

Department of Defense



2010

## Civilian Human Capital Management Report

Supporting the Warfighter Through  
A Capable, Agile, and Decisive Civilian Workforce



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# Purpose and Authority

This report meets the requirement of 5 Code of Federal Regulations (CFR) Part 250 to submit an annual Human Capital Management Report (HCMR) to the U.S. Office of Personnel Management (OPM). The HCMR helps both OPM and the reporting agency assess how well the agency's human capital programs and operations contribute to organizational performance and mission accomplishment.

## **Submit completed report to:**

U.S. Office of Personnel Management  
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# Contents

<b>Page</b>	<b>Section</b>
iv	Section I: General Information
1	Section II: Executive Summary
19	Section III: Goals, Actions, Results, Accountability, and Adjustments
21	Sub-Section A: Planning and Goal Setting
26	Sub-Section B: Goal 1 - World Class Enterprise Leaders
36	Sub-Section C: Goal 2 - Mission Ready Workforce
73	Sub-Section D: Goal 3 - Results-Oriented Performance Culture
84	Sub-Section E: Goal 4 - Enterprise Human Resources Support
101	Sub-Section F: Evaluating Results
102	Part I: Accountability and Compliance
126	Part II: Human Capital Accountability Resource Community
128	Part III: Civilian Human Capital Strategic Plan 2006-2010
134	Section IV: HCAAF Systems, Standards, and Metrics
137	Section V: Appendices

\* Photos for this report were obtained courtesy of the Army, Navy, Air Force, and Marines

# Appendices

<b>Order</b>	<b>Description</b>
A	Current and Pending Human Capital Legislation
B	Good News Stories
C	Wellness Action Plan
D	Employee Engagement Action Plan
E	Hiring Reform Action Plan
F	Functional Community Management
G	Veterans Recruitment and Employment
H	Acronyms





## Section I: General Information

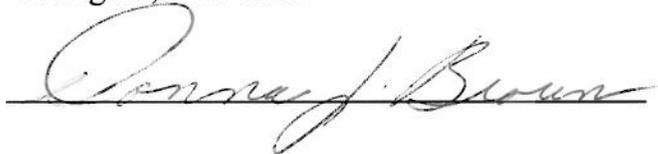
# Section I:

General Information

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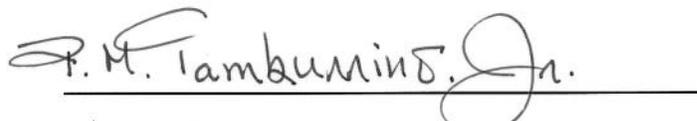
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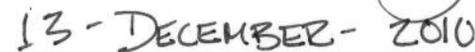
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## Section II: Executive Summary

# Section II:

## Executive Summary

“More than 700,000 civilian employees work every day for the Department of Defense. We have a remarkable workforce that confronts challenges that can only be described as extraordinary in every way. We also bear, along with those in uniform, a sacred responsibility to protect and defend our fellow citizens. It is the responsibility of all of us to ensure that our civilian workforce is up to the task of protecting the American people. To succeed in carrying out the complex tasks of the Department, we must enable all of our employees to excel in their jobs. We must compensate them commensurate with their responsibilities. And we must provide them with a quality of work life that fosters dedication over the long term.”

*Excerpt from a speech to the American Federation of Government Employees as delivered by Deputy Secretary of Defense William J. Lynn, III, Washington, DC, February 20, 2010.*

As emphasized by the Honorable William J. Lynn in addressing the American Federation of Government Employees, success in carrying out the increasingly complex tasks of the Department of Defense (DoD) is contingent upon our ability to ensure that the civilian workforce is both fully equipped and appropriately motivated to engage, excel, and persevere in their commitment to national defense. Recognizing that our institutions are no stronger than the people who work in them, it is no coincidence that the Deputy Secretary’s remarks in February 2010, reflected the focus of Fiscal Year (FY) 2010 DoD Human Capital Management (HCM) efforts described in this report.

FY 2010 ushered in a period of significant challenge and achievement in management of the DoD civilian workforce. Notable among the challenges was balancing internal requirements with external ones, such as those imposed by the FY 2010 National Defense Authorization Act (NDAA) and government-wide mandates from Office of Personnel Management and Office of Management Budget.

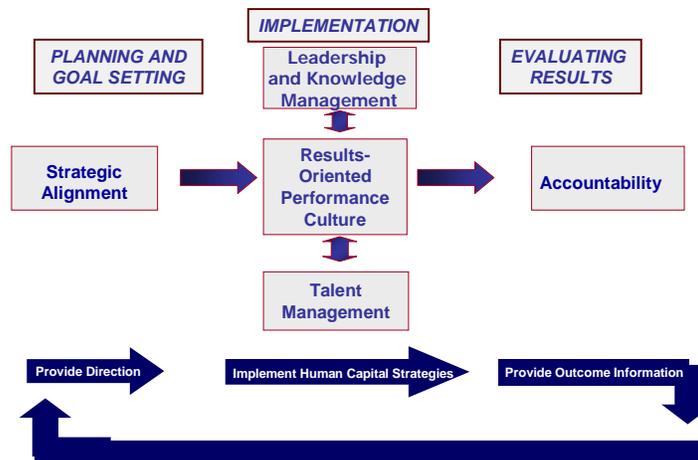
Signing of the FY 2010 NDAA on October 28, 2009, triggered the termination of the National Security Personnel System (NSPS) and transition of roughly 220,000 DoD civilians out of the pay-banded system and into the General Schedule (GS) or other appropriate statutory pay system. Government-wide mandates targeting employee wellness and engagement, hiring reform, and veterans employment were among the HCM requirements levied on agencies by OPM and OMB in the latter part of FY 2009

and into FY 2010. Throughout FY 2010, the Department continued to expend significant effort in effecting human resources (HR) related actions needed to meet the September 15, 2011, Base Realignment and Closures completion date. Ensuring adequate focus on and effort toward meeting these and other externally imposed requirements, while maintaining progress toward accomplishment of internal human capital (HC) goals and objectives, such as those relative to the Civilian Expedition Workforce (CEW) and Functional Community Management (FCM) required careful planning and execution.

As discussed in prior iterations of this HCMR, guidance for DoD HCM is contained in the *DoD Strategic Management Plan (SMP)*, the strategic plan for the Office of the Under Secretary of Defense for Personnel and Readiness (OUSD (P&R)), and the *DoD Civilian Human Capital Strategic Plan (CHCSP)*. The second edition of the *SMP*, issued in July 2009, once again identified enhancement of the civilian workforce as one of only five top-level business priorities. The goals and measures associated with this priority focus on sustaining and improving the quality and competence of the Department’s civilian workforce. Similarly, the current OUSD (P&R) Strategic Plan includes shaping and maintaining a mission-ready civilian workforce as one of its five goals. Goals, objectives, and initiatives of the *CHCSP* support and actualize the intent of the stated *SMP* priority and OUSD (P&R) goal.

Organized by phases of the HC life cycle and the Human Capital Assessment and Accountability Framework (HCAAF) systems (shown in Figure II-1 below), this report addresses our planning and goal setting process, and provides a snapshot of the status of the HC initiatives that were our primary focus for FY 2010. Both government-wide and agency-specific initiatives have been included. It also includes a synopsis of the results of HC accountability and compliance reviews conducted by DoD in FY 2010 using the OPM-certified Civilian Human Capital Accountability System (CHCAS). Lastly, HCAAF Systems, Standards, and Metrics (SSM) and End-To-End (E2E) charts are submitted as required.

**FIGURE II-1. RELATIONSHIP AMONG HCAAF SYSTEMS**



## Goal 1: World Class Enterprise Leaders

Goal 1 of the *CHCSP* focuses on ensuring a diverse cadre of leaders, as well as the effective management of our current and future pipeline of leaders, through aligned recruitment, selection, education, training, and development strategies. This goal aligns with the OPM HCAAF System Standard for Leadership and Knowledge Management, the implementation system focused on identifying and addressing leadership competencies so that continuity of leadership is ensured, knowledge is shared across the organization, and an environment of continuous learning is present.

It also aligns with Goal 1 of the *OUSD (P&R) Strategic Plan for Fiscal Years 2010-2012*:

- ★ P&R Goal 1: Strengthen total force capability: achieve unity of effort and develop people to execute current and future missions.
  - 1.3: Enhance diversity by aligning personnel processes to optimize all available talents in performing missions.

Three initiatives targeted toward enhancement of leadership development, succession planning, and diversity, were selected as focus areas for FY 2010.

- ★ Diversity in the Civilian Leadership Cadre and Succession Pipeline
- ★ Civilian Leadership Program
- ★ Mandatory Training for Supervisors

### **Diversity in the Civilian Leadership Cadre and Succession Pipeline**

In 2006, prompted by forecasts indicating that the Department had virtually no prospect of changing the representation of minorities or women in its highest ranks for at least 10 years, the Secretary of Defense (SecDef) tasked top DoD officials to develop a strategic plan to integrate service strategies and programs into a Department-wide course of action. The Defense Executive Advisory Board (DEAB) is looking at the diversity issue and what the DEAB role could and should be in any diversity transformation within the Department. The topic of diversity has been on the DEAB agenda several times over the course of the year that they have existed. DEAB action items include:

- ★ Focusing in on the diversity of mission critical and mission essential occupations.
- ★ Looking at the data and determining the comparable job market in the District of Columbia area.
- ★ Developing the necessary steps to gain immediate and short-term results to improve diversity within the Senior Executive Service.

### **Civilian Leadership Program**



Section 1112 of the FY 2010 NDAA required the Department to establish the Defense Civilian Leadership Program (DCLP) to augment leadership succession planning efforts. Focused on recruitment and development of civilian leaders, the DCLP will promote development of leadership capabilities in concert with functional competencies. Efforts toward development of the DCLP began in January 2010, with a strategy briefing to Congressional staff, and continued with conducting an analysis of gaps between existing DoD leadership programs and the requirements of the FY 2010 NDAA. Program framework design was initiated and projected for completion by the end of FY 2010. Resources for the DCLP will be programmed through the FY 2012-16 budget process.

### **Mandatory Training for Supervisors**

Section 1113 of the FY 2010 NDAA require DoD to establish a program to provide (a) training within one year of initial appointment; (b) refresher training at least once every three years for DoD civilian supervisors and managers; and (c) other supervisory and managerial training. Efforts in meeting this requirement were initiated in January 2010, with a survey of existing supervisory training programs, and continued with development of a phased approach to implementing the actions required by NDAA Section 1113.

## Goal 2: Mission-Ready Workforce

Goal 2 of the *CHCSP* focuses on the Department's mission critical occupations (MCOs) and the need to develop a competency-based approach to identifying and fulfilling requirements for its varied workforce. This goal supports the Department's mission and priorities by ensuring that as conditions or missions change, the civilian workforce is fully competent and ready to meet the overall mission of protecting the national security of the United States and its allies and partners abroad. Through the attainment of this goal, DoD ensures that quality talent is available and that Component-unique and DoD-wide initiatives are aligned with Departmental goals and strategies, as well as HC strategic and operational plans.

This goal aligns with the HCAAF System Standard for Talent Management. The Talent Management system focuses on the extent to which an agency has closed skills, knowledge, and competency gaps in their MCOs, and has made meaningful progress toward closing the same in all occupations.

It also aligns with the following goals and sub-goals of the *OUSD (P&R) Strategic Plan for Fiscal Years 2010-2012*:

- ★ P&R Goal 1: Strengthen total force capability: achieve unity of effort and develop people to execute current and future missions.
  - 1.4: Achieve an efficient and cost-effective balance between contractor and government services.
- ★ P&R Goal 3: Shape and maintain a mission-ready civilian workforce.
  - 3.1: Ensure the Department has the civilian talent needed to meet current and future missions by developing innovative HC life cycle management strategies.
- ★ P&R Goal 4: Ensure superior care and support for the Total Force and their families.
  - 4.6: Improve quality of life for Service members and their families, and quality of work-life, wellness, and employee satisfaction for the Total Force.

DoD continually monitors and assesses the effectiveness of recruitment, retention, work-life, and talent management strategies and systems in closing its mission-critical competency gaps. The following agency-specific and government-wide initiatives were selected as focus areas for FY 2010:

- ★ Functional Community Management
- ★ In-Sourcing
- ★ American Recovery and Reinvestment Act (ARRA)

- ★ Veteran's Employment
- ★ Transition Assistance Program (TAP)
- ★ Wellness
- ★ Telework
- ★ Same Sex Domestic Partner Benefits
- ★ Civilian Expeditionary Workforce

### **Functional Community Management**

The Department is institutionalizing an updated, integrated workforce planning strategy that is competency-focused, agile, and responsive to mission impacts. The strategy is to focus workforce forecasting and competency development on a selected set of 24 Enterprise-wide MCOs through a Functional Community construct that is cascaded from Office of the Secretary of Defense (OSD) designated Functional Community Managers (OFCMs) to Component Functional Community Managers (CFCMs), and supported by Component Strategic Human Capital Management (SCHM) Integrators. One deliverable of this effort is an Enterprise-wide workforce plan, the annual SHCM Report to Congress, which is based on requirements established under the NDAA. In early FY 2010, several assessments were conducted to determine if the accession and retention goals projected last year were achieved. Overall, all accession goals were met, and FY 2009 hires exceeded the projected needs for meeting steady-state end strengths. Retention goals were also exceeded.

Implementation of the FY 2010 NDAA requirements involves increased collaboration between manpower, budget, Functional Community Managers (FCMs), HR and the Components. As a result of the requirements and recommendations, there were three areas of focus for FY 2010 - a more strategic approach to forecasting; development of recruitment/retention strategies to address forecast requirements; and identification of a core set of competencies for MCOs. Numerous activities in support of the three areas of focus were accomplished in FY 2010, to include:

- ★ Improved FY 2010 reporting template based on working group/customer feedback;
- ★ Adopted Component SHCM Integrator concept based on customer feedback;
- ★ Drafted competency management governance; and
- ★ Defined requirements for Enterprise Competency Repository (ECR) and Enterprise Competency Management System (ECMS) tools (Assessments, Gap Analysis, Expertise Locator).

MCO resource data is reported in OPM SSM Resource Chart in Section IV of this report.

## **In-Sourcing**

Introduced in April 2009, in-sourcing is a statutorily required workforce-shaping tool/process for appropriately aligning work between the private and public sectors. Defined as the conversion of any currently contracted service or function to DoD civilian or military performance or a combination thereof, the Department conducts in-sourcing from a total force perspective, strategically assessing contracted services as part of its requirements determination process. The initiative complies with statutory requirements imposed by the FY 2008 NDAA and with President Obama's call for government contracting reform in his memorandum dated March 4, 2009. Significant progress toward meeting established targets was achieved during FY 2010, with all DoD Components on track to meet or exceed their individual goals of civilian and/or military authorizations added as a result of in-sourcing. As of June 30, 2010, more than 16,500 new civilian positions have been established across the Department as a result of in-sourcing contracted services, with a greater than 70 percent fill rate for positions under recruitment.

## **American Recovery and Reinvestment Act (ARRA)**

An increase in staffing was required for the United States Army Corps of Engineers (USACE) to execute work associated with ARRA along with existing missions such as BRAC, other military construction, and support to overseas contingency operations. While most ARRA related activity took place during FY 2009, a total of 218 positions have been filled using ARRA Schedule A authority. Obligated ARRA funds, with limited exceptions, expire at the end of FY 2010.

## **Veterans Employment**

On November 9, 2009, the President signed Executive Order (EO) 13518, *Employment of Veterans in the Federal Government*. The EO required agencies to develop operational plans to support the four key aspects of the veterans hiring initiative as outlined in OPM's *Government-wide Veterans' Recruitment and Employment Strategic Plan for FY 2010-FY 2012*. During the past year, DoD completed a number of significant actions in support of EO 13518, including establishment of a Veterans Employment Program Office (VEPO) and development of the *DoD Veterans Recruitment and Employment Operational Plan*. Although DoD is a leader in employment of veterans with nearly 45 percent of the civilian workforce having served in the uniformed services, the Department has and will continue to increase its efforts to promote employment opportunities for veterans through a wide variety of innovative programs and initiatives.

## **Transition Assistance Program (TAP)**

The DoD TAP serves to prepare military personnel and their families for a successful transition to civilian life. Over the past year, work has begun to redefine and refocus TAP to better integrate with the full military life cycle and with other efforts, such as the Wounded Warrior Program, Operation Warfighter (OWF), and the Veterans Employment

initiative. The target audience for TAP includes active duty separations and retirements; National Guard and Reserve Demobilizations and Deactivations; and wounded, ill, and injured (WII) military members and their families. In addition to the TAP employment workshops conducted in partnership with the Department of Labor (DOL) and Veterans Administration during FY 2010, there have been 467,796 demands for employment assistance; 9,912 additional workshops/seminars conducted with 139,278 participants; and 226,489 individuals receiving a total of 204,754 hours of personalized coaching.

### **Wellness**

In June 2009, OMB identified improving employee wellness and satisfaction as a high priority objective for Federal Agencies as part of the President's FY 2011 Budget and Performance Plans. OPM then provided further guidance on the tasks required for agencies to meet the OMB objective, including an inventory of current wellness activities and programs and development of an improvement plan. In December 2009, DoD developed their wellness action plan that included performance objectives targeted toward achieving the OMB FY 2012 budget submission requirement to develop and submit a wellness implementation plan designed to achieve a 75 percent employee participation rate in wellness activities over the next five years. An aggressive awareness and marketing campaign was launched in FY 2010, to include development of an Enterprise-wide online wellness resource providing a health library with a variety of topics related to health, wellness, and stress management.

### **Telework**

The 2009 OPM report, *Status of Telework in the Federal Government*, identified several barriers to implementation of telework. OPM has initiated actions to address administrative challenges to increased use of telework, and in support of the OPM efforts, DoD has engaged in similar efforts. The goal of the DoD telework initiative is to improve the Department's ability to continue operations during a time of crisis, enhance the quality of work-life and employee engagement, enhance recruitment and retention, promote cost savings, and have a positive impact on the environment. During the past year, a DoD Instruction (DODI) providing Enterprise-wide policy guidance for telework was developed and is pending signature and issuance, and a marketing campaign to increase acceptance of telework was initiated. The existing telework Web site was re-designed, and print and video marketing materials are targeted for completion and distribution during the latter part of FY 2010.

### **Same Sex Domestic Partner Benefits**

In a memorandum dated June 2, 2010, President Obama directed Federal Agencies to extend benefits to their employees' same-sex domestic partners as permitted by law. In August 2010, a DoD working group was convened to initiate efforts to develop guidance for extension of benefits to same-sex domestic partners in a consistent and timely manner throughout the Enterprise. Full compliance with requirements of the President's memorandum is targeted for December 15, 2010.



### **Civilian Expeditionary Workforce**

In response to new mission imperatives, a new approach to leveraging the skills and capabilities of the Department's civilian workforce - in support of DoD missions both overseas and stateside - was initiated in 2009. The CEW affords DoD and select other civilian employees the opportunity to serve alongside military personnel and provide much needed support in a variety of career fields. To date, over 700 positions worldwide have been identified for CEW to fill. Throughout FY 2010, efforts continued to enact new legislation supporting CEW volunteers, enhance pre-deployment training, and improve communication. A CEW program integration office was established to serve as the central deployment authority to recruit and fill CEW jobs and arrange deployment processing. Additional accomplishments achieved in FY 2010 included enactment of legislation authorizing needed deployment benefits, and establishment of a working group to address and rectify CEW deployment related medical issues.

### Goal 3: Results-Oriented Performance Culture

Goal 3 of the *CHCSP* focuses on development and sustainment of a performance culture characterized by linkage of individual to organizational performance, increased involvement of diversity and employee organizations in the development and implementation of HC policies and programs, and realization of a culture of high performance through improved employee engagement, communication, and overall quality of work life. This goal aligns with the HCAAF System Standard for Results-Oriented Performance Culture which focuses on having a diverse, results-oriented, high-performing workforce; as well as performance management system that effectively plans, monitors, develops, rates, and rewards employee performance.

It also aligns with the following goals and sub-goals of the *OUSD (P&R) Strategic Plan for Fiscal Years 2010-2012*:

- ★ P&R Goal 3: Shape and maintain a mission-ready civilian workforce.
  - 3.3: Lead and model a performance and results-driven culture.
- ★ P&R Goal 4: Ensure superior care and support for the Total Force and their families.
  - 4.6: Improve quality of life for Service members and their families, and quality of work-life, wellness, and employee satisfaction for the Total Force.

The initiatives identified below, targeted toward attainment of an inclusive, results-driven performance culture, and on enhancement of employee engagement and satisfaction, were selected as focus areas for FY 2010:

- ★ Enterprise Performance Management System
- ★ Civilian Personnel Policy Labor-Management Relations Roundtable
- ★ Employee Satisfaction and Engagement

#### **Enterprise Performance Management System**

On October 28, 2009, the FY 2010 NDAA was enacted and required transition of NSPS employees to non-NSPS personnel systems by not later than January 1, 2012. *NDAA 2010* also required development of – among other things – a fair, credible, and transparent performance system for employees. Significant results were achieved during the past year, to include transition of 171,985 employees out of NSPS as of September 30, 2010, and establishment of the NSPS Transition Office (NSPSTO). Established to manage the transition and to design and implement an Enterprise-wide performance management system, redesigned appointment flexibilities, and the DoD Civilian Workforce Incentive Fund under authorities granted by *NDAA 2010*, the NSPSTO works closely with leadership across the Department. Development and implementation of this

initiative requires full engagement between DoD leadership and management, the workforce, labor unions, and others having a vested interest, such as OPM.

### **Civilian Personnel Policy Labor-Management Relations Roundtable**

On December 9, 2009, the President signed EO 13522, *Creating Labor-Management Forums to Improve Delivery of Government Services*, establishing the requirement for a cooperative and productive form of labor-management relations throughout the Executive Branch. In support of EO 13522, the Deputy Secretary of Defense (DepSecDef) and the Under Secretary of Defense for Personnel and Readiness (USD (P&R)) signed memoranda supporting creation of these forums within DoD.

DoD has approximately 1,600 local bargaining units worldwide that are affiliated with 45 unions representing roughly 450,000 bargaining unit employees. More than 700,000 civilian employees work for DoD with bargaining unit employees comprising 60 percent of the DoD civilian workforce.

DoD has engaged leaders from the labor unions holding National Consultation Rights (NCR) to establish labor-management forums at the Department level, bargaining unit level, and other appropriate levels as agreed upon by labor and management. Throughout FY 2010, DoD worked with 10 unions holding NCR to develop the DoD Implementation Plan for EO 13522, which was approved by the National Council on Federal Labor Management Relations on May 5, 2010. Management and union representatives are in the process of joint development of a survey to assess the state of labor-management relations within DoD, with deployment of the survey targeted for calendar year 2010. The results of the survey will serve as a baseline assessment and will be used to identify best practices and target areas for improvement.

### **Employee Satisfaction and Engagement**

OPM, in collaboration with OMB, introduced the government-wide Work-Life initiative on June 18, 2009. Complementing the Government-wide hiring reform effort, this initiative focuses on increasing employee wellness and job satisfaction. To meet the requirements of the employee satisfaction part of the initiative, DoD completed a number of activities during FY 2010, to include development and execution of a marketing plan designed to increase employee and manager awareness of the employee satisfaction and engagement campaign and tools, and development of a DoD Federal Employee Viewpoint Survey (EVS) Action Plan. This plan, published and provided to OPM in September 2010, identified areas needing improvement based upon DoD results from OPM's new EVS. Action plans were then developed for three areas: Work-Life Balance, Performance Management, and Employee Respect and Opportunities. The action plan states the desired outcome and establishes objectives in each category.

## Goal 4: Enterprise HR Support

Goal 4 of the DoD *CHCSP* focuses on increasing the capability of HR professionals and systems in order to more effectively develop and implement HC strategies and business-oriented solutions in an environment that requires enhanced agility, flexibility, and responsiveness. This goal aligns with the OPM HCAAF System Standard for Strategic Alignment. The Strategic Alignment system promotes the alignment of HCM strategies with agency mission, goals, and objectives through analysis, planning, investment, measurement, and management of HC programs.

Goal 4 also aligns with the following goal and sub-goal of the *OUSD (P&R) Strategic Plan for Fiscal Years 2010-2012*:

- ★ P&R Goal 3: Shape and maintain a mission-ready civilian workforce.
  - 3.1: Ensure the Department has the civilian talent needed to meet current and future missions by developing innovative HC life cycle management strategies.

The following initiatives are targeted toward enhancement of the HR service delivery and systems support aspects of the goal, and were selected as focus areas for FY 2010:

- ★ Hiring Reform
- ★ Automated HR tools in support of the (SES)
- ★ Automated HR tools in support of Competency Management
- ★ HR Service Delivery to the Combatant Commands (COCOMs)
- ★ DoD Priority Placement Program (PPP) modernization

### Hiring Reform

The Department is working with OPM to implement the government-wide hiring reform initiative. Implementation of the first phase of this initiative began in July 2009, and was focused on agency efforts to improve the hiring process. DoD actively participated in this phase of the initiative and accomplished the following within the required timeframes:

- ★ Established a senior level management team to guide the Department's efforts;
- ★ Conducted Lean Six Sigma analysis of the hiring process;
- ★ Developed a plan to identify and eliminate barriers;
- ★ Developed a common business practice for hiring across the Department; and
- ★ Developed and launched 25 standardized and streamlined Job Opportunity Announcements (JOA).

The second phase of this effort, launched by the President in his memorandum dated May 11, 2010, focused on hiring improvements that can be made on a government-wide basis. For job seekers, the improvements are designed to simplify the application process through the elimination of essay-type qualification responses and requiring only the submission of resumes and cover letters when first applying. Applicants will also be able to more easily track their progress throughout the application process. For hiring managers, reforms will increase their engagement and accountability in the recruiting and hiring process, with a desired result of acquiring highly qualified candidates in a reduced timeframe.

DoD continues to be actively engaged in the second phase of the hiring reform effort and is making significant progress toward meeting the hiring reform goals by the target date of November 1, 2010. Actions taken by the Department in support of this high-priority initiative are guided by the *DoD Hiring Reform Action Plan*, included in Appendix E of this report. Version 3.3 of this plan was published on August 30, 2010, and highlights accomplishments made through third quarter FY 2010, to include filling of 160,000 positions (40 percent of which were filled by employees new to Federal service) and reducing the average external hiring timeline to 119 days from a baseline of 155 days. Through the fourth quarter of FY 2010, DoD has reduced the external hiring timeline to 116 days, which exceeds DoD's FY 2010 goal of 140 days. DoD filled over 240,000 positions in FY 2010.

### **Automated HR Tools in Support of the SES**

As part of the on-going effort to evaluate HR business processes, tools, and technology and identify opportunities for improvement, the absence of a standard, Enterprise-wide automated solution for management of the senior civilian performance management process was one of the areas targeted for focus during FY 2010. In addition to meeting the OPM requirements for certification of senior executive and senior professional performance management systems, having a single automated solution will increase transparency and enhance consistency in the performance management and compensation process, as well as improve reporting capability. Based on a system currently in use by the Department of the Air Force (AF), the Executive Performance and Appraisal Tool (EPAT) was modified for Enterprise-wide use and deployed for use by the AF, Defense Logistics Agency (DLA), and Defense Finance and Accounting Service (DFAS) in FY 2010. Efforts to continue EPAT modification continue, with the second release of the application targeted for the early part of FY 2011.

In addition to Enterprise-wide deployment of the EPAT, lifecycle management of DoD senior executives and professionals was another area targeted for FY 2010. Based on an existing tool in use by the Department of the Army, the Defense Talent Management System (DTMS) will be a fully integrated, Enterprise-wide system that incorporates key features of the SES succession management process including a competency-based position summary, executive talent profile, self and supervisor assessments, readiness

rating, and competency-based performance feedback. By the end of FY 2010, the competency module will be integrated into DTMS and all Components/Defense Agencies will have completed an assessment and panel process using the system.

### **Automated HR Tools in Support of Competency Management**

To comply with requirements of the *NDAA 2010*, DoD is developing an Enterprise solution for competency management capabilities (capturing competencies, determining gaps, etc.). The Enterprise Competency Respository and Enterprise Competency Management System will be part of the Defense Civilian Personnel Data System (DCPDS), Oracle Self-Service tools. These tools will provide enhancements to the system of record for over 800,000 self-service users and added functionality and accessibility to DoD civilians and their managers. When fully functional, this system will provide a means for identifying position-based competencies, conducting a competency gap analysis, and updating the employee competency and proficiency level based on completed training and work assignments. Initially focused on a limited number of MCOs, the application will be fielded in three phases, with the competency gap analysis and reports implementation modules targeted for completion by the end of FY 2012.

### **HR Service Delivery to the Combatant Commands (COCOMs)**

In February 2009, the DepSecDef commissioned a study to examine delivery of HR services to the COCOMs. During FY 2010, the study team completed a comprehensive strategic and tactical analysis of HR service delivery using the OPM's HR Line of Business framework. Recommendations were based on an analysis of the existing service delivery model and three alternates: decentralized, fee-for-service, and single service provider. The study was completed in FY 2010 and identified 10 solutions that can be implemented immediately to achieve incremental improvements to service delivery, and 12 solutions that can be phased in across service delivery environments to enhance selected aspects of HR service delivery.

### **DoD PPP Modernization**

A critical component of the DoD PPP is the Automated Stopper and Referral System (ASARS). ASARS is the system used by DoD HR offices to send and retrieve data required for the registration and referral of registrants and to disseminate operational guidance. Modernization of ASARS is being accomplished in three phases, with Phase I completed in May 2009. Phase II automates screening of displaced employees against potential vacancies and should result in elimination of over 1.5 million manual transactions each year. Phase III is expected to streamline the placement process and improve records management and end-user interface. Significant progress was made in Phase II during FY 2010, and work was started on the acquisition documentation process for Phase III. Completion of Phase II is targeted for early FY 2011.

## Accountability and Compliance

As discussed in prior reports, the DoD CHCAS is a comprehensive Enterprise-wide accountability program designed to assess and evaluate the Department's HC policies, programs, and practices; and gauge progress toward accomplishment of DoD civilian HC strategic goals and objectives. The CHCAS exceeds OPM's accountability requirements through its comprehensive process of evaluations, program reviews, metrics, and survey results, to include assessment of specific areas of interest to senior leaders. With completion of the FY 2010 evaluation cycle, CHCAS reviews have been conducted at over 70 sites across the three military Components and Defense Agencies during the past four years.

In accordance with the multi-year evaluation schedule, the organizational review focus for FY 2010 was the AF and Defense Agencies. Following application of a site determination methodology, the Air Mobility Command (AMC) and the Defense Contract Management Agency (DCMA) were selected for CHCAS reviews in the FY 2010 cycle. Evaluations were conducted at seven DCMA activities, with a compliance review conducted at the Army Central Personnel Processing Center at Fort Riley, Kansas; and at five AMC activities, with the compliance review conducted at the AF Personnel Center (AFPC) in San Antonio, Texas. Results of these evaluations are discussed in Section III, Sub-Section F, Part 1 of this report.

## Summary

Information provided in the annual HCMR informs the Department's senior leaders and management team of the success of their current workforce strategies, helping them to identify requirements for the future and serving as an input to the HCM planning process. The Report gives visibility to efforts throughout the Enterprise, thus leveraging successful practices and furthering cooperation and collaboration among the numerous and varied organizations that compose DoD.

Implementation and evaluation activities presented in the HCMR represent only a fraction of those underway throughout the Defense Enterprise – rivaling the largest of private sector holding companies and having as its subsidiaries the highly diverse and varied Military Services, Defense Agencies, DoD Field Activities, and other organizations. While many efforts are decentralized and address specific organizational needs and mission, they all contribute to the Enterprise as a whole and ultimately serve to further the single goal of effective and efficient HCM in DoD. While much progress has been made in the past year, attainment of strategic civilian HC goals and objectives is and will remain a long-term iterative process. Desired outcomes are identified early, but the ability to assess the impact of long term initiatives is hampered. Many initiatives are expected to have outputs only for the first few years; examples would be policies, DoD Directives, and Enterprise-wide working groups.

In July 2006, the Department published and released its *CHCSP*. The *CHCSP*'s four goals and associated objectives have been annually revalidated as long-term enduring goals for the four-year strategic plan timeframe. Over the past four years, many significant achievements have been attained in HC management within the Department. These achievements, in turn, have contributed greatly to accomplishment of *CHCSP* goals and objectives. Highlighted below are some of the major milestones and outcomes that have defined our progress in meeting each of the four goals of the *CHCSP*. Further details can be found in Sub-Section F, Part III, *Civilian Human Capital Strategic Plan 2006-2010*.

1. **World Class Enterprise Leaders:** The Department established a life-cycle management process for the Senior Executives and development of supporting automated tools. Several tools have been developed to create succession plans for executive positions, create and project executive bench strength, define levels of executive potential, identify talent pools at early and mid-levels to be future top leaders, and share talent across DoD.
2. **Mission Ready Workforce:** The Department established Functional Communities to assess future requirements and identify needed competencies to allow the workforce to meet future missions. The Department has also established the CEW, a fully integrated joint force that is agile, rapidly deployable, and capable of addressing a wider range of adversaries in order to



- meet the growing workforce demands of irregular/asymmetrical warfare, increased engagement in contingency operations worldwide and the emerging threat of cyber warfare.
3. Results-Oriented Performance Culture: Although implementation of a new performance management system, NSPS, was halted in 2010, valuable lessons relative to linking performance to organizational mission were learned throughout DoD. These lessons learned will be instrumental and applied to the development of the new performance system.
  4. Enterprise HR Support: The Department established an Enterprise-wide HR Career Framework that defines roles, expectations and required competencies for future HR professionals. In addition, DoD is fully engaged with OPM on the Federal-wide Hiring Reform Initiatives as evidenced by its 25 percent reduction in average number of days per hire from a baseline of 155 to 116 calendar days.

Each of the accomplishments achieved in support of the 2006-2010 *CHCSP* have brought the Department closer to attaining its goal of ensuring that the DoD civilian HR community is a strategic partner and enabler, has a mission-aligned, customer service focus, and provides measurable, leading-edge results.

Our hope is that this document will increase insight into and understanding of the scope and challenge of HCM in an organization with over 700,000 employees in a vast array of critical positions executing the DoD mission across the globe. This report aims to communicate the Department's steadfast commitment to enabling our employees to excel in their jobs through effective, efficient, and value-added programs, processes and practices implemented as a result of the *CHCSP*.



## Section III: Goals, Actions, Results, Accountability, and Adjustments

# Section III:

## Goals, Actions, Results, Accountability, and Adjustments

This portion of the Report addresses the HC life cycle phases of:

- ★ Planning and Goal Setting
- ★ Implementation
- ★ Evaluating Results

Strategic alignment of HC strategic goals and objectives, and future planning efforts are discussed in Sub-Section A, while implementation of the initiatives that were the focus of the Department's efforts during FY 2010 are highlighted in Sub-Sections B through E. Aligned with their respective *CHCSP* goals, they include both agency specific and government-wide initiatives that supported the objective – voiced by the DepSecDef of accomplishing the DoD mission by enabling all employees to excel in their jobs. Lastly, in Sub-Section F of the report we summarize evaluation of results as assessed through the DoD CHCAS, and provide a synopsis of overall progress made toward achieving the goals and objectives of the *CHCSP*.



## Sub-Section A: Planning and Goal Setting

## Sub-Section A:

### Planning and Goal Setting

“By almost any measure, we are one of the largest Enterprises in the world. We have a budget larger than most sovereign countries. Our workforce is more than 3 million people, spread across thousands of facilities. We operate one of the nation's largest health-care systems, one of the nation's largest education systems. And we even have our own canal system. The sheer scale of our operations makes driving change a daunting challenge. Operational lapses in our world are life and death matters. Finally, the Department is also highly regulated, both by law and policy. But despite these constraints, we're able to achieve business efficiencies through three means, three primary avenues - a strong emphasis on training; properly structuring the workforce; and a top-down focus on management oversight.”

