Darby Wiler
DCPAS/Planning & Accountability

Competency Management

The Competency Development and Management Team has added two new I/O Psychologists to the team. Chelsey Hibbard comes from FDIC where she served as a personnel research psychologist. Prior to FDIC Chelsey worked for a decade at OPM where she gained competency modeling experience that will be valuable to our team. Veronica Passarelli previously worked in the private sector and served as a contractor within DCPAS on the Competency Development and Management Team. Previously working as a contractor on the team has allowed Veronica to join the team all caught up to speed on day one. Veronica will be taking over many of the DCAT responsibilities.

The competency team has continued to develop and validate competency models both at the functional and occupational series levels. Coming up for the competency team, we will be developing a number of Tier 4 competency models for Army, as well developing some competency models for HR at the Tier 2 and 3 levels.

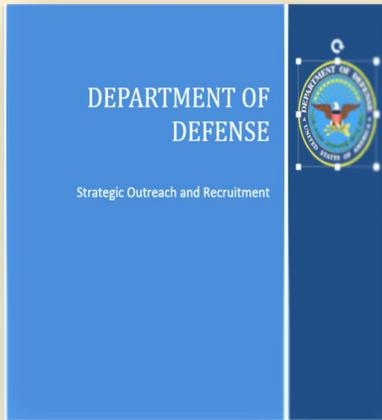
The next competency model to be assessed through DCAT will be Operational Contract Support (OCS), which will be assessed June 3rd through July 15th. With the additions of Chelsey and Veronica the team is finally getting back to full strength. We have been working to increase production and continue on with the great work that has been done previously and continue to improve and best serve our customers!



By: Brandon Dennis
DCPAS/Planning & Accountability

Strategic Outreach and Recruitment (SOAR) *New Name, Expanded Role*

Effective January 2019, the Recruitment Assistance Division also known as RAD, was renamed Strategic Outreach and Recruitment (SOAR) to reflect our expanded role of providing Enterprise-wide support to our customers within the DoD Components, Defense Agencies, and functional communities in their strategic outreach and recruitment efforts. SOAR will lead the Department's strategic outreach and recruitment initiatives, educate functional communities and HR Practitioners on the use of hiring authorities and flexibilities to build a 21st Century Total Force.



In partnership with Components and Defense Agencies, SOAR will provide strategic and innovative expertise at an enterprise level to attract and recruit a diverse, highly qualified, and skilled applicant pool for the Department's globally situated positions.

The SOAR Plan published in February 2019 outlines SOAR's goals and explains how the Defense Civilian Personnel Advisory Services will provide support to the HR functional community, hiring managers, and recruiters in their recruitment and outreach endeavors allowing them to compete more efficiently and effectively for the Nation's top talent, reduce hiring time, and meet the requirements of strategic goals, initiatives and executive orders pertaining to recruitment and management of the civilian workforce.

SOAR Goals

- *Increase the Department's name recognition to attract targeted candidates*
- *Educate Component & Defense Agency HR Teams and functional communities on available hiring authorities and flexibilities to expedite hiring*
- *Identify existing and emergent mission critical occupations and skills gaps to inform strategic Recruitment plans and initiatives*
- *Identify recruitment strategies to ensure a diverse talent pool with the right mix of skills to Accomplish the Department's mission*
- *Through an enterprise-wide approach, conduct outreach activities to attract and recruit a diverse pool of highly skilled applicants for existing vacancies and future workforce requirements*

As the Department relies on a strategic, DoD wide coordinated effort to attract skilled talent to carry out the national defense mission, we ask all stakeholders to join SOAR in fulfilling the goals described in the SOAR Plan.

Upcoming Events

- ◆ Hiring Heroes Hiring Fair - June 5, 2019 at Fort Campbell, KY
- ◆ DoD Recruiters Training - August 13, 2019 at the Mark Center, Alexandria, VA
- ◆ Hiring Heroes Hiring Fair - September, 20, 2019 at Joint Base San Antonio, TX

By: Albertine James
DCPAS/Employment & Compensation

Compensation—Hiring Incentives

Compensation Hiring Incentives

The Department has many compensation hiring incentives for managers to recruit and attract high-quality candidates. Two of the most frequently used are the Recruitment Incentive and the Student Loan Repayment. Each of these hiring incentives has specific requirements and procedures that need to be followed.



