

Lines of Effort (LOE)

LOE 1

Strategic Workforce Planning Training: Training Certification for Staff, Training for Components and Functional Communities

LOE 2

Defense Competency Assessment Tool: Technical requirements, Continual Improvement, DCAT Results and Validation Process

LOE 3

Competency Development / Management: Panel Facilitation, Competency Modeling, Validation of Panel results, Publication of Validated Models, Competency Guide for Customers

LOE 4

Workforce Data Analytics: Data Decks, Forecasting Tool, Dashboard, Competency Data Support, Ad Hoc and Recurring Data Requests

LOE 5

Mission Critical Occupations: Naming Conventions, Criterion Validation

LOE 6

Diversity: Determine approach for inclusion of Diversity in SWP

LOE 7

Strategic Human Capital Plan: Establish method, process and stakeholders in Department Level SWP process, prepare the Department for critical mission focused planning



SWP At-A-Glance

DoD MISSION, DoD WORKFORCE.

YOU CAN'T PLAN FOR ONE WITHOUT THE OTHER.

The Defense Civilian Personnel Advisory Services (DCPAS), Civilian Strategic Planning & Reporting (CSPR) Division develops policy and guidance for civilian human capital planning initiatives, including leading development of Department of Defense (DoD)-level Strategic Workforce Plans and facilitating the management of functional communities and enterprise competencies. The goal of strategic workforce planning is to shape and improve the civilian workforce to support national defense requirements and effectively manage the Department.

From the Desk of Ms. Deborah Ray!

Happy Holidays to everyone! Welcome to First Quarter 2017's SWP newsletter. For this edition, CSPR's talented team is sharing some of their insights on areas of customer interest. I hope you enjoy these articles. If your team has articles that you would like to share with the community, let me know so that we can consider them for publication in an upcoming edition. In addition, we would like to welcome the HR Functional Community and Accountability Division (HRFCAD) as a contributor to our SWP newsletter. Welcome!



We continue to look at ways to make this newsletter more insightful for you, so please let us know how we are doing. As we kick off this year's new legislation and await changes driven by an incoming administration, here's to making it another productive year for all of us across the Functional Communities. From all of us here at CSPR, we wish you and your families a happy and safe Holiday season, as well as a healthy and prosperous New Year!

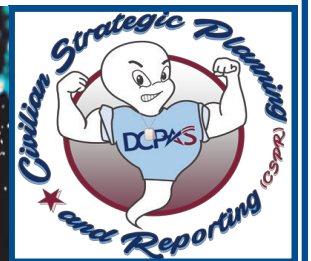
CSPR welcomes Mr. Anthony Bown!

In December, Mr. Anthony Bown (Tony) joined CSPR to perform duties as a Workforce Planner. In 2012 he retired from over 21 years of active service in the Marine Corps and was subsequently appointed into Federal employment. His experience as a planner includes assisting in development of Division-level operational plans for deployment to OIF in 2006, and planning/supervising the Congressionally-mandated personnel end strength increase to 202,000 Active Component Marines during the surge of OCO operations from FY07-10. He began civilian Federal service as a manpower policy analyst, largely responsible for the revision and publication of the Marine Corps' Personnel Assignment Policy. Most recently, he served as the Head of Plans and Research (G-3), Headquarters, Marine Corps Recruiting Command. During

this time, he planned/supervised the FY16-21 nationwide re-structuring and allocation of all Marine Corps recruiters and associated resources. He is married to his wife, Joni, and has 3 children; Brayden (21), Sarabeth (19), and Emmaleigh (15). He enjoys tinkering around the house, sports, and grilling/smoking meats.

2017 SHCM UPCOMING MEETINGS

TITLE	DATE
SHCM WPAG	February 2, 2017
SHCM ESC	March 15, 2017
SHCM WPAG	May 11, 2017
SHCM ESC	June 21, 2017
SHCM WPAG	August 10, 2017
SHCM ESC	September 20, 2017
SHCM WPAG	November 2, 2017
SHCM ESC	December 13, 2017



Importance of Strategic Workforce Planning



Workforce planning is a systematic process for identifying and addressing the gaps between the workforce of today and the human capital needs of tomorrow (OPM). According to the Hay Consulting Group, “Integrating workforce supply and demand analysis into the strategic planning cycle ensures organizations have the ‘five rights’ – the right number of people, with the right skills, in the right place, at the right level and at the right cost. This is what we mean by strategic workforce planning (SWP).” Workforce planning is a tool that helps managers to plan for the future, anticipate change, manage the goals and meet mission priorities.

