WWHR

Empowering Our Greatest Asset

Charting a Course for Workforce Planning and Competency Management

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Celebrating 10 YEARS

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Department of Defense

Human Capital Management:
A High Risk Area for the DoD

House Armed Services Committee Hearing, July 14 2011

The Honorable Buck McKeon, Chairman of the House Armed Services Committee (HASC)

"Most of the federal government, *particularly the Department of Defense*, has done such a woeful job in his area."

"I find it disheartening that Congress actually had to step in and require this analysis because DoD paid little or no attention to something so logical and so critical as workforce management."

Congresswoman Vicky Hartzler, HASC

"Are there end date goals that have been set? [for competency gap assessment]"….This needs to be done quickly…"

Brenda Farrell, GAO, Director of Defense Capabilities and Management

"DOD has taken some positive steps…DOD has made limited, progress, however, in identifying the skills and competency gaps that its workforce needs."

Why is DoD-wide Workforce Planning Important?

To be able to efficiently attract, develop, and retain a diverse, agile and competent workforce that can rapidly adapt and respond to evolving mission sets in support of the warfighter.

- DoD has nearly 800,000 civilians in over 640 occupations
- Workforce plans are required by law (10 USC 115b)
- Policy is contained in Department of Defense Instruction (DoDI) 1400.25, Volume 250

What is Competency Management?

What Is Competency Based Management?

Current definitions in DoDI 1400.25, Volume 250:

- Competency Management is a systematic approach to evaluating and effectively aligning employee competencies with mission and job requirements throughout the human capital life cycle.
- A competency is an (observable) measurable pattern of knowledge, abilities, skills, and other characteristics that individuals need in order to successfully perform their work.

What Are Enterprise Competencies?

- Competencies that are determined to be common across Components and that are validated DoD-wide for use in human capital life cycle management. The primary development and implementation focus is on DoD **Mission Critical Occupations.**

Drivers

National Defense Authorization Act (NDAA)

Emergent Missions

- President Obama's Agenda
- NSC Objectives
- QDR Updates
- New Threats
- Evolving/Changing Responsibilities

DoD Program Initiatives

- In-Sourcing
- BRAC
- Efficiency Reviews
- Hiring Reform

Enablers

A Collaborative Approach

- Led by OSD Functional Community Managers (OFCMs)
- Supported by HR, Manpower, Budget

Enterprise Planning

- Focus on Mission Critical Occupations (MCOs)
- Cascaded through the Components, Defense Agencies, and Combatant Commands thru Component FCMs and Integrators
- Managed centrally but executed de-centrally through OFCMs, CFCMs, Component Integrators, and others

Impact

Workforce Planning and Forecasting

- Aligned with budget & manpower processes
- Identifies environmental factors and mission goals
- Analyzes demographic/market trends
- Establishes recruitment/retention goals

Competency Assessment

- Identifies and defines mission-based competencies
- Assesses gaps
- Provides a basis for individual development and career planning

Strategy Development

- Identifies requirements, e.g. POM
- Defines recruiting, development, and retention strategies
- Implements succession planning

Strategic Human Capital Planning via a Collaborative Approach

Strategies at each level supported by:

- Leadership
- Functional Community
- Human Resources
- Manpower
- Budget

Strategic Level

OSD (CPP)

- Reports to Congress and other stakeholders
- Provides enterprise view
- Cross-fertilizes information and strategies
- Drives Strategic Human Capital Planning Process
- Shares best practices

Business Level

OSD Functional Communities

- Aggregates and analyzes workforce data
- Develops and implements integrated recruitment, compensation, development, and retention strategies for the Community
- Creates foundation for resource allocation and other decisions

Operational Level

Component Functional Communities & Integrators

- Gathers Community data for Component
- Provides Component analysis and recommendations
- Develops, implements and refines strategies
- Provides feedback on effectiveness for further refinement

DoD Instruction DoDI 1400.25, Volume 250, Civilian Strategic Human Capital Planning (SHCP), 11/18/2008

Components Retain Command and Control

DoD Strategic Workforce Planning

780,000+ DoD Civilians

FUNCTIONAL COMMUNITIES

- Acquisition
- Civil Engineering
- Financial Management
- Information Technology
- Law Enforcement

Cover 80% of the civilian workforce

REQUIREMENTS

- Mission
- Manpower
- Resource

vs.

