



Strategic Human Capital Planning through
Functional Community Leaders

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ODUSD (CPP)

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DoD Executive Management Training Center

Southbridge, Massachusetts

April 26-29, 2010



Session Objectives

- Overview
- Functional Community Manager Perspective
 - Medical
 - Financial
 - Acquisition
- Panel Discussion
- Lunch with the FCMs



Strategic Human Capital Planning

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Business Case for Strategic Human Capital Planning

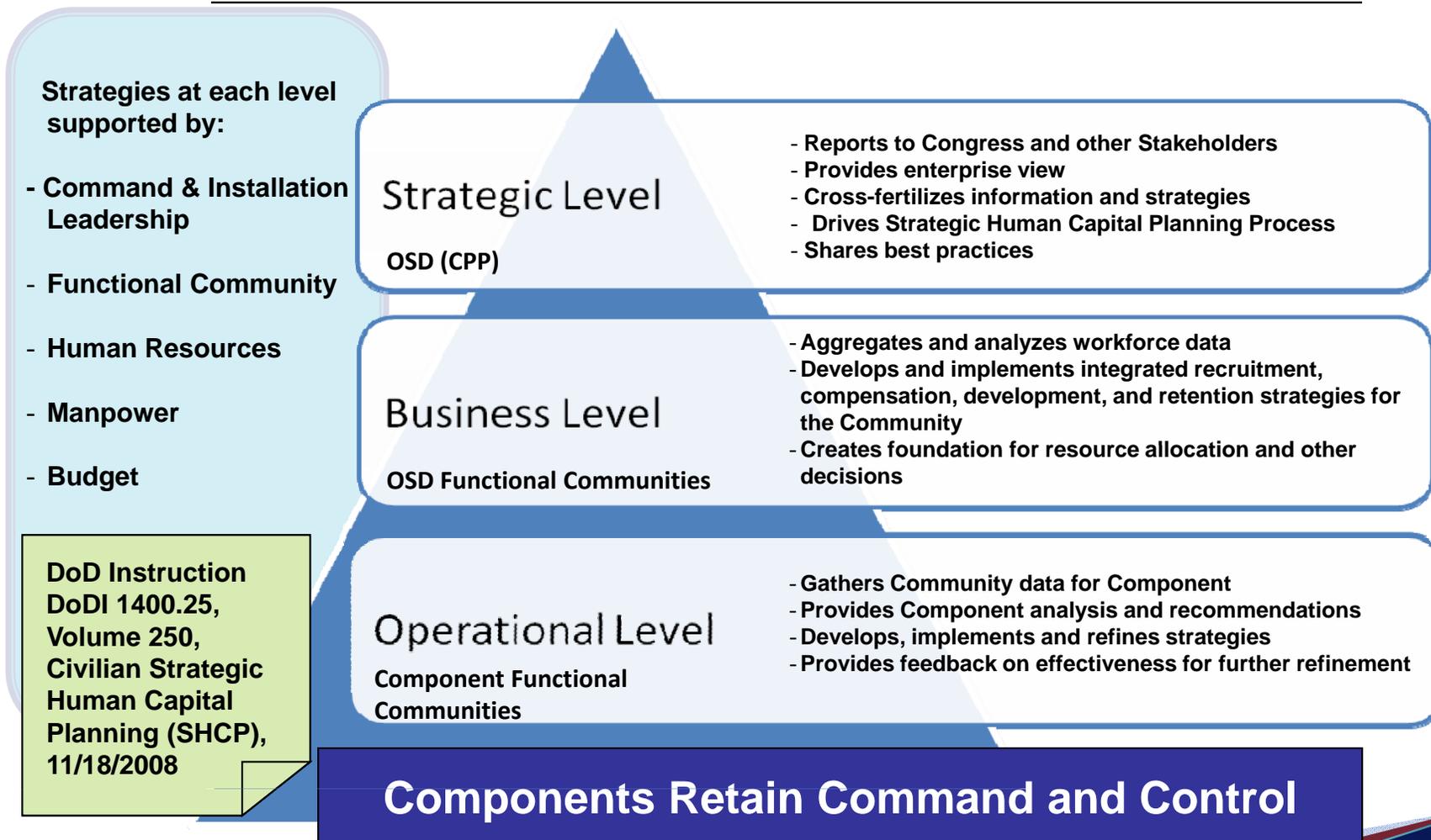
- **Civilians are key force providers**
 - **Need to ensure the capabilities (numbers) and the competencies (skill set) to meet current and future (7 years out) mission requirements**
- **Civilians are, and will continue to be, called to support contingency operations**
 - **Requires a civilian expeditionary force that is ready, trained, and cleared, and whose capabilities can be easily identified**
- **Retirement wave could deplete the Department of skills necessary to mission success**
 - **Robust pipeline/succession plans need to be developed to ensure capabilities are in place and knowledge transfer is occurring**
- **An optimum workforce balance of military/civilian and contractors must be achieved**
- **The Department must be positioned to compete for skilled talent**
- **Planning is a statutory requirement (NDAA 06, 07 and 10)**
 - **Also included in QDR, page 55**