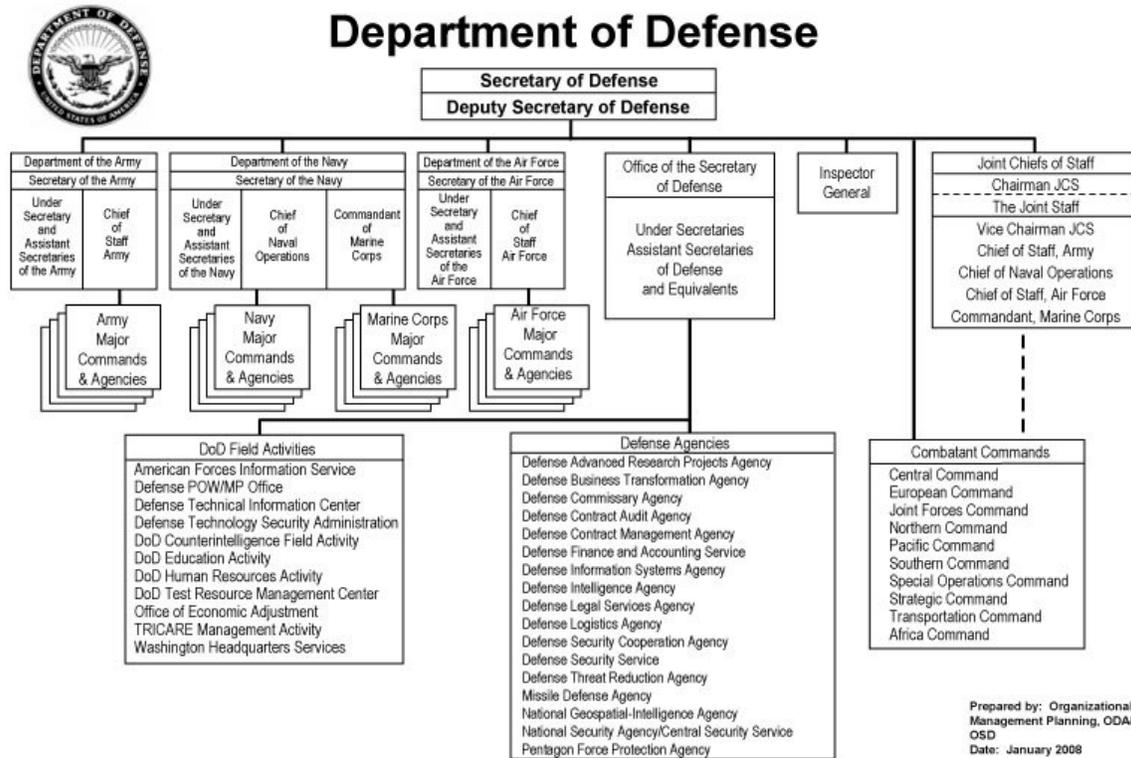
*Taken from remarks on Performance Management at the Professional Services Council Luncheon As Delivered by Deputy Secretary of Defense William J. Lynn, III, Crystal City Hilton, Arlington, VA, Tuesday, March 30, 2010.*

As noted by the DepSecDef in his remarks to the Professional Services Council, a concerted focus on three areas (training, properly structuring the workforce, and a top-down focus on management oversight) is key to achieving business efficiencies and accomplishing the multi-faceted DoD mission. It is no coincidence that civilian HC initiatives targeted for focus in FY 2010 centered on these three areas.

Attainment of HC goals and objectives is accomplished through implementation of the DoD *CHCSP* which aligns with requirements of the recent *Quadrennial Defense Review*, the 2009 DoD *SMP*, the *OUSD (P&R) Strategic Plan for Fiscal Years 2010-2012*, the NDAA, and other relevant internal and external guidance. The second edition of the *SMP*, issued in July 2009, once again identified enhancement of the civilian workforce as one of only five top-level business priorities. The goals and measures associated with this priority focus on sustaining and improving the quality and competence of the Department's civilian workforce. Similarly, the *OUSD (P&R) Strategic Plan* includes shaping and maintaining a mission-ready civilian workforce as one of its five goals. Goals, objectives, and initiatives of the *CHCSP* support and actualize the intent of the *SMP* priority and *OUSD (P&R)* goal. The DoD Organization Chart is displayed in Figure A-1.



FIGURE A-1. DoD ORGANIZATION CHART



As shown in Figure A-2, the four *CHCSP* goals align with HCAAF. Also aligned with HCAAF is the DoD CHCAS, the Enterprise-wide process that measures achievement of HC goals and objectives at the strategic, operational, and tactical levels. The CHCAS also facilitates assessment of compliance with merit system principles (MSPs), identification of needed programmatic changes, and recognition of noteworthy practices. Having completed the fourth cycle of CHCAS reviews, we are now beginning to see trends and identify systemic problems, thus enabling targeted action and allowing information from the CHCAS reviews to serve as viable and critical input to the *CHCSP*.

In determining the focus of Enterprise HC efforts for FY 2010, a crosswalk was developed showing the relationship between *CHCSP* goals, objectives, and initiatives; civilian personnel related goals and objectives of the OUSD (P&R) Strategic Plan; and external mandates, such as those associated with government-wide HC initiatives imposed by OPM or by the President through an EO, and those resulting from the *NDAA 2010*. From this crosswalk, 21 initiatives spanning all four *CHCSP* goals and congruent with the DepSecDef's emphasis on properly structuring, training, and leading the workforce were selected as areas of focus for FY 2010. *CHCSP* goals and their associated initiatives are shown in Table A-1 on the next page.



FIGURE A-2. ALIGNMENT OF DoD CHCSP STRATEGIC GOALS TO OPM's HCAAF SYSTEMS

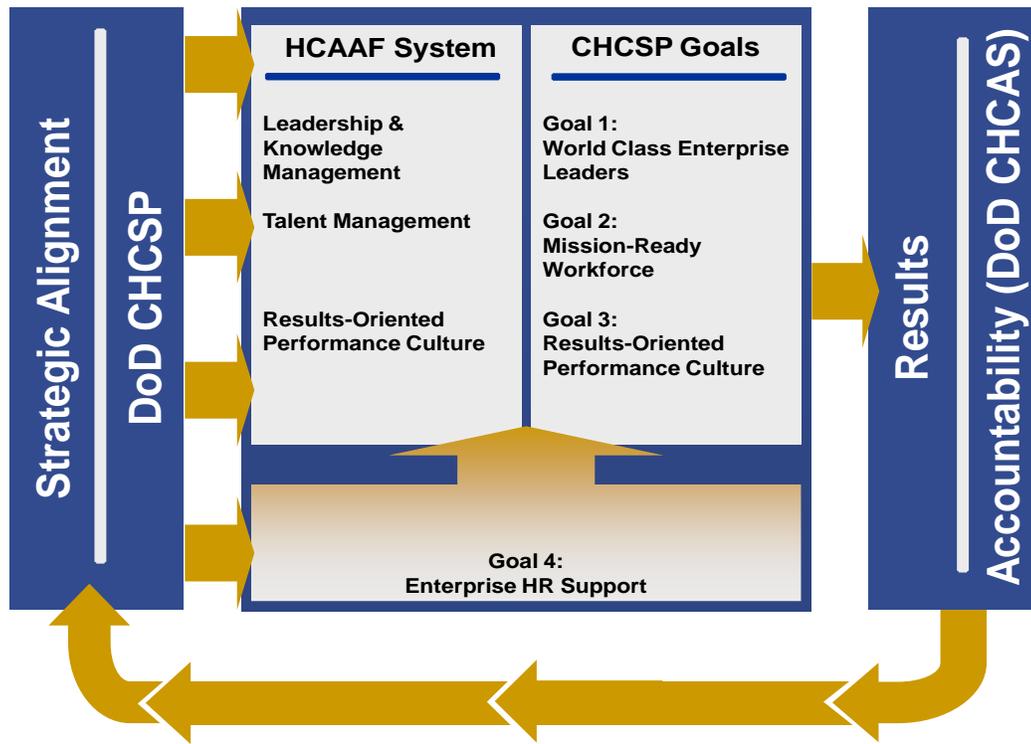


TABLE A-1. CHCSP GOALS AND ASSOCIATED INITIATIVES FOR FY 2010

Goal 1: World Class Enterprise Leaders	Goal 3: Results-Oriented Performance Culture
<ul style="list-style-type: none"> <li>★ Diversity in the Civilian Leadership Cadre and Succession Pipeline</li> <li>★ Civilian Leadership Program</li> <li>★ Mandatory Training for Supervisors</li> </ul>	<ul style="list-style-type: none"> <li>★ Enterprise Performance Management System</li> <li>★ Civilian Personnel Policy Labor-Management Relations Roundtable</li> <li>★ Employee Satisfaction and Engagement</li> </ul>
Goal 2: Mission-Ready Workforce	Goal 4: Enterprise HR Support
<ul style="list-style-type: none"> <li>★ FCM</li> <li>★ In-Sourcing</li> <li>★ ARRA</li> <li>★ Veteran's Employment</li> <li>★ TAP</li> <li>★ Wellness</li> <li>★ Telework</li> <li>★ Same Sex Domestic Partner Benefits</li> <li>★ CEW</li> </ul>	<ul style="list-style-type: none"> <li>★ Hiring Reform</li> <li>★ Automated HR tools in support of the SES</li> <li>★ Automated HR tools in support of Competency Management</li> <li>★ HR Service Delivery to the COCOMS</li> <li>★ DoD PPP Modernization</li> </ul>



Another aspect of planning and goal setting is the pursuit of regulatory and legislative changes needed to address significant workforce-related issues, such as deployment of civilian employees in a combat zone and expedited hiring for health care professionals. DoD uses an annual Unified Legislation and Budgeting (ULB) process that identifies significant HC issues requiring legislative changes. The ULB process complements the DoD Legislative Program and provides a joint forum to develop, review, and coordinate legislative initiatives under the functional cognizance of the OUSD (P&R). Concurrently, it ensures that the Department's Planning, Programming, Budgeting and Execution System (PPBES) provides appropriate legislative funding for approved initiatives. Once a proposal is approved for submission to the DoD Legislative Program, the requirement for funding under the PPBES is established.

Numerous legislative changes in support of HC goals and objectives were attained through passage of the *NDAA 2010*, including enhancement of expedited hiring authority for defense acquisition workforce positions, authority to employ individuals completing the National Security Education Program, and establishment of a health professionals financial assistance program for civilians. A number of legislative changes proposed for FY 2011 will have impact that extends beyond the DoD civilian workforce, such as limited expansion of the class of individuals eligible to receive an actuarially reduced annuity under the Civil Service Retirement System and the authority to deposit refunds under the Federal Employees Retirement System. Detailed information regarding current and pending legislation is provided in Appendix A of this report.

While much progress has been made in the past year, attainment of strategic civilian HC goals and objectives is and will remain a long-term iterative process. From the environmental scanning stage to monitoring and reporting of results, the strategic planning process is constantly influenced by and provides input into operational imperatives. Unlike short-term tactical goals and objectives, those of a strategic nature frequently require accompanying changes in organizational culture and continuity of approach and focus. In a large, multi-faceted organization, such as DoD, where mission and leadership are subject to frequent change, sustaining constancy of focus for both functional and management strategies creates an additional challenge. Key to ensuring continuity of efforts is consistent refinement of and commitment to the HC strategic planning and implementation process. As the lifecycle of the current *CHCSP* draws to a close, efforts are underway to update the *CHCSP* for a one-year period in order to synchronize with the current OUSD (P&R) strategic plan. The *CHCSP 2010-2011 Refresh* will accompany the *CHCSP 2006-2010* until such time as the OUSD (P&R) five year strategic plan is issued. At that time, a new five year *CHCSP* will be developed and published. to reflect changing mission requirements, new legislation, and reporting requirements levied by OPM and Congress.



## Sub-Section B: Goal 1: World Class Enterprise Leaders

# Sub-Section B:

## Goal 1: World Class Enterprise Leaders



### GOAL 1:

The Department of Defense has diverse transformational civilian leaders who effectively manage people in a joint environment to accomplish current and future missions, ensure continuity of leadership, and sustain a learning environment that drives continuous improvement across the Enterprise.

Goal 1 focuses on ensuring a diverse cadre of leaders, as well as the effective management of our current and future pipeline of leaders through aligned recruitment, selection, education, training, and development strategies. The Department typically develops civilian leaders internally, so great importance is placed on building and managing this pipeline.

This goal aligns with the OPM HCAAF System Standard for Leadership and Knowledge Management, the implementation system focused on identifying and addressing leadership competencies so that continuity of leadership is ensured, knowledge is shared across the organization, and an environment of continuous learning is present.

It also aligns with Goal 1 of the *OUSD (P&R) Strategic Plan for Fiscal Years 2010-2012*:

- ★ P&R Goal 1: Strengthen total force capability: achieve unity of effort and develop people to execute current and future missions.
  - 1.3: Enhance diversity by aligning personnel processes to optimize all available talents in performing missions.

Three initiatives targeted toward enhancement of leadership development, succession planning, and diversity, were selected as focus areas for FY 2010:

- ★ Diversity in the Civilian Leadership Cadre and Succession pipeline
- ★ Civilian Leadership Program
- ★ Mandatory Training for Supervisors

Goal 1 specifically supports attainment of the HCAAF Leadership and Knowledge Management critical success factors of:

- Leadership Succession Management;
- Change Management;
- Integrity and Inspiring Employee Commitment;
- Continuous learning; and
- Knowledge Management.



The following related performance objective has been established and is monitored as part of the OUSD (P&R) strategic planning.

*Objective 1.3.1 Strengthen advocacy of diversity in the force, with special emphasis on the senior leadership of the Department, by improving and standardizing the quality and effectiveness of training of Equal Opportunity Advisors and Flag Officers/General Officers/SES.*

The following charts provide a synopsis of the status of the *CHCSP* Goal 1 initiatives that were our focus for FY 2010.



## Objective 1.1:

Increase the diversity of the leadership cadre and succession pipeline.

Initiative: Increase Diversity in the Civilian Leadership Cadre and Pipeline	
<b>Background</b>	<p>In 2006, prompted by forecasts indicating that the Department had virtually no prospect of changing the representation of minorities or women in its highest ranks for at least 10 years, the Secretary of Defense tasked top DoD officials to develop a strategic plan to integrate service strategies and programs into a Department-wide course of action.</p> <p>The OUSD (P&amp;R) Strategic Plan incorporated this initiative in Goal 1, Sub-goal 1.3, Objective 1.3.1.</p>
<b>Associated Metrics</b>	<p>The following metrics are associated with this initiative:</p> <ul style="list-style-type: none"> <li>★ Improvement in race and national origin (RNO) posture of the leadership cadre</li> <li>★ Acceptable rate of internal movement</li> <li>★ Employee perception survey score (from diversity-related questions)</li> </ul>
<b>Projected Completion Date of Initiative</b>	<p>FY 2012: Flag/GO/SES effectiveness</p> <p>FY 2012-2015: Increase SES effectiveness annually by 10 percent</p>
<b>FY 2010 Key Actions and Milestones</b>	<p>The DEAB is looking at the diversity issue and what the DEAB role could and should be in any diversity transformation within the Department. The topic of diversity has been on the DEAB agenda several times over the course of the year that they have existed. The June 2010 meeting included a presentation by a noted diversity expert who offered two fundamental statements for discussion:</p> <ol style="list-style-type: none"> <li>1. Diversity transformation requires a comprehensive and integrated approach; and</li> <li>2. Leadership must be committed to Strategic Diversity Management.</li> </ol> <p>The resulting DEAB action items include:</p> <ul style="list-style-type: none"> <li>★ Research hard data on diversity (where it is evident, what categories of jobs are more/less diverse, how</li> </ul>



<b>Initiative: Increase Diversity in the Civilian Leadership Cadre and Pipeline</b>	
	<p>does diversity within DoD relate to local job market). Research includes:</p> <ul style="list-style-type: none"><li>• Focusing in on the diversity of mission critical and mission essential occupations.</li><li>• Looking at the data and determining the comparable job market in the DC area.</li></ul> <ul style="list-style-type: none"><li>★ Develop the necessary steps to gain immediate and short-term results to improve diversity within the SES.</li><li>★ Create guidance for Dr. Stanley directing hiring panels to look at executive core competencies first, and then look at technical qualifications. Without this guidance, the panels will typically look at the technical qualifications first and disqualify the executive immediately if they don't have the right technical skills.</li><li>★ Work with Components and Fourth Estate to ensure collaborative processes.</li></ul>
<b>Initiative Planning / Modification</b>	N/A



## Objective 1.4:

Invest in the deliberate lifecycle management of all leaders and succession pipeline.

<b>Initiative: Civilian Leadership Program (NDAA 1112)</b>	
<b>Background</b>	<p>Section 1112 of the FY 2010 NDAA, requires the DoD to establish the DCLP to recruit and develop DoD civilian leaders. DCLP will promote developing leadership capabilities in concert with functional competencies, which will serve as a strategic baseline for continuing development throughout a leader’s journey in the Department. As such, DCLP fills a critical void for developing the next generation of leaders. The pilot for the DCLP will focus on recruitment at the entry-level and specific mission critical occupations within Acquisition and Financial Management.</p> <p>Leader development at the entry-level is the baseline for further development as leadership responsibilities increase. The Department has proven its ability to develop/design and implement leader development programs as evidenced by the successful deployment of the Defense Senior Leader Development Program (DSLDP) which is preparing for its third cohort and the 24 years of continued success with the Executive Leadership Development Program (ELDP).</p>
<b>Associated Metrics</b>	<p>Metrics to be tracked include:</p> <ul style="list-style-type: none"> <li>★ Comparison between DCLP and control groups;</li> <li>★ Competency gaps assessed; and</li> <li>★ Competency gaps closed.</li> </ul>
<b>Projected Completion Date of Initiative</b>	<p>Program framework completed and pilot launched by the end of the second quarter (Q2) FY 2011</p>
<b>FY 2010 Key Actions and Milestones</b>	<p>The following key milestones and actions are associated with this initiative:</p> <ul style="list-style-type: none"> <li>★ DoD met with Congressional staff in December 2009 to discuss the requirements of NDAA, Section 1112 and briefed our updated strategy to Congressional staff in late January 2010.</li> <li>★ The Civilian Personnel Management Service (CPMS)</li> </ul>



<b>Initiative: Civilian Leadership Program (NDAA 1112)</b>	
	<p>Leader and Professional Development Division (LPDD) finished conducting a gap analysis between existing programs and NDAA, Section 1112 and begun to design program framework and align DoD programs with the requirements of NDAA, Section 1112.</p> <ul style="list-style-type: none"> <li>★ April 20, 2010: CPMS briefed Civilian Personnel Policy (CPP) on updated strategy for DCLP.</li> <li>★ May 4, May 27, and June 10, 2010: CPMS hosted multiple meetings with representatives from the Acquisition and Finance Management communities to discuss proposed DCLP framework.</li> <li>★ June 11, 2010: CPMS participated in an OPM briefing on revised assessment process for possible application to DCLP.</li> <li>★ June 22, 2010: Obtained USD (P&amp;R)/Requirements support for DCLP FY 2012-2016 Program Objective Memorandum submission.</li> <li>★ July 27, 2010: CPMS hosted a meeting with representatives from the Acquisition and Finance Management communities to discuss proposed DCLP framework and way-ahead.</li> <li>★ July 9, 2010: CPMS drafted a memorandum requesting a meeting with USD (P&amp;R) to obtain support of the DCLP pilot and prepare him for a potential discussion with his OSD Comptroller counterpart.</li> <li>★ October 25, 2010: CPMS briefed USD (P&amp;R) on DCLP. CPMS will draft a DCLP pilot proposal and policy memo for USD (P&amp;R) signature after obtaining coordination from the Acquisition and Financial Management communities.</li> </ul>
<b>Initiative Planning / Modification</b>	Program framework completed and pilot launched by the end of Q2 FY 2011



<b>Initiative: Mandatory Training for Supervisors [NDAA 1113(d)]</b>	
<b>Background</b>	<p>Section 1113 of the FY 2010 NDAA, part 412 of Title 5, CFR, and DoD internal hiring reform, recruitment, and related policies require DoD to establish a program to provide training: (a) within one year of initial appointment; (b) refresher training at least once every three years for DoD civilian supervisors and managers; and (c) other supervisory and managerial training. Specifically, the FY 2010 NDAA, Section 1113 (d) requires the Secretary of Defense to develop and provide training for supervisors that includes:</p> <ul style="list-style-type: none"><li>★ Communication with employees on all work-related issues to include discussing progress relative to performance goals and objectives and conducting performance appraisals;</li><li>★ Mentoring and motivating to improve employee performance and productivity;</li><li>★ Fostering a work environment characterized by fairness, respect, equal opportunity, and attention to the quality of work of employees;</li><li>★ Effectively managing employees with unacceptable performance;</li><li>★ Addressing reports of a hostile work environment, reprisal, or harassment of or by another supervisor or employee;</li><li>★ Training on prohibited personnel practices under Section 2302;</li><li>★ Opportunities for a new supervisor to be mentored by an experienced supervisor to impart knowledge and provide advice on leading people and further the new supervisor's professional development; and</li><li>★ On-going training for supervisors, at a minimum every three years.</li></ul>
<b>Associated Metrics</b>	<p>The following metrics are associated with this initiative:</p> <ul style="list-style-type: none"><li>★ Acceptable rate of attrition (within a predefined range)</li><li>★ Acceptable rate of internal movement (within a predefined range)</li><li>★ Acceptable rate of retention (within a predefined</li></ul>



<b>Initiative: Mandatory Training for Supervisors [NDAA 1113(d)]</b>	
	<p>range)</p> <ul style="list-style-type: none"> <li>★ Employee perception survey score</li> </ul>
<b>Projected Completion Date of Initiative</b>	<ul style="list-style-type: none"> <li>★ Phase 1: Manager and Supervisory Training for individuals with two or less years of supervisory experience</li> <li>★ Phase 2: Refresher Training</li> <li>★ Phase 3: Lead People Certificate Program (tentative)</li> </ul> <p>Each phase has common characteristics: promoting the development of world class leaders within DoD; utilizing an interdisciplinary approach to leading people; and providing opportunities for new managers and supervisors to interact and learn from each other and DoD organizational leaders.</p>
<b>FY 2010 Key Actions and Milestones</b>	<p>The following key milestones and actions are associated with this initiative:</p> <ul style="list-style-type: none"> <li>★ December 14, 2009: OUSD (P&amp;R) and CPMS staff met with the Senate Armed Service Committee (SASC) and House Armed Service Committee (HASC) staff to better understand the intent of Congress and provide information on DoD programs and initiatives for civilian leaders.</li> <li>★ January 2010: Surveyed Component/Agency Supervisory Training programs and courses to better understand the type of training offered to supervisors including types of courses, length of programs and delivery formats.</li> <li>★ February 2010: Developed a phased-in approach to meet NDAA, Section 1113 requirements. OUSD (P&amp;R) and CPMS staff briefed the DoD phased plan to SASC and HASC staff and gained their concurrence to move forward with the DoD implementation plan.</li> <li>★ March 2010: The Chief of LPDD briefed the Acting Deputy Under Secretary of Defense, Civilian Personnel Policy (DUSD (CPP)) and the Civilian Personnel Policy Committee (CPPC) on the phased-in approach for implementation of NDAA, Section 1113. Both Acting DUSD (CPP) and the CPPC concurred with the plan.</li> </ul>



<b>Initiative: Mandatory Training for Supervisors [NDAA 1113(d)]</b>	
	<ul style="list-style-type: none"><li>★ April 2010: Sent a questionnaire to Components/Agencies on recommended training for new managers and supervisors. The questions addressed the types of training, curricula course topics, course length, and delivery format. Respondents were also asked to recommend individual Component/Agency courses for inclusion in the training.</li><li>★ November 2010: Prepared a “White Paper” on Manager and Supervisory Training. The paper discussed the criticality of manager and supervisor training and its impact on the organization, the mission, and workforce engagement. The paper also included a literature review of the manager and supervisory training conducted in public and private industry and an in-depth explanation of the Department’s phased implementation plan to comply with <i>NDAA 2010</i>, Section 1113.</li></ul>
<b>Initiative Planning / Modification</b>	N/A



## Sub-Section C: Goal 2: Mission-Ready Workforce

# Sub-Section C:

## Goal 2: Mission Ready Workforce



### GOAL 2:

The Department of Defense has a highly capable workforce characterized by agility, flexibility, diversity, and seamless integration with the Total Force.

Goal 2 of the *CHCSP* focuses on the Department's MCOs and the need to develop a competency-based approach to identifying and fulfilling requirements for its varied workforce. This goal supports the Department's mission and priorities by ensuring that as conditions or missions change, the civilian workforce is fully competent and ready to meet the overall mission of protecting the national security of the United States and its allies and partners abroad. Through the attainment of this goal, DoD ensures that quality talent is available and that Component-unique and DoD-wide initiatives are aligned with Departmental goals and strategies, as well as HC strategic and operational plans.

Goal 2 supports attainment of the HCAAF Talent Management critical success factors of:

- Recruitment: The workforce plan drives the aggressive and strategic recruitment of diverse and qualified candidates for the agency's workforce; and
- Retention: Leaders, managers, and supervisors create and sustain effective working relationships with employees.

This goal aligns with the HCAAF System Standard for Talent Management. The Talent Management system focuses on the extent to which an agency has closed skills, knowledge, and competency gaps in their MCOs, and has made meaningful progress toward closing the same in all occupations.

It also aligns with the following goals and sub-goals of the *OUSD (P&R) Strategic Plan for Fiscal Years 2010-2012*:

- ★ P&R Goal 1: Strengthen total force capability: achieve unity of effort and develop people to execute current and future missions.
  - 1.4: Achieve an efficient and cost-effective balance between contractor and government services.
- ★ P&R Goal 3: Shape and maintain a mission-ready civilian workforce.
  - 3.1: Ensure the Department has the civilian talent needed to meet current and future missions by developing innovative HC life cycle management strategies.
- ★ P&R Goal 4: Ensure superior care and support for the Total Force and their families.



- 4.6: Improve quality of life for Service members and their families, and quality of work-life, wellness, and employee satisfaction for the Total Force.

DoD continually monitors and assesses the effectiveness of recruitment, retention, work-life, and talent management strategies and systems in closing its mission-critical competency gaps. The following agency-specific and government-wide initiatives were selected as focus areas for FY 2010:

- ★ FCM
- ★ In-Sourcing
- ★ ARRA
- ★ Veteran's Employment
- ★ TAP
- ★ Wellness
- ★ Telework
- ★ Same Sex Domestic Partner Benefits
- ★ CEW

The following performance objectives apply to the in-sourcing, wellness, and telework initiatives and are monitored as part of the OUSD (P&R) strategic planning effort.

*Performance Objective: Support the Department's in-sourcing initiative by instituting Civilian Personnel Policy hiring flexibilities that will result in 80 percent of authorized in-sourced positions, under recruitment, being filled for each Fiscal Year through FY 2012.*

*Performance Objective: Instill a culture of fitness throughout the Department by establishing a baseline by the end of FY 2010 on employee attitudes on fitness from the Status of Forces and Employee Viewpoint surveys, and/or focus groups, as evidenced by a statistically significant increase ( $p < .05$ ) by the end of FY 2011.*

*Performance Objective: Recruit and retain workers and prepare for emergent crises by implementing policies and establishing a culture that embraces telework, as measured by a five percent increase over FY 2009 baseline in number of employees who are teleworking by the end of FY 2010 with a five percent increase each subsequent year through FY 2012.*

The following charts provide a synopsis of the status of the CHCSP Goal 2 initiatives that were our focus for FY 2010.



## Objective 2.2:

Implement a competency-based approach to determine and fulfill requirements for the civilian workforce.

Initiative: Functional Community Management	
<b>Background</b>	<p>The SHCR Program Office (SHCP PO) oversees the Department’s Enterprise-wide strategic workforce planning effort. The focus of the effort is on workforce analysis, forecasting, and competency assessment impacting over 750,000 DoD civilian employees.</p> <p>The Department is institutionalizing an updated, integrated workforce planning strategy that is competency-focused, agile, and responsive to mission impacts. The strategy is to focus workforce forecasting and competency development on a selected set of 24 Enterprise-wide MCOs through a Functional Community construct cascaded from OSD designated FCMs to CFCMs, and supported by Component SHCM Integrators. See Appendix F for responsibilities of the Component Integrators.</p> <p>MCOs are defined as those that are key to current/future mission requirements, as well as those that present a challenge regarding recruitment and retention rates.</p> <p>The OFCMs drive the functional view at the business level. At the OSD level, the OFCMs have visibility over the Department’s strategic direction and program goals and can work with the CFCMs to translate these to manpower requirements to meet mission needs. The OFCMs lead the CFCMs as a CoP to identify and implement recruitment, compensation, development, and retention strategies which may include the pursuit of special authorities, legislation, and resource allocations to meet talent requirements.</p> <p>CFCMs represent the operational level that provides workforce data, accession/retention goals, strategies, and preliminary analysis and recommendations based on implementation and lessons learned. The CFCMs are the major drivers within the Department’s SHCP system.</p> <p>The product of planning strategy effort is an annual SHCM Report to Congress (an Enterprise-wide strategic workforce plan), based on requirements established under the NDAA. The focus for the FY 2009 SHCM Report was on</p>



Initiative: Functional Community Management	
	<p>forecasting based mission requirements.</p> <p>Annual workforce forecasts are based on environmental factors that impact current and future needs such as: in-sourcing of contracted services, BRAC, and the positive/negative impact on the workforce; military to civilian conversions; new or changing mission requirements (e.g., increased need for behavioral health providers to care for wounded warriors, stand-up of Cyber Command); COCOM specific requirements; and other emerging mission requirements to ensure planning efforts are aligned with mission and program goals. This collaborative planning effort is further guided by HR, manpower, and budget partners at each organizational level.</p> <p>Section 1108 of <i>NDAA 2010</i> added the following new requirements:</p> <ul style="list-style-type: none"> <li>★ Services and Defense Agencies required to develop and submit a SHCM report to OSD;</li> <li>★ Assessment of the appropriate mix of the multi-sector workforce (e.g., military/civilian/contractor capabilities);</li> <li>★ Identification of funding needed to implement SHCM strategies;</li> <li>★ A plan of action including any incentives necessary to attract/retain talent;</li> <li>★ An assessment of progress in implementing the SHCP using results-oriented performance measures;</li> <li>★ Changes in numbers of SES, Acquisition, and Functional/Technical (Scientists &amp; Engineers) to close gaps; separate chapter for SES (including Scientists &amp; Engineers) addressing workforce needs and career path designs; and</li> <li>★ Assessment of existing/future critical skills and competencies needed in the DoD workforce for the reporting year plus seven years out.</li> </ul>
<p><b>Associated Metrics</b></p>	<p>In early FY 2010, several assessments were conducted to determine if the accession and retention goals projected last year were achieved.</p> <p>Overall, all accession goals for OSD designated MCOs</p>



<b>Initiative: Functional Community Management</b>	
	<p>were met, and FY 2009 hires exceeded the projected needs for meeting steady state end strengths. Projected accession goals were 73,267 and the actual number was 93,374. Accessions were the primary reason for the growth in permanent end strength from 665,258 to 685,789. Actual retirements for the MCOs were 1,219 less than projected (23,726 versus 24,945). Projected Total Gains were 97,080 compared to 114,177 that actualized. Projected Retention Goals defined in terms of “Total Losses not to exceed” were 97,080 compared to 92,321 that actualized.</p> <p>The retention goals set for MCOs were achieved and exceeded. Overall, the projected strength was within 2.9 percent of actual, with a margin of error of .019 percent due to the exclusion of migrations (internal movements from one job series to another).</p>
<b>Projected Completion Date of Initiative</b>	Ongoing initiative. Under Section 1108 of the 2010 NDAA, the Department’s SHCM Report to Congress is an annual reporting requirement.
<b>FY 2010 Key Actions and Milestones</b>	<p>Implementation of the FY 2010 NDAA requirements requires increased collaboration between manpower, budget, FCMS, HR and the Components. As a result of the requirements and recommendations, there were three areas of focus for FY 2010: a more strategic approach to forecasting; development of recruitment/retention strategies to address forecast requirements; and identification of a core set of competencies for MCOs.</p> <p>The “Rolling Wave” maturation model (see Appendix F) allows multiple MCOs to be at various stages of development and refinement. The final “wave” assesses the results of the implementation of the recruitment plan and identified accession and retention goals, and identifies needed course adjustments. During this “wave”, OFCMs may identify the need for additional or revised strategies. It will also refine forecasts based on new environmental scans and Component needs. They may also conclude that the MCOs for their respective communities need adjustment.</p> <p>A USD (P&amp;R) Memorandum, <i>Revalidation of Functional Community Manager Designations and Mission Critical Occupations</i>, called for revalidation of the individuals</p>



### Initiative: Functional Community Management

designated as FCMs, and revisiting the list of Enterprise MCOs.

The FY 2009 Baseline MCOs remained the same for FY 2010. Adding a new MCO requires a business case and approval process. MCO determination criteria include having a Department-wide impact; requiring succession planning or other key initiatives to ensure the Department can carry out its mission; reflecting current Department needs and initiatives; and approval by OSD.

A listing of MCOs can be found in Appendix F. To support mission requirements of increasing scope, variety, and complexity, efforts are currently underway to focus additionally on competency identification/validation, implementation and tracking of strategies to meet goals, and development of Component workforce plans in accordance with the requirements found in Section 1108 of the *NDAA 2010*.

To address the new *NDAA 2010* requirements and to update the targeted end-strength requirements, goals, and strategies for each Functional Community, a revised MCO reporting template was distributed to address the new reporting requirements. The template is in Appendix F.

Following are some key milestone dates:

- ★ June 17, 2010: Distributed FY 2010 Report Template (Sections I and II) to OSD FCMs (OFCMs; copy to Component Integrators).
- ★ June 23, 2010: Sent MCO Actual vs. FY 2009 Forecast Spreadsheet to OFCMs & Component Integrators.
- ★ July 15, 2010: Distributed FY 2010 Report Template (Section III) to Component Integrators (copy to FCMs).
- ★ September 1, 2010: FCMs submitted FY 2010 Report Section I to SHCP PO.
- ★ October 15, 2010: SHCPPO will forward completed attrition and accession analyses to functional communities.
- ★ January 19, 2011: Section II is due from FCMs to Program Office.



<b>Initiative: Functional Community Management</b>	
	<ul style="list-style-type: none"><li>★ January 19, 2011: Section III is due from Component/Agency/COCOM Integrators to SHCP PO.</li><li>★ May 2, 2011: SHCP PO will complete, coordinate and submit FY 2010 SHCM Report to Congress.</li></ul> <p>A summary of accomplishments from the 2009 SHCP cycle:</p> <ul style="list-style-type: none"><li>★ Improved FY 2009 SHCM Report relative to NDAA requirements;</li><li>★ Improved FY 2010 Reporting Template based on working group/customer feedback;</li><li>★ Adopted Component SHCM concept based on customer feedback;</li><li>★ Drafted Competency Management Governance;</li><li>★ Defined requirements for ECR Tool and ECMS tools (Assessments, Gap Analysis, Expertise Locator);</li><li>★ Refreshed OFCMs, CFCMs &amp; MCOs;</li><li>★ Established and partially staffed SHCP PO; and</li><li>★ Established roles for key stakeholders.</li></ul>
<b>Initiative Planning / Modification</b>	<p>Lessons learned from the FY 2009 reporting process included needs for the following (and subsequent actions):</p> <ul style="list-style-type: none"><li>★ Set tasking authority for SHCM Planning Improved mechanism for horizontal and vertical (Component) integration.</li><li>★ Clear identification and communication of Component SHCP HR roles and responsibilities.</li><li>★ Clear definition of MCO - included in MCO refresh letter and is basis of MCO business case.</li></ul>



### Initiative: In-Sourcing

#### Background

On April 6, 2009, while introducing the FY 2010 DoD budget, Secretary Gates announced an initiative to re-balance the Department's workforce and reduce the Department's reliance on contracted services, as well as increase government performance, oversight, and control of critical services. This initiative, commonly referred to as "in-sourcing" is consistent with the Department's Congressionally-mandated and statutory requirements under Sections 129a, 2330a, and 2463 of United States Code Title 10. Moreover, the Department's efforts support President Obama's call for government contracting reform in his March 4, 2009, memorandum.

"In-sourcing" is defined as the conversion of any currently contracted service or function to DoD civilian or military performance, or a combination thereof. The Department is committed to using in-sourcing as one of many tools to:

- ★ Reduce our reliance on contracted services;
- ★ Appropriately realign inherently government and critical work from the private sector to government performance;
- ★ Generate efficiencies and savings; and
- ★ Ensure we have the necessary capabilities and skills to meet our missions.

To accomplish the above objectives, the Department conducts in-sourcing from a Total Force perspective, strategically assessing contracted services as part of a broader manpower and requirements determination and management process. In-sourcing is a collaborative effort across the Department's core lines of business, bringing together key stakeholders from the personnel, financial management and budget, acquisition, manpower, and various support communities.

In recent years, the Department has issued comprehensive guidance to govern the process of in-sourcing, to include the following:

- ★ An April 4, 2008, memo implementing Congressional in-sourcing direction, consistent with Title 10;
- ★ A May 28, 2009, memo providing additional in-sourcing guidance incorporating lessons learned/best



<b>Initiative: In-Sourcing</b>	
	<p>practices;</p> <ul style="list-style-type: none"> <li>★ A January 29, 2010, Directive-Type Memorandum (DTM) for fully burdened costing; and</li> <li>★ An update of DODI 1100.22 on April 12, 2010, for workforce mix criteria.</li> </ul> <p>DoD has used a “Total Force” approach to obtain the appropriate mix of manpower (military/DoD civilian) and contractor support, including the following criteria:</p> <ul style="list-style-type: none"> <li>★ In-source services entailing inherently governmental functions.</li> <li>★ In-source services needed to support the readiness and workforce management needs (‘exempt’).</li> <li>★ For all “other services”—conduct a cost analysis (full costs and “like comparisons”).</li> <li>★ Verify mission requirements, required level of performance, and workload.</li> <li>★ Eliminate functions that are no longer required; tailor those of low priority or marginal value.</li> <li>★ Organize activities to promote efficient, effective, and economical operation and optimize personnel utilization.</li> <li>★ Consider the entire workforce and how the work is performed to minimize gaps (or overlaps) in critical services.</li> </ul>
<b>Associated Metrics</b>	<p>The following performance measure was outlined in the <i>Performance Budget Execution Report FY 2010</i>:</p> <p>Cumulative number of DoD civilian and/or military authorizations added as a result of in-sourcing. By FY 2015, DoD will decrease reliance on contracted services by increasing the in-house civilian or military workforce by 33,375 authorizations (positions) for personnel, including 13,571 in FY 2010.</p> <p>As of the end of FY 2010, the Department has added more than 17,800 new civilian authorizations as a result of in-sourcing contracted services, exceeding its FY 2010 plans.</p>
<b>Projected Completion</b>	In-sourcing is a statutorily required workforce shaping tool.



