



DEPARTMENT OF DEFENSE



Defense Civilian Personnel Advisory Service

DoD Strategic Human Capital Management

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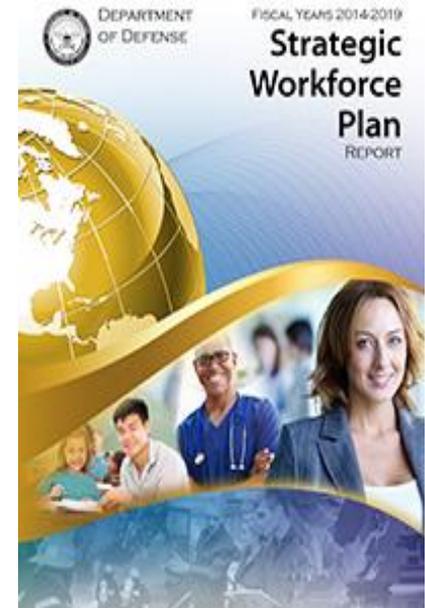
Strategic Human Capital Planning Office

Defense Civilian Personnel Advisory Service
HR Strategic Programs and Advisory Service Directorate



Agenda

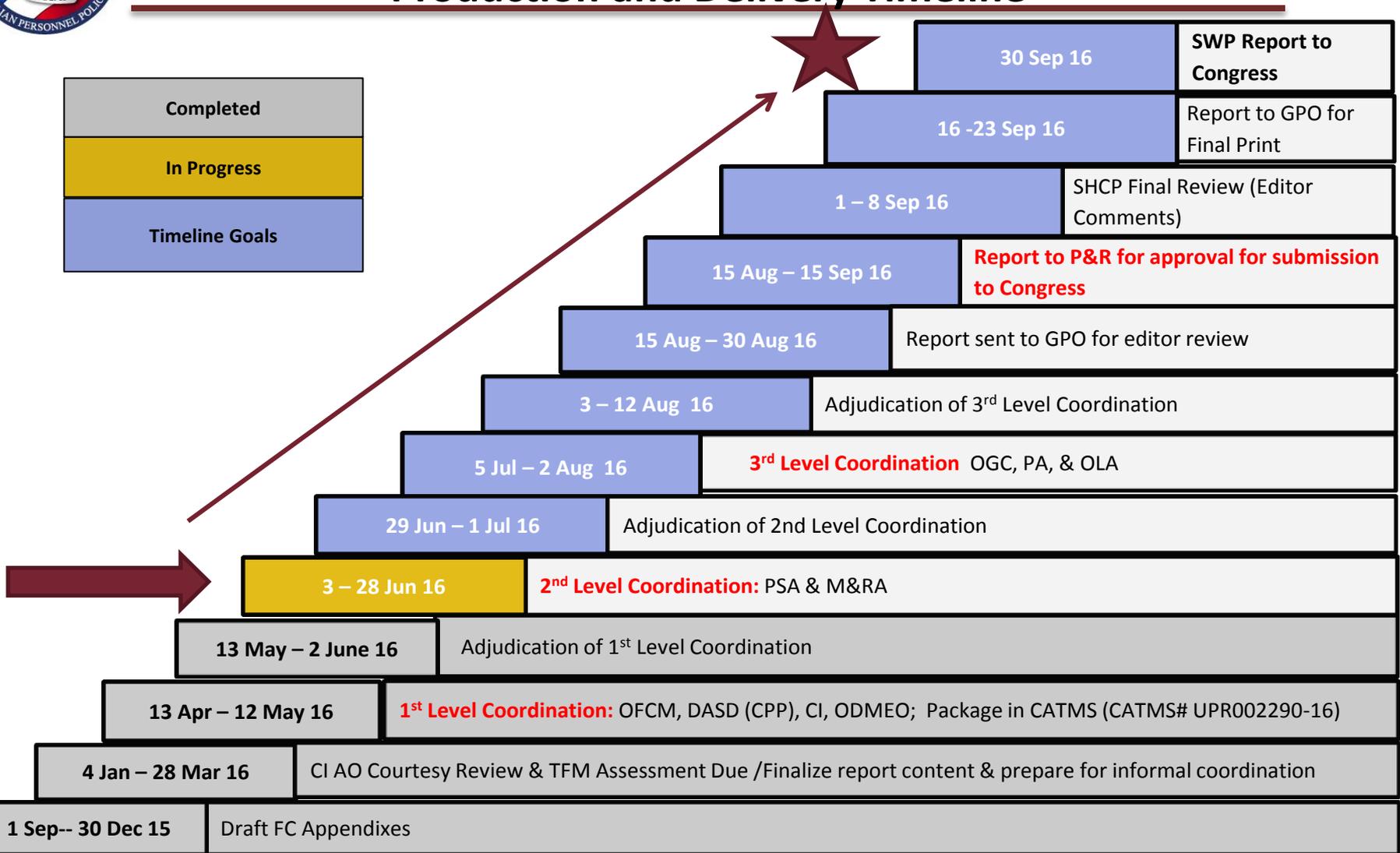
- **2016-2021 Strategic Workforce Plan**
- **Congressional Requirement**
 - Legislative language
 - Plan Contents
- **DoD Strategic Workforce Planning Framework**
 - Functional Communities
 - Component Integration
 - Competency Management
 - Workforce Analysis
- **Measuring Progress**
- **2018-2023 Strategic Workforce Plan**
 - Seven Lines of Effort





