

## 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 Darby Wiler!

Colleagues,

The COVID-19 pandemic has certainly posed challenges to the DoD civilian workforce, but has created unprecedented opportunities as well.

Many of us have been working 100% virtually for the last couple months with noteworthy results. The Agencies / Organizations that have been 100%, or nearly 100% virtual have delivered on their missions in consistently noteworthy fashion throughout this period of nearly total virtual work. The Secretary of Defense himself commented how pleased he was with the workforce's ability to make this transition seamlessly, without degradation in the quantity and quality of our work.



Concurrently, there are several emerging functional populations across our Enterprise whose skills and capabilities are critical to ensuring the continued lethality and dominance of the United States military. Many of these functions fall under the umbrella of the 'Digital Workforce' and many of the critical skillsets are most common in the younger demographics.

In the external labor market, companies have recognized the importance of appealing to the younger demographic with non-monetary satisfiers. In industry, it's very common for these technically skilled employees to work in non-traditional ways in terms of where, when, and how work gets done. The 30-39 age group demographic in our own workforce has grown over 5% (as a portion of the entire workforce) in the last 10 fiscal years, with a corresponding decrease in the size of the 40-49 age group. The 50-59 age group has decreased over 3% in the last 5 fiscal years as well. Our workforce, while still relatively 'old', is skewing younger.

How can we leverage the lessons of COVID-19 to fundamentally change the way we look at where, when, and how work gets done to ensure DoD competes effectively for the critical talent needed today and in the future?

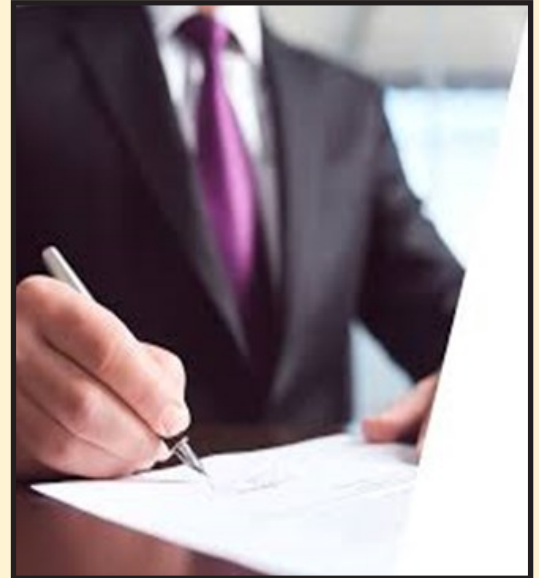
As always, please reach out to any member of the Planning & Accountability staff if there is any way we can assist you. We hope you enjoy this Quarter's newsletter.

Semper Fi,  
Darby

# Executive Defense Resource Management

## Highly Qualified Experts: DoD Partners in Innovation

In addition to providing the policy and oversight of the Senior Executive Service and Senior Professional populations, Defense Executive Resources Management Office oversees the authority to hire Highly Qualified Experts (HQE) and HQE-Senior Mentors (HQE-SM).



### What is an HQE?

The HQE appointing authority is unique to the Department of Defense and allows the Department to temporarily hire experts who possess uncommon, special knowledge, skills, and experience in an occupational field where expert knowledge or skills are generally not available within the DoD and are needed to satisfy an emerging and relatively short term, non-permanent requirement. These appointees have substantive experience and/or education; are often highly-credentialed; and have proven their ability in a particular field or fields allowing them to provide expertise and judgment that is accorded authority and status by their peers or the public. HQE appointees generally gain such expertise through experience in private industry or academia; however, in certain circumstances could be obtained through prior civil or uniformed service.

When the Department requires expertise in warfare, HQE-SMs are utilized to provide experience-based mentoring, teaching, training, advice, etc. These are retired flag, general, or other military officers or retired senior civilian officials who provide expert experience based mentoring, teaching, training, advice, and recommendations to senior military officers, staff, and students as they participate in war games, warfighting courses, operational planning, operational exercises, and decision-making exercises.

### How are HQEs appointed?

HQE and HQE-SMs are non-competitively appointed under the excepted service into critical occupations that are necessary to promote the Department's national security mission. HQE/HQE-SMs are appointed from outside the civil service and uniformed services to positions of varying work schedules (i.e., full-time, part-time, or intermittent) for up to five years, with the possibility of a one-year extension.

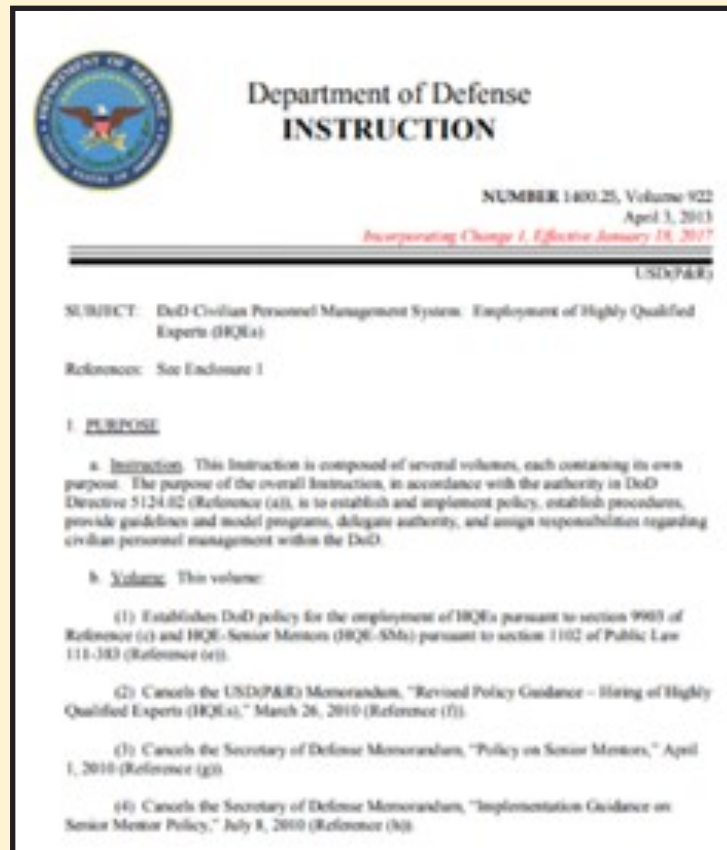
### Compensation and Entitlements

The basic pay for an HQE/HQE-SM is typically in the range of GS-15, Step 01 to the statutory maximum of Executive Schedule Level IV (EX-IV) and can include locality pay. The total amount of pay, including locality, may not exceed EX-III. HQEs are also eligible to receive annual leave at the rate of one day (8 hours) for each full biweekly pay period, the maximum amount of leave that may be accumulated and carried forward from one leave year to the next is 240 hours.



## Executive Resource Management (Cont'd)

### Updated DoD Instruction Coming Soon!



For more information on the HQE authority, please visit:  
[https://www.esd.whs.mil/Portals/54/Documents/DD/issuances/140025/140025\\_vol922.pdf](https://www.esd.whs.mil/Portals/54/Documents/DD/issuances/140025/140025_vol922.pdf)

The policy for the employment of HQEs/HQE-SMs is currently being revised and is pending publication. Please be on the lookout for the newly published DoD Instruction 1400.25, Volume 922: Employment of Highly Qualified Experts (HQE)!

By: Claude Lawson and Julie Broadway  
DCPAS/Defense Executive Resource Management Office

# Fiscal Year 2020 MCO List



LOB 1 is pleased to announce the FY20 Mission Critical Occupation (MCO) List. The list will be officially released via an upcoming DCPAS message and will be posted on the DCPAS SharePoint site.

OPM MCO Definition: Occupations agencies consider core to carrying out their missions. Such occupations usually reflect the primary mission of the organization without which mission-critical work cannot be completed.

The FY20 MCO list was developed as a result of participation with the Functional Communities, Component Representatives, and Subject Matter Experts. Their efforts ensured that all of the selected occupations were aligned with the National Defense Business Operations Plan. The FY20 process also included screening of federal wage systems positions, a first for DoD.

**Next Steps:**

1. All new MCOs will be scheduled for priority competency assessments.
2. Planning and Accountability and Strategic Outreach and Recruitment (SOAR) will schedule meetings with FCs to develop comprehensive recruiting strategies for MCOs.

The FY20 MCO list is shown below:

FC	Series	Title	FY20 MCO List	FC	Series	Title
Administrative Support	0341*	Administrative Officer		Law Enforcement	1811	Criminal Investigating
Contracting	1102	Contracting		Logistics	0346	Logistics Management
Cyber	0391	Telecommunications		Logistics	1152*	Production Control
Cyber	1550	Computer Science		Logistics	1670	Equipment Services
Cyber	2210	IT Management		Logistics	2010*	Inventory Management
Education	1701*	General Education & Training		Logistics	2101*	Transportation Specialist
Education	1702*	Education & Training Technician		Logistics	2130	Traffic Management
Education	1710*	Education & Vocational Training		Medical	0180	Psychologist
Education	1712*	Training Instruction		Medical	0185	Licensed Clinical Social Worker
Financial Management	0501	Financial Administration & Program		Medical	0602	Physician
Financial Management	0510	Accounting		Medical	0610	Nurse
Financial Management	0511	Auditing		Medical	0620	Licensed Practical Nurse
Financial Management	0560	Budget Analysis		Medical	0633	Physical Therapist
Foreign Affairs	0130	Foreign Affairs		Medical	0660	Pharmacist
Foreign Affairs	0131	International Relations		Medical	0680*	Dentist
Foreign Affairs	1040*	Language Specialist		Medical	0603	Physician Assistant
Human Resources	0201 (CIV)	Human Resource Management		Public Affairs	1035	Public Affairs
Intelligence	0132	Intelligence		Quality Assurance	1910	Quality Assurance
Law Enforcement	0083	Police		Security	0080	Security Administration

FC-Functional Community  
 \*Denotes new MCO

If you have any questions pertaining to the FY20 MCO list or the process by which it was developed please contact Jonathan Carter at [jonathan.l.carter4.civ@mail.mil](mailto:jonathan.l.carter4.civ@mail.mil), or (571)372-2254.

By: Jonathan Carter  
 DCPAS/Planning & Accountability

### Things to Know about the Nonappropriated Fund (NAF) Personnel System

As a division within Benefits, Wage and NAF Policy, the NAF Personnel Policy team is comprised of both general schedule and NAF HR specialists as well as a NAF Health Benefits Program (HBP) administrator. We provide human resources policy development, consultation and administrative oversight of policies and programs for more than 118,000 DoD NAF employees within six DoD NAF Component employers.

With earned proceeds rather than appropriated tax dollars, the NAF employers manage all of the Military exchanges and a variety of morale, welfare and recreation programs. While the networks of support and leisure services vary by Component, they generally include fitness centers, pools, marinas, bowling centers, golf courses, restaurants, conference centers, family childcare and youth aged services designed to sustain warfighters and their families as they serve in 19 countries, 3 territories and 5 continents.

The average NAF employee is between 21 and 30 years old and is often the spouse or dependent of a service member. NAF employees have diverse skill sets, are Federal employees, but excluded from most laws administered by the U.S. Office of Personnel Management (OPM). The Secretary of Defense has administrative authority for most functional areas within the NAF Personnel system. NAF white-collar pay, employee benefits, performance pay, and employee grievances are among the personnel functions regulated by DoD, and not OPM.

The 1995 National Defense Authorization Act mandated a NAF Uniform HBP. In 2000, through a competitive bidding process, the NAF HBP began providing health benefits coverage comparable to the Federal Employees Health Benefits program to eligible NAF employees. Today, the NAF HBP has a global reach and covers more than 80,000 employees, retirees and their families with quality, affordable health care and wellness programs. This year, after multiple years of planning, the NAF HBP launched a high deductible plan with health savings account to provide a lower cost option.

In addition to the NAF HBP, each of the six NAF employers, (Army, Air Force, Army and Air Force Exchange Service (AAFES), Commander, Navy Installations Command (CNIC), Navy Exchange Service (NEXCOM) and U.S. Marine Corps) offer a defined benefit pension plan and a defined contribution (401k) plan to eligible NAF employees. AAFES also provides a Supplemental Deferred Compensation Plan for its executive management personnel. In total, the NAF defined benefit pension plans hold over \$8.5M in assets and cover about 93,000 employees, retirees, and beneficiaries.

The differences between the APF civil service system and the NAF employment system, particularly in the area of retirement benefits, can cause employees to lose service credit when they move between civil service and NAF positions. However, laws<sup>1</sup> prevent or limit such loss by providing for portability of benefits between NAF and civil service positions. About two thousand employees are now in the appropriated fund CSRS/FERS retirement system even though they are NAF employees. The only benefits not portable are health and life insurance. However, time spent in the other system's retirement plan is creditable towards meeting the eligibility requirements for post-retirement health benefit coverage.

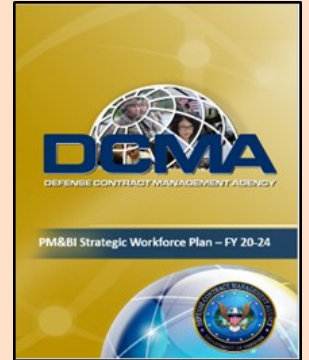
Please email [dodhra.mc-alex.dcpas.mbx.naf@mail.mil](mailto:dodhra.mc-alex.dcpas.mbx.naf@mail.mil) for more detailed information about the DoD NAF Personnel System.

By: Itzel Santana  
DCPAS/NAF Personnel Policy

# PM&BI Strategic Communication Plan

Update

The Portfolio Management & Business Integration (PM&BI) Directorate is a subgroup within Defense Contract Management Agency (DCMA) and is responsible for engaging customers internally and externally to provide integrated, actionable, business integration perspectives on defense acquisition programs, corporate business segments, industrial base sectors, and Earned Value Management Systems to enable better informed acquisition decisions and lead the Agency in the integration, synchronization, and execution of DoD Directive 3020.40, “Mission Assurance,” which includes Defense Critical Infrastructure Program, Critical Asset Identification Process responsibilities for Defense Industrial Base.



The inaugural PM&BI's Directorate's Strategic Workforce Plan (SWP) for fiscal years (FY) 2020-24 was developed in collaboration with the Defense Civilian Personnel Advisory Service (DCPAS) Planning and Accountability Directorate's and PM&BI Workforce Planning Team (WPT). This SWP is a four-year, forward focused document setting forth the strategies intended to enable the PM&BI Directorate to recruit, train, develop, and retain a strong, agile, and responsive workforce which can meet future mission requirements for DCMA and PM&BI.

## Workforce Issues

After a thorough analysis of the PM&BI workforce, (approximately 229 civilian employees, spread across the contiguous United States (CONUS) with the majority of employees gathered in Arlington (VA), Fort Lee (VA), Boston (MA), Carson (CA), Hartford (CT), Twin Cities (MN), Dallas (TX), Orlando (FL) and Tucson (AZ)) the following overarching issues were identified:

- **Issue #1:** Permanent change of station and recruitment/relocation incentives are scarcely used by the PM&BI Directorate to attract talent. Inability to use incentives, or lack of use, often leads to filling vacancies with less qualified personnel. Additionally, lack of incentives is viewed as a large contributing factor for “hard-to-fill” positions across multiple locations, particularly in the 08XX and 1515 series.
- **Issue #2:** Lack of focus on recruiting for developmental positions across PM&BI.
- **Issue #3:** FEVS results and feedback from the PM&BI WPT suggest a perceived disconnect between PM&BI senior leaders and the workforce. Historically insufficient communication lines between the two groups is viewed as the leading cause for this disconnect.

## Strategies

The WPT recommended three strategies for the PM&BI Directorate during FYs 2020-24 along with of milestones for executing the strategies, metrics, as well as execution and monitoring for the next four years. The three strategies are listed below:

**PM&BI STRATEGY 1:  
IMPROVE RECRUITMENT EFFORTS/OUTCOMES FOR “HARD-TO-FILL” POSITIONS**

**PM&BI STRATEGY 2:  
INCREASE FOCUS ON RECRUITMENT EFFORTS FOR DEVELOPMENTAL POSITIONS  
(E.G., GS-12 TARGET GS-13)**

**PM&BI STRATEGY 3:  
DEVELOP AND IMPLEMENT PLANS AND PRODUCTS INTENDED TO INCREASE  
COMMUNICATION LINES BETWEEN PM&BI SENIOR LEADERS AND THE WORKFORCE**

Next Page

# PM&BI Strategic Communication Plan (Cont'd)

In this newsletter, PM&BI would like to describe the third strategy - Strategic Communication Plan

**PM&BI STRATEGY 3:  
DEVELOP AND IMPLEMENT PLANS AND PRODUCTS INTENDED TO INCREASE  
COMMUNICATION LINES BETWEEN PM&BI SENIOR LEADERS AND THE WORKFORCE**

**STEP 1:  
Summarize  
the situa-  
tion**

Combined FEVS results and Strategic Workforce Plan working group member feedback suggest a perceived disconnect or breakdown in communication between the workforce and its senior leaders. Given what is involved with a reorganization, an effect similar to these results is not surprising, especially when factoring in the geographic dispersion of the workforce. With a reorganization prompting several largescale decisions and actions, the risk for disconnect between senior leaders and the workforce at large significantly increases. Even with best intentions and careful, strategic execution during a reorganization, members of the workforce can often fall prey to perceptions that inputs from the workforce are being ignored and/or decisions related to their work are being made without workforce feedback or buy in. Though the reality of these perceptions are debatable, the fact that they exist cannot be. To overcome or begin addressing these perceptions, it is advisable for PM&BI senior leaders to explore options and opportunities to reconnect with the "one team" mentality of the workforce, where senior leaders and PM&BI personnel are in sync with how to best accomplish the mission of the PM&BI workforce.

**STEP 2:  
Determine  
your de-  
sired out-  
come  
(reference  
the \*SMART  
Objectives  
Template)**

Organizational Outcomes (the business need)	Communication Outcomes / Objectives
Strategic Goal 5: Enhance and strengthen the skills, readiness, and effectiveness of the Total Workforce.	Improved perceptions of cohesion between PM&BI senior leaders and the workforce.
Objective 5.5: Keep our workforce engaged and informed through effective communication.	Improved perceptions of cohesion between PM&BI senior leaders and the workforce.