<b>Initiative: In-Sourcing</b>	
<b>Date of Initiative</b>	While the near-term objectives of the SecDef called for approximately 33,400 new civilian positions by the end of FY 2015, the Department's in-sourcing efforts will endure beyond this timeframe in order to be fully compliant with United States Code Title 10 requirements.
<b>FY 2010 Key Actions and Milestones</b>	<p>Execution to date has been highly successful. As of the end of FY 2010:</p> <ul style="list-style-type: none"> <li>★ All DoD Components met or exceeded their plans for FY 2010;</li> <li>★ The FY 2010 cumulative plan has been exceeded – over 17,800 new positions were established in FY 2010;</li> <li>★ More than half of current in-sourcing actions are because the contracted work was determined to be inherently governmental, closely associated with inherently governmental, or otherwise exempted from private sector performance (to mitigate risk, ensure continuity of operations, build internal capacity, meet readiness needs, etc.).</li> </ul> <p>Consistent with the DepSecDef's May 28, 2009, memo, a June 7, 2010, USD (P&amp;R) memo called for submittal of FY 2011 in-sourcing plans by July 30, 2010. Plans were submitted by the Components, as well as each Defense Agency, Field Activity, and independent organizations (Defense Acquisition University (DAU), DoDIG, NDU, etc.). The following notes reflect the state of the in-sourcing effort:</p> <ul style="list-style-type: none"> <li>★ Though the plans are a separate reporting requirement specific to in-sourcing, they should inform and align with the MCO reports required as part of the FCM-based strategic workforce planning effort.</li> <li>★ In-sourcing was not terminated as a result of August 9, 2010, SecDef remarks on efficiencies and subsequent guidance.</li> <li>★ Impacts to planned in-sourcing at OSD, Defense Agencies, Field Activities, and COCOMs are being assessed in the context of efforts to limit organizational growth and reprioritize missions/functions, but in-sourcing is not cancelled or outright precluded.</li> </ul>



<b>Initiative: In-Sourcing</b>	
	<ul style="list-style-type: none"><li>★ In-sourcing can and is continuing at the Military Services- current FY 2011 in-sourcing plans exceed 12,000 new civilian positions.</li></ul>
<b>Initiative Planning / Modification</b>	For FY 2011, additional career field subsets were included as illustrative focus areas in developing FY 2011 in-sourcing plans and to track metrics, to include the Defense Acquisition Workforce (as in FY 2010), Financial Management and Budget, Cyber/Information Technology, and Security/Law Enforcement and Interrogation. These have been identified for illustrative purposes in planning for and tracking the in-sourcing efforts.



## Objective 2.3:

Design and implement flexible HR programs that enhance the ability to recruit, hire, compensate, reassign, and deploy the civilian workforce.

Initiative: ARRA	
<b>Background</b>	An increase in staffing was required for USACE to execute ARRA while also working toward existing missions including BRAC and other military construction and support to Overseas Contingency Operations (OCO). USACE was directly appropriated \$4.6 billion in the act for its civil works program, and received \$2.9 billion for military programs throughout DoD. Total Army Civil Works obligations to date (August 6, 2010) are \$4.1 billion (88.7 percent of \$4.6 billion), including \$3.6 million for new contracts and new work orders against existing contracts. During FY 2009 the Corps identified ARRA requirements and published Operations Order (OPORD) 2009-11 ( <i>USACE Execution of the American Recovery and Reinvestment Act 2009 (Annex D Human Resources)</i> ). USACE also filled 218 positions using the ARRA Schedule A authority.
<b>Associated Metrics</b>	The Civil Works allocations were consistent with additional project selection criteria provided in the Congressional Committee report accompanying the Act that projects, programs, or activities (PPAs) to be accomplished with Recovery Act dollars will: <ul style="list-style-type: none"> <li>★ Be obligated/executed quickly;</li> <li>★ Result in high, immediate employment;</li> <li>★ Have little schedule risk;</li> <li>★ Be executed by contract or direct hire of temporary labor; and</li> <li>★ Complete a project phase, a project, an element, or will provide a useful service that does not require additional funding.</li> </ul>
<b>Projected Completion Date of Initiative</b>	All unobligated funds, with some exceptions, expire at the end of FY 2010.
<b>FY 2010 Key Actions and Milestones</b>	USACE performed the following actions: <ul style="list-style-type: none"> <li>★ Attended OPM sponsored Economic Recovery Hiring</li> </ul>



<b>Initiative: ARRA</b>	
	<p>Fair on October 27, 2009. USACE selecting officials interviewed 9 candidates for journey level contract specialist vacancies in Baltimore, MD, and Winchester, VA.</p> <ul style="list-style-type: none"><li>★ Benchmarked other Federal Agencies on corporate recruitment and developed new branding products (such as recruitment business cards) and marketing initiatives.</li><li>★ Developed and published fact sheets to enhance USACE recruitment efforts. Three are for applicants interested in obtaining information about USACE jobs – How to Apply, Developmental Positions, and Civilian Career Opportunities. More details may be found in Appendix B.</li><li>★ Began establishing a recruiter cadre to support recruitment efforts at national recruitment events. Recruiter training will be provided for cadre members to ensure standard processes are used and a consistent message is delivered at recruitment events.</li><li>★ Partnered with the Public Affairs Office to tell the Corps story from a HC perspective in order to attract potential candidates by emphasizing what makes us stand out from other employers.</li></ul>
<b>Initiative Planning / Modification</b>	<p>This initiative expires as of September 30, 2010. In all but one of the six USACE ARRA MCOs, staffing projections were exceeded. Specific numbers for the staffing projections can be found in the USACE MCO Resource Chart in Section IV.</p>



<b>Initiative: Veteran's Employment (Government-wide)</b>	
<b>Background</b>	<p>Shortly after OPM Director John Berry took office in April 2009, he designated increased employment opportunities for veterans as one of his three short-term goals. Although the Federal Government is the clear leader in employing veterans, the percentage of veterans in the Federal workforce essentially remained flat (increasing from 25.1 to 25.5 percent). DoD is the leader in employment of veterans with nearly 45 percent of the civilian workforce having served in the uniformed services.</p> <p>On November 9, 2009, the President signed EO 13518, <i>Employment of Veterans in the Federal Government</i>. The EO states that it is the policy of the Administration to enhance recruitment of and promote employment opportunities for veterans within the executive branch, consistent with MSPs and veterans' preferences prescribed by law.</p> <p>The EO required agencies to develop operational plans to support the following four key aspects of the Initiative as outlined in OPM's <i>Government-wide Veterans' Recruitment and Employment Strategic Plan</i> for FY 2010-FY 2012:</p> <ul style="list-style-type: none"> <li>★ Leadership and Commitment</li> <li>★ Skills, Development and Employment</li> <li>★ Marketing Veterans' Employment</li> <li>★ Information Gateway</li> </ul> <p>Each of these key areas contains a mixture of Federal and DoD strategic goals, objectives, and actions steps. To address these areas in FY 2010, DoD showcased a number of innovative programs and initiatives to meet the challenge to assist the men and women who have so honorably served our nation.</p>
<b>Associated Metrics</b>	<p>DoD has incorporated expected outcomes into the <i>DoD Veterans' Recruitment and Employment Operational Plan</i>. The expected outcomes include:</p> <ul style="list-style-type: none"> <li>★ Establish a governance structure;</li> <li>★ Maintain or increase number of Veterans employed by DoD in FY 2010 and beyond;</li> <li>★ Increase training classes and hiring events;</li> </ul>



<b>Initiative: Veteran's Employment (Government-wide)</b>	
	<ul style="list-style-type: none"> <li>★ Develop model Veterans career developmental program for government-wide implementation;</li> <li>★ Increase employment opportunities for spouses through implementation of government-wide Military Spouse Intern Program;</li> <li>★ Market DoD innovative programs to internal and external stakeholders;</li> <li>★ Increase distribution of marketing materials to Veterans, transitioning Service members, and spouses;</li> <li>★ Expand means of communication with Veterans, transitioning Service members and spouses;</li> <li>★ Expand means of communication with HR professionals and hiring managers; and</li> <li>★ Provide OPM-developed training to Components within 3 months of OPM release.</li> </ul> <p>On September 20, 2010, The Council on Veterans Employment established performance goals for the initiative. Agencies with current percentage of veteran new hires at or above 25 percent (to include DoD) are required to do the following:</p> <ul style="list-style-type: none"> <li>★ Maintain or improve their current percentage;</li> <li>★ Analyze veterans demographics and establish targeted recruitment efforts for women, homeless, and/or combat enlisted veterans, individuals eligible for derived veterans' preference, and military spouses; and</li> <li>★ Increase the use of special hiring authorities for veterans</li> </ul>
<b>Projected Completion Date of Initiative</b>	An operational timeline for FY 2010 and beyond ( <i>Figure C-1</i> ) provides a high level overview of DoD's key actions.
<b>FY 2010 Key Actions and Milestones</b>	<p>As part of the Veterans Employment Initiative, CPMS (as the DoD executive agent (EA)) took the following actions (by key areas listed below):</p> <p><b>Leadership Commitment:</b></p> <ul style="list-style-type: none"> <li>★ November 2009: Distributed EO 13518 to the DoD</li> </ul>



**Initiative: Veteran's Employment (Government-wide)**

HR community.

- ★ December 2009: Call to Action Memo signed by DepSecDef to military and civilian Department leaders announcing and expressing support of the EO and the Veterans Employment Initiative.
- ★ January 2010: Established VEPO to promote Veterans' recruitment, employment, training and development and to provide agency-wide leadership and support policy direction.
- ★ May 2010: Developed and implemented the DoD Veterans Recruitment and Employment Operational Plan and submitted to OPM. The Operational Plan captures Department-wide actions that support the four key aspects of the Initiative (previously referenced). It also covers the roles and responsibilities based on DoD's leadership within the government-wide initiative and outlines the Department's role supporting its workforce in transitioning, recruiting, and hiring Veterans.

**Skills, Development, and Employment:**

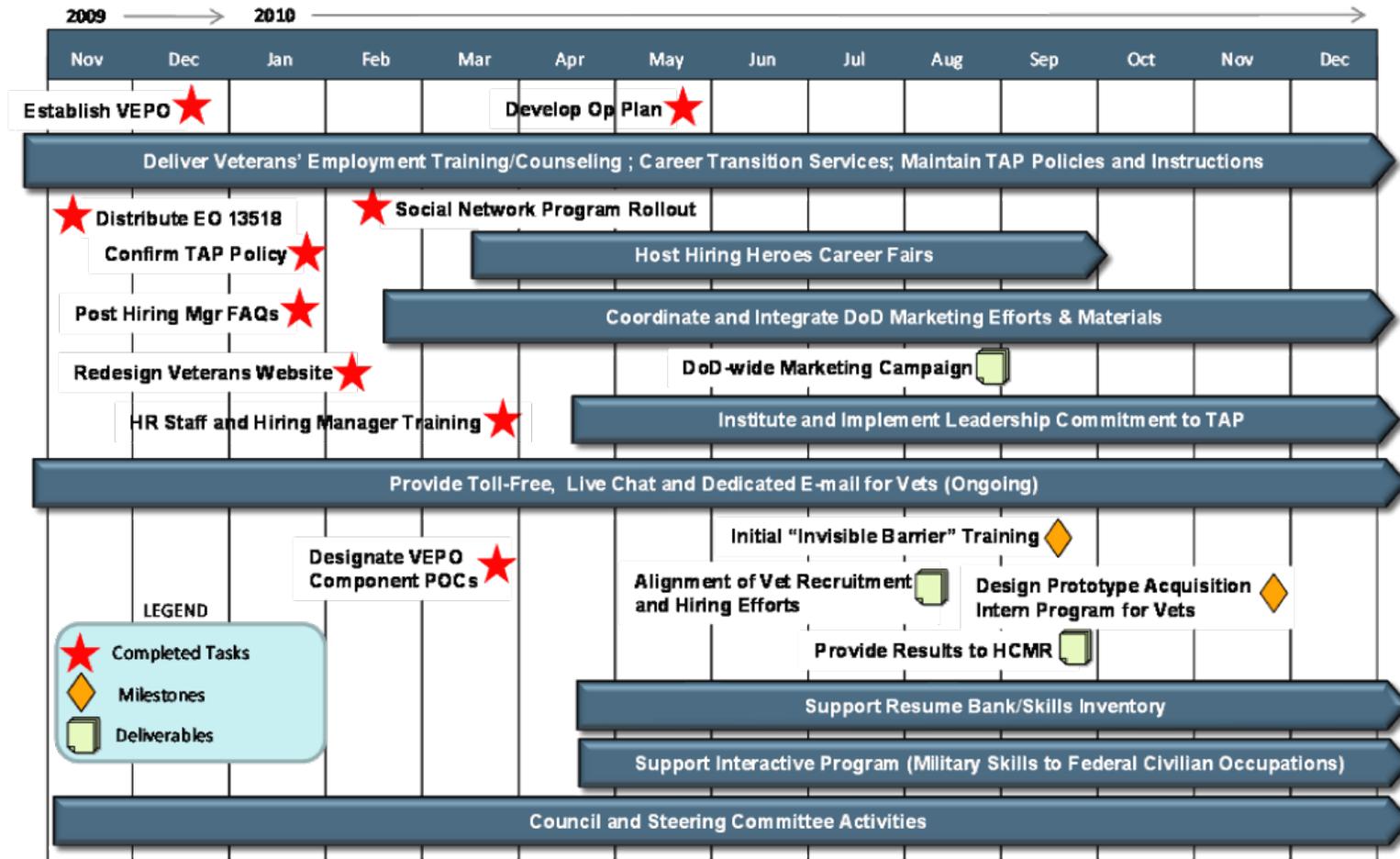
- ★ Established the Military Spouse Internship Program through which DoD will reimburse Federal Agencies first year salary/training costs.
- ★ Developed the "proof of concept" for Building Careers for America's Veterans, a government-wide pilot intern program intended to attract, develop, train, and retain Veterans for Federal civilian careers, and support the development of careers in MCOs for Wounded Warriors and other Veterans.
- ★ Organized and conducted 10 Hiring Heroes Career Fairs during FY 2010.
- ★ Provided annual training to agency HR personnel and hiring managers concerning veterans' employment. Awaiting development of OPM curriculum to integrate into mandatory managers' and supervisors' annual training.
- ★ Started coordination with the Components and the Department of Veterans Affairs (VA) to promote further development and application of technology designed to assist transitioning Service members and



<b>Initiative: Veteran's Employment (Government-wide)</b>	
	<p>veterans with disabilities.</p> <p><b>Marketing Campaign:</b></p> <ul style="list-style-type: none"><li>★ January 2010: Posted FAQs for hiring managers on DoD Vets Web site.</li></ul> <p><b>Information Gateway:</b></p> <ul style="list-style-type: none"><li>★ February 2010: Redesigned DoD's Vets Web site (<a href="http://www.DoDVets.com">www.DoDVets.com</a>) to better provide information on employment opportunities, Veterans' preference, Q&amp;As, hiring authorities, and a recruitment events calendar.</li></ul>
<b>Initiative Planning / Modification</b>	<p>The Veterans Employment Initiative is ongoing, with implementation of programs occurring through FY 2011 and beyond. The Operational Plan is intended to be a living document, which will be modified as appropriate to address emergent issues and additional innovative strategies.</p> <p>CPMS will play an integral role in supporting DoD in accomplishing the elements detailed in the initiative. Due to its depth of experience in veterans hiring programs and activities, CPMS is well positioned to provide expert consultation and support to other agencies, and to develop coordination protocols for Component programs within DoD.</p> <p>The VEPO and the Wounded Warrior Care and Transition Policy Office, under the direction of the USD (P&amp;R), will support the Secdef in:</p> <ul style="list-style-type: none"><li>★ Developing and implementing counseling and training programs in consultation with OPM.</li><li>★ Reinforcing military leadership's commitment and support of the Service members' transition process.</li><li>★ Instituting policies that encourage every eligible Service member to take the opportunity to enroll in any or all of the four components of TAP.</li><li>★ Identifying key occupations for which the agency will provide job counseling and training to better enable veterans to meet agency staffing needs associated with those occupations.</li></ul>



FIGURE C-1. VETERANS EMPLOYMENT INITIATIVE TIMELINE





<b>Initiative: TAP</b>	
<b>Background</b>	<p>The purpose of the DoD TAP is to prepare military personnel and their families for a successful transition to civilian life. Over the past year, TAP has been redefined to become more integrated with the full life cycle of the military member. TAP falls under the DoD, Office of Wounded Warrior Care and Transition Policy, ensuring program collaboration with the Wounded Warrior Program, OWF, and the Veterans Employment Initiative. DoD continues to partner with the Departments of Labor and Veteran Affairs, conducting employment workshops and benefits briefings. The target audience includes active duty separations and retirements; National Guard and Reserve Demobilizations and Deactivations; and WII and their family members. An illustration of the TAP process can be found at <i>Figure C-2</i>.</p> <p>Working in conjunction with TAP, OWF is a DoD-sponsored internship opportunity for WII military members. These opportunities provide meaningful activity outside of the hospital environment, have a positive impact on wellness, and offer a formal means of transition for return to duty or entry into the civilian workforce. In addition, participants can build resumes, explore career options, develop job skills, and gain work experience. OWF enables the Federal sector to avail itself of the considerable talent and dedication of the WII.</p>
<b>Associated Metrics</b>	<p><b>TAP results:</b></p> <p>Beyond the TAP employment workshops, there have been 467,796 demands for employment assistance; 9,912 additional workshops/seminars conducted with 139,278 attendees; 226,489 individuals receiving a total of 204,754 hours of personalized coaching. Customer interaction and personalized coaching services total in excess of 1.28 million demands.</p> <p><b>OWF results:</b></p> <p>Though the program is primarily implemented in the National Capital Region (NCR), the Army is piloting the program at seven locations beyond the NCR. During FY 2010, there were 350 participants, with 33 percent returning to duty and 20 percent obtaining employment. Over 150</p>



<b>Initiative: TAP</b>	
	Federal Agencies have participated to date.
<b>Projected Completion Date of Initiative</b>	TAP modified by September 30, 2012.
<b>FY 2010 Key Actions and Milestones</b>	<p>The USD (P&amp;R) Strategic Management Plan has the following Quarterly Milestone 4.5.3:</p> <p>Increase the skills and competencies of personnel delivering pre-separation counseling in support of TAP by implementing a common training standard that establishes a baseline in FY 2011 and identifies 12 field locations to implement a pilot curriculum that includes the use of blended delivery techniques (classroom, virtual, and multi-media) by June 30, 2011, with evaluation and final acceptance for world-wide deployment by September 30, 2012.</p>
<b>Initiative Planning / Modification</b>	<p>After being in operation for two decades, there is a need for TAP to be modified, to transition from being event-driven to being more life cycle process-oriented (see <i>Figure C-3</i>). The following factors are being considered during this modification: re-envisioning for the millennial generation; facilitating the life cycle delivery of career coaching services; ensuring the seamless hand-off to Department of Labor Career One Stop Centers; and utilizing social networking.</p> <p>Planned actions for FY 2011 include:</p> <ul style="list-style-type: none"> <li>★ January 1, 2011: Complete review of existing training and percentage of workforce trained.</li> <li>★ March 1, 2011: Complete research of new requirements, desired skills and competencies required.</li> <li>★ May 31, 2011: Develop new/revised curriculum containing blended delivery techniques and competency testing criteria.</li> <li>★ September 30, 2011: Develop standards for pilot implementation and evaluation criteria.</li> </ul>

FIGURE C-2. TAP PROCESS

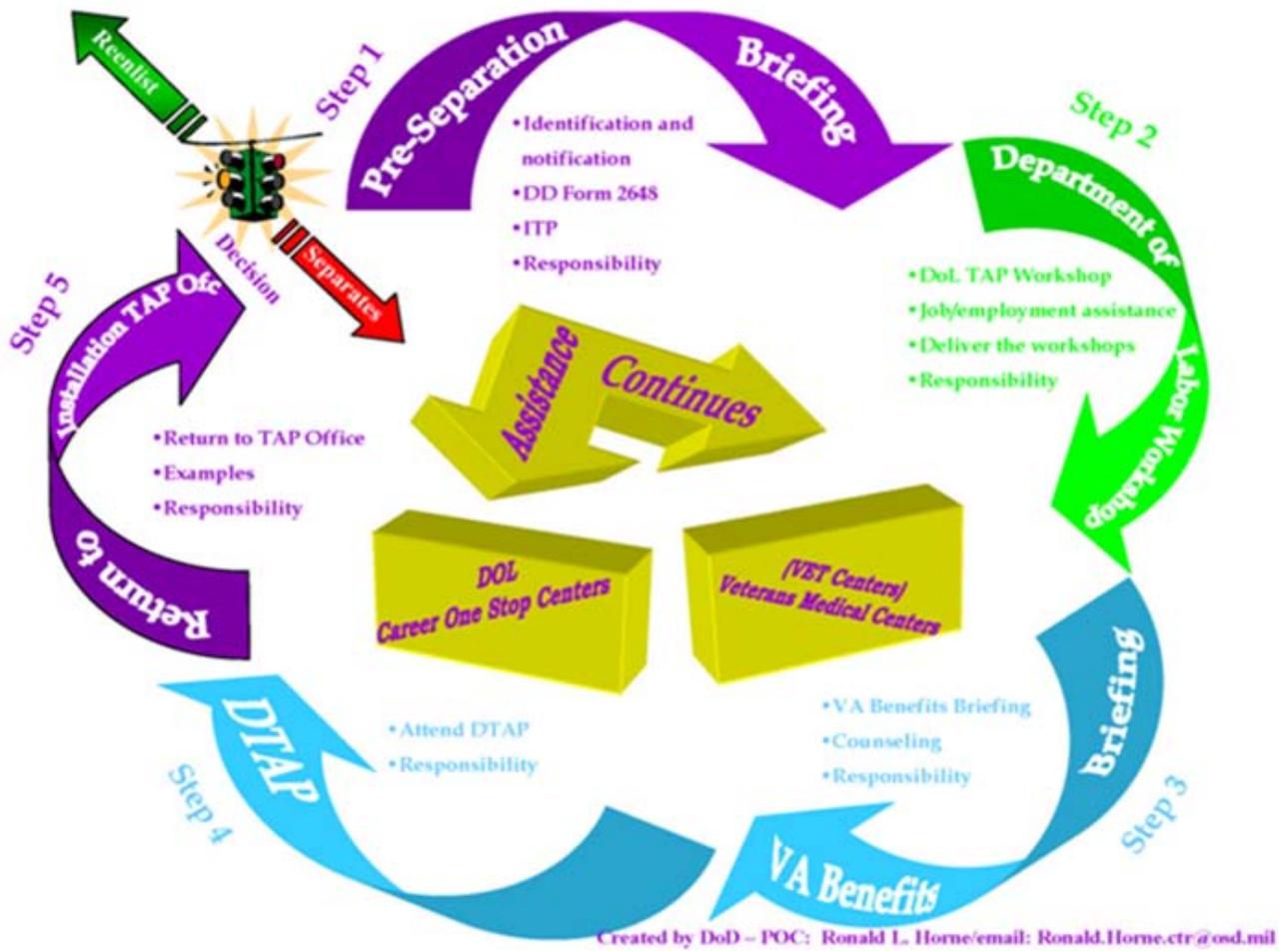




FIGURE C-3. TAP LIFE CYCLE MODEL





## Objective 2.4:

Become a top ranked Federal employer through policies, programs, and initiatives fostering professional development and work life balance opportunities.

<b>Initiative: Wellness (Government-wide)</b>	
<b>Background</b>	<p>In June 2009, OMB identified improving employee wellness and satisfaction as a high priority objective for Federal Agencies as part of the President’s FY 2011 Budget and Performance Plans. OPM provided further guidance on the tasks required to meet the OMB objective including an inventory of current wellness activities and programs, as well as plans to improve these programs.</p> <p>In late FY 2009, a Strategic Action Team (SWAT) of senior Department HR leaders and functional program managers established the wellness vision, guiding principles, and program goals and objectives. In addition, a Wellness Working Group (WWG) consisting of Component and Defense Agency representatives was convened that identified objectives and developed an action plan to operationalize the SWAT wellness vision. As a result of SWAT and WWG efforts, DoD submitted its Wellness Action Plan to OPM in December 2009, establishing objectives, actions, improvement targets, outcome measures, and methods to track progress. The requirement for FY 2010 is an implementation plan that includes action steps. The DoD Wellness Implementation Plan was submitted to OPM in September, 2010, and is included as Appendix C. CPMS supports the coordination of WWG’s efforts. WWG continues to meet monthly to facilitate implementation of the Wellness program, assess implementation progress, and identify required program improvements.</p> <p>The DoD wellness initiative is multi-pronged and supports the four pillars of a healthy lifestyle: nutrition, physical activity, health choices, and prevention. The Wellness objectives address these four pillars.</p>
<b>Associated Metrics</b>	<p>The DoD Wellness Action Plan developed last December established the following progress indicators and metrics:</p> <ul style="list-style-type: none"> <li>★ Policy memorandum is published and posted on the DoD Issuances and CPMS Web sites.</li> </ul>



**Initiative: Wellness (Government-wide)**

- ★ If permitted, policy authorizing time off for employees for the purpose of exercise during work hours is approved and implemented.
- ★ Training on the importance of health and wellness programs and stress management awareness is developed and incorporated in employee, supervisor, and leader training. .
- ★ Improved FY 2010 sick leave usage and retention rates for the Department over FY 2009 levels.
- ★ Enhance Department Wellness program Web site to include Component best practices and benchmarking information.
- ★ Employee satisfaction with wellness programs shows a positive increase over FY 2009 baseline (data source: OPM Federal EVS).
- ★ Increase the number of Health Risk appraisals throughout the Department.
- ★ Sponsor annual DoD physical activity challenge event.
- ★ Leverage best practices within DoD creating contract specifications for healthy food choices in dining facilities, cafeterias, and concessions for widespread implementation in the Department.
- ★ DoD sites completing WellCheck will report that healthy food choices in vending machines and cafeterias have increased by five percent in FY 2012 (data source: OPM WellCheck Inventory).

DoD submitted a wellness action plan to OPM and OMB last December. The wellness initiative has specific performance objectives required for the FY 2012 budget submission (due September 13, 2010); specifically, agencies should develop and submit a wellness implementation plan which is designed to achieve a 75 percent employee participation rate in wellness activities over the next five years.

Employee attitudes on wellness from the 2010 EVS (Performance Objective: WWG established FY 2010 baselines on employee attitudes on fitness from the EVS and Status of Forces - Civilian (SOF-C) surveys and/or



<b>Initiative: Wellness (Government-wide)</b>	
	<p>focus groups in order to see if there is an increase (<math>p &lt; .05</math>) on any of the measures by the end of FY 2011.</p> <p>questions including exercise, medical screening, and quit smoking programs) scored a 53 percent positive rate compared with the rest of the government positive rate of 49 percent.</p>
<b>Projected Completion Date of Initiative</b>	Ongoing.
<b>FY 2010 Key Actions and Milestones</b>	<p>DoD is gaining momentum toward establishing a culture of wellness, including the following actions:</p> <ul style="list-style-type: none"> <li>★ <b>First quarter (Q1) FY 2010:</b> <ul style="list-style-type: none"> <li>• USD (P&amp;R) Milestone: Prepared DepSecDef Memorandum that communicates the DoD-wide wellness vision, endorses and encourages leadership advocacy for improving employee wellness, and encourages leading "wellness by example."</li> <li>• USD (P&amp;R) Milestone: Deployed the new awareness and marketing campaign. The posters and brochures helped to build a brand and eye-catching messages around DoD Wellness and create a focus for the entire program. DoD developed a calendar of events for DoD-wide health and wellness awareness campaigns throughout the Components. DoD instituted the first monthly campaign. Monthly wellness awareness campaigns continued through FY 2010.</li> </ul> <p>Evidence of top leadership support of the wellness initiative has had a positive impact on the development of Component wellness programs. The wellness marketing campaign and monthly wellness awareness campaign has been very well received as illustrated by hits on the wellness Web site designed to meet the following USD (P&amp;R) Milestone.</p> </li> <li>★ <b>Q2 FY 2010:</b> <ul style="list-style-type: none"> <li>• Developed Component physical activity</li> </ul> </li> </ul>



<b>Initiative: Wellness (Government-wide)</b>	
	<p>programs designed to encourage increased employee participation (e.g., walking program competition).</p> <p>★ <b>Third Quarter (Q3) FY 2010:</b></p> <ul style="list-style-type: none"> <li>• USD (P&amp;R) Milestone: Established an Enterprise-wide online wellness resource providing information and links to a variety of topics related to health, wellness, and stress management.</li> <li>• Launched the DoD-wide <i>“Leap Into Fall” Fitness Challenge</i> that encourages employees to track their fitness activity and log it into the President’s Challenge Web site. The DoD goal is to have logged in 1.5M hours total of physical activity – that translates to employees engaging in physical activity at least 2.5 hours a week for a 10-week period. The top three teams and employees will be recognized on the CPMS Web site. All employees who log in 2.5 hours of physical activity each week for 10 weeks will receive a certificate. Over 10,000 employees were signed up for the Challenge as of September 2010.</li> </ul> <p>★ <b>Fourth quarter (Q4) FY 2010:</b></p> <ul style="list-style-type: none"> <li>• Completed a wellness inventory of selected DoD-wide activities and significant challenges and submitted to OPM in September 2010.</li> </ul>
<b>Initiative Planning / Modification</b>	<p>Challenges include implementation under current tempo, attaining buy-in from all levels, communication to the DoD Enterprise, and program sustainment.</p> <p>Goals for FY 2011 are being defined to overcome barriers to program implementation; facilitate accomplishment and/or revise goals not fully realized in FY 2010; achieve a more wide-spread culture shift towards program acceptance; and increase program availability and employee participation.</p>



<b>Initiative: Telework (Government-wide)</b>	
<b>Background</b>	<p>The 2009 OPM report, Status of Telework in the Federal Government, identified several barriers to telework implementation in the Federal Government. OPM has initiated actions to address administrative challenges to the promotion of telework throughout the Federal Government. A joint OPM/GSA ideation challenge was held January 4 - 19, 2010, during which Federal employees submitted their ideas to improve telework in the Federal Government and a Leadership Thought Forum took place in March 2010 to identify solutions to telework challenges. DoD has also initiated several initiatives in 2009 and 2010 to address challenges to full telework utilization in the Department.</p> <p>The overall goal of the telework initiative is to improve the Department's ability to continue government operations during crisis, enhance quality of work-life and employee engagement, expand recruitment and retention tools, promote cost savings, and positively impact the environment.</p>
<b>Associated Metrics</b>	<p>DoD Telework strategic targets include:</p> <ul style="list-style-type: none"><li>★ five percent increase over FY 2009 baseline (27,110) in the number of employees teleworking by the end of FY 2010.</li><li>★ 15 percent increase over FY 2009 baseline, by the end of FY 2012.</li></ul>
<b>Projected Completion Date of Initiative</b>	<p>The initiative is ongoing. The timeline for current metrics is the end of FY 2012.</p>
<b>FY 2010 Key Actions and Milestones</b>	<p>During Q4 FY 2010, a draft DoDI 1035.01 was completed and submitted for pre-signature edits. Once the editing process is complete, the DoDI will be submitted for legal sufficiency and security reviews prior to being submitted for signature and issuance.</p> <p>The Telework Marketing Campaign was developed with the objective of facilitating a culture shift to one more accepting of telework for eligible positions as a normal working condition. One tool to help achieve this objective is the development of a strong brand that can be visually displayed across all methods of printed and Web-based communications.</p> <p>The CPMS team developed several core messages to help</p>



<b>Initiative: Telework (Government-wide)</b>	
	<p>build support within the DoD civilian workforce for Telework:</p> <ul style="list-style-type: none"><li>★ Telework is done for and by professionals.</li><li>★ Telework enhances the capabilities of DoD civilians to support the warfighter.</li><li>★ Telework is the way business gets done.</li></ul> <p>New telework posters and brochures featuring DoD employees and managers have been designed and will be launched concurrently with the issuance of DoDI 1035.01. In addition, the telework Web site was re-designed. The new Web site is a user-friendly, one-stop resource containing information and tools to help managers and employees establish effective telework arrangements. The DoDI will be posted on the Web site and the marketing materials will be available for download. The Web site will be launched concurrently with the marketing materials. The campaign also included print and video productions that are scheduled for DoD-wide distribution during late 2010.</p> <p>The goal of these actions is to provide managers and employees with tools and access to ideas that help promote the concept that telework enhances the DoD mission by enabling continuity of operations for the mission, assists in recruitment and retention of good employees, and is environmentally friendly.</p>
<b>Initiative Planning / Modification</b>	<p>DoD is in the early stages of exploring ways to more accurately track telework through DCPDS, using a position build telework eligibility code to track eligible positions and assessing Oracle Self Service to track telework agreements and average time teleworked.</p>



**Initiative: Same-Sex Domestic Partner Benefits**

**Background**

In a June 17, 2009, memorandum, *Federal Benefits and Non-Discrimination*, President Obama observed that “millions of hard-working, dedicated, and patriotic public servants are employed by the Federal Government as part of the civilian workforce, and many of these devoted Americans have same-sex domestic partners.” He further noted that although “[l]eading companies in the private sector are free to provide to same-sex domestic partners the same benefits they provide to married people of the opposite sex,” Federal Departments and Agencies may only do so where authorized by law. The President thus instructed heads of executive departments and agencies to review the benefits they offer to determine whether any could be extended to the same-sex domestic partners of their employees under current law and to report the results of their review to OPM within 90 days. OPM received the agency reports and, in consultation with the Department of Justice, submitted a report to the President recommending that all of the benefits identified by agencies be extended in order to attain greater equality for the Federal workforce and to assist the Federal Government in competing with the private sector for the best and brightest employees.

Subsequently, in a memorandum dated June 2, 2010, President Obama directed agencies to extend a host of benefits to their employees’ same-sex domestic partners as permitted by law. Section 3 of the memorandum authorizes the OPM Director to instruct agencies to submit reports on the status of their efforts to implement the directions contained in the memorandum. Accordingly, the OPM Director instructed agencies to include information on the results of their implementation efforts in their annual HCMR.

For each of the benefits identified in the reports the agency submitted to OPM pursuant to the President’s June 17, 2009, memorandum, as well as any additional benefits it may have identified. Each agency must:

- ★ Identify any benefits it has already extended to cover same-sex domestic partners and/or their children;
- ★ Identify each benefit that is to be extended;
- ★ Provide an update on the status of extending the benefit; and



<b>Initiative: Same-Sex Domestic Partner Benefits</b>	
	<ul style="list-style-type: none"> <li>★ Include a projected date by which the benefit will be extended.</li> </ul> <p>Each agency's reporting obligation shall continue until such time as it reports that all benefits covered in its reports that are capable of being extended have in fact been extended to cover their employees' same-sex domestic partners and their children, as applicable.</p>
<b>Associated Metrics</b>	None
<b>Projected Completion Date of Initiative</b>	December 15, 2010
<b>FY 2010 Key Actions and Milestones</b>	<p>The Department has made progress in extending benefits to same-sex domestic partners. A DoD-wide Working Group has been established to address requirements and resolve issues throughout the Department. The group has reviewed and confirmed the listing of those policies reported to OPM that contain benefits the Department has determined can be extended to same sex domestic partners of DoD employees. The DoD Working Group meets on a monthly basis.</p> <p>DoD Components and Agencies distributed the President's Memorandum and OPM Implementing instructions to the workforce. The OPM Benefits Administration Letter concerning the opportunity same-sex domestic partners to apply for coverage under the Federal Long Term Care Insurance Program (FLTCIP), the Final Rule on Absence and Leave in 5 CFR 630, and OPM Memorandums on the Interpretation of "Son or Daughter" under the Family and Medical Leave Act (FMLA), and Extension of 24-Hour Leave With Out Pay Family Support Policy to Same-Sex Domestic Partners of Federal Employees has also been distributed</p> <p>The Department has also drafted a media communications plan and has begun to identify requirements for leadership and workforce training requirements.</p> <p>Revisions to civilian personnel policies to extend benefits to same-sex domestic partners of Title 5 DoD employees are well underway. Draft revisions are completed related to employment of family members in foreign areas, and overseas allowances and differentials. The former has</p>



<b>Initiative: Same-Sex Domestic Partner Benefits</b>	
	<p>entered the Department's formal coordination process, to include initial legal review, while the latter has been sent to DoD Components and agencies for informal coordination.</p> <p>Non-appropriated fund (NAF) policies are also being updated for formal coordination purposes. Policy updates are being discussed with NAF employers to address unique concerns of the NAF community.</p> <p>Other non-Title 5 agencies are in various stages of updating policies. Several have completed updates to internal policies that did not require additional DoD policy to implement. Such internal policies included areas such as leave, letters of condolence, and on-site day care.</p> <p>The DoD Education Activity is currently preparing two Memorandums of Understanding between the agency and applicable bargaining units to extend Living Quarters Allowance (LQA) waivers to same-sex domestic partners based on the Federal Service Impasse Panel (FSIP) Decision Cases. They are also preparing for negotiations with two unions regarding teacher transfer programs, which may include discussions on same-sex domestic partner matters related to teacher transfers. Once these negotiations have been completed, their policies will be updated accordingly.</p>
<b>Initiative Planning / Modification</b>	N/A



## Objective 2.5:

Develop CEW capabilities that can support overseas contingency operations, homeland security emergencies, and inter-agency efforts.