Effective workforce planning requires an integrated approach amongst key stakeholders within an organization, including senior leaders, HR professionals, Functional Community Managers and employees. Implementing workforce planning allows an organization to:

- ◆ Respond quickly and more strategically to change, as the organization and managers can recognize emerging challenges in the market.
- ◆ Improve efficiency, effectiveness and productivity (employees possess the right skills and are a good fit for the job).
- ◆ Facilitate strategic staffing and planning for future workforce requirements (can identify staffing needs in a timely manner, monitor attrition and ensure replacements are available to fill key vacancies).
- ◆ Strengthen the organization’s capability to support the achievement of business outputs now and in future.
- ◆ Encourage an understanding of the organization’s workforce profile, hence HR strategies and policies are aligned with maximizing the capacity of the existing workforce and shaping the desired workforce.
- ◆ Assist with the identification and management of people with the knowledge critical for effective and efficient business operations, and the organization’s management of knowledge and maintenance of corporate memory.
- ◆ Provide a mechanism for monitoring costs and directly linking expenditure of personnel against business outputs and outcomes.

Two Examples of Key Aspects in Workforce Planning

I. OPM’s Effective workforce planning:

- ◆ Align workforce requirements directly to the agency’s strategic and annual business plans.
- ◆ Develop a comprehensive picture of where gaps exist between competencies the workforce currently possesses and future competency requirements.
- ◆ Identify and implement gap reduction strategies.
- ◆ Make decisions about how best to structure the organization and deploy the workforce.
- ◆ Identify and overcome internal and external barriers to accomplishing strategic workforce goals.

II. Hay Consulting Group - The ‘five rights’

Strategic workforce planning provides the basis for the talent required to deliver your strategy. To ensure that you have the right number of people, with the right skills, in the right place, at the right level and at the right cost, you need to integrate workforce supply and demand analysis into the strategic planning cycle.

- ◆ **Right size:** ensure you have the right number of people in the right roles spending the right amount of time achieving given outcomes.
- ◆ **Right shape:** identify duplication and inefficiency to establish the right balance of admin to professionals, juniors to seniors, experienced staff to new hires.
- ◆ **Right cost:** benchmark pay and reward to pay the right price for required skills.
- ◆ **Right place:** ensure the required staff resources are available in the right location to meet the current and future workload
- ◆ **Right skills:** assess the gaps in the competencies and skills that will be needed to meet future goals.

By: Reena Tewari, Strategic Workforce Planner

Upcoming CSPR Collaborations

The Civilian Strategic Planning and Reporting Division (CSPR) has joined forces with the Safety and Public Safety Functional Community (FC) to form a FAST team. The purpose of the team is to develop a strategy to address skills gaps closures for one of the Department’s high risk mission critical occupations, 0081, Fire Protection and Prevention Series. Skills gaps closure is critical to ensuring that the Federal Government is able to meet its mission by recruiting, developing, and retaining the best talent. Additional tasks will include identifying root causes of skills gaps, developing strategies that address the root causes, and identifying and monitoring outcome-oriented performance metrics to monitor progress. The team consists of a Career Program Manager, FC Action Officer, FC Program Manager, Manpower Analyst, and several Subject Matter Experts in occupational series 0081. The initial team kick-off began on November 15, 2016 with a Root Cause Analysis Training Session hosted by the Office of Personnel Management. Thereafter the team will meet through March 2017 to accomplish the set objectives.

By: Jonathan Carter, Strategic Workforce Planner

Historical DCPDS data changes every day – Should you be concerned?