**STEP 3:  
Define your  
audience**

Audience	Mindset	What I want them to Think	Feel	And Do as a result of the communication
PM&BI workforce	What are the bosses' priorities	How are they meeting the priorities? No hidden agendas	Feel informed, operationally confident, and input considered	They each play an integral role in achieving priorities
PM&BI Supervisors	What are the bosses' priorities	How are they meeting the priorities? No hidden agendas	Feel informed, operationally confident, and input considered	They each play an integral role in achieving priorities

**STEP 4:  
Develop your  
messages  
(refer back  
to 5 Ws and  
an H)**

Messages	Supporting Information/Data/Proof Points/Anecdotes
TBD (Email) or otherwise	TBD
TBD	TBD
TBD	TBD



## PM&BI Strategic Communication Plan (Cont'd)

STEP 5: Decide what channels and tactics you'll use	Channels	Timing	Who Coordinates?	Notes
	PM&BI All Hands	Quarterly	Deputy Director, PM&BI	
	PM&BI Blog/Ask the Boss	Continuously	Deputy Director, PM&BI	Publicly reward worthy questions
	FEVS	Annually	Division Directors	
	PM&BI Email message	Monthly	Deputy Director, PM&BI	
	Skip-Level Lunches	Monthly	Deputy Director, PM&BI	
	Ad Hoc Video Message	Periodic	Deputy Director, PM&BI	

STEP 6: Measure your progress (list how you will measure success)	Measurement	Outcomes
	Number of PM&BI All Hands conducted per year	Improved perceptions of cohesion between PM&BI senior leaders and the workforce.
	Blog posts ("Ask-The-Boss"), questions received and answered per year	Improved perceptions of cohesion between PM&BI senior leaders and the workforce.
	FEVS Results Comparison	Improved FEVS survey results pertaining to employee satisfaction with PM&BI Senior Leader communication.
	PM&BI Email messages sent out during the year	Improved perceptions of cohesion between PM&BI senior leaders and the workforce.
	Annual PM&BI Leadership Forum	Refine Strategic Communications Plan

STEP 7: Populate your communications calendar / timeline (so you can see what communications hit and when)	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
All Hands meetings												
PM&BI Blog/Ask the Boss												
Email Message												
Video Message												
Birthday/anniversary recognition												
Bulletin boards/posters/other signage												
Other:												

\*SMART Objectives: if they are Specific, Measurable, Achievable, Realistic and, Timely (or time-bound).

PM&BI has an "Ask the Boss" portal now and are sending out periodic emails and articles to the workforce. Things are working out well in the communication areas.

By: Gary Gonthier  
 Policy Guidance & Talent Mgmt. Division  
 Portfolio Mgmt. & Business Integration,  
 E-Mail: gary.p.gonthier.civ@mail.mil



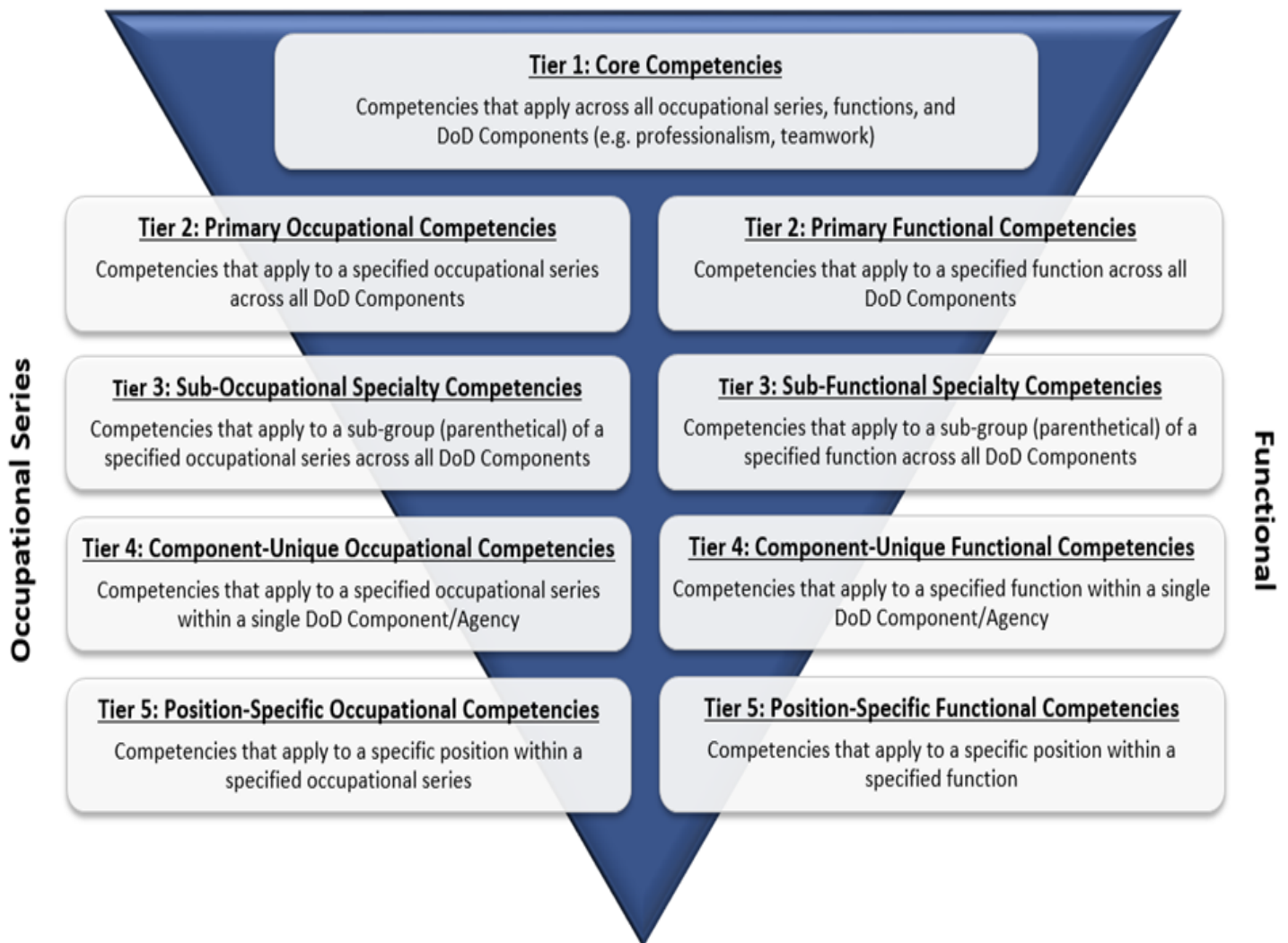
# Competency Management

## Competency Models

The Planning & Accountability/Competency Team has had to make some adjustments during the COVID-19 pandemic. A few of our customers have needed to push competency development into next year due to the increased demands on the workforce. Despite the delays the team continues to work towards developing and validating competency models for our customers.

We have some new openings for later in CY2020 and are beginning to develop the CY2021 competency schedule. If you are interested in developing a competency model or if there is a need or desire to better understand our competency modeling process please reach out to Brandon Dennis at [brandon.e.dennis.civ@mail.mil](mailto:brandon.e.dennis.civ@mail.mil)

### Five-Tiered Competency Framework - Extended



By: Brandon Dennis  
DCPAS/Planning & Accountability

# Data Analytics

## Excel Tips and Tricks: Comparing two data files using vlookup function

As an analyst it is not that uncommon for me to have to compare two data files to see which records from one list is included on the other list. Just this month, I was loading a list of employee DOD IDs into the Defense Competency Assessment Tool (DCAT) to invite employees to participate in an upcoming assessment, but not all of the records were successfully loading. The DCAT system tracks the aggregate number successfully loaded, but does not report the individual records that do not load. In order to isolate the problem I had to identify the records that failed to load and review the data values for patterns. Excel's vlookup function is the perfect tool for this comparison.

**Table 1.** Master table

	C	E	J	L	M
1	Component 3	DOD ID	Person Count	Agcy Cd	Agcy Sub Elm Flag
2	Navy	1553385160	1	NV	12
3	Army	1064704512	1	AR	CH
4	4th Estate	1072945723	1	DD	07
5	4th Estate	1398662462	1	DD	07
6	Army	1246904207	1	AR	CH

Table 1 shows a screen shot of the master table with all of the records without the associated PII data. From this table I provided a list of DoD IDs (n=4,923) and, for some reason, only 3,997 of the records loaded; a loss of 926 (19%). I did an SQL query directly to the DCAT data tables to find which records had successfully loaded; see table 2. I copied and pasted this list into column A of a separate tab named "IDs Loaded". Note: In column B I added the text "Record Found" next to all of those records.

**Table 2.** List of DOD IDs that successfully loaded.

	A	B
1	DOD ID	Status
2	1146491428	Record Found
3	1394812699	Record Found
4	1087625229	Record Found
5	1276952990	Record Found

I could certainly compare the list manually, but it would take 2-3 hours and I would certainly make several mistakes. What I wanted to do was build a function that automatically look up each DOD ID value from our master table (Table 1) in the 2<sup>nd</sup> table and return the status of "Record Found" if we have a match. The excel vlookup function has 4 parameters and looks like this; =vlookup(Lookup\_value, Table\_array, Col\_index\_num, Range\_lookup)



## Data Analytics (Cont'd)

- **Lookup\_value** = is the value that we want to look up (which will be the DoD ID found in column E)
- **Table\_array** = is the table that we want to look into (which will be table 2 columns A:B on the “IDs Loaded” tab)
- **Col\_index\_num** = is the column number from that table that we want to (since column 1 is the DoD ID and column 2 is the Status, we want to return the value in the 2<sup>nd</sup> column)
- **Range\_lookup** = is whether we want the closest value (true) or exact matches only (false); since we want exact matches only, we will select “False”

When you put it all together, the complete function for cell Q2 looked like this,  
 =VLOOKUP(E2,'IDs Loaded'!A:B,2,FALSE)

To use this function for all of the records in the table you just have to copy cell Q2 to the remaining cells in the column.