A **Recruitment Incentive** allows a hiring manager to request a payment of up to 100% of the annual rate of pay (including locality pay) to a newly appointed or reappointed employee, depending on the length of service agreement (e.g., 25% per year for up to 4 years). This may be used for positions that are hard to fill, when the candidate is well qualified and the candidate may not be a current federal employee. Under the General Schedule (GS) and Federal Wage Schedule (FWS), a recruitment incentive may be used by itself or with a superior qualifications appointment. However, a recruitment incentive must be considered by itself first. An employee must remain employed with your DoD Component or Service Agency for at least 6 months. A service agreement will generally be used to state the conditions under which this incentive is being offered.

In Calendar Year (CY) 2018, the Department paid recruitment incentives to 3,852 employees totaling about \$30 million dollars.

The **Student Loan Repayment** is used as a hiring incentive. It is used to repay federally insured student loans. Authorized payments must be based upon the authorized management official's written determination that student loan repayments for the employee would enhance the command's ability to carry out its mission, and is based on funding availability and performance. There is a maximum of \$10,000 for an employee in a calendar year and a lifetime total of not more than \$60,000 for anyone employee. To receive a student loan repayment, the employee must sign a service agreement of at least three years. The service agreement will state the amount of the loan repayment authorized for each year of the recipient's service requirement.

Some best practices the Department uses for the Student Loan Repayments include advertising/marketing the incentive on vacancy announcements for potential applicants and have multiple "open seasons" during the fiscal year to advertise the program to hiring managers.

In CY 2018, the Department paid Student Loan Repayments to 2,775 employees totaling about \$22 million dollars.

As you can see, the Recruitment Incentive and Student Loan Repayment has been used successfully by the Department to attract high-quality candidates.

For more information on how to use these incentives, please contact your Human Resources Office.

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The Intern Investment



Free laborer or auditioner? Person to be used and abused or person to be developed? What is the real purpose of an internship program?

There have been no shortage of those leaning toward the former category over the years as they leverage centralized funding until the money runs out, then release their laborers. Meanwhile others simply bring on someone willing to work for free until the person is no longer willing or able. There is no doubt that some minimal benefit comes from such approaches. Just like some minimal benefit (interest) comes from depositing money in a checking account. But just like our personal savings accounts, interns represent something valuable for our organizations: an investment in the future. And a pittance return on such investment can no longer do.

For what is an intern? They are, of course, a fresh source of energy eager to prove their worth and provide immediate benefit. Yet, they are so much more. Interns are people who transformed from mysterious names on resumes into those putting their names on a variety of work products. Work that you can evaluate and use to determine whether its producer should become a permanent member of your organization. Interns are students of life as much as school that you can mold into the type of permanent members for which your organization always hoped. And interns are sources of new ideas that can transform your organization beyond what you could hope. Consider how many Nobel Prize winners won their awards for ideas actually developed as doctoral students, for example.

This is why the Human Resource Directorate of the Washington Headquarters Services (WHS) overhauled its Special Employment Programs this fiscal year. Mentor programs, in-class training provided by WHS personnel and any number of development options have been added. A recruiter now travels around the country, drawing the best talent directly from its source. Most importantly, WHS created a path to guide potential talent into permanent hires. Hire the most talented students to take on voluntary internships. Organizational risk is reduced while talent gets an opportunity show just how much high potential it actually possesses. Hire the most talented volunteer interns into a variety of paid internship programs. Talent continues to grow as organizations continue to benefit. Convert the most talented paid interns into permanent hires. You will have come to know and like them. They have come to know and like you. A long-term relationship seems rather natural at that point.

The first step, though, is yours. If you wish to begin realizing the return on your intern investment that you prefer, contact WHSCareers@mail.mil.

By: James Dillon
Talent Acquisition Manager
Washington Headquarters Services
Human Resources Directorate
james.w.dillon6.civ@mail.mil



Accountability - Competitive Hiring

The competitive service consists of all civil service positions in the executive branch of the Federal Government with some exceptions. The exceptions are defined in section 2102 of title 5, United States Code (5 U.S.C. 2102). In the competitive service, individual must go through a competitive process (i.e. competitive examining) which is open to all applicants. This process may consist of a written test, an evaluation of the individual's education and experience, and/or an evaluation of other attributes necessary for successful performance in the position to be filled. Appointments to the Excepted Service are civil service appointments within the Federal Government that do not confer competitive status. There are a number of ways to be appointed to the excepted service such as appointed under an authority defined by the U.S. Office of Personnel Management (OPM) as excepted (e.g. Veterans Recruitment Appointment) or being appointed to a position defined by OPM as excepted (e.g. Attorneys) More information can be found about the excepted service in 5 U.S.C. 2103 and parts 213 and 302 of title 5 of the Code of Federal Regulations.