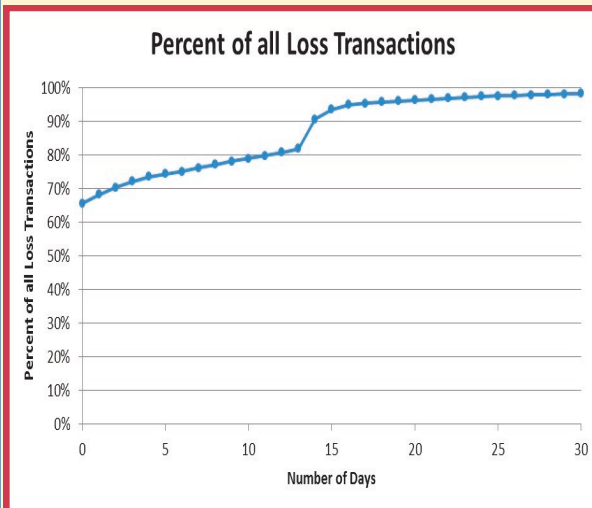
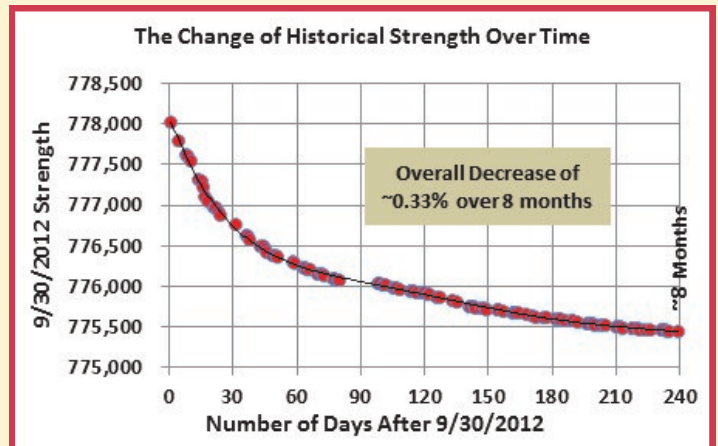
The Defense Civilian Personnel Data System (DCPDS) is a live database that houses non-classified appropriated fund and NG technician DoD civilian personnel data records. In this system, transactions are constantly being cancelled, corrected and/or added so that data pulled for an effective date one day rarely match the data pulled for the same effective date 24 hours later. As a matter of fact, it is not uncommon for historical records to be updated more than a year after their effective date. With the data constantly changing, “how can a responsible leader make defensible data-driven decisions?” and “should data be provided immediately or should a certain time elapse before data is pulled to allow the transaction records to accumulate?” To address these questions, we conducted a brief study in 2012.

In the first part of the study, we looked at how significantly strength figures changed over time. To study the changes, beginning on 30 September 2012, we pulled the same DCPDS data, using the same CMIS query, for 8 consecutive months in order to collect aggregate strength counts being reported. The data includes all appropriated fund and Tech employees. This data is shown in the figure below.

This chart shows that strength continued to decrease over the entire 8 month period, with the rate of change greatest immediately following the end of the quarter, and tapering off over time. For the first 8 months, the total percent change was about 0.33% and one could make a reasonable “eyeball” estimate that the curve would level off at about 775,000 for a total of ~0.4% reduction. That means that **the strength count was ~99.6% accurate on the first day after the end of the FY and waiting a few weeks, months, or even years will have no significant effect for most purposes.**

For the second part of the study, we considered the effect delayed transactions would have on the accession and loss transactions counts. Since we knew that the strength data typically decreased over time based on the findings above, we inferred that the number of delayed loss transactions would outnumber the number of late accession transactions. Therefore, we decided to focus our energy on collecting the late loss transactions. To study the changes, we looked at ~1.2 million loss records that became effective over the last 10+ years through September 2016. As we did not have a date the records became available in the system, we used action approval date as a proxy and calculated the difference between the approval date and the effective date to determine how long it took for actions to become available in the system. We assumed that actions that were approved prior to the effective date of the loss were entered on time and actions that were approved after the effective date were entered after the effective date by the difference; see chart below for the results.

The data suggests that, on average over the last 10 years, **only 66% of all loss transactions are available in the system after 1 day, about 94% by 15 days and 98% by the end of a month.**



In summary, before determining how long to delay before pulling data, consider what this really means. Let’s pretend you are gathering the losses over an entire quarter of data and you decide to pull the data the day after the quarter ends. The chart displayed does not mean that you only have 66% of all of the losses that occurred during the quarter. That is because the entire quarter consists of ~90 days and the losses that occurred on the first day of the quarter have had 90 days to accumulate, the losses in the middle of the quarter have had 45 days to accumulate and the losses that occurred yesterday have only had a single day to accumulate. When you consider the entire quarter, you are likely to have >95% of all of the losses if you pull the data the day after the end of the quarter and ~97% if you wait 5 days. If you consider the losses for an entire year the numbers are even better at about 99% the day after the year ends.

Ultimately the most accurate data is the data that is queried “today” as it reflects everything we know to-date, but in most cases you can rest assured that, **although the data is changing every day, most of the changes are relatively small and the data should be pulled whenever you need it!**

By: James Walter, ORSA



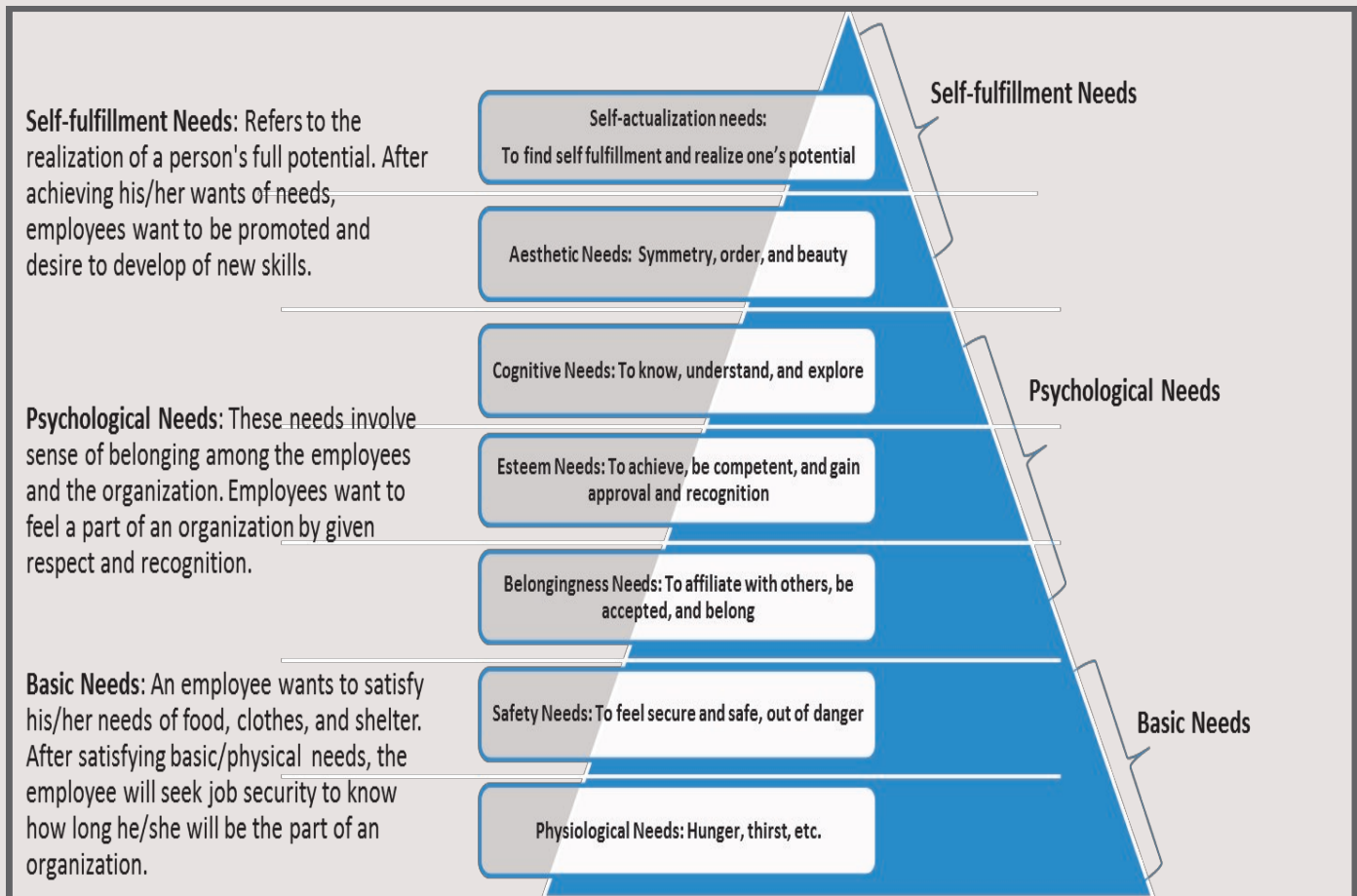
CSPR bids farewell to Lisa Mijares! Ms. Lisa Mijares joined DCPAS in September 23, 2012. In her role, she contributed to the planning, development and execution of three consecutive congressionally mandated DoD strategic workforce plans (SWP). Lisa also worked on multiple projects such as, New Beginnings, Cyber Excepted Service Personnel System, Line of Efforts 6 and 7, OPM closing skills gaps, DoD strategic recruitment policy and SWP performance goals. Lisa’s dedication to strategic human capital planning, workforce planning, and the functional communities will surely be missed as she transitions to the Defense Contract Audit Agency as the Branch Chief, Career Development.

Motivating a Multigenerational Workforce

As organizations continue to recognize the importance of diversity to mission success, they will spend more time building a workforce that value and appreciate this diversity. The Federal Government, in many efforts to attract, assign, develop, and retain the best civilian workforce, has legislated Human Resource (HR) Flexibilities (e.g., Student Programs, Recruitment Incentives, Recruitment Strategies, and Workforce Planning), ensuring that the Federal Government maintains a world-class workforce to serve the American people. With a population comprised of multiple generations (e.g., Millennials, Generation X, Baby Boomers) dating back to the World War II era, DoD's initiatives to motivate its workforce will continue to evolve to better remain competitive with private organizations and meet mission success.

Motivating a workforce to do their best work, even in trying circumstances, is one of a manager's most enduring and difficult challenges. Indeed, deciphering what motivates us as human beings is a centuries-old puzzle. Some of history's most influential thinkers about human behavior such as Aristotle, Adam Smith, Sigmund Freud, and Abraham Maslow have struggled to understand its nuances and have taught us a tremendous amount about why people do the things they do.

The distinction between what employees *can* do (maximum performance) and what they *will* do (typical performance) has received considerable theoretical but scant empirical attention in I/O Psychology. However, literature supports that motivation and decision making is inclusive and contingent upon personal values, beliefs, and norms. Maslow's hierarchy of needs also known as Maslow's Needs Theory- *Extended* identifies eight factors in which basic needs are met prior to fulfilling higher-level needs:



Considering the lineage and historical data that highlights the purpose and establishment of organizational structure, currently I/O Psychology has spearheaded motivational and job satisfaction programs within the organization to meet organizational goals. Motivation is the conditions responsible for variations in intensity, persistence, quality, and direction of ongoing behavior. Subsequently, it is safe to announce that the different generations have different expectations from the work environment, which makes it much more difficult to streamline motivational practices...or is it?

Motivating a Multigenerational Workforce (contd...)

In retrospect to Maslow's Needs Theory, with the premise of conceptualizing basic, psychological, and self-fulfillment needs, literature suggests there are 5 core themes to motivate a multigenerational workforce:

(1) Trustworthy Leadership, (2) Maintain Relevance, (3) Stable Future, (4) Self-Actualization, and (5) Happiness.

Trustworthy Leadership - Leaders that are prepared and willing to support or defend employees, and that are looking out for your best interests, will win the trust of their employees who in turn will be more motivated to achieve. Demonstrated behaviors of trustworthy leadership centers on transparent/upfront communication about performance, expectations, direct feedback, etc. Additionally, leaders who exercise trust seldom treat employees like a subordinate; yet, look for ways to include employees in all facets of the organization, as application. A trustworthy leader is someone whom you can rely on to be honest and truthful. Being a trustworthy leader certainly comes with some challenges, speaking honestly in difficult situations, for example. But the benefits outweigh the difficulties.

Maintain Relevance - In today's world where everyone wants to be noticed and recognized for their work, employees are motivated to achieve in order to remain relevant. As such, employees are in search of new ways to learn, improve their skills and invest in themselves – which greatly benefits the organization. This is an opportunity for leaders to get involved and understand how to build the depth and breadth of their employee's skill sets and aptitudes. For example, find ways to elevate your employees' high-potential status. Helping employees increase their relevancy is important and those leaders that participate in this process will help cultivate increased performance levels and loyalty. Helping your employees get discovered will elevate their motivation to achieve.

Stable Future - People are motivated to have safety and security – as outlined by Maslow's Needs Theory. Everyone wants a stable future, but we are in a race against time and thus motivated to achieve faster than ever before. Research has outlined that as a result of the 2008 economic collapse, we can all quickly become victims of unexpected change without preparation. As a leader, be mindful of providing security and stability in how you lead your employees and watch their motivational levels rise.

Self-Actualization – Self-actualization insists that people are motivated for personal reasons to achieve (e.g., morality, creativity, spontaneity, acceptance, experience purpose, etc.). In retrospect, these personal reasons seldom center on self-indulgence (i.e., money, attention, fame, etc.). Motivation that satisfies our self-indulgence can be risky; however, self-actualization is healthy. For instance, self-actualization highlights our need for personal growth, development, and achievement that exists throughout life and the organization. Leaders support self-actualization by promoting individual development and personal growth, supporting challenging work assignment, increasing freedom and supporting creativity, etc. As a leader, be aware that employee motivations are balance and well intentioned; these motivations are centered on personal values, beliefs, and norms.