Initiative: Civilian Expeditionary Workforce	
<b>Background</b>	<p>In response to new mission imperatives, the DUSD (CPP) proposed a new model to capture the skills and capabilities of the Department’s civilian workforce and launched an effort to build an expanded expeditionary capability within the DoD civilian workforce—one that is ready, trained, cleared, and can deploy rapidly and be acculturated successfully into new environments.</p> <p>Launching the effort involved:</p> <ul style="list-style-type: none"> <li>★ Reviewing interagency HC policies, practices, benefits and incentives supporting deployed civilians;</li> <li>★ Launching DoD Working Groups and Design Teams;</li> <li>★ Participating in Interagency Working Groups;</li> <li>★ Conducting on-site visits to Iraq; and</li> <li>★ Reviewing lessons learned.</li> </ul> <p>This comprehensive effort resulted in DODD 1404.10, <i>DoD Civilian Expeditionary Workforce</i>, published on January 23, 2009. As part of that effort, DoD established the CEW Readiness Cell within CPMS, to support SHCM deployment capabilities in October 2008. The Cell which has subsequently been renamed as the CEW Program Integration Office (PIO), and is responsible for the readiness (competencies and capabilities) of the civilian workforce to meet mission requirements.</p> <p>The CEW serves as a means for DoD and other Federal civilians, as well as those who do not work for the government, to support Department missions overseas and stateside. Current opportunities exist at the joint level and across multiple career fields. These positions represent a truly unique opportunity for civilians to serve alongside military personnel in a variety of working conditions.</p> <p>The CEW continues to grow. Along with the efforts across CPMS and within DoD to support developing the program, the Readiness Cell actively processes volunteers daily. To</p>



Initiative: Civilian Expeditionary Workforce	
	<p>date, over 700 positions worldwide have been identified requiring CEW fill. As of September 2010, there have been more than 5,000 applicants from DoD and other Federal Agencies, and nearly 12,000 from the private sector. The efforts to enact new legislation supporting the volunteers, training them, and communicating more clearly the mission and opportunity to serve have continued in 2010, including launching of the new CEW brand.</p>
Associated Metrics	<p>The following CEW Indices have been developed:</p> <ul style="list-style-type: none"> <li>★ Readiness Index (RI): The percentage of the designated CEW who meet <i>medical, training, administrative, and competency requirements</i></li> <li>★ Deployment Index (DI): The percentage of available DoD CEW positions within a designated career group as determined by validated requirements from the Combatant Commanders and /or other authorities directing DoD missions and informed by the FCMs</li> <li>★ Completion Index (CI): The percentage of filled requirements</li> </ul> <p>Two performance objectives align with this initiative:</p> <ul style="list-style-type: none"> <li>★ <b>USD (P&amp;R) Performance Objective 1.2.1:</b> Ensure civilian assets are available and properly used in the Global Force Management Progress, by designing and implementing a RI that ensures 100 percent of COCOM plans will fully integrate CEW requirements into Global Force Management and Requests for Forces Process no later than the end of FY 2015.               <ul style="list-style-type: none"> <li>● Milestone: In FY 2013, maintain a CEW fill-rate of 90 percent or greater for identified expeditionary position requirements.</li> <li>● Milestone: By October 30, 2010, the RI will be designed. The RI is included as an appendix to the draft DoDI 14.04xx, which operationalizes the CEW for the Department; the draft Instruction will be in formal SD-106 coordination by October 30, 2010.</li> </ul> </li> <li>★ <b>USD (P&amp;R) Performance Objective 3.1.6:</b> Enhance the capabilities of the Department's CEW by creating a training program for deploying DoD</li> </ul>



<b>Initiative: Civilian Expeditionary Workforce</b>	
	<p>civilians by the end of FY 2011 that ensures requisite civilian/military training is available for at least 90 percent of the deploying CEW personnel.</p> <ul style="list-style-type: none"> <li>• Milestone: Developed concept of operations for CEW by February 2010.</li> <li>• Milestone: Designed a training program that meets CEW operating requirements, which includes training to operate in austere environments with other civilian agencies; civilian/military graduate data will be collected and compared to total CEW personnel deployments on an annual basis; initial data will be a partial year for FY 2010.</li> </ul>
<b>Projected Completion Date of Initiative</b>	<p>This initiative is ongoing. Full utilization of the RI is expected by the end of FY 2015. The CEW training program will be implemented by end of FY 2011.</p>
<b>FY 2010 Key Actions and Milestones</b>	<p>The timeline for full operational capability includes three phases. Phase I started in January 2010, and includes the following actions:</p> <ul style="list-style-type: none"> <li>★ Established a CEW Program Integration Office in CPMS as a central deployment authority that:           <ul style="list-style-type: none"> <li>• Recruits and fills jobs;</li> <li>• Serves as the Joint Forces Command (JFCOM) Equivalent for Identifying Components to source Individual Augmentee (IA) and Request for Forces (RFF) civilian sourcing with Components;</li> <li>• Serves as the J-1/J-3 Equivalent for Clarifying/Validating COCOM IA and RFF Expeditionary-type Requirements in Coordination with Components; and</li> <li>• Arranges deployment processing (e.g., funding issues, training, equipping, medical/fitness examinations, etc.).</li> </ul> </li> <li>★ Created a central recruitment capacity for Global Expeditionary Requirements (IA Requirements), and adopted a new sourcing and resourcing model, and a comparison of sourcing between June 2009, and</li> </ul>



<b>Initiative: Civilian Expeditionary Workforce</b>	
	<p>June 2010. Position skills hired to date include Engineers, Public Affairs, Transportation, Supply, Logistics, Contracting and Acquisition, HR, Finance and Budget, Intelligence, Administration, International Policy and Relations, Stability Operations, Legal – Rule of Law, Security, Development, and English Language Teachers.</p> <ul style="list-style-type: none"> <li>★ Identified and trained pilot FCMs.</li> <li>★ Modified Automated Civilian Personnel Data System.</li> <li>★ Identified training framework, requirements, and modules.</li> </ul> <p>Additional actions for FY 2010 include:</p> <ul style="list-style-type: none"> <li>★ Identified and obtained new suite of deployment benefits and incentives.</li> <li>★ Established Component Medical Working Group with Health Affairs and Component medical community to address and fix deployment related medical related issues.</li> </ul>
<p><b>Initiative Planning / Modification</b></p>	<p>The CEW PIO is looking towards future requirements and is currently building a more robust application and endorsement system to ensure the missions of commanders overseas are met as efficiently as possible. The CEW PIO has also been tasked to support the Afghanistan-Pakistan Hands (APH) Program by assigning personnel to three- to five-year rotational assignments. These assignments involve deployments overseas, as well as assisting with the APH mission within the United States.</p> <p>In a joint effort with OSD Policy, the CEW PIO has successfully prepared the first class of 17 people to deploy to support the Ministry of Defense Advisors initiative, as well as an additional 12 personnel supporting the Pakistan-Afghanistan Rotational Cell. To meet these emerging requirements and their special needs, these personnel will receive additional language and culture training in coordination with the Defense Language Institute. The success of both initial classes has led to additional such support from the CEW PIO for these initiatives.</p> <p>By October 2010, actions under Phases II of CEW implementation for FY 2011 will include:</p>



**Initiative: Civilian Expeditionary Workforce**

- ★ Development of training modules.
- ★ Launch of Orientation training.
- ★ Operationalization of FCMs in expeditionary planning.

By December 2011, actions under Phases III of CEW implementation for will include:

- ★ Designation of CEW positions in all Functional Communities.
- ★ 35 percent to meet all RIs.
- ★ Completion of all training curriculum (employees, supervisors and families).
- ★ Publishing operating guidance along with Deployment and RIs.



## Sub-Section D: Goal 3: Results-Oriented Performance Culture

## Sub-Section D:

### Goal 3: Results-Oriented Performance



#### GOAL 3:

The Department of Defense has an engaged mission-focused, results-oriented, high-performing culture.

Goal 3 of the *CHCSP* focuses on development and sustainment of a performance culture characterized by linkage of individual to organizational performance, increased involvement of diversity and employee organizations in the development and implementation of HC policies and programs, and realization of a culture of high performance through improved employee engagement, communication, and overall quality of work life.

Goal 3 supports the HCAAF Results-Oriented Performance Culture System, which focuses on:

- Aligning employee performance plans with executive performance agreements; and
- Communicating agreement goals to employee to enable supervisors to drive home just how their performance impacts organizational goals.

This goal aligns with the HCAAF System Standard for Results-Oriented Performance Culture which focuses on having a diverse, results-oriented, high-performing workforce; as well as performance management system that effectively plans, monitors, develops, rates, and rewards employee performance.

It also aligns with the following goals and sub-goals of the *OUSD (P&R) Strategic Plan for Fiscal Years 2010-2012*:

- ★ P&R Goal 3: Shape and maintain a mission-ready civilian workforce.
  - 3.3: Lead and model a performance and results-driven culture.
- ★ P&R Goal 4: Ensure superior care and support for the Total Force and their families.
  - 4.6: Improve quality of life for Service members and their families, and quality of work-life, wellness, and employee satisfaction for the Total Force.

The initiatives identified below, targeted toward attainment of an inclusive, results-driven performance culture, and on enhancement of employee engagement and satisfaction, were selected as focus areas for FY 2010:

- ★ Enterprise Performance Management System
- ★ CPP Labor-Management Relations Roundtable
- ★ Employee Satisfaction and Engagement



The following performance objective has been established for the initiative to develop a new Enterprise performance management system and is monitored as part of the OUSD (P&R) strategic planning effort:

*Performance Objective: Drive a high-performing, strategically-aligned culture by developing and institutionalizing a performance management system for the DoD civilian workforce, as evidenced by 40 percent of white collar civilian employees accountable under the system by the end of FY 2011 and 100 percent by the end of 2012.*

The following charts provide a synopsis of the status of the *CHCSP* Goal 3 initiatives that were our focus for FY 2010.



## Objective 3.1:

Sustain and implement, as needed, a mission-focused performance system that links individual performance to organizational goals, cascading down into the organizations from DoD leadership goals and performance plans.

Initiative: Enterprise Performance Management System	
<b>Background</b>	<p>Between 2006 and 2010, the focus of efforts related to Goal 3 of the <i>CHCSP</i> was on implementation of NSPS, which provided DoD the authority to change the way DoD civilian employees were hired, evaluated, compensated, and disciplined. Comprehensive evaluations of NSPS regulations and implementation were carried out in 2008 and 2009. A report on the special NSPS review by the Defense Business Board was released on August 25, 2009. On October 28, 2009, Public Law 111-84, the <i>NDAA 2010</i>, was enacted. Section 1113 of <i>NDAA 2010</i> requires the transition of NSPS employees, with no loss or decrease in pay upon conversion out, to non-NSPS personnel systems by not later than January 1, 2012. As of September 30, 2010, 171,985 of the 226,000 employees covered by NSPS have been transitioned out of NSPS. The majority of NSPS employees are scheduled to transition to non-NSPS personnel systems by September 30, 2010, more than a year earlier than required by <i>NDAA 2010</i>. Approximately 75 percent of NSPS employees will transfer to the GS system. DoD’s goal is to execute an orderly transition with the least disruption to organizations, mission, and workforce.</p> <p><i>NDAA 2010</i> also required the Secretary to promulgate regulations providing for a fair, credible, and transparent performance system for employees; a fair credible, and transparent system for linking employee bonuses and other performance-based actions to performance appraisals of employees; a process for ensuring ongoing performance feedback and dialogue among supervisors, managers, and employees throughout the appraisal period and setting timetables for review; and development of “performance assistance plans” that are designed to give employees formal training, on-the-job training (OJT), counseling, mentoring, and other assistance.</p> <p>The NSPSTO was established to manage the transition and</p>



<b>Initiative: Enterprise Performance Management System</b>	
	<p>to design and implement an Enterprise-wide performance management system, redesigned hiring processes and procedures, and the DoD Civilian Workforce Incentive Fund under authorities granted to the Secretary under <i>NDAA 2010</i>. NSPSTO works closely with leadership DoD-wide in planning, developing policies, preparing training and other tools, and guiding the orderly termination of NSPS with minimal impact to the DoD mission.</p> <p>Developing and implementing a new DoD-wide performance management system and hiring process will require full engagement between management, the workforce, union, and others with vested interest, such as OPM.</p>
<b>Associated Metrics</b>	To be developed.
<b>Projected Completion Date of Initiative</b>	No less than 90 days after the submission of the plan to Congress.
<b>FY 2010 Key Actions and Milestones</b>	DoD has had several meetings with labor management to discuss a way forward on designing a new performance management system. More recently, during the months of June and August, planning sessions were held to design a conference where management and labor attendees will begin a series of open and structured discussions to gather different views regarding options for the new performance management system. The conference was held the week of September 20, 2010.
<b>Initiative Planning / Modification</b>	The Department will do its best to meet the statutory deadline in <i>NDAA 2010</i> , to provide a plan for the new performance management system. The Congressional report to be submitted at the end of October 2010, will provide an update on efforts to date and where we are in developing the plan.



## Objective 3.3:

Design, implement, and assess HC policies and programs based on literature research and input from diversity and employee organizations to promote workforce performance.

### Initiative: Civilian Personnel Policy Labor-Management Relations Roundtable

#### Background

On December 9, 2009, President Barack Obama signed EO 13522-*Creating Labor-Management Forums to Improve Delivery of Government Services*. The purpose of the EO is to establish a cooperative and productive form of labor-management relations throughout the executive branch. Both the DepSecDef and the USD (P&R) signed memoranda supporting creation of these forums within DoD. The DepSecDef represents DoD as a Member of the National Council on Federal Labor-Management Relations.

DoD has approximately 1,600 local bargaining units worldwide affiliated with 45 unions representing about 450,000 bargaining unit employees. More than 700,000 civilian employees work for DoD with bargaining unit employees comprising 60 percent of DoD's workforce.

DoD has engaged leaders from the national labor unions holding NCR to comply with the requirements of the EO, including the establishment of a labor-management roundtable, union pre-decisional involvement, and voluntary participation on permissive bargaining pilots. The Roundtable will discuss the extent of DoD's participation in any 5 USC 7106 (b)(1) pilot projects consistent with guidance provided by the National Council on Federal Labor-Management Relations. DoD currently has two pilot proposals. Marine Corps Bases Pendleton and Albany have agreed to participate in these collective bargaining pilots on matters normally outside the duty to bargain. The proposals will cover matters, such as "numbers and types of employees or positions assigned to any organizational subdivision, work project, or tour of duty, or the technology, methods, and means of performing work. The results of the pilots in DoD and other Federal Agencies will be used by the National Council in making recommendations to the President regarding any government-wide requirements to collectively bargain on matters covered by 5 USC 7106(b)(1).



<b>Initiative: Civilian Personnel Policy Labor-Management Relations Roundtable</b>	
	DoD is currently assessing resources to determine how many, if any, additional resources are needed to provide critical support to ensure meeting the EO requirements.
<b>Associated Metrics</b>	<p>DoD and union representatives are jointly developing a survey to expeditiously assess the state of labor-management relations within DoD, with the goal of initiating the Department-wide survey by the end of CY 2010, if possible. The results of the baseline assessment will be shared across the Department and will be used to identify best practices and target areas for improvement.</p> <p>The Roundtable will develop Enterprise-wide metrics to monitor improvements in such areas as, but not limited to, effectiveness of labor and management in communicating and working together, productivity gains, and cost savings. Members of the Roundtable will identify goals, collect information, and evaluate results. Baseline comparisons, evaluations across organizational lines, standardized assessment approaches, and existing data collection systems addressing both tangible and intangible outcomes will be utilized. The Roundtable will conduct follow-up surveys to gather the data necessary to evaluate the effectiveness of labor-management forums within DoD and their contributions to mission accomplishment.</p>
<b>Projected Completion Date of Initiative</b>	To be determined by the President.
<b>FY 2010 Key Actions and Milestones</b>	<p>Following issuance of EO 13522 in December 2009, the Acting DUSD (CPP) initiated the first of many meetings with the unions representing DoD civilian workers to start a new era in labor-management relations which works towards building an atmosphere that fosters open and transparent communications and trust.</p> <p>Throughout FY 2010, DoD worked with 10 unions holding NCR to develop the DoD Implementation Plan for EO 13522. The DoD Implementation Plan was approved by the National Council on Federal Labor Management Relations on May 5, 2010.</p>
<b>Initiative Planning / Modification</b>	To be determined. Modifications must be agreed to by labor and management.



## Objective 3.4:

Identify strategies that promote increased employee engagement, foster trust and open communication, and increases quality of life that leads to a high performance organization/culture.

<b>Initiative: Employee Satisfaction and Engagement</b>	
<b>Background</b>	<p>On June 18, 2009, OPM, in collaboration with OMB, announced the President’s hiring reform agenda, as well as the Work-Life initiative, which includes wellness and improving employee satisfaction. The DepSecDef endorsed a Department-wide initiative to improve employee wellness, satisfaction and engagement. The OUSD (P&amp;R) is leading these initiatives.</p> <p>The Employee Satisfaction and Engagement initiative addresses several focus areas, as informed by an analysis of employee responses to the Department and OPM employee survey questionnaires, as well as employee engagement literature research. Literature research indicates that managers directly influence employee engagement and drive high performance by providing clear performance expectations and fair and accurate feedback, ensuring open lines of internal communication and supporting employee career development goals. Tips for improving in these areas were furnished to Department leadership.</p> <p>The Employee Satisfaction and Engagement initiative focuses on maximizing employee potential, resources, and productivity. A culture of employee engagement supports the Department’s core mission. Led by strong and committed management, the Department is taking affirmative steps to increase the level of employee engagement in the workplace.</p>
<b>Associated Metrics</b>	<p>Survey responses are from the Federal EVS and DoD’s SOF-C. The EVS was developed to measure organizational climate within government agencies, including job and organizational satisfaction. More than 260,000 Federal employees participated in the 2010 survey. During the past several years, there has been movement towards measuring employee engagement rather than job satisfaction.</p>



<b>Initiative: Employee Satisfaction and Engagement</b>	
	<p>The current EVS does not directly measure employee feelings of engagement, such as involvement, but it does include questions that cover most of the conditions likely to lead to employee engagement.</p> <p>This year, OPM developed an Employee Engagement Index that consists of eight questions from the 2010 OPM EVS. Results from the survey show that DoD scored two percent higher than the government-wide average – 68 percent of DoD respondents answered favorably to the eight questions.</p>
<b>Projected Completion Date of Initiative</b>	<p>The Employee Satisfaction and Engagement initiative is ongoing. An Employee Satisfaction and Engagement campaign has already been initiated for 2010 and 2011.</p>
<b>FY 2010 Key Actions and Milestones</b>	<p>The Employee Satisfaction and Engagement workgroup formed in August of 2009, met to discuss metrics, tasks, and goals to begin the initiative. The members of the workgroup come from many different Components including Navy, Army, DFAS, the Defense Information Systems Agency (DISA), and CPMS.</p> <p>The workgroup focused on increasing employee satisfaction and engagement. The workgroup developed an Employee Satisfaction and Engagement marketing campaign to span the year and provide different monthly themes and tools to assist DoD leaders in creating a more engaged and satisfied DoD-workforce. The campaign began in July, 2010, with materials available for download at <a href="http://www.cpms.osd.mil/worklife">www.cpms.osd.mil/worklife</a>. DoD managers were encouraged to download and utilize this information, to display the marketing materials throughout their organization, and to set personal goals to improve their employee satisfaction and engagement in 2010.</p> <p>In August, 2010, the workgroup developed a DoD Federal EVS Action Plan. It is included in Appendix D.</p> <p>One of the challenges that the initiative faced were restrictions on marketing materials for the initiative, including the restriction on posting marketing materials in the Pentagon. The USD (P&amp;R) and the Acting DUSD (CPP) signed a memorandum approving the posters, but are still awaiting guidance on the distribution of the posters.</p> <p>Another challenge was the disconnection of employees and</p>



<b>Initiative: Employee Satisfaction and Engagement</b>	
	managers. Through the use of tools, posters and the Web site, employees and managers have access to methods to overcome these obstacles. Each month has a theme to encourage employee satisfaction and engagement. For example, July's theme was "Navigate Day to Day Challenges," which encourages managers to create an environment where employees can come together as a team and overcome challenges.
<b>Initiative Planning / Modification</b>	The Employee Satisfaction and Engagement initiative has many goals for the future. One of the goals is to develop new strategies to promote its marketing materials. Posting digital posters at kiosks at the Pentagon and at Military Installations is a way to spread awareness of employee engagement. Another way to promote the marketing materials is to utilize social media Web sites including Facebook, Twitter, and MySpace.



## **Sub-Section E: Goal 4: Enterprise Human Resources Support**

## Sub-Section E:

### Goal 4: Enterprise Human Resources Support



#### GOAL 4:

The Department of Defense civilian HR community is a strategic partner and enabler, mission-aligned, customer-focused, and provides measurable, leading-edge results.

Goal 4 of the DoD *CHCSP* focuses on increasing the capability of HR professionals and systems in order to more effectively develop and implement HC strategies and business-oriented solutions in an environment that requires enhanced agility, flexibility, and responsiveness.

Goal 4 supports the attainment of the following key HCAAF Strategic Alignment critical success factors:

- Human Capital Best Practices and Knowledge Sharing; and
- Human Resources as a Strategic Partner.

Goal 4 of the DoD *CHCSP* aligns with the OPM HCAAF System Standard for Strategic Alignment. The Strategic Alignment system promotes the alignment of HCM strategies with agency mission, goals, and objectives through analysis, planning, investment, measurement, and management of HC programs.

It also aligns with the following goal and sub-goal of the *OUSD (P&R) Strategic Plan for Fiscal Years 2010-2012*:

- ★ P&R Goal 3: Shape and maintain a mission-ready civilian workforce.
  - 3.1: Ensure the Department has the civilian talent needed to meet current and future missions by developing innovative Human Capital life cycle management strategies.

The following initiatives are targeted toward enhancement of the HR service delivery and systems support aspects of the goal, and were selected as focus areas for FY 2010:

- ★ Hiring Reform
- ★ Automated HR tools in support of the SES
- ★ Automated HR tool in support of Competency Management
- ★ HR Service Delivery to the COCOMs
- ★ DoD PPP modernization

The following agency-specific performance objective has been established for the Hiring Reform initiative and is monitored as part of the OUSD (P&R) strategic planning effort.



*Performance Objective – Reduce external hiring cycle time from an FY 2009 baseline of 155 days by 10 percent (140 days) by the end of FY 2010; 28 percent (112 days) by the end of FY 2011; and 48 percent (80 days) by the end of FY 2012.*

The following charts provide a synopsis of the status of the *CHCSP* Goal 4 initiatives that were our focus for FY 2010.



## Objective 4.3:

Evaluate HR business processes, tools, and technology to provide optimum HR service delivery, ensuring maximum efficiency and effectiveness in a joint environment.

<b>Initiative: Hiring Reform (Government-wide)</b>	
<b>Background</b>	<p>The Department is working with OPM on its Hiring Reform initiative aimed at acquiring high quality candidates into government service. OPM initiated the first phase of this effort in July 2009, and it focused on agency efforts to improve hiring. DoD actively participated in this phase of the initiative and accomplished the following within the required timeframes:</p> <ul style="list-style-type: none"> <li>★ Established a senior level management team to guide the Department's efforts;</li> <li>★ Conducted Lean Six Sigma analysis of the hiring process;</li> <li>★ Developed a plan to identify and eliminate barriers;</li> <li>★ Developed a common business practice for hiring across the Department; and</li> <li>★ Developed and launched 25 standardized and streamlined JOAs.</li> </ul> <p>The second phase of this effort, launched by the President in his May 11, 2010 memorandum, focuses on hiring improvements that can be made Federal-wide. The hiring reforms for job seekers are designed to enhance the application experience through the elimination of essay type qualification responses and the submission of only resumes and cover letters in the initial application process. Applicants will also be able to more easily track their progress throughout the application process. Reforms for hiring managers will increase their engagement and accountability in the recruiting and hiring process resulting in acquiring better qualified candidates in a reduced timeframe. DoD is, again, actively engaged in this effort and is making strides in order to meet the goals the President by November 1, 2010.</p>
<b>Associated Metrics</b>	<p>Performance Objective: Reduce external hiring cycle time from an FY 2009 baseline of 155 days by 10 percent (140</p>



**Initiative: Hiring Reform (Government-wide)**

days) by the end of FY 2010; 28 percent (112 days) by the end of FY 2011; and 48 percent (80 days) by the end of FY 2012.

Through the fourth quarter of FY 2010, DoD has reduced the external hiring timeline from a FY 2010 baseline of 155 days down to 116 days, which exceeds DoD's FY 2010 goal of 140 days. Also through the fourth quarter of FY 2010, the average time-to-hire for *all* DoD hires was 75 days. New this year, OPM is also requiring agencies to track the percentage of employees hired within 80 calendar days. Through the fourth quarter of FY 2010, 39 percent of external hires were hired within 80 days. That is up three percent from the FY 2009 baseline of 36 percent.

The Hiring Reform is also tracking another DoD measure: Improve DoD's Average Overall Satisfaction score by three percent in FY 2010 over the FY 2009 baseline in the Chief Human Capital Officer (CHCO) Manager Satisfaction survey; by 2012, improve this overall score by a total of eight percent.

The FY 2009 baseline score was 66.66 percent. Through the fourth quarter of FY 2010, the overall satisfaction score was 67.96 percent, an increase over FY 2009 of 1.95 percent. DoD missed its target by 1.05 percent.

DoD is required to annually report on the E2E metrics that track measures at different stages throughout the recruitment process from workforce planning to 1-2 year retention rates. These are additional government-wide required metrics that are being tracked and monitored as part of the Hiring Reform Initiative. The E2E metrics are designed to measure the efficiency and effectiveness of Federal hiring. The E2E Measures Chart can be found in Section IV of this report.

There are several other Hiring Reform metrics that will be reported in subsequent years, as soon as OPM has established targets to ensure alignment with Federal Agencies. These metrics are a result of the May 11, 2010, memo and are being established and tracked in order to measure agency's progress in decreasing the time it takes to fill civilian job vacancies. All metrics have the ultimate goal of transforming hiring into a strategic relationship



<b>Initiative: Hiring Reform (Government-wide)</b>	
	between hiring managers and HR.
<b>Projected Completion Date of Initiative</b>	Although this is a multi-year effort, the first milestone is due to be completed by November 1, 2010
<b>FY 2010 Key Actions and Milestones</b>	As required by OPM, DoD developed an Action Plan outlining the Department's activities in order to satisfy the President's objectives by November 1, 2010. During FY 2010, DoD identified its baseline timeframe for external civilian hiring at 155 Days. Through fourth quarter FY 2010, DoD has reduced its time to hire external candidates to 116 Days. DoD launched its Hiring Reform Web site which provides valuable information in one place about Federal and DoD hiring. It features relevant policy guidance, external links, checklists, pamphlets, and posters which can be referenced and downloaded for immediate use by HR Specialists and Hiring Managers.
<b>Initiative Planning / Modification</b>	N/A



<b>Initiative: SES Automation - Executive Performance and Appraisal Tool (EPAT)</b>	
<b>Background</b>	<p>In accordance with the mission to formulate plans, policies, and programs for the management of DoD's civilian workforce, an Enterprise-wide automated solution for Senior Professional Performance Management was developed. A uniform system greatly enhances reporting capabilities, and adds transparency to ensure consistency in rating and compensation decisions among Components and agencies. This system is necessary to facilitate compliance with OPM requirements for certification.</p> <p>EPAT, the current Senior Professional Performance Management solution for the AF, was chosen as the DoD Enterprise solution. The AF began using EPAT for the FY 2009 performance cycle. In May, 2009, CPMS established a Functional Requirements Working Group (FRWG) to launch the EPAT modernization effort. Currently, CPMS continues to facilitate this group, which is comprised of HR delegates from the three branches of service, and seven of the eight Authorizing Agencies within the Fourth Estate. The EPAT FRWG finalized requirements for the DoD-wide tool, participated in several iterations of functional testing, and completed system administrator training.</p>
<b>Associated Metrics</b>	N/A
<b>Projected Completion Date of Initiative</b>	<p>The second release of the EPAT application will be fully developed and deployed by the beginning of FY 2011. Application enhancements and maintenance will continue for the foreseeable future and will be managed through the Senior Executive Management Office within the CPMS Policy and Strategy Support Cell.</p>
<b>FY 2010 Key Actions and Milestones</b>	<p>During FY 2010, the first release of the DoD-wide EPAT application was deployed to production. Currently, the AF, DLA, and DFAS are using this version. Also, the EPAT FRWG finalized requirements for a compensation module, which was subsequently developed and tested. The Component and Defense Agency SES HR offices received training on the administration of the new compensation module in August, 2010.</p>
<b>Initiative Planning / Modification</b>	N/A



<b>Initiative: SES Automation – Defense Talent Management System (DTMS)</b>	
<b>Background</b>	<p>The main goal of the DoD SES Talent Management project is to develop an Enterprise-wide approach to talent management and to improve the talent management practices for the SES community across the civilian DoD workforce. To that end, the DTMS is being developed for the lifecycle management of DoD executive talent. DTMS will be a fully integrated, Enterprise-wide system that incorporates key features of the SES Succession Management process including competency based position summary, executive talent profile, supervisor &amp; self-assessments, readiness rating, and competency based feedback.</p> <p>Prior to FY 2010, an existing Army tool was selected for enhancement to become the DoD-wide solution for SES Talent Management automation. A requirements phase was conducted, and development and testing began on the agreed upon capabilities.</p>
<b>Associated Metrics</b>	N/A
<b>Projected Completion Date of Initiative</b>	By the end of FY 2010, the Competency module was integrated into DTMS, and all Components have completed an assessment and panel process using the system. Components will continue using the tool for the foreseeable future, and ongoing enhancement requests will be prioritized and scheduled via the DTMS Change Control Board.
<b>FY 2010 Key Actions and Milestones</b>	During FY 2010, the AF, Army, Navy, and Fourth Estate each completed the supervisor and executive self-assessment processes in DTMS. By the end of August, 2010, each Component completed a panel process with DTMS. The Competency module is in the test phase, and will be available for DoD-wide use in FY 2011.
<b>Initiative Planning / Modification</b>	N/A



<b>Initiative: Enterprise Competency Management System (ECMS)</b>	
<b>Background</b>	<p>To comply with requirements of the FY 2010 NDAA, DoD is developing an Enterprise solution for competency management capabilities (capturing competencies, determining gaps, etc.). The ECR and ECMS will be part of the DCPDS, Oracle Self-Service tools. These tools will provide enhancements to the system of record for over 800,000 self-service (MyBiz and MyWorkplace) users and added functionality and accessibility to DoD civilians and their managers. As the Department's Enterprise-wide HR system of record, there are good business reasons for the use of DCPDS for competency management self-service:</p> <ul style="list-style-type: none"> <li>★ Employee and position data is stored for most DoD civilian employees;</li> <li>★ DoD owns 800,000+ Oracle Self-Service licenses;</li> <li>★ 400,000+ DoD employees have used Self-Service;</li> <li>★ Competency update capability uses Oracle's 'out-of-the box' capabilities with few modifications; and</li> <li>★ DCPDS is IA and 508 compliant.</li> </ul> <p>In addition, the following business case has been made for Enterprise-wide automated competency management:</p> <ul style="list-style-type: none"> <li>★ Anticipated increase in the use of competencies in the recruitment process;</li> <li>★ New missions require an assessment of competencies needed for those missions;</li> <li>★ Competency analysis will identify classification standards in need of update;</li> <li>★ Competency analyses become the basis for employee career road-maps, which also support talent management, succession planning, and improve employee engagement; and</li> <li>★ Provides capability for an OSD expertise locator.</li> </ul>
<b>Associated Metrics</b>	N/A
<b>Projected Completion Date of Initiative</b>	End of FY 2012
<b>FY 2010 Key Actions</b>	The SHCP PO is expanding its competency identification and assessment efforts, in conjunction with the



<b>Initiative: Enterprise Competency Management System (ECMS)</b>	
<b>and Milestones</b>	<p>implementation of ECMS.</p> <p>Competency functionality will be fielded in three phases:</p> <ul style="list-style-type: none"> <li>★ Phase I – FY 2011, Q1 and Q2               <ul style="list-style-type: none"> <li>• Pilot one set of validated, cross-cutting Enterprise Competencies.</li> <li>• Test process of loading competencies into tool, employee/supervisor assessment functionality, and gap assessment for workforce planning.</li> <li>• The Competency Focus will be Leadership.</li> </ul> </li> <li>★ Phase II – FY 2011, Q3 and Q4               <ul style="list-style-type: none"> <li>• Use validated Enterprise &amp; Component Competencies.</li> <li>• Test process of reaching consensus on additional common Enterprise-Wide Competencies and report competency gaps.</li> <li>• The Competency Focus will be six MCOs.</li> </ul> </li> <li>★ Phase III – FY 2012               <ul style="list-style-type: none"> <li>• Use validated Enterprise, Component, &amp; Cross-Cutting Competencies.</li> <li>• Expand competency database, integrate career roadmaps, and transition to a more robust tool supporting workforce planning and talent management.</li> </ul> </li> </ul>
<b>Initiative Planning / Modification</b>	<p>Aspects of the approach going forward include:</p> <ul style="list-style-type: none"> <li>★ SHCP PO secured a MOA with OPM to develop a common competency taxonomy and core competencies for at least six MCOs and career roadmaps for at least two MCOs.</li> <li>★ SHCP PO piloting a decision support tool, Decision Lens, that is used to help with facilitating decisions on core competencies among groups of subject matter experts.</li> <li>★ At the DoD level, focus on a limited number of MCOs</li> <li>★ Competencies will be developed Enterprise-wide, with Component specific add-on's as needed.</li> </ul>



**Initiative: Enterprise Competency Management System (ECMS)**

- ★ Components may undertake competency development in addition to DoD MCOs; however, the effort must be coordinated across all Components.
- ★ Competency Automation Workgroup meetings to define requirements for Phase II and III.
- ★ DoD FCMs provide guidance to CFCMs and collaborate with Component competency experts.
- ★ Validated competencies will be entered into the ECMS; thereafter maintained by FCMs.
- ★ Design competency models for the MCOs to serve as a foundation for assessing workforce skills and development of career roadmaps.



**Initiative: HR Service Delivery to the Combatant Commands (COCOMs)**

**Background**

The COCOMs receive their civilian workforce HR support from the Military Department designated as their EA. Over the past three years, the COCOMs have expressed dissatisfaction with the quality of service provided across the spectrum of HR sub-functions and processes.

In February of 2009, the DepSecDef commissioned a study to examine HR service delivery to the COCOMs. The ODUSD (CPP) teamed with CPMS to lead the study effort. A Senior Oversight Group was also established to guide the study and address the need for more timely and efficient civilian HR service delivery within the COCOMs, including delegation of classification authority to the COCOMs.

The study team performed comprehensive strategic and tactical analyses of HR service delivery to the COCOMs using the OPM's HR Line of Business framework with its 10 HR sub-functions and 45 associated processes. Strategic recommendations focused on an analysis of the existing service delivery model and three alternate service delivery models: decentralized, fee-for-service, and single service provider models. The study team's independent analysis indicated that the single service provider model would be the optimal model; the COCOMs preferred the decentralized model. This single service provider model determination was based on the review of extensive qualitative data including results from a customer satisfaction survey, responses to data questionnaires, and information gathered from site visits to each COCOM. Due to insufficient detailed cost and performance data necessary to build a business case and several implementation complexities surrounding the single service provider model, the study team recommended continuing the current model and reassessing all models after the implementation of immediate actions to affect more immediate, independent change and Enterprise service delivery improvements to affect coordinated near-term change. After implementation of these recommendations, the COCOMs would assess their impact on service delivery to determine the appropriate service delivery model.

Focus of the study then shifted to a more comprehensive analysis of the tactical recommendations.

Specific HR sub-functions and processes were analyzed for



<b>Initiative: HR Service Delivery to the Combatant Commands (COCOMs)</b>	
	<p>cross-cutting challenges to determine opportunities for improvement in the areas of HR Strategy, Hiring, &amp; Training and Development. Twenty-two recommendations for incremental improvements to HR functions and processes were developed, including 10 Independent Recommendations (renamed from immediate actions) and 12 Enterprise Recommendations (renamed from Enterprise service delivery improvements). The COCOMs, EAs, and CPP/CPMS met for a three day offsite to build consensus among key stakeholders and develop an initial roadmap for implementing the recommendations. The final 22 recommendations that resulted from the tactical analysis of the study formed the basis for discussion at the study offsite. Fourteen total recommendations were selected as high priority focus areas. Offsite participants agreed upon a final list of 10 prioritized recommendations.</p>
m	<p>There were no specific metrics that were tracked during the course of the study. A COCOM Customer Survey Satisfaction Index was developed by assessing the satisfaction with the delivery of the 10 sub-functions of OPM's HR Line of Business framework: HR strategy, organization &amp; position management, staff acquisition, performance management, compensation management, benefits management, HR development, employee relations, labor relations, and separation management.</p> <p>The overall COCOM customer satisfaction rate was 43 percent (the percent of respondents who answered very satisfied and satisfied to the questions). At least half of the COCOM community is dissatisfied with their HR service delivery. These survey results validate the need to reform our hiring efforts, reduce the time it takes to hire, and strengthen the relationship between the hiring manager and the HR professional.</p>
<b>Projected Completion Date of Initiative</b>	The study was completed in May, 2010.
<b>FY 2010 Key Actions and Milestones</b>	Results of the COCOM Study are closely aligned with the recommendations developed for improving HR service delivery by the DoD Executive Hiring Reform SWAT. Greater focus and importance placed on both sets of recommendations may be used to guide future Enterprise-



<b>Initiative: HR Service Delivery to the Combatant Commands (COCOMs)</b>	
	<p>wide HR service delivery improvements throughout DoD.</p> <p>Results of the study identified 10 solutions that can be enacted immediately to achieve incremental service delivery and build momentum (independent recommendations) and 12 solutions that can be implemented in coordination across service delivery environments to enhance selected aspects of HR service delivery (Enterprise recommendations).</p> <p>The study offsite identified 10 of the 22 recommendations to be of the highest priority:</p> <ul style="list-style-type: none"> <li>★ Determine optimal EA/COCOM staffing level and skills mix;</li> <li>★ Develop and distribute workforce planning templates;</li> <li>★ Issue guidance to support delegation of classification authority;</li> <li>★ Establish universal position description library;</li> <li>★ Implement best practices to enhance hiring manager involvement in the hiring process;</li> <li>★ Expand use of external hiring sources and implement Job Opportunity Announcements best practices;</li> <li>★ Implement best practices for filtering candidates and improving quality of referral lists;</li> <li>★ Streamline hiring process/timeline;</li> <li>★ Define government structure; and</li> <li>★ Collect COCOM-specific HR metrics.</li> </ul>
<p><b>Initiative Planning / Modification</b></p>	<p>The study is complete. The implementation and monitoring of the study recommendations will be managed by an established governance structure. Seven of the 10 prioritized recommendations have been incorporated into the DoD Hiring Reform Action Plan. These recommendations have the potential to align with and strengthen Department-wide hiring reform efforts already underway. Joint Staff and COCOM J1 representatives have been invited to become members of all Enterprise-wide hiring reform working groups in order to implement hiring reform within the COCOMs. Official classification authority was delegated to the COCOMs by the DepSecDef</p>



**Initiative: HR Service Delivery to the Combatant Commands (COCOMs)**

in July, 2010. Three of the 10 COCOMs have requested use of the delegated classification authority.



