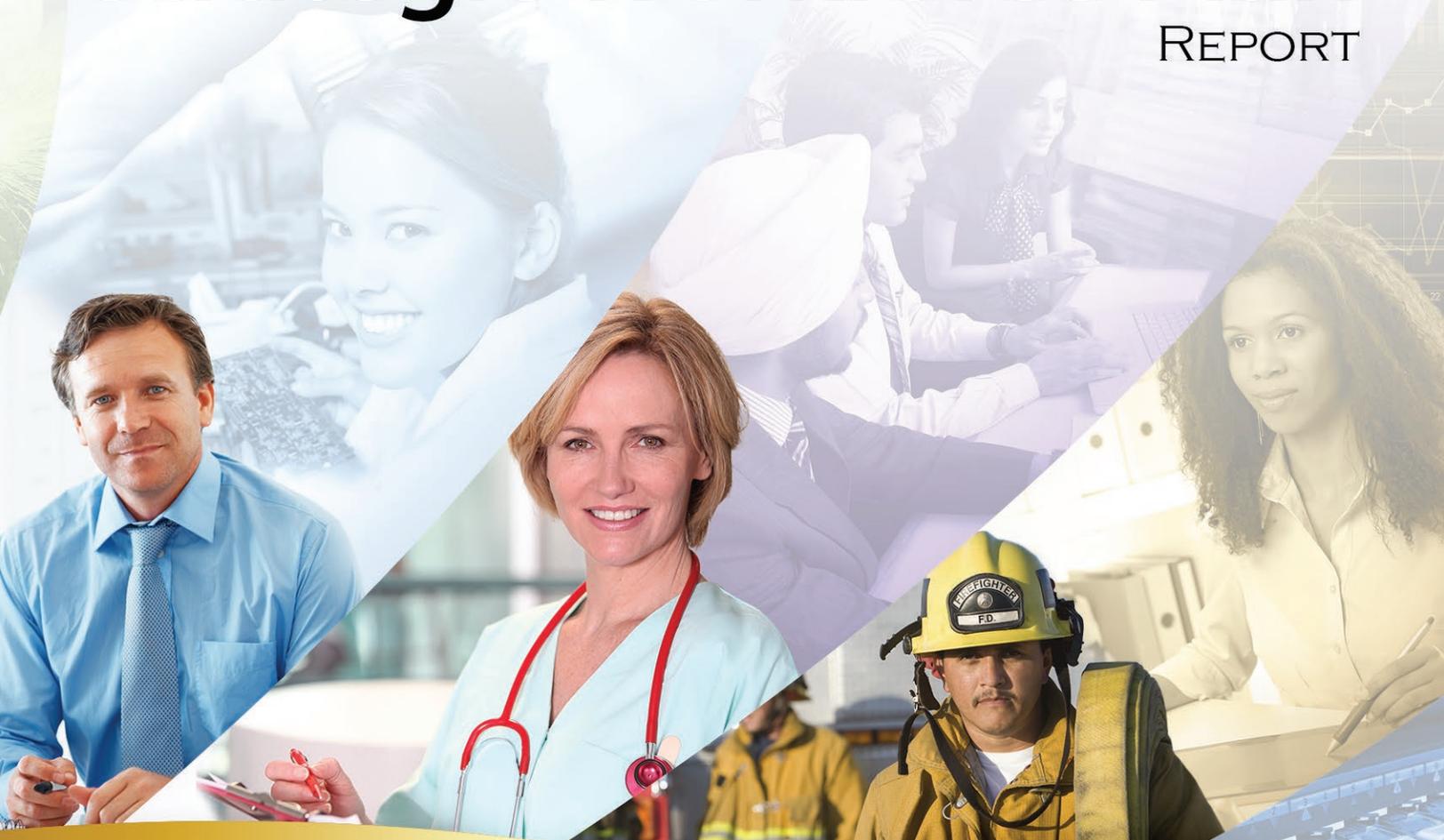


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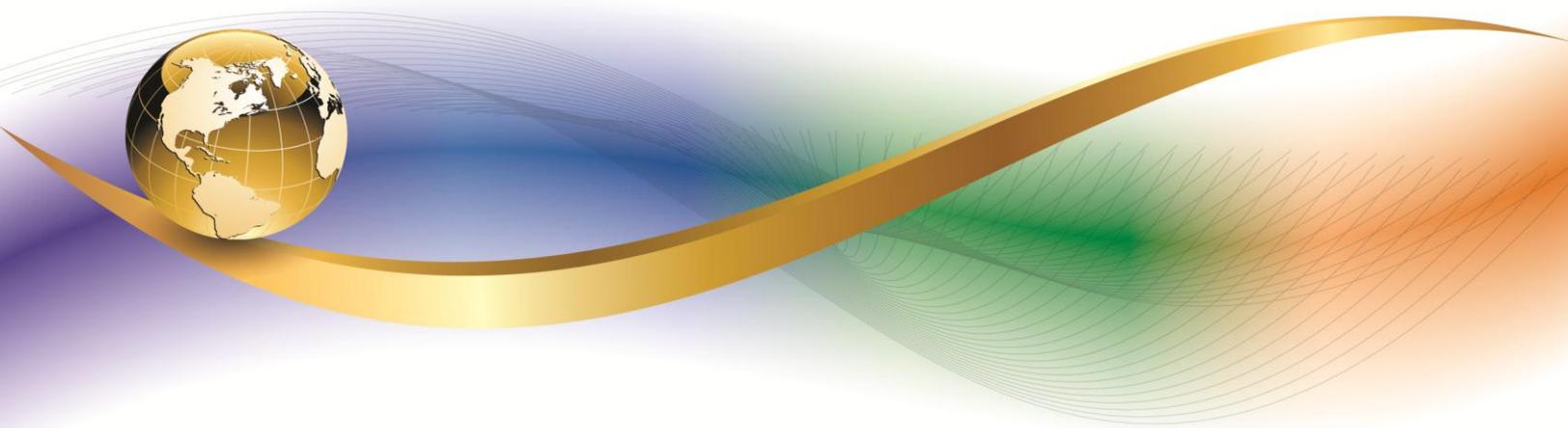
# Strategic Workforce Plan

REPORT



DEPARTMENT OF DEFENSE

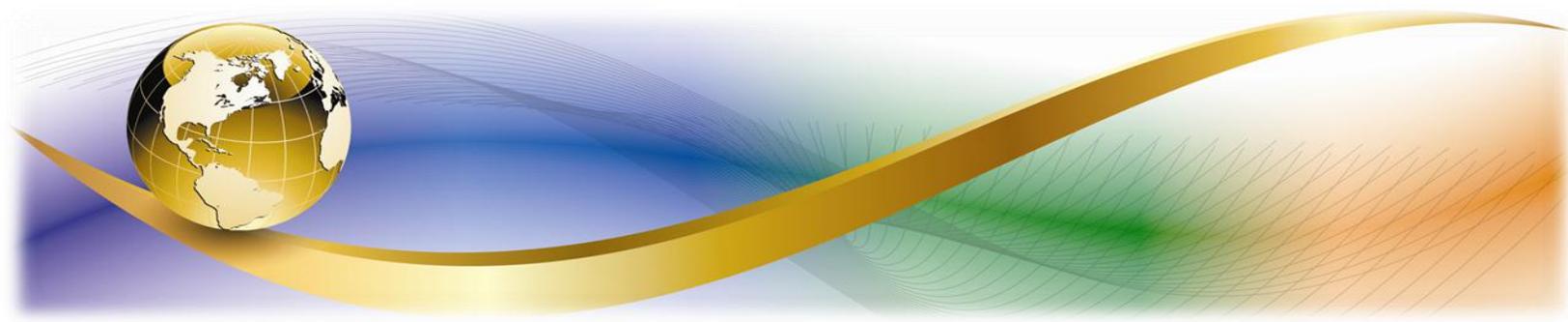




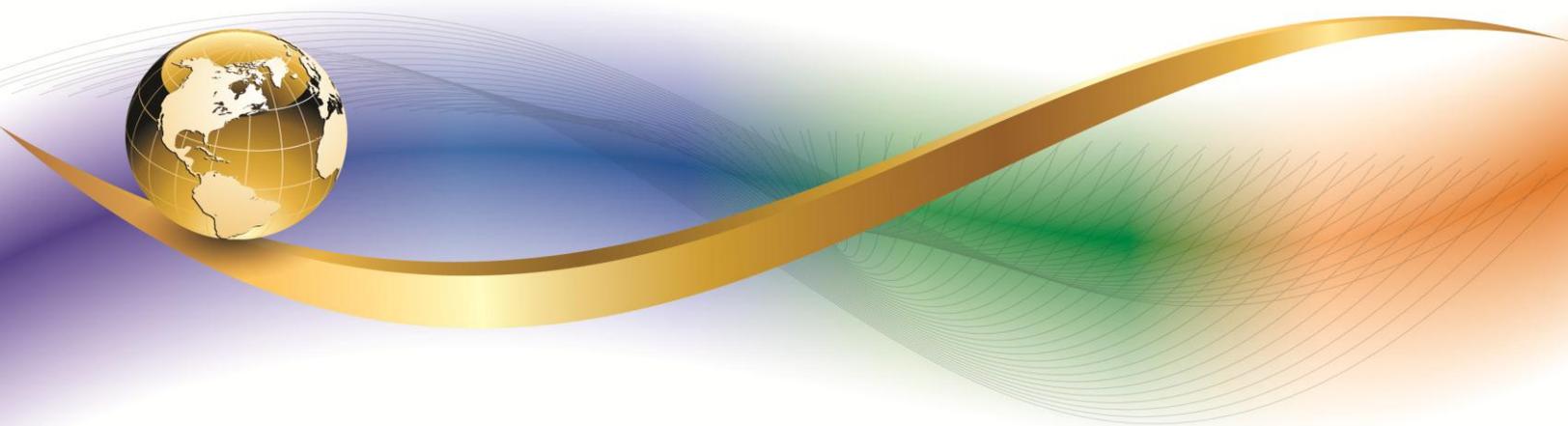
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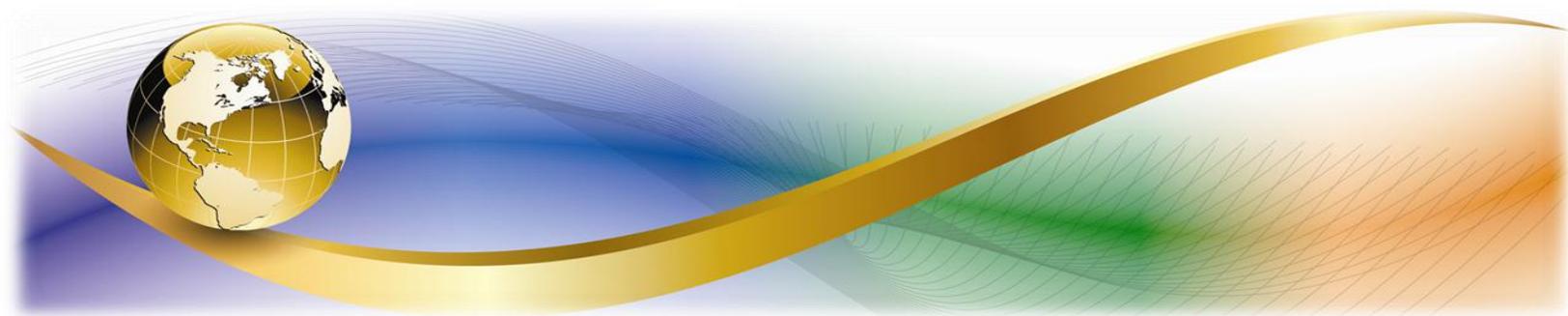


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### Reference Section: Supporting Documentation

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| Under Secretary of Defense (Personnel and Readiness) Memorandum, October 27, 2011, Framework for Department of Defense (DOD) Civilian Strategic Workforce Planning and Enterprise Competency Management | 1  |
| Deputy Assistant Secretary of Defense, Civilian Personnel Policy (Personnel and Readiness) Memorandum, November 23, 2011, Enterprise Civilian Competency Management Framework Implementation            | 2  |
| Defense Human Resource Board Charter, December 8, 2011  | 3  |
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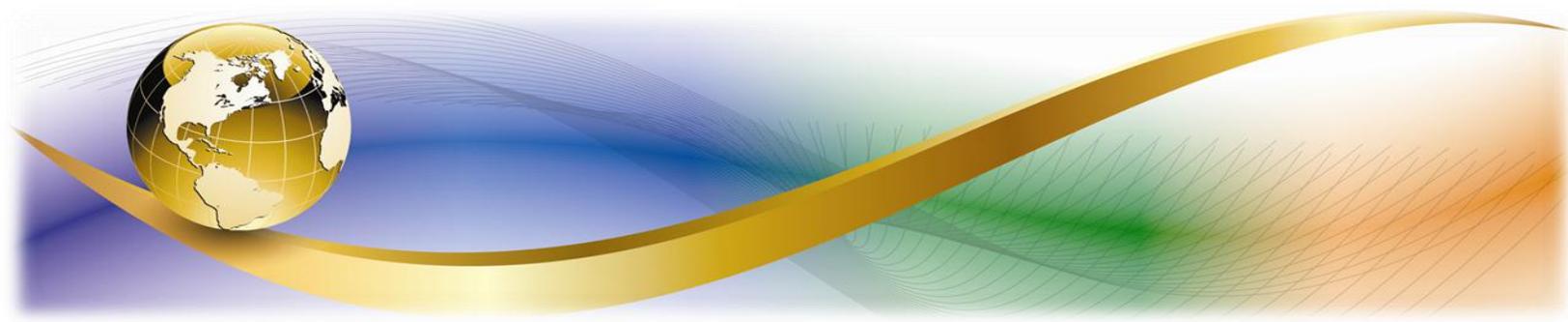


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**NOTE:** *The Department's ability to implement the gap closure strategies identified by the functional communities is subject to the effects of various environmental factors including: budget constraints, e.g., continuing resolution authorities, budget sequestration and reductions, employee furloughs, and hiring and pay freezes; unforeseen retirements; and evolving missions, etc. DOD will continue to monitor gap closure results and work with Functional Communities to achieve favorable results nonetheless.*



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# DOD FY 2013-2018 STRATEGIC WORKFORCE PLANNING: EXECUTIVE SUMMARY

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**NOTE:** *The Department's ability to implement the gap closure strategies identified by the functional communities is subject to the effects of various environmental factors including: budget constraints, e.g., continuing resolution authorities, budget sequestration and reductions, employee furloughs, and hiring and pay freezes; unforeseen retirements; and evolving missions, etc. DOD will continue to monitor gap closure results and work with Functional Communities to achieve favorable results nonetheless.*



## **INTRODUCTION**

For Fiscal Year (FY) 2012, the Department of Defense (DOD) continues its journey on multiple paths to develop a more systematic approach and complementary enterprise tools for strategic workforce planning. The DOD FY 2013–2018 Strategic Workforce Plan details the ongoing accomplishments and strategy implementation for shaping a ready civilian employee workforce. This plan continues to focus on improving engagement of the Military Departments and Defense Agencies through ongoing outreach meetings, standardizing reporting templates and developing baseline results-oriented performance measures.

The plan 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. The workforce planning process is guided by DOD Instruction (DODI) 1400.25, Volume 250, DOD Civilian Personnel Management System: Volume 250, Civilian Strategic Human Capital Planning, November 18, 2008. This DODI establishes DOD policy to create a structured, competency-based human capital planning approach to the civilian workforce's readiness.

## **OVERVIEW**

The plan reflects progress made toward institutionalizing the workforce planning process in DOD by providing industry standard processes, tools and training to stakeholders. The plan also reflects the progress toward identifying and assessing critical skills/staffing gaps as well as meeting statutory requirements.

The DOD FY 2013–2018 Strategic Workforce Plan is organized into six sections, with four of the sections illustrating the key milestones of the DOD Rolling Wave Maturity Model. This model is anchored in the tenets of workforce planning. These tenets include setting the direction of the plan and the efforts of the stakeholders; analyzing the workforce through data and gap analysis; developing and implementing strategies to close skill/staffing gaps; and monitoring the progress of those strategies for gap closure.



| Section                   | Content  |
|---------------------------|--|
| Introduction              | Background and planning framework  |
| Set Direction             | Workforce planning roles and responsibilities  |
| Analyze the Workforce     | Environmental scan, workforce data and forecast analysis, gap assessment, and identification of strategies to close gaps |
| Implement Strategies      | Actions taken to implement strategies for gap closure and the identification of future strategies.                       |
| Monitor Progress          | Baseline performance measures and progress assessment  |
| Conclusion and Path Ahead | Summary of results and next steps  |

One caveat to this plan should be noted from the outset: DOD is currently experiencing significant budget cuts from the previously submitted workforce plan; therefore, while workforce gap closure strategies are being implemented, any forecast data and supporting strategies provided in the plan should be viewed as a point in time and subject to change.

## ACCOMPLISHMENTS

Because the nearly 750,000+ DOD civilian employees in over 600 occupations must rapidly adapt to evolving missions, the DOD workforce planning process continues to evolve, mature and respond to meet environmental challenges. To better manage the Department's strategic workforce planning direction, process and outcomes, a three-tier governance structure was established consisting of the Defense Human Resource Board (DHRB), the Strategic Human Capital Management Executive Steering Committee (SHCM ESC), and the Functional Community Advisory Group (FCAG).

The Department's overall workforce planning approach focuses on identifying mission critical occupations (MCOs) which are managed by Component Functional Community Managers (CFCMs) and monitored by the Office of the Secretary of Defense Functional Community Managers (OFCMs). OFCMs are supported by CFCMs and Component Integrators (CIs) in the Military Departments and Defense Agencies. OFCMs and CFCMs lead the assessment of the overall health of the workforce via occupational series that are aligned to their communities. These stakeholders have oversight for their community's implementation of the strategic



workforce planning process, review and analyze workforce data, and develop gap closure strategies in coordination with CIs and monitor the progress of those strategies.

## Functional Community Management Framework

In FY 2010, the DOD Functional Communities were organized into 12 functional communities covering approximately 40% of the DOD civilian workforce and with 24 MCOs. In FY 2012, the Department grew the functional community construct to 22 functional communities covering nearly 93% of the DOD civilian workforce and identified 32 MCOs. The expansion of functional communities include the alignment of additional occupational series to new communities and thereby cover a larger percentage of the workforce population which allows OFCMs, CFCMs and CIs to engage in increased analysis and discussion of the needs of the Department’s workforce.

**Table 1. DOD FY 2012 Functional Community Overview**

| Functional Community                  | Summary   |  |
|---------------------------------------|---|--|
| <b>Acquisition</b>                    | <ul style="list-style-type: none"> <li>Receipt of Acquisition Functional Community Assessment pending</li> </ul>  | <ul style="list-style-type: none"> <li>7% of workforce</li> <li>Legacy community from FY 2010</li> <li>MCOs: Contracting Series, 1102 *; Quality Assurance Series, 1910</li> </ul> |
| <b>Administrative Support</b>         | <ul style="list-style-type: none"> <li>Community consists of clerical and administrative support positions that provide direct support to mission.</li> </ul>   | <ul style="list-style-type: none"> <li>5% of workforce</li> <li>Emerging community in FY 2012</li> <li>No MCOs</li> </ul>  |
| <b>Education</b>                      | <ul style="list-style-type: none"> <li>Community is comprised of personnel in early childhood education (birth to age 12); childhood education (pre-K thru Grade 12) and adult education and professional development (civilian and military) including the technicians that support these programs.</li> </ul> | <ul style="list-style-type: none"> <li>5% of workforce</li> <li>Emerging community in FY 2012</li> <li>No MCOs</li> </ul>  |
| <b>Engineering (Non-Construction)</b> | <ul style="list-style-type: none"> <li>A portion of the community originates from the FY 2010 Civil Engineering legacy community which was redistributed</li> <li>10% of workforce</li> </ul>   | <ul style="list-style-type: none"> <li>10% of workforce</li> <li>Emerging community in FY 2012</li> <li>MCOs: Nuclear Engineering</li> </ul>                                       |



|  |  |   |
|--|--|---|
|  |  | Series, 0840; Computer Engineering Series, 0854; Electronics Engineering Series, 0855   |
| <b>Environmental Management</b>            | <ul style="list-style-type: none"> <li>This community represents a small number of practitioners in DOD who provide very specialized knowledge, skill and ability focusing on maintaining compliance with environmental requirements.</li> </ul>   | <ul style="list-style-type: none"> <li>1% of workforce</li> <li>Emerging community in FY 2012</li> <li>No MCOs</li> </ul>   |
| <b>Facility Engineering and Management</b> | <ul style="list-style-type: none"> <li>This functional community manages and executes the planning, design, construction, maintenance, operation, and disposal of over 500,000 facilities on military installations worldwide.</li> </ul>  | <ul style="list-style-type: none"> <li>5% of workforce</li> <li>Emerging community in FY 2012</li> <li>No MCOs</li> </ul>   |
| <b>Financial Management</b>                | <ul style="list-style-type: none"> <li>This community ensures the Department's budget and financial expenditures support the national security objectives of the United States by providing high-quality information and analysis support to decision makers</li> </ul>  | <ul style="list-style-type: none"> <li>5% of workforce</li> <li>Legacy community from FY 2010</li> <li>MCOs: Financial Administration Series, 0501; Accounting Series, 0510; Auditing Series, 0511; Budget Analysis Series, 0560</li> </ul> |
| <b>Foreign Affairs</b>                     | <ul style="list-style-type: none"> <li>The Foreign Affairs functional community addresses the economic, political and technical aspects of international relations, program management, and logistics management.</li> </ul>   | <ul style="list-style-type: none"> <li>0.1% of workforce</li> <li>Emerging community in FY 2012</li> <li>MCO: Foreign Affairs Series, 0130</li> </ul>   |
| <b>Human Resources</b>                     | <ul style="list-style-type: none"> <li>This community provides traditional human resources (HR) services in the areas of recruitment and placement, classification, employee benefits, human resources development, employee relations, labor relations and HR information systems to both the civilian and military workforce.</li> </ul> | <ul style="list-style-type: none"> <li>3% of workforce</li> <li>Legacy community from FY 2010</li> <li>MCO: Human Resource Management Series, 0201</li> </ul>   |
| <b>Information Technology</b>              | <ul style="list-style-type: none"> <li>There are three key issues impacting the Information Technology Management workforce: General turnover in the occupational series population;</li> </ul>  | <ul style="list-style-type: none"> <li>6% of workforce</li> <li>Legacy community from FY 2010</li> <li>MCO: Information</li> </ul>  |



|                        |  |   |
|------------------------|--|---|
|                        | <p>Competition with the private sector; and the ability of the educational institutions to keep up with emerging workforce requirements.</p>   | <p>Technology Management, Series 2210</p>   |
| <b>Intelligence</b>    | <ul style="list-style-type: none"> <li>Due to the sensitive nature of the Department’s intelligence efforts, a good portion of the Defense Intelligence community’s authorized targets and strategic workforce plans are classified and were not provided in this report.</li> </ul>   | <ul style="list-style-type: none"> <li>1% of workforce</li> <li>Legacy community from FY 2010</li> <li>MCO: Intelligence Series, 0132</li> </ul>  |
| <b>Law Enforcement</b> | <ul style="list-style-type: none"> <li>This functional community resides in a diversified organizational structure consisting of the 4 Military Services and 5 major Defense Agencies. Within the Department, criminal investigators are a part of an integrated military/civilian force employed for law enforcement purposes.</li> </ul> | <ul style="list-style-type: none"> <li>2% of workforce</li> <li>Legacy community from FY 2010</li> <li>MCO: Criminal Investigating Series, 1811</li> </ul>  |
| <b>Legal</b>           | <ul style="list-style-type: none"> <li>This community provides legal support to the various clients across DOD.</li> </ul>   | <ul style="list-style-type: none"> <li>1% of workforce</li> <li>Emerging community in FY 2012</li> <li>No MCOs</li> </ul>   |
| <b>Logistics</b>       | <ul style="list-style-type: none"> <li>This community provides globally responsive, operationally precise and cost-effective joint logistics support for the projection and sustainment of America’s war fighter</li> </ul>  | <ul style="list-style-type: none"> <li>20% of workforce</li> <li>Legacy community from FY 2010</li> <li>MCOs: Logistics Management Series, 0346; Inventory Management Series, 2010; Traffic Management Series, 2130; Supply Program Management Series, 2003 Equipment Services Series, 1670; Transportation Operations Series, 2150; General Supply Series, 2001; Transportation Specialist Series, 2101</li> </ul> |
| <b>Manpower</b>        | <ul style="list-style-type: none"> <li>Individuals performing manpower functions span a variety of occupational series.</li> </ul>   | <ul style="list-style-type: none"> <li>4% of workforce</li> <li>Emerging community in FY 2012</li> <li>No MCOs</li> </ul>   |



|   |  |   |
|---|--|---|
| <b>Medical</b>                          | <ul style="list-style-type: none"> <li>Individuals engage in direct patient care of wounded and injured members of the active duty military.</li> </ul>  | <ul style="list-style-type: none"> <li>6% of workforce</li> <li>Legacy community from FY 2010</li> <li>MCOs: Psychology Series, 0180; Social Work Series, 0185; Medical Officer Series, 0602; Nurse Series, 0610* Pharmacist Series 0660</li> </ul> |
| <b>Miscellaneous Program Management</b> | <ul style="list-style-type: none"> <li>This community exists because program management is an essential function needed to continue to meet mission requirements and direct the diverse programs within the Department.</li> </ul>   | <ul style="list-style-type: none"> <li>5% of workforce</li> <li>Emerging community for FY 2012</li> <li>No MCOs</li> </ul>  |
| <b>Public Affairs</b>                   | <ul style="list-style-type: none"> <li>The Public Affairs Functional Community research, plans, executes and assesses the Department's communication efforts.</li> </ul>   | <ul style="list-style-type: none"> <li>0.3% of workforce</li> <li>Emerging community in FY 2012</li> <li>No MCOs</li> </ul>   |
| <b>Safety and Public Safety</b>         | <ul style="list-style-type: none"> <li>This cadre of Explosives Safety, Safety and Occupational Health (SOH), Fire Protection and Prevention, and Installation Emergency Management professional is concerned that hiring qualified safety professionals becomes challenging as increased mission support-requirements place more demands on workforce numbers and on the professional competency of each SOH professional.</li> </ul> | <ul style="list-style-type: none"> <li>2% of workforce</li> <li>Legacy community in FY 2012</li> <li>MCOs: Explosive Safety Series, 0017; Safety and Public Safety Series, 0018; Fire Protection and Prevention Series, 0081*</li> </ul>            |
| <b>Science and Technology</b>           | <ul style="list-style-type: none"> <li>This community supports a cadre of experts with interdisciplinary skills in emerging technology areas such as cyber research, quantum computing, and cognitive modeling.</li> </ul>   | <ul style="list-style-type: none"> <li>3% of workforce</li> <li>Legacy community in FY 2012</li> <li>MCO: Computer Science Series, 1550</li> </ul>  |
| <b>Security</b>                         | <ul style="list-style-type: none"> <li>The Security professionals work daily with the Department's joint and coalition partners as well as multi-agency mission partners in the intelligence community.</li> </ul>   | <ul style="list-style-type: none"> <li>1% of workforce</li> <li>Legacy community from FY 2010</li> <li>MCO: Security Administration Series, 0080</li> </ul>   |
| <b>Social Science</b>                   | <ul style="list-style-type: none"> <li>This is a community of social science practitioners which includes historians,</li> </ul>   | <ul style="list-style-type: none"> <li>1% of workforce</li> <li>Emerging community in FY</li> </ul>   |



|                                 |   |  |
|---------------------------------|---|--|
|                                 | recreation specialists, recreational aids and assistants, economists, and geographers.  | 2012<br><ul style="list-style-type: none"> <li>No MCOs</li> </ul>  |
| <b>Cross Cutting Community</b>  | <b>Summary</b>  |  |
| <b>Senior Executive Service</b> | <ul style="list-style-type: none"> <li>This community identifies teambuilding, influencing and negotiating, technology management and influencing others as critical competencies with the largest gaps.</li> </ul> | <ul style="list-style-type: none"> <li>0.2% of workforce</li> <li>Legacy cross-cutting community from FY 2010</li> </ul> |

*\*denotes DOD high risk MCO*

### Strategic Communication and Process Improvements

As a means of building partnerships and alliances with other strategic workforce planning stakeholders, the Department co-chaired with the Office of Personnel Management (OPM) a government-wide MCO and Mission Critical Competency (MCC) determination process which included the participation of 23 member agencies of the Federal Chief Human Capital Officer (CHCO) agencies. This partnership resulted in a government-wide MCO determination process and government-wide MCOs and MCCs. All government agencies must report to OPM its gap closure of the government-wide and agency –specific mission critical occupations and those occupations that are DOD high risk MCOs.

Through a series of facilitated meetings, the Strategic Human Capital Planning Division (hereafter known as the *Program Office*), engaged in a collaborative communication approach with OFCMs, CFCMs and CIs and began institutionalizing the workforce planning process throughout the Department. The approach began with a three-day training summit that inculcated workforce planning practices at the functional community level and continues with the Program Office providing quarterly recruitment and retention data to the functional communities for data analysis, skills/staffing gap determination and strategy development. These process improvements enable functional community managers to engage more robustly in the workforce planning process with the overall result being an improved understanding of DOD workforce planning requirements.

The Program Office implemented new processes and tools that improve the output and analysis of workforce requirements. The Department applied a defined government-wide MCO determination process and identified 32 DOD MCOs. In addition, the Department identified three high risk MCOs using regression analysis to quantitatively determine risk levels to the



mission based on specific recruitment and retention data indicators. To support the workforce forecasting process, the Program Office developed and applied a forecasting model to project future skills/staffing gaps and assist functional communities with skills/staffing gap analysis and strategy development.

The Program Office provided OFCMs and CFCMs with measurable performance criteria to assess their successful completion of milestones in the DOD Rolling Wave Maturity Model. Also, the Department established a methodology for strategy development and applied the methodology across all functional communities to streamline and standardize the strategy development process and implementation.

## **Competency Management**

### **Framework**

The Department embarked on a rigorous plan for shaping the 21st-century workforce that includes a comprehensive and integrated enterprise competency management framework supporting strategic workforce planning and employee lifecycle management. The Department's efficiencies and shifting missions underscore the need for a consistent, flexible approach to shape and develop a mission-ready workforce. Implementation of an enterprise competency management framework is critical to ensure a mission-ready civilian workforce. In accordance with Department of Defense Instruction (DODI) 1400.25, Volume 250, this framework features:

- Provides a common enterprise competency definition and taxonomy
- Defines the technical and non-technical competencies that employees need to develop in a career field, from entry level through mid and senior levels
- Includes standard proficiency-level definitions for assessing employee competencies and how the proficiency was acquired (e.g., training, education, experience)
- Provides the capability to identify emerging competencies that extend beyond traditional career groups (e.g., cyber, acquisition) for current and future mission-readiness needs
- Reinforces the use of competencies throughout the employee life cycle, including recruitment and hiring (e.g., competency-based selection assessments, job analysis, and job announcements) and employee development and retention
- Informs the development of career roadmaps that outline education, training and experiential opportunities for career progression



### **Strategic Communication and Process Improvements**

In FY 2012 the Department focused on developing enterprise competencies for major civilian occupations, including MCOs. This phased, collaborative process involved input from functional community and Component subject-matter experts (SMEs). The development and assessment of competencies and identification of competency gaps for the majority workforce will require several workforce planning cycles to fully implement and to fully meet the intent of section 115b of title 10, U.S.C. requirements. This phased approach to implementation yielded competency models for 21 of the 32 DOD FY 2012 MCOs. The Program Office also developed competency models for an additional 26% of the non-MCO civilian workforce.

An important part of meeting section 115b of title 10, U.S.C. requirements includes a revision of DODI 1400.25 Vol. 250 on strategic human capital management and competency management policy to include the competency management framework (e.g., standard competency taxonomy, competency development process, career roadmap structure, business rules, governance and responsibilities). As a part of this revision, in FY 2012 the Department established a Competency Management Advisory Group (CMAG) to develop business rules and facilitate the implementation of enterprise competency management practices.

Another important aspect of meeting the requirements of section 115b of title 10, U.S.C. requirements includes the development of the enterprise-wide Defense Competency Assessment Tool (DCAT) for validating and maintaining enterprise competencies and assessing competency gaps. DCAT will include an assessment of an employee's competency proficiencies by both the employee and the supervisor. A data repository captures the competency assessment data from employees and supervisors so that they can identify and understand those gaps.

Given the progress in enterprise-wide MCO and non-MCO competency development (covering 45% of the civilian workforce within the functional community structure), and the design, development, and planned deployment of the DCAT, the Department is on target to fully meet section 115b of title 10, U.S.C. requirements by FY 2015.

## **PATH AHEAD**

The Department continues to build on its progress toward institutionalizing the strategic workforce planning process and proactively addresses several potential challenges in the next reporting cycle. With the improved use of data, the methodical development of strategies and the focus on continuous process improvement, the Department positioned itself to fully meet



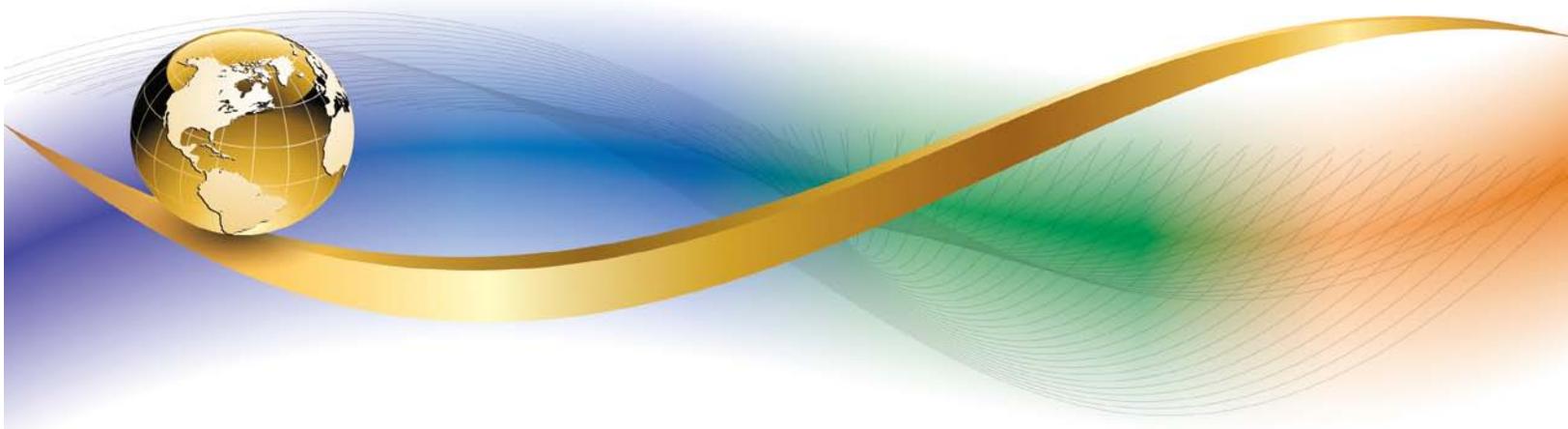
statutory requirements. The Department will also continue to support linking the strategic workforce planning process with all Defense planning guidance to improve mission readiness of the civilian workforce. In addition, with the implementation of DCAT, the Department will ensure the deployment cycle can support new MCOs and other status changes. By providing data, processes and tools to the functional communities, the Department can make better workforce decisions in the face of a fiscally constrained and ever-changing environment.

## **CONCLUSION**

Functional community management of the DOD workforce entails addressing a number of challenges: the enormous size and scope of the workforce; the need to respond to rapidly changing mission priorities and work requirements; the reality of shrinking budgets; and the effects of other dynamic external environmental factors. Despite all of these challenges, the Department accomplished several actions to improve its strategic workforce planning capabilities. The functional community management framework continues to mature, resulting in better collaboration in the workforce planning process between DOD functional community managers and the Program Office, Manpower and Component stakeholders. Continuous process improvements allow the Department to effectively recruit and retain talented personnel in an ever-changing environment. Most importantly, the Department continues to move forward with an aggressive action plan to meet all statutory civilian workforce planning requirements with the desired end result being a workforce that is ready to meet current and future missions.



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## INTRODUCTION

The Department of Defense (DOD) Strategic Workforce Plan incorporates the requirements of section 115b of title 10, United States Code (U.S.C.) and built on lessons learned from previous efforts, which provided a unified process for workforce planning across the Department.

This plan focuses on the engagement of the Military Departments and Defense Agencies in the workforce planning requirement through the implementation of a standardized process, which includes facilitated discussions with key stakeholders; analysis and application of enterprise-wide data for decision-making; and established baseline results-oriented performance measures. One caveat to this plan is noted from the outset: DOD is currently experiencing significant budget cuts from the previously submitted workforce plan; therefore, while workforce gap closure strategies are being implemented, the forecasts in this plan should be viewed as a point in time and subject to change.

The DOD FY 2013–2018 Strategic Workforce Plan is organized into six sections, each with key milestones and based on the DOD Rolling Wave Maturity Model. This model is anchored in the tenets of workforce planning. These tenets include setting the direction of the plan and the efforts of the stakeholders; analyzing the workforce through data and gap analysis; developing and implementing strategies to close skill/staffing gaps; and monitoring the progress of those strategies for gap closure. This introductory section provides the plan’s background and framework.



| Section                   | Content  |
|---------------------------|--|
| Introduction              | Background and planning framework  |
| Set Direction             | Workforce planning roles and responsibilities  |
| Analyze the Workforce     | Environmental scan, workforce data and forecast analysis, gap assessment, and identification of strategies to close gaps |
| Implement Strategies      | Actions taken to implement strategies for gap closure  |
| Monitor Progress          | Baseline performance measures and progress assessment  |
| Conclusion and Path Ahead | Summary of results and next steps  |

The workforce planning process is guided by DOD Instruction (DODI) 1400.25, Volume 250, DOD Civilian Personnel Management System: Volume 250, Civilian Strategic Human Capital Planning, November 18, 2008. This DODI establishes DOD policy to institute a structured, competency-based human capital planning approach to the civilian workforce's readiness.

## Planning Framework

**Overall Workforce.** The Department's overall workforce planning team approach to support all DOD General Schedule (GS) 1 through GS15 and equivalent pay plans as well as the Federal Wage Grade pay plans for employees is organized as follows:

- Office of the Secretary of Defense Functional Community Managers (OFCMs): OFCMs managed the functional community
- Component Functional Community Managers (CFCMs): Supported the OFCMs in the Military Departments and Defense Agencies
- Component Integrators (CIs): Supported the CFCMs in the Military Departments and Defense Agencies
- Mission Critical Occupations (MCOs): Those occupations in FY 2012 which are critical to the success of meeting the DOD mission in functional communities

This framework provides a holistic approach to workforce planning that supports the management and analysis of MCOs.

**MCOs and Functional Communities.** In FY 2012, the Department grew from 12 functional communities to 22 and identified 32 MCOs. Functional communities and MCOs are shown in Table 1. Each functional community has a separate plan in the *Appendix*. *Exception:* The Acquisition workforce information is not included in this plan due to that community's separate reporting requirements.



**DOD MCO Criteria.** The DOD MCOs are selected based on criteria and processes established by the Chief Human Capital Officer (CHCO) agencies as a part of a government-wide initiative to develop government-wide and agency-specific MCO definitions:

- Government-wide MCO: A strategic program or goal with government-wide impact (across multiple CHCO agencies) that is at risk of failure related to human capital deficiencies.
- Agency-specific MCO: A strategic program or goal with an agency-specific impact that is at risk of failure related to human capital deficiencies.
- Process: In FY 2012 23 CHCO agencies conducted environmental scans, analyzed workforce data and forecasts, conducted a gap assessment, developed strategies to close gaps, and provided an initial report to the Office of Personnel Management (OPM) in September 2012 as part of a process to report both government-wide and agency-specific MCOs to meet the Cross Agency Priority (CAP) skill gap closure goal. For more information, refer to the Analyze Workforce section of this plan.

**Table 1: FY 2012 Functional Communities and MCOs**

| OSD Lead                                    | 22 Functional Communities           | 32 Mission Critical Occupations   |
|---|-------------------------------------|---|
| USD (Acquisition, Technology and Logistics) | Acquisition                         | 1102 – Contracting Series*<br>1910 – Quality Assurance Series   |
|   | Facility Engineering and Management | N/A   |
|   | Engineering (Non-Construction)      | 0840 – Nuclear Engineering Series<br>0854 – Computer Engineering Series<br>0855 – Electronics Engineering Seri  |
|   | Environmental Management            | N/A   |
|   | Logistics                           | 0346 – Logistics Management Series<br>2010 – Inventory Management Series<br>2130 – Traffic Management Series<br>2003 – Supply Program Management Series<br>1670 – Equipment Services Series<br>2150 – Transportation Operations Series<br>2001 – General Supply Series<br>2101 – Transportation Specialist Series |
|   | Safety & Public Safety              | 0017 – Explosive Safety Series  |



| OSD Lead   | 22 Functional Communities | 32 Mission Critical Occupations   |
|--|---------------------------|---|
|  |                           | 0018 – Safety and Public Safety Series<br><b>0081 – Fire Protection and Prevention Series*</b>  |
|  | Science & Technology      | 1550 – Computer Science Series  |
| USD (P&R)  | Administrative Support    | N/A   |
|  | Education                 | N/A   |
|  | Human Resources           | 0201 – Human Resources Management Series  |
|  | Law Enforcement           | 1811 – Criminal Investigating Series  |
|  | Manpower                  | N/A   |
|  | Medical                   | 0180 – Psychology series<br>0185 – Social Work Series<br>0602 – Medical Officer Series<br><b>0610 – Nurse Series*</b><br>0660 – Pharmacist Series |
|  | Social Science            | N/A   |
| USD Comptroller  | Financial Management      | 0501 – Financial Administration Series<br>0510 – Accounting Series<br>0511 – Auditing Series<br>0560 – Budget Analysis Series                     |
| USD (P)  | Foreign Affairs           | 0130 – Foreign Affairs Series   |
| DOD (CIO)  | Information Technology    | 2210 – Information Technology Management Series   |
| USD (I)  | Intelligence              | 0132 – Intelligence Series  |
|  | Security                  | 0080 – Security Administration Series   |
| DOD GC   | Legal                     | N/A   |
| ASD (PA)   | Public Affairs            | N/A   |
| <b>Federal-wide Mission Critical Occupations</b>                                 |                           |   |
| 2210 – Information Technology Management Series(Cybersecurity focus) - High Risk |                           | 0110 – Economist Series   |
| 1102 – Contracting Series  |                           | 0201 – Human Resources Specialist   |



0511 – Auditing Series

STEM – Science, Technology, Engineering, Mathematics Functional Group (MCOs determined within each federal agency)

\* Indicates the three DOD High Risk MCOs

**Critical Skills and Competencies.** The Department’s workforce planning approach— identifying and assessing MCOs —aligns with section 115b of title 10, U.S.C. requirement to identify and assess critical skills. Further, the Department’s competency management framework includes identification and assessment of competencies within the MCOs. A DOD competency is defined as *(observable) measurable patterns of knowledge, abilities, skills and other characteristics that individuals need in order to successfully perform their work.*<sup>1</sup>

The MCO construct and competency management framework are designed to meet the intent of the section 115b of title 10, U.S.C. requirement to identify and assess the existing and future critical skills and competencies of the civilian employee workforce. This approach is recommended to the staff supporting the House Armed Services Committee (HASC) and the Senate Armed Services Committee (SASC) and is accepted as meeting the legislative intent.

In addition, DOD began developing competency models for all MCOs and additional major occupational series. These models will undergo validation by functional community experts and feed into the enterprise-wide competency assessment tool currently in development for a first quarter FY 2014 target launch date. The Defense Competency Assessment Tool (DCAT) will enable employees to assess the importance of required competencies to the position and assess their proficiency level in the respective competencies, after which the supervisor can review the employee’s self assessment. Employees and supervisors could subsequently begin to discuss any gap that may exist between their respective competency importance and employee proficiency assessments and develop a plan to enhance the employee’s skills.

## DOD Rolling Wave Maturity Model

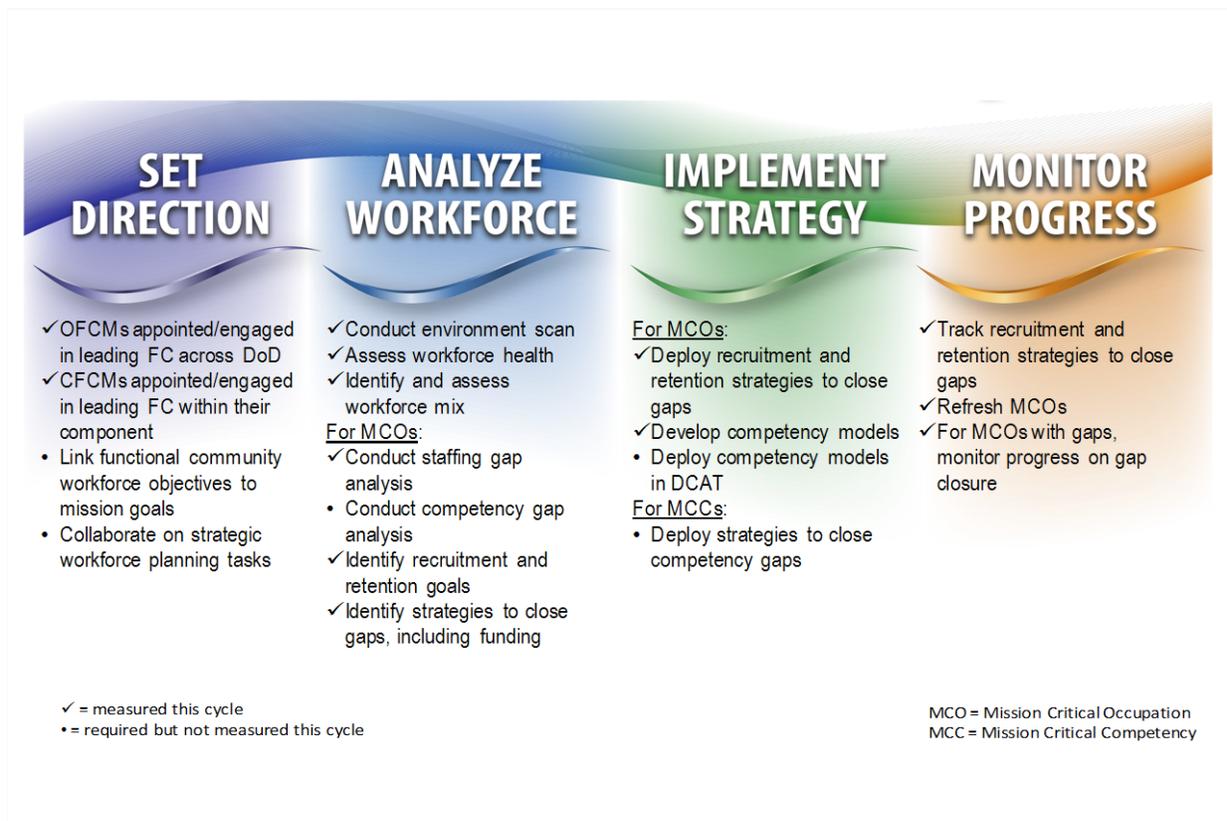
The DOD Rolling Wave Maturity Model provides a framework for functional communities to implement the tenets of strategic workforce planning. This model includes the workforce planning milestones for Functional Communities and Components to monitor and improve planning efforts. By meeting the model milestones, functional communities engage in workforce planning. The DOD Rolling Wave Maturity Model has been the planning guide for

<sup>1</sup> DODI 1400.25, Vol 250, Civilian Personnel Manual, DOD CPMS: Civilian SHCP, November 18, 2008



functional communities and Components for the past four years. While some functional communities began the workforce planning journey several years ago, other emerging functional communities just began the process in FY 2012; therefore, there are various levels of progress and maturity in the workforce planning process.

Figure 1: DOD Rolling Wave Maturity Model



**Set Direction.** This process of the DOD Rolling Wave and plan section includes information regarding those who led the workforce planning process in the functional communities.

**Analyze Workforce.** This process of the DOD Rolling Wave and plan section provides qualitative and quantitative data for analysis of the DOD organization.

**Implement Strategy.** This process of the DOD Rolling Wave and plan section includes strategy development for skill gap closure of MCOs.

**Monitor Progress.** This process of the DOD Rolling Wave and plan section assesses progress by OFCMs and Components in the key model milestones (checked items in the figure above)



within each step of the DOD Rolling Wave. The definitions for the key milestones in the rolling wave are located in the Monitor Progress section of this plan.

### Roles

**Strategic Human Capital Planning Program Office (SHCPD)**<sup>2</sup>. The Deputy Assistant Secretary of Defense for Civilian Personnel Policy (DASD (CPP)) expanded the SHCPD (referred to as the *Program Office* throughout this plan) to include the broader talent mix and skill sets needed to lead a strategic program portfolio. This expansion includes human capital policy development, workforce forecasting and data analysis, competency development and assessment, and advisory support to the functional communities. The Program Office provides workforce planning activity oversight; supports 750,000+ DOD employees; and drives the strategic human capital planning process sharing best practices enterprise-wide. The Program Office reports workforce planning outcomes to Congress and other stakeholders, as well as keeps them abreast of legislative requirements that drive workforce planning outcomes. The Program Office continues to monitor the workforce planning process by providing a timeline for deliverables, training and communication plans, and expert consultation through its SHCPD Advisors. Communication efforts include:

- Ongoing FCM and Integrator Meetings. The Program Office engages the OFCMs and CIs via bi-monthly and quarterly meetings to discuss workforce planning issues and requirements. In FY 2012, meeting topics included annual reporting requirements, timelines, data analysis, MCO determination using a facilitated process and sharing best practices and new initiatives.

Training efforts included:

- A three-day summit for OFCMs, CIs and Action Officers (AOs) that provided interactive training for environmental scans, data analyses, root cause analyses, and strategy development. Presentation subject matter included Total Force Management, DOD Budget and DOD Performance Goals. Expert panel participants included OFCMS and CIs.
- Individual and group training sessions for new OFCMs, CFCMs and CIs.
- Functional Community Manager Toolkits.
- Half-day data analysis training sessions.

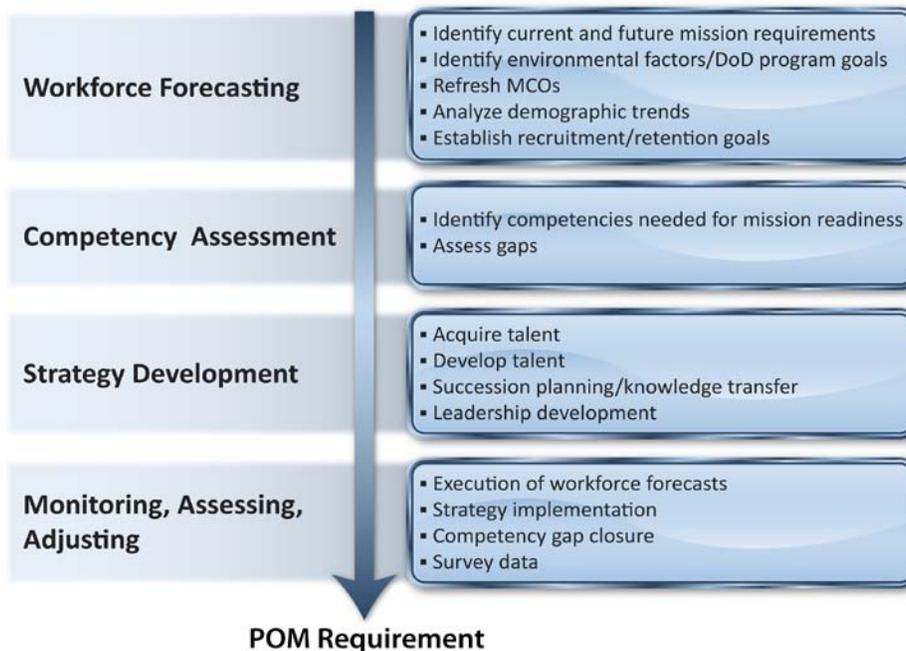
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<sup>2</sup> SHCPD is the workforce planning strategic policy division within the Human Resources Strategic Programs and Advisory Services (HRSPAS) Directorate. Both entities are housed in the Civilian Personnel Policy/Defense Civilian Personnel Advisory Service (CPP/DCPAS) which serves as the enterprise leader in the development and delivery of civilian personnel policies and HR solutions.



**Functional Community Managers (FCMs).** FCM responsibilities are summarized in Figure 2. OFCMs assess and monitor the workforce health in their communities to ensure the workforce has the necessary competencies, size, and composition to meet mission and program objectives. They ensure that realistic workforce forecasts and strategies are in place to recruit, hire, shape, develop, and retain a mission-ready workforce. CFCMs perform the same responsibilities at the Component level. Both seek to align the model process with DOD’s Planning, Programming, Budgeting Execution (PPBE) System in support of more efficient and effective resource allocations to meet mission requirements.

**Figure 2: FCM Workforce Planning Responsibilities**

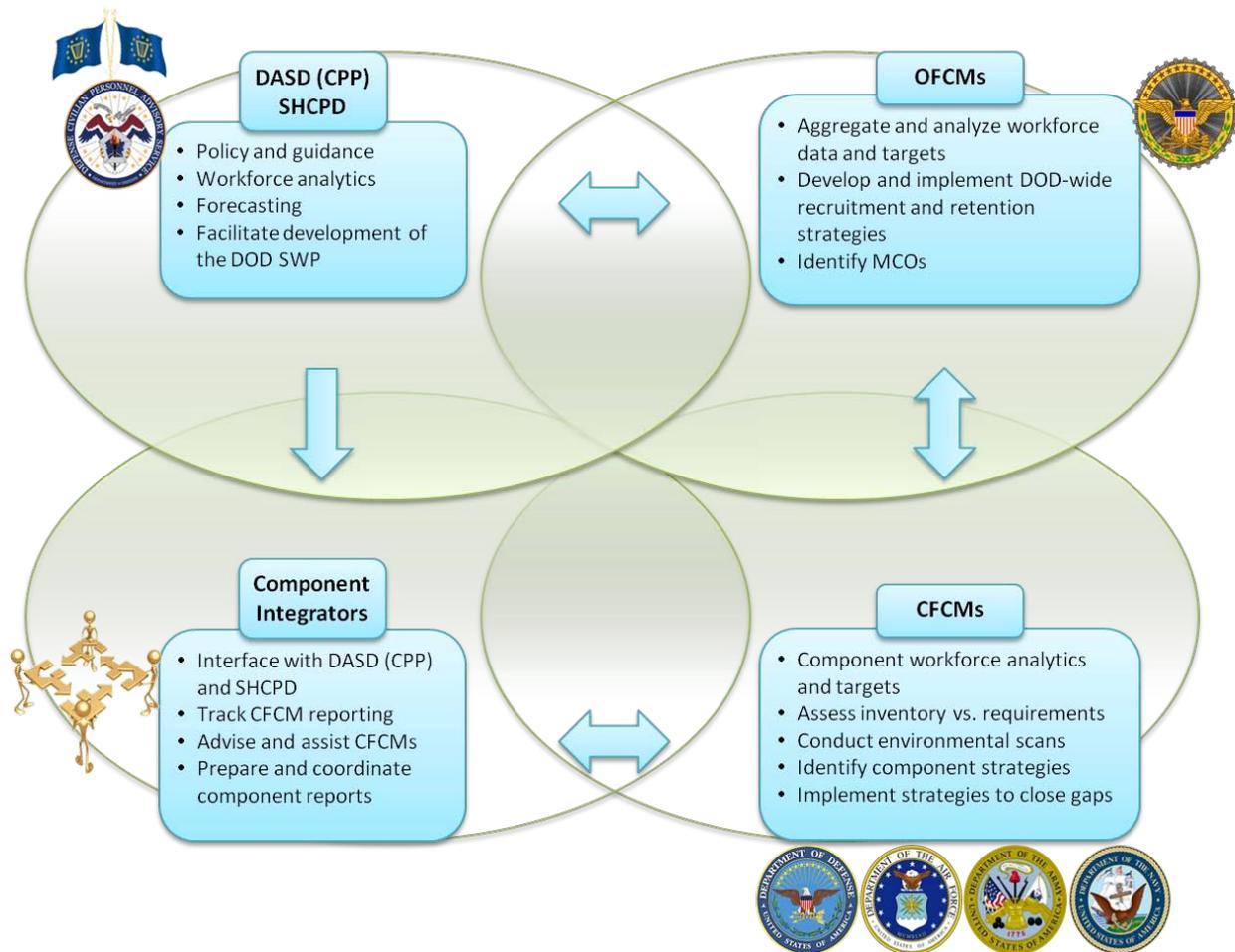




**Component Integrators.** (CIs) were designated in FY 2010 to provide strategic review and feedback regarding functional community strategies and Component implementation plans for MCO gap closure.

**Pulling it All Together.** The DOD model and planning process with shared responsibilities for preparation of functional community and Component reports is depicted below:

**Figure 3: Workforce Plan Reporting Process**





**Senior Executive Workforce.** The civilian Senior Executive workforce supports DOD’s mission by providing much needed superior leadership to the military forces to deter war and protect the national security of the United States. This workforce of high caliber Senior Executives are a critical and valued resource who apply their extraordinary knowledge, skills and abilities to executing DOD’s increasingly complex missions. This is a diverse, cross-functional workforce consisting of approximately 1,500 Senior Executives, Senior Leaders and Senior Technical professionals that face several recruitment and retention issues; for example, since civilian employees at this level often have the most years of experience in DOD, they are closer to retirement eligibility. Component efforts, however, continued to ensure a representative Senior Executive workforce that is well positioned to meet impending fiscal and mission challenges. For further information, refer to the Senior Executive Service *Appendix 14*.



## I. SET DIRECTION

### Key Planning Milestone:

- Appoint/Engage OFCMs and CFCMs

### Appoint/Engage OFCMs and CFCMs

The Department's workforce planning approach is based on a collaborative system that crosses organizational lines, including OSD and Component functional communities, human resources (HR), manpower, and budget stakeholders. Institutionalizing the OFCM and CFCM construct continues to be a challenging culture shift, but it is essential to effective workforce planning in DOD.

The primary role of the OFCM and CFCM is to align and shape workforce requirements and capacity to achieve DOD program goals and objectives. As leaders for specific missions and functions, OFCMs and CFCMs understand:

- The skills and competencies needed to achieve current and emerging workload requirements;
- The skills and competencies that grew as well as declined; and
- The balance of skills and competencies needed to meet the Department's mission.

OFCM and CFCM engagement is critical to ensuring that recruitment, retention, and development strategies are appropriate for addressing specific workforce gaps. It is also needed to drive the implementation of gap closure strategies across communities.

The FY 2012 DOD Rolling Wave Model workforce planning process began with a revalidation of OFCMs and CFCMs, some of whom continued their work from the FY 2010 cycle. As DOD functional communities expanded to cover a majority of the workforce, a key challenge for this planning cycle is to ensure the right leaders are appointed as OFCMs and CFCMs. Strong, effective leadership at the senior executive level is critical to the success of this process. Workforce planning efforts must be appropriately resourced within each functional community.



## Key Drivers and Enablers

The key drivers and enabling guidance that set the direction for this plan are described below:

**Section 115b of Title 10, United States Code (U.S.C.).** The Program Office is responsible for 14 of 20 statutory planning requirements for the overall civilian workforce, initially outlined in section 115b of title 10, U.S.C. during the last reporting cycle. For this reporting cycle, this Program Office is again responsible for 14 of 20 statutory planning requirements along with other environmental factors and enabling policy and strategy guidance that shape this plan's direction. Section 935 of the NDAA FY 2012 amended section 115b of title 10, U.S.C. as follows:

- Biennial Plan Required: 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; and
- An assessment of the critical skills and competencies of the existing civilian employee workforce of the Department and projected trends for five years out (vice seven years) in that workforce based on expected losses due to retirement and other attrition.

The Department's goal is to develop and deploy the Defense Competency Assessment Tool (DCAT) in FY 2014 to assess the critical skills and competencies for current and future needs. As the Department progresses, competencies will be more fully addressed and reported in the comprehensive report due to Congress in FY 2016. The 14 requirements listed in section 115b of title 10, U.S.C. pertain to the overall civilian workforce and are addressed in this plan, including an assessment of progress in the *Monitor Progress* section. The remaining four of the six requirements are addressed as appropriate in the *Science and Technology Functional Community Appendix 7*, the *Senior Executive Service Appendix 14*, or the *Financial Management Functional Community Appendix 18*.



**DOD Strategy and Policy Guidance.** Three primary sources are listed in the table below to support the overarching goal:

***DOD Strategic Workforce Planning Goal FY13:***  
**Ensure Mission Readiness of the Workforce<sup>1</sup>**

**Table 2. Strategic Goals Alignment**

*Each DOD plan supports various mission areas for the Department. Within each plan, the following key objectives or goals specifically address mission readiness of the workforce:*

| Plan Type  | Plan Objective or Goal   |
|--|--|
| <b>Quadrennial Defense Review Report, February 2010</b>        | <ul style="list-style-type: none"> <li>• <b>Priority Objective 4:</b> Preserve and Enhance the All-Volunteer Force. (Includes enhancing the civilian workforce)</li> </ul>     |
| <b>DOD Implementation Goals - Strategic Mgt Plan, FY 12-13</b> | <ul style="list-style-type: none"> <li>• <b>Business Goal 1:</b> Strengthen and right-size the DoD Total Workforce mix (military, civilian, and contracted support)</li> </ul> |
| <b>DOD FY 10 Budget Overview - Performance</b>                 | <ul style="list-style-type: none"> <li>• <b>Strategic Objective 4. 4-2T :</b> Train the total Defense Workforce with the right competencies</li> </ul>                         |

Additional Department sources include:

- a. DODI 1400.25, Volume 250, Civilian Personnel Manual, DOD CPMS: Civilian SHCP: November 18, 2008
- b. Section 115b of title 10, U.S.C. as amended
- c. FY 2010-2018 Strategic Plan, Office of the Under Secretary of Defense for Personnel and Readiness (OUSD [P&R]): February 2011
- d. USD (P&R) Memorandum Framework for DoD Strategic Workforce Planning and Enterprise Competency Management: October 27, 2011
- e. USD (P&R) Memorandum Enterprise Civilian Competency Management Framework Implementation: November 23, 2011

<sup>1</sup> Source: DODI 1400.25 Vol. 250 Civilian Personnel Manual, DOD CPMS: Civilian SHCP, November 18 2008



Additional external sources include:

- a. Society for Human Resource Management Future Insights, Alexandria, VA: February 2011
- b. US Department of Labor, Bureau of Labor Statistics Employment Projections 2010-2020 Washington, DC: February 2012
- c. Society for Human Resource Management, Workforce Projections, Alexandria, VA: February 2011

As a part of the environmental scanning process, the functional communities used these sources as a foundation for developing their workforce assessments. Additional sources were analyzed and the information applied toward building a DOD-wide environmental scan which is outlined in the *Analyze Workforce* section of this plan.



## II. ANALYZE THE WORKFORCE

### Key Planning Milestones:

- Conduct environmental scan
- Assess Workforce health
- Identify and assess workforce mix
- For Mission Critical Occupations:
  - Conduct staffing gap analysis
  - Identify recruitment and retention goals
  - Identify strategies to close gaps, including funding

### Environmental Scan

To support meaningful workforce planning, DOD evaluates a variety of environmental information, workforce data and trends within and across industries, functional communities and Mission Critical Occupations (MCOs). Impacts and implications are considered along with the environmental factors identified by the functional communities that affect DOD. Effective workforce analysis depends on the ability to accurately forecast staffing and competency requirements (demand) and assess the sufficiency of the current and projected workforce against these requirements (supply).

In May 2012, the functional communities engaged in a three-day training process to improve their workforce planning skills and to begin institutionalizing the DOD Rolling Wave Maturity Model workforce planning process. As a part of this training, the OSD Functional Community Managers (OFCMs) conducted a DOD-wide environmental scan. The environmental scan process represents a disciplined and continuous process of information gathering, profiling and analyzing an organization's internal and external environment. A scan includes qualitative and quantitative views of the organization and provides critical input into future DOD considerations:



Table 3. DOD Environmental Scan Common Themes from FY 2012 Training

| DEMAND   | SUPPLY   |                        |
|--|--|------------------------|
| <p><b>Organization:</b></p> <ul style="list-style-type: none"> <li>• Demographics: Training for future competencies before the next significant wartime or economic event is needed</li> <li>• Economic Considerations: Includes salary and hiring freezes</li> <li>• Technology: Managing in a rapidly changing technological environment; Replacing aging equipment; Becoming more competitive with the private sector for current technological talent</li> <li>• Compliance: DOD must continue hiring Veterans and working with Wounded Warrior programs and Veteran Affairs</li> </ul>  | <p><b>Employees:</b></p> <ul style="list-style-type: none"> <li>• Demographics: The average age of a DOD employee is 46 years and employees remain an average of three years beyond their retirement eligibility</li> <li>• Recruitment/Retention: There is a need to hire external, more experienced workers due to a lack of talent pipeline development</li> </ul>  | <p><b>INTERNAL</b></p> |
| <p><b>Rest of the World (ROW):</b></p> <ul style="list-style-type: none"> <li>• Demographics: Challenges include the aging of the workforce and health care issues facing an aging workforce</li> <li>• Economic Considerations: Challenges include managing the increased cost of living and the volatility of the financial and labor markets</li> <li>• Technology: Challenges include increasing cybersecurity issues and a lack of new technological skills for the existing workforce</li> <li>• Compliance: There is a higher demand for conducting audits and preparing for audit readiness</li> <li>• Workplace Flexibility: There is increased expectation of flexibility with work schedules and locations, with telework as an option for all ages</li> <li>• Global Perspective and Diversity: There is a need to recognize that employees work all over the world and require appropriate training to meet mission requirements</li> </ul> | <p><b>Labor Market:</b></p> <ul style="list-style-type: none"> <li>• Demographics: An aging workforce needs new skill sets</li> <li>• Recruitment/Retention: DOD should recruit the appropriately needed skill sets and provide greater resources to attract multi-generational talent and manage their workplace expectations.</li> <li>• Skills/Education: Analytical and critical thinking skills are a requirement for most of the DOD workforce</li> <li>• Human Resource (HR) Requirements: There is an increased role for professionals who use metrics for workforce analysis and planning to help target DOD’s workforce efforts</li> </ul> | <p><b>EXTERNAL</b></p> |



The three-day training initiative in May 2012 provided an opportunity for OFCMs to view DOD from the enterprise level and begin to determine how some of these challenges could potentially impact their functional communities. For additional information regarding environmental scans by functional community, refer to the Appendix.

## Workforce Health

DOD implemented new processes and tools that improve the output and analysis of workforce requirements. For this reporting cycle, all data is provided from the Defense Civilian Personnel Data System (DCPDS), a live system that serves as the primary source for employment, assignment, and transactional data covering all Appropriated Fund DOD civilian employees and feeds into the Corporate Management Information System (CMIS). In addition, the Program Office developed an Excel-based forecast tool using RAND’s initial forecast tool as a prototype to forecast future workforce efforts based on OFCM-submitted workforce targets which are approved by the Components and Defense Agencies. *Note that this report provides data from September 2007 through September 2012. All data for this report was generated in January 2013 from DCPDS.*

### DOD-wide Demographics\*

#### Strength as of 30 September 2012

This section provides an overview of workforce demographics and trends across the primary civilian functional communities. With a civilian workforce of 750,000+ personnel across nearly 600 occupations, the Department prioritizes MCOs and functional communities for Department-wide analysis and reporting.

**Table 4. DOD Civilian Demographics for FY 2012**

| Workforce Size: Current Strength Totals | MCO     |         | NonMCO  |         |
|---|---------|---------|---------|---------|
|   | Count   | Percent | Count   | Percent |
| End Strength                            | 229,885 |         | 490,991 |         |
| Department of Army                      | 77,296  | 34%     | 192,653 | 39%     |
| Department of Air Force                 | 51,656  | 22%     | 114,148 | 23%     |
| Department of Navy                      | 60,248  | 26%     | 121,118 | 25%     |
| DoD Agencies (4th Estates)              | 40,685  | 18%     | 63,072  | 13%     |
| % MALE                                  |         | 62.6%   |         | 65.8%   |
| % FEMALE                                |         | 37.4%   |         | 34.2%   |
| % DISABILITY TARGETED                   |         | 0.6%    |         | 0.7%    |
| % DISABILITY NONTARGETED                |         | 6.0%    |         | 5.5%    |
| % PRIOR MILITARY                        |         | 44.0%   |         | 43.5%   |
| <b>Education</b>                        |         |         |         |         |
| ED - # WITH LESS THAN BACHELORS         | 99,037  | 43%     | 317,205 | 65%     |
| ED - # WITH BACHELORS DEGREES           | 86,829  | 38%     | 107,223 | 22%     |
| ED - # WITH MASTERS DEGREES             | 39,909  | 17%     | 55,736  | 11%     |
| ED - # WITH DOCTORATE DEGREES           | 4,208   | 2%      | 8,613   | 2%      |
| <b>Planning Considerations</b>          |         |         |         |         |
| % ELIG TO RETIRE CURRENT                |         | 12.3%   |         | 13.2%   |
| % ELIG TO RETIRE NEXT YEAR              |         | 3.0%    |         | 2.9%    |
| % ELIG TO RETIRE TWO TO FIVE YEARS      |         | 14.0%   |         | 12.8%   |
| AGE - 29 & Under                        | 18,440  | 8%      | 48,048  | 10%     |
| AGE - 30 to 39                          | 43,738  | 19%     | 91,659  | 19%     |
| AGE - 40 to 49                          | 66,011  | 29%     | 134,362 | 27%     |
| AGE - 50 to 54                          | 45,891  | 20%     | 89,732  | 18%     |
| AGE - 55 to 59                          | 32,639  | 14%     | 71,259  | 15%     |
| AGE - 60 to 64                          | 16,679  | 7%      | 38,914  | 8%      |
| AGE - 65 and over                       | 6,487   | 3%      | 17,017  | 3%      |
| Career Level 1: GS 1-8 or Equiv.        | 7,758   | 3%      | 123,297 | 25%     |
| Career Level 2: GS 9-12 or Equiv.       | 119,132 | 52%     | 233,083 | 47%     |
| Career Level 3: GS 13-15 or Equiv.      | 102,993 | 45%     | 134,607 | 27%     |

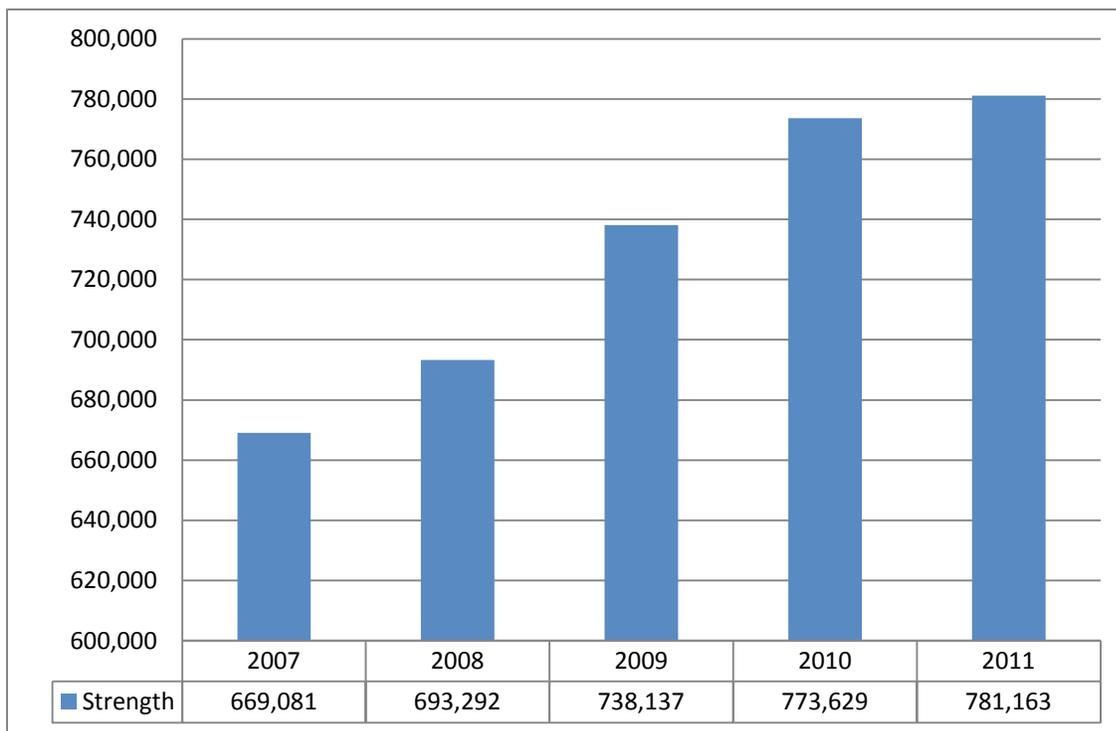
\*Functional Community data is provided in Appendix



**Key Related Data Points:**

- FY 2012 MCOs represent 32% of the DOD workforce
- Employees in MCOs typically have a post-secondary degree
- Employees in MCOs are typically at a higher career level – Career Level 3 (GS 13- GS 15 or Equivalent)

**Figure 4. DOD Civilian End Strength FY 2007-2011**



Source: DCPDS Date: January 2013, Excludes SES and Air Force Military Technicians

**Key Related Data Points:**

- DOD experienced growth from FY 2009-2011, with a reduction in civilian personnel end strength beginning in FY 2012 due to hiring freezes and budget restrictions
- The workforce was projected to continue to decrease relative to FY 2009-2011 based on future workforce determinations or budget constraints

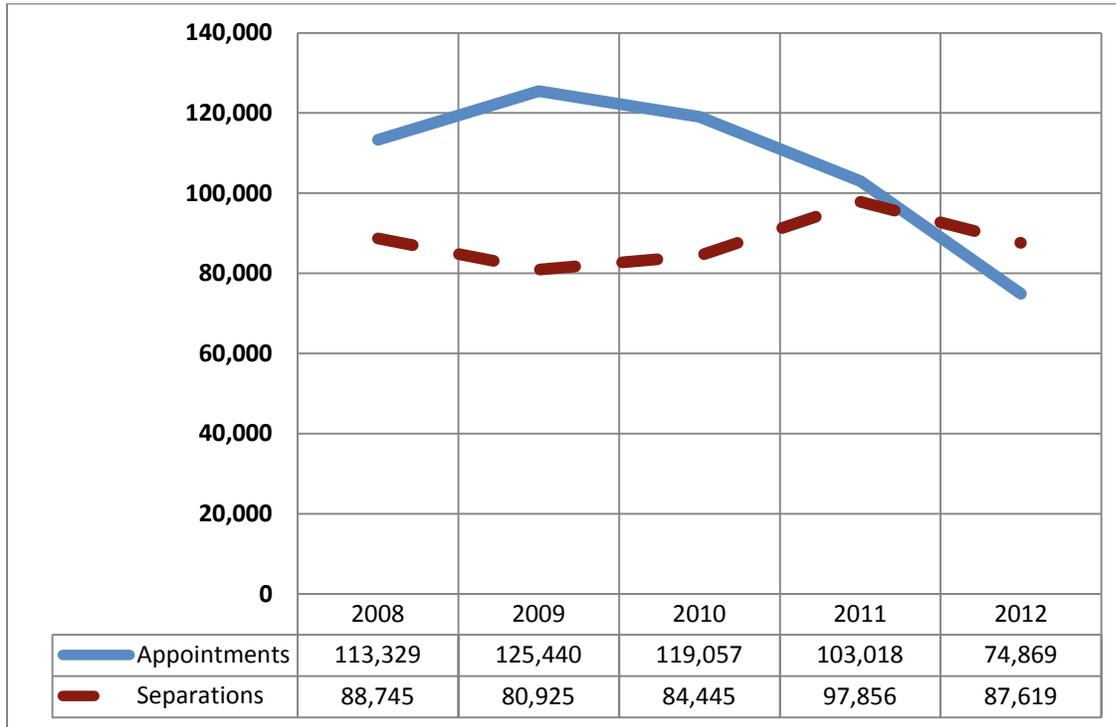
**DOD Appointments (New Hires) and Separations**

An analysis of workforce appointments and separations provides critical insights to inform hiring and retention strategies. For the purpose of this report, appointments include the overall volume of hiring activity and other data related to recruiting. Separations are defined as



separations from DOD employment. For more detailed definitions, refer to the *Glossary of Terms* in the *Reference* section.

Figure 5. DOD Appointments and Separations for FY 2008-2012



Source: DCPDS Date: January 2013

**Key Related Data Point:**

- Appointments and separations could continue their downward trend as a result of changes in requirements and budget constraints

Recent hiring trends within the functional communities from FY 2008-2012 indicates that external Government hires account for more than 60% of overall appointments. Retirements account for nearly 40% of all separations from DOD. Civilian employee turnover, including voluntary separations from the DOD, followed a predictable pattern until FY 2011 wherein DOD experienced fewer separations and retirements than usual for voluntary separations. Several functional community representatives expressed concern that the increased workload due to the current budget environment and wage freezes may result in increased losses over the next several years.

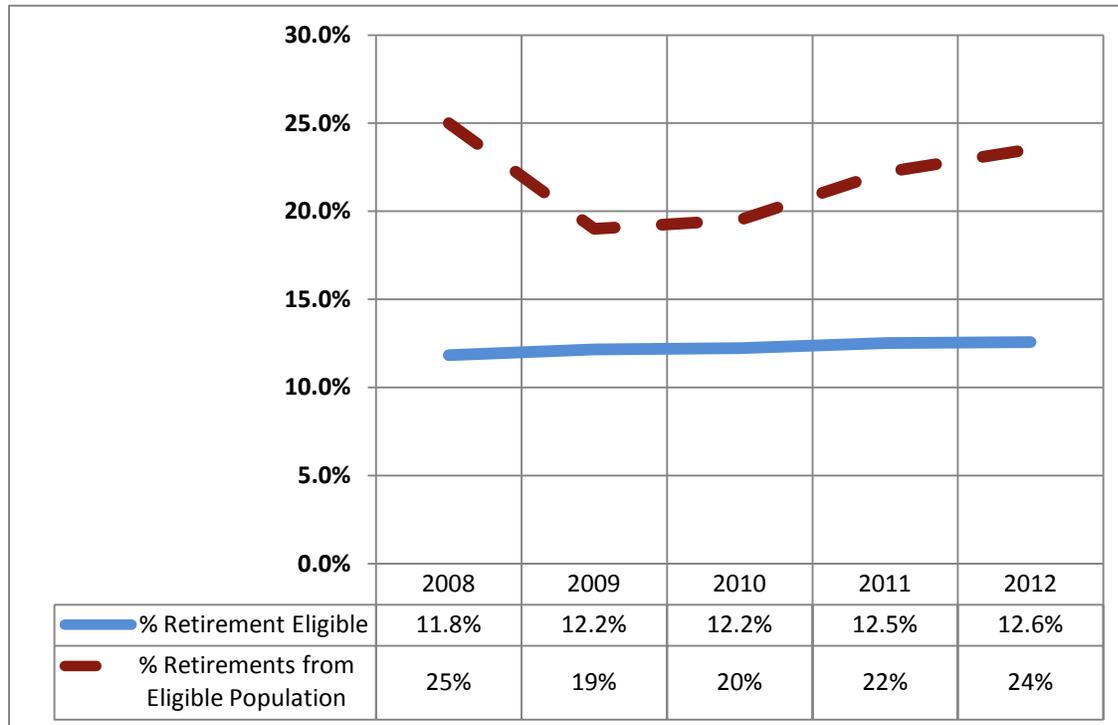
**DOD Retirement Eligibility and Phasing**

Effective knowledge management and knowledge transfer for DOD begins with an analysis of the retirement eligible population to determine the likelihood of retirements within an MCO or



functional community. Retirement phasing depicts how long employees remain beyond their initial optional voluntary retirement eligibility date. Approximately 12% of DOD employees are retirement eligible in any given year. Approximately 25% of those eligible to retire actually retire each year.

**Figure 6. DOD Actual Retirement and Retirement Eligibility FY 2008-2012**



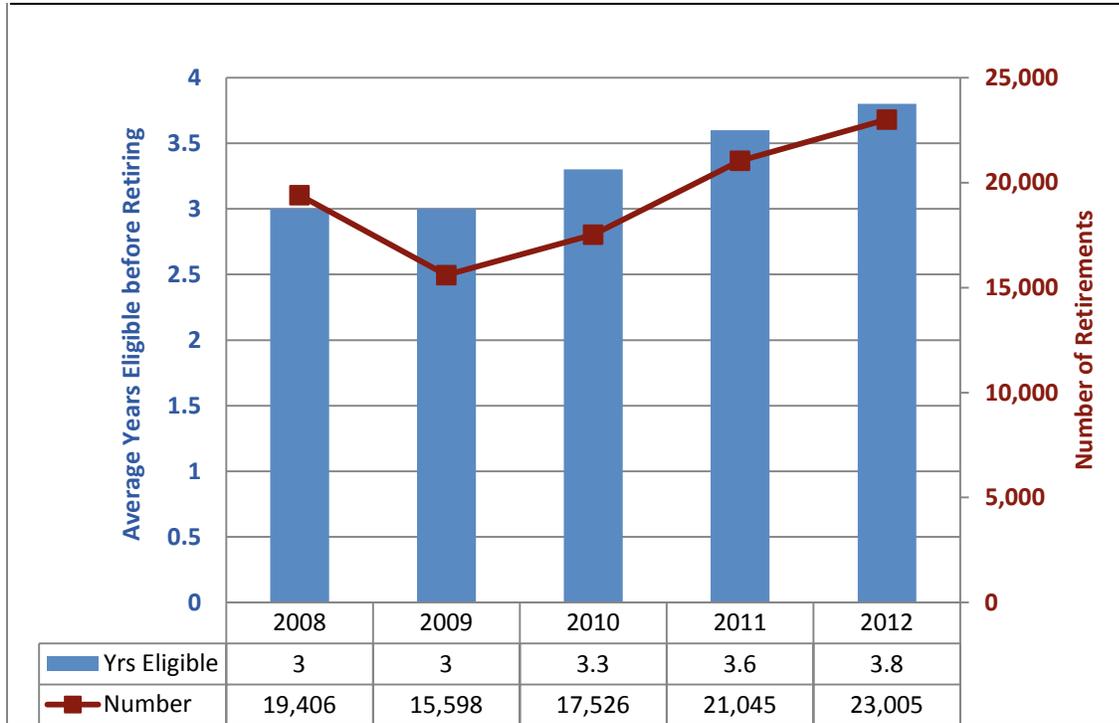
Source: DCPDS Date: January 2013

**Key Related Data Points:**

- The retirement eligible population remained somewhat flat across FY 2009-2011, with an uptick beginning in FY 2012
- In FY 2010 the Department experienced an increase in the number of retirements due to Base Realignment and Closure (BRAC) as opposed to other voluntary retirement options



Figure 7. DOD Retirement Phasing FY 2008-2012



Source: DCPDS Date: January 2013

**Key Related Data Points:**

- DOD employees remain an average of three years beyond their retirement eligibility
- More retirement eligible employees remain beyond three years beginning in FY 2010

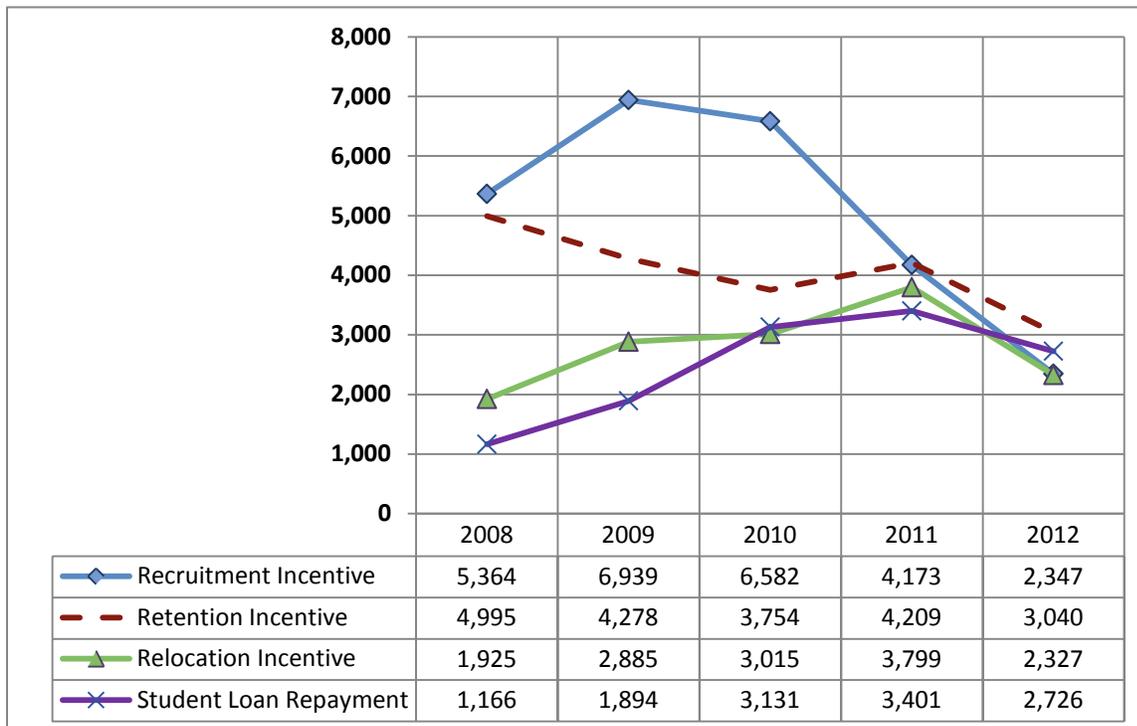
Given the demographic profile, budgetary constraints, and the projected increase in workload, DOD closely monitors the current retirement eligible workforce to ensure that the necessary skills and abilities are adequately transferred to continue to meet the mission.

**DOD Recruitment, Retention and Relocation Incentives and Student Loan Repayment**

Recruitment, retention and relocation incentives (the 3Rs) are compensation flexibilities available to help Federal agencies recruit and retain a world-class workforce. The Federal Student Loan Repayment Program permits agencies to repay Federally insured student loans as a recruitment or retention incentive for candidates or current employees of the agency to attract or retain highly qualified employees.



Figure 8. DOD Recruitment, Retention, Relocation Incentives and Student Loan Repayment FY 2008-2012



Source: DCPDS Date: January 2013

**Key Related Data Points:**

- DOD embraced the student loan repayment program in FY 2010 by increasing its financial investment in the program
- DOD increased its use of relocation incentives due to the continuing BRAC initiative which ended in FY 2012
- DOD decreased its use of recruitment incentives dramatically due to a soft hiring freeze

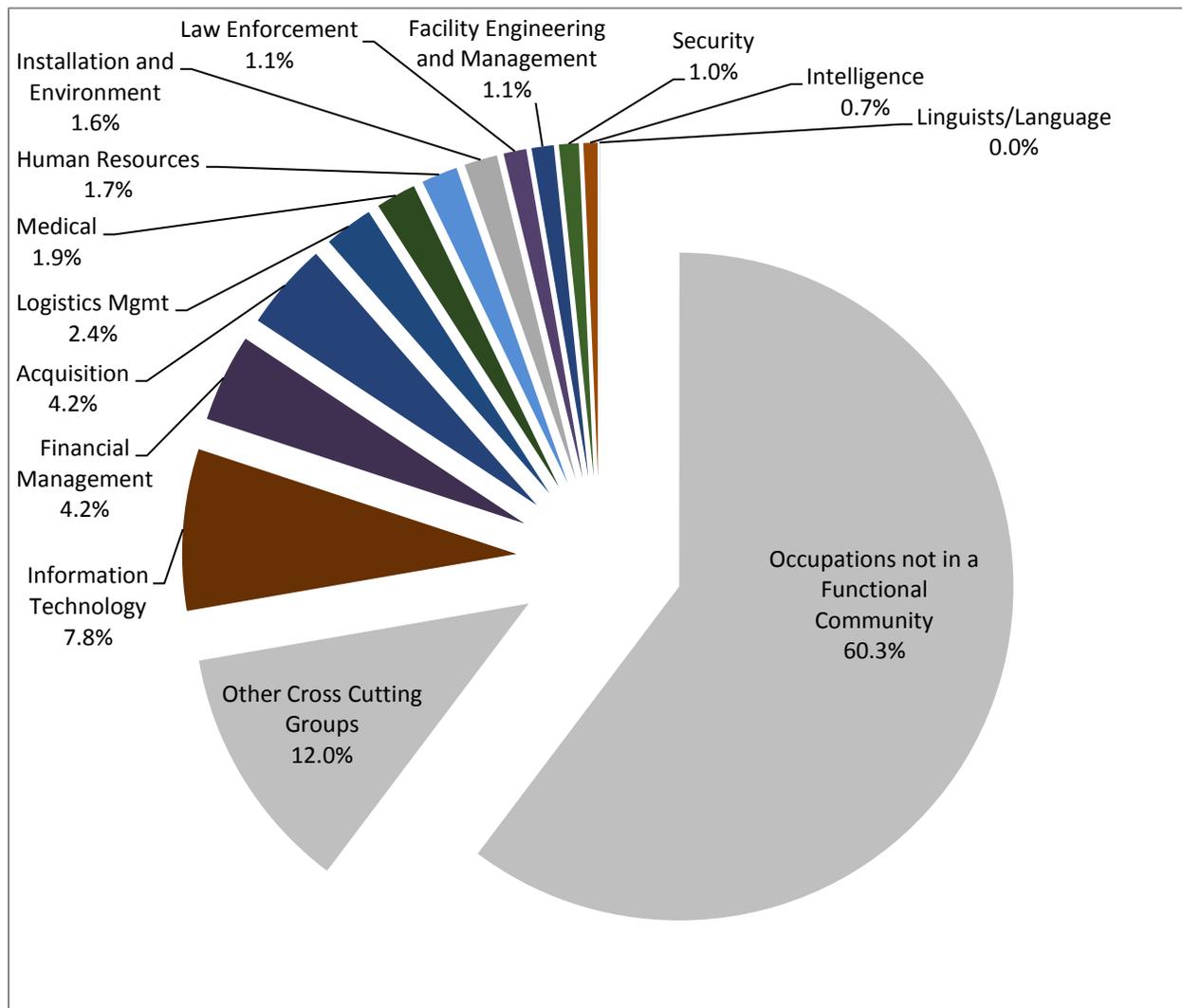
These incentives and programs are especially useful for DOD in recruiting new employees, relocating current employees, or retaining employees with unusually high or unique qualifications or who fulfill a special need. For example, these incentives and programs are useful when an employee is likely to leave his or her current position for a different position in the Federal service. Staffing personnel should ensure efficient, effective, budget-conscious use of the incentives to support mission requirements, to meet future staffing requirements, or to assist in geographic and organizational moves to help organizations cross-level skills and talent.



## Functional Community Development

DOD functional communities are aligned using related occupational series. In FY 2010, DOD had 24 MCOs and 12 functional communities covering nearly 40% of the DOD workforce. A significant number of occupational series were not included as a part of the sustainment and maintenance of the DOD population. The FY 2010 community composition is illustrated below:

Figure 9. DOD Functional Communities in FY 2010



Source: DCPDS Date: January 2013



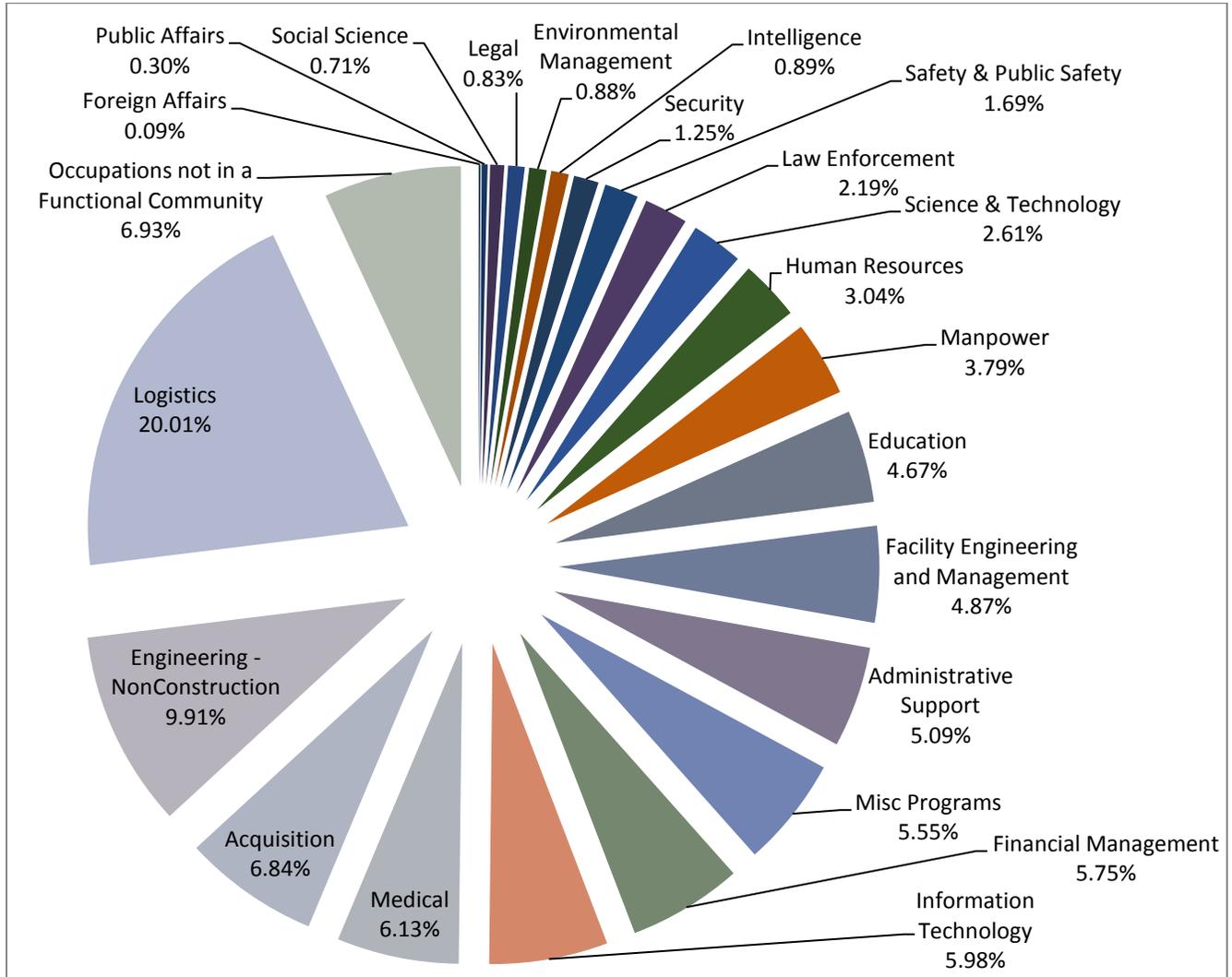
***Key Related Data Points:***

- 40% DOD population included in 12 Functional Communities in Fiscal Year 2010
- Twelve percent of the cross-cutting population included Senior Executive Service (SES), Civilian Expeditionary Workforce (CEW), National Security Professionals, and Science and Technology Reinvention Labs (STRL)
- Skills/staffing gaps were assessed and strategies to address gaps are developed for many MCOs

The functional communities grew since the FY 2010 reporting process to accommodate more occupational series and the DOD population. OFCMs and CIs were involved in several facilitated workforce planning sessions in FY 2011 to develop a new functional community management structure that aligned approximately 93% of the DOD population (over 270 occupational series) within 22 functional communities:



Figure 10. DOD Functional Communities in FY 2012



Source: DCPDS Date: January 2013

**Key Related Functional Community Data Points:**

- Thirty-two MCOs are identified by FCMS through the application of Government-wide and agency-specific MCO criteria
- One cross-cutting functional community remains from FY 2010: Senior Executive Service
- Skills/Staffing gaps assessed and strategies to address gaps are developed for all 32 MCOs

The expansion of functional communities includes the addition of more occupational series and DOD population which allows OFCMs, CFCMs and CIs to engage in deeper analysis and



discussion of the needs of the majority of the DOD workforce. Some adjustments that occurred during this phase include:

1. The movement of Computer Science Series, 1550 from the Information Technology Management Functional Community to the Science and Technology Functional Community;
2. The movement of Computer Engineering Series, 0854 and Electronics Engineering Series, 0855 from the Information Technology Management Functional Community to the Engineering (Non-Construction [NC]) Functional Community;
3. The absorption of the occupational series in the Airfield Operations Functional Community into the Logistics Functional Community; and
4. The elimination of the Language Functional Community due to its small population.

Future adjustments may be needed for functional community shaping and growth as OFCMs and Components continue to work on the sustainment, maintenance and general oversight of the majority of the DOD population.

## **Identify and Assess Workforce Mix**

The DOD mission requires a well maintained, properly sized and highly capable civilian workforce that aligns to mission and workload requirements to ensure its success. The civilian workforce complements and delivers support to ensure the military workforce maintains training and readiness levels to support the well-being of the All-Volunteer Force and their families. This is necessary to guard against an erosion of our corporate technical base, skills and knowledge, or against an overreliance on contract services. The DOD continues to develop a systematic and iterative approach to meeting the requirements of section 115b of title 10, United States Code (U.S.C.) by incorporating a Total Force Mix (TFM) capabilities assessment approach in alignment with the DOD Rolling Wave Maturity Model. This approach seeks to leverage existing statutorily required data sets and tools, such as the Inventory of Contracts for Services and the data compiled in support of the Federal Activities Inventory Reform Act.

In FY 2012, as part of an iterative approach to meet section 115b of title 10, U.S.C. requirements, the Department initiated a pilot study of the process to assess capabilities being delivered by the Federal government career civilian workforce, military personnel and contract support. The three workforce components (civilian, military and contractors) have different staffing and competency data elements, data management systems and separate data access authentication controls. In addition, each workforce data system belongs to different offices; e.g. the civilian workforce data system is housed in The Defense Civilian Personnel Advisory Services (DCPAS) and the military workforce data system is housed in the Defense Manpower Data Center (DMDC). Currently these two detached data systems do not interface with each other. The TFM task first requires joining the three currently disconnected data systems to be able to evaluate TFM options. The initial pilot study was limited to the three high risk MCOs: Nurse Series, 0610, Fire Protection and Prevention Series, 0081, and Contracting Series, 1102.



These high risk MCOs are identified through a Government-wide process – the Human Capital Management High Risk Initiative (SHCM HRI) outlined later in this section.

The pilot study identifies initial desired workforce capabilities, and tests assessment methods. The initial desired workforce capabilities assessment approach is conducted against the direction of the SHCM. The Department’s goal is to assess a broad range of MCO capabilities by FY 2016. In testing the process, the Department is to be able to make progress toward developing a viable assessment approach to reach that goal.

The sourcing of functions and work among civilian personnel, military (active and reserve), and contracted services should maintain consistency with workload requirements, funding availability, readiness and management needs, as well as applicable laws. The FY 2012 assessment approach is based on desired capabilities, and in no way serves to remove the ultimate authority over determination of adequacy and appropriateness of the workforce mix in accordance with applicable section 115b title 10, U.S.C statutes and Federal policies.

The intent of this assessment approach process is not to provide a permanent determination of a long-lasting nature of the workforce make up but to provide a snapshot to identify a point in time review of the resources available and whether their mix supports the mission of DOD. DOD will continue to enhance its TFM assessment approach through more leadership engagement as it plans to further test this methodology to include additional MCOs in FY 2014.

### **For MCOS: Conduct Staffing Gap Analysis**

#### ***Forecasting***

For the DOD FY 2010 Strategic Workforce Plan, DOD used OPM’s Civilian Forecasting System (CIVFORS) to develop MCO forecasts with targets provided by the OFCMs. For more information regarding the progress of the 24 FY 2010 MCOs, please refer to *Section IV Monitor Progress*. Because OPM no longer maintains that system, DOD sought the assistance of RAND to develop an Excel-based forecasting tool, similar to the tool provided to DOD’s Acquisition Functional Community. RAND relies on data from the Defense Manpower Data Center (DMDC), a DOD data warehouse provider that is fed via Component reporting and updated on a quarterly basis. RAND provided DOD with a data-intensive tool requiring Statistical Analysis System (SAS) programming to obtain values needed to run the model. To forecast future loss, historical loss rates are computed using retirement eligibility data from two overarching retirement programs: the Civil Service Retirement System (CSRS) and the Federal Employees Retirement System (FERS), respectively.

The forecasted loss rates ultimately determine the direction of workforce planning required in meeting the targets of necessary workforce size to achieve DOD missions. RAND provided an excellent prototype for DOD to develop a more user-friendly, Excel-based forecasting tool using



DCPDS data to estimate future loss rates. DOD’s goal of building such tools is to employ evidence based, data driven and repeatable methodologies to encourage managers to conduct scientific workforce planning. This tool and data is provided to the OFCMs to assist with skills/staffing gap analysis and strategy development and the tool outcomes are incorporated in this report. For specific MCO target and forecast information refer to the Appendix.

**MCO Determination and High Risk Ranking**

In September 2011, the Chief Human Capital Officers (CHCO) Council established an Executive Steering Committee (ESC) and an Integrated Product Team (IPT) to develop a comprehensive plan to reduce high risk skills gaps in targeted Government-wide and agency-specific MCOs. This Strategic Human Capital Management High Risk Initiative (SHCM HRI) involved bi-weekly meetings of the IPT, which is composed of mostly human resource representatives designated by each CHCO agency to represent their agency during the eighteen month-long group decision-making process. The purpose of the initiative is to reduce skill gaps in identified MCOs and gaps in identified Mission Critical Competencies (MCCs), at both government-wide and agency-specific levels. The initiative began in September 2011 and the first iteration of the initiative ended in June 2013. The SHCM HRI process outcomes included:

1. Developing strategies to increase proficiency levels in targeted skills areas;
2. Institutionalizing repeatable processes at the government and agency level to identify and address government-wide and agency-specific MCOs and MCCs; and
3. Removing strategic human capital management from the Government Accountability Office (GAO) high risk list.

The IPT and Federal agencies followed an industry-established best practices process for MCO determination and prioritization. The process is illustrated below:

**Table 5. Government-wide MCO Determination and Prioritization Process**

| Process                              | Action   | Outcome   |
|--------------------------------------|--|---|
| <b>Establish a Working Group</b>     | <ul style="list-style-type: none"> <li>• Form a mix of HR specialists and subject matter experts in the agency</li> <li>• Identify and engage a Human Capital Officer (HCO)</li> </ul> | <ul style="list-style-type: none"> <li>• Working Group meeting dates and times</li> </ul>                     |
| <b>Conduct an Environmental Scan</b> | <ul style="list-style-type: none"> <li>• Conduct a literature review of reports, research, best practices, policies and guidance</li> </ul>  | <ul style="list-style-type: none"> <li>• List of Potential MCOs</li> </ul>                                    |
| <b>Apply Talent Segmentation</b>     | <ul style="list-style-type: none"> <li>• Apply the definitions for strategic and core by using Guided Inquiry Questions</li> </ul>   | <ul style="list-style-type: none"> <li>• Segmented MCOs by strategic, core and supporting segments</li> </ul> |



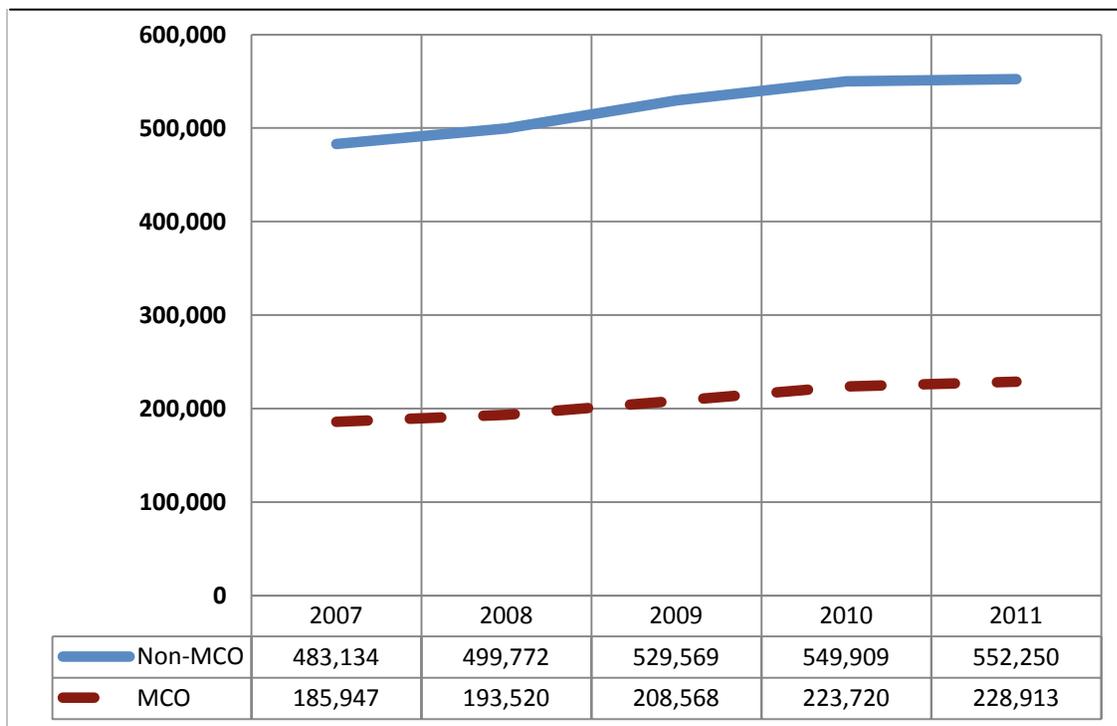
|   |  |  |
|---|--|--|
| <b>Identify and apply Staffing Gap Indicators</b> | <ul style="list-style-type: none"> <li>Determine staffing gap indicators for recruitment, retention and environment</li> </ul> | <ul style="list-style-type: none"> <li>Identification of Staffing Gap Indicators to determine <i>high-risk</i> MCOs</li> </ul> |
| <b>Determine Data Sources</b>                     | <ul style="list-style-type: none"> <li>Obtain data and apply staffing gap indicators</li> </ul>                                | <ul style="list-style-type: none"> <li>Identification of high risk MCOs</li> </ul>   |
| <b>Determine MCOs</b>                             | <ul style="list-style-type: none"> <li>Report complete list of high risk MCOs to OPM</li> </ul>                                | <ul style="list-style-type: none"> <li>Final list of high risk MCOs and MCOs</li> </ul>  |

From this process, the IPT identified five government-wide MCOs: Economist Series, 0110; Human Resources Management Series, 0201; Auditing Series, 0511; Contracting Series, 1102; and Information Technology Management Series, 2210 (also determined as Government-wide high risk).

The DOD Rolling Wave Maturity Model for workforce planning aligns with the Federal-wide SHCM HRI through the Model’s emphasis on conducting an environmental scan, analyzing data, determining MCOs and developing strategies to close gaps. In addition, as a part of the MCO high-risk determination process, the Program Office used an evidence based and data driven scientific approach to develop a staffing gap ratio model for ranking the staffing gaps of DOD MCOs. The staffing gap ratio model applied seven years (FY 2005-2011) of DOD historical data related to different types of workforce data indicators such as retirement, voluntary separation and appointments. The linear regression modeling method was applied to staffing gaps to determine the high risk rank among DOD MCOs and the outcome was validated by subject matter experts; these activities become a systematic and repeatable methodology to determine the high risk MCOs in terms of staffing gaps. MCOs represent a strategic program or goal with government-wide impact (across multiple CHCO agencies) that is at risk of failure related to human capital deficiencies. High risk MCOs are those MCOs that are at the most risk for failure. DOD identified three agency high risk MCOs: Fire Protection and Prevention Series, 0081, Nurse Series, 0610, and Contracting Series, 1102. For functional community MCO information, please refer to the *Appendix*.



Figure 11. DOD End Strength MCOs and Non-MCOs FY 2007-2011



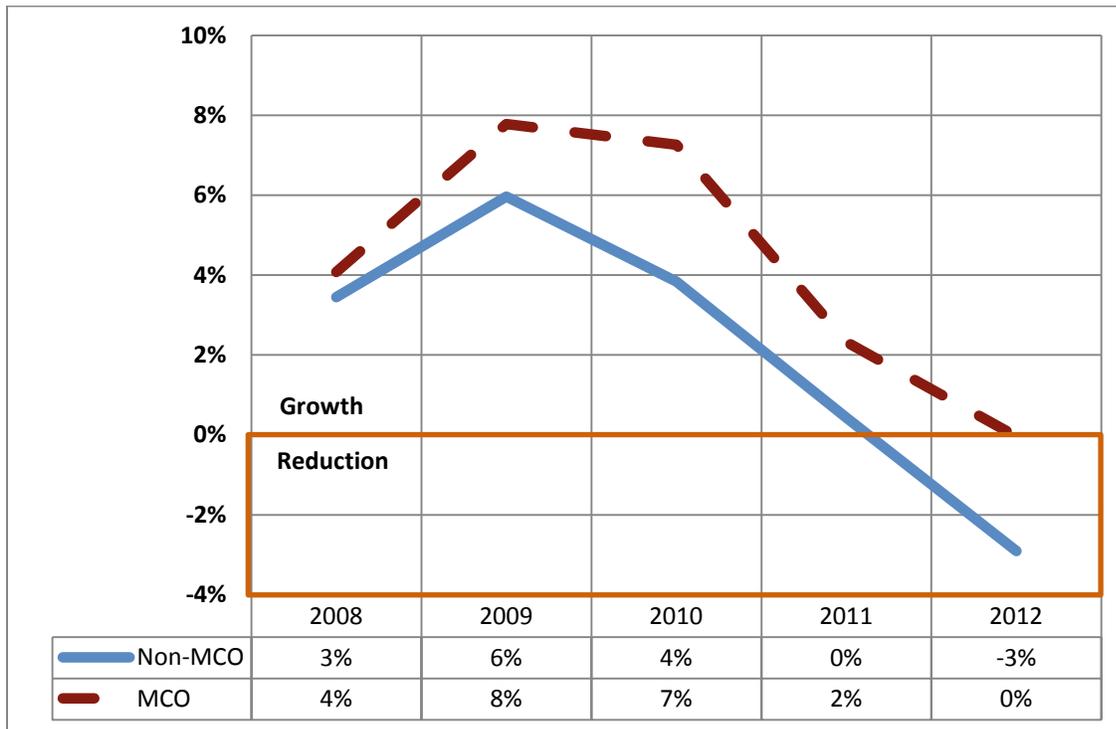
Source: DCPDS Date: January 2013

**Key Related Data Points:**

- Data reflects the difference in MCO civilian end strength numbers as compared to non-MCOs
- Functional communities identify staffing gaps, conduct gap analysis and develop strategies for FY 2012 to continue to close staffing gaps despite experiencing hiring freezes and budget restrictions



Figure 12. DOD Growth Rates by MCOs and Non-MCOs FY 2008- 2012



Source: DCPDS Date: January 2013

**Key Related Component Specific Data Points:**

- Growth rate patterns for MCOs and non-MCOs reflect growth in FY 2008-2009 followed by reduced growth for FY 2009-2012.
- MCOs had a higher growth rate than non-MCOs due to the focus on closing staffing gaps
- Non-MCOs experienced a steep reduction beginning in 2010 with more reductions in non-MCOs than MCOs in 2012

While DOD experienced growth in FY 2009- 2011, staffing managers responded to the need for a reduction in end strength by FY 2012 through BRAC and by reducing manpower requirements. Despite the reductions, DOD continues to maintain an emphasis on closing staffing gaps within MCOs to ensure adequate staffing to meet mission requirements.



## Additional Analysis

### OPM Federal Employee Viewpoint Survey

The OPM Federal Employee Viewpoint Survey (FEVS) was administered in FY 2012 to measure federal employees' perceptions of whether, and to what extent, conditions characterizing successful organizations are present in their agencies. OPM has conducted the survey biennially since FY 2002 and annually since FY 2010. The FY 2012 FEVS was administered to permanent full-time employees of 82 Federal agencies with an overall agency response rate of 46%.<sup>1</sup> OPM includes 84 survey statements that are grouped into eight topic areas: personal work experience, work unit, agency, supervisor, leadership, satisfaction, work/life, and demographics. The FEVS also provides an analysis of DOD's survey results against benchmarks from other Federal agencies. In reviewing the FY 2012 FEVS, the Program Office focused its analysis on survey statements that are closely related to strategic human capital planning. For consistency purposes and to facilitate comparative and trend analysis, the Program Office selected several key survey statements which are included in the FY 2010 FEVS and DOD FY 2010-2018 Strategic Workforce Plan. These statements maintain relevancy to DOD's current austere budgetary and efficiencies environment. In assisting Agencies with data interpretation, OPM noted the following guidelines:

- Items that scored >65% positive = Strengths
- Items that scored >35% negative = Opportunities for improvement

The following three FEVS statements were selected for further analysis:

| FEVS Statement Number | Statement  |
|-----------------------|--|
| 9                     | <i>I have sufficient resources (e.g. people, materials, budget) to get my job done.</i>                      |
| 21                    | <i>My work unit is able to recruit people with the right skills.</i>   |
| 29                    | <i>The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.</i> |

With respect to statement 29, 73.1% of DOD managers and employees responded positively that the workforce has the talent necessary to accomplish organizational goals. Although this evaluation decreased slightly from the FY 2010 74% positive response rate, it remains above the Government average of 71.6%. It is notable that the United States Air Force averaged 74.3% for this statement. The DOD 73.1% positive response rate is also well within OPM's

<sup>1</sup> 2012 Federal Employee Viewpoint Results *Employees Influencing Change Governmentwide Report*, Washington, DC: United States Office of Personnel Management, January 2013.



range to be considered an organizational strength (e.g. 65%+ scores). It appears that at a higher aggregate level, the perceptions of managers and supervisors are that the Department is fairly well positioned to meet organizational requirements despite budget and efficiency challenges.

When assessing results for individual work units (e.g. statement 21), the picture changes somewhat for all of government, including DOD. In FY 2012, 43.8% of DOD managers and employees responded positively that their respective work unit is able to recruit people with the right skills. Although this figure declined from 46.5% in FY 2010, it is slightly above the 43.4% government average. The Department of Navy's positive response scores are slightly higher at 44.8%. Opportunities for improvement continue to exist for DOD in this area.

Similar results were found when evaluating whether managers and employees had sufficient resources, including people, materials, and budget to operate successfully (Statement 9). In FY 2012, with a 49.4% positive response rate, DOD scored higher than the 48% Government benchmark. In comparing these results to FY 2010 scores, however, the Department's positive response rate declined from 51.3% to 49.4%. Several of the Components had impressive results, with the US Army, Department of Navy, and the Fourth Estate reporting positive response rates of 50.3%, 49%, and 51.5%, respectively. The fact that the data is trending downward suggests that a segment of the workforce perceives their organization is unable to recruit the talent needed or is unable to obtain the necessary materials and/or fiscal resources. Given the uncertainty surrounding the impact and longevity of budget reductions, efficiencies, continuing resolutions, hiring freezes, civilian pay freezes, furloughs, and the impending sequestration, it is reasonable to expect that these environmental conditions may impact the quality of the Department's current and future workforce.

### **Identify Recruitment and Retention Goals/Identify Strategies to Close Gaps (for FY 2010)**

Despite recent challenges in the DOD workforce due to the continued three-year Federal wide pay freeze, Component hiring freezes, and three rounds of voluntary incentive retirement programs encouraging the early retirement of civilian employees, the Department continues to experience steady progress toward closing skills/staffing gaps for MCOs as identified in the DOD FY 2010-2018 Strategic Workforce Plan. In FY 2010 DOD had a variety of strategies within nine functional communities to support closing identified MCO skills/staffing gaps. As of 30 September 2012, the Department had fully implemented eight strategies with successful outcomes, closed 17 strategies, and continues to gain headway with 325 strategies that are carried over into this reporting cycle and outlined in the *Implement Strategy* and *Appendix* sections of this report.



Table 6. Overall Strategy Assessment Strategic Workforce Plan for FY 2010

| Legacy Functional Community                                       | Number of Strategies | Overall Assessment: Meeting/Not Meeting Strategy Outcome (Yes or No) | Number of Strategies Completed/closed FY 2010 | Number of Strategies not pursued: Communities are no longer engaged in pursuing the strategy | Number of Strategies carried into the FY 2012 reporting cycle |
|---|----------------------|--|---|--|---|
| Engineering (Civil)   | 2                    | Yes  | 0   | 2  | 0   |
| Safety and Public Safety (formerly Installations and Environment) | 2                    | Yes  | 0   | 0  | 2   |
| Logistics   | 7                    | Yes  | 0   | 0  | 7   |
| Human Resources   | 6                    | Yes  | 3   | 3  | 0   |
| Law Enforcement   | 2                    | Yes  | 2   | N/A  | 0   |
| Medical   | 15                   | Yes  | 3   | 5  | 7   |
| Information Technology  | 30                   | Yes  | 9   | 12   | 9   |
| Financial Management  | 3                    | Yes  | 0   | 3  | 0   |
| <b>Total</b>  | <b>72</b>            | <b>8</b>   | <b>16</b>                                     | <b>26</b>  | <b>25</b>   |

The Medical and Law Enforcement Functional Communities each closed two strategies by the development of policy in the form of Department of Defense Instructions (DODI). These instructions are distributed to the Components (US Army, US Air Force, DON, and Fourth Estate) for the development of agency-specific policy and implementation at the operational and tactical levels. The Medical Functional Community is a forerunner in strategy monitoring, as they have carefully reviewed their identified strategies and purposely closed or not pursued six of its strategies.

The Human Resources (HR) Functional Community continues to make progress in its retention strategies by successfully launching the Defense Civilian Emerging Leader Program (DCELP). This program is designed to develop the next generation of innovative leaders who possess the technical competence and leadership development to meet the future needs of the



Department. Additionally, the community completed its first Department-wide specialization-based HR credentialing program using the HR Operational Programs and Advisory Service’s Benefits and Work Life Division’s Unemployment and Injury Compensation Program Administrator (ICPA). Credentialing provides objective measuring of the skills and ICPA will acquire throughout their career.

The Information Technology (IT) Management Functional Community listed 30 strategies in the FY 2010 report, which represented available strategies for Components to use to recruit and retain individuals with the right skills sets. This community decided to take a more focused approach by combining 9 strategies carried over from the FY 2010 plan into 3 high level strategies: Maximize the use of IT/Cybersecurity specific hiring flexibilities, leverage internship/developmental programs and implement Cyberspace/Cybersecurity workforce organizational guidance. The community will measure trend data to determine the effectiveness of the strategies.

The Department identified eight themes for strategies to close the skills/staffing gaps. Steady progress occurs across all Military Departments and the Fourth Estate. Table 7, below, integrates the FY 2010 workforce gap and recruitment/retention strategies to close gaps with the results of the last two fiscal years (2010 –2012). Functional communities provide the Component results through their CFCMs and CIs.

**Table 7. FY 2010 Workforce Gaps and Recruitment and Retention Strategies**

| Workforce Gap   | Recommended Recruitment and Retention Strategies to Close Gaps  | Applied Recruitment and Retention Strategies that Closed Gaps   |
|---|---|---|
| <p><b>Senior Executive Service (SES):</b><br/>Competency gaps due to attrition/turnover</p> | <ul style="list-style-type: none"> <li>• Used competency assessments to guide recruitment and hiring strategies, build career roadmaps, focus funding on executive development programs, and assist in the development of executive development plans</li> <li>• Used Succession Planning Slates to identify position and functional weaknesses throughout the Department</li> <li>• Expanded the Executive Development Matrix</li> </ul> | <ul style="list-style-type: none"> <li>✓ Through the Defense Talent Management System (DTMS), all Component SES conducted self-assessments on all 18 critical SES competencies. Initial results indicate potential gaps in team building, influencing and negotiating, and technology management</li> <li>✓ Used Succession Planning Slates to identify position and functional weaknesses to improve bench strength in weak areas</li> <li>✓ Results of the assessment were used to inform training and development opportunities to close gaps</li> </ul> |
| <p><b>Senior-level (GS-14–GS15):</b> Increased</p>  | <ul style="list-style-type: none"> <li>• Used competency assessments to guide recruitment and hiring, build career</li> </ul>   | <ul style="list-style-type: none"> <li>✓ Medical Functional Community CHCO actively engaged with Joint</li> </ul>   |



| Workforce Gap  | Recommended Recruitment and Retention Strategies to Close Gaps  | Applied Recruitment and Retention Strategies that Closed Gaps   |
|--|---|---|
| <p>losses creating skills/competency gaps, due to retirements of senior-level officials and SMEs</p>                                 | <p>roadmaps, and create individual development plans</p> <ul style="list-style-type: none"> <li>• Used tuition reimbursement programs (retention)</li> <li>• Used professional certification reimbursement</li> <li>• Developed succession planning programs, including professional development and rotational assignments (i.e., Financial Management)</li> </ul>   | <p>Medical Executive Skills Oversight Committee to provide needed concepts by leaders for the future DODI 6000.15 Joint Medical Executive Skills Development Program Instruction in coordination with Components</p>  |
| <p><b>Mid-level:</b><br/>Competency gaps due to insufficient candidates in the pipeline to replace retirement-eligible employees</p> | <ul style="list-style-type: none"> <li>• Used competency assessments to guide recruitment and hiring, build career roadmaps, and create individual development plans</li> <li>• Expedited Hiring Authority (EHA) for mid-level positions (Acquisition)</li> <li>• Supported SMART and NSEP scholarship programs</li> <li>• Used Undergraduate/graduate tuition assistance programs</li> <li>• Used Professional certification reimbursement</li> </ul>  | <p>Medical Community successfully/regularly used tuition reimbursement programs: recruited more than 648 employees since 2011</p>   |
| <p><b>Entry-level:</b> Projected competency gaps due to the elimination of FCIP</p>  | <ul style="list-style-type: none"> <li>• Used competency assessments to guide recruitment and hiring, build career roadmaps, and create individual development plans</li> <li>• Applied EHA for entry-level positions (Acquisition)</li> <li>• Supported the implementation of OPM Pathways program to replace FCIP for all functional communities</li> <li>• Developed web/social media sites to attract multigenerational candidates for Financial Management Functional Community</li> <li>• Supported SMART and NSEP scholarship programs</li> <li>• Used new Defense Civilian Emerging Leader Program (DCELP) for Financial Management Functional Community</li> </ul> | <p>Defense Civilian Emerging Leader Program (DCELP) implemented in FY 2011 with 102 graduates at year-end and 139 expected in FY 2013; expanded program into the Human Resources Management series</p> <p>IT Functional Community hosted an annual Job Shadow Day event – sponsored 122 students in 2010; 167 students in 2011 and 273 students in 2012; all potential SMART scholarship candidates</p> |
| <p><b>Physicians and Dentists:</b> Existing DOD pay schedules do not keep up with</p>  | <ul style="list-style-type: none"> <li>• The DOD Physicians and Dentist Pay Plan (PDPP) was approved for implementation in Q4 FY 2010. Conversion to the new pay plan began in April 2011 and is</li> </ul>   | <p>Physician and Dentist Pay Plan (PDPP) developed and implemented; prompted closing of hiring gaps for the Medical FC;</p>   |



| Workforce Gap   | Recommended Recruitment and Retention Strategies to Close Gaps   | Applied Recruitment and Retention Strategies that Closed Gaps  |
|---|--|--|
| <p>market rates to compete with the Department of Veterans Affairs (VA) and the private sector for top talent</p>                   | <p>scheduled to be completed by December 2011. PDPP will bridge gap between the GS pay system and the repeal of NSPS pay flexibilities (Medical)</p>   | <p>formed oversight committee to provide overarching guidance for continued success of PDPP</p>  |
| <p><b>Cyber-Security:</b><br/>Projected competency gaps for emerging fields</p>   | <ul style="list-style-type: none"> <li>• Used Schedule A Hiring Authority, Cyber-Security Workforce for IT Management Functional Community</li> <li>• Supported DOD Information Assurance Scholarship Program (IASP)</li> <li>• Supported Information Assurance (IA) Cyber-Security Certification Program for IT Functional Community</li> <li>• Developed plan to train civilians to the same proficiency level as military personnel</li> <li>• Expanded capabilities at National Defense University's (NDU's) Information Resources Management College</li> <li>• Leveraged section 115b of title 10, U.S.C. Section 934 Cyber recruitment, retention, and career progression report for IT Functional Community</li> </ul> | <ul style="list-style-type: none"> <li>✓ Schedule A Hiring Authority provided effective recruitment of persons with very specialized cyber skills that otherwise would have been more challenging to recruit with traditional hiring authorities; OPM approved extension of hiring authority until 31 December 2013</li> <li>✓ IASP program continued to recruit and graduate students at an accelerated rate; 63 current students and turning out 25 to 40 graduates annually</li> <li>✓ Implemented Cyber Leadership Certificate program and Master's degree at the iCollege in Fall 2011</li> <li>✓ Developed first DOD Cyberspace Workforce Management Instruction: Coordination completion expected end of FY 2013</li> </ul> |
| <p><b>Net Generation (Net-Gen):</b> Low attraction and retention of Net Generation employees to fill retirement competency gaps</p> | <ul style="list-style-type: none"> <li>• Created dynamic, flexible, and professional work environments</li> <li>• Enhanced workplace technology (e.g., social networking)</li> <li>• Retained Net-Gen long enough to build the future workforce</li> </ul>   | <ul style="list-style-type: none"> <li>✓ DOD-wide reported 53% of the workforce is telework eligible; in FY 2012 20% actually teleworked. The FY 2012 DOD Employee Viewpoint Survey reported a 3.2% increase in employee satisfaction with telework program; 30% of employees' intend to stay; and work life balance is a key issue for employees</li> <li>✓ Alternative Work Schedules produced satisfaction with at least 89% of the workforce</li> <li>✓ In FY 2012, DOD published a new teleworking policy for DOD civilians and a Mobile Device Strategy 2.0 to move the Department forward to capitalize on the capabilities of mobile</li> </ul>  |



| Workforce Gap  | Recommended Recruitment and Retention Strategies to Close Gaps  | Applied Recruitment and Retention Strategies that Closed Gaps   |
|--|---|---|
|  |   | technology<br>✓ Established a Social Media Hub at <a href="http://www.defense.gov/socialmedia">www.defense.gov/socialmedia</a> . designed to help the DOD community use social media and other Internet-based capabilities to stay connected<br>✓ Employees engaged online with DOD’s Self Service HR Tools - <i>My BIZ</i> and <i>My Workplace</i> . Employees and supervisors can update their data live resulting in increased communication and decision making between employee and the supervisor |
| <b>Hiring Reform:</b><br>Impact of lengthy hiring timeframe on candidate quality and acceptance rate | DOD Hiring Reform Initiatives, including: <ul style="list-style-type: none"> <li>• Developed the <i>DOD Hiring Manager’s Toolkit</i> (including Hiring Options Guide, Hiring Incentives Guide, Hiring Options and Incentives Matrix, Hiring Manager’s Checklist, and Tips for Hiring Managers)</li> <li>• Developed <i>The Hiring Manager’s Guide to Workforce Planning</i></li> <li>• Developed Onboarding guides and checklists</li> <li>• Applied USA Staffing Competency-based selection assessments</li> </ul> | ✓ Medical Functional Community engaged with CHCO agencies and the MHS Communications Strategic Staff to develop a Social Media Information Guide and a job seekers Toolkit.<br>✓ In FY 2010 the HR Functional Community launched a DOD enterprise-wide Hiring Reform Website for HR Practitioners and hiring officials.   |

In addition to the strategy themes identified in FY 2010, the functional communities each identified additional strategies to close staffing gaps. OFCMs, CFCMS and CIs have rallied efforts in the development of their strategies to close gaps. The efforts of gap closure are outlined below:



Table 8: Additional FY 2010 Strategies to Close Gaps

| Workforce Gap  | Additional Recruitment or Retention Strategy  | Recruitment or Retention Outcomes  |
|--|---|--|
| <p><b>Senior Executive Hiring (GS 14-GS15):</b> Increased losses due to skills/competency gaps and retirements of senior level officials</p> | <ul style="list-style-type: none"> <li>DOD HR Workforce Competency Assessment to develop future civilian HR professionals</li> </ul>  | <ul style="list-style-type: none"> <li>Partnered with Defense Competency Assessment Tool (DCAT) team to assess the civilian workforce for current skills gaps, as well as forecast the skill set needed by the workforce in the next 3 to 5 years</li> </ul>   |
| <p><b>Training</b></p>   | <ul style="list-style-type: none"> <li>Leveraged OSD Supply &amp; Transportation Fellows Program</li> <li>Expanded utilization of existing Certificate Programs</li> <li>Leveraged existing programs to strengthen HR skills and advisory capabilities</li> </ul>   | <ul style="list-style-type: none"> <li>Developed/launched Human Resources Professional Career Framework (HRPCF)-based certification program: First installment with the HR Operational Programs Advisory Service’s Benefits and Work Life Division’s Unemployment and Compensation Program</li> <li>Collaborated with OPM HR University Web-based training resulting in a 79% increase in participation across the Components</li> </ul>                 |
| <p><b>Communication/Social Media/Tool kits</b></p>   | <ul style="list-style-type: none"> <li>Developed MHS Social Media Information Guide and MHS Job Seeker’s Toolkit</li> </ul>   | <ul style="list-style-type: none"> <li>Engaged with the CHCO and the MHS Communications Strategic Staff.</li> </ul>  |
| <p><b>Hiring Initiatives:</b> DHA/EHA</p>  | <ul style="list-style-type: none"> <li>Developed DHA for Psychologist Series, 0180 and Social Work Series, 0185 to improve Federal government access to talented and critically needed medical skill sets</li> <li>Developed New EHA Legislation Constraint Addressed: Recruiting</li> <li>Developed DHA for IT Management</li> </ul> | <ul style="list-style-type: none"> <li>Closed. DHA – OPM did not approve for Psychologist Series, 0180 and Social Work Series, 0185</li> <li>Closed. EHA -not pursued and currently using Veterans Preference initiatives</li> <li>Most effective initiative to close IT Functional Community hiring gaps; 600 to 800 new employees recruited and hired annually.</li> <li>DON reported most active recruitment strategy to close hiring gaps</li> </ul> |



|   |   |  |
|---|---|--|
|   | Series, 2210 with focus on Information Security   |  |
| <b>Hiring Incentive Programs:</b><br>Tuition Payback and Scholarships   | <ul style="list-style-type: none"> <li>Developed DOD IA Scholarship Program (IASP) and New IASP Hiring Authority</li> </ul>   | <ul style="list-style-type: none"> <li>✓ Sponsored over 517 recruitment and retention scholars to complete bachelors, Masters or PhD degrees in a Cyber/IA related field of study - DON requested program expansion to include military reservists</li> </ul>  |
| <b>Policy Development:</b><br>Development of policy to keep a well-trained and ready police force to meet current and emerging missions | <ul style="list-style-type: none"> <li>Drafted, coordinated, and published a new DODI policy (civilian and military) community to replace DODI 5210.90</li> <li>Developed DOD POST Commission compliance standards as part of new DODI development</li> </ul> | <ul style="list-style-type: none"> <li>✓ DODI Number 5525.15 "Law Enforcement (LE) Standards and Training in the DOD" is signed April 27, 2012.</li> <li>✓ Police Series, 0083 removed from the MCO list</li> </ul>  |
| <b>Improved Data Retrieval Methods:</b> Decision making using data is essential to using the correct data                               | <ul style="list-style-type: none"> <li>Standardized titling for position descriptions and classification for improved identification of the function and an occupational series</li> </ul>  | <ul style="list-style-type: none"> <li>✓ Standardized titles developed in DCPDS for five MCO's within the Medical Functional Community: Psychologist Series, 0180, Social Work Series, 0185, Psychiatrist Series, 0602, Nurse Series, 0610, and Pharmacist Series, 0660</li> <li>✓ Expanding to standardize all occupational series within Medical Functional Community</li> <li>✓ Expanded to the HR Functional Community to track Federal-wide MCO HR Management Series 0201 and the function of HR Management Series 0201 for Military Personnel support</li> </ul> |

OFCMs and CFCMs continue to move forward with closing staffing gaps by refreshing existing strategies and developing new strategies that better support staffing gap closure in the new fiscally conservative Federal environment.



## **Identify Funding to Implement Strategies**

Section 115b of title 10, U.S.C. requires specific strategies for developing, training, deploying, compensating, and motivating the civilian employee workforce of the Department, including the funding to implement such strategies. Functional communities continued to use a variety of recruitment, retention and relocation incentives as well as the student loan repayment program during FY 2010 through FY 2012 in support of strategy implementation to close staffing gaps. Table 9 reflects the total use of these incentives and student loan repayments along with associated dollars. The most common incentive applied is for recruitment, with relocation incentives being the least used.



Table 9: Cumulative Total Use of Incentives for the Three- Year Period FY 2010-2012

| FUNCTIONAL COMMUNITIES |           | NOA CODE<br>Recruitment<br>Incentive | Retention Incentive  | Relocation Incentive  | Student Loan<br>Repayment | Total                 |
|------------------------|-----------|--------------------------------------|----------------------|-----------------------|---------------------------|-----------------------|
| Acquisition            | # Actions | 444                                  | 470                  | 856                   | 2,042                     | 3,812                 |
|                        | Average\$ | \$ 9,974                             | \$ 11,282            | \$ 12,382             | \$ 8,685                  | \$ 9,985              |
| Admin Support          | # Actions | 756                                  | 115                  | 209                   | 23                        | 1,103                 |
|                        | Average\$ | \$ 3,162                             | \$ 6,694             | \$ 10,162             | \$ 4,580                  | \$ 4,886              |
| Airfield Ops           | # Actions | 52                                   | 96                   | 15                    |                           | 163                   |
|                        | Average\$ | \$ 18,921                            | \$ 11,300            | \$ 12,327             |                           | \$ 13,826             |
| Education              | # Actions | 346                                  | 116                  | 244                   | 68                        | 774                   |
|                        | Average\$ | \$ 6,004                             | \$ 12,076            | \$ 18,362             | \$ 9,342                  | \$ 11,103             |
| Engineering - NC       | # Actions | 3,291                                | 230                  | 1,036                 | 2,850                     | 7,407                 |
|                        | Average\$ | \$ 7,073                             | \$ 11,620            | \$ 15,939             | \$ 5,483                  | \$ 7,843              |
| Environmental Mgmt     | # Actions | 38                                   | 33                   | 119                   | 30                        | 220                   |
|                        | Average\$ | \$ 8,527                             | \$ 10,049            | \$ 13,301             | \$ 7,063                  | \$ 11,138             |
| FEM-Salary             | # Actions | 775                                  | 119                  | 1,475                 | 335                       | 2,704                 |
|                        | Average\$ | \$ 10,396                            | \$ 16,447            | \$ 14,231             | \$ 5,409                  | \$ 12,136             |
| FEM-Wage               | # Actions | 14                                   | 31                   | 95                    |                           | 140                   |
|                        | Average\$ | \$ 8,329                             | \$ 6,767             | \$ 11,114             |                           | \$ 9,873              |
| Fin Mgmt               | # Actions | 643                                  | 247                  | 749                   | 559                       | 2,198                 |
|                        | Average\$ | \$ 5,516                             | \$ 11,410            | \$ 15,090             | \$ 7,885                  | \$ 10,043             |
| Foreign Affairs        | # Actions | 14                                   | 2                    | 6                     | 23                        | 45                    |
|                        | Average\$ | \$ 13,429                            | \$ 10,583            | \$ 17,142             | \$ 7,711                  | \$ 10,875             |
| HR                     | # Actions | 97                                   | 144                  | 251                   | 84                        | 576                   |
|                        | Average\$ | \$ 5,739                             | \$ 11,329            | \$ 15,384             | \$ 7,845                  | \$ 11,647             |
| IT                     | # Actions | 430                                  | 823                  | 396                   | 189                       | 1,838                 |
|                        | Average\$ | \$ 7,907                             | \$ 13,018            | \$ 15,822             | \$ 8,291                  | \$ 11,940             |
| Intell                 | # Actions | 353                                  | 7                    | 82                    | 82                        | 524                   |
|                        | Average\$ | \$ 7,364                             | \$ 8,650             | \$ 12,784             | \$ 8,654                  | \$ 8,431              |
| Law Enf                | # Actions | 54                                   | 1,511                | 156                   | 37                        | 1,758                 |
|                        | Average\$ | \$ 5,184                             | \$ 3,128             | \$ 12,407             | \$ 9,656                  | \$ 4,152              |
| Legal                  | # Actions | 32                                   | 27                   | 90                    | 122                       | 271                   |
|                        | Average\$ | \$ 10,299                            | \$ 12,393            | \$ 14,674             | \$ 7,891                  | \$ 10,876             |
| Logistics-S            | # Actions | 316                                  | 172                  | 495                   | 445                       | 1,428                 |
|                        | Average\$ | \$ 6,136                             | \$ 9,051             | \$ 15,929             | \$ 8,513                  | \$ 10,622             |
| Logistics-W            | # Actions | 517                                  | 147                  | 173                   | 21                        | 858                   |
|                        | Average\$ | \$ 3,400                             | \$ 6,258             | \$ 11,751             | \$ 2,436                  | \$ 5,550              |
| Manpower               | # Actions | 298                                  | 98                   | 363                   | 260                       | 1,019                 |
|                        | Average\$ | \$ 8,962                             | \$ 10,206            | \$ 15,482             | \$ 8,176                  | \$ 11,204             |
| Medical                | # Actions | 3,131                                | 5,420                | 527                   | 975                       | 10,053                |
|                        | Average\$ | \$ 16,833                            | \$ 16,613            | \$ 11,813             | \$ 5,802                  | \$ 15,381             |
| Misc Programs          | # Actions | 476                                  | 330                  | 994                   | 187                       | 1,987                 |
|                        | Average\$ | \$ 9,343                             | \$ 13,297            | \$ 17,871             | \$ 7,706                  | \$ 14,112             |
| Other                  | # Actions | 307                                  | 525                  | 268                   | 166                       | 1,266                 |
|                        | Average\$ | \$ 7,461                             | \$ 6,095             | \$ 11,580             | \$ 5,552                  | \$ 7,516              |
| Public Affairs         | # Actions | 24                                   | 28                   | 82                    | 30                        | 164                   |
|                        | Average\$ | \$ 8,308                             | \$ 10,659            | \$ 15,997             | \$ 8,600                  | \$ 12,607             |
| Safety & Public Safety | # Actions | 24                                   | 137                  | 144                   | 29                        | 334                   |
|                        | Average\$ | \$ 8,547                             | \$ 5,616             | \$ 13,291             | \$ 8,184                  | \$ 9,359              |
| Sci & Tech             | # Actions | 576                                  | 74                   | 179                   | 590                       | 1,419                 |
|                        | Average\$ | \$ 7,952                             | \$ 16,048            | \$ 14,042             | \$ 5,815                  | \$ 8,254              |
| Security               | # Actions | 55                                   | 84                   | 68                    | 43                        | 250                   |
|                        | Average\$ | \$ 7,587                             | \$ 9,451             | \$ 12,343             | \$ 8,103                  | \$ 9,596              |
| Social Science         | # Actions | 39                                   | 17                   | 69                    | 68                        | 193                   |
|                        | Average\$ | \$ 8,844                             | \$ 10,413            | \$ 13,783             | \$ 8,707                  | \$ 10,700             |
| <b>Total # Actions</b> |           | <b>13,102</b>                        | <b>11,003</b>        | <b>9,141</b>          | <b>9,258</b>              | <b>42,504</b>         |
| <b>Total Average\$</b> |           | <b>\$ 9,473</b>                      | <b>\$ 12,576</b>     | <b>\$ 14,607</b>      | <b>\$ 6,893</b>           | <b>\$ 10,818</b>      |
| <b>Total \$ Amount</b> |           | <b>\$124,112,136</b>                 | <b>\$138,368,730</b> | <b>\$ 133,527,090</b> | <b>\$ 63,817,613</b>      | <b>\$ 459,825,568</b> |

Source: DCPDS Date: January 2013



## III. IMPLEMENT STRATEGY

### Summary

#### Key Planning Milestones:

- Deploy recruitment and retention strategies to close gaps
- Develop competency models

#### Deploy Recruitment and Retention Strategies to Close Gaps

The Department's plan of action for developing and reshaping the civilian workforce to address gaps in critical skills and competencies includes a combination of strategies deployed at the DOD-wide mission critical occupational series and Component levels.

The Department has many programs and projects to support workforce management and address various legislative requirements. Table 10 contains a summary of selected activities and programs that directly supported the Department's recruitment and retention challenges and addressed the requirements of section 115b title 10, United States Code (U.S.C.) For more detail on these strategies that support the development, training, compensation and motivation of the Department's civilian workforce please refer to the functional community assessments located in the *Appendix*.

In May 2012, the functional communities engaged in a three-day training process to improve their workforce planning skills. Strategy development was a key piece of this training as the Department recognized an opportunity to build and deploy more effective strategies to close staffing skills gaps. As a part of this program, the OSD Functional Community Managers (OFCMs) and Component Integrators (CIs) engaged in a hands-on strategy development process exercise. The steps learned in the exercise were then employed during the workforce planning cycle for the FY 2013- FY 2018 plan by the functional communities including OFCMs, OFCM



Action Officers (AOs) and Component Functional Community Managers (CFCMs). The process is outlined below:

### Strategy Development Process

- Review organizational mission and goals
- Conduct an environmental scan for internal and external demand and supply analysis
- Gather and review organizational data
- Conduct a root cause analysis of issues or gaps
- Conduct a SWOT analysis of the organization as input into strategy development
- Develop, validate and communicate strategies to meet organizational goals and resolve issues

Once the strategies were developed, functional communities reviewed these to ensure these met the four requirements necessary for an effective strategy:

1. Scope: Is the strategy in the community's *wheelhouse*? Does the community have some ownership of the strategy?
2. Impact: Will this strategy effect a positive change in the environment within one to two fiscal years?
3. Feasibility: Does the community have the direct resources to effect change? Or, can the community find the resources in the next fiscal year to effect change?
4. Measurements: Can the community provide metrics for the implementation and performance of the strategy? How will the community track progress?

Overall, the functional communities with MCOs approved a total of 31 strategies to address the Department's recruitment and retention gaps and/or issues. Of the 31 strategies deployed, several strategies were a continuing effort previously identified by some of the functional communities in the DOD FY 2010-2018 Strategic Workforce Plan (SWP) report.

The 31 strategies were categorized into eight groupings (Table 10), seven of which were identified in the DOD FY 2010-2018 SWP report and one of which was identified during this reporting cycle. The new category is labeled *Improved Data Retrieval Methods*. The strategies identified in this grouping permit the communities to better determine the type of data needed to meet requirements and improve the methods for retrieving pertinent data. For example, many of the functional communities want to effectively track their positions by using the occupational series which is currently identified by a 4-digit code. The occupational series only describes the overarching skills; it does not provide a parenthetical or sub-function description. By identifying the parenthetical or specialty of an occupational series, the Department has better visibility into the workforce and the ability to better track and define the data that describes the workforce.



Table 10. Strategies to Develop, Train, Deploy, Compensate, and Motivate the Workforce

| Strategy Type   | Section 115b of Title 10, U.S.C. |        |            |          | Staffing Gap Detail   |
|---|----------------------------------|--------|------------|----------|---|
|   | Develop/Train                    | Deploy | Compensate | Motivate |   |
| Training / Certification Programs                         | ■                                | ■      |            | ■        | <p>Reduce the gap between current competencies required and those held by workforce</p> <ul style="list-style-type: none"> <li>Financial Management and Human Resources Management Functional Communities are both seeking to implement certification programs across the DOD</li> <li>Medical Functional Community seeks to leverage the leadership curricula developed by the Joint Medical Executive Skills Institute throughout the Components to promote executive management core competencies in the Medical Functional Community</li> </ul>   |
| Recruitment / Hiring Flexibilities                        |                                  | ■      | ■          |          | <p>Implement a targeted recruitment program to improve access to talent with critical information security skills</p> <ul style="list-style-type: none"> <li>Maximize the use of various IT/ Cyber security hiring flexibilities</li> <li>Law Enforcement Functional Community seeks to target recruitment related to cyber forensics</li> <li>Use Direct Hiring Authority to hire top talent across the functional communities where appropriate</li> </ul>  |
| Hiring Incentive Programs – tuition payback / scholarship | ■                                | ■      | ■          | ■        | <p>Leverage and utilize scholarship, Student Loan Repayment, Ongoing Training and Advanced Degree Tuition Assistance and other approved incentive hiring programs to attract and retain top talent</p> <ul style="list-style-type: none"> <li>The Science and Technology Functional Community will expand use of Science, Mathematics &amp; Research for Transformation (SMART) program for filling MCO Computer Science Series, 1550, positions</li> <li>The Medical Functional Community is continuing to use tuition payback program for recruitment of talent and retention of current staff</li> </ul> |



| Strategy Type                   | Section 115b of Title 10, U.S.C. |        |            |          | Staffing Gap Detail   |
|---------------------------------|----------------------------------|--------|------------|----------|---|
|                                 | Develop/Train                    | Deploy | Compensate | Motivate |   |
| Improved Data Retrieval Methods |                                  | ■      | ■          | ■        | <p>Develop Targeted Exit and Stay Interview Processes and Tools to Address/Manage Attrition</p> <ul style="list-style-type: none"> <li>The Intelligence Functional Community developed an Exit Survey and Why Stay Interview processes to provide hiring managers and supervisors with indicators based on facts and trends needed to support hiring decisions</li> <li>The HR and Medical Functional Communities seek to standardize basic and parenthetical titles throughout DOD to better manage recruitment, development and deployment of employees. These titling projects will also result in increased data integrity and improved data retrieval methods</li> </ul> |
| Revising Classification         | ■                                | ■      | ■          | ■        | <p>Seek approval from OPM to update/revise Classification Standards to enable the implementation of strategic recruiting, selection and hiring practices</p> <ul style="list-style-type: none"> <li>The Safety and Public Safety Functional Community requests publication of a new classification standard for the Safety and Health Management Series 0018</li> <li>The Medical Functional Community requests to update OPM qualifications standards for the 30 healthcare occupations covered by the Civilian Healthcare Occupations Sustainment Project (C-HOSP) to address state-of-the-art technology</li> </ul>  |
| Employee Career Mapping         | ■                                | ■      | ■          | ■        | <p>Develop career mapping/progression models to create pipeline for and promote retention in MCOs</p> <ul style="list-style-type: none"> <li>The Security Functional Community plans to leverage the Defense Security Service's (DSS) initiative that clearly identifies and communicates training and experience required to align employee development with specific technical, core and leadership competencies to assess/close gaps</li> <li>The Medical Functional Community plans to develop succession planning for the high risk MCO Nurse Series, 0610</li> </ul>  |
| Policy Development              | ■                                |        |            | ■        | <p>Implement Cyberspace/Cybersecurity Workforce Organizational Guidance to strengthen position in highly competitive labor market</p> <ul style="list-style-type: none"> <li>Several functional communities plan to develop DOD guidance such as a directive, instruction, policy letter, or memo supporting hiring and position building for cyberspace and cybersecurity jobs</li> </ul>  |



| Strategy Type     | Section 115b of Title 10, U.S.C. |        |            |          | Staffing Gap Detail  |
|-------------------|----------------------------------|--------|------------|----------|--|
|                   | Develop/Train                    | Deploy | Compensate | Motivate |  |
| Career Broadening | ■                                |        |            | ■        | <p>Expand career broadening training/developmental assignments to ensure achievement of required level of proficiency in core competencies</p> <ul style="list-style-type: none"> <li>The Foreign Affairs Functional Community seeks to establish a rotational program for Foreign Affairs Specialist Series, 0130</li> <li>The Logistics Functional Community will increase and enhance the development available to Joint and multi-functional logisticians with the curriculum geared toward strategic thinking and solving complex problems across the logistics spectrum</li> </ul> |

In mid-FY 2011 the Functional Community construct expanded from 12 communities to a total of 22 for this reporting period. These 22 communities provided subject matter expertise and oversight to the enterprise strategy development, implementation and monitoring of the 31 identified strategies. Because the Components are an integral part of the strategy development via the CFCMs who participated in the assessment of the workforce, Components are expected to participate in the monitoring of the effectiveness of the strategies through implementation timelines, project and communication plans, progress metrics and reporting procedures.

### Develop Competency Models

The Department embarked on a rigorous plan for shaping the 21st-century workforce that includes an enterprise approach for competency management that supports strategic workforce planning and employee lifecycle management. Current budget challenges coupled with DOD’s evolving missions underscore the need for a consistent, flexible approach to shape and develop a mission-ready workforce. Implementation of an enterprise competency management framework is critical to ensure a mission-ready civilian workforce.

In accordance with section 115b of title 10, U.S.C., the Department’s Competency Management Framework is guided by the following principles:

- Aligns with the DOD mission and vision
- Correlates with mission outcomes and performance



- Establishes common standards and expectations
- Provides a meaningful context to assess and analyze competency gaps and strengths
- Ensures standard DOD-wide application
- Deploys a collaborative enterprise approach and competency assessment tool that eliminates duplication, achieves efficiency and cost savings

The Department of Defense Instruction (DODI) 1400.25, DoD Civilian Personnel Management System: Volume 250, Civilian Strategic Human Capital Planning (SHCP), November 18, 2008 requires an assessment of the critical competencies needed now and in the future, and an identification and implementation of strategies for developing and reshaping the civilian workforce to address gaps in critical competencies.

**The DOD Competency Management Framework:**

- Provides a common enterprise competency definition and taxonomy
- Defines the technical and non-technical competencies that employees need to develop in a career field, from entry level through mid and senior levels
- Includes standard proficiency-level definitions for assessing employee competencies and how the proficiency was acquired (e.g., training, education, experience)
- Provides the capability to identify emerging competencies that extend beyond traditional career groups (e.g., cyber, acquisition) for current and future mission-readiness needs
- Reinforces the use of competencies throughout the employee life cycle, including recruitment and hiring (e.g., competency-based selection assessments, job analysis, and job announcements) and employee development and retention
- Informs the development of career roadmaps that outline education, training and experiential opportunities for career progression

**DOD Competency Management Framework Ongoing Actions:**

- Continue with the development and validation of competency models for major civilian occupations, including MCOs. This phased, collaborative process is led by the Program Office with support from the functional communities and Components. Development of enterprise competencies involves Component and Defense Agency subject-matter experts (SMEs). During the first quarter of FY 2014 DOD MCOs competencies will be validated and will provide a baseline assessment of competency gaps and strengths.
- Revision of DODI 1400.25, DoD Civilian Personnel Management System: Volume 250, Civilian Strategic Human Capital Planning, November 18, 2008 will incorporate the



competency management framework (e.g., standard competency taxonomy, competency development and assessment process, clarify responsibilities of the Program Office, OFCMs, CFMs and CIs and establish an overarching governance structure).

- Complete development and deploy the Defense Competency Assessment Tool (DCAT) to validate and maintain enterprise competencies, and assess civilian employee competency gaps and strengths.

**Course of Action.** The development, validation, and assessment of competencies and identification of competency gaps for major civilian occupations, including MCOs, will take several workforce planning cycles to fully meet section 115b of title 10, U.S.C. requirements. To move toward compliance with this statutory requirement, DOD will continue to:

- Develop critical competencies for major occupations, including MCOs, across the civilian workforce
- As appropriate, refresh competency models to ensure currency to the civilian workforce
- Through DCAT, assess workforce competency gaps and strengths
- Develop strategies to close workforce competency gaps
- Track competency gaps and progress towards gap closure
- Stay abreast of occupational series trends to determine emerging and future workforce competencies

### Competency Management Framework Action Plan

DOD's phase-based implementation plan includes the following deliverables:

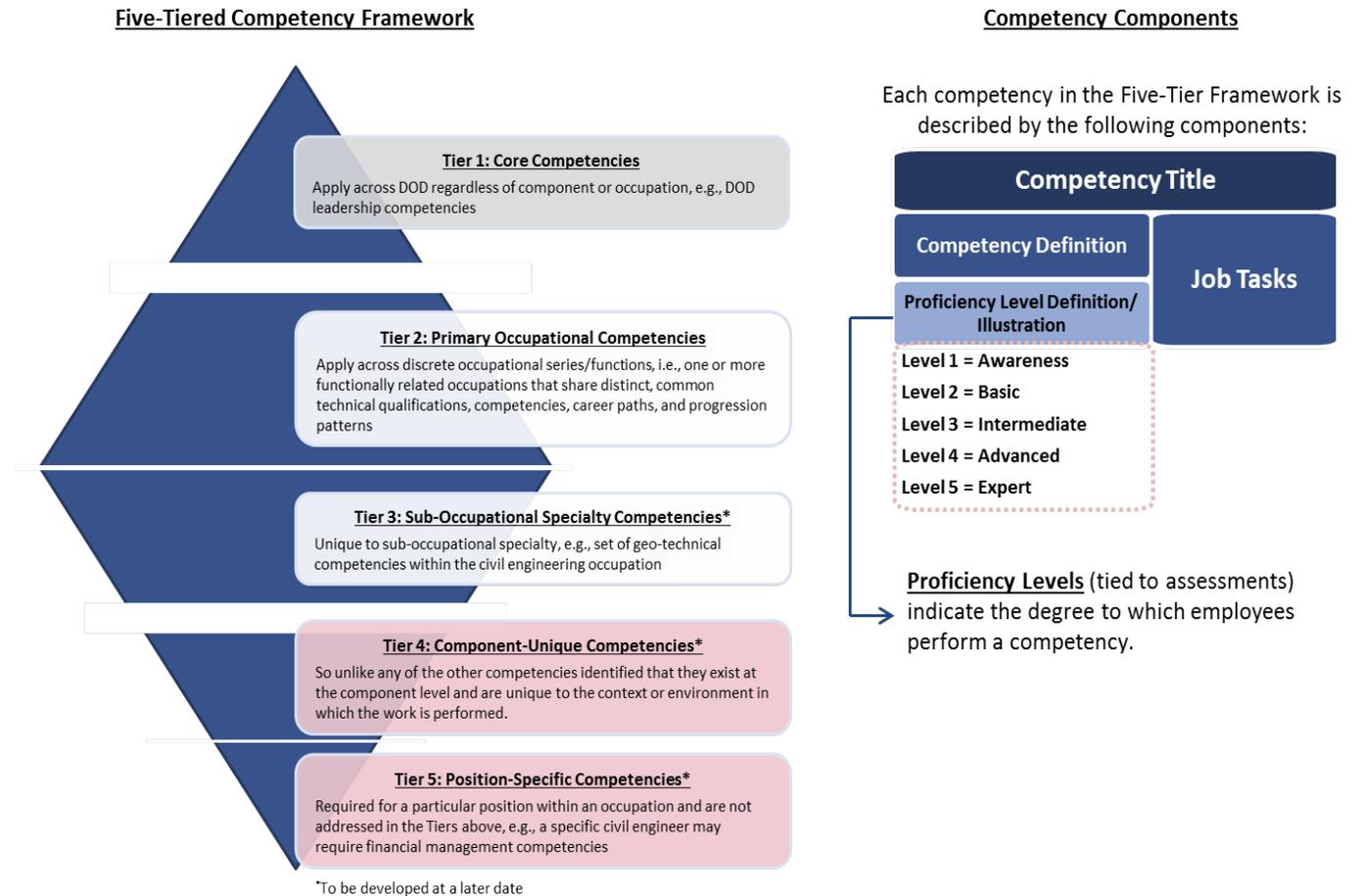
#### 1. Implementation of a Common Taxonomy

A common taxonomy (Figure 10) provides a consistent view and application of enterprise competencies across the Department. The taxonomy includes comprehensive information on each competency that is linked to job tasks, occupation group/family and series, competency and proficiency level definitions and, as appropriate, subspecialties and Component-unique requirements. The Department plans to use this information to project, budget for, or reallocate financial and human capital resources to meet emerging mission requirements.



Figure 13. Competency Common Taxonomy

## DOD-wide Competency Taxonomy



### 2. Competency Development and Validation

The Program Office is partnering with OFCMs and CFCMs to identify DOD technical and non-technical competencies for mission critical and other major occupations. To date, DOD has developed 50 competency models of which 25 are for MCOs, identified in Table 11.

Additionally, competency development is scheduled to conclude for DOD’s remaining MCOs (determined in FY 2012) by 30 September 2013. Model development efforts are underway for MCOs Nuclear Engineering Series, 0840; Computer Engineering Series, 0854; Electronic Engineering Series, 0855; Criminal Investigating Series, 1811; Explosives Safety Series, 0017; Computer Science Series, 1550; Information Technology Management Series, 2210; and Foreign Affairs Series, 0130.



As competency models are developed, content will be loaded and retained in the DCAT for validation, gap assessment, and enterprise management.

**Table 11. MCO Competency Models Developed or Ready for Development**

| Functional Community           | Mission Critical Occupations  |
|--------------------------------|---|
| Acquisition                    | 1102 – Contracting Series* <sup>1</sup><br>1910 – Quality Assurance Series <sup>1</sup>   |
| Engineering (Non-Construction) | 0840 – Nuclear Engineering Series <sup>2</sup><br>0854 – Computer Engineering Series <sup>2</sup><br>0855 – Electronics Engineering Series <sup>2</sup>   |
| Financial Management           | 0501 – Financial Administration Series <sup>1</sup><br>0510 – Accounting Series <sup>1</sup><br>0511 – Auditing Series <sup>1</sup><br>0560 – Budget Analysis Series <sup>1</sup>   |
| Foreign Affairs                | 0130 – Foreign Affairs Series <sup>2</sup>  |
| Human Resources                | 0201 – Human Resources Management Series <sup>1</sup>   |
| Information Technology         | 2210 – Information Technology Management Series <sup>2</sup>  |
| Intelligence                   | 0132 – Intelligence Series <sup>2</sup>   |
| Law Enforcement                | 1811 – Criminal Investigating Series <sup>2</sup>   |
| Logistics                      | 0346 – Logistics Management Series <sup>1</sup><br>1670 – Equipment Services Series <sup>1</sup><br>2001 – General Supply Series <sup>1</sup><br>2010 – Inventory Management Series <sup>1</sup><br>2130 – Traffic Management Series <sup>1</sup><br>2003 – Supply Program Management Series <sup>1</sup><br>2150 – Transportation Operations Series <sup>1</sup><br>2101 – Transportation Specialist Series <sup>1</sup> |
| Medical                        | 0180 – Psychology Series <sup>1</sup><br>0185 – Social Work Series <sup>1</sup><br>0602 – Medical Officer Series <sup>1</sup><br>0610 – Nurse Series* <sup>2</sup><br>0660 – Pharmacist Series <sup>1</sup>   |
| Safety & Public Safety         | 0017 – Explosives Safety Series <sup>2</sup><br>0018 – Safety and Occupational Health Management Series <sup>1</sup><br>0081 – Fire Protection and Prevention Series* <sup>1</sup>  |
| Science & Technology           | 1550 – Computer Science Series <sup>2</sup>   |
| Security                       | 0080 – Security Administration Series <sup>1</sup>  |



<sup>1</sup> Competency model development complete and ready for assessment

<sup>2</sup> MCO series waiting in the queue for development

\*DOD High Risk MCOs

### 3. Complete Development and Deploy the Defense Competency Assessment Tool (DCAT)

The Department fully recognized the need for an integrated tool to manage an inventory of enterprise competencies. In response to this need, the Department is developing the DCAT, scheduled to be deployed the first quarter of FY 2014. As the Department's enterprise competency management system, the DCAT will:

- Support competency gap analysis reporting at the DOD enterprise, functional community, and Component levels
- Validate critical technical and non-technical competencies needed now and in the future
- Provide an authoritative repository for enterprise competencies
- Identify emerging occupational competencies
- Manage an inventory of MCO competencies
- Support hiring and selection assessment questionnaires

In preparation for DCAT deployment, the Program Office will conduct a pilot test with Safety and Public Safety Functional Community's Safety & Occupational Health Series, 0081 to assess competency importance to the position, competency proficiency and identify competency gaps and strengths within this occupational series

### 4. Revise DODI 1400.25 Vol. DoD Civilian Personnel Management System Volume 250, Civilian Strategic Human Capital Planning (SHCP), November 18, 2008

In its current state, DODI 1400.25 Vol. 250 provides broad policy for strategic human capital workforce planning. A revision of DODI 1400.25 Vol. 250 will:

- Incorporate the NDAA 2008 legislative requirements codified into law by section 115b of title 10, U.S.C. requirements
- Establish the Program Office to provide guidance, oversight and technical assistance to Components in the implementation of the Department's SHCPD policy and competency management
- Institutionalize a competency-based management approach across the Human Resource lifecycle
- Formalize the role of the Component Integrator
- Clarify the OFCMs' responsibilities



- Integrates consultative services of Manpower, Financial Management and Human Resources Management into the SWP process
- Implement the legislative requirement to assess civilian workforce competencies to identify workforce competency gaps and future competencies through the Defense Competency Assessment Tool (DCAT)

### 5. Develop Career Roadmaps

Career roadmaps are a natural progression of the Department's competency efforts. Once the development, validation, and assessment of competencies is completed, enterprise career roadmaps can be developed for specified occupations to provide information about opportunities for professional development that can link to an individual's career goals. The defining characteristic of a career roadmap is an explicit focus on the movement of individuals over time. The fundamental elements of career roadmaps are:

- Sequential list of positions or roles
- Qualifications
- Critical developmental experiences
- Competencies attained, strengthened, or required
- Occupational success factors
- Career success factors

Career roadmaps can be of great benefit to an organization and its employees. Career roadmaps can enhance employees' potential and effectiveness by providing a pathway for individuals to manage and reach career goals. The Program Office will consult with OFCMs to identify best practices for developing career roadmaps and providing career guidance to their community.



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## IV. MONITOR PROGRESS

### Key Planning Milestones:

- Track recruitment and retention strategies to close gaps
- Refresh Mission Critical Occupations (MCOs)
- For MCOs with gaps, monitor progress on gap closure

### Track Recruitment and Retention Strategies to Close Gaps

Strategies and implementing actions from the FY 2010 strategies are identified in the *Implement Strategy* section of this report and progress based on the FY 2012 strategies identified in this plan will be assessed in future planning report cycles. Strategies are tracked on a quarterly basis through ongoing meetings with OSD Functional Community Managers (OFCMs), Component Functional Community Managers (CFCM), Component Integrators (CI) and Program Office Advisors. For more detailed information regarding FY 2012 functional community strategies, refer to the *Appendix*.

### Refresh MCOs

MCOs will be refreshed for the FY 2016 report using the process outlined below:

**Table 12. Monitor Progress - Mission Critical Occupation Determination**

| Monitor Progress - MCO Determination  |
|---|
| <b>Qualitative Analysis</b>   |
| <ul style="list-style-type: none"> <li>• Follow MCO Determination Process               <ul style="list-style-type: none"> <li>▪ Define MCO</li> <li>▪ Conduct Environmental Scan of Previous and Potential MCOs</li> </ul> </li> </ul> |



|   |
|---|
| <ul style="list-style-type: none"> <li>▪ Segment Talent (MCOs) into either Strategic, Core or Support Roles</li> <li>▪ Walk through Guided Inquiry Questions</li> <li>• Deliverable – List of Potential MCOs</li> </ul>   |
| <p><b>Quantitative Analysis</b></p>   |
| <ul style="list-style-type: none"> <li>• Review Data of Potential MCOs             <ul style="list-style-type: none"> <li>▪ Identify Staffing Gap Indicators                 <ul style="list-style-type: none"> <li>◆ Identify Recruitment, Retention and Environmental Conditions</li> <li>◆ Review Application of Data</li> <li>◆ Refine List of Potential MCOs</li> </ul> </li> </ul> </li> <li>• Deliverable – Refine List of New MCOs</li> </ul> |
| <p><b>Quality Assurance</b></p>   |
| <ul style="list-style-type: none"> <li>• Determine High Risk MCOs             <ul style="list-style-type: none"> <li>▪ Review Quantitative Analysis – Use DOD Model</li> <li>▪ Review Qualitative Analysis – Review Staffing Gap Model</li> </ul> </li> <li>• Deliverable – Complete List of New MCOs</li> </ul>  |

This process was employed for FY 2012 MCO determination for government-wide and agency specific MCOs through the Strategic Human Capital Management High Risk Initiative (SHCM HRI) supported by the Office of Personnel Management (OPM) and DOD. For more information about this initiative, refer to the *Analyze Workforce* section of this report.

### For MCOs with Gaps: Monitor Progress on Gap Closure

In FY 2012, DOD established six overarching results-oriented performance measures to assess the Department’s progress in implementing a Strategic Workforce Plan that meets statutory requirements, including an assessment of skills gaps and action plans to close gaps and shape and improve the civilian workforce. In order to track progress from FY 2010 through FY 2012, three performance measures are applied from the DOD FY 2010-2018 Strategic Workforce Plan Report: 1) MCO actual end strength versus targets; 2) DOD Rolling Wave Maturity Model key milestones; and 3) Competency model development and deployment. Table 13 illustrates a summary of the six FY 2012 performance measures and the assessment of progress on each measure. For FY 2012 the Department fully met three measures and partially met two measures of the six identified overarching objectives.



Table 13. Goals, Objectives, and Performance Measures

| Plan Goal or Objective  | Measure   | Assessment                                       |
|---|---|--|
| <b>Source: DODI 1400.25 Vol. 250 Civilian Personnel Manual, DOD CPMS: Civilian SHCP, November 18, 2008</b>                |   |  |
| <b>DOD Strategic Workforce Planning Goal FY 2013:</b> Ensure mission readiness of workforce                               | 1. % of workforce planning key milestones in the DOD Rolling Wave Maturity Model completed by each functional community<br>Legacy Community Target: 80%<br>Emerging Community Target: 70%   | Legacy: Fully Met 92%<br>Emerging: Fully Met 88% |
| <b>Source: Quadrennial Defense Review Report, February 2010</b>   |   |  |
| <b>Priority Objective 4:</b> Preserve and Enhance the All Volunteer Force (includes enhancing civilian workforce)         | 2. % difference between MCO actual end-strength and target end-strength<br>Target: 80% of MCOs are within 15% variance for gap tolerance from identified target<br>(NOTE: Overarching & DOD Rolling Wave Maturity Model measure)                              | Fully Met 83%                                    |
|   | 3. % of functional communities that have applied MCO & high risk criteria and have made appropriate MCO determinations for functional communities.<br>Target: 90%   | Fully Met 90%                                    |
|   | 4. 50% skills gaps closed for 3 agency high risk MCOs by 30 September 2013.*<br>Target: 50% gap closure by 30 September 2013  | Interim Report                                   |
|   |   |  |
| <b>Source: DOD Implementation Goals -Strategic Management Plan FY 2012-2013</b>   |   |  |
| <b>Business Goal 1:</b> Strengthen and right-size the DOD Total Workforce mix (military, civilian and contracted support) | 5. Develop a Total Force Management Plan approach by 31 December 2012 for assessment of appropriate workforce mix capabilities<br><br>(Three MCOs for a pilot: Fire Protection and Prevention Series, 0081; Nurse Series, 0610; and Contracting Series, 1102) | Partially Met 66%                                |
| <b>Source: DOD FY 2010 Budget Overview-Performance</b>  |   |  |
| <b>Strategic Objective 4. 4-2T:</b> Train the Total Defense Workforce with  | 6. Develop & deploy competency Models for 32 MCOs by 30 September   | Partially Met 21 MCOs(69%) w/ Developed          |



|                        |      |              |
|------------------------|------|--------------|
| the right competencies | 2014 | Competencies |
|------------------------|------|--------------|

*\*Office of Personnel Management Cross Agency Priority (OPM CAP) Goal: As a part of the SHCM HRI, this performance measure is established by OPM for agency gap closure.*

### Baseline Assessments

In FY 2012 the Department’s primary focus was on expanding the OSD Functional Community construct to cover most major DOD occupations in the civilian workforce. In FY 2011 and FY 2012, DOD increased the functional community coverage from 12 to 22 communities and likewise increased the number of MCOs from 24 to 32. This effort resulted in approximately 93% of the DOD civilian workforce covered by the functional community construct. Additional performance measures were developed to meet the growing requirements of new communities and MCOs. Because of the extensive number of MCOs included in the plan, beginning in FY 2012 the overarching performance measures and the DOD Rolling Wave Maturity Model interim milestones will be assessed primarily by functional communities with a secondary assessment of MCOs included in the community assessment. As the Department’s strategic workforce planning efforts evolved and matured the functional community milestones in the DOD Rolling Wave Maturity Model were modified from FY 2010 to FY 2012.

|  |   |
|--|---|
| <b>DOD Strategic Workforce Planning Goal FY 2013</b> | <b>Ensure Mission Readiness of the Workforce</b>  |
| <b>Performance Measure:</b>                          | % of workforce planning key milestones in the DOD Rolling Wave Maturity Model completed by each functional community: Legacy Target: 80% Emerging Target: 70%   |
| <b>FY 2012 Assessment:</b>                           | Fully Met: Legacy: 92% Emerging: 88%  |
| <b>Analysis:</b>                                     | <p><b>Rolling Wave Performance Measures and Milestones:</b> In FY 2010, the DOD Rolling Wave Maturity Model completion baseline performance measured the percentage of workforce planning key milestones completed for MCOs with a target of 70% completion for each MCO. Given the expansion of functional communities in FY 2012, different performance measure targets are applied to legacy communities (those communities from FY 2010) and emerging (new FY 2012) communities to reflect the level of experience with the workforce planning process. Legacy communities need to meet an 80% DOD Rolling Wave Maturity Model completion rate and emerging communities needed to meet a 70% completion rate. In addition, several of the key milestones for the DOD Rolling Wave Maturity Model were modified slightly to reflect an additional program focus and redirection of strategic workforce planning within DOD. A list of the updated milestones is provided later in this section.</p> <p><b>Functional Community and MCO Assessment Approach:</b> Due to the addition of emerging communities and the larger number of MCOs, the Program Office updated the rolling wave assessment approach. In FY 2012, performance measuring and reporting was based primarily on how</p> |



well the functional communities engaged in the rolling wave process and provided deliverables. MCO data was reviewed, evaluated, and rolled-up into the overall functional community assessment. All functional communities (legacy and emerging) assessed their overall health milestones, including the appointment of OFCMs and CFCMs. Functional communities with MCOs were required to assess additional rolling wave milestones including conducting a staffing gap analysis and identifying recruitment and retention goals. Legacy functional communities also assessed an additional milestone: Strategy deployment for FY 2010 strategies outlined in the DOD FY 2010-2018 Strategic Workforce Planning report.

**Functional Community and MCO Assessment (Horizontal data analysis):**

Table 14 below provides the overall results from the OFCM assessment. An MCO trend analysis of milestone completion between FY 2010 and FY 2012 could not be provided due to the growth of the functional community construct; however, in FY 2010 16 of 22 assessed MCOs (73%) achieved at least 70% of the key milestones identified in the FY 2010 DOD Rolling Wave Maturity Model. In FY 2012 the OFCMs determined that 18 of 20 functional communities (90%) achieved at least 80% of the key milestones. (The Acquisition and Miscellaneous Program Management Functional Communities are not assessed due to unique conditions and are illustrated as N/A throughout the rolling wave resulting in 20 as opposed to 22 functional community assessments). Additionally, based on OFCM data, 12 functional communities (60%) met all of the milestones. The analysis showed that the performance measure is fully met for legacy and emerging communities. For legacy communities, 9 of 12 functional communities (92%) achieved at least 80% of key milestones. The Foreign Affairs Functional Community did not provide an assessment of their milestone performance. For the emerging communities, seven of eight (88%) met the 70% milestone target. The Manpower Functional Community fell short of the target primarily in the areas of engagement and the workforce health assessment. With regard to MCOs, 30 occupations were assessed against two rolling wave milestones: 1) staffing gap analysis and 2) recruitment/retention goals. The OFCM data showed that 17 of 30 (57%) MCOs met at least 80% of these key milestones (Contracting Series, 1102, Quality Assurance Series, 1910 and Explosives Safety Series 0017 are not assessed and are recorded as N/A).

**Functional Community Review by Milestones (Vertical data analysis) – In**

FY 2012, the Program Office also assessed the milestones relative to individual DOD Rolling Wave Maturity Model milestones. The OFCM results are in the 90 percentiles, ranging from 91% completion of a staffing gap analysis to 97% completion on OFCM/CFCM engagement and environmental scans. Opportunities for improvement existed in identifying and deploying actionable strategies for problem resolution and gap closure with a 63% score. Additionally, the Program Office noted that most of the legacy communities need to add implementation timelines, communication plans, and reporting procedures to their strategy deployment plans. A focus area for future cycles includes conducting more robust workforce data and forecasting analyses for the functional communities in general. If the current budget reductions, efficiencies, continuing resolutions, and sequestration trends continue, the Department may need to reassess its gap closure strategies.



Table 14. Assessment of Functional Communities in the DOD Rolling Wave Maturity Model

| Functional Community                          |          |                                     | Set                 |                     | Analyze            |   |  |                       |                      |   | Implement                                      | Percentage of Milestones Completed (Per FC) |      |
|---|----------|-------------------------------------|---------------------|---------------------|--------------------|---|--|-----------------------|----------------------|---|--|---|------|
|   |          |                                     | Appoint/engage OFCM | Appoint/engage CFCM | Environmental Scan | Asses Workforce Health (FCs without MCOs) | Asses Workforce Health (FCs with MCOs) | Staffing Gap Analysis | Identify R & R Goals | Identify Strategies to Close Gaps Including Funding | Deploy R & R Strategies (9 Legacy FCs, FY2010) |   |      |
| With DOD MCOs                                 | Legacy   | Acquisition                         | NA                  | NA                  | NA                 | NA  | NA                                     | NA                    | NA                   | NA  | NA   | NA  |      |
|   |          | Financial Management                | ●                   | ●                   | ●                  |   | ●                                      | ●                     | ●                    | ●   | ●  | ●   | 100% |
|   |          | Human Resources                     | ●                   | ●                   | ●                  |   | ●                                      | ●                     | ●                    | ●   | ●  | ●   | 94%  |
|   |          | Information Technology              | ●                   | ●                   | ●                  |   | ●                                      | ●                     | ●                    | ●   | ●  | ●   | 94%  |
|   |          | Intelligence                        | ●                   | ●                   | ●                  |   | ●                                      | ●                     | ●                    | ●   | ●  | ●   | 100% |
|   |          | Law Enforcement                     | ●                   | ●                   | ●                  |   | ●                                      | ●                     | ●                    | ●   | ●  | ○   | 88%  |
|   |          | Logistics                           | ●                   | ●                   | ●                  |   | ●                                      | ●                     | ●                    | ●   | ●  | ●   | 94%  |
|   |          | Medical                             | ●                   | ●                   | ●                  |   | ●                                      | ●                     | ●                    | ●   | ●  | ●   | 94%  |
|   |          | Science & Technology                | ●                   | ●                   | ●                  |   | ●                                      | ●                     | ●                    | ●   | ●  | ●   | 81%  |
|   | Emerging | Engineering (Non-Construction)      | ●                   | ●                   | ●                  |   | ●                                      | ●                     | ●                    | ●   | ●  | ●   | 100% |
|   |          | Foreign Affairs                     | ●                   | ●                   | ●                  |   | ●                                      | ●                     | ●                    | ●   | ●  | ●   | 100% |
|   |          | Safety & Public Safety              | ●                   | ●                   | ●                  |   | ●                                      | ●                     | ●                    | ●   | ●  | ●   | 100% |
|   |          | Security                            | ●                   | ●                   | ●                  |   | ●                                      | ●                     | ●                    | ●   | ●  | ●   | 100% |
|   |          | Administrative Support              | ●                   | ●                   | ●                  |   | ●                                      | ●                     | ●                    | ●   | ●  | ●   | 100% |
| No DOD MCO                                    | Emerging | Education                           | ●                   | ●                   | ●                  | ●   | NA                                     | NA                    | NA                   | NA  | NA   | 100%  |      |
|   |          | Environmental Management            | ●                   | ●                   | ●                  | ●   |  |                       |                      |   |  | 100%  |      |
|   |          | Facility Engineering and Management | ●                   | ●                   | ●                  | ●   |  |                       |                      |   |  | 100%  |      |
|   |          | Legal                               | ●                   | ●                   | ●                  | ●   |  |                       |                      |   |  | 100%  |      |
|   |          | Manpower                            | ●                   | ●                   | ●                  | ●   |  |                       |                      |   |  | 63%   |      |
|   |          | Miscellaneous Program Management    | NA                  | NA                  | NA                 | NA  |  |                       |                      |   |  | NA  |      |
|   |          | Public Affairs                      | ●                   | ●                   | ●                  | ●   |  |                       |                      |   |  | 100%  |      |
| Social Science                                | ●        | ●                                   | ●                   | ●                   | 100%               |   |  |                       |                      |   |  |   |      |
| Percentage of Milestones Completed (Per Item) |          |                                     | 98%                 | 98%                 | 98%                | 94%                                       | 100%                                   | 96%                   | 100%                 | 96%   | 63%  |   |      |



**Table 15. Criteria for Assessment of Functional Communities in the DOD Rolling Wave Maturity Model for FY 2012**

| Rolling Wave Key Milestones   |  |
|---|--|
| <b>■ SET DIRECTION</b>  |  |
| <b>Appoint/Engage OFCM</b>  | The OFCM: <ul style="list-style-type: none"> <li>• Is officially appointed and leads DOD-wide planning and provides oversight for occupations in their functional community to ensure workforce readiness to support the mission</li> <li>• Is accountable for assessing the health of the Functional Community</li> <li>• Monitors and tracks the implementation of DODI 1400.25, v250 for respective community against DOD-wide mission requirements</li> <li>• Actively attends or provides a representative to DOD Executive Steering Committee meetings</li> <li>• Provides complete, quality, and timely report submissions</li> <li>• Actively engages CFCMs</li> </ul> |
| <b>Appoint/Engage CFCM</b>  | The CFCM: <ul style="list-style-type: none"> <li>• Is officially appointed and accountable for the Component’s strategic workforce planning</li> <li>• Works with OFCM on enterprise community management issues and is accountable for the implementation of DODI 1400.25, v250 Civilian Personnel Manual, DOD CPMS: Civilian SHCP: November 18, 2008</li> <li>• Provides complete, quality, and timely report submissions</li> <li>• Actively engages with Component Integrator and Component workforce planning team</li> </ul>   |
| <b>■ ANALYZE THE WORKFORCE</b>  |  |
| <b>Conduct Environmental Scan</b>   | DOD-wide and/or Component study of environmental factors, recruitment, and retention and as appropriate economic issues that have an impact on the functional community. Includes obtaining workforce projections from CFCMs.  |
| <b>Assess Workforce Health</b>  | Conduct a baseline assessment of civilian, military, and contracted support mix to determine a balanced workforce to meet mission requirements.  |
| <b>Analyze Civilian Workforce Data</b>  | DOD-wide and/or Component analysis of workforce data sets to include forecasts to determine the right skill mix within the FC.   |
| <b>Conduct Staffing and-Competency Gap Analysis</b>                           | Conduct an assessment of staffing indicators and workforce competencies to identify gaps and analyze the severity of gaps and impact on mission readiness.   |
| <b>Identify Recruitment/Retention Goals and Strategies to Close MCOs Gaps</b> | Recruitment/retention goals and strategies are developed to close identified gaps across the MCOs. Metrics are established to track and measure progress.  |
| <b>■ IMPLEMENT STRATEGY</b>   |  |
| <b>Deploy Recruitment and Retention Strategies</b>                            | For MCOs, an action plan is developed to implement identified recruitment and retention strategies.  |
| <b>■ MONITOR PROGRESS</b>   |  |
| <b>Track Recruitment and Retention Strategies</b>                             | Recruitment and retention strategies are tracked for the MCOs. As needed, strategies are adjusted to ensure gap closure.   |
| <b>Refresh MCOs</b>   | Using the DOD segmented prioritization approach the FC will revalidate MCOs and determine high risk MCOs.  |
| <b>For MCOs with Gaps, Monitor Progress on Gap</b>                            | Performance measures are tracked to determine effectiveness of strategies to close gaps and maintain a ready workforce. Progress against performance measures and strategies are   |



| Rolling Wave Key Milestones |  |
|-----------------------------|--|
| <b>Closure</b>              | reported through the annual Workforce Plan submission. |

Another key focus area for FY 2012 is the OPM SHCM HRI which received a high level of support from the Office of Management and Budget (OMB), the Government Accountability Office (GAO) and Congress. DOD co-chaired leadership of this effort with OPM. The SCHM HRI identified five government-wide MCOs: Economist Series, 0110; Auditor Series, 0511; Human Resource Management Series, 0201; Contracting Series, 1102; and Information Technology Management Series, 2210 (also determined as high risk for cyber). This initiative helped Federal agencies to allocate resources toward closing skills gaps in MCOs and maintain consistency with OPM and OMB’s CAP goal of 50% skill gap closure by 30 September 2013. As an outcome of the SHCM HRI and based on previous recommendations from the GAO in the FY 2010-2018 DOD Strategic Workforce Plan report, DOD also identified three agency high risk MCOs across the Department through statistical analysis: Fire Protection and Prevention Series, 0081; Nurse Series, 0610; and Contracting Series, 1102.

| Priority Objective           | Preserve and Enhance the All Volunteer Force<br>(includes enhancing civilian workforce)   |
|------------------------------|---|
| <b>4</b>                     |   |
| <b>Performance Measures:</b> | <ul style="list-style-type: none"> <li>% difference between MCO actual end-strength and target: Target: 80% of MCOs are within 15% plus or minus variance for gap tolerance from identified target</li> <li>% of functional communities that applied MCO &amp; high risk criteria and made appropriate MCO determinations for functional communities. Target: 90%</li> </ul>  |
| <b>FY 2012 Assessment:</b>   | Fully Met: End Strength: 83% MCO Determination: 90%   |
| <b>Analysis:</b>             | <ul style="list-style-type: none"> <li><b>For FY 2010:</b> In comparing the FY 2010 MCOs identified for FY 2012 targets to the FY 2012 actual end strength, 17 of 24 MCOs, or 81%, met the targets within the 15% plus or minus variance for gap tolerance. This result reflects nearly a 25% performance improvement over FY 2010 targets met results. Twelve MCOs were within the 15% plus or minus variance for gap tolerance in FY 2010 versus 17 MCOs in FY 2012. In examining the outliers, only 4 MCOs (Safety and Occupational Health Series, 0018; Psychologist Series, 0180; Human Resource Management Series, 0201; and Financial Administration Series, 0501) either exceeded or fell short of their targets by more than 15%. When removing the outliers for MCOs exceeding their targets, the average variance is only 5%. Also, when removing the outliers for MCOs that fall below the target, the average variance is 6.1%.</li> <li><b>For FY 2012:</b> With the FY 2012 backward look, the Department assessed the percentage difference between the FY 2012 MCO actual end strength compared to the FY 2012 target given a 15% plus or minus variance for gap tolerance from the target. For</li> </ul> |



purposes of this performance measure only, the assessment was conducted first by the individual MCO and then rolled up by functional community into the overall measure. The analysis was applied to 29 of the 32 of the MCOs. (The Acquisition Functional Community has a separate reporting requirement and the report was not available for analysis. Data was unavailable for Explosive Safety Series, 0017). In FY 2012, the Department refined the process by aligning forecasting with manpower planning and analysis. The Defense Manpower Data Center (DMDC) authorized manpower requirements were used as a baseline to identify MCO targets with those targets verified or refined, as appropriate, by OFCMs, CFCMs and Components.

- Table 16 provides the results of the backward look analysis. In comparing the FY 2012 targets to the 2012 actual end strength, 25 of 29 MCOs, or 83%, met the targets within the 15% plus or minus variance for gap tolerance. This result reflects approximately a 25% performance improvement over FY 2010 results (12 of 21 MCOs were within the control limits in FY 2010 versus 25 of 29 in FY 2012). In examining the outliers, only 5 MCOs (Safety and Occupational Health Series, 0018; Security Administration Series, 0080; Psychologist Series, 0180; Social Work Series, 0185; and Medical Officer Series, 0602) either exceeded or fell short of their targets by 15% or greater. The average variance for the 29 MCOs was 12%. When removing the outliers for MCOs exceeding or falling short of their targets, the average variance was only 5.2%. The Department has noted that two MCOs (Psychology Series, 0180 and Social Work Series, 0185) exceeded their targets by 40% or higher.
- **Note:** Although the results of budget efficiencies and sequestration remain uncertain, the Department does expect some impact on forecasted requirements in the later years. For example, since the DOD FY 2010-2018 Strategic Workforce Plan issuance, FY 2012 targets have been modified to reflect efficiencies and/or reductions. For example, the Psychology Series, 0180 and Social Work Series, 0185 targets were reduced by 28% and 35%, respectively. With the exception of four series (Human Resource Management Series, 0201, Auditing Series, 0511, Medical Officer Series, 0602 and Nurse Series, 0610) OFCMs have reduced FY 2012 targeted manpower requirements to reflect ongoing budget realities and challenges. The Department expects manpower planning and analysis to remain fluid, resulting in continual adjustments and modifications to strategic human capital plans.

|                             |   |
|-----------------------------|---|
| <b>Performance Measure:</b> | 50% skills gaps closed for three agency high risk MCOs by 30 September 2013. Target: 50% gap closure by 30 September 2013   |
| <b>FY 2012 Assessment:</b>  | Interim Report  |
| <b>Analysis:</b>            | <ul style="list-style-type: none"> <li>• As a part of the SCHM HRI, DOD used statistical analyses to determine its three agency high risk MCOs from among the 32 identified by the functional communities: Fire Protection and Prevention Series, 0081, Nurse Series, 0610 and Contracting Series, 1102. The assessment of the performance measure is as of 30 September 2012.</li> </ul> |



- Fire Protection and Prevention Series, 0081: As noted in Table 16, this series experienced a slight and intentional reduction in skills/staffing gap. Funding reductions are a major contributor to the gap deficit. In particular, the Department of the Navy experienced a reduction due to a shift in doctrine for fighting shipboard fires, emerging mission growth in Europe and the Pacific, and new vacancies on installations.
- Nurse Series, 0610: While there are predictions that there may be a significant nursing shortage due to the lack of nursing instructors in schools, the United States Army recruits large numbers of civilian nurses, particularly those with an associate's degree in nursing. Currently, 0610 series classification standards cap the nurse career progression between GS-9 and GS-12, which may result in a retention issue for this occupation. This may present a challenge as the shift in DOD demand for Nurse Series, 0610 increases with a potential increase in retirements.
- Contracting Series, 1102: No information is provided from the functional community at the time of this report.

Table 16: FY 2011-2012 MCO End Strength vs. Target for FY 2012

| FY 2012 MCOs                                    | FY 2011 30 Sep Onboard | FY 2012 Target | FY 2012 30 Sep Onboard | Numerical Difference b/w Target and Onboard FY 2012 | FY 2012 Performance Gap % +/- 15% | Performance Gap Status FY 2012 |
|---|------------------------|----------------|------------------------|---|-----------------------------------|--------------------------------|
| Contracting Series, 1102*(**)                   | 24,500                 | 22,893         | 24,495                 | 1,602   | 7.00%                             | Fully Met                      |
| Information Technology Management Series, 2210* | 36,638                 | 36,440         | 36,547                 | 107   | .30%                              | Fully Met                      |
| Auditing Series, 0511*                          | 7,105                  | 7,655          | 7,105                  | 550   | -7.18%                            | Fully Met                      |
| Human Resources Management Series, 0201*        | 13,346                 | 11,405         | 12,997                 | 1,592   | 13.96%                            | Fully Met                      |
| Fire Protection and Prevention Series, 0081**   | 8,729                  | 9,262          | 8,729                  | 533   | -5.75%                            | Fully Met                      |
| Nurse Series, 0610**                            | 9,733                  | 9,793          | 9,733                  | 60  | -0.61%                            | Fully Met                      |



| FY 2012 MCOs   | FY 2011<br>30 Sep<br>Onboard | FY 2012<br>Target | FY 2012<br>30 Sep<br>Onboard | Numerical<br>Difference b/w<br>Target and Onboard<br>FY 2012 | FY 2012<br>Performance<br>Gap %<br>+/- 15% | Performance<br>Gap Status<br>FY 2012 |
|--|------------------------------|-------------------|------------------------------|--|--|--------------------------------------|
| Safety and Occupational Health Management Series, 0018 | 3,549                        | 2,933             | 3,433                        | 500  | 17.05%                                     | Not Met                              |
| Security Administration Series, 0080                   | 7,934                        | 6,779             | 7,953                        | 1,174  | 17.32%                                     | Not Met                              |
| Foreign Affairs Series, 0130                           | 496                          | 560               | 503                          | 57   | -10.18%                                    | Fully Met                            |
| Intelligence Series 0132                               | 6,848                        | 7,235             | 6,848                        | 387  | -5.35%                                     | Fully Met                            |
| Psychology Series, 0180                                | 1,619                        | 832               | 1,603                        | 771  | 92.67%                                     | Not Met                              |
| Social Work Series, 0185                               | 1,806                        | 1,255             | 1,853                        | 598  | 47.65%                                     | Not Met                              |
| Logistics Management Series, 0346                      | 19,042                       | 17,751            | 18,885                       | 1,134  | 6.39%                                      | Fully Met                            |
| Financial Administration Series, 0501                  | 12,671                       | 13,545            | 12,644                       | 901  | -6.65%                                     | Fully Met                            |
| Accounting Series, 0510                                | 5,288                        | 5,073             | 5,291                        | 218  | 4.30%                                      | Fully Met                            |
| Budget Analysis Series, 0560                           | 7,594                        | 6,934             | 7,610                        | 676  | 9.75%                                      | Fully Met                            |
| Medical Officer Series, 0602                           | 2,163                        | 2,791             | 2,192                        | 599  | -21.46%                                    | Not Met                              |
| Pharmacist Series, 0660                                | 1,006                        | 892               | 1,012                        | 120  | 13.45%                                     | Fully Met                            |



| FY 2012 MCOs                           | FY 2011<br>30 Sep<br>Onboard | FY 2012<br>Target | FY 2012<br>30 Sep<br>Onboard | Numerical<br>Difference b/w<br>Target and Onboard<br>FY 2012 | FY 2012<br>Performance<br>Gap %<br>+/- 15% | Performance<br>Gap Status<br>FY 2012 |
|--|------------------------------|-------------------|------------------------------|--|--|--------------------------------------|
| Nuclear Engineering Series, 0840       | 2,125                        | 2,227             | 2,166                        | 61   | -2.74%                                     | Fully Met                            |
| Computer Engineering Series, 0854      | 3,388                        | 3,196             | 3,394                        | 198  | 6.20%                                      | Fully Met                            |
| Electronics Engineering Series, 0855   | 17,092                       | 17,428            | 17,009                       | 419  | -2.40%                                     | Fully Met                            |
| Computer Science Series, 1550          | 5,475                        | 5,011             | 5,480                        | 469  | 9.36%                                      | Fully Met                            |
| Equipment Services Series, 1670        | 6,442                        | 6,272             | 6,244                        | 28   | -0.45%                                     | Fully Met                            |
| Criminal Investigating Series, 1811    | 2,385                        | 2,292             | 2,339                        | 47   | 2.05%                                      | Fully Met                            |
| Quality Assurance Series, 1910         | 8,846                        | 8,565             | 8,846                        | 281  | 3.28%                                      | Fully Met                            |
| General Supply Series, 2001            | 3,226                        | 2,875             | 2,993                        | 118  | 4.10%                                      | Fully Met                            |
| Supply Program Management Series, 2003 | 3,176                        | 3,209             | 3,279                        | 70   | 2.18%                                      | Fully Met                            |
| Inventory Management Series, 2010      | 3,818                        | 4,444             | 3,782                        | 662  | -14.90%                                    | Fully Met                            |
| Transportation Specialist Series, 2101 | 1,569                        | 1,519             | 1,484                        | 35   | -2.30%                                     | Fully Met                            |
| Traffic Management Series, 2130        | 1,610                        | 1,779             | 1,599                        | 180  | -10.12%                                    | Fully Met                            |
| Transportation Operations Series,      | 1,202                        | 1,275             | 1,184                        | 91   | -7.14%                                     | Fully Met                            |



| FY 2012 MCOs | FY 2011 30 Sep Onboard | FY 2012 Target | FY 2012 30 Sep Onboard | Numerical Difference b/w Target and Onboard FY 2012 | FY 2012 Performance Gap % +/- 15% | Performance Gap Status FY 2012 |
|--------------|------------------------|----------------|------------------------|---|-----------------------------------|--------------------------------|
| 2150         |                        |                |                        |   |                                   |                                |

\*Indicates Government-wide Mission Critical Occupation (MCO) as determined by Strategic Human Capital Management High Risk Initiative (SHCM HRI) Integrated Product Team (IPT)

\*\*Indicates DOD High Risk Mission Critical Occupation (MCO)

In accordance with the statutory requirements and GAO’s previous recommendations, DOD has developed a Total Force Management Plan and capabilities pilot approach. An overarching performance measure has been added to the plan to track progress toward an appropriate workforce mix assessment approach.

|                              |  |
|------------------------------|--|
| <b>Business Goal 1</b>       | <b>Strengthen and right-size the DOD Total Workforce mix (military, civilian and contracted support)</b>   |
| <b>Performance Measures:</b> | Develop a Total Force Management Plan Approach by 31 December 2012 for assessment of appropriate workforce mix capabilities (three MCOs for a pilot)   |
| <b>FY 2012 Assessment:</b>   | Partially Met 66%  |
| <b>Analysis:</b>             | <ul style="list-style-type: none"> <li>In 2012, the Department initiated a pilot process to assess capabilities being delivered by military personnel, the Federal government career civilian workforce, and contract support. This initial pilot was limited to the three high risk MCOs: Fire Protection and Prevention Series, 0081, Nurse Series, 610 and Contracting Series, 1102. The pilot effort leveraged existing statutorily required data sets and tools, identified initial desired workforce capabilities, and tested assessment methods. The initial desired workforce capabilities assessment approach was conducted against accomplishment of the high risk MCO’s mission as outlined in the governing Mission and Occupation Directives.</li> <li>Two of the three functional communities engaged in the pilot: Safety and Public Safety (Fire Protection and Prevention Series, 0081) and Medical (Nurse Series, 0610). The assessments were an opportunity for communities to begin thinking about their total force mix and applying a sample assessment approach to determine its capability in meeting DOD mission requirements based on its mix.</li> <li>The intent of this assessment approach was not to provide a</li> </ul> |




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permanent determination of the workforce mix but to provide a point in time review of the resources available in support of the DOD mission.

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DOD is conducting a deliberate assessment of current and future civilian workforce competencies. This enterprise-wide assessment will enable the Department to better recruit, retain, and train its civilian personnel to meet mission requirements of increasing scope, variety, and complexity.

|  |  |
|--|--|
| <b>Strategic Objective 4. 4-2T</b>     | Train the Total Defense Workforce with the right competencies  |
| <b>Performance Measure:</b>            | Develop and deploy MCO competency models for FY 2013- 2018 by first quarter FY 2014.   |
| <b>FY 2012 Preliminary Assessment:</b> | Partially Met 69%  |
| <b>Preliminary Analysis:</b>           | <ul style="list-style-type: none"> <li>In support of DOD’s strategic objective to train the majority of the Defense Workforce with the right competencies, the Department implemented an enterprise –wide competency-based strategy to develop and deploy competencies within the full spectrum human resource lifecycle. Competency models developed for the civilian workforce will provide functional communities the framework around which targeted formal and informal training and development opportunities can be applied across the workforce (entry, journeyman and expert workforce performance). Given that the identification and implementation of competencies for major civilian occupations will take several workforce planning cycles, the Department’s primary focus is on developing and deploying competency models for its FY 2013- 2018 MCOs during the first quarter of FY 2014.</li> <li>As competency models are developed, content is loaded in the Defense Competency Assessment Tool (DCAT) for validation, gap assessment, and enterprise management. DCAT is scheduled for deployment in the first quarter of FY 2014. It will provide an authoritative repository for enterprise competencies, provide competency gap analysis, and validate critical technical and non-technical competencies needed now and in the future.</li> <li>Competency models that were identified by enterprise subject matter experts (SMEs), but have not been formally validated or assessed via DCAT are defined as <b>developed</b>; competency models that were identified by enterprise SMEs and formally validated and assessed via the DCAT will be defined as <b>deployed</b>.</li> </ul> <p>To date, DOD has developed 50 enterprise competency models of which 25 models are for the MCOs, representing approximately 87% of the mission critical workforce, or 26% of the major civilian workforce population within the functional community structure. Competency modeling for DOD’s FY 2013- 2018 MCOs will be completed by 30 September 2013 for the</p> |



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following MCOs: Nuclear Engineering Series, 0840; Computer Engineering Series, 0854; Electronic Engineering Series, 0855; Computer Science Series, 1550; Information Technology Management Series, 2210; Criminal Investigating Series, 1811; Explosives Safety Series, 0017 and Foreign Affairs Series, 0130. Following the development of competency models for MCOs, competency gaps and strengths will be assessed through the DCAT.

- It is important to note that the Department is also developing competency models for additional non-MCO major civilian occupational series including: General Natural Resource Management and Biological Sciences Series, 0401; Distribution Facilities and Storage Series, 2030; Freight Rate Series, 2131; Supply Clerical and Technician Series, 2005; Transportation Clerk/Assistant Series, 2102; Dispatching Series, 2151; Management and Program Analysis – Manpower Series, 0343; Practical Nurse Series, 0620; Optometrist Series 0662; Physical Therapist Series, 0633; Speech Pathology and Audiology Series, 0665; Rehabilitation Therapy Assistant Series, 0636; Dental Officer Series, 0680; Physician Assistant Series, 0603; Dental Assistant Series, 0681; Social Science Series, 0101; Recreation Specialist Series, 0188; Recreation Aid and Assistant Series, 0189; Administrative Specialist Series, 0301; Miscellaneous Clerk and Assistant Series, 0303; Secretary Series, 0318; Education and Training Technician Series, 1702; Civil Engineering Series, 0810; General Engineering Series, 0801; Electronics Technical Series, 0856; Financial Clerical and Assistance Series, 0503; Financial Management Series, 0505; Accounting Technician Series, 0525; Cash Processing Series, 0530; Voucher Examiner Series, 0540; Civilian Pay Series, 0544; Military Pay Series, 0545; and Budget Technician Series, 0561. As a result of this effort, 26% of the non-MCO civilian workforce, within the functional community structure, has developed enterprise competency models. Competency gaps and strengths for these series will be assessed using these models via the DCAT.
- As competency models are developed and deployed the Program Office will consult with the OFCMs regarding career roadmaps to identify functional training and development associated with competency attainment, increased proficiency for career progression. Training and development strategies in combination with recruitment and retention strategies will be identified to close critical competency gaps and leverage workforce strengths. The *Analyze Workforce* section of this report provides specific detail and the status of the Department's enterprise competency initiatives.

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Given major advancements in enterprise-wide MCO and non-MCO competency development (covering 45% of the civilian workforce within the functional community structure), and the design, development, and planned deployment of the DCAT, the Department is making progress toward meeting section 115b of title 10, U.S.C. requirements.



## Self-Assessment on Section 115b of Title 10, U.S.C. Requirements

As part of DOD's efforts to monitor its workforce planning progress, the Department conducted a self-assessment against section 115b of title 10, U.S.C. legislative criteria for the overall civilian workforce. Following is a synopsis of the assessment results:

- The workforce plan provides historical trending, forecasting, workforce analysis, identification of skill/staffing gaps, identification of recruitment/retention goals, and development and deployment of strategies to close gaps for 22 functional communities and 32 MCOs. The Department made a significant investment in expanding the functional community construct and strategic workforce planning efforts to cover all major occupations or 93% of the civilian workforce. The *Appendix* contains extensive functional community workforce plans (e.g. workforce trends/analysis, forecasts, skills gaps, strategies to close gaps, etc.) for legacy and emerging functional communities with MCOs and overall health assessments for emerging functional communities without MCOs. The plan contains an analysis of the applicability and effectiveness of FY 2010 strategies relative to resolving identified workforce planning problems. The FY 2012 strategic workforce plan also has updated and refined specific recruitment, retention, development, compensation, and/or retrenchment strategies needed to close identified skills gaps and to move strategic human capital planning forward within the Department. The FY 2012 plan improved as DOD has expanded the program objectives and the funding needed to implement and/or deploy identified strategies. DOD's future plans are to meet all statutory requirements by FY 2015.
- Fourteen of the statutory requirements are applicable to the overall civilian workforce. A summary depicting the Department's progress toward meeting section 115b of title 10, U.S. C. requirements for the overall workforce is provided in Table 17. The table excludes the Acquisition Functional Community as this community reports its progress separately. The Senior Executive workforce self-assessment and analysis is contained in the *Appendix* of this plan.
- In FY 2010, DOD fully met seven and partially met seven of the 14 total requirements. In FY 2012, the Department fully addressed nine and partially addressed five of the 14 total statutory requirements. This is further reflected in the submittals and action plans from the secretaries of the Military Departments and heads of Defense Agencies addressing the disposition of the identified strategies, including funding allocations. The Department made progress and moved its strategic workforce planning efforts forward, particularly with respect to the development and implementation of actionable strategies to close gaps.



**Table 17. Section 115b of Title 10, U.S.C. Self-Assessment: DOD Strategic Workforce Planning**

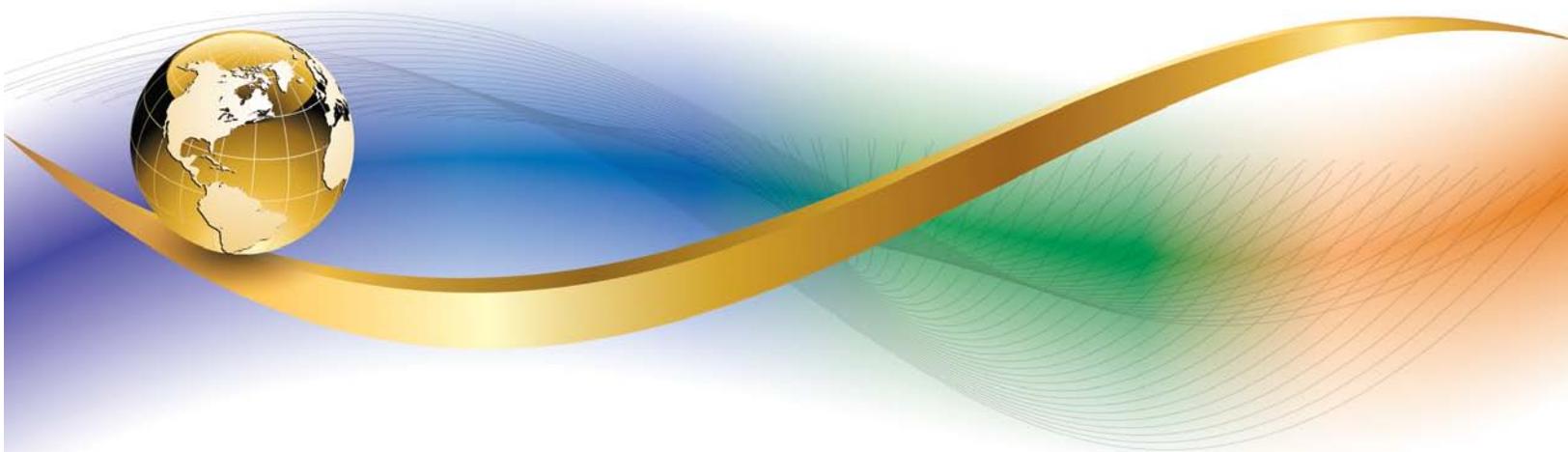
| Section 115b of title 10, U.S.C. Self-Assessment<br>Overall Civilian Workforce and Senior-Leader Workforce<br>An assessment of:   | Overall Civilian Workforce |
|---|----------------------------|
| (1) The critical skills of the Department’s existing workforce  | ●                          |
| (2) The critical competencies of the Department’s existing workforce  | ⊖                          |
| (3) Critical skills needed in the future within the Department’s civilian workforce to support national security requirements and effectively manage the Department during the 5 year period following the year in which the plan is submitted                                | ●                          |
| (4) Critical competencies needed in the future within DOD’s civilian workforce to support national security requirements and effectively manage the Department during the 5 year period following the year in which the plan is submitted                                     | ⊖                          |
| (5) Projected trends in the existing workforce based on expected losses due to retirement and other attrition.  | ●                          |
| (6) The appropriate mix of military, civilian, and contractor personnel capabilities  | ⊖                          |
| (7) An assessment of gaps in the existing or projected DOD workforce that should be addressed to ensure that the Department has continued access to the critical skills and competencies  | ⊖                          |
| (8) An assessment, using results-oriented performance measures, of DOD’s progress in implementing the strategic workforce plan under this section during the previous year  | ●                          |
| (9) Specific recruiting and retention goals, especially in areas identified as critical skills and competencies, including DOD’s program objectives to be achieved, and the funding needed to achieve goals   | ⊖                          |
| (10) Specific strategies for developing, training, deploying, compensating, and motivating DOD’s civilian workforce, including program objectives to be achieved and the funding needed to implement strategies   | ●                          |
| (11) Any legislative changes that may be necessary to achieve the Department’s goals  | ●                          |
| (12) Any changes in resources or in the rates or methods of pay for any category of personnel in the senior-leader or Acquisition workforce that may be needed to address inequities and ensure that DOD has full access to appropriately qualified personnel to address gaps | ⊖                          |
| (13) Any changes in the number of personnel authorized in any category of personnel in the senior-leader or acquisition workforce that may be needed to address gaps and effectively meet DOD’s needs   | ⊖                          |
| (14) Any incentives necessary to attract or retain any civilian personnel possessing the skills and competencies identified   | ●                          |
| (15) A plan for funding needed improvements in DOD’s Acquisition workforce throughout the period of the Future Years Defense Program  | n/a                        |



| Section 115b of title 10, U.S.C. Self-Assessment<br>Overall Civilian Workforce and Senior-Leader Workforce<br>An assessment of: |  | Overall Civilian Workforce |
|---|--|----------------------------|
| (16)  | Specific steps that the Department has taken or will take to develop appropriate career paths for civilian employees in the Acquisition field  | n/a                        |
| (17)  | Specific strategies for developing, training, deploying, compensating, motivating, and designing career paths and opportunities for the senior-leader workforce  | ●                          |
| (18)  | Specific steps that the Department has taken or will take to ensure that the senior-leader workforce is managed in compliance with the requirements of Section 129 of this Title                                       | ●                          |
| (19)  | Any additional matters SECDEF considers necessary to address   | ●                          |
| (20)  | Submittals from secretaries of the military services and heads of Defense Agencies regarding each of the above legislative requirements that are submitted within established deadlines to ensure timely consideration | ●                          |

**Legend:**

- = Addressed: Workforce plan includes all aspects of the legislative requirement
- ⊙ = Partially Addressed: Workforce plan includes some aspects of the legislative requirement
- n/a = Not Applicable based on 10 U.S.C. § 115b



## CONCLUSION AND PATH AHEAD

DOD continues to engage in strategic workforce planning as an effective process to attract, develop and retain a diverse, agile and competent workforce. The 750,000+ civilian employees in nearly 600 occupations must rapidly adapt to evolving missions and the DOD workforce planning process continues to evolve, mature and respond to meet environmental challenges. The Program Office continues to develop a comprehensive workforce plan that meets statutory requirements and supports mission readiness in a fiscally constrained and challenging environment.

### WORKFORCE PLANNING PROGRESS

#### Statutory Requirements

The Program Office progresses toward meeting the workforce planning requirements of section 115b of title 10, United States Code (U.S.C.) as well as meeting policy directives contained in the Department of Defense Instruction (DODI) 1400.25, Volume 250 and the FY 2010 Quadrennial Defense Review (QDR). In FY 2012 DOD fully addressed nine and partially addressed five of the fourteen total statutory requirements for section 115b of title 10, U.S.C. (see *Monitor Progress* section of this plan). In addition, the Program Office deliberately applied lessons learned from previous workforce plans and stakeholder feedback to identify specific challenges and develop the action plans needed to continue meeting statutory requirements.

#### Process Improvements

Through a series of facilitated meetings, the Program Office uses a collaborative approach that includes OSD Functional Community Managers (OFCMs), Component Functional Community Managers (CFCMs), and Component Integrators (CIs) to institutionalize the workforce planning process throughout DOD. Process improvements began with a three-day training summit inculcating workforce planning practices at the functional community level and continued with the Program Office providing quarterly recruitment and retention data to the functional communities for data analysis, skills gap determination and strategy development. The



Program Office's collaborative approach also includes collaboratively supporting competency management by establishing the Competency Management Advisory Group (CMAG). These process improvements enable functional community managers to engage more robustly in the workforce planning process with the overall result being an improved understanding of DOD workforce planning requirements. Additional process improvements made during this workforce planning cycle include:

### **Functional Community Management**

- ✓ Developing a governance structure for decision-making including the Defense Human Resource Board (DHRB) as final arbiters, a DOD Executive Steering Committee (ESC) of Senior Executives, and a Functional Community Advisory Group (FCAG) of Career Level 3 (GS 13-15 or equivalent) Action Officers as key influencers
- ✓ Expanding DOD Functional Communities from 12 to 22 covering ~ 93% of the DOD total civilian workforce
- ✓ Co-chairing with OPM a government-wide Mission Critical Occupation (MCO) and Mission Critical Competency (MCC) determination process which included the participation of 23 members of the Federal Chief Human Capital Officer (CHCO) agencies
- ✓ Identifying 32 DOD MCOs through a defined government-wide process and identifying three high risk MCOs using regression analysis to quantitatively determine risk levels to the mission based on recruitment and retention data indicators
- ✓ Assessing functional communities using new performance criteria and distinguished criteria by those communities with or without MCOs
- ✓ Developing and establishing a methodology for strategy development and applied across all functional communities to streamline and standardize the strategy development process and implementation
- ✓ Developing and applying a Program Office forecasting model to project future skills gap requirements and assist functional communities with skills gap analysis and strategy development
- ✓ Developing and deploying a Program Office data dictionary to assist OSD Functional Community Managers (OFCMs), Component Functional Community Managers (CFCMs) and Component Integrators (CIs) in analyzing quarterly demographic, recruitment and retention data and forecasts
- ✓ Building partnerships and alliances with SWP stakeholders
- ✓ Developing and deploying strategic communication and marketing tools for stakeholders including quarterly newsletters, bi-monthly stakeholder meetings and



standardized messaging to effectively inform the functional community points of contact and institutionalize workforce planning throughout DOD

### **Competency Management**

- ✓ Defining the DOD requirements for the design and development of the Defense Competency Assessment Tool (DCAT) including assessing an employee's competency proficiency by both the employee and supervisor
- ✓ Revising the DODI 1400.25 Vol. 250 on strategic human capital management and competency management policy to include the competency management framework (e.g., standard competency taxonomy, competency development process, career roadmap structure, business rules, governance, and responsibilities).
- ✓ Refreshing the enterprise competency taxonomy and framework
- ✓ Developing and planning deployment of DCAT to assess competency gaps
- ✓ Implementing a data repository to capture competency assessment data from employees and supervisors to identify and understand any gaps

## **Challenges & Path Ahead**

### **Key Challenges**

DOD continues to face several challenges in the FY 2013-2018 reporting cycle as budget cuts, hiring and pay freezes and the use of retirement incentives impacted the ability to recruit and/or retain talented personnel for the functional communities. Despite these challenges, the Program Office remains committed to continuous improvement and identify the key challenges that will become priorities for improving future planning cycles. The Program Office will continue to:

### **Functional Community Management**

- Monitor decreasing budgets and limited resources
- Build DOD stakeholder relationships
- Capture periodic DODI updates and timeline milestones
- Encourage Component Integrators to provide accurate, reliable, consistent and timely forecast data
- Encourage regular and recurring engagement and coordination with key stakeholders
- Link strategic workforce planning with all Defense planning guidance



- Monitor section 115b of title 10, U.S.C. requirements regarding skills and competency gaps
- Develop an action plan to monitor implementation of strategies and results
- Support the DOD Manpower office with developing a Total Force Mix for skills gaps
- Improve data analytical and statistical methodologies to assess the current and future workforce skills gaps
- Refine forecast models and requirements for scenario planning
- Align remaining 7% of DOD employees with appropriate functional communities
- Monitor MCO status changes

### **Competency Management**

- Ensure DCAT and its deployment cycle can support new MCOs and other status changes
- Manage the competency model refresh
- Manage the development of DCAT for validation and maintenance of enterprise competencies, and for assessing competency gaps and strengths

### **Path Ahead**

DOD remains committed to improving its strategic workforce planning capabilities in order to fully meet the requirements of section 115b of title 10, U.S.C. Next steps include:

- Align workforce planning report and products with DOD budget cycle and associated decision making
- Align workforce planning processes with Total Force Management and DOD Manpower requirements processes, timeframes and taskers
- Develop an action plan for each DOD Rolling Wave Maturity Model cycle to record, monitor, and report progress on various activities and include input from OFCMs, CFCMs and CIs
- Build internal competency modeling capability to provide rapid response to competency development for changing MCOs or high priority occupational series, i.e., STEM and Cyber
- Identify commonalities and issues between functional communities and facilitate joint discussions and resolutions



- Facilitate more in-depth discussions with working groups centered on scenario planning for gap analysis and strategy development in each functional community
- Encourage DOD stakeholders to follow the DOD Rolling Wave Model timelines

### **Conclusion**

Functional community management of the DOD workforce is complex and entails addressing a number of challenges: the enormous size and scope of the workforce; the need to respond to rapidly changing mission priorities and work requirements; the reality of shrinking budgets; and the effects of other dynamic external environmental factors. In the foreseeable future, budget constraints will continue to impact workforce growth and sustainment, including strategy development for recruitment and retention.

Despite all of these challenges, the Department accomplished several actions to improve its strategic workforce planning capabilities. The functional community management construct continues to mature, resulting in better collaboration in the workforce planning process between DOD functional community managers and the Program Office, Manpower and Component stakeholders. Continuous process improvements allow the Department to effectively recruit and retain talented personnel in an ever-changing environment, thus sustaining a strong civilian workforce in support of the warfighter. Most importantly, the Department is moving forward with an aggressive action plan to meet all statutory civilian workforce planning requirements with the desired end result being a workforce that is ready to meet current and future missions.



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# Reference 1:

Under Secretary of Defense (Personnel and Readiness) Memorandum, October 27, 2011, Framework for Department of Defense (DOD) Civilian Strategic Workforce Planning and Enterprise Competency Management





**UNDER SECRETARY OF DEFENSE**  
4000 DEFENSE PENTAGON  
WASHINGTON, D.C. 20301-4000

OCT 27 2011

PERSONNEL AND  
READINESS

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS  
CHAIRMAN OF THE JOINT CHIEFS OF STAFF  
UNDER SECRETARIES OF DEFENSE  
COMMANDERS OF THE COMBATANT COMMANDS  
DIRECTOR, COST ASSESSMENT AND PROGRAM  
EVALUATION  
DIRECTOR, OPERATIONAL TEST AND EVALUATION  
GENERAL COUNSEL OF THE DEPARTMENT OF  
DEFENSE  
INSPECTOR GENERAL OF THE DEPARTMENT OF  
DEFENSE  
ASSISTANT SECRETARIES OF DEFENSE  
ASSISTANTS TO THE SECRETARY OF DEFENSE  
DIRECTOR, NET ASSESSMENT  
DIRECTORS OF THE DEFENSE AGENCIES  
DIRECTORS OF THE DOD FIELD AGENCIES

SUBJECT: Framework for Department of Defense (DoD) Civilian Strategic Workforce  
Planning and Enterprise Competency Management

References: (a) 10 U.S.C. § 115b  
(b) DoD Instruction 1400.25, Volume 250, "Civilian Strategic Human Capital  
Planning", November 18, 2008  
(c) USD(P&R) Memorandum November 16, 2007, subj: Competency Management  
and Workforce Planning Information

The purpose of this correspondence is to request your support and leadership in updating the Civilian Strategic Workforce Plan (SWP) for the Department of Defense (DoD). Congress, via reference (a), has directed DoD to "assess the critical skills and competencies that will be needed in the future within the civilian employee workforce" in order "to support national security requirements and effectively manage the Department." Per reference (b), the Department is committed to an integrated, competency-based lifecycle approach to civilian human capital management that supports strategic workforce planning, recruitment and hiring, employee development, and retention. In July of this year, my office committed to Congress that we would have our plan in place by the end of Fiscal Year 2015.

My goal is to create a SWP that is useful to the Department in managing our workforce of greater than 700,000 individuals. We must focus on relating mission requirements to workforce levels and skills sets in a manner that informs our recruitment, retention and training programs. To improve progress towards achieving DoD strategic workforce planning goals, a more rigorous framework has been created that (1) expands and strengthens the DoD functional

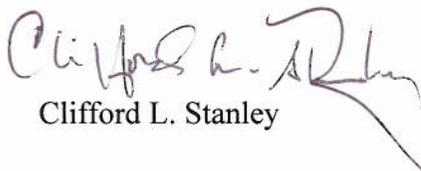
community management structure, (2) provides risk criteria for determining mission critical occupations, (3) implements an enterprise approach for competency development and assessment, and (4) provides career roadmaps to guide employees in planning and progressing in a DoD career. Functional Community Managers (FCMs), who are senior leaders within your organizations, will be responsible for leading implementation of this enterprise framework, which encourages consistency and collaboration, eliminates duplication of effort, and leverages existing solutions to improve human capital planning and decision-making at all levels. My expectations for FCMs and enterprise competency management are provided as attachments (1) and (2).

I have designated Mr. Pat Tamburrino, Jr., Deputy Assistant Secretary of Defense (DASD) for Civilian Personnel Policy (CPP), to oversee implementation of DoD civilian strategic workforce planning and competency management goals by FY 2015. The CPP Strategic Human Capital Planning Division (SHCPD) serves as the action office for DoD workforce planning and competency policy, implementation plans, development, assessment, and tools.

To implement this framework, I am requesting that you appoint appropriate senior executives to serve as OSD and Component-level FCMs for the expanded functional communities listed in attachment (3). FCMs should be committed to the role and resourced appropriately since they will be accountable for fulfilling the responsibilities listed in attachment (1). Please designate your respective OSD or Component FCMs and action officers via memorandum (sample attached) including name, email address, and phone number, to SHCPD within 14 days of the date of this correspondence.

As this framework requires both short-term development/implementation and long-term sustainment, I am updating the governance structure, including reconstituting the Defense Human Resources Board (to include OSD and Component functional leaders). I am also replacing the DoD Competency Management Workgroup described in reference (c) with a continuing Competency Management Advisory Board (CMAB) to guide the enterprise effort. Further details on the CMAB nomination process will be forthcoming from Mr. Tamburrino.

Thank you for your continued support of the Department's civilian workforce planning and competency management efforts. Please direct questions to Mary Beth Lepore, 703-696-5402, marybeth.lepore@cpms.osd.mil, or Patricia Kasold, 703-696-5767, patricia.kasold@cpms.osd.mil.

  
Clifford L. Stanley

Attachments:  
As stated

cc: Military Departments Assistant Secretaries for Manpower and Reserve Affairs

## DoD Enterprise Competency Management Approach September 2011

- **Establish and maintain a standard, DoD-wide Civilian Competency Management Framework.** The Defense Civilian Personnel Advisory Service, Strategic Human Capital Planning Division (SHCPD) will ensure common taxonomies and competency development/validation methodologies are established for use across the Department. The Office of the Secretary of Defense (OSD) Functional Community Managers (FCMs) will lead enterprise competency development with support from Component FCMs and SHCPD.
  - SHCPD will facilitate development of enterprise competencies across all DoD Components.
  - Components will provide subject matter experts (SMEs) to serve on enterprise competency development panels.
  - Efforts will be made to leverage existing, validated component competencies in the enterprise process.
- **Incorporate enterprise competencies into lifecycle management of the civilian workforce.** For example, competency-based selection assessment methods will be designed to improve the quality of candidates referred for DoD positions. Also, competency-based career roadmaps will be developed to support employee and leadership development, retention, and succession planning.
- **Implement a DoD competency management assessment tool.** Strategic human capital management requires the capability to identify, forecast, assess, and address competency gaps at the Department, Component, organization, and employee levels. An enterprise tool will enable employees and supervisors to assess proficiencies to support individual development plans. DoD organizations at all levels will be able to assess aggregate competency strengths and gaps and develop strategies to close gaps. As an efficiency measure, it is my intent that an enterprise system will ultimately replace Component competency management tools with similar functionality.
- **Maintain an enterprise competency repository.** Competency models will be published and updated as needed in an enterprise repository that is accessible by all DoD supervisors, managers, and employees.

## **Functional Community Manager (FCM) Responsibilities September 2011**

OFCM Role. Office of the Secretary of Defense FCMs (OFCMs) drive strategic human capital planning (SHCP) based on visibility over the Department's strategic direction, insight into mission and workforce requirements across occupations in the functional community, analysis of workforce management issues and demographics, and input from Component FCMs (CFCMs).

OFCM Responsibilities. The following responsibilities are drawn from DoDI 1400.25, volume 250, and other OSD guidance. In executing these responsibilities, the OFCMs shall lead and monitor the integration of competency-based SHCP into the full spectrum of employee lifecycle management within the functional communities, and in so doing, shall confer with the OSD SHCP Office, leadership, manpower and financial advisors, CFCMs, and HR consultants. OFCMs will:

- a. Lead development of functional community strategic workforce plans according to statutory and DoD planning requirements, including results of the items below.
- b. Analyze current and projected mission requirements including expeditionary requirements, environmental influences, attrition and retirement trends, and workload forecasts to identify current and future community manpower requirements.
- c. Conduct inventory analysis of the workforce in the community against projected manpower needs to identify workforce gaps.
- d. Assess the competencies of the community workforce against proficiency levels associated with successfully performance required for mission success in order to identify competency gaps.
- e. Develop and implement recruitment, retention, and employee development strategies to address the identified workforce and competency gaps, including career development roadmaps.
- f. Assess the effectiveness of strategies to reduce and close gaps.
- g. Assess functional training and development programs and other strategies to ensure closure of identified competency gaps.
- h. Coordinate and leverage community, Component, and inter-agency best practices.
- i. Advocate regulatory and statutory changes when necessary to address workforce gaps.
- j. Recommend budget plans that address human capital initiatives, workforce requirements and gaps.
- k. Encourage adherence to DoD manpower requirements determination processes.

CFCM Role and Responsibilities: CFCMs perform comparable roles and responsibilities within the Military Departments and Defense Agencies, including providing input up to the OSD FCMs and cascading plans down through their respective organizations.

\*\*\*\*SAMPLE\*\*\*\*

MEMORANDUM FOR DEFENSE CIVILIAN PERSONNEL ADVISORY SERVICE, STRATEGIC HUMAN CAPITAL PLANNING DIVISION (SHCPD)

SUBJECT: Appointment of Functional Community Manager References: (a) USD(P&R)  
Memorandum, subj: Framework for DoD Civilian Strategic Workforce Planning and Enterprise Competency Management

The following senior executive is appointed as the [identify OSD or Component] Functional Community Manager (FCM) for [insert community title] to perform responsibilities described in the attachment to reference (a): Name:

\_\_\_\_\_ Organization/Title:  
\_\_\_\_\_ Email:  
\_\_\_\_\_ Phone:  
\_\_\_\_\_

The following is designated as the primary action officer to support the FCM: Name:

\_\_\_\_\_ Organization/Title:  
\_\_\_\_\_ Email:  
\_\_\_\_\_ Phone:  
\_\_\_\_\_

Signed by appropriate OSD or  
Component senior leader



# Reference 2:

Deputy Assistant Secretary of Defense,  
Civilian Personnel Policy (Personnel  
and Readiness) Memorandum,  
November 23, 2011, Enterprise  
Civilian Competency Management  
Framework Implementation





PERSONNEL AND  
READINESS

OFFICE OF THE UNDER SECRETARY OF DEFENSE  
4000 DEFENSE PENTAGON  
WASHINGTON, D.C. 20301-4000

NOV 23 2011

MEMORANDUM FOR DISTRIBUTION

SUBJECT: Enterprise Civilian Competency Management Framework Implementation

References: (a) USD (P&R) Memorandum of October 27, 2011, Subj: Framework for Department of Defense (DoD) Civilian Strategic Workforce Planning and Enterprise Competency Management  
(b) 10 U.S.C. § 115b  
(c) DoD Instruction 1400.25, Volume 250, "Civilian Strategic Human Capital Planning", November 18, 2008

I am seeking your leadership and support in implementing the Department's Civilian Competency Management Framework as outlined in reference (a) and required by reference (b). To meet the Department's obligations to both Congress and the civilian workforce, in FY 12 - FY 14, competencies by major occupational series will be developed and workforce gaps will be assessed for positions below the Civilian Senior Executive (CSE) level. These gaps will inform development of the strategic workforce plan as required by reference (b).

The timeline for DoD-wide competency development is provided at attachment 1. This timeline was developed to leverage existing component competencies and to consider occupational series population size. The timeline may be adjusted based on subject matter expert (SME) availability. The following actions will be taken to ensure efficient and consistent competency development and analysis of DoD-wide competency gaps:

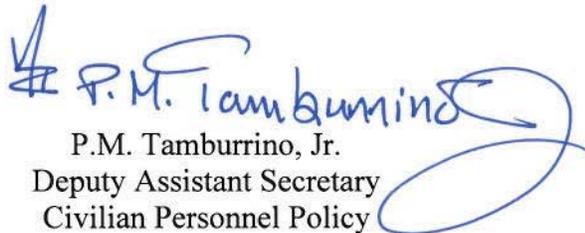
- The Defense Civilian Personnel Advisory Service, Strategic Human Capital Planning Division (SHCPD), will facilitate SME panels and finalize occupational competency models for review by Office of the Secretary of Defense Functional Community Managers (OFCMs);
- A streamlined methodology will be employed utilizing a web-based remote conferencing tool in order to minimize SME time and resource commitment. In FY 12, a maximum of two panels will be scheduled per occupational series or groups of related occupational series as appropriate. Each panel will convene over a period of one or two days. Remote conferencing capability will be available to maximize participation and reduce costs.
- Competencies will be developed using a standard DoD taxonomy. Attachment 2 outlines the format and elements of the DoD competency taxonomy. The SHCPD will work with functional communities that have existing validated competencies in a different taxonomy to determine the way ahead;
- DoD competencies will be validated to support integration across the human capital lifecycle. In FY 12, DoD assessment questionnaires will be developed in conjunction with the competency development efforts;
- SHCPD will contact Components that have existing competencies regarding the transition to DoD-wide competency models. It is requested that all future Component-specific competency development efforts targeting the occupational series listed in attachment 1 be integrated into the DoD-wide process.

For panels scheduled in attachment 1 for FY 12, second quarter, request that each military department and DoD agency identify at least two SMEs to participate in the panels for each occupational series. Component integrators should provide the SME name, telephone and email contact information to SHCPD by no later than December 20, 2011. Components that have only a small number of positions in an occupation do not have to identify SMEs.

Criteria to consider when choosing SMEs include functional experience, business process expertise, recognized competence, authority, availability, and geographic location. SHCPD will coordinate with Component integrators each quarter to identify SMEs for panels occurring in the following quarter.

These efforts will require close collaboration with OSD and Component FCMs, competency experts, human resources professionals and component integrators. In FY12, we will be simultaneously expanding the functional community structure and engaging in competency development. To support new functional communities that are not yet fully mature, we will be dependent on the component integrators and human resource offices to support identification of SMEs for competency development efforts.

I appreciate your continued support and look forward to working with you to accomplish the Department's strategic workforce planning goals. We have made a commitment to Congress to deliver a comprehensive Department-wide Strategic Workforce plan by FY 15. Your support is essential to meeting this requirement. Please direct any questions to the SHCPD, Mr. Zev Goldrich, zev.goldrich@cpms.osd.mil, 703-696-5304 or Dr. Kari Strobel, kari.strobel@cpms.osd.mil, 619-618-6260.

  
P.M. Tamburrino, Jr.  
Deputy Assistant Secretary  
Civilian Personnel Policy

Attachments  
As stated

DISTRIBUTION: ASSISTANT G-1 FOR CIVILIAN PERSONNEL POLICY,  
DEPARTMENT OF THE ARMY  
DEPUTY ASSISTANT SECRETARY, CIVILIAN HUMAN  
RESOURCES, DEPARTMENT OF THE NAVY  
ASSISTANT SECRETARY, DEPARTMENT OF THE  
ARMY (MANPOWER AND RESERVE AFFAIRS)  
DEPUTY DIRECTOR, FORCE MANAGEMENT  
POLICY, DEPARTMENT OF THE AIR FORCE  
DIRECTOR FOR MANPOWER AND PERSONNEL (J-1), JOINT  
CHIEFS OF STAFF  
DIRECTOR, HUMAN CAPITAL ADVISORY SERVICE,  
DEPARTMENT OF DEFENSE INSPECTOR GENERAL  
DIRECTOR, HUMAN RESOURCES MANAGEMENT,  
DEFENSE COMMISSARY AGENCY  
ASSOCIATE DIRECTOR OF RESOURCES, DEFENSE  
CONTRACT AUDIT AGENCY  
ASSOCIATE DIRECTOR OF RESOURCES, DEFENSE FINANCE  
AND ACCOUNTING SERVICE  
DIRECTOR, MANPOWER PERSONNEL AND SECURITY,  
DEFENSE INFORMATION SYSTEMS AGENCY  
VICE DEPUTY DIRECTOR FOR HUMAN CAPITAL,  
DEFENSE INTELLIGENCE AGENCY  
EXECUTIVE DIRECTOR, HUMAN RESOURCES,  
DEFENSE LOGISTICS AGENCY  
EXECUTIVE DIRECTOR, HUMAN RESOURCES,  
DEFENSE CONTRACT MANAGEMENT AGENCY  
DIRECTOR, HUMAN RESOURCES, DEFENSE SECURITY  
SERVICE  
CHIEF, HUMAN CAPITAL OFFICE, DEFENSE THREAT  
REDUCTION AGENCY  
DIRECTOR, HUMAN RESOURCES, NATIONAL  
GEOSPATIAL-INTELLIGENCE AGENCY  
ASSOCIATE DIRECTOR, HUMAN RESOURCES  
SERVICES, NATIONAL SECURITY AGENCY  
DIRECTOR, DEPARTMENT OF DEFENSE EDUCATION  
ACTIVITY  
DIRECTOR FOR HUMAN RESOURCES,  
WASHINGTON HEADQUARTERS SERVICES  
DIRECTOR, CIVILIAN HUMAN RESOURCES MANAGEMENT,  
UNIFORMED SERVICES UNIVERSITY OF THE HEALTH  
SCIENCE  
OFFICE OF THE SECRETARY OF DEFENSE FUNCTIONAL  
COMMUNITY MANAGERS

**ATTACHMENTS AVAILABLE UPON REQUEST**

**Reference 3:** Defense Human Resource Board Charter,  
December 8, 2011





DEC 8 2011

## CHARTER DEFENSE HUMAN RESOURCE BOARD

### I. PURPOSE AND OBJECTIVE

This charter establishes the Defense Human Resource Board (DHRB) as the primary advisory body of the Under Secretary of Defense for Personnel & Readiness (USD(P&R)) to carry out and implement title 10, United States Code, and Principal Staff Assistant (PSA) responsibilities for Total Force Management (TFM) across the Department.

The DHRB shall 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.

This charter shall remain in effect until amended or otherwise revoked.

### II. BACKGROUND

While TFM is a shared responsibility across the Department, the Secretary of Defense has charged the USD (P&R) with specific responsibilities per DoD Directive (DoDD) 5124.02. These include the development of policies, plans, and programs related to the Total Force that ensure efficient and effective support of national security operations, including (but not limited to) the:

- Integration of an operational Reserve component into the Total Force.
- Analysis of the Total Force structure for military and civilian personnel requirements, both quantitative (numbers) and qualitative (kinds).
- Promulgation of manpower management guidance for determination of workforce mix to include contracted services.
- Personnel-related requirements of major defense acquisition programs.

To maintain full operational capabilities and readiness, it is imperative that the Department improve the management of its Total Force of active and reserve military, government civilians, and contracted services. Moreover, our commanders and managers must be resourced with the right numbers and mix of qualified military and civilian personnel and contract support to ensure mission success, both current and future, while also balancing those needs against other compelling requirements, such as recapitalization of the force and emerging domains.

The DHRB shall serve as the principal forum for spear-heading our TFM efforts. Leadership of the DHRB is assigned to the USD (P&R) in DoDD 5124.02, *Under Secretary of Defense for Personnel and Readiness (USD(P&R))* of June 23, 2008. Additionally, DoDD 5105.79, *DoD Senior Governance Councils*, of May 19, 2008, identifies the DHRB as one of the Department's principal functional oversight committees; as such it can submit issues directly to the Deputy's Management Action Group (DMAG), or other appropriate Deputy Secretary of Defense designated forum, for senior level adjudication.

### **III. GUIDING PRINCIPLES**

1. Leaders and managers throughout the Department must be:
  - Incentivized through alignment of policy, statute and practice to make decisions that promote improved Department-wide Total Force Management decisions.
  - Provided the information/data from which to weigh alternatives and make well-reasoned decisions.
  - Given the flexibility and tools to enable them to execute an optimal course of action.
2. Increased emphasis must be applied to understanding fundamental demands for manpower and associated resources, including challenging the assumptions upon which they are predicated.
3. The DHRB shall convene as necessary, but no less than quarterly.

### **IV. MEMBERSHIP**

The USD(P&R) shall serve as the Chair, with the following providing appropriate representatives:

- Chairman, Joint Chief of Staff (JCS), who will represent the interests of the Combatant Commanders
- Under Secretary of Defense for Acquisition, Technology, and Logistics
- Under Secretary of Defense for Policy
- Under Secretary of Defense, Comptroller
- Under Secretary of Defense for Intelligence
- Deputy Chief Management Officer
- Director, Cost Assessment and Program Evaluation
- Director, Administration and Management
- Under Secretaries of the Army, Navy, and Air Force,
- Vice Chiefs of Staff for the Army and Air Force, Assistant Commandant of the Marine Corps, and Vice Chief of Naval Operations
- Defense Agencies and Field Activities shall be represented by the appropriate Principal Staff Assistant (PSA), unless otherwise specified.

### **V. RESPONSIBILITIES**

The Chair shall:

- Collaborate with stakeholders to identify current and projected Total Force Management issues with an eye toward improving Department-wide TFM outcomes through the initiation of enhancements, or the removal of impediments.
- Establish integrated product teams or work groups, as appropriate.
- Provide periodic updates, as necessary, to the Secretary and Deputy Secretary of Defense.

## OUSD(P&R) DHRB Charter

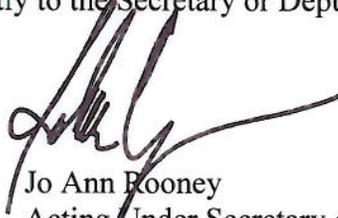
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Members of the DHRB shall:

- Nominate cross-cutting issues for consideration that require Department-wide solutions, proposing solutions as appropriate.
- Provide support as requested to the Chair, including access to records, reports, audits, reviews, documents, papers, recommendations and other material.

The DHRB shall be supported by an Executive Secretary, designated by the Chair. The Executive Secretary will support the Chair in the discharge of responsibilities, including:

- Coordinating issue identification and development.
- Coordinating meeting agendas, associated presentations/decision briefs, and maintaining session minutes.
- Facilitating communications and information sharing with DHRB members and stakeholders.
- Coordinating issues for adjudication to the DMAG, or other appropriate Deputy Secretary of Defense designated forum, or directly to the Secretary or Deputy Secretary of Defense, as appropriate.



Jo Ann Rooney  
Acting Under Secretary of Defense  
(Personnel and Readiness)



# **Reference 4:** Department of Defense Strategic Human Capital Management Governance Structure



# REFERENCE 4: DEPARTMENT OF DEFENSE STRATEGIC HUMAN CAPITAL MANAGEMENT GOVERNANCE STRUCTURE

## 1 – Defense Human Resources Board (DHRB)

- Role: 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. Approve functional communities, mission critical occupations and high risk skills; monitor progress of FCM strategies for closing critical workforce gaps.
- Members: OSD under secretary and equiv from military departments, joint staff, and defense agencies
- Chair: USD (P&R)
- Frequency: As needed

## 2 – Strategic Human Capital Management Executive Steering Committee (SHCM ESC)

- Role: Review/recommend appropriate functional community structure, mission critical occupations, and resources for functional community planning in order to better manage the total workforce.
- Members: OSD Functional Community Managers (FCMs) and Civilian Personnel Policy Council Principals
- Chair: DASD (CPP)
- Frequency: Bimonthly

## 3 – Functional Community Advisory Group (FCAG)

- Role: Study workforce planning needs/issues and assess progress; develop policy proposals and recommendations for implementing functional community management and workforce planning strategies.
- Members: OSD FCM Action Officers and Component Strategic Human Capital Management Integrators
- Chair: DCPAS Strategic Human Capital Planning Office
- Frequency: Bimonthly



# Reference 5:

Assistant Secretary of Defense  
(Readiness and Force Management)  
Memorandum, July 3, 2012,  
Development of the Fiscal Year 2012-  
2018 Department of Defense Strategic  
Workforce Plan





OFFICE OF THE ASSISTANT SECRETARY OF DEFENSE  
4000 DEFENSE PENTAGON  
WASHINGTON, D.C. 20301-4000

JUL 3 2012

MEMORANDUM FOR: ASSISTANT SECRETARY OF THE ARMY  
(MANPOWER AND RESERVE AFFAIRS)  
ASSISTANT SECRETARY OF THE NAVY  
(MANPOWER AND RESERVE AFFAIRS)  
ASSISTANT SECRETARY OF THE AIR FORCE  
(MANPOWER AND RESERVE AFFAIRS)  
DIRECTOR, ADMINISTRATION AND MANAGEMENT

SUBJECT: Development of the Fiscal Year 2012-2018 Department of Defense Strategic Workforce Plan

References: (a) United States Code 10 U.S.C § 115b  
(b) Department of Defense Instruction 1400.25, Volume 250, Civilian Strategic Human Capital Planning, November 18, 2008  
(c) Under Secretary of Defense (Personnel & Readiness) Memorandum Framework for DOD Strategic Workforce Planning and Enterprise Competency Management, October 11, 2011

In order to develop the next biennial Department of Defense (DoD) Strategic Workforce Plan (SWP) required by references (a) and (b), Office of the Secretary of Defense Functional Community Managers (OFCMs), Component FCMs (CFCMs), and Component Integrators designated per reference (c) are requested to provide required data and participate with the Defense Civilian Personnel Advisory Service, Strategic Human Capital Planning Division (SHCPD), to complete strategic planning actions as follows:

1. OFCMs:
  - a. Validate and submit to SHCPD the end-year Fiscal Year (FY) 2012-2018 authorized manpower targets for the attached list of 2012 Government-wide and DoD mission critical occupations (MCOs) as follows:
    - i. By July 23, 2012, submit targets for the seven Government-wide DoD High Risk MCOs (2210, 1102, 0201, 0110, 0510, 0610, 0081);
    - ii. By August 6, 2012, submit remaining MCO targets.
  - b. By October 31, 2012, analyze functional community data and assess overall health of the workforce. For MCOs, validate forecasts, develop root cause analyses and strategies to close staffing gaps in MCOs.

- c. By January 31, 2013, deliver final draft functional community sections for the DoD SWP to SHCPD.
2. Component Integrators:
- a. By July 9, 2012, obtain end-year FY 2012-2017 authorized manpower targets for MCOs from Component manpower authoritative databases and provide target data to CFCMs to validate.
  - b. Coordinate with Component FCMs to ensure targets are validated and submitted to OFCMs on time;
  - c. By October 29, 2012, submit Component reports on implementation of strategies identified in the FY 2010-2018 DoD SWP. (Note: Reports are required only from the military departments and Defense agencies that have 2000 or more employees, with 100 or more of those employees in any three of the 33 DoD MCOs).
3. Component FCMs:
- a. Validate and submit to OFCMs and Component Integrators workforce end-year FY 2012-2018 authorized manpower targets for the attached list of 2012 MCOs, as follows:
    - i. By July16, 2012, submit targets for the seven Government-wide MCOs and DoD High Risk MCOs (2210, 1102, 0201, 0110, 0510, 0610, 0081);
    - ii. By July30, 2012, submit remaining MCO targets.
  - b. By October 31, 2012, participate with OFCMs in analyzing functional community data and assess overall health of the workforce. For MCOs, validate forecasts, develop root cause analyses and strategies to close staffing gaps in MCOs;
  - c. Provide input as requested for Component reports on implementation of strategies identified in the FY 2010-2018 SWP.
4. SHCPD:
- a. Provide detailed guidance, workforce data, analytical support and facilitation, and reporting templates for each action item above.
  - b. By September 30, 2012, develop MCO forecasts based on target data provided by FCMs; coordinate and validate forecasts with OFCMs.

Your support and engagement in the DoD workforce planning process is vital to ensuring that workforce projections are realistic and practical strategies are in place to recruit, staff, shape,

develop and retain the civilian workforce within each functional community to meet current and future mission requirements.

OFCM and CFCM data and reports listed above should be submitted electronically to [shcpdcentralemail@cpms.osd.mil](mailto:shcpdcentralemail@cpms.osd.mil). Please direct questions on the reporting requirements to your SHCPD Advisor as shown on the attached list.



Frederick E. Vollrath  
Principal Deputy Assistant Secretary of Defense  
(Readiness and Force Management) Performing  
the Duties of the Assistant Secretary of Defense  
for (Readiness and Force Management)

Attachments:  
As stated

**ATTACHMENTS AVAILABLE UPON REQUEST**

# **Reference 6:** 2012 Mission Critical Occupation Reporting Template Instructions



# REFERENCE 6: FY 2012 MISSION CRITICAL OCCUPATION (MCO) REPORTING TEMPLATE INSTRUCTIONS

## Reporting Instructions

The focus of the MCO reporting template (Targets) is to document and support your Functional Community's targeted end-strength requirements, goals, and strategies for your Functional Community. Please complete the template for each DOD designated Mission Critical Occupation (MCO) within your community. The information reported will be included in FY 2012 – 2018 DOD Strategic Workforce Plan report to Congress.

As appropriate, please coordinate with primary Functional Community Managers those MCOs that cross multiple communities. It is also recommended that you share your information and strategies with other FCMs to gain perspective and insights across communities. Your FCM Advisor is available to assist with coordination.

## Summary Timeline

The timeline for providing the authorized FY 2012 through FY 2018 authorized manpower targets is as follows:

- **On 29 June 2012** – DCPAS/**Strategic Workforce Planning Office** provides template and onboard counts to Component Integrators (CIs).
- **By 9 July 2012 - Component Integrators (CIs)** will collect ALL authorized manpower targets for FY 2012 through FY 2018 for each DOD Mission Critical Occupation (MCO) and the seven (7) Government-wide and DOD high risk MCOs for the Component (2210, 1102, 0201, 0110, 0511, 0610, 0081) - *(WHS CI will collect and consolidate ALL authorized manpower targets for each DOD Mission Critical Occupation (MCO) and the seven (7) Government-wide and DOD high risk MCOs for the 4<sup>th</sup> Estate Defense Agencies)* and provide to the Component FCMs (CFCMs).
- **By 20 July 2012** (*Date revised from P&R PDASD Memo date -16 July 2012*) - **CFCMs** will:
  - Validate the authorized manpower targets for the seven (7) Government-wide and DOD high risk MCOs (2210, 1102, 0201, 0110, 0511, 0610, 0081)
  - Complete the MCO reporting template
  - Coordinate input and obtain internal approvals/concurrence
  - Submit to OSD Functional Community Managers (OFCMs)
- **By 23 July 2012** the **OFCMs** will:
  - Consolidate and validate Component authorized manpower targets for FY 2012 through FY 2018 for the seven (7) Government-wide and DOD high risk MCOs (2210,

1102, 0201, 0110, 0511, 0610, 0081) and submit results to DCPAS/Strategic Human Capital Planning Office and copy furnish CIs.

- **By 30 July 2012 - CFCMs will:**
  - Validate the authorized manpower targets for the remaining DOD MCOs
  - Complete the MCO reporting template
  - Coordinate input and obtain internal approvals/concurrence
  - Submit to OSD Functional Community Managers (OFCMs)
- **By 6 August 2012 the OFCMs will:**
  - Consolidate and validate Component FY 2012 through FY 2018 authorized manpower targets for the remaining DOD MCOs and submit to DCPAS/Strategic Human Capital Planning Office and copy furnish CIs.
- **By 30 September 2012 the DCPAS/Strategic Workforce Planning Office will:**
  - Develop FY 2012 through FY 2018 forecasts for ALL DOD MCOs based on target data provided by OFCMs and provide results to OFCMs to develop strategies for closing gaps.
- **By 31 October 2012 OFCMs will lead the CFCMs in session to analyze functional community data and assess overall health of the workforce facilitated by DCPAS/Strategic Workforce Planning Office.** NOTE: The facilitated sessions will cover all DOD and Government-wide MCOs and include forecast validation, perform root cause analyses and identify strategies to close staffing any gaps. Additional discussions may include identification of strategies regarding other types of variances.

**Workforce Authorized Manpower Targets/Forecasts Reporting Template Instructions  
(Onboard count for each MCO is provided. Onboard count data is as of 06/01/12.)**

**Workforce End-Strength (E/S) Targets**

Provide your Authorized Manpower Targets (Funded Requirements - As of 30 Sept. each year) for FY 2012 - 2018.

- A. Authorized Manpower Requirements – End Strength (E/S): List civilian end-strength requirements for FY 2012 - 2018 based on authorized manpower levels.

Data should be from manpower records that is consistent with current POM/budget submissions, and coordinated with Functional, Manpower, Budget, and HR staff.

Constrained requirements reflect outcomes of analysis of requirements and availability of funds for budgeted and authorized end strengths programmed in the POM.

**Additional Workforce Information (Optional)**

Space in the MCO reporting template (Targets) is available for description of influencing factors. As needed, CFCMs include additional information or significant event or events (ex. BRAC, Reorganization/ Realignment, Reduction in Component Budget, etc.) in the shaded section to the right of the target entry fields. This is information that describes events that have impacted the forecasting of a MCO. This information will help to offer perspective of implementation of strategies.

**\*\*END OF SECTION INSTRUCTIONS \*\***

See Summary Timeline for Responsibilities and Deliverable Dates

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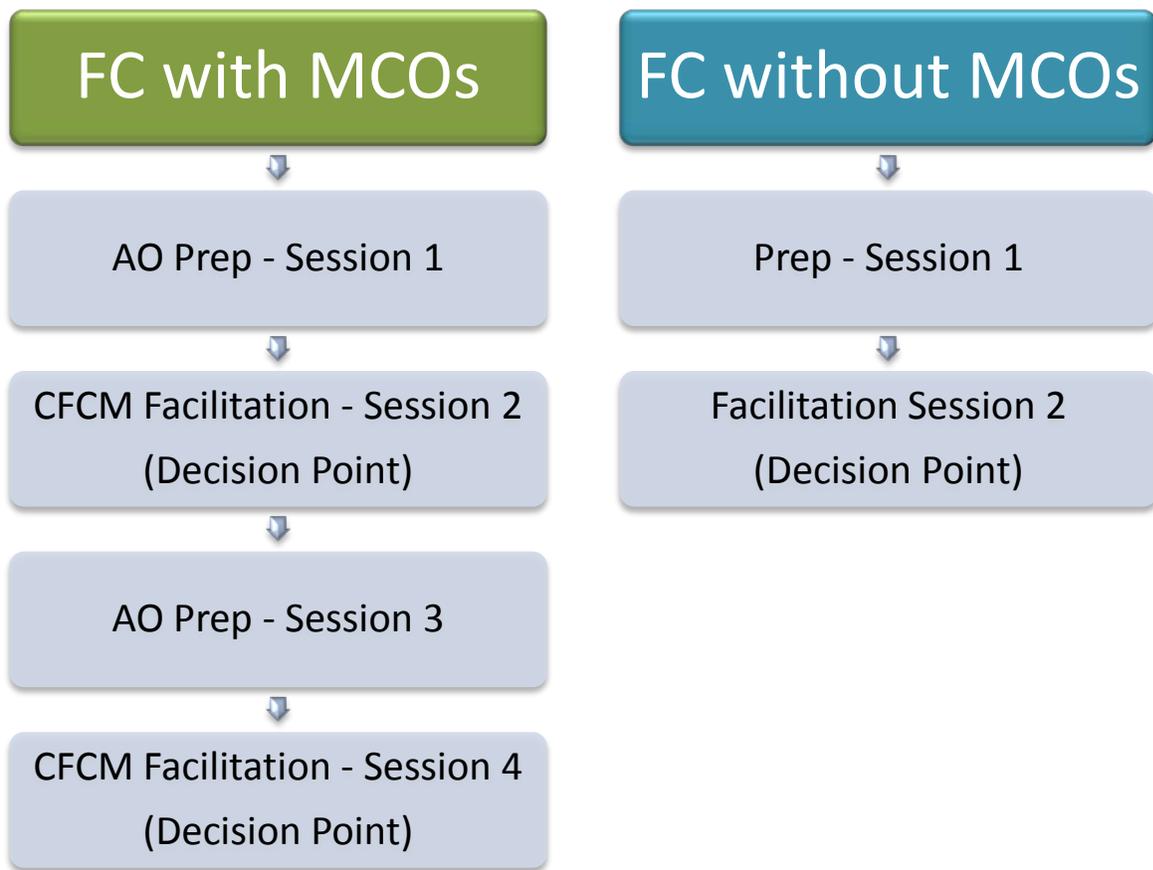
# **Reference 7:** Overall Facilitation Steps for Assessment Sessions



# REFERENCE 7: OVERALL FACILITATION STEPS FOR ASSESSMENT SESSIONS

## Facilitation Approach

### Overall Health of the Workforce Assessment Sessions



## Facilitation Approach

### Overall Health of the Workforce Assessment Sessions

**The facilitated sessions will cover all DOD and Government-wide MCOs and include:**

1. Validating forecasts;
  2. Identifying and discussing staffing gaps;
  3. Identifying and discussing contributing factors;
  4. Performing root cause analyses; and
  5. Identifying strategies to close staffing gaps.
- Additional discussions may include identification of strategies regarding other types of variances.

**The facilitated sessions for Functional Communities that do not have MCOs will include:**

1. Reviewing and discussing the overall workforce health and overall workforce data;
2. Identifying and discussing staffing gaps;
3. Identifying and discussing contributing factors;
4. Discussing Recruitment and Retention opportunities.
5. Identifying types of approaches to address any issues identified.

*\*The amount of information required for the Strategic Workforce Plan will be approximately 2-3 pages in length.*

# **Reference 8:** Fiscal Year 2010 – 2018 Component Strategy Update Template



## REFERENCE 8: FISCAL YEAR 2010-2018 COMPONENT STRATEGY UPDATE TEMPLATE

COMPONENT IMPLEMENTATION UPDATE ON FY 10-18 STRATEGIES

DUE 31 OCT 2012

Please refer to the **DOD FY 10-18 SWP Strategies Spreadsheet** for a list of strategies reported by legacy functional communities in the FY 10-18 Strategic Workforce Plan. Considering all of the functional community strategies reported, briefly respond to the following questions. **Keep comments to two pages per Component.**

### DEPARTMENT OF THE ARMY

**What strategies were most effective in closing workforce gaps\*? What strategies were least effective in closing workforce gaps?**

**Were different strategies implemented other than what was included in the report? If so, what worked and what didn't in closing workforce gaps?**

**What were the barriers, successes, and metrics?**

**What recommendations do you have for making DOD-wide strategy development more effective in the future?**

**\*\*END OF REPORT\*\***

COMPONENT INTEGRATORS FORWARD REPORT TO SHCPD AT  
[SHCPDcentralemail@cpms.osd.mil](mailto:SHCPDcentralemail@cpms.osd.mil)

NOTES:

- IMPLEMENTATION STATUS REFERENCED IN THE SPREADSHEET WAS OBTAINED FROM THE OFCM/OFCM AO OF THE LEGACY FUNCTIONAL COMMUNITY, WHERE APPLICABLE
- \*GAP IS DEFINED AS A SURPLUS OR A SHORTAGE
- THE SAME COMPONENT STRATEGY UPDATE TEMPLATE WAS PROVIDED TO THE ARMY, AIR FORCE, NAVY AND FOURTH ESTATE TO REPORT STATUS ON RESPECTIVE STRATEGIES FROM THE FY10-18 STRATEGIC WORKFORCE PLAN

# **Reference 9:** Current and Pending Human Capital Legislation



## REFERENCE 9: HUMAN CAPITAL LEGISLATION

**Table 9-1. Current Human Capital Legislation**

| <b>Legislation Directly Related to DoD Civilian Workforce</b>   |  |
|---|--|
| <b>NDAAs 2012</b>   |  |
| H.R. 1540   | <ul style="list-style-type: none"> <li>House Report 112-78, 112-78 Part 2</li> </ul>   |
| S. 1867   | <ul style="list-style-type: none"> <li>Senate Report 112-26</li> </ul>                 |
| Public Law 112-81 – Became Law on December 31, 2011   |  |
| <b>NDAAs 2013</b>   |  |
| H.R. 4310   | <ul style="list-style-type: none"> <li>House Report 112-479, 112-479 Part 2</li> </ul> |
| S. 3254   | <ul style="list-style-type: none"> <li>Senate Report 112-173</li> </ul>                |
| Public Law 112-239 – Became Law on January 2, 2013  |  |
| <b>Department of Defense Appropriations Act, 2010</b>   |  |
| <ul style="list-style-type: none"> <li>H.R. 3326</li> <li>House Report 111-230</li> <li>Senate Report 111-74</li> </ul> |  |
| <ul style="list-style-type: none"> <li>Public Law 111-118 – Became Law on December 19, 2009</li> </ul>                  |  |

**Table 9-2. Current Human Capital Legislation By Functional Category**

| Legislation Directly Related to DoD Civilian Workforce  | Acquisition | Medical | Financial Mgmt | Overall HC Planning |
|---|-------------|---------|----------------|---------------------|
| <b>NDAAs 2012 Human Resources (HR) Items</b>  |             |         |                |                     |
| Sec. 578. Comptroller General of the United States Report on Department of Defense Military Spouse Employment Programs                            |             |         |                | ■                   |
| Sec. 804. Extension of availability of funds in the Defense Acquisition workforce development fund  | ■           |         |                |                     |
| Sec. 864. Acquisition workforce improvements  | ■           |         |                |                     |
| Sec. 867. Five-Year extension of Department of Defense mentor-protégé program   |             |         |                | ■                   |
| Sec. 902. Qualifications for appointments to the position of Deputy Secretary of Defense  |             |         |                | ■                   |
| Sec. 905. Assessment of DOD access to non-United States citizens with scientific and technical expertise vital to the national security interests |             |         |                | ■                   |
| Sec. 908. Report on effects of planned reductions of personnel at the Joint Warfare Analysis Center on personnel skills                           |             |         |                | ■                   |
| Sec. 931. General policy for total force management   |             |         |                | ■                   |
| Sec. 932. Revisions to DOD civilian personnel management constraints  |             |         |                | ■                   |
| Sec. 933. Additional amendments relating to total force management  |             |         |                | ■                   |
| Sec. 934. Modifications of annual Defense manpower requirements report  |             |         |                | ■                   |

| Legislation Directly Related to DoD Civilian Workforce   | Acquisition | Medical | Financial Mgmt | Overall HC Planning |
|--|-------------|---------|----------------|---------------------|
| <b>NDAAs 2012 Human Resources (HR) Items</b>   |             |         |                |                     |
| Sec. 935. Revisions to strategic workforce plan from annual to biennial assessments and five-year period corresponding to the current FYDP                           |             |         |                | ■                   |
| Sec. 938. Conversion of certain functions from contractor performance to performance by DOD civilian employees   |             |         |                | ■                   |
| Sec. 1051. Modification of authorities on certification and credential standards for financial management positions in the DOD                                       |             |         | ■              |                     |
| Sec. 1053. Inclusion of plan on the financial management workforce in the strategic workforce plan of the DOD  |             |         | ■              |                     |
| Sec. 1081. Authority for assignment of civilian employees of the DOD as advisors to foreign ministries of defense  |             |         |                | ■                   |
| Sec. 1102. Provisions relating to the DOD performance management system  |             |         |                | ■                   |
| Sec. 1103. Repeal of sunset provision relating to direct hire authority at demonstration laboratories  |             |         |                | ■                   |
| 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. Pay parity for federal employees serving at certain remote military installations   |             |         |                | ■                   |
| Sec. 1109. Federal internship programs   |             |         |                | ■                   |
| Sec. 1110. Extension and expansion of experimental personnel program   |             |         |                | ■                   |

|   |                    |                |                       |                            |
|---|--------------------|----------------|-----------------------|----------------------------|
| for scientific and technical personnel  |                    |                |                       |                            |
| Sec. 1112. Two-year extension of discretionary authority to grant allowances, benefits, and gratuities to personnel on official duty in a combat zone                 |                    |                |                       | ■                          |
| Sec. 1122. Authority for waiver of recovery of certain payments previously made under civilian employees voluntary separation incentive program                       |                    |                |                       | ■                          |
| Sec. 1124. Disclosure of senior mentors   |                    |                |                       | ■                          |
| <b>Legislation Directly Related to DoD Civilian Workforce</b>   | <b>Acquisition</b> | <b>Medical</b> | <b>Financial Mgmt</b> | <b>Overall HC Planning</b> |
| <b>NDAAs 2013 Human Resources (HR) Items</b>  |                    |                |                       |                            |
| Sec. 541. Transfer of Troops-To-Teachers Program from Department of Education to Department of Defense and Enhancements to the Program                                |                    |                |                       | ■                          |
| Sec. 566. Non-competitive appointment authority regarding certain military spouses.   |                    |                |                       | ■                          |
| Sec. 831. Guidance and training related to evaluating reasonableness of price.  | ■                  |                |                       |                            |
| Sec. 954. National Language Service Corps   |                    |                |                       | ■                          |
| Sec. 955. Savings to be achieved in civilian personnel workforce and service contractor workforce of the Department of Defense.                                       |                    |                |                       | ■                          |
| Sec. 956. Expansion of persons eligible for expedited Federal Hiring following completion of National Security Education Program scholarship.                         |                    |                |                       | ■                          |
| Sec. 1101. One year extension of authority to waive annual limitation on premium pay and aggregate limitation on pay for Federal civilian employees working overseas. |                    |                |                       | ■                          |
| Sec. 1102. Expansion of experimental personnel program for scientific and technical personnel at the Defense Advanced Research Projects Agency.                       |                    |                |                       | ■                          |
| Sec. 1104. One year extension of discretionary authority to grant allowances, benefits, and gratuities to personnel on official duty in a combat zone.                |                    |                |                       | ■                          |

|   |  |  |  |   |
|---|--|--|--|---|
| Sec. 1105. Policy on senior mentors.  |  |  |  | ■ |
| Sec. 1106. Authority to pay for the transport of family household pets for federal employees during certain evacuation operations |  |  |  | ■ |
| Sec. 1107. Interagency personnel rotations.   |  |  |  | ■ |

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# **Reference 10:** Glossary of Terms



## REFERENCE 10: GLOSSARY OF TERMS

**Annuitants.** Military retirees and civilian annuitants which includes reemployed annuitants.

**Appointment.** Particular Natures of Action (NOA) whereby new employees are brought onboard to a Federal agency. These are found in the 100 series of events, including 100 = Career Appointment, 101 = Career Conditional, 107 = Emergency Appointment, 108 = Term Appointment, 115 = Appointment Not to Exceed, 120 = Overseas Limited Appointment, 122 – Overseas Limited Not-To-Exceed, 124 = Appointment Status Quo, 170 = Excepted Appointment, 171 = Excepted Appointment Not-To-Exceed (date), 190 = Provisional Appointment Not-To-Exceed (date), 198 = Interim Appointment in non-duty status, and 199 = Interim Appointment.

**Career Level.** Groups the entire workforce into one of three levels, depending on their pay plan, occupational series, or basic salary rate. For General Schedule and related pay plans, the grades are grouped as such: Career Level 01 = GS-01 through GS-08; Career Level 02 = GS-09 through GS-12; Career Level 03 = GS-13 through GS-15. For non-GX pay systems, the individual's basic annualized salary rate is computed and mapped accordingly.

**CSRS** **Civil Service Retirement System.** Retirement system with five categories of benefits, including Optional, Special Optional, Early Optional, Discontinued Service, and Disability. Eligibility is based on age and the number of years of creditable service and any other special requirements. An employee must have served in a position subject to CSRS coverage for one of the last two years before retirement.

**Competency.** An observable, measurable pattern of knowledge, abilities, skills, and other characteristics that individuals need to successfully perform their work.

**Competency-Based Management.** A systematic approach to evaluating and effectively aligning employee competencies with mission and job requirements throughout the human capital lifecycle.

**Competency Taxonomy.** The classification, categorization, or grouping of similar items or things, in this case, employee competencies.

**CFCM** **Component Functional Community Manager.** CFCMs perform comparable roles and responsibilities as OSD FCMs within the Military Departments and Defense Agencies, including providing input up to the OSD FCMs and cascading plans down through their respective organizations.

**Component.** Reflects one of the subordinate organizations that constitute a joint force. Normally a joint force is organized with a combination of Service and functional components. The components include the United States Army; The United States Air Force; the United States Navy and Marine Corps; and the Fourth Estate – a conglomeration of all DOD office of the Secretary of Defense (OSD) organizations and Defense-wide agencies.

**CI** **Component Integrator.** CIs collaborate with the OSD FCMs and the Component FCMs to provide reports for incorporation into the DOD Strategic Workforce Plan from a Service-wide or Defense Agency perspective. The CI facilitates timely report submissions to meet Component and OSD objectives and milestones, and assembles and engages a team consisting of the CFCMs, Human Resources, Manpower, Budget, Command, and other representatives, as needed, to support the OSD workforce planning initiative.

**DASD (CPP)** **Deputy Assistant Secretary of Defense for Civilian Personnel Policy.** DOD's human resource policy office. CPP formulates plans, policies, and programs to manage the civilian work force effectively and humanely. CPP supports the Military DOD Agencies with policy leadership and with personnel through the Defense Civilian Personnel Advisory Service (DCPAS). CPP also manages the non-appropriated fund personnel system and provides guidance for the foreign national employment program within DOD.

**DCPDS** **Defense Civilian Personnel Data System.** The DOD enterprise automated HR information and transaction processing system for DOD civilian employees. This system contains classification, staffing, training, employee benefits, action tracking for Equal Employment Opportunity complaints, and data retrieval information on DOD civilian employees.

**DCAT** **Defense Competency Assessment Tool.** The DOD enterprise-wide automated competency data repository, validation, and assessment tool.

**ECM** **Enterprise Competency Management.** The process of identifying, assessing, and managing competencies across the Department's civilian workforce to meet current and future mission readiness needs.

**External Transfer.** Hired outside of DOD but from the federal service with no break in federal service.

**FERS** **Federal Employees Retirement System.** Retirement system with four categories of benefits, including Immediate, Early, Deferred, and Disability. Eligibility is determined by age, and number of years of creditable service. In some cases, an employee must have reached the Minimum Retirement Age (MRA) to receive benefits.

**High Risk Mission Critical Occupation.** MCOs that are most at risk for staffing or skill gaps based on recruitment, retention, and environmental indicators.

**Internal Transfer.** Transfers within DOD, including NOAs 130 = Transfer and 132 = Mass Transfer.

**Losses.** Separations from DOD employment.

**Loss Type.** An aggregation of separations into a few broad groups, depending on the context. Loss type groupings are defined by using NOA codes. Resignations, Retirements, Transfers and Other Separations or Losses are used to provide loss data. These NOAs include, 300 = Retirement-Mandatory, 301 = Retirement-Disability, 302 = Retirement-Voluntary, 303 = Retirement-Special Option, 304 = Retirement-In Lieu of Involuntary Action, 312 =

Resignation-In Lieu of Voluntary Action, 317 = Resignation, 330 = Removal, 350 = Death, 351 = Termination-Sponsor Relocating, 352 = Termination-Appointment In (agency), 353 = Separation-US, 355 = Termination-Expiration of Appointment, 356 = Separation-RIF, 357 = Termination, 385 = Termination-during probation/trial period, and 390 = Separation-Appointment In (agency).

**Mission Critical – Agency.** A strategic program or goal with an agency-specific impact that is at risk of failure related to human capital deficiencies.

**Mission Critical – Government-wide.** A strategic program or goal with government-wide impact (across multiple\* CHCO Act agencies) that is at risk of failure related to human capital deficiencies. \*Multiple is defined as starting with the largest percent of employees in the occupation, to take at least 50% of CHCO agencies to have a combined total of 95% or more of the employees in that occupation.

**MCO Mission-Critical Occupation.** Occupations or occupational groups that set direction, directly impact, or execute performance of mission critical functions or services.

**MCO Segmented Prioritization Approach – Government-wide.** Government-wide prioritization is segmented by two categories including, Strategic and Core. **Strategic** is defined as occupations or competencies that:

- Have direct impact on the long-term successful performance or effective delivery of government-wide critical functions or services.
- Establish a visionary direction, with a global perspective, to develop initiatives that result in the achievement of current and future functions and services.

**Core** is defined as occupations or competencies that are critical to sustaining or executing performance of operational functions or services that are common across federal agencies.

**MCO Segmented Prioritization Approach – Agency.** Agency-specific prioritization is segmented by three categories including, Strategic, Core, and Supporting. **Strategic** is defined as occupations or competencies that set direction or have direct impact on the performance or delivery of mission specific functions or services. **Core** is defined as occupations or competencies that execute agency mission functions or services to ensure operational performance. **Supporting** is defined as occupations or competencies that are necessary to maintaining internal processes underlying strategic and core agency-specific functions.

**Non-Targeted Disabilities.** Disabilities that the federal government has not identified for special emphasis but may be as severe as targeted disabilities and may require accommodation.

**OFCM Office of the Secretary of Defense Functional Community Manager.** Senior functional leader at the OSD level who advises on the development and implementation of overarching human capital policy for a group of DOD civilian employees with the same basic uniform requirements.

**Other Hiring.** Includes any employees hired from outside DOD who does not meet the

annuitants, prior military or recent college graduate's criteria. This will mostly include new hires from the private, education or non-profit sectors.

**Other Separations or Losses.** Any Separation NOAs not in the 30x, 31x or 352 codes.

**Percent of Eligible to Retire.** Percent of employees that are eligible to retire based on a comparison between the [Current Date] and the [Date Eligible for Optional Voluntary Retirement] in DCPDS.

**Prior Federal Service.** Appointments and Reinstatements with prior civilian federal experience and a break in service. This includes NOAs 140 = Reinstatement-Career and 141 = Reinstatement-Career Conditional.

**Prior Military.** Employees who previously served in a military service branch. Prior military is defined in DCPDS using the following data elements: (1) Military Annuitant Indicator, (2) Retirement Grade, (3) Date Retired Uniformed Service, and (4) Creditable Military Service.

**Recent College Graduates.** Hiring source tied to the Executive Order 13562 – Recruiting and Hiring Students and Recent Graduates.

**Recruitment or Gain Data.** Data related to hiring, including overall volume of hiring activity and measurements of the use of certain hiring flexibilities. These include Appointments, other means of filling a position, and other data related to recruiting. The recruiting data includes new hire entries by source, new hire actions, internal and external transfers, prior federal service, special salary rates and superior qualifications, recruitment incentives, student loan repayments, and relocation incentives.

**Recruitment Incentives.** Typically represented as a one-time award per employee per year with NOAs 815 = Recruitment Incentive, 816 = Relocation Incentive, 817 = Student Loan Repayment, and 827 = Retention Incentive.

**Retirement Eligibility.** Computed using Retirement Plan, Age, Service Computation Date, and in some cases, Occupational Series code. The minimum retirement age is a ramp depending on the year of birth and retirement plan.

**Retirement Phasing.** Depicts how long employees remained beyond their initial normal optional voluntary retirement eligibility date. Only those NOA 302 actions wherein the NOA Effective Date was on or after an employee's Date Eligible for Optional Voluntary Retirement were selected.

**Special Salary Rates or Superior Qualifications.** Hiring authorities that require a Pay Rate Determinant.

SHCPD **Strategic Human Capital Planning Division.** Action office for USD (P&R) that facilitates the DOD's enterprise strategic human capital planning effort. This division focuses on workforce analysis forecasting and competency assessment.

**Strength/Inventory/Onboard.** Terms used to refer to the number of active civilian employees on a particular date.

**Target.** In DOD civilian strategic workforce planning the terminology "target" is used to identify manpower goals used in forecasting the effects of attrition on the desired future workforce. The term target represents an authorized manpower goal identified for each occupational series for which funding has been authorized and provided. These targets are provided by the Component Functional Community Manager (CFCM) and validated by the OSD Functional Community Manager (OFCM). Targets are not developed or derived for the workforce planning process but are developed and derived from the Component manpower process.

**Targeted Disabilities.** Disabilities that the federal government has identified for special emphasis. Established Office of Personnel Management (OPM) codes are mapped to various disability groupings. The nine targeted disabilities identified for reporting for the EEOC's Management Directive 715 are: Deafness, Blindness, Missing Extremities, Partial Paralysis, Complete Paralysis, Convulsive Disorders, Mental Retardation, Mental Illness, and Genetic or physical conditions affecting the limbs and/or spine.

**Transactions (or actions).** Events that happen to employees based on Natures of Action (NOAs), covering the activities in the personnel life cycle for which a Notification of a Personnel Action (SF-50) is received.

**Turnover.** The number of separations from appointments divided by the beginning civilian employee strength/inventory/onboard.

**YOS** **Years of Service.** Based on Service Computation Date – Civilian. This data element does not reflect non-Federal civilian time, such as military service or private sector experience.

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# **Appendix 1: USD (ATL) Acquisition (Separate Submission)**



# **APPENDIX 1: ACQUISITION FUNCTIONAL COMMUNITY**

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# **Appendix 2:**

**USD (ATL) Facility Engineering and  
Management**



## APPENDIX 2: FACILITIES ENGINEERING AND MANAGEMENT FUNCTIONAL COMMUNITY

### Overview

DOD civilians in the Facilities Engineering & Management (FEM) Functional Community manage and execute the planning, design, construction, maintenance, operation, and disposal of over 500,000 facilities on military installations worldwide. This inventory, which includes almost 300,000 buildings, has a plant replacement value of over \$800 billion. The FEM Community directly contributes to warfighting capability because this infrastructure base supports the sustainment, training, and projecting of military assets, both at home station and at forward deployed locations. Therefore, any diminished capability in the FEM Community could adversely impact the efficiency and effectiveness of warfighting support, and the quality of life for military personnel. As of September 2012, the FEM Community included 37,258 DOD civilians, which represent about 5% of the total civilian workforce.

### Environmental Scan

The major workforce environmental factors affecting the FEM Community include:

- National Economy – A weak job market has helped recruitment, and coupled with underperforming investment portfolios, retirements slowed for several years. However, data reflects the beginnings of an increase in retirements.
- DOD Drawdown - Due to the end of the Iraq and Afghanistan wars and pressure to reduce the federal budget, the number of DOD civilians is being reduced, potentially leading to more costly outsourcing.
- Technology and Outsourcing – The rapid pace of technological innovation is creating the need for new workforce skills; and the search for efficiencies will be a constant.
- Customer Expectations – Pressure will continue to reduce cost and timelines and provide increased real-time reporting.
- Generational Culture – Millennials tend to be more mobile, demand a greater variety of work assignments and latest tools, and prefer flexible work policies (telework and flextime).
- Aging Infrastructure Base – Maintenance backlog is increasing due to constrained facilities funding.

**Figure 1: Facilities Engineering and Management Demographics**

| FUNCTIONAL COMMUNITIES                         | Facility Eng & Mgmt |
|--|---------------------|
| Occ Series                                     | All Occupations     |
| Occ Series Desc                                |                     |
| <b>Workforce Size: Current Strength Totals</b> |                     |
| End Strength                                   | 37,258              |
| Department of Army                             | 16061               |
| Department of Air Force                        | 6134                |
| Department of Navy                             | 14341               |
| DoD Agencies (4th Estates)                     | 722                 |
| % MALE   | 86.67%              |
| % FEMALE                                       | 13.33%              |
| % DISABILITY TARGETED                          | 0.53%               |
| % DISABILITY NONTARGETED                       | 4.76%               |
| % PRIOR MILITARY                               | 37.51%              |
| <b>Education</b>                               |                     |
| ED - # WITH LESS THAN BACHELORS                | 22724               |
| ED - # WITH BACHELORS DEGREES                  | 10730               |
| ED - # WITH MASTERS DEGREES                    | 3429                |
| ED - # WITH DOCTORATE DEGREES                  | 263                 |
| <b>Planning Considerations</b>                 |                     |
| % ELIG TO RETIRE CURRENT                       | 17.10%              |
| % ELIG TO RETIRE NEXT YEAR                     | 3.33%               |
| % ELIG TO RETIRE TWO TO FIVE YEARS             | 12.86%              |
| AGE - 29 & Under                               | 4115                |
| AGE - 30 to 39                                 | 6640                |
| AGE - 40 to 49                                 | 8669                |
| AGE - 50 to 54                                 | 6434                |
| AGE - 55 to 59                                 | 6116                |
| AGE - 60 to 64                                 | 3552                |
| AGE - 65 and over                              | 1732                |
| Career Level 1: GS 1-8 or Equiv.               | 2080                |
| Career Level 2: GS 9-12 or Equiv               | 22980               |
| Career Level 3: GS 13-15 or Equiv.             | 12198               |

## Workforce Analysis

Developing a health assessment of the FEM workforce from a recruiting and retention perspective is difficult because of the large size and diverse occupations within the functional community. However, based on input from Defense Components' subject matter experts (SMEs), the community was able to identify key observations and trends.

Recently, recruitment has not presented a problem because of the weak national job market and the decreased need for new employees. For example, engineers with 15 years of experience in the private sector are applying for engineer intern positions; and some positions have attracted as many as 1,000 applicants. Many qualified applicants are even interested in positions in remote areas, which presented many hiring difficulties in the past. In this recruiting environment unintended consequences are possible, if, for example, an over-qualified candidate is selected and then leaves a short time later when the economy improves. The lower demand for new recruiting actions is the result of deferred retirement plans, constrained budgets, end-strength reductions, and hiring freezes. For example, there were 549 salaried

new hire actions in FY 2012 (2% of the salaried FEM workforce), which was a large reduction from the five-year peak in FY 2008 of 2,398 new hire actions. Wage grade new hire actions held steady at about 1,400 per year from FY 2008 to FY 2011, but dropped in FY 2012 to 1,041 (7% of the wage grade FEM workforce). Lastly, in view of the favorable recruiting environment, in 2012 there was little need for any recruiting incentives.

Because employees are staying at their jobs longer due to the weak national economy and lower returns on retirement portfolios, retention is not currently an issue. Following the dramatic downturn in the financial sector in 2008, an increase in personnel working beyond their retirement eligibility became a trend (from about 3 years in FY 2009 to 4 years in FY 2012). However, the number of personnel losses has started to pick up from 2,278 in FY 2008 to 3,300 in FY 2012 (about 9% of the FEM workforce). The reasons for the losses in FY 2012 were retirement (48%), resignation (20%), transfers (12%), and other (20%). Although the losses have started to pick up, there is concern that turnover/attrition rates are still below the ideal rates to keep lower GS level employees from leaving because their upward mobility is being constrained by a lack of vacancies in more senior positions.

In conclusion, based on the end of FY 2012 workforce data sets and input from the Components, there does not appear to be any significant recruitment or retention gaps in the FEM Community. However, there are several issues and challenges that warrant continued monitoring and action to effectively manage this workforce:

- Stress on the workforce will continue due to overall budget constraints, reduced staffing levels, outsourcing, re-organizations, Base Realignment and Closure (BRAC), reduced contract support, and increased emphasis on standardizing business processes across the Components.
- While not unique to this functional community, the length of the hiring process, including security clearances, is a source of continuing frustration for the Components because quality recruits often cannot wait long when they have other offers.
- More effective programs are needed to recruit and retain the “best and brightest”.
- With the DOD initiative to develop competencies for all occupational series (starting with mission critical occupations), there will potentially be a need for increased training/certifications.
- There are broad categories of personnel who work solely within the FEM enterprise but who are not part of the current FEM Functional Community.
- There are many personnel currently in the FEM Community who do not work within the FEM enterprise, but on civil works/water resources facilities (e.g., dams, locks, dredging, flood protection, etc). Also, they are not within the military facilities stovepipe for which the FEM OFCM has oversight. Consequently, these civil works positions should perhaps be in a different functional community.
- Trades programs are declining nationally along with the decrease in union membership.

## DATA CHARTS & GRAPHS

Figure 2: Facilities Engineering and Management Gains and Losses

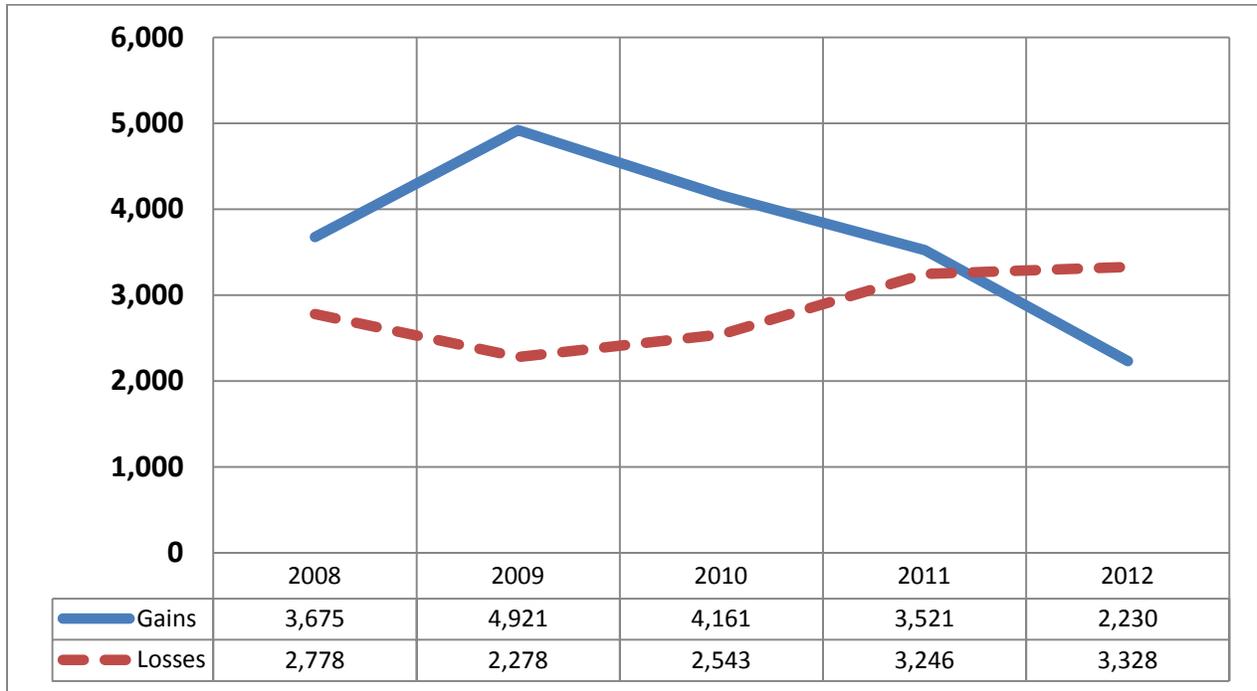


Figure 3: Facilities Engineering and Management Turnover

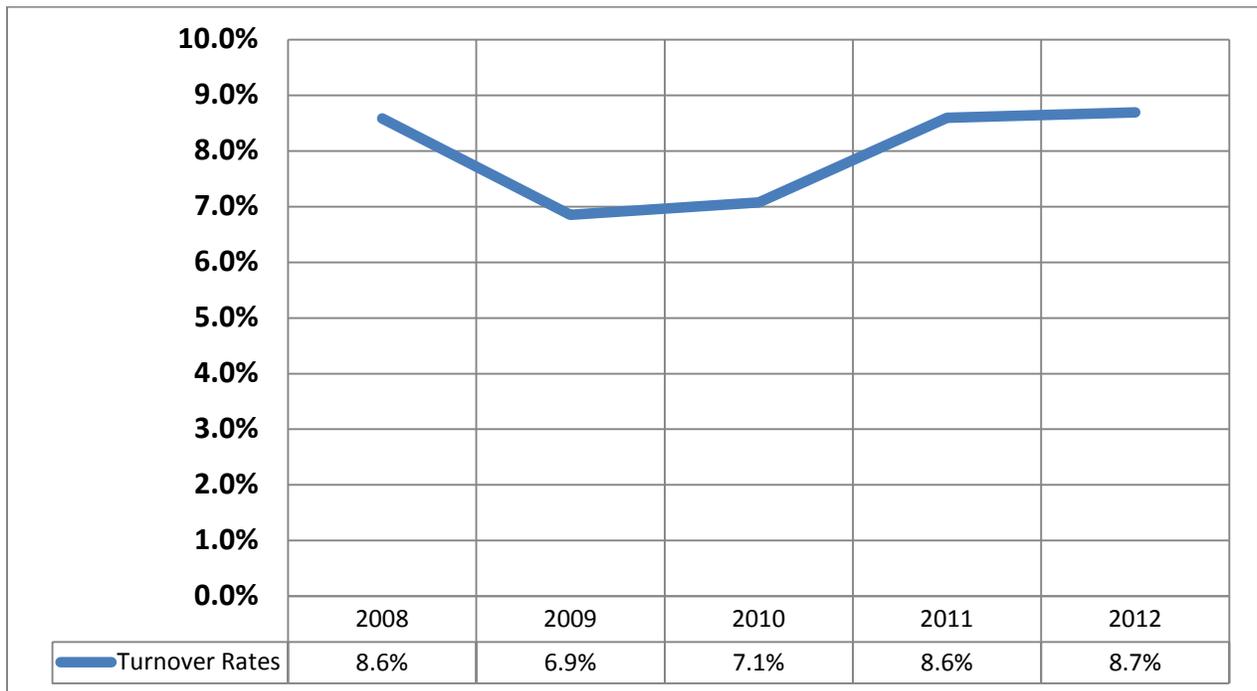


Figure 4: Facilities Engineering and Management Retirement Eligibility

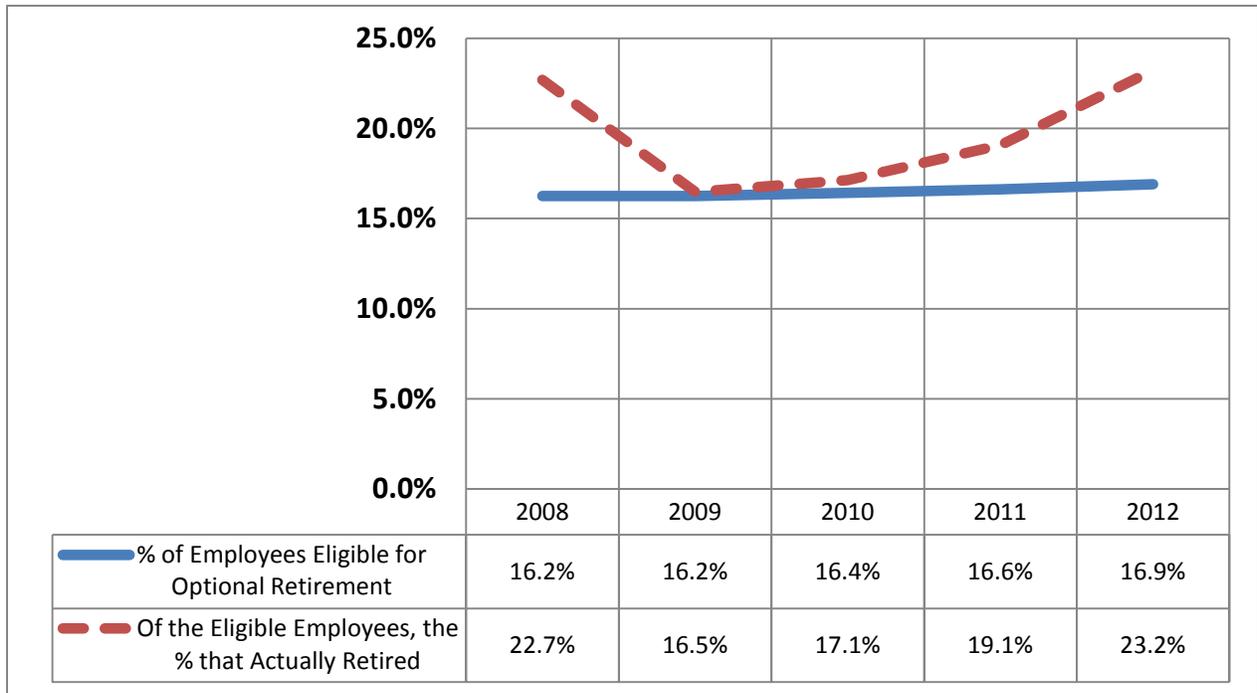
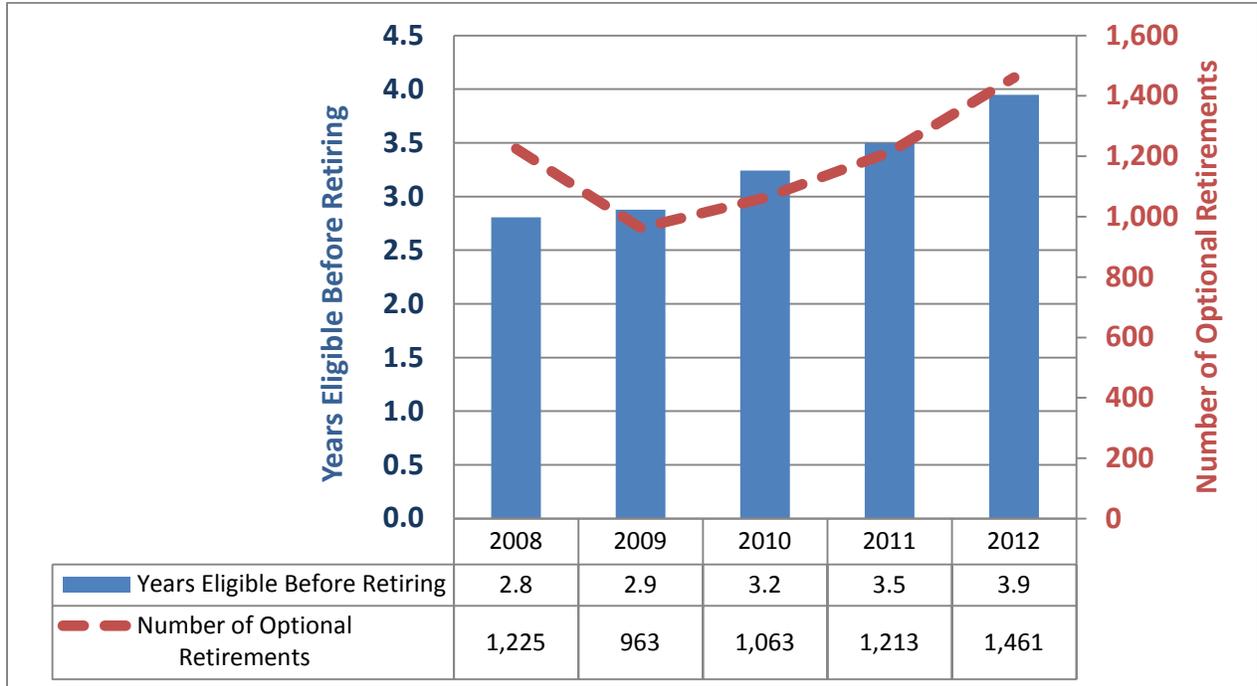


Figure 5: Facilities Engineering and Management Retirement Phasing



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# **Appendix 3: USD (ATL) Engineering (Non-Construction)**



## APPENDIX 3: ENGINEERING (NON-CONSTRUCTION) FUNCTIONAL COMMUNITY

### Overview

The Deputy Assistant Secretary of Defense, Systems Engineering (DASD (SE)) oversees the newly-created functional community entitled Engineering (Non-Construction), or Engineering (NC). DASD (SE) is the focal point for all policy, practice, and procedural matters relating to this community within the Department of Defense (DOD).

The scope of the DOD Engineering enterprise represents a remarkable investment of human capital. The Department, with its component military services and agencies, is one of the largest engineering enterprises in the world, with a non-construction Engineering civilian workforce made up of nearly 76,000 engineers.

The DASD(SE) also serves as the Functional Leader for the technical subset of the Defense Acquisition Workforce including Systems Planning, Research, Development and Engineering (about 39,000 civilian and military) and Production, Quality and Manufacturing (about 9,000 civilian and military). There is significant overlap between these workforces and the civilian workforce within the Engineering Non-Construction (NC) Functional Community.

Over the last two decades, U.S. combat power has been delivered by increasingly complex, integrated, high-technology systems and capabilities. This transformation has occurred at every echelon of the Department, from our national space capabilities to the tools used by the individual dismounted infantryman. These complex, integrated systems present new and unique challenges to the Department's Engineering (NC) competencies.

The Department's Engineering (NC) Functional Community has evolved over time to stay relevant to emerging defense challenges. Engineering (NC) leaders within the department are increasingly sought after today for their ability to think beyond traditional professional stovepipes and for their ability to integrate multi-disciplinary technical solutions to real world problems. The modern Defense engineer has a deep understanding of systems thinking and has the ability to appreciate and integrate multiple technical specialties in the context of military products and missions. The department leverages our broad Engineering (NC) Functional Community to provide and support critical design, analysis and assessment efforts across all DOD mission areas.

Within the Engineering (NC) Functional community are the following twelve technical occupational series:

|      |                               |      |   |
|------|-------------------------------|------|---|
| 0801 | General Engineering Series    | 0854 | Computer Engineering Series               |
| 0802 | Engineering Technician Series | 0855 | Electronics Engineering Series            |
| 0806 | Materials Engineering Series  | 0856 | Electronics Technical Series (technician) |

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|      |                                  |      |                               |
|------|----------------------------------|------|-------------------------------|
| 0819 | Environmental Engineering Series | 0861 | Aerospace Engineering Series  |
| 0830 | Mechanical Engineering Series    | 0893 | Chemical Engineering Series   |
| 0840 | Nuclear Engineering Series       | 0896 | Industrial Engineering Series |

## Environmental Scan

The Engineering (Non-Construction) community currently includes three Mission Critical Occupations (MCOs):

- 0840 Nuclear Engineering Series
- 0854 Computer Engineering Series
- 0855 Electronics Engineering Series

These three occupational series represent approximately 22,600 employees, or nearly 30% of the total Engineering (NC) workforce. The 0854 Computer Engineering and the 0855 Electronics Engineering series were identified as Mission Critical Occupations (MCOs) by the Information Technology (IT) Functional Community prior to their incorporation into the Engineering (NC) Functional Community. Subsequent to the identification of these occupational series as MCOs, the Engineering (NC) Functional Community conducted an environmental scan to determine the events, trends and/or Department and statutory expectations that may impact demand and supply.

There are multiple internal and external factors which hamper rapid recruitment and hiring of highly qualified talent in a timely manner (a few of which are described below). In addition, regulatory policies may need to be reviewed and updated in order to continue to hire and retain a workforce that is competent, qualified and experienced.

Examples of these challenges include:

- Pay is a major concern for the Engineering (NC) Functional Community and contributes to attrition. The inadequate locality pay for high cost of living areas such as Washington, D.C., Boston, and Los Angeles makes it difficult to find qualified candidates willing to relocate.
- Competition for talent continues to increase. The Federal government as a whole continues to hamper hiring efforts by employing varying pay schemes across different government agencies. This creates unnecessary competition for talent, especially in areas where the talent market is already tight. As an example, the Department of Energy's pay band offers \$5,000 more for a Nuclear Engineer than DOD. These engineers can leave the Department of Navy for a position at the Department of Energy where they will perform similar work for more pay. The Engineering (NC) Functional community must explore commonalities and consistency of workforce requirements within DOD as well as with other federal agencies to

broaden recruitment and retention incentives. These commonalities can include the enhancement of government-wide experiential development and career progression beneficial to program execution.

- The Engineering (NC) Functional community faces challenges in maintaining workforce strength levels in the current fiscal environment of reduced manpower authorizations, hiring freezes, re-organizations, Base Closure and Realignment (BRAC), business transformations, and other workforce “right-sizing” initiatives. These ongoing directed reductions may have a negative long-lasting impact, especially regarding the loss of Engineering (NC) workforce expertise.
- The dynamic nature of the workforce and mission goal is contradictory to the individuality of the technical occupational career codes. The segmentation of classical engineering disciplines into occupational career series (e.g., mechanical, electrical, industrial) has added a level of complexity to providing comprehensive and consistent DOD-wide competencies and career paths. This has driven the need to develop and maintain multiple, and in some cases duplicative, education and/or qualification requirements and career paths.
- Ongoing segregation of engineering series into MCO and non-MCO categories presents a challenge. Most recently, section 115b of title 10, United States Code (U.S.C.) directs that the Defense “acquisition workforce” be given the highest consideration for “core or critical functions”. All engineering occupations in support of acquisition activities are thus being identified as critical or core; therefore, the entire scope of the 08XX family of occupational series within the Engineering (NC) workforce may soon need to be classified as mission critical. The bases for this finding include: 1) the fragile nature of the industrial base; 2) the importance of this workforce to national security; and 3) the lengthy timeline to develop key personnel in the Science, Technology, Engineering, and Mathematics (STEM) occupations.
- Knowledge transfer is a key concern and the community believes improving the strategy for the mentoring, development and retention of the DOD Engineering (NC) workforce is a viable solution.
- The Department has identified the need for a more agile engineering workforce that is appropriately balanced with engineering program requirements from both a domain (function) and systems perspective. Several Defense organizations have made effective use of the General Engineering (0801) occupational series because of its multi-disciplined and systems view of engineering.

Figure 1: Engineering (Non Construction) Demographics

| FUNCTIONAL COMMUNITIES                         | Engineering - NonCon | Engineering - NonCon | Engineering - NonCon | Engineering - NonCon    |
|--|----------------------|----------------------|----------------------|-------------------------|
| Occ Series                                     | All Occupations      | 0840 MCO             | 0854 MCO             | 0855 MCO                |
| Occ Series Desc                                |                      | NUCLEAR ENGINEERING  | COMPUTER ENGINEERING | ELECTRONICS ENGINEERING |
| <b>Workforce Size: Current Strength Totals</b> |                      |                      |                      |                         |
| End Strength                                   | 75,780               | 2,179                | 3,384                | 17,070                  |
| Department of Army                             | 20238                | 6                    | 1305                 | 2780                    |
| Department of Air Force                        | 14473                | 17                   | 379                  | 5103                    |
| Department of Navy                             | 37555                | 2145                 | 1490                 | 8375                    |
| DoD Agencies (4th Estates)                     | 3514                 | 11                   | 210                  | 812                     |
| % MALE   | 87.44%               | 86.65%               | 85.22%               | 88.71%                  |
| % FEMALE                                       | 12.56%               | 13.35%               | 14.78%               | 11.29%                  |
| % DISABILITY TARGETED                          | 0.51%                | 0.32%                | 0.71%                | 0.47%                   |
| % DISABILITY NONTARGETED                       | 4.30%                | 1.84%                | 4.23%                | 3.62%                   |
| % PRIOR MILITARY                               | 26.66%               | 18.59%               | 14.21%               | 16.37%                  |
| <b>Education</b>                               |                      |                      |                      |                         |
| ED - # WITH LESS THAN BACHELORS                | 18900                | 72                   | 123                  | 1230                    |
| ED - # WITH BACHELORS DEGREES                  | 40186                | 1854                 | 2256                 | 11201                   |
| ED - # WITH MASTERS DEGREES                    | 14862                | 240                  | 946                  | 4104                    |
| ED - # WITH DOCTORATE DEGREES                  | 1597                 | 12                   | 53                   | 466                     |
| <b>Planning Considerations</b>                 |                      |                      |                      |                         |
| % ELIG TO RETIRE CURRENT                       | 13.41%               | 6.98%                | 5.20%                | 11.49%                  |
| % ELIG TO RETIRE NEXT YEAR                     | 3.16%                | 2.25%                | 1.92%                | 3.16%                   |
| % ELIG TO RETIRE TWO TO FIVE YEARS             | 14.83%               | 9.96%                | 11.05%               | 16.20%                  |
| AGE - 29 & Under                               | 10269                | 703                  | 624                  | 2046                    |
| AGE - 30 to 39                                 | 14048                | 582                  | 958                  | 3334                    |
| AGE - 40 to 49                                 | 18451                | 381                  | 799                  | 4518                    |
| AGE - 50 to 54                                 | 15695                | 291                  | 572                  | 3711                    |
| AGE - 55 to 59                                 | 9961                 | 155                  | 277                  | 2004                    |
| AGE - 60 to 64                                 | 4908                 | 41                   | 108                  | 943                     |
| AGE - 65 and over                              | 2448                 | 26                   | 46                   | 514                     |
| Career Level 1: GS 1-8 or Equiv.               | 2041                 | 46                   | 24                   | 130                     |
| Career Level 2: GS 9-12 or Equiv               | 25303                | 970                  | 976                  | 3718                    |
| Career Level 3: GS 13-15 or Equiv.             | 48436                | 1163                 | 2384                 | 13222                   |

## Workforce Analysis

The Engineering (NC) Functional Community reviewed the standard 30 September, 2012 workforce data set provided by the Defense Civilian Personnel Advisory Service (DCPAS) to determine the overall health of the community, as well as recruitment and retention goals necessary to fulfill mission requirements for the 0840, 0854, and 0855 occupational series. Below are summaries of the workforce analysis conducted for the three MCOs, as well as, the entire Engineering (NC) Functional community.

### Nuclear Engineering Series 0840 Workforce

The Nuclear Engineering Series 0840 workforce requires specific expertise related to processes, instruments, and systems used to generate and/or control nuclear energy and radiation. The work relates directly to: nuclear reactors, other nuclear systems and their support systems,

instruments, and equipment; planning and design activities for specialized equipment and process systems of nuclear facilities; protection of the public from hazardous radiation produced by nuclear reaction processes; and harnessing nuclear energy for a wide variety of uses. Nuclear Engineers support national authorities with technical measurements to monitor nuclear treaty compliance and develop advanced proliferation monitoring technologies to preserve our nation's security. Nuclear Engineers also provide the development, sustainment and analytical support necessary for maintaining the nation's strategic deterrence.

As of 30 September 2012, there were 2,179 civilian Nuclear Engineers employed by the Department. The Department of Navy accounted for the majority of the Nuclear Engineering workforce with 2,145 engineers. The Air Force, Army, and Fourth Estate Components accounted for the remaining balance. Thirteen percent of the Nuclear Engineering workforce is female. Less than one percent of the Nuclear Engineering workforce directly supports Defense acquisition programs (to be considered acquisition support, 51% or more of an employee's duties must be directly tied to acquisition programs) as compared to fifty percent of the non-mission critical Engineering (NC) Functional Community. Nineteen percent of the civilian Nuclear Engineering workforce has had prior military service, compared to the average of 27% across the broader Engineering (NC) Functional Community.

The Department of Navy (DON), with over 98% of the Nuclear Engineering workforce, considers the 0840 occupational series essential to long-term mission fulfillment capability. The DON point to three challenges in maintaining a highly effective Nuclear Engineering workforce: 1) the fragile nature of the industrial base; 2) the critical importance of this workforce to national security; and 3) the lengthy timeline to develop key personnel. These were the contributing factors to the identification of the 0840 occupational series as mission critical.

Between FY 2008 and FY 2012, the Department added 926 new nuclear engineers to its workforce while losing 373 for a positive cumulative net change of 553 over this period. By year, the Department grew its Nuclear Engineering community by 95 engineers in FY 2008, 159 in FY 2009, 138 in FY 2010, 105 8 engineers in FY 2011 and increased overall 0840 series strength by 56 to 2,179 in FY 2012.

Over the FY 2008-FY 2012 period, 80% of the new members of the nuclear engineering workforce were individuals with no previous government or military experience. The Department employed a blend of scholarships for service, internships, recruitment incentives, relocation incentives, and student loan repayments to compete for talent in this highly specialized area of engineering. While Recruitment Incentives represented the primary tool used to incentivize new hires in FY 2008, the use of Student Loan Repayment became the primary tool in FY 2011 and FY 2012.

The Department competes with private industry as well as with other Federal agencies for this key workforce. Other federal agencies employing nuclear engineering talent include the Nuclear Regulatory Commission and the Department of Energy, including its network of

National Laboratories. The commercial nuclear utility sector has strengthened in the past several years, introducing additional competition for talent.

Over the same period, more than 46% of the 373 workforce member losses were the result of resignations, followed by 30% lost to retirement. While the average age of the nuclear engineer community is below that of the overall Engineering (NC) workforce, more than 19% of the 0840 series workforce is either eligible for retirement today, or will be eligible within 5 years (418 of the 2,179 employees). The Nuclear Engineering workforce demographics have a bimodal distribution, which reflects a relatively low number of mid-career employees (those with 12-20 years' experience) as a result of hiring freezes and reduction-in-force actions that took place during the 1990s. While we are not able to predict exactly how many employees within this workforce will retire when eligible, on average, DOD employees remain 3.36 years beyond their initial eligibility date, and overall, 32% of eligible employees within the Engineering (NC) workforce retire within their first year of eligibility.

### **Computer Engineering Series 0854 Workforce**

The Computer Engineering 0854 Series workforce requires specific expertise related to the design, construction, and operation of computer systems, including hardware, software and their integration. Computer engineering is a critical cross-cutting occupational category aligned with the Department's growing focus on cyber operations as well as supporting the Department's large investments in information technology programs. The highest concentration of computer engineers are located within activities performing research and development (R&D), conducting data analysis, supporting the DOD's modeling and simulation (M&S) enterprise, and directly developing IT systems and products.

The Computer Engineering workforce supports the warfighter by applying engineering and scientific theories and principles to complex computer-based systems. An increasing number of computer engineers are engaged in complex software and hardware engineering work associated with sophisticated weapons and combat systems.

As of 30 September 2012, there were 3,384 civilian computer engineers employed by the Department. The DON accounted for the majority of the Computer Engineering workforce with 1,490 computer engineers, or 44% of the occupational series, with the Army employing 39%, or 1,305 engineers. Fourteen percent of the Computer Engineering workforce is female. Over 80% of the Computer Engineering workforce supports Defense acquisition programs. Fifteen percent of the civilian Computer Engineering workforce has had prior military service.

Between FY 2008 and FY 2012, the Department added 1,194 new computer engineers to its workforce while losing 739 for a cumulative net growth of 455 engineers over this period. By year, the Department grew its Computer Engineering community by 85 engineers in FY 2008, 180 in FY 2009, 172 in FY 2010, 7 in FY 2011 and 11 in FY 2012.

Over the FY 2008- FY 2012 period, 71% of the 1,194 new members of the computer engineering workforce were new to the federal service while 13% were appointments and reinstatements with prior civilian federal service. The Department competes for computer engineering talent with private industry, other federal agencies, and with state and local governments. Private

sector competition for top talent in this sector continues to be strong. Recruitment Incentives, including DOD Information Assurance Scholarship Program (IASP) and new IASP Hiring Authority, Advanced Degree Tuition Assistance, and others, were the primary hiring incentives used since FY 2008. In FY 2011 and FY 2012, the use of Student Loan Repayments was a major recruitment incentive. The Special Salary Rate incentive has not proven to be effective as a recruitment tool because locality pay has largely outstripped the value of this incentive.

During the FY 2008-FY 2012 period, 42% of the 739 workforce losses were the result of resignations, followed by losses to retirements at 26% and losses to transfers at 25%. The Computer Engineering workforce average age is 41, about four years younger than the average for all other Engineering (NC) occupations. The Computer Engineering workforce demographics are bimodally distributed and pending retirements remain an area of concern with 5% of the workforce (176 employees) eligible to retire immediately and 13% (439 employees) eligible to retire within five years.

### **Electronics Engineering Series 0855 Workforce**

The Electronics Engineering (0855) workforce requires specific expertise related to electronic circuits, circuit elements, electronic equipment, electronic systems, information theory, and electrical, electromagnetic and acoustic phenomena employed in systems for purposes such as communication, computation, sensing, control, measurement, and navigation. Electronics Engineering is a critical cross-cutting occupational category with the highest concentration of the workforce engaged in developing hands-on technical work products as well as R&D and Test & Evaluation (T&E). Electronics Engineers work to integrate the electronic sensing, targeting, and computational controls associated with sophisticated weapons and combat systems.

The rapid introduction of complex integrated systems platforms employing embedded computing and advanced digital technologies presents new and unique challenges to the Department's engineering capability. Electronic Engineers design, develop, test, evaluate, operate, maintain, decommission, and/or direct the fabrication, manufacture, and installation of electronic devices and systems.

As of 30 September 2012, there were 17,070 civilian electronics engineers employed by the Department. The Department of Navy accounted for the majority of the Electronics Engineering workforce with nearly 50% of the occupational series (8,375 electronics engineers) and the Air Force employs 30%, or 5,103 engineers. Eleven percent of the current Electronics Engineering workforce is female. Seventy-nine percent of the Electronics Engineering workforce is heavily involved in Defense acquisition programs. Sixteen percent of the civilian Electronics Engineering workforce has prior military service.

Given the high demand for Electronics Engineers, the Department is actively recruiting this workforce. At the same time, the rate of loss in this workforce is also high because of broad demand for electronics engineers outside of the Federal government. Significant hiring has been required to offset these losses. Between FY 2008 and FY 2012, the Department added

4,599 new Electronics Engineers to its workforce while losing 3,949 for a cumulative net growth of 650 engineers. The Department experienced a net loss in the Electronics Engineering community by 9 engineers in FY 2008, and net gains of 521 in FY 2009 and 542 in FY 2010. The Department had net losses of 229 in FY 2011 and 175 in FY 2012.

Over the FY 2008-FY 2012 period, over 4,500 Electronics Engineers were hired. Sixty-nine percent of those hired were new to the Federal service while 12% were appointments and reinstatements with prior civilian federal service. The department competes with private industry, other federal agencies and state and local governments for this workforce. Over the period from FY 2008 to FY 2012, the use of recruitment incentives for Electronics Engineers declined from 76% in FY 2008 to 38% in FY 2012 (as a fraction of total incentive types used) while Student Loan Repayment has increased from 12% to 33% during the same period. Examples of other incentive programs used in this category include Defense Acquisition Expedited Hiring Authority, Student Career Experience Program (SCEP)/ Student Temporary Employment Program (STEP), IT Exchange Program (ITEP) Pilot, and IT Job Shadow Day Program.

Over the last five years, the Electronics Engineering workforce has had high loss rates when compared to other portions of the Engineering (NC) workforce. Fifty percent of the losses within the Electronics Engineering workforce is attributed to retirement, 24% to resignations, and 17% to transfers. The higher retirement numbers can be attributed to an average age of 45.1 which mirrors that of the overall Engineering (NC) workforce. Eleven percent of the Electronics Engineering workforce is eligible to retire immediately (approximately 1,960 employees) with an additional 19% eligible to retire within five years (approximately 3,300 employees). These numbers are notably higher than the averages for the entire Engineering (NC) workforce (13% and 20% respectively). The risk of losing one third of this workforce to retirement is a significant area of concern and requires specific, focused action to backfill vacated positions and to capture and retain the system-specific knowledge of those departing electronics engineers.

### **Non-Mission Critical Occupations**

Beyond the three MCO occupations, the following nine engineering occupations presently constitute the remainder of the Engineering (NC) Functional Community:

|      |                                  |      |  |
|------|----------------------------------|------|--|
| 0801 | General Engineering Series       | 0856 | Electronics Technical Series<br>(technician) |
| 0802 | Engineering Technician Series    | 0861 | Aerospace Engineering Series                 |
| 0806 | Materials Engineering Series     | 0893 | Chemical Engineering Series                  |
| 0819 | Environmental Engineering Series | 0896 | Industrial Engineering Series                |
| 0830 | Mechanical Engineering Series    |      |  |

### ***Non-Mission Critical Occupations Workforce Demographics***

The Engineering (NC) workforce, as is characteristic of the Government workforce as a whole, is facing the potential loss of a large segment of its workforce to retirement. Thirteen percent of the Engineering (NC) workforce is eligible to retire immediately (10,100 employees of a total workforce of 75,780) with an additional 18% eligible to retire within five years (approximately 15,700 employees).

The DON currently employs the largest number of civilian engineers with almost 50% of the total workforce followed by the Army with 27%. The Department of Air Force and the Fourth Estate employ the balance, or 24% of the Engineering (NC) workforce. Twenty-seven percent of the workforce has prior military experience. Note that there are two technician-based (usually non-degreed) workforces with much higher rates of past military experience: 75% of the Electronics Technical 0856 Series and 48% of the Engineering Technician 0802 Series have served in the uniformed services.

Currently, thirteen percent of the overall Engineering (NC) workforce is female. Three occupational series exceed the female Engineering (NC) averages: Chemical Engineering 0893 Series at 31%, Environmental Engineering 0819 Series at 28%, and Industrial Engineering 0896 Series at 27%. Fifty-six percent of the non-MCO Engineering (NC) workforce are designated as part of the Defense acquisition workforce.

### **Engineering (Non-Construction) Workforce Requirements Analysis**

***Current Competencies Required.*** As a group of occupations, the Engineering (NC) workforce must possess a blend of technical expertise, business acumen, and management/leadership competencies. Specific expertise is demonstrated in their ability to organize, analyze, conduct, and/or monitor engineering activities within their engineering specialty relating to the design, development, fabrication, installation, modification, sustainment, and/or analysis of systems or systems components across the entire life cycle of a product, program, or activity. General business acumen includes analytical and decision-making competencies used to effectively and efficiently plan, program, budget, and execute phases of complex programs. The management/leadership competencies are those that are needed to effectively lead and develop individuals and teams and include team building, conflict management, accountability, communication, and interpersonal skills.

***Future Competencies Required.*** As the nation increases its investment in the technologies, programs, and product support necessary to achieve its national security strategy and support its armed forces, the successful engineer will be highly proficient in blending technical expertise, business acumen, and management/leadership competencies to produce and support advanced military materiel and technology. Increasing engineering complexity of systems is another area impacting engineering globally and driving the need for the Department to build knowledge and abilities in Systems-of-Systems, as well as emergent and interrelated systems.

## MCO Strategy and Action Plan

In order to address these workforce concerns for this community, the Engineering (NC) Functional Community developed two approaches described below that meet the four requirements necessary for a viable strategy:

1. **Scope:** Is the strategy in the community’s wheelhouse? Do they have some ownership of the strategy?
2. **Impact:** Will this strategy effect a positive change in the environment within 1 - 2 fiscal years?
3. **Feasibility:** Do you have the direct resources to effect change? Or, can you find the resources in the next fiscal year to effect change?
4. **Measurements:** Can you provide metrics for the implementation and performance of the strategy? How will you track progress?

| Strategy # 1   | Continue Engineering Educational Incentive Strategy  |
|--|--|
| <b>Staffing Gap Addressed</b>  | Recruiting, hiring, retention  |
| <b>Occupational Series</b>   | All within Engineering (NC) Functional Community   |
| <b>Career Level</b><br>Entry: GS 1-8 or Equiv.<br>Mid: GS 9-12 or Equiv.<br>Senior: GS 13-15 or Equiv. | All levels   |
| <b>Strategy Details and Impact</b>   | <p>The Department will continue to be challenged in attracting a diverse engineering workforce. The market for the best engineering talent will remain highly competitive and as current personnel retire or separate, the Department will need to develop a healthy pipeline of engineering talent or programs and operations could face significant disruptions.</p> <p>The objective of this strategy is to continue, and expand as appropriate, the hiring and developmental programs currently in use by the Services and Components. These programs have proven successful, and as the Department’s engineering workforce transitions, they are key to our ability to replace outgoing personnel.</p> <p>This strategy merges previous incentive strategies – ex., STEM Scholarships, Student Loan Repayment, Ongoing Training and Advanced Degree Tuition Assistance programs as well as other successful incentive programs. These programs provide an effective and proven means to not only attract key engineering talent but also ensure that the talent’s skills and knowledge remain current to industry best practices.</p> <p>The SMART Scholarship-for-Service Program has been established by DOD to support undergraduate and graduate students pursuing STEM degrees. The program is part of a concentrated effort to improve the flow of new, highly skilled technical workers into DOD facilities and agencies and to enhance the technical skills of the workforce already in place.</p> <p>The Student Loan Repayment program has been used as an effective tool to attract and successfully hire engineering talent. This strategy continues the authorization of the repayment of certain types of federally-insured student loans as a recruitment or retention incentive for highly-qualified personnel.</p> |

| Strategy # 1  | Continue Engineering Educational Incentive Strategy  |
|---|--|
|   | Maintaining one's technical proficiency in new engineering principles, developments, practices, etc., is key to an engineer's success and the Department's ability to meet mission requirements in an increasingly complex and changing asymmetrical world. Employees will be provided with the opportunity to receive tuition assistance for technical education and/or an academic degree in exchange for continued service for a specified time, based on the investment by the Department for the training and/or education program. |
| <b>Strategy Time Segment</b><br>(Short term = 0-2 yrs)<br>(Mid Range = 3-5 yrs)<br>(Long term = 6+ yrs) | Short- and Mid-term  |
| <b>Implementation Timeline</b><br>(Identified Milestones)   | Undetermined at this time  |
| <b>Legislative Changes</b>  | N/A  |
| <b>Funding Required</b>   | Funding is at the discretion of the Components   |
| <b>Metrics to Assess Progress</b>   | Recruiting and Retention Reports   |
| <b>Metrics Data Source</b>  | Undetermined at this time  |
| <b>Strategy Owner(s):</b><br><b>Strategy POC:</b>   | Engineering (Non-Construction) Component Functional Community Managers<br>Engineering (Non-Construction) OSD Functional Community Manager  |

| Strategy # 2  | Investigate use of Rotational Engineering Program Pilot   |
|---|---|
| <b>Staffing Gap Addressed</b>   | Retention   |
| <b>Occupational Series</b>  | All within Engineering (NC) Functional Community  |
| <b>Career Level</b><br>Entry: GS 1-8 or Equiv.<br>Mid: GS 9-12 or Equiv.<br>Senior: GS 13-15 or Equiv.  | Mid and Senior levels   |
| <b>Strategy Details and Impact</b>  | <p>An agile engineering workforce will need demonstrated expertise in the different product development life-cycle phases as well as the ability to work across the different domains in which the Department operates (air, sea, land, space, cyber, etc.). While the Department's senior engineers have had a career to gain this breadth and depth of knowledge and experience, junior and mid-career personnel will need to acquire this same level of experience, but more quickly to mirror the more complex systems being developed at an increased pace.</p> <p>The objective of this strategy is to investigate the creation of a rotational program that builds the engineering workforce's breadth of knowledge and experience at an accelerated rate. This investigation will also explore the feasibility of developing a broader rotational program in order to create something through which employees with superior performance records rotate between programs and support functions in order to build their understanding of the full engineering life-cycle and management practices.</p> |
| <b>Strategy Time Segment</b><br>(Short term = 0-2 yrs)<br>(Mid Range = 3-5 yrs)<br>(Long term = 6+ yrs) | Short- and Mid-term   |
| <b>Implementation Timeline</b><br>(Identified Milestones)   | Undetermined at this time   |
| <b>Legislative Changes</b>  | N/A   |

| Strategy # 2                                      | Investigate use of Rotational Engineering Program Pilot   |
|---|---|
| <b>Funding Required</b>                           | Funding is at the discretion of the Components  |
| <b>Metrics to Assess Progress</b>                 | Report on feasibility (after investigation)   |
| <b>Metrics Data Source</b><br>(What system?)      | Undetermined at this time   |
| <b>Strategy Owner(s):</b><br><b>Strategy POC:</b> | Engineering (NC) Component Functional Community Managers<br>Engineering (NC) OSD Functional Community Manager |

## DATA CHARTS & GRAPHS

Figure 2: Engineering (Non Construction) Gains and Losses

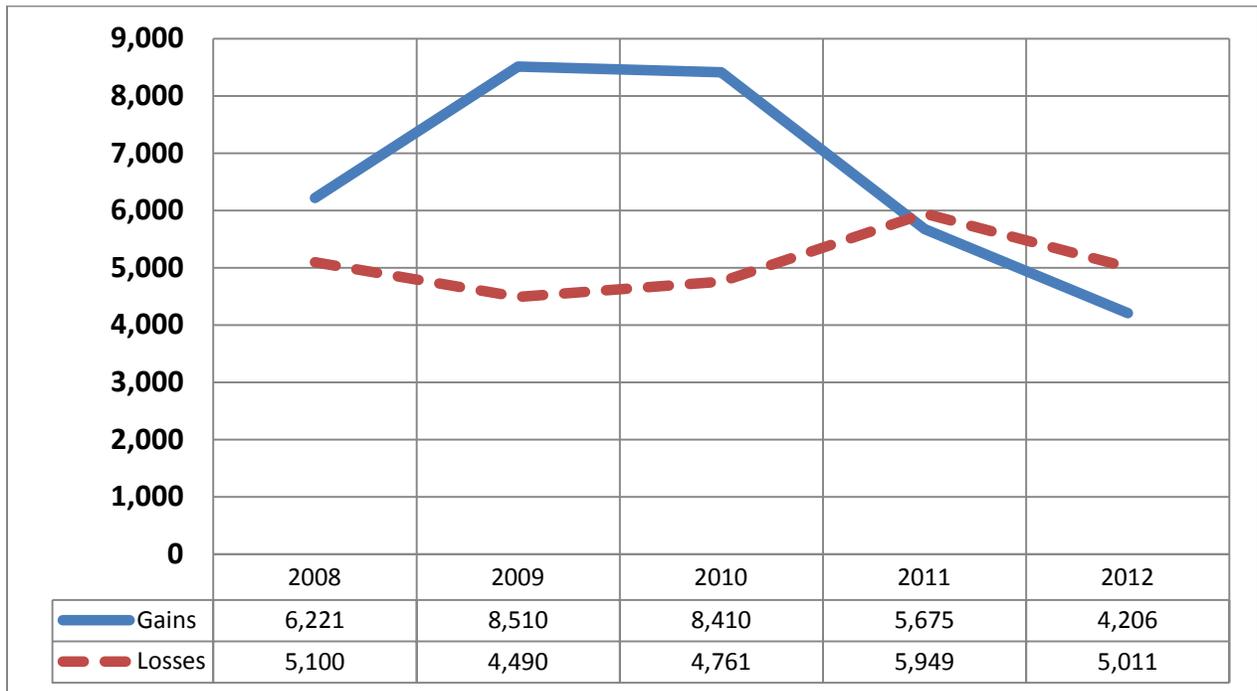


Figure 3: Engineering (Non Construction) Turnover

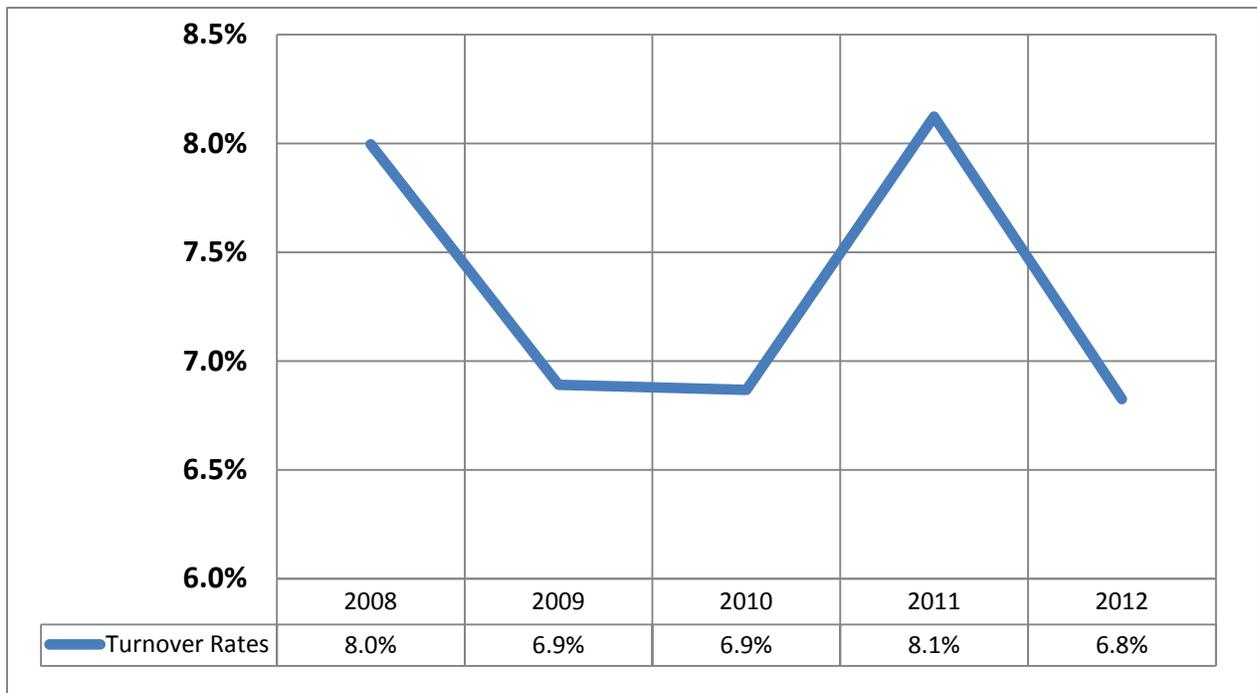


Figure 4: Engineering (Non Construction) Retirement Eligibility

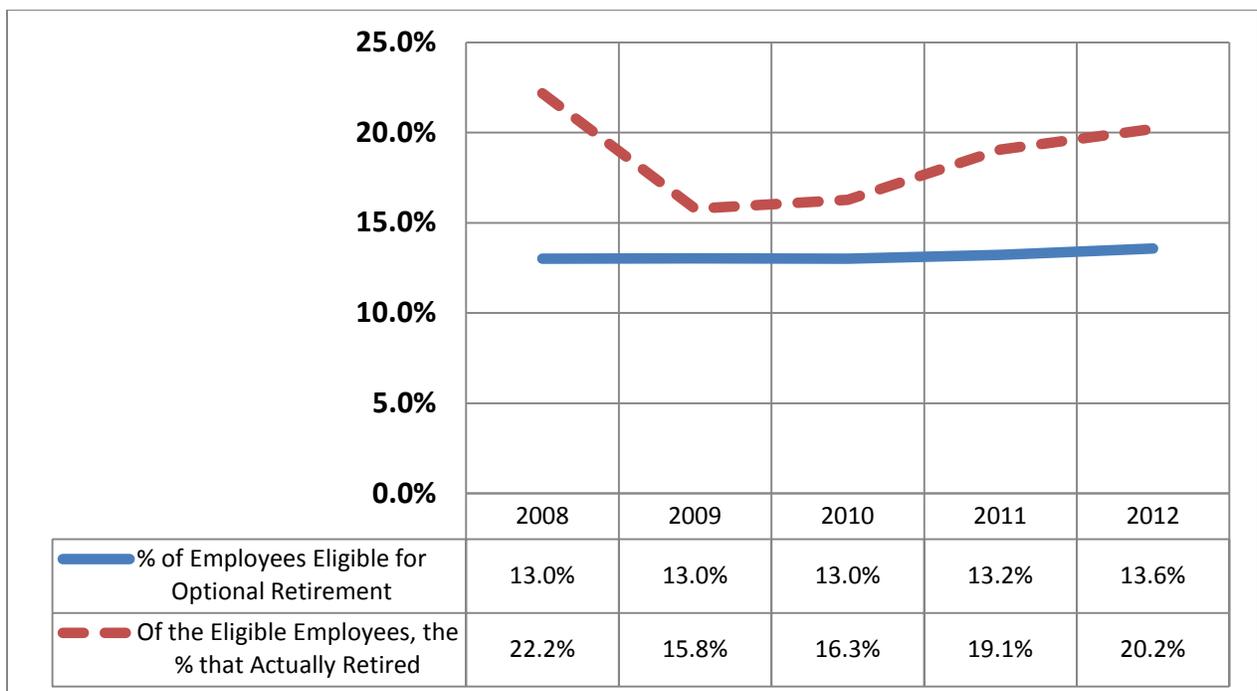


Figure 5: Engineering (Non Construction) Retirement Phasing

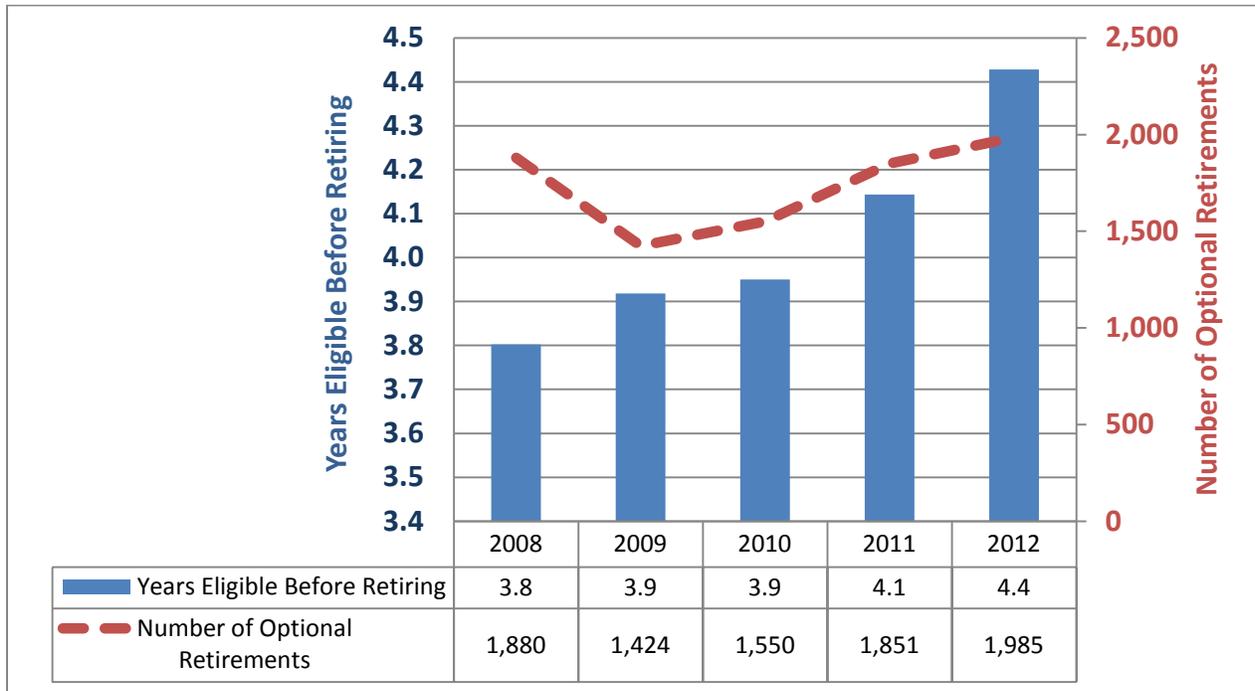


Figure 6: Engineering (Non Construction) Gains and Losses of the Mission Critical Occupations

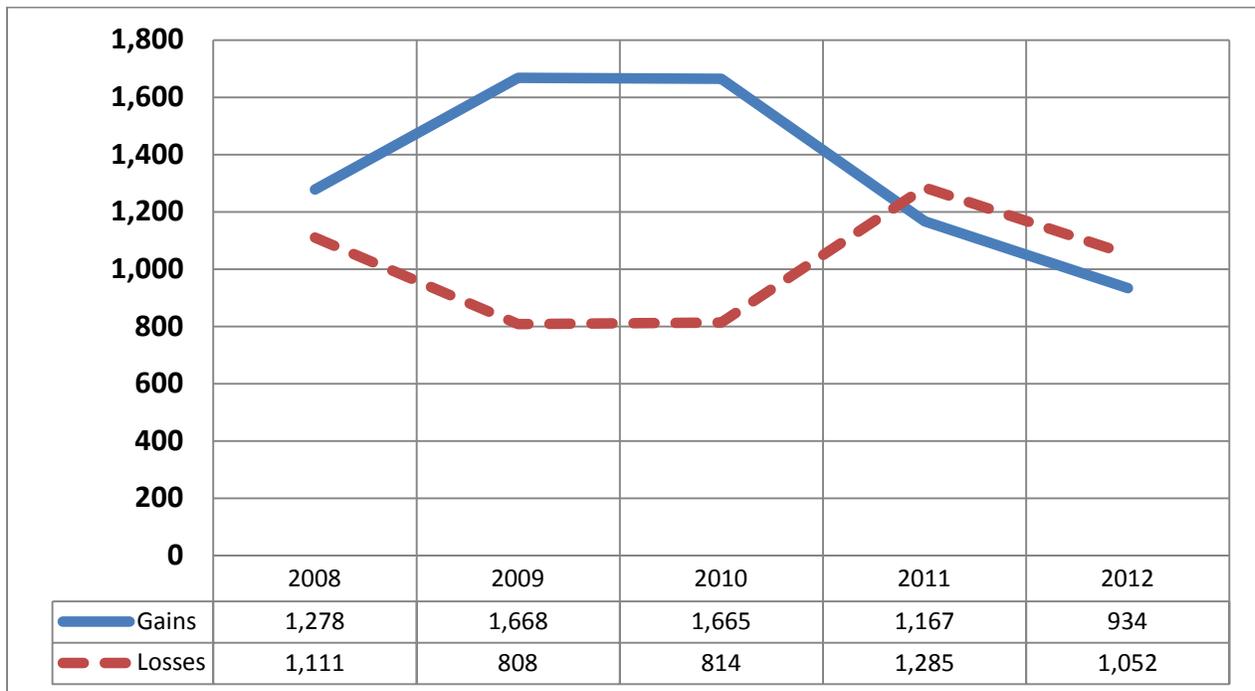


Figure 7: Engineering (Non Construction) Turnover of the Mission Critical Occupations

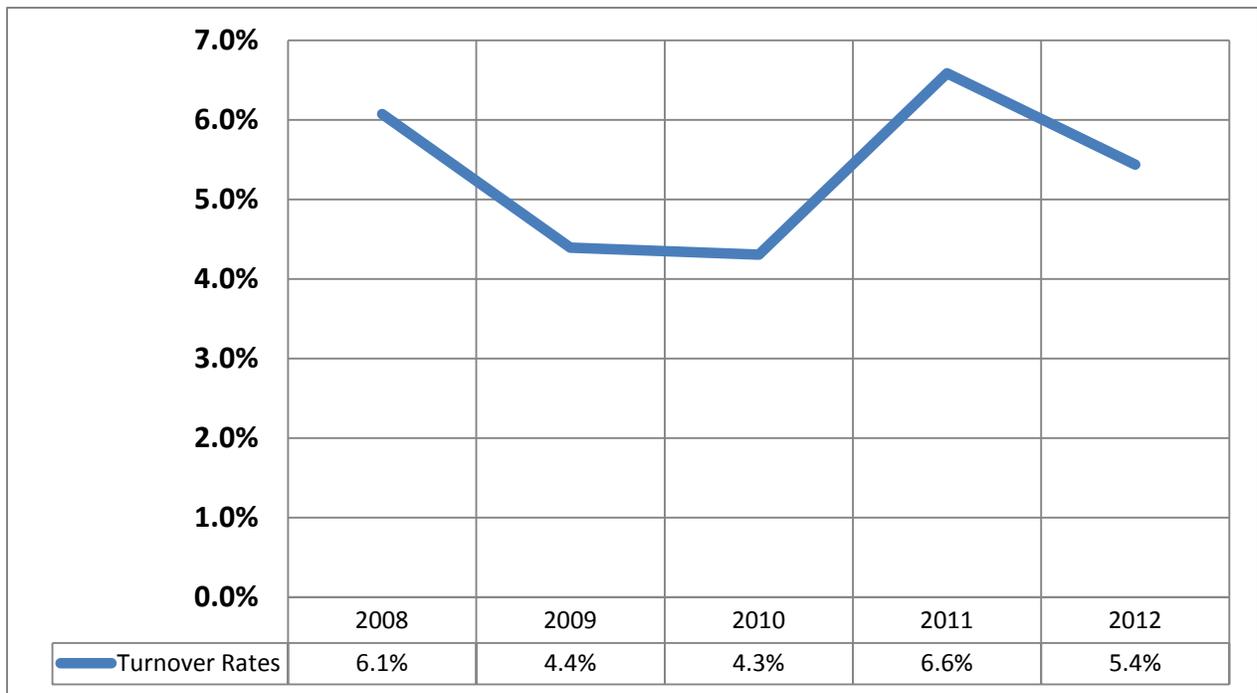


Figure 8: Engineering (Non Construction) Retirement Eligibility of the Mission Critical Occupations

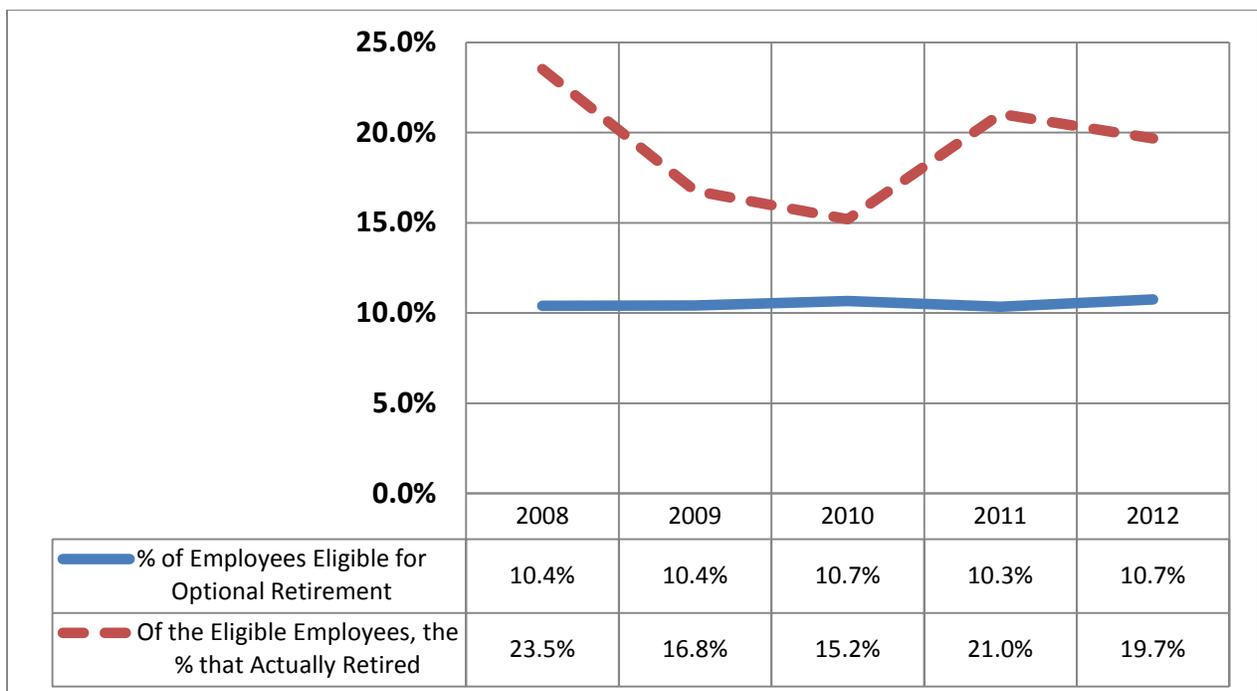


Figure 9: Engineering (Non Construction) Retirement Phasing of the Mission Critical Occupations

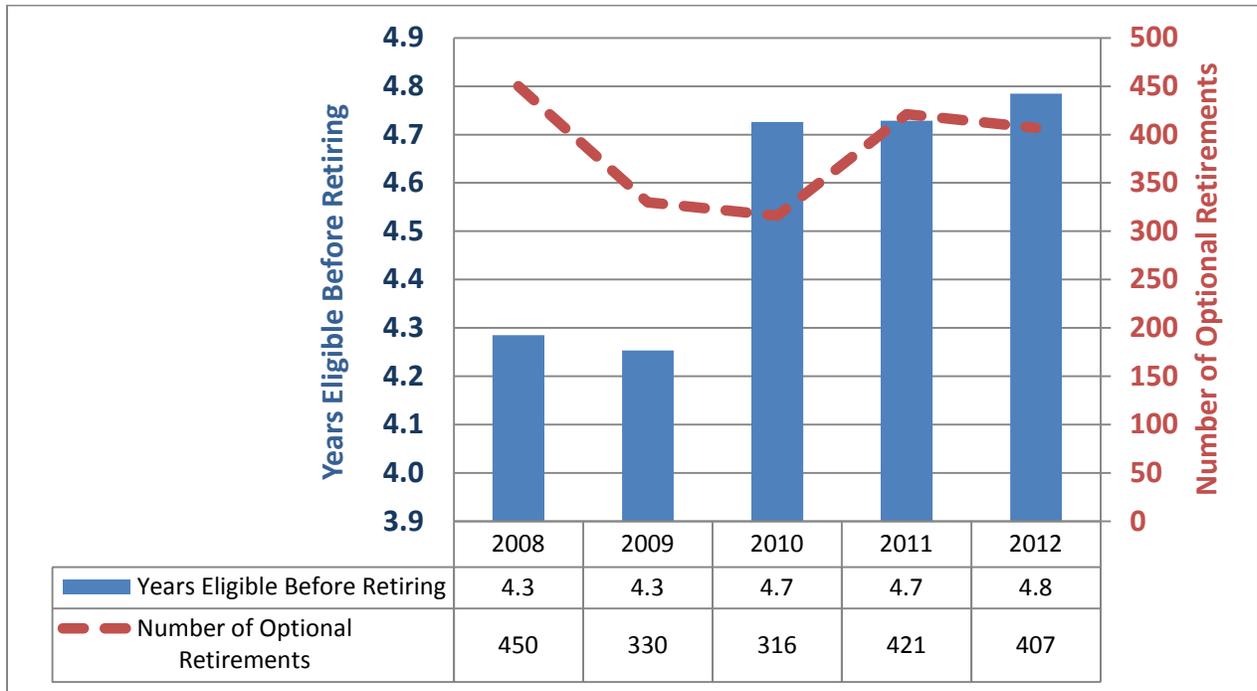


Figure 10: Engineering (Non Construction) Historical Strength and Future Targets for Occupational Series 0840

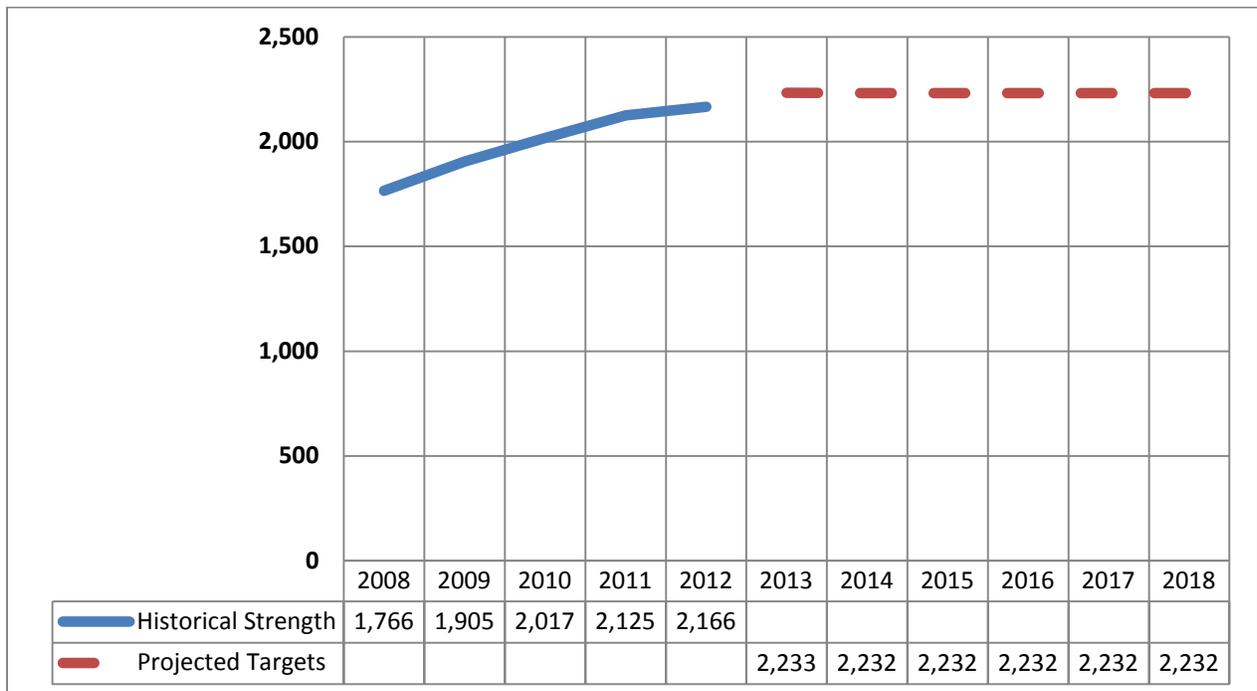


Figure 11: Engineering (Non Construction) Historical Strength and Future Targets for Occupational Series 0854

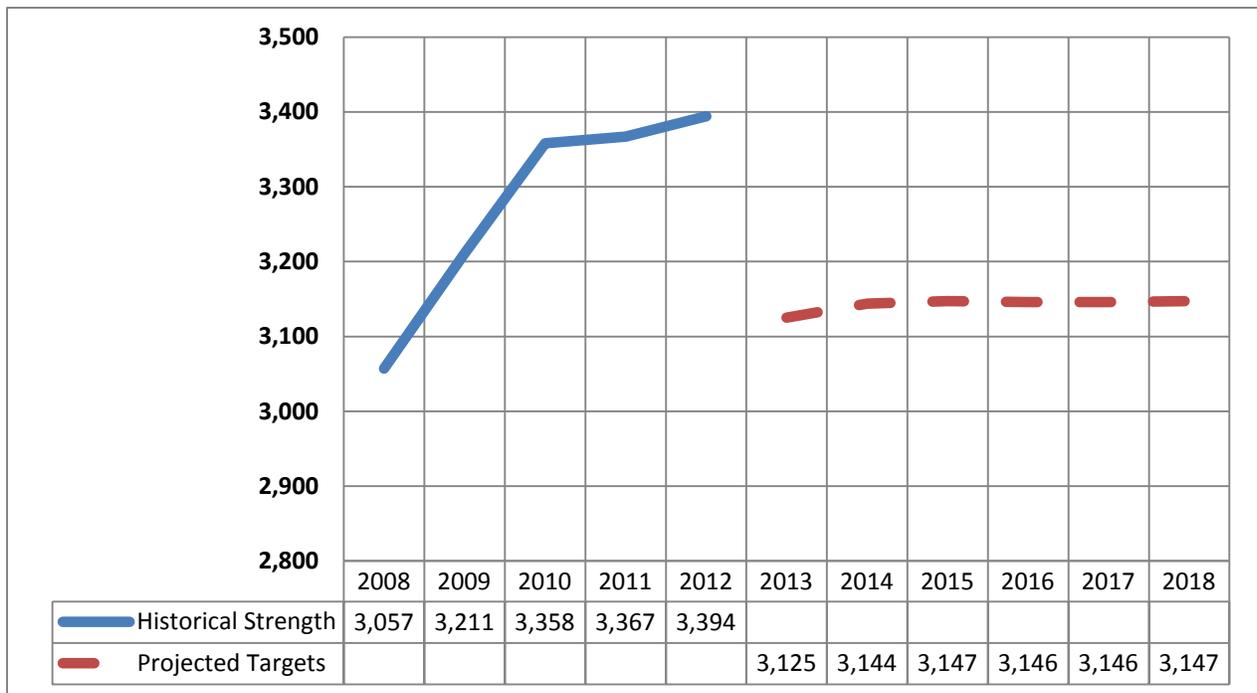
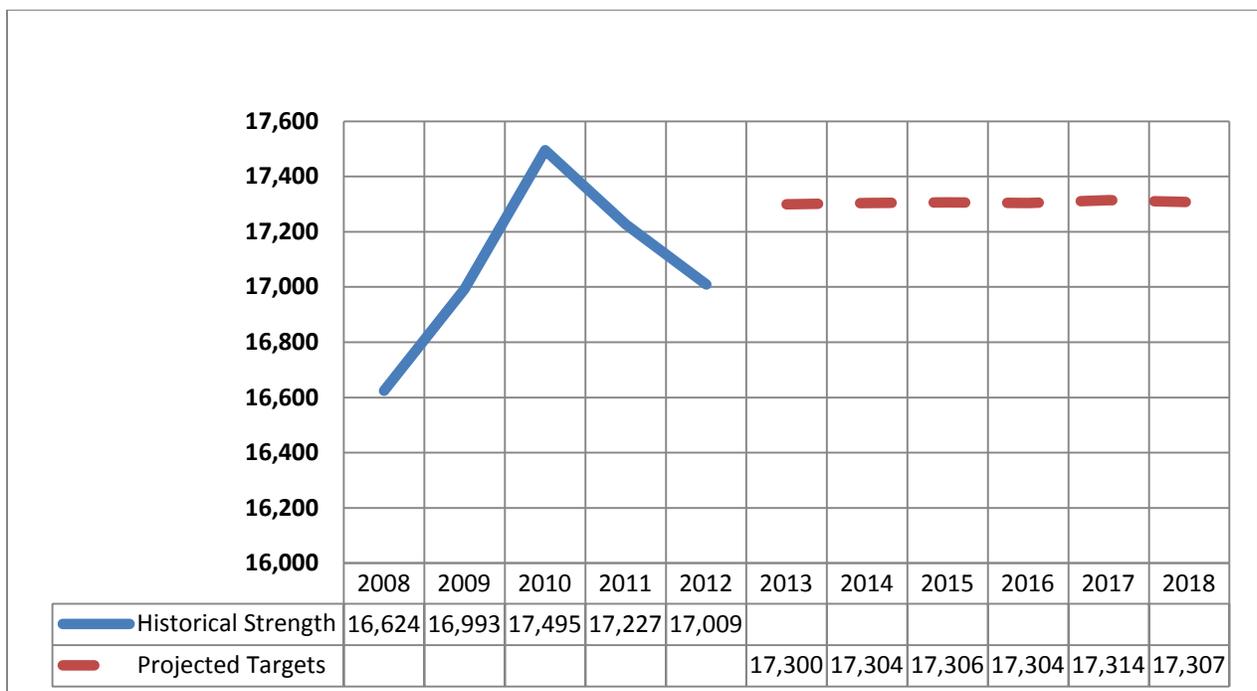


Figure 12: Engineering (Non Construction) Historical Strength and Future Targets for Occupational Series 0855



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# **Appendix 4:** **USD (ATL) Environmental Management**



## **APPENDIX 4: ENVIRONMENTAL MANAGEMENT FUNCTIONAL COMMUNITY**

### **Overview**

The DOD Environmental Management (EM) function provides government oversight, policy guidance, and execution in the program areas of environmental cleanup, pollution prevention, environmental compliance, and natural/cultural resources conservation. The small number of EM practitioners in DOD provides very specialized knowledge, skill and ability focused on maintaining compliance with environmental requirements. The loss or diminishment of the capability presented by this small community may jeopardize future ability of DOD to meet environmental requirements and may put DOD's credibility at risk with federal, state and local regulators and the public.

### **Environmental Scan**

The major workload drivers for the EM Community are a combination of:

- Legal drivers – federal, state, and local environmental laws and requirements; and
- Infrastructure (natural and built) and operations.

The trend over the past 30 years has been towards an increase in the number and complexity of environmental law and regulations; this is expected to continue particularly with growing climate change concerns. Other external factors such as international instability, which drives a higher operational tempo (OPTEMPO), also place a greater demand on EM services due to a higher level of training and industrial/non-industrial activities within DOD and deployment of environmental personnel to support overseas contingency and Humanitarian Assistance/Disaster Relief operations. Future budgetary constraints or reductions would be the equivalent of increasing the EM Functional Community workload, particularly if these constraints result in reduced manpower authorizations or limit ability to obtain contract support for EM functions.

Similarly to other functional communities in the Department, the EM Functional Community has been challenged, especially between FY 2002-2012, with reduced manpower authorizations, hiring freezes, re-organizations, Base Realignment and Closure (BRAC), business transformations, and other "right-sizing" initiatives. These directed reductions often have long-term effects, including loss of environmental expertise. Given projected decreases in environmental manpower funding over the Future Years Defense Program (FYDP) and overall budget pressures across the federal government, this downward trend will continue. Externally imposed budget/manpower reductions, if combined with ceilings or reductions in contract support, have the potential to further aggravate the stress on the EM Functional Community.

Significant portions of the EM Functional Community (e.g., Environmental Protection Specialist Series, 0028 and Environmental Protection Assistant Series, 0029, which are around 30% of the community) do not have affirmative educational or professional qualification requirements. A trend in some DOD Components has been to move towards using occupational series that have affirmative educational or professional qualification requirements. Another challenge is some EM functions (e.g., Cultural Resources) do not line up with a particular occupational series, or conversely can be covered by many occupational series. These two challenges, along with the EM Functional Community not capturing all the occupational series performing environmental functions, argues for a comprehensive functional view of the EM Community. This is particularly true when looking at competency and career path development with educational and/or professional qualification requirements, or creating new occupational series aligned with EM functional requirements.

The economic conditions and university-level education are other major external factors that could have an impact on the EM Functional Community. At present, difficulties in obtaining candidates have not been observed; this could be due to the current economic climate. While university education programs are producing graduates with environmental and sustainability (an emerging term) qualifications, DOD and the federal government at large may not be the employer of choice; with recent graduates looking instead to employment within regulatory agencies and then moving to a contractor/consultant role as a more financially beneficial career path. A future challenge to the EM Functional Community will be aligning the “sustainability” skill set with the requirements in the EM programs.

**Figure 1: Environmental Management Demographics**

| FUNCTIONAL COMMUNITIES<br>Occ Series           | Environmental Management<br>All Occupations |
|--|---|
| Occ Series Desc                                |   |
| <b>Workforce Size: Current Strength Totals</b> |   |
| End Strength                                   | 6,738                                       |
| Department of Army                             | 4632  |
| Department of Air Force                        | 492   |
| Department of Navy                             | 1264  |
| DoD Agencies (4th Estates)                     | 350   |
| % MALE   | 68.05%                                      |
| % FEMALE                                       | 31.95%                                      |
| % DISABILITY TARGETED                          | 0.45%                                       |
| % DISABILITY NONTARGETED                       | 5.02%                                       |
| % PRIOR MILITARY                               | 25.27%                                      |
| <b>Education</b>                               |   |
| ED - # WITH LESS THAN BACHELORS                | 1870  |
| ED - # WITH BACHELORS DEGREES                  | 3075  |
| ED - # WITH MASTERS DEGREES                    | 1419  |
| ED - # WITH DOCTORATE DEGREES                  | 352   |
| <b>Planning Considerations</b>                 |   |
| % ELIG TO RETIRE CURRENT                       | 14.75%                                      |
| % ELIG TO RETIRE NEXT YEAR                     | 3.04%                                       |
| % ELIG TO RETIRE TWO TO FIVE YEARS             | 12.63%                                      |
| AGE - 29 & Under                               | 500   |
| AGE - 30 to 39                                 | 1541  |
| AGE - 40 to 49                                 | 1797  |
| AGE - 50 to 54                                 | 1032  |
| AGE - 55 to 59                                 | 1003  |
| AGE - 60 to 64                                 | 657   |
| AGE - 65 and over                              | 208   |
| Career Level 1: GS 1-8 or Equiv.               | 301   |
| Career Level 2: GS 9-12 or Equiv               | 3862  |
| Career Level 3: GS 13-15 or Equiv.             | 2575  |

## Workforce Analysis

The eight occupational series represented in the DOD EM Functional Community (Environmental Protection Specialist Series, 0028; Environmental Protection Assistant Series, 0029; General Natural Resources Management and Biological Sciences Series, 0401; Ecology Series, 0408; Forestry Series, 0460; Forestry Technician Series, 0462; and Wildlife Biology Series, 0486) do not encompass the range of talent and personnel involved in the management and execution of EM programs. Personnel in other occupational series (e.g., 03xx, 08xx, and 13xx series) are integral to the effective and efficient implementation of EM programs. Another disconnect in the EM Functional Community is that the SWP community includes personnel in the US Army Corps of Engineers Civil Works that fall outside the EM functional policy and management oversight. The approximately 3,300 people in the US Army Corps of Engineers (a majority in Civil Works) in the eight job series account for:

- Around half (49%) of the entire EM Functional Community; and

- About 72% of the approximately 3,900 personnel in the General Natural Resources Management and Biological Sciences Series, 0401.

The DOD EM Functional Community has not experienced significant concerns with recruiting or retention. Turnover has been relatively consistent in the 7-10% range for all levels with an expected increase at senior levels due to retirements. While a high rate of actual voluntary retirements of those eligible to retire has not been observed, perhaps due to the current difficult economic climate, it remains a possibility given that approximately 30% of the EM workforce would become eligible to retire within the next five years. The retirement and turnover rates are areas that need to be carefully monitored for emergent challenges.

In general, the age profile appears to be a normal distribution with years of federal service skewed to 0-8 years and a consistent turnover rate. These factors combined with relatively stable retention and recruitment indicates a good pipeline and healthy workforce. However, the large proportion of the 0401 series in the EM Community could be masking potential weaknesses in other occupational series that is not evident in these strengths in the EM workforce data. In particular, the 0028/0029 occupational series have a large percentage of retirement eligible personnel that may pose future challenges. This experienced and senior workforce may stay on longer than expected due to economic conditions. This is of concern because of the potential adverse impact on the younger population of the EM Functional Community's career mobility opportunities.

While the EM Community is at present assessed as being healthy, the potential for negative retirement and turnover trends exists. These negative trends may be exacerbated by improving economic conditions making federal service less attractive or with the imposition of manpower authorization ceilings or other external factors. The EM Community will continue to monitor these trends, and advocate development of mitigation strategies if needed (e.g. mentoring the younger workforce, including knowledge management and knowledge transfer, by the senior grade employees).

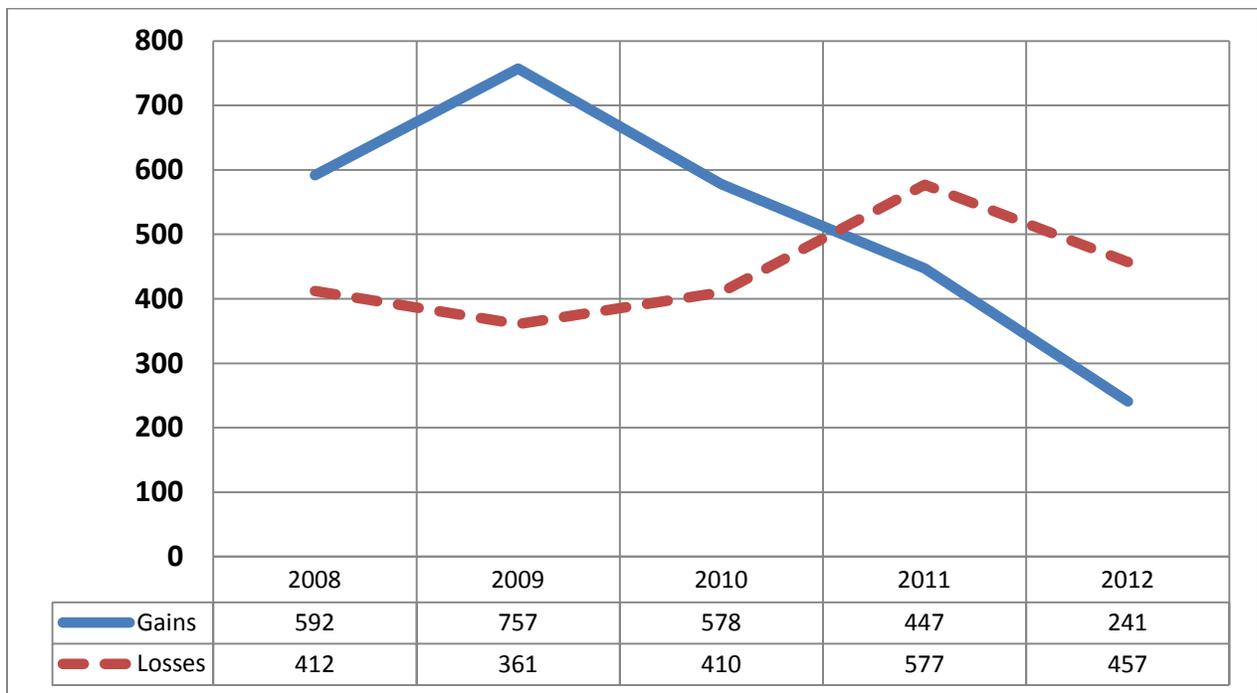
Challenges, such as the disconnects between EM programmatic responsibilities and occupational series covered in the functional community, as well as educational and qualification requirements discussed above need to be further examined to develop approaches within DOD to improve the EM Functional Community. Approaches may include:

- Viewing the EM Community from a functional perspective rather than as a collection of occupational series, particularly when looking at a comprehensive and consistent DOD-wide competency and career path (including development of educational and/or qualification requirements, cross Service experiential development, etc.).
- Assessing whether occupational series are appropriately aligned with EM program requirements and exploring whether new occupational series may be needed for EM program areas that are currently covered by multiple disciplines (e.g., Cultural Resources Management).

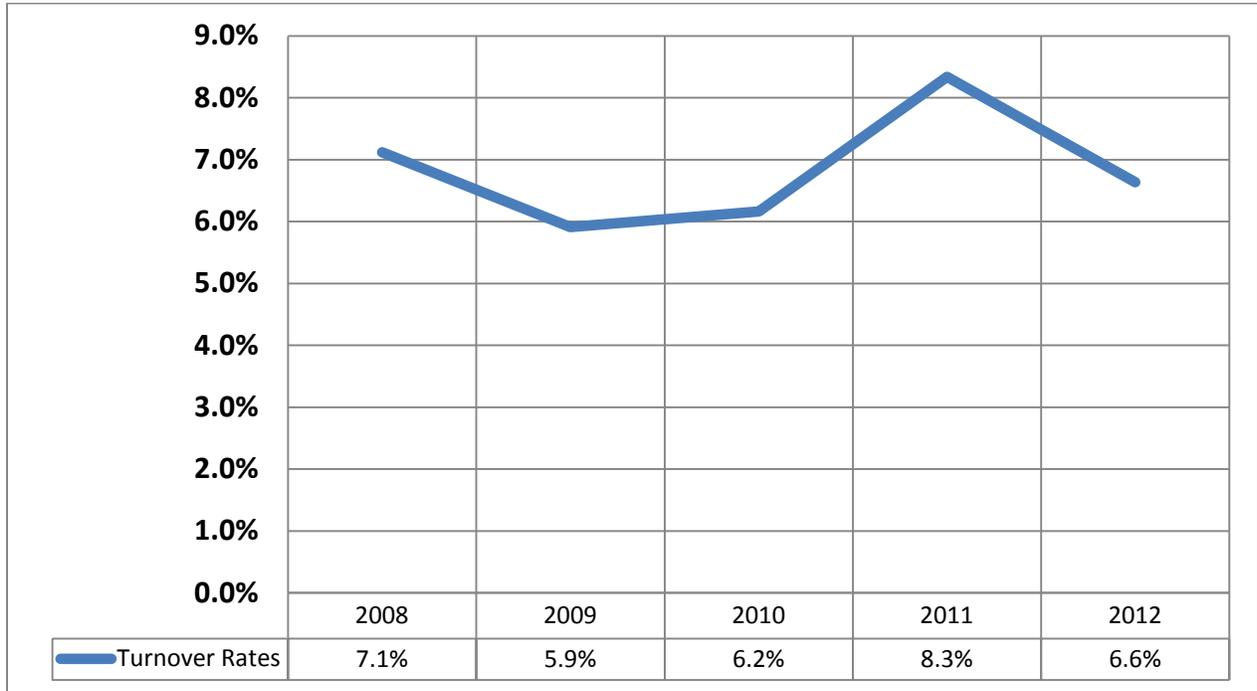
- Exploring commonalities of EM workforce requirements not only within DOD but with other federal agencies to broaden recruitment and retention, as well enhance government-wide experiential development and career progression which may be beneficial to DOD EM program execution.
- Evaluating the best strategy for the mentoring, development and retention of the DOD EM workforce through career progression and advancement across all DOD Components.

## DATA CHARTS & GRAPHS

Figure 2: Environmental Management Gains and Losses



**Figure 3: Environmental Management Turnover**



**Figure 4: Environmental Management Retirement Eligibility**

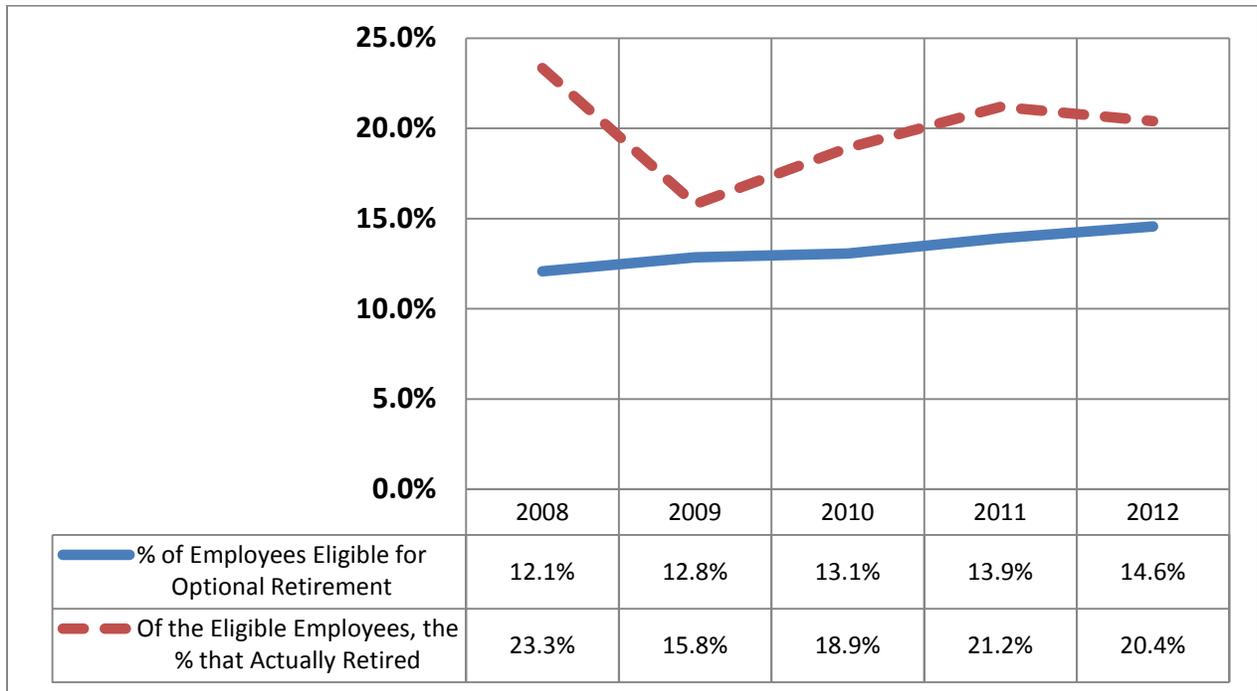
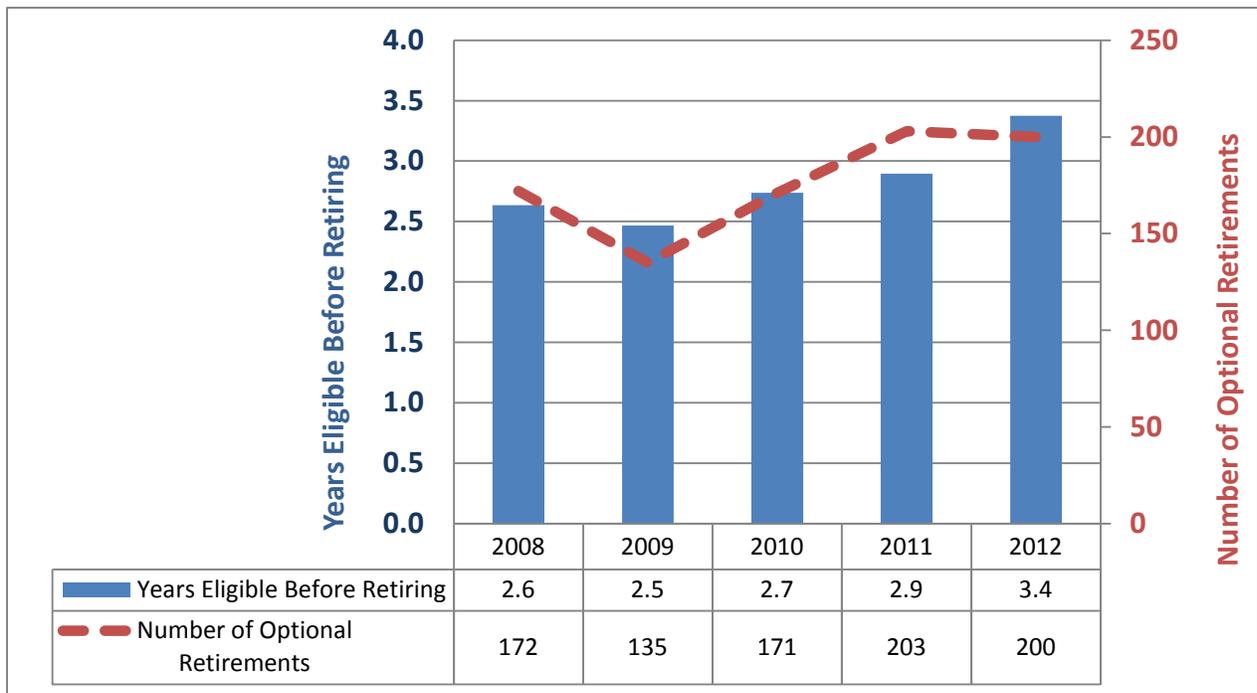


Figure 5: Environmental Management Retirement Phasing



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# **Appendix 5:** **USD (ATL) Logistics**



## APPENDIX 5: LOGISTICS FUNCTIONAL COMMUNITY

### Overview

The DOD Logistics mission is to provide globally responsive, operationally precise and cost-effective joint logistics support for the projection and sustainment of America's war fighter. The DOD Logistics vision is a logistics enterprise ready to support any combination of combat, security, engagement, and relief and reconstruction operations.

The Logistics community has nearly 100 occupational series, which generally fall within one of four logistics workforce categories: Supply Management; Maintenance Support; Deployment, Distribution, and Transportation (DDT); or Life Cycle Logistics (LCL). DOD Supply Management is the ability to accurately forecast materiel requirements, identify and select supply sources, schedule deliveries, receive, verify, store, issue and safeguard materiel and authorize supplier payments. Maintenance support is the ability to manufacture and retain or restore materiel in a serviceable condition to achieve world class, agile maintenance capabilities in support of the full spectrum of military operations. DDT is the ability to plan, coordinate, synchronize, and execute force movement and sustainment tasks in support of military deployed and non-deployed operations. Life Cycle Logistics is the ability to plan, develop, implement, and manage comprehensive, affordable, and effective system support strategies. LCL encompasses the entire system's life cycle including acquisition (design, develop, test, produce and deploy), sustainment (operations and support), and disposal. The defense system program management and multi-logistics functional nature of work requires that Life Cycle Logisticians meet Defense Acquisition Workforce Improvement Act (DAWIA) education and experience qualifications. Some series in the logistics community, such as 0346, are cross-cutting and encompass two or more of the workforce categories described above.

Logistics has currently identified eight Mission Critical Occupations (MCOs) (see Table 1) critical to enabling DOD Forces to complete their mission by ensuring those Forces have the right product, at the right place, at the right time, and at the right cost.

**Table 1. Logistics Workforce Category Mission Critical Occupations**

| Workforce Category  | Occupational Series | Series Title              |
|---------------------|---------------------|---------------------------|
| Maintenance Support | 1670                | Equipment Services        |
| Supply Management   | 2001                | General Supply            |
|                     | 2003                | Supply Program Management |
|                     | 2010                | Inventory Management      |

|   |       |                           |
|---|-------|---------------------------|
| <b>Deployment, Distribution, and Transportation</b> | 2101  | Transportation Specialist |
|   | 2130  | Traffic Management        |
|   | 2150  | Transportation Operations |
| <b>Life Cycle Logistics (LCL)</b>                   | 0346* | Logistics Management      |

*\*Not all 0346 positions are coded as life cycle logistics and select 1670, 2001, 2003, 2010, 2101 & 2130 can be included in the LCL workforce category.*

## Community Update

During the FY 2011 functional community expansion, Airfield Operations (Airfield Ops) was designated as a functional community. The series in this community perform and manage airfield operations functions and activities, including air traffic control (ATC), airfield management, aircraft maintenance and base operations. After a review of this functional community in FY 2012, DOD leadership determined that none of the series will be designated as MCOs and, additionally, the functions of the series are aligned to the Logistics Functional Community; the latter of which resulted in the disestablishment of Airfield Ops as a standalone community. The Logistics Functional Community has absorbed the six occupational series (see Table 2) that formerly resided in the Airfield Ops Functional Community, thus adding a new workforce category to the Logistics Community.

**Table 2. Airfield Operations Occupational Series**

| Occupational Series | Series Title           |
|---------------------|------------------------|
| 2152                | Air Traffic Control    |
| 2154                | Air Traffic Assistance |
| 2181                | Aircraft Operation     |
| 2183                | Air Navigation         |
| 2185                | Aircrew Technician     |
| 8862                | Aircraft Attending     |

## Environmental Scan

The Logistics Community continues to operate in a complex and shifting environment, where changes in technology, labor market, economy and mission require forward thinking, flexibility and agility. In order to understand the impact these environmental factors have, an environmental scan was conducted to discuss the events, trends and/or Department and statutory expectations that may impact demand and supply. During the scan, several environmental factors were identified that impact this community.

**Significant Budget Reductions.** Reductions have the potential to impact all aspects of how Logistics functions, including: staffing, training, salary, equipment and operations. Reduced staffing could strain the existing workforce and hamper its effectiveness toward meeting mission requirements.

**Reduction in War Efforts.** As the Department sees a shift in efforts and priorities due to the drawdown, the Logistics Community acknowledges the potential impact on how work gets done and the effects that personnel returning from theater could have on staffing levels and workloads. Although the total effects of the drawdown are still unknown at this time, the Logistics Community is exploring mitigating strategies that could lessen the impact on meeting mission requirements. One mitigating condition will be the DOD's reengagement in support of Combatant Command plans, orders and partner nation capability initiatives. These requirements were largely unsupported during the war years and will require support from logistics personnel as the Services regain skills across the operational spectrum.

**Emerging Technology.** Emerging technology is intended to increase efficiency in several areas of logistics management and operations; however, achieving manpower reductions first requires investment and demonstrated improvements in equipment reliability in order to reduce consumption, as well as in community training and retooling. Although it's not without challenges, the emergence of new technology within the DOD Logistics Functional Community is necessary to compete in this environment.

**Improvement and Standardization of Work Processes.** As is the case with emerging technology, business process reengineering is necessary for the Department to stay current on industry trends and to remain competitive. Increased effectiveness, efficiency, flexibility, reduced manpower needs and improved communication are some of the areas being addressed during the business process reengineering effort.

**Aging Workforce.** The expectation of fewer new hires to replace retirees highlights the need for knowledge transfer, succession planning, and cross-functional/cross career field training. Although an increase in retirements is expected, current data reflects that many incumbents are working past their retirement eligible date, allowing the Department to benefit from their expertise.

**BRACs and Reorganizations.** The 2005 Base Realignment and Closure (BRAC) initiative has greatly impacted the Logistics Functional Community. Many individuals have chosen not to relocate with their current organization, which increases recruitment and training requirements for the organization. This can result in a possible mismatch of skills for the individual if they seek alternate employment in a different career field.

**More Diversified Workforce.** The injection of new thoughts, experiences and world perspectives in the Department can lead to increased creativity and innovation; however, this can present challenges related to managing and valuing these differences and how they impact the workforce.

**Labor Competition.** Competition with the private sector will continue to present a challenge. The community will need to explore strategies for making DOD Logistics a desirable and sought after place to work (e.g. Consider enhancements in salaries, technology, work life balance, advancement opportunities, additional training).

**Figure 1: Logistics Demographics**

| FUNCTIONAL COMMUNITIES                         | Logistics       | Logistics            | Logistics          | Logistics      | Logistics                 |
|--|-----------------|----------------------|--------------------|----------------|---------------------------|
| Occ Series                                     | All Occupations | 0346 MCO             | 1670 MCO           | 2001 MCO       | 2003 MCO                  |
| Occ Series Desc                                |                 | LOGISTICS MANAGEMENT | EQUIPMENT SERVICES | GENERAL SUPPLY | SUPPLY PROGRAM MANAGEMENT |
| <b>Workforce Size: Current Strength Totals</b> |                 |                      |                    |                |                           |
| End Strength                                   | 153,066         | 18,841               | 6,242              | 3,023          | 3,271                     |
| Department of Army                             | 62329           | 8632                 | 2613               | 1207           | 1207                      |
| Department of Air Force                        | 48823           | 4448                 | 1875               | 576            | 406                       |
| Department of Navy                             | 30534           | 5155                 | 1505               | 494            | 840                       |
| DoD Agencies (4th Estates)                     | 11380           | 606                  | 249                | 746            | 818                       |
| % MALE   | 83.50%          | 70.64%               | 92.25%             | 60.37%         | 61.14%                    |
| % FEMALE                                       | 16.50%          | 29.36%               | 7.75%              | 39.63%         | 38.86%                    |
| % DISABILITY TARGETED                          | 59.87%          | 0.58%                | 0.53%              | 0.89%          | 0.46%                     |
| % DISABILITY NONTARGETED                       | 4.85%           | 7.32%                | 7.64%              | 6.91%          | 7.40%                     |
| % PRIOR MILITARY                               | 46.41%          | 59.56%               | 78.56%             | 54.38%         | 51.21%                    |
| <b>Education</b>                               |                 |                      |                    |                |                           |
| ED - # WITH LESS THAN BACHELORS                | 130509          | 8941                 | 5208               | 2370           | 2085                      |
| ED - # WITH BACHELORS DEGREES                  | 16218           | 6425                 | 829                | 506            | 882                       |
| ED - # WITH MASTERS DEGREES                    | 5645            | 3377                 | 190                | 135            | 291                       |
| ED - # WITH DOCTORATE DEGREES                  | 73              | 49                   | 2                  | 4              | 3                         |
| <b>Planning Considerations</b>                 |                 |                      |                    |                |                           |
| % ELIG TO RETIRE CURRENT                       | 12.56%          | 12.80%               | 15.67%             | 21.37%         | 17.88%                    |
| % ELIG TO RETIRE NEXT YEAR                     | 2.73%           | 3.13%                | 3.56%              | 4.04%          | 3.64%                     |
| % ELIG TO RETIRE TWO TO FIVE YEARS             | 11.78%          | 15.43%               | 14.85%             | 15.94%         | 16.20%                    |
| AGE - 29 & Under                               | 16275           | 1041                 | 178                | 163            | 146                       |
| AGE - 30 to 39                                 | 30340           | 2553                 | 742                | 336            | 391                       |
| AGE - 40 to 49                                 | 42124           | 5406                 | 1903               | 779            | 961                       |
| AGE - 50 to 54                                 | 27898           | 4691                 | 1604               | 691            | 794                       |
| AGE - 55 to 59                                 | 21339           | 3121                 | 1068               | 590            | 593                       |
| AGE - 60 to 64                                 | 11105           | 1524                 | 549                | 334            | 271                       |
| AGE - 65 and over                              | 3985            | 505                  | 198                | 130            | 115                       |
| Career Level 1: GS 1-8 or Equiv.               | 19833           | 243                  | 53                 | 109            | 27                        |
| Career Level 2: GS 9-12 or Equiv               | 108654          | 8229                 | 4650               | 2571           | 2206                      |
| Career Level 3: GS 13-15 or Equiv.             | 24578           | 10369                | 1539               | 343            | 1038                      |

**Figure 2: Logistics Demographics**

| FUNCTIONAL COMMUNITIES                         | Logistics            | Logistics                 | Logistics          | Logistics                 |
|--|----------------------|---------------------------|--------------------|---------------------------|
| Occ Series                                     | 2010 MCO             | 2101 MCO                  | 2130 MCO           | 2150 MCO                  |
| Occ Series Desc                                | INVENTORY MANAGEMENT | TRANSPORTATION SPECIALIST | TRAFFIC MANAGEMENT | TRANSPORTATION OPERATIONS |
| <b>Workforce Size: Current Strength Totals</b> |                      |                           |                    |                           |
| End Strength                                   | 3,760                | 1,471                     | 1,605              | 1,181                     |
| Department of Army                             | 904                  | 344                       | 815                | 113                       |
| Department of Air Force                        | 999                  | 958                       | 275                | 609                       |
| Department of Navy                             | 586                  | 145                       | 215                | 406                       |
| DoD Agencies (4th Estates)                     | 1271                 | 24                        | 300                | 53                        |
| % MALE   | 48.94%               | 74.30%                    | 61.25%             | 83.74%                    |
| % FEMALE                                       | 51.06%               | 25.70%                    | 38.75%             | 16.26%                    |
| % DISABILITY TARGETED                          | 1.46%                | 0.34%                     | 0.37%              | 0.34%                     |
| % DISABILITY NONTARGETED                       | 6.73%                | 4.42%                     | 5.86%              | 6.86%                     |
| % PRIOR MILITARY                               | 42.26%               | 50.71%                    | 51.46%             | 81.63%                    |
| <b>Education</b>                               |                      |                           |                    |                           |
| ED - # WITH LESS THAN BACHELORS                | 2272                 | 987                       | 1068               | 757                       |
| ED - # WITH BACHELORS DEGREES                  | 1164                 | 325                       | 397                | 254                       |
| ED - # WITH MASTERS DEGREES                    | 307                  | 152                       | 131                | 168                       |
| ED - # WITH DOCTORATE DEGREES                  | 2                    | 1                         |                    |                           |
| <b>Planning Considerations</b>                 |                      |                           |                    |                           |
| % ELIG TO RETIRE CURRENT                       | 16.57%               | 10.27%                    | 16.26%             | 13.21%                    |
| % ELIG TO RETIRE NEXT YEAR                     | 4.20%                | 2.52%                     | 4.67%              | 3.81%                     |
| % ELIG TO RETIRE TWO TO FIVE YEARS             | 15.21%               | 12.78%                    | 16.88%             | 15.50%                    |
| AGE - 29 & Under                               | 361                  | 117                       | 74                 | 22                        |
| AGE - 30 to 39                                 | 595                  | 233                       | 190                | 94                        |
| AGE - 40 to 49                                 | 959                  | 454                       | 463                | 369                       |
| AGE - 50 to 54                                 | 775                  | 329                       | 399                | 323                       |
| AGE - 55 to 59                                 | 632                  | 193                       | 274                | 221                       |
| AGE - 60 to 64                                 | 326                  | 98                        | 153                | 109                       |
| AGE - 65 and over                              | 112                  | 47                        | 52                 | 43                        |
| Career Level 1: GS 1-8 or Equiv.               | 71                   | 25                        | 15                 | 13                        |
| Career Level 2: GS 9-12 or Equiv               | 3280                 | 1034                      | 1163               | 740                       |
| Career Level 3: GS 13-15 or Equiv.             | 409                  | 412                       | 427                | 428                       |

## Workforce Analysis

The civilian component of the Logistics Functional Community has over 147,000 employees, equaling 19% of the total DOD civilian population. The workforce is comprised mostly of males (83%) and personnel with prior military experience (47%). Most employees are between the ages of 48 and 57, placing them in the Baby Boomer category. However, the majority of the workforce has 10 years or less of service in the federal government, indicating that many have joined the DOD Logistics Community as a second career.

### Recruitment

As with most communities, the economic landscape has shaped the workforce and affected the Logistics Community's recruitment and retention activities. Overall, recruitment actions have been trending downward since FY 2009. In particular, new hiring has experienced a significant and steady decline since FY 2010 due to hiring freezes and other hiring restrictions.

### Retirements

Retirements grew modestly in FY 2009 and FY 2010, but experienced a large increase in FY 2011 and FY 2012. Most of the growth in the last two years can be attributed to the Army and Air

Force, both of whom offered retirement incentives. Those services not offering retirement incentives had significantly less fluctuation. Another data point suggests that people are generally remaining in the workforce three or more years past their retirement eligible date. Again, this correlates with a strained economy and employees delaying retirement until they feel financially secure.

### **Resignations**

Resignations across all components have been relatively steady since FY 2009, but transfer losses have fluctuated. In FY 2009, the Navy experienced a marked increase in transfer losses and both the Army and Air Force experienced significant transfer loss in FY 2011. In FY 2012 however, all Components collectively posted their lowest transfer loss numbers in five years. Beginning in FY 2010, Army made a series of significant cuts contributing to the number of 'other' losses within the component (e.g., losses due to termination).

### **Forecasted Targets**

This community does not anticipate issues either filling vacant positions or reducing their staffing to reach their current targets.

### **Staffing Gaps**

In general, the Logistics Community is stable with no immediate or significant staffing gaps. The community has not identified major problems with recruiting new talent nor retaining personnel. However, there are smaller issues that require attention, each of which are further exacerbated by budget constraints. For example, the community relies heavily on recruiting prior military personnel because of their valuable skills, knowledge and experience, which has proven to be a vital resource. As DOD draws down their active duty (military) personnel, this recruiting pipeline will begin to decrease, limiting the number of potentially qualified candidates. In addition, a reduced war effort and budget constraints may require additional personnel cuts. While this issue may be mitigated by a corresponding reduction in workload, any potential cuts would have to be sequenced properly. The reduction in logistics workload occurs well after the reduction in contingency operations as logisticians must retrograde and reset equipment.

As with any workforce, knowledge management and succession planning are a concern. Because the community has an aging workforce, consideration must be given to who will replace the retiring population and how they will capture and retain their institutional knowledge. Currently, there are several informal processes operating at different levels within some Components addressing these issues. However, the community is considering developing more structured and standardized programs to ensure continuity.

Some MCOs are facing a high turnover rate. While the full impact of high turnover rates is offset by the current availability of qualified candidates, there is still a significant cost, both in time and money associated with hiring and training.

## MCO Strategy and Action Plan

While no major staffing gaps were identified during the assessment process, the Logistics Community highlighted the need for greater development of joint, strategic, and multi-functional logisticians. The Logistics Community is comprised of nearly 100 occupational series in four broad workforce categories. This can lead to sub-optimization across the Logistics enterprise. Furthermore, the lack of awareness and synergy across Military Service lines can reduce the effectiveness and efficiency of the Joint Logistics enterprise.

In response to this issue, the Logistics Community developed the approach described below that meets the four requirements necessary for a viable strategy:

1. **Scope:** Is the strategy in the community's wheelhouse? Do they have some ownership of the strategy?
2. **Impact:** Will this strategy effect a positive change in the environment within 1 - 2 fiscal years?
3. **Feasibility:** Do you have the direct resources to effect change? Or, can you find the resources in the next fiscal year to effect change?
4. **Measurements:** Can you provide metrics for the implementation and performance of the strategy? How will you track progress?

| Strategy # 1  | Development of joint, strategic, and multi-functional logisticians  |
|---|---|
| <b>Staffing Gap Addressed</b>   | Shortage of joint, strategic and multi-functional logisticians  |
| <b>Occupational Series</b>  | 0346, 2001, 2003, 2010, 2101, 2130, 2150, 1670  |
| <b>Career Level</b><br>Entry: GS 1-8 or Equiv.<br>Mid: GS 9-12 or Equiv.<br>Senior: GS 13-15 or Equiv.  | Mid Level and Senior Level  |
| <b>Strategy Details and Impact</b>  | Expand career broadening training/developmental assignments for mid and senior level civilians. Career broadening opportunities include logistics cross-functional training within a Component, more robust logistics exchange programs between Components, and logistics assignments at the strategic level (e.g. the OSD Supply and Transportation Fellows Program). Impact: the development of joint and multi-functional logisticians with the ability to think strategically and work complex actions across the logistics spectrum. |
| <b>Strategy Time Segment</b><br>(Short term = 0-2 yrs)<br>(Mid Range = 3-5 yrs)<br>(Long term = 6+ yrs) | Mid Range   |
| <b>Implementation Timeline</b><br>(Identified Milestones)   | 3-5 years: Analyze (year 1); Design (year 2); Develop (year 3); Implement (year 4); and Evaluate (Year 5 and ongoing throughout the process).<br>Timeline for impact/affect on the workforce: 4-5 years.  |
| <b>Legislative Changes</b>  | N/A   |
| <b>Funding Required</b>   | Additional Component training funding if necessary  |
| <b>Metrics to Assess Progress</b>   | Number of participants in career broadening assignments   |
| <b>Metrics Data Source</b>  | Component training directorates   |
| <b>Strategy Owner(s):</b><br><b>Strategy POC:</b>   | Logistics Component Functional Community Managers<br>Logistics OSD Functional Community Manager   |

## DATA CHARTS & GRAPHS

Figure 3: Logistics Gains and Losses

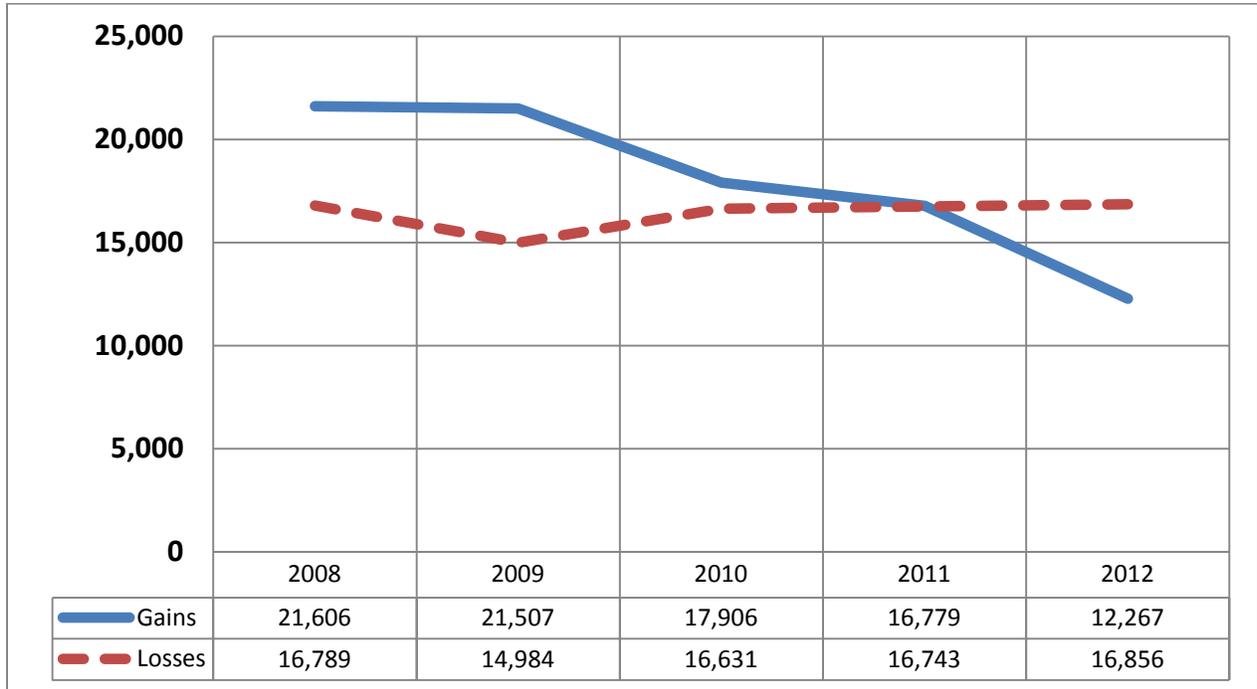


Figure 4: Logistics Turnover

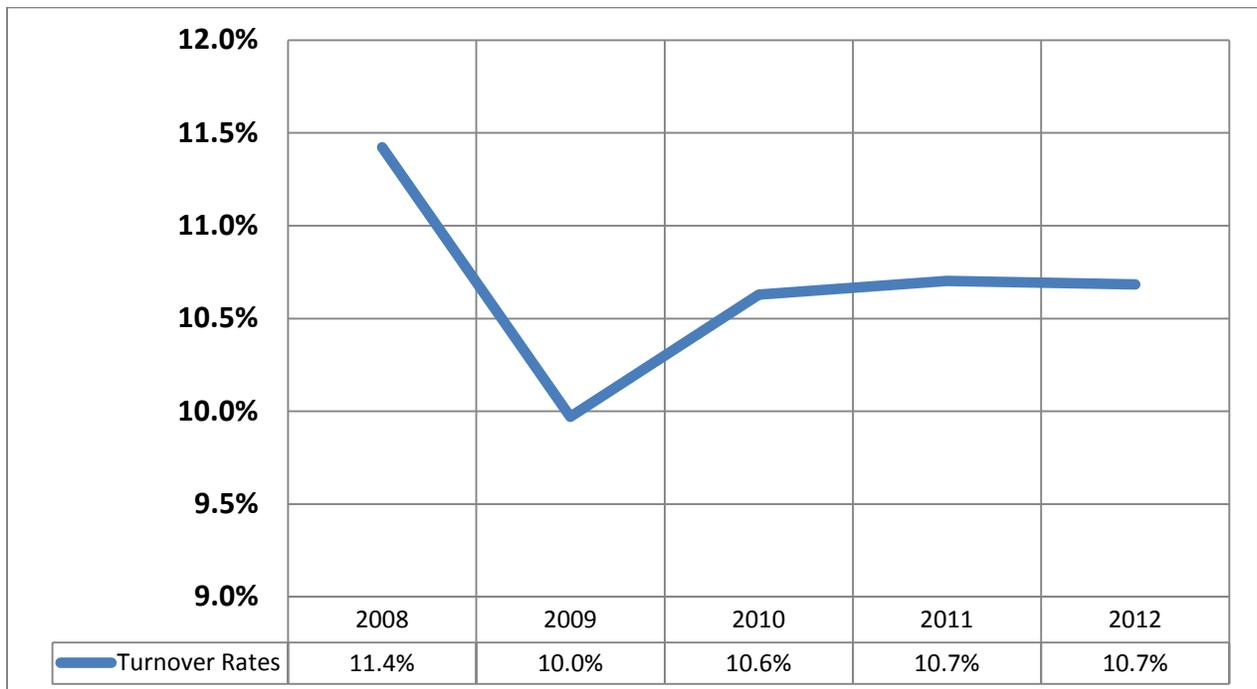


Figure 5: Logistics Retirement Eligibility

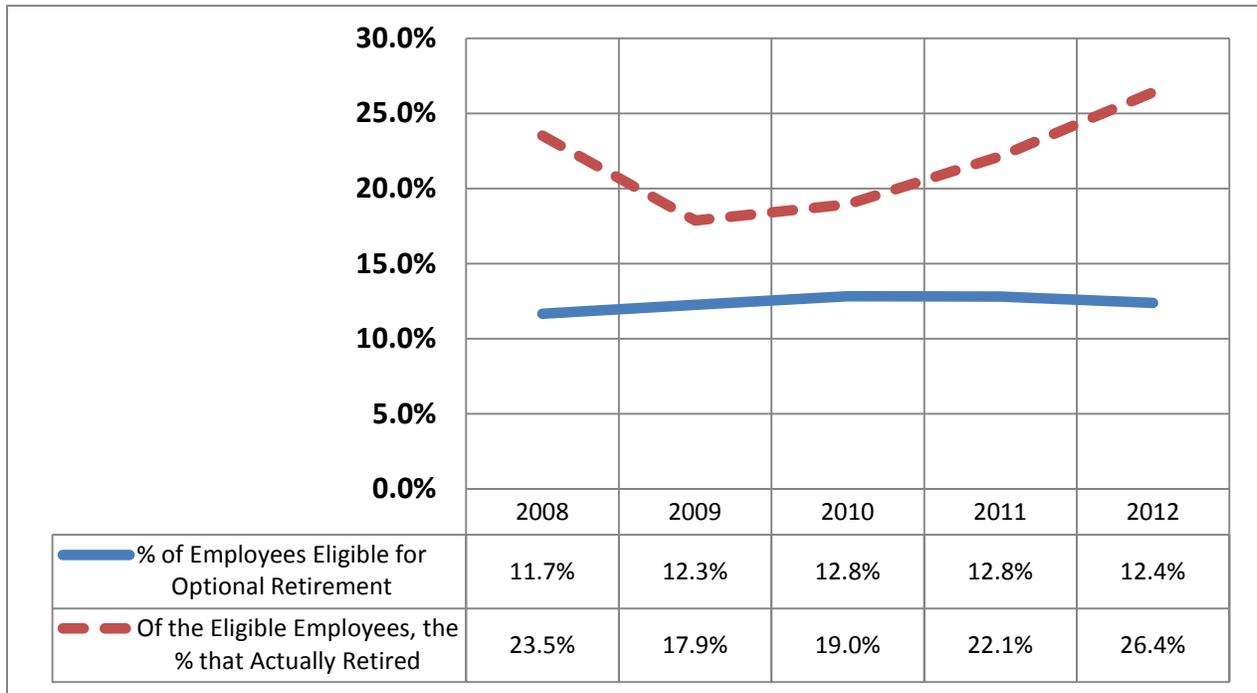
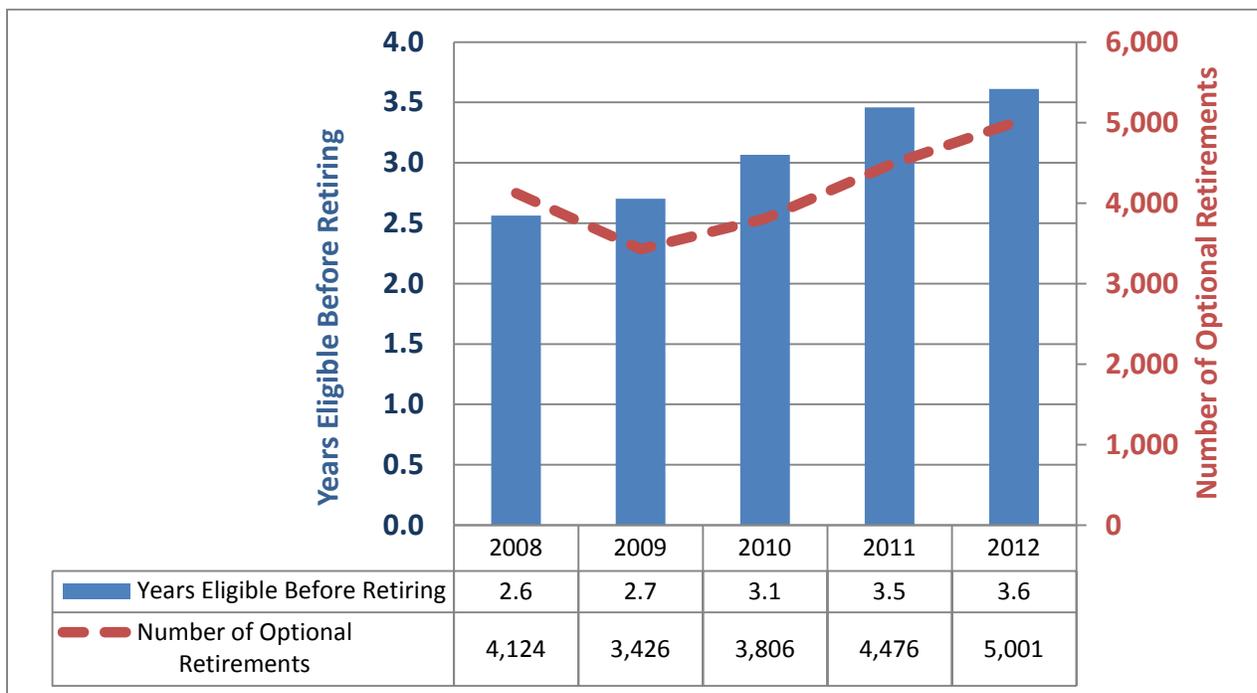
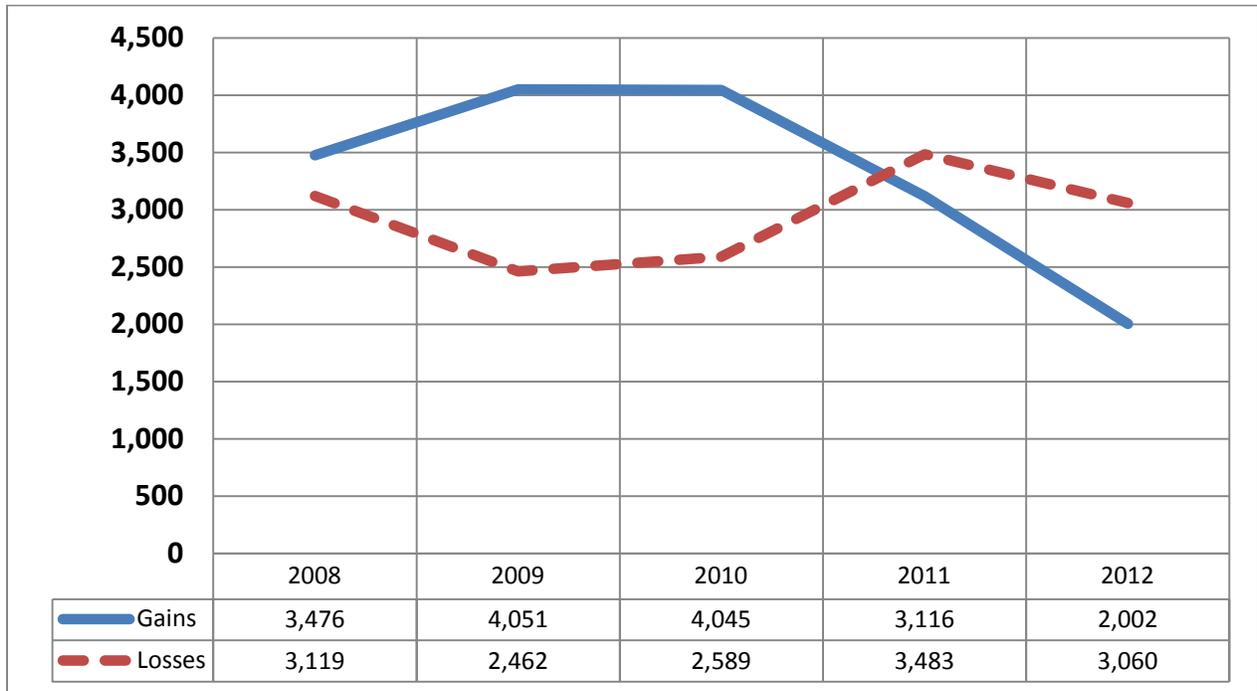


Figure 6: Logistics Retirement Phasing



**Figure 7: Logistics Gains and Losses for the Mission Critical Occupations**



**Figure 8: Logistics Turnover of the Mission Critical Occupations**

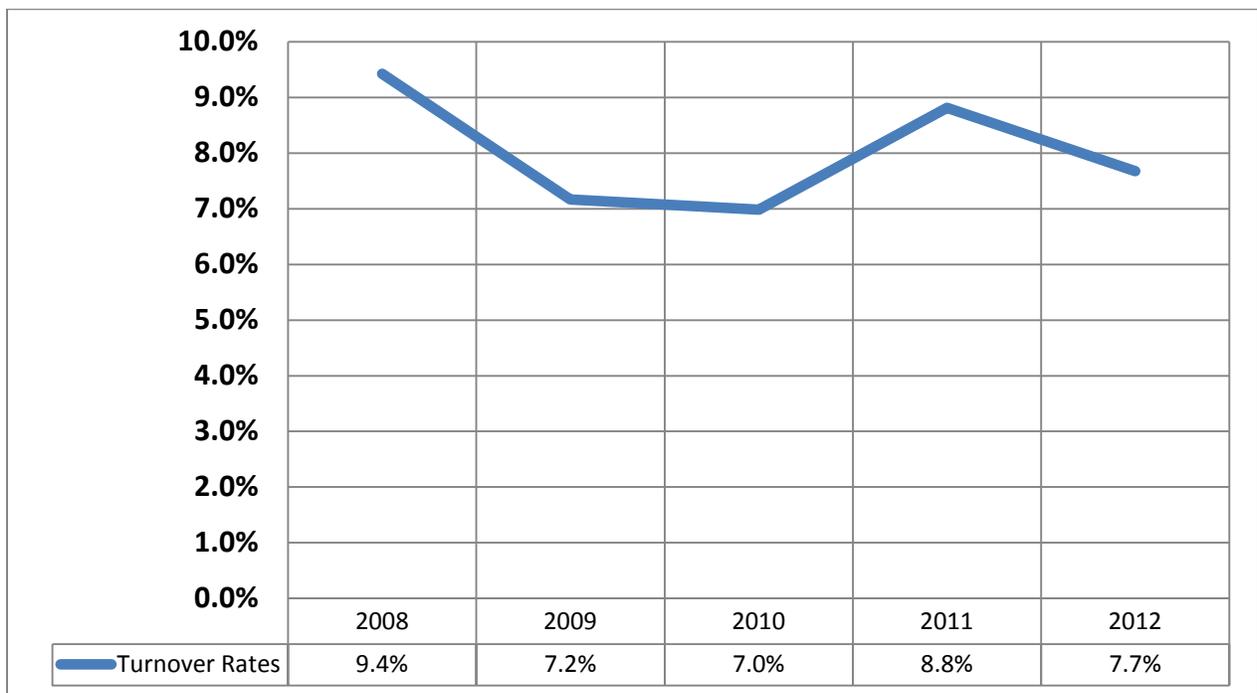


Figure 9: Logistics Retirement Eligibility of the Mission Critical Occupations

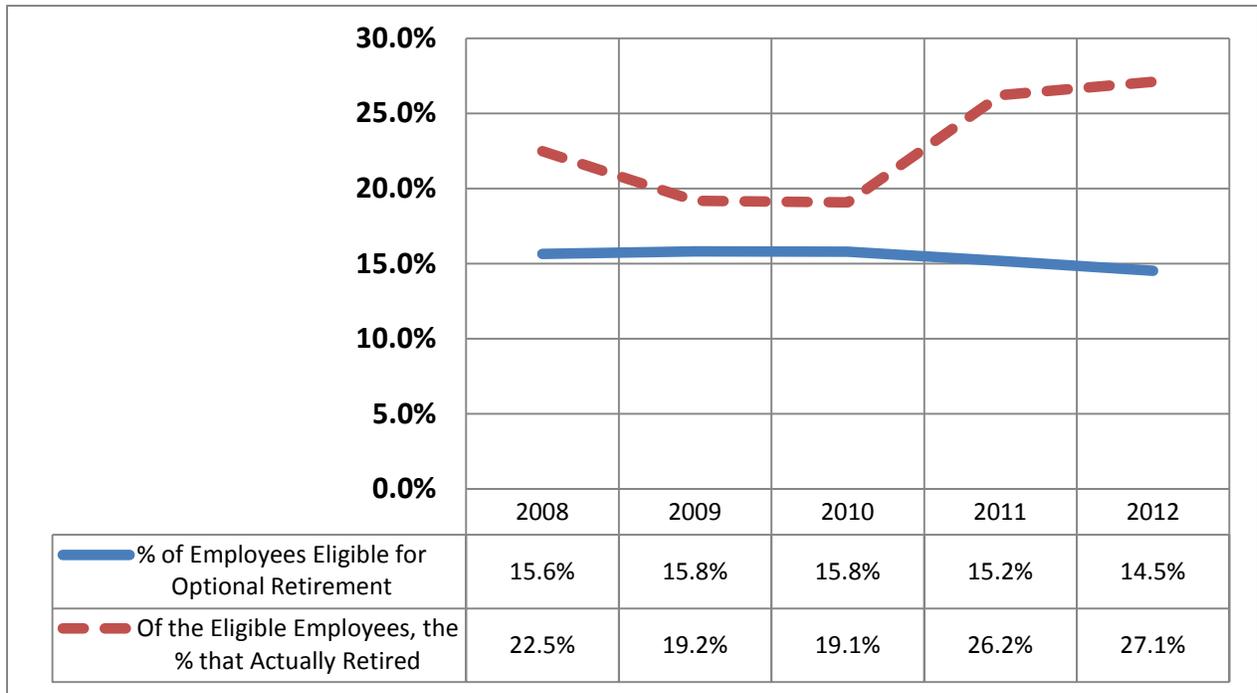
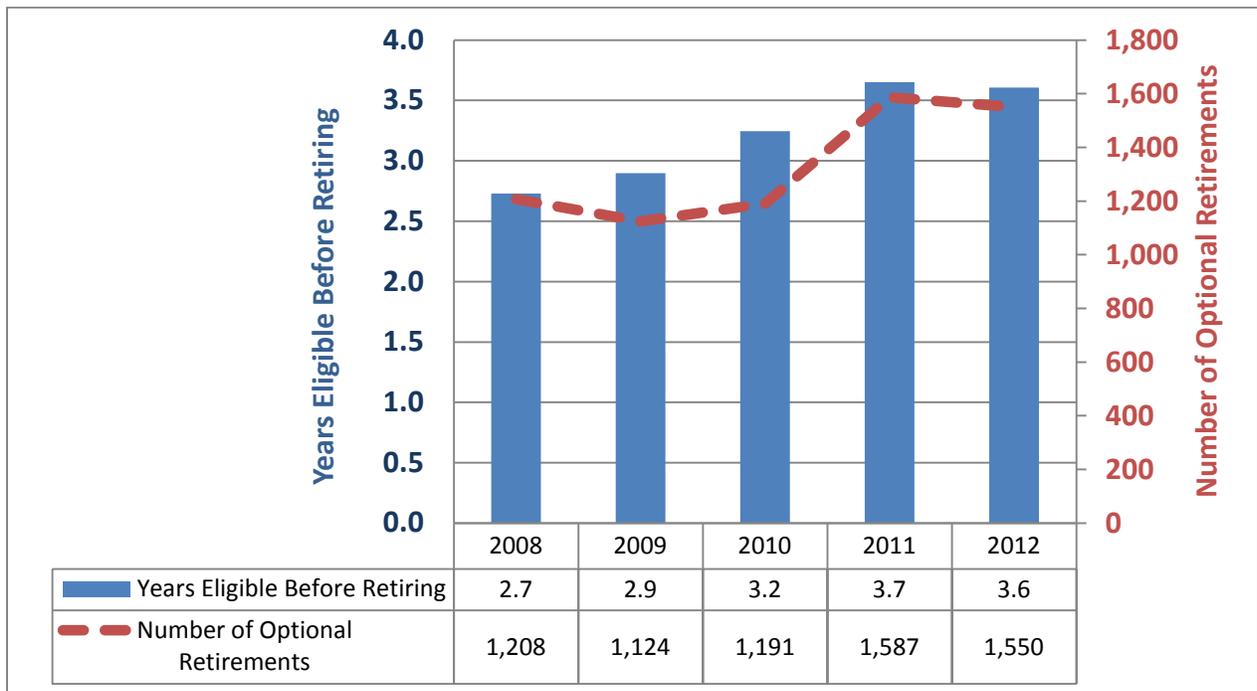
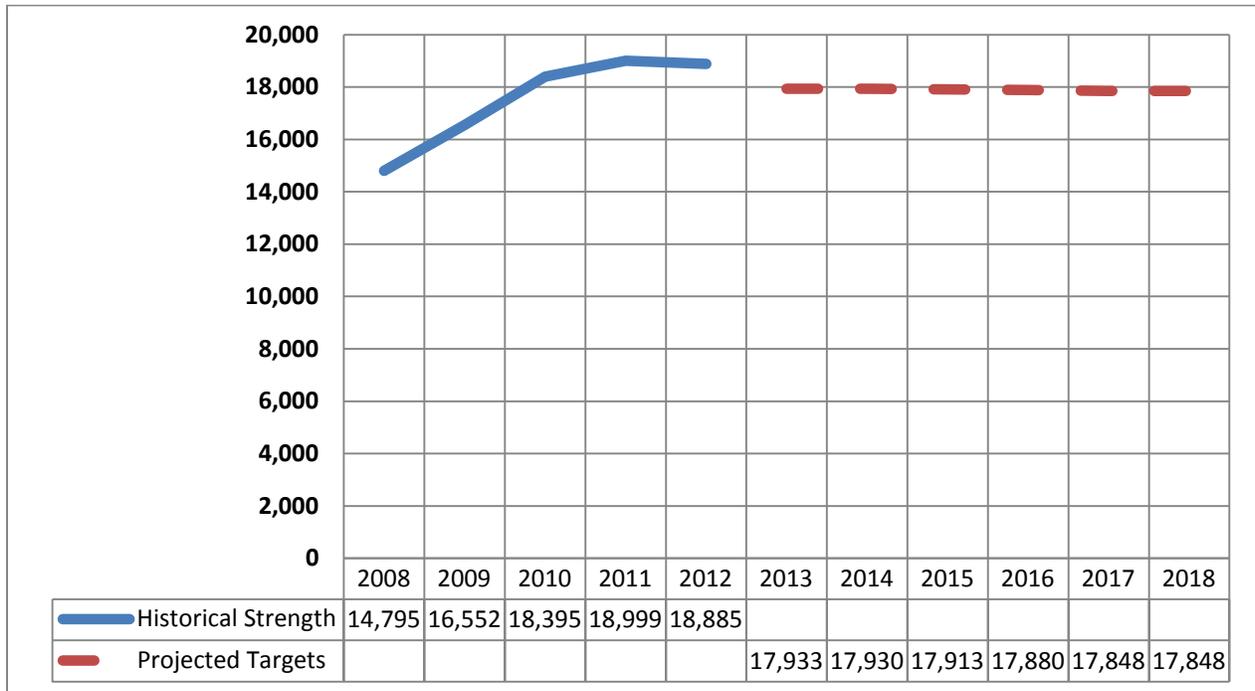


Figure 10: Logistics Retirement Phasing for the Mission Critical Occupations



**Figure 11: Logistics Historical Strength and Future Targets of the Mission Critical Occupation - 0346**



**Figure 12: Logistics Historical Strength and Future Targets of the Mission Critical Occupation - 1010**

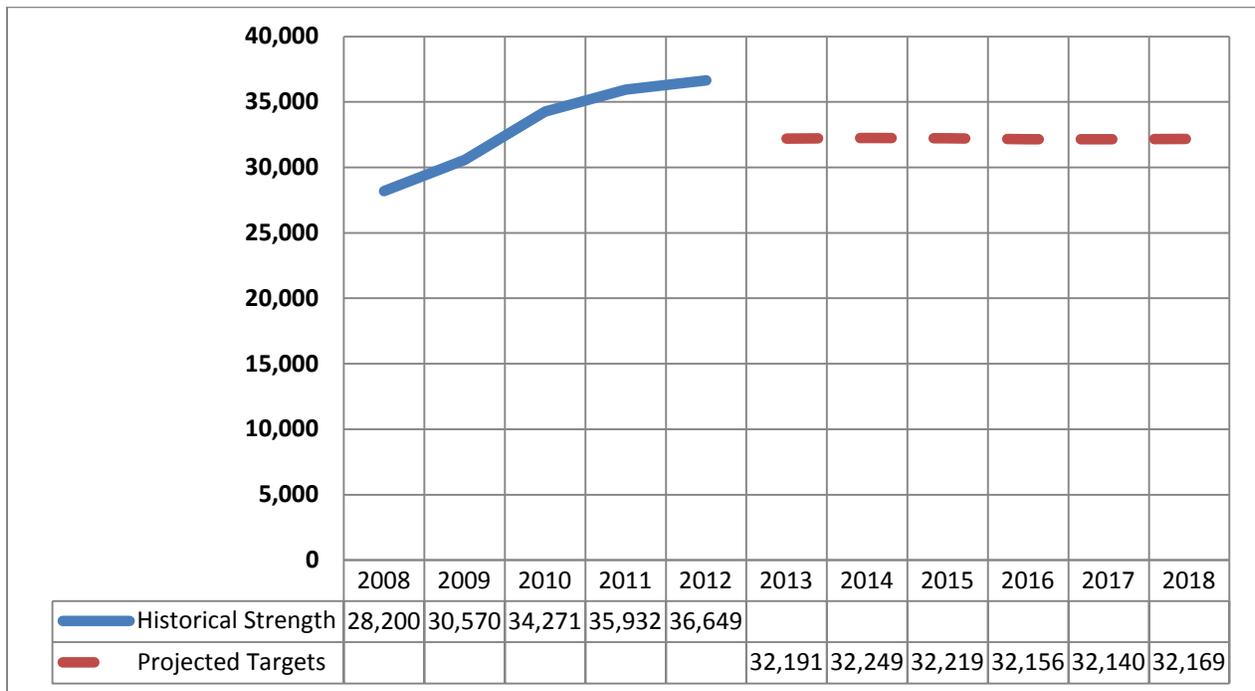


Figure 13: Logistics Historical Strength and Future Targets of the Mission Critical Occupation - 2130

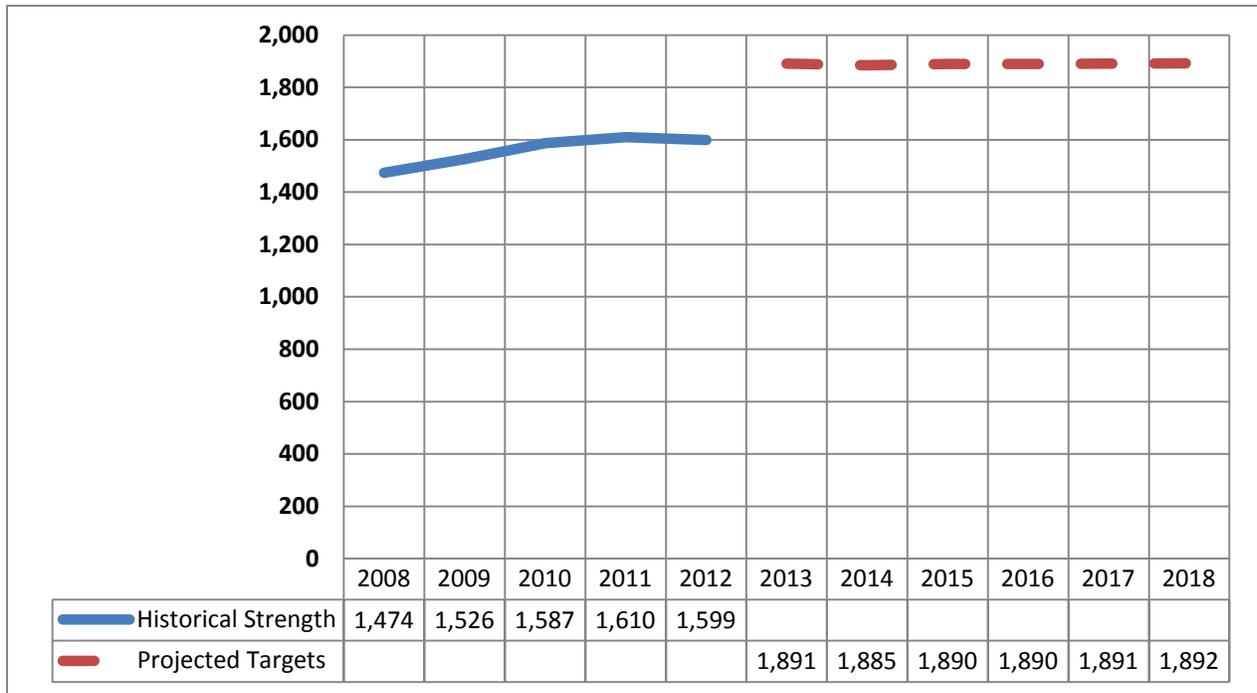
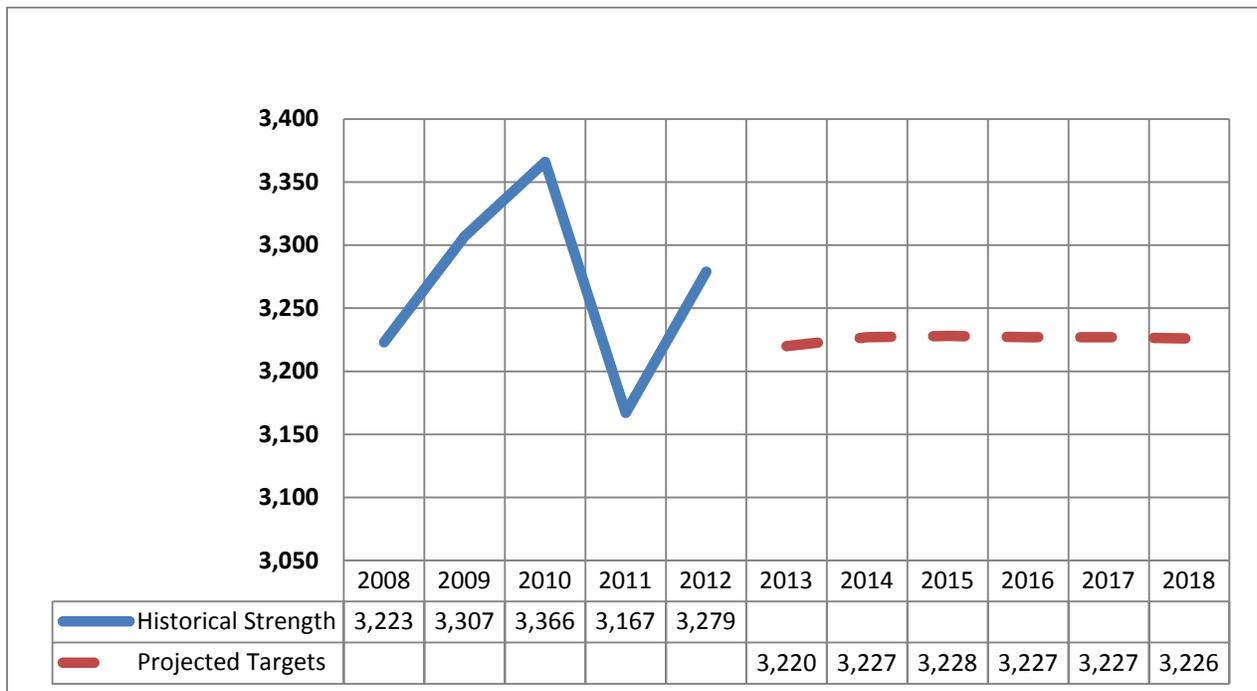
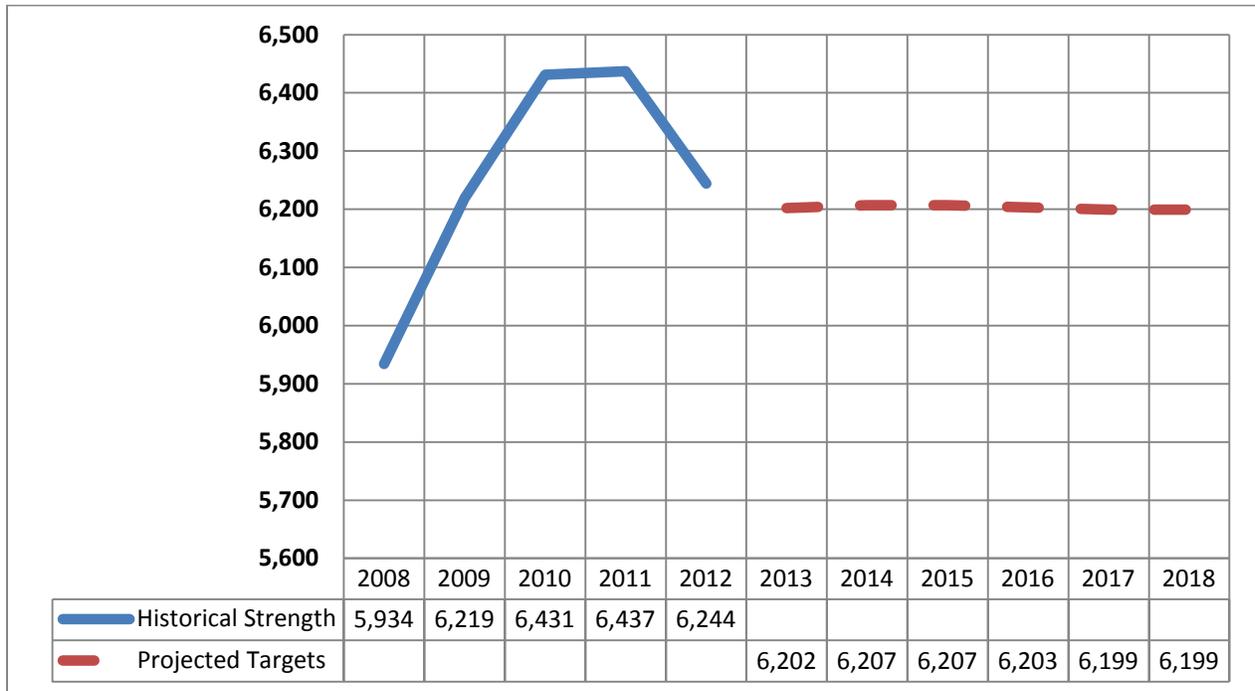


Figure 14: Logistics Historical Strength and Future Targets of the Mission Critical Occupation - 2003



**Figure 15: Logistics Historical Strength and Future Targets of the Mission Critical Occupation - 1670**



**Figure 16: Logistics Historical Strength and Future Targets of the Mission Critical Occupation - 2150**

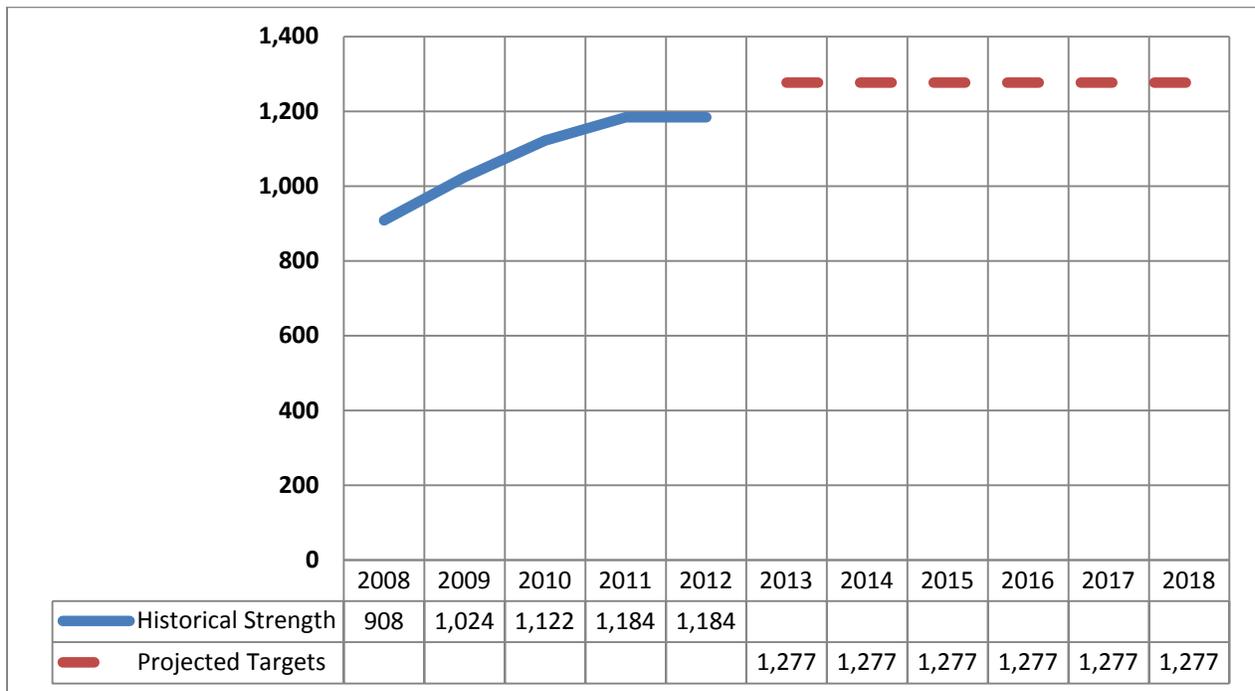


Figure 17: Logistics Historical Strength and Future Targets of the Mission Critical Occupation - 2001

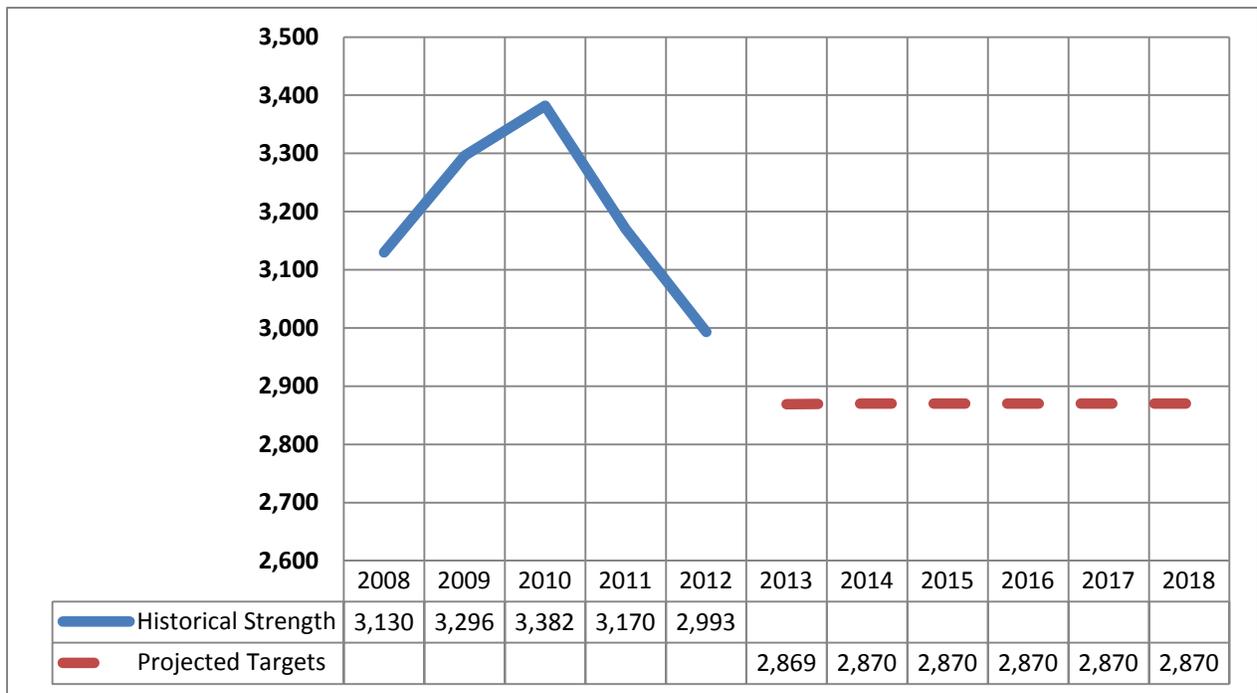
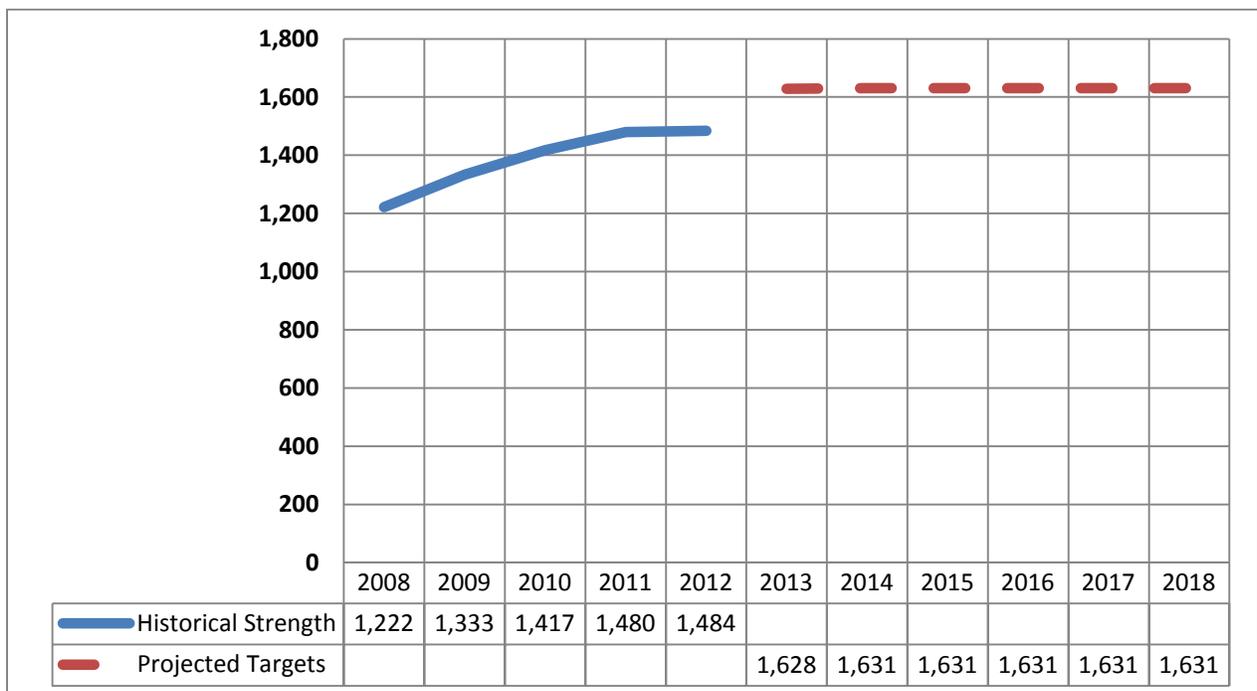


Figure 18: Logistics Historical Strength and Future Targets of the Mission Critical Occupation - 2101



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# **Appendix 6:** **USD (ATL) Safety and Public Safety**



## **APPENDIX 6: SAFETY AND PUBLIC SAFETY FUNCTIONAL COMMUNITY**

### **Overview**

The Department of Defense's Safety and Public Safety (S&PS) Functional Community serves many purposes. They must sustain the regular forward presence of U.S. forces as well as their emergency deployment in crisis, contingency, combat, safety in training, safety in material and equipment RDT&E, safety in material and equipment acquisition and disposal, safety in medical support, and safety in installations and facilities. They need to ensure a productive, safe, and efficient workplace and offer a decent quality of life to military members, their families, and the civilian and contractor workforce.

The S&PS workforce must be shaped, developed, and utilized effectively to maximize their contributions to the mission success. Given its constantly evolving environment, DOD must ensure that the right competencies and skills are acquired and effectively applied to help employees meet and exceed the highest standards of conduct and performance.

This community is comprised of a diverse array of functional areas:

- Explosives Safety
- Safety and Occupational Health (SOH)
- Fire Protection and Prevention
- Installation Emergency Management

This report addresses the three Mission Critical Occupations (MCOs) in the S&PS portfolio: Explosives Safety Series, 0017, Safety and Occupational Health (SOH) Management Series, 0018 and Fire Protection and Prevention Series, 0081.

### **Explosives Safety Specialist**

The 0017 occupational series' and the Explosives Safety Management Program's purpose is to reduce the probability and severity of mishaps involving DOD military munitions and to protect people, property, and the environment while sustaining operational capabilities and readiness. The 0017 occupation is adapting to changes in the employment of our forces while enhancing explosives safety throughout the Department. It seeks to enhance force protection and joint warfighting capability by providing value added technical explosives safety management oversight and services. This series embraces new technologies and doctrine, which improves mission effectiveness through asset preservation, force protection, and risk management. The Explosives Safety community is in the process of realigning personnel in other occupational series to the 0017 occupation, in order to better establish classification.

Note: Within the Army, explosives safety functions are performed by the Safety and Occupational Health Series, 0018 and 0803 (Safety Engineering Series, 0803). The Army does not plan to use the 0017 series.

## **Safety and Occupational Health (SOH) Series, 0018**

Preventing mishaps and associated losses sustains mission effectiveness. Using a multipronged approach, major aspects of SOH risks are addressed from both a hazard- and mission-oriented perspective. Like the nation's leading businesses, DOD views the prevention of mishaps—and resulting injuries, illnesses, and loss of resources—as a core business value that reduces human, social, financial, and productivity costs and enhances readiness. The President recognized the impact on productivity across all Federal agencies by instituting the Protecting Our Workers and Ensuring Reemployment (POWER) initiative to reduce injuries and rapidly return employees to productive work. Achieving prevention and mission sustainment requires knowledge of all DOD processes, and the ability to manage risks. The SOH workforce provides the professional knowledge and catalyst for risk management and increased productivity.

## **Fire Protection and Prevention Series, 0081**

Installation Commanders have an inherent responsibility to protect forces and installations under their Commands. This responsibility encompasses planning, organizing, training, and equipping personnel. It includes protecting critical infrastructures needed to prepare for, respond to, and recover from accidents, natural disasters, or terrorist actions involving chemical, biological, radiological, nuclear, and high-yield explosives. DOD must provide defense support to civil authorities as directed by the President, or when appropriate under the circumstances and the law. At the “tip of the spear” is DOD’s emergency response capability: DOD fire and emergency services personnel protect installations from the loss to life, property, and the environment, resulting from all types of hazards.

## **Environmental Scan**

The S&PS community conducted an environmental scan to discuss the events, trends and/or Department and statutory expectations that may impact supply and demand. Across the Department, a reduction in the size of the military is taking place; however, the scope of the mission is not experiencing a diminution. In fact, the mission is growing for DOD, North Atlantic Treaty Organization (NATO) and the United Nations (UN).

## **Explosives Safety Series, 0017**

Budget challenges are impacting the number of new 0017s we are allowed to bring onboard. There is a general hold on the addition of new billets; missions are moving to other geographic locations while not reducing in size or scope and Geo-political impacts play a pivotal role on the occupation (e.g., support of counter terrorism efforts and ordnance requirements, related to location of bases to populations and equipment).

Combatant Commander's contingency plans also include the work of the 0017 occupational series. The need to have the 0017 series present directly relates to the commands' strategic plans but presents a challenge because it takes about 1 year to find and bring a candidate onboard, on average. This fact, combined with the loss of numbers in the occupational series, makes recruitment even more of a critical issue.

The 0017 occupational series is designed to prevent hazards and manage risk. Explosive Safety GS-level personnel quantify and communicate to the Combatant Commander risk assessments, thereby making significant contributions that enable Commanders to make informed risk-based decisions and optimize quality of solutions. The GS-0017 personnel are small in numbers at any given installation, yet provide critical input to the management of this high risk, mission essential function. Fluctuations in the 0017 personnel staffing levels at any installation greatly influence that Commander's decision-making ability in the management of explosives risk management.

## **Safety and Occupational Health Series, 0018**

Historically, the position has been experiencing growth. However, it is anticipated that growth within DOD will be restricted by budget constraints and as personnel reach retirement eligibility.

Army Campaign Plan Decision Point 91 and 59.5<sup>1</sup> established the tasks and functions required of our safety professionals, and generated a U.S. Army Manpower Analysis Agency developed safety model which identified personnel requirements for garrison and mission safety offices. Our goal was to establish the right organizational structure with aligned responsibilities and personnel requirements. The safety model was approved by Headquarters Department of the Army, G-3/5/7 in March 2010, and continues to serve as the basis for our safety personnel requirements. Within the Army, explosives safety is performed by the Safety and Occupational Health Series, 0018 and 0803 Safety Engineering Series, 0803 and there is no intent to use the 0017 series.

The Department of the Navy is undergoing a critical analysis of mission requirements to align needs of the mission with the functional requirements of the GS-0018 occupational series. This review will ensure GS-0018 can deliver requisite proficiencies in support of the dynamic and evolving Navy and Marine Corps mission. The Navy and Marine Corps anticipate a shortage of trained safety professionals in the future and, in light of this, developed and are implementing a plan of action and milestones to ensure mission needs are met.

The mission of the Air Force has not changed for the SOH role. However, machines and equipment have changed, which affects the 0018 occupational series and the level of technical competency this position must possess. Tasks for the 0018 occupational series have increased and requirements have grown. For example, the field deployment requirement is a significant position description addition.

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<sup>1</sup> Reference Memorandum, SAMR-FMM-AA, 23 Dec 08, Subject: *Manpower Requirements Model Approval Criteria*.

## **Fire Protection and Prevention Series, 0081**

Competencies and skills expectations are growing for this occupational series. Training related to the occupation is considered extensive and broad. There is a concern about how to retain proficiencies concurrent with expansion of proficiency requirements. Of significant concern is the notion that there may be a “saturation point” beyond which any single resource cannot adequately manage absorption of certified skill sets. Demands on 0081 personnel continue to increase. The challenge is three-fold: the increasing level of emergency response in an “all hazards” environment for 0081 personnel; reduced manning levels; and, the demand for 0081 personnel to develop additional proficiencies to meet emerging threat response needs. The Occupational Safety and Health Administration (OSHA), National Fire Protection Association (NFPA) consensus standards, and other mandatory standards require certification maintenance for GS-0081 incumbents. However, there are a limited number of hours available within a week to use for risk coverage and training/certification maintenance, while concurrently expanding GS-0081 proficiencies to meet emerging threat response requirements.

## **S&PS Functional Community**

The S&PS community has made great strides, including:

- Publication of an occupational series for explosives safety, ensuring this small but specialized niche continues to provide the expertise Commanders need to safely manage storage, transport, and demilitarization of military munitions.
- DOD provided leadership on the Federal Advisory Council for Occupational Safety and Health in requesting updates to the qualification standards for GS-0018 across the Federal workforce.
- Continued development and definition of deployable safety professionals—on the ground with troops preserving mission capability.
- Initiation of work that defines “emergency management” as a unique function in the DOD workforce.
- Development of a comprehensive training path for explosives safety.
- Publication of a Draft “HR Guide for Firefighter Retirement” aimed at educating and informing workers, supervisors, and personnel specialists on the unique aspects of the firefighter retirement system.

There are, however, some challenges:

- Optimally, a DOD fire and emergency services department is organically staffed to provide basic (first-alarm) capability. It relies on mutual aid for multi-alarm situations or to help handle simultaneous incidents. However, with tough economic times, many municipalities are cutting back their fire and emergency service departments, making mutual aid less viable and increasing risks for both DOD and the local municipality.

- Vacancy rates have been holding steady. Projected operating budgets reflect modest-to-no increases over the Future Years Defense Program, which barely keeps pace with inflation. Continued pressures to reduce costs may manifest as personnel reductions.

Hiring qualified safety professionals is becoming a more significant challenge as professional demands on the workforce rise. Increased mission support-requirements have placed more demands on workforce numbers and on the professional competency of each SOH professional. The Department has begun to experience a competency gap, where the hiring process is unable to ensure SOH staff has the required competencies to meet mission requirements.

In light of a large amount of potential retirements, the occupation and functional community can expect to recruit new talent and train existing staff. Quality requirements for candidates will exist, but will not be so restrictive that it hampers the recruitment effort. The functional community plans to engage identified training divisions and programs in assisting with development.

An assessment of private industry is showing the same effects from retirements and loss of skills. In short the private industry will not have a large supply of candidates. Currently, there is a consensus across all Federal agencies in the need for OPM to update the classification and qualification standards for 0018. This effort is intended to enhance and “professionalize” the career field.

Figure 1: Safety and Public Safety Demographics

| FUNCTIONAL COMMUNITIES                         | Safety & Public Safety | Safety & Public Safety       | Safety & Public Safety     | Safety & Public Safety       |
|--|------------------------|------------------------------|----------------------------|------------------------------|
| Occ Series                                     | All Occupations        | 0017 MCO                     | 0018 MCO                   | 0081 MCO                     |
| Occ Series Desc                                |                        | EXPLOSIVES SAFETY SPECIALIST | SAFETY AND OCC HEALTH MGMT | FIRE PROTECTION & PREVENTION |
| <b>Workforce Size: Current Strength Totals</b> |                        |                              |                            |                              |
| End Strength                                   | 12,951                 | 96                           | 3,449                      | 8,729                        |
| Department of Army                             | 4456                   | 1                            | 1435                       | 2748                         |
| Department of Air Force                        | 3360                   |                              | 692                        | 2522                         |
| Department of Navy                             | 4729                   | 90                           | 1120                       | 3297                         |
| DoD Agencies (4th Estates)                     | 406                    |                              | 202                        | 162                          |
| % MALE   | 93.03%                 | 91.67%                       | 84.23%                     | 97.54%                       |
| % FEMALE                                       | 6.97%                  | 8.33%                        | 15.77%                     | 2.46%                        |
| % DISABILITY TARGETED                          | 0.29%                  |                              | 0.46%                      | 0.18%                        |
| % DISABILITY NONTARGETED                       | 3.77%                  | 4.17%                        | 7.89%                      | 1.88%                        |
| % PRIOR MILITARY                               | 66.93%                 | 90.63%                       | 73.04%                     | 65.82%                       |
| <b>Education</b>                               |                        |                              |                            |                              |
| ED - # WITH LESS THAN BACHELORS                | 10669                  | 75                           | 2085                       | 8151                         |
| ED - # WITH BACHELORS DEGREES                  | 1607                   | 14                           | 890                        | 498                          |
| ED - # WITH MASTERS DEGREES                    | 617                    | 7                            | 451                        | 55                           |
| ED - # WITH DOCTORATE DEGREES                  | 17                     |                              | 12                         | 1                            |
| <b>Planning Considerations</b>                 |                        |                              |                            |                              |
| % ELIG TO RETIRE CURRENT                       | 17.03%                 | 10.42%                       | 14.38%                     | 18.04%                       |
| % ELIG TO RETIRE NEXT YEAR                     | 1.37%                  |                              | 3.04%                      | 0.48%                        |
| % ELIG TO RETIRE TWO TO FIVE YEARS             | 5.24%                  | 11.46%                       | 13.98%                     | 0.93%                        |
| AGE - 29 & Under                               | 1081                   | 3                            | 66                         | 967                          |
| AGE - 30 to 39                                 | 3816                   | 9                            | 310                        | 3399                         |
| AGE - 40 to 49                                 | 4356                   | 25                           | 1155                       | 3011                         |
| AGE - 50 to 54                                 | 1971                   | 33                           | 856                        | 930                          |
| AGE - 55 to 59                                 | 1069                   | 17                           | 604                        | 332                          |
| AGE - 60 to 64                                 | 479                    | 6                            | 335                        | 67                           |
| AGE - 65 and over                              | 179                    | 3                            | 123                        | 23                           |
| Career Level 1: GS 1-8 or Equiv.               | 4645                   | 1                            | 48                         | 4475                         |
| Career Level 2: GS 9-12 or Equiv               | 6545                   | 57                           | 2261                       | 3947                         |
| Career Level 3: GS 13-15 or Equiv.             | 1761                   | 38                           | 1140                       | 307                          |

## Workforce Analysis

The S&PS Functional Community reviewed a standard FY 2012 workforce data set provided by the Defense Civilian Personnel Advisory Service (DCPAS) to determine the overall health of the community, as well as recruitment and retention goals necessary to fulfill mission requirements for the three MCOs. It was determined that the S&PS community had a sufficient number of manpower authorizations to meet requirements.

DOD leaders must be able to anticipate, recognize, evaluate, and manage risk while maintaining the capability to respond and recover from incidents that degrade the mission. MCOs are critical to ensuring that Commanders have this capability.

## Explosives Safety Specialist

The 0017 series population is still in transition as we are making efforts to accurately align positions and move personnel from other occupational series, namely the 0018 series. Efforts

to right size the occupational series population are underway and are expected to continue. The S&PS community will also update classification standards, training and development accordingly to meet the needs of this effort.

Normally, it takes a full year to fill a 0017 position. There are challenging barriers to entry because the position requires a high level of practical experience. Use of an apprentice level may be an option in the future but is currently not being utilized optimally. The average age of the current population tends to trend higher as a majority of the candidates have prior military experience. Because the 0017 occupational series was established in February of 2011, it is challenging to determine other trends.

### **Top Opportunities for Enhancement**

The following are growth goals currently underway and do not necessarily identify a gap that would require formal recorded strategies.

- Continue recruitment efforts to fully staff occupation.
- Continue development of a training plan that advances personnel toward competencies. Standardization of a training plan is already taking place and currently the occupational series is looking at the training requirements established by the USMC.
- The Department of Defense Explosives Safety Board (DDESB) published Technical Paper (TP) 27, Explosives Safety Training on 1 April 2013. This TP defines training requirements for explosives safety personnel and provides recommendations to ensure that explosives safety personnel can execute their responsibilities for explosives safety. The DDESB and DoD Components have identified minimum training requirements for explosives safety personnel to meet core competencies in explosives safety. Many courses are available through the US Army Defense Ammunition Center (DAC). To see a current listing of DAC courses and descriptions or to register for these courses, go to <http://ammo.okstate.edu/>.

## **Safety and Occupational Health**

### **Factors Impacting End-Strength Targets**

In general, end-strength goals for the 0018 occupation from FY 2013-2018 appear to be steady; however, the community does anticipate some challenges meeting the targets. The USMC and Air Force identified the movement of some 0018 personnel to the 0017 series to meet changing mission requirements. The community acknowledges that workforce targets are going to be challenged, based on budget reductions and the overall constraints of the economy.

Deployment of safety personnel to support the mission is now required and expected to impact eligibility requirements for the position. SOH personnel are now required to provide full safety coverage for deploying brigades and the ability to operate around the clock with full capability. This changes the position description and affects the recruitment effort because the overseas assignment/deployment brings more requirements (e.g. individual medical readiness) along with the changes. The importance of getting the safety structure (right people with right skills

at the right location) accurate has become increasingly clear during assistance visits overseas and is essential to support Commanders in theater.

### **Current and Future Skills/Competencies Requirements**

- OPM is developing a single DOD competency model based on legacy competency models developed by the Military Services and workshops with 0018 series employees and supervisors. This model will serve as the basis for DoD-wide competency assessment, focused training programs, improvements to position descriptions and other workforce actions.

Military Service representatives have cited difficulties hiring competent SOH professionals due to the outdated, minimum qualifications established in the 1981 OPM Qualification Standard and Classification Standard for the 0018 series. DOD representatives collaborated with other Federal agencies and OPM representatives—through the Federal Advisory Council for Occupational Safety and Health—to submit a formal request to OPM for improving these standards.

### **Top Opportunities for Enhancement**

The broad areas of competencies and competency development continue to be an opportunity for advancement. The functional community has and will continue to ensure ongoing assessment of the workforce's capabilities and development of the workforce's skills, in order to support growth of all 0018 series personnel to the level of competencies expected. This is especially challenging since technical training is more difficult to support and find. Training in this discipline is not readily available from multiple sources and funding for technical training has been difficult to obtain.

The community would like to continue to focus efforts on recruitment. They are looking to recruit the right people and continue to develop the current staff to the needed competencies. Furthermore, the community is looking to develop other occupational series positions or staff to progress into a 0018 series position. Overall, there has been a reduction in positions and the community is working to build strategies to grow the number of positions and build competencies within the workforce.

### **Fire Protection and Prevention**

For the 0081 occupational series, staffing reductions based on funding reductions are a major contributor to any gaps faced by the community. This is particularly exigent for the Department of the Navy due to a shift in doctrine for fighting shipboard fires, emerging mission growth in Europe and the Pacific, and new vacancies on installations. Although this requirement is growing, the forecasted targets show reductions for the Department of the Navy. Transfers of personnel in this series within or out of DOD to other occupations present a challenge for meeting mission requirements.

The high level of competition with the municipalities for personnel and skills makes it difficult for the Department to hire paramedics. Additionally, the Department is seeing a trend within

the first 10 years of personnel moving to the municipalities after building their skill set within DOD. This is due to the higher pay scale and fewer work week hours required at the municipalities (0081 series employees work a 72-hour work week -- 16 to 32 hours more than the typically scheduled hours worked at comparable municipalities).

Demand for skills for the 0081 series is increasing, as well as the qualification requirements for these positions. However, it is challenging to meet the qualifications and requirements because the amount of time set aside to train and fulfill these requirements is very limited. "Saturation" is a present issue. However, the Department does have a good pool of candidates, as prior military firefighters provide a significant recruitment source for the 0081 series.

### Top Opportunities for Enhancement

As exposure to risk is rising every year, the S&PS Functional Community has identified several opportunities for enhancement of the 0081 workforce that do not necessarily require the development of a strategy.

- Better communication of risk via metrics and standards across the chain of command.
- Exploration of the opportunity to fill all authorized billets by illustrating the true risk of reducing skill sets and emergency personnel.
- Tie the manpower sources to risk for customers and show how this aligns to expectations and mission needs.
- Work on an update to the S&PS Department of Defense Instruction (DODI).
  - IN PROGRESS: Continue to address having a review board to validate and update the Medical Standards.
- Pursue and establish a medical review board for determinations.
  - IN PROGRESS: Continue to pursue new classification and qualification standards through OPM.

### MCO Strategy and Action Plan

To address the workforce concerns identified above, the S&PS community developed several strategies of which they have some ownership; positive change in the environment within one to two fiscal years; ability to find, the resources in the next fiscal year to effect change; and for which metrics for the implementation and performance of the strategy can be provided. The strategies below specifically address the issues identified for the 0018 and 0081 occupational series.

| Strategy # 1  | Revise 0018 Classification Standard                  |
|---|--|
| <b>Staffing Gap Addressed</b>   | Recruitment constraints due to Classification issues |
| <b>Occupational Series</b>  | 0018   |
| <b>Career Level</b><br><b>Entry: GS 1-8 or Equiv.</b><br><b>Mid: GS 9-12 or Equiv.</b><br><b>Senior: GS 13-15 or Equiv.</b> | All levels   |

| Strategy # 1  | Revise 0018 Classification Standard  |
|---|--|
| <b>Strategy Details and Impact</b>  | DoD support an OPM-led update to the 0018 Classification and Qualification Standards. These standards lead to hiring and maintaining professional staff qualified to meet current mission requirements.          |
| <b>Strategy Time Segment</b><br>(Short term = 0-2 yrs)<br>(Mid Range = 3-5 yrs)<br>(Long term = 6+ yrs) | Long term  |
| <b>Implementation Timeline</b><br>(Identified Milestones)   | 2012 – 2014 (calendar years)<br>OPM agreed to initiate a study of the GS0018 Classification standard, with representatives from federal agencies. No timelines given but anticipate 18-24 months for completion. |
| <b>Legislative Changes</b>  | N/A  |
| <b>Funding Required</b>   | Funding is at the discretion of the Components   |
| <b>Metrics to Assess Progress</b>   | Publication of a new classification standard for GS-0018 Safety and Health Management  |
| <b>Metrics Data Source</b>  | N/A  |
| <b>Strategy Owner(s):</b><br><b>Strategy POC:</b>   | Safety and Public Safety Component Functional Community Managers<br>Safety and Public Safety OSD Functional Community Manager  |

| Strategy # 2  | Improve Consistency & Application of Medical Qualification Standards & Fitness Standards  |
|---|---|
| <b>Staffing Gap Addressed</b>   | Qualifications and fitness leading to improved retention  |
| <b>Occupational Series</b>  | 0081  |
| <b>Career Level</b><br><b>Entry: GS 1-8 or Equiv.</b><br><b>Mid: GS 9-12 or Equiv.</b><br><b>Senior: GS 13-15 or Equiv.</b> | All levels  |
| <b>Strategy Details and Impact</b>  | Perform focused review of medical qualification standards and fitness standards through a diverse assessment team, the DOD F&ES Working Group. This group is working with DCPAS to classify medical standards. The intent of the standard is to provide consistency in approach and in application. The outcomes are as follows:<br>1.) Update DOD 6055.05M - Occupational Health Standards merged with fitness for duty;<br>2) Guidance on medical review process; and<br>3) New fitness test. |
| <b>Strategy Time Segment</b><br>(Short term = 0-2 yrs)<br>(Mid Range = 3-5 yrs)<br>(Long term = 6+ yrs)                     | Long term   |
| <b>Implementation Timeline</b><br>(Identified Milestones)   | 2011 to 2013 (calendar years)   |
| <b>Legislative Changes</b>  | N/A   |
| <b>Funding Required</b>   | N/A   |
| <b>Metrics to Assess Progress</b>   | Development of validated competency model for the 0081 series for use in hiring decisions and assessment of gaps.   |
| <b>Metrics Data Source</b><br>(What system?)  | Completed competency model  |
| <b>Strategy Owner(s):</b><br><b>Strategy POC:</b>   | Safety and Public Safety Component Functional Community Managers<br>Safety and Public Safety OSD Functional Community Manager   |

## DATA CHARTS & GRAPHS

Figure 2: Safety and Public Safety Gains and Losses

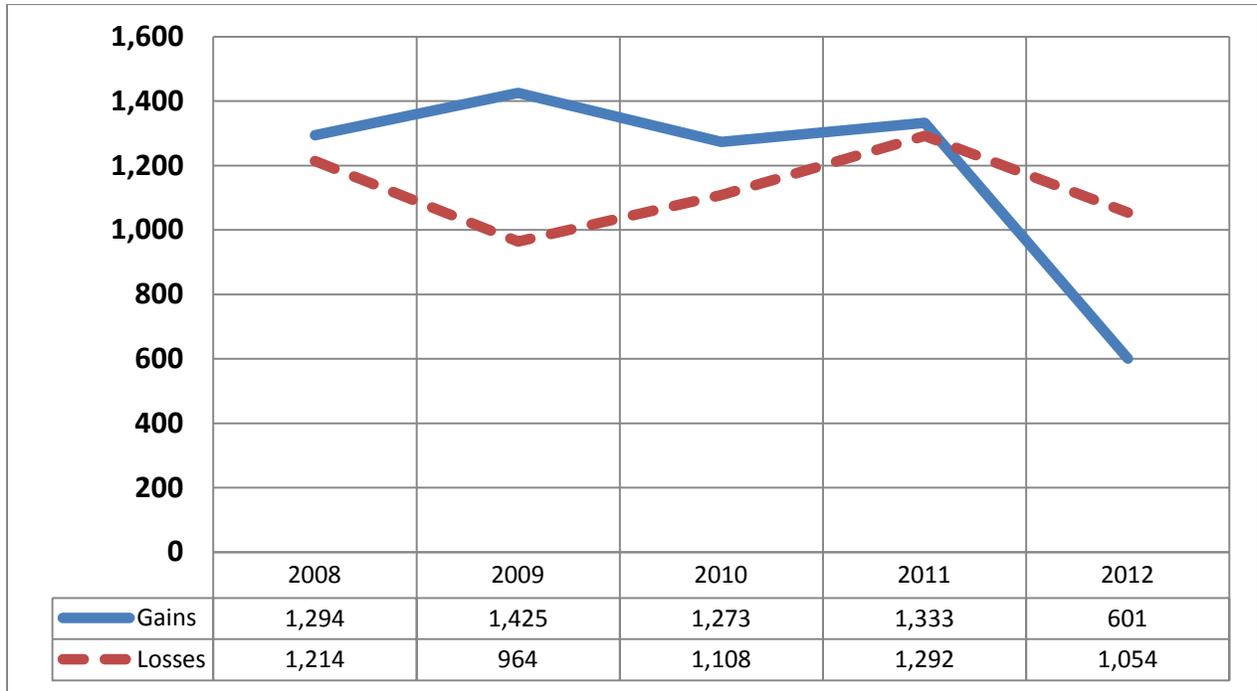
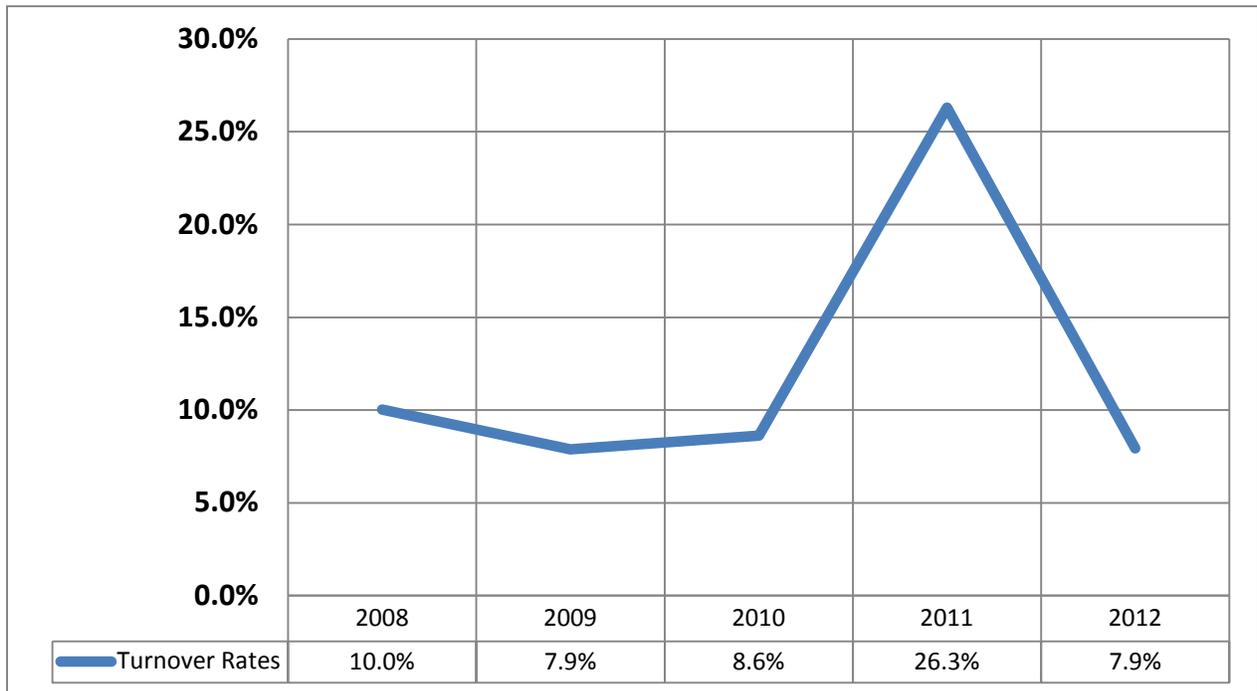
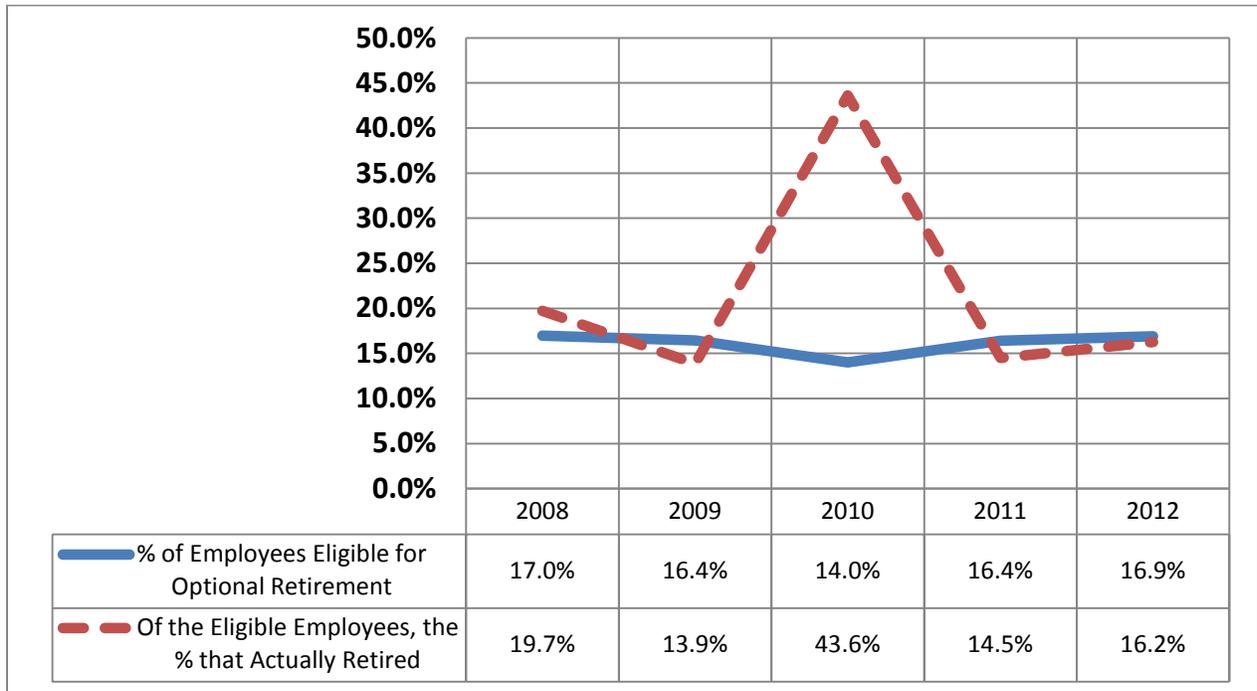


Figure 3: Safety and Public Safety Turnover



**Figure 4: Safety and Public Safety Retirement Eligibility**



**Figure 5: Safety and Public Safety Retirement Phasing**

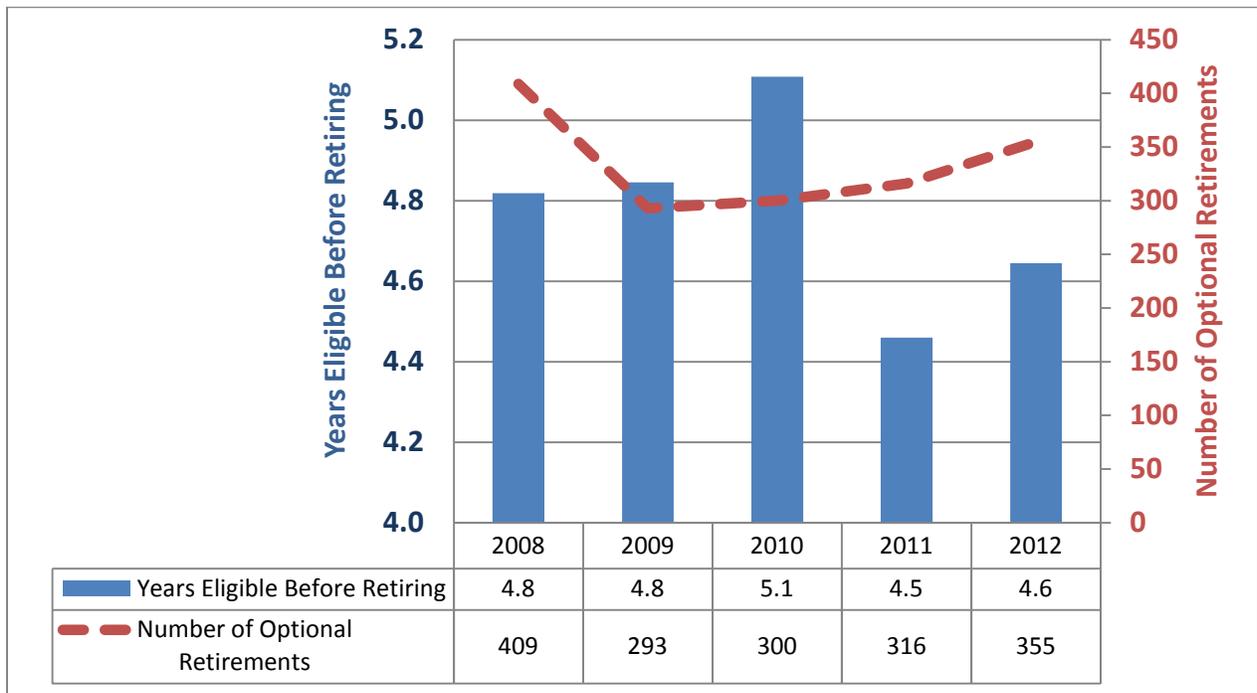


Figure 6: Safety and Public Safety Gains and Losses of the Mission Critical Occupations

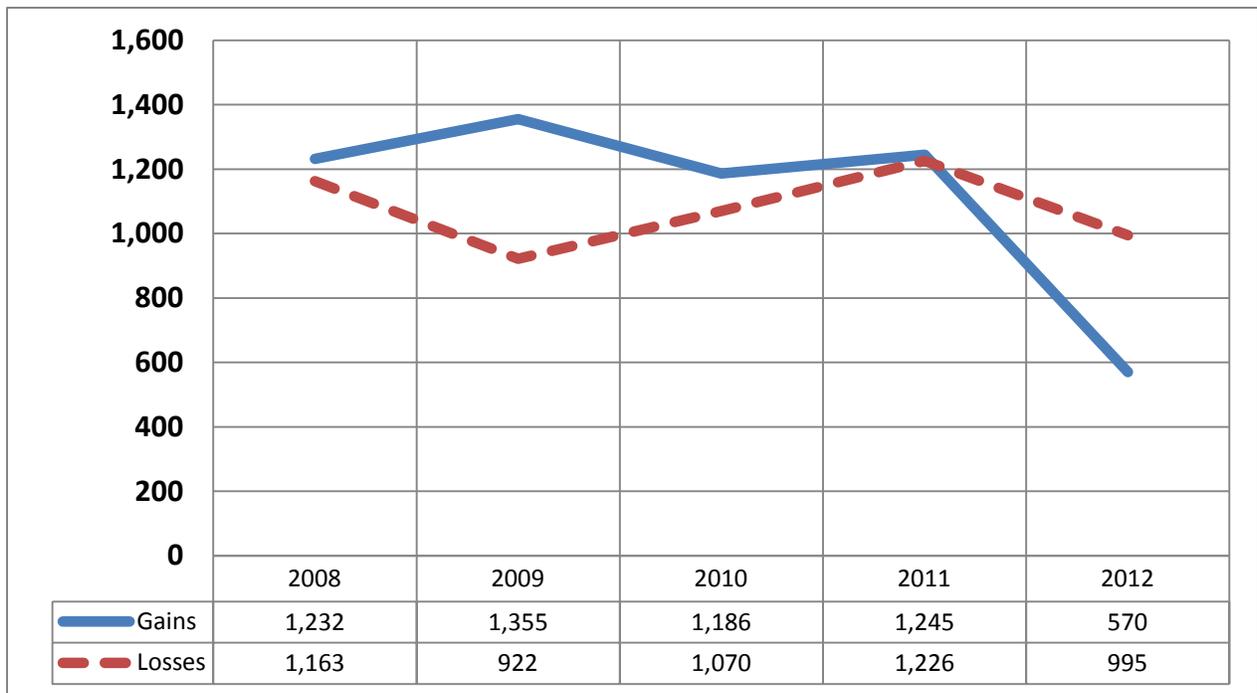
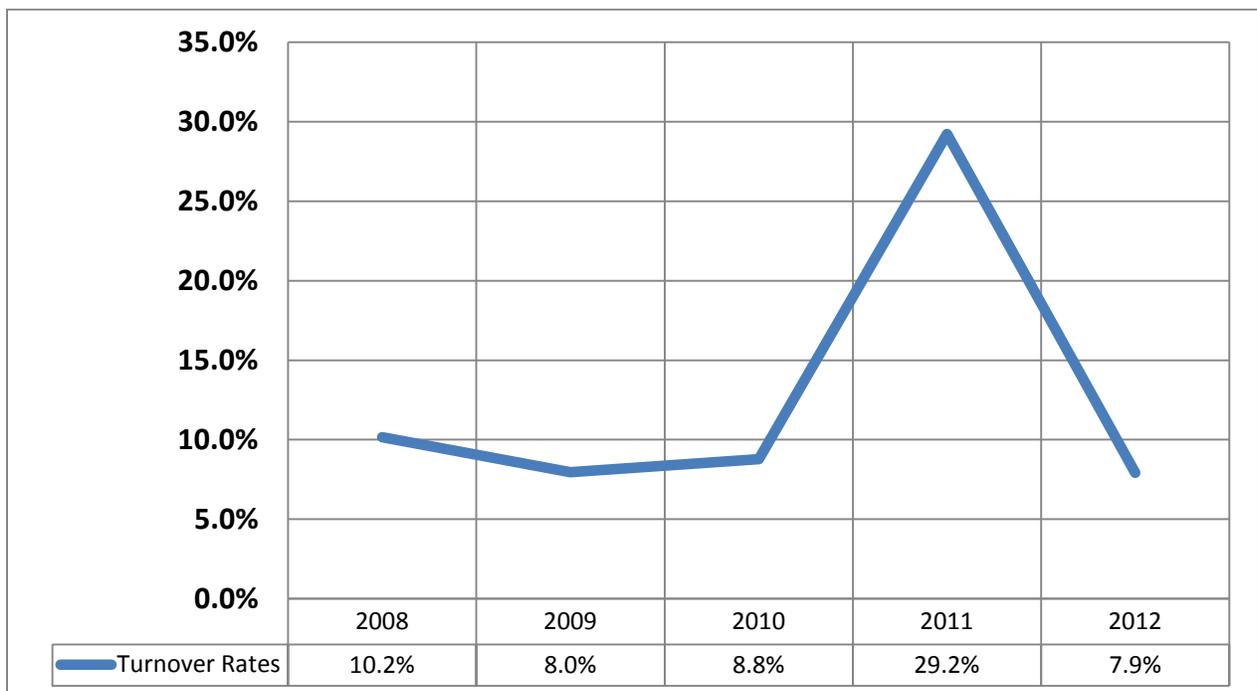
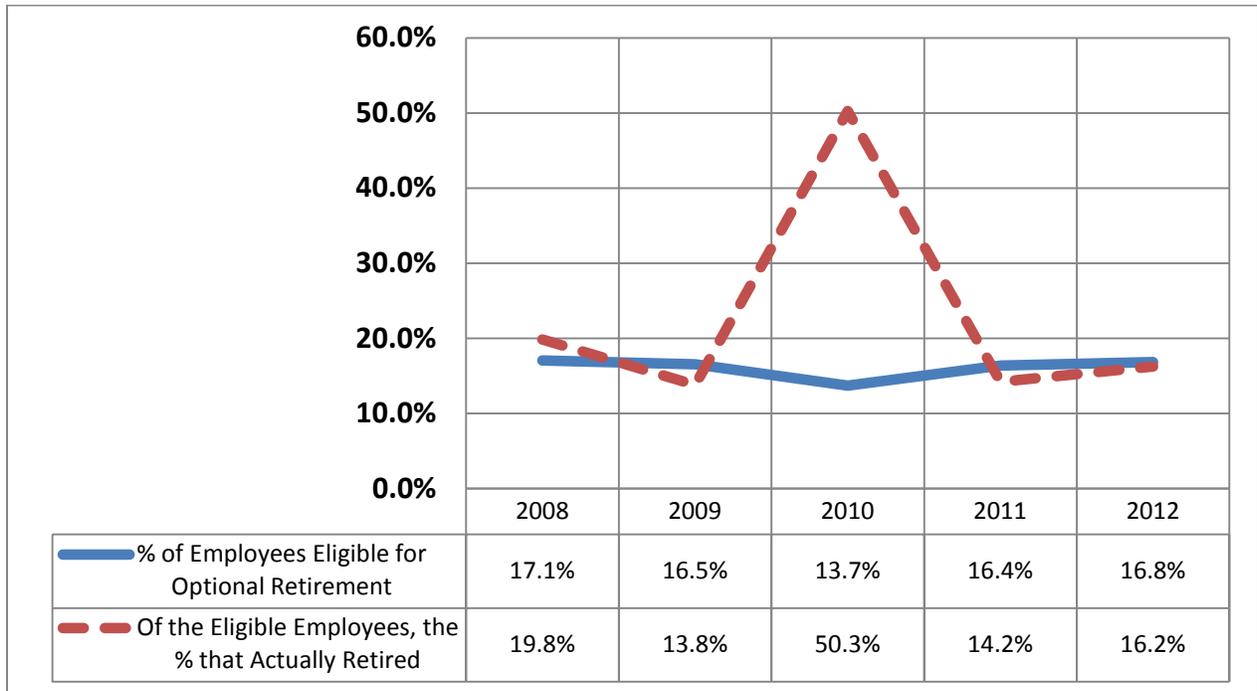


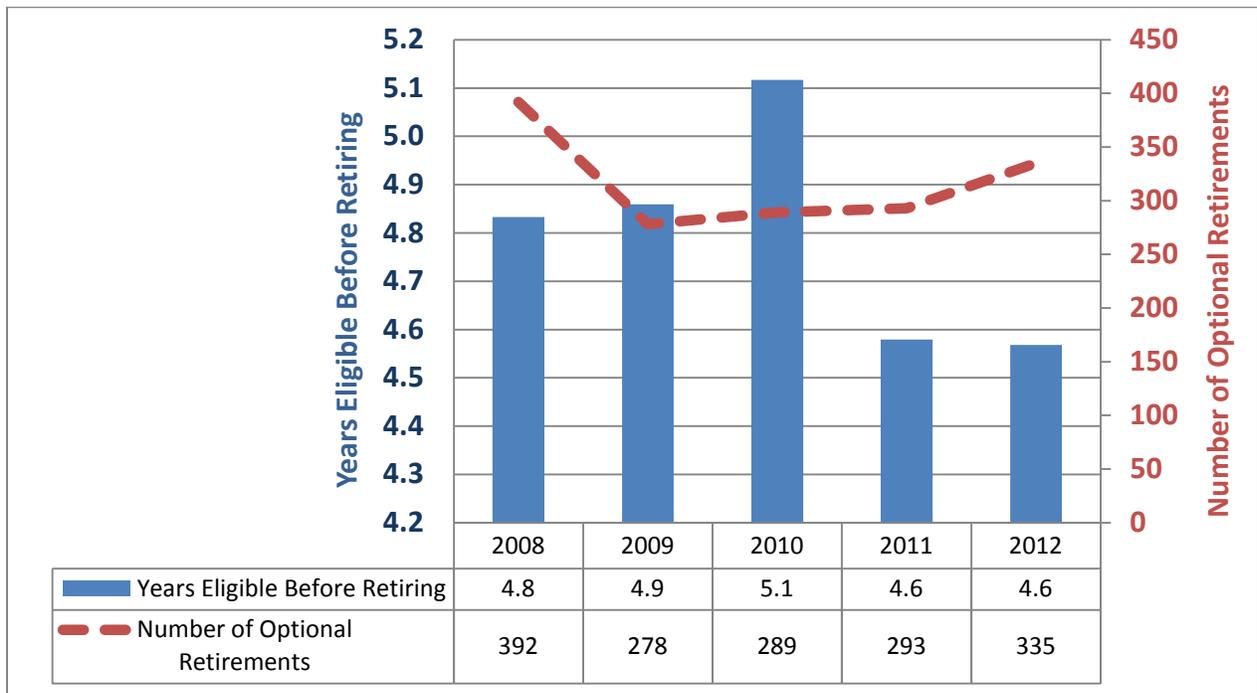
Figure 7: Safety and Public Safety Turnover of the Mission Critical Occupations



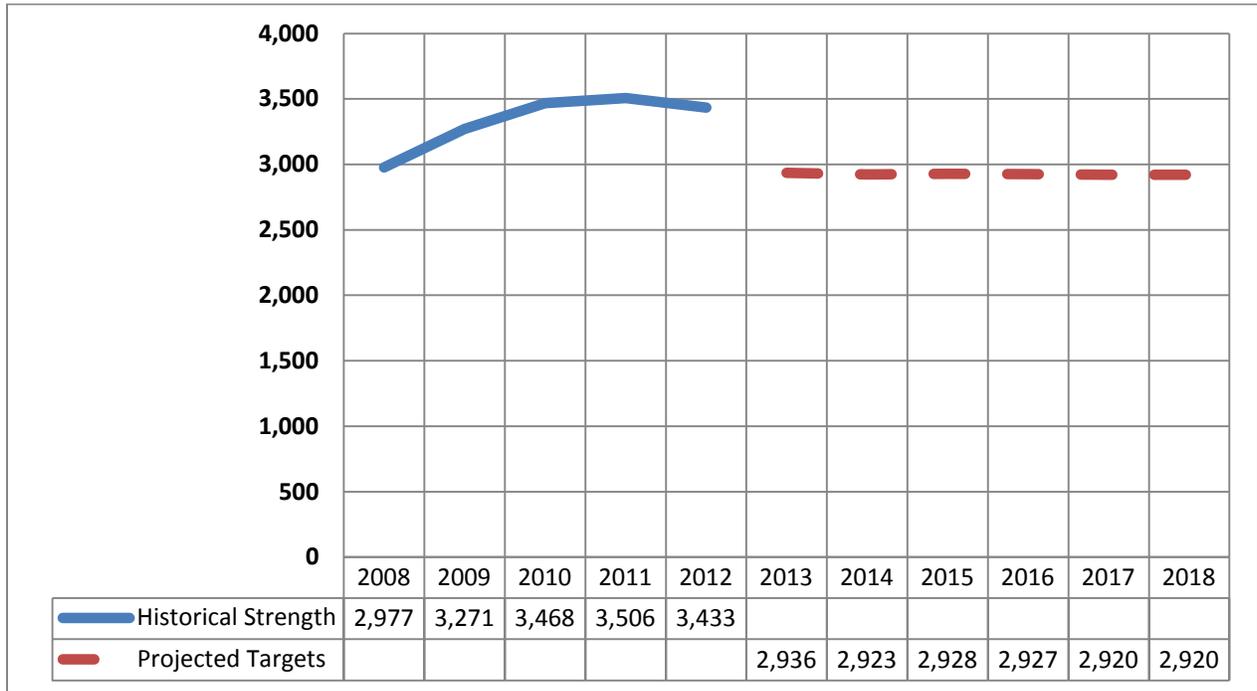
**Figure 8: Safety and Public Safety Retirement Eligibility of the Mission Critical Occupations**



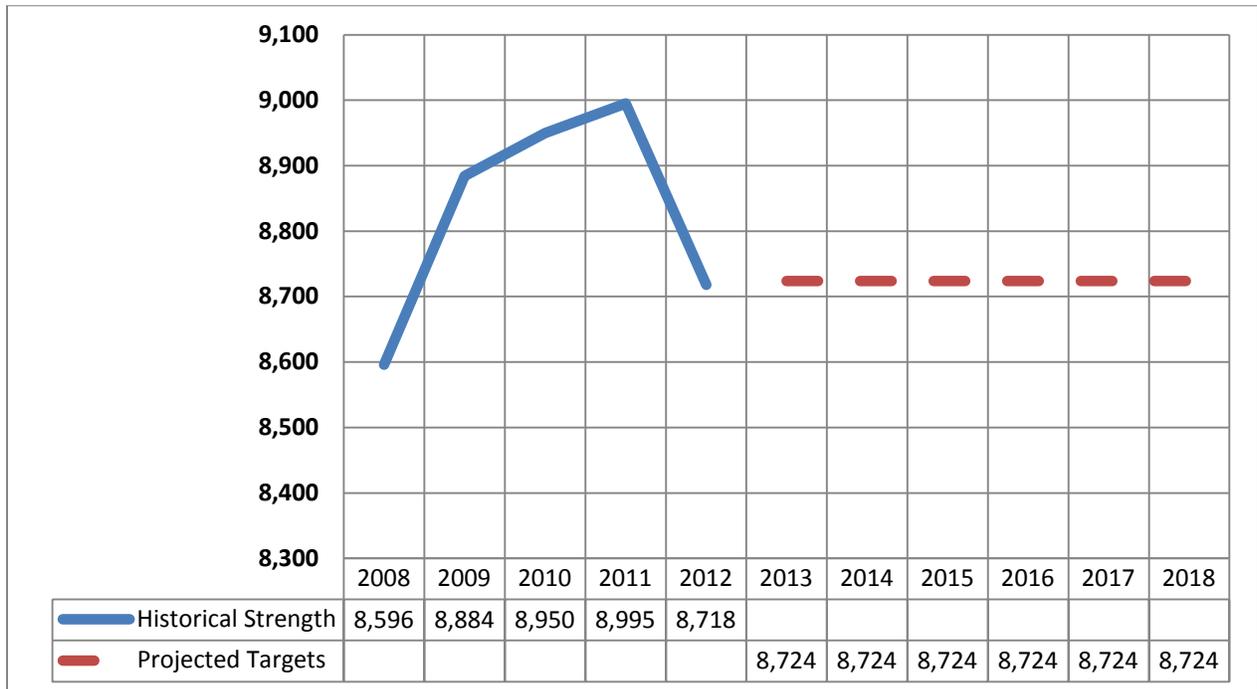
**Figure 9: Safety and Public Safety Retirement Phasing of the Mission Critical Occupations**



**Figure 10: Safety and Public Safety Historical Strength and Future Targets of the Mission Critical Occupation - 0018**



**Figure 11: Safety and Public Safety Historical Strength and Future Targets of the Mission Critical Occupation - 0081**



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# **Appendix 7:** **USD (ATL) Science and Technology**



# Appendix 7: Science and Technology Functional Community

## Overview and Environmental Scan

There is a clear national security demand for the Department of Defense (DOD) to maintain a strong workforce in the fields of Science and Technology (S&T), especially as we continue to face increasing globalization and rapid technological changes in military and non-military fields alike. This need will not abate just because of the foreseeable economic challenges facing the nation and, in turn, the DOD. The United States depends on innovative science and technology to protect the American people, advance our national interests, foster economic growth, and prepare us to meet the challenges of an uncertain future. The DOD is committed to protecting the warfighter's winning edge even as globalization and the rapid pace of technology development threaten to diminish the effectiveness of the United States and allied forces. S&T activities create and advance scientific understanding of technologies relevant to national security, and they are the cornerstone of fielded military systems.

Through the Mission Critical Occupation (MCO) determination process, the Computer Science Series, 1550 occupation was designated as an MCO. Subsequent to the identification of 1550 as an MCO, the S&T Functional Community conducted an environmental scan to discuss the events, trends and/or Department and statutory expectations that may impact demand and supply. Today's S&T Community faces impending fiscal austerity measures that are causing significant uncertainty about future funding levels with a general presumption of declining or, at best, flattening budgets. While preserving the DOD's unique S&T research capabilities will remain critical for protecting national security, the fiscal realities demand a renewed emphasis on efficiency as well as effectiveness – meaning collaboration and focusing resources where they matter most.

Figure 1: Science and Technology Demographics

| FUNCTIONAL COMMUNITIES                         | Science & Technology | Science & Technology |
|--|----------------------|----------------------|
| Occ Series                                     | All Occupations      | 1550 MCO             |
| Occ Series Desc                                |                      | COMPUTER SCIENCE     |
| <b>Workforce Size: Current Strength Totals</b> |                      |                      |
| End Strength                                   | 19,953               | 5,471                |
| Department of Army                             | 6298                 | 1036                 |
| Department of Air Force                        | 3401                 | 1061                 |
| Department of Navy                             | 9089                 | 3033                 |
| DoD Agencies (4th Estates)                     | 1165                 | 341                  |
| % MALE   | 73.33%               | 74.61%               |
| % FEMALE                                       | 26.67%               | 25.39%               |
| % DISABILITY TARGETED                          | 0.64%                | 0.82%                |
| % DISABILITY NONTARGETED                       | 4.81%                | 4.86%                |
| % PRIOR MILITARY                               | 25.98%               | 17.97%               |
| <b>Education</b>                               |                      |                      |
| ED - # WITH LESS THAN BACHELORS                | 2508                 | 261                  |
| ED - # WITH BACHELORS DEGREES                  | 9738                 | 3589                 |
| ED - # WITH MASTERS DEGREES                    | 5381                 | 1467                 |
| ED - # WITH DOCTORATE DEGREES                  | 2255                 | 144                  |
| <b>Planning Considerations</b>                 |                      |                      |
| % ELIG TO RETIRE CURRENT                       | 12.52%               | 7.09%                |
| % ELIG TO RETIRE NEXT YEAR                     | 2.86%                | 1.90%                |
| % ELIG TO RETIRE TWO TO FIVE YEARS             | 12.27%               | 11.09%               |
| AGE - 29 & Under                               | 2377                 | 828                  |
| AGE - 30 to 39                                 | 4419                 | 1487                 |
| AGE - 40 to 49                                 | 4758                 | 1361                 |
| AGE - 50 to 54                                 | 3468                 | 892                  |
| AGE - 55 to 59                                 | 2622                 | 562                  |
| AGE - 60 to 64                                 | 1481                 | 251                  |
| AGE - 65 and over                              | 828                  | 90                   |
| Career Level 1: GS1-8 or Equiv.                | 837                  | 54                   |
| Career Level 2: GS9-12 or Equiv                | 5875                 | 1568                 |
| Career Level 3: GS13-15 or Equiv.              | 13240                | 3848                 |

## Workforce Analysis

Within the S&T Community, the demand for highly skilled and highly trained GS-1550s has been rising proportionately with the increasing complexity of today's military technology and systems, particularly in the sphere of cyber technology and research and cyber security. Generally, Computer Science Series, 1550 includes skills related to developing software systems and high-speed computing systems, researching artificial intelligence, researching cyber security, systems, and software functionality, and developing ways to measure computational complexity and compare different computational models, among others. However, in the S&T Community the need for cross-cutting expertise and interdisciplinary skills in emerging technology areas like cyber research, quantum computing, and cognitive modeling is rising, putting increasing pressure on S&T organizations to recruit, hire, and retain the right personnel.

Additionally, in the context of a rapidly evolving field that relies on continuous innovation in cutting-edge S&T disciplines, the availability of talented individuals with the requisite training and certifications imposes additional constraints on recruiting and hiring qualified, capable individuals. Also, the following human-capital related factors – recruiting/hiring process, labor market, compensation, and attrition – significantly impact the DOD’s ability to maintain the optimal mix of 1550s in the S&T Community.

### **Recruiting/Hiring Process**

The private sector and academia are the greatest competitors to the S&T Functional Community in recruiting the most talented individuals in S&T fields, including Computer Science Series, 1550. Based on reporting from the Services and Defense Agencies, localized competition for individuals in the 1550 occupational series is particularly acute in regions of the country where the Computer Science private sector is well established. The specialized education and professional certifications required for 1550 series positions are the same skills and background that make these individuals attractive to private industry. Contributing to the difficulty of competing successfully with the private sector is the length of time required by DOD policies to hire new employees: nearly every component of the S&T Functional Community noted that the significantly longer timeframe from recruitment to start date negatively impacted their ability to compete for the most talented individuals. Also, the Science and Technology Reinvention Laboratories (STRs) can hire some positions using Direct Hire Authority that can significantly expedite the hiring timeline, whereas this authority is not available to everyone in the S&T Community. Additionally, some components noted an increase in hiring of more mid- and senior-level positions, citing the difficulty of finding the appropriate skills and experience at lower GS levels. The effect of this is that new hires at the higher levels require compensation commensurate with their backgrounds, and some components noted a reluctance to train in-house younger employees.

### **Labor Market**

Nationally and globally, demand for individuals in the Computer Science field is high. Although since 2008, the relatively weak economy has had a positive impact on the recruitment and hiring success of the S&T Community. However, as the economy recovers the DOD will face more difficulty attracting and hiring the most talented individuals to 1550 occupational series positions. Budget uncertainty and likely future spending constraints may limit the ability of the DOD to successfully compete for the most talented individuals needed to maintain its leading edge in S&T.

### **Compensation**

Across DOD, Special Salary Rates and Superior Qualifications Rates have both been used as recruitment incentives in attracting and hiring talented individuals to the 1550 series. Additionally, the use of Student Loan Repayment programs has also increased since 2009,

indicating that it may be an effective tool for hiring recent college graduates. However, many of the Defense Laboratories in the S&T Community have noted the limited flexibility in the current grade structures to attract and recruit the most talented individuals to the 1550 series positions. In addition, several Defense Laboratories have also indicated that retaining high-performance individuals can be difficult with so few allotted positions above the GS-15 classification. In an environment of increasing budgetary restrictions and reduced Defense spending, recruitment incentive programs and additional salary flexibility will also likely be negatively impacted.

### Attrition

Relative to the S&T Community as a whole, the overall age of the 1550 series workforce is much younger because heavy recruiting is conducted at the college/university level to bring recent graduates on board. The downside of this is that the millennial generation tends to have higher attrition rates in general. The percent of current retirement-eligible employees – 7.09% - is also much lower than the overall S&T Functional Community. In addition, individuals that are retirement-eligible actually retire more quickly than their peers in the S&T Community as a whole. The combination of a high attrition rate among younger workers and retirees spending fewer years as retirement-eligible means that attrition is a serious concern for the DOD. Also, the number of resignations within the 1550 series has been steadily increasing since FY 2009 (in a soft economy), while the number of new hires has decreased since FY 2010, necessitating a better understanding of the environmental factors influencing departures.

### MCO Strategy and Action Plan

In order to address the workforce concerns described above, the S&T Functional Community developed strategies of which they have some ownership of; effects a positive change in the environment within one to two fiscal years; of which they have, or can find, the resources in the next fiscal year to effect change; and for which metrics for the implementation and performance of the strategy can be provided.

|   |  |
|---|--|
| <b>Strategy # 1</b>   | <b>Expand Direct Hiring Authority to all 1550 positions to recruit and select more candidates that can meet future technical requirements of the MCO</b>   |
| <b>Staffing Gap Addressed</b>   | Length of time needed for onboarding new hires.  |
| <b>Occupational Series</b>  | 1550   |
| <b>Career Level</b><br><b>Entry: GS 1-8 or Equiv.</b><br><b>Mid: GS 9-12 or Equiv.</b><br><b>Senior: GS 13-15 or Equiv.</b> | All  |
| <b>Strategy Details and Impact</b>  | Utilize and expand DHA for all 1550 positions. The STRLs, and the rest of the S&T Community, track the onboarding time for new hires. If it can be shown over time that DHA significantly affects the ability of the S&T Community to hire the best candidates, then legislative changes to expand DHA would be encouraged. The impact would be hiring the most competitive candidates sooner before they are lost to industry and the private sector. |

| <b>Strategy # 1</b>   | <b>Expand Direct Hiring Authority to all 1550 positions to recruit and select more candidates that can meet future technical requirements of the MCO</b>        |
|---|---|
| <b>Strategy Time Segment</b><br>(Short term = 0-2 yrs)<br>(Mid Range = 3-5 yrs)<br>(Long term = 6+ yrs) | Short to Mid-term.  |
| <b>Implementation Timeline</b><br>(Identified Milestones)   | N/A   |
| <b>Legislative Changes</b>  | None at this time.  |
| <b>Funding Required</b>   | None.   |
| <b>Metrics to Assess Progress</b>   | <ul style="list-style-type: none"> <li>Number of days that RPA was submitted (or time it takes to submit RPA)</li> <li>Number of new hires using DHA</li> </ul> |
| <b>Metrics Data Source</b>  | By component.   |
| <b>Strategy Owner(s):</b><br><b>Strategy POC:</b>   | Science and Technology Component Functional Community Managers<br>Science and Technology OSD Functional Community Manager                                       |

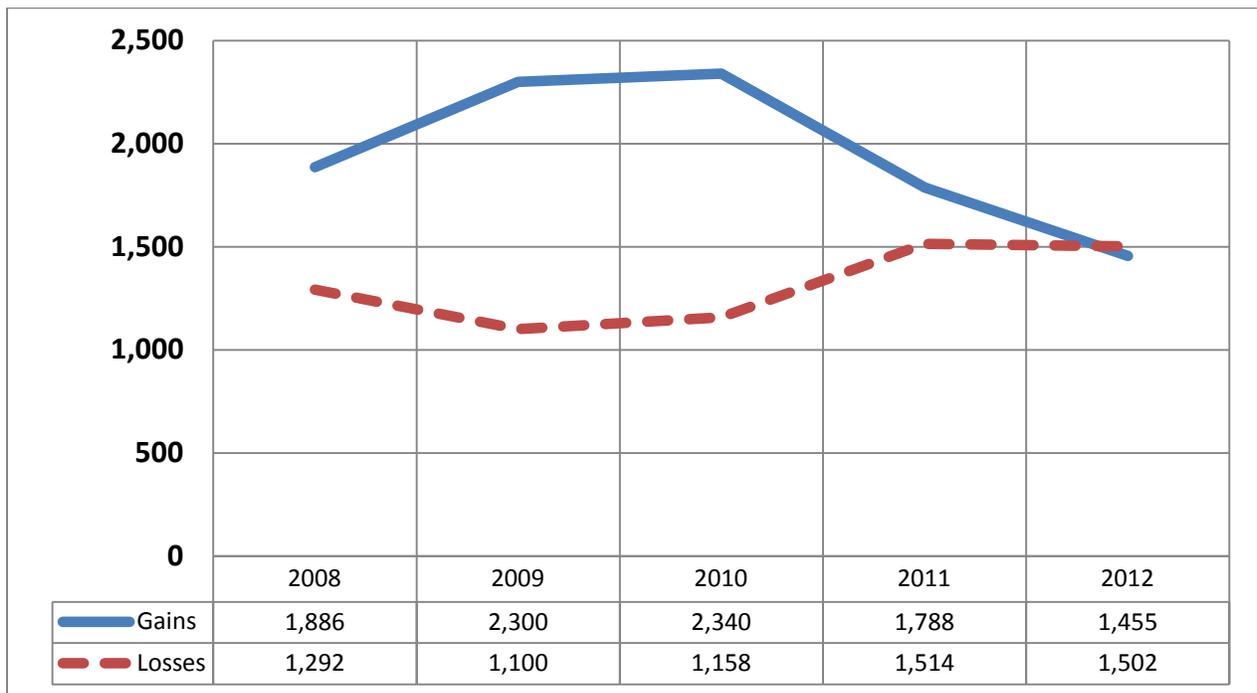
| <b>Strategy # 2</b>   | <b>Expand use of SMART program for filling 1550 positions</b>  |
|---|--|
| <b>Staffing Gap Addressed</b>   | More expensive to hire 1550s with all of the requisite training and experience; more efficient to train them early   |
| <b>Occupational Series</b>  | 1550   |
| <b>Career Level</b><br><b>Entry: GS 1-8 or Equiv.</b><br><b>Mid: GS 9-12 or Equiv.</b><br><b>Senior: GS 13-15 or Equiv.</b> | All.   |
| <b>Strategy Details and Impact</b>  | Expanding use of the SMART program largely involves increasing the awareness of its benefits to potential new hires as well as to all participating organizations so they can effectively market the program. The impact would be to increase the number of less experienced, and less expensive, hires. |
| <b>Strategy Time Segment</b><br>(Short term = 0-2 yrs)<br>(Mid Range = 3-5 yrs)<br>(Long term = 6+ yrs)                     | Short, Mid, and Long-term  |
| <b>Implementation Timeline</b><br>(Identified Milestones)   | N/A  |
| <b>Legislative Changes</b>  | None.  |
| <b>Funding Required</b>   | SMART program funding.   |
| <b>Metrics to Assess Progress</b>   | <ul style="list-style-type: none"> <li>Number of employees utilizing SMART</li> <li>Number of advanced degrees obtained using SMART</li> </ul>   |
| <b>Metrics Data Source</b><br>(What system?)  | By component.  |
| <b>Strategy Owner(s):</b><br><b>Strategy POC:</b>   | Science and Technology Component Functional Community Managers<br>Science and Technology OSD Functional Community Manager  |

## Conclusion

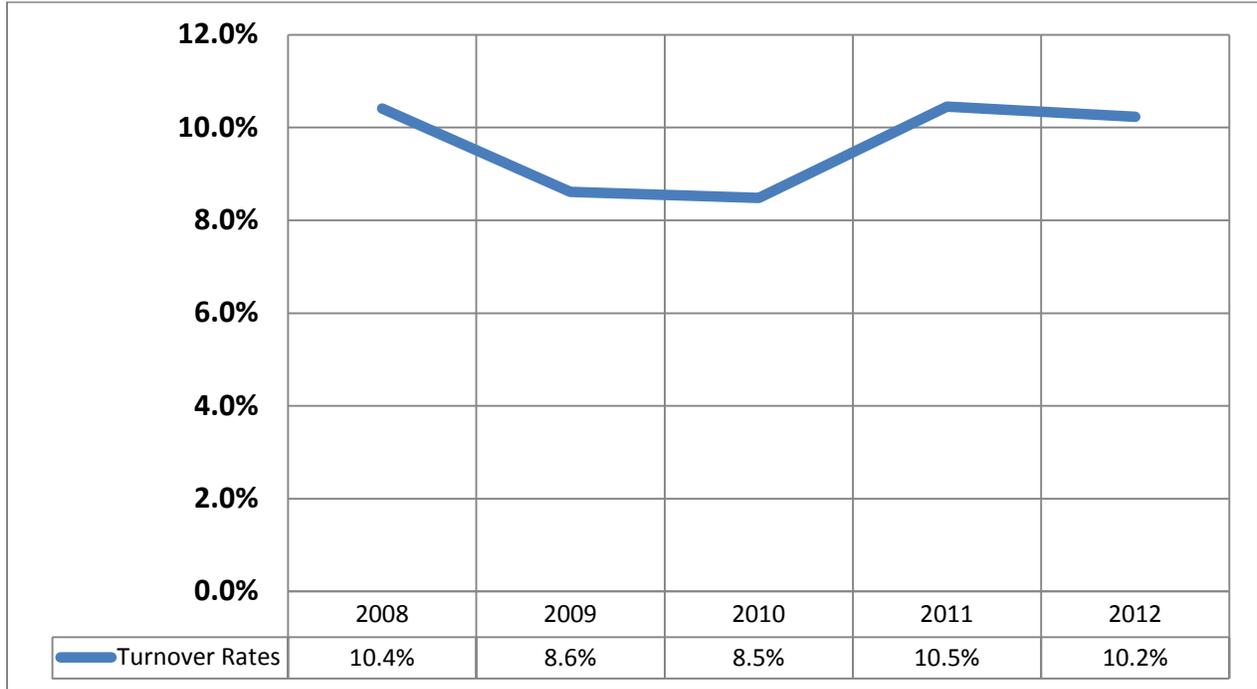
Recruiting, hiring, and retaining the 1550 series will continue to be a high priority for the DOD in order to maintain the world’s premier S&T workforce. In an environment characterized by economic and budgetary uncertainties, the DOD will face challenges to compete for talented, highly skilled, and experienced S&T professionals. The S&T Functional Community conducted an environmental scan of the S&T workforce and performed a root-cause analysis to identify the afore-mentioned challenges, and the functional community has developed strategies to address those challenges. The strategies will be monitored for progress and effectiveness. Through a committed collaboration and exchange of ideas and strategies, the S&T Community – and the DOD writ large – can successfully address current and future challenges of securing a strong and innovative workforce.

## DATA CHARTS & GRAPHS

Figure 2: Science and Technology Gains and Losses



**Figure 3: Science and Technology Turnover**



**Figure 4: Science and Technology Retirement Eligibility**

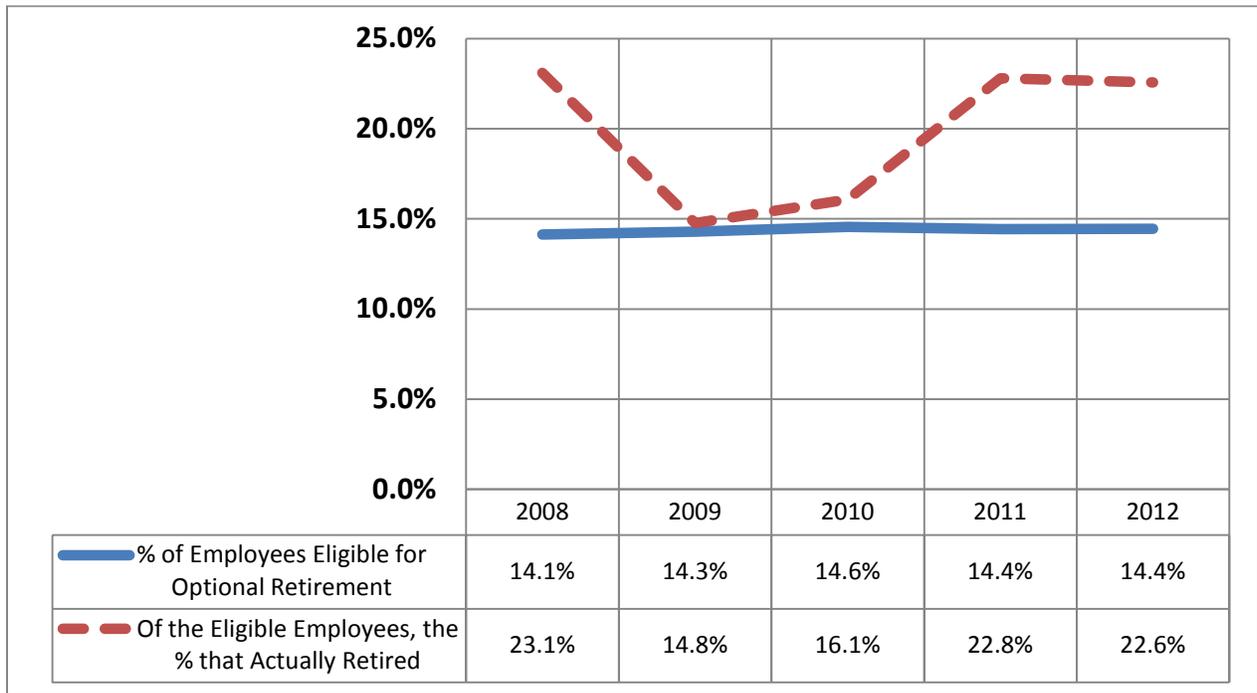


Figure 5: Science and Technology Retirement Phasing

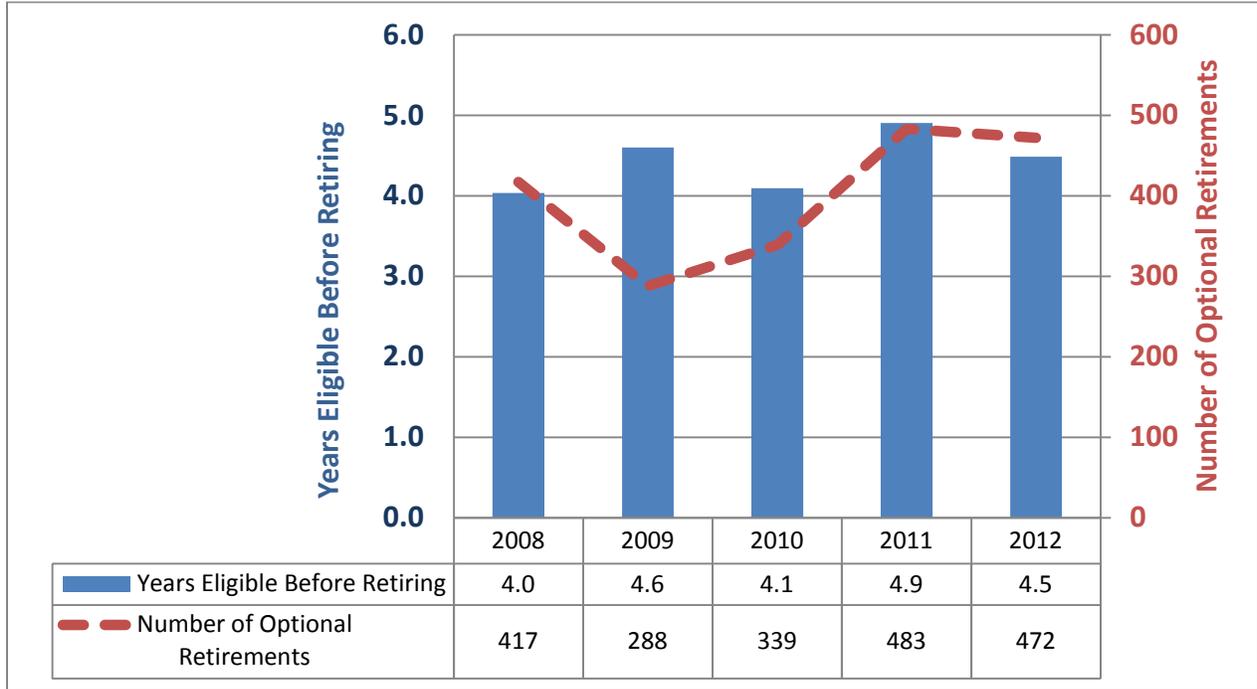
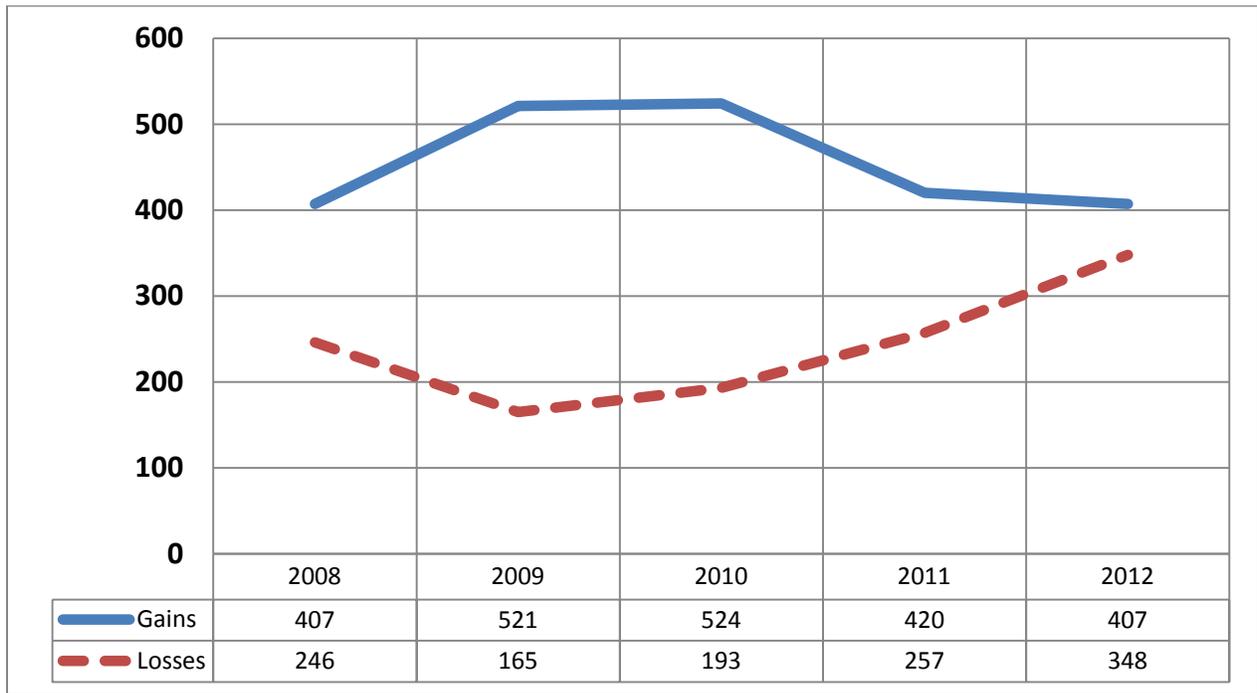
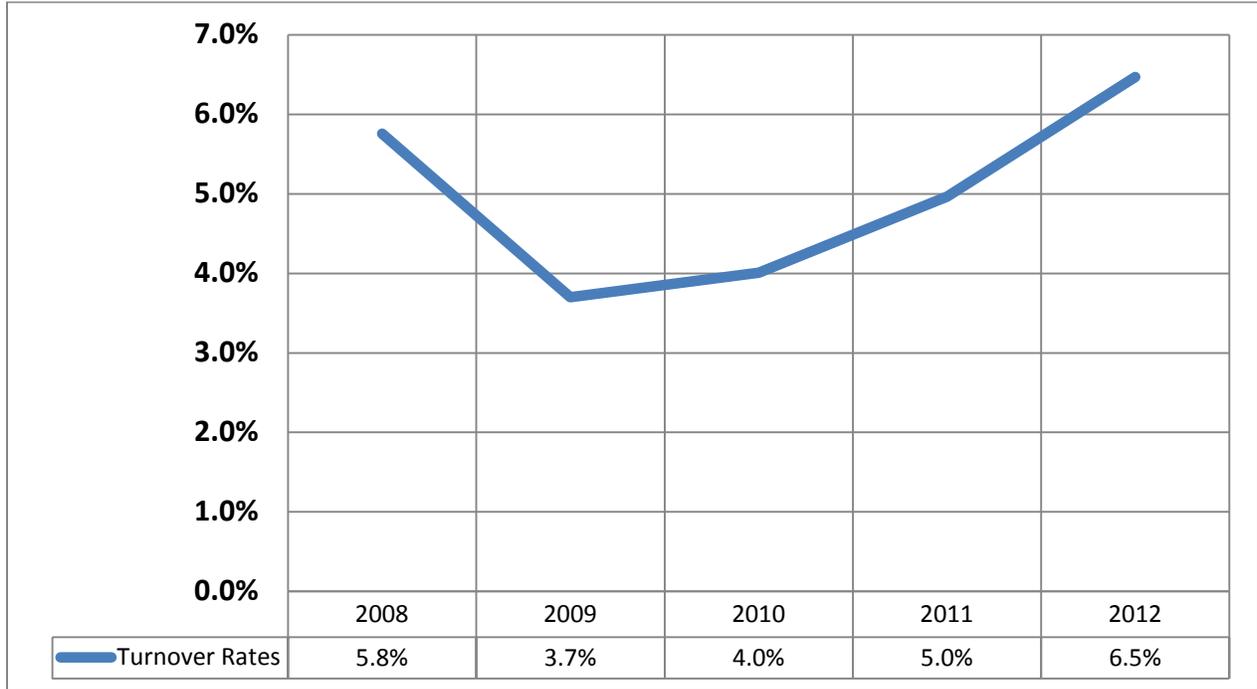


Figure 6: Science and Technology Gains and Losses of the Mission Critical Occupation - 1550



**Figure 7: Science and Technology Turnover of the Mission Critical Occupation - 1550**



**Figure 8: Science and Technology Retirement Eligibility of the Mission Critical Occupation - 1550**

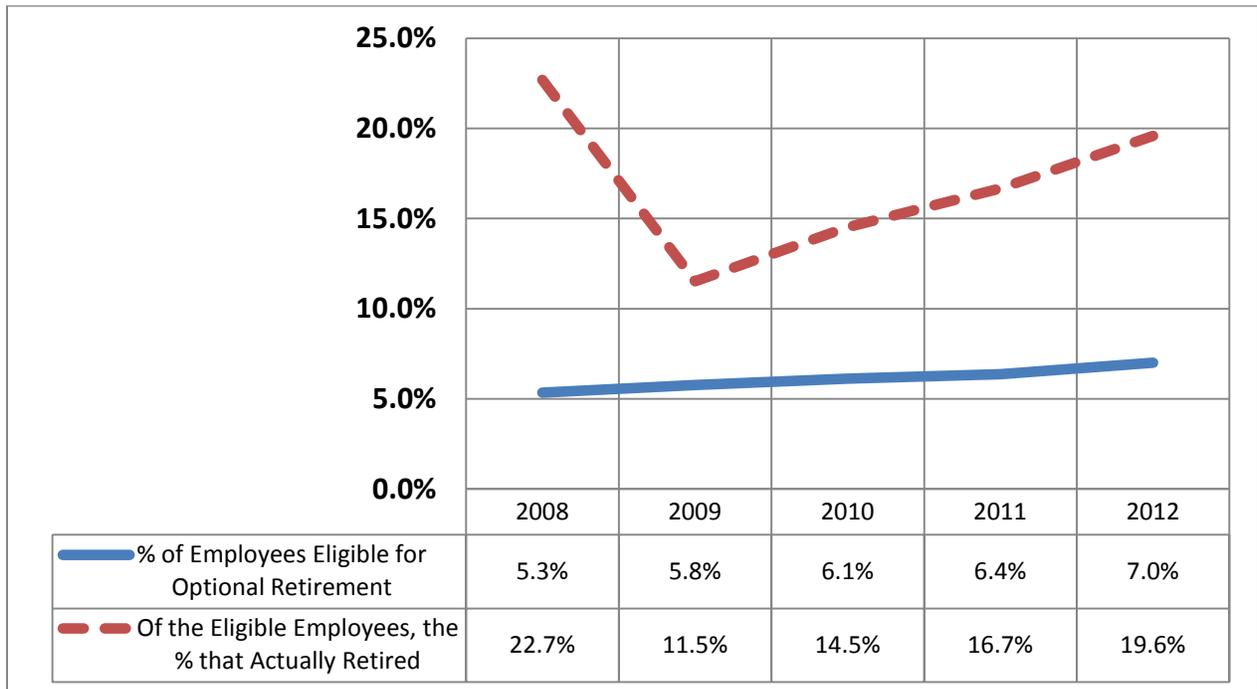


Figure 9: Science and Technology Retirement Phasing of the Mission Critical Occupation - 1550

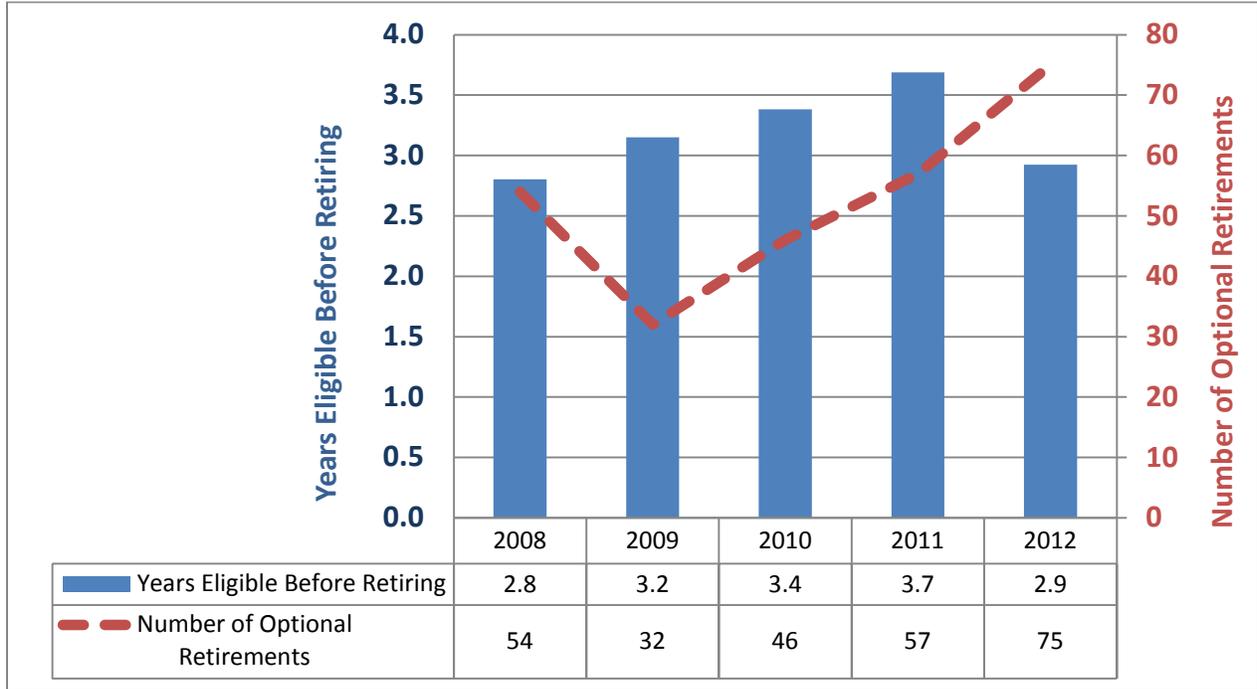
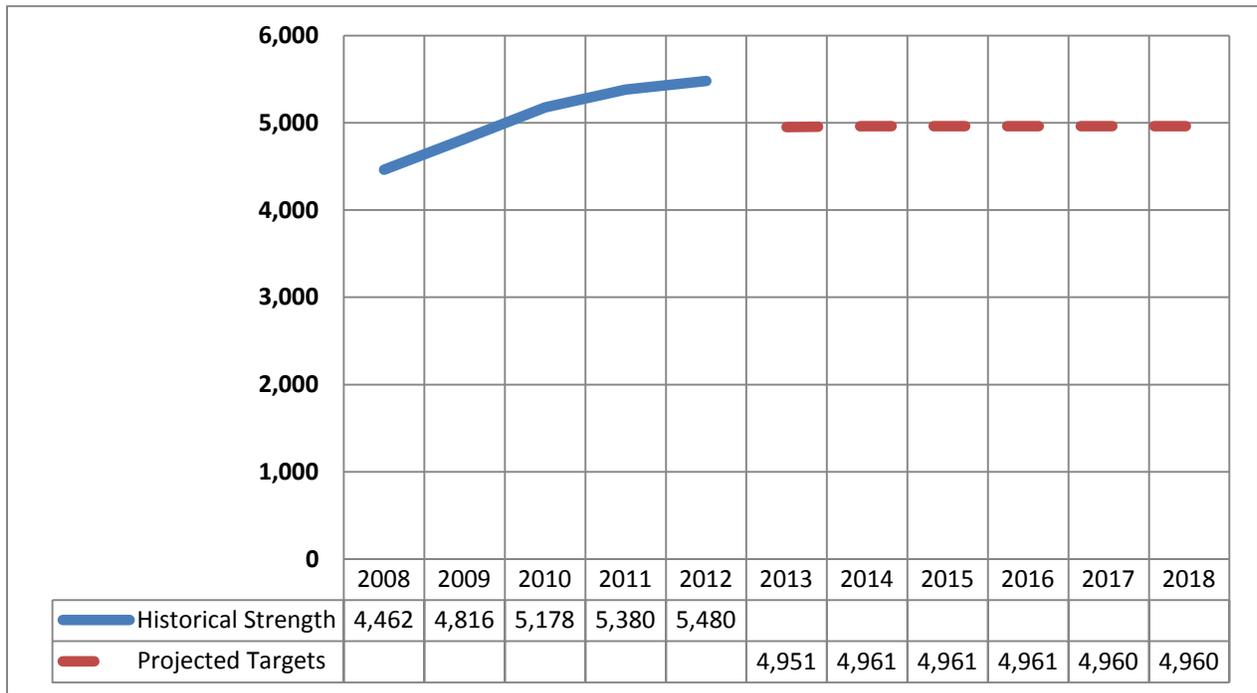


Figure 10: Science and Technology Historical Strength and Future Targets of the Mission Critical Occupation - 1550



## ADDENDUM: SCIENCE AND TECHNOLOGY REINVENTION LABORATORIES (STRL) TECHNICAL WORKFORCE

### Overview

This assessment of the Technical Workforce, defined as the scientists and engineers appointed pursuant to § 342(b) of the Section 115b of Title 10, United States Code (U.S.C), closely corresponds to the Science and Technology Functional Community report prepared pursuant to section 115b of title 10, U.S.C., but it has specific focus on the Science and Technology Reinvention Laboratories (STRLs) outlined in NDAA FY 1995 (as amended). The more than 37,000 scientists and engineers (S&Es) in the 17 STRLs form the foundation of the DOD's science and technology base. The list of STRLs and their respective locations can be found at the end of this addendum.

The establishment of the Defense Laboratories Personnel Demonstration Projects in § 342(b) of the National Defense Authorization Act for FY 1995 (later renamed the Science and Technology Reinvention Laboratories), and also including all additional laboratories categorized as STRLs thereafter, was an explicit recognition that the S&Es in the laboratory environment were a unique workforce, requiring a different set of management principles, compensation and benefits, and evaluation criteria. Decades of studies concluded that STRLs are different than the business-based environments within DOD. Basic and applied research is high-risk, unpredictable, oriented toward the long-term, and focused more on effectiveness.

The STRL system was designed to give Laboratory directors greater flexibility and autonomy in determining the most appropriate mechanisms for managing their respective personnel, ensuring a quality S&T workforce that was capable of delivering the technologies and products necessary for maintaining our warfighters' competitive edge. Providing Laboratory directors with greater authorities to act independently in managing their own respective workforces was a way to ensure that their laboratories and warfare centers remained centers of innovation with highly skilled and highly educated employees. The STRLs were designed to achieve a higher level of quality, both in the workforce and in their products.

### Environmental Scan

As each STRL had more intimate and detailed knowledge of its respective workforce than any other organization, they were each asked to identify their most critical occupations for successfully fulfilling their mission. These occupations were labeled MEOs in order to distinguish them from Mission Critical Occupations (MCOs), the taxonomy used by DOD functional communities, recognizing that each individual service and laboratory pursues different missions, cultivates different competencies, and has different strategies for meeting those demands. Then, within each Laboratory, those MEOs were categorized based on current and/or expected future gaps in skills and competencies, which combined quantitative data on

recruitment, hiring, retention, and retirement with qualitative data describing the trends and patterns and any expected changes in the future. In addition, several workshops organized by the Laboratory Quality Enhancement Program (LQEP) Personnel Subpanel<sup>1</sup>, with the assistance of the ASD(R&E), were held with representatives from the STRLs to discuss the data collected and to provide more clarity on issues uncovered. This process – combining quantitative and qualitative data – allowed for a more nuanced understanding of the factors affecting the workforce, and it also began to address measures of quality in addition to quantity.

**General Trends.** The uniqueness of each STRL cannot be overemphasized. Attempts were made to identify common trends; however, this was difficult because of the significant differences in each STRL's operating environment. It is vital to recognize that some STRL's focus is on basic research, while others are more oriented towards applied research. This often requires drastically different mission essential positions, yet they must complement one another. In general, there were three major trends evident in the data and in responses provided by the STRLs:

**Impending Retirements and Impact on Succession** – because of the age distribution of their employees, roughly one-third of the workforce is eligible to retire in the next 5 years. In an environment of impending fiscal austerity that is causing significant uncertainty about future funding levels with a general presumption of declining or, at best, flattening budgets, the loss of a significant percentage of the workforce in more senior and experienced positions could have tremendous consequences for the workforce as a whole. Many STRLs mentioned potential knowledge gaps related to succession.

**Workforce Quality** – many STRLs indicated that quality in their workforce is a present and future concern. The pace of technological change and the demands for high levels of innovation mean that educational and skill requirements are increasing, and the available labor pool of individuals with inter-disciplinary expertise is limited in areas like cyber research and autonomy.

Innumerable studies before the NDAA FY 1995 and since have attempted to measure the performance and quality of the DOD Laboratories' workforces, with varying degrees of success. A 2009 assessment by the Institute for Defense Analyses (IDA) found that much of the data collected by DOD and many of its performance measures are inadequate for evaluating the quality of the workforce.<sup>2</sup> Additionally, a FY 2012 report by the National Academies found that, though there is no shortage in the quantity of available S&Es, there is "a knowledge gap (i.e., a

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<sup>1</sup> The LQEP Personnel Subpanel includes representatives from the STRLs. It is designed to provide a forum for addressing personnel issues related to STRLs and for sharing information in order to ensure that laboratories are aware of and fully using statutorily granted capabilities and authorities.

<sup>2</sup> Institute for Defense Analyses, *Assessment of the DOD Laboratory Civilian Science and Engineering Workforce*, June 2009. [www.dtic.mil/cgi-bin/GetTRDoc?AD=ADA506429](http://www.dtic.mil/cgi-bin/GetTRDoc?AD=ADA506429)

quality) problem.”<sup>3</sup> That report suggests that the STRLs will not have difficulty attracting S&Es because of the available numbers, but they may have difficulty finding and retaining talented and qualified individuals.

**Attracting and Retaining Top Talent in a Robust Economy** – many of the STRLs noted their concerns of attracting the most talented and skilled S&Es in a more robust economy, whereas recruiting and hiring was relatively more successful during the economic downturn of the last several years. Parallel to this concern is that the most highly skilled and talented S&Es are also the most highly coveted by industry, which is the primary competitor for employees.

## Workforce Analysis

Table 2 located at the end of this addendum (the *Stoplight Chart*) summarizes the MEOs identified by the STRLs and their respective ranking on a red, yellow, or green scale. The MEOs generally represented the most critical skills and competencies across the Laboratories currently and/or into the future, whereas their ranking indicated the anticipated gaps. The rankings and corresponding definitions were:

- **Green** – no risks: there are few if any concerns with recruitment, hiring, retention, and/or succession that will impact the ability to fulfill the mission.
- **Yellow** – at-risk: there are some concerns with recruitment, hiring, retention, and/or succession that may impact the ability to fulfill the mission.
- **Red** – deficient: there are serious concerns with recruitment, hiring, retention, and/or succession that will severely impact the ability to fulfill the mission.

**Current Skills and Competencies.** The most common MEOs identified by the STRLs are illustrated in Figure 11 below. This wide range of MEOs reflects the unique, individual missions at each STRL. The top four MEOs most often identified as such by the STRLs are Mechanical Engineer Series, 0830, Electronics Engineer Series, 0855, General Engineer Series, 0801, and Computer Engineer Series, 0854.

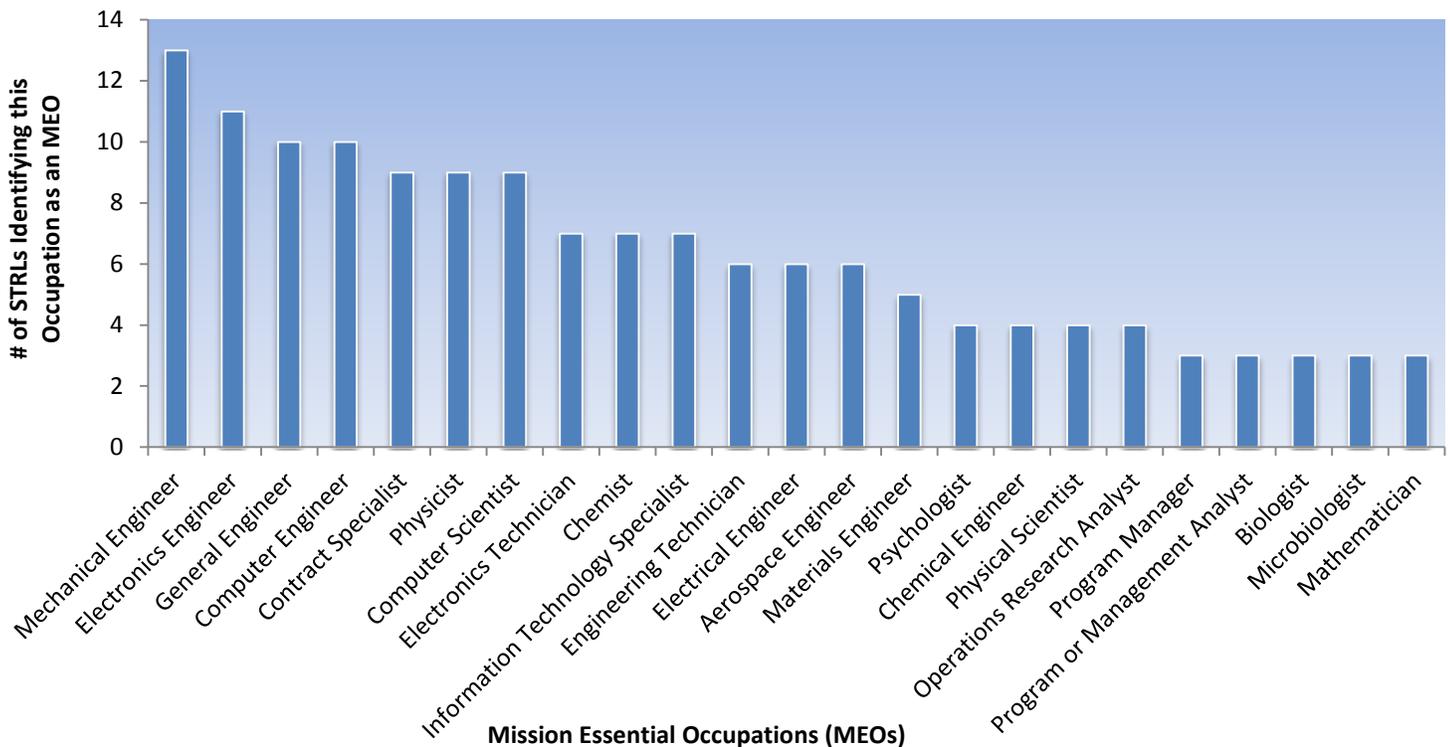
The emphasis on engineering occupations may reflect the preponderance of Navy warfare centers and Army research and development centers among the STRLs, but it may also reflect the limited taxonomy of the current occupational codes. For instance, many of the STRLs emphasized the multi-disciplinary nature of their work, which requires skills and expertise in more than one position. For example, several STRLs indicated that composite materials is a competency area that requires expertise in engineering and mechanics as well as materials sciences, and classifying those positions as Mechanical Engineer or General Engineer does not fully capture the skills needed in those positions.

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<sup>3</sup> National Academies, “Assuring the U.S. Department of Defense a Strong Science, Technology, Engineering, and Mathematics (STEM) Workforce,” 2012. [http://www.nap.edu/catalog.php?record\\_id=13467](http://www.nap.edu/catalog.php?record_id=13467)

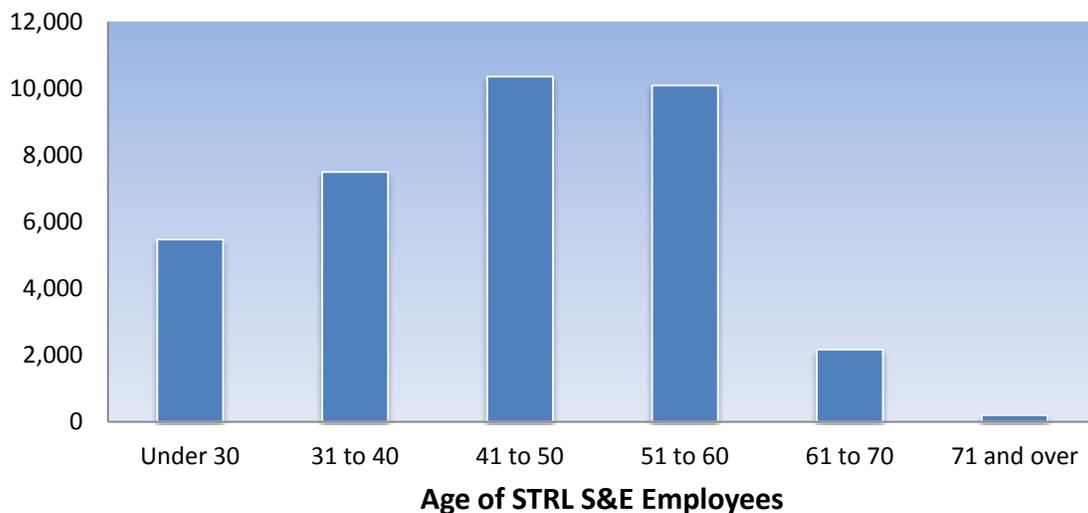
Almost all of the STRLs also indicated that a good portion of the skills and expertise necessary are cultivated in-house through student hiring programs, mentorship, and on-the-job training programs because the required skills and competencies are simply unavailable – or too expensive – outside of the STRLs. This mechanism has the capacity to provide a continuous pipeline of qualified individuals as long as there remain senior practitioners in-house with the capability to train younger employees.

**Figure 11. Mission Essential Occupations (MEOs) Identified by STRLs**



However, many of the STRLs noted that retirement trends will have a significant impact on their ability to maintain the critical skills and competencies necessary for fulfilling their missions. As mentioned earlier, because of the age distribution across the STRLs, as illustrated in Figure 12 below, nearly one-third of the S&E workforce is eligible to retire within the next 5 years. Though a low attrition rate (7%) mitigates the potential impact of a mass exodus of senior S&Es, there is still considerable concern – particularly in this budgetary environment – that the loss of skilled and experienced S&Es will not be replenished quickly enough.

Figure 12. Age Distribution in STRLs 2012



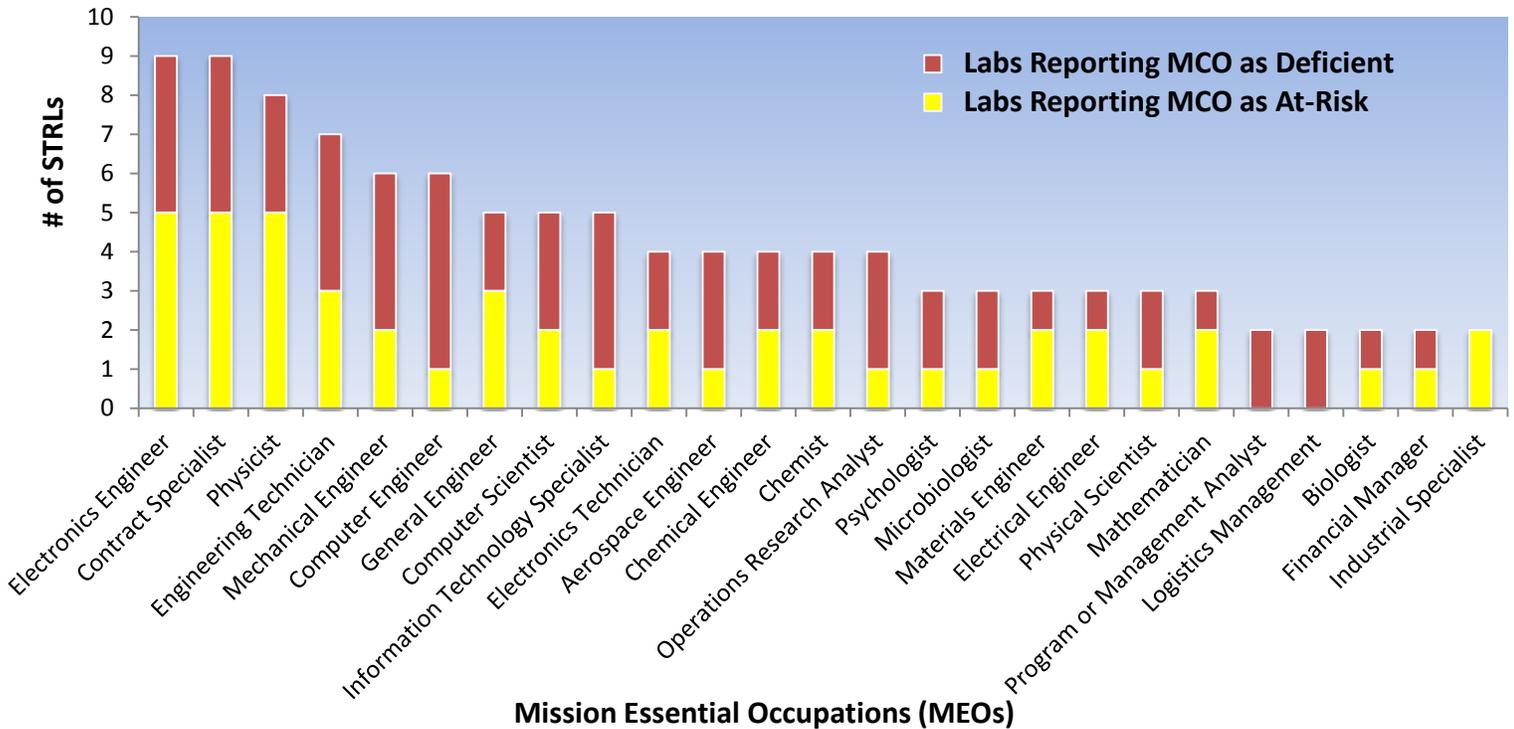
**Future Position Skills and Competencies Needed.** One of the most common skills and competencies mentioned that will be needed in the future relates to cyber security and cyber research (which includes many positions categorized as Electronics Engineers Series, 0855, Computer Science Series, 1550, and Computer Engineers Series, 0854). This is a field, in general, that is growing quickly both within the STRLs and in their industry competitors, putting upward pressure on the salaries commanded by the most talented and skilled S&Es in this field. It is also a field that requires expertise and skills across several disciplines, as evidenced by the categorization of occupation codes. For instance, there is a good deal of early stage research in quantum computing, which requires specialized expertise in physics as well as qualifications in computer science and software fields.

A second common position with competencies that was identified that will be important for future work is Contracting Series, 1102, and it was identified as *at-risk* or *deficient* by 9 of the 17 STRLs. Contracting Series, 1102 provide the means for moving research products into the private sector so that industry can support the movement of advanced technologies into military programs of record and into production and operational deployment. This position requires extensive training, and in general there is a high attrition rate across the STRLs. The skills and expertise needed in this position also make the most talented and capable individual attractive to private industry.

Though not unique to cyber and contract specialist fields, many STRLs mentioned that the most hard to find skills and competencies were those that had no civilian equivalent or educational pipeline to develop those skills and abilities. While this has traditionally been addressed by in-house training and mentorship programs, the loss of a significant segment of the expertise and skills through succession could have a tremendous negative consequence on the ability of the STRLs to adequately train their new employees in those fields.

The chart in Figure 13 below reflects the broad spectrum of occupations that the STRLs identified as either deficient (red) or at risk (yellow) and were classified as such because of expected future needs, whether based on the effects of succession due to retirement or evolving mission needs.

Figure 13. Histogram of MEOs Identified as YELLOW or RED by STRLs



### Gaps and Challenges

The chart includes all of the MEOs identified by the STRLs and their respective rankings on a red (deficient), yellow (at risk), and green (limited to no issues) scale. In addition, the STRLs also provided qualitative information about the reasons for their rankings. Because each STRL was able to interpret their own needs – current and future – there is some level of variation across the STRLs in how they rank ordered their MEOs. However, there were some clear gaps that are shared across the STRLs.

One of the most common concerns identified by the STRLs is the impact succession may have on their ability to maintain the necessary skills and competencies to perform their mission. Because of the predilection to cultivate skills and competencies through student hiring programs, in-house training, and mentorship programs – necessary in part because of the lack of a civilian-equivalent pipeline for preparing S&Es for much of the work performed in STRLs –

the approximately one-third of the workforce that is currently or will be eligible to retire within the next 5 years could have tremendous consequences on the ability of the STRLs to continue to develop the skills and competencies required in house.

A second challenge for the future is the compounding impact that an improving economy and an uncertain budgetary environment may have on the ability of the STRLs to recruit and hire in the most competitive competencies, such as cyber fields and contracting, among others. The national economic environment over the last several years has made work in the STRLs attractive to S&Es, but as the private sector rebounds there could be increasing competing pressures for the most talented and skilled S&Es, particularly in very specialized areas requiring extensive education or professional certifications.

## Strategy and Plan of Action for Developing and Shaping the Workforce

Because of the flexibilities and authorities granted to STRL directors – implicit and explicit – much of the burden for developing, shaping, and managing their respective workforces’ falls within their realm of responsibility. The STRLs also conduct individual workforce planning exercises in accordance with their respective missions, as well as those of their respective Service. However, it is also the responsibility of the DOD writ large to ensure STRL directors can use their statutory authorities to manage their laboratories, and also to ensure that their efforts align with the DOD-wide strategic workforce planning initiatives. This includes identifying any deficiencies that are common to the STRLs and developing remedies, which may include policy adjustments.

**Overarching Strategy.** The single most common suggestion from the STRLs for increasing their ability to hire the best and brightest S&Es is to expand the use of Direct Hire Authority (DHA). Though data were only available from ten of the 17 STRLs, there is clear evidence that DHA significantly reduces the amount of time necessary in the hiring process to onboard a new hire as illustrated in Figure 14 below.



In general, through the qualitative data and the LQEP workshops, adaptability and flexibility on behalf of STRL directors was emphasized as a key component to successful strategic workforce planning. As the numerous studies of laboratory workforce quality have shown, the ability to respond quickly – whether in hiring a new employee, retaining an experienced employee, or rewarding a current outstanding performer – is critical to ensuring that the STRLs are attracting and retaining the most talented and qualified S&Es. Details about this strategy are provided below.

### **Workforce Improvement Strategies**

While expanding DHA, discussed above, is the primary strategy to improve the S&E workforce, the STRL community, in coordination with ASD(R&E), has worked to address some near-term opportunities to meet the current workforce demands. Because this assessment of the STRLs represents the first effort as part of the DOD strategic workforce planning process, there is a good deal of additional data and information that would be necessary to effectively shape the workforce moving forward, particularly in an environment of fiscal and budgetary uncertainty that increases exponentially with time. However, much of the shaping of the workforce is designed to take place at the STRL level because directors are statutorily granted greater authorities and flexibilities for managing those responsibilities, and ASD(R&E)'s primary role is ensuring that those authorities are being fully utilized and, when appropriate, adjusting those policies. In any case, the following four efforts will be undertaken to provide a more comprehensive Technical Workforce assessment in the future.

***Collect Future MEOs in the context of Core Technical Competencies (CTCs).*** First, because of the evolving nature of much of the work being done at the STRLs and the multi-disciplinary skills and expertise required for a given STRL's competency areas, in the future MEOs should also be collected in the context of core technical competencies (CTCs). This approach would provide a greater degree of fidelity in the data, particularly if a laboratory only foresees deficiencies in a specific CTC. It would also allow the STRLs to identify a whole category of CTC – with or without specific MEOs – as at-risk or deficient.

***Develop Metrics across the STRL community.*** Second, in order to more accurately assess changes over time, specific metrics should be developed across the STRL community in order to track gaps and deficiencies. For example, hiring data using DHA was not immediately available from all STRLs, and some STRLs track hiring timelines differently, making apples to apples comparisons difficult. An agreed-upon set of metrics and definitions will aid in tracking and evaluating the status and progress of the workforces across the STRLs.

***Develop Rigorous Taxonomy for future assessments.*** Third, the occupational series codes are limited in their specificity for describing skills and competencies. For instance, an Electrical Engineer from STRL A may have a completely different skill set and competency than an Electrical Engineer in STRL B, and grouping them together may mistakenly lead to the wrong

conclusions. This gap, which may in part be addressed by mapping CTCs and technology areas to occupational codes, will also be addressed by a more specific taxonomy for the skills and competencies extant in the STRLs. Future assessments will use a rigorous taxonomy that is being developed jointly by the Services, and the LQEP Personnel Subpanel will fully incorporate that into its tracking and evaluation of S&Es at the STRLs. Though this iteration of the Strategic Workforce Plan was limited by the lack of a fully descriptive and useful taxonomic system of identification for S&Es and their job functions and responsibilities, future SWP reports will be much more specific, comprehensive, and descriptive. ASD(R&E) is also in the process of conducting a comprehensive quantitative review of innovation metrics. This assessment will help to establish the criteria used in assessments of current and future workforce capabilities.

***Provide Clear Guidance to Students and Recent Graduates on the use of Pathways.*** Several STRLs noted that the Pathways Program has made it more difficult to hire students and new graduates, and since a significant amount of training takes place in-house at many STRLs, the ability to identify and attract talented individuals at an early stage and retain them is critical to maintaining the quality of skills and competencies necessary for their respective mission. To that end, making the guidance for the Pathways Programs for students and recent graduates clearer will improve quality and help develop and shape the workforce.

## CONCLUSION

All of the STRLs conduct individual workforce planning exercises, and aligning those efforts to a DOD-wide strategic workforce plan requires normalizing the variations in the STRLs into an assessment that can provide useful guidance for policy decision-making. Working through the LQEP Personnel Subpanel for the next iteration of this report, more precise guidance for tracking S&Es and clearer instructions for gathering data – both qualitative and quantitative – will be developed in order to provide a more comprehensive assessment of the skills and competencies needed now and into the future in the STRLs. To be sure, the complexity of the STRLs – they have different missions, they perform different functions, their organizational structures and funding sources vary, and they serve different Services – makes broad conclusions difficult, but having a baseline of metrics with a shared taxonomy will more easily demonstrate where gaps and deficiencies exist. This will help in developing remedies and policy guidance, and it will more fully ensure that the STRLs continue to attract and retain the highest quality S&Es.

## TABLES

**Table 1: Science and Technology Reinvention Laboratories and Locations**

| <b>STRL</b>  | <b>Location</b>  |
|--|--|
| <b>Aviation and Missile Research, Development and Engineering Center (AMRDEC)</b>      | Redstone Arsenal, AL                                       |
| <b>Army Research Laboratory (ARL)</b>  | Adelphi, MD  |
| <b>Medical Research and Materiel Command (MRMC)</b>                                    | Ft. Detrick, MD  |
| <b>Engineer Research and Development Command (ERDC)</b>                                | Vicksburg, MS  |
| <b>Communication Electronics Research, Development and Engineering Center (CERDEC)</b> | Aberdeen, MD   |
| <b>Edgewood Chemical and Biological Center (ECBC)</b>                                  | Aberdeen, MD   |
| <b>Natick Soldier RD&amp;E Center (NSRDEC)</b>   | Natick, MA   |
| <b>Naval Sea Systems Command Centers (NAVSEA)</b>                                      | Multiple Locations   |
| <b>Naval Research Laboratory (NRL)</b>   | Washington, DC, Stennis Space Center, MS, and Monterey, CA |
| <b>Office of Naval Research (ONR)</b>  | Arlington, VA  |
| <b>Air Force Research Laboratory (AFRL)</b>  | Multiple Locations   |
| <b>Tank and Automotive Research Development and Engineering Center (TARDEC)</b>        | Warren, MI   |
| <b>Armament Research Development and Engineering Center (ARDEC)</b>                    | Picatinny Arsenal, NJ                                      |
| <b>Naval Air Warfare Center, Weapons Division (NAVAIR WD)</b>                          | China Lake and Point Mugu, CA                              |
| <b>Naval Air Warfare Center, Aircraft Division (NAVAIR AD)</b>                         | Multiple Locations   |
| <b>Space and Naval Warfare Systems Center, Atlantic (SSC ATL)</b>                      | Charleston, SC   |
| <b>Space and Naval Warfare Systems Center, Pacific (SSC PAC)</b>                       | San Diego, CA  |

Table 2. STRLs MEOs

| AFRL | AMRDEC | ARDEC | ECBC | ERDC | MPMC | NAVAIR WD | NAVAIR AD | NAVSEA WC                                   | NRL               | NSRDEC                              | ONR           | SSC ATL | SSC PAC | TARDEC |
|------|--------|-------|------|------|------|-----------|-----------|---|-------------------|-------------------------------------|---------------|---------|---------|--------|
| 0855 | 0855   | 830   | 0800 | 0810 | 0404 | 0855/0850 | 0855      | 0850/0855                                   | 1310/1301<br>1306 | 0062/<br>1384                       | 1102          | 0855    | 0855    | 0830   |
| 0861 | 0854   | 855   | 0802 | 1301 | 0405 | 1550      | 0346      | 0830  | 0855/0850<br>0801 | 1301/1310<br>1311/1382              | 0801          | 0854    | 2210    | 0801   |
| 1102 | 0861   | 893   | 1300 | 1550 | 0414 | 0854      | 0861      | 0801/<br>0871                               | 1550/<br>0854     | 1515/1529<br>1150                   | 0501          | 1550    | 1550    | 0850   |
| 0806 | 0830   | 801   | 0400 | 0401 | 0401 | 0861      | 0801      | 0854  | 0861/<br>0830     | 0801/0802<br>0806/0830<br>0856/0893 | 1301/<br>1321 | 2210    | 0830    | 0854   |
| 1310 | 0806   | 1550  | 1500 | 0830 | 0180 | 0830      | 0830      | 0802/<br>0856                               | 1320/<br>0893     | 0180/0190<br>0403                   | 0850/<br>0855 | 0340    | 0854    | 0802   |
| 1550 | 0801   | 854   | 1311 | 0801 | 0403 | 1310      | 0343      | 2210  | 1360              | 0501/0503<br>0525/0560              | 1310          | 0343    | 0801    | 0855   |
| 0830 | 0803   | 806   | 0856 | 0819 | 0701 | 1320      | 0340      | 1520/<br>1550                               | 1321/<br>0806     | 0301/0303<br>0318/0343<br>0346      | 0830          | 0856    | 1310    | 2210   |
| 0854 | 1320   | 861   | 0404 | 1310 | 0858 | 0893      | 0802      | 1310/<br>1320                               | 1340              |                                     | 1320          | 1102    | 0856    | 0896   |
| 1320 | 1310   | 850   |      | 0408 | 0601 | 1520      | 0854      | 1102  | 1330              |                                     | 0180          |         | 0340    |        |
| 2210 | 1102   | 830   |      | 1320 | 0662 | 1515      | 1102      | 899/1199/<br>1399/<br>1599/2299<br>Students | 1520/<br>1515     |                                     | 1360          |         | 1102    |        |
|      |        |       |      |      |      | 1102      | 2210      |   | 0401/<br>0403     |                                     |               |         |         |        |
|      |        |       |      |      |      |           | 1550      |   | 0856              |                                     |               |         |         |        |
|      |        |       |      |      |      |           | 1515      |   | 0802              |                                     |               |         |         |        |
|      |        |       |      |      |      |           | 0856      |   | 1102              |                                     |               |         |         |        |
|      |        |       |      |      |      |           | 0180      |   | 2210              |                                     |               |         |         |        |
|      |        |       |      |      |      |           | 1150      |   |                   |                                     |               |         |         |        |
|      |        |       |      |      |      |           | 1670      |   |                   |                                     |               |         |         |        |
|      |        |       |      |      |      |           | 1750      |   |                   |                                     |               |         |         |        |

| **<br>ARL  | **<br>CERDEC   |
|--|--|
| Ballistics and Aeromechanical Sciences<br>830, 861, 1310, 1301, 1320, 801, 1550, 855 | Systems Engineering & Integration<br>855, 801, 802, 830, 854, 856, 899, 1101, 1301, 1520, 1550, 1670, 1910, 2181, 2210, 2299, 300, |
| Extramural Basic Research<br>1301, 1520, 801, 855, 401, 806, 1320, 854, 1310, 1550   | Cyber Operation (Protect, Exploitation, Attack)<br>855, 854, 856, 80, 133, 300, 1550, 2210   |
| Human Sciences<br>180, 896, 801, 1515, 1550, 855, 830, 1599                          | Mission Command<br>344, 801, 830, 854, 855, 899, 1550, 1599, 2210  |
| Information Sciences<br>1550, 854, 855, 1310, 1340, 2210, 830, 801,                  | Soldier & Mobile Power & Energy<br>344, 801, 802, 830, 850, 855, 856, 893, 899, 1550, 1670   |
| Material Sciences<br>1301, 1310, 855, 806, 1320, 830, 893, 899                       | Senior Mgmt. & Senior Technical Staff<br>80, 132, 301, 318, 343, 801, 830, 855, 1101, 1301, 1310, 1550                             |
| Survivability Lethality Analysis<br>855, 1550, 854, 801, 1310, 830, 1515, 1520       | Tactical & Strategic Communications<br>303, 391, 854, 855, 899, 1550, 1599, 2210   |
| Common Enterprise Functions<br>1301, 801, 1550, 830                                  | Intelligence & Surveillance<br>132, 301, 343, 344, 391, 802, 830, 854, 855, 856, 899, 1550, 1910, 2010                             |
|  | Reconnaissance & Targeting<br>132, 300, 801, 802, 830, 854, 855, 856, 1301, 1310, 1320, 1520, 1550, 1670, 2181, 2210               |
|  | Intelligence Fusion<br>132, 343, 344, 401, 801, 854, 855, 1550   |
|  | IED, Mine, & Minefield Detection & Defeat<br>132, 300, 801, 802, 830, 854, 855, 856, 1301, 1310, 1320, 1550                        |
|  | Soldier Sensors<br>303, 801, 802, 830, 855, 1301, 1310, 1670, 1910   |
|  | Electronic Warfare (Air & Ground)<br>301, 343, 344, 801, 854, 855, 1550  |
|  | Production Quality & Reliability Engineering<br>343, 344, 560, 801, 830, 850, 855, 856, 896, 899, 1910                             |
|  | Software Engineering<br>318, 801, 854, 855, 899, 1550, 1599  |
|  | Position, Navigation & Timing<br>830, 854, 855, 856, 1550  |
|  | Network Management<br>391, 854, 855, 856, 899, 1550, 2210  |

**Table 2. STRLs MEOs - continued**

\*\* Series in Black is same as cell color

# **Appendix 8:** **USD (P&R) Education**



## APPENDIX 8: EDUCATION FUNCTIONAL COMMUNITY

### Overview

The Education Functional Community, referred to as the EFC, is comprised of occupations from the Education Series, 1700 occupational grouping. This community numbers over 35,000 personnel, excluding the non-appropriated funds (NAF) population. The EFC consists of both professional and paraprofessional positions that provide education for the Department of Defense (DOD) from birth through adulthood. The community is extremely broad and is comprised of personnel in early childhood education (birth to age 12); childhood education (Pre-Kindergarten through Grade 12); and adult education (DOD civilian and military personnel), including the technicians that support these programs.

The early childhood education professionals manage the largest employer sponsored child care program in the country providing support to working military-connected parents with children 0 - 12 years of age. The childhood education professionals manage an expansive PK-12 education system, enriching the lives of military-connected students and the communities in which they live. The adult and professional education professionals manage post-secondary education and training across 27 institutions and 17 professional military education institutions covering a wide range of educational disciplines. At present, there are currently no occupations in the EFC designated as Mission Critical Occupations (MCOs).

### Environmental Scan

Although the occupations within the EFC are seemingly disparate due to the range of customers they serve and services they provide, there is a common and compelling bond with regard to recruitment and retention concerns for this workforce. Most of the teaching and instructional occupations within this community require advanced education and training. About 41% of the current workforce holds masters or doctoral degrees. Raising the percentage of advanced degree holders and strengthening certification in this workforce was cited as a key challenge. Attracting and retaining highly-qualified and diverse employees is an overarching challenge echoed throughout the EFC.

The EFC, like most of the other functional communities across DOD, is faced with a pipeline that is generating an insufficient number of college and career-ready high school graduates. However, the EFC plays a unique role in having impact on developing and improving this pipeline to ensure DOD has a pipeline from which to draw to achieve a mission-ready, highly skilled and competent workforce. There is a high degree of competition for educators with STEM talent from both the private and local and state sectors. An EFC workforce trained, educated and able to deliver virtual and blended learning to meet the mission needs of a geographically dispersed and highly mobile range of customers and workforce to meet mission needs was cited as another significant challenge. Career progression from service providers to management (e.g., teacher to principal; care giver to director; faculty to administration)

presents workforce challenges due to the lack of opportunities for advancement. Also noted were that DOD's comprehensive benefits, competitive salaries, career mobility, and opportunities for advancement fundamentally undergird the DOD's retention structure. Similar to the other functional communities, the current fiscal environment, however, foments uncertainty.

**Figure 1: Education Demographics**

| FUNCTIONAL COMMUNITIES                         | Education       |
|--|-----------------|
| Occ Series                                     | All Occupations |
| Occ Series Desc                                |                 |
| <b>Workforce Size: Current Strength Totals</b> |                 |
| End Strength                                   | 35,717          |
| Department of Army                             | 10139           |
| Department of Air Force                        | 6100            |
| Department of Navy                             | 5045            |
| DoD Agencies (4th Estates)                     | 14433           |
| % MALE   | 44.41%          |
| % FEMALE                                       | 55.59%          |
| % DISABILITY TARGETED                          | 0.40%           |
| % DISABILITY NONTARGETED                       | 5.20%           |
| % PRIOR MILITARY                               | 35.52%          |
| <b>Education</b>                               |                 |
| ED - # WITH LESS THAN BACHELORS                | 14578           |
| ED - # WITH BACHELORS DEGREES                  | 8773            |
| ED - # WITH MASTERS DEGREES                    | 10288           |
| ED - # WITH DOCTORATE DEGREES                  | 1895            |
| <b>Planning Considerations</b>                 |                 |
| % ELIG TO RETIRE CURRENT                       | 12.07%          |
| % ELIG TO RETIRE NEXT YEAR                     | 2.51%           |
| % ELIG TO RETIRE TWO TO FIVE YEARS             | 11.87%          |
| AGE - 29 & Under                               | 2499            |
| AGE - 30 to 39                                 | 6506            |
| AGE - 40 to 49                                 | 10396           |
| AGE - 50 to 54                                 | 6053            |
| AGE - 55 to 59                                 | 5131            |
| AGE - 60 to 64                                 | 3376            |
| AGE - 65 and over                              | 1756            |
| Career Level 1: GS 1-8 or Equiv.               | 9120            |
| Career Level 2: GS 9-12 or Equiv               | 17758           |
| Career Level 3: GS 13-15 or Equiv.             | 8837            |

## Workforce Analysis

As an emerging functional community, the EFC conducted its initial analysis of workforce data. The analysis revealed both strengths and weaknesses. Approximately 32% of the DOD education workforce is currently retirement eligible or will be in the next 5 years. Assuming that a significant percentage of the eligible workforce will retire, the EFC must focus on our ability to rapidly recruit and fill future vacancies. DOD educators eligible for retirement remain in their position on average 3 years beyond retirement eligibility. This retention window affords an opportunity for the EFC to focus on knowledge management or knowledge transfer

to retain the institutional knowledge of our retiring staff. The DOD education workforce is 57% female, a demographic trend mirrored in the civilian education profession labor force. The DOD education workforce employment rate (.41%) of people with targeted disabilities is significantly lower than that of the Federal Government (.88%). The Federal Government's overall goal of employing persons with targeted disabilities is 2% at every federal agency. The EFC competes with other industries and Federal Government agencies for demographic diversity in our workforce.

The EFC must maintain a well-trained, highly-qualified, and diverse workforce and also address future changes to policy and practice to remain competitive in the 21st century. Moving forward, to address the workforce gaps resulting from the combined retirement eligibility and recruitment concerns, the EFC will develop into a Community of Practice to address these challenges and build an action plan to:

- Align efforts across the three EFC segments to share research, information, and promising practices.
- Determine other data needs and requirements to support our efforts.
- Outline strategies to attract and retain and diverse pool of potential candidates and workforce.
- Increase participation in recruiting events to outreach to potential candidates unfamiliar with the DOD educational components.
- Examine hiring reform practices and position classifications
- Identify technological applications related to recruitment and onboarding to attract new talent.
- Review and propose any needed modifications to the Federal hiring system to offset the EFC recruitment and retention challenges such as additional assessment tools for recruitment and selection.
- Review and propose any needed alternate appointment authorities legislated to ensure technical competency before awarding career advancement for educators; and
- Explore potential coaching and mentoring strategies to support retaining our workforce.
- Identify options for career progression from service providers to management (e.g., teacher to principal; care giver to director; faculty to administration) to mitigate the workforce challenges caused by lack of opportunities for advancement.

## DATA CHARTS AND GRAPHS

Figure 2: Education Gains and Losses

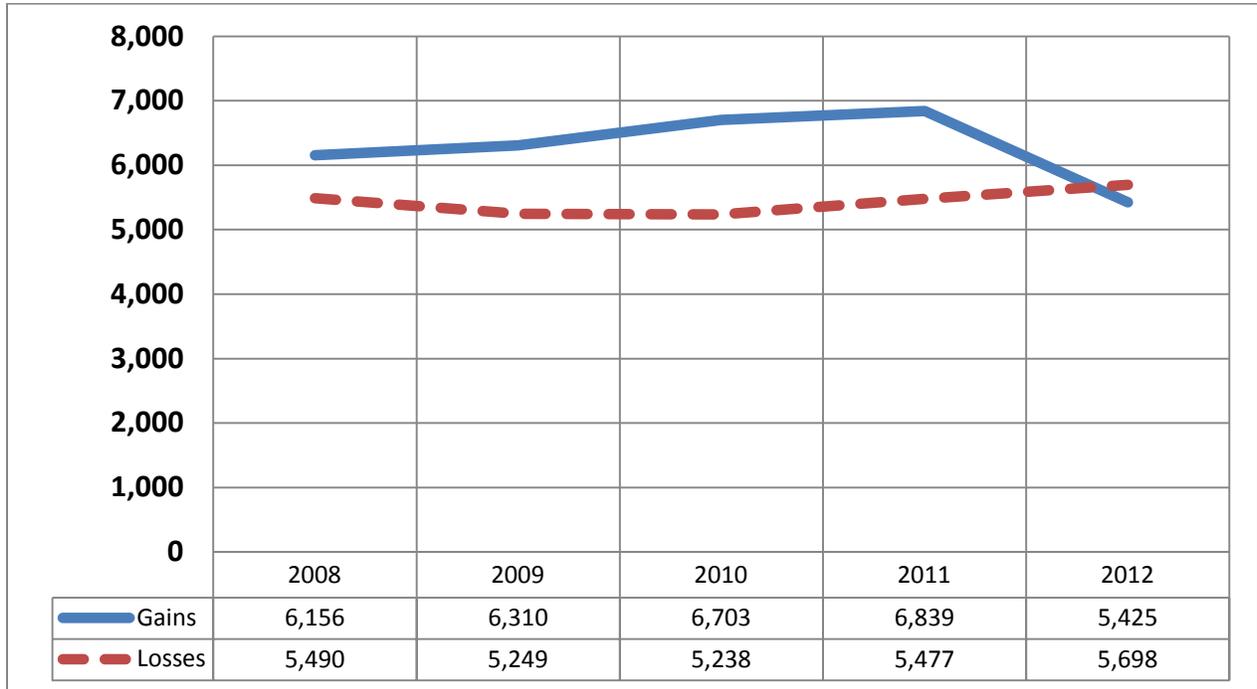


Figure 3: Education Turnover

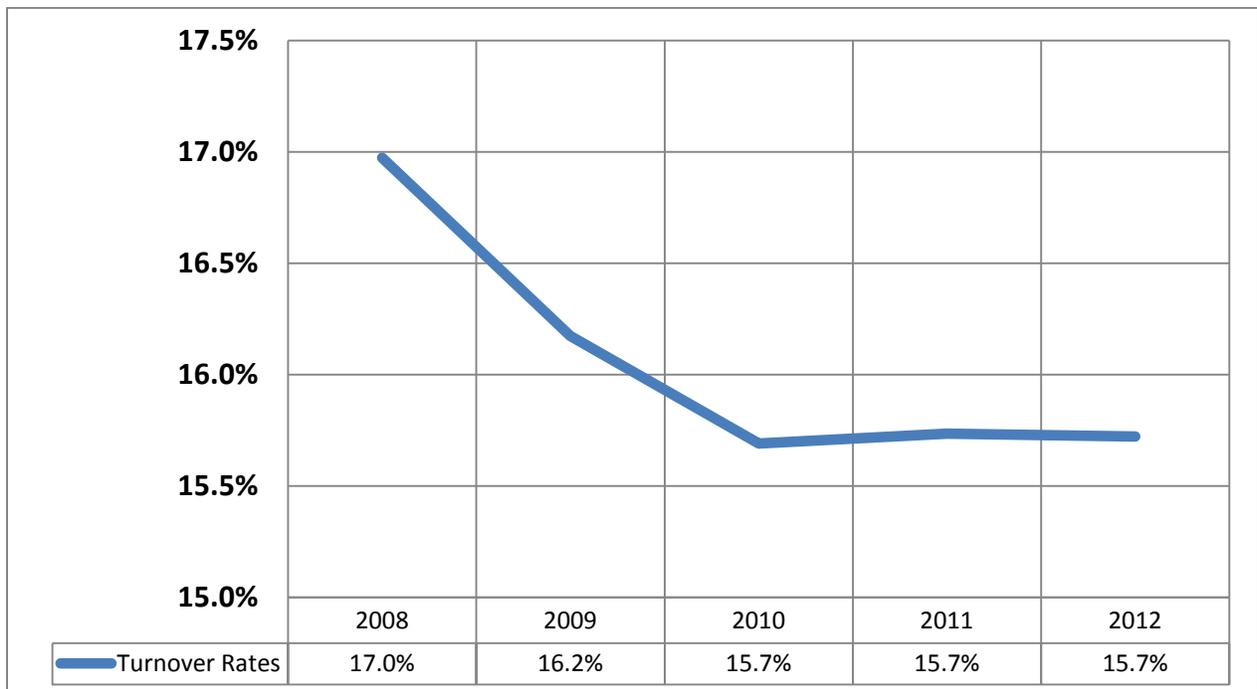


Figure 4: Education Retirement Eligibility

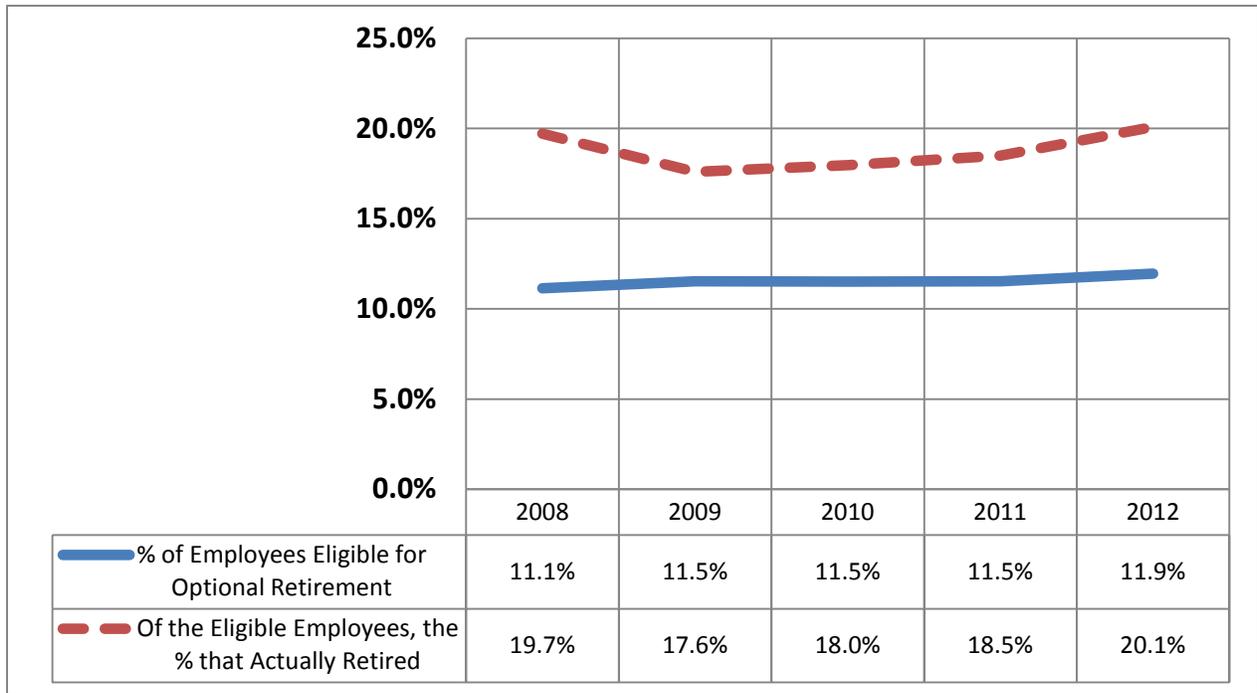
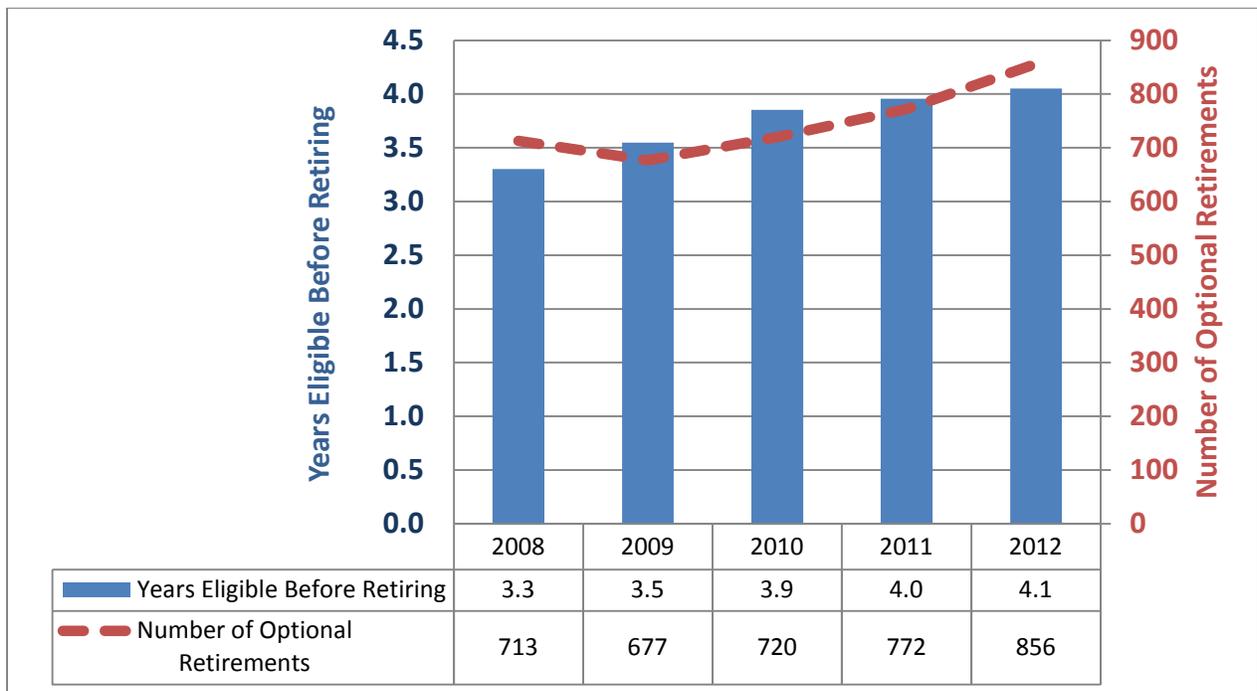


Figure 5: Education Retirement Phasing



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# **Appendix 9: USD (P&R) Human Resources**



## APPENDIX 9: HUMAN RESOURCES FUNCTIONAL COMMUNITY

### Overview

The Human Resources Functional Community (HR FC) is comprised of positions in the GS-0200 occupational series. The HR FC includes the GS-0201 Human Resources Specialist (Civilian), GS-0201 Human Resources Specialist (Military), GS-0260 Equal Employment Opportunity (EEO) Specialist, and the GS-0203 HR Assistance occupational series. The GS-0201 Human Resources Specialist (Civilian) was designated by this community as a mission critical occupation (MCO), which is a strategic program or goal with a DOD-wide impact that is at risk of failure related to staffing or skill gaps based on recruitment, retention, and environmental indicators. These are human capital deficiencies as defined by the Federal Strategic Human Capital Management High Risk Initiative for MCOs or mission critical competencies. The GS-0201 Human Resources Specialist (Civilian) is also a Federal-wide MCO but is not considered "high risk" because projected series-related hiring or retention issues are anticipated to be mitigated: separation rates are less than 10%, there is a steady availability of quality candidates, and use of hiring incentives are low.

The GS-0201 Human Resources Specialist (Civilian) positions are typically found in an organization's Human Resources Office (HRO) and manage, supervise, administer, advise on, and/or deliver a variety of HR products and services. However, as HR services have centralized over recent years, a number of positions established to perform similar work have been identified as existing outside of an organization's HRO.

Most HR professionals perform specialized work and provide traditional HR services in the areas of recruitment and placement, classification, employee benefits, human resources development, employee relations, labor relations and HR information systems. DOD HR Specialists, unlike HR Specialists in other Federal agencies, provide these services to both the civilian as well as the military workforce.

DOD HR Specialists (Civilian) are found at all organizational levels and perform three major roles to deliver HR products and services to support the civilian workforce:

- The Specialist/Tactical role focuses on the skills needed to perform traditional HR service-delivery activities (GS-5/9 or equivalent).
- The Advisor role focuses on the consultation expertise as well as the development of strategic focus, while still performing traditional HR service-delivery activities (GS-9/13 or equivalent).
- The Strategic Advisor role focuses on the strategic aspects of the position supporting the workforce and the organization (GS-13/SES or equivalent).

## Environmental Scan

The Department of Defense faces a multitude of challenges in the coming years. Despite planned drawdowns of combatant forces, an extensive portfolio of missions around the globe continue to be executed in support of security and humanitarian aid in an environment characterized by geopolitical uncertainty and fiscal austerity. These circumstances continue to challenge the Department's ability to strengthen the mission readiness of the civilian workforce. Through their work and roles in the community, the HR FC personnel are the Department's stewards and must work diligently to ensure the community achieves and sustains a posture of readiness and competence.

The shifts in the economy and associated budget cuts in many cases have resulted in Base Realignment and Closure (BRAC) actions, realignments, reorganizations and other workforce reshaping activity. There is less funding for training. Additionally, hiring freezes have been imposed to manage the size of the workforce, resulting in a slower pace of recruitment to fill vacated positions. Thus, these large-scale initiatives increase the demand for seasoned HR specialists, many of whom are at or near retirement eligibility. Yet efforts to replenish staff are impacted by ongoing rightsizing in the 0201 (Civilian) series and budgetary concerns. These same challenges were also noted for the HR Specialists servicing military personnel and for the GS-0260 Equal Employment Opportunity Specialist.

While the need to provide optimized service delivery in a resource constrained environment is a shared concern, each Component provides HR products and services and manages the work and roles through different HR Service Delivery models. In one DOD Component, HR Specialists provide combined servicing to both the civilian and military workforce. In the other components, HR Specialists are assigned to serve either the military or the civilian workforce, which require somewhat different qualifications. These different servicing models present a challenge to enterprise level workforce management but appropriately reflect the varying culture of the Defense Agencies and their operational responsibilities. Another issue noted across Components is that automation continues to have an impact on the community for a number of reasons. The OSD Functional Career Manager group agreed that automation has for some time affected the way HR products and services are delivered. Labor efficiencies have been identified and budgets reduced by leveraging and applying automation in primary HR functions including staffing, processing and benefits. There is also concern that automated tools which now guide processes such as qualifications and eligibility for applicants require that HR specialists maintain proficiency needed to track and verify results, and that automation is a factor impacting the proficiency level and quality of work performed by HR Specialists (e.g., the automated applicant intake and candidate referral process. For example, communication/directives intended for the 0201 community may not reach these service providers. In some cases, Components do not allow individuals outside the 0201 series to compete for limited HR training slots. Efforts are being made to inventory and monitor this community. For example, as part of a major reorganization of its civilian HR service delivery structure, one Component has inventoried and incorporated these "shadow" HR service positions into its service delivery process and planning. In response, that Component has implemented a unique, organization-wide workload tracking and cost accounting method towards achieving optimal use of resources. The HR OFCM is following this development towards identifying and possibly adapting this innovation on a DOD-wide basis.

A final impact from advances in automation is the increased expectation of managers and customers for faster but quality service. Customers are able to initiate, monitor and track a variety of HR products, processes and services with automated tools that offer self-service, desktop, and dashboard capability. This reality creates a dynamic where HR Specialists are constantly challenged to upgrade skills, function even more effectively, and maintain or improve technical proficiency with ever-changing tools.

This environmental assessment helps identify factors that impact managing the HR workforce.

**Figure 1: Human Resources Demographics**

| FUNCTIONAL COMMUNITIES                         | Human Resources | Human Resources                   |
|--|-----------------|-----------------------------------|
| Occ Series                                     | All Occupations | 0201 MCO                          |
| Occ Series Desc                                |                 | <b>HUMAN RESOURCES MANAGEMENT</b> |
| <b>Workforce Size: Current Strength Totals</b> |                 |                                   |
| End Strength                                   | 23,249          | 12,981                            |
| Department of Army                             | 12201           | 6029                              |
| Department of Air Force                        | 4295            | 3041                              |
| Department of Navy                             | 4775            | 2239                              |
| DoD Agencies (4th Estates)                     | 1978            | 1672                              |
| % MALE   | 37.11%          | 34.87%                            |
| % FEMALE                                       | 62.89%          | 65.13%                            |
| % DISABILITY TARGETED                          | 0.99%           | 0.59%                             |
| % DISABILITY NONTARGETED                       | 8.12%           | 7.42%                             |
| % PRIOR MILITARY                               | 44.91%          | 40.24%                            |
| <b>Education</b>                               |                 |                                   |
| ED - # WITH LESS THAN BACHELORS                | 15101           | 7005                              |
| ED - # WITH BACHELORS DEGREES                  | 5463            | 3882                              |
| ED - # WITH MASTERS DEGREES                    | 2481            | 1978                              |
| ED - # WITH DOCTORATE DEGREES                  | 92              | 65                                |
| <b>Planning Considerations</b>                 |                 |                                   |
| % ELIG TO RETIRE CURRENT                       | 10.68%          | 11.28%                            |
| % ELIG TO RETIRE NEXT YEAR                     | 2.83%           | 3.30%                             |
| % ELIG TO RETIRE TWO TO FIVE YEARS             | 12.75%          | 14.47%                            |
| AGE - 29 & Under                               | 2034            | 855                               |
| AGE - 30 to 39                                 | 4275            | 2088                              |
| AGE - 40 to 49                                 | 7083            | 4114                              |
| AGE - 50 to 54                                 | 4312            | 2649                              |
| AGE - 55 to 59                                 | 3278            | 1977                              |
| AGE - 60 to 64                                 | 1664            | 964                               |
| AGE - 65 and over                              | 603             | 334                               |
| Career Level 1: GS 1-8 or Equiv.               | 8230            | 254                               |
| Career Level 2: GS 9-12 or Equiv               | 9791            | 8008                              |
| Career Level 3: GS 13-15 or Equiv.             | 5228            | 4719                              |

## Workforce Analysis

The HR FC reviewed FY 2012 workforce data provided by the Defense Civilian Personnel Advisory Service (DCPAS) to determine the overall health of the community, as well as recruitment and retention goals necessary to fulfill mission requirements. The recruitment-related data and trends indicate a number of areas for current and future focus. Issues such as budget uncertainty, BRAC/Joint Basing Transition, reorganizations, realignments, reshaping efforts and military and civilian drawdowns have an impact on recruitment efforts. It is anticipated that these issues will have a significant influence on this community's ability to fill HR Specialist (Civilian) positions in the near future.

Discussion about the need to balance the workforce with the right skills mix and to foster succession planning suggested that an increase in targeted recruitment of recent college graduates will be required. Hiring at the entry level is recommended, and planned by most DOD Components, to maintain, and, in some specializations, to expand and develop an internal cadre capable of filling critical and hard to fill positions. These critical positions are typically located in functions like labor and employee relations and equal employment opportunity where the building of skills over time is required to reach the desired level of proficiency. The dialogue around succession planning also noted that 12% of the workforce is re-employed annuitants, retained to bridge the knowledge gap their departures cause.

The GS-0203 HR Assistant positions are part of this workforce although not designated as a MCO. Like recent college graduates, individuals occupying these positions are a ready pipeline into the HR Specialist positions. About 38% of the personnel coming into the 0201 field originate from GS-0203 HR Assistant positions. As retirements occur and new hire actions are decreasing, this can result in a skills imbalance that will potentially have an adverse effect on 0203s as a recruitment source for the 0201 series. Care should be taken to ensure that 0203s have the opportunity for increased responsibility, training, mentoring and other developmental opportunities in their assignments in preparation for 0201 roles.

Over the next 5 years, 33% of this workforce is eligible to retire. Historically, retirement eligible HR Specialists tend to remain on the job an average 3.2 years beyond their eligibility date. These are important considerations in reshaping the workforce and managing attrition and accession.

Better targeting and inventory of in-demand parenthetical specializations (i.e., Classification, Staffing, etc.) is needed to focus the training/development to manage the impact of the eventual departure of long-serving, experienced personnel from the 0201 (Civilian) series. As a result, the HR FC initiated an effort to establish specialty descriptors in the data files associated with a position and the incumbent to indicate the parenthetical specialization (i.e., Classification, Staffing, etc.), called position titling. Titling will facilitate targeted workforce planning strategies and enable developing the Job Role HR specialization-based certification program.

The 0201 (Military) specialty is also not an MCO. It faces increased retirements and decreased hiring but has a solid pipeline from ex-military personnel as a stable recruitment source. A prompt and uniform count of members in this community DOD-wide is challenging as Component tracking methodologies vary. Standardized titling of those positions are needed to get an accurate read on the number of HR specialists in this specialty, but based on the estimates used, and the available data and forecasts, 0201 (Military) shows the least workforce fluctuation of the HR FCM series.

Depending on the nature of responsibilities and duties assigned, 0260 EEO specialists may require a broad range of knowledge. This specialization relies heavily on an individual's experience to develop to the journey level. Yet 19% of the workforce has less than 5 years of civilian service, a noteworthy concern as 56% of the population is over the age of 50 and at or near retirement eligibility. (The current health of this series is based on the FY 2008 and FY 2012 recruitment levels.) 57% of recruits for 0260 were either prior military, military annuitant, or civilian annuitant with DOD or EEO experience.

This workforce analysis shows that attention must be paid to upcoming retirements and managing the recruitment from former military populations. This work will be enhanced through the position titling effort and specialization-based certification programs. These efforts will ensure that the HR community is well-positioned with the right skills mix to support itself and the Department in its ability to retain a mission-ready workforce.

## MCO Strategy and Action Plan

In order to address its workforce concerns, the HR FC developed strategies that will deliver results in the next few years, subject to the availability of resources. The strategies are described below.

| Strategy # 1  | Implement Standardized Titling   |
|---|--|
| <b>Staffing Gap Addressed</b>   | Inconsistent Titling in the 0201 All Community   |
| <b>Occupational Series</b>  | 0201 (Civilian)  |
| <b>Career Level</b><br>Entry: GS 1 thru 8 or Equiv.<br>Mid: GS 9 thru 12 or Equiv.<br>Senior: GS 13 thru 15 or Equiv. | This strategy is applicable to all Human Resources Professional Career Framework (HRPCF) professional roles, i.e., HR Specialist (GS-5 thru 9), HR Advisor (GS-9 thru 13), and HR Strategic Advisor (GS-13 thru SES).  |
| <b>Strategy Details and Impact</b>  | A comprehensive, DOD-wide means of accounting for 0201 personnel and their parenthetical specializations is needed to effectuate true, fact-based workforce and succession planning.   |
| <b>Strategy Time Segment</b><br>(Short term = 0-2 yrs)<br>(Mid Range = 3-5 yrs)<br>(Long term = 6+ yrs)               | 11 to 18 months:<br>A Short term (0-2 years) project   |
| <b>Implementation Timeline</b><br>(Identified Milestones)   | Efficiency review: existing Component methodologies for accounting for 0201 manpower/parenthetical specializations – 0-3 months<br>Identification of best practices (including drawing 0201 parenthetical specialization figures) – 0-2 months<br><br>Adaptation of methodologies best suited to provide prompt, reliable, and |

| Strategy # 1                                | Implement Standardized Titling   |
|---|--|
|   | timely 0201 manpower numbers and 0201 parenthetical specialization figures – 2-3 months<br><br>Testing, review, and finalization of DOD-wide system – 3-4 months<br><br>Implementation of DOD-wide system – 3-4 months - estimated range of 11 to 18 months          |
| <b>Legislative Changes</b>                  | N/A  |
| <b>Funding Required</b>                     | Potential costs are minimal as changes can be made to the Defense Civilian Personnel Data System (DCPDS) (e.g., creation and use of standardized titles and discontinuing use of the free-form field which allows organizations to use any title of their choosing). |
| <b>Metrics to Assess Progress</b>           | Metrics are identified by achievement of goals: see input for “Implementation Timeline” above  |
| <b>Metrics Data Source</b>                  | Metrics: Identified by achievement of implementation goals – review of data obtained by new protocol will follow.  |
| <b>Strategy Owner(s):<br/>Strategy POC:</b> | Human Resources Component Functional Community Managers<br>Human Resources OSD Functional Community Manager  |

| Strategy # 2  | Revision of Training Models to Suit More Resource-Conscious State  |
|---|--|
| <b>Staffing Gap Addressed</b>   | As a community, we are concerned that proficiency is lacking in HR requirements.   |
| <b>Occupational Series</b>  | 0201 (Civilian)  |
| <b>Career Level</b><br>Entry: GS 1 thru 8 or Equiv.<br>Mid: GS 9 thru 12 or Equiv.<br>Senior: GS 13 thru 15 or Equiv. | This strategy is applicable to all HRPCF professional roles, i.e., HR Specialist (GS-5 thru 9), HR Advisor (GS-9 thru 13), and HR Strategic Advisor (GS-13 thru SES).  |
| <b>Strategy Details and Impact</b>  | Comprehensive, specialization-based, and HRPCF role-based training produced by engaged HR communities of practice can ensure well-trained HR professionals at all grade levels. This, coupled with increased use of OPM’s HR University (HRU), periodic refresher training and review of results, can lead to targeted training, skill gap closure, and more uniform professional development across the enterprise.   |
| <b>Strategy Time Segment</b><br>(Short term = 0-2 yrs)<br>(Mid Range = 3-5 yrs)<br>(Long term = 6+ yrs)               | The strategy focuses on professionalization of HR specializations through periodic refresher training/certification.<br>Revision/consolidation of training – 0-2 years<br>Refresher training modules – 0-2 years (concurrently)<br>Specialization certification – 2-3 years to capture all major HR specializations  |
| <b>Implementation Timeline</b><br>(Identified Milestones)   | The strategy hinges on professionalization of HR specializations through active community champions, better integration with HRU, creation of periodic refresher testing, and instituting specialization certification: specialization-based work process improvement follows.<br>Revision/consolidation of training – 0-2 months<br><br>Refresher training modules – 0-4 months (concurrently)<br><br>Specialization certification – 5-8 months per HR specialization |
| <b>Legislative Changes</b>  | N/A  |
| <b>Funding Required</b>   | Potential costs for systems for a) training & instruction modules and b) tracking of training results: there is potential for funding needs as “off the  |

| Strategy # 2                                | Revision of Training Models to Suit More Resource-Conscious State   |
|---|---|
|   | shelf” solutions/re-tasking are available   |
| <b>Metrics to Assess Progress</b>           | Metrics are identified by achievement of goals: see input for “Implementation Timeline” above   |
| <b>Metrics Data Source</b>                  | Tracking milestone attainment, development of tools, review of data captured by refresher/certification training, re-direction of training in response, evaluation of effectiveness (e.g., gap closure) during next round of refresher training |
| <b>Strategy Owner(s):<br/>Strategy POC:</b> | Human Resources Component Functional Community Managers<br>Human Resources OSD Functional Community Manager   |

In addition to these, other initiatives are being worked:

**a. Development of DOD Enterprise Training System:** To leverage training assets across the enterprise; ensure department-wide updated material is taught; expand eLearning/electronic delivery capability; establish an inventory of associated training in one location. Leverage HRU.

**b. Establishment of Communities of Practice for HR Specialization and non-MCO HR-related Series:** HR Communities of Practice (ex. LMER, Benefits, etc.) should be organized to create credentialing/specialization-based certification. The HR Functional Community & Accountability Division (HRFCAD) also has responsibility for reporting on development for the 0260, 0201 (Military), and the 0203 communities.

**c. Validation of the DOD HR Professional Career Framework (HRPCF) Competencies:** DOD revalidated the 27 HR professional competencies identified in the HRPCF. The HRPCF Validation Survey and a separate Skills Gap Analysis survey were administered to the comprehensive HR workforce from mid-2010 to early 2011. Survey results will be used to meet annual reporting requirements for critical strategic human capital initiatives.

**d. Reconciliation of 0201 Career Mapping:** The HR career maps are designed to guide employees in planning their HR career by identifying the competencies and technical training required for each specialty area and providing the information needed to create an individual development plan (IDP).

**e. Develop HRFCAD Website:** The DCPAS-hosted website features information concerning the 27 unique competencies of the HRPCF to include three-page competency descriptors, proficiency levels, associated training pages, and information on existing and future certification programs. It is designed to serve as a centralized clearing house for information of interest to the DOD 0201 community.

**f. Federal Government-wide Strategic Partner Certification:** DOD has made significant contributions toward the establishment of a government-wide effort to standardize HR certification for the Strategic Partner level. The Department of Treasury has assumed lead on the project and DOD efforts will align with the results of that effort.

**g. Expansion of the Defense Civilian Emerging Leader Program (DCELP) Program:** DCELP targets leader development at the entry level for targeted populations within the DOD civilian

workforce. The program includes HR professionals and addresses DOD mission and culture, decisiveness, interpersonal skills, oral and written communication, and problem solving, among others. Two HR attendees received promotions as a direct result of their participation in DCELP. Two others won an assignment to USAF’s Squadron Officers School.

**h. Creation of HR Functional Community & Accountability Division:** The HRFCAD Division was created by the Office of the Deputy Assistant Secretary of Defense for Civilian Personnel Policy/DCPAS to provide dedicated oversight of DOD’s efforts to professionalize the DOD HR workforce. The division works closely with senior HR functional managers from across the DOD enterprise to facilitate communication and assist in the development, coordination, and implementation of enterprise-wide HR community goals and activities, as discussed in this report.

## Conclusion

The HR Functional Community SWP process resulted in a comprehensive, deep review of the community and created a plan for action that should improve this workforce. This functional community is positioned to continue to offer concrete, cohesive responses to future challenges and will continue to monitor projected demand, retirements and other key influencers to assure a ready supply of HR proficient professionals.

## DATA CHARTS & GRAPHS

Figure 2: Human Resources Gains and Losses

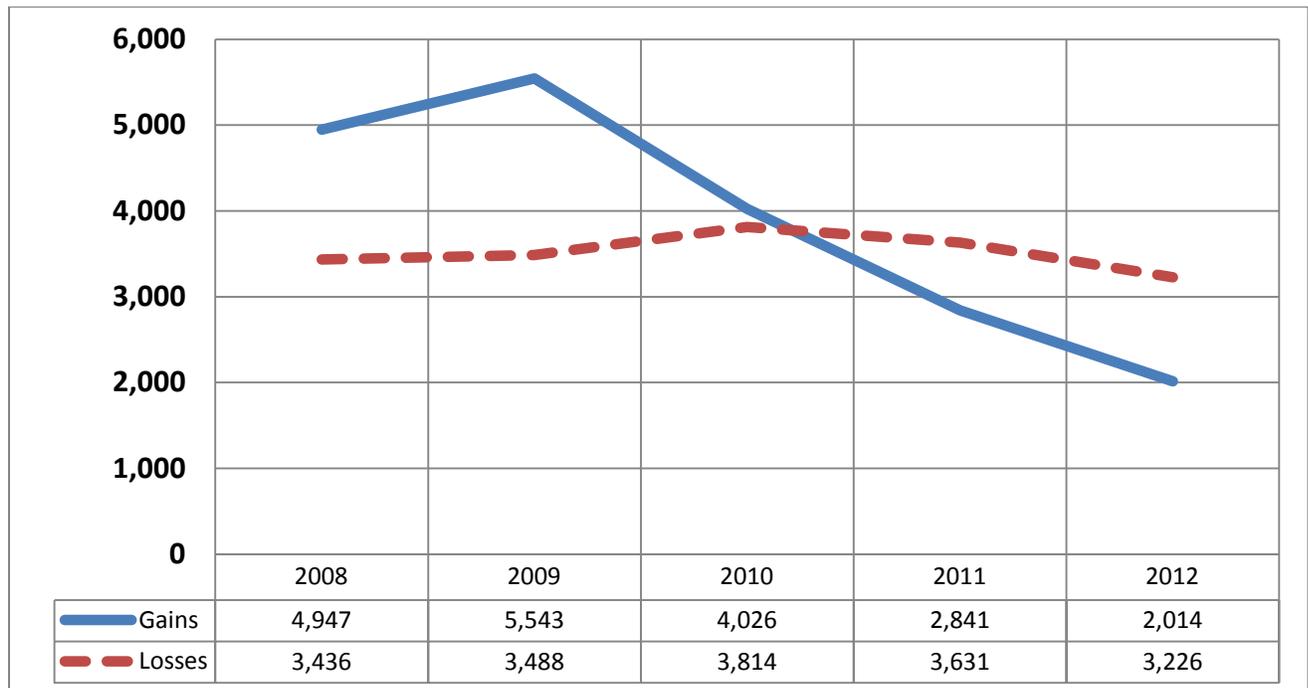


Figure 3: Human Resources Turnover

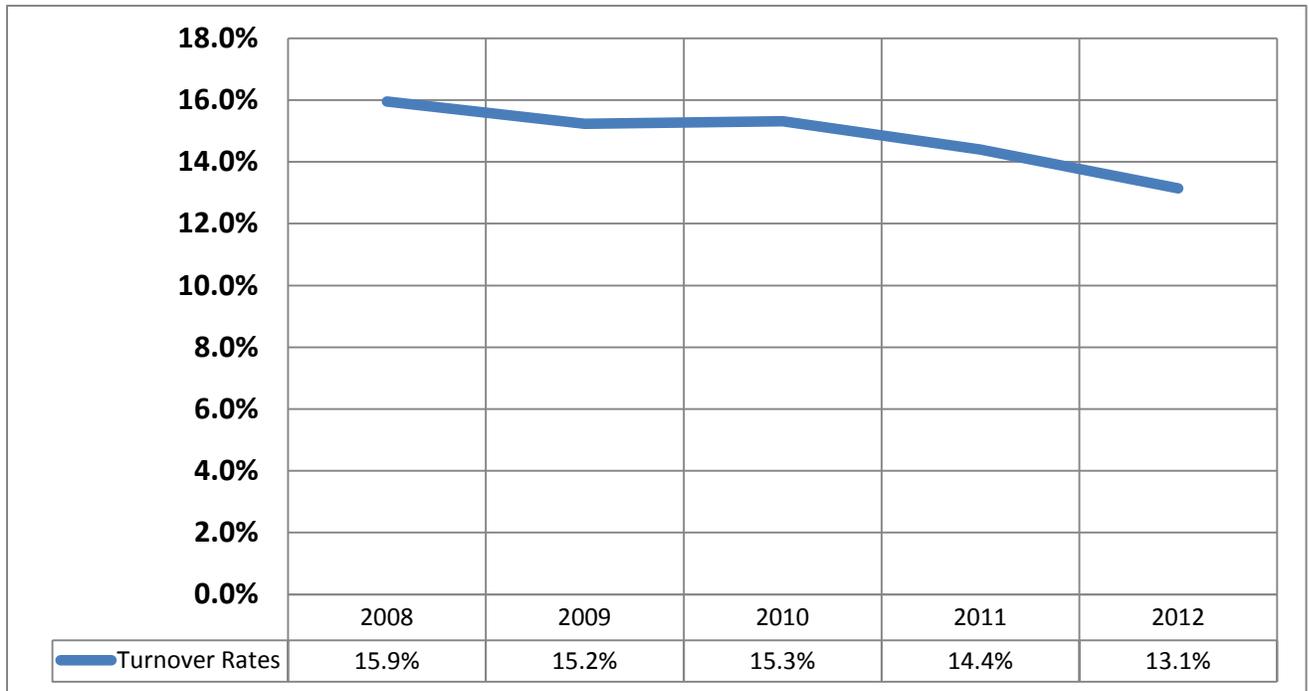


Figure 4: Human Resources Retirement Eligibility

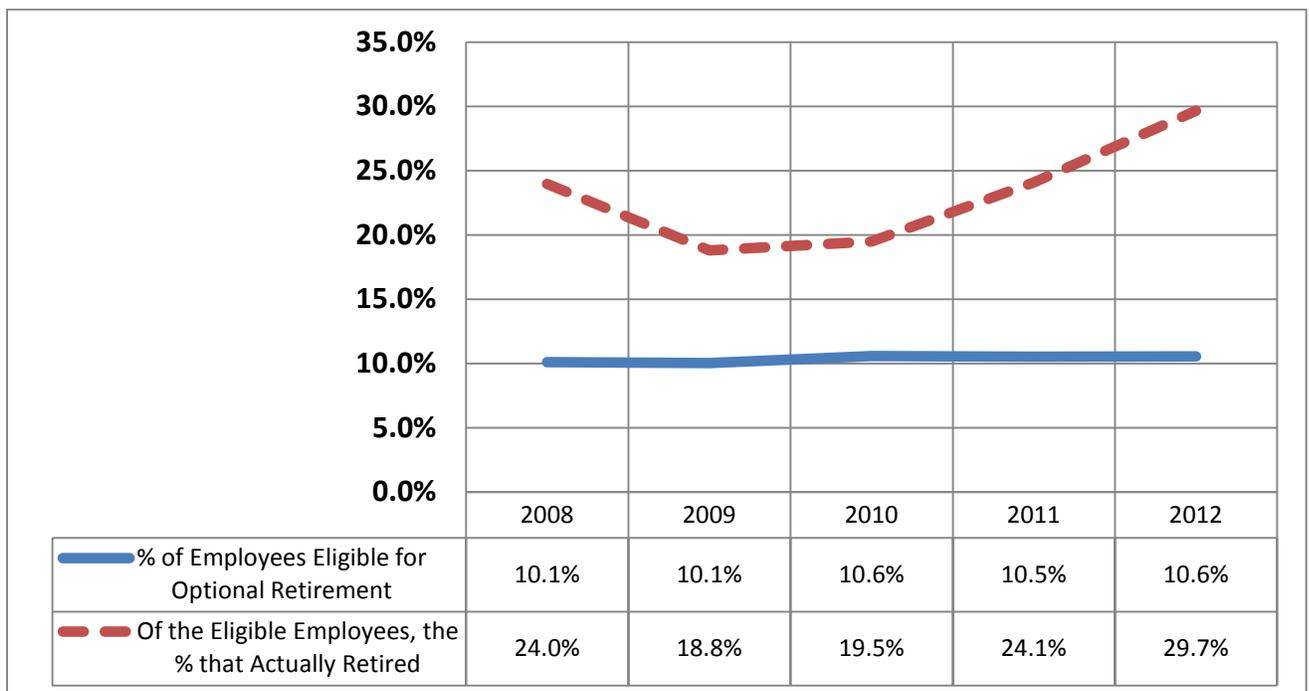


Figure 5: Human Resources Retirement Phasing

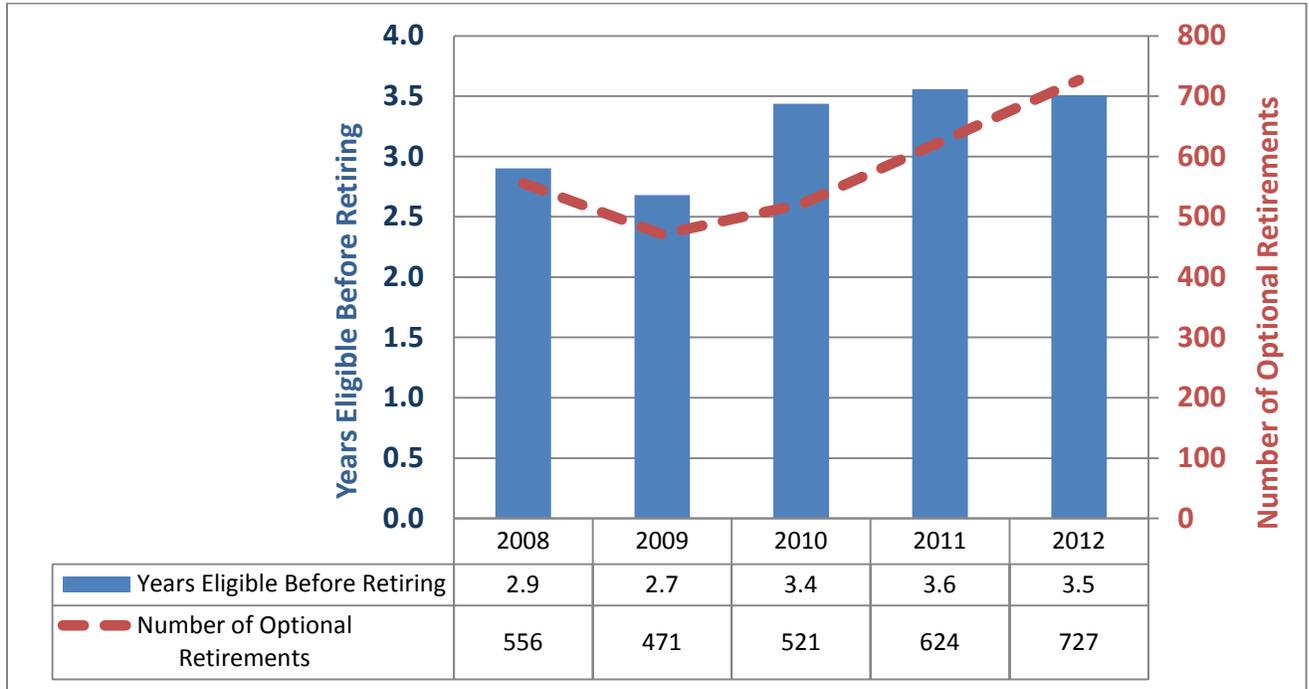


Figure 6: Human Resources Gains and Losses of the Mission Critical Occupations

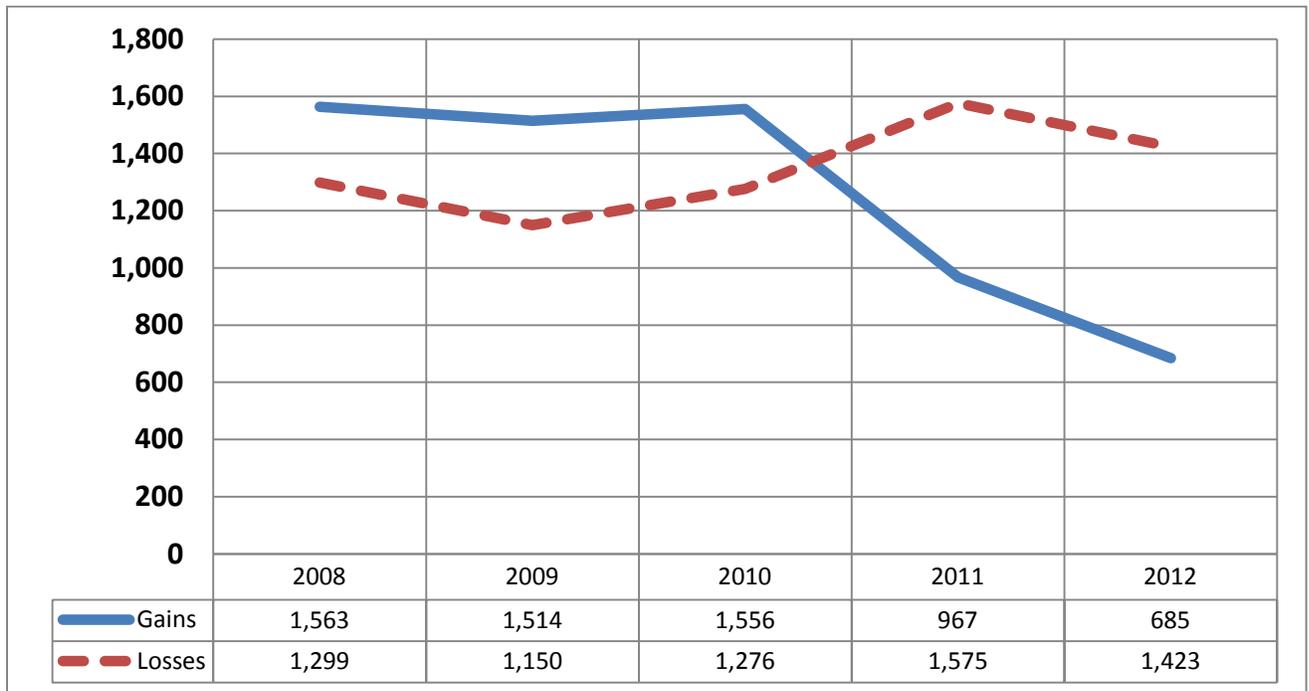


Figure 7: Human Resources Turnover of the Mission Critical Occupation - 0201

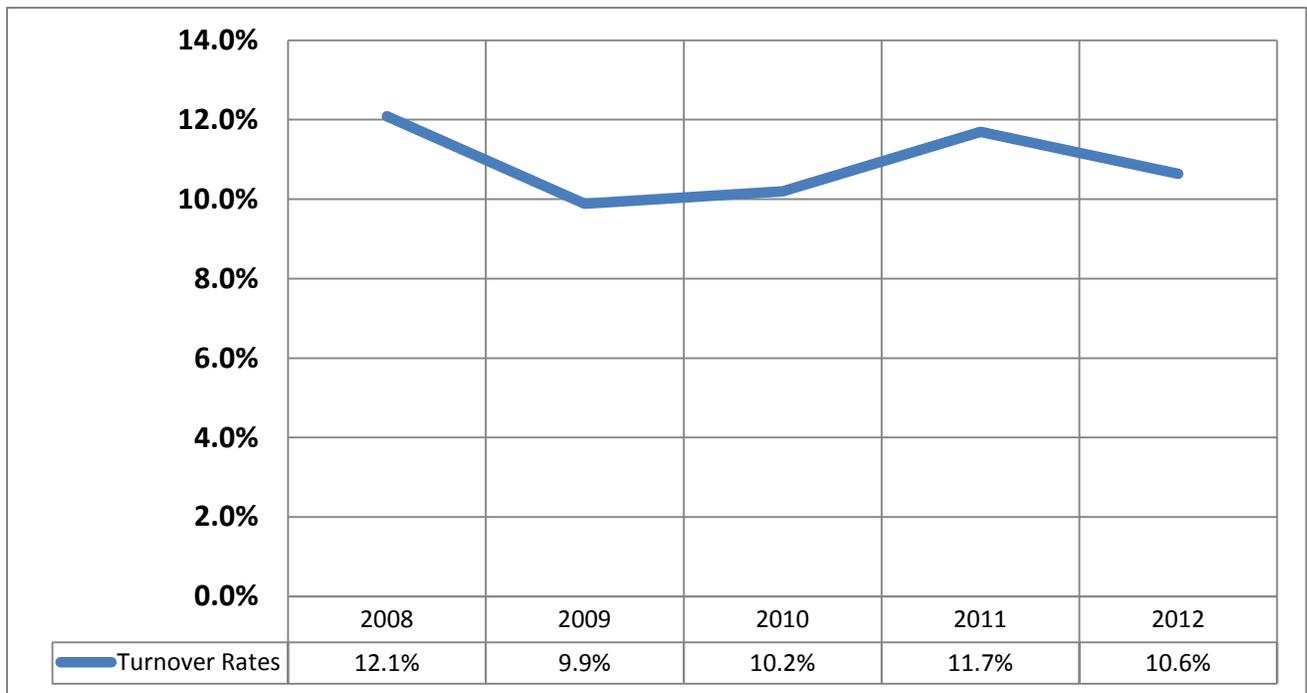
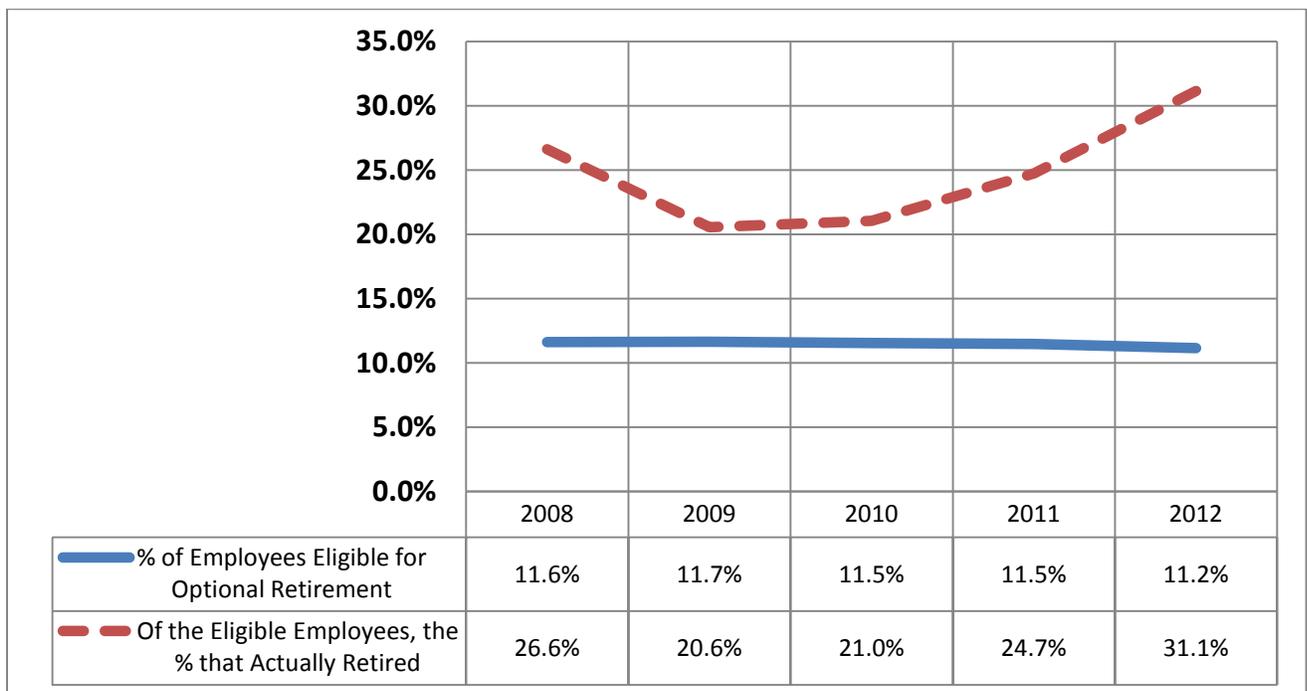
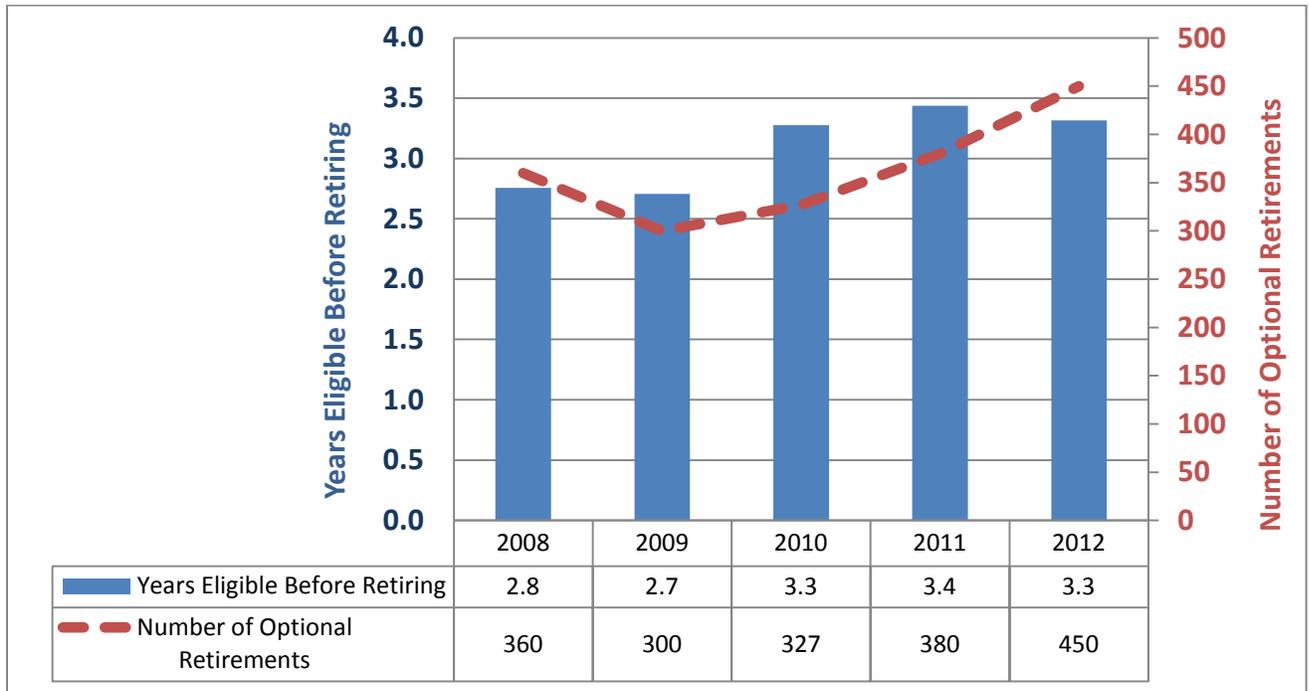


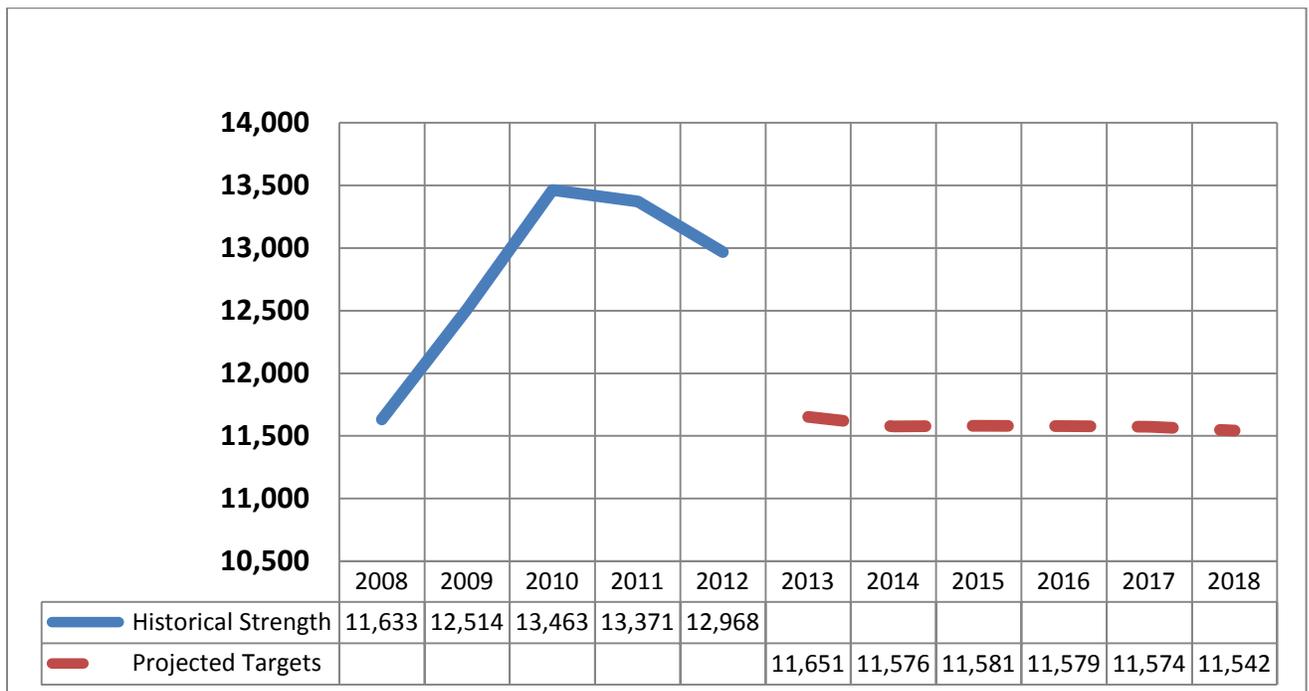
Figure 8: Human Resources Retirement Eligibility of the Mission Critical Occupation - 0201



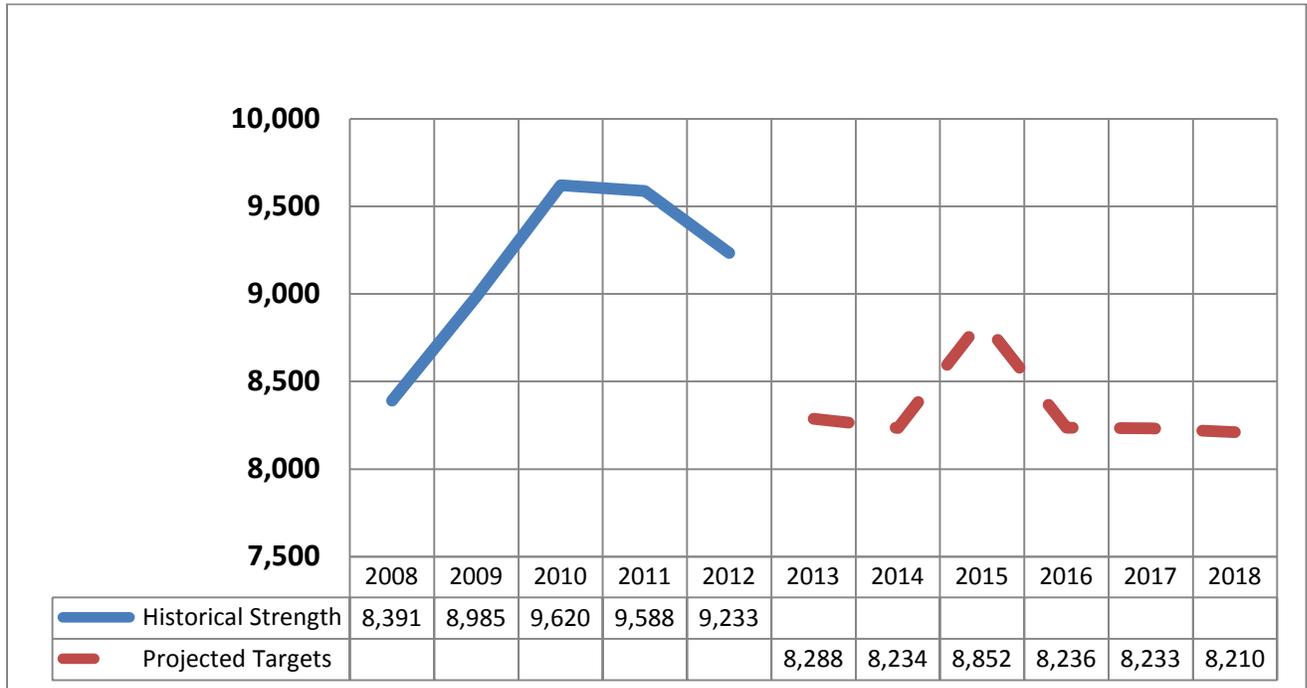
**Figure 9: Human Resources Retirement Phasing of the Mission Critical Occupation - 0201**



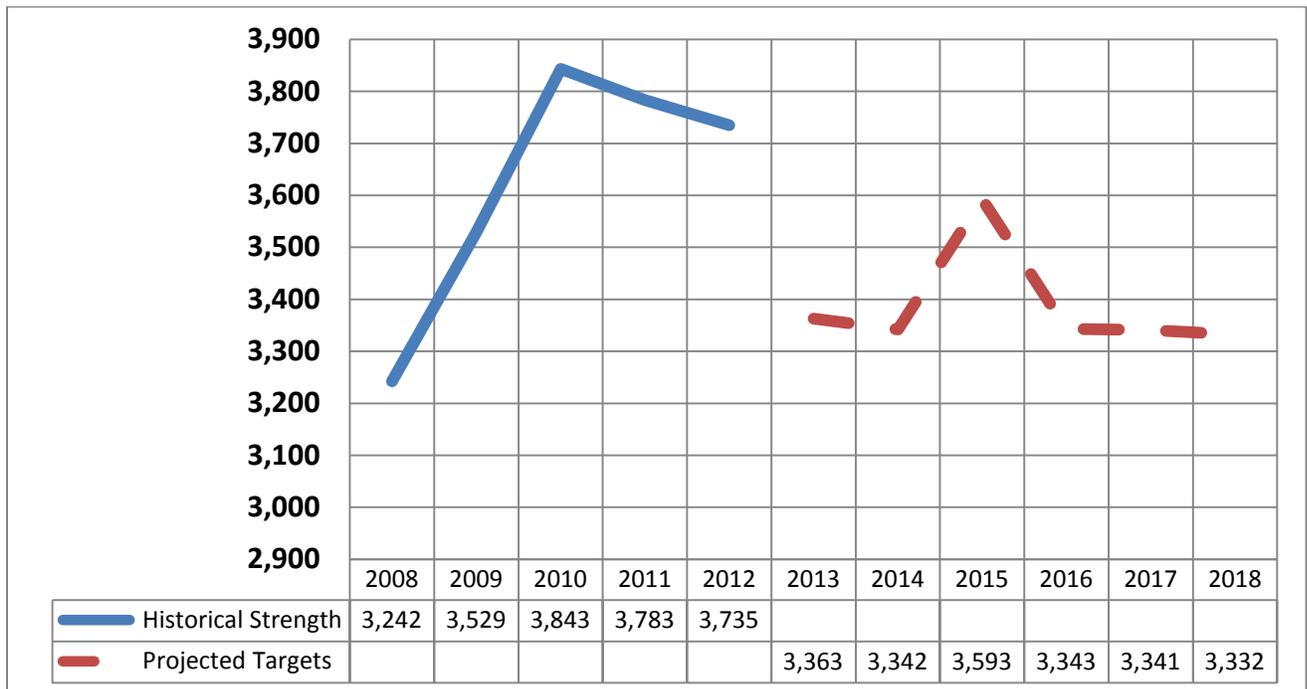
**Figure 10: Human Resources Historical Strength and Future Targets of the Mission Critical Occupation – 0201 (supporting both Military and Civilian positions)**



**Figure 11: Human Resources Historical Strength and Future Targets of the Mission Critical Occupation – 0201 (supporting Civilian positions)**



**Figure 12: Human Resources Historical Strengths and Future Targets of the Mission Critical Occupation – 0201 (supporting Military positions)**



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# **Appendix 10:** USD (P&R) Law Enforcement



# APPENDIX 10: LAW ENFORCEMENT FUNCTIONAL COMMUNITY

## Overview

The purpose of the Law Enforcement (LE) Functional Community is the preservation of peace; the prevention, detection, and investigation of crimes; the arrest or apprehension of violators; and the provision of assistance to citizens in emergency situations, including the protection of civil rights on DOD-controlled property. The LE Community covers a broad range of occupations that advance and directly support the U.S. national security objectives and require interagency coordination. The Criminal Investigation Series, 1811, work to insure compliance with Federal and State laws and Service/Agency rules and regulations. These rules and regulations are designed to both maintain good order and discipline of the force and provide for the safety of DOD personnel through the solving of crimes and prosecution of those accused of committing crimes.

The DOD LE Functional Community resides in a diversified organizational structure consisting of the four Military Services and five major Defense Agencies. Within the Department, members of the Criminal Investigation Series, 1811 are part of an integrated military/civilian force employed for law enforcement purposes.

## Environmental Scan

Through the Mission Critical Occupation (MCO) determination process, the Law Enforcement Functional Community designated Criminal Investigation Series, 1811 as an MCO. Subsequent to this designation, the community conducted an environmental scan to identify both internal and external workload drivers and their impacts. The community found a number of general environmental factors influencing the 1811 series, in all four components and the Pentagon Force Protection Agency (PFPA). Four main categories were identified when examining external and internal supply and demand factors, including the economy and world events; budget and mission requirements; technology; and skills and training to maintain requisite staffing.

### Economy and World Events

In an ever-changing global environment, the world economy and events directly impact the U.S., the Federal Government and as a result, the LE Community. The evolving threat landscape increases the number of threats, asymmetric methods and means of attack. While worldwide instability is ever present, the 1811 skill set will remain a high demand asset to address challenges such as the international economic malaise, decentralized terrorism plots, domestic individual attacks, international military/security and peer competitor economic espionage. And despite military drawdown in some forward deployed areas, the 1811 workforce will be needed to support expeditionary missions. This increases the need for an appreciation of the global operating environment/missions currently at play. Although the national economic

climate continues to show signs of strain (e.g. cost of living, mortgage fluctuations, home values, cost of higher education, unemployment and volatile market fluctuations), at least for the foreseeable future, it will constrain attrition rates, which positively impacts retention in the near-term. The exception to constrained attrition rates is the mandatory retirement age for the 1811 occupational series, which is 57 years of age.

### **Budget and Mission Requirements**

Budget constraints and looming uncertainties are a significant factor affecting the ability to meet DOD and Component requirements. For example, one Component's activities have significantly slowed the pace of hiring in an attempt to avoid involuntary reductions that could be possible in some current fiscal environment budget scenarios. In addition, budget reductions will likely continue to spur efficiency drills resulting in greater acceptance of risk. This increases the need for risk management practices to prioritize risks and meet customer demands. The LE Community is experiencing increasing customer requirements with decreasing resources (e.g., pay freezes, continuing resolutions, and budget reductions), which may lead to workforce fatigue. Millennial applicants have expectations for work schedule flexibility, work/life balance, recognition and promotional opportunities. This could be particularly challenging as DOD competes with other Federal, State and local law enforcement agencies for talent that may be increasingly drawn to a less expeditionary mission requirement than exists for DOD agencies. Changing agency requirements and needs lead to competing demands for the 1811 workforce across diverse missions. Although some Components report current manpower authorizations are sufficient to meet baseline requirements, this could be impacted by a changing mission set. The 1811 workforce has a much broader, modern mission set with new specialties, including Cyber, Counterterrorism, Counter-Piracy, Narco-Terrorism, Polygraph, Forensics, and Biometrics, in addition to the traditional criminal investigative nature of the occupation.

### **Technology**

One of the increasing requirements is the focus on Cybersecurity and general rapid changes in technology. This presents vulnerabilities in a specialized workforce without needed IT skills for the future. Coupled with this is an aging IT infrastructure and increased IT demands (both system and human), when the Federal Government is not known for embracing technology to improve output. There is an increased emphasis on recruiting candidates with specific technology skills, while the DOD work environment balances the need for security measures by limiting or denying access to certain technologies. In addition, the cost of training and equipping the force continues to rise, which impacts Components' ability to provide the force with the latest equipment and technology.

### **Skills and Training to Maintain Requisite Staffing**

The 1811 skill set is highly sought after across the Federal Government, which increases competition for talent. Economic factors affecting State and local police forces may increase the supply of potentially qualified hires. The 1811 occupation within DOD is shifting to a much broader set of required skills to meet mission requirements, including specialized education such as language and forensics. Aging subject matter experts who leave may not be replaced at

the same rate, which may result in entering professionals having fewer experienced trainers and mentors. Although future recruitment efforts will be targeted at a more technology savvy skill set, there is a competing demand for candidates to possess the interpersonal skills necessary to successfully cultivate sources and conduct effective interviews, a critical skill of criminal investigators. The demand for education and training to maintain proficiency is increasing despite a constrained fiscal environment where training, development and the cost of certification is often one of the first budget items to face scrutiny. The LE Community may look to cross-training as well as mentoring and knowledge transfer as means to address this critical need.

**Figure 1: Law Enforcement Demographics**

| FUNCTIONAL COMMUNITIES<br>Occ Series               | Law Enforcement<br>All Occupations | Law Enforcement<br>1811 MCO       |
|--|------------------------------------|-----------------------------------|
| Occ Series Desc                                    |                                    | <b>CRIMINAL<br/>INVESTIGATING</b> |
| <b>Workforce Size: Current<br/>Strength Totals</b> |                                    |                                   |
| End Strength                                       | 16,778                             | 2,341                             |
| Department of Army                                 | 6798                               | 336                               |
| Department of Air Force                            | 2867                               | 445                               |
| Department of Navy                                 | 5261                               | 1108                              |
| DoD Agencies (4th Estates)                         | 1852                               | 452                               |
| % MALE   | 88.53%                             | 81.12%                            |
| % FEMALE   | 11.47%                             | 18.88%                            |
| % DISABILITY TARGETED                              | 0.18%                              |                                   |
| % DISABILITY NONTARGETED                           | 4.27%                              | 1.79%                             |
| % PRIOR MILITARY                                   | 77.71%                             | 48.44%                            |
| <b>Education</b>                                   |                                    |                                   |
| ED - # WITH LESS THAN<br>BACHELORS                 | 12710                              | 346                               |
| ED - # WITH BACHELORS<br>DEGREES                   | 2934                               | 1383                              |
| ED - # WITH MASTERS<br>DEGREES                     | 1011                               | 582                               |
| ED - # WITH DOCTORATE<br>DEGREES                   | 51                                 | 28                                |
| <b>Planning Considerations</b>                     |                                    |                                   |
| % ELIG TO RETIRE CURRENT                           | 6.82%                              | 13.67%                            |
| % ELIG TO RETIRE NEXT YEAR                         | 1.71%                              | 3.37%                             |
| % ELIG TO RETIRE TWO TO<br>FIVE YEARS              | 7.18%                              | 1.71%                             |
| AGE - 29 & Under                                   | 1972                               | 107                               |
| AGE - 30 to 39                                     | 4522                               | 857                               |
| AGE - 40 to 49                                     | 5393                               | 918                               |
| AGE - 50 to 54                                     | 2268                               | 276                               |
| AGE - 55 to 59                                     | 1548                               | 123                               |
| AGE - 60 to 64                                     | 807                                | 49                                |
| AGE - 65 and over                                  | 268                                | 11                                |
| Career Level 1: GS 1-8 or Equiv.                   | 10549                              | 27                                |
| Career Level 2: GS 9-12 or<br>Equiv                | 3408                               | 381                               |
| Career Level 3: GS 13-15 or<br>Equiv.              | 2821                               | 1933                              |

## Workforce Analysis

A review of the Law Enforcement Functional Community 30 September 2012 workforce data set provided by the Defense Civilian Personnel Advisory Service (DCPAS) was conducted to assess the overall health of the community and the 1811 workforce. This review revealed several workforce trends.

## Demographic Trends

The 1811 workforce makes up approximately 14% of the Law Enforcement Community with the highest population housed in the Department of the Navy (47%). The workforce is predominately male with females comprising only 20% of the population. Almost half of the workforce is prior military (47%) with most falling within the 40-49 age range. The majority of the workforce in grades GS 13-15 and has less than 15 years of experience.

## Recruitment Trends

Workforce analysis finds that DOD-wide, recruitment actions are trending upward for the 1811 occupational series with a 24% increase between FY 2011 & FY 2012. Likewise, the Army and Fourth Estate have also seen an increase in FY 2011 and 2012, while the Air Force and Navy have been trending downward during the same period.

The largest recruitment source for the 1811 series is the military, as their knowledge and experience have proven to be a valuable asset to the community. The military provides an accessible hiring source with personnel trained in DOD policies and procedures. Furthermore, the prior military police and criminal investigation agents coming from the military are routinely highly qualified for civilian positions. Because the 1811 occupational series in DOD handles white collar fraud cases, the positions are typically staffed higher than entry level and require the seasoned applicants the military recruitment source provides. Consequently, there are few incumbents with 15 or more years of civilian service because a significant portion of the population is prior military.

## Retention Trends

DOD-Wide retention data for the 1811 occupational series shows a 23% increase in losses between FY 2011 and FY 2012. Both the Army and Navy had increased losses in FY 2012, while the Fourth Estate and Air Force experienced a decrease in losses during the same period.

The fact that the workforce has low numbers in entry level positions and in the 29 & under age range could later present as a weakness as the workforce continues to see more losses. The 1811 workforce has already seen an increase in losses between FY 2011 and FY 2012, with retirements making up 41% of losses for the 1811 workforce in the latter.

## Staffing Gaps

The workforce target and forecast data suggest current and future deficiency gaps. The 1811 occupational series is currently understaffed and the data does not suggest that this will soon change. Overall, the forecast for the 1811 workforce shows a decline, specifically with Army and Navy. While some growth is projected in Air Force and Fourth Estate this will likely be offset with anticipated budget reductions. The end of FY 2012 onboard numbers for the 1811 workforce were 2% above target but this was offset with increased losses.

The Law Enforcement Community has identified the following as causes for current and/or future gaps:

- Military drawdown could mean a short term increase in the number of personnel with the experience and training to help fill the 1811 ranks of the Services;

- Military drawdown could decrease the available pool of experienced and trained personnel to fill 1811 ranks in the long term, based on a smaller active duty force;
- The emerging and ever changing technology of the Cyber world requiring completely new investigative skills needed for this field; and
- Competition with other federal agencies could limit the number of available candidates for DOD's 1811 workforce.

Targeted recruitment for talent with investigative skills that can adapt to ever changing technology is imperative. There is also a need to develop the existing workforce in these areas. The ability to conduct full and complete criminal investigations, with ever increasing IT/cyber components, will be diminished without criminal investigators with the requisite special skills. Strategies focused on special skill recruitment and talent management will be deployed to address these gaps.

As the Law Enforcement Functional Community continues to support the Department's mission and serve the public interest, the above mentioned issues will continue to be in the forefront of workforce considerations.

## MCO Strategy and Action Plan

In order to address the workforce concerns described above, the LE Functional Community developed two approaches, described below, that meet the four requirements necessary for a viable strategy:

1. **Scope:** Is the strategy in the community's wheelhouse? Do they have some ownership of the strategy?
2. **Impact:** Will this strategy effect a positive change in the environment within 1 - 2 fiscal years?
3. **Feasibility:** Do you have the direct resources to effect change? Or, can you find the resources in the next fiscal year to effect change?
4. **Measurements:** Can you provide metrics for the implementation and performance of the strategy? How will you track progress?

| Strategy # 1   | Special Skill Recruitment  |
|--|--|
| <b>Staffing Gap Addressed</b>  | Need for new investigative skills to meet challenges of emerging IT/cyber forensic arena.  |
| <b>Occupational Series</b>   | 1811   |
| <b>Career Level</b><br>Entry: GS 1-8 or Equiv.<br>Mid: GS 9-12 or Equiv.<br>Senior: GS 13-15 or Equiv. | All levels   |
| <b>Strategy Details and Impact</b>   | Increase efforts to recruit talent with IT/cyber focused investigative skills needed to address emerging cyber forensic concerns. Impact: The ability to conduct full and complete criminal investigations, with ever increasing IT/cyber components, will be diminished without criminal investigators with the requisite special skills. |

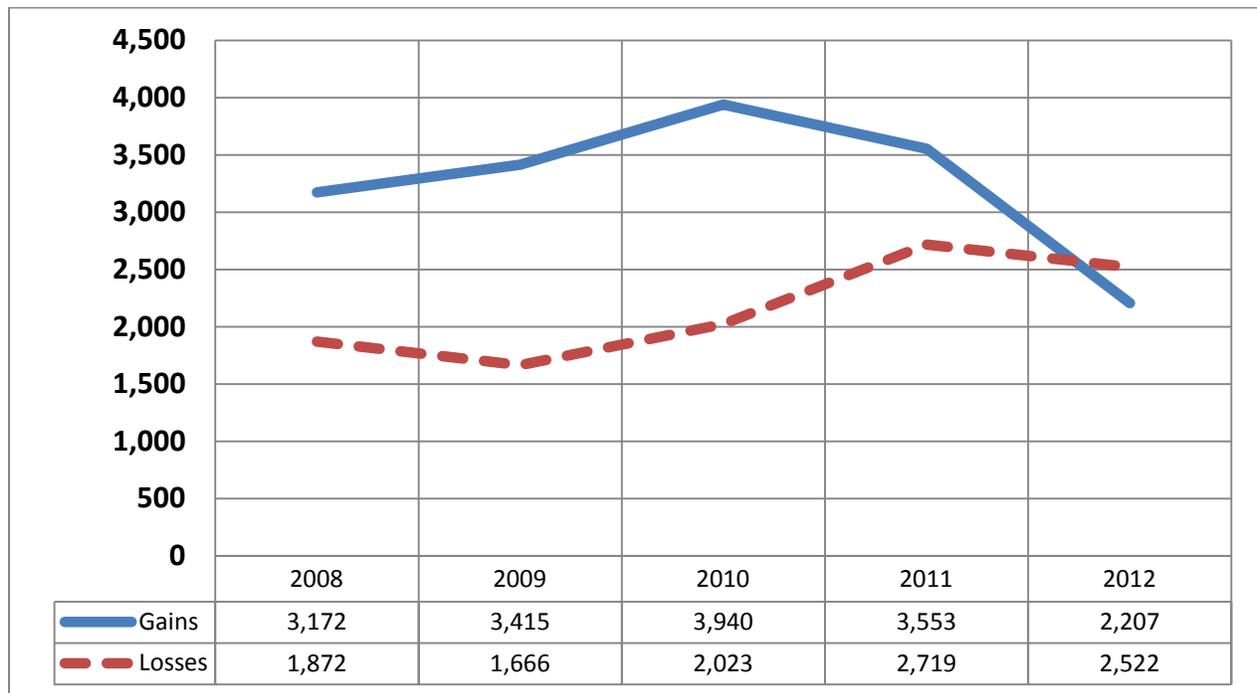
| Strategy # 1  | Special Skill Recruitment  |
|---|--|
| <b>Strategy Time Segment</b><br>(Short term = 0-2 yrs)<br>(Mid Range = 3-5 yrs)<br>(Long term = 6+ yrs) | Mid Range: 3-5 years   |
| <b>Implementation Timeline</b><br>(Identified Milestones)   | 1. Determine the current and future years requirement for 1811 with special IT/Cyber forensic/investigatory skills. (Year 1)<br>2. Determine the current inventory of 1811 with the requisite skill sets. (Year 1)<br>3. Develop and implement manpower and recruiting strategies and plans to create an incoming pipeline of the requisite skills against the determined requirements. (Year 2-3) |
| <b>Legislative Changes</b>  | N/A  |
| <b>Funding Required</b>   | N/A  |
| <b>Metrics to Assess Progress</b>   | Number of hires with degrees in or related to cyber forensics or other IT related fields.  |
| <b>Metrics Data Source</b>  | Defense Civilian Personnel Data System (DCPDS)   |
| <b>Strategy Owner(s):</b><br><b>Strategy POC:</b>   | Law Enforcement Component Functional Community Managers<br>Law Enforcement OSD Functional Community Manager  |

| Strategy # 2  | Talent Management  |
|---|--|
| <b>Staffing Gap Addressed</b>   | Need for new investigative skills to meet challenges of emerging IT/cyber forensic arena.  |
| <b>Occupational Series</b>  | 1811   |
| <b>Career Level</b><br>Entry: GS 1-8 or Equiv.<br>Mid: GS 9-12 or Equiv.<br>Senior: GS 13-15 or Equiv.  | All levels   |
| <b>Strategy Details and Impact</b>  | Increase efforts to train talent with IT/cyber focused investigative skills needed to address emerging cyber forensic concerns. Impact: The ability to conduct full and complete criminal investigations, with ever increasing IT/cyber components, will be diminished without criminal investigators with the requisite special skills.   |
| <b>Strategy Time Segment</b><br>(Short term = 0-2 yrs)<br>(Mid Range = 3-5 yrs)<br>(Long term = 6+ yrs) | Short term: 0-2 years  |
| <b>Implementation Timeline</b><br>(Identified Milestones)   | 1. Determine the current and future years requirement for 1811 with special IT/Cyber forensic/investigatory skills. (Year 1)<br>2. Determine the current inventory of 1811 with the requisite skill sets. (Year 1)<br>3. Identify available specialized training to provide the needed IT/CYBER investigative skill sets. (Year 2)<br>4. Develop and implement training strategies and plans to meet determined requirements. (Year 2) |

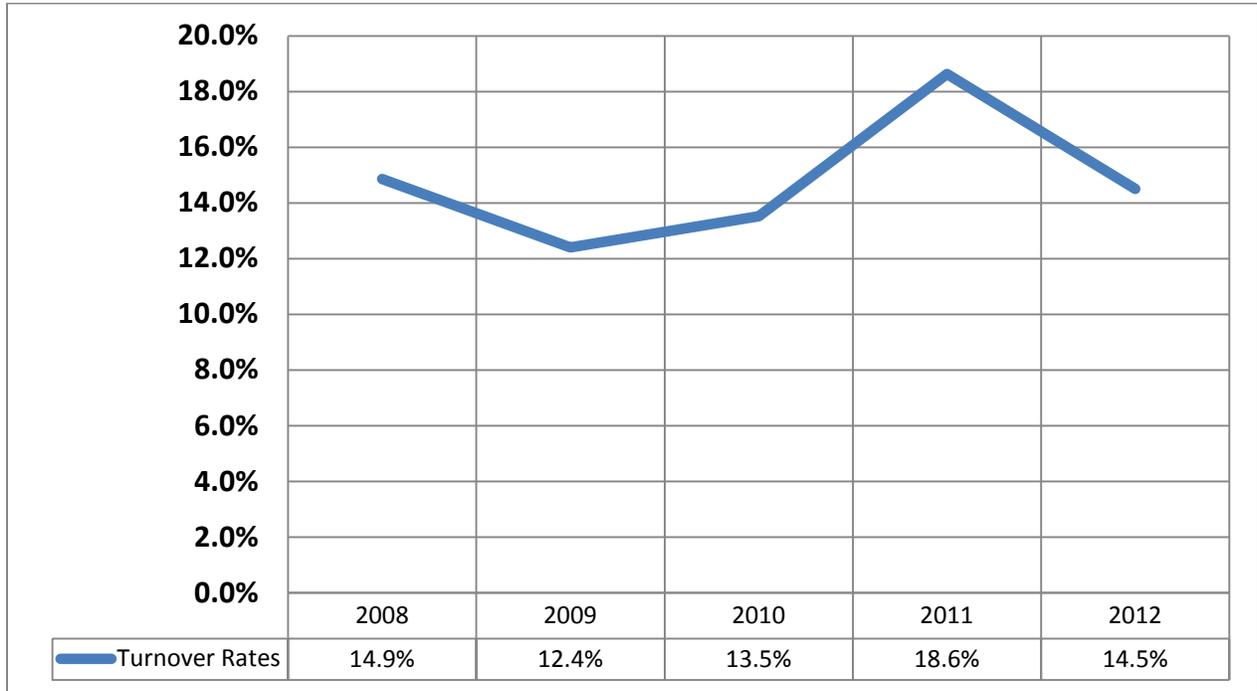
| Strategy # 2                        | Talent Management   |
|-------------------------------------|---|
| Legislative Changes                 | N/A   |
| Funding Required                    | N/A   |
| Metrics to Assess Progress          | 1. Number of courses provided related to cyber forensics or other IT related fields.<br>2. Number of participants in 1811 series. |
| Metrics Data Source (What system?)  | Component Training Directorates   |
| Strategy Owner(s):<br>Strategy POC: | Law Enforcement Component Functional Community Managers<br>Law Enforcement OSD Functional Community Manager                       |

## DATA CHARTS & GRAPHS

Figure 2: Law Enforcement Gains and Losses



**Figure 3: Law Enforcement Turnover**



**Figure 4: Law Enforcement Retirement Eligibility**

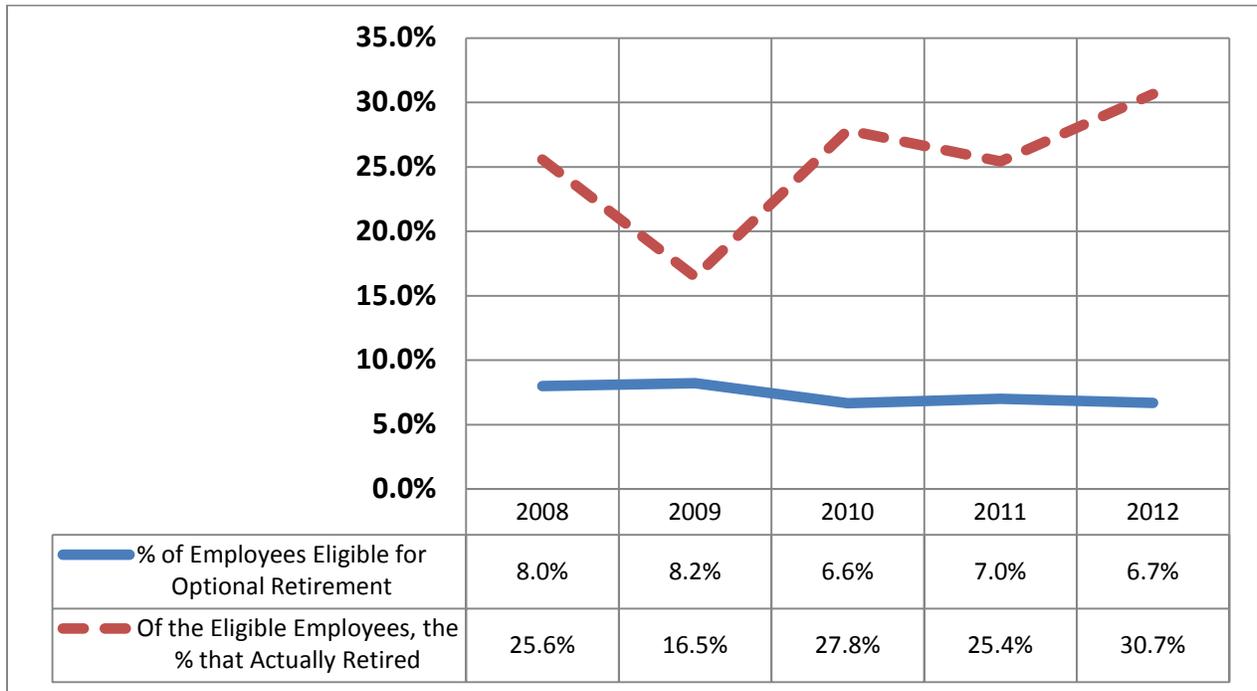


Figure 5: Law Enforcement Retirement Phasing

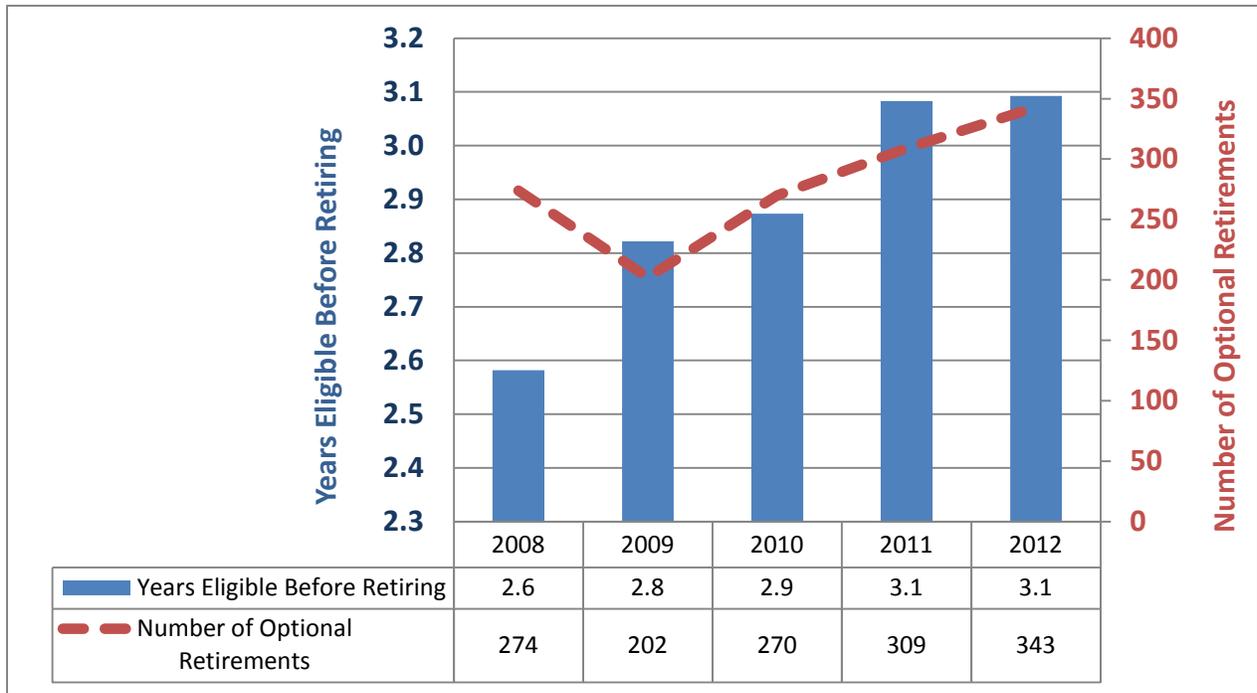
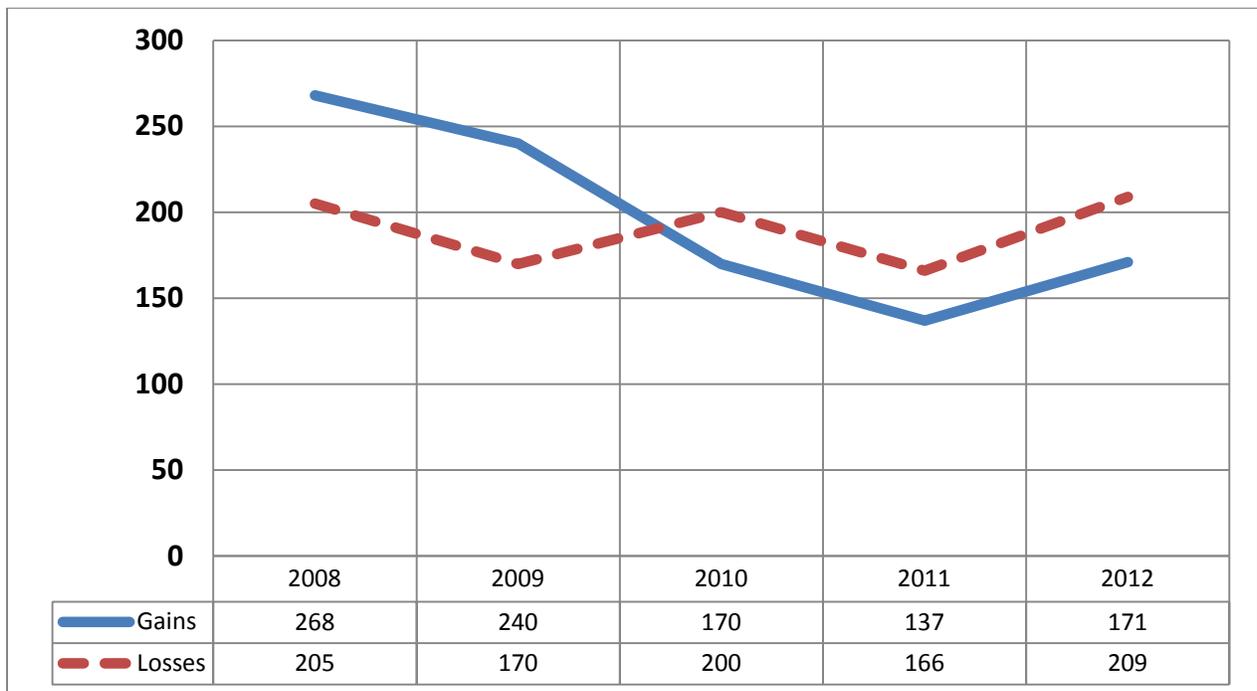
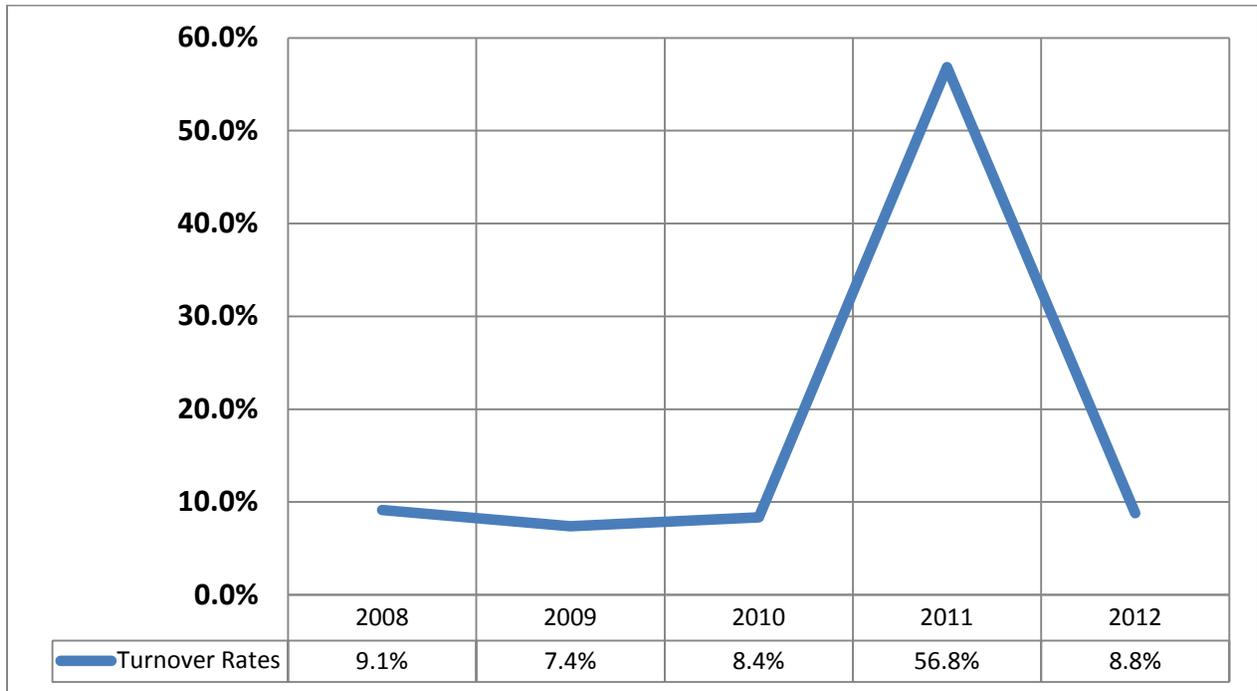


Figure 6: Law Enforcement Gains and Losses of the Mission Critical Occupation - 1811



**Figure 7: Law Enforcement Turnover of the Mission Critical Occupation - 1811**



**Figure 8: Law Enforcement Retirement Eligibility of the Mission Critical Occupation - 1811**

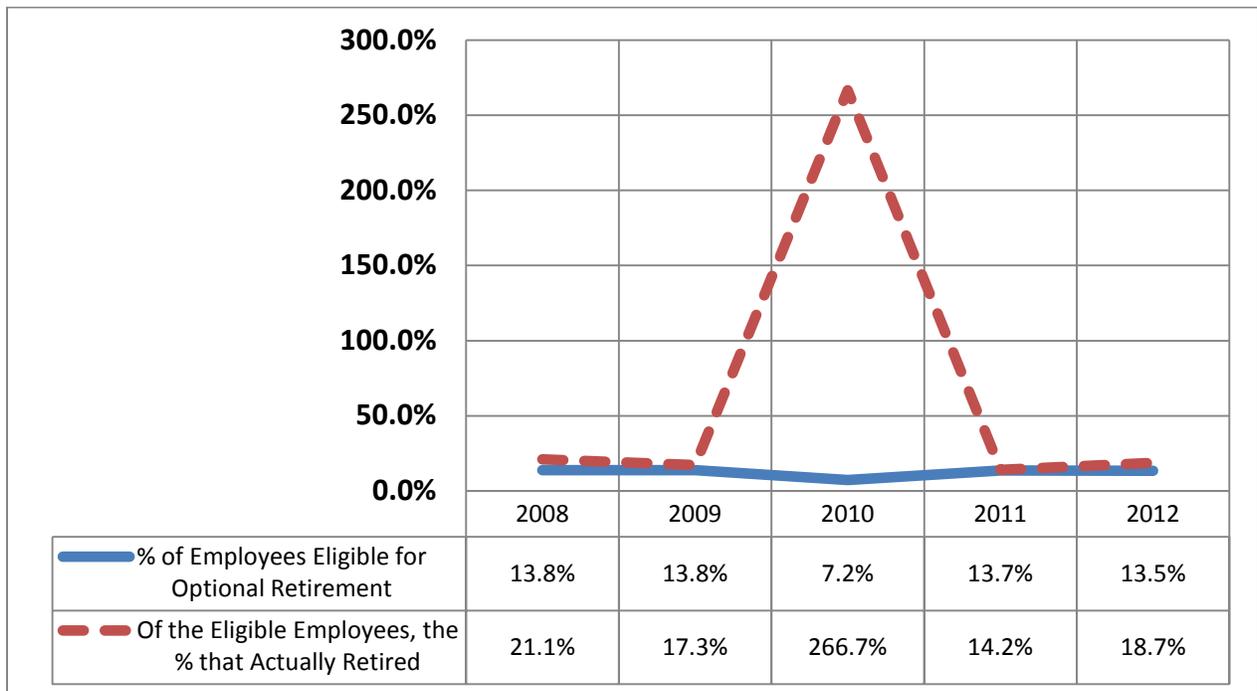


Figure 9: Law Enforcement Retirement Phasing for the Mission Critical Occupation - 1811

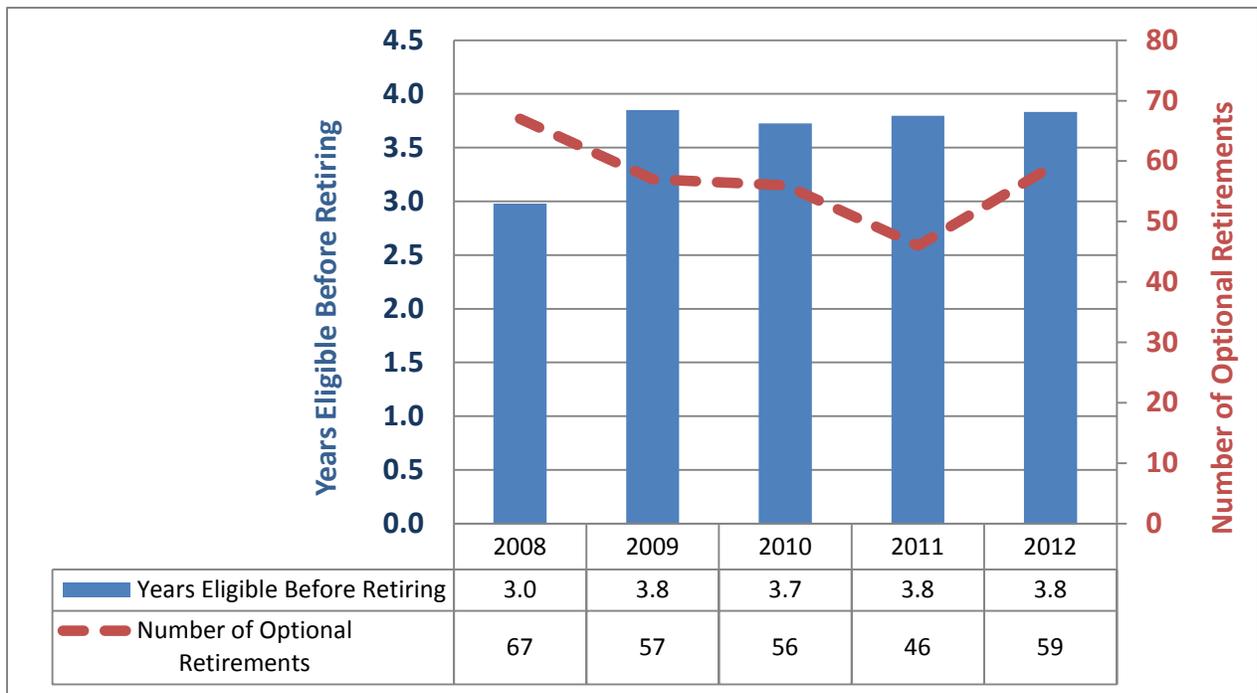
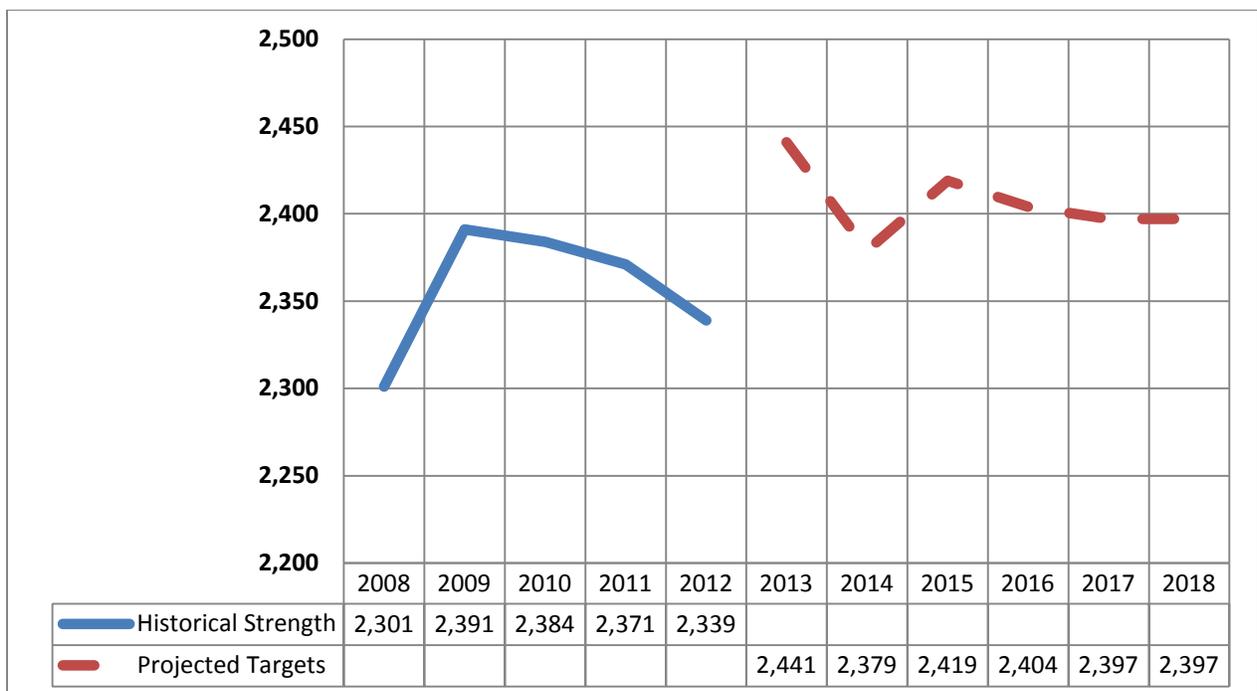


Figure 10: Law Enforcement Historical Strength and Future Targets of the Mission Critical Occupation - 1811



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# **Appendix 11:** USD (P&R) Manpower



# APPENDIX 11: MANPOWER FUNCTIONAL COMMUNITY

## Overview

The Manpower Functional Community is comprised of professionals that determine the human capital requirements needed to accomplish specified work loads of organizations. In the Department of Defense (DOD), this process is also referred to as Total Force Management (TFM). The objective of TFM is to address the needs of the organization's manpower/labor requirements by identifying the knowledge, skills, abilities, and quantities of labor necessary to accomplish the mission, while also identifying the preferred labor pool (military, civilian, and contractor). TFM organizes and validates the articulated, and in some cases unarticulated, needs of the front line supervisors and leadership to develop a labor structure capable of accomplishing the assigned missions, tasks, and functions. The authoritative structure for labor requirements is the billet base mapped to the organizational structure. TFM takes this view to ensure that the right needs are identified while simultaneously reducing and eliminating excess and redundancy.

The manpower function, or TFM, also includes the alignment of skill requirements by occupational series and specialty, work centers, grade authorization (primarily uniformed) standardization, fiscal accounting data, and special/additional skill requirements. This is accomplished, generally at the micro level, by applying survey methodology in the validation of requirements.

## Environmental Scan

DOD budget cuts will play a significant role in the Manpower community in two major ways. First, reducing budgets will drive Manpower workload since they are responsible for determining better business practices to efficiently use human capital at reduced authorization levels. Second, budget cuts will directly impact the community by possibly placing constraints on the ability to recruit and train members to perform the Manpower function.

A key factor driving workload demands will be the rate of maturation of TFM in the Department. The Department of Defense Directive (DODD) 1100.4, "Guidance and Manpower Management," which outlines the guiding principles and requirements determination process of the manpower function, is currently being updated to address evolving missions and environmental factors that impact TFM. This revision will have a major impact on Manpower Functional Community workload drivers and how work is accomplished.

Developing the manpower workforce to the new requirements outlined in the DODD 1100.4 Department of Defense Directive draft will require the community to examine their organizational structure and conduct an assessment of the competencies required to achieve the mission. Most importantly, TFM professionals properly prepared to excel in this environment will need a strong working knowledge of three distinct processes: military end strength authorization development; civilian funding and authorization development; and Contracted Services requirements development.

Another key factor impacting workload drivers for the OSD staff is the legislative guidance and direction from Congress regarding the execution and/or establishment of DOD programs and policy. These factors will adjust as a result of changes in the Strategic Defense Policy, National Security Interests and future Administrations.

Technology is rapidly changing the complexity of TFM efforts. There is a plethora of technology available to support the manpower function, however, the Department needs to identify better ways to organize, account for, and increase the integrity of the data collected and mined. The standardization and centralization of DOD manpower data into a fully integrated system is a recommended starting point for meeting these needs. This will allow common data collection and reporting practices necessary to effectively manage the Department's human capital. The business requirements for a fully integrated system will include the collection of functional data (e.g., financial/accounting data); access control (linkage to systems, data, and data bases); and mathematical equations to support existing and future force structure requirements.

Over the past decade, the total cost of military labor appears to be outpacing civilian labor for a variety of reasons. If this trend continues, it will continue to change the make-up of the Department's Total Force mix.

**Figure 1: Manpower Demographics of Occupational Series - 0343**

The Manpower Functional Community recognizes that the 0343 series spans several functional communities. Data presented will reflect these numbers.

| FUNCTIONAL COMMUNITIES                         | Manpower                        |
|--|---------------------------------|
| Occ Series                                     | 0343 Occupational Series        |
| Occ Series Desc                                | MANAGEMENT AND PROGRAM ANALYSIS |
| <b>Workforce Size: Current Strength Totals</b> |                                 |
| End Strength                                   | 29,001                          |
| Department of Army                             | 7653                            |
| Department of Air Force                        | 6807                            |
| Department of Navy                             | 9748                            |
| DoD Agencies (4th Estates)                     | 4793                            |
| % MALE   | 49.20%                          |
| % FEMALE                                       | 50.80%                          |
| % DISABILITY TARGETED                          | 0.64%                           |
| % DISABILITY NONTARGETED                       | 7.08%                           |
| % PRIOR MILITARY                               | 48.38%                          |
| <b>Education</b>                               |                                 |
| ED - # WITH LESS THAN BACHELORS                | 13637                           |
| ED - # WITH BACHELORS DEGREES                  | 8880                            |
| ED - # WITH MASTERS DEGREES                    | 6221                            |
| ED - # WITH DOCTORATE DEGREES                  | 161                             |
| <b>Planning Considerations</b>                 |                                 |
| % ELIG TO RETIRE CURRENT                       | 13.96%                          |
| % ELIG TO RETIRE NEXT YEAR                     | 3.41%                           |
| % ELIG TO RETIRE TWO TO FIVE YEARS             | 16.35%                          |
| AGE - 29 & Under                               | 1251                            |
| AGE - 30 to 39                                 | 3709                            |
| AGE - 40 to 49                                 | 8588                            |
| AGE - 50 to 54                                 | 7036                            |
| AGE - 55 to 59                                 | 5112                            |
| AGE - 60 to 64                                 | 2426                            |
| AGE - 65 and over                              | 879                             |
| Career Level 1: GS 1-8 or Equiv.               | 297                             |
| Career Level 2: GS 9-12 or Equiv               | 12594                           |
| Career Level 3: GS 13-15 or Equiv.             | 16109                           |

## Workforce Analysis

During the Functional Community Expansion process in FY 2011, a cross-functional group of subject matter experts spanning the DOD enterprise designated Manpower as an addition to the functional community construct. After an initial review of the work accomplished by the manpower professional, the Functional Community Expansion working group determined that the 0343 Management and Program Analysis occupational series was representative of the community. The Manpower Functional Community recognizes that the 0343 series not only spans several functional communities, but it also does not cover all the professionals carrying out TFM functions, thus making it difficult to develop a comprehensive health assessment.

Although conducting a complete assessment is not feasible at this time, several strengths and weaknesses of the manpower workforce were identified. The strength of the manpower

community is its analytical framework consisting of its skill sets and on-the-job training. The skills utilized in this career field enable manpower professionals to work beyond the basic requirements of the TFM career field and tackle problems and issues outside of the manpower function. These skill sets include, but are not limited to, continuous process improvement, consultation, and analytics. Additionally, properly trained and developed manpower professionals are able to provide senior DOD leadership with critical resource decision making support. Manpower professionals also tend to share information and resolve issues as a community.

A weakness in the manpower community is an over reliance on using restrictive approaches to develop solutions and/or manpower requirements. For example, when determining manpower requirements, there is a tendency for the analyst to fixate on the data analysis and the number derived. They may not see that a more holistic approach (combined with personnel attributes) is more appropriate when determining human capital and mission requirements.

An additional weakness is the lack of a standard function code across DOD for identifying manpower professionals. This is of particular note because personnel performing manpower functions span many diverse occupational series from occupational series Management and Program Analysts Series, 0343, to occupational series Human Resources Management Series, 0201 to occupational series Civil Engineering Series, 0810. In addition to the DOD military and civilian personnel, the community is interested in tracking the contractor support across the Department performing the same manpower functions.

Although it is difficult to determine any significant recruitment or retention gaps based on the 0343 data, there are several opportunities identified that warrant action as the Manpower Functional Community matures:

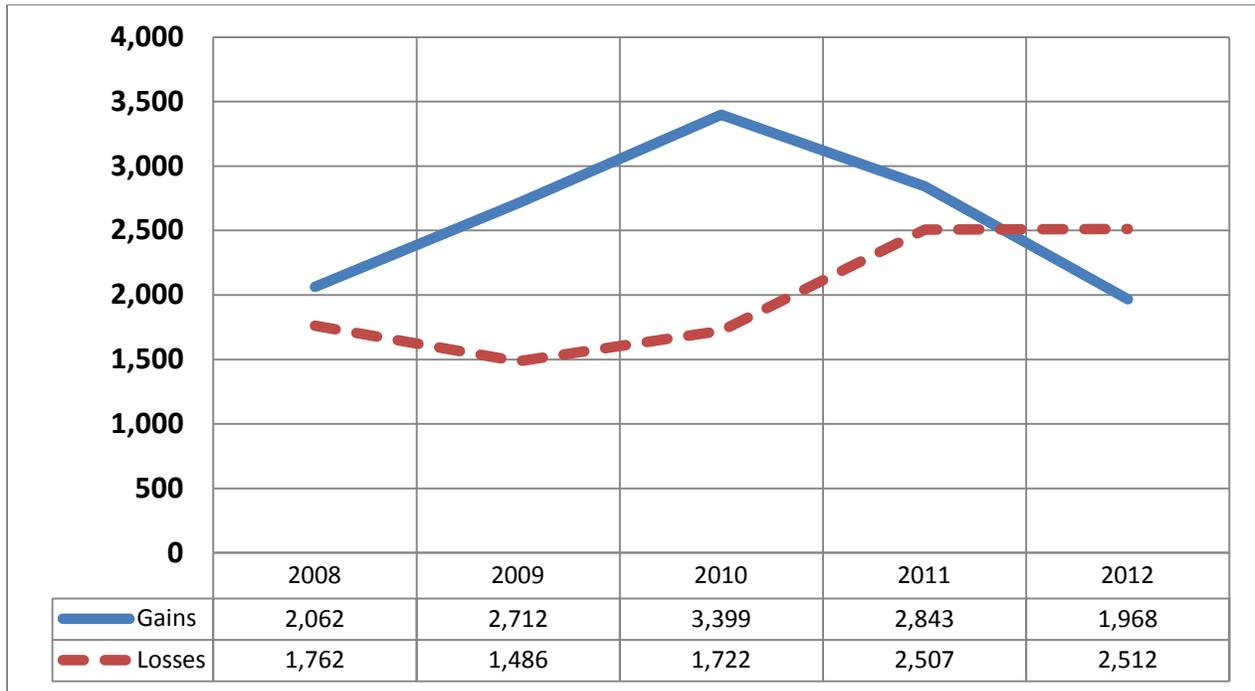
- Professionalize the manpower workforce by implementing organizational and governance structures and position descriptions aligned to the DOD manpower function
- Identify recruitment strategies designed to attract the technically skilled candidates most qualified for the job
- Develop a talent management strategy that considers the need for cross-training to understand military, civilian, and contractor strengths, weaknesses and costs
- Standardize automated tools and systems of record across DOD in order to efficiently track the entire workforce
- Institutionalize manpower program management to ensure a commitment to maintaining standards and requirements of the workforce

In order to execute the opportunities listed above, the Manpower Functional Community recommends establishing a Community of Practice (COP). The intent of the Manpower COP would be to explore the differing perspectives on Manpower functions across the Department in order to identify common interests, needs and requirements.

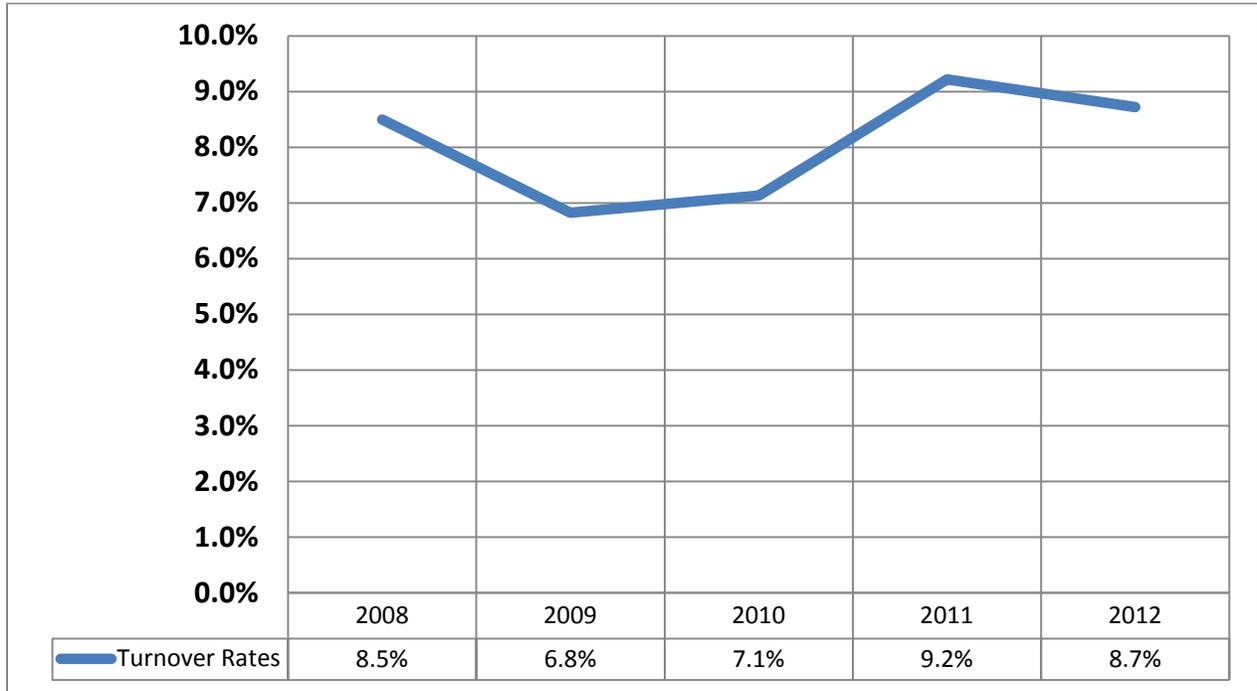
## DATA CHARTS & GRAPHS

The Manpower Functional Community recognizes that the 0343 series spans several functional communities. Data presented will reflect these numbers.

**Figure 2: Manpower Gains and Losses**



**Figure 3: Manpower Turnover**



**Figure 4: Manpower Retirement Eligibility**

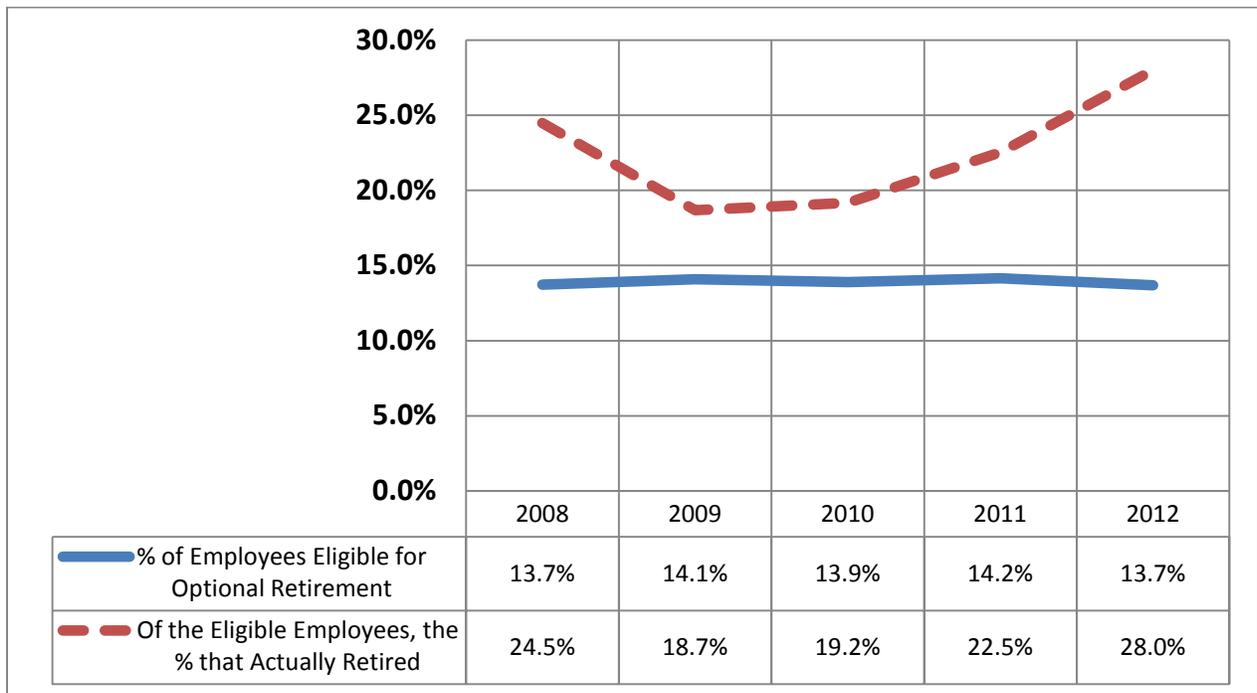
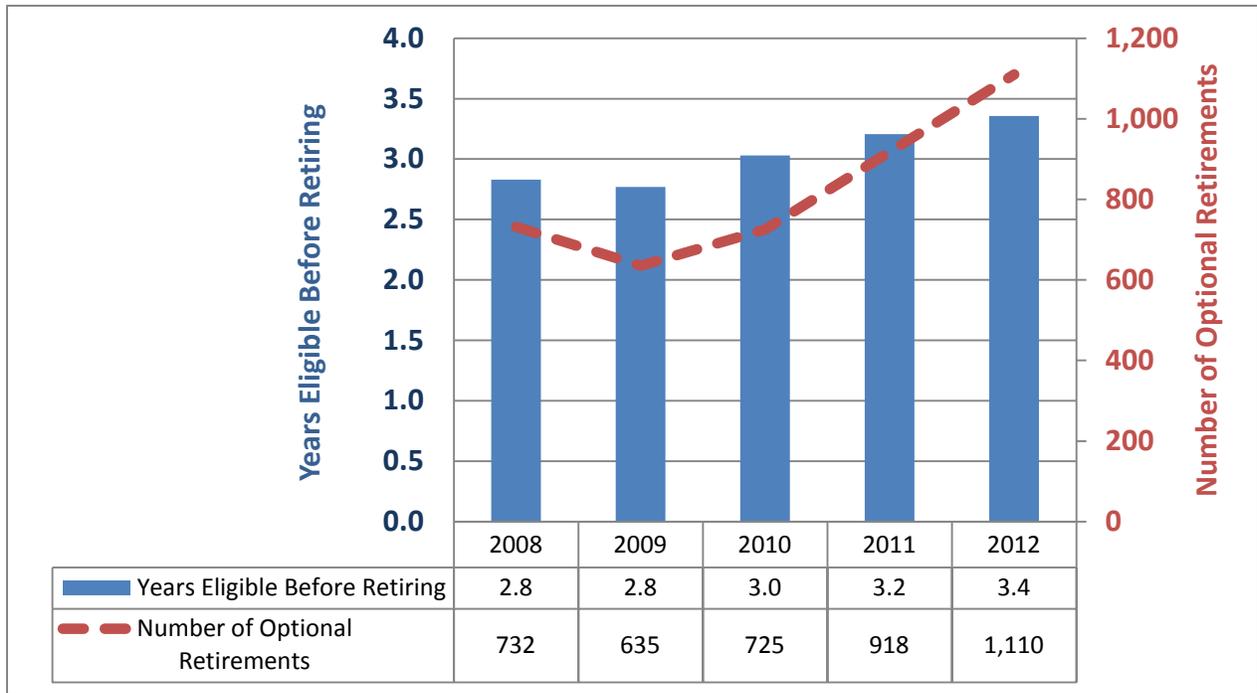


Figure 5: Manpower Retirement Phasing



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# **Appendix 12:** USD (P&R) Medical



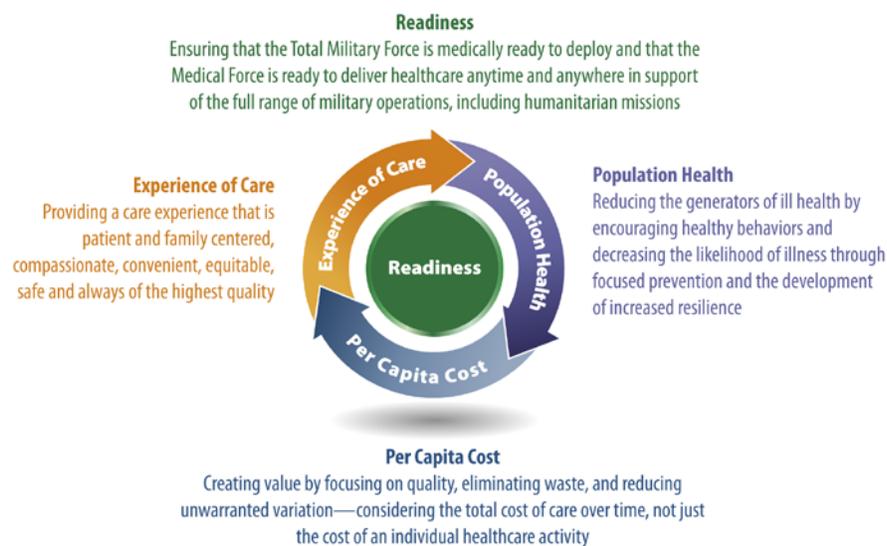
## APPENDIX 12: MEDICAL FUNCTIONAL COMMUNITY

### Overview

#### The Military Health System (MHS)

DOD's MHS is a \$52 billion enterprise consisting of over 160,000 healthcare personnel. These healthcare personnel provide healthcare to 9.7 million beneficiaries across a range of care venues, from the forward edge of the battlefield to traditional hospitals and clinics at fixed locations. The MHS strategic vision and value model is the Quadruple Aim, which consists of the four components that define its business: Readiness, Experience of Care, Population Health, and Per Capita Costs. In 2010, the DOD created a performance management framework based on the Quadruple Aim that is designed to put strategy into action.

**Figure 1. MHS Strategic Vision and Value Model**



To meet the needs of operation Commanders, the Department must be able to deploy anywhere and anytime with flexibility, interoperability, and agility. Using MHS efforts, DOD will ensure that future medical support will be fully aligned with joint force health protection and will enable rapid response to the needs of a changing national security environment. Current military strategies mandate that the medical force structure be joint, agile, and interoperable to ensure optimal responsiveness in diverse operations.

MHS responds rapidly and effectively to disasters, public health emergencies, and mass casualty events involving military personnel, DOD employees, and DOD beneficiaries. When requested, DOD provides support to civil authorities and the general public. In addition to this disaster response is medical readiness mission. The MHS identifies, develops, and sustains critical military capability and readiness in support of resource management and the

operational planning process. Medical readiness ensures Service Members are free of health-related conditions that limit the ability to actively fulfill an assigned mission.

MHS is committed to the health and well-being of Service Members, Veterans, and their families. Service Members' MHS works to improve health and fitness through prevention and evidence-based disease treatment—keys to operational force effectiveness and improvement in the quality of life for beneficiaries. The overall goal of MHS is to eliminate disease and achieve good health.

As a patient-centered organization, MHS employs the best practices in healthcare delivery, partnering with patients to make them team members focused on improving their health. MHS builds partnerships with its beneficiaries in an integrated health delivery system that encompasses military treatment facilities, private sector care, and other federal health facilities, including the Department of Veterans Affairs (VA). Globally accessible health and business information enables effective patient-centered, evidence-based processes.

MHS strives daily to simultaneously accomplish five interconnected goals:

- A fit, healthy, and protected force
- Reduced death, injuries, and diseases during military operations
- Utmost satisfaction of beneficiaries
- Creation of healthy communities
- Effective management of healthcare costs

MHS has made tremendous progress in rehabilitative care of the injured combatants. The medical personnel of the Combined Services are doing outstanding work to develop and implement the MHS rehabilitative programs necessary to return the severely injured Service Members to duty or to a productive civilian life.

The 160,000 MHS medical personnel are committed to caring for all of MHS beneficiaries with a special focus on Wounded Warriors. As a result of many factors including extended combat, suicide rates and mental health diagnoses are the highest in history. To address these issues and solidify the commitment to high-quality care, MHS has identified five MCOs: Physician, Nurse, Pharmacist, Licensed Clinical Social Worker, and Clinical Psychologist. Each of these occupations will be discussed in this report, with special emphasis on the MHS Human Capital Office's initiatives to address recruitment, retention, and workforce planning.

## Environmental Scan

Through a Mission Critical Occupation (MCO) determination process, the Medical Functional Community identified five MCOs: 0180 – Psychology Series; 0185 – Social Work Series; 0602 – Medical Officer Series; 0610 – Nurse Series (Registered Nurse); and 0660 – Pharmacist Series. Subsequent to identifying the MCOs, an environmental scan was conducted in order to identify the events, trends and/or Department and statutory expectations that may impact demand and supply for the Medical Functional Community.

A key step in the environmental scan was a review of the mission, vision and objectives, as well as the broad civilian workforce requirements in the Medical community, which could potentially impact the five MCOs over the next few years. The Department has historically been unable to compete with the private sector for specialized medical providers. In the private sector, medical specialties may command as much as \$500,000 annually but limits on Federal pay and the cumbersome recruitment process often impact the Government's ability to compete. Special Salary Rates (SSRs) provide some relief, although in areas where Veterans Affairs (VA) medical facilities are co-located with DOD facilities; VA SSRs exceed those of DOD. DOD personnel have moved to VA due to the difference in level of compensation and Title 38, which offers the VA more flexibility in hiring by facilitating the rapid staffing of veterans hospitals.

In addition to the Federal pay challenges, the drawdown of the military and civilian workforces is expected to impact the ability to provide care for our beneficiaries. Contingency funds are also expected to expire as well as a potential decrease in overall funding. Another consideration is whether there is an increase in the number of wounded warriors and the impact this increase can have on the overall healthcare system. The drawdown of the overall healthcare force and the overall number of wounded warriors will have a direct influence on the medical care in the Department as noted in the graphs showing historical staffing and future targets of our five mission critical occupations.

Of significant note, Army authorizations on this report are significantly lower than on-board strength due to inability to increase Table of Distribution Allocations (TDA) authorization levels as expeditiously as the medical mission required to care for Warriors and their families. Army medical treatment facilities utilized allocated Defense Health Program (DHP) funds, managed within budgeted resources, and hired above authorized levels specifically to execute necessary warrior care and meet the healthcare needs of Army beneficiaries. Recent Resource Management Decision guidance issued by OSD has programmatically increased Army DHP by over 6,100, which will significantly bridge the disparity between on board end strength and the program. Compounding this issue is the lag time for our current manpower authorizations to adequately reflect the need of our patient population. Demand for healthcare is increasing, especially in the field of mental health. It is imperative that the Services retain their ability to recruit as well as retain their on board strength to ensure continued ability to provide health care to military and their families.

**Figure 1: Medical Demographics**

| FUNCTIONAL COMMUNITIES                         | Medical         | Medical    | Medical     | Medical         | Medical  | Medical    |
|--|-----------------|------------|-------------|-----------------|----------|------------|
| Occ Series                                     | All Occupations | 0180 MCO   | 0185 MCO    | 0602 MCO        | 0610 MCO | 0660 MCO   |
| Occ Series Desc                                |                 | PSYCHOLOGY | SOCIAL WORK | MEDICAL OFFICER | NURSE    | PHARMACIST |
| <b>Workforce Size: Current Strength Totals</b> |                 |            |             |                 |          |            |
| End Strength                                   | 46,911          | 1,608      | 1,806       | 2,162           | 9,713    | 1,006      |
| Department of Army                             | 30691           | 1036       | 1319        | 1417            | 6148     | 673        |
| Department of Air Force                        | 5043            | 146        | 167         | 124             | 842      | 47         |
| Department of Navy                             | 7761            | 310        | 231         | 322             | 1774     | 170        |
| DoD Agencies (4th Estates)                     | 3416            | 116        | 89          | 299             | 949      | 116        |
| % MALE   | 28.90%          | 46.64%     | 23.31%      | 62.63%          | 13.44%   | 38.27%     |
| % FEMALE                                       | 71.10%          | 53.36%     | 76.69%      | 37.37%          | 86.56%   | 61.73%     |
| % DISABILITY TARGETED                          | 0.48%           | 0.25%      | 0.44%       | 0.19%           | 0.27%    | 0.20%      |
| % DISABILITY NONTARGETED                       | 5.19%           | 6.28%      | 5.32%       | 5.37%           | 4.49%    | 2.49%      |
| % PRIOR MILITARY                               | 39.18%          | 26.55%     | 21.82%      | 49.12%          | 32.85%   | 20.28%     |
| <b>Education</b>                               |                 |            |             |                 |          |            |
| ED - # WITH LESS THAN BACHELORS                | 27516           | 97         | 147         | 156             | 4058     | 75         |
| ED - # WITH BACHELORS DEGREES                  | 9481            | 160        | 77          | 339             | 3997     | 478        |
| ED - # WITH MASTERS DEGREES                    | 6023            | 484        | 1534        | 99              | 1579     | 49         |
| ED - # WITH DOCTORATE DEGREES                  | 3679            | 862        | 45          | 1558            | 49       | 403        |
| <b>Planning Considerations</b>                 |                 |            |             |                 |          |            |
| % ELIG TO RETIRE CURRENT                       | 9.37%           | 14.18%     | 11.63%      | 14.48%          | 8.44%    | 10.74%     |
| % ELIG TO RETIRE NEXT YEAR                     | 2.53%           | 2.92%      | 4.10%       | 3.70%           | 2.75%    | 3.08%      |
| % ELIG TO RETIRE TWO TO FIVE YEARS             | 12.81%          | 14.93%     | 19.44%      | 20.07%          | 15.07%   | 13.12%     |
| AGE - 29 & Under                               | 3036            | 63         | 23          |                 | 418      | 88         |
| AGE - 30 to 39                                 | 10386           | 406        | 288         | 290             | 1945     | 254        |
| AGE - 40 to 49                                 | 13759           | 374        | 464         | 555             | 2845     | 243        |
| AGE - 50 to 54                                 | 7153            | 180        | 291         | 321             | 1562     | 123        |
| AGE - 55 to 59                                 | 6736            | 254        | 329         | 371             | 1689     | 153        |
| AGE - 60 to 64                                 | 4005            | 214        | 263         | 300             | 939      | 94         |
| AGE - 65 and over                              | 1836            | 117        | 148         | 325             | 315      | 51         |
| Career Level 1: GS 1-8 or Equiv.               | 20071           | 10         | 1           | 16              | 45       | 2          |
| Career Level 2: GS 9-12 or Equiv               | 18040           | 511        | 1426        | 17              | 7729     | 483        |
| Career Level 3: GS 13-15 or Equiv.             | 8800            | 1087       | 379         | 2129            | 1939     | 521        |

## Workforce Analysis

The Medical Functional Community reviewed the standard FY 2012 workforce data set provided by the Defense Civilian Personnel Advisory Service (DCPAS) to determine the overall health of the community, as well as recruitment and retention goals necessary to fulfill mission requirements for the MCOs.

The Department’s critical mental healthcare occupations include Psychiatrists, Psychiatric Nurses, Clinical Psychologists, and Licensed Clinical Social Workers engaged in direct patient care of wounded and injured members of the active duty military. The Chief, Human Capital Office, Military Health System closely monitors mental health care provider staffing across DOD on a quarterly basis. As of December 31, 2012, DOD is at 98.6% fill overall, with Navy reporting a 91% fill rate, Air Force showing 98%, and Army reporting a 101% fill rate of all mental health occupations.

A detailed review of each MCO follows.

### **0180 – Psychology Series (Clinical)**

The Clinical Psychology career field is expecting to grow at a rate of 21% to 23%. DOD has to compete with VA in order to keep up with this expected demand of clinical psychologists. As the military continues to draw down in size, the demand for services will increase for the 0180 clinical psychologists to serve the troops returning home and their families.

The Medical community is focusing on retention of the current population by continuing to offer a varied mix of medical cases to allow for growth in experience and education. Also, the community is looking to continue to teach younger incumbents about the full lifecycle needs of all ages to help them grow in their skills and abilities.

**Recruitment.** Eighty percent of graduates in psychology are clinicians and as a result, this presents a strong number of sources for recruitment. Although there are a low number of clinical psychologists on staff, the Department prefers to hire candidates with more experience rather than straight out of school

Overall, across the Department, the 0180 occupational series does not show shortages in the civilian workforce.

### **0185 – Social Work Series (Clinical)**

In reviewing the age of the 0185 workforce and the number eligible to retire, it shows that this population is at risk because recruiting will be tough based on competition from other agencies and municipalities.

The Medical Functional Community will need to recruit Millennial candidates and increase marketing efforts to this candidate pool in order to prepare our workforce for the pressure of increased patient demands. Overall, the community believes that finding the best candidates for Licensed Clinical Social Workers will be challenging. However, the private industry availability for Social Work opportunities is currently low, placing DOD at an advantage.

The Licensed Clinical Social Worker is required to have 3000 hours of practical experience in order to become eligible to test for their license, which also makes recruitment efforts somewhat challenging. Most new graduates will not have the experience needed. The MHS has considered hiring the Social Worker without that experience, placing them into an internship to get the required 3000 hours and support their licensure; but this requires taking a “mentor” out of duty, thus adversely impacting an already short career field.

Although the community wants to increase marketing efforts and engage in more deliberate recruiting, the funding to hire is not always available.

### **0602 – Medical Officer Series**

The Department typically recruits prior military for the Medical Officer role. Currently, 47% of the population for this occupational series has prior military experience.

A current staffing challenge is for Family Practice Physicians specializing in prevention and general healthcare. This is not a popular specialty among physicians because it pays less than other specialties. Because of this, there are typically fewer candidates and resources to draw from outside of those with prior military experience. However, a positive recruitment factor is that the DOD environment offers less practicing pressure than that of a private practice (ex. dealing with insurance costs). Another challenge on the horizon is there may not be enough primary care physicians to meet the demand of care. Yet another challenge is the shortage of psychiatrists within the MHS. Medical schools are graduating fewer psychiatrists, making it difficult to recruit for an already critical occupation.

### **0660 – Pharmacist Series**

Six years ago, the Department experienced difficulty in recruiting Pharmacists; however, even with the education requirements increasing from masters to doctorate level degrees, there is currently an abundance of applicants. That being said, there is large demand in the private sector for pharmacists, especially with the constant building projects of Walgreens and CVS stores across the US.

Special Salary Rates (SSRs) have helped stabilize the occupation as far as recruitment and retention, along with the use of Direct Hire Authority, Recruitment Incentives and Retention Incentives. But the SSR process can be cumbersome and the inability to use SSRs has hurt retention when pharmacists discover what VA counterparts earn.

There are a low number of retirements for the 0660 occupational series. This can be attributed to the automation of the environment, less demand for work hours and the Pharmacist's ability to interact with patients, which results in a positive work/life balance.

### **0610 – Nurse Series (High Risk MCO)**

The 0610 career field is considered one of three DOD high risk occupations. There are projections that we will see a significant shortage (in some cases, predictions have been defined as one million nurses short nationally by 2016) in nurses.<sup>1</sup> While nursing schools are now seeing more applicants, the number of nursing instructors on staff has not kept up with this increased pool of potential students. Industry tends to have a problem staffing the instructor role, perhaps due to the lower pay scale than that of a clinical nurse. As a result of a low number of nursing school instructors, ability to accept more applicants is restricted. While more students can possibly be accepted into nursing programs, classrooms and labs can only accommodate a limited number of applicants.

Entry level qualification for the nurse entering the military is a bachelor's degree. While the Services want to go to an "all bachelor's" requirement for their civilian force, many of the available candidates have only an associate's degree. Because the Army recruits large numbers of civilian nurses, the ability for someone with an associate's degree in nursing to compete

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<sup>1</sup> US Bureau of Labor Statistics: *Monthly Labor Review*, Washington D.C: November 2007.

remains challenging. When the outdated qualification standards for the nurse were updated (awaiting formal publication and implementation), both levels of education were included to ensure the candidate pool remains strong.

Currently, 0610 classification standards cap the nurse career progression between GS-9 and GS-12, which may result in a retention issue for MHS. This will present a challenge as the shift in DOD demand for Nurses (0610) increases as the economy improves and more retirements take place. At present time, the retirement levels are steady due to the economic challenges. But we are aware of the looming shortage and want to ensure the MHS is a strong employer in the future.

## MCO Strategy and Action Plan

In order to address these workforce concerns, the Medical Functional Community developed several strategies of which they have some ownership of; effects a positive change in the environment within one to two fiscal years; of which they have, or can find, the resources in the next fiscal year to effect change; and for which metrics for the implementation and performance of the strategy can be provided. Detail for the strategies follows.

| Strategy # 1  | Student Loan Repayment   |
|---|--|
| <b>Staffing Gap Addressed</b>                             | Recruitment and Retention  |
| <b>Occupational Series</b>                                | All Medical Community series   |
| <b>Career Level</b>                                       | All levels   |
| <b>Entry: GS 1-8 or Equiv.</b>                            |  |
| <b>Mid: GS 9-12 or Equiv.</b>                             |  |
| <b>Senior: GS 13-15 or Equiv.</b>                         |  |
| <b>Strategy Details and Impact</b>                        | To facilitate recruiting and retention, MHS decided to aggressively use the OPM student loan repayment program authorized under Title 5.   |
| <b>Strategy Time Segment</b>                              | Long term  |
| (Short term = 0-2 yrs)                                    |  |
| (Mid Range = 3-5 yrs)                                     |  |
| (Long term = 6+ yrs)                                      |  |
| <b>Implementation Timeline</b><br>(Identified Milestones) | This initiative continues as a recruitment incentive. In FY 2011 422 employees entered into student loan repayment agreements. As of 2nd quarter FY 2012, 226 employees had entered into agreements. |
| <b>Legislative Changes</b>                                | N/A  |
| <b>Funding Required</b>                                   | Funding is at the discretion of the Components   |
| <b>Metrics to Assess Progress</b>                         | Number of MHS personnel using the loan repayment   |

| Strategy # 1  | Student Loan Repayment   |
|---|--|
| <b>Metrics Data Source</b>  | Defense Civilian Personnel Data System (DCPDS)   |
| <b>Strategy Owner(s):</b><br><b>Strategy POC:</b>   | Medical Component Functional Community Managers<br>Medical OSD Functional Community Manager  |
| Strategy # 2  | Job Seeker's Online Toolkit & Social Media Outreach  |
| <b>Staffing Gap Addressed</b>   | Recruitment  |
| <b>Occupational Series</b>  | All Medical Community Series   |
| <b>Career Level</b><br><b>Entry: GS 1-8 or Equiv.</b><br><b>Mid: GS 9-12 or Equiv.</b><br><b>Senior: GS 13-15 or Equiv.</b> | Potential recruits assessing future career goals   |
| <b>Strategy Details and Impact</b>  | The Human Capital Office for the MHS developed a Job Seeker's Toolkit. This toolkit is designed to allow a potential recruit to closely examine 27 of the "harder to fill" medical occupations and includes job vignettes of the occupation in action. This toolkit is posted on the MHS Human Capital website. Additionally, the MHS Human Capital Office authored a social media toolkit featuring the most recent social media tools. This toolkit was sent out to all Service recruiters to educate them on the different social media available to them to reach out to any interested recruit. |
| <b>Strategy Time Segment</b><br><br>(Short term = 0-2 yrs)<br><br>(Mid Range = 3-5 yrs)<br><br>(Long term = 6+ yrs)         | Mid Range  |
| <b>Implementation Timeline</b><br>(Identified Milestones)   | The CHCO website is still being updated. To facilitate this, the Medical Functional Community representatives met with the MHS Strategic Communications staff and reviewed the changes requested and have received approval of those changes pending finalization. Expected completion date: April 2013.   |
| <b>Legislative Changes</b>  | N/A  |
| <b>Funding Required</b>   | N/A  |
| <b>Metrics to Assess Progress</b>   | Number of visitors to CHCO website.  |
| <b>Metrics Data Source</b>  | CHCO website application for recording number of clicks  |
| <b>Strategy Owner(s):</b><br><b>Strategy POC:</b>   | Medical Component Functional Community Managers<br>Medical OSD Functional Community Manager  |

| Strategy # 3  | Workforce Analysis  |
|---|---|
| <b>Staffing Gap Addressed</b>   | Recruitment and Retention   |
| <b>Occupational Series</b>  | 0602, 0660, 0610, 0180, 0185  |
| <b>Career Level</b><br>Entry: GS 1-8 or Equiv.<br>Mid: GS 9-12 or Equiv.<br>Senior: GS 13-15 or Equiv.  | All levels  |
| <b>Strategy Details and Impact</b>  | <p>Focus on the ability to collect data for shaping human capital programs for the civilian workforce. As a result of the emphasis in this area, in the fall of 2010, the MHS Human Capital Office developed and implemented a plan to maintain oversight of the success of the office by examining and analyzing data. Specific data analyzed included military and civilian demographics, number of Veterans hired, turnover rates, number of staff in healthcare occupations, position titles in use, composition of the healthcare community, fill-time data, mental health staffing numbers, etc. A variety of data is analyzed monthly to ensure goals are met and to assess and respond to gaps.</p> <p>As OFCM for the medical community, it is important to identify and collect human capital information and provide input to leadership (through various forums). These data are needed to facilitate accurate decisions on workforce shaping and alignment activities. Data analysis efforts will also facilitate numerous ongoing efforts including: civilian recruitment and retention initiatives; the ability to provide responses to inquiries concerning delivery of mental health services; and the ability to communicate human capital guidelines, policy requirements, and the development of metrics to track programs. The Department will aggressively collaborate with the Components on data requests and ensure participation by all stakeholders.</p> |
| <b>Strategy Time Segment</b><br>(Short term = 0-2 yrs)<br>(Mid Range = 3-5 yrs)<br>(Long term = 6+ yrs) | Long term   |
| <b>Implementation Timeline</b><br>(Identified Milestones)   | The CHCO in conjunction with the Services have been working to develop the FY 2013 – 2018 DOD Medical Workforce Plan. This planning process optimized use of quantitative workforce analysis to determine the way ahead. With the finalization of this plan, the expectation is to modify existing metrics. In addition, the CHCO, through the Services assesses the MCO workforce and Human Resource Initiatives on a continuous basis   |
| <b>Legislative Changes</b>  | N/A   |
| <b>Funding Required</b>   | N/A   |
| <b>Metrics to Assess Progress</b>   | Workforce Demographics<br>Quantitative - workforce analysis - numbers per occupation monthly  |

| Strategy # 3               | Workforce Analysis                              |
|----------------------------|---|
| <b>Metrics Data Source</b> | DCPDS   |
| <b>Strategy Owner(s):</b>  | Medical Component Functional Community Managers |
| <b>Strategy POC:</b>       | Medical OSD Functional Community Manager        |

| Strategy # 4  | Standardized Titling Project  |
|---|---|
| <b>Staffing Gap Addressed</b>   | Process (for improved data and tracking standards - Accuracy of Workforce demographics)   |
| <b>Occupational Series</b>  | All Medical Community series  |
| <b>Career Level</b><br>Entry: GS 1-8 or Equiv.<br>Mid: GS 9-12 or Equiv.<br>Senior: GS 13-15 or Equiv.  | OSD (HA) is responsible for overall human resource policy for DOD’s healthcare workforce. As a result of intense scrutiny by leadership and the media, as well as numerous congressional inquiries, the CHCO decided to explore standardizing basic and parenthetical titles throughout DOD for those delivering mental healthcare within the Department. It was determined that standardization would help manage the recruitment, use, and training of employees in these occupations as well as facilitate data analysis. Currently, DCPDS titling edits do not provide the ability to identify such positions (e.g., there are many variances of basic titles and parenthetical titles for mental healthcare positions among the Components). |
| <b>Strategy Details and Impact</b>  | As OFCM for the medical community, a better method for determining and analyzing numbers in the community will result from this strategy. Standardization of titles will facilitate numerous ongoing efforts including: reporting and data analysis, civilian recruitment and retention incentives, identification of skills usage, and ability to provide responses to inquiries concerning delivery of mental health services.  |
| <b>Strategy Time Segment</b><br>(Short term = 0-2 yrs)<br>(Mid Range = 3-5 yrs)<br>(Long term = 6+ yrs) | Short term  |
| <b>Implementation Timeline</b><br>(Identified Milestones)   | Project standardization of all healthcare occupation titles (more than 40 occupations) will occur in phases over the next two years.  |
| <b>Legislative Changes</b>  | N/A   |
| <b>Funding Required</b>   | N/A   |
| <b>Metrics to Assess Progress</b>   | Number of occupations that have standardized titles approved by the Services and changed in DCPDS.  |
| <b>Metrics Data Source</b>  | DCPDS   |
| <b>Strategy Owner(s):</b>   | Medical Component Functional Community Managers   |
| <b>Strategy POC:</b>  | Medical OSD Functional Community Manager  |

| Strategy # 5  | Strategic Plan Refresh   |
|---|--|
| <b>Staffing Gap Addressed</b>   | Recruitment, Work and strategic forecasting  |
| <b>Occupational Series</b>  | All Medical Community series   |
| <b>Career Level</b><br>Entry: GS 1-8 or Equiv.<br>Mid: GS 9-12 or Equiv.<br>Senior: GS 13-15 or Equiv.  | All levels   |
| <b>Strategy Details and Impact</b>  | Before CHCO was stood up in July 2008, a strategic plan was developed with five goals and 26 objectives spanning five years. This plan is refreshed each year to keep human capital on the forefront of the mission.   |
| <b>Strategy Time Segment</b><br>(Short term = 0-2 yrs)<br>(Mid Range = 3-5 yrs)<br>(Long term = 6+ yrs) | Long term  |
| <b>Implementation Timeline</b><br>(Identified Milestones)   | The CHCO Strategic Plan update is nearing completion. The community has developed and are applying finishing touches on three goals with their objectives and action plans. FY 2013 CHCO Strategic Plan completed for FY 2013. Next update will be in FY 2014. |
| <b>Legislative Changes</b>  | N/A  |
| <b>Funding Required</b>   | N/A  |
| <b>Metrics to Assess Progress</b>   | Assess accomplishments of action plans/metrics associated with each objective  |
| <b>Metrics Data Source</b>  |  |
| <b>Strategy Owner(s):</b>   | Medical Component Functional Community Managers  |
| <b>Strategy POC:</b>  | Medical OSD Functional Community Manager   |

| Strategy # 6   | Updating Qualifications Standards   |
|--|---|
| <b>Staffing Gap Addressed</b>  | The OPM qualifications standards for the 30 healthcare occupations covered by the Civilian Healthcare Occupations Sustainment Project (C-HOSP) are generally outdated and do not address state-of-the-art technology. |
| <b>Occupational Series</b>   | All Medical Community series  |
| <b>Career Level</b><br>Entry: GS 1-8 or Equiv.<br>Mid: GS 9-12 or Equiv.<br>Senior: GS 13-15 or Equiv. | All levels  |

| Strategy # 6  | Updating Qualifications Standards  |
|---|--|
| <b>Strategy Details and Impact</b>  | Once implemented, these standards will be used in lieu of the Office of Personnel Management (OPM) Qualification Standards for the covered occupational titles and series and will be applied uniformly throughout DOD.  |
| <b>Strategy Time Segment</b><br>(Short term = 0-2 yrs)<br>(Mid Range = 3-5 yrs)<br>(Long term = 6+ yrs) | Long term  |
| <b>Implementation Timeline</b><br>(Identified Milestones)   | Thirty DOD specific qualification standards have been finalized and forwarded to DCPAS for approval and implementation. The new standards provide updated qualifications criterion that is consistent with the current practices for licensing, certification, education, experience, credentialing and privileging requirements (as applicable) in the healthcare professions. Once implemented, these standards will be used in lieu of the Office of Personnel Management (OPM) Qualification Standards for the covered occupational titles and series and will be applied uniformly throughout DOD. A recommended "Transmittal Memo" was also drafted and forwarded to DCPAS. This memo outlined the process used to develop the standards and Q&As for implementation. Grandfather and Waiver Provisions were also developed. DCPAS is the approving official. The standards are currently being reviewed to determine impact and implementation bargaining provisions. |
| <b>Legislative Changes</b>  | Authority delegated to DOD by NDAA 2008 amended title 10 section 1599c   |
| <b>Funding Required</b>   | N/A  |
| <b>Metrics to Assess Progress</b>   | Number of updated qualification standards implemented throughout DOD   |
| <b>Metrics Data Source</b>  |  |
| <b>Strategy Owner(s):</b>   | Medical Component Functional Community Managers  |
| <b>Strategy POC:</b>  | Medical OSD Functional Community Manager   |

| Strategy # 7   | Joint Medical Executive Skills Institute  |
|--|---|
| <b>Staffing Gap Addressed</b>  | Leadership skills, retention, and succession planning   |
| <b>Occupational Series</b>   | All federal employees   |
| <b>Career Level</b><br>Entry: GS 1-8 or Equiv.<br>Mid: GS 9-12 or Equiv.<br>Senior: GS 13-15 or Equiv. | GS 15 and O-5 and O-6 levels  |
| <b>Strategy Details and Impact</b>   | The Joint Medical Executive Skills Institute (JMESI) has established the Joint Medical Executive Skills Oversight Committee and the CHCO has been recommended to be the chair. The members will meet to discuss the Joint |

| Strategy # 7  | Joint Medical Executive Skills Institute   |
|---|--|
|   | Medical Executive Skills Program (JMESP) successes, issues, and problems as presented by the JMESI, to establish consensus when needed, and to carry out initiatives as appropriate. They will also meet to request research, information, and subject matter expertise for matters requiring decisions and consensus from the JMESI. Members include: Deputy Surgeons General of the Military Services; Commanding General, Army Medical Department Center and School (AMEDDC&S); USUHS MEDXellence course representative; Executive Director, JMESI; and Deputy Director, TMA. |
| <b>Strategy Time Segment</b><br>(Short term = 0-2 yrs)<br>(Mid Range = 3-5 yrs)<br>(Long term = 6+ yrs) | Long term  |
| <b>Implementation Timeline</b><br>(Identified Milestones)   | This issue is constantly being worked by the Federal Futures Group. There are four hour off-sites with curricula developers to begin drafting leadership plans of instruction to cover the concepts needed by leaders as the community moves into the future.  |
| <b>Legislative Changes</b>  | N/A  |
| <b>Funding Required</b>   | N/A  |
| <b>Metrics to Assess Progress</b>   | Leadership curricula developed and disseminated throughout the Services  |
| <b>Metrics Data Source</b>  |  |
| <b>Strategy Owner(s):</b>   | Medical Component Functional Community Managers  |
| <b>Strategy POC:</b>  | Medical OSD Functional Community Manager   |
| Strategy # 8  | Non-competitive Hiring for Military Spouses  |
| <b>Staffing Gap Addressed</b>   | Recruitment  |
| <b>Occupational Series</b>  | All Medical Community series   |
| <b>Career Level</b><br>Entry: GS 1-8 or Equiv.<br>Mid: GS 9-12 or Equiv.<br>Senior: GS 13-15 or Equiv.  | All levels   |
| <b>Strategy Details and Impact</b>  | Competitive service for qualified spouses (temporary, term or permanent appointments)  |
| <b>Strategy Time Segment</b><br>(Short term = 0-2 yrs)<br>(Mid Range = 3-5 yrs)<br>(Long term = 6+ yrs) | Mid range  |

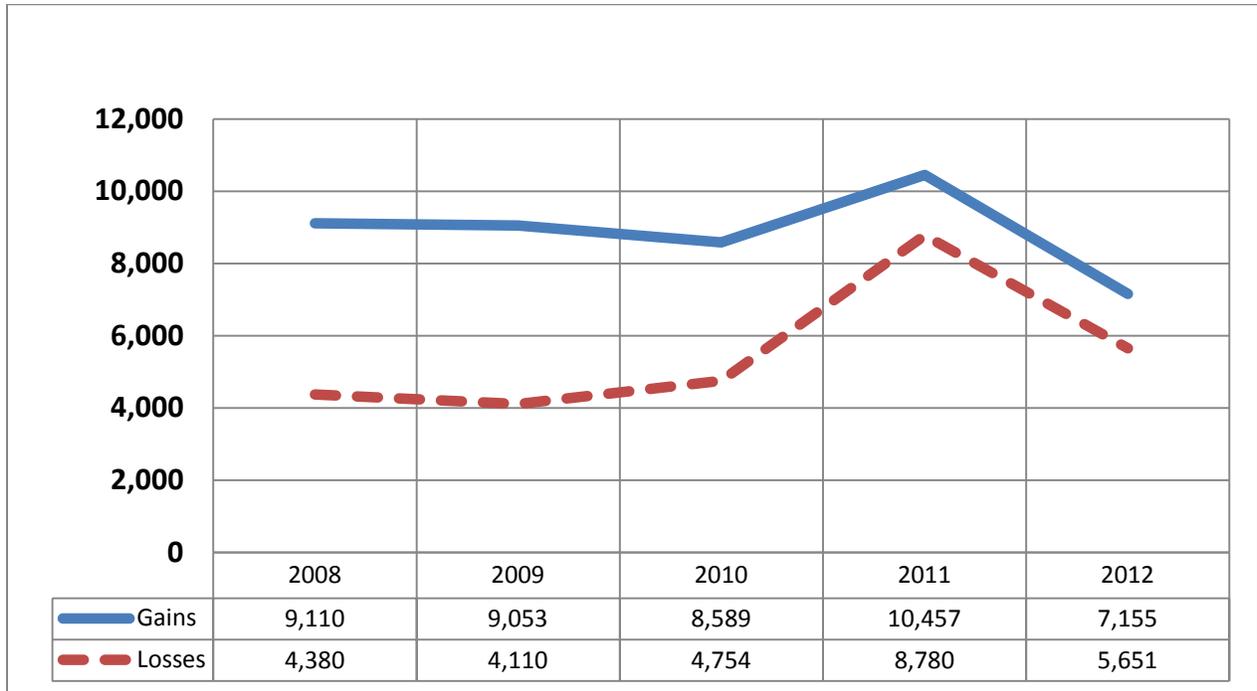
| <b>Strategy # 8</b>                                       | <b>Non-competitive Hiring for Military Spouses</b>   |
|---|--|
| <b>Implementation Timeline</b><br>(Identified Milestones) | This continues to be a topic discussed during regularly scheduled working lunches in the FM community. |
| <b>Legislative Changes</b>                                | N/A  |
| <b>Funding Required</b>                                   | N/A  |
| <b>Metrics to Assess Progress</b>                         | Number of military spouses hired   |
| <b>Metrics Data Source</b>                                | DCPDS actions recorded   |
| <b>Strategy Owner(s):</b>                                 | Medical Component Functional Community Managers  |
| <b>Strategy POC:</b>                                      | Medical OSD Functional Community Manager   |

| <b>Strategy # 9</b>   | <b>Succession Planning for Nurses (610s)</b>   |
|---|--|
| <b>Staffing Gap Addressed</b>   | Recruitment and Retention  |
| <b>Occupational Series</b>  | 0610   |
| <b>Career Level</b><br><br>Entry: GS 1-8 or Equiv.<br><br>Mid: GS 9-12 or Equiv.<br><br>Senior: GS 13-15 or Equiv.  | All levels   |
| <b>Strategy Details and Impact</b>  | Recruit and retain those critical nursing assets that improve patient outcomes and enhance the nursing profession. The community has a suite of initiatives, one of which cannot survive without the others. Those initiatives are developing career pathway for nurses, reviewing and modifying classification modifications, and compensation reviews. |
| <b>Strategy Time Segment</b><br><br>(Short term = 0-2 yrs)<br><br>(Mid Range = 3-5 yrs)<br><br>(Long term = 6+ yrs) | Long term  |
| <b>Implementation Timeline</b><br>(Identified Milestones)   | Ongoing  |
| <b>Legislative Changes</b>  | N/A  |
| <b>Funding Required</b>   | N/A  |
| <b>Metrics to Assess Progress</b>   | Results of climate surveys; analysis of demographic data focused on future requirements. The goal is to make DOD the employer of choice.   |
| <b>Metrics Data Source</b>  | Survey results and use of DCPDS data source.   |
| <b>Strategy Owner(s):</b>   | Medical Component Functional Community Managers  |

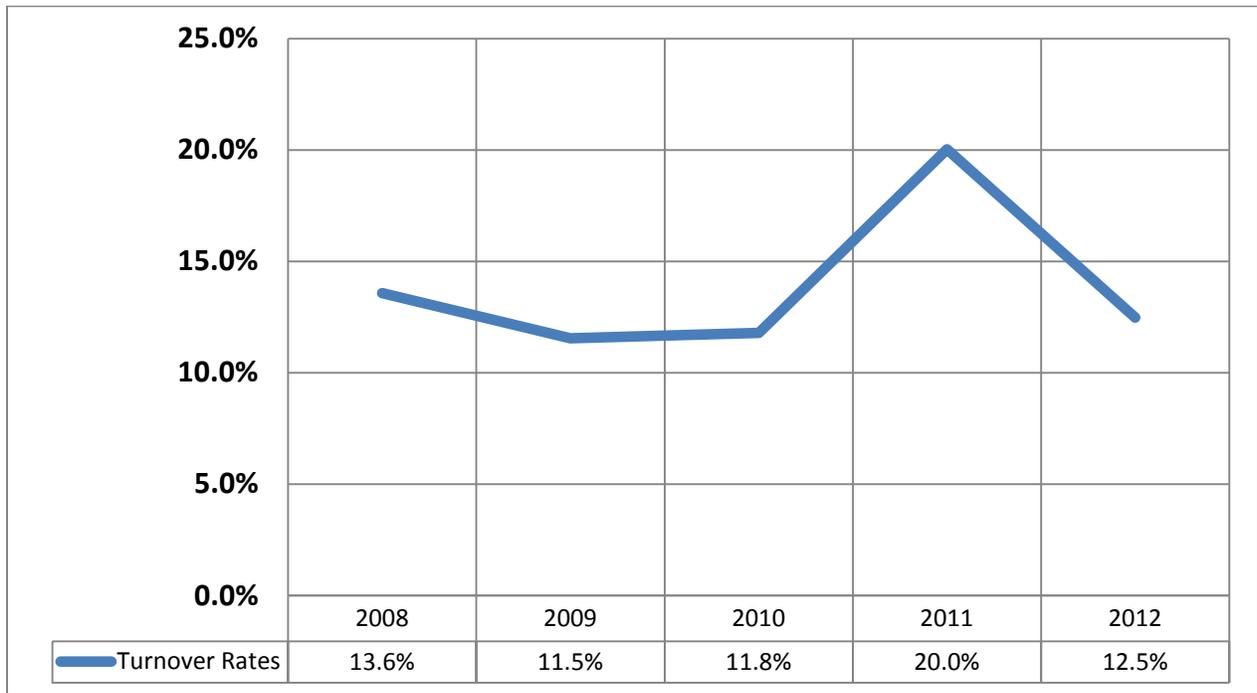
|                      |  |
|----------------------|--|
| <b>Strategy # 9</b>  | <b>Succession Planning for Nurses (610s)</b> |
| <b>Strategy POC:</b> | Medical OSD Functional Community Manager     |

## DATA CHARTS & GRAPHS

Figure 2: Medical Gains and Losses



**Figure 3: Medical Turnover**



**Figure 4: Medical Retirement Eligibility**

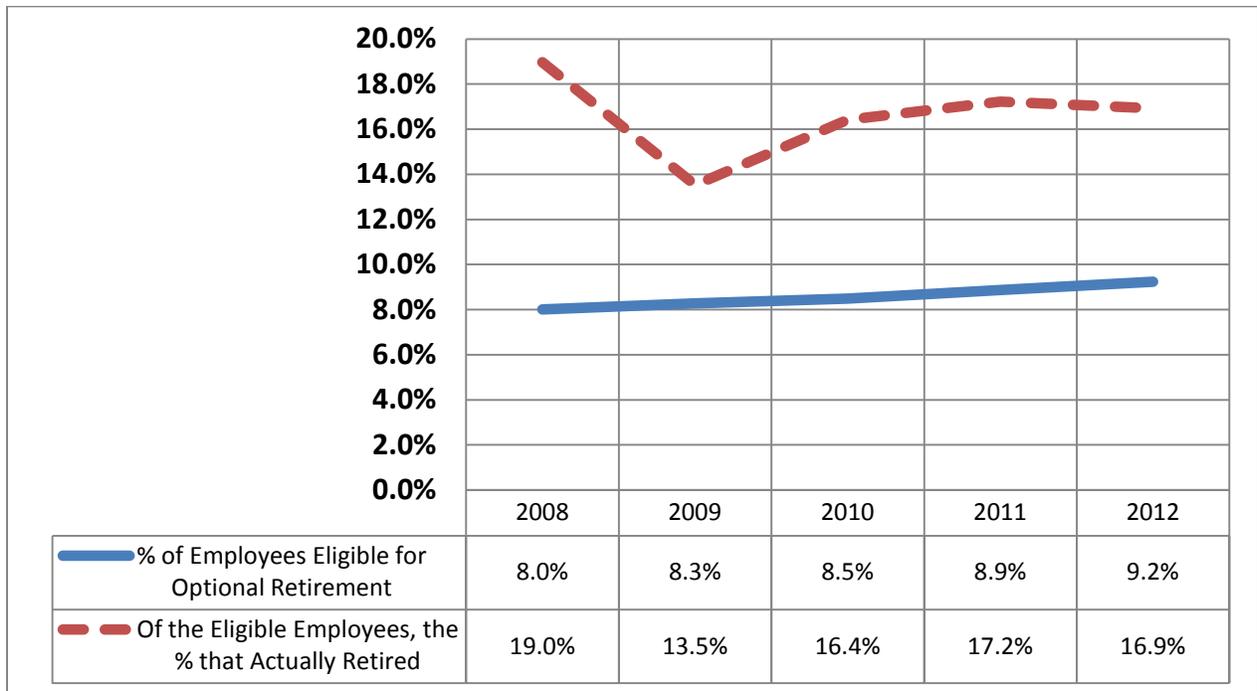


Figure 5: Medical Retirement Phasing

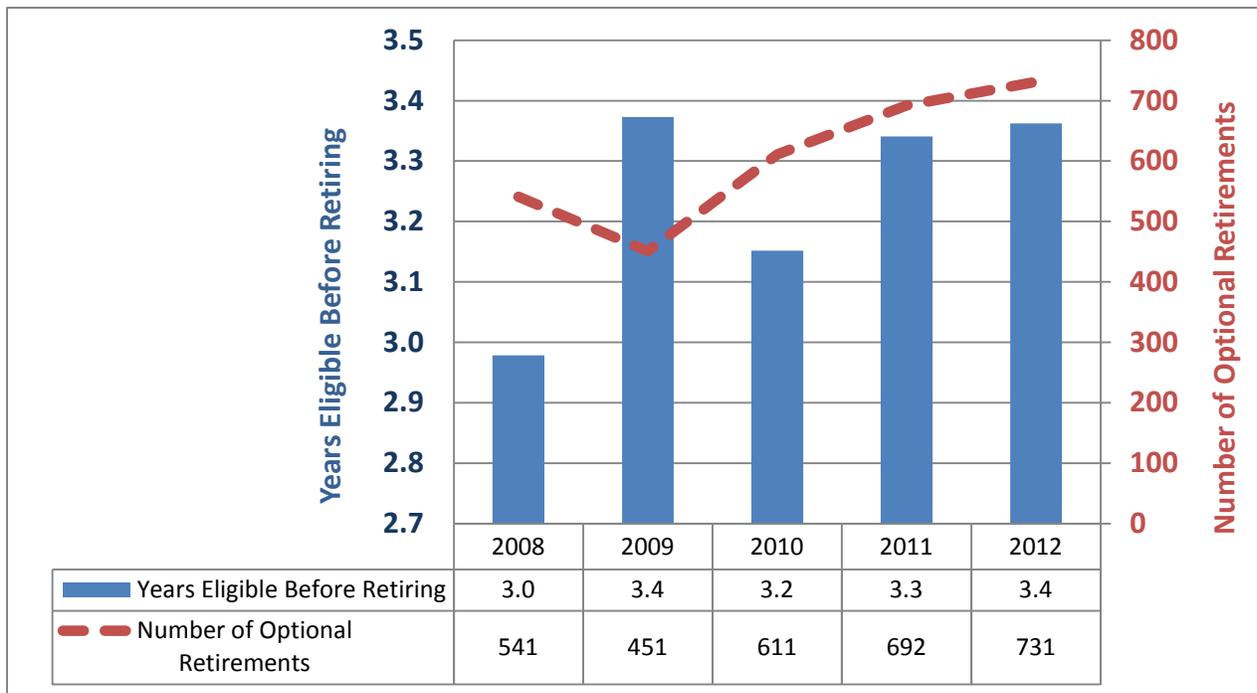
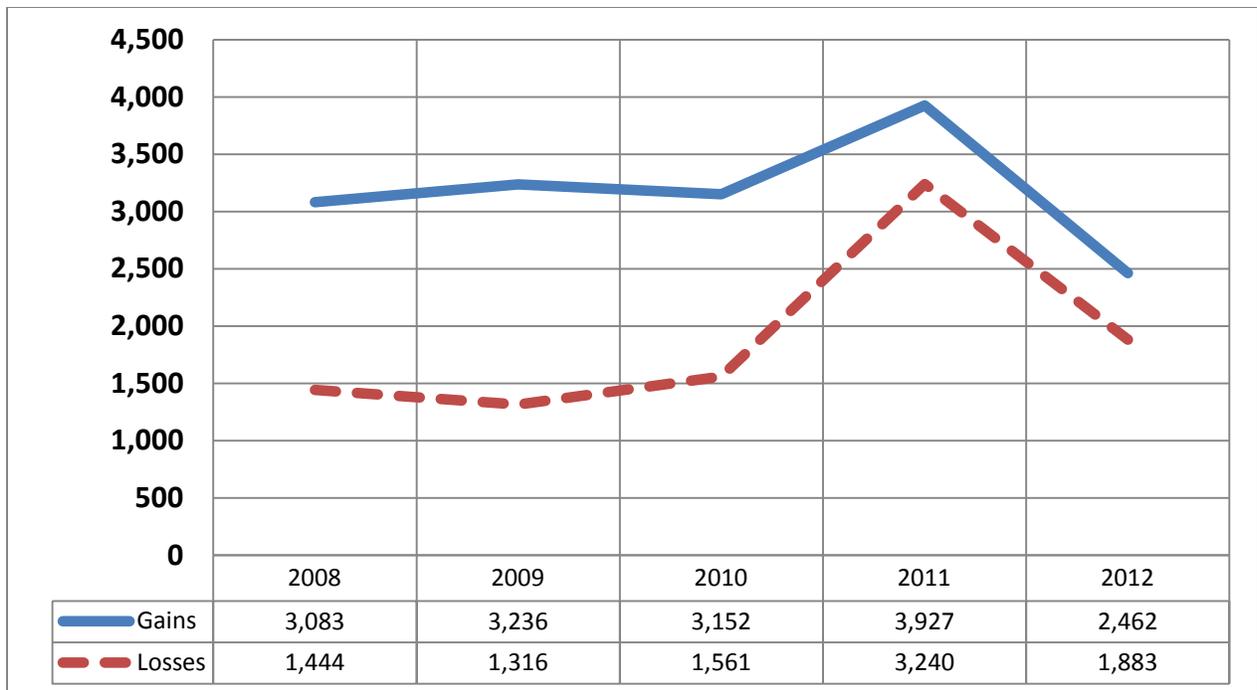
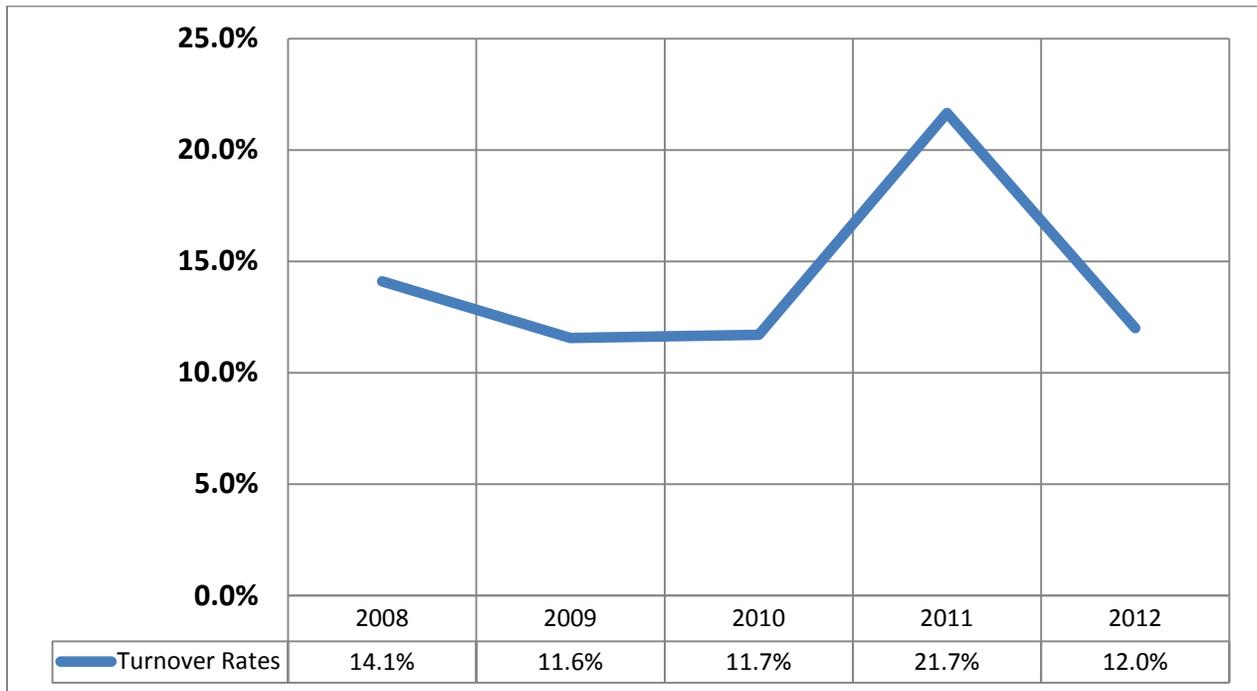


Figure 6: Medical Gains and Losses of the Mission Critical Occupations



**Figure 7: Medical Turnover Rates of the Mission Critical Occupations**



**Figure 8: Medical Retirement Eligibility of the Mission Critical Occupations**

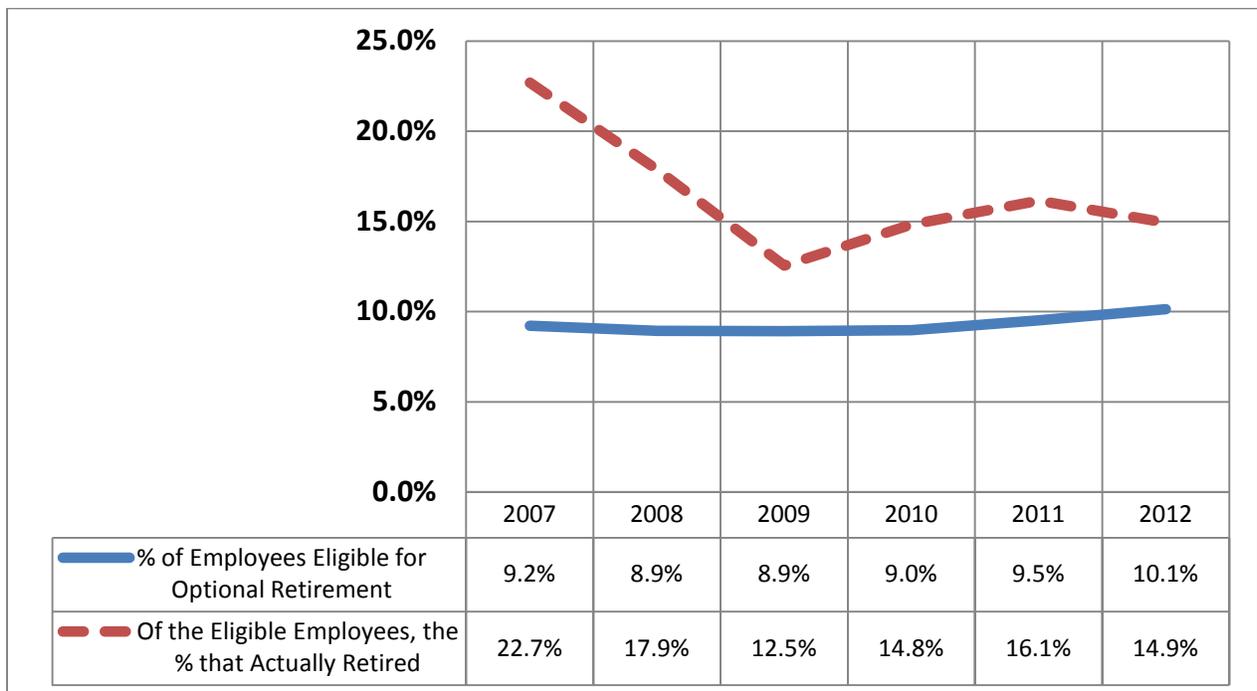


Figure 9: Medical Retirement Phasing of the Mission Critical Occupations

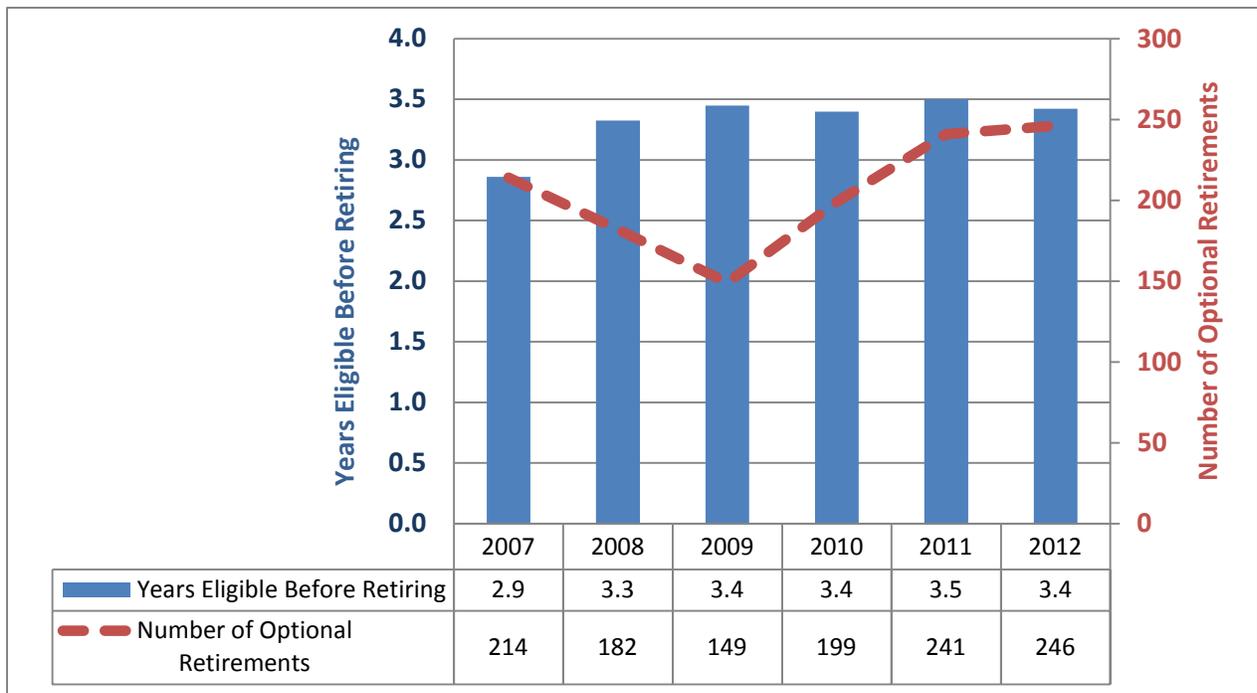
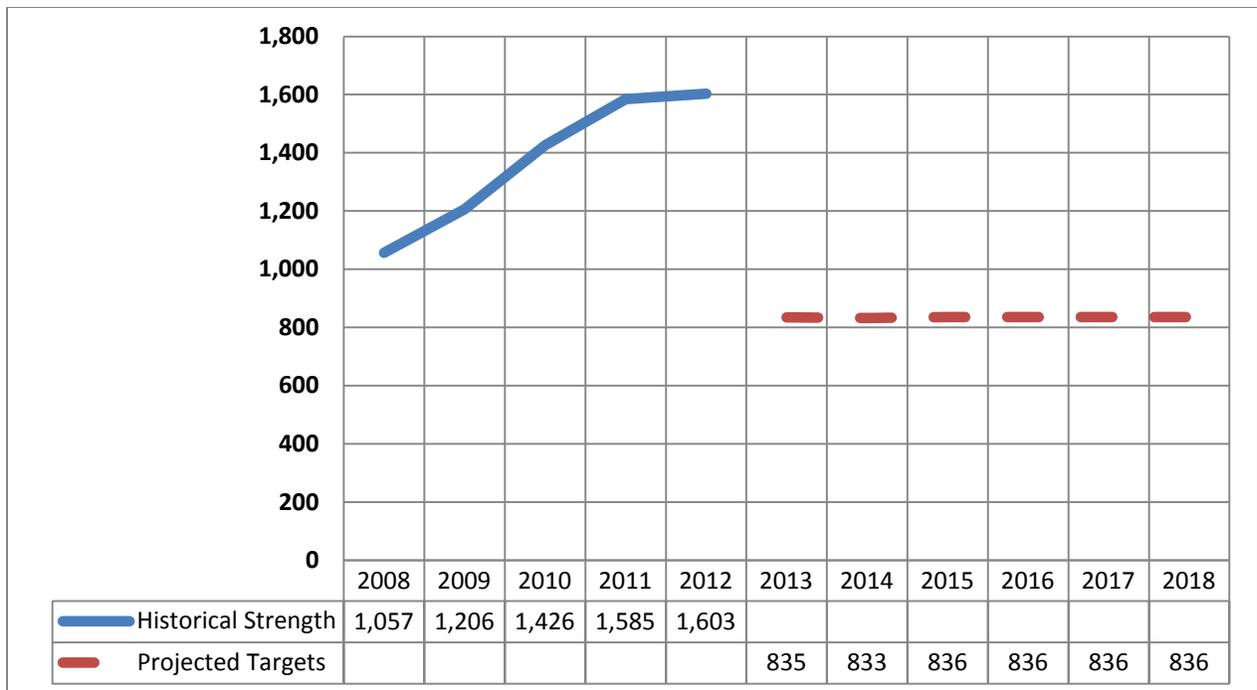


Figure 10: Medical Strength and Future Targets of the Mission Critical Occupation - 0180



\*\*NOTE: The disparity between on board and targets is due to the inability of the Services, especially the Army to increase authorizations to support recruiting critical manpower needed to perform the medical mission

Figure 11: Medical Strength and Future Targets of the Mission Critical Occupation - 0185

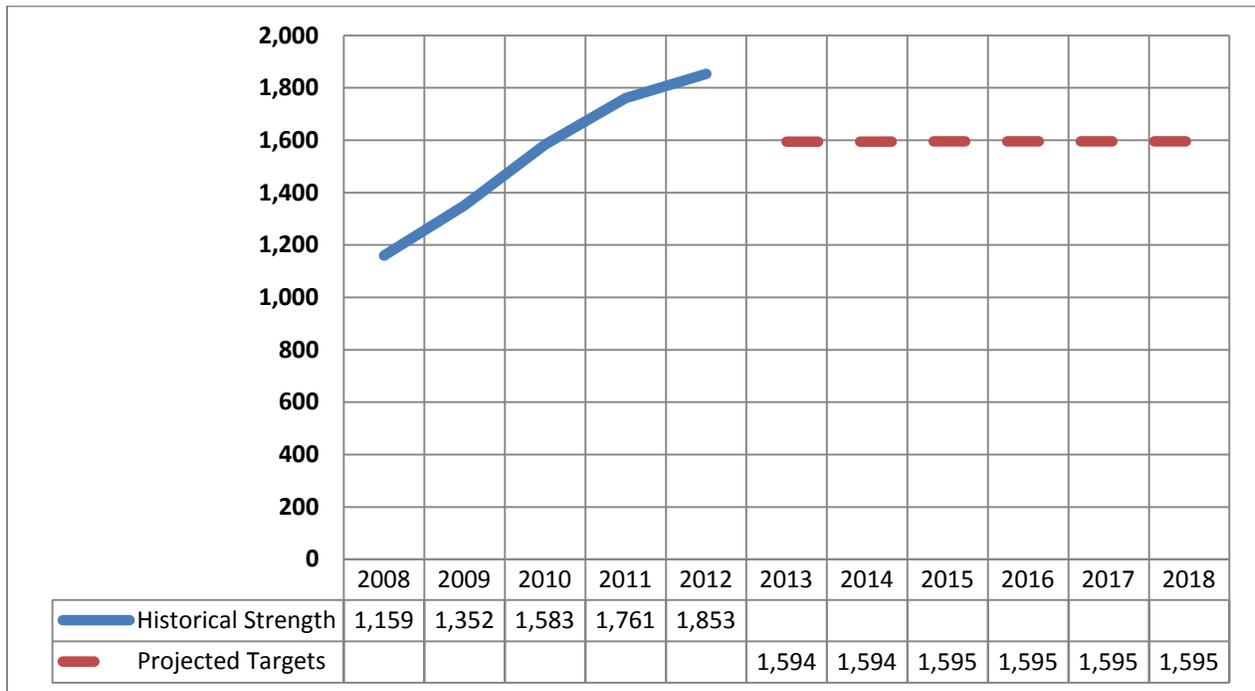
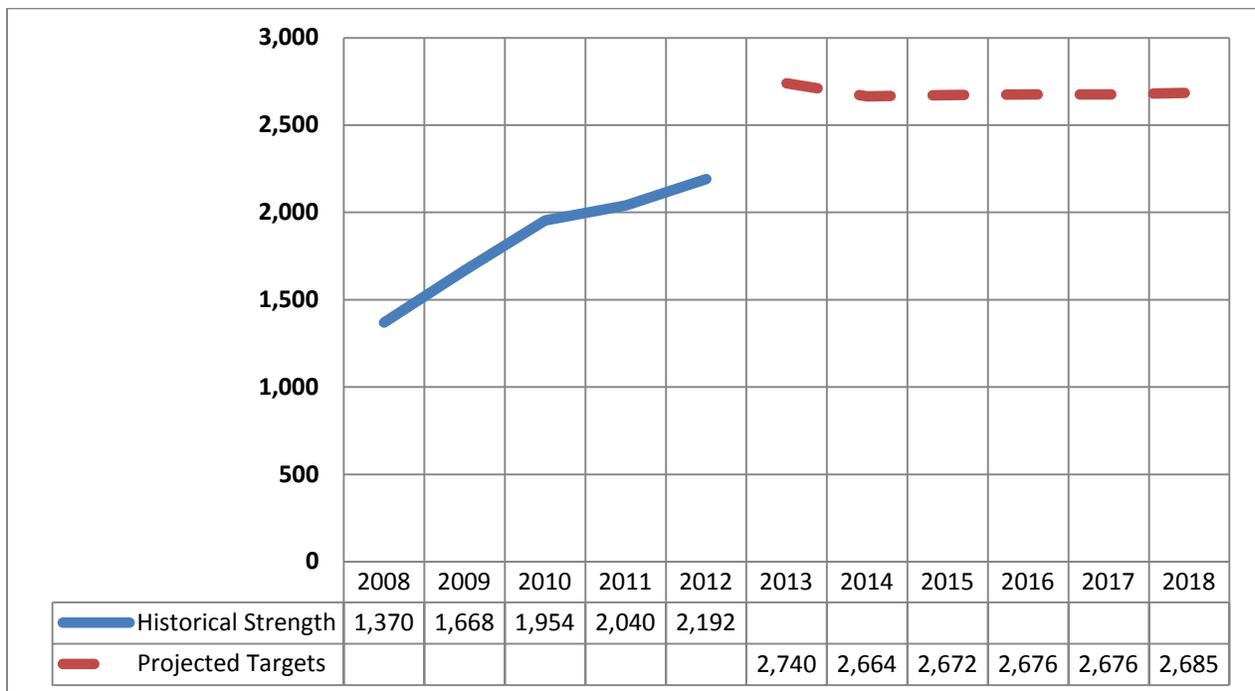


Figure 12: Medical Strength and Future Targets of the Mission Critical Occupation - 0602



\*\*NOTE: The disparity between on board and targets is due to the inability of the Services, especially the Army to increase authorizations to support recruiting critical manpower needed to perform the medical mission.

Figure 13: Medical Strength and Future Targets of the Mission Critical Occupation - 0610

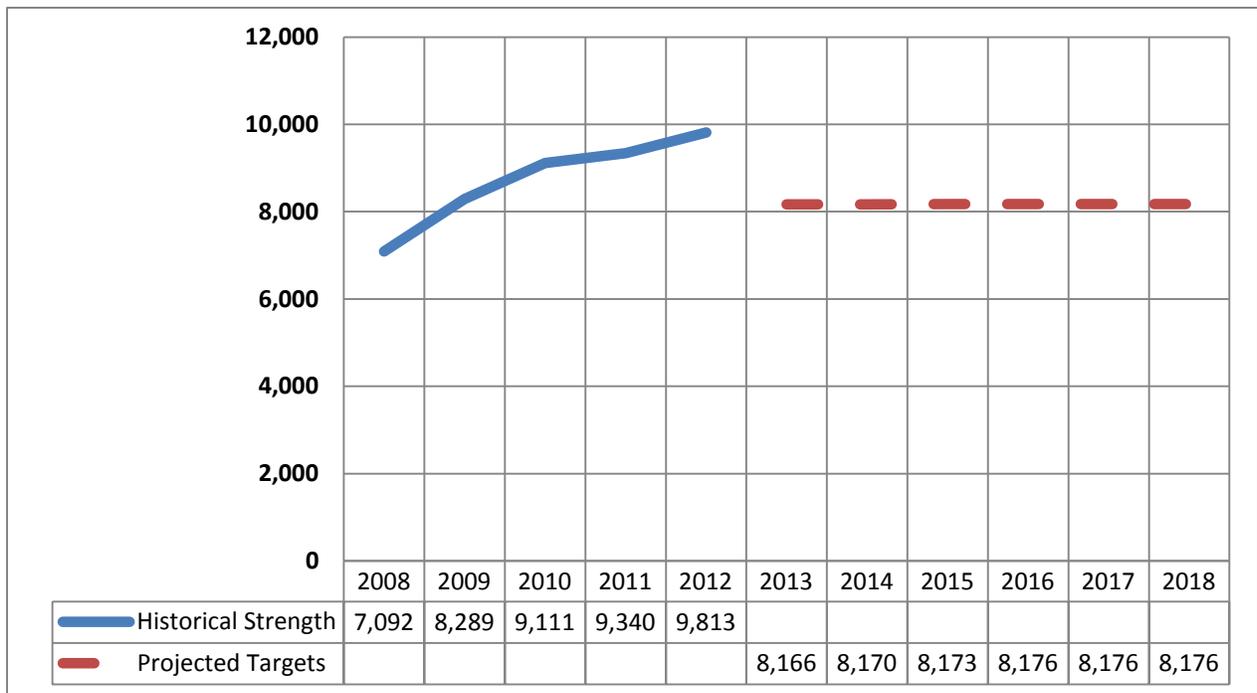
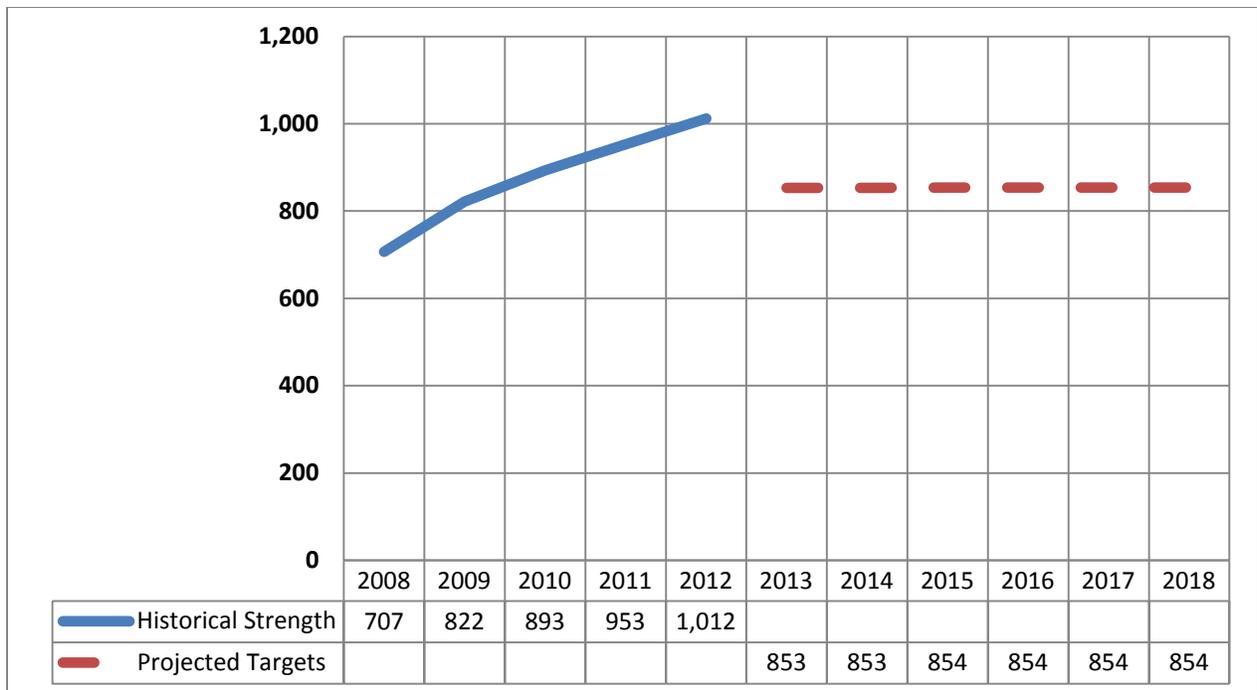


Figure 14: Medical Strength and Future Targets of the Mission Critical Occupation - 0660



\*\*NOTE: The disparity between on board and targets is due to the inability of the Services, especially the Army to increase authorizations to support recruiting critical manpower needed to perform the medical mission.

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# **Appendix 13:** USD (P&R) Social Science



## APPENDIX 13: SOCIAL SCIENCE FUNCTIONAL COMMUNITY

### Overview and Environmental Scan

The DOD Social Science Functional Community consists of six small and, for the most part, unrelated occupational series that collectively make up only two-thirds of one percent of the DOD civilian workforce:

- 0101-Social Science Series: 3,128 employees (0.40% of the DOD civilian workforce)
- 0110 –Economist Series: 235 employees (0.03%)
- 0150-Geography Series: 236 employees (0.03%)
- 0170-History Series: 504 employees (0.07%)
- 0188-Recreation Specialist Series: 581 employees (0.07%)
- 0189-Recreation Aid and Assistant Series: 583 employees (0.08%)

These series loosely form a “functional community” that was determined by a subject matter expert (SME) panel in FY 2011. Except for the two recreation-related series (0188 and 0189), these series have little in common. The positions are rarely located in the same organization, and serve vastly different missions. A surplus in one series will have no impact on a gap in another, since there is little or no cross-flow between or among series. For example, an economist may rarely, if ever, move to a position in geography or recreation. Environmental or other factors affecting one series are unlikely to have the same or even similar influence on another.

Although the Economist Series, 0110 is identified as a Federal-wide Mission Critical Occupation (MCO), DOD has not designated it as such possibly due to the minimal number of positions.

The current Administration has placed significant emphasis on caring for the needs of military families, especially in light of the heavy burden of repeated deployments. That emphasis is expected to continue into the President’s second term, with a probable increase in the demand for counseling and related services provided by the Social Science Series, 0101.

Concerns over the size of the Federal budget may drive further debate on the size of the military force and its related infrastructure. However, even a reduction in the size of the military would likely increase the demand for counseling and transition assistance services, at least in the short term.

Several of the occupational series in this functional community are highly specialized in nature; coupled with their small size, they tend to be viewed as fixed costs, and are generally not affected by changes in the size of the supported force. On the other hand, their small size and specialized nature could make some of these occupational series more vulnerable to being contracted out.

One specialized case of contracting out could affect the Recreation Specialist Series, 0188 and Recreation Aid and Assistant Series, 0189. The Utilization Support and Accountability (USA) and Uniform Funding and Management (UFM) practices are execution tools that would essentially “contract out” these functions to the local Morale, Welfare, and Recreation (MWR) Fund. While the wages and related costs would continue to be borne by appropriated funds (APFs), the positions themselves would convert to non-appropriated fund (NAF) and would therefore not be included in DOD strategic workforce plans. It is important to note that any underlying problems would not go away but instead merely be transferred to the much larger NAF community.

**Figure 1: Social Science Demographics**

| FUNCTIONAL COMMUNITIES                         | Social Science  |
|--|-----------------|
| Occ Series                                     | All Occupations |
| Occ Series Desc                                |                 |
| <b>Workforce Size: Current Strength Totals</b> |                 |
| End Strength                                   | 5,404           |
| Department of Army                             | 2152            |
| Department of Air Force                        | 1836            |
| Department of Navy                             | 1194            |
| DoD Agencies (4th Estates)                     | 222             |
| % MALE   | 52.68%          |
| % FEMALE                                       | 47.32%          |
| % DISABILITY TARGETED                          | 0.57%           |
| % DISABILITY NONTARGETED                       | 6.77%           |
| % PRIOR MILITARY                               | 44.91%          |
| <b>Education</b>                               |                 |
| ED - # WITH LESS THAN BACHELORS                | 1908            |
| ED - # WITH BACHELORS DEGREES                  | 1563            |
| ED - # WITH MASTERS DEGREES                    | 1619            |
| ED - # WITH DOCTORATE DEGREES                  | 289             |
| <b>Planning Considerations</b>                 |                 |
| % ELIG TO RETIRE CURRENT                       | 14.95%          |
| % ELIG TO RETIRE NEXT YEAR                     | 3.35%           |
| % ELIG TO RETIRE TWO TO FIVE YEARS             | 14.36%          |
| AGE - 29 & Under                               | 467             |
| AGE - 30 to 39                                 | 822             |
| AGE - 40 to 49                                 | 1418            |
| AGE - 50 to 54                                 | 900             |
| AGE - 55 to 59                                 | 910             |
| AGE - 60 to 64                                 | 575             |
| AGE - 65 and over                              | 312             |
| Career Level 1: GS 1-8 or Equiv.               | 847             |
| Career Level 2: GS 9-12 or Equiv               | 3071            |
| Career Level 3: GS 13-15 or Equiv.             | 1486            |

## Workforce Analysis

The DoD Social Science Functional Community has not experienced significant concerns with recruiting or retention. Workforce profiles are generally normal, but do exhibit significant

variance by year, series and component. Majority of the variance is easily explained by the extremely low numbers involved, which tend to distort comparisons and trend analysis. While Social Science Series, 0101, History Series, 0170, and Recreation Specialist Series, 0188 tend to exhibit the expected “aging workforce” profile common to the Federal government, Economist Series, 0110 is more evenly balanced and the others are actually skewed to the younger side.

Recruiting actions were down substantially in FY 2012 compared to prior years. For example, new hire actions were down 44%, and transfers were down 73%. Once again, the relatively small numbers involved make these year-to-year reductions seem more significant. Historically, this community has seen little need to use recruitment or relocation incentives, and the number of recipients continues to decline in the current economic environment.

Not surprisingly, the number of retirement-eligible personnel continues to increase, and their propensity to stay beyond their initial eligibility appears to be manageable. As noted before, though, there is significant variance among the occupational series, and the small numbers in any given year make comparisons less significant.

The size of the overall community is expected to decline given the continuing Government-wide budget pressures and forecasted funding cutbacks. Nevertheless, increasing public policy emphasis on the problems being faced by military families may allow some continued growth in the Social Science Series, 0101.

Only one third of the series in the community reside in programs under the OFCMs control. Military Community and Family Policy (MC&FP) is not comprised of any Economist Series, 0110, Geography Series, 0150, or History Series, 0170 positions, and only has 16% of the Social Science Series, 0101 positions.

On the other hand, MC&FP programs employ more than three times as many APF positions in other series (there are more than 7,000 APF positions spread among other functional communities). As a result, MC&FP has to depend on other functional communities to provide the strategic and tactical management for over 75% of its APF workforce.

MC&FP programs also employ nearly 133,000 NAF employees in over 250 different occupational codes. These NAF employees are not covered by this strategic plan, and there is no intent to align them to these requirements. However, the size of the NAF workforce makes it prudent for MC&FP to consider the need for some parallel strategic planning for its NAF workforce.

### **Mitigation Strategies**

Social Sciences are not managed like a typical functional community. The individual occupation series perform mostly unrelated duties. Each series should be managed almost as an independent entity. The “functional community” is currently not constructed to serve the program management needs for MC&FP. As presently constituted, the Social Science Functional Community includes many vastly different positions not aligned to MC&FP programs.

The Social Science Functional Community will explore reassigning responsibility for some series to a different community and/or Component. For example, 84% of the Economist Series, 0110 positions are located in the Army, which could probably provide better strategic and tactical management for this series; 80% of the Geography Series, 0150 positions are located in the Army, and most of those work for the Army Corps of Engineers. It may make more sense to align this series with an engineering functional community.

The community will also explore developing a formal mechanism to ensure MC&FP program needs and strategies are incorporated into the other functional communities that serve its workforce. MC&FP should work with the Components to adapt the best practices and “lessons learned” into its strategies and plans to meet the needs of its NAF workforce.

### DATA CHARTS & GRAPHS

Figure 2: Social Science Gains and Losses

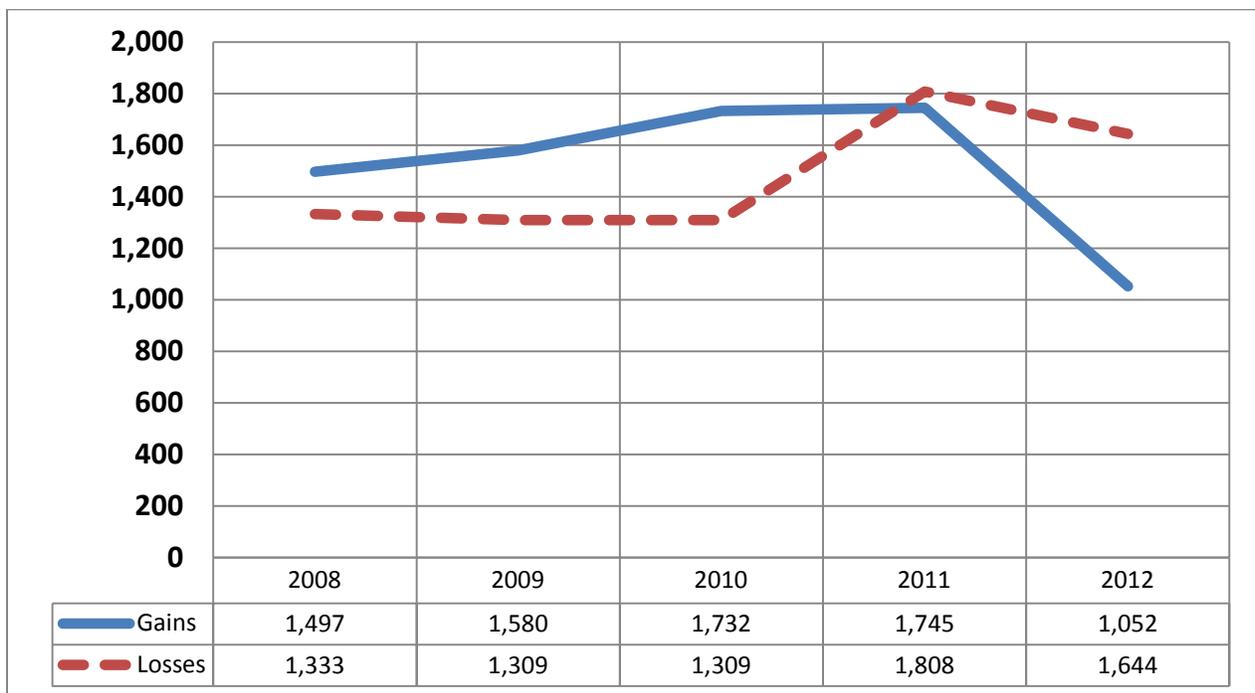


Figure 3: Social Science Turnover

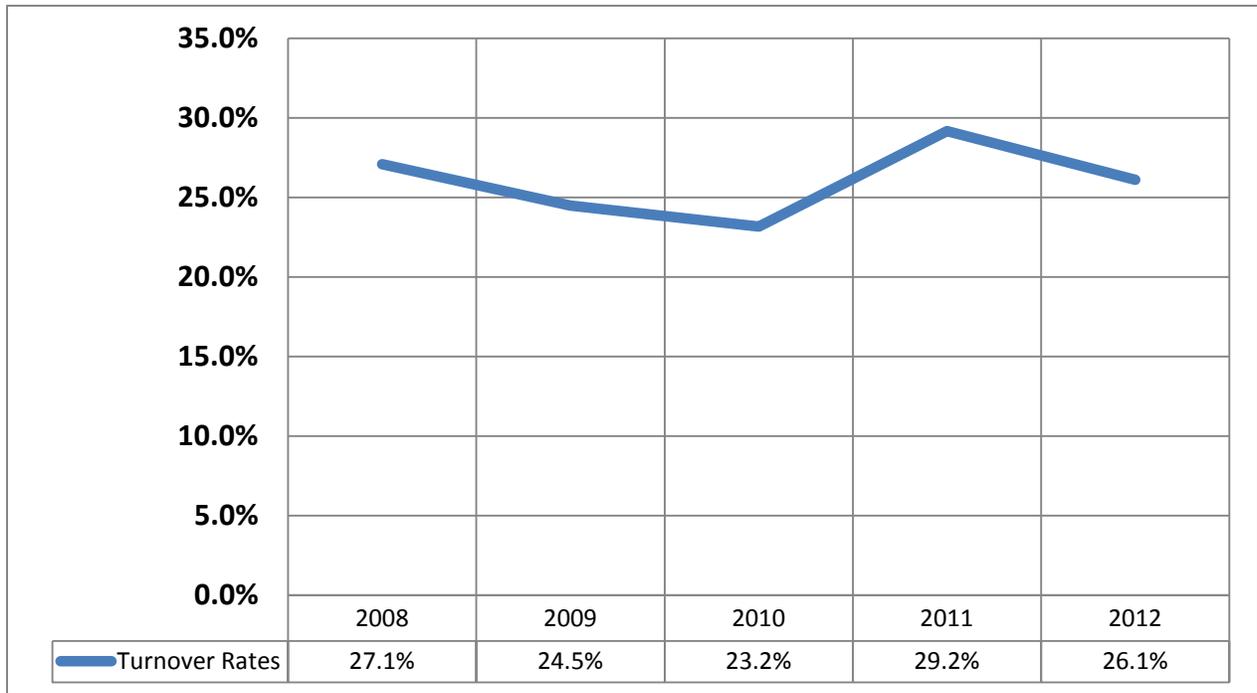


Figure 4: Social Science Retirement Eligibility

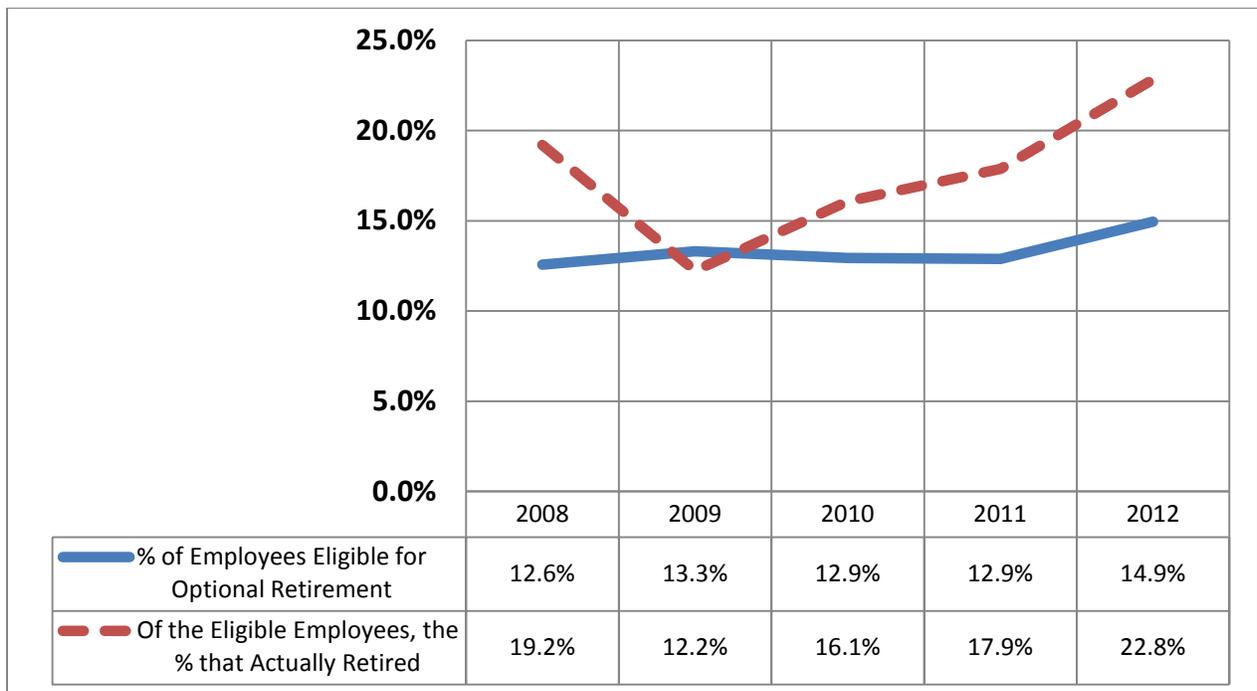
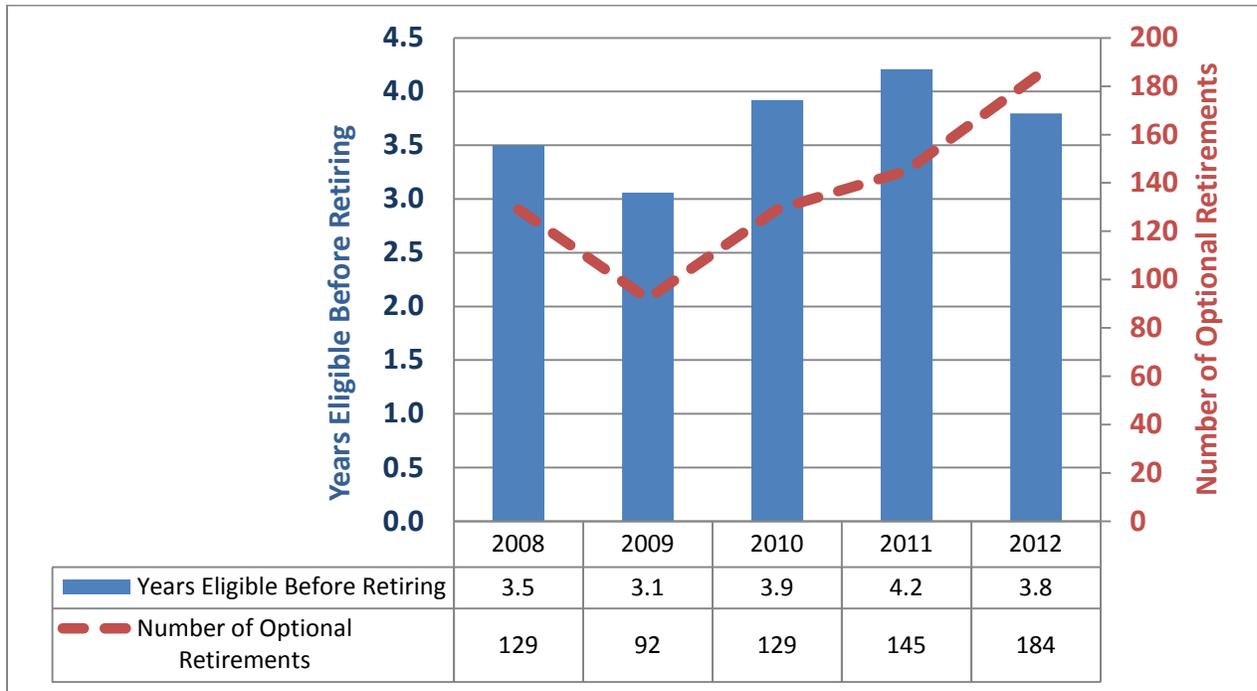


Figure 5: Social Science Retirement Phasing



# **Appendix 14:** **USD (P&R) Senior Executive Service**



# APPENDIX 14: SENIOR EXECUTIVE SERVICE

## Section 1 - Overview and Environmental Scan

### Introduction

The Department's mission is to provide the military forces needed to deter war and protect the national security of the United States. This mission is planned and executed by high caliber civilian senior executives. DOD senior civilian executives are a critical and valued resource. They bring extraordinary knowledge, skills and abilities to executing the Department's increasingly complex missions.

Since FY 2010, the executive workforce has increased their focus on leading in a joint and interagency environment to maximize efficiencies and reduce redundancy in these fiscally challenging times. Executives have acquired a broader enterprise perspective through DOD-sponsored training programs such as the Vanguard Senior Executive Development Program, the Joint Executive Management Program and joint duty details and rotational assignments. DOD executives display a high level of proficiency in the Office of Personnel Management's Executive Core Qualifications and the DOD-unique Enterprise Perspective which includes sub-competencies joint and national security. These strong leadership capabilities ensure that DOD executives are prepared to respond quickly and apply their expertise as needed across the Department. The current executive workforce is a diverse cadre that consists of approximately 1,500 Senior Executive, Senior-Level, and Scientific/Professional employees.

### Environmental Scan

In preparation for the Senior Executive Service (SES) Strategic Workforce Plan FY 2012 report, the Civilian Senior Executive Management Division convened a working group of Component representatives to conduct an environmental scan of the DOD executive workforce. The working group reviewed and analyzed quantitative data and qualitative information to obtain a comprehensive understanding of the factors and issues impacting the DOD senior workforce. The working group also analyzed economic, political, social and technological factors and their possible effect on the Department's ability to recruit, develop and retain the right mix of executive talent to effectively lead and deliver on the Department's complex missions. An analysis of recruitment, retention and retirement data was also conducted to identify potential staffing gaps, workforce trends and develop strategies to mitigate risks that support steady state capability to ensure mission accomplishment.

The environmental scan revealed issues that could impact future recruitment and retention of the Department's executive cadre. The findings below will be used to shape future efforts for recruitment and talent management.

- Talent management was impacted by the FY 2010 Secretary of Defense-directed DOD Efficiencies study. There was a domino effect on executive reassignments coupled with

increased retirements that rendered Component talent management slates outdated and invalid.

- Current economic conditions make it challenging to recruit executives for high cost of living areas, e.g., California, Massachusetts and Washington DC.
- Military retirees continue to provide a steady qualified applicant pool. The challenge is to recruit a qualified and diverse applicant pool.
- There is increased pressure for executives to maintain currency with technological advances and devices to effectively lead a global and mobile workforce.
- There needs to be a concerted effort to recruit and hire executives with the leadership and inter-personal skills needed to lead a multi-generational and international workforce.
- Recruitment of Senior Technicals across Science, Technology, Engineering and Mathematical occupations will continue to pose a challenge as there is a shortage in the pipeline across these mission critical occupations.

### **Data and Trend Analysis**

The environmental scan also included a review and analysis of SES workforce data, demographics and recruitment and retention trends. The executive cadre is highly educated with 63% holding advanced degrees (47% have master's degrees and 16% have doctorate degrees). In terms of recruitment, more than half of the executive workforce is veterans. Currently 53% of current SES are veterans. This ready pool of qualified candidates may give DOD a recruitment edge. While the SES cadre is heavily male, the number of female executives is slowly increasing. Continued efforts are required to recruit, hire, and retain a more representative SES workforce.

Considering that SES are among the most experienced in the Department, it is logical to anticipate that they are closer to retirement eligibility. Approximately 51% of SES members and 69% of SL/ST employees are eligible to retire in 2015. Of particular concern, executives in mission-critical science, technology, engineering and mathematics (STEM) occupations are in short supply nation-wide. The potential for a large number of retirements over the next few years has implications for knowledge management and pipeline development.

Since FY 2010, losses among the SES have outpaced gains. This is primarily attributed to the Efficiency Initiatives as a result of the Secretary of Defense's Efficiency Study, which were completed in March 2013. Retirements are the second largest contributor to losses which is to be expected among a highly experienced workforce with 25 or more years in their career field. In FY 2009, retirements remained steady primarily because of the economic slowdown and uncertainty in the markets causing individuals to delay or re-calibrate their retirement plans.

### **Staffing Skills Gaps**

The executive cadre is a cross-functional workforce present in all occupational series. Data analysis indicate that since FY 2008 there have been losses in almost all of the largest series, Miscellaneous Administration Series, 0301, Program Management Series, 0340, Accounting and

Budgeting Series, 0500, Engineering Series, 0801 and General Attorney Series, 0905, General Business and Industry Series, 1101, Contracting Series, 1102 and General Physical Science Series, 1301. Due to the Efficiency Initiative and resulting reassignments, the losses have not been detrimental. To date, recruitment has kept pace with the losses. However, it should be noted that the Contracting Series, 1102 is a government-wide and DOD mission critical occupation. The Acquisition Functional Community, which contains the Contracting Series, 1102, continues to participate in government-wide task forces and White House initiatives to study the issues impacting these occupations and to develop strategies targeted for recruitment, development and retention strategies to develop a viable pipeline. Efforts within the Acquisition Functional Community will factor these strategies into their executive workforce requirements.

The Department will emphasize strategies to mitigate potential staffing gaps. This will occur primarily through the Talent Management Panels that support succession planning along with annual position reviews and slating to identify potential internal candidates and positions with low bench strength for open recruitment. Through the Defense Talent Management System (DTMS), executives and their raters annually assess the executive's proficiency in leadership skills and competencies. The results of these assessments will be used to develop the executive's development plan.

Component efforts will continue to ensure a representative SES workforce. These strategies include:

- Develop recruitment plans to ensure under-represented qualified candidates are aware of executive vacancies.
- Provide executives with demographic information on workforce composition.
- Support and encourage executive participation in diversity training.

## **Conclusion**

The results of the SES environmental scan and its implications for the current and future SES workforce directly relate to the legal requirements in section 115b of title 10, U.S.C. A more detailed assessment of the SES workforce against each of the legislative requirements and results of the General Accounting Office (GAO) audit of the SES Workforce Plan are located in this *Appendix*.

Going forward, the SES workforce is well-positioned to meet impending fiscal and mission challenges facing our government. They provide the continuity, vision and strategic leadership needed to ensure high quality results for mission accomplishment. The environmental scan affirms that DOD executives possess a broad perspective of government, have solid executive skills and the ability to operate across functional and organizational lines.

## Section 2 - GAO Audit Results and NDAA Legislative Assessment

### Government Accountability Office (GAO) Audit Results

The Government Accountability Office (GAO) Report GAO-12-990R Human Capital<sup>1</sup> provided GAO findings from the SES FY 2010-2018 Strategic Workforce Plan. This report noted that following the enactment of the NDAA FY 2010 the Secretary of Defense announced an efficiency review in August 2010. The efficiency review was designed to eliminate unnecessary expenses and conduct an assessment of the senior executive workforce to reduce 150 executive positions by FY 012. The report contained a summary of the NDAA FY 2010 requirements applicable to overall civilian, senior leaders and acquisition workforce. GAO: (1) reviewed DOD's approach for determining its civilian senior executive projections to meet future requirements and (2) evaluated the extent to which DOD's assessment of the critical skills and competencies of the existing and future workforces identified areas that will require increased focus to ensure mission accomplishment.

In completing the audit of the FY 2010 report, GAO noted that DOD did not assess critical skills, competencies and gaps of its career civilian leader workforce for Senior Leaders, Senior Technical and Defense Intelligence Senior Levels. Further, the assessment did not identify areas that may require increased focus.

The GAO audit identified the following area for improvement:

- **Assessment of Critical Skills, Competencies and Gaps:** The audit determined the report did not fully assess the skills, competencies and gaps within the five career senior executive workforces that require increased focus to meet mission requirements. DOD concurred with the GAO findings.

### **SES Demographics:**

Figure-1 provides an overview of the composition of DOD's Civilian Senior Executive (CSE) community, and an updated status of the NDAA FY 2010 legislative requirements applicable to the Department's senior leader workforce. The CSE community includes the Senior Executive Service (SES), Senior Level (SL), Senior Technical (ST), Defense Intelligence Senior Executive Service (DISES), Defense Intelligence Senior Level (DISL) and Highly Qualified Experts (HQEs). Figure -1 does not include DISES, DISLs or HQEs.

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<sup>1</sup>GAO -12-990R, Human Capital: *Complete Information and More Analyses Needed to Enhance DOD's Civilian Senior Leader Strategic Workforce Plan*, September 19, 2012

## SES Legislative Requirements

***Assessment of critical competencies required by the future DOD senior leader workforce to support national security requirements and effectively manage the Department during the five-year period following the year in which the plan is submitted [10 U.S.C. §115b(c)(2)(A); 10 U.S.C. §115b(b)(1)(A)]***

With the completion of the efficiency initiative in March 2013, thoughtful talent management and succession planning efforts are even more critical to ensure a ready executive workforce. The Department assesses executives' capabilities and developmental needs through the Talent Management Process. DOD utilizes this process to identify workforce capability and gaps and assess current and future skills and competencies. The Department has identified 18 Mission Core Competencies which are evaluated during the annual Talent Management Process. The 18 competencies are validated and shown in Table 1.

Since the last report we have completed proficiency-level definitions and behavioral illustrations for each of the executive critical competencies. This work has been consolidated into a guide that will serve as a resource for human resource (HR) officials and CSEs. Components' talent management panels may use the guide to identify potential assignments and training opportunities for senior leaders. An on-line training module will be available in Spring 2013 to help executives assess their proficiency in each of the 18 competencies, identify possible developmental opportunities

**Figure 1. Demographics (SES,SL, ST) as of 9/30/12**

|   |               |
|---|---------------|
| FY 2012 Current Allocations (SES,SL,ST) | <b>1,563</b>  |
| FY 2018 Target (SES,SL,ST)              | <b>1,615</b>  |
| <b>Departmental Allocations</b>         |               |
| Dept of Army-Current Allocations        | <b>22%</b>    |
| Dept of Navy - Current Allocations      | <b>24%</b>    |
| Dept of Air Force - Current Allocations | <b>14%</b>    |
| Fourth Estate - Current Allocations     | <b>34%</b>    |
| Combatant Commands                      | <b>3%</b>     |
| Reserves                                | <b>3%</b>     |
| <b>Gender</b>                           |               |
| %Male                                   | <b>78%</b>    |
| %Female                                 | <b>22%</b>    |
| <b>Service Status</b>                   |               |
| %Veteran                                | <b>53%</b>    |
| <b>Disability</b>                       |               |
| %Disability                             | <b>4%</b>     |
| <b>Education</b>                        |               |
| Unknown                                 | <b>1%</b>     |
| <Bachelors                              | <b>3%</b>     |
| Bachelors                               | <b>32%</b>    |
| Masters                                 | <b>47%</b>    |
| Doctorate                               | <b>16%</b>    |
| <b>Planning Considerations</b>          |               |
| Age, 35 or below                        | <b>&lt;1%</b> |
| Age, 36-55                              | <b>45%</b>    |
| Age, 56+                                | <b>54%</b>    |
| <b>Service</b>                          |               |
| Years of Federal Civilian Service, 0-5  | <b>11%</b>    |
| Years of Federal Civilian Service, 6-15 | <b>25%</b>    |

and prepare their executive development plans. This training module was a result of a pilot course designed to provide executives with an overall knowledge and consistent approach to assessing competencies throughout the Department.

**Table 1. Critical Leadership Competencies for DOD SES Positions**

|                                    |                          |
|------------------------------------|--------------------------|
| <b>Enterprise-Wide Perspective</b> |                          |
| 1                                  | Joint Perspective        |
| 2                                  | National Security        |
| <b>Leading Change</b>              |                          |
| 3                                  | Creativity/Innovation    |
| 4                                  | External Awareness       |
| 5                                  | Strategic Thinking       |
| 6                                  | Vision                   |
| <b>Leading People</b>              |                          |
| 7                                  | Leveraging Diversity     |
| 8                                  | Developing Others        |
| 9                                  | Teambuilding             |
| <b>Results Driven</b>              |                          |
| 10                                 | Accountability           |
| 11                                 | Decisiveness             |
| 12                                 | Customer Service         |
| 13                                 | Problem Solving          |
| <b>Business Acumen</b>             |                          |
| 14                                 | Financial Management     |
| 15                                 | Human Capital Management |
| 16                                 | Technology Management    |
| <b>Building Coalitions</b>         |                          |
| 17                                 | Political Savvy          |
| 18                                 | Influencing/Negotiating  |

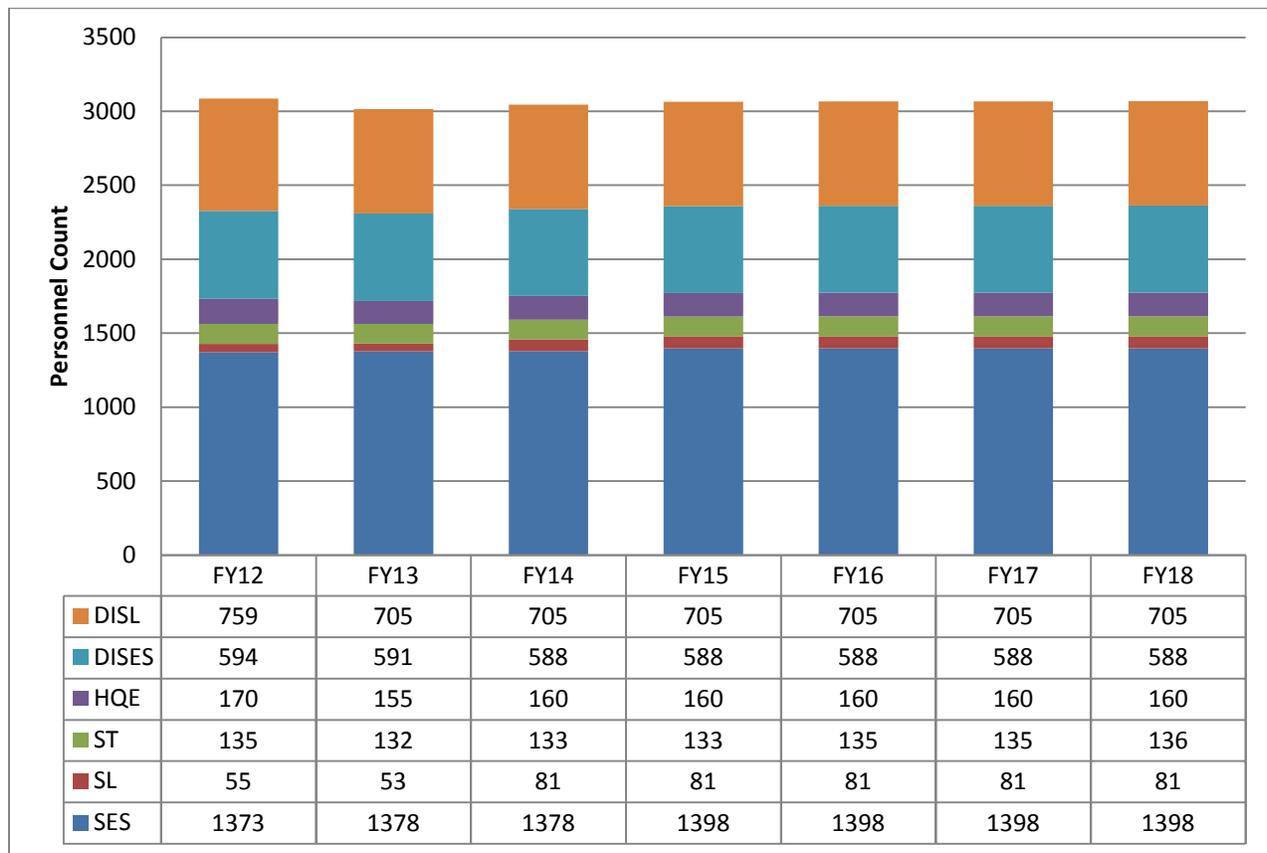
***An assessment of the appropriate mix of military, civilian, and contractor personnel capabilities. [10 U.S.C. §115b(c)(2)(A); 10 U.S.C. § 115b(1)(B)]***

Following the Secretary of Defense's efficiencies, which went into effect in FY 2011, the Department provided a new Biennial distribution of SES/SL/ST/HQE allocations for FY 2012-

2013. This Biennial distribution took into account both the efficiencies initiative and CSE requirements that were identified as emerging needs following the efficiency study. The projections shown in Figure 2 show an increased need for SES than previously demonstrated in FY 2011. This increase is due to conversions of General/Flag Officers to SES and for accommodating several new initiatives for emerging missions, such as the growing importance of cybersecurity. As stated in previous reports, there is little to no need for a contractor workforce at the CSE level. Instead, the Department relies upon its civilian, military and Highly Qualified Experts to fill any CSE gaps. During the efficiencies, the Secretary of Defense directed the allocation of no more than 350 HQEs. The decision to lower the allocated HQEs in the FY 2012-2013 biennial distribution came as a result of further policy and oversight of the HQE workforce. HQEs are a source of temporary expertise infused throughout the Department. Furthermore, the Department codified its HQE and HQE-Senior Mentor (HQE-SM) policy. HQE-SMs are retired military officers or senior civilian officials who provide expert, experience-based mentoring, teaching, training and recommendations to senior military officers, staff and students throughout war games, warfighting courses, operational planning, operational exercises and decision-making exercises. HQE-SMs are essential to the successful execution of the training and deployment exercises. Figure 2 shows the projected CSE requirements through FY 2018 for the Department. The projected HQE requirement differs between the FY 2010 report and the FY 2012 report due to the Secretary of Defense efficiencies, a decrease in HQE-SMs and many HQEs being classified more appropriately as other Senior Level positions, e.g., SL or SES.

For the DISL and DISES workforces, the Components utilize formal processes such as committees, boards and executive programs to determine existing and planned senior management workforce requirements. An assessment of qualifications and competencies of candidates for senior positions is conducted to meet rotational assignment requirements. Each Component develops and sustains the proficiency of its DISL and DISES workforces through mentoring, shadowing and internal rotational assignments, Intelligence Certification for Joint Duty and mid- and senior leader development opportunities. The Under Secretary of Defense for Intelligence estimates that up to two-thirds of the Intelligence workforce will retire over the next five years. To prepare for this retirement wave, robust leadership development programs were established along with the use of competency assessment tools and succession management plans to develop a deep pipeline of qualified candidates. Since FY 2006, 75% of DISES and DISL vacancies have been filled by internal promotion actions. The demand for new cyber personnel and the development of a cyber workforce is of paramount concern across the Intelligence community. To address these emerging requirements, Components are developing cyber security strategies and plans to create and sustain cyberspace capabilities.

**Figure 2. Civilian Senior Executive Projected Requirements by Pay Plan FY12-FY18**



**An assessment of critical skills and competencies of DOD’s existing senior leader workforce and projected trends in the workforce based on expected losses due to retirement and other attrition. [10 U.S.C. §115b(c)(2)(A); 10 U.S.C. §115b(b)(1)(C)]**

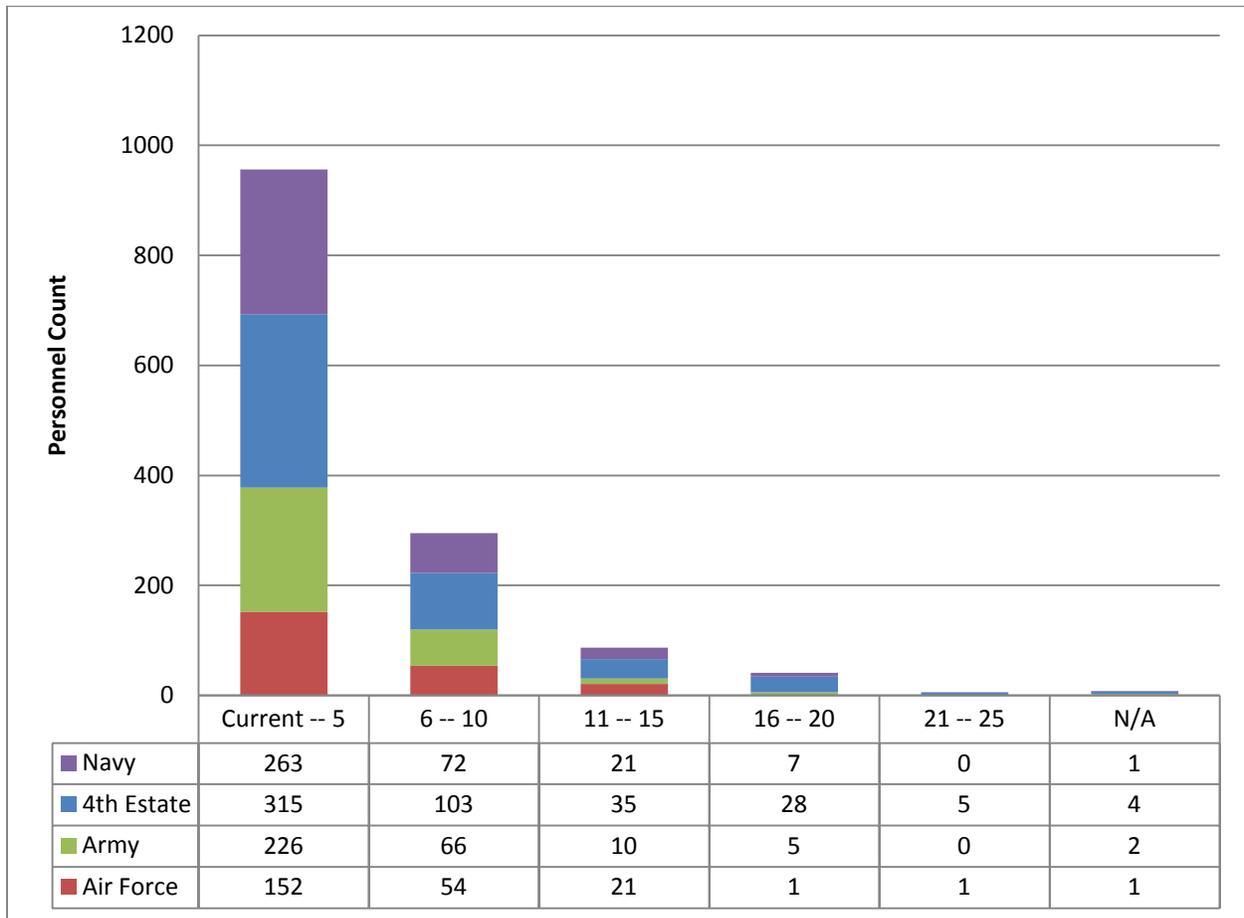
Concluding the FY 2012 annual Talent Management Process, DOD received baseline data of competency gaps throughout the Department. The FY 2012 Talent Management process was the first cycle where all four Components and all SES were required to assess themselves on the 18 critical competencies. Base line results indicate minimal competency gaps, however, the largest gaps appeared in teambuilding, influencing and negotiating, technology management and influencing others. Further analysis of gaps revealed that executives in the General Business and Industry, Engineering and Program Management occupational series are retiring at an increased pace and being hired at a slower rate. Consistent with that data, Department slates that experienced low bench strength were also within the General, Engineering and Project Management occupational series.

With completion of the efficiency review there were significant changes in allocation of resources within the Department in FY2012-2013. Current projections show a decrease in HQE allocations and an increase in SL allocations and SES allocations. This occurrence is due to HQEs in the SecDef efficiencies being identified as enduring requirements and more appropriately classified as SL or SES. It is also a requirement of section 9903 of title 5, U.S.C. that the Department of Defense report on the status of senior mentors. There has also been a rise in

emerging needs since the efficiency review. While allocations were reduced by 100 SES, previous projections did not account for those positions on float allocations. At the time of the efficiencies, DOD utilized an Enterprise float to assist with the execution rate of filled positions across DOD. DOD will complete the efficiency initiative in March 2013.

The Department is concerned with the percentage of retirement-eligible executives. In FY 2013, 38% of DOD's CSEs (SES, SL and ST) are eligible to retire; that number will increase to 44% in FY 2014 and to 51% by FY 2015, with 68% eligible to retire in FY 2018. Figure 3 shows the retirement eligibility of SES members by DOD Component as of October 1, 2012. This population tends to be more experienced with more years of service and mass retirement is a high risk. The Department will continue to monitor this situation and work with the Components to emphasize pipeline development and ensure that resources are available to accomplish its mission. At this time, the Department is confident that internal resources (civilian and military), as well as private industry will serve as a viable talent pool and meet the needs.

**Figure 3. Retirement Eligibility by DOD Component (SES, SL, ST)**



***An assessment of gaps in the existing or projected DOD senior leader workforce should be addressed to ensure that the Department has continued access to the critical skills and competencies. [10 U.S.C.§115b(c)(2)(A); 10 U.S.C.§115b(b)(1)(D)]***

DOD conducts an assessment of the competencies of its senior leader workforce. Senior executives receive a readiness rating that measures the executive’s current reassignment potential for the purpose of succession management. Each executive is rated on a scale of 1 to 5 to determine his or her proficiency level for a mission-critical competency. The results are used in the slating process to identify an executive’s potential for future positions and inform training and development opportunities.

DOD remains committed to conducting Component Talent Management Panels using DTMS. DTMS is an automated tool that is used to assess executive’s readiness and developmental needs, create succession plans, project executive bench strengths, assess competency and position gaps and share talent across DOD. Readiness ratings are provided after the evaluation of an executive’s current potential for reassignment. As part of the Talent Management Process, Components slate for Tier 2 and Tier 3 positions across the Department. Slating is a process by which DOD and Components assess, identify and present qualified candidates for executive positions to the hiring authority. Through the Talent Management Process, the

Department can review retirement trends and gaps in critical positions and identify positions and develop strategies towards improving the bench strength.

Talent Management Panels also serve to assess executives' competencies. Executives are rated on a 1 to 5 scale, from Baseline to Mastery, on the 18 SES critical competencies. In FY 2012, all Components participated in the competency assessment providing a baseline assessment of executive proficiency levels. Preliminary assessment results indicate strong executive proficiency in problem solving, accountability, customer service, team building and decisiveness. Data indicates lower proficiency in jointness and national security. These results are not a surprise since the Enterprise Perspective is still being institutionalized across the Department. As the competency assessment process matures, DOD will be able to determine trends, clearly identify gaps and hone development strategies to close these gaps and measure progress. Along with Succession Planning slates, the Department is able to project potential competency gaps in the near future and five years out.

Following the Talent Management Panels, feedback is provided to executives with a readiness rating, courses for development and opportunities for career broadening and diverse experiences that provide broader range of leadership.

At this time, DOD does not include the SL, ST, or HQE population in the Talent Management Cycle except for the SES. DOD consider HQEs, and several of the Department scientist programs such as section 1101 scientists and STs, as highly developed and specialized, which is the nature of the position. As a result, these populations are not deliberately developed in the same manner as the SES. Instead, supervisors locally determine appropriate training to ensure currency in their technical areas. Furthermore, HQEs and several of our scientists are hired on a limited term basis and it is not beneficial to provide extensive development for these populations. It is expected that an HQE bring his/her expertise to the Department, transfers the necessary knowledge and expertise and leaves within a five-year window.

Since the last report several, enhancements have been made to DTMS to improve reporting capability for slating reports, historical records of executives and raters assessment and the ability to add executives to any slate of candidates regardless of component. The Department has budgeted \$660,000 for system maintenance and two full time contractors through FY 2013.

***A plan of action that includes specific recruiting and retention goals, especially in areas identified as critical skills and competencies. Plan includes DOD program objectives to be achieved through such goals and funding needed to achieve such goals. [10 U.S.C. §115b(b)(2)(A)***

Executive feedback is a required element of the Talent Management Process. One element of the feedback is to provide personalized developmental opportunities in areas where the executive's competency proficiency levels need improvement. Developmental opportunities are targeted at strengthening an executive's skill and competency levels. Providing targeted feedback is a primary way the Department grows and retains a capable workforce.

Following the conclusion of the panels, Components are better prepared for the slating process. A slate is provided by all Components in response to a Component's request to fill a Tier 2 or Tier 3 SES position. Components are able to identify candidates based on results of their Talent Management Panels. The Talent Management Panel results inform Components on the readiness and capabilities of their SES cadre. The slating process allows Components to provide career-broadening opportunities to advance the experiences of the current workforce. DOD will continue to review slating processes and intends to expand the capabilities and functionalities of the Succession Planning and Talent Management Processes within the automated tool. The Department also utilizes the Federal Employee Viewpoint Survey to assess its executives' overall satisfaction. In particular, we reviewed how satisfied executives were with their jobs and found that 82% were satisfied. Furthermore, 68% of executives are satisfied with the training they receive on the job and 61% are satisfied with their pay. This information is important when the Department considers funding requirements for the training and development of our senior workforce. DOD has funded approximately \$949,000 towards executive development and coaching. Future funding is will be depended on the outcomes of the sequester.

***A plan of action that includes specific strategies for developing, training, deploying, compensating and motivating DOD's senior leader workforce. It includes DOD program objectives, goals and funding. [10 U.S.C. §115b(c)(2)(B); 10 U.S.C. §115b(2)(A)]***

Results from Talent Management Panels and Succession Planning activities guide the Department's training and development decisions. Upon conclusion of the annual Talent Management Panel process, information is used to inform individualized training to improve executive proficiency levels and performance. As the data matures, the Department expects to be in a better posture to target DOD and Component training and development strategies to close gaps.

To guide the development of senior executives, the Department established the DOD Executive Leadership Development Framework in FY 2010. The framework and recently revised Competency Proficiency Guide includes a matrix of training courses and development programs by leadership competency groupings and by Tier levels 1, 2 and 3 (for lower, middle and upper, respectively).

Furthermore, DOD has recognized recruitment and retention issues within the HQE SME population and published a new policy in April 2013 to address specific challenges. For example, this policy will help to provide an extra incentive to HQE-SMEs. The incentive is specifically for that population only and addresses the efforts provided in wargaming events.

DOD has a comprehensive approach to executive training and development that includes internal and private sector providers. Each of the Components provides an orientation for their new executives. The US Army and the Department of Navy provide intermediate programs for their Tier 2 and 3 executives. All of the Components offer career broadening and rotational opportunities along with internal and off-the-shelf training courses. The following examples of executive development activities address critical leadership competencies for the Department's civilian senior executives.

- **For joint perspective, strategic thinking, decisiveness, customer service, human capital management and influencing/negotiating:** In FY 2010, the Department launched a Joint Executive Management Training Program for Tier 1 and Tier 2 executives from across DOD. JEM focused on leadership competencies from a joint perspective. Due to funding constraints, this program was not offered in FY 2012.
- **For teambuilding and accountability:** In FY 2012 and FY 2013, the Department continued to offer 360-degree leadership assessment and executive coaching programs. To ensure accountability in leadership roles, the 360-degree process and associated coaching serves as a method for assessing and improving supervisory capabilities. Executive feedback has been extremely positive and executives agree that it is a valuable tool to enhance their leadership capabilities, improve proficiency in the SES critical competencies and job performance.

In addition to linking executive development activities to critical leadership competencies, the Department is ensuring that its civilian senior leaders have the appropriate development opportunities throughout the SES lifecycle to meet the different needs of executives in various stages of their careers. For example:

- In FY 2011, the Department's Senior Executive Management Office undertook a needs analysis for the development of an enhanced SES program, which is called Vanguard. Vanguard focuses on Enterprise-wide leadership and interagency awareness and collaboration. Additionally, Vanguard stresses the SES critical competencies for partnering, political savvy and external awareness. Since its establishment in FY 2011 Vanguard has evolved to focus on the training needs for Tier 1 executives with five + years of experience and Tier 2 and 3 executives with three+ years of experience. That change in focus heightened emphasis on the interagency aspect, and the third cohort included participation from Federal Agency senior executives from Departments of Homeland Security, Office of Personnel Management and the Central Intelligence Agency. The SES division plans to expand inter agency participation to include executives from the Departments of Labor, State, and Veterans Affairs. The inclusion of interagency executives has expanded the understanding of working across organizational boundaries and fosters collaboration and partnership.

***A plan of action that includes necessary incentives for attracting and retaining senior leaders who possess identified skills and competencies.***

During the environmental scan, CSEMD reviewed economic and political factors that could impact the recruitment strategies and retention incentives for the executive workforce. New hires have decreased since FY 2008. This trend is likely due to the FY 2010 SECDEF Efficiency Initiative. To ensure placement of executives affected by the Secretary of Defense Efficiency Initiative, the Department implemented policy to ensure all affected executives were considered for DOD positions first. Notably, there is evidence of a transfer increase in some Components since FY 2008.

Retirements are by far the largest type of loss, which is to be expected for the highly experienced SES, SLs, and STs, most of whom have long DOD careers. Retirements have decreased in many Components since FY 2009 due to the economic slowdown/uncertainty in the markets causing people to delay their retirements.

While experiencing losses in some occupational series, the Department is not experiencing difficulty in hiring. DOD has been losing personnel in almost all of our largest series over the past two years. The Miscellaneous Administration and Programs Series, 0301 has shown the largest losses overall followed by Engineering Series, 0801 and Program Management Series, 0340. This trend has implications for recruitment strategies especially in engineering which is aligned with the Science, Technology, Engineering and Mathematics (STEM) mission critical occupations.

To address potential obstacles in geographical reassignments of executives, Components allow executives to provide justification on movement preferences and other concerns through the Talent Management Process. While DOD considers geographic barriers, it is working to instill a culture of movement and rotation to prepare a responsive and capable workforce. Outside of recruitment, retention and relocation incentives, a significant method of incentivizing new talent and maintaining present talent is to offer executives career broadening and developmental opportunities through the Talent Management Process. Recruitment challenges for SLs and STs are a federal government concern and DOD is engaged in a White House Initiative focused on developing interest in STEM occupations and recruitment strategies to grow the STEM pipeline.

***A plan of action that includes changes in the number of personnel in any personnel category in the senior leader or acquisition workforce. The plan may be needed to address inequities and ensure that DOD has full access to appropriately qualified personnel, addressing gaps and meeting Department needs.***

In August 2010, SECDEF announced the Efficiency Initiative, which directed a review of the Department's entire CSE workforce. This initiative was enacted in FY 2011 and FY 2012 and reduced and/or downgraded 150 CSE positions. The SECDEF also directed a cap on all CSEs to halt personnel growth. The initiative was directed to address fiscal difficulties and ensure the

Department was appropriately staffed and aligned to efficiently and effectively carry out its mission. FY 2013 marks the full implementation of the efficiencies and DOD remains committed to ensuring mission priorities are resourced and allocations distributed to meet critical mission requirements.

To control growth in the Department, several processes were implemented or improved. HQE positions are allocated on a biennial basis versus an annual basis; an annual audit is conducted by Deputy Assistant Secretary of Defense (DASD) Civilian Personnel Policy (CPP) to ensure compliance and oversight in the use of the HQE policy. The Military Departments and Fourth Estate have implemented internal processes to ensure that allocations do not remain vacant for long periods of time and are being used for the most critical positions.

***A plan of action that includes changes in resources or rates/methods of pay for any category of the senior leader workforce. The plan would address inequities and ensure that DOD has full access to appropriately qualified personnel who close gaps and meet Department needs.***

The Department has invested resources to ensure certification of its performance management systems to allow access to the highest levels of compensation for its SES, SL and ST workforce. Currently, the Department's SL/ST performance management system has been fully certified through FY 2013; the SES system has been certified through June 2013. Given the government-wide pay freezes in FY 2011-2013 and potentially in future years, the Department may need to consider using recruitment, relocation and retention incentives to obtain and retain a qualified workforce.

***A plan of action that includes legislative changes that may be necessary to achieve the goals.***

The Department has submitted a proposed legislative change to only report on the Civilian Senior Executive and Defense Intelligence Senior Executives. The appropriate functional community will report on HQEs, SLs, STs. The proposal would also eliminate reporting on contractors as we do not currently have contractors or anticipate a need to contract for executives.

***Specific strategies for developing, training, deploying, compensating, motivating and designing career paths and career opportunities.***

The CSE workforce is viewed as one entity throughout the Department. Given the intent to have capable CSEs who are ready to move to areas where an emerging requirement exists, collaboration is an ongoing process amongst the Military Services, Defense Agencies, Joint Staff and OSD. To improve this capability, the Department is revising the scope of its current Defense Executive Advisory Board (DEAB) to ensure continuity of the highest caliber of SES leadership. A working group led by the Deputy Assistant Secretary of Defense, Civilian Personnel Policy (CPP) and Component counterpart will undertake a review of the current DEAB charter to ensure the advisory board is engaged and supportive of the executive talent management process to

include utilization of enterprise positions and the recruitment and retention of executives. Impending legislation for SES Reform may also influence the direction for the executive advisory group. Based on Congressional concern that half of federal executives are currently eligible to retire, legislation has been introduced to promote diversity and interest among civilian employees to join the executive ranks. If passed, legislation could potentially reform the executive hiring process, provide pay incentives, require interagency experience and reduce the number of political executives.

***Specific steps the Department has taken or plans to take to ensure that such workforce is managed in compliance with the requirements of Section 129 of Title 10.***

Section 129 of title 10 requires, in applicable part, that the civilian personnel of the DOD shall be managed each fiscal year solely on the basis of and consistent with (1) the workload required to carry out the functions and activities of the Department and (2) the funds made available to the Department for such fiscal year. The Department requires that manpower officials determine requirements based on mission requirements, workload and prescribed performance objectives. Components are expected to review required resources annually and report their requirements to maintain current SES/SL/ST allocations on a biennial basis. During this process, they must rank all requirements by priority in relation to DOD mission and must justify funding for these positions.

# **Appendix 15:** **USD (I) Intelligence**



## APPENDIX 15: INTELLIGENCE FUNCTIONAL COMMUNITY

### Overview

The mission of the Defense Intelligence Enterprise (Enterprise) is to “support our national, defense and international partners with knowledge rich all-source defense intelligence, counterintelligence, and security.”<sup>1</sup> Continuous and effective Strategic Workforce Planning (SWP) must take place across the Enterprise to ensure it provides the DOD the ideal mix of military, civilian, and contractor support, at the right skill level, and at the right time to accomplish this mission. As a critical step in Enterprise SWP, this report summarizes the health of the Intelligence Series, 0132 civilian workforce across the Enterprise.

### Oversight Responsibility

To meet the SWP requirements for the Enterprise for Fiscal Year (FY) 2012, a Memorandum of Agreement (MOA) between the Deputy Assistant Secretary of Defense for Civilian Personnel Policy, DASD (CPP), Office of the Under Secretary of Defense (Personnel and Readiness) (OUSD(P&R)), and the Director, Human Capital Management Office, (HCMO), Office of the Under Secretary of Defense (Intelligence) