

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 on
Survey, 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, Convention,
Criterion Validation

LOE 6

Functional Community Management:
Revisit/Clarify Roles in SHCP
Governance Structure,
Support DoDI update, Share
HCM/HR related strategic
communications, Refocus
content/messaging

LOE 7

Strategic Human Capital Plan:
Determine Link/Integration/
Feed with FC Assessment;
Develop template; Provide
Training, Formal Task, Total
Workforce Planning

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 Ms. Deborah Ray!

*'Twas the night before shutdown
And up on the Hill
There was chaos and madness
To sign a new Bill...*

Let's hope there's a happy ending to THAT poem this week! Speaker of the House Paul Ryan is pretty optimistic. And given Army brought home a SECOND win against Navy this year, it seems ANYTHING is possible!



Meanwhile, down the street at 1600 Pennsylvania Avenue, President Trump has been busy penning his new National Security Strategy. Certainly worthy of a read in front of the fireplace on Christmas Eve...and don't forget the hot cocoa! You may note there are several mentions regarding human capital and specific skills and competencies that the Nation is seeking. We can certainly look forward to our continued efforts across DoD to keep focus on achieving the human capital planning goals we've set for ourselves to meet the Administration's expectations.

And as for all of us here at DCPAS Planning and Accountability Directorate, as we see the end of another busy and productive year, we hope everyone has a safe, happy and joyous holiday spent with family and friends. We want to personally thank all of you for being part of our professional family, as we are sincerely committed to what we do to support you and all of our DoD family every day.

Happy Holidays and a joyous new year to you, the Department of Defense, and the United States of America!



Accountability & Human Resources Functional Community

From the Desk of Dr. Ronnie Riley!

Serving the DCPAS Planning and Accountability (P&A) Directorate, and Department of Defense (DoD) community at large, is a great honor. Many of you are familiar with the Strategic Workforce Planning, Competency Management, and Data Analytics portfolios within P&A, but the family has grown! P&A now includes the Accountability portfolio and the Human Resources Functional Community.

Historically, the scope of our Accountability portfolio was solely to evaluate Delegated Examining (DE) and Administrative Careers with America policies and procedures for compliance at DoD DE Units. However, with the updated 5 CFR 250 Subpart B updated by OPM earlier this year, the portfolio's mission will expand to meet these newly established requirements. The Accountability team will begin to assess all Human Capital Framework systems to help the Department accomplish strategic goals; ensure human capital policies, programs, and practices are efficient and effective; meet merit system principles; and maintain regulatory compliance. Joyce Griffith, Janet Grubbs, Christine Johnson and Danielle Muse are the Account Program Managers (APM) who lead Human Capital evaluations on behalf of the Deputy Assistant Secretary of Defense for Civilian Personnel Policy, Ms. Anita K. Blair. Stephanie Buxton and Marvin Nibblett are Account Program Assistants who provide APM's with planning and tactical support needed to successfully carry out the mission needs.

The Human Resources Functional Community (HRFC) provides policy support and guidance as the Functional Community Manager for DoD's HR workforce. The importance of the HRFC is that its workforce directly affects all other functional communities. As such, the HRFC has worked with other FCs, such as Acquisition, to directly support development of other respective workforces. In 2018, the HRFC will undergo an effort to transform as a functional community. Led by our executives in the Civilian Personnel Policy Council, we will begin a centralized effort to increase HR competency across the Department. Specifically, the focus will be to establish standards, expectations and promote leadership development, continuous learning, and effective customer service across the HR workforce. DCPAS' HRFC team is comprised of Anna Edmondson, Gwen Thompson and LyTanya S. White, who support a number of ongoing and emerging initiatives.

As we say goodbye to 2017, we take with us lessons learned and best practices to increase HR solutions and customer support across the Department in 2018!

By: Dr. Ronnie Riley
Associate Director, Planning & Accountability



Happy Holidays

Human Capital Operating Plan

DoD Submits Draft Human Capital Operating Plan

In April 2017, OPM updated Part 250 of Title 5, Subpart B, Human Capital Management (HCM) in the Code of Federal Regulation in order to strengthen alignment of HCM with agency strategic priorities, reinforcing the Chief Human Capital Officers Act of 2002 and Government Performance and Results Act Modernization Act (GPRAMA) of 2010. The revised regulation requires that all federal agencies establish a Human Capital Operating Plan (HCOP), that aligns human capital strategies with Agency Strategic Plans (ASP). In response, the Deputy Assistant Secretary of Defense for Civilian Personnel Policy (DASD-CPP), Ms. Anita K. Blair, worked closely with the Deputy Chief Management Office (DCMO), the Civilian Personnel Policy Council (CPPC), and other senior leaders and subject matter experts to develop and deliver the draft HCOP to the Office of Personnel Management (OPM) by the November 30, 2017 deadline. The DoD Draft HCOP for FY18 to FY19 was submitted to OPM through the MAX.gov website and is now available on the DoD Community site at:

<https://community.max.gov/display/HumanCapital/Dept+of+Defense+HCOP+Submission>

The draft HCOP includes twelve human capital strategies that directly support the Department's three strategic priorities as shown in the table below.

	Strategic Goal 1: Increase the Lethality of the Joint Force	Strategic Goal 2: Strengthen Our Alliances and Build New Partnerships	Strategic Goal 3: Reform the Department to Reinvest in Resources for Warfighter Priorities
Strategic Alignment	1.1. Identify and strengthen Mission Critical Operations (MCOs) aligned with strategic priorities.		3.1. Strengthen Human Capital strategic partnerships to enhance civilian workforce management and improve HR customer service.
Talent Management	1.2. Recruit and retain a highly skilled and agile civilian workforce. 1.3. Improve and sustain civilian leadership development. 1.4. Improve civilian workforce hiring practices.	2.1. Build and strengthen the Security Cooperation workforce. 2.2. Enhance the DoD Expeditionary Civilian (DOD-EC) program.	3.2. Invest in Civilian HR Management IT Redesign. 3.3. Improve HR capabilities by strengthening the competencies and talent of the HR workforce.
Performance Culture	1.5. Maximize Employee Performance.		
Evaluation	1.6. Institute the Human Capital Operating Plan (HCOP) and HRStat program.		3.4. Establish a DoD enterprise Human Capital Management (HCM) Accountability Program.

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Human Capital Operating Plan

DoD recognizes that strategic objectives cannot be achieved without the influence and contributions of the civilian workforce. The HCOP provides increased visibility and improved integration of civilian strategic human capital planning with the Secretary of Defense's strategic priorities:

- 1. Increase the Lethality of the Department**
- 2. Strengthen Our Alliances and Partnerships**
- 3. Reform the Department**

The HCOP also aligns HC strategies to the four strategic human capital systems identified in OPM's **Human Capital Framework** (HCF). Maximizing use of the HCF system is a recipe for success, incorporating the key ingredients of human capital management:

- **Strategic Planning and Alignment (plan)**
- **Talent Management (implement)**
- **Performance Culture (implement)**
- **Evaluation (evaluate)**

When Deborah Ray, Director of Planning and Accountability, Defense Civilian Personnel Advisory Services, was asked about the advantages of developing and implementing the HCOP, she summed it up in one sentence, ***“The HCOP streamlines the strategic alignment of people with mission, and ensures that the priorities of DoD’s civilian human capital efforts remain at the forefront of priority planning”***.

OPM requires that agencies include a minimum of two out of the six federal-wide human capital priorities in their Human Capital Operating Plan. The DoD FY18-19 HCOP addresses two Federal Workforce Priorities (FWP):

1. Securing technological solutions for human capital analysis (HCOP Strategy 3.2)
2. Expanding employee development opportunities (HCOP Strategy 1.3)

DoD will track progress of human capital strategies through HRStat, a data-driven performance review process, to include quarterly performance reviews overseen and guided by the CPPC and the Chief Management Office. Analyzing data and assessing results allows leadership to determine if human capital initiatives are making a difference and gives them the ability to make timely adjustments that reflect our growth and progress as we adopt lessons learned. In the words of Ms. Anita Blair (DASD-CPP), ***“The HCOP will allow us to adapt to emerging missions and changing circumstances without losing sight of enduring goals. We will make adjustments to our plan based on our HRStat reviews and will not waste time on initiatives that don’t produce results and/or are meaningless measures”***.

The DASD-CPP is committed to achieving the strategic objectives included in the HCOP. As we move forward with instituting the HCOP, HRStat, and the HCF Accountability system, we look forward to partnering and collaborating with functional community and component representatives to eliminate challenges and adopt solutions that ensure DoD recruits and retains a civilian workforce that bolsters capabilities and readiness.



By: Kelly Sims, Strategic Workforce Planner

HRStat

Introduction to HRStat

In the Office of Personnel Management's (OPM) update of CFR 250, Subpart B in April 2017, CFR §250.207 introduces a new element of the Human Capital Framework called HRStat. According to OPM, "HRStat is a robust data driven review of human capital areas that are in need of program improvement, greater innovation, or improved cost effectiveness" – OPM HRStat Guidance, June 2017.

HRStat is defined as "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." Simply put, it is using metrics to determine whether strategic goals are being achieved.

The creation of HRStat has three objectives:

- ◆ Support the agencies' ability to perform data analytics and advance to the next level of maturity in the HRStat Process
- ◆ Support the use of the principles within the Human Capital Framework
- ◆ Improve the strategic management of human capital

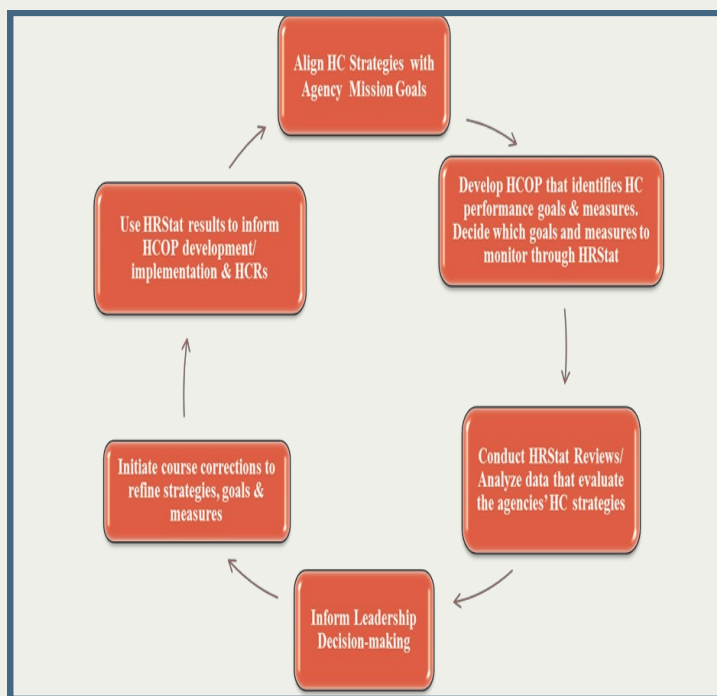
OPM, HRStat MMAT Key Findings Report for the U.S. Department of Defense, Sep 2017.

With our Human Capital Operating Plan (HCOP) strategically aligned to the DoD Agency Strategic Plan, we now begin the process of using data analytics. This will allow the CHCO to evaluate progress, refine strategies and demonstrate quantifiable success of human capital strategies. The HRStat program was designed to be a continuous process and to complement the HCOP.

HRStat process reviews defined areas of inquiry or problems, a stated problem statement or hypothesis, a defined intervention, data analysis, monitoring, and evaluation with a focus on determining causation for the particular human capital strategy or intervention being employed.

The HRStat system is not designed to be a "gotcha" system. The HRStat is a data analytics tool to assist in determining if a human capital strategy is or is not meeting the intended target. If the strategy is not meeting the intended target, it provides an opportunity for senior leadership to make actionable decisions based on qualitative and quantitative evidence. The fluidity and flexibility of the system allows for adjustments to be made that best ensures human capital success throughout the entire Department.

As a part of an effective HRStat program, OPM and the HRStat Community of Practice (CoP) developed a HRStat Maturity Model Assessment Tool (MMAT) as a diagnostic framework.



Source: OPM: HRStat OPM Alignment with HCOP and HCR Requirements

The intent of HRStat is two-fold;

- ◆ Assess the maturity of the HRStat program by the Agency, and
- ◆ Identify areas of improvement and monitor Agency's progress over time.

OPM, HRStat MMAT Key Findings Report for the U.S. Department of Defense, Sep 2017.)

By: Lisa Charette, Strategic Workforce Planner

ARMY Workforce Data & Analysis Training

The Army invites the OSD Functional Community Management Offices to a “Meet & Greet” on February 15, 2018



The Army Civilian Career Propensity Division (CCPD) cordially extends an invitation to the OSD Functional Community Management (OFCM) Action Officers to “meet and greet” their respective Army Component Functional Community Management (CFCM) action officers at 1400, Thursday, 15 February 2018, Mark Center, Level B1, Room 19. This “meet and greet” is the culminating event to a 3-day, Army-focused Workforce Data and Analysis workshop.

The workshop is a partnering effort between Defense Civilian Personnel Advisory Services (DCPAS) Planning & Accountability Line of Business 1 and the Army CCPD. The workshop includes two days of formal instruction and a third day of dialogue regarding current Army priorities and initiatives.

The point of contact is Ms. Angela Richardson (Army), angela.m.richardson2.civ@mail.mil. This is an optimal opportunity for OFCMs and Army CFCMs to engage and facilitate future collaboration.

By: Angela Richardson, Department of Army
angela.m.richardson2.civ@mail.mil

Meet & Greet

Date: February 15, 2018
Time: 1400

Place: Mark Center, Alexandria, VA
Room: 19 @ B1 Level

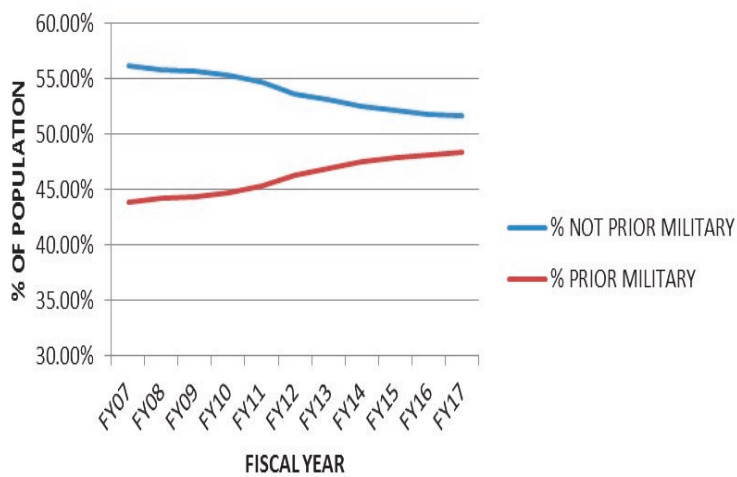


Workforce Data Analytics

Prior Military Composition, Career Level Distribution, and Age Group Distribution DoD Wide Demographics Over Time

DCPAS examined DoD Wide Retirement Eligibility demographics and actual DoD Retirement type loss rates over time in the spring edition, second quarter P&A newsletter, 2017. This was done to debunk the commonly held misconception that DoD is at risk of some catastrophic retirement loss tsunami. This article examines the behavior of several other important DoD demographics over time to help us better understand our DoD Wide workforce.

DoD WIDE PRIOR MILITARY COMPOSITION



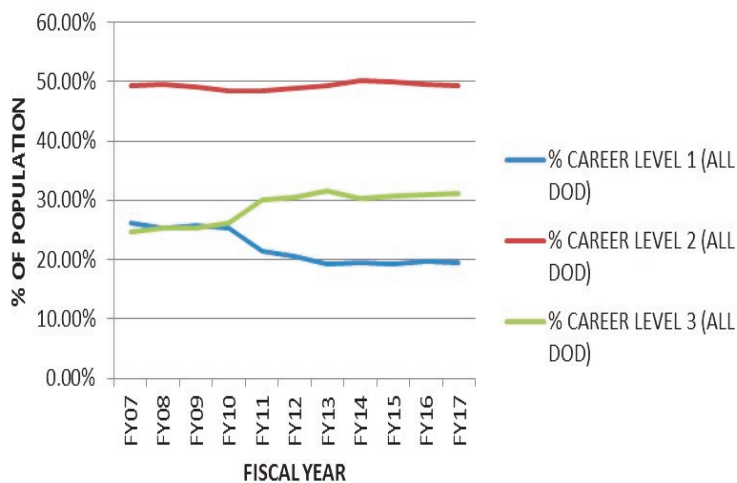
DoD Wide Prior Military Composition

The portion of the DoD civilian workforce that is categorized as Prior Military has steadily increased from FY07 (43.8%) to FY17 (48.3%). There are likely several explanations for this increase in the percentage of Prior Military in our workforce, some of which include:

- Greater emphasis on Veteran hiring across all of government
- Suspension of the 6-month wait for hiring military retirees

If needed or desired, we could certainly drill down on the DoD Wide data to definitively explain this demographic behavior. By analyzing gains, losses, incentives, and the use of hiring authorities, we could readily tell the story of this increase.

DoD WIDE CAREER LEVEL DISTRIBUTION



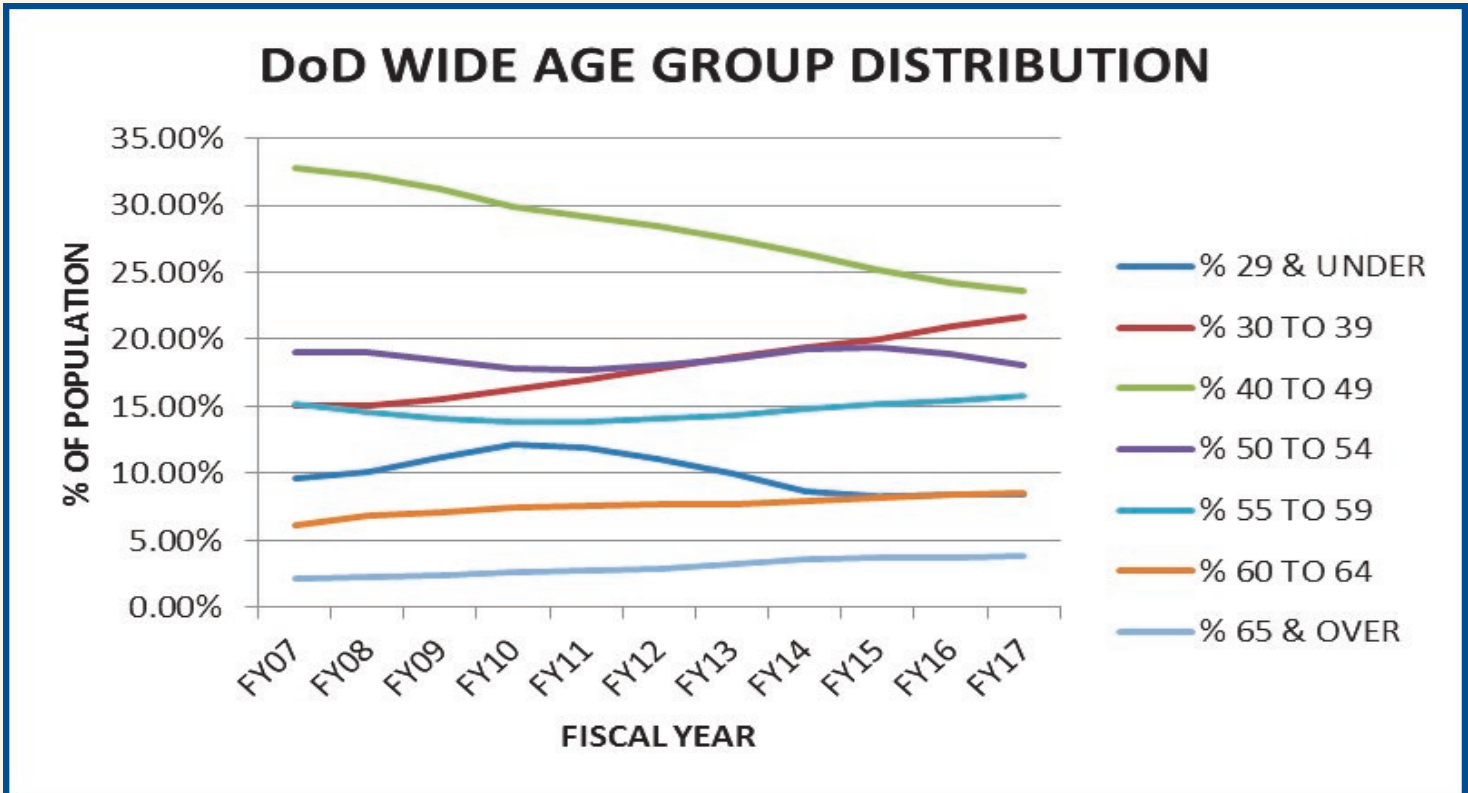
DoD Wide Career Level Distribution

The portion of the population that is comprised of Career Level 2 (see * below) personnel has remained very constant over time. Career Levels 1 & 3 comprised relatively equal portions of the population from FY07 to FY10, but they separate for FY11 through FY17, with Career Level 3 comprising a greater portion of the population now than Career Level 1. We presume that a large portion of this behavior is the result of the sun setting of NSPS and the return of the workforce to non-NSPS pay plans. While this NSPS effect likely explains a large portion of this effect, there are likely other explanatory factors as well. Again, a more complete analysis of DoD Wide data would likely reveal the factors responsible for the Career Level Distribution behavior we observe here.

* We define Career Levels as the general equivalents of GS Grades and is predicated on base salary for those GS grades. Career Level 1 = GS Grades 1-8, Career Level 2 = GS Grades 9-12, Career Level 3 = GS Grades 13-15.

Workforce Data Analytics

DoD Wide Age Group Distribution



In the DoD Wide Age Group distribution, we see the greatest change with the 40 to 49 Age Group (decrease) and the 30 to 39 Age Group (increase). The 40 to 49 Age Group comprised 32.8% of the workforce in FY07 and 23.6% of the workforce in FY17, and the 30 to 39 Age Group comprised 15% in FY07 and 21.7% in FY17.

The majority of this nearly 10% decline in the 40 to 49 Age Group has been “redistributed” primarily to the 30 to 39 Age Group. There is also slight growth in the 60 to 64 and 65 and Over Age Groups.

There is some variance in the size of the 29 & Under Age Group, while the size of the 50 to 54 and 55 to 59 Age Groups have remained relatively consistent over time.

Like the other demographics presented here, a thorough explanation of DoD Wide Age Group behavior can be developed by analyzing gains and losses behavior by Age Group. Embedded in Age Group behavior is a ‘Graduation Effect’ for those who are retained in DoD employment. As employees stay employed with DoD, they will continue to graduate from one Age Group to the next.

A thorough analysis of demographic behavior over time is essential to developing your understanding of the current composition of your workforce. It should also raise questions that demand answers and explanations; answers and explanations that we can find by digging in the data. The truth is out there.

By: Darby Wiler, Civilian Workforce Data Analytics

STEM



Army Research Laboratory (ARL) Scientist Honored as the Department of Defense (DoD) Laboratory Scientist of the Quarter

Dr. Ronald G. Polcawich from the Army Research Laboratory (ARL), Micro & Nano Materials & Devices Branch, was recently honored as the **2017 fourth quarter winner of the Department of Defense (DoD) Laboratory Scientist of the Quarter Award**. Dr. Polcawich was recognized for his outstanding and distinguished accomplishments in the field of piezoelectric microelectromechanical systems (MEMS).

As a leading subject-matter expert in this field, Dr. Polcawich, along with collaborators from academia and the Naval Research Laboratory, for the first time evaluated the radiation effects in the piezoelectric response of lead zirconate titanate (PZT) thin films. The results illustrate that there is a certain degree of radiation hardness within PZT that can be further extended by using conductive oxide electrodes as opposed to traditional platinum electrodes. The results from gamma radiation tests indicate that PZT materials, as well as associated actuator devices (e.g., switches, resonators, and inertial devices), can all benefit from the radiation tolerance of the PZT. This is significant as, for example, actuators as well as sensors have demonstrated operation during mild radiation exposure and as a result can be integrated into platforms evaluating nuclear material where human exposure needs to be minimized. In related work, Dr. Polcawich and his team have been also able to improve the overall electromechanical response of PZT thin films by 15-30% through the incorporation of iridium oxide electrode materials.