<b>Initiative: Automated Stopper and Referral System (ASARS) Modernization</b>	
<b>Background</b>	<p>A critical component of the DoD PPP is the Automated Stopper and Referral System (ASARS). It is the Department's centralized automated system used by DoD HR Offices to send and retrieve data required for the registration and referral of registrants and to disseminate operational guidance. ASARS is being modernized to better serve DoD employees and the HR community.</p> <p>Modernization is being accomplished in three phases. In Phase I, which was completed in May 2009, ASARS migrated to a relational database management system, replacing an archaic flat-file database. It is the cornerstone of future modernization efforts and is also critical for implementing new policies requiring programming. Phase II automates screening of displaced employees against potential vacancies. It should reduce over 1.5 million manual transactions each year; testing is currently underway. Phase III is expected to streamline the placement process along with improving records management and the end user interface.</p>
<b>Associated Metrics</b>	N/A
<b>Projected Completion Date of Initiative</b>	<p>Phase I Completion: May 2009</p> <p>Phase II Completion: FY 2010/FY 2011 (projected)</p> <p>Phase III Completion: FY 2011/FY 2012 (projected)</p>
<b>FY 2010 Key Actions and Milestones</b>	<p>Key actions for Phase II include:</p> <ul style="list-style-type: none"> <li>★ Developed DCPDS Interface containing critical position information for automated screening process.</li> <li>★ Developed ASARS Phase II programming to match displaced employees with potential vacancies.</li> <li>★ Developed servicing office, duty location and activity code crosswalk in ASARS.</li> <li>★ Developed User Guide for new process.</li> <li>★ Implemented proof of concept testing.</li> <li>★ Implemented policies taking advantage of Phase I enhancements.</li> </ul>



<b>Initiative: Automated Stopper and Referral System (ASARS) Modernization</b>	
	For Phase III, DoD completed Milestone A acquisition documentation.
<b>Initiative Planning / Modification</b>	<p>For Phase II:</p> <ul style="list-style-type: none"><li>★ An interface is being refined and enhanced as necessary while proof of concept testing is underway.</li><li>★ User reports are being modified under proof of concept testing to meet end user needs and for future auditing purposes.</li></ul> <p>For Phase III, the acquisition process is delayed due to lengthy Milestone A review process.</p>



## Sub-Section F: Evaluating Results

# Sub-Section F:

## Evaluating Results



Systematically assessing HC results to gauge performance on all aspects of HCM

### Part 1:

#### Accountability and Compliance

The accountability system is the final system in HCAAF. It contributes to agency performance by establishing a means of monitoring and evaluating the results of the agency's HCM policies, programs, and activities. DoD established a formal CHCAS to ensure that its HC policies, programs, and practices support mission accomplishment in conjunction with the agency's strategic planning and performance budget. The CHCAS supports the analysis of compliance with MSPs and identifies the need for programmatic improvements or recognizes accomplishments. Finally, the CHCAS ensures that DOD authorities capitalize on available HR tools and flexibilities.

The DoD CHCAS meets OPM's requirements for a sound HC accountability system including the three OPM accountability standards:

- ★ Agency HCM decisions are guided by a data-driven, results-oriented planning and accountability system.
- ★ Results of the agency accountability system must inform the development of the HCM goals and objectives, in conjunction with the agency's strategic planning and performance budgets.
- ★ Effective application of the accountability system contributes to agencies' practice of effective HCM in accordance with the MSPs and in compliance with Federal laws, rules, and regulations.

#### The CHCAS

The DoD CHCAS is a comprehensive Enterprise-wide accountability program designed to assess and evaluate the Department's HC policies, programs, and practices, as well as measure progress in meeting the goals and objectives of the DoD *CHCSP*. The OPM-certified DoD CHCAS meets OPM's accountability requirements through its comprehensive process of evaluations, program reviews, metrics, and survey results. The CPMS Accountability and Evaluation Division (AED) executes a range of accountability activities to support the CHCAS and the *CHCSP* including Compliance Evaluations, Data and Survey Analysis, Metrics Development, and HC Program Reviews.

The Department of the Navy (DON) recently implemented a revised Civilian HCM Assessment Program. It aligns with the OPM HCAAF and the DoD CHCAS. The Navy



completed its first reporting cycle in March, 2010. For more information on the Navy Civilian HCM Assessment Program and the results of its first year, please refer to Appendix B.

The USD (P&R) consistently demonstrates DoD's commitment to the CHCAS by providing sufficient resources for the full implementation of accountability activities necessary to accomplish this mission. Each phase of the accountability system has specific stakeholders who are responsible for different roles and tasks. DoD's AED is responsible for the majority of the critical Components of the accountability process, and one of these is on-site evaluations of HC policies, programs, and procedures across the agency. AED has visited over 70 installations across three Military Components and the Fourth Estate Defense Agencies during four evaluation cycles. The evaluation process incorporates other significant data, such as analysis of HC areas of interest to senior leaders.

The CHCAS framework identifies the activities required to ensure a systematic, integrated approach. The CHCAS supplies objective metric-based feedback to senior leaders concerning the HCM of the Department's appropriated fund civilian personnel and progress against the civilian HC goals and objectives. Analytics include data assessment and comprehensive analysis of agency unique metrics, OPM required metrics, the DoD annual civilian survey, the EVS, and Enterprise-wide program reviews.

The CHCAS accountability evaluations consist of four major activities:

- ★ Pre-Site Evaluation data collection, analysis, and sampling;
- ★ Site Evaluation;
- ★ Post-Site Evaluation results analysis and reporting; and
- ★ Monitoring and following-up on Required/Recommended Actions.

CHCAS evaluations provide a review of programmatic and transactional evaluations, workforce surveys, data trend analysis, and metrics/measures. The time period reviewed is one FY. Distinctively, the CHCAS activities are designed to measure:

- ★ Compliance with MSPs and other applicable laws, rules, regulations, and procedures, including DoD policies and procedures;
- ★ Strategic alignment of HR management goals and objectives to the Agency's mission;
- ★ Program effectiveness, such as the extent to which programs achieve desired results; and
- ★ Operational efficiency.

In accordance with the AED multi-year evaluation schedule, the FY 2010 organizational focus was the AF and the DoD Fourth Estate Agencies. For FY 2010, the review team employed a site determination methodology focused on a major command (MAJCOM) or



agency and its major supporting units or divisions. This methodology allows the review team to validate the cascading of performance goals throughout the organization and review the organization in a broad context to identify trends in all assessed areas.

After quantitative and qualitative analysis, the CPMS AED team concluded that the Air Mobility Command AMC and DCMA would be the organizations reviewed for FY 2010. A holistic approach was used to provide a broad cross-section of AMC and DCMA. The AMC visits included reviews of headquarters (HQ) AMC’s element, its subordinate units, and AFPC. The DCMA visits included reviews of DCMA’s headquarters and two of its subordinate divisions: Aeronautical Systems and the Space and Missile Systems and its servicing personnel center.

In order to accomplish thorough evaluation processes meeting and exceeding OPM HCAAF requirements, AED completed eight DCMA evaluations and six AMC evaluations for a total of 14 evaluations commencing in the second quarter of FY 2010 and completed in the third quarter of FY 2010. The results of the AMC and DCMA evaluations were reported to DoD, AMC and DCMA decision makers, and other stakeholders including required and recommended actions.

Through consultation and careful negotiation with AMC, the review team was able to ensure statistical validity by evaluating organizations with a combined population of 4,374 representing approximately 52 percent of the AMC total population. As a result of these negotiations, the sites in Table F-1 were chosen for evaluation.

**TABLE F-1. SITES OF FY 2010 CHCAS AMC EVALUATIONS**

Sites of AMC Evaluations	Site Location
AF, HQ AMC	Scott Air Force Base (AFB), IL
AF Personnel Center	Randolph AFB, TX
375 <sup>th</sup> Air Mobility Wing (AMW)	Scott AFB, IL
436 <sup>th</sup> Airlift Wing	Dover AFB, DE
62 <sup>nd</sup> Airlift Wing	Joint Base Lewis, McChord, WA
60 <sup>th</sup> AMW	Travis AFB, CA

Through consultation and careful negotiation with DCMA, the review team ensured statistical validity by evaluating organizations with a combined population of 1,087 representing approximately 11 percent of the DCMA total population. As a result of these negotiations, the sites in Table F-2 were chosen for evaluation.



**TABLE F-2. SITES OF FY 2010 CHCAS DCMA EVALUATIONS**

Sites of DCMA Evaluations	Site Location
Defense Contract Management Agency (DCMA) HQ	Springfield, VA
Central Personnel Processing Center	Fort Riley, KS
DCMA Boeing St. Louis Contract Management Office(CMO)	St. Louis, MO
DCMA Texas CMO	Dallas, TX
DCMA Lockheed Martin Fort Worth CMO	Fort Worth, TX
DCMA Boston	Boston, MA
DCMA Lockheed Martin Sunnyvale CMO	Sunnyvale, CA
DCMA Raytheon Integrated Defense Systems (IDS) CMO	Tucson, AZ

**CHCAS Evaluations**

The DoD CHCAS on-site evaluations consist of compliance reviews, interviews, sensing sessions, and focus group discussions. Compliance reviews are conducted utilizing OPM basic personnel action checklists. The CHCAS evaluation team conducts structured interviews with selected key personnel including senior managers, the training manager, and the director and/or commander of the organization. These interviews include specific questions that verify managers are accountable for HC and HR decisions and actions. Sensing sessions are conducted with employees, supervisors, and managers (in some cases) to gather open feedback on HC initiatives and environment. During sensing sessions, care and preparation is taken to ensure there are no personnel with supervisory relationships or an inordinate number of personnel from the same duty area included in the same sensing session. Focus group discussions are held with members of the HR element providing services for the evaluated organization.

Compliance reviews are conducted on samples of personnel actions including performance appraisals, awards, merit promotion staffing, disciplinary/adverse actions, and retention, recruitment, and relocation incentives. Additionally, due to the DoD implementation of the NSPS, a proportional sample of NSPS specific actions is included in the review. Statistical data validity of samples was obtained through a stratified random sampling methodology based on the population of the evaluated organization. Generally, a sample is reviewed for each type of personnel action including performance management, awards, disciplinary and adverse actions, merit promotion staffing actions, and recruitment, relocation, and retention incentives (3Rs).



The DoD CHCAS compliance portion of the evaluation plan involved a stratified sampling methodology of the personnel actions processed by the evaluated organizations during FY 2009. The compliance reviews examined the level of adherence to Federal laws, regulations, and applicable OPM, DoD, and organizational HR policies, procedures, and practices governing performance appraisals, incentive awards, incentive bonuses, disciplinary/adverse actions, and staffing actions. The CHCAS evaluation teams reviewed approximately 216 AMC and 298 DCMA personnel actions to include: merit promotion staffing actions, performance appraisals, incentive awards, disciplinary/adverse actions, and recruitment, retention, and relocation incentives. As a result of the compliance review, the AED review team identified required and recommended actions in the Results-Oriented Performance Culture and Talent Management HCAAF Systems. Further, HCAAF findings and compliance review actions are categorized by each HCAAF System's Critical Success Factors.

During the CHCAS evaluations, managers, supervisors, and employees were engaged in feedback discussions through a combination of structured interviews, sensing sessions, or focus groups. As a result of the analysis, the AED review team identified findings in all of the HCAAF Systems including Strategic Alignment, Leadership and Knowledge Management, Results-Oriented Performance Culture, Talent Management, and Accountability. The HCAAF findings for the FY 2010 CHCAS Evaluation Cycle are as indicated below.

### HCAAF System: Strategic Alignment

#### HC Planning

##### *DCMA*

The HR programs at DCMA are aligned with the agency's mission, strategic goals, and performance outcomes. The DCMA SHCP for FY 2010-2015 is aligned with the DCMA Strategic Plan for FY 2009-2013. The SHCP includes a section on strategic direction, a profile of the current DCMA workforce, a HC Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis, and subsequent recommendations that provide the basis for an implementation plan for the SHCP.

The SWOT analysis identified the following weaknesses and threats that mirror some of the overall workforce perceptions expressed during our site visits:

- ★ The aging DCMA workforce;
- ★ Inconsistent application of policy;
- ★ Inconsistent communication;
- ★ Inconsistent levels of management skill and accountability;
- ★ Employees in the field stated they feel unsupported by HR;



- ★ Inadequate access to training;
- ★ Growing competition for experienced acquisition professionals;
- ★ Growing competition for technical talent – quality assurance and time to hire;
- ★ Meeting the needs of four generations in the workforce; and
- ★ Uncorrected weaknesses in quality assurance.

Based on the results of the SWOT analysis, the SHCP established recommendations grouped under the HC life cycle phases including planning, recruiting, developing, performing, and communication.

The majority of employees and supervisors voiced overall awareness of the DCMA SHCP. The review team found that the majority of senior leaders are involved in HC planning activities and provided input into the development of the SHCP. At the Contract Management Office level, employees and supervisors had limited awareness of the SHCP and it is viewed as too high level to be relevant to local operations and human resource management (HRM) efforts.

The review team did not see evidence that DCMA has a documented strategic approach to workforce planning based upon workforce analysis and assessment of future needs of the agency. MCOs have been identified, but competency gaps have not been determined. The agency does have some workforce planning processes in place, such as its recent realignment/restructuring effort. Supervisor and manager perceptions indicated that there is little strategic consulting provided by the HC Directorate in the areas of workforce planning; however, the HC Directorate periodically sends data reports to managers and supervisors on gains and losses, retirement projections, and expiring appointments.

The CMO response to the restructuring/realignment effort was mixed. At half of the CMOs visited, employees and supervisors viewed the realignment as positive, indicating that organizational changes are sufficiently communicated through emails, town hall meetings, team meetings, staff meetings, Commander's Calls, and internal group meetings. At the remaining CMOs, the overall perceptions of interviewees indicated that changes in organizational mission, goals and policies, although well communicated, are too frequent, often resulting in confusion.

#### *AMC*

The *Manpower, Personnel & Services Transformation Roadmap (Fiscal Years 2009-2013)* is the current AF publication addressing strategic planning and change management. Published in April, 2009, the AF/A1 (Manpower and Personnel) utilized the Balanced Scorecard (BSC) methodology, with a long-term goal of aligning strategic efforts to overall resourcing decisions. Beginning with a fresh assessment of SWOT and incorporating specific AF/A1 direction on strategic themes, the roadmap is aligned with the 2008 *AF Strategic Plan* and supports the President's National Security Strategy, the



2006 *Quadrennial Defense Review (QDR) Report*, the *National Defense Strategy*, and the *Chairman of the Joint Chiefs of Staff's National Military Strategy*.

The roadmap includes a section on the five interrelated elements of the Manpower, Personnel & Services Life Cycle including:

- ★ Define the Force;
- ★ Develop the Force;
- ★ Shape the Force;
- ★ Sustain the Force; and
- ★ Deliver Airman Capability (Active Duty Officer, Enlisted, Guard, Reserve, and Civilian).

The *2010 Air Mobility Master Plan (AMMP)* includes a “Human Capital Roadmap” Section aligned with the *Manpower, Personnel & Services Transformation Roadmap (Fiscal Years 2009-2013)* and includes Short-Term (FY 2010-17), Mid-Term (FY 2018-25) and Long-Term (FY 2026-35) milestones. FY 2010-17 Short-Term goals are defined by the following areas critical to solving HC issues:

- ★ Manpower and Organization Management;
- ★ Manpower Resource Balancing and Effective Performance Management;
- ★ Quality Force;
- ★ Diversity;
- ★ Force Development Strategy;
- ★ Learning Continuum;
- ★ Total Force Culture;
- ★ Quality of Service; and
- ★ Ensure Availability of Airman.

The majority of employees and supervisors interviewed were not aware of the *Manpower, Personnel & Services Transformation Roadmap (Fiscal Years 2009-2013)* or the *U.S. AF Manpower and Personnel Strategic Plan (Fiscal Years 2006-2011)*. However, the review team found that the majority of the AF key stakeholders, including Executive and Senior Leadership, HR Officers and Manpower personnel are involved in HC planning activities, particularly at the HQ AMC.

## **Workforce Planning**

### *DCMA*

At the CMO level, we found managers and supervisors are engaged in workforce planning and have input into their local succession plans. Managers and supervisors also



have the ability to forecast requirements, monitor attrition, identify skill gaps, and request that positions be filled to meet gap closure needs. Two of the CMOs visited have comprehensive succession plans, which include strategic direction, workforce analysis, a plan for implementation, and metrics.

DCMA Lockheed Fort Worth has a current, published, succession plan that CPMS considers a best practice for DCMA. The plan outlines a well-defined workforce planning process and drives POM requests and local resource reviews, in addition to having an implementation section defining roles, responsibilities, and timelines for completion.

The review team also found a well-organized succession plan at DCMA St. Louis that includes workforce analysis, manning priorities, pipeline replacement strategies, and certification requirements for three divisional sites. At a few CMOs, key stakeholders are involved in workforce planning through participation in HQ workgroups. At other CMOs, managers and supervisors indicated that workforce planning was delayed until the restructuring was completed.

#### *AMC*

Workforce planning is approached collaboratively and strategically at HQ AMC based upon workforce analysis and assessment of future AMC mission requirements. The AMC activities rely heavily on the efforts of the HQ AMC for workforce planning across the Command. It is noteworthy to recognize that McChord Air Force Base is currently undergoing Joint Basing (JB) activities in accordance with the 2005 BRAC law. A phased plan approach began on February 1, 2010, and culminates on October 1, 2010. Under JB, installation support joins McChord Field (McChord, AFB) and Lewis Garrison (Fort Lewis) led by the Army. JB updates are communicated through formal town hall meetings, informal weekly team meetings, and leadership “walk-arounds.” Some MCOs have been identified at AMC activities, but competency assessment work has not been initiated between HR and hiring officials.

#### **HR as a Strategic Partner**

##### *DCMA*

Overall perceptions of managers, supervisors and employees indicated the HC Directorate does not function as a strategic partner and has not demonstrated its value, though the office has recently reorganized in efforts to better serve its customers. The HC Directorate is viewed as operational in nature, with the staff lacking awareness of field operations and requirements. Supervisors and managers indicated that the Workforce Development Division is focused on training quota management rather than serving as a consultant regarding course offerings and content. In addition, managers and supervisors indicated that there is a lack of formal DCMA HR policies, and that it is often difficult to determine if Army policy or DCMA guidance applies to specific HC



programs, such as performance management and staffing. The CMO workforce does utilize the DCMA HR portal for information and policy guidance.

HR staff is not assigned to the CMOs; however, the DCMA Space and Missile Division has an HR representative (reporting to the HC Directorate) who periodically conducts site visits. At the time of the CHCAS evaluation, the representative had 14 sites under his purview, making it difficult to provide continuous forward support to the CMOs. Supervisors and managers in that division noted that the HR representative assists managers and supervisors with the use of the Army Regional Tools for workforce planning, in addition to providing monthly Request for Personnel Action (RPA) status reports used for senior management meetings. However, managers viewed the RPA reports as transactional, indicating they added little value to their decision-making.

The majority of supervisors and managers were pleased with the level of service provided by the Army Servicing Team at Ft. Riley, Kansas. They further indicated that in many instances, the AST provides advisory and consultative support in addition to operational services. Managers and supervisors indicated that the quality of applicants was good; however, they also noted that there were inconsistencies with qualifications determinations, particularly for engineering positions. They added that frequent turnover in the AST has presented challenges regarding continuity of service; nonetheless, AST has been responsive to resolving any issues that arise. Employee perceptions were mixed regarding AST servicing, with some indicating that the level of service had deteriorated since DCMA transitioned its HR servicing from DLA to the Army. Others expressed they were generally satisfied with the service provided, specifically in the employee benefits area.

#### *AMC*

Overall perceptions of key stakeholders, managers, supervisors, and employees indicated that AMC activity Civilian Personnel Service (CPS) offices do not function as strategic partners with command-level leadership, and have not demonstrated value to the AMC civilian workforce. The majority of managers and supervisors view CPS staffing levels as under-resourced, lacking technical expertise, and challenged by the Air Force Manpower Agency (AFMA) and AFPC service delivery inefficiencies. The majority of managers and supervisors stated that they were not satisfied with the quality of candidates on referral certificates and voiced concerns over qualification determinations. Additionally, managers and supervisors were frustrated with the length of time to fill positions, as previously cited in the Executive Summary of the FY 2007 CHCAS Report.



## HCAAF System: Leadership and Knowledge Management

### Leadership Succession Planning

#### *DCMA*

From information gathered during the CHCAS evaluation, there is no formalized succession management program at DCMA HQ that would serve as a framework for development of an overall agency succession plan or would cascade down to divisional and CMO succession plans. The SHCP lists a recommendation to establish the agency's succession planning framework, implement a succession planning policy, and develop a process for implementation of the framework by the third quarter of FY 2010. At the time of the CHCAS evaluation, the framework had yet to be developed. Managers and supervisors at the CMO level remarked on the limited input regarding CMO manager selections and that these selections were done at the divisional and HQ level.

The majority of supervisors and employees viewed DCMA leadership development programs as beneficial including the Tomorrow's Leaders Initiative (TLI), Keystone, Tier II, and Cohort Programs. At a few of the CMOs, supervisors and managers noted that several Tier II program graduates were successful in obtaining supervisory positions at DCMA. Though managers and supervisors viewed the TLI positively, some indicated that the program lacked structure, was not useful in meeting current leadership competency gaps, and had no end date for completion of the program. Additionally, managers and supervisors indicated the Centralized Development Programs (Federal Executive Institute, Industrial College of the Armed Forces, Harvard University Kennedy School of Government, and George Mason University) were beneficial. The majority of employees indicated, with the exception of the Keystone Intern Program, formal mentoring was not readily available.

#### *AMC*

The majority of senior managers and supervisors interviewed indicated that their activity lacked a formalized leadership succession plan. Competency gap analysis is lacking and only some supervisors indicated active participation in informal mentoring. Though the AMC Civilian Leadership Development Program (CLDP) is available to the workforce; some supervisors believe only limited opportunities exist for career advancement upon completion of the program. Additionally, while the AF offers centralized employee development programs, few participants in the interview sessions were aware of these programs.

### Integrity and Inspiring Employee Commitment

#### *DCMA*

The majority of managers, supervisors, and employees believe agency leaders exhibit honesty, integrity, and high ethical standards. Employees and supervisors perceive that



annual ethics training is completed in compliance with associated regulations and high ethical standards are inherent to the DCMA culture. Managers', supervisors', and employees' responses suggest a varied level of awareness concerning the Standards of Conduct at the CMO level. At some CMOs, employees indicated the Standards of Conduct are covered during the on-boarding process. Some employees' responses imply very little awareness of the Standards of Conduct. The majority of both employees and supervisors indicate very little knowledge of the MSPs, Prohibited Personnel Practices, civil service laws, rules, and regulations.

#### *AMC*

A majority of employees interviewed indicated that AMC leaders exhibit honesty, integrity, and high ethical standards. Supervisors and employees shared that annual ethics training is completed, tracked, and monitored on a regular basis. The majority of managers, supervisors, and employees had limited awareness of MSPs and Prohibited Personnel Practices.

### **Continuous Learning**

#### *DCMA*

Through documentation supplied prior to and during the evaluation site visits, the review team found that an annual tasking from the HQ Workforce Development Office prompts local organizational training needs assessments at most locations. The majority of employees indicated that training needs are discussed in order to prepare an Individual Development Plan (IDP). Employees in the acquisition career field indicate that IDPs are populated with the required Defense Acquisition Workforce Improvement Act (DAWIA) and Defense Acquisition University courses. However, most employees and supervisors indicated that DAU training is too generic and not relevant to the work performed and articulated the need for DCMA-specific training; especially the Quality Assurance (QA) commodity training. Additionally, the same demographic believes that management of DAU quotas is problematic and assigned training delivery methods are not appropriate for the subject matter. The majority of supervisors and managers noted inadequate funding for developmental training and this training is often funded with mission funds.

#### *AMC*

The majority of employees and supervisors interviewed indicated that mission critical training is being accomplished but developmental and/or career broadening training is limited or non-existent due to funding constraints. The AMC activities use a variety of learning strategies including electronic-learning, some informal mentoring practices, outside vendor training, OJT, and internal cross-functional training. The AMC workforce can access information on civilian training courses, training and resource listings, and training events on the AMC Web-portal. All groups interviewed indicated that training was documented on the Standard Form, SF-182, Authorization, Agreement, and Certification of Training.



## Knowledge Management

### *DCMA*

The majority of employees perceive that retirements and BRAC are creating gaps in critical knowledge for the agency, and most managers, supervisors, and employees indicated there is no formalized Knowledge Management (KM) structure at DCMA. Furthermore, the DCMA and CMO portals received mixed reviews as information technology (IT) tools for facilitating KM. Pairing developmental employees with senior employees, cross-training, OJT (for Keystones), and the use of the reemployed annuitant appointment authority facilitate knowledge retention and transition at the CMO level. Other KM initiatives include the development of desk instructions for functional areas, although some employees indicated that the instructions were sometimes difficult to find.

### *AMC*

At the majority of AMC activities, managers, supervisors, and employees were aware of and accessed multiple knowledge-sharing tools including SharePoint portals (e.g., AF, AMC, Community of Practice), and the Electronic Information Management (EIM) system.

Some AMC organizational divisions participated in cross-training and developed continuity books as valued knowledge management resources.

## HCAAF System: Results-Oriented Performance Culture

## Communication

### *DCMA*

All interview groups indicated that organizational changes (such as the recent realignment) were adequately communicated through email, town hall meetings, team meetings, staff meetings, information memorandums, and Commander's Calls. All groups were aware of the DCMA Strategic Plan for FY 2009-2013.

### *AMC*

Interviewed employees appear to be knowledgeable about the AMC mission and how one's position aligns with activity mission and goals. All interview groups were unaware of the *AF Manpower and Personnel Strategic Plan (FYs 2006-2011)*, the *Manpower, Personnel and Services Transformation Roadmap (FYs 2009-2013)*, and other AF strategic plan documents. The *AMMP*, published in October, 2009, serves as AMC's long-range strategic planning document. From information gathered during evaluation activities, perceptions are that the *AMMP* is not conclusive but rather the planned direction for the future of the Mobility Air Forces (MAF).



## Performance Appraisals

### *DCMA*

The majority of employees believe performance plans are linked to organizational goals, that they were able to provide input into the development of performance standards, and performance objectives are communicated at the beginning of the rating cycle. Supervisors and employees noted the alignment of Individual Performance Plans (IPPs) with organizational performance indicators because the IPPs are metrically driven. Supervisors and managers expressed concern regarding the disparity between what is measured versus what should be measured. This demographic indicated performance metrics' current focus is quantifiable outcomes, rather than a customer based qualitative focus. Further, supervisors and managers suggested an interest in providing input into developing the metrics because current metrics are developed at the HQ level. The majority of employees were aware of what constitutes a high level of performance and receive feedback, on either a quarterly or a semi-annual basis. However, perceptions on dealing with poor performers varied significantly between interview groups. Where the majority of managers and supervisors indicated they receive support from higher management when taking performance-based actions, a number of employees indicated that poor performers were not effectively managed – particularly the Keystone Program interns.

A review of 88 randomly selected performance appraisals revealed that in a majority of cases, the review team could not verify that performance plans were appropriately documented or that plans were provided to employees at the beginning of the rating period. This finding suggests there is a disconnect between workforce perceptions and available supporting documentation; therefore, it is logical to infer that these discussions may occur and not be documented. Furthermore, performance plan documentation was not standard across the agency. In the majority of cases, the review team could not verify that an interim review was conducted with the employee, due to lack of, incorrect, or incomplete documentation. The HC Directorate staff was unable to provide a significant number of the interim progress reviews and the evaluation team found variation in interim progress review documentation across all DCMA sites reviewed. Additionally, some problems with the performance plans and interim progress reviews impacted the rating of record at the end of the appraisal period. In some cases (at different sites), supervisors did not appropriately close out performance plans, resulting in employees being rated on different performance objectives than were issued in their original plans. It was recommended that DCMA evaluate its overall performance management program in accordance with Federal regulations.

### *AMC*

The majority of employees are knowledgeable about their performance plans and how their role relates to organizational mission requirements. Some employees expressed a lack of understanding of what constitutes a high level of performance.



A compliance review of 95 randomly selected performance appraisals indicated that in a majority of the cases, the review team could not verify that the performance plan was appropriately documented or the performance plan was provided to the employee at the beginning of the rating period. Additionally, some cases were missing certification of the legacy performance plan (AF Form 1003) and the interim review worksheet. In the majority of cases, the review team could also not verify if an interim review was conducted due to lack of or incomplete documentation. Monetary awards accurately recognize employee performance and contributions to the organizational mission. It was recommended that the AF AMC activities evaluate the overall performance management program in accordance with Federal regulations.

## **Awards**

### *DCMA*

The awards compliance review included 89 randomly selected awards. In some of the *Individual Cash Awards – Ratings Based* cases, the review team could not verify that an individual receiving a performance award was rated as fully successful on the associated performance appraisal. Some *Individual Cash Awards – Non Rating Based* awards were processed using incorrect nature of action codes or lacked documentation to support award.

Non-monetary awards are approved at both the HQ and CMO level; however, the majority of employees voiced confusion over the criteria for receiving awards. Most interviewees valued the use of Employee of the Quarter/Year, Commander's Coins, Heritage, Core Value, On-the-Spot, and time-off awards. With decisions for awards and amounts made above the supervisory level, employees indicated they would like to be more aware of the overall awards program processes and procedures.

### *AMC*

A compliance review of 107 randomly selected awards indicated that the majority of cases were well organized and properly documented. All AMC activities have created a "reward environment" and acknowledge employee contributions through public ceremonies, Quarterly Award Luncheons, face-to-face discussions, and in informal settings. All employees interviewed appreciate monetary and non-monetary awards for "a job well done."

## **Diversity Management**

### *DCMA*

The majority of interviewees at the CMOs viewed the working environment as diverse and inclusive. There were many indications that the DCMA Director's leadership and the agency culture help support and emphasize workplace diversity, which is further validated with the recent hiring of a Diversity and Inclusion Director at HQ. Supervisors and managers indicated they were working to increase the involvement of Special



Emphasis Program Managers in diversity recruitment efforts. The same groups voiced a strong emphasis on accountability for targeted recruitment using the Metrics Studio. Employees and supervisors across the agency were aware of their local EEO offices and its sponsored events that are sometimes co-sponsored with onsite contractors.

#### *AMC*

The majority of interviewees viewed the AMC activities as responsive to the needs of diverse groups with increasingly focused efforts underway to hire persons with disabilities and wounded warriors. For example, HQ AMC looks for potential candidates through partnerships with the United States Department of Veterans' Affairs, Veterans of Foreign Wars, and the Reserve Officer Training Corps at local universities. Additionally, AMC activities support the FY 2010 Workforce Recruitment Program for College Students with Disabilities. At several activities, the Military Equal Employment Opportunity (EEO) Office, the civilian EEO, and the activity level HR or CPS office collaboratively implement the Federal Equal Opportunity Recruitment Program (FEORP), the Disabled Veterans Affirmative Action Program, and other special emphasis programs. All AMC activities offer mandatory EEO training to leadership and new supervisors in traditional classroom settings or through Computer Based Instruction.

#### **Labor/Management Relations**

##### *DCMA*

At the majority of CMOs, employees, and supervisors agreed that a highly collaborative relationship exists between management and the union. At several sites, management proactively includes the union prior to decision-making, and the union participates in the new hire orientation. Though there was no local union representative at some of the CMOs, interviewees expressed that there was open communication between management and the union, with the majority of workplace conflicts resolved fairly, promptly, and effectively.

##### *AMC*

Across all AMC activities, there were mixed perceptions regarding labor/management relations. At some of the AMC activities, managers and supervisors view labor/management relations as collaborative, effective, and an improvement from previous years. According to input from personnel across the command, the majority of workforce conflicts are resolved fairly, promptly, and effectively. Conversely, results from interview groups at two locations revealed a "strained" relationship between managers and Union officials.



## HCAAF System: Talent Management

### Recruitment and Retention

#### *DCMA*

At the majority of sites, the review team found that managers and supervisors are actively involved in local recruitment efforts. Many are engaged in targeted recruitment efforts at local colleges and universities, specifically focused on recruiting for the contracting and pricing areas. Many of the CMOs had established agreements with local colleges and universities. Despite these outreach efforts, some managers and supervisors expressed difficulty finding minority candidates for certain career fields, e.g., engineering. At some CMOs, managers and supervisors commented that the centralized recruitment process at the HQ limits the availability of information regarding targeted recruitment and retention strategies to fill competency gaps.

The Keystone Intern Program serves as the primary recruitment source for the agency. The focus of the program is to develop a cadre of highly qualified employees capable of performance at a journeyman level with a high degree of technical competence and broad understanding of the total DCMA organization and mission. The program was developed to compensate for an anticipated increase in retirement eligibility by ensuring a succession pipeline. DCMA achieved 99.8 percent of its FY 2009 recruitment goal of 550 hires. The review team interviewed several of the local Keystone recruiters at some of the CMOs. At the sites where recruiters were present, managers and supervisors viewed their role as value-added in obtaining talent.

**Recruitment, Relocation, and Retention Incentives (3Rs)** Initial data analysis of DCMA usage 3Rs incentive actions for FY 2009 indicated that DCMA is the largest user of these incentives within the Fourth Estate Defense Agencies. This finding prompted an in-depth review of DCMA's 3R usage for the previous five FYs resulting in several areas of concern including:

- ★ Lack of adequate documentation;
- ★ Lack of personnel responsible for oversight, quality control (QC), and accountability;
- ★ Missing justifications; and
- ★ No written service agreements.

In light of the above indications, AED conducted an initial compliance review of all FY 2009 3R incentive actions for the evaluated organizations at the Southwest Civilian Personnel Policy Committee, Ft. Riley, Kansas. This initial compliance review indicated a potential systematic deficiency concerning the required supporting documentation for 3R incentive actions. In order to determine the existence of a systematic deficiency, the review team reviewed 25 additional 3R incentive actions.



Overall, AED reviewed 31 3R incentive actions. The majority of cases had missing and/or inadequate documentation to support the actions. In one case, a recruitment incentive was given to an ineligible employee. The following compliance issues were found:

- ★ Over 60 percent of the reviewed 3R incentive actions did not include the written determinations for 3R incentives as required by 5 CFR 575.108(a) for recruitment incentives, 5 CFR 575.208(a)(1) for relocation incentives, and 5 CFR 575.308(b) for retention incentives.
- ★ Approximately 20 percent of the reviewed 3R incentive actions did not comply with the CFR requirement for service agreements. There was a lack of documentation, a lack of authorizing signatures on the service agreement, or the service agreement was dated after the effective date of the 3R incentive award.
- ★ All reviewed relocation incentive cases lacked documentation that the employee established a residence in the new geographic area prior to receipt of relocation incentive in accordance with (IAW) 5 CFR 575.208(a)(1).
- ★ The review team found no evidence of verification that the employee signed a service agreement for recruitment/relocation incentives prior to receipt of the retention incentive IAW 5 CFR 575.309(g).
- ★ The review team could not verify that the employee had at least a "fully successful" rating of record prior to approval of the relocation or retention incentive.

The review team did not find any evidence that DCMA had conducted an annual review of its 3R Program. Also, IAW 5 CFR 575.112(a), each agency must monitor the use of recruitment incentives to ensure that its recruitment incentive plan and the payment of recruitment incentives are consistent with the requirements and criteria established under 5 U.S.C. 5753 and this subpart.

There were mixed views regarding the use of the 3R's at the CMO level. At some sites, managers and supervisors indicated that use of incentives was limited and subject to budget approval. At other CMOs, the same groups expressed that there was no need to use the flexibilities. At the majority of CMOs, managers and supervisors agreed that the inability to offer payment of permanent change of duty station expenses has had a negative impact on the recruitment process.

