

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 Directorate 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!

Greetings from Planning and Accountability and welcome to the first edition of the quarterly newsletter for FY2020!

As we move out of Quarter 1/2020 and into Quarter 2/2020, we look forward to continuing the work we've started on a number of significant human capital initiatives this fiscal year:

- The DoD FY20-21 Human Capital Operating Plan (HCOP) outlines several critically important initiatives that will impact and advance civilian strategic human capital management in the Department over the next 1-2 years.
- The transition of the Defense Civilian Personnel Data System (DCPDS), the Department's current, legacy civilian HR IT system, to the cloud-based upgrade, Defense Civilian Human Resources Management System (DCHRMS), is well underway and will change and improve the way we use IT solutions to support numerous HR operating processes this year.

In this edition there are a variety of articles ranging from Strategic Workforce Planning (SWP)- conducting an Environmental Scan, Strengths, Weakness, Opportunities & Threat Analysis, Factors shaping the future of SWP; Defense Executive Resources Management Office in executing Executive Career Life Cycle, Competency Models, Job Analysis, STEM update, Federal Employee Viewpoint Survey and Training provided by Field Advisory Support Team.

As always, we hope you find the articles informative and useful. We continue to welcome your articles on a variety of civilian human capital management topics and look forward to any thoughts or suggestions you might have regarding future content.



The Planning & Accountability Team would like to wish everyone a very Happy New Year and are looking forward to a productive year in 2020!

Thanks for all your support and hope you enjoy the newsletter!

DoD Civilian Human Capital Operating Plan—Framework FY 2020-2021

Civilian employees within the Department of Defense (DoD) play a critical role in DoD’s mission to deter war and protect the security of our nation. A well-managed civilian workforce is indispensable to accomplishing DoD’s mission and goals. The DoD Human Capital Operating Plan (HCOP) lays out the civilian human capital objectives, strategies, and initiatives that are necessary, at the enterprise level, to support execution of the goals and objectives of the National Defense Strategy (NDS), including the supplemental National Defense Business Operations Plan (NDBOP).

The Human Capital Operating Plan (HCOP) was developed in support of DoD’s strategy to improve performance, reform business operations, and provide a strong foundation for the Fiscal Year (FY) 2018-2022 NDBOP, a supplement to the 2018 NDS.

The FY 2020-2021 HCOP builds on the inaugural FY 2018-2019 HCOP that was published in June 2018. The objectives and supporting strategies established by this plan were developed in collaboration with the Chief Management Officer (CMO), the Civilian Personnel Policy Council (CPPC), and other senior leaders and subject matter experts within the DoD.

DoD Strategic Goals

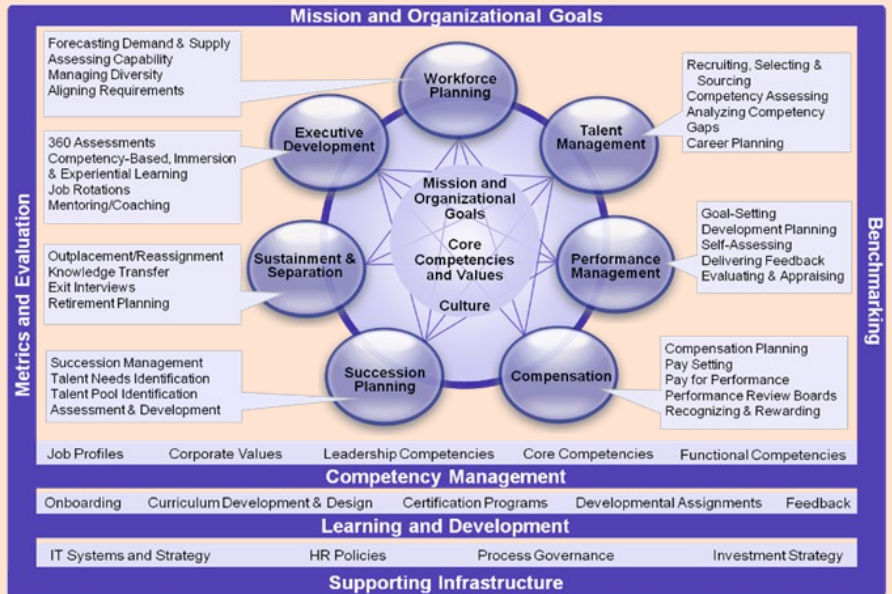
| | | |
|--------------------------------------|---|---|
| DoD Strategic Goals | Goal 1: Build a More Lethal Force Goal 2: Strengthen Alliances as We Attract New Partners Goal 3: Reform the Department for Greater Performance and Affordability | |
| NDS Human Capital Goal | Recruit, develop and retain an agile, information-advantaged, motivated, diverse and highly-skilled civilian workforce Cultivate Civilian Workforce Talent and Expertise | |
| Human Capital Objectives | Human Capital Strategies | Proposed Outcomes |
| Deliver Talent | <ul style="list-style-type: none"> Improve Recruitment and Hiring Expand Capabilities for Strategic Workforce Planning and Management Modernize Classification and Compensation Models | <ul style="list-style-type: none"> DoD branded as recognized employer of choice Improved workforce diversity Responsive to changing priorities and emerging missions Right skills and talent for current and future work Retention in high demand careers Competitive for targeted talent |
| Maximize Employee Performance | <ul style="list-style-type: none"> Improve Alignment between Performance Management and Recognition Programs Strengthen Supervisor and Manager Support and Accountability Improve Acquisition and Delivery of Training, Education and Professional Development Opportunities | <ul style="list-style-type: none"> Motivated and engaged workforce Improved individual and organizational performance Improved relationships, work environment, leadership, support and trust Retention of high performers within DoD |
| Transform HR | <ul style="list-style-type: none"> Implement Integrated End-to-End HR Processes Supported by Technology Establish Standards for HR Service Delivery, Program Performance and Evaluation Enhance HR Workforce Capabilities | <ul style="list-style-type: none"> Data-driven and transparent decision making Modern, effective, efficient, value- and business- focused HR management Integrated and agile HR community Culture of continuous improvement |