Strategic Human Capital Management

Drivers	Enablers	Impact
<p><u>National Defense Authorization Act (NDAA)</u></p> <p><u>Emergent Missions</u></p> <ul style="list-style-type: none"> ▪ President Obama's Agenda ▪ NSC Objectives ▪ QDR Updates ▪ New Threats ▪ Evolving /Changing Responsibilities <p><u>DoD Program Initiatives</u></p> <ul style="list-style-type: none"> ▪ In-Sourcing ▪ Military /Civilian Conversions ▪ BRAC 	<ul style="list-style-type: none"> • A collaborative approach through OSD Functional Community Managers, supported by HR, Manpower, and Budget • Scoped enterprise-wide planning efforts by mission critical occupations (MCOs) • Managed centrally but executed de-centrally through Functional Community Managers (FCMs) 	<p>Workforce Forecasting</p> <ul style="list-style-type: none"> • Identifies current & future mission requirements • Identifies environmental factors/DoD goals • Analyzes demographic trends • Establishes recruitment/ retention goals <p>Competency Assessment</p> <ul style="list-style-type: none"> • Identifies knowledges, skills, abilities • Assesses gaps • Provides Readiness and Talent Index • Creates Talent Roadmap <p>Strategy Development</p> <ul style="list-style-type: none"> • Identifies requirements, e.g. POM • Defines acquisition, development, and retention strategies • Implements Succession planning