As a result of the comprehensive evaluation of DCMA's 3R usage and the severity of the deficiencies identified above, the DCMA HQ must respond to the following required actions:

- ★ Collaborate with the Army Servicing Team (AST) at Ft. Riley to establish and maintain a process to ensure that each 3R's incentive is supported by an independent written determination and retained in compliance with 5 CFR 575.



- ★ Collaborate with the AST to establish and maintain a process to ensure that service agreements are completed and retained for each 3R incentive in compliance with 5 CFR 575.
- ★ Collaborate with the AST on a regular basis to ensure consistent QC.
- ★ Submit an action plan to CPMS AED within 60 days of receipt of the CPMS FY 2010 CHCAS evaluation report.

Furthermore, CPMS AED will conduct additional 3R compliance reviews in FY 2010 and at the beginning of FY 2011.

### *AMC*

At some AMC activities, managers and supervisors participate in recruiting efforts with local universities and technical colleges. Two AF recruiting programs, the PALACE ACQUIRE and the COPPER Computer/Electronics Accommodations Program (CAP) intern programs, serve as major recruitment sources for the AMC activities. The Federal Career Intern Program, the Science, Mathematics and Research for Transformation (SMART) Scholarship for Service Program, the Student Career Experience Program (SCEP), and the Acquisition Expedited Hiring authority are used to fill engineering, IT, contracting, nursing, and security positions. The Scientific, Technical, Engineering, and Mathematics (STEM) workforce have helped to close technical competency gaps in mission-critical AMC positions, including computer scientists; mathematicians; biologists; medical personnel; and civil, aeronautical and mechanical engineering positions.

**Recruitment/Relocation/Retention Incentives.** During this review period, the review team found only seven relocation and retention incentives processed at one AMC activity to fill hard-to-fill mission critical positions.

### **Work/life Programs**

#### *DCMA*

The majority of interviewees value the work/life programs offered by DCMA and believe that availability of these programs contributes to a positive work environment. They appreciate the opportunity to participate in the wellness program and alternate and compressed work schedules. At a few CMOs, employees expressed an interest in having job-sharing opportunities and childcare services incorporated into the work/life programs. At several sites, interviewees expressed that telework opportunities were limited and available by exception, rather than by local policy.

#### *AMC*

All employees interviewed expressed an appreciation for the opportunity to participate in work/life programs including physical fitness programs and facilities, compressed and alternate work schedules, health and wellness programs, and flexible work schedules.



Some activities also offered limited telework opportunities and had child development centers on base.

### **Recruitment/Hiring/Merit Promotion**

#### *DCMA*

Regarding internal recruitment efforts, the majority of employees find out about vacancies through the USAJOBS and Army Civilian Personnel Online (CPOL) Web sites. There were mixed views on local promotional opportunities. At a few of the sites, employees noted that there were limited opportunities, but that selections appeared to be fair. Employees further indicated that the use of panel members from outside the organization and local EEO Council review of selections has made the merit promotion process impartial. At other sites, employees also noted the limited opportunities, but expressed the feeling that hiring officials favored retired military applicants, particularly for the senior level positions.

A review of 87 staffing actions was conducted at the Southwest CPPC, Ft. Riley, Kansas. Some of the case files did not contain sufficient documentation to allow reconstruction of actions processed and thus did not support a third-party review. Some of the Official Personnel Folders (OPFs) were not established or maintained in accordance with the OPM Guide to Personnel Recordkeeping. Additionally, Emergency Essential (EE) Job Opportunity Announcement (JOAs) did not state that selectees would be eligible for temporary promotions when in a deployed status. In accordance with the DCMA EE Program Policy, Section 3.1.4., it should be clearly indicated on the EE JOAs that competition for the advertised position confers eligibility for potential competitive temporary promotions when in a deployed status.

#### *AMC*

A compliance review of 115 staffing actions was conducted at the AFPC. One illegal appointment was found and corrected on site. No other violations of law or policy were documented. The AFPC senior leadership team and staff were very cooperative and exceptionally responsive to the CHCAS review team. During the evaluation, the review team learned that the AFPC, Directorate of Civilian Force Integration (DPI), had made profound and significant changes to their business processes, partially in response to the FY 2008 CHCAS evaluation findings. To that end, the following is an overview of some of AFPC's changes to organizations and business processes subsequent to the FY 2008 review.

In August, 2008, AFPC stood up a new division within its directorate called the *AFPC/ Technical Operations and Training Division (DPIT)*. DPIT was established to provide a formal structured Quality Program, a Training Academy, a Business Process Development and Staffing Advisory Branch, and to improve communication within the directorate.



The Technical Operations Branch (DPITA) oversees Civilian System Technical Operations and the “On the Job” Training Program. Trainees receive hands on expertise and training with senior-level staffers to accomplish real time work assignments. DPITA is piloting the use of USA Staffing as its single recruitment tool to improve the AF ability to recruit and hire a highly capable, agile, diverse, and mission-ready workforce.

The Business Process Development Branch (DPITB) is responsible for developing and publishing AFPC Business Processes and Staffing Advisories to aid in standardization and to ensure all staffers understand and are current on internal and external rules, regulations, and laws. This office is also responsible for authoring HR Advisories, such as changes to the RPA Checklists and the AFPC and Civilian Personnel Section (CPS) Procedures Guide, and submitting them for publication to its customers.

The DPI Training Academy (DPITC) develops and prepares new employees and the current workforce with knowledge of the functional and technical requirements, business processes, and skills in using the AF unique automation systems/tools. In addition to the basic curriculum, the Academy provides “Just in Time” single topic training, and bi-monthly Training Webcasts.

The Quality Branch (DPITD) is responsible for the DPI QA Program, performing quality reviews and reporting metrics weekly. DPITD developed a QC database to facilitate identification and correction of DCPDS errors that would adversely affect employee benefits and entitlements, demographics reporting data, and most importantly, pay discrepancies. The Quality Office performs QC on 10 percent of the work performed by Staffing Teams on a monthly basis; five percent of competitive and five percent of noncompetitive actions are quality checked from cradle to grave. All errors identified are monitored for corrective action, and trends are shared with the Academy and business process team. AFPC leadership is briefed monthly on QC metrics, and results are shared with all of DPI, including the HR practitioners. Furthermore, DPI recruited a cadre of separating veterans with appropriate graduate degrees and trained them; the most recent cadre of trainees was employed by DPITA Production Teams, and are part of the OJT Program under the DPIT Technical Office.

In July, 2009, the AFPC underwent a major reorganization to realign the staffing teams by base servicing to better serve, support, and reconnect with their customers and to provide premier service to Squadron Commanders in the field. As such, the realigned staffing teams received favorable customer comments from the Dover AFB CPS and hiring officials during the FY 2010 CHCAS review. Base servicing teams maintain a high touch environment, conducting monthly or bimonthly conference calls, staff assistance visits, and workforce planning off sites with their MAJCOM and COCOMs to plan for changes in mission, including surge hiring. The previous career field servicing team configuration impacted negatively on their customers; thus, the reorganization has helped improve communication, efficiency and effectiveness.



Additionally, in July, 2010, the AF launched its first Web site for the AF Civilian Service (AFCS). The Web site, <http://www.afciviliancareers.com/>, showcases AFCS as a large, high tech workforce with a wide variety of occupations and locations, both stateside and overseas. Jobseekers unfamiliar with the civilian employment opportunities within the AF now have a new online resource that defines the numerous career fields and outlines many of the benefits of being a Federal employee working side by side with uniformed Airmen.

For more information on AFPC accomplishments and other DoD Good News Stories, please refer to Appendix B.

## HCAAF System: Accountability

### Federal HC Management

#### *DCMA*

The review team found some evidence of assessment of HC programs and their impact on mission accomplishment at DCMA. Managers are held accountable for reporting on performance indicators included in the IBM Cognos Metrics Studio. The Metrics Studio is a measurement system that collects, connects and displays performance data from the team level to the Director level. It is used by DCMA senior management at the local commands to measure performance of the CMOs and the agency as a whole. There are six HC performance indicators in the Metrics Studio including E2E hiring (measuring time to hire), percentage of DAWIA certifications, training cancellation rate, and targeted recruitment of women, Hispanics, and those with disabilities. Though we did not see use of the Metrics Studio at all sites visited, we found it to be a good practice as an HCM accountability tool.

The review team found that managers and supervisors are held accountable for HCM through performance standards in their IPPs, in addition to reporting on the status of HR actions at CMO Commanders' monthly staff meetings. HR internal management controls were developed as a direct result of DCMA's April, 2009 Mission Review Team review. An Execution Plan Table is developed and positioned to assess and improve the Director's HC strategic initiatives identified in the DCMA Strategic Plan (Appendix A). The review team found that senior executives are accountable for HCM through the plan of execution.

#### *AMC*

The review team found that some managers and supervisors are held accountable for HCM through performance standards, BSCs, climate assessment surveys, dashboards, and through utilization of resource forecasting practices. Some interviewees had limited awareness of MSPs and PPPs. Additionally, some managers and supervisors were



unfamiliar with or inconsistently applied civilian AF Instructions, AMC policies, and HC accountability policies.

In conclusion, both DCMA and AMC have some practices that meet the critical success factors and expected outcomes of the HCAAF, and other practices that need improvement. The goals and objectives of the DCMA Strategic Plan are aligned with DoD HC objectives and cascade to the agency's SHCP, performance plans, budget, and plans of execution. The AMC strategies are aligned with the AF and DoD objectives and integrated into strategic and transformation plans, performance plans, manpower, and budgets. Analysis indicates that more work needs to be done in the areas of workforce and succession planning, and competency gap identification for DCMA.

Once that work is accomplished, recruitment, retention, and training strategies need to be developed and implemented to help close competency gaps. More work needs to be done in the areas of workforce and succession management planning, communication of AF/AMC strategic planning documents, and engaging HR as strategic partners with executive leadership and key stakeholder within AMC. The major reorganization of AFPC to realign the staffing teams by base servicing to better serve, support, and reconnect with their customers is a results-driven decision already yielding positive return-on-investment outcomes from field agencies.

Overall, the AF/AMC senior leaders and managers effectively manage their workforce, sustain a learning environment, and support investments in mission-critical training and technologies. AF/AMC supports a diverse, results-oriented, and high-performing workforce linking performance to organizational goals and objectives. Talent is effectively and competitively recruited and retained to meet AMC goals with only minimal use of compensation incentives needed. A variety of HC accountability systems and measures are used in varying degrees by both the DCMA and the AMC activities.



## Part 2:

### Human Capital - Accountability Resource Community (HC-ARC)

HC-ARC was established in May, 2010 in an effort to increase expertise in the implementation of the HCAAF. It soon became clear that there were many other potential benefits and the scope was broadened accordingly.

At the present time, it is anticipated that the HC-ARC will function like a typical on-line community of practice - a network of people who interact on an ongoing basis to further develop knowledge and skill in a given area of practice. Members will share information, insight, and advice, and become informally bound by the value they find in growing and learning together. In addition, the community will serve as a HC strategic tool as it aids in the development, sharing and alignment of Department-wide HC activities with the Department's overall strategic focus.

To support this purpose, the HC-ARC has four goals relating to domain, community, and practice. The goals are to:

1. Build an on-line community of DoD Human Resource, organizational development, and strategy experts to share expertise, creativity, and best practices relative to the *CHCSP*, HCAAF, and the HCMR.
2. Increase understanding of and alignment with the DoD *CHCSP*.
3. Increase expertise in the implementation of the HCAAF.
4. Support the AED objective to serve as a nexus for knowledge and information relating to DoD *CHCSP*.

The following actions were taken in support of these goals:

- ★ Established name and graphic identity for the community.
- ★ Researched the appropriate platform for hosting the on-line community.
- ★ Surveyed and recruited knowledgeable members at the agency and Component level to serve as a steering committee.
- ★ Tested the MAX interface from various geographic locations.
- ★ Launched the introductory briefing with the steering committee.

The HC-ARC was briefed at the Human Resources Worldwide Conference in July 2010 and member sign-ups were collected. It is anticipated that the following metrics will be used to track use of and participation in this on-line community of practice:

- ★ Number of Web site hits per month;
- ★ Number of new member sign-ups per month;



- ★ Level of participation in online discussions; and
- ★ Number of new topic postings per month.



## Part 3:

### DoD CHCSP 2006-2010

In July of 2006, the Department published and released its *CHCSP*. The *CHCSP*'s four goals and associated objectives have been annually revalidated as long-term enduring goals for the four-year strategic plan timeframe: 1) World Class Enterprise Leaders; 2) Mission-Ready Workforce; 3) Results-Oriented Performance Culture; and 4) Enterprise HR Support. In April of 2009, the goals and objectives were refreshed and updated to align with the overarching goals of the Administration and the Department that included a focus on the ARRA of 2009 and the continued support and greater emphasis to the all volunteer force, deployed civilians and the CEW. The *CHCSP* was developed and continues to be in alignment with the *QDR*, the *National Defense Strategy*, the *National Military Strategy*, the *DoD Human Capital Strategy*, and the *OUSD (P&R) Strategic Plan for Fiscal Years 2010-12*. The *CHCSP* is currently being updated for a one-year period in order to align with the *OUSD (P&R) Strategic Plan*. The *CHCSP 2010-2011 Refresh* will accompany the *CHCSP 2006-2010* until such time as the *OUSD (P&R) 5 year strategic plan* is issued. At that time, a new five year *CHCSP* will be developed and published to reflect changing mission requirements, new legislation, and reporting requirements from both OPM and Congress.

Over the past four years, many significant achievements have been attained in HC management within the Department. These achievements, in turn, have contributed greatly to accomplishment of *CHCSP* goals and objectives. Highlighted below are some of the major milestones and outcomes that have defined our progress in meeting each of the four goals of the *CHCSP*.

#### Goal 1: World Class Enterprise Leaders

The Department has published several directives and DTMs to move the executive cadre from an ad hoc SES life cycle management to a deliberate and systematic approach to managing the SES corps. The document entitled, "*The Career Lifecycle Management of the Senior Executive Service Leaders within the Department of Defense*," established the policy for the DoD 21<sup>st</sup> Century Executive Leadership Framework and Continuum, including competency requirements and other overarching principles for the management of the career life cycle of senior executives. A leadership FCM has been identified and leadership designated as one of the functional communities included in Enterprise-wide strategic workforce planning efforts. A DTM was issued that establishes an SES tier structure for career and non-career SES and governs overall policy and guidance and procedures for the SES tier structure. All DoD SES have transitioned to the tier structure.

The DepSecDef established a Program Executive Office for Executive Lifecycle Management (PEO-ELM) to lead the stand-up of a centralized senior executive



management office for OSD and Defense Agencies. In addition, the Department has been working towards developing a DTMS that will be a fully integrated, Enterprise-wide system that incorporates key features of the SES succession management process including a competency based positions summary, an executive talent profile, supervisory and self-assessment, a readiness rating and competency based feedback. A new leadership succession management program, the DSLDP, was developed and implemented during the 2006-2010 timeframe, and its first class of 50 students graduated in the spring of 2010.

DSDLP is a competitively-selected leadership training program that teaches students the Enterprise-wide perspective and competencies needed to lead and achieve results in the Joint, interagency and multi-national environment. Two new DoD-unique competencies, Joint Perspective and National Security Perspective, have been validated and identified as required competencies for the DoD specific Executive Core Qualification: Enterprise-wide Perspective. During this four year period, DoD also updated the “*Executive and Senior Professional Pay and Performance System*” subchapter of the Civilian Personnel Manual. This update led to the decision to develop a standard, Enterprise-wide automated solution for performance management for the executive cadre. EPAT will serve as the automated performance tool to ensure consistency in performance and compensation decisions, as well as facilitate the OPM requirements for executive performance system certification.

Each of the accomplishments achieved in support of the 2006-2010 *CHCSP* have brought the Department closer to attaining its goal of having diverse, transformational leaders who effectively manage people in a joint environment; ensure continuity of leadership; and sustain a learning environment that drives continuous improvement across the Enterprise. The success of our leadership initiatives can be measured by a marked increase in the HCAAF Leadership & Knowledge Management Index. The Leadership & Knowledge Management Index measures the extent to which employees hold their leadership in high regard. The 2006 OPM Federal Human Capital Survey measured the DoD Leadership & Knowledge Management Index as 60 percent and then 61 percent in 2008. This year’s OPM EVS score was 64 percent. This is three percent higher than the rest of government for 2010. Since 2006, the score has increased by four percent overall.

## Goal 2: Mission-Ready Workforce

Each of the Defense Components and Agencies has their own set of MCOs that support their unique missions and requirements. With a workforce of more than 700,000 civilians in over 800 different white and blue-collar occupations, meeting OPM requirement to develop a list of Enterprise-wide MCOs presented quite a challenge. However, the task was accomplished and an initial list of 27 MCOs was developed. This list was further refined in 2009, reflecting 24 MCOs that are the focus of DoD workforce planning and competency management efforts. Throughout the period of the *CHCSP*,



significant effort has been expended in the areas of workforce planning and competency management – both at the Enterprise and at the Component and Agency level. Competencies have been identified for select MCOs and some competency assessments conducted, with the IT, acquisition, civil engineering, and pharmacist communities leading the way.

Mandates from the FY 2007 NDAA emphasized development of an Enterprise-wide approach to workforce planning that encompassed competency identification and gap closure. In response, DoD developed a comprehensive, integrated workforce planning strategy focusing on Enterprise-wide workforce analysis, forecasting, and competency assessment. The strategy uses a Functional Community construct that aligns the Component or agency MCO functional community with its OSD counterpart to facilitate an integrated and collaborative effort and ensure capture of a complete Enterprise-wide picture. The Department has made significant progress with its workforce forecasting and is now poised to proceed with a similar approach in identifying and assessing competencies within each functional community. To assist in Enterprise competency management, development and implementation of an Enterprise automated competency assessment and management tool is underway.

Significant marketing and branding efforts took place during the past four years, culminating in development of a DoD “branded image” and Web sites, to include a Web site targeted toward general recruitment, one targeted toward recruitment of veterans, and one dedicated to opportunities for the CEW. As discussed in past iterations of this Report, DoD has expended significant and continual effort throughout the life of the *CHCSP* to gain the reputation as employer of choice.

Many hiring fairs have been held to promote and facilitate the hiring of the diverse, disabled, and Veterans. Special hiring fairs only open to disabled Veterans have been held to promote the Department’s “Hiring Heroes” outreach program. VEPO was established in 2010 in response to the 2009 EO promoting Veterans’ recruitment, employment, training, and development. Various other recruitment programs have been developed in order to attract the best and the brightest to DoD. The Student Training and Academic Recruitment (STAR) program hires students under SCEP for the purpose of engaging in on-campus marketing and promotion of civilian DoD employment. The National Security Education Program (NSEP) provides highly qualified students with scholarships and fellowships in return for satisfying a service agreement with DoD. The DoD SMART scholarships and fellowships facilitate the flow of new and highly skilled technical labor into DoD laboratories and agencies – thus strengthening the succession pipeline.

DoD continues to take advantage of hiring flexibilities to assist in meeting critical needs, making good use of Direct and Expedited hiring authorities for positions throughout the scientific, IT, medical and acquisition communities. USACE has taken full advantage of the excepted-service appointment authority authorized for use in support of ARRA to hire



additional staff for military construction and overseas contingency operations. In response to emerging demands for civilian support of new and continuing mission requirements, the Department established the CEW in January 2009 as a means of building an expanded expeditionary capability within the DoD civilian workforce. A deployment opportunity for current DoD and Federal civilians to support Department missions overseas and stateside, the CEW represents a truly unique opportunity for civilians to serve alongside military personnel in a variety of working conditions. To date, over 700 positions worldwide have been identified for CEW fill. Department-wide strategic planning efforts throughout the lifespan of the 2006-2010 *CHCSP* have been impacted by the implementation of the 2005 BRAC activities that will be completed by September 30, 2011, and by in-sourcing efforts initiated in April, 2009.

Focus placed on quality of work life programs available to DoD civilians has increased significantly during the past four years. A highly visible and aggressive Enterprise-wide wellness initiative was launched, a working group established, and an action plan put in place. A revised telework policy has been written and is currently in coordination for signature and implementation, and a telework marketing campaign and revised Web site are scheduled for launch in the latter part of 2010. Efforts are currently underway to develop guidance for implementation of the President's Memorandum of June 17, 2009, extending benefits to same-sex domestic partners.

The Department has made incremental, but significant process in reaching its goal of having a highly capable workforce characterized by agility, flexibility, diversity, and seamless integration with the Total Force. Some progress can be measured by a steady increase in both the OPM HCAAF Talent Management and Job Satisfaction Indices. The Talent Management Index measures the extent employees think the organization has the talent necessary to achieve organizational goals and the Job Satisfaction Index measures the extent employees are satisfied with their jobs. The 2006 OPM FHCS measured the DoD Talent Management Index as 60 percent and then 61 percent in 2008. This year's OPM EVS score for Talent Management was 62 percent. This is two percent higher than the rest of government for 2010. Since 2006, the score has increased by two percent overall. The 2006 OPM FHCS measured the DoD Job Satisfaction Index as 67 percent. It remained the same in 2008, and in 2010, the OPM EVS score was 70 percent. This is one percent higher than the rest of the government for 2010. Since 2006, the score has increased by three percent. Small percentage increases indicate that our HC initiatives are beginning to show success in recruiting and retaining the best talent available. The three percent increase in the Job Satisfaction Index furthers our commitment to continue to make DoD one of the best places to work.

### Goal 3: Results-Oriented Performance Culture

During the life of the 2006-2010 *CHCSP*, the focus of Goal 3 was primarily on development and implementation of NSPS. NSPS was a performance management



system designed to facilitate the creation of an Enterprise-wide results-oriented, performance-based culture. The Department believed the system would increase the effectiveness of the civilian workforce through clearer linkage of individual performance objectives with the mission and goals of the Department and their organization, by holding employees accountable at all levels for the results of their work, and by linking pay to performance.

By September, 2009, the Department had transferred 219,000 of its employees to the system. Even though the NSPS had received scores of 84 and 80 on successive OPM Performance Appraisal Assessment Tool (PAAT) ratings (measurement of linkage of employee performance to agency mission) of just those employees who had transferred to NSPS, Congress terminated authority for the system in the *NDAA 2010*. The Act also initiated and required the transition of NSPS employees to non-NSPS personnel systems by not later than January 1, 2012. As of September 30, 2010, 171,985 employees have been transitioned out of NSPS. While authority for NSPS was terminated, lessons learned from development and implementation of that system will inform the development of a “fair, credible, and transparent performance system for employees” as mandated by *NDAA 2010*. In response to this requirement, the NSPSTO was established to manage both the transition out of NSPS and design and implementation of the new Enterprise-wide performance management system. While work continues with respect to NSPS transition and development of the successor system, the Department’s performance management systems for the SES, and Senior Level (SL) and Scientific and Professional (ST) communities remain certified.

On December 9, 2009, the President signed EO 13522, *Creating Labor-Management Forums to Improve Delivery of Government Services*. The DoD Implementation Plan for EO 13522 was developed and approved by the National Council on Federal Labor Management Relations on May 5, 2010, and the Department is in the process of resolving issues in preparation for the first meeting of the DoD labor-management forum. This forum will embed a labor management cooperation support function that seeks to monitor and promote sound labor-management relations, expeditiously address emergency situations adversely impacting local labor management relations, and recommend resolutions at all Department levels.

To complement the wellness initiative and further enhance quality of work life for DoD civilian employees, an Enterprise-wide initiative promoting employee satisfaction and engagement was a focus area for FY 2010. Implementation of activities in support of this initiative, and measurement of results will be accomplished through the DoD action plan issued in August, 2010.

The OPM HCAAF Results-Oriented Performance Culture Index measures the extent employees believe their organizational culture promotes improvement in processes, products and service, and organizational outcomes. The Index can be used to measure progress in reaching Goal 3 – an engaged, mission-focused, results-oriented, high-



performing culture. The 2006 and 2008 OPM FHCS measured the DoD Results-Oriented Performance Culture Index at 54 percent. The 2010 OPM EVS measured a two percent increase at 56 percent. This increase could be attributed to the repeal of NSPS, and the DoD commitment to develop a transparent and results-oriented performance management system.

The SES/Organizational Performance Relationship uses the Pearson correlation coefficient to analyze the strength of the relationship between executives' performance pay and their ratings. The closer the number is to one, the more positive the relationship between ratings and performance pay. Since 2006, the DoD-wide coefficient has incrementally moved closer to one. In 2006, the coefficient was .690 and has increased to .773 in 2009. This indicates that the SES performance management system is effectively linking executives' pay and their performance ratings.

The PAAT is used to determine employees' performance appraisal plans effectively link to agency mission, goals and outcomes. Two PAATs have been conducted on DoD for certain phases of NSPS implementation. The first PAAT was for Spiral 1 of NSPS (about 11,000 employees) and scored 84 out of 100. The second PAAT was for Spiral 1.2 and 1.3 of NSPS (about 97,000 employees) and scored 81. The closer the score to 100, the more effectively performance appraisal plans are linked to the DoD mission, goals and outcomes.

When combining the rest of the workforce with the above two scores for the NSPS workforce, the PAAT weighted score is 11. A PAAT on any part of the DoD workforce has not been conducted since 2007. Since the DoD workforce is currently transitioning out of NSPS, the PAAT will not be used until a new performance management system is in place. In the meantime, 15 questions from the 2010 OPM EVS provide some meaningful information on employees' perceptions of the agency performance appraisal system. Each of the 15 questions positive scores were either at or above the government scores for 2010. When comparing the scores from the 2008 OPM FHCS to the 2010 OPM EVS scores, all questions were either at or above the score from 2008. The increase in positive scores indicates that the workforce is in agreement with the appeal of NSPS and feels the organization is already underway in strategically aligning its performance plans with the DoD mission.

Each of the accomplishments achieved in support of the *CHCSP* have brought the Department closer to attaining its goal of having an engaged, mission-focused, results-oriented, high-performing culture.

#### Goal 4: Enterprise HR Support

The Human Resources Professional Career Framework (HRPCF) serves as the starting point for competency-based workforce planning for the DoD HR community. The Department developed an HR competency framework that highlights 29 core



competencies for three HR roles: HR Specialist, HR Advisor (Business Consultant), and HR Strategic Advisor. An HR FCM has been identified and HR has been designated as one of the functional communities included in the Department's Enterprise-wide strategic workforce planning efforts. Workforce forecasting is being conducted and a wide range of recruitment and retention strategies are being developed to address staffing gaps. Improvement to automation and technology continue to be a top priority as the Department strives to improve the effectiveness and efficiency of the recruitment, hiring, and employment processes. Development of a Defense Enterprise Hiring Solution (DEHS) has been a priority throughout the life of the 2006-2010 *CHCSP* as it will allow DoD to:

- ★ Implement standard business processes;
- ★ Improve workforce planning and management of competency-based skills and capabilities; and
- ★ Standardize and streamline our civilian hiring process.

OPM's USA Staffing tool will be used as the Department's interim solution with approximately one third of the Department currently poised to pilot the process. DoD engaged in other automated HR solutions between 2006-2010, to include partnering with OPM in the retirement systems modernization (RSM) and electronic official personnel folders (eOPF) initiatives, making enhancements to the DoD PPP ASARS, developing an automated EPAT and DTMS to facilitate Enterprise-wide management of civilian senior executive talent, and developing an Enterprise competency management tool.

The Department has taken significant action in response to the joint OPM/OMB initiative to improve the Federal hiring process to augment the many improvements already in place and efforts underway in the Components and Defense Agencies. During the first phase of the initiative, DoD established a senior level management team to guide the Department's efforts, conducted Lean Six Sigma analyses of the hiring process, developed a plan to eliminate barriers to the hiring process, developed a common business practice for hiring across DoD organizations, and developed 25 standardized JOAs for use throughout the Enterprise. The second phase of the initiative focuses on hiring improvements that can be implemented Federal-wide. The Department has mapped these seven distinct initiatives into an action plan designed to simplify the hiring process for both the applicant and hiring official, and reduce overall time to fill. Through the fourth quarter of FY 2010, DoD has reduced the external hiring timeline from a FY 2010 baseline of 155 days down to 116 days, which exceeds DoD's FY 2010 goal of 140 days. Concurrent with the overall hiring reform effort, DoD initiated a study of HR service delivery to the 10 COCOMs in the latter part of FY 2009. Resultant recommendations have direct correlation to Department-wide hiring reform efforts and have been reflected in the DoD Hiring Reform Action Plan.



The Department has developed a DoD-unique customer satisfaction index called the HR Satisfaction Index. It takes the responses from eight questions from the annual DoD (SOF-C) designed to assess the extent employees believe their organizational culture promotes improvements in HR processes, products, and services. The DoD SOFS-C 2006-2010 positive results for this index are summarized in Table F-3.

**TABLE F-3. DoD SOF-C RESULTS ON THE HR SATISFACTION INDEX (2006-2010)**

HR Satisfaction Index	DoD-Wide SOFS-C Administration Date					DoD-wide Trends from Baseline
	Nov 2006	May 2007	Feb 2008	June 2009	Oct 2010	
At the present time, how satisfied are you with the availability of personnel services for your work location.	49	49	48	49	51	↑
Quality of personnel services for your work location (e.g., timeliness and completeness of response, usefulness of information, and helpfulness of staff).	47	46	46	46	48	↑
Availability of personnel services at centralized location (away from your worksite).	41	41	40	41	44	↑
Quality of personnel services from a centralized location (away from your worksite).	39	39	39	39	42	↑
Availability of personnel services via the Internet such as Employee Benefits Information System (EBIS), myPay, Resumix, etc.	77	72	72	72	73	↓
Quality of personnel services via the Internet such as EBIS, myPay, Resumix, etc.	75	72	70	70	71	↓
Timeliness of personnel services you receive.	58	54	48	55	51	↓
Overall, how satisfied are you with the personnel services you receive?	60	58	55	58	58	↓
How satisfied are you with the services received from the HR community related to the hiring process?	N/A	N/A	N/A	N/A	40	
<b>Overall averages</b>	56	54	52	54	55	↓
<b>Overall average with hiring process question (new HR Sat Index baseline)</b>					53	

DoD scores are up for each question except one – *Timeliness of personnel services you receive*. The overall index score is at 55 percent – up one percent from last year. This is



noted incremental progress for most questions but troubling results for the timeliness question. The four point drop indicates there is still much work to be done in terms of timeliness of HR services. Last year, an additional question was added to the HR Satisfaction Index to measure satisfaction with services specifically related to the hiring process. The baseline score for this question measured 40 percent. Forty percent of respondents indicated positive satisfaction with the hiring process. When this question is added to the others, the overall satisfaction score is 53 percent. DoD hiring reform efforts specifically address the quality and timeliness of the HR hiring process. It is anticipated that the focus placed on developing and implementing hiring reform initiatives will have a significant positive effect on the HR Satisfaction Index in subsequent years.

Each of the accomplishments achieved in support of the 2006-2010 *CHCSP* have brought the Department closer to attaining its goal of ensuring that the DoD civilian HR community is a strategic partner and enabler, mission-aligned, customer-focused, and provides measurable, leading-edge results.



## Section IV: HCAAF Systems, Standards, and Metrics

# Section IV:

## HCAAF Systems, Standards, and Metrics

This section contains embedded documents that include the required HCAAF SSMs. For hard-copy versions of this report, these documents should be opened and printed for inclusion in this section.

### End-to-End Metrics: Reporting Chart



End-to-End  
Measures Chart.xls

### Leadership and Knowledge Management: Leader Resource Chart



Leader Resource  
Chart.xls



Leader Resource  
Chart Narrative.doc

### Results-Oriented Performance Culture: Evaluation of Workforce Performance Appraisals Systems Chart (PAAT scores)



PAAT Metric  
Reporting.xls

### Talent Management: Agency-specific and Government-wide MCO Resource Charts



mco resource chart  
v3.xlsx

### Talent Management: Acquisition Resource Chart

PENDING CONTENT



## Section V: Appendices

# [ Section V: ]

## Appendices

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The appendices listed below are attached to this report:

A. Current and Pending Human Capital Legislation

B. Good News Stories

C. Wellness Action Plan

D. Employee Engagement Action Plan

E. Hiring Reform Action Plan

F. Functional Community Management

G. Veterans Recruitment and Employment

H. Acronyms

# Appendix A:

## Current and Pending Human Capital Legislation

**TABLE AA-1. CURRENT HUMAN CAPITAL LEGISLATION**

<b>Legislation Directly Related to DoD Civilian Workforce</b>
<b>National Defense Authorization Act for Fiscal Year 2010</b>
H.R. 2647 <ul style="list-style-type: none"> <li>• House Report 111-166</li> </ul>
S. 1033 <ul style="list-style-type: none"> <li>• Senate Report 111-35</li> </ul>
Public Law 111-84 – Became Law on October 28, 2009
<b>Department of Defense Appropriations Act, Fiscal Year 2010</b>
H.R. 3326 <ul style="list-style-type: none"> <li>• House Report 111-230</li> <li>• Senate Report 111-74</li> </ul>
Public Law 111-118 – Became Law on December 19, 2009

**TABLE AA-2. CURRENT HUMAN CAPITAL LEGISLATION BY FUNCTIONAL CATEGORY**

Legislation Directly Related to DoD Civilian Workforce	Acquisition	Medical	Expeditionary	Overall HC Planning
<b>NDA FY2010 Human Resources (HR) Items</b>				
Sec. 564. Pilot program to secure internships for military spouses with Federal Agencies.				X
Sec. 831. Enhancement of expedited hiring authority for defense acquisition workforce positions.	X			
Sec. 1037. Authorization of appropriations for payments to Portuguese nationals employed by DoD.			X	
Sec. 1101. Authority to employ individuals completing the National Security Education Program.				X
Sec. 1102. Authority for employment by DoD of individuals who have successfully completed the requirements of the SMART defense scholarship program.				X
Sec. 1103. Authority for the employment of individuals who have successfully completed the DoD information assurance scholarship program.				X
Sec. 1104. Extension and modification of experimental personnel management program for scientific and technical personnel.				X
Sec. 1105. Modification to DoD laboratory personnel authority.				X
Sec. 1106. One-year extension of authority to waive annual limitation on premium pay and aggregate limitation on pay for Federal civilian employees working overseas.			X	
Sec. 1107. Extension of certain benefits to Federal civilian employees on official duty in Pakistan.			X	
Sec. 1108. Requirement for DoD strategic workforce plans.				X
Sec. 1109. Adjustments to limitations on personnel and requirement for annual manpower reporting.				X

Legislation Directly Related to DoD Civilian Workforce	Acquisition	Medical	Expeditionary	Overall HC Planning
Sec. 1110. Pilot program for the temporary exchange of information technology personnel.				X
Sec. 1111. Availability of funds for compensation of certain civilian employees of the DoD.				X
Sec. 1112. DoD civilian leadership program.				X
Sec. 1113. Provisions related to the NSPS.				X
Sec. 1114. Provisions relating to the Defense Civilian Intelligence Personnel System.				X
Sec. 1121. Authority to expand scope of provisions relating to unreduced compensation for certain reemployed annuitants.				X
Sec. 1122. Part-time employment.				X
Sec. 1901. Credit for unused sick leave.				X
Sec. 1902. Limited expansion of the class of individuals eligible to receive an actuarially reduced annuity under the Civil Service Retirement System.				X
Sec. 1903. Computation of certain annuities based on part-time service.				X
Sec. 1904. Authority to deposit refunds under FERS.				X
Sec. 1905. Retirement credit for service of certain employees transferred from District of Columbia service to Federal service.				X
Sec. 1911-1919. Non-Foreign Area Retirement Equity Assurance				X

**TABLE AA-3. PENDING HUMAN CAPITAL LEGISLATION**



## Legislation Directly Related to DoD Civilian Workforce

### FY 2011 NDAA Status

Introduced in House as National Defense Authorization Act for FY2011

- H.R. 5136— Introduced April 26, 2010
- House Report 111-491

Introduced in Senate as National Defense Authorization Act for FY2011

- S. 3280—Introduced April 29, 2010
- Senate Armed Services Committee Report 111-201
- S. 3454—Reported in Senate

### FY 2011 NDAA Items HR 5136

#### Division A—DoD Authorizations

#### Title VI—Compensation and Other Personnel Benefits

Sec. 619. Special payment to members of the Armed Forces and civilian employees of the DoD killed or wounded in attacks directed at members or employees outside of combat zone, including those killed or wounded in certain 2009 attacks.

#### Division A—DoD Authorizations

#### Title XI—Civilian Personnel Matters

Sec. 1101. Authority for the DoD to approve an alternate method of processing equal employment opportunity complaints within one or more Component Organizations under specified circumstances.

Sec. 1102. Clarification of authorities at personnel demonstration laboratories.

Sec. 1103. Special rule relating to certain overtime pay.

Sec. 1104. One-year extension of authority to waive annual limitation on premium pay and aggregate limitation on pay for Federal civilian employees working overseas.

Sec. 1105. Waiver of certain pay limitations.

Sec. 1106. Services of post-combat case coordinators.

Sec. 1107. Authority to waive maximum age limit for certain appointments.

Sec. 1108. Sense of Congress regarding waiver of recovery of certain payments made under civilian employees voluntary separation incentive program.

Sec. 1109. Suspension of DCIPS pay authority extended for a year.

## Legislation Directly Related to DoD Civilian Workforce

Sec. 1110. Federal Internship Programs.

### **Division D—Implementing Management for Performance and Related Reforms to Obtain Value in Every Acquisition Act**

#### **Title II—Defense Acquisition Workforce**

Sec. 201. Acquisition workforce excellence.

Sec. 202. Amendments to the acquisition workforce demonstration project.

Sec. 203. Incentive programs for civilian and military personnel in the acquisition workforce.

Sec. 204. Career development for civilian and military personnel in the acquisition workforce.

Sec. 210. Prohibition on personal services contracts for senior mentors.

### **FY2011 NDAA Items S. 3454**

#### **Title V—Military Personnel Policy**

Sec. 541. Health professions scholarship and financial assistance program for civilians.

#### **Title XI—Civilian Personnel Matters**

Sec. 1101. Modification of certain authorities relating to personnel demonstration laboratories.

Sec. 1102. Requirements for Department of Defense senior mentors.

Sec. 1103. One-year extension of authority to waive annual limitation on premium pay and aggregate pay for Federal civilian employees working overseas.

Sec. 1104. Extension and modification of enhanced Department of Defense appointment and compensation authority for personnel for care and treatment of wounded and injured members of the Armed Forces.

Sec. 1105. Designation of Space and Missile Defense Technical Center of the U.S. Army Space and Missile Defense Command/Army Forces Strategic Command as a Department of Defense science and technology reinvention center.

Sec. 1106. Treatment for certain employees paid saved or retained rates.

Sec. 1107. Rate of overtime pay for Department of the Navy employees performing work aboard or dockside in support of the nuclear aircraft carrier home-ported in Japan.

# Appendix B:

## Good News Stories



### Missile Defense Agency (MOA): Career Development and Leadership Programs

**The Missile Defense Career Development Program (MDCDP).** This program was created in 2009 to provide an Agency-wide program for acquiring entry-level talent to participate in a two-year training and development initiative sponsored by the MDA. The MDCDP is designed to attract applicants with undergraduate and graduate degrees to fill developmental acquisition and other infrastructure positions. Our goal is to motivate and prepare entry-level engineering, acquisition, and other support service professionals for *careers* in missile defense. Currently, MDA has hired 167 interns arrayed in 13 mission critical or acquisition specialties, among them, engineering, contracting, business and financial management, and operations research.

- ★ It is an exciting, hands-on approach to gaining the specific skills and experience in cutting-edge technology that will put interns on a fast track to success in the missile defense community. Interns acquire valuable technical and work-related skills through rotational assignments that include seminars, formal classroom, and on-the-job training. As a learning organization, the MDA pairs interns with mentors who help them evaluate their career path as well as opportunities for professional and personal growth. All program participants who are eligible and who graduate from the MDCDP are offered a permanent position within the MDA.
- ★ MDCDP recruitment goals included hiring 60 engineers in FY 2009 followed by an additional 200 interns to be recruited annually between FY 2010-FY 2012, with future recruitment goals to be reassessed after FY 2012. Career fields focus on engineering/science, acquisition management, and other infrastructure series as approved by the Director. Funding is provided through budgeted MDA mission funding or program wide support and supplemented by Section 852 funding (Defense Acquisition Workforce Development Fund).
- ★ The MDCDP is chartered and staffed with a full time multidisciplinary staff charged with managing the entire program, including recruitment, budgeting, orientation, training and career development, job placement, and mentoring.
- ★ Effective mentoring of the MDCDP participants is key to the program's success, and each intern has an assigned mentor to assist in career counseling and



developing an annual training and rotation plan tailored to the intern's career goals and technical interests.

- ★ Workforce planning processes focus upon the value of managing the life cycle of employee careers within the MDA. A major benefit of the MDCDP approach affords MDA with an ability to grow and sustain a relevant workforce with the correct competency mix who will be capable of responding to emergent program and mission needs.

As a result, the MDCDP is designed to place a strong emphasis on the intern's career development. During the two year program, CDP's experience many challenging career opportunities. Three rotation cycles, eight months in duration (particularly for interns in the engineering career field), are sufficient to expose the interns to the variety of engineering dimensions that comprise the MDA workforce and mission requirements.

Using a national recruitment and marketing campaign, MDA routinely receives more than 2000 resumes from undergraduate and graduate students across the country that have applied for job consideration under the MDCDP.

**Leadership in Action: Leading in a Dynamic Environment.** The MDA has grown and changed rapidly to protect our homeland, allies, and deployed forces. Given the pace of this growth, MDA has had to adapt to emerging mission requirements, including new demands and an expanded workforce. MDA's challenges— globalization, changing workforce demographics, the pace of technological change, evolving world events— make it difficult to maintain a competitive workforce. In addition, changes occurring within MDA (for example, the BRAC transition and the shift to a matrix management environment) have placed new demands on the workforce and its leaders.

Leadership development is, therefore, a key objective in MDA's HCSP, which outlines the imperative to place the right people in the right jobs at the right time to most effectively perform MDA's work. This means creating a pipeline of leaders capable of filling key leadership positions now and in the future. MDA designed, and has now delivered, three iterations of this annually scheduled training to 60 next generation MDA leaders.

The purpose of the four-day course *Leadership in Action: Leading in a Dynamic Environment* is to provide MDA leaders with the skills they need to lead successfully in this complex environment. "Leadership in Action" suggests that the leader's role is indeed active and ever-changing in response to current needs, challenges, and opportunities. The course is structured around seven activities and a 360-degree leadership assessment of each student. Designed to help leaders strengthen their leadership skills and be successful in their roles within the Agency's matrix management environment, the course brings together students from diverse programs, elements and geographical areas. It is the capstone leader development training program internal to the MDA and is also designed to transition future leaders into other Departmental and



Federal senior leadership development training opportunities or rotation assignments. Ongoing return on investment studies will substantiate the true value of this course and how well knowledge actually transfers to the workforce.



## Department of the Air Force: Air Force Civilian Service (AFCS) Web site and Marketing Campaign

In July 2010, AF launched its first Web site for the AFCS. The Web site, <http://www.afciviliancareers.com/>, showcases AFCS as a large, high tech workforce with a wide variety of occupations and locations, both stateside and overseas. Jobseekers unfamiliar with the civilian employment opportunities within the Air Force now have a new online resource that defines the numerous career fields and outlines many of the benefits of being a Federal employee working side-by-side with uniformed Airmen.

The site contains practical information for those interested in applying for a Federal job within the AFCS, including various hiring authorities, base locations, career field descriptions, employee benefits and application procedures.

"The Air Force has always relied on the civilian work force to meet the mission. With new organizations standing up and an overall net gain in civilian positions, we hope more people will look at all the benefits we have to offer and consider applying with us," said Michelle LoweSolis, Director of Civilian Force Integration at the AFPC.

One of the highlights of the Web site is a Job Match Machine. By entering educational background or specific skills, the Job Match Machine will generate a list of possible career choices.

"We think this is going to be one of the most popular applications on the site," said Mike Brosnan at AFPC. "People are often unaware of the breadth of AFCS careers and we're hoping this will aid them in their job search."

The site also has a Resume Coach that walks users through some of the most frequently asked questions: How do I get my resume to stand out? Do veterans or current Federal employees have different application procedures? What should college graduates include on their resumes?

The site also features a faster-loading HTML version, or the more interactive Flash version. Look for the "underground" extras on the site for special downloads and video clips.

When visitors are ready to search for an AFCS job, clicking the "apply now" button on the home page will give them access to Air Force jobs listed on USAJOBS.gov. There, they can build their resumes, search for job vacancies, and submit their applications.

AF is also launching a new marketing campaign, "It's Time You Knew," to educate the public on AF civilian service. The follow-on campaign will use the tagline "Forces Joined" to speak to the partnership and cooperation between civilian and military to accomplish the AF mission. There will be banners and displays in AFPC, and public service announcement 12 times a day at all Army & Air Force Exchange Service



(AAFES) locations. Each base public Web site will have links back to the recruiting Web site. And there will be web banners at MySpace, MiGente, Facebook, Careers and the disabled, Cnn.com, Intelligence Careers.com, WebMD.com, Workforcehr.com, WSJ.com, NYTimes.com, ESPN.com, HACU, NAACP, LULAC, and the National Hispanic Professional Organization.



## Department of the Air Force: Reorganization of the Directorate of Civilian Force Integration, Air Force Personnel Center

In 2008, the DoD Accountability Evaluation Team reviewed the DPI AFPC, Randolph AFB, Texas. In 2010, the team again reviewed AFPC in conjunction with their review of AF/AMC. AFPC provides staffing and processing services to AF/AMC. The 2010 review team learned that AFPC had made profound and significant changes to their business processes, partially in response to the 2008 audit findings. The following is an overview of some of AFPC's changes to organizations and business processes subsequent to the 2008 review.

In August, 2008, AFPC stood up a new division within its directorate called **AFPC/DPIT Technical Operations and Training Division**. DPIT was established to provide a formal structured Quality Program, a Training Academy, and a Business Processes Development and Staffing Advisory Branch, and also to improve communication within the directorate.

The **DPITA Technical Operations Branch** oversees Civilian System Technical Operations and the OJT Program. Trainees receive hands on expertise and training with senior staffers to accomplish real time work assignments. DPITA is piloting the use of USA Staffing as its single recruitment tool to improve AF ability to recruit and hire a highly capable, agile, diverse, and mission-ready workforce.

The **DPITB Business Process Development Branch** is responsible for developing and publishing AFPC Business Processes and Staffing Advisories to aid in standardization and to ensure all staffers understand and are current on internal and external rules, regulations, laws and policies. This office is also responsible for authoring HR Advisories such as changes to the RPA Checklists and the AFPC and CPS Procedures Guide, and submitting them for publication to its customers.

The **DPITC DPI Training Academy** develops and prepares new employees and the current workforce with knowledge of the functional and technical requirements, business processes, and skills in using Air Force unique automation systems/tools. In addition to the basic curriculum, the Academy provides Just in Time single topic training, and bi-monthly Training Webcasts.

The **DPITD Quality Branch** is responsible for the DPI Quality Assurance Program, performing quality reviews and reporting metrics weekly. DPITD developed a QC database to facilitate identification and correction of DCPDS errors that would adversely affect employee benefits and entitlements, demographics reporting data, and, most importantly, pay discrepancies. The Quality Office performs QC on 10 percent of the work performed by Staffing Teams on a monthly basis; five percent of competitive and five percent of noncompetitive actions are QC'd from cradle to grave for actions



processed the previous month. All errors identified are monitored for corrective action, and trends are shared with the Academy and business process team.

All actions that are processed by DPI employees considered “trainees” are QC’d prior to processing.

AFPC leadership staff is briefed monthly on QC metrics, and results are shared with all of DPI, including the staffers working on the actions.

DPITD is also responsible for all issues related to the PPP, and ensures internal policies/processes are developed and maintained to ensure compliance with DoD PPP requirements.

AFPC DPI competes for Staffing talent with the rest of Randolph AFB, Lackland AFB, Ft. Sam Houston, and other Federal employers in the San Antonio area. DPI recruited a cadre of separating veterans with military personnel backgrounds and /or appropriate graduate degrees and trained them; the most recent cadre of trainees who were part of the OJT Training Program under the DPIT Technical Office staged at the DPI Academy were placed on the DPIA Production Teams. This illustrates the strong collaboration and communication within DPIT.

In July, 2009, AFPC underwent a major reorganization to realign the staffing teams by base servicing to better serve, support, and reconnect with their customers and to provide premier service to Squadron Commanders in the field. Base servicing teams maintain a High Touch environment, including monthly or bimonthly conference calls, staff assistance visits, and workforce planning off sites with their MAJCOMs and COCOMs to plan for changes in mission and for surge hiring. The previous configuration of Career Field Servicing teams impacted negatively on their customers; the reorganization has helped improve rapport and efficiency.



## Anniston Army Depot: Career Academy

Workforce analysis conducted several years ago at Anniston Army Depot revealed that, based on their projected retirements, neither their local recruitment area nor the local technical colleges would produce a sufficient number of qualified applicants in the skilled trades/crafts areas. In response, the Anniston Student Educational Employment Program was established and a High School Program was instituted. This program was added with the hopes of increasing the applicant pool by influencing high school junior and senior students to consider skilled trades/crafts as a career choice. This non-traditional, first-of-its-kind, co-op program was developed in partnership with the Alabama State Department of Education (ADSDE). The students earn high school credit toward graduation while they participate in the program.

Initial recruitment efforts in the Technical College Trades SCEP were focused on mechanics, machining, and welding areas in 2000, were expanded in 2006 to include hydraulic/pneudraulic, and were expanded again in 2007 to include electronics. The increased demand for SCEP students helped to increase the enrollment in their two local technical colleges. This approach, however, still did not produce sufficient numbers of qualified applicants to meet projected hiring requirements. As a result, a three-phased approach was developed, with students recruited either through the High School Program (Phase 1) or directly through the Technical College program (Phase 2). Once students have successfully completed their Technical College course of study they are eligible for non-competitive conversion to a permanent position based on mission requirements (Phase 3). The permanent positions are at the target level of their trade.

The High School Co-op Program operates both a morning and afternoon session and has a capacity of 60 to 100 students annually depending on the workload requirements. The current class has a total of 60 students. The retention rate of the High School Program is 95.8 percent.

**Anniston Army Depot Career Academy**  
*Partnering with academia to give high school Seniors a wealth of opportunity*

**Contact Information:**  
Susan G. Hill or Anthony Stamper  
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**Mailing address:**  
Anniston Army Depot  
Career Academy Program Manager  
7 Frankford Avenue, Bldg. 212  
Anniston, AL 36201-4199

Students at the Career Academy are able to participate in many of the depot's annual events, such as Employee Appreciation Day, Christmas Cheer, and the Making Tracks 5K Run.

Our high school students are very important to the depot's maintenance mission, and several have contributed to our Value Engineering program by developing devices that improve the production processes in the depot's Nichols Industrial Complex.

**ANNISTON ARMY DEPOT**  
WEAPONS • COMBAT VEHICLES • AMMUNITION

The Career Academy is a partnership between Anniston Army Depot and the Alabama Department of Education to provide students with required academic coursework and on-the-job training

The High School Program currently focuses on the skilled trade areas of machining, mechanics, welding, hydraulic/pneudraulic, and electronics. It provides an on-site Coordinated Studies Class along with paid on-the-job training (OJT). Depot skilled journey level employees are utilized as trainers to provide OJT. Students are recruited from 47 high schools in 11 counties within a 35-mile radius of the Anniston Army Depot.

Anniston Army Depot funds the cost of the entire SCEP. The High School Program expense is included as an overhead expense in Anniston Army Depot's annual capital working fund (AWCF) Budget. The initial start-up cost for the building and equipment was \$472,631.00. The cost per high school student is around \$27,560.00. The total cost for the program is about \$1,000,000.00. As of FY 2008, the students have produced \$800K in direct labor hours assistance. This amount offsets the total cost of the High School program. The cost of the Technical College SCEP includes only tuition assistance and safety equipment costs. Student's salaries are direct labor hours.

### **Anniston Army Depot Career Academy Highlights**

- ★ High Visibility. The Anniston Army Depot Career Academy has the visibility and complete support of Alabama Senators, Congressmen, and the Governor. The High School Career Academy is used as a model for industry and education working together to solve training and workforce revitalization issues.
- ★ Partnership. The Anniston Army Depot Career Academy was the first educational partnership in Alabama between the Federal Government, the State Department of Education, and a local school system. The Alabama State Superintendent of Education praised the Anniston Army Depot program for its innovative approach to workforce revitalization.
- ★ Improved Safety. All High School students are trained to operate in a safe manner. They are familiar with safety data sheets, hearing and eye protections, safety lockouts, etc. There have been no lost time accidents in the nine completed high school classes.
- ★ Increase in the Potential Applicant Pool. The High School Program provides welding, machining, mechanics, electronics, and hydraulics/pneudraulic training to students who have no other exposure to these skills areas. This increases the skilled labor force available to Anniston Army Depot.
- ★ Employee Evaluation. The Program allows Anniston Army Depot to evaluate the employees before conversion to a permanent position. Anniston Army Depot has the option of not hiring any potential employee that has shown they are unsuitable. This option is easier than terminating a permanent employee.
- ★ Retention. Every student who was recruited in the technical college level and has successfully completed the program has been offered permanent employment at Anniston Army Depot.

- ★ Improved transition/Less Supervision. The program graduates are acclimated to Anniston Army Depot operations when they are converted to permanent positions and require less supervision and have a quicker adjustment time than a new employee hired from outside Anniston Army Depot.
- ★ Improved Morale. The program graduates have a better understanding of Anniston Army Depot and its operations and do not have the overwhelming confusion and stress of new hires.

*To see the full Anniston Career Academy Brochure, click on the following icon:*



Anniston Career  
Academy Brochure



Department of the Army: Civilian HR Agency, BRAC  
Project Management Office, Automated Tools for BRAC  
Civilian HR Administration

Planning for civilian HR support for BRAC activities in the Department of the Army revealed the need for a variety of automated tools to track and monitor personnel actions associated with BRAC.

- ★ To establish a BRAC baseline, a Position Requirements Listing (PRL) was developed in a database and all BRAC-coded positions in the Army portion of DCPDS were downloaded into this database. All commands affected by BRAC were required to validate their positions in this database as well as enter data about each position linked to the impact of BRAC on the position and its incumbent (if any). This includes the movement or elimination of the position under BRAC and the timeframe associated with the Command's movement/elimination plan for each.
- ★ To link RPAs with the PRL, an RPA Reporting Tool was developed to compare the number of RPAs submitted and consummated by Commands in the timeframes required to support the movement plans (reassignment of incumbents and recruitment action for projected vacancies).
- ★ To monitor all tasks and subtasks associated with the BRAC civilian HR process, a Readiness Tool was developed to track the completion of each task/subtask IAW the timelines for each. The servicing Civilian Personnel Advisory Center (CPAC) completes appropriate entries in an automated checklist that allows the Readiness Tool to reflect whether a specific task or subtask has been accomplished IAW the timeframe required to remain consistent the timeline for ultimate completion of the BRAC process IAW the Command movement plan.
- ★ To provide a display of all BRAC recruitment actions at weekly In-Process Reviews (IPRs) with senior civilian HR leadership, a Civilian Recruitment and Placement Status Report was developed to summarize the number of active recruit RPAs, the number of positions for which vacancy announcements have been issued, the number of positions for which referral lists have been issued, the number of positions to which commitments have been made, and the number of positions that are pending action in the CPAC.
- ★ The PRL has become the database of record for the Department of the Army to synchronize all BRAC command movement plans with civilian HR assignment and outplacement plans. The other tools are used on a regular/recurring basis in briefings to all levels of the Army leadership to insure that BRAC timelines are met.



## Department of the Army: Firefighter Special Retirement Coverage Program

In March 2004, an OPM change in classification standards resulted in Firefighter positions being upgraded from GS-6 to GS-7 and Lead Firefighter positions from GS-7 to GS-8/9. Positions that were upgraded (GS-0081-07 thru GS-0081-09) were not approved for coverage under special retirement, meaning that time spent in those positions does not count towards the required 20 years of service needed to retire.

In 2010, the Department of the Army, Assistant G-1 for Civilian Personnel (AG-1 CP), Employment Policy Division implemented the Army Firefighter (FF) Special Retirement Coverage plan of action.

AG-1 CP has developed a four-phase plan, in cooperation with the Civilian Human Resources Agency (CHRA) and the Army Benefits Center – Civilian (ABC-C). They published Department of Army guidance for obtaining special retirement system coverage for FF positions and assignment of personnel to those positions. They notified the Command and the CHRA of the problem and solution, as well as coordinated with the Unions.

DA submitted 2,000 FF cases for OSD approval, streamlined the FF approval process and published Army-wide guidance, and notified all National FF Unions of plan of action and timelines.



## Department of the Army: CHRA, North Central Region, Rock Island, IL; Automated Nature of Action

Continuous process improvements and the reduction of man hours allocated to processing HR actions is the reason the Automated Nature of Action (AutoNOA) cell stood up in 2010. The goal of the AutoNOA team is to increase output and improve quality through standardization of personnel processes for all of Army. The group also creates specialized Word and Excel templates and customer friendly Web sites to disseminate timely and employee specific information to the workforce.

The AutoNOA team automates personnel work within DCPDS utilizing a Quick Test Pro (QTP) software package that simulates human key strokes and mouse movements. Therefore, the need for human intervention is removed. Time normally spent by HR Specialists for data entry requirements is now allocated to assisting managers with their recruitment and staffing strategies.

Since its formation in February, 2010, the AutoNOA team has processed well over 500,000 personnel actions. The team has played a key role in Army's NSPS to GS conversion out process. The team's quick response and automation process enabled the first Army employees to spiral out of NSPS and convert to GS in February, 2010. The numbers and types of automated actions processed and updated by AutoNOA since February, 2010, are listed in Table AB-1.

### Web sites Under Development

- ★ *Paragraph/Line & Army Management Structure Code and Accounting/ Processing Code (AMS/APC) Web site* will allow CPAC Specialists the ability to enter changes and quickly get position records updated. The AutoNOA QTP script will run at various times throughout the day to quickly update employee position records.
- ★ *GS-Appraisal Web site* will enable Processing Cells at all Regions to quickly enter multiple GS employee ratings into DCPDS. The AutoNOA script will run daily to update DCPDS.
- ★ *NSPS to GS Conversion: "What's Left" Web site* is under development to enable managers at all Regions to quickly identify their employees who still need to be converted out of NSPS. This site aids in QC of the NSPS to GS process.



TABLE AB-1. ACTIONS PROCESSED

# of Actions Processed	Type of Action Processed
170,748	NSPS to GS Conversion Actions / Updates
115,811	Deleted Vacant Shreds for both Appropriated and Non-Appropriated Funded positions
92,039	Awards
75,016	Hierarchy Updates
36,508	Competitive Area/Competitive Levels
32,280	QC Tickets
20,967	Position Updates
4,455	Re-assignments
3,252	BRAC Actions: Reassignments/Realignments/Updates

- ★ *Severance Pay Calculator* An Excel tool was created to assist in BRAC employee counseling to show employees what their total severance pay would be on their projected separation date.
- ★ *AutoNOA Benefits*: The benefits of the AutoNOA cell include both the tangible savings of the man-hours utilized to process actions manually in DCPDS and the intangible savings provided by error reduction, standardization of processes, and the reduction of labor intensive tasks. As Army missions continue to grow, AutoNOA's capabilities will also expand to meet the demands of the HC workload through automation and QC.



## Department of the Army: CHRA, Jacksonville FL CPAC: Strategic Recruitment Plan for the Program Executive Office, Simulation, Training and Instrumentation

STRI is a materiel acquisition organization structured as a PEO led by a SES executive and consisting of six project management offices and supporting staff. Their mission is to Provide Simulation, Training and Testing Capabilities for the Nation's Security. By law the Program Executive Officer reports directly to the Army Acquisition Executive who is currently the Assistant Secretary of the Army for Acquisition, Logistics & Technology (AT&L). Currently, PEO STRI has 765 DA civilians (722 of which are Acquisition Workforce Members) and 37 military personnel. It is very difficult to hire seasoned Contract Specialists. The CPAC worked hand in hand with Management, HRD, & PEO STRI HR to brainstorm a solution.

- ★ *Part 1: The Best Practice:* Effectively and efficiently utilize all available hiring authorities.
  - *Metrics/Benefits:* PEO STRI actively leveraged the Expedited Hiring Authority for Acquisition (EHAA) positions, which is considered one of the most useful hiring authorities in existence for filling AT&L workforce positions, to bring on 29 employees during FY 2010. Thirty percent of new hires were from outside the Federal Government. Strategic use of the EHAA has positively affected the normal recruitment process by permitting abbreviated timeframes for announcements while allowing for consideration of veterans who meet the qualifying criteria. EHAA greatly enhanced the ability to in-source positions in accordance with current Army and DoD guidance and has reduced fill time from two months to a few weeks. EHAA made it easier to fill Acquisition positions, using NDAA Section 852 funds ("852 funds"), and support the Defense Acquisition Workforce Growth Initiative. This was a time sensitive project, and coordination with all the players was imperative to success. The recruitment effort for the most part was based on Federal Career Intern Program procedures. The positions that were identified as Administrative Careers With America (ACWA) positions were filled in accordance with those procedures. Positions were also filled using other appointing authorities.
- ★ *Part 2: The Best Practice:* Recruit and retain the best intern workforce that augments a high-performing, agile and ethical workforce.
  - *Metrics/Benefits:* Responding to the need to grow its own talent, PEO STRI established the Acquisition Academy (A2). A2 is an 11-week, multi-disciplinary program designed to develop their interns' knowledge and skills in preparation to join the workforce and contribute as valued



members. Upon completion of the Academy, interns are ready to contribute to the workforce. The first week of training was dedicated to acclimating employees into the Federal workforce including two days of in-processing and a Management/Employee Relations briefing concerning conduct/expected behavior of a Federal employee. The training and briefings were delivered/coordinated by the CPAC. The 2008 recruitment announcement for the first ever A2 class resulted in 163 applications for 21 contract specialist positions. The second class had 325 applications for 18 positions across six career fields. The third class received 830 applications for 14 positions across five career fields and the current class which started July 19, 2010, had 450 applicants for 10 positions across four career fields. There are now 51 A2 graduates. Three achieved DAWIA Level II certification in their career fields in less than 15 months, 36 are Level I certified and, of those, 18 are eligible for Level II certification in August 2010. A2 Class 2010 kicked off with 20 new interns, three of whom are from the Special Operations Command (SOCOM), thus exposing the interns to the joint environment. They have an Intern retention rate of 96 percent. This approach to growing your own has paid big dividends.



## Department of the Army: Workers Compensation Program

In the last 10 years, Army has spent more than \$2 billion on Workers Compensation.

As of FY-10 to date, the Army has saved \$118 million in future cost avoidance by returning long term claimants to work. The timely filing of Army Workers Compensation claims exceeds 90 percent.

The Army Worker Compensation Program manager published a brochure on OWCP for deployed civilians and their managers and drafted the Army Physicians Handbook on Workers Compensation.

The Army program has been recognized by DOL as a model OWCP program. The Army has received the Department of Labor FECA figures for Chargeback Year 2010. (Chargeback Year runs July 1 to June 30 each year.) Army came down in overall costs:

- ★ Total Army cost for 2010: \$177,235,987
  - Medical costs: \$50,646,986
  - Compensation: \$114,099,314
  - Death claims: \$12,489,686

How does this compare to 2009? Army reduced costs by \$4,539,483 this year!

- ★ Total Army cost for 2009: \$181,775,470
  - Medical in 2009 was \$49,011,081
  - Compensation in 2009 was \$121,092,387
  - Death claims in 2009 were \$11,672,003

Department of the Army Injury Compensation Program Administrators have done a great job this year. The compensation cost, \$114,099,314 is the smallest in more than a decade!



## Department of the Army: U.S. Army Corps of Engineers Forward Engineer Support Teams

In January 2005, the Chief of Staff of the Army (CSA) established a Task Force Stability Operation to assess Army-wide capability gaps in planning and conducting stability operations.

The U.S. Army Corps of Engineers (USACE) was assigned the primary mission to lead efforts to improve responsiveness and readiness of civilian capabilities to mobilize in support of Army Service Component Commands.

Forward Engineer Support Team-Main (FEST-M) and Forward Engineer Support Team-Advanced (FEST-A) were established within the various USACE Divisions to improve capability and to support military operation. FEST members are required to be mobile, trained, and equipped to work side-by-side with military personnel to support various operations overseas and in the U.S. Individuals must agree to sign a mobility agreement and to deploy when and where needed (sometimes without much notice). Candidates must meet certain medical requirements and obtain and maintain a security clearance.

The marketing of the importance of the work performed by FEST members and the uniqueness of the positions were not enough to attract candidates. A recruitment strategy was needed to assist in the hiring and retention of FEST members. Standardized position descriptions were developed for all civilian FEST members and each Division recruited for the FEST team which provided flexibility to attract candidates to a specific Region. However, the main staple of the FEST recruitment strategy is the many benefits and entitlements that are associated with joining a FEST. Some of the benefits include:

- ★ All FEST members will be placed on TDY orders for deployment to Iraq and Afghanistan. A TCS and TDY cost comparison may be conducted for deployments to other locations.
- ★ First line supervisors may approve up to 24 hours of administrative time for deployment preparation activities such as preparing wills, visiting financial institutions, storing household goods, garaging vehicles, etc.
- ★ FEST members may be eligible for the following:
  - Relocation bonus
  - Premium pay
  - Danger pay
  - Night differential
  - Post differential
  - Holiday pay



- ★ Re-integration leave – returning employees will be provided five days of excused absence (i.e. administrative leave) for the purpose of reintegration upon completion of a deployment to an overseas contingency operation of at least six consecutive months duration.
- ★ Rest and Recuperation Leave (R&R) – each deployee is eligible for one government funded R&R trip for a six month tour and three government funded R&R trips for a one year tour to his/her home of record.



## Department of the Army: U.S. Army Corps of Engineers Reemployed Annuitant Cadre

Over the past decade it became increasingly evident that new staffing avenues were needed to supplement the USACE regular workforce if the many, varied and often highly technical missions assigned to USACE were to be accomplished in an acceptable and timely manner.

The major reasons for this development were:

- ★ The increasingly vital role that USACE plays in national disaster planning preparedness and response;
- ★ Overseas Contingency Operations (OCO);
- ★ Short term surge requirements;
- ★ The need for backfill while recruiting to fill permanent positions;
- ★ Project planning and execution provided to other agencies and organizations; and the exit of highly trained and knowledgeable personnel due to the increasing number of retirements.

Reemployed annuitant employment was identified as an effective way to meet many of these needs. The Reemployed Annuitant Cadre (RAC) is comprised of retired Federal employees, and former USACE employees, who are available to provide experienced assistance during times of disaster and for special projects. Currently, these employees are working on a variety of missions including the levees in New Orleans, teaching safety classes around the world, and mentoring.

USACE Commanders/Directors can use reemployed annuitants as one of many options available to support mission requirements and to help meet workforce

**Not sure what you're going to do after retirement?**  
Remain active and involved by joining the Reemployed Annuitant Cadre. Provide your experience to the Corps when and where you want and earn extra money in addition to your annuity.

**How will my pay be determined?**  
Pay is determined at the time of your RAC appointment taking into consideration your qualifications and experience.

**What other requirements are there?**  
You must complete an application and provide a medical self-certification. Additional requirements such as a common access card and direct deposit are spelled out on the Corps Retired Annuitant Cadre website at [www.rso.usace.army.mil](http://www.rso.usace.army.mil).

Additionally, information may be obtained from the RAC Program Manager at 202-761-7059 or the program's Human Resources Advisor at 202-761-7761.

*"The Reemployed Annuitant Program provides USACE Districts with a flexible, effective, highly qualified workforce that can usually be onsite within one week of the request for support. The program provides a wide variety of expertise in many fields. The Construction Division has hired project engineers, construction supervisors, budget analysts, contract administrators, and administrative assistants. The use of retired annuitants has enabled the Construction Division to successfully meet the ever changing demands in a one-billion-dollar-a-year construction program."*

LTC Joe Campbell  
Executive Officer  
Southern California Area Office

**US Army Corps of Engineers**  
BUILDING STRONG.

**REEMPLOYED ANNUITANT CADRE**

**Looking for adventure?**  
With great benefits, skill and training, be drawn to us. What are you ready? You have years of experience. Share the wealth by joining us for the Reemployed Annuitant Cadre and increase your own wealth through extra earnings.

**Retiring? The Corps family still needs you!**  
The Reemployed Annuitant Cadre (RAC) is an opportunity to provide your experience to the Corps on an as-needed basis while supplementing your retirement annuity—a win-win for you, the Corps and the nation!

The RAC comprises retired federal employees, and many former Corps employees, who are available to provide experienced assistance during times of disaster and for special projects. Currently, Corps employees are working on a variety of missions including the levees in New Orleans, teaching safety classes around the world, and mentoring. While there is no guarantee of a position, the Corps continues to need professionals with such skills and background as contracting, program, resident engineer, administrative professionals with Corps of Engineers Financial Management System experience and construction inspectors and representatives.

**How long and often will I work?**  
Members of the cadre are called upon on an as-needed basis. You always have the opportunity to accept or refuse the request. The cadre, like the Corps, encourages putting your family first. You are paid only for the hours in duty status and worked and do not accrue or use any annual or sick leave.

*"The USACE Reemployed Annuitant cadre helped our region in taking grasp of a dynamic program to manage a cable in our construction program. They offered career experience and expertise to enhance our operations. This program provided a built-in flexibility to employ resources in concert with the ebb and flow of our workload. Their work ethic and knowledge of our policies and procedures added to a consistent approach in dealing with daily challenges."*

Karen Inaba, P.E.  
Asst. Chief, Const. Division, Los Angeles  
U.S. Army Corps of Engineers

**How does this affect my annuity?**  
Members of the cadre receive compensation in addition to their federal retirement annuity. Federal retirement annuitants are not affected by earnings received while working in the cadre. Additionally, because employees will be contributing to Social Security, there is an opportunity to earn and qualify for additional retirement benefits under the Social Security system when the requirements are met. Insurance benefits are not offered, but continue through your annuity.

**What will I be doing and where?**  
Your duties will depend on the needs of the Corps at that time but will probably be related to your previous Corps experience. For instance if you were in the construction field during your pre-retirement days, you will probably work in that field as a member of the cadre. Where you will work will depend on where the need is.

*"Reemployed Annuitants continue to play a vital role in the delivery of our record program. These seasoned veterans represent a valuable 'reserve' force with unprecedented flexibility during the surge in workload and bridge gaps in key positions where recruitment efforts are falling short."*

George T. "Thom" Duggan, Jr., P.E.  
EEO, BR  
Deputy Commander  
U.S. Army Corps of Engineers, Mississippi Valley Division

**US Army Corps of Engineers**  
BUILDING STRONG.

**REEMPLOYED ANNUITANT CADRE**



planning challenges. Reemployed annuitants are a valuable resource to serve as a “bridge” to provide continuity in certain situations. USACE policy, however, requires HC planning to ensure the use of annuitants is balanced with the need to “Build the Bench” for the future by hiring and developing the permanent workforce.

*To see the full reemployed annuitant cadre brochure, click on the following icon:*



Reemployed  
Annuitant Brochure



## Department of the Army: USAC Recruitment Program

USACE leadership is committed to recruiting a diverse workforce to meet technical and leadership competencies. Emphasis is placed on HC at all levels of the organization via the development of HC Plans and the incorporation of the HC goals in the USACE Campaign Plan.

USACE has experienced enterprise-wide recruitment success as evidenced by its total number of hires. In FY 2009, the agency recruited 8,213 external new hires, and 8,782 from within USACE. As of June 30, 2010, USACE has recruited 2,498 external new hires and 2,738 from within USACE.

The ability to hire is expected to shift dramatically as the economy fully recovers; baby boomers retire; competition for individuals in STEM occupations increases; and millennials enter the workforce with limited work experience, thereby creating a talent gap. Despite its previous and continued success, USACE must ensure that it is postured to compete with other agencies and the private sector for applicants into the future. Steps also must be taken to mitigate the factors expected to impact future hiring success.

The establishment of the USACE Recruitment Program (URP) in July 2009 is one of the initiatives implemented to address the aforementioned issues. The URP is designed to prepare the agency to meet future hiring challenges by facilitating recruitment efforts at the lowest levels (divisions and districts); better position USACE to continue to achieve results in recruiting top quality hires; and establish a competitive edge over other employers by establishing and implementing innovative recruitment approaches. The URP strategies are contained in the agency's Campaign Plan (CP) Goal 4d and the USACE strategic HC Plan.

The long term objective of the URP is to establish a USACE-wide multi-component recruiting program that encompasses many facets to attract a new generation of workers. Specific initiatives include developing enhanced branding

**How to Apply**

U.S. ARMY CORPS OF ENGINEERS BUILDING STRONG.

**Looking for a Rewarding Career?**  
The U.S. Army Corps of Engineers (USACE) is one of the world's premier public engineering, design, and construction management agencies. We serve the American people, striving to provide the most effective engineering and environmental science solutions to the nation's complex problems affecting national security, the economy, and the environment in which we live. USACE manages four program areas that include civil works, military construction, real estate, and research and development. USACE is a key player in all aspects of coastal/water resources engineering, construction, flood control, navigation, disaster response, and military construction activities. In support of other programs, we hire large numbers of environmental science professionals, biologists, physical scientists, geologists, hydrologists, and others.

Sound interesting? Then consider becoming part of the USACE team!

**Steps for applying using Civilian Personnel On-line (CPOL):**  
This website provides information on civilian job vacancies available in the ARMY.

- <http://www.cpol.army.mil/>
- Click on the "Employment" tab to access employment information
  - Click on the "Build a Resume / View Status" button on the left-hand side of the page to enter and maintain your resume.
  - Click on the "Search for Jobs" button on the left-hand side of page to search by specific Vacancy Announcement Number, job category, or geographical location.
- Before you can apply for any open positions, you must have a current resume in our online database. After building your resume and finding a position you wish to apply for, click on the "self-nominate" button located at the bottom of the vacancy announcement.

**Steps for applying using USAJOBS:**  
This website provides information on job vacancies available in all FEDERAL AGENCIES.

- <http://www.usajobs.com/>
  - Click on "Search for Jobs" to search by specific Vacancy Announcement Number, Agency, job category, or geographical location.
  - Click on "Create Resume" to enter and maintain your resume data.

Like the CPOL website, you must have a current resume in the USAJOBS database before you can apply for a position. After you create your resume in the system, select the "Apply Online" button located at the bottom of the vacancy announcement you wish to apply for.

U.S. ARMY CORPS OF ENGINEERS  
Directorate of Human Resources  
441 G STREET, NW, WASHINGTON, DC 20314  
<http://www.usace.army.mil/employment>



materials; improving efficiencies by the use of automation; standardizing roles and responsibilities for agency career fair representatives; establishing a trained recruiter cadre; participating in career fairs and hiring fairs targeting individuals who possess skill sets needed for MCOs; networking with professional associations and partnering with colleges/universities to develop a pipeline for applicants; etc. The desired result is to build public understanding and recognition of USACE as an employer of choice by emphasizing our mission, unparalleled work experiences, service to the Nation, and the opportunity to work in the U.S. and abroad.

### USACE Recruitment Program Accomplishments

The URP strives to help the agency meet the definition of “Great” for CP Goal 4d, i.e., for USACE to be recognized as an employer of choice, attracting and retaining disciplined, competent and professional talent, delivering innovative solutions now and into the future. To date, some of the accomplishments implemented under the URP to assist USACE in moving to “Great” include:

- ★ Benchmarked other Federal Agencies to discover the components of the most effective corporate recruitment programs and to find efficiencies, process improvements and best practices that may be implemented as part of the URP.
- ★ Developed and published facts sheets to enhance recruitment efforts. Three are for applicants interested in

**Civilian Career Opportunities**

**U.S. ARMY CORPS OF ENGINEERS** BUILDING STRONG®

**Who are we? One Disciplined Team**  
The U.S. Army Corps of Engineers (USACE) is one disciplined team comprised of approximately 37,000 dedicated civilians and over 550 soldiers delivering engineering services to customers in more than 90 countries. The USACE team includes a headquarters office, division offices, district offices, centers, labs, and active duty components – each working to provide better, safer, and more environmentally sound services to federal, state, and local agencies, as well as international communities. The services provided by USACE include a full range of planning, engineering, design and construction management, program management, real estate, research and development, and technical assistance services.

**USACE Vision**  
A GREAT engineering force of highly disciplined people working with our partners through disciplined thought and action to deliver innovative and sustainable solutions to the Nation’s engineering challenges.

**USACE Mission**  
Provide vital public engineering services in peace and war to strengthen our Nation’s security, energize the economy, and reduce risks from disasters.

**Join Our Team**  
Below is a representative sample of USACE civilian occupations in our offices across the U.S. and around the world.

Civil Engineers	Mechanical Engineers	Electrical Engineers
Environmental Engineers	Chemical Engineers	Structural Engineers
Engineering Technicians	Project Engineers	Engineering Technicians
Construction Control Reps	Architects	Survey Technicians
Realty Specialists	Lock and Dam Operators	Contract Specialists

**Sample Salary Ranges\*:**

GS-5: \$31,315 - \$40,706	GS-7: \$38,790 - \$50,431
GS-9: \$47,448 - \$61,678	GS-11: \$57,408 - \$74,628
GS-12: \$68,809 - \$89,450	GS-13: \$81,823 - \$106,369

\*Note: Above salary ranges are based on the 2010 General Schedule salary table for the Rest of U.S. Actual amounts will vary by locality pay area.

Visit <http://www.usace.army.mil/employment> to learn more!

The U.S. Army Corps of Engineers is an Equal Opportunity Employer

U.S. ARMY CORPS OF ENGINEERS – DIRECTORATE OF HUMAN RESOURCES  
441G STREET, NW, WASHINGTON, DC 20314



obtaining information about USACE jobs - How to Apply, Developmental Positions, and Civilian Career Opportunities.

- ★ Developed standard recruitment roles and responsibilities document to standardize participation of division and district-level staff at national recruitment events.
- ★ Partnered with the USACE Public Affairs Office to tell the “Corps story” from a HC perspective. This document will be used as an insert to the Command brochure and is intended to attract potential candidates by emphasizing what makes USACE stand out from other employers.
- ★ Presently working with OPM to develop an updated recruitment exhibit and tabletop displays for use at national and regional career fairs and conferences.
- ★ Establishing a recruiter cadre comprised of subject matter experts and HR professionals from the field and HQs to support recruitment efforts at national recruitment events. Recruiter training will be delivered to members to ensure standard processes are utilized and a consistent message is delivered at recruitment events.

### **The Way Ahead**

The success of the URP affects all of USACE and significantly impacts meeting mission goals and objectives. USACE must actively recruit talent in order to accomplish its current workload, and to ensure a strong, future organization. In order to continue moving toward “great,” USACE must continually review its recruitment program and implement changes as needed. To this end, we have identified a number of future program initiatives such as:

- ★ Developing a USACE-wide automated application for individuals to view job opportunities and express interest in positions.
- ★ Continuing to develop and publish branding products and marketing initiatives such as videos, testimonials, and occupational flyers. Update HR internet and intranet.
- ★ Exploring and implementing social networking tools to get the message out and communicate with potential applicants.
- ★ Partnering with professional, government and military organizations to establish new and maintain existing relationships



*To see full brochures for the USACE recruitment program, click on the following icons:*



USACE Recruitment  
brochure 1



USACE Recruitment  
Brochure 2



USACE Recruitment  
Brochure 3



## Department of the Army: Strategic Human Capital Division, Assistant G-1 for Civilian Personnel AG-1 (CP)

To facilitate our transition to the operational phase of Human Capital Planning in the Army, one of the most significant steps we initiated was to launch a training approach tailored to our key career management staff

We initiated and conducted the first, Strategic Human Capital Planning and Tools Orientation for Career Program Managers (CPM.) Career Program Managers are responsible for life-cycle management of the civilians within their respective Career Programs. By employing strategic workforce planning tools to recruit, prepare training plans, develop and retain their careerists, Career Program Managers will improve program management efficiency and effectiveness.

Participation by Career Program Managers in Strategic Workforce Planning and Tools orientation was conducted in compliance with the strategic objectives of the following legislative directives:

- a. **DoDI 1400.25, DoD Civilian Personnel Management System: Volume 250, Civilian Strategic Human Capital Planning (SHCP)** - Establishes: “A structured competency-based approach will be instituted throughout the Dept. of Defense. This approach will be used to identify current and future civilian workforce requirements, including expeditionary work requirements.”
- b. **NDAA 06-10** - Mandates the establishment of workforce attrition trend analysis, plans of action for career path development, and, strategies for developing, training deploying and recruiting/retention plans of action.
- c. **OPM’s Human Capital Assessment and Accountability Framework (HCAAF)** – Directs the implementation of “strategic alignment (planning and goal setting)” and the collaboration of “Leadership and Knowledge Management.”
- d. **DoD Human Capital Strategic Plan (HCSP)** – One of the strategic goals is “Enterprise HR Support”, which incorporates “Training on Strategic Workforce Planning, Analysis and Forecasting” (Civilian Annex).

Objectives of the session were to provide Career Program Managers a comprehensive overview of Strategic Human Capital Planning elements along with an orientation on tools to empower them to actively engage in strategic workforce planning. In addition to providing an overview it included, an orientation on how to analyze and integrate analytic data from a Career Program Manager’ perspective, and provided "hands-on" access to the tools' to demonstrate how to incorporate data .



Several Career Programs (CPs) were represented at the orientation session, including: Quality and Reliability Assurance (CP15); Contracting & Acquisition (CP14), Engineers & Scientists (Construction) (CP18), Manpower and Force Management (CP26), Housing Management (CP27); Intelligence (CP35), Military Personnel Management (CP50) and Inspector General.

These sessions were received with overwhelming enthusiasm and support for their continuation. Quarterly sessions are also planned to monitor continued progress with the implementation of Strategic Workforce planning and to provide a communication channel between AG-1(CP) and civilian workforce Program Managers.

The results of our progress are being tracked. Our initiative has served to facilitate the development of an educated and informed civilian workforce management cadre empowered to collaborate with the commands, civilian careerists and HR professionals for a holistic implementation of Strategic Human Capital Workforce Planning initiatives.



## Department of the Navy: Office of Civilian Human Resources (OCHR) Resource Model

The Department of the Navy (DON) Office of Civilian Human Resources (OCHR) developed and implemented a resource model at the Human Resources Service Centers (HRSCs) that links workload, resources and productivity associated with hiring and processing. The model allows the user to calculate the HR resources required to sustain our current workforce as well as project additional resources needed for DON workforce growth. The model provides a creditable method for making the case for additional HR resources to support workforce growth and workload surges.

The model is configured to be used for projections of resources required for a specific initiative such as in-sourcing and acquisition workforce reconstitution where the mix of work and exact complexity of work are known. Furthermore, the model in conjunction with metrics data for time to fill or lapse rates can be applied to demonstrate the impact on productivity and fill time for both increases or decreases in resources. This is an important factor in managing and assessing hiring reform initiatives to streamline and optimize hiring timelines. In addition, because the model is workload driven, the realignment of customer workload can more accurately be predicted instead of the previous metric of using Civilian end-strength only.

The model considers four (4) factors: workload data (from the DCPDS); time data (captured via the Army Workload and Performance System (AWPS)); Civilian End Strength data from the Program Budget Information System (PBIS); and complexity factors (e.g. filling job via Delegated Examining takes longer than Merit Promotion and filling job via Merit Promotion takes longer than reassignments).

A work breakdown structure (WBS) was developed for the various tasks performed. The WBS includes categories for the primary tasks associated with hiring and processing as well as categories for non-primary task such as leave, meetings, training, special projects etc. This WBS is housed in AWPS. HRSC personnel who perform hiring/processing tasks record their daily accomplishments against the WBS in AWPS. This data provides insight regarding the time spent performing primary hiring and processing tasks as well as non-primary but necessary functions such as meetings, training and leave. Thus, AWPS allows us to determine on average the amount of time available to work on primary hiring and processing tasks (referred to as Applied Hours).

Complexity factors were then assigned for the various tasks associated with hiring and processing. For example, our analysis showed that on average a staffing specialist expends 10 units of work when filling a job via Delegated Examining as opposed to five units of work when filling a job via Merit Promotion. Similarly, processing a new



employees' information would take 3 units of work while changing a benefits form would only require one unit of work. The model calculated different lengths of time for a unit of work for hiring and processing.

A model was then developed that considers the (1) Applied Hours for primary hiring and processing tasks obtained from AWPS; (2) DCPDS data that identifies the number and mix of accessions, conversions and promotions; (3) PBIS data for Civilian End-strength; and (4) complexity factors.



## Department of the Navy: Decentralized, Cost-Effective Human Capital and Human Resources Program Assessment

In March, 2009, the Secretary of the Navy signed a revised Navy directive on civilian human capital and human resources program assessment. The process installed in the directive embeds OPM and DoD variants of the Human Capital Assessment and Accountability Framework (HCAAF) in an annual reporting and analysis process covering the entire Navy civilian workforce and their employing organizations. The process includes:

- ★ An annual focus (reporting) guide, issued by the Deputy Assistant Secretary for Civilian Human Resources (DASN(CHR)) as a guide for MAJCOMs employing civilians. Each MAJCOM must compile and submit an annual report, based on an HCAAF template, with queries and subject areas adjusted year-to-year depending on DON and other priorities and program initiatives. Commands which are resource sponsors for Human Resources Offices (HRO) (activity-level HR offices) must address additional criteria demonstrating adequacy of oversight and administration of those HR offices, including regulatory compliance, customer satisfaction and adequacy of resourcing.
- ★ Presentation of results in briefings to senior DON human resources and human capital leaders, senior civilian and military executives, and the DON Chief Human Capital Officer, the Assistant Secretary of the Navy (Manpower and Reserve Affairs).
- ★ Follow-up verification visits to MAJCOMs following the reporting year, in which DON HR/HC assessment staff validate information reported and identify areas for improvement, best practices and issues requiring additional review.
- ★ A yearly on-site regulatory compliance visit to a DON Human Resources Service Center (HRSC) and an HRO linked to that HRSC. Ad hoc HR managers and staff from other HRSCs conduct a detailed regulatory compliance review using OPM and DON regulatory checklists. Command HR officials from the HRO sponsoring commands team with DON HR assessment staff in conducting the HRO “side” of the regulatory compliance review. The review includes enterprise HR and HC leader interviews, a written report and follow up corrective actions.

### 2009 Results



Calendar year 2009 was the first complete reporting cycle, with the focus guide issued in August, 2009, and all 18 DON MAJCOMs reporting by March, 2010. Findings included:

- ★ DON commands are at widely varying state of readiness in strategic workforce planning, from advanced to barely underway. Information gathered greatly enhanced DON strategic and tactical planning for recruitment improvement and strategic planning policy and oversight;
- ★ Additional detailed review is required of DON civilian employee assistance (CEAP) programs based on general information provided. Reporting requirements for 2010 (issued in August 2009) require a detailed command workforce analysis of CEAP program organization, service/support availability and service delivery methods.
- ★ DON commands pay continuing attention to communications and employee satisfaction; most operate employee survey processes which are followed up and monitored. However, survey methodology and reporting vary widely, and little use is made to date of robust, DON and DoD wide survey vehicles, particularly OPM FHCS/EVS. Throughout 2009 and in 2010 to date, DON assessment staff has publicized and disseminated DON level and command results on both the EVS and Best Places to Work surveys. The 2010 assessment reporting guide requires commands to benchmark their employee satisfaction measures and programs/plans to EVS and to address areas needing improvement.
- ★ Each command reporting in 2009 received detailed feedback on its report, suggestions for improvement and a “heads up” regarding expected changes in 2010 reporting.
- ★ The 2009 regulatory compliance review visit took place in October, 2009, at HRSC Southwest/HRO Southwest Region, San Diego. No significant regulatory compliance issues were identified at the HRSC; HRO/activity reviews identified shortcomings in activity-retained employee performance file documentation as a significant issue. Lessons learned included a requirement for more advance notice to commands and activities holding records (external to HR organizations) which were needed for regulatory review.
- ★ Validation visits to commands following the 2009 cycle included the Bureau of Medicine and Surgery, Washington, DC (July, 2010); the Commander, Fleet Forces Command (September, 2010); the Commander, Naval Education and Training Command, Pensacola, FL (October, 2010). The 2010 regulatory compliance review will be held at HRSC Northwest/HRO NW Region from 1-5 November 2010.



Given the new reporting requirement in 2009, commands were not assessed or rated using red/yellow/green criteria for 2009 results. The 2010 reporting process includes red/yellow/green criteria benchmarked to realistic HCAAF accomplishment levels, which were published as part of the reporting requirements/focus guide, and will be used to provide ratings and feedback in the assessment, leader briefings and command feedback processes.

### **Cost Impact**

The DON human capital and human resources assessment process has been organized based on HCAAF, and on the concepts that major DON commands, as employers of our civilian human capital, have the primary responsibility to manage, and to assess their own effectiveness, in use of human capital and operation of human resources programs. Alignment with the HCAAF framework provides consistency between DON, DoD and OPM processes, and reduces administrative costs by allowing use of data and information collected across both DoD and DON. Yearly reporting criteria allow flexibility and some level of control by DON leadership of areas for assessment attention. Use of consistent, objective regulatory compliance reviews, conducted by subject matter experts external to the organization reviewed, ensure accountability and a balance between regulatory and operational considerations. TDY expenses, along with several HQ HR organization work years to administer the processes, are a limited and cost-effective means of providing ongoing, active and responsive assessment capabilities. Additionally, ongoing reviews of programs such as delegated examining and the DoD PPP, and availability of robust survey instruments for measuring employee and HR customer satisfaction, allow for consistent perspectives on these critical issues at very low cost.



## Department of the Navy: Office of Civilian Human Resources: 2010 Civilian HR Customer Engagement Survey

In 2007, DON Office of Civilian Human Resources (OCHR) began administering an annual customer survey to obtain clear feedback from their customers on service quality and satisfaction.

The survey process identifies those HR service managers use most frequently, allows them to rate those services on a five-point scale, and identifies the overall ratings for HR services grouped into business areas or functions. To avoid customer confusion about DON's HR service delivery structure, survey participants select and rate HR services, such as hiring or assistance with disciplinary actions, rather than identifying a specific Human Resource Office (HRO) or Human Resource Service Center (HRSC). Then, DON "leverages", the results and identifies the HR services or business areas where service improvements will produce the largest gain in overall customer satisfaction.

The customer satisfaction/engagement is rated on a five point scale, with four being satisfied, and five very satisfied. An average rating of three is neutral. A level two is dissatisfied, and one is very dissatisfied.

This year, over 23,000 DON civilian supervisors and managers across the Department had the opportunity to complete the online survey; 41 percent of them responded which is an increase from 38 percent in 2009. Satisfaction ratings have proven highest for service areas in employee relations and benefits. Consistent with government-wide initiatives to improve recruitment of civilian employees, Department supervisors are least satisfied with, and place the greatest importance on, recruitment services provided by HR organizations. However, with continued attention to survey results and emphasis on process improvements since initiation of the survey process, DON has shown a 20 percent relative improvement in satisfaction levels for the recruitment process. They plan continued administration and use of the survey to track and drive improved satisfaction.



## Department of the Navy: Office of Civilian Human Resources: Cyber Security Schedule A Hiring Authority

The DON has successfully deployed the Schedule A appointing authority to support efforts to hire cyber security professionals quickly. Information technology and HR professionals collaborated across the Department (Fleet Forces, Marine Corps, SPAWAR, NETWARCOM, HROs and the DON CIO) to craft a process to use the authority which addresses the mission-critical need in Cyber Security. The DON has been authorized to fill 1,013 positions. The effort is in direct support of the emergent needs identified with the newly created DON Cyber Forces Command.



## Department of the Navy: Office of Civilian Human Resources: NSPS Transition Strategy/Process

The Department of the Navy (DON) has proven its commitment to transition its employees from NSPS to GS in an open, strategic and orderly manner by standing up a separate office to facilitate the transition and by extensive collaboration across all disciplines, departments and Commands. More than 23,000 employees have transitioned to date with more than a 99 percent success rate. The extensive collaboration is evidenced in the development of policy, operational plans, implementation schedule, compilation of fact sheets, et al, at all levels, across a myriad of disciplines, departments and Commands. The transition personifies best practices in change management and communication while avoiding undue interruption to mission critical requirements and minimizing negative impact on employees.

# Appendix C:

## Wellness Implementation Plan

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The planning documents associated with the four objectives of the DoD Wellness Implementation Plan are embedded below.



Implementation Plan  
DoD Obj 1



Implementation Plan  
DoD Obj 2



Implementation Plan  
DoD Obj 3



Implementation Plan  
DoD Obj 4

Below is the link to a poster DoD has used to advertise its Wellness program.



WELLNESS POSTER

# Appendix D:

## Employee Engagement Action Plan

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The planning document associated with the DoD Employee Engagement Action Plan is embedded below.



2011 EVS Action  
Planning.docx

Below is a link to a sample poster that DoD has developed as part of the campaign to encourage and increase employee engagement.



Engagement Poster

# Appendix E:

## Hiring Reform Action Plan

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The final version of the DoD 2010 Hiring Reform Action Plan, an explanation of the Action Plan Changes, and the Hiring Reform poster are embedded in the documents below.



Hiring Reform Action Plan



HR Action Plan Changes

Below is the link to a poster DoD has used to advertise Hiring Reform.



Hiring Reform Poster

# Appendix F:

## Functional Community Management

### **Responsibilities of Strategic Human Capital Management (SHCM) Integrators**

The SHCM Integrators at the component and Defense Agencies will serve as the single point of contact on SHCM issues and will:

- ★ Facilitate, in coordination with the component Functional Community Managers (FCMs) and manpower personnel, execution of component responsibilities as outlined in DoDI 1400.25-V250 of November 18, 2008.
- ★ Collaborate with the OSD SHCM Program Office and component FCMs to provide reports in support of the OSD Strategic Workforce Plan from a component or Defense Agency perspective.
- ★ Facilitate timely report submissions to meet component and OSD objectives and milestones, including input to annual reporting requirements mandated by NDAA 2010.
- ★ Assemble and engage a collaborative team consisting of component FCMs, human resources, manpower, budget, command, and other representatives, as needed, to support the OSD workforce planning initiative, to include analyses of:
  - Current and projected mission requirements, environmental influences, attrition and retirement trends, and workload forecasts to identify current and future component manpower requirements, in regard to mission critical occupations.
  - Component workforce data against projected manpower needs to identify key workforce gaps.
  - Functional training and other strategies, including regulatory and statutory changes, and application of best practices, to ensure closure of identified gaps.

FIGURE AF-1. RE-VALIDATED MCOs

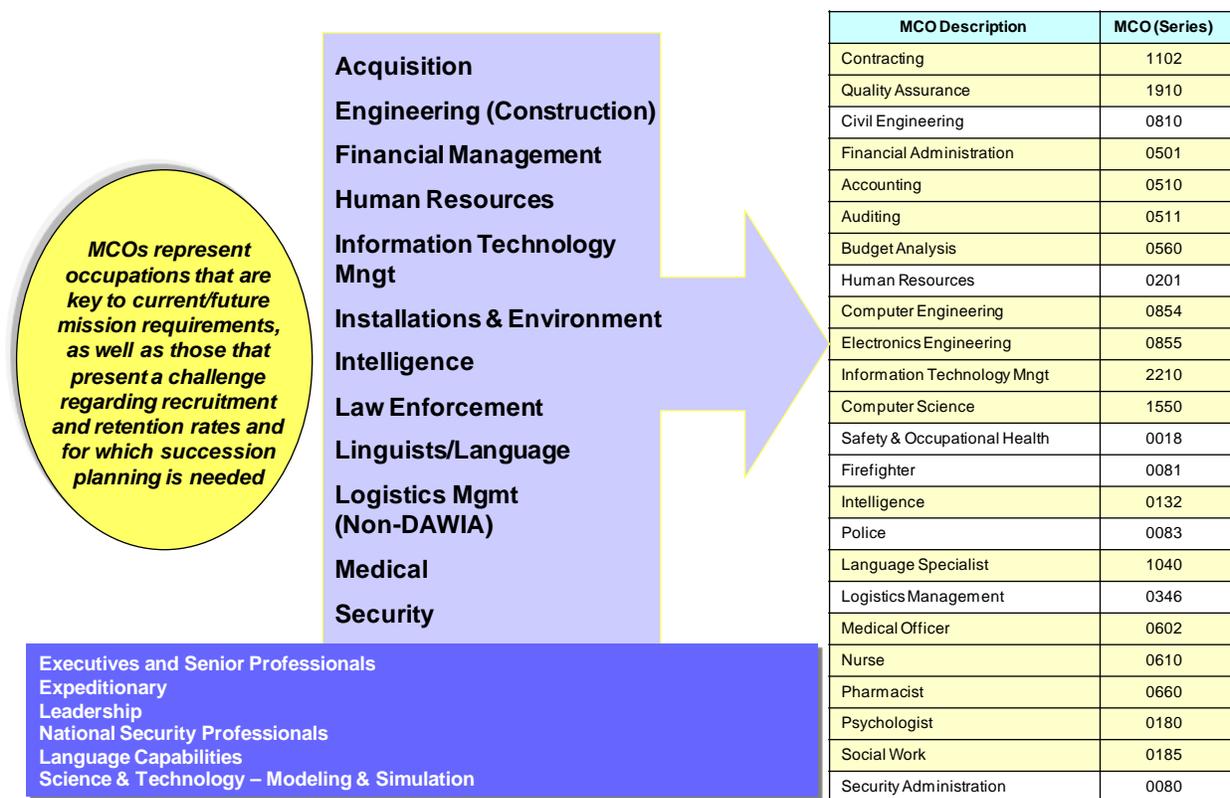


FIGURE AF-2. THE ROLLING WAVE APPROACH TO MCOs TO DEVELOPMENT AND REFINEMENT.



FIGURE AF-3. PROJECTED VS. ACTUAL MCO LEVELS FY 08

MCOs	Actual	Steady / State Projection	Historical Trend Projection	Hist. Trend Proj. vs. Actual	Steady State Proj vs. Actual
0201	11622	10754	10411	-10.4%	-7.5%
0346	14678	13653	13469	-8.2%	-7.0%
0510	5203	5118	4856	-6.7%	-1.6%
0602	1341	1119	1170	-12.8%	-16.6%
0610	6947	5921	6559	-5.6%	-14.8%
0660	697	662	693	-0.6%	-5.0%
0810	6500	6264	6192	-4.7%	-3.6%
0854	3048	2963	2983	-2.1%	-2.8%
1102	19829	19090	19382	-2.3%	-3.7%
1910	7667	7618	7309	-4.7%	-0.6%
2210	27897	27179	27085	-2.9%	-2.6%

Sections I, II, and III of the FCM-MCO Reporting Template are embedded below.



FCM MCO Reporting  
Template Section I



FCM MCO Reporting  
Template Section II



SHC Workforce  
Report Section III

# [ Appendix G: ]

## Veterans Recruitment and Employment

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The planning document associated with Veterans Recruitment and Employment is embedded below.



DoD Veterans Op  
Plan

# Appendix H:

## Acronyms

Acronym	Definition
<b>3Rs</b>	Recruitment, Relocation, Retention incentives
<b>ACWA</b>	Administrative Careers with America
<b>ADUSD (CPP)</b>	Acting Deputy Under Secretary of Defense, Civilian Personnel Policy
<b>AED</b>	Accountability and Evaluation Division
<b>AETC</b>	Air Education and Training Command
<b>AF</b>	Air Force
<b>AFB</b>	Air Force Base
<b>AFCS</b>	Air Force Civilian Service
<b>AFIADL</b>	AF Institute for Advanced Distributed Learning
<b>AFPC</b>	Air Force Personnel Center
<b>AFPD</b>	Air Force Policy Directives
<b>AFMA</b>	Air Force Manpower Agency
<b>AMC</b>	Air Mobility Command
<b>AMMP</b>	Air Mobility Master Plan
<b>AMW</b>	Air Mobility Wing
<b>APH</b>	Afghanistan-Pakistan Hands Program
<b>ARRA</b>	American Recovery and Reinvestment Act of 2009
<b>ASARS</b>	Automatic Stopper and Referral System
<b>AST</b>	Army Servicing Team
<b>AT &amp; L</b>	Acquisition, Technology, & Logistics
<b>AutoNOA</b>	Automated Nature of Action
<b>AWCF</b>	Annual Working Capital Fund
<b>AWPS</b>	Army Workload and Performance System
<b>BES</b>	Budget Estimate Submission
<b>BoD</b>	Board of Directors
<b>BRAC</b>	Base Realignment and Closure
<b>BSC</b>	Balanced Scorecard
<b>BTA</b>	Business Transformation Agency
<b>CARE</b>	Civilian Personnel Management Service – Civilian Assistance and Re-Employment Division



<b>Acronym</b>	<b>Definition</b>
<b>CECMC</b>	Civilian Employment and Cost Management Committee
<b>CAP</b>	Computer/Electronics Accommodations Program
<b>CBT</b>	Computer Based Training
<b>CEAP</b>	Civilian Employee Assistance Program
<b>CEW</b>	Civilian Expeditionary Workforce
<b>CFCM</b>	Component Functional Community Manager
<b>CFR</b>	Code of Federal Regulations
<b>CHCAS</b>	Civilian Human Capital Accountability System
<b>CHCO</b>	Civilian Human Capital Officer
<b>CHCSP</b>	Civilian Human Capital Strategic Plan
<b>CI</b>	Completion Index
<b>CIVFORS</b>	Civilian Forecasting System
<b>CLDP</b>	Civilian Leadership Development Program
<b>CMIS</b>	Corporate Management Information System
<b>CMO</b>	Contract Management Office
<b>COCOM</b>	Combatant Command
<b>COP</b>	Community Of Practice
<b>CP</b>	Civilian Personnel
<b>CPAC</b>	Civilian Personnel Advisory Center
<b>CPM</b>	Career Program Managers
<b>CPMS</b>	Civilian Personnel Management Service
<b>CPOL</b>	Civilian Personnel Online
<b>CPP</b>	Civilian Personnel Policy
<b>CPPC</b>	Civilian Personnel Policy Committee
<b>CPS</b>	Civilian Personnel Service
<b>CSU</b>	Customer support Unit
<b>CVS</b>	Central Verification System
<b>CY</b>	Calendar Year
<b>DASN (CHR)</b>	Deputy Assistant Secretary for Civilian Human Resources
<b>DAU</b>	Defense Acquisition University
<b>DAWIA</b>	Defense Acquisition Workforce Improvement Act
<b>DBSMC</b>	Defense Business Systems Management Committee
<b>DCLP</b>	The Defense Civilian Leadership Program (DCLP)
<b>DCMA</b>	Defense Contract Management Agency

**DCPDS** Defense Civilian Personnel Data System

Acronym	Definition
<b>DEAB</b>	Defense Executive Advisory Board
<b>DepSecDef</b>	Deputy Secretary of Defense
<b>DFAS</b>	Defense Finance and Accounting Service
<b>DHRA</b>	Defense Human Resource Activity
<b>DI</b>	Deployment Index
<b>DISA</b>	Defense Information Systems Agency
<b>DLA</b>	Defense Logistics Agency
<b>DMDC</b>	Defense Manpower Data Center
<b>DRRS</b>	Defense Readiness Reporting System
<b>DI</b>	Deployment Index
<b>DoD</b>	Department of Defense
<b>DODI</b>	Department of Defense Instruction
<b>DOL</b>	Department of Labor
<b>DON</b>	Department of Navy
<b>DPI</b>	Directorate of Civilian Force Integration
<b>DPIT</b>	Technical Operations and Training Division
<b>DPITA</b>	DPIT Technical Operations Branch
<b>DPITB</b>	DPIT Business Process Development Branch
<b>DPITC</b>	DPI Training Academy
<b>DPITD</b>	DPIT Quality Branch
<b>DSLDP</b>	The Defense Senior Leader Development Program
<b>DTM</b>	Directive-Type Memorandum
<b>DTMS</b>	Defense Talent Management System
<b>DUSD (CPP)</b>	Deputy Under Secretary of Defense for Civilian Personnel Policy
<b>E2E</b>	End-to-End
<b>EA</b>	Executive Agent
<b>ECMS</b>	Enterprise Competency Management System
<b>ECR</b>	Enterprise Competency Management System
<b>EE</b>	Emergency Essential
<b>EEO</b>	Equal Employment Opportunity
<b>EHAA</b>	Expedited Hiring Authority for Acquisition
<b>EIM</b>	Electronic Information Management
<b>ELDP</b>	Executive Leadership Development Program
<b>EPAT</b>	Executive Performance and Appraisal Tool



<b>EO</b>	Executive Order
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<b>Acronym</b>	<b>Definition</b>
<b>eOPF</b>	Electronic Official Personnel Folder
<b>ESS</b>	Enterprise Staffing Solution
<b>EVS</b>	Employee Viewpoint Survey
<b>FAS</b>	Civilian Personnel Management Services – Field Advisory Services
<b>FAQs</b>	Frequently Asked Questions
<b>FCM</b>	Functional Community Manager
<b>FECA</b>	Federal Employees' Compensation Act
<b>FEORP</b>	Federal Equal Opportunity Recruitment Program
<b>FHCS</b>	Federal Human Capital Survey
<b>FMDC</b>	Force Management and Development Council
<b>FOAs</b>	Field Operating Agencies
<b>FRWG</b>	Functional Requirements Working Group
<b>FY</b>	Fiscal Year
<b>GS</b>	General Schedule
<b>HACU</b>	Hispanic Association of Colleges and Universities
<b>HASC</b>	House Armed Service Committee
<b>HC</b>	Human Capital
<b>HCAAF</b>	Human Capital Assessment and Accountability Framework
<b>HC-ARC</b>	Human Capital Accountability Resource Community
<b>HCM</b>	Human Capital Management
<b>HCMR</b>	Human Capital Management Report
<b>HCSP</b>	Department of Defense Human Capital Strategic Plan
<b>HQ</b>	Headquarters
<b>HR</b>	Human Resources
<b>HRD</b>	Human Resources Development
<b>HRO</b>	Human Resources Office
<b>HRPCF</b>	Human Resources Professional Career Framework
<b>HRSC</b>	Human Resources Service Center
<b>HTML</b>	Hyper Text Markup Language
<b>IA</b>	Individual Augmentee
<b>IAW</b>	In Accordance With
<b>IBM</b>	International Business Machines
<b>IDP</b>	Individual Development Plan
<b>IDS</b>	Integrated Defense Systems



<b>IM</b>	Information Management
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<b>Acronym</b>	<b>Definition</b>
<b>IPP</b>	Individual Performance Plan
<b>IT</b>	Information Technology
<b>JFCOM</b>	Joint Forces Command
<b>JOA</b>	Job Opportunity Announcements
<b>KM</b>	Knowledge Management
<b>KSA</b>	Knowledge Skills and Abilities
<b>LWOP</b>	Leave With Out Pay
<b>LPDD</b>	Civilian Personnel Management Service – Leadership and Professional Development Division
<b>LULAC</b>	League of United Latin American Citizens
<b>MAF</b>	Mobility Air Forces
<b>MAJCOM</b>	Major Command
<b>MAX</b>	Office of Management and Budget Information Portal
<b>MCO</b>	Mission Critical Occupation
<b>MDA</b>	Missile Defense Agency
<b>MDCDP</b>	Missile Defense Career Development Program
<b>MSP</b>	Merit System Principles
<b>NAACP</b>	National Association for the Advancement of Colored People
<b>NDAA</b>	National Defense Authorization Act
<b>NCEP</b>	National Security Education Program
<b>NCR</b>	National Capital Region
<b>NETWARCOM</b>	Naval Network Warfare Command
<b>NOAA</b>	Nature of Action Authority
<b>NSPS</b>	National Security Personnel System
<b>NSPSTO</b>	National Security Personnel System Transition Office
<b>OCHR</b>	Office of Civilian Human Resources
<b>OCO</b>	Overseas Contingency Operations
<b>OFCM</b>	OSD Functional Community Manager
<b>OGC</b>	Office of General Counsel
<b>OJT</b>	On-the-job training
<b>OMB</b>	Office of Management and Budget
<b>OPF</b>	Official Personnel Folder
<b>OPORD</b>	Operations Order
<b>OPM</b>	Office of Personnel Management

<b>OSD</b>	Office of the Secretary of Defense
<b>OUSD (P&amp;R)</b>	Office of the Under Secretary of Defense for Personnel and Readiness

<b>Acronym</b>	<b>Definition</b>
<b>OUSDI</b>	Office of the Under Secretary of Defense for Intelligence
<b>OWCP</b>	Office of Workers' Compensation Program
<b>OWF</b>	Operation Warfighter
<b>P&amp;R</b>	Personnel & Readiness
<b>PAAT</b>	Performance Appraisal Assessment Tool
<b>PBI</b>	Phase Based Implementation
<b>PBIS</b>	Program Budget Information System
<b>PEO-ELM</b>	Program Executive Office for Executive Lifecycle Management
<b>PIO</b>	Program Integration Office
<b>PMF</b>	Presidential Management Fellows
<b>PO</b>	Program Office
<b>POC</b>	Point of Contact
<b>POM</b>	Program Objective Memorandum
<b>POSH</b>	Prevention of Sexual Harassment
<b>PPA</b>	Projects, programs, or activities
<b>PPBES</b>	Planning, Programming, Budgeting and Execution
<b>PPP</b>	Priority Placement Program
<b>Q1</b>	First Quarter
<b>Q2</b>	Second Quarter
<b>Q3</b>	Third Quarter
<b>Q4</b>	Fourth Quarter
<b>QA</b>	Quality Assurance
<b>QC</b>	Quality Control
<b>QDR</b>	Quadrennial Defense Review
<b>RAC</b>	Reemployed Annuitant Cadre
<b>RAD</b>	Civilian Personnel Management Service – Recruitment Assistance Division
<b>RFF</b>	Request for Forces
<b>RI</b>	Readiness Index
<b>RMD</b>	Resource Management Decision
<b>RPA</b>	Request for Personnel Action
<b>SASC</b>	Senate Armed Service Committee
<b>SASI</b>	Suitability & Security Initiative
<b>SCEP</b>	Student Career Experience Program

**SES** Senior Executive Service

<b>Acronym</b>	<b>Definition</b>
<b>SES HR</b>	Senior Executive Service Human Resources
<b>SHCM</b>	Strategic Human Capital Management
<b>SHCP</b>	Strategic Human Capital Plan
<b>SHCP PO</b>	Strategic Human Capital Management Program Office
<b>SMART</b>	Science, Mathematics, and Research for Transformation Scholarship for Service Program
<b>SMP</b>	Strategic Management Plan
<b>SOF-C</b>	Status of Forces – Civilian
<b>SPAWAR</b>	Space and Naval Warfare Systems Command
<b>SSM</b>	Systems, Standards, and Metrics
<b>ST</b>	Scientific and Professional
<b>STAR</b>	Student Training and Academic Recruitment
<b>STEM</b>	Scientific, Technical, Engineering, and Mathematics
<b>STRI</b>	Simulation, Training and Instrumentation
<b>SWAT</b>	Strategic Action Team
<b>SWOT</b>	Strengths, Weaknesses, Opportunities, and Threats
<b>TAP</b>	Transition Assistance Program
<b>TCS</b>	Temporary Change of Station
<b>TDY</b>	Temporary Duty
<b>TLI</b>	Tomorrow's Leaders initiative
<b>UCA</b>	Unit Climate Assessment
<b>ULB</b>	Unified Legislation and Budgeting
<b>UMD</b>	Unit Manning Document
<b>USACE</b>	U.S. Army Corps of Engineers
<b>USDA</b>	United States Department of Agriculture
<b>USD(P&amp;R)</b>	Under Secretary of Defense for Personnel and Readiness
<b>VA</b>	Department of Veterans Affairs
<b>VEPO</b>	Veterans Employment Program Office
<b>WASS</b>	Workforce Analysis Support System
<b>WBS</b>	Work Breakdown Structure
<b>WWG</b>	Wellness Working Group
<b>WII</b>	Wounded, Ill, and Injured