FY 2016- 2021 Strategic Workforce Plan Report Production and Delivery Timeline

Completed
In Progress
Timeline Goals





Legislative Language

➤ Title 10, USC 115b(a)(1):

(Directed by the National Defense Authorization Act for Fiscal Year 2010, 2012, 2014, 2016)

“The Secretary of Defense shall submit to the congressional defense committees in every even-numbered year a strategic workforce plan to shape and improve the civilian employee workforce of the Department of Defense.”





Strategic Workforce Plan Contents

✓ *An assessment of....*

Critical skills and competencies needed in the future within the civilian employee workforce to support national security requirements and manage the Department during the 5-year period corresponding to the future-years defense program:

- **Appropriate mix of military, civilian and contractor personnel capabilities as determined by total force management policies;**
- Critical skills and competences of existing workforce and projected trends of that workforce based on expected losses due to retirement and other attrition;
- Gaps in the existing or projected civilian employee workforce across the Department;
- Identify skill and competency gaps;
- Develop strategies to close gaps





Strategic Workforce Plan Contents

- ✓ ***An plan of action for developing and reshaping the civilian employee workforce of the Department to address the gaps in critical skills and competencies to include.....***
 - Specific recruiting and retention goals;
 - Specific strategies for developing, training, deploying, compensating, and motivating the civilian employee workforce, to include program objectives to be achieved **and funding needed to implement;**
 - Incentives necessary to attract or retain any civilian personnel possessing critical skills and competencies;
 - Any changes in the number of personnel authorized in any category of personnel with critical skills and competencies;
 - **Any changes in resources or in the rates of methods of pay for any category of personnel with critical skills and competencies**





Rolling Wave Maturity Model Activities

SET DIRECTION

- Executive leadership communication
- OFCMs appointed/engaged in leading FC across DoD
- CFCMs appointed/engaged in leading FC within their Component
- Link functional community workforce goals to DoD Strategic Workforce Priorities and DoD Workforce Sizing and Shaping Objectives
- Collaborate with Components to develop workforce objectives linked to budgets

ANALYZE WORKFORCE

- Conduct environment scan
- Assess workforce health
- Identify and assess workforce mix
- Assess DoD Total Force Mix

For targeted occupations:

- Conduct staffing gap analysis
- Conduct competency gap analysis
- Identify recruitment and retention goals
- Develop, validate and assess competency models

IMPLEMENT STRATEGY

For targeted occupations:

- Develop recruitment and retention goals
- Develop specific strategies for developing, training, deploying, compensating, and motivating the civilian workforce to close skills and competency gaps

MONITOR PROGRESS

- Monitor and assess using results oriented performance measures on the progress of implementing the strategic workforce plan
- Monitor progress of FC strategies to close skills and competency gaps
- Refresh competency models as needed

* RWMM activities apply to all targeted occupations in support of DoD Strategic Workforce Priorities





DoD Strategic Human Capital Management Governance Structure



Governance Structure	Role	Members	Chair	Frequency
Defense Human Resources Board (DHRB)	Promote and facilitate improved Department-wide Total Force Management, both current and future, through the improved alignment of statutes, policy, business practices, information technology, and resources.	OSD Under Secretary and equivalent from military departments, Joint Staff, and Defense agencies	USD (P&R)	As needed
Strategic Human Capital Management Executive Steering Committee (SHCM ESC)	Review/recommend appropriate functional community structure, mission critical occupations, and resources for functional community planning in order to better manage the total workforce.	OSD Functional Community Managers (FCMs) and Civilian Personnel Policy Council Principals	DASD (CPP)	Quarterly
Advisory Groups	Provides workforce planning activity oversight and drive the strategic workforce planning process.	OSD FCM Action Officers and Component Strategic Integrators		
1. Functional Community Advisory Group (FCAG) & Component Integrator Advisory Group (CIAG)	Study workforce planning needs/issues and assess progress; develop policy proposals and recommendations for implementing functional community management and workforce planning strategies. Support and assist the DoD Component heads in fulfilling functional community management responsibilities and DoD SHCP initiatives within DoD Component.	OSD FCM Action Officers and Component Strategic Human Capital Management Integrators Component Strategic Human Capital Management Integrators	DCPAS Strategic Human Capital Planning Office	Bimonthly
2. Competency Management Advisory Group (CMAG)	Functional advisory group that fosters the implementation and sustainment of enterprise competencies.	Representatives from OSD, Components, Defense Agencies and Functional Communities	DCPAS Strategic Human Capital Planning Office	Quarterly





Strategic Human Capital Management





Defense Competency Assessment Tool

- DCAT is a self-administered tool designed to conduct web-based competency assessments in order to identify current and future competency gaps and requirements of the DoD civilian workforce.
- DCAT assesses civilian employees' competency gaps and proficiency levels; DCAT has the capability to assess technical and non-technical competencies by occupational series and by Tier:
 - Tier 1 Core Competencies
 - ★ – Tier 2 Primary Occupational Competencies
 - Tier 3 Sub-occupational Specialty Competencies
 - Tier 4 Component Specific Competencies
 - Tier 5 Position Specific Competencies
- **How will the Department use DCAT results?**
 - The results of the DCAT competency assessment will be used to develop strategies to close identified competency gaps and inform future training and development plans to effectively manage the Department's civilian workforce.



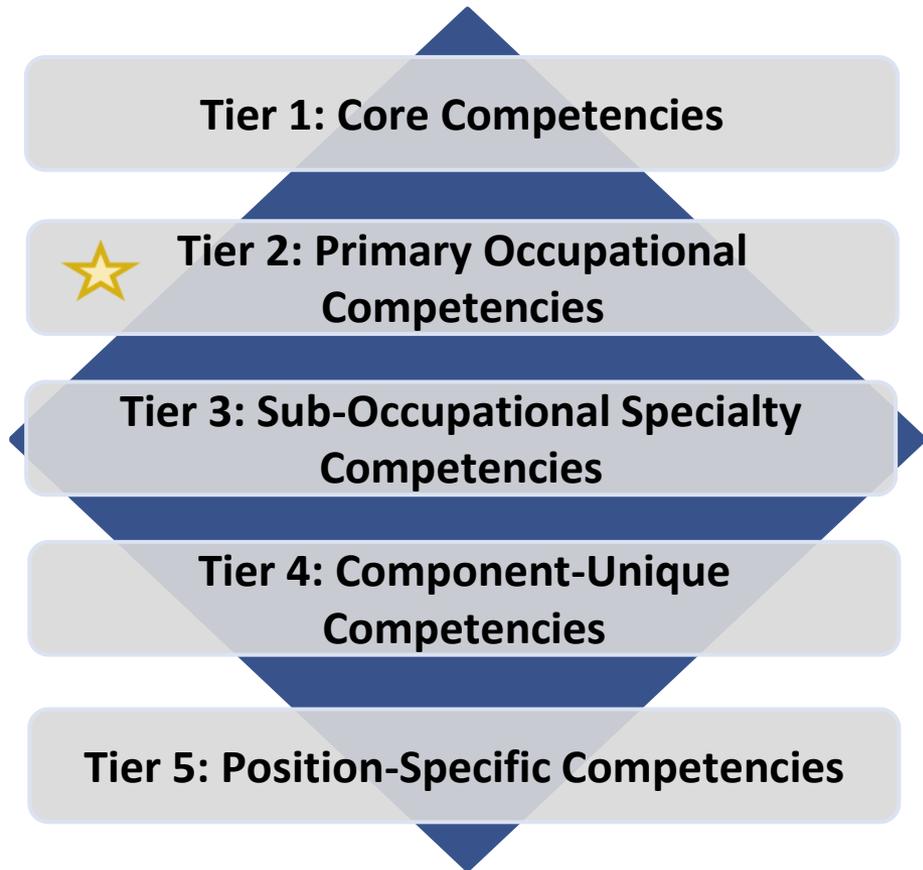


Competencies Defined

➤ What is a Competency?