By: Joy Jones-Haskins
DCPAS/Planning & Accountability

Executive Resource Management

Exemplifies Partnership in Executing the Executive Career Lifecycle

The Defense Executive Resources Management Office (DERMO) is responsible for providing policy for the management of the entire Executive Career Lifecycle to ensure the Senior Executive Service (SES) and Senior Professional (SP) Corps has the requisite knowledge, skills, and abilities to address the full spectrum of the Department's mission requirements. For the SES and SP, career management is institutionalized through the Framework for the Career Lifecycle Management, which is a series of integrated systems operating under a common architecture to effectively execute Workforce Planning, Talent Management, Performance Management, Compensation, Succession Planning, Sustainment & Separation, and Executive Development.



Placing a high value on partnership, in collaboration with key stakeholders, including the Senior Executive Management Offices (SEMOs) Defense Manpower Data Center, and the Office of Personnel Management, DERMO is a high-performing team of HR professionals that interpret legislation and OPM guidance to develop proposals for a wide range of executive policy and guidance for DoD Senior Leadership approval and implementation. As such, DERMO serves as the principal advisor to DoD Senior Leadership in managing the lifecycle of the Civilian Senior Executive Corps, while synthesizing and incorporating collaborative input from across and outside the Department.

Informed by the Office of the Under Secretary for Personnel and Readiness, policies for executive performance management, talent management, and executive development, DERMO also provides advisory services to DoD executives, the SEMOs, and operational staffers throughout the Department for executive pay setting, awards, bonuses, Presidential Rank Awards, allocation and talent management, and developmental opportunities. As well, DERMO provides oversight for the daily operations of the Executive Performance Appraisal Tool and Defense Talent Management System.

Because of DERMO's commitment to partnership and quality customer service, DoD Senior Leadership and executives routinely seek DERMO's expertise in providing judicious statutory and policy review and timely review of high-visibility staffing requests that are submitted for review and approval. As well, Component SEMOs, Federal Agency SEMOs, DoD executives, and OPM all look to the DoD executive policies and procedures as the benchmark for premier executive policy and oversight.

Upcoming Planning & Accountability Directorate Newsletter articles will develop and expound upon key aspects of select systems of the Department of Defense Framework for the Career Lifecycle Management.

By: Kim Markee and Claude Lawson
DCPAS/Defense Executive Resources Management Office

Employment & Compensation

Field Advisory and Support Training Team

The Field Advisory and Support (FAS) Training Team facilitates local and long-distance classroom training and provides training on the latest employment and compensation policies and procedures implemented, through just-in-time training and familiarization sessions. The team works closely with DCPAS Employment and Compensation's subject matter experts to deliver the best educational experience for DoD Human Resources practitioners. Classroom training topics include classification, staffing, pay setting, leave, and workforce shaping.

A calendar of Fiscal Year-2020 scheduled training is included below and enrollment for these courses can be accessed by visiting the DCPAS Employment and Compensation Training website located at: <https://www.dcpas.osd.mil/EC/Training>



(From left to right: John Britton, Yvette Green (Team Lead), Austin Kaseman, Kathryn Dendinger, Reba Neal, Mr D J Reed & Cheryl Opere (Team Lead))

Course Highlight: DoD Human Resources Hiring Lifecycle Training

Employment and Compensation is offering a three-day Human Resources Hiring Lifecycle Training for entry-level to mid-level DoD Human Resources practitioners. This course will be held at both the Executive Management Training Center, Southbridge, MA and at the Mark Center in Alexandria, VA. This course will inform attendees of hiring policies, principles, and procedures through lecture, discussion, and interactive workshops that will provide an overview of the process for hiring DoD civilians. The first two days will cover hiring policy and concepts in classification, staffing, Priority Placement Program, compensation, and strategic outreach and recruitment. Day three will provide participants the opportunity to actively apply the learned concepts.

For additional information, contact the FAS Training Team:
dodhra.mc-alex.dcpas.list.ec-training@mail.mil

E&C Training Website for Enrollment:
<https://www.dcpas.osd.mil/EC/Training>

By: DCPAS/Employment & Compensation

| 2020 Scheduled Training Courses | | Dates | Location |
|--|---|--|---|
| <p>JANUARY</p> <p>SUN MON TUE WED THU FRI SAT</p> <p>1 2 3 4</p> <p>5 6 7 8 9 10 11</p> <p>12 13 14 15 16 17 18</p> <p>19 20 21 22 23 24 25</p> <p>26 27 28 29 30 31</p> | <p>FEBRUARY</p> <p>SUN MON TUE WED THU FRI SAT</p> <p>1</p> <p>2 3 4 5 6 7 8</p> <p>9 10 11 12 13 14 15</p> <p>16 17 18 19 20 21 22</p> <p>23 24 25 26 27 28 29</p> | <p>Setting Basic Pay</p> <p>May 12-13</p> <p>June 2-3</p> <p>July 21-22</p> | <p>Mark Center</p> <p>Mark Center</p> <p>Mark Center</p> |
| <p>MARCH</p> <p>SUN MON TUE WED THU FRI SAT</p> <p>1 2 3 4 5 6 7</p> <p>8 9 10 11 12 13 14</p> <p>15 16 17 18 19 20 21</p> <p>22 23 24 25 26 27 28</p> <p>29 30 31</p> | <p>APRIL</p> <p>SUN MON TUE WED THU FRI SAT</p> <p>1 2 3 4</p> <p>5 6 7 8 9 10 11</p> <p>12 13 14 15 16 17 18</p> <p>19 20 21 22 23 24 25</p> <p>26 27 28 29 30</p> | <p>HR Hiring Lifecycle</p> <p>March 17-19</p> <p>April 28-30</p> <p>August 25-27</p> | <p>Mark Center</p> <p>Southbridge</p> <p>Southbridge</p> |
| <p>MAY</p> <p>SUN MON TUE WED THU FRI SAT</p> <p>1 2</p> <p>3 4 5 6 7 8 9</p> <p>10 11 12 13 14 15 16</p> <p>17 18 19 20 21 22 23</p> <p>24 25 26 27 28 29 30</p> <p>31</p> | <p>JUNE</p> <p>SUN MON TUE WED THU FRI SAT</p> <p>1 2 3 4 5 6</p> <p>7 8 9 10 11 12 13</p> <p>14 15 16 17 18 19 20</p> <p>21 22 23 24 25 26 27</p> <p>28 29 30</p> | <p>Basic Classification</p> <p>April 14-17</p> <p>July 7-10</p> | <p>Mark Center</p> <p>Mark Center</p> |
| <p>JULY</p> <p>SUN MON TUE WED THU FRI SAT</p> <p>1 2 3 4</p> <p>5 6 7 8 9 10 11</p> <p>12 13 14 15 16 17 18</p> <p>19 20 21 22 23 24 25</p> <p>26 27 28 29 30 31</p> | <p>AUGUST</p> <p>SUN MON TUE WED THU FRI SAT</p> <p>1</p> <p>2 3 4 5 6 7 8</p> <p>9 10 11 12 13 14 15</p> <p>16 17 18 19 20 21 22</p> <p>23 24 25 26 27 28 29</p> <p>30 31</p> | <p>Basic Staffing</p> <p>May 5-7</p> <p>August 4-6</p> | <p>Mark Center</p> <p>Mark Center</p> |
| <p>SEPTEMBER</p> <p>SUN MON TUE WED THU FRI SAT</p> <p>1 2 3 4 5</p> <p>6 7 8 9 10 11 12</p> <p>13 14 15 16 17 18 19</p> <p>20 21 22 23 24 25 26</p> <p>27 28 29 30</p> | | <p>PPP Advisory Council Meeting</p> <p>September 15-17</p> | <p>Mark Center</p> |
| | | <p>PPP Course</p> <p>June 16-19</p> <p>August 18-21</p> | <p>Southbridge</p> <p>Mark Center</p> |
| | | <p>For more information on individual enrollment for DCPAS sponsored Employment and Compensation training courses, please contact the training team at dodhra.mc-alex.dcpas.list.ec-training@mail.mil.</p> | |
| | | <p>4800 Mark Center Drive Alexandria, VA 22311 www.dcpas.osd.mil</p> | <p>DEPARTMENT OF DEFENSE DCPAS Defense Center Personnel Advisory Service</p> |

SWOT Analysis

SWOT ANALYSIS

(STRENGTH, WEAKNESS, OPPORTUNITIES, THREATS)

Most people ask what is a SWOT analysis and when do we use it? *A SWOT analysis is an accumulation of the organization's strengths, weaknesses, opportunities and threats.* It's a handy dandy tool!

The primary objective of a SWOT analysis is to help the organization develop a full awareness of all the factors involved in making an enterprise decision. A SWOT analysis is a planning process that helps the organization overcome challenges, reduce chances of failure, understand where we are lacking, and eliminates possible surprises that catch us off guard, it also helps to determine what new avenues to pursue.

We should perform a SWOT analysis before committing to any sort of organizational action, whether exploring new initiatives, revamping internal policies, considering opportunities to pivot or altering a plan midway through its execution. We should use a SWOT analysis to discover recommendations and strategies, with a focus on leveraging strengths and opportunities to overcome weaknesses and threats.



So let's talk S W O T



Strengths

Strengths are things that the organization does particularly well, or in a way that distinguishes us from other organizations. Think about the advantages our organization has over other organizations. These might be the motivation of our staff (we're rock stars), access to certain materials (of course by using our magic wand), or a strong set of human resources processes (we're the BOSS). Our strengths are an integral part of the organization, so we have to think about what makes it "so awesome." What do we do better than anyone else? What values drive us? What unique or genius resources do we draw upon that others can't?

Weaknesses

Now let's consider our organization's weaknesses (we have none, just kidding!). Be honest! A SWOT Analysis is only valuable if you gather all the information we need. So, it's best to be realistic now, and face any unpleasant truths as soon as possible. Our weaknesses, like strengths, are inherent features of the organization, so we should focus on our people, resources, systems, and procedures. Think about what we could improve, and the sorts of practices we should avoid.