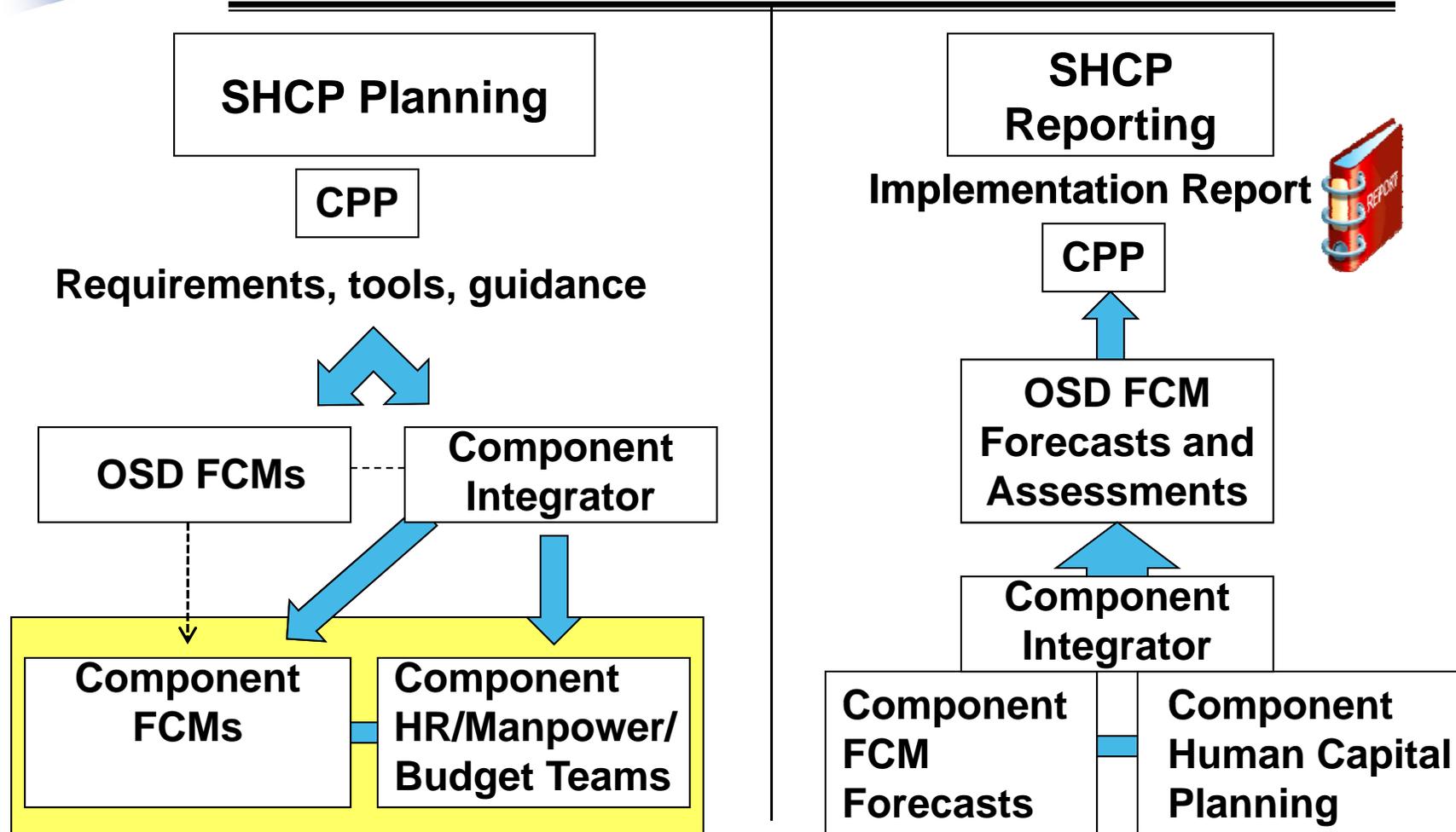
Overarching Goal: Shape and maintain a mission-ready workforce

Strategic Human Capital Planning via a Collaborative Approach



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Strategic Human Capital Planning Relationships



Most Functional Communities are aligned with Mission Critical Occupations

MCOs represent occupations that are key to current/future mission requirements, as well as those that present a challenge regarding recruitment and retention rates and for which succession planning is needed.

- Acquisition
- Engineering (Construction)
- Financial Management
- Human Resources
- Information Technology Mgmt
- Installations & Environment
- Intelligence
- Law Enforcement
- Linguists/Language
- Logistics Mgmt (non-DAWIA)
- Medical
- Security

MCO Description	MCO (Series)
Contracting	1102
Quality Assurance	1910
Civil Engineering	0810
Financial Administration	0501
Accounting	0510
Auditing	0511
Budget Analysis	0560
Human Resources	0201
Computer Engineering	0854
Electronics Engineering	0855
Information Technology Management	2210
Computer Science	1550
Safety & Occupational Health	0018
Firefighter	0081
Intelligence	132
Police	0083
Language Specialist	1040
Logistics Management	0346
Medical Officer	0602
Nurse	0610
Pharmacist	0660
Psychologist	0180
Social Work	0185
Security Administration	0080

Executives and Senior Professionals
 Expeditionary Leadership
 National Security Professionals
 Language Capabilities
 Science & Technology – Modeling & Simulation

} Cut across occupations



Proposed Approach to Competency Management

- At the DoD level, will focus on a limited number of occupations
- Competencies will be developed enterprise-wide, with Component add-on's as needed
- Will use a standard process to identify/validate enterprise-wide competencies
- Valid competencies will be entered into Oracle Self-Serve; pilot scheduled for FY 10
- Components can undertake competency development in addition to DoD occupations; however, effort must be coordinated across the Components

DoD Competency Pilot - A Three Phase Approach

Phase 1
Oracle Tool

- Uses existing validated Enterprise Competencies
- Tests process of loading competencies into tool
- Pilot Competency Focus: Leadership, Contracting, & Logistics