- An observable, measurable pattern of knowledge, skills, abilities, behaviors, and other characteristics needed to perform work roles or occupational functions successfully.

*Adapted from DODI 1400.25
v250*

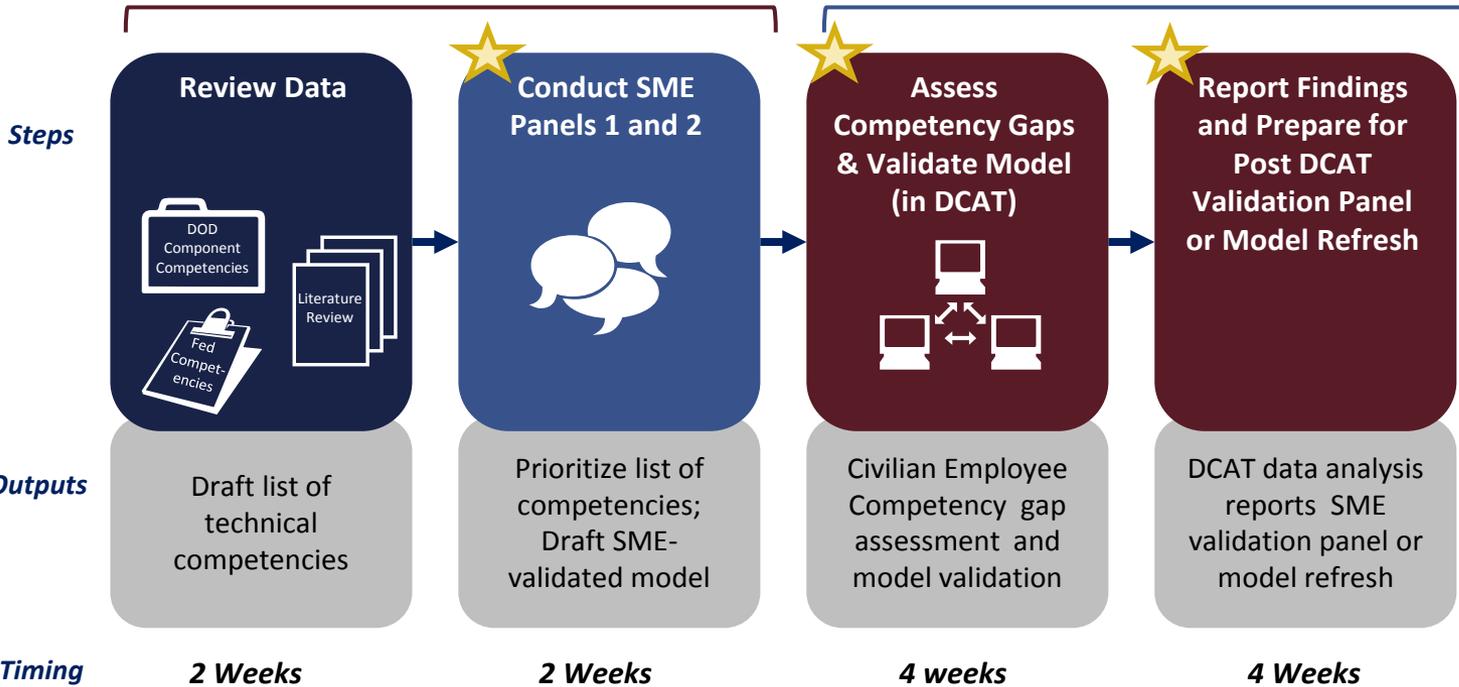




DOD Competency Modeling Process

PART I: COMPETENCY DEVELOPMENT

PART II: COMPETENCY ASSESSMENT & Validation



- Leverages existing competency models
- Conducts remote, online SME panels
- Establishes an enterprise competency assessment tool
- Provides baseline gap assessment
- Validated competency models used for civilian employee training & development
- Validated competency models support USA Staffing assessment questionnaires



SME involvement in the process





Roles and Responsibilities - CIs

Component Integrators (CI) lead development of Component-level strategic workforce planning activities according to statutory and DoD planning requirements:

- ✓ Facilitate identification of CFCMs
- ✓ Ensure strategic workforce planning activities are adequately staffed to achieve necessary workforce planning outcomes
- ✓ Ensure Subject Matter Experts, Manpower, Financial Management, and Human Resources personnel are available to support SHCM, including:
 - Identifying occupational competencies through facilitation provided to subject matter experts
 - Assessing and reporting of Total Force Mix
 - Determining workforce priorities
 - Establishing workforce sizing, shaping, and improvement goals
 - Aligning workforce strategies with budgets





Roles and Responsibilities - AOs

OFCM & CI Action Officers (AOs) Support the OFCM or CI in fulfilling their workforce planning roles and responsibilities according to statutory and DoD planning requirements

- ✓ Facilitate DoD workforce planning tenets and other best practices and assesses progress
- ✓ Develop proposals and recommendations for implementing functional community management and workforce planning strategies
- ✓ Ensure the OFCM or CI is up-to-date on the DoD strategic workforce planning process; skill and competency gap closure strategy development and implementation
- ✓ Elevate issues to the OFCM/CI for resolution





Strategic Workforce Planning Compliance & Beyond

FY 2014

Partial Compliance
Section 115b, Title 10

DoD Functional Community Construct

- 22 functional communities (FCs)
- 93% of the civilian workforce
- 32MCOs
- Defense Competency Assessment Tool (DCAT) Initial Operating Capability (IOC)
- Validate and assess competencies for MCOs
- DoDI 1400.25, V250 - 2008

Improvements:

- Functional Communities expanded to cover nearly 100% of the civilian workforce
- 33 MCOs
- DCAT Functionality
- Update to DoDI 1400.25, V250 – 2015

FY 2016

Planned Full Compliance
Section 115b, Title 10

Process

- ✓ 3-5 DoD workforce priorities
- ✓ Workforce sizing and shaping goals will inform SWP
- ✓ Competency assessment and gap closure strategies for targeted occupations
- ✓ Strategic Workforce Objectives informed by the POM
- Implement an approach for Total Force Mix Assessment

Improvements

- ✓ Align SWP with DoD missions and Strategic Workforce Priorities
- ✓ Expanded FC data availability
- P&R partners engage in the process
- ✓ Share Point/FC repositories
- ✓ Improved Strategies
 - ✓ Gap closure focus
 - ✓ Improved metrics
 - ✓ Sufficient development time
 - ✓ Component & HROPS vetting
- Strategy Funding

FY 2018

Lines of Effort (LOE)

Review

- **Strategic Workforce Planning Training (LOE #1):** Training/Certification for SHCPD Staff; Toolkit /Training for Components and FCs
- **Mission Critical Occupations (LOE #5):** Naming Convention, Criteria Validation
- **FCs Strategic Workforce Plans (LOE #6):** Link/Integration with Component Assessment; Template to include HR Lifecycle (Minus Performance Management) and Diversity
- **Component Strategic Human Capital Plans (LOE #7):** Link/Integration/Feed with FC Assessment; Develop Template; Provide Training; Formal Task, Total Workforce Planning, Link Strategies to Budget

Continue

- **Defense Competency Assessment Tool (DCAT) (LOE #2)** Technical Requirements (Customization for Customers); Continual Improvement on Survey, Measure, Process, Theoretical Orientation; DCAT Results Validation
- Competency Development/Management (LOE #3) Panel Facilitation; Competency Modeling; Validation of Panel Results; Publication of Validated Models (USA Staffing); Competency Management Guide for Customers

Partial

- **Workforce Data Analytics (LOE #4):** Data Decks, Forecasting Tool; Dashboard; Survey Participation Rates; DCAT/Competency Data Support; Ad Hoc/Recurring Data Requests





Lines of Effort (LOE)

Review

➤ **LOE #1: Strategic Workforce Planning Training:** Training/Certification for SHCPD Staff; Toolkit and Training for Components and Functional Communities [Reena Tewari reena.tewari.civ@mail.mil](mailto:reena.tewari.civ@mail.mil)

Continue

➤ **LOE #2: Defense Competency Assessment Tool (DCAT):** Technical Requirements (Customization for Customers); Continual Improvement on Survey, Measure, Process, Theoretical Orientation; DCAT Results Validation Process keshia.m.easterling.civ@mail.mil

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➤ **LOE #3: Competency Development/Management:** Panel Facilitation; Competency Modeling; Validation of Panel Results; Publication of Validated Models (USASTAFFING); Competency Management Guide for Customers jerome.jones7.civ@mail.mil

Partial

➤ **LOE #4: Workforce Data Analytics:** Data Decks; Forecasting Tool; Dashboard; Participation Rates in Surveys; DCAT / Competency Data Support; Ad Hoc and Recurring Data Requests darby.r.wiler.civ@mail.mil and james.walter6.civ@mail.mil

Review

➤ **LOE #5: Mission Critical Occupations:** Naming Convention, Criterion Validation jonathan.l.carter4.civ@mail.mil

Review

➤ **LOE #6: Diversity:** Determine approach for inclusion of Diversity in Strategic Workforce Plan lisa.m.mijares.civ@mail.mil

Review

➤ **LOE #7: Strategic Human Capital Plan:** Establish method, process and stakeholders in Department level strategic workforce planning process; develop template; influence future legislative requirement; prepare the Department for critical mission focused strategic workforce planning lisa.m.mijares.civ@mail.mil





QUESTIONS?





Backup Slides





Functional Community List

OSD Lead	Functional Community	Total # Employees	% of Workforce
USD(ATL)	1.Acquisition	51,793	6.94%
	2.Engineering (Non-Construction)	79,928	10.71%
	3.Environmental Management	8,625	1.16%
	4.Facilities Engineering and Management	59,316	7.95%
	5.Logistics	155,232	20.81%
	6.Safety & Public Safety	13,784	1.85%
	7.Science & Technology	15,466	2.07%
DCMO	8.Administrative Support	32,907	4.41%
USD(P&R)	9.Education	32,683	4.38%
	10.Human Resources	23,101	3.10%
	11.Law Enforcement	16,181	2.17%
	12.Manpower	Workforce distribution pending	
	13.Medical	46,022	6.17%
	14.Military Community and Family Support	14,247	1.91%
	15 Senior Mangement, Functional and Technical Workforce	Cross Cutting Functional Community	
USD(C)/CFO	16.Financial Management	41,884	5.61%
USD(P)	17.Foreign Affairs	786	0.11%
USD CIO	18.Information Technology	50,481	6.77%
USD(I)	19.Intelligence	7,555	1.01%
	20.Security	10,032	1.34%
GC, DOD	21.Legal	6,639	0.89%
ATSD(PA)	22.Public Affairs	5,450	0.73%
	23.Miscellaneous Occ SRS Holding Account	73,905	9.91%
	Total	746,017	100.00%

Data As of: 19 Apr 16; POC: Darby Wiler, darby.r.wiler.civ@mail.mil





Roles and Responsibilities SHCP Program Office

Strategic Human Capital Planning (SHCP) Program Office is responsible to provide workforce planning activity oversight and to drive the strategic workforce planning process

- ✓ Develop human capital (HC) policy in support of strategic workforce planning
- ✓ Provide enterprise-level data and tools to support workforce forecasting and data analysis
- ✓ Develop and implement an enterprise-level competency based assessment approach
- ✓ Provide advisory support to Components and functional communities
- ✓ Lead the coordination, review and approval of the DoD Strategic Workforce Plan Report
- ✓ Monitor and report on the status of gap closure workforce strategies
- ✓ Submit the biennial Strategic Workforce Plan Report to Congress





Roles and Responsibilities - OFCMs

OSD Functional Community Managers (OFCMs) shall lead and monitor the integration of competency-based SHCM into the full spectrum of employee lifecycle management within the functional communities

- ✓ Analyze current and projected mission requirements, environmental influences, attrition and retirement trends, and workload forecasts to identify current and future community manpower requirements
- ✓ Conduct inventory analysis of the FC workforce against projected manpower needs to identify workforce gaps
- ✓ Assess the competencies of the community workforce against proficiency levels associated with successful performance required for mission success in order to identify competency gaps
- ✓ Develop and implement enterprise recruitment, retention, and development strategies, that align to the DoD's strategic priorities, to address identified workforce and competency gaps, including career development roadmaps
- ✓ Assess the effectiveness of strategies to reduce and close gaps
- ✓ Assess functional training and development programs to ensure closure of identified competency gaps
- ✓ Advocate regulatory and statutory changes when necessary to address workforce gaps
- ✓ Coordinate and leverage community, Component, and inter-agency best practices
- ✓ Ensure HC initiatives, workforce requirements, and gap closure strategies are aligned with budget planning
- ✓ Encourage adherence to DoD manpower requirements determination processes
- ✓ Leverage the functional community to complete all phases of the DoD strategic workforce planning process resulting in fully vetted deliverables





Roles and Responsibilities - CFCMs

Component Functional Community Managers (CFCMs) support development of functional community strategic workforce plans according to statutory and DoD planning requirements

- ✓ Work with the OFCMs to ensure their respective communities are staffed and have the competencies needed to support mission at the required proficiency levels
- ✓ Participate in OSD functional community activities to complete all phases of the DoD strategic workforce planning process resulting in fully vetted deliverables
- ✓ Represent Component workforce interests in functional community working groups, including:
 - Providing timely and accurate workforce data
 - Recommending strategies to close workforce staffing and competency gaps
 - Vetting gap closure strategies to ensure feasibility and commitment to implement
 - Leading implementation planning including aligning to budget and reporting on the execution of gap closure strategies through designated career fields/programs
 - Providing strategy implementation progress reporting as required





DoD Competency Taxonomy

Five-Tiered Competency Framework

Tier 1: Core Competencies

Apply across DoD regardless of DoD Component or occupation, e.g., DoD leadership competencies

Tier 2: Primary Occupational Competencies

Apply across discrete occupational series and or functions, i.e., one or more functionally related occupations that share distinct, common technical qualifications, competencies, career paths, and progression patterns

Tier 3: Sub-Occupational Specialty Competencies

Unique to sub-occupational specialty, e.g., set of geotechnical competencies within the civil engineering occupation

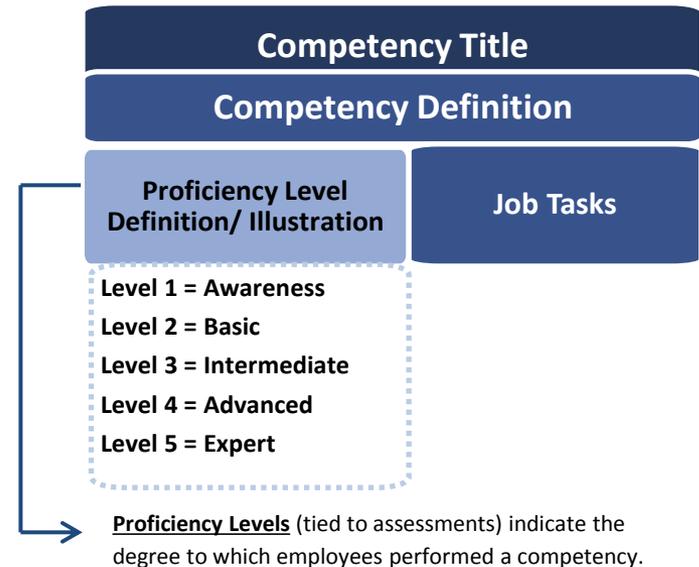
Tier 4: DoD Component-Unique Competencies

So unlike any of the other competencies identified that they exist at the component level and are unique to the context or environment in which the work is performed

Tier 5: Position-Specific Competencies

Required for a particular position within an occupation and are not addressed in the Tiers above, e.g., a specific civil engineer may require financial management competencies

Competency Components





Workforce Planning Products

- **DOD-SHCPD Skill Gap Forecast Tool** — The forecast tool informs FCs on what is needed to gain or lose year to year to meet their target for ~600 occupational series.
- **Functional Community Quarterly Data Decks** — The data decks are time driven to support the FCs with workforce planning, and provide recruitment and retention trends.
- **Strategic Workforce Plan (SWP) Report** — The SWP report incorporates the requirements of section 115b of title 10, United States Code (U.S.C) and builds on lessons learned from previous efforts, which provide a unified process for workforce planning across the Department.
- **SHCPD Functional Community Management Toolkit** — The toolkit provides reference materials on SWP roles, responsibilities, policies, and procedures. It also includes the history and statutory requirements for SWP for DOD, and outlines steps the Department is taking to ensure the workforce planning process results in a ready workforce—one that will achieve its mission and also meet congressional reporting requirements.