**Table 3.** Master Table with vlookup function added in column

	C	E	J	L	M	Q
	Component 3	DOD ID	Person Count	Agcy Cd	Agcy Sub Elm Flag	Successfully Loaded
1	Navy	1553385160	1 NV	12		Record Found
2	Army	1064704512	1 AR	CH		#N/A
3	4th Estate	1072945723	1 DD	07		Record Found
4	4th Estate	1398662462	1 DD	07		Record Found
5	Army	1246904207	1 AR	CH		Record Found
6	Army	1230344678	1 AR	CH		Record Found
7	Army	1283769077	1 AR	CH		Record Found
8	Air Force	1504844630	1 AF	1M		Record Found
9	Army	1231249385	1 AR	CH		Record Found
10	Army	1286660998	1 AR	CH		Record Found
11	Army	1238178408	1 AR	CH		Record Found
12	Army	1456470277	1 AR	CH		#N/A
13	Army	1522246359	1 AR	CH		#N/A
14	Army	1516532447	1 AR	CH		#N/A
15	Army	1374580147	1 AR	CH		Record Found

So, when the vlookup function finds a match, it returns “Record Found” and when no record is found, it returns “#N/A”. One can easily filter on the #N/A records to see all of the records that were not loaded. In my case, building the function took a couple of minutes (saving me a couple of hours of manual work) and I quickly isolated the issue and within a couple of hours had successfully loaded 100% of the records.



## Data Analytics (Cont'd)

Common problems using the function:

1. Sometimes the variables that you are looking up are in different formats; e.g. DoD ID is numeric in table 1 and character in table 2, or vice versa, resulting in all no records found. To fix this, you need to convert one of the sets of values to match the format of the other.

- Unfortunately, changing the format type from Text to Number or from Number to Text does not work. Actually it will work, but requires that you hit the return for each records and can take a long time to process a large list of numbers. I do not recommend this method as you might develop carpal tunnel syndrome in one sitting.
- There are several other ways to do this, but if I want to convert to numbers I often create another variable that takes that value and adds a zero; e.g. in column R I might put the following formula... `=E2+0`. After copying that formula down the column, I would then copy and paste values into column E to replace all of the text values.
- To convert number values to character you could create a variable using the Concatenation or the Text functions.

2. Sometimes there is a referencing issues in the values you select. For the second parameter in my function I used `'IDs Loaded'!A:B` which uses all of column A and B on the tab named "IDs Loaded". Alternatively, I could have put in `'IDs Loaded'!A1:B3998` which only looks at rows 1 to 3,998. The disadvantage of this occurs when you copy and paste this formula down the rows. For the next row you would get `'IDs Loaded'!A2:B3999`, and the next row you would get `'IDs Loaded'!A3:B4000`; notice the change table being referenced? This is problematic as you are no longer looking in the table that you initially selected and may lead to erroneous misses. [An alternative fix for this issues would be to put in \$ in the formula `'IDs Loaded'!A$1:B$3998` to prevent those ranges from changing].

Other applications of the vlookup function

- If you have a list of raw values and you want to attach the value descriptions, you may want to use the vlookup function; e.g. you have the 4 character occupational series code and want to add the occupational series description to you data. You can just add a table with those descriptions and vlookup the descriptions to your "master" table.

This is one of the most valuable functions I use in Excel and HIGHLY recommend spending some time becoming familiar with it. If you work with numbers regularly, you will find that you can utilize this function frequently!

By: James Walter  
DCPAS/Planning & Accountability



# Workforce Climate

## Workforce Climate Process Overview

*A Workforce Climate overview is complete to determine how employees are feeling about their day to day employment and is used as a key indicator to recommend changes when completing Strategic Workforce Planning (SWP). To determine the Workforce Climate there is a review of the annual FEVS survey, in particular focusing on three areas of the FEVS survey when interviewing Subject Matter Experts (SME's).*

*OPM's Federal Employee Viewpoint Survey (FEVS) is a 98-item survey that consists of 84 items measuring Federal employees' perceptions about how effectively agencies manage their workforce, and 14 demographic items. To provide an overview of the workforce climate, three indices from the FEVS will be used:*

- *Employee Engagement*
- *Global Satisfaction*
- *New Inclusion Quotient (New IQ)*

1. The first step for the moderator to complete is to analyze the data so that a presentation can be created so that the different SME's can follow through the discussion of the three indices. The data is collected from the latest FEVS data and two sets of data are used, the Occupational Series (occ. series) in which the workforce plan is being created for and the DoD wide information for the specific indices that are focused on.

- The reason is that the occ. series has a comparison point to help SME's see if their specific occ. series is performing well compared to other occ. series in the DoD.
- While analyzing the data in each of the three indices there is a focus on finding a sampling of questions in order to show significant data changes and not to confuse SME's with information overload.

2. After this the goal is to create a presentation that has the data laid out that allows for a discussion that is balanced among all three indices. After analyzing the data from the latest FEVS survey and figuring out a sampling of questions to go over the three different indices the process is to build the presentation.

- A typical presentation will begin by mentioning the three different indices and then discussing each indice one by one.
- Each indice is introduced and explained and then on the succeeding slides is broken down by individual questions and that is where the moderator starts to open the floor for discussion.

3. Discussion time!

- During this conversation the points that were organized by the moderator are put up for further discussion.
- The discussion is meant to be fluent and there is not a set list of questions that a moderator brings into a discussion.
- Depending on the conversation points are added or taken out and sentences describing each point are further discussed by the SME's.
- At the end of the discussion, points are then edited again by the moderator one more time before the workforce climate is added to the workforce plan that is being completed.



By: Nathaniel Prioleau  
DCPAS/Planning & Accountability

# Analyzing Federal Employee Viewpoint Survey (FEVS) Results by Occupational Series and DoD Component

Employee feedback on management priorities and practices is essential to effectively leading agencies toward successful delivery on goals and mission. There is only one government wide survey that provides a window into the opinions of Federal employees across agencies – the Office of Personnel Management Federal Employee Viewpoint Survey (OPM FEVS). By collecting employee insights into the effectiveness of agency development strategies, the OPM FEVS is a valuable leadership tool for continuous improvements in the support of a high performing Federal workforce.

## How to make the most of such rich information?

The “FEVS Tool” is customer-friendly interface of FEVS Occupational Series metrics in Excel. It gives access to the three main FEVS indexes by occupational series by component.

## Federal Employee Viewpoint Survey (FEVS) Results

### Workforce Climate Indices

### by Occupational Series and DoD Component

**Instructions:**

1. Choose Occupational Series of interest from the drop down menu provided
2. For individual question item responses, navigate to the **Indiv\_Questions** tab
3. For year-over-year results and line graphs, navigate to the **EmplEng\_YOY**, **Satisfaction\_YOY**, and **NewIQ\_YOY** tabs for
4. For more detailed information for each of the indices, navigate to the **EmplEng\_Details**, **Satisfaction\_Details**, and **NewIQ\_Details** tabs
5. DoD-wide FEVS results can be found in the **DoD\_Indices** tab
6. An overview of survey can be found in the **FEVS\_Overview** tab
7. FEVS question items in their entirety can be found in the “**Question\_Items**” tab

Select from Drop Down 0201 - HUMAN RESOURCES MANAGEMENT

Note: When selecting a new occupational series, updates may take a few moments to process

**Notes for Workforce Planners:**

1. *Positive* response percentages represent the sum of two positive categories (e.g., Strongly Agree/Agree); *neutral* response percentages represent a neutral category (e.g., Neither Agree nor Disagree); *negative* response percentages represent the sum of two negative categories (e.g., Strongly Disagree/Disagree)
2. Ensure to compare sample sizes for each of the DoD Components to the respective DoD Component series population. The population count for an occupational series will help determine if the sample size would be considered small/insufficient or an adequate representation for reliable results.
3. Confidence intervals cannot be obtained for the results and is a limitation of the data.
4. Ensure to write to the methodology and limitations of the FEVS data; the most significant limitation being the inability to have access to the raw data.