Happiness – Happiness, often a contributing variable of work-life balance, is one of the greatest motivations to achieve. Happiness fuels ones self-esteem and gives people hope for a better tomorrow. We are all victims of taking our work too seriously. Step back and enjoy the journey. Your motivation to achieve is ultimately based on earning a living that brings you tremendous joy and satisfaction.

As a leader, be aware of whether your employees are satisfied in their work and that you are deliberate in having this type conversation with them. Never assume. Employees will smile to save their jobs even if they aren't content. Assure your employees happiness shines and allow the previous four motivational factors to influence the process organically.

No matter what generation we are from, it's too easy to keep doing what we are doing now and acting like each generation is (or should be), motivated by the same things we are. Even if our professional — management instincts say “no — of course we don't do this,” we have to be careful that our actions don't demonstrate that we do. We always have to be mindful of our actions and stay open to listening to each other.

By: Dr. Jerome Jones, I/O Psychologist

“Unless commitment is made, there are only promises and hopes; but no plans.”
– [Peter F. Drucker](#)

Hello
my name is

HRFCAD

The DCPAS, Human Resources Functional Community and Accountability Division (HRFCAD) evaluates both the Human Capital Assessment and Accountability Framework (HCAAF) and Delegated Examining Units (DEU) across the Department of Defense (DoD). Additionally, HRFCAD provides policy support and guidance as the Functional Community Manager (FCM) for DoD's HR workforce.

Our HR Functional Community branch, like other FCMs, plays a key role in the DoD Strategic Workforce Plan (SWP). In addition to being a contributing author to the human resources appendix in the 2016-2021 SWP, the HRFC branch leads the coordination of five subsequent HR SWP initiatives, and owns two of them. Our DoD-wide HR working group finalized

the following initiatives:

- Initiative 1: Create Development Plans/Career mapping tied to HR Competencies
- Initiative 2: Tie Competencies to Position Description /Assessment Questions
- Initiative 3: Implement DoD CHCO Award Program
- Initiative 4: Use Standardized Titling to Track/Monitor Retention and Separations
- Initiative 5: Use HR Analytics to Promote Data-Driven Decisions

In addition to HR strategic workforce planning, the HRFC branch is a service provider to DoD's vast network of HR Professionals. Additional 2016 accomplishments include:

- Successfully conducted the highly acclaimed Worldwide HR Training Event (WWHRTE) in Southbridge, MA with 250 cross-Component attendees.
- Coordinated two Joint Acquisition/Human Resources Summits, which were designed to resolve recruiting, hiring, and retention challenges while improving the use of existing authorities within the Acquisition community.
- Led the DoD response to two extensive, government-wide Office of Personnel Management (OPM) studies: the Pathways Program Report and the FY17 Excepted Service Study.
- Vigorously campaigned across DoD to reach the 90% registration rate for 0201 and 0203 civilian series for HR University enrollment, and well on track to meet the Chief Human Capital Officers (CHCO) Council goal for DoD for Mandatory Functional Training completions.
- Adopted and disseminated the new DoD 0201 parenthetical-based competency model.

OPM created Government-wide goals and measures, provided in the HCAAF, to assess progress of Human Capital Management. As such, our Accountability branch evaluates the five HCAAF systems; Strategic Alignment, Leadership and Knowledge Management, Results-Oriented Performance Culture, Talent Management, and Accountability. Additionally, our Accountability branch conducts reviews of DEUs. Accountability Program Managers perform line item audits to evaluate all facets of the hiring process, for competitive examining positions, to ensure staffing specialists at Component DEUs adhere to the law, regulation and policy when filling vacancies.

Our Accountability branch has long been a fixture of Defense-wide responsibility in Human Capital Management and hiring. In addition to publishing the DoD-wide HCAAF plan, they act as a system of checks and balances to create reliability and transparency in DoD's HR planning and programs, with very high stakes. OPM's delegated authority to hire civilians within the DoD is a renewable agreement, which can be rescinded for compliance failures of specific laws and regulations. Our Accountability branch conducts periodic evaluations of Component HCAAF and DEU compliance of those laws and regulations. The results of which are reported to OPM.

Mr. John James, Executive Director, Missile Defense Agency, recently said at the 2016 WWHRTE that the HR (Functional Community) is unique in that it's the one FC that affects all others. Functional Community Managers, look for more coming soon from the DCPAS, HR Functional Community and Accountability Division!

By: Dr. Ron Riley, Acting Division Chief, HRFCAD & HRFCAD Contributors