SWOT Analysis (cont'd)

Opportunities

Opportunities are openings or chances for something positive to happen (usually “Aha” moment), but we’ll need to claim them for ourselves! They usually arise from situations outside our organization, and require an eye to what might happen in the future. They might arise as developments in the functional community you serve, or in the technology you use. Being able to spot and utilize opportunities can make a huge difference to our organization’s ability to lead with the DoD.

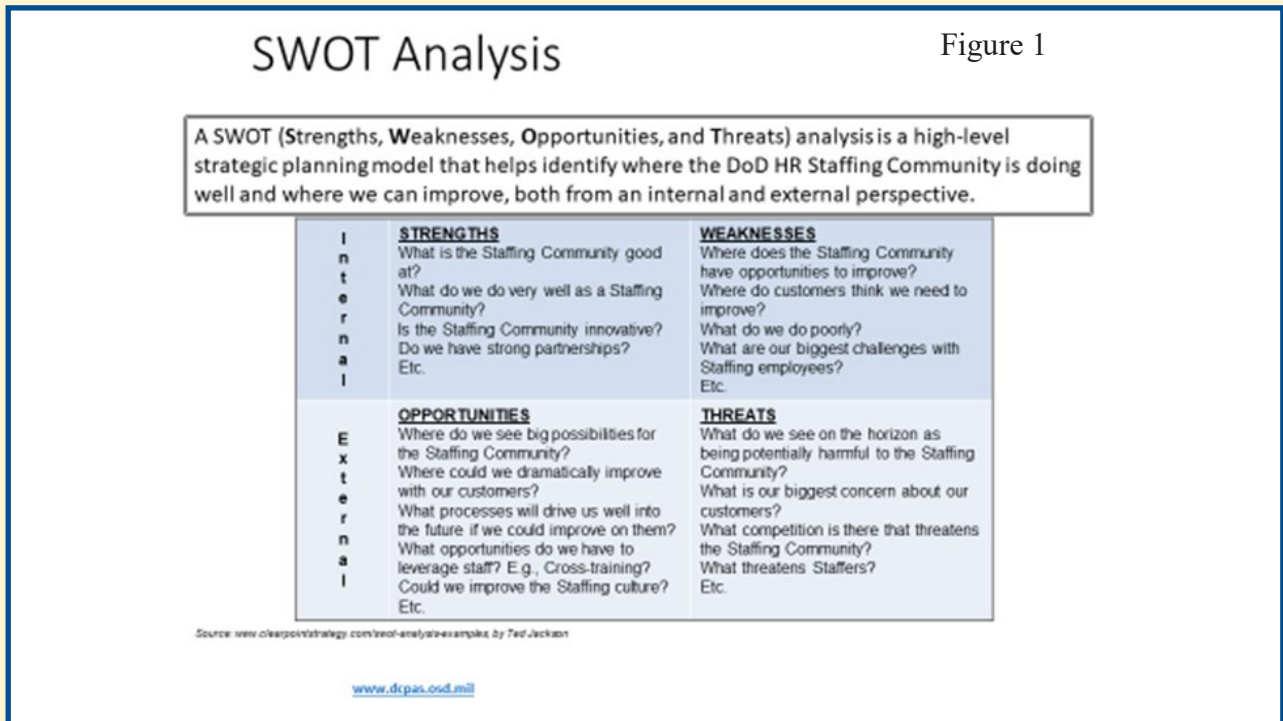


Threats

Threats include anything that can negatively affect our organization from the outside, such as supply chain problems, shifts in hiring requirements, or a shortage of recruits. It’s vital to anticipate threats and to take action against them before we become a victim of them and our growth stalls. Think about the obstacles we face in getting policy changed or additional training. You may notice that quality standards or specifications for our procedures and processes are changing, and that we need to change those processes if we are going to continue leading. Evolving technology is an ever-present threat, as well as an opportunity!

Example of SWOT Analysis

DCPAS DoD Competency Development Subject Matter Expert Panels have been utilizing SWOT analysis during their in-person visits in order to visually identify where their communities are doing well and where they can improve. Below is an example of some questions that the communities could utilize in order to complete their SWOT analysis. Figure 1 shows an example.



By: Shannon Coleman
DCPAS/Planning & Accountability

Competency Management

Competency Models

The Competency Team is continuing to develop models for a variety of workforces. Throughout 2019 the Competency Team has developed 14 models and validated 18. Below is the upcoming schedule to develop competency models during the first half of CY2020.

January

HR Injury Compensation (Tier 3)

February

Maintenance Functional Model (Tier 2)
1103 – Property (Tier 2)

March

Leadership (Tier 1)

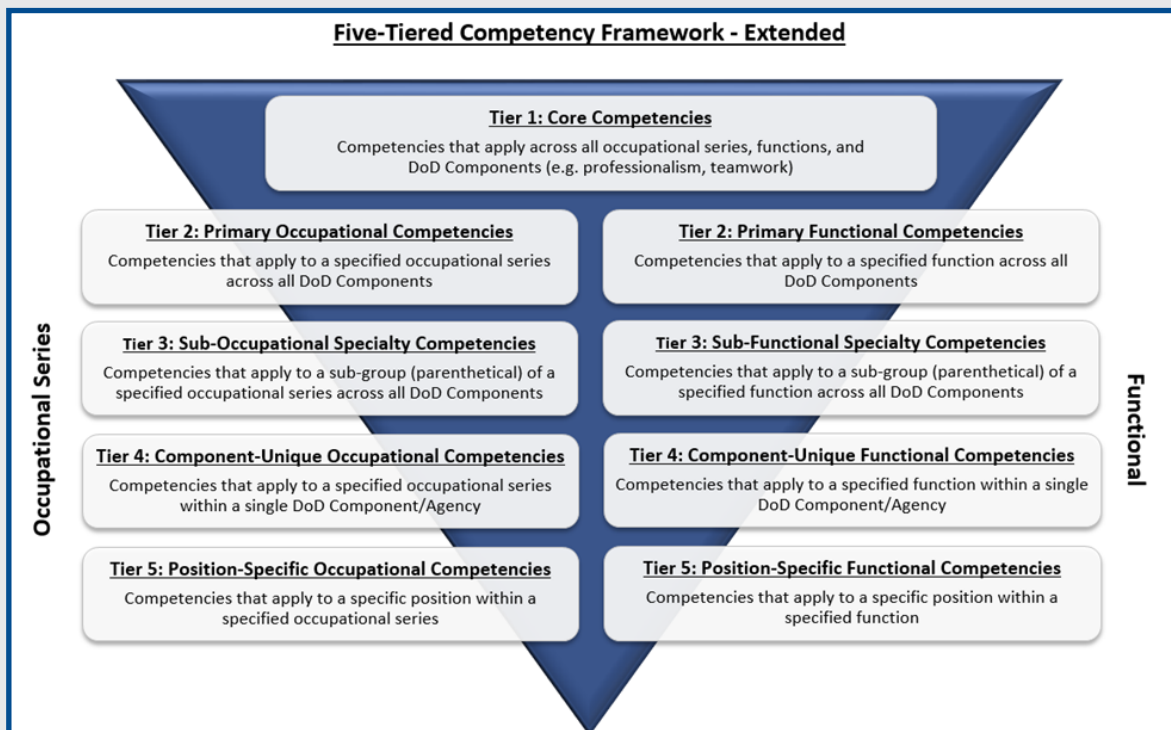
April

1102 – Contracting (Tier 2)
0346 – Logistics Management (Tier 2)

May

Supply Functional Model (Tier 2)

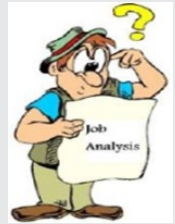
The remainder of CY2020 has been identified, but specific dates for the developmental panels are still being finalized. If there is a need or desire to better understand competency modeling or our specific process to develop and validate a model please reach out to Brandon Dennis at brandon.e.dennis.civ@mail.mil. Additionally, contact Brandon if there is a need to develop a competency model.



By: Brandon Dennis, DCPAS/Planning & Accountability

Accountability

JOB ANALYSIS



An essential part of the Federal Recruitment and Selection process

A job analysis is a systematic examination of the tasks performed in a job and the competencies required to perform them. An incomplete or inaccurate job analysis can result in selecting officials and managers making poor hiring decisions, which, of course, can impact both the manager and the new hire. HR Specialists, working alongside the hiring manager during the recruitment action, should ensure a thorough description of the major duties required, and that the necessary competencies are identified.

Process of Job Analysis

- A well-written job analysis identifies the important duties and responsibilities of the position to be filled. It should define the main purpose or primary reason the position exists. A primary source document used to develop the job analysis is most current official position description. Other sources should include input from the manager of the position, a Subject Matter Expert (SME), and the individual who most recently occupied the position, or other individuals currently occupying the position.
- Identify the knowledge, skills, abilities, competencies and actions that are required to accomplish each job duty or responsibility. It is important to include the skill level needed for each job responsibility and the quality level that will be used to measure each duties. Each duty must be ratable, meaning it can be measured and/or observed. Source documents used to identify the required skills and competencies should be comprised of current official position description, the appropriate qualification standard, and job classification standard, and any other information, based on the position's requirement.
- Responsibility for ensuring the job analysis is accurate is the hiring manager/supervisor of the position to be filled. The supervisor/hiring manager who owns the position is generally in the best position to define how the job fits into the organization, the critical nature of the duties, as well as its relationship to other positions within the organization. The hiring manager provides expertise on the knowledge, skills, abilities, competencies and behaviors required to successfully perform the job duties and makes meaningful distinctions between those candidates who are qualified and those who are best qualified.
- Key elements in the job analysis process is to gather updated information on the position. The HR Specialist should seek assistance from the SME who will have insight into the position in order to identify and document critical major job duties; identify the essential knowledge, skill, ability and needed competencies. S/he can also assist with identifying selective placement factors that a highly qualified candidate must possess. It's important that each competency can be evaluated from information provided in the applicant's resume and are ratable by your assessment methods. Document your rating criteria in order of importance, and link job tasks to specific competencies by creating a list of the important tasks to perform the job.



A well-conducted job analysis is the key to selecting the best qualified candidate who can successfully perform the duties of your position.

By: Jeanette Boler & Joyce Griffith
DCPAS/Planning & Accountability

STEM

Federal STEM Update

The Department of Defense is an active partner with other Federal agencies in the implementation of the Federal STEM strategy. The Office of Science and Technology Policy completed the Annual Progress Report on the Federal Implementation of the STEM Education Strategic Plan which has been submitted to Congress: <https://www.whitehouse.gov/wp-content/uploads/2019/10/Progress-Report-on-the-Federal-Implementation-of-the-STEM-Education-Strategic-Plan.pdf>. The Department remains committed to providing high quality STEM education and outreach programs and activities to ensure that DoD has the skilled technical workforce of the future.