01 Percentages for Individual Question Items

**0201 - HUMAN RESOURCES MANAGEMENT**

**Instructions:**

- Navigate to and select the question item above the table; choose the question number from the drop down list
- To change occupational series, return to **FEVS\_Main** tab

	Positive Percentage					Neutral Percentage					Negative Percentage					N				
	FY 14	FY 15	FY 16	FY 17	FY 18	FY 14	FY 15	FY 16	FY 17	FY 18	FY 14	FY 15	FY 16	FY 17	FY 18	FY 14	FY 15	FY 16	FY 17	FY 18
Army	62%	67%	70%	72%	73%	15%	16%	11%	13%	13%	23%	18%	19%	14%	14%	535	512	703	1032	1951
Air Force	57%	58%	60%	65%	69%	21%	16%	13%	16%	14%	22%	26%	26%	19%	17%	330	328	260	307	650
Navy	71%	77%	73%	73%	73%	15%	11%	14%	14%	13%	15%	13%	14%	14%	14%	402	368	365	387	920
USMC	80%	73%	62%	58%	70%	9%	8%	14%	21%	12%	11%	19%	24%	21%	18%	39	27	29	42	117
4th Estate	64%	70%	68%	68%	68%	15%	12%	16%	13%	12%	21%	19%	16%	20%	20%	295	288	285	328	658
Series	0%	68%	69%	70%	72%	0%	14%	13%	14%	13%	0%	18%	18%	16%	15%	0	1496	1613	2054	4179

Notes: "Series" category includes Army Corp Of Engineers; No FY14 SRS Results for "Series" Category; USMC data nested in Navy results

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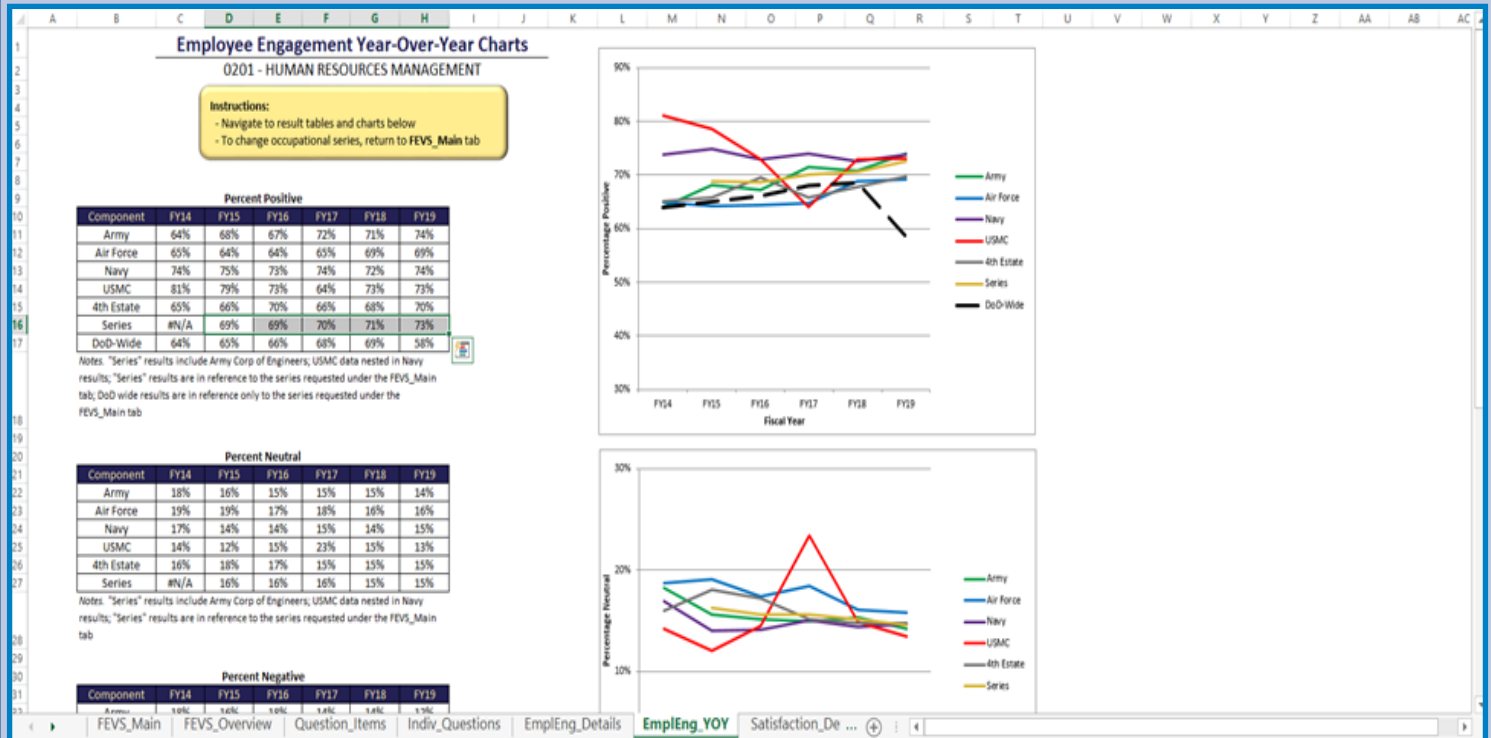
## Analyzing Federal Employee Viewpoint Survey (FEVS) Results by Occupational Series and DoD Component (Cont'd)

### The Employee Engagement Index (EEI)

OPM defines engagement as: An employee's sense of purpose that is evident in their display of dedication, persistence, and effort in their work or overall attachment to their organization and its mission.

The OPM FEVS assesses the critical conditions conducive for employee engagement – conditions which would be expected to lead to engaged employees (e.g., effective leadership, work which provides meaning to employees, the opportunity for employees to learn/grow on the job, etc.). Presenting assessments of the engagement potential of Federal workplaces provides leadership with leverage points for developing and sustaining work conditions capable of supporting employee engagement.

For year-over-year results and line graphs, navigate to the **EmplEng YOY** TAB. This Tab provides Employee Engagement data for the selected Occupational Series by DoD Component. See below:



The framework used for developing the EEI assumes that organizational conditions lead to feelings of engagement. These feelings, in turn, lead to engagement behaviors (e.g., discretionary effort, persistence), and then to optimum organizational performance. To assess the multiple aspects of engaging workplace environments, the EEI is comprised of three sub-indices: Leaders Lead, Supervisors, and Intrinsic Work Experience. Each sub-index reflects a different aspect of an engaging work environment and each is assessed through questions on the OPM FEVS. If you are looking for more detailed information for Employee Engagement sub-indexes, navigate to the **EmplEng Details** TAB for the selected Occupational Series by DoD Component:



# Analyzing Federal Employee Viewpoint Survey (FEVS) Results by Occupational Series and DoD Component (Cont'd)

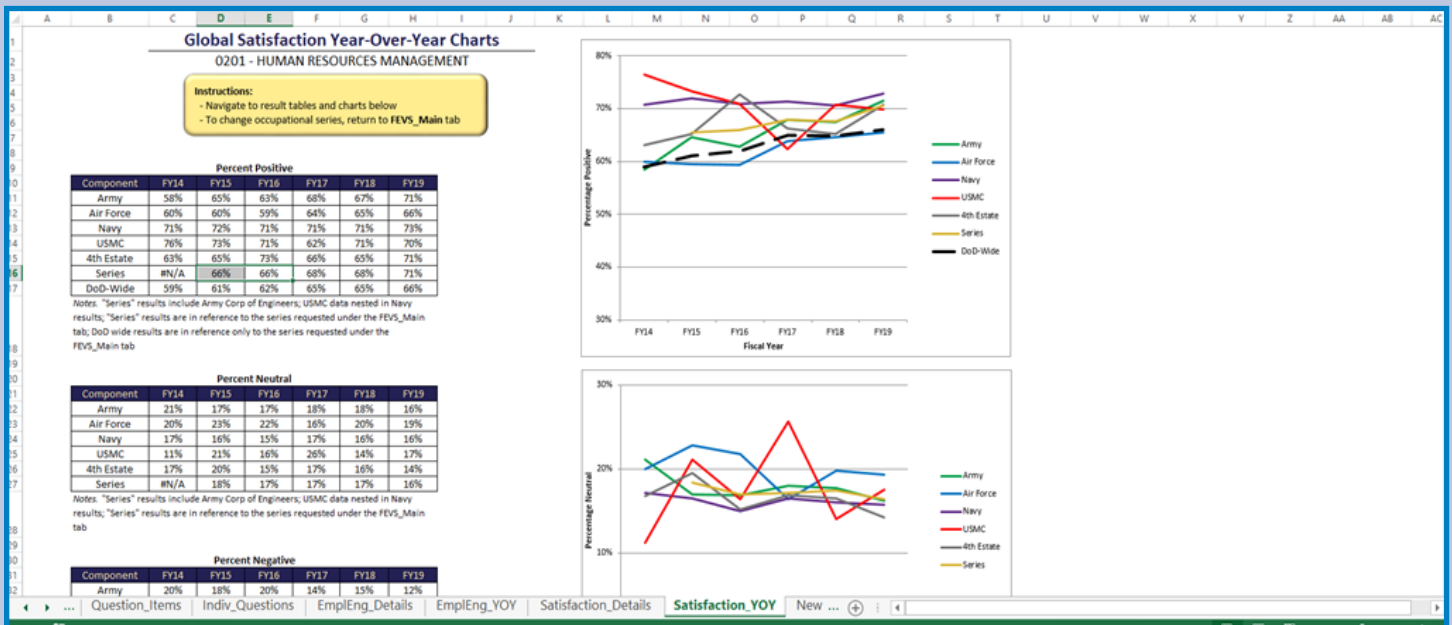
**Instructions:**  
 - Navigate to results for each DoD Component below  
 - Use +/- symbols at far left of rows to expand/retract rows, revealing/hiding individual question items  
 - To change occupational series, return to FEVS\_Main tab