Regulatory guidance for hiring job applicants under the competitive examining and hiring process

Category Rating	A category-based rating method that is an alternative way to assess job applicants for positions filled competitively.
Delegated Examining Operations Handbook	A handbook to help agencies with delegated examining authority by providing guidance, options, and operating procedures
Examining System	Regulatory language that is the basis for examining applicants. (5 CFR Part 337)
Hiring Flexibilities in the Examining Process	Index for the Delegated Examining Operations Handbook (2007); refer to Chapter 2, Section A for a review of hiring flexibilities.
Recruitment and Selection through Competitive Examination	Regulatory language that is the basis for general policy about filling positions in the Federal Government. (5 CFR Part 332)

The Federal Government employs permanent and temporary employees. Permanent employees are generally hired under a career-conditional appointment (**Permanent - Career-Conditional Appointment**). Normally this is the first career-type of appointment and the appointee must complete a 2-year probationary period and 3 years of *total* creditable service to attain a career appointment (**Permanent - Career Appointment**). Temporary appointments are defined as appointments expected to last for a specified period not to exceed 1 year (**Temporary Appointment - Time limited not to exceed 1 year but could be less**) or a specified period of time that is at least more than 1-year but not to exceed 4 years (**Term Appointment - Time limited more than one year but not more than 4 years**). Neither type of appointment is a permanent one, so they do not give the employee competitive/permanent status.

By: Joyce Griffith
DCPAS/Planning & Accountability

HR FC - The DoD HRFC Team is on their way!



From Left to Right: Yvette Green, LyTanya White, Tawanah Edmondson, Patricia Richardson after the Strategic Outreach Meeting with Army, Career Program 10 Civilian Human Resources at Headquarters, Department of Army (HQDA), Deputy Chief of Staff G-1 Personnel, Assistant G-1 for Civilian Personnel, Fort Belvoir, VA

Like a phoenix rising from the ashes, the DoD Human Resources Functional Community (HRFC) team is coming back to life. After a long period of leadership changes and prolonged vacancies, the HRFC team is back and promises to be better than ever. The HRFC's goal is to empower a community of HR experts who are valued as strategic business partners.

Two existing HRFC team members, Anna Edmondson and LyTanya White, recently welcomed four new team members: Angela Richardson (Team Lead), Yvette Green, Patricia Richardson, and Nathan Dehnke. The team's whirlwind of activity over the past 6 weeks included — onboarding, team building, brainstorming, and planning. Most importantly, a robust strategic outreach plan is underway with key HRFC stakeholders — DCPAS Lines of Business Directors, Components, Defense Activities, Department of Treasury and the Office of Personnel Management. This initial wave of outreach helps us better understand the needs of our partners and the needs of our HR workforce.

The new DCPAS Director, Ms. Michelle LoweSolis, is also our new HR OSD Functional Community Manager (HR OFCM), the HRFC senior leader. Her commitment to the DoD HR workforce is inspiring and contagious. Notably, her six priorities include the HRFC. Ms. LoweSolis's six DCPAS Workforce priorities:

- Digitize
- Strategic Communications
- Human Resources Functional Community
- HR Reform
- Strategic Planning
- Enabler/Crusher of Obstacles

We are testing a catchphrase that conveys what we do in a succinct and memorable way. Our current favorite is, **“Our business is your business!”** Let us know what you think by dropping us a line at: dodhra.mc-alex.dcpas.list.hr-functional-community-team@mail.mil!

By: Tawanah Edmondson
DCPAS/Planning & Accountability

STEM

Department of Defense Held Third 2019 DoD Lab Day at Pentagon

The event showcased Defense labs' unique capabilities and the wide range of science and technology disciplines

The Department of Defense (DoD) held its third DoD Lab Day on Thursday, April 25, 2019, in the Pentagon Courtyard in Arlington, VA.