Phase 2
Processes

- Uses existing validated Component Competencies
- Tests process of reaching consensus on additional common Enterprise-Wide Competencies
- Competency Focus: IT, Financial, HR

Phase 3
Transition

- Uses existing validated Component Competencies
- Tests ability to load remaining existing component competencies into Oracle Competency tool



Functional Community Managers:

Medical Financial Acquisition

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Medical Functional Community

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SERIES COVERED:

All occupations in 06XX Occupational Category, Psychologist-0180 and Social Work-0185

FOCUSED MISSION CRITICAL OCCUPATIONS:

0602 Medical Officer
0610 Nurse
0660 Pharmacist
0180 Psychologist
0185 Social Work

FUNCTIONAL COMMUNITY MANAGER:

Ms. Maureen Viall, Chief Human Capital Officer, ASD Health Affairs

COMPONENT FCMS:

AF: Maj Gen Kimberly Siniscalchi, AF/SG1
DON: J. Jerry LaCamera, Director, Total Force Navy Medicine,
AR: Ms. Joann Robertson, HR Director MEDCOM,
DTRA: John Jacocks, Chief Medical Officer, Occupational Health Division (BE-BP)

Key Mission Imperatives Supported:

- Care for Wounded Warriors
- In-sourcing
- Joint basing (JTF CAPMED) (METC)

Challenges:

- Competition with the Private Sector
- Aging Workforce
- Keep pace with the growing needs of the Medical workforce
- Repeal of NSPS

Strategies:

- Develop and execute a multi-pronged recruitment/compensation plan

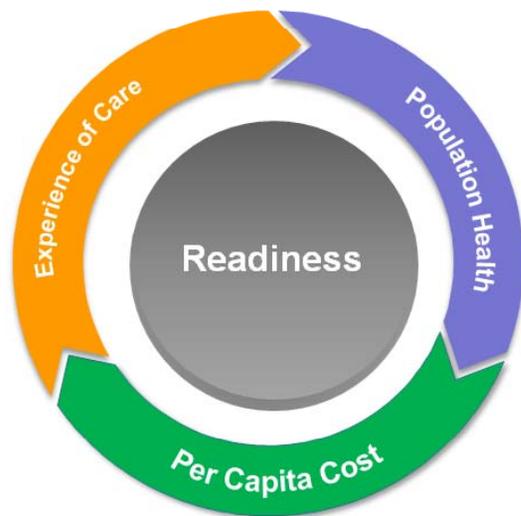


What is MHS?

- A mission-focused team of 130,000 health care professionals serving 9.6 million beneficiaries
- Partnerships with:
 - Network of more than 200,000 civilian TRICARE providers
 - Department of Veterans Affairs/VHA
 - Civilian facilities across the country
 - Medical leaders in government and academia
- World-class facilities; 70 hospitals, 413 medical clinics, and 413 dental clinics
- A robust research and education infrastructure, including the Uniformed Services University of the Health Sciences (USUHS) Bethesda - "The Nation's Medical School"
- Tri-Service campus for health education in San Antonio, TX and arguably the best set of integrated Graduate Medical Education programs in the world

MHS Mission Imperatives

- Quadruple Aim defines the MHS strategic imperatives



Enabling a medically ready force, a ready medical force, and resiliency of all MHS personnel.



Managing the cost of providing care for the population. Eliminate waste and reduce unwarranted variation; reward outcomes, not outputs.



Patient and family centered care that is seamless and integrated. Providing patients the care they need, exactly when and where they need it.



Improving quality and health outcomes for a defined population. Advocating and incentivizing healthy behaviors.