	Army						Army						Army						Army							
	Percentage Positive						Percentage Neutral						Percentage Negative						N							
	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 14	FY 15	FY 16	FY 17	FY 14	FY 15	FY 16	FY 17
<b>Employee Engagement</b>	64%	68%	67%	72%	71%	74%	18%	16%	15%	15%	15%	14%	18%	16%	18%	14%	14%	12%	480-534	474-512	640-697	939-1021				
Leaders Lead	51%	57%	56%	62%	60%	63%	26%	21%	21%	20%	20%	21%	23%	22%	23%	18%	19%	16%	480-504	474-495	640-669	939-985				
Q53	40%	46%	45%	50%	50%	53%	26%	22%	24%	24%	21%	23%	34%	32%	31%	27%	29%	24%	504	495	669	985				
Q54	48%	55%	53%	61%	58%	61%	27%	24%	25%	21%	22%	22%	25%	21%	23%	17%	20%	18%	492	474	654	939				
Q56	60%	65%	63%	71%	70%	72%	23%	17%	18%	16%	16%	17%	18%	19%	19%	12%	14%	12%	501	493	667	981				
Q60	58%	62%	62%	67%	63%	66%	26%	21%	17%	18%	21%	21%	16%	17%	21%	15%	16%	13%	480	480	640	949				
Q61	48%	59%	55%	64%	61%	65%	29%	22%	22%	18%	21%	21%	23%	19%	23%	18%	18%	15%	502	494	664	975				
Supervisor	69%	73%	71%	74%	76%	78%	16%	14%	14%	14%	13%	12%	15%	13%	16%	12%	11%	10%	506-515	494-503	680-682	995-1007				
Q47	63%	70%	66%	71%	73%	77%	20%	15%	18%	16%	15%	13%	18%	15%	16%	13%	12%	10%	506	494	680	995				
Q48	76%	76%	77%	76%	79%	82%	12%	12%	10%	13%	11%	10%	13%	12%	13%	11%	10%	8%	515	503	682	1005				
Q49	79%	81%	79%	81%	83%	86%	11%	10%	9%	10%	9%	8%	10%	9%	12%	9%	8%	7%	514	502	682	1004				
Q51	62%	67%	64%	69%	70%	73%	19%	15%	15%	14%	15%	14%	20%	18%	21%	17%	15%	15%	515	502	681	1002				
Q52	68%	70%	68%	72%	72%	75%	19%	18%	15%	17%	16%	16%	13%	12%	16%	11%	11%	9%	514	503	682	1007				
<b>Intrinsic Work Experience</b>	72%	74%	75%	78%	76%	80%	13%	11%	11%	11%	12%	10%	14%	14%	11%	11%	10%	518-534	495-512	682-697	1019-1021					
Q3	61%	65%	68%	70%	68%	73%	16%	15%	13%	15%	15%	13%	20%	20%	15%	16%	14%	527	506	693	1023					
Q4	70%	75%	78%	80%	77%	81%	14%	12%	10%	11%	13%	10%	16%	13%	12%	9%	10%	8%	533	510	697	1026				
Q6	83%	82%	77%	84%	82%	85%	10%	9%	12%	8%	10%	8%	7%	9%	10%	8%	8%	7%	528	508	696	1026				
Q11	61%	63%	66%	66%	66%	71%	15%	15%	13%	17%	15%	13%	24%	23%	21%	17%	19%	16%	518	495	682	1019				
Q12	86%	88%	88%	92%	89%	92%	9%	7%	5%	5%	7%	5%	6%	5%	6%	3%	3%	3%	534	512	697	1025				

## Global Satisfaction Index (GSI):

OPM developed index made up of the average of the positive responses to four FEVS questions. The GSI is a combination of employees' satisfaction with their jobs, their pay, and their organization, plus their willingness to recommend their organization as a good place to work.

For year-over-year results and line graphs, navigate to the **Satisfaction YOY TAB**. This Tab provides Global Satisfaction Index data for the selected Occupational Series by DoD Component.

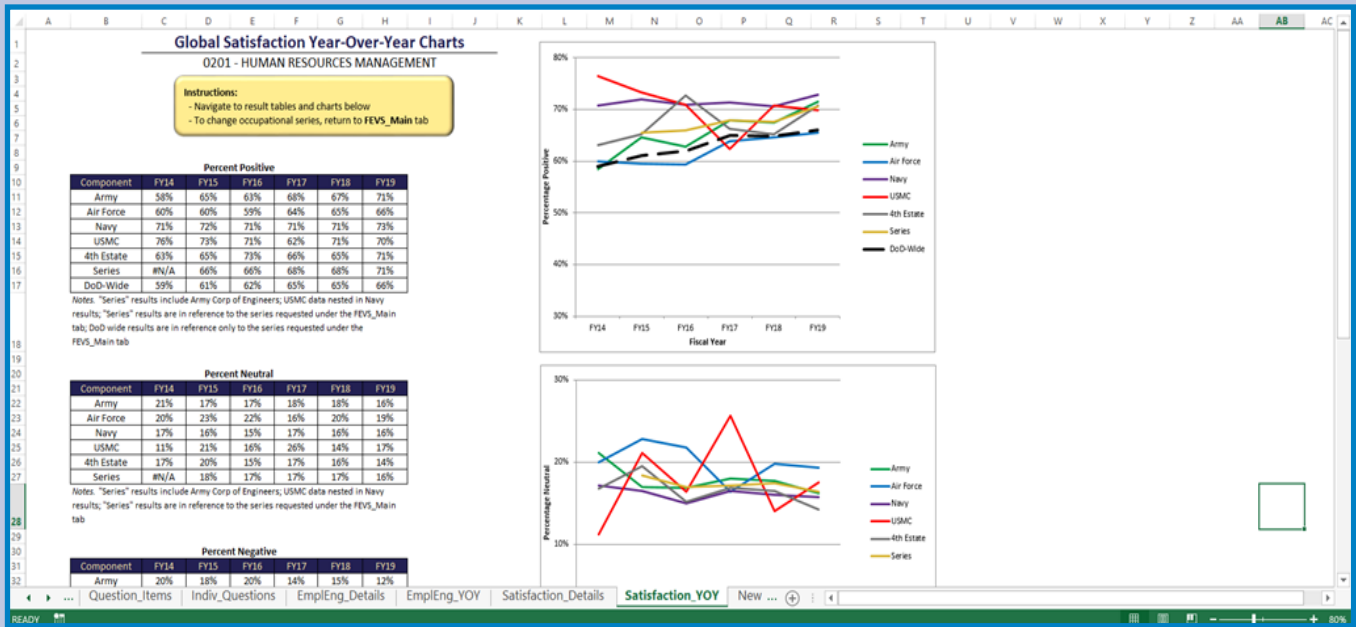


If you are looking for more detailed information about Global Satisfaction, navigate to the **Satisfaction Details TAB** for the selected Occupational Series by DoD Component.





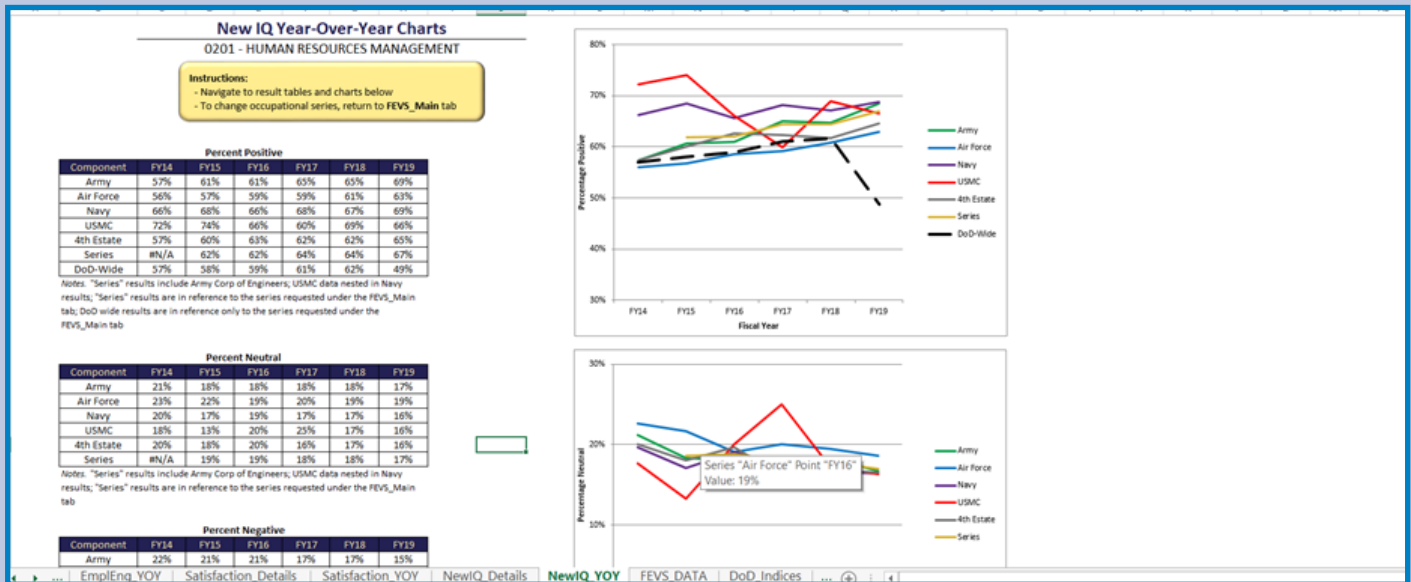
# Analyzing Federal Employee Viewpoint Survey (FEVS) Results by Occupational Series and DoD Component (Cont'd)



## The New Inclusion Quotient (The New IQ)

The New IQ was built on the concept that individual behaviors, repeated over time, form the habits that create the essential building blocks of an inclusive environment. These behaviors can be learned, practiced, and developed into habits of inclusiveness and subsequently improve the inclusive intelligence of organizational members.

Workplace inclusion is a contributing factor to employee engagement and organizational performance. For year-over-year results and line graphs, navigate to the **NewIQ\_YOY TAB**. This Tab provides New IQ data for the selected Occupational Series by DoD Component.



The New IQ consists of 20 items that are related to inclusive environments. These 20 items are grouped into "5 Habits of Inclusion": • Fair, • Open, • Cooperative, • Supportive, and • Empowering. Sub-index scores are calculated by averaging the unrounded percent positive of each of the items. Averaging the five unrounded sub-index scores creates the overall New IQ score. If you are looking for more detailed information about the New IQ sub-indexes, navigate to the **NewIQ Details TAB** for the selected Occupational Series by DoD Component.

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## Analyzing Federal Employee Viewpoint Survey (FEVS) Results by Occupational Series and DoD Component (Cont'd)

New IQ Index																						
0201 - HUMAN RESOURCES MANAGEMENT																						
<b>Instructions:</b> - Navigate to results for each DoD Component below - Use +/- symbols at far left of rows to expand/retract rows, revealing/hiding individual question items																						
Army					Army					Army					Army							
	C						Percentage Neutral					Percentage Negative					N					
	FY 14	FY 15	FY 16	FY 17	FY18	FY19	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 14	FY 15	FY 16	FY 17
<b>New IQ</b>	57%	61%	61%	65%	65%	69%	21%	18%	18%	18%	18%	17%	22%	21%	21%	17%	17%	15%	485-532	474-511	641-699	956-1030
Fair	45%	49%	50%	54%	54%	56%	24%	22%	21%	21%	22%	21%	31%	29%	29%	25%	24%	23%	485-511	475-491	647-662	969-987
Open	55%	59%	59%	63%	63%	67%	25%	22%	23%	22%	22%	20%	19%	19%	18%	14%	15%	13%	486-506	474-494	641-660	956-985
Cooperative	54%	57%	58%	64%	62%	68%	26%	20%	21%	21%	21%	18%	20%	24%	21%	16%	17%	14%	489-491	483-483	654-656	969-975
Supportive	73%	75%	73%	76%	78%	81%	13%	11%	11%	12%	11%	10%	15%	14%	17%	12%	12%	9%	511-515	500-503	675-683	997-1006
Empowering	60%	63%	65%	68%	67%	71%	18%	16%	15%	16%	15%	14%	22%	21%	20%	16%	18%	15%	515-532	495-511	670-699	995-1030
Air Force					Air Force					Air Force					Air Force							
	Percentage Positive						Percentage Neutral					Percentage Negative					N					
	FY 14	FY 15	FY 16	FY 17	FY18	FY19	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 14	FY 15	FY 16	FY 17
<b>New IQ</b>	56%	57%	59%	59%	61%	63%	23%	22%	19%	20%	19%	19%	21%	21%	22%	21%	20%	18%	295-330	295-325	241-260	275-307
Fair	45%	47%	51%	49%	49%	50%	27%	22%	21%	22%	23%	23%	28%	31%	29%	29%	28%	26%	302-313	304-311	244-250	275-292
Open	55%	55%	56%	57%	60%	63%	28%	28%	26%	25%	23%	22%	18%	17%	17%	17%	17%	15%	295-307	295-305	241-245	278-282
Cooperative	49%	50%	54%	56%	57%	59%	26%	24%	21%	22%	24%	21%	25%	26%	25%	22%	20%	19%	304-305	304-307	242-242	279-281
Supportive	75%	75%	73%	75%	75%	76%	14%	13%	12%	11%	12%	12%	11%	12%	15%	13%	13%	12%	317-320	315-318	254-258	290-293
Empowering	57%	58%	59%	58%	64%	65%	18%	21%	15%	19%	16%	15%	25%	21%	26%	23%	20%	20%	317-330	309-325	254-260	279-307
Navy					Navy					Navy					Navy							
	Percentage Positive						Percentage Neutral					Percentage Negative					N					
	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 14	FY 15	FY 16	FY 17

Focusing on employee engagement helps you create a positive workplace culture that drives organizational success. When employees are satisfied with their job responsibilities, they put extra effort into what they are doing and improve their overall performance. The purpose of the FEVS Tool is to help you develop a better understanding of Federal Employee Viewpoint Survey (FEVS) results by Occ. Series. Survey results present multiple data points which lead to an understanding of your organization's strengths and opportunities for growth. After you understand your survey results, it is important to share the results with your team and solicit their input. Following up with your team provides the opportunity to: 1) confirm your understanding of the survey results, 2) understand the reasons for the results, and 3) ask for ideas to improve your organization. Taking a collaborative approach helps to create a sense of ownership and builds buy-in for change.

To get access to the FEVS Tool or additional information contact Berenice Eberhart, DoD FEVS Program Manager, [Berenice.l.eberhart.civ@mail.mil](mailto:Berenice.l.eberhart.civ@mail.mil), teleworking contact number (703)-628-3200.

By: Berenice Eberhart  
DCPAS/Planning and Accountability

# Federal Employee Viewpoint Survey - Launch Date

2020

Office of Personnel Management  
**Federal Employee Viewpoint Survey**

*Empowering Employees. Inspiring Change.*



The 2020 Federal Employee Viewpoint Survey (FEVS) is scheduled to begin **Monday, July 13**. The survey administration will be similar to previous years, with a 6-week field period and specific launch and close dates.

OPM FEVS continues to be one of the most powerful platforms for employees to share their opinions and perceptions regarding their work experiences. The more of our workforce that participates, the higher the fidelity of the collective information. This survey provides a key input into for advancing Government wide human capital management.

DOD's launch and close dates:

- Navy and Marine Corps: Monday, 7/13/20 to Monday, 8/24/20
- Army and Army Corps: Tuesday, 7/14/20 to Tuesday, 8/25/20
- Air Force: Wednesday, 7/15/20 to Wednesday, 8/26/20
- 4th Estate: Wednesday, 7/22/20 to Wednesday, 9/2/20

Your responses are anonymous, strictly confidential, and reported only at an aggregate level.

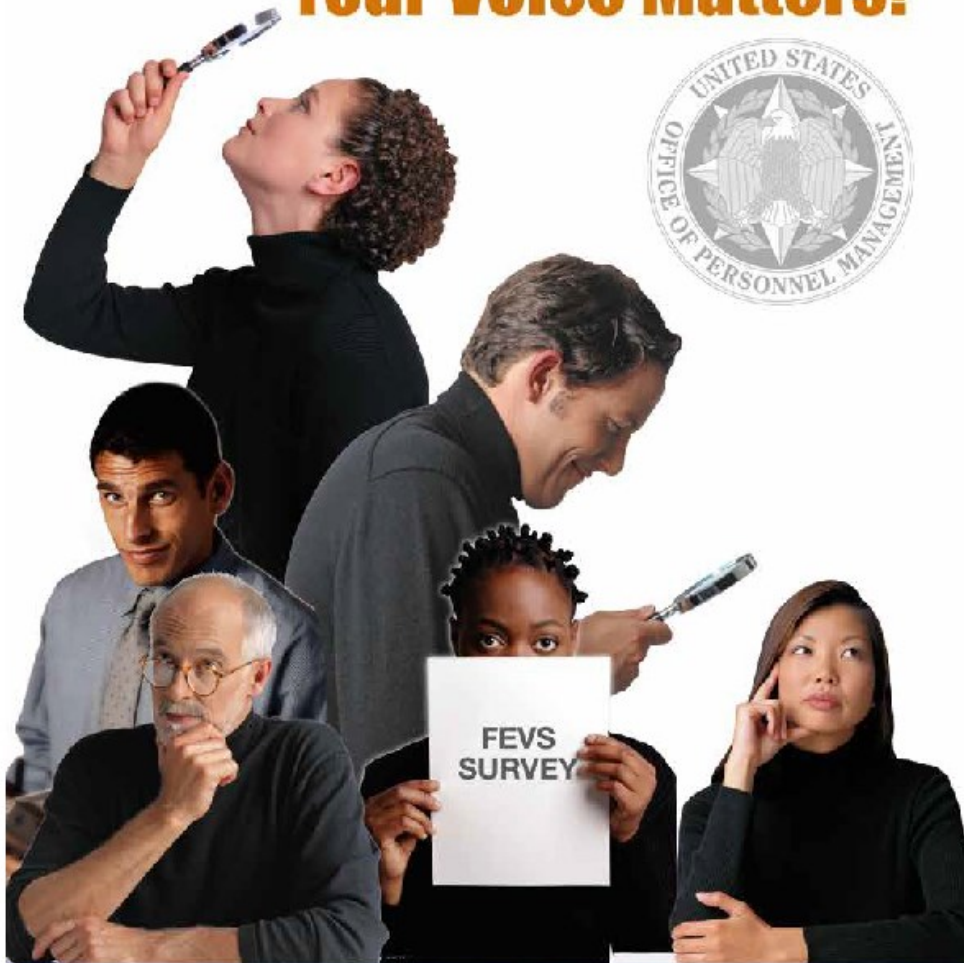
If you have any questions, please contact Berenice Eberhart FEVS DoD/DCPAS Program Manager, [Berenice.l.eberhart.civ@mail.mil](mailto:Berenice.l.eberhart.civ@mail.mil).



# Federal Employee Viewpoint Survey

FOURTH ESTATE START: JULY 22, 2020

## Take the FEVS Survey Your Voice Matters!



### Federal Employee Viewpoint Survey

*Empowering Employees. Inspiring Change.*

Participation is confidential

## DoD SMART Scholarship-for-Service Program Recognizes Scholar for Important COVID-19 Relief Mission

The Department of Defense (DoD) Science, Mathematics, and Research for Transformation (SMART) Scholarship-for-Service Program celebrates the achievements of one of its scholars, Mr. Wade Carr, specifically for his COVID-19 relief efforts in Saint Paul, Minnesota, for the U.S. Army Corps of Engineers (USACE) Saint Paul District.

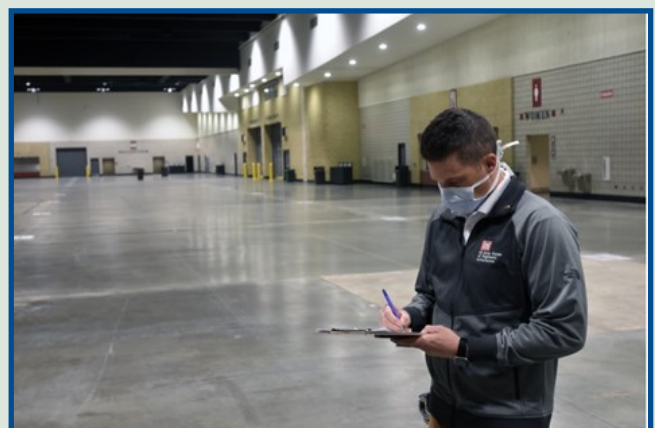
SMART is a scholarship-for-service program that provides full tuition and other financial benefits in exchange for a period of post-graduation civilian service in a DoD facility. Another benefit of the program comes in the form of internships that allow for broadly relevant hands-on research and work experiences in DoD facilities, thereby enhancing their educational experience. The SMART Scholarship-for-Service Program represents a critical DoD investment in attracting the best and brightest of minds whose technical expertise will help execute the Department's mission.

Mr. Carr is a 2019 SMART scholar, serving as a mechanical engineer for the USACE. He continues working part-time at his home duty station while attending full-time at the University of North Dakota in pursuit of a Master's of Science degree in mechanical engineering. Mr. Carr is currently serving his country by acting as a key team member in a USACE Federal Emergency Management Agency high-visibility mission to assess facilities in the USACE Saint Paul District for use as potential alternative healthcare facilities during the USACE agency-wide COVID-19 response. The Saint Paul District deployed four teams to inspect approximately 50 facilities in the Minnesota and North Dakota regions in coordination with state and local health agencies in each region. Prior to his employment with the USACE, Mr. Carr was employed by the Veterans Administration Medical Center in Minneapolis, Minnesota. Given his experience in mechanical systems for health facilities, his expertise in this area greatly helps ensure the overall success of this vital mission.

The SMART Scholarship-for-Service Program thanks and congratulates Mr. Carr for his important mission-critical USACE COVID-19 relief efforts.

For more information about the SMART Scholarship-for-Service Program, please visit the website at: <https://smartscholarshipprod.servicenowservices.com/smart>

(POC: Mr. Lopez, Director, DoD STEM)



### DoD STEM Website Virtual Resources During COVID-19

In response to the unprecedented COVID-19 impact throughout our communities in the U.S. and the DoD-communities worldwide, the DoD STEM website now features free virtual resources for students of all ages, parents, guardians, educators, and mentors who are affected by school closures, and are implementing at-home distance learning. These resources, provided by DoD STEM stakeholders, including the Tri-Services, 4<sup>th</sup> Estate, and the Defense STEM Education Consortium (DSEC) partners, are intended for student learning and educator professional development. These educational tools include lesson plans, video lesson guides, at-home and virtual project-based activities, virtual competitions, and more!

To access these resources, please visit the website at <https://dodstem.us/stem-programs/resources>

(POC: Mr. Lopez, Director, DoD STEM)

### The 58<sup>th</sup> National Junior Science and Humanities Symposium (JSHS) Competition

The annual National JSHS Competition took place from to 17 April 2020. JSHS was founded in 1962 by the Department of Defense (DoD) and is hosted annually by the DoD Tri-Services: Air Force, Army, Navy. The National Science Teachers Association administers this program.

Due to COVID-19, the event was changed from in-person to virtual. This year's National JSHS Competition brought together 215 high school students, representing the U.S., Puerto Rico, and the DoD Dependents Schools of Europe and the Pacific, who qualified by submitting and presenting original scientific research papers in regional symposia held at universities nationwide. Student abstracts are available for review at: <https://www.jshs.org/wp-content/uploads/2020/04/2020-National-JSHS-Abstracts-Catalog.pdf>

Over 50 DoD professionals, including scientists and engineers, volunteered to serve as judges. American Association for the Advancement of Science (AAAS) Science and Technology Policy Fellows Dr. Erin Soule and Dr. Dane Samilo, who support the Laboratories and Personnel Office in the Office of the Assistant Secretary of Defense (Research and Engineering) (ASD(R&E)), also participated as judges. Prizes were awarded to the top three winners throughout the eight categories of the competition. In addition to celebrating student achievement in the sciences, the goal for this event was to encourage the future generation of scientists and engineers to pursue careers in STEM fields while learning about DoD opportunities.

To find out more about the 2020 winners and the JSHS program, please visit <https://www.jshs.org/>

(POC: Mr. Lopez, Director, DoD STEM)



## For the Inspiration and Recognition of Science and Technology (*FIRST*) Virtual Showcase

The *FIRST* Virtual Showcase occurred on 02 May 2020, and served as a gathering of *FIRST* community to recognize the achievements of 2019-2020 *FIRST* robotics teams, mentors, and volunteers, including DoD STEM professionals, around the world. This virtual showcase is a result of COVID-19's impact on the annual *FIRST* competition cancellation. The *FIRST* Virtual Showcase featured the remarkable work being completed by *FIRST* teams worldwide, many of whom have leveraged their engineering and robotics skills to serve their community during the COVID-19 pandemic; examples include: building low-cost ventilators; 3D printing face shields for local healthcare workers; and repurposing competition robots to assist in grocery shopping and delivery.

The Virtual Showcase also featured awards to participating students, teams, mentors, and volunteers for their efforts during the season. 15 DoD-sponsored teams received the Chairman's Award, which recognizes teams that best represent a model for other teams to emulate and best embodies the purpose and goals of *FIRST*. And, 1 student from a DoD-sponsored team was recognized with the Dean's List Award, which celebrates outstanding student leaders whose passion for and effectiveness at attaining *FIRST* ideals is exemplary. *FIRST* is a Defense STEM Education Consortium (DSEC) partner.

To view the *FIRST* Virtual Showcase, please visit <https://www.twitch.tv/videos/609132663> (this video includes a Rube Goldberg machine built by a DoD-sponsored team featured at the 1 hour, 8 minute mark). To learn more about *FIRST*, please visit <https://www.firstinspires.org/>.

(POC: Mr. Lopez, Director, DoD STEM)



Photo (Above): Team Spyder students, coaches, and mentors. Team Spyder is 1 of 15 DoD-sponsored *FIRST* teams to receive the Chairman's Award, *FIRST* 2019-2020 season.



Photo (Above): Madalyn Nguyen, a member of Team Spyder, received the Dean's List Award,



## Virtual MATHCOUNTS Week

The Virtual MATHCOUNTS Week occurred from 11-15 May 2020. The week comprised of daily interactive activities for anyone to engage; showcased the 92 Mathletes from 23 states who qualified for the 2020 National Competition that was cancelled due to COVID-19; and, included the annual Math Video Challenge, which Mr. Lopez provided the opening remarks. The Math Video Challenge is an annual project-based team contest that is completely free. Students work in teams of 4 to create a video that shows a solution to a MATHCOUNTS problem in a real-world setting. The program is designed to be flexible so teams can work on videos anytime between the fall (when registration opens) and March 6 (the submission deadline). Members of the public were encouraged to vote for their favorite video. MATHCOUNTS is a Defense STEM Education Consortium (DSEC) partner.

To check out the 2020 Math Video Challenge student videos, and learn more about MATHCOUNTS, please visit <https://www.mathcounts.org/mathcounts-week-powered-aops>.

(POC: Mr. Lopez, Director, DoD STEM)

## National Center for Women and Information Technology (NCWIT).

NCWIT hosted the *Conversations for Change* series from 04 May to 22 May 2020. These virtual sessions were designed to provide research-based recommendations and peer-to-peer discussions to create inclusive cultures. Several sessions included: the case for why the world needs people on the autism spectrum; connecting across generations; and, a discussion about intersectionality and the ever-evolving language around gender, sex, sexuality, and race. NCWIT is a Defense STEM Education Consortium (DSEC) partner.

To check out the *Conversations for Change* series' discussions, questions and answers, and on-demand videos, and learn more about NCWIT, please visit <https://www.ncwit.org/summit/ncwit-conversations-change>.

(POC: Mr. Lopez, Director, DoD STEM)

For more information, and how to attend/participate in any of these events, please reach out to the DoD STEM Office via email at [info@dodstem.us](mailto:info@dodstem.us)

By: Ericka L. Rojas  
Office of the Under Secretary of Defense, Research and Engineering  
Contractor Support Strategic Analysis Inc.  
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## Planning & Accountability

**SAVE THE DATE**

Meeting	Date	Room #	Time
WPAG	August 13, 2020	Mark Center Conference Room -13	1300-1430
FCMEC	September 15, 2020	Pentagon Conference Center Room - M1	1000-1200
WPAG	November 12, 2020	Mark Center Conference Room -14	1300-1430
FCMEC	December 15, 2020 (tentative)	TBD	TBD



Source: Dilbert

### Connect with DCPAS on Social Media



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



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**MILSUITE**

<https://www.milsuite.mil/book/groups/cspr>

As of June 15, 2020



**Defense Civilian Personnel Advisory Service  
Planning & Accountability Directorate**

**3rd Quarter Newsletter  
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