The 2019 DoD Lab Day, a biennial event, showcased the innovative work performed by the scientists and engineers within the Defense Laboratory Enterprise (DLE), which includes Defense laboratories, warfare centers, and engineering centers across the world. The event presented an opportunity for the labs to display the groundbreaking work developed throughout the DoD that benefit the warfighter. There was great representation across the Components with a broad spectrum of research and development that directly contribute to the lethality of the warfighter and also play a critical role in maintaining the Nation's economic future. There were over 100 exhibits at this year's event that focused on the Department's modernization priorities, including: hypersonics, directed energy; fully networked command, control & communications; space; cyber; machine learning/artificial intelligence; missile defense; quantum science; microelectronics; nuclear modernization; autonomy; and biotechnology.

Some technologies highlighted at the event included:

- **Army:** The U.S. Army Combat Capabilities Development Command is working on an Extended Range Cannon Artillery (ERCA). ERCA will enable the U.S. Army to meet Long Range Precision Fires modernization goals by developing a system that doubles the range and rate of fire of existing cannon artillery.
- **Navy:** The Naval Surface Warfare Center Panama City Division is developing the Expeditionary Eye (ExEye). ExEye is a maneuver tool used during dispersed operations. It provides real-time situational awareness and surveillance and is employed during dismounted troop operations, amphibious landings, and vessel or convoy movement.
- **Air Force:** Hypersonic flight research at Air Force Research Laboratory will provide the Air Force with an affordable and responsive hypersonic weapons system. The ability to conduct research at relevant flight conditions helps the Air Force reduce risk of failure prior to integrating into prototype and operational hypersonic systems.
- **Medical:** The U.S. Army Institute of Surgical Research's Coagulation and Blood Research Department focuses on the most lethal threat to battlefield wounded – blood loss. The research aims to deliver blood product storage and treatment of blood-related disorders, thus ensuring that an adequate supply of safe and effective blood products and cellular therapies are readily available to support the care of trauma patients in military operations.



The keynote speaker for the Opening Ceremony of the event was **Dr. Michael D. Griffin**, Under Secretary of Defense for Research and Engineering, who discussed the Department-wide focus on identifying and investing in unique capabilities to sustain and advance the Department's military superiority for the 21st century. He emphasized the importance of the DLE and its role to serve as the voice of technical truth and ability to achieve technical excellence to help warfighters on the front lines.

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STEM (cont'd)

The winner of the Applied Research for the Advancement of Science and Technology Priorities (ARAP) Program was also announced during the Opening Ceremony. The ARAP Program is an annual award that funds a three year project that fosters Joint-Service research, facilitates concept exploration efforts, and strengthens in-house laboratory research efforts and workforce. The 2019 winner of the ARAP Program was the **Topologically Enabled Devices Program** - an Army, Navy, and Air Force laboratory joint effort that will exploit basic research advances in topological materials to establish a path towards DoD dominance in microelectronics.



Also recognized during the Opening Ceremony was the most recent awardees of the DoD Laboratory Scientist of the Quarter Award and the DoD Science, Technology, Engineering, and Mathematics (STEM) Education and Outreach Advocate of the Quarter Award. **Dr. Bryn Adams, U.S. Army Combat Capabilities Development Command Army Research Laboratory**, received the Laboratory Scientist of the Quarter Award for her cutting-edge accomplishments in biotechnology and synthetic biology that have near-term applications for the Department and specifically for the U.S. Army. **Ms. Kathleen Miranda**, Naval Information Warfare Center Pacific, received the DoD STEM Education and Outreach Advocate of the Quarter Award for demonstrating exemplary STEM education and outreach advocacy within the Naval community in support of the Department's STEM mission of inspiring the next generation of young Americans.

The core technical engine of the Department is its science and engineering community. The exhibitors at DoD Lab Day represented the foundation that sustains the DoD's ability to support and field military critical technology with no commercial equivalent. The research and development showcased continues to help the Department make dramatic improvement to our Nation's military capability.



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STEM

FIRST Robotics Teams Celebrate Innovation and Discovery at 2019 FIRST World Championship

The FIRST World Championship is the world's largest celebration of science, technology, engineering, and math (STEM) for students

For Inspiration and Recognition of Science and Technology (FIRST), a strategic partner of DoD STEM under the Defense STEM Education Consortium for inspiring future STEM talent, hosted two annual World Championship competitions in Houston, TX and Detroit, MI in April 2019, where inspiring young innovators, leaders, and change makers were celebrated for their STEM achievements. FIRST is the world's largest after-school student serving organization that inspires students of all ages to gain a greater appreciation for STEM and to pursue STEM career opportunities. The overall theme for the 2018-19 season was FIRST LAUNCH: ALL SYSTEMS GO and was focused on a variety of space-related missions. The FIRST Championship is the culmination of the season's FIRST programs, bringing together three separate robotics competitions for the ultimate Sport for the Mind™. The event includes the FIRST Robotics Competition (FRC) World Championship, the FIRST Tech Challenge (FTC) World Championship, and the FIRST LEGO League (FLL) World Festival.