How We Define Success

- Workforce forecasting
 - PHRAMS – Psychological Health Risk-Adjusted Model for Staffing
- Competency assessment
 - Critical care nurses
 - Perioperative nurses
 - Medical/surgical nurses
 - Emergency/trauma nurses
 - Adult psychiatric and mental health nurse practitioner
- Strategy development
 - Human Capital Strategic Plan Refresh
- Partnerships
 - Title 38 authorities
- Succession planning



MHS Human Capital Office Accomplishments

Human Capital Lifecycle	<ul style="list-style-type: none"> – Developed Tri-Service Special Pay and Incentive Matrix – Identified areas for trend analysis to impact current and future incentives (e.g., Take Rates) – Created Health Professionals Financial Assistance Program (Formerly known as CHPS) – Track and market military spouse hiring authorities – Created an online toolkit to help job seekers learn more about health jobs available in the military health system – Created a guide to help service recruiters use social media to recruit generations X & Y
	<ul style="list-style-type: none"> – Identified potential external training opportunities military and civilian; potential partnering with the VA Nursing Academy – Developed a list of the medical education classes for 5 prioritized jobs
	<ul style="list-style-type: none"> – Researched internal and external civilian leadership development opportunities and programs – Developed common definitions for Career Pathing and Leadership Development – Established the Building Stronger Female Leaders in MHS award
	<ul style="list-style-type: none"> – Developed Competency Framework / Model for Critical Care Nurses, Perioperative Nurses, Med/Surg Nurses, Emergency/Trauma Nurses, Adult Psychiatric and Mental Health Nurses, Clinical Psychologists, and Licensed Social Workers – Developed database to capture Service Competency similarities and differences



MHS Human Capital Office Accomplishments (continued)

<p>Partnerships with Internal and External organizations</p>	<ul style="list-style-type: none"> ▪ Established a Tri-Service Human Capital community which include DoD stakeholders <ul style="list-style-type: none"> ◦ Monthly Steering Committee meeting, Bi-Monthly Working Group Meetings ▪ Serves as MHS advisor to Commander of JTF CapMed ▪ Partners with VA and PHS as well as schools and universities (USC, NOVA, etc.) ▪ Title 38 Conference ▪ Developed MHS Internship Program across five functional areas ▪ Designated as FCM for all DoD civilian healthcare professionals
<p>Information Management Information Technology</p>	<ul style="list-style-type: none"> ▪ Established a working relationship between Service CIOs and MHS HR community ▪ Served as PHRAMS and DHMRSi Functional Proponent ▪ DMHRSi fully deployed – on schedule; largest implementation of integrated enterprise resource planning in DoD ▪ Identified portfolio of HR data systems in DoD
<p>Policy</p>	<ul style="list-style-type: none"> ▪ Established OSD(HA) Leave Administration Procedures for Civilian Employees ▪ Pandemic Influenza 2009 Work Procedures ▪ Usage Guidelines for Application for the Civilian Health Professions Scholarship Program



Other Issues of Interest

- Standardization of healthcare occupations
- Wounded, ill, and injured care coordination for service members and family member entitlements
- Ensuring access to compassionate, patient-centered care by implementing the Patient-Centered Medical Home
- Continuing our transformation to a coherent and integrated system:
 - Joint Task Force Capital Medical (JTF CAPMED)
 - Research and development
 - Shared headquarters (BRAC)



Financial Functional Community

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Financial Management Functional Community Snapshot

SERIES COVERED: All series in the 0500 Budget and Accounting Group

FOCUSED MISSION CRITICAL OCCUPATIONS:

0501- Financial Administration
0510 - Accounting
0511 - Auditing
0560 - Budget Analysis

FUNCTIONAL COMMUNITY MANAGER:

Ms. Sandra Gregory, Special Assistant to the USD (Comptroller) and Chief, Office of DoD Financial Workforce Management

COMPONENT FCMS:

ARMY: Mr. Terry Placek (05XX)
NAVY: Mr. John W. McNair (0501, 0510, 560);
Mr. Randall Exley (0511)
Ms. Gaye Evans (05XX)
AF: Mr Doug Bennett (0501, 0510, 0560);
Ms. Judith Simon (0511)
Mr. Wes Breeding ((05XX)
DOD: 20+ DoD CFCMs

Key Mission Imperatives Supported:

- Increased Engagements with CFCMs
- Focused on Developing & Training the FM Workforce
- Executing In-Sourcing Goals and Optimizing Workforce Mix

Challenges:

- In-sourcing
- Aging workforce mix
- Increased workload

Strategies:

- Prepare and execute recruitment plans to address key environmental influences, and provide oversight and guidance for managing the DoD FM career field
- Leverage Component Functional Community Manager (CFCM) Working Group
- Partner with the Services and Defense Agencies to enhance their financial management workforce in the areas of training and total workforce development



Financial Management (FM) Key Initiatives

- **Expanded DoD Office of Financial Workforce Management from 1 to 3 people (+ 2 GS-15s)**
- **Executed FY 2010 FM Challenge Fund**
- **Developing FM Community Professional Development with FM Super Website**
- **Participating with In-sourcing Initiative**
- **Continued Civilian Expeditionary Workforce (CEW) engagement**
- **Engaged in Internship Opportunities**

Financial Management Functional Community



Expanded DoD Office of Financial Workforce Management

- **Created Financial Workforce Management (FWM) Office by Under Secretary of Defense (Comptroller) in April 2009**
 - Expanded office in late 2009 to meet growing needs

- **Purpose: Serves as the Functional Community Manager (FCM) and to focus on areas of concern within the 5XX career field**
 - Serves as cross-functional experts
 - Manages several USD(C) boards

Financial Management Functional Community



Executed the FY10 Challenge Fund

- **Kicked off initiative by USD(C) to encourage creation of innovative professional development opportunities**
 - **Build analytical skills**
 - **Create and promote non-traditional learning opportunities**
 - **Create and promote life-long learning opportunities**
 - **Promote financial management expeditionary workforce capabilities**
 - **Encourage cost awareness**

- **82 submissions received via web inputs**

- **5 finalists awarded approximately \$2M in the FY10 budget to bring their idea to fruition**

Financial Management Functional Community

The FY 2010 Challenge Fund Finalists

“The ERP Effect” – *Defense Finance and Accounting Service*

- Develop simulated real-world training in a virtual learning environment focusing on Enterprise Resource Planning (ERP) initiatives. The project includes simulating transaction processing while the virtual world impact is illustrated simultaneously.

“Knowledge Management Training” – *Defense Logistics Agency*

- Develop a process to capture, transfer, retain, and reuse knowledge among the workforce. One hour modules of knowledge and learning will be captured and made available for viewing on a continuous basis.

“Online Fiscal Law Refresher Training” – *Navy*

- Develop an online fiscal law refresher class to meet the Financial Management Regulation fiscal law training requirement and to provide the financial management community the ability to obtain this training in an easy to use e-learning format.

The FY 2010 Challenge Fund Finalists

“FM Team” – Air Force

- Develop and field a multi-purpose website for the Department workforce that will serve as an online catalog of professional training opportunities for financial management personnel and support career-long learning objectives.

“FMK Update Webcasts” – Defense Acquisition University

- Develop quarterly broadcasts, fed over the internet, that highlight changes to the Financial Management Regulation. The webcasts will be recorded and posted to a central location and will available for viewing continuously.

“FM Webinars” – Defense Acquisition University

- Develop financial management webinars, to be held twice a month, that will cover one or more of the financial management areas of emphasis including cost analysis; budget policies; planning, programming, budgeting, and execution; congressional enactment; fiscal law; and budget execution.

***Here’s how we are using a Challenge Fund Winner
in an overall bigger project. . . .***



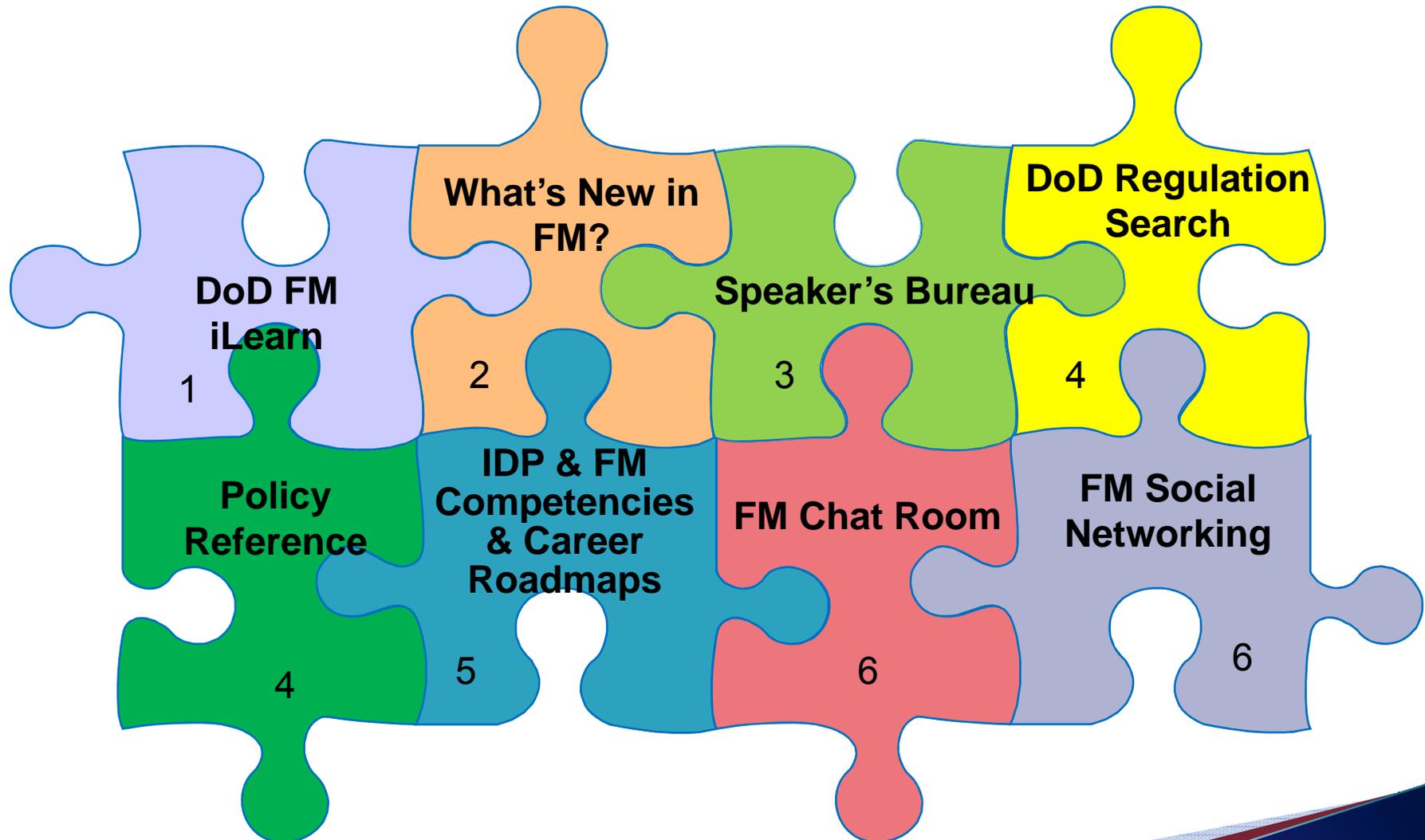
Developing FM Super Website

- **One-stop shopping for all FM education and training opportunities in DoD**
 - **On-line catalog with search capability**
 - **Ranking of courses – put the stars on the courses**
 - **Transparency and ease of use**

- **The FM iLearn will be the first step in the larger website**

Financial Management Functional Community

DoD Financial Management Super Website



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Participating with In-Sourcing

- **Resource Management Decision (RMD) 802 decreased funding for contract support and increased funding for DoD civilian employees**
- **As the Functional Community Manager we collaborated with Components to assist with the execution of their in-sourcing plans**
- **Watching overall impact**

Financial Management Functional Community



Civilian Expeditionary Workforce

- **Working with USD (P&R) to determine Financial Management deployable index and readiness index**
- **Reviewing methods to capture and maintain data on deployable personnel**
- **Coordinating with Components and Defense Agencies to prepare standard operating procedures**

Financial Management Functional Community

Engaged in Internships

- FY 2010 NDAA, Section 1112 focuses on the Acquisition and FM communities
- Presidential Management Fellows (PMF)-like program is being considered
- This could help with auditability of financial statements in the Department
- Also could be a springboard for PMF-like interns throughout FM occupations



Acquisition Functional Community

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Acquisition Functional Community Snapshot

SERIES COVERED:

Various

FOCUSED “Acquisition” MISSION CRITICAL FUNCTIONS:

Systems Engineering
Program Management
Contracting
Cost Estimating
Life Cycle Logistics
Information Technology (Acquisition)
Quality
Developmental Test and Evaluation

FUNCTIONAL COMMUNITY MANAGER:

Mr. Frank J. Anderson, Director, AT&L Human Capital Initiatives

COMPONENT FCMS:

AF: Mr. Pat Hogan
DON: Ms. Rene Thomas-Rizzo
AR: LTG William Phillips
4th Est: Mr. Jeff Birch

Key Mission Imperatives Supported:

- Support for ongoing conflicts
- Acquisition Reform
- Acquisition of Services
- Strengthen the Acquisition Workforce

Workforce Challenges:

- Strategically improve workforce capability and quality across all acquisition mission areas
- Bolster in-house capability for key acquisition technical and business functions
- Bolster contract management and oversight capability

Strategies:

- Targeted growth of organic workforce
- Rebalancing government/contractor mix
- Strong quality focus on all initiatives to support workforce and acquisition outcome success



Leadership – Strengthen Acquisition Workforce

- President's March 4, 2009 Memo on Government Contracting – right workforce capability
- Secretary of Defense Announcement April 2009 – improve acquisition workforce
- OMB Memo's July 2009 – Improve Acquisition and Multi-Sector Workforce Management
- Active Congressional efforts
 - Defense Acquisition Workforce Development Fund
 - Weapon Systems Acquisition Reform Act of 2009
- Acquisition Reform



Acquisition Community Key Workforce Initiatives

- Organic Workforce Growth in-progress
 - Systems engineering, Contracting, etc.

- Acquisition In-Sourcing in-progress
 - Key focus on rebalancing to strengthen in-house systems engineering and program management capability

- Other Workforce Quality Initiatives



Human Capital Strategic Plan

- In-synch with DoD Human Capital Plan
- Enterprise Strategy, Analytics, Initiatives
- Appendices
 - 8 Acquisition Career Fields (90% of 130,000 Workforce)
 - Army, Navy, AF, DCMA
 - Critical Positions, Military
 - Workforce Recognition and Awards
- Senior Leadership Governance
 - Defense Acquisition Senior Steering Board



Panel Discussion

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Thank You

Please remember to fill out the evaluation form located in your program and drop it off at the back of the room or at the registration desk.

Presentations will be posted on the Summit website at the conclusion the of event.



Backup Slides

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Recognition of Mission Imperatives

- Sustain the All Volunteer Force
- Support Engagements in Iraq and Afghanistan
- Ensure Readiness to Meet Emergent Threats
- Care for Wounded Warriors
- Implement BRAC/ Joint Basing
- Effect In-Sourcing Mandate

BASIS FOR CIVILIAN STRATEGIC HUMAN CAPITAL MANAGEMENT PLAN

FCM Responsibilities

Mission: Assist in the Management of the Readiness of Their Community

Workforce Forecasting

- Identify current and future mission requirements
- Identify environmental factors/Departmental goals
- Identify mission critical occupations & skills and expeditionary requirements
- Analyze demographic trends (attrition/retirement)
- Establish recruitment/retention goals

Competency Assessment

- Identify mission critical occupations & skills, and expeditionary requirements
- Identify Competencies and assess gaps

Strategy Development

- Develop a Plan to address workforce & competency gaps with results-oriented goals
- Identify requirements, e.g. POM

Supporting functions

Readiness & Talent Index Sustainment
 Succession planning to sustain knowledge continuum
 Monitoring, assessing, adjusting
 Annual SHCP Implementation Report input for submission to Congress

An Enterprise Resource Planning (ERP) application that allows managers and employees to access/manage information in a paperless environment

Capabilities

- Enterprise, Component, Organizational, & Functional Access
- Employee Access to Competency Records
 - View/update competencies/proficiency level, as well as when/how acquired
- Manager Access to Employee Competency Records
 - View/update employee competencies
 - Verify/certify employee proficiency level, as well as when/how acquired
- Certification, Licenses, and Training
- Suitability Matching
 - Skill/Person Locator

Benefits

- Increased accuracy and timeliness through single point of entry for managers and employees
- Increased worker productivity
- Supports career development regarding position competencies
- Speeds processes using automated workflow