Dr. Polcawich's discoveries have helped ARL to become a leading research facility for PZT materials and MEMS technology. His research has led to increased global community interest in incorporating piezoelectric thin films into microelectronic and MEMS devices, and there is now an interest in PiezoMEMS devices breaking into the commercial and military markets in the future. The two biggest areas of initial impact will be commercial inkjet print heads for industrial printing and inertial sensors for position, navigation, and timing.

Dr. Polcawich has also taken a leadership role in initiating collaborations with academia and industry to leverage external resources to assist the Army and DoD mission goals, and also has an active presence on multiple Industrial Advisory Boards for the National Science Foundation Industry-University Cooperative Research Centers Program of Dielectrics and Piezoelectrics. Dr. Polcawich's research within piezoelectric MEMS will continue to help the Department achieve its goals to assist in solving the most pressing technological challenges on both a national and global scale, now and in the future.

By: Emily Tully, DoD STEM Office, emily.s.tully.ctr@mail.mil

STEM

U.S. Air Force Academy Professor Honored as the Department of Defense (DoD) Science, Technology, Engineering and Mathematics (STEM) Education and Outreach Advocate of the Quarter!

Dr. Ronald P. Furstenau from the U.S. Air Force Academy, Chemistry Department, was recently honored as the 2017 fourth quarter winner of the Department of Defense (DoD) STEM Education and Outreach Advocate of the Quarter Award. Dr. Furstenau was recognized for demonstrating exemplary STEM education and outreach advocacy at the Air Force Academy and in his local community, in support of the Department's STEM mission to inspire America's next generation of young scientists and engineers.

Dr. Furstenau greatly earned his role as the "the man" to book for STEM events across Colorado by engaging students in all levels of education, from elementary school to college-age students. His endless enthusiasm for STEM and ability to engage students through authentic real-world learning opportunities and presentations has made him very popular amongst the education community. Dr. Furstenau has presented in local kindergarten – 12 grade classrooms, conducted Gifted and Talented workshops, and participated in school Science and STEM Nights. Colorado universities have also requested him to present at Cool Science Carnival Days - a festival that includes science shows, hands-on fun exhibits, open labs and demos, along with many other fun

STEM-related events. Additionally, Furstenau dedicates his Saturdays to conducting interactive chemistry workshops to regional Girl and Boy Scout troops. During these workshops, the attendees can receive their Home Science and Chemistry Merit badges by participating in hands-on activities consisting of polymers, dry ice, and chemical reactions. Dr. Furstenau also takes an active role in helping prepare teachers to bring STEM, with an emphasis on chemistry, to their classrooms in entertaining and engaging ways for students of all ages. He has personally led professional development workshops, with his most recent program called, "Chemistry in the Garden." During this effort, teachers extracted caffeine from tea leaves and conducted metal analysis in mushrooms and spinach.

Additionally, this past summer, Furstenau taught additional hands-on sessions entitled, "Periodic Table, States of Matter and Quantum Mechanics," "Polymers," "Make it Stop," "Chemistry of Rockets," and "Qualitative Analysis on the Microscale" to 110 teachers attending a STEM Teacher Bootcamp.

Dr. Furstenau continues to bring compelling, real-world STEM learning opportunities to his classroom at the U.S. Air Force Academy. Student and teacher feedback consistently ranked his presentations as the number one STEM experience of the day on the Air Force Academy Survey of Satisfaction forms. He has even authored his own book entitled,



"Julie and the Atom," written with children in mind describing atoms and molecules at an elementary level. He passes out this book to students in the hopes of keeping them interested and excited about STEM education. Furstenau's dedication towards STEM advocacy and his ability to engage students of all academic levels have helped the Air Force and the Department advance in its STEM-related mission and goals. He helps ensure students are equipped with the knowledge and skills to succeed in college and in their careers, and is committed to providing educators with the necessary resources needed to provide every student with an authentic STEM experience in the classroom. Dr. Furstenau's STEM-related work continues to inspire and secure the Nation's future workforce talent of innovators and researchers who will develop cutting-edge technology solutions to help solve the most critical technological challenges on a national and international scale.

By: Emily Tully, DoD STEM Office, emily.s.tully.ctr@mail.mil

"For more information about DoD STEM efforts, please visit: <http://dodstem.us/>"

Educational Opportunities for DoD Civilians through Federal Academic Alliance (FAA)

The Office of Personnel Management (OPM) is partnering with select colleges and universities as a part of continuing efforts to address Agency critical skills gaps and Government-wide Mission Critical Occupations (MCOs). This academic alliance provides higher educational opportunities to the Federal workforce by providing current Federal employees with the opportunity to pursue post-secondary education at reduced tuition rates.

Defense Civilian Personnel Advisory Service (DCPAS) is working in close collaboration with OPM and the Federal Academic Alliance to promote the use of the educational opportunities to address skills gaps, support career and professional development, and foster online educational opportunities to obtain college credits, certificates and degrees for DoD's worldwide civilian workforce.

Federal employees will benefit from reduced tuition rates from 5 percent up to 70 percent. Some of the agreements offer opportunities to receive scholarships and also extend the benefits to spouses and legal dependents. The following 15 colleges and universities are currently a part of the FAA and allow Federal employees to pursue or enhance their higher academic education at their own pace:

- ◆ Catholic University of America
- ◆ Central Michigan University
- ◆ Champlain College Online
- ◆ College for America at Southern New Hampshire University
- ◆ Drexel University Online
- ◆ Excelsior College
- ◆ Georgetown University
- ◆ Pace University Online
- ◆ Park University
- ◆ Penn State
- ◆ Saint Mary's University of Minnesota
- ◆ University of Maryland Francis King Carey School of Law
- ◆ University of Maryland Robert H. Smith School of Business
- ◆ University of Maryland University College
- ◆ Utica College



DCPAS and the Defense Chief Learning Officer Council (D-CLOC) hosted an education fair at the Mark Center in Alexandria, VA, on July 20, 2017, targeted for Mark Center employees. A virtual education fair targeted for Career Program Managers, Career Field Managers and Functional Community managers was recently held on December 5, 2017, to market and promote awareness of these opportunities. An additional education fair is being planned for early Spring 2018 at the Pentagon.

The academic alliances are an additional educational resource for Federal employees and Federal agencies. The alliances address the demand for high-quality learning and development as well as the extremely fast pace of change in the learning industry. For more information visit OPM website: OPM - <https://www.opm.gov/wiki/training/Federal-Governmentwide-Academic-Alliances.ashx>

By: Joy Jones-Haskins
Senior Assistant to the Chief Learning Officer (CLO)
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Office of Personnel Management - HRU Training

The HR University (HRU) is the Federal Government's single "one stop" training resource center for the HR professional throughout the Federal Government. Although there are many agency-specific training programs dedicated to training the HR professional, those training programs and their curriculum vary. Though these training programs may be very effective, there is still a need to develop HR courses and curriculum that are applicable across the Federal Government. To help bridge the gap of those course offerings and to improve the economies of scale, the HR University offers courses that have been evaluated and approved by the Office of Personnel Management (OPM) as courses designed to meet established competencies for the HR Profession.



The Chief Human Capital Officers Council (CHCOC) and Federal Human Resources (HR) community leaders have made professionalizing the HR community and building skills, competencies, and knowledge for HR professionals a priority. The CHCOC members, who consist of representatives from 26 Federal agencies and the Small Agency Council, voted unanimously to create HRU and continue supporting this tool. Through the HRU Ambassadors and other CHCOC committees, HRU supports the Federal HR professional development. Since 2009, the CHCOC has been working on various skills gap closure strategies via subcommittee and workgroups. HRU captures many of the courses and efforts from these workgroups.

HRU is proud to provide free and cost-effective HR training and resources to the Federal Government. By sharing resources, agencies are able to reduce duplication and save training dollars. HRU also provides value by vetting courses through the OPM and CHCOC. This ensures cost-savings and quality are cornerstones of HRU.

For more information go on HRU website and register to take advantage of training courses!

Source: OPM - HRU

Website	https://hru.gov/
Training Opportunities	https://hru.gov/Course_Catalog.aspx?mgr=false
Career Development	https://hru.gov/Career_Development.aspx
Resource Center	https://hru.gov/HR_Studio.aspx
Manager's Corner	https://hru.gov/Studio_Managers/Studio_Managers_Corner.aspx



[Register Now](#)



Industrial Organizational (IO) Psychologist Corner

Holiday Depression and Stress



What Causes Holiday Blues? Many factors can cause the “holiday blues”: stress, fatigue, unrealistic expectations, over-commercialization, financial constraints, and the inability to be with one's family and friends. The demands of shopping, parties, family reunions, and house guests also contribute to feelings of tension.



Coping with Stress and Depression During the Holidays

1 Set Realistic Expectations. Keep expectations for the holiday season manageable. Try to set realistic goals for yourself. Pace yourself. Organize your time. Make a list and prioritize the important activities. Be realistic about what you can and cannot do. Do not put entire focus on just one day (i.e., Thanksgiving Day) remember it is a season of holiday sentiment and activities can be spread out (time-wise) to lessen stress and increase enjoyment.

2 Set a Budget. How much money will you devote to this holiday? Avoid going into debt that might make you feel guilty and depressed. Plan, shop sales, compromise and stick to your budget.

3 Avoid Hectic Schedules. Get enough rest. Sit down with family and discuss your calendar. Choose and eliminate. Buy treats within budget instead of always baking and making.

4 Regroup and Revitalize. Set aside time for your favorite holiday story or movie. Create your own holiday environment, one with new traditions that will sustain, nurture and calm you.

Turn on lots of lights to fight the shorter days that may prompt the blues.

5 Make Plans. Get Structure! Check the newspaper for house walks and community songfests. Plan your own party. Include those who've lost spouses or whose families are far away. Plan a fun post-holiday activity to look forward to later.

6 Spend time with supportive and caring people. Reach out and make new friends or contact someone you have not heard from for awhile.

7 Help Those Less Fortunate. Visit a nursing home or help a less fortunate family. Volunteer at a shelter or soup kitchen. Make a list of blessings. Include challenges that may have built new strengths.

8 Cultivate Spirituality. Recognize and explore your spiritual beliefs during this season. Honor your customs and the beliefs behind them. Share and discuss them with family and friends.

9 Avoid Excesses. Don't eat or drink too much. Practice moderation with holiday favorites. Stick with a healthy, high protein diet.

Keep your blood sugar stable to avoid mood swings. Be aware that excessive drinking will only increase your feelings of depression.

10 Save time for yourself! Recharge your batteries! Let others share responsibility of activities.

Can Environment Be a Factor?

Recent studies show that some people suffer from seasonal affective disorder (SAD) which results from fewer hours of sunlight as the days grow shorter during the winter months. Phototherapy, a treatment involving a few hours of exposure to intense light, is effective in relieving depressive symptoms in patients with SAD.

Other studies on the benefits of phototherapy found that exposure to early morning sunlight was effective in relieving seasonal depression. Recent findings, however, suggest that patients respond equally well to phototherapy whether it is scheduled in the early afternoon. This has practical applications for antidepressant treatment since it allows the use of phototherapy in the workplace as well as the home.

© WorkExcel.com



Holiday Tips for Diabetics

When January rolls around, will you be satisfied and proud that you did not let your diet get out of control? Here are a few time tested tips from the American Association of Diabetes Educators to help you manage seasonal stress and the holiday food parade.

- (1) Decide that you will enjoy the fun but still be healthy this season. Spend a few quiet moments planning out this goal.
- (2) Make a written contract with yourself—literally, in writing, and sign it to help you stay motivated.
- (3) Plan your plates to increase the veggies and reduce the starches, and choose the lean, nonfat meats on party trays that come your way.
- (4) Alcohol—it's everywhere. If your doctor says you can drink alcohol, remember it can interfere with some medications and insulin. Go with the light drinks—spriters. Avoid the mixed drinks.
- (5) Keep moving and stick with your exercise routine. After a meal, steer clear of the couch or lounger—take a walk instead.
- (6) Consider a volunteer activity during the season. It will keep you moving, and the payback is comradeship while helping others and inspiring positivity and gratitude.
- (7) Purposely plan time to unwind. Stress can wind you up like a clock spring. If you're traveling, plan your diabetic supplies (double up) to prevent problems with travel delays and disease management mishaps.

Source: <http://www.diabeteseducator.org>

Industrial Organizational (IO) Psychologist Corner

Goal Setting and Sticking to those New Year's Resolutions

For many of us, New Year's resolutions are grandly made and easily broken. Why? Because a resolution is just that—a decision. To make a life change, you need more than a decision. You need a plan. The plan is the guide to put your decision into action so that you can reach your goal. It's up to you to take steps to get closer to your goal. Learning how to set goals takes practice.

Whether you resolve to lose weight, save money, or adopt a healthier lifestyle, New Year's resolutions can be hard to keep. By Valentine's Day, most New Year's resolutions are a distant memory. Help your child understand that time and patience are usually involved in making changes. It takes time and commitment to your plan for your resolution to become a habit.

Setting a small goal, like getting up half an hour earlier in the morning so that you can get where you need to be on time, may be challenging—it just takes practice. After a few weeks or months, it will just be a positive habit. Knowing that you can make small changes can give you the motivation and confidence to tackle a bigger goal. An adult may choose to become a non-smoker or start exercising regularly; a child could choose dribbling a soccer ball or practicing multiplication tables on a daily basis.

Setting realistic goals can lead to a healthier lifestyle and improved self-esteem. The temptation to make New Year's resolutions can be strong, but you can set all kinds of goals at any time during the year. Pick a day that's meaningful for you—your birthday, your anniversary, your child's birthday, or any personal date.

Children also benefit from learning how to plan and reach goals. It helps them learn how to manage their time and make good decisions—skills that can have a lasting and positive impact on their future. Together with your child, set a healthy goal and create a plan! Working toward goals can improve your life in many ways. Once you've accomplished a goal, be it big or small, you'll know it can be done and you'll have confidence for your next goal.

The following tips can help you and your children successfully plan and achieve your goals:

- **Be specific.** When thinking about goals, be as exact as possible. People who set specific goals

are more likely to succeed. For example, instead of saying that you want to save money, set a specific goal to save \$20 (or whatever your goal amount is) per week.

- **Put it in writing.** Write down exactly what you want to achieve and post it in a place where you will see it every day. This will help remind you of what you're working toward. When you write, use positive terms. For example, instead of writing, "I will stop eating junk food" re-word your goal in more positive terms: "I will make healthy food choices."
- **Set realistic goals.** When you think about setting goals, make sure that they are within your reach. Be mindful of your finances, schedule, and other personal affairs. Remembering these important factors will help you set realistic goals. It's unreasonable to expect to make a lot of big changes at the same time.
- **Develop an action plan.** Create a timeline with steps toward your goal. Set deadlines for each step and cross them off as you go. Sometimes just crossing things off and watching your list get smaller can give you a sense of accomplishment and help you stay motivated.
- **Believe in yourself.** Stay positive about your progress. Share your goal with a friend and ask him to help keep your spirits up. To quote Henry Ford, "If you think you can or you can't, you're right."
- **Be flexible.** Keep in mind that setbacks can happen. Don't get discouraged and give up. Try again! Your hard work will pay off!
- **Ask for help.** If you get stuck or need a little encouragement, don't be afraid to talk about it. You might be surprised what kind of support people offer.
- **Reward yourself.** Acknowledge your achievements, even the small ones. Reaching a goal takes hard work and you should be proud of your efforts. Celebrating could mean sharing an apple with your child or taking some time for yourself.

By: Dr. Keshia Easterling, I/O Psychologist

Online Resources

MilBook site in milSuite 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.cpms.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
Cyber One Stop Toolkit	http://yoga.cpms.osd.mil:800/Subpage/CyberOneStop/CyberHome
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
HRU (HR University)	https://hru.gov/
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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Recent Legislative Releases/Guidance

Guidance on Cyber Excepted Service & Direct Hiring Authority



- ◆ **DOD INSTRUCTION 1400.25, VOLUME 3001 DOD CIVILIAN PERSONNEL MANAGEMENT SYSTEM: CYBER EXCEPTED SERVICE (CES) INTRODUCTION :** http://www.esd.whs.mil/Portals/54/Documents/DD/issuances/140025/140025v3001_dodi_2017.pdf?ver=2017-08-15-121335-793
- ◆ **DOD INSTRUCTION 1400.25, VOLUME 3005 DOD CIVILIAN PERSONNEL MANAGEMENT SYSTEM: CYBER EXCEPTED SERVICE (CES) EMPLOYMENT AND PLACEMENT:** http://www.esd.whs.mil/Portals/54/Documents/DD/issuances/140025/140025v3005_dodi_2017.pdf?ver=2017-08-15-121335-967
- ◆ **DOD INSTRUCTION 1400.25, VOLUME 3006 DOD CIVILIAN PERSONNEL MANAGEMENT SYSTEM: CYBER EXCEPTED SERVICE (CES) COMPENSATION ADMINISTRATION:** http://www.esd.whs.mil/Portals/54/Documents/DD/issuances/140025/140025v3006_dodi_2017.pdf?ver=2017-08-15-150839-237
- ◆ **DOD INSTRUCTION 1400.25, VOLUME 3007 DOD CIVILIAN PERSONNEL MANAGEMENT SYSTEM: CYBER EXCEPTED SERVICE (CES) OCCUPATIONAL STRUCTURE :** http://www.esd.whs.mil/Portals/54/Documents/DD/issuances/140025/140025v3007_dodi_2017.pdf?ver=2017-08-15-150839-237
- ◆ **Direct Hiring Authority for Cyber Workforce Positions:** <http://yoga.cpms.osd.mil:800/Content/Documents/DHAforCyberWorkforcePositions.pdf>

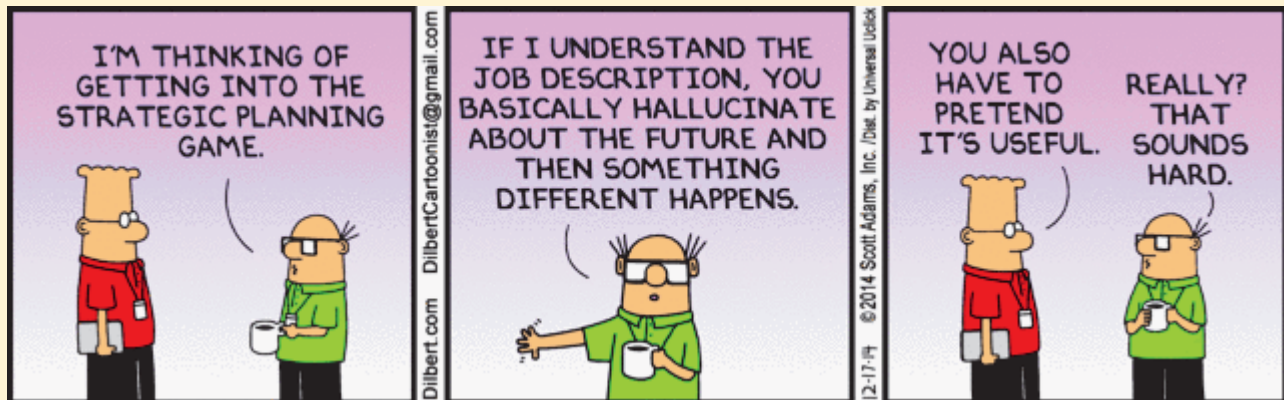
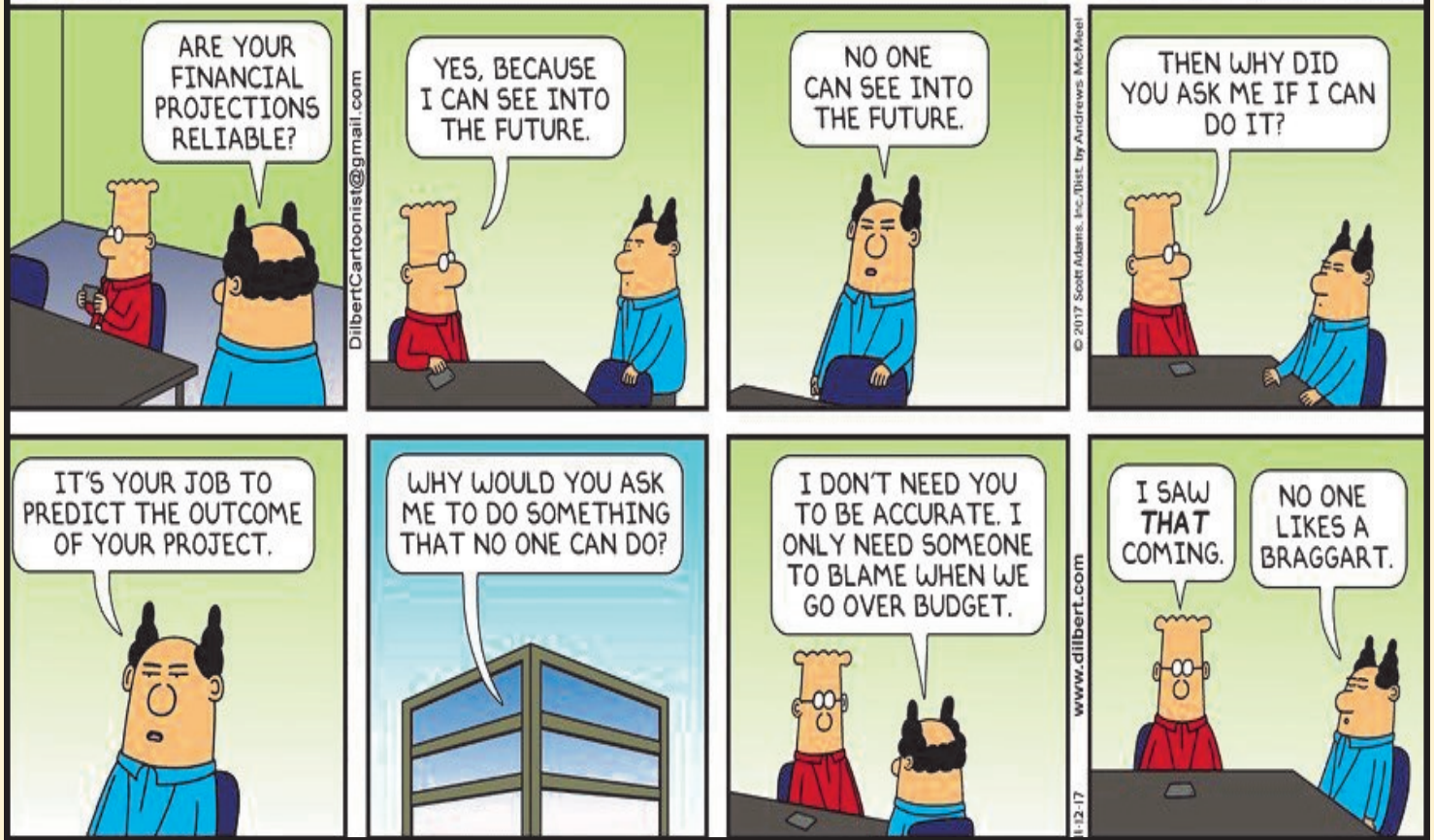
Upcoming Meetings

TITLE	DATE	LOCATION	TIME
WPAG	February 8, 2018	Mark Center B1-Level Rm 14	1:00—2:30
FCMEC	March 21, 2018	Pentagon Conf Rm M2	10:30 - 12:00

COMEDY CORNER

DILBERT

BY SCOTT ADAMS



"A day without laughter is a day wasted" - Charlie Chaplin

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HAPPY HOLIDAYS
 Planning & Accountability Directorate
 December 2017

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<i>Christine</i>	<i>James</i>	<i>Gwendolyn</i>	<i>LyTanya</i>	<i>Jerome</i>	<i>Kelly</i>
<i>Berenice</i>	<i>Evelyn</i>	<i>Danielle</i>	<i>Jonathan</i>	<i>Stephanie</i>	<i>Lisa</i>
<i>Darby</i>	<i>Anthony</i>	<i>Tawanah</i>	<i>Frank</i>	<i>Janet</i>	<i>Reena</i>

**Defense Civilian Personnel Advisory Service
Planning & Accountability
1st Quarter Newsletter
December 2017**