◆ **Houston Championship**

More than 33,000 attendees watched approximately 15,000 students from 40 countries compete with team-built robots at the George R. Brown Convention Center, Minute Maid Park, and Discovery Green. Of the 404 FRC teams competing at the Houston Championship, DoD STEM sponsored 37 from nine states. 16 of the DoD-sponsored FRC teams advanced to their division playoffs and competed in elimination matches. Team FRC 6829, Ignite Robotics from Georgia, advanced the farthest during the competition and was part of the Roebing division Winning Alliance before being eliminated during the Einstein round robin matches. Two DoD STEM-sponsored FRC teams received division-level awards:

- * Team FRC 368, Team Kika Mana from Hawaii, won the Innovation in Control Award; and
- * Team FRC 932, the Circuit Chargers from Oklahoma, won the Safety Award.

Additionally, three DoD STEM-sponsored FLL and six FTC teams competed at the Houston Championship.

◆ **Detroit Championship**

More than 43,000 attendees watched approximately 17,000 students from 37 countries compete with team-built robots at the Cobo Center and Ford Field. Of the 408 FIRST FRC teams competing at the Detroit Championship, DoD STEM sponsored 39 from 12 states and the District of Columbia. 23 of the DoD-sponsored FRC teams advanced to their division playoffs and competed in elimination matches. Team FRC 5401, the Fighting' Robotic Owls from Pennsylvania, advanced the farthest during the competition and was part of the Tesla division Winning Alliance before being eliminated during the Einstein round robin matches. Five DoD STEM-sponsored FRC teams received division-level awards:

- * Team FRC 27, Team RUSH from Michigan, won the Entrepreneurship Award;
- * Team FRC 319, Big Bad Bob from New Hampshire, won the Excellence in Engineering Award;
- * Team FRC 1403, Cougar Robotics from New Jersey, won the Gracious Professionalism Award;
- * Team FRC 1676, The Pascack PI-oneers from New Jersey, won the Innovation in Control Award; and
- * Team FRC 2723, Team Rocket from Oklahoma, won the Judge's Award.
- * Additionally, Paige Drob from team FRC 1718, The Fighting Pi, won the Dean's List Award which recognizes and celebrates her as an "outstanding student leader whose passion for and effectiveness at attaining FIRST ideals is exemplary."



Lastly, five DoD STEM-sponsored FTC teams competed at the Detroit Championship, including team FTC 4130, Expected Error!!, from the DoD Education Activity high school at Aviano Air Base in Italy.

The DoD is proud of all of its teams and wishes all students continued success in their STEM education. The Department looks forward to hearing about their amazing achievements in the FIRST program!

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Planning & Accountability is happy to welcome nine employees in the third quarter!

Human Resources Functional Community

YVETTE GREEN, Human Resources Specialist, joins the Human Resources Functional Community team; she is an HR professional and has enjoyed her career of many years. Some of the unique places she's worked include GSA, Department of Navy, Marines Corps, Military Sealift Command, and Department of Army. Both federal and military careers have afforded her opportunities to work abroad in countries like Germany and Italy. She is well traveled and considers herself blessed to have seen many places. She is the proud parent of a teenager (completing 2nd semester of college in Nursing) who continues to keep her on her toes. When she is not being "Super Mom", she enjoys reading, actively participating in community and church activities, traveling, relaxing, writing, and simply smiling.

PATRICIA GODETTE-RICHARDSON, Human Resources Specialist, is also joining the Human Resources Functional Community team. She is familiar with the Mark Center because she has worked here before. She is a self-described very laid back person who doesn't require a lot of attention, but who loves to celebrate others. Her home state is Virginia which is where she currently lives with her two teenage boys...both currently in college. She has been busy with graduate school (a few years now)...working on her doctorate degree from University of Phoenix in Organizational Leadership. She completed all of her course work (December 2018) and is currently focusing on writing her dissertation titled, "Female Veterans and Their Transition from Military to Civilian Careers". The title is near and dear to her because she is a female Veteran.

NATHAN DEHNKE comes to DCPAS from Stuttgart, Germany, where he worked for U.S. Africa Command the past four years. He spent time working in the J1 as an HR Specialist and then in the J6 as a Management Analyst while at USAFRICOM. Prior to his tour in Germany, he worked for the U.S. Army Assistant G-1 for Civilian Personnel in the Civilian Expeditionary Workforce Branch. Nathan is a St. Louis Cardinals baseball fan and a Green Bay Packers football fan - sorry DC sports fans! He is also passionate about acting – he performed in 14 live theater shows while in Germany and hopes to further this hobby here in DC. Nathan is excited to join the Human Resources Functional Community team and is looking forward to meeting and working with everyone!



Training - "I hear and I forget, I see and I remember. I do and I understand." Confucius

Planning & Accountability

Accountability

GICANDA (GIGI) SUGGS, Human Resources Specialist, is joining as a Human Resources Specialist in the Accountability Division. Prior to DCPAS, she was a Recruitment and Classification Specialist with the US Department of Agriculture Office of Inspector General. Gigi has 17 years of federal HR experience, which includes 6 1/2 years of active Army. She's a proud Veteran and Mother and looks forward to working with everyone.

SHAKEMA COWANS, Human Resources Specialist, is joining the Accountability team. She hails from Bronx, New York. She also lived in California for several years and loves to travel. She is a Towson University graduate who enjoys watching Law & Order and Game of Thrones. During her tenure with us she will celebrate her 20 YEARS in Federal service (December 2019)!

JOE THOMPSON, Human Resources Specialist, is a new member of the Accountability team. Prior to joining the DCPAS Team Joe worked in the Policy and Accountability Division at the Department of Agriculture. Joe has 28 years and 10 months of government service, yay, which includes 10+ years of active duty Air Force service. Joe is a father of three with six grandchildren. In 2014 Joe completed his college studies by completing an MBA degree, which was one of his life-time goals! He looks forward to working with everyone!

JEANETTE BOLER, Human Resources Specialist, is a new member of the Accountability team. Prior to DCPAS she served as the Assistant Director and Chief for Program, Policy, and Integration Division, Human Capital Management, at the Department of Defense, Office of Inspector General (DOD OIG). Primary responsibility was to oversee the developing and administering of programs and processes that involve the complete Human Resources life cycle that facilitate implementation of Human Capital Strategic Plan. Her hobbies includes watching Cricket, Soccer and NASCAR racing. As for football, her favorite team is the Panthers. Additionally, she loves spending time with family, reading, and visiting museums.

Competency Management

CHELSEY HIBBARD is joining the Planning and Accountability team. She's an Industrial/Organizational (I/O) Psychologist (George Mason alumni - Go Patriots!) with over 15 years of experience in the Federal service (Architect of the Capitol, Office of Personnel Management, and FDIC most recently). She originally hails from Idaho but has been in the DMV area for about 20 years. In her free time, she enjoys going to the gym ("enjoys" might be a stretch), crafting (knitting and crocheting), and catching up on TV shows/movies she's been meaning to watch. She has a 10 year old son who has a seemingly endless knowledge of random memes and is who is also currently campaigning very hard to get a dog.

VERONICA PASSARELLI is joining the DCPAS Competency Management Team after spending the past several months supporting the team as a contractor with AE Strategies. Prior to working with AE Strategies, Veronica was a part of the Pathways Program at the Department of Justice. Originally from Chicago, Veronica received her B.S. in Psychology from Indiana University. She then moved to Virginia in order to attend George Mason University, where she received her Master's degree in Industrial/Organizational Psychology.

UPCOMING MEETINGS

TITLE	DATE	LOCATION	TIME
WPAG	August 22nd	Mark Center Conference Room 14 B-1 Level	1:00 - 2:30 pm
FCMEC	September 17th	Pentagon Conference Rm M1	10:00 - noon

Online Resources

MilBook site in milSuite (<https://www.milsuite.mil/book/groups/cspr>) is used to house documents related to strategic human capital and workforce planning. The documents are useful to our customers. Some of the documents posted on milSuite include:

- **Strategic and Directive Documents**
 - Human Capital Operating Plan
- **Strategic Workforce Planning Guide**
- **Competency Validated Models**
- **Data Decks**
 - DoD Wide
 - Functional Communities
 - Mission Critical Occupations
 - Special Groups
 - Fourth Estate Agencies



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



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