◆ **Defense STEM Education Consortium (DSEC)**

The United States Department of Defense (DoD) depends on its 50,000 highly technical, scientists and engineers to meet National Defense challenges and modernization priorities to power our Nation's innovative defense infrastructure. Aligned to the Federal STEM Education Strategic plan, **the Defense Science, Technology, Engineering, and Mathematics Education Consortium (DSEC)** is a collaborative partnership between academia, industry, non-for-profit organizations and government that aims to broaden STEM literacy and develop a diverse and agile workforce with the technical excellence to defend our Nation. By addressing and prioritizing critical STEM challenges, DoD is investing in evidence-based approaches to inspire and develop the Nation's science and technology workforce.

DSEC is led on behalf of DoD STEM by RTI International. This multi-year effort includes elements focused on STEM enrichment programs for students and educators, STEM workforce engagement, program evaluation, and public outreach (www.dodstem.us). These efforts will allow DoD to improve access for students to pursue STEM careers and consider Defense laboratories as a place of employment. Through strategic investment in STEM education and outreach activities, the effort will provide students with more exposure to educational and career opportunities, as well as DoD research. Additionally, DSEC will provide unique hands-on learning experiences where students can work side-by-side with the Nation's best scientists and engineers helping to create cutting edge research and development. As an overarching goal, DSEC seeks to inspire the next generation of scientists and engineers.

The following are samples of some of the efforts that DoD STEM has participated in. (POC: Louie Lopez, Director, DoD STEM)

◆ **Middle School Research Teachers Conference (MSRTC)**

The inaugural MSRTC, supported by DoD STEM through DSEC, took place on 11-13 October in Washington, DC. The conference brought together 50 middle school STEM teachers from approximately 640 applicants spanning across 25 states, plus Puerto Rico, for a weekend of peer-led professional development to design lesson plans for students to engage and participate in science competitions. Topics included helping students develop unique project ideas, ensuring student safety, and finding funding for project laboratory equipment. DoD STEM leveraged this opportunity to provide a presentation on Army's eCYBERMISSION and the Tri-Service Program, Junior Science and Humanities Symposia. On 11 October, Keynote Speaker Mr. Louie Lopez, Director, DoD STEM, spoke to the importance of teacher impact on students and the Department's investment in STEM education.

◆ **Women in STEM Seminar at Montgomery Blair High School**

On 24 October 2019, Dr. Evans attended the Women in STEM Seminar at Montgomery Blair High School in Silver Spring, MD. DSEC partner organizations, National Center for Women & Information Technology (NCWIT) and Morgan State University (MSU), participated in convening a panel of women at DoD with STEM majors.



STEM (cont'd)

The panelists consisted of a range of academic and career stages in which they presented their current occupation and experiences. Panelists were as follows:

- Dr. Barbara Nichols, Materials Research Scientist, U.S. Army Research Lab
- MAJ Natalie Collins, Chief of Diagnostics and Clinical Readouts at Walter Reed Army Institute of Research
- Ms. Felton, Engineering Competency Manager and Federal STEM Action Officer at Marine Corps Systems Command
- Ms. Monica Chu, Post-Baccalaureate Research Fellow, U.S. Army Research Lab
- Kayla Huffman, Recent graduate and Biology Major, MSU
- Shalise Allison, Recent graduate and Biology Major, MSU
- Naomi Campbell, Biology Major, MSU



◆ STEM Talent Award at Broadcom MASTERS Science Competition

On 25-29 October 2019, the Broadcom MASTERS (Math, Applied Science, Technology and Engineering for Rising Stars) hosted the 9th annual science competition for middle school students in Washington, DC. Broadcom MASTERS is a program founded and produced by the Society for Science & the Public (SSP) that seeks to inspire young scientists, engineers and innovators who will solve the grand challenges of the future. DoD STEM partnered with SSP, through the DSEC, to provide funding for the STEM Talent Award. This award is for the finalist that demonstrated excellence in science, technology, engineering or math, along with the leadership and technical skills necessary to excel in the STEM workforce and build a better community for tomorrow. On 26 October, Mr. Lopez, Director, DoD STEM, attended the competition of the thirty top finalists that consisted of middle school students from 28 schools, across 13 states of which 60% of the finalists were female. On 29 October, Dr. Pamulapati, Director, Laboratories and Personnel, presented the STEM Talent Award to Lauren U.C. Ejiaga, age 14 of New Orleans, LA, for her project titled “Ozone Depletion: How It Affects Us”. Her project sought to understand how ultraviolet (UV) radiation effects DNA, proteins, lipids, and membranes due to a depleted ozone layer. She tested the effects of UVA and UVB on the chlorophyll content of pansies and found that after 15 days of exposure, plants exposed to only UVA lost 14 percent of chlorophyll and plants exposed to only UVB lost 61 percent of chlorophyll.



By: LaShauna Evans, PhD

Office of the Under Secretary of Defense, Research and Engineering
OUSD(R&E)/Laboratories and Personnel

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Environmental Scan

An environmental scan is a review of distinct factors that impact an organization’s abilities to meet work demand and amount of personnel needed to complete tasks. The environmental scan captures both the internal and external factors that impact demand and personnel.

Figure 1: Internal & External Factors

| | SUPPLY | DEMAND |
|--------------------------------------|--|---|
| E X T E R N A L | <p>WHAT: Factors, events, and/or trends occurring, or are likely to occur, outside of DoD that may affect the <i>external talent pool supply</i> for the workforce</p> <p>ENVIRONMENT: Outside of DoD CONTROL: Outside of DoD’s control</p> | <p>WHAT: Factors, events, and/or trends that are occurring, or are likely to occur, outside of DoD that may affect the <i>workload demands</i> of the workforce</p> <p>ENVIRONMENT: Outside of DoD CONTROL: Outside of DoD’s control</p> |
| I N T E R N A L | <p>WHAT: Factors, events, and/or trends occurring, or are likely to occur, within DoD that may that may affect the <i>internal supply</i> of personnel</p> <p>ENVIRONMENT: Inside/across DoD CONTROL: Within DoD’s control</p> | <p>WHAT: Factors, events, and/or trends that are occurring, or are likely to occur, within the DoD that may affect the <i>workload demands</i> of the workforce</p> <p>ENVIRONMENT: Inside/across DoD CONTROL: Within DoD’s control</p> |

Basic Steps in Environmental Scan

Environmental Scan follows five basic simple steps:

1. The first step in an environmental scan is sending out a few questions (homework) to the Subject Matter Experts (SME’s) of the Functional Communities (FC) participating in workforce planning:
 - a) The questions are focused on having SME’s articulating about what they believe are the specific factors that impact employees in their individual FC’s
 - b) The homework questions that Planning and Accountability usually asks the SMEs is to name top 5 factors when it comes to both demand and supply
 - c) SMEs are asked to analyze the factors from an internal perspective (which the FC has control over) and an external perspective (factors that the FC cannot control)
2. SME’s typically have about 1 to 2 weeks to return the answers to the questions (as part of homework) back to the workforce planning team.
3. The moderator or the facilitator for Environmental Scan discussion is responsible for organizing, compiling, analyzing and presenting the results to the workforce planning team.



Environmental Scan (cont'd)

4. Discussion time! The next step is the Environmental Scan meeting that is facilitated with the workforce planning team to discuss the results. The results are analyzed and consensus is reached.
5. The results of the Environmental Scan is finalized and added as a part of the Strategic Workforce Planning report.

The environmental scan follows 5 simple steps and is an analysis of demand/supply and internal/external factors that help us plan for the future workforce.

By: Nathaniel Prioleau
DCPAS/Planning & Accountability

Factors shaping the future of Strategic Workforce Planning

| DRIVING FORCES | RESTRAINING FORCES |
|--|--|
| Better tools to support Strategic Workforce Planning (SWP) | Technology limitations |
| Increased availability of workforce skill & data | Current tools may not be adaptable to new uses |
| Better integration of workforce and enterprise data | Data challenges—data quality, integrating data across HR platforms |
| Wider distribution of data | People limitations |
| Digital Transformation | Siloed approaches to data and analytics, resistance to sharing |
| Organizations to be agile, open and fluid | Budgetary limitations |
| More sophisticated SWP capabilities and skills | Regulatory constraints and public concerns related to data privacy |

By: Mary Young and Seth Hollander, Conference Board, NYC

Federal Employee Viewpoint Survey

FEVS 2019 Results are out – Check it out!

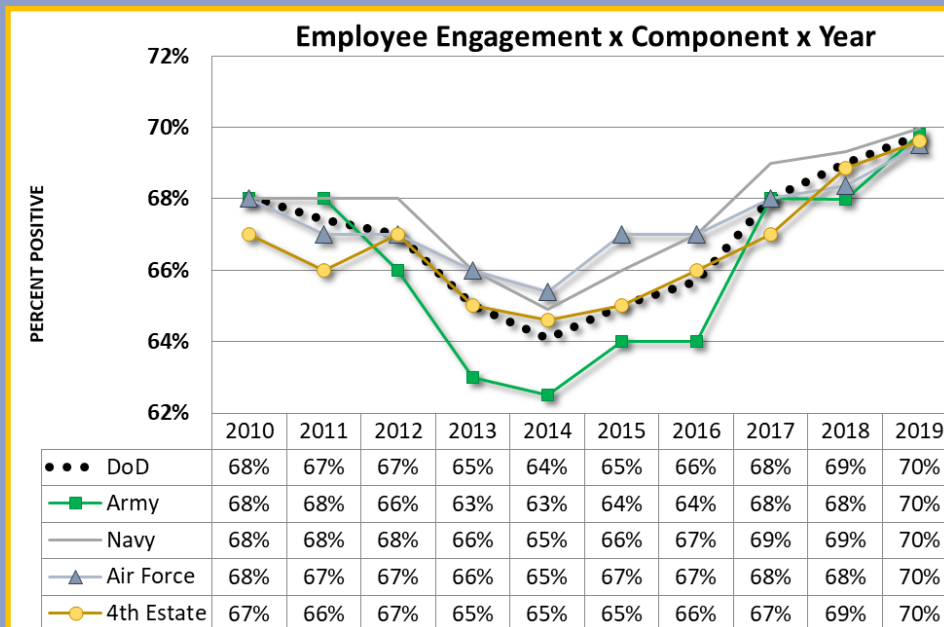
The FEVS is a government-wide survey conducted annually by the Office of Personnel Management (OPM) and has high-visibility with OPM, the Office of Management and Budget, and Congress. It also informs the Partnership for Public Service’s “Best Places to Work in the Federal Government” rankings that are published each year in December.

The FEVS focuses on employee perceptions regarding how effectively federal agencies manage their workforces. Since 2011, employee ratings remain consistently positive in critical areas in employees’ work-lives such as job satisfaction, commitment, engagement, and how each contributes to the accomplishment of agency missions. Challenges persist, however, with issues such as equity of performance management, resources, and promotion opportunity.

Results are used to: develop program metrics (e.g., employee engagement); measure factors that influence recruitment, outreach, and retention; help the agency meet its mission; inform action plans to drive positive organizational change.

For the 2019 FEVS, all participating agencies were given a census of all permanent, non-seasonal, non-term appropriated fund civilian employees. FEVS19 was administered from May 13th through July 5th, 2019. The 2019 response rate for DoD increased by 3% (33%). The 2019 Government-wide response is up by 2% from 2018 (43%).

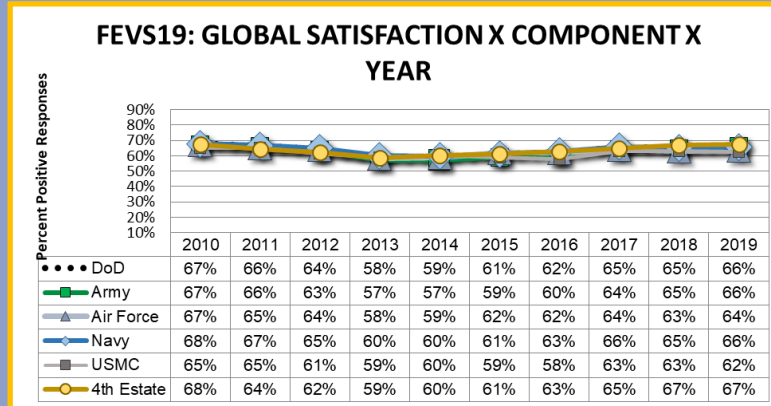
The FEVS provides trending tools that include indices such as Employee Engagement (EE - environment conducive to engagement). From 2018 to 2019, DoD increased one percent in Employee Engagement (70%).



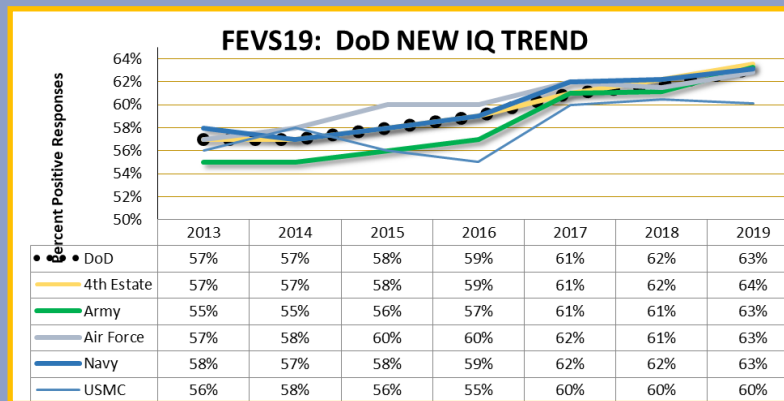
The FEVS also includes Global Satisfaction that describes satisfaction with job, organization, and pay, as well as whether the organization would be recommended as a good place to work. From 2018 to 2019, DoD increased one percent in Global Satisfaction (66%).



Federal Employee Viewpoint Survey (cont'd)



Another important index provided by FEVS Survey is the New Inclusion Quotient (diversity and inclusion). The New Inclusion Quotient (New IQ) is 63%, up one percent from 2018. It is worth pointing out that all three key indices have maintained a positive trend since 2014 for DoD.



Agencies can use these FEVS key indices, as well as their own unique indices or individual questions of interest, to trend their data and to compare results to other government agencies.

The latest FEVS has recently been released and leadership is developing action plans. Each office is conducting sessions to review results and looking deeper into areas for improvement. The goal is to implement the action plan and start closing the gaps identified in the survey.

If you have any questions, please contact, Berenice Eberhart, FEVS Program Manager at 571-372-2043 or by email at berenice.l.eberhart.civ@mail.mil

By: Berenice Eberhart
DCPAS/Planning & Accountability

Federal Employee Viewpoint Survey

Take the FEVS Survey
Your Voice Matters!



Federal Employee Viewpoint Survey
Empowering Employees. Inspiring Change.
Participation is confidential

Thank you for your participation !

Planning & Accountability



Donnie Keith is a Management Analyst and will be assisting the Strategic Workforce Planning team with data reports and other analyst work.

He began his career in 1993 with the US Army as a Military Human Resources Specialist, retiring from the Army in February 2014. Donnie's military assignments include Panama; FT Hood, TX; Germany; FT Campbell, KY; Alexandria, VA; FT Knox, KY and he served two tours in Iraq.

Upon retiring from the military, Donnie has worked as an HR Information Systems Specialist, a Contracting Officer's Representative (COR), Program and Management Analyst.

Donnie got married in 2016 and his blended family includes five daughters, ages 10, 15, 19, 20 and 21. He has three daughters attending college at VCU (Nursing), University of Louisville (Psychology) and University of Kentucky (Pre-Law).

His hobbies include bowling and watching Tennessee Titans football. He is currently working on his private pilot's license.

UPCOMING MEETINGS

| TITLE | DATE | LOCATION | TIME |
|-------|---------------|---|----------------|
| FCMEC | December 17th | Pentagon Conference Rm M1 | 10:00 - noon |
| WPAG | February 13th | Mark Center Conference Room 14 B-1 Level | 12:30– 3:00 pm |
| FCMEC | March 17th | Pentagon Conference Rm M3 | 10:00 - noon |

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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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| Component Assignment: | <i>Army</i> | | |
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| Component Assignment: | <i>Navy</i> | | |
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**Defense Civilian Personnel Advisory Service
Planning & Accountability Directorate**

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