WORKFORCE

- Competencies
- Proficiency Levels
- Forecasts
- Career Paths

GAP ANALYSIS

- **S** *trengths*
- **W** *eaknesses*
- **O** *pportunities*
- **T** *hreats/Risks*

STRATEGIES TO CLOSE GAPS

- **Recruitment**
- **Retention**
- **Succession**
- **Development**

Rolling Wave Model for Maturing MCOs

SET DIRECTION

- Appoint/Engage OFCMs
- Appoint/Engage CFCMs
- Appoint/Engage SHCM Integrators
- Communicate Roles
- Meet with Team

ANALYZE WORKFORCE

- Conduct Environment Scan
- Coordinate with Components
- Identify & Assess Workforce Mix
- Analyze Civilian Workforce Forecast
- Identify Competencies
- Conduct Gap Analysis Competencies/R&R
- Identify Recruitment and Retention Goals
- Identify Strategies
- Identify Funding to Implement Strategies

IMPLEMENT STRATEGY

- Set Results-Oriented Performance Measures
- Share Goals with Team
- Deploy Competencies in ECMS Tool
- Request Authorities and Legislation
- Develop/Deploy Recruitment and Retention Strategies

MONITOR PROGRESS

- Track Recruitment and Retention Strategies
- Refresh MCOs
- Draft New Policy
- Monitor Measures
- Report Progress

-The Department's approach for deploying SHCP across the enterprise

-Demonstrates the key activities within each stage of the SHCP process

-Accounts for multiple focus areas and levels of effort across a large, complex organization

Functional Community Definition

- **A group of one or more occupational specialties with common functions, competencies, and career paths to accomplish a specific part of the DoD mission.**
- **Functional communities engage in workforce planning to ensure mission accomplishment by:**
  - Preparing for emerging missions and changing work requirements
  - Developing competency models, assessing workforce competencies, and identifying mission-critical workforce gaps
  - Identifying recruitment, development, and retention strategies to fill workforce gaps
  - Providing career roadmaps with a “line of sight” for employee career development
  - Advocating individual competency assessments and development plans to help employees progress and meet professional standards

FY 09-10 Functional Communities & MCOs

USD	Functional Community	Critical Occupation	Series
USD ATL	Acquisition	Contracting	1102
		Quality Assurance	1910
	Civil Engineering	Civil Engineers	0810
	Installation & Environment	Fire Protection & Prevention	0081
		Safety & Occupational Health Management	0018
	Logistics	Logistics Management	0346
	Science & Technology	Cross-Cutting Workforce	TBD
USD P&R	Civilian Expeditionary Workforce	Cross-Cutting Workforce	Multiple
	Human Resources	Human Resources Management (Civilian)	0201
	Law Enforcement	Police	0083
	Leadership	Cross-Cutting Workforce	Multiple
	Linguistics/Language	Language Specialist	1040
	Medical	Clinical Psychology	0180
		Social Work	0185
		Medical Officer	0602
		Nurse	0610
		Pharmacist	0660
	National Security Professionals	Cross-Cutting Workforce	Multiple
	Senior Executive Service	Cross-Cutting Workforce	Multiple
DoD CIO	Information Technology	Computer Engineering	0854
		Electronics Engineering	0855
		Computer Scientist	1550
		IT Specialist	2210
USD Comptroller	Financial Management	Financial Management	0501
		Accounting	0510
		Auditing	0511
		Budget	0560
USD Intel	Intelligence	Intelligence	0132
	Security	Security Specialist	0080

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Where We Have Been, Where We Are Going…

- **FY 09:** Focus on workforce forecasting based on mission requirements
- **FY 10: Three focus areas:**
  - More strategic approach to forecasting
  - Recruitment/retention strategies to address forecast requirements
  - Identification of core competencies for mission critical occupations (MCOs)
- **FY 11-12: Recalibrate and expand:**
  - Expansion of functional communities across DoD
  - Redefining MCOs
  - Identifying core enterprise competencies
  - Identification of career roadmaps for the MCOs
  - Further implementation of recruitment/retention strategies
- **FY 13-15: Implement:**
  - Assess workforce competency gaps

Proposed DoD Functional Community Expansion

CURRENT STATE

FY 08-10

- **DoD Functional Communities:**
  - Cover <40% of workforce
  - 12 Functional Communities
  - 24 Mission Critical Occupations
- **5 Cross-cutting MC Functions**
  - SES, Leadership, CEW, National Security Professional, S&T Research Labs

FUTURE STATE

FY 11+

- **DoD Functional Communities:**
  - Expanded to cover over 80% of workforce
  - 24 Functional Communities
  - Redefined criteria for:
    - Mission Critical Occupations and Functions
- **Cross-cutting MC Functions:**
  - SES

Component Cross-Walk

- Army: Will cover 100% of the workforce in 31 career programs
- Air Force: Covers 75% of the workforce in 22 career programs – with Force Support covering multiple areas
- DoN: Has no defined career programs, but follows the DoD FCM structure
- 4th Estate: Components are at varying levels of maturity in developing career management structures

- *In AF and Army career programs, some job series are assigned to multiple career programs*
  - *Examples: 0301, 0340, 0343*

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Challenges for the future

- Current planning effort is not adequate
  - Captures too few occupations
  - Does not support long-term, total force planning
- Expanded Functional Community planning
  - Plan will cover health of >80% of the workforce
  - Detailed focus on a subset of mission-critical occupations based on redefined criteria
  - Competency gap assessment to inform human capital strategies
  - Meet targets in results-oriented performance measures

Managers' Role

If you DON'T do this…	You will get this…
Workforce planning	Desperation hires; reactive approach to recruitment
Early collaboration with HR	Tactical "one at a time" fills
Active recruiting for hard-to-fill vacancies	Not enough well-qualified candidates on certificates
Encourage your employees to submit & update their resumes	Your 'name requests' will not appear on certificates
Market your vacancies	Not enough well-qualified candidates on certificates; same names continue to appear on certificates; your 'name requests' will not appear on certificates
Make selections and return candidate certificates to HR within established timeline	No change or increased end-to-end recruitment time due to holding up the certificate
Make initial contact with your selectee (as allowed by your Component or Service Agency)	Lower acceptance rates
Improve the on-boarding experience	Decreased retention and productivity

How can HR help with Strategic Human Capital Planning?

- **Engage:** Actively engage as Strategic Advisors to OSD and Component FCMs and hiring managers
- **Facilitate:** Assist FCMs to integrate with manpower, budget, and other stakeholders in developing Strategic Workforce Plans
- **Analyze:** Assist with analyzing workforce data and environmental scans
- **Identify Strategies:** Assist FCMs with developing, refining, and implementing recruitment and retention strategies and identifying opportunities for additional flexibilities
- **Communicate & Implement:** Ensure recruitment, retention, and compensation initiatives are communicated and implemented
- **Share:** Share success stories from Components, communities, other agencies, and private industry

Enterprise Competency Management

- The Enterprise Competency Management Framework:
  - Defines the market basket of functional competencies that employees in a career field should possess from entry though senior levels based on current and emerging mission requirements;
  - Identifies and develops core competencies across DoD
  - Defines the "soft skills" needed to operate effectively
    - For example, leading …yourself, a project group, a large organization…
  - Supports development of the Strategic Workforce Plan

Provide a roadmap with a clear line of sight to enable employee development and career progression
&
Systematically develop talent that matches current and future DoD needs

ECM Deliverables

- **<u>Enterprise Competency Models</u> for mission critical occupations that support current and future mission and workforce requirements, and include:**
  - A common taxonomy for competency management (including approach, structure, content)
  - A common 5-level proficiency level scale (cross-walked to Component scales)
  - A standard inventory of core DoD-wide job tasks and KSAs (current +7 years)
  - Validation by approved job analysis methods for selection and development
  - Career roadmaps

- **<u>Enterprise Competency Management Tool</u>: An enterprise tool that will allow DoD, components, supervisors, and individuals to assess, monitor, and manage position and workforce competencies. The tool will:**
  - Provide an authoritative repository for enterprise competencies
  - Enable employees and supervisors to assess competencies
  - Enable gap analysis reporting at multiple levels

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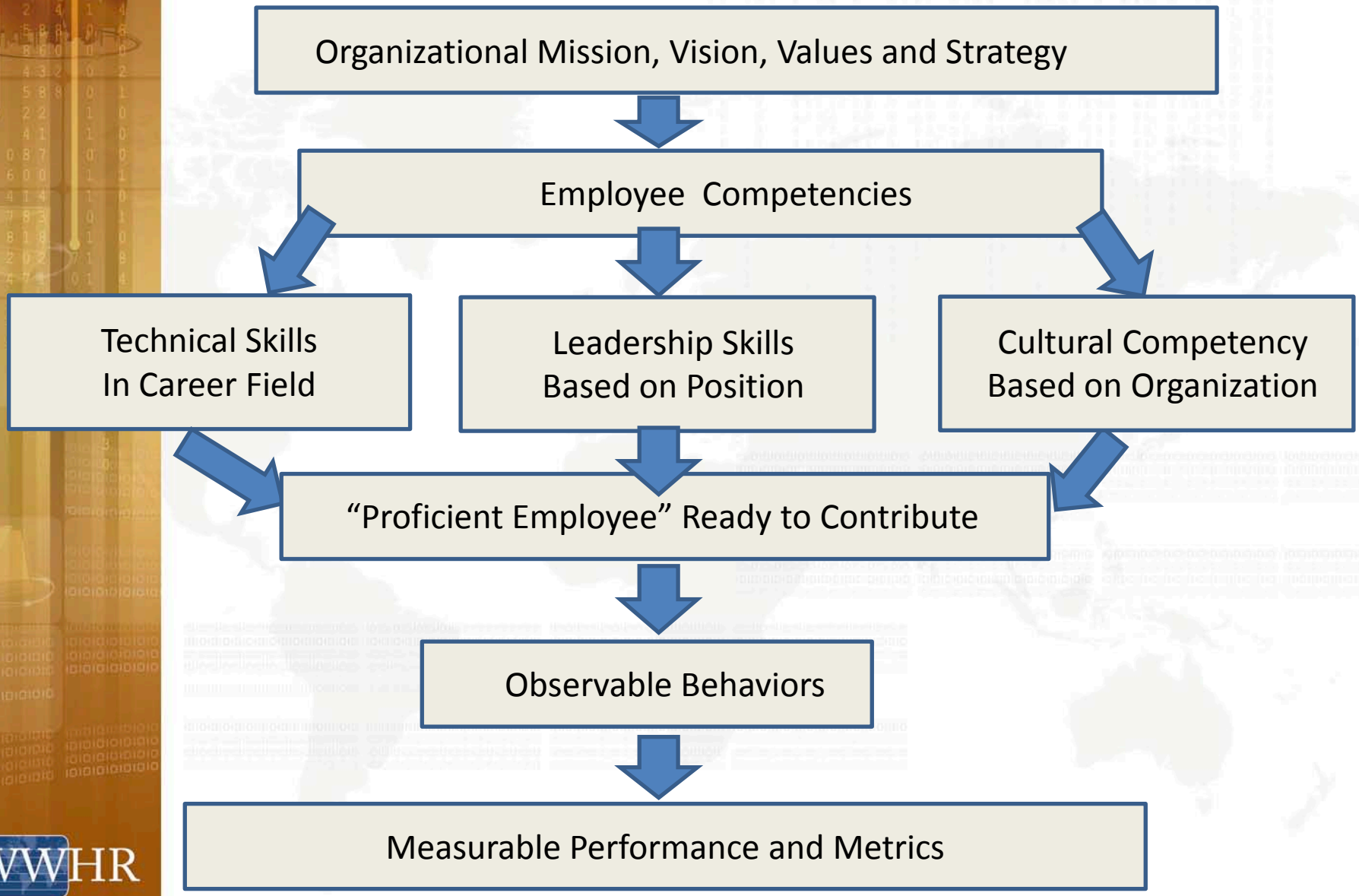
Creating a Line of Sight



Best Practice for Competency Structure

Project Management: Project Management is the art of creating accurate and effective schedules with a well-defined scope while being personally accountable for the execution and invested in the success of the project. People who exhibit this competency effectively and continuously manage risks and dependencies by making timely decisions ensuring the quality of the project.

1. Competency Name:

a brief description of the type of behaviors the competency addresses.

2. Competency Definition:

Describes the observable behaviors that represent proficiency in the competency

3. Proficiency Levels:

Behavioral descriptions representing demonstrated level of mastery. They are additive, building in complexity across the proficiency levels.

Proficiency Level 1:

Identifies risks and dependencies and communicates routinely to stakeholders

Appropriately escalates blocking issues when necessary

Understands project objectives, expected quality, metrics and the business case

Champions project to stakeholders and articulates the business value

Proficiency Level 3:

Develops systems to monitor risks and dependencies and report changes

Works effectively across disciplines and organizational boundaries to gain timely closures on decisions that impact own projects/solution/ Portfolio

Develops methods to track and report metrics, gains agreement on quality, and relates it to business value

Asks the right questions, resolves issues & applies creative solutions.

Proficiency Level 5:

Anticipates changing conditions and impact to risks and dependencies and takes preventive action

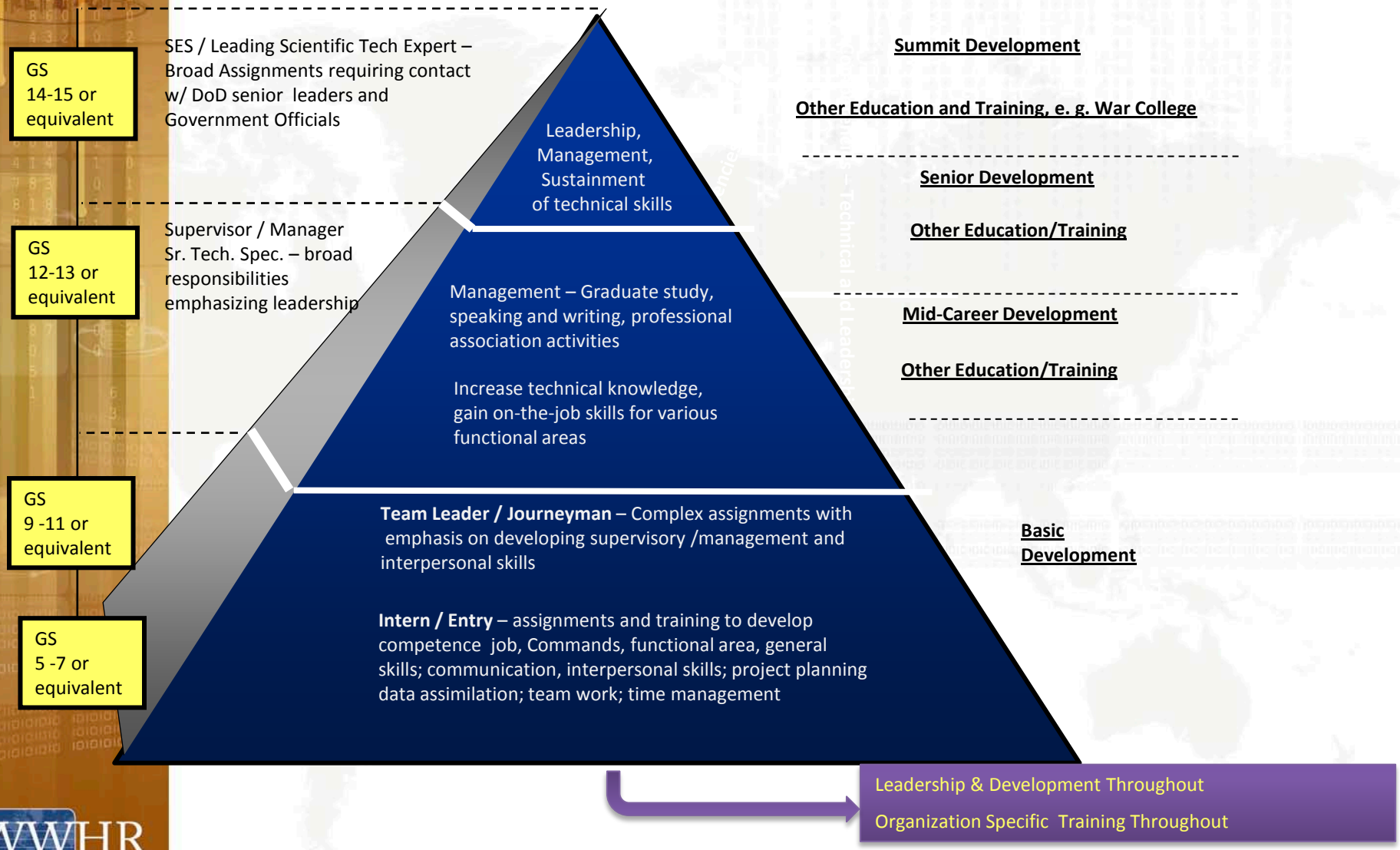
Effects timely, mutually beneficial outcomes and decisions that impact the whole product, multiple projects or portfolios

Evaluates quality and metrics based on return on investment and ensures alignment to business need

Proactively inspires others to take action on issues and implications that could prohibit projects success

Ref: Michael A. Campion et al (2011.) Doing Competencies well: Best Practices in Competency Modeling. *Personnel Psychology, 64, 225-262*

Career Roadmap



Challenges

- Identifying the right competencies *in very large workforces*
- Optimizing *limited resources* across the DoD
- Engaging SMEs to identify currency and relevancy of competencies for successful job performance
- Transitioning existing disparate Component competency efforts to the DoD competency management framework
- Engaging incumbents and supervisors to validate competencies
- Educating the workforce on competency-based management
- Identifying the governance structure for management of competencies
- Developing policies, processes, and procedures for implementation
- *Developing the right tools* that capture all aspects of competency use, track their impacts, and allow continuous maintenance
- Establishing enduring *leadership engagement and commitment*

DoD SHCP Next Steps

- Identify all Functional Community Managers (FCMs)
  - At DoD and Component levels
  - FCMs identify mission critical occupations based on new risk-based criteria
- FCMs continue to develop:
  - Current and future competencies
  - Career Roadmaps
  - Workforce gaps and strategies to close gaps
- DASD CPP (via SHCPD)
  - Provide overarching policy, guidance, and tools for workforce planning and competency management
  - Advise and train FCMs and Component Integrators
  - Create plans of action and milestones for implementing SWP and ECM policies and tools

Where can you find out more?

- SHCP website – coming soon!
- Component Integrators
- Leadership Functional Community
- Component Functional Community Managers
- Human Capital Strategic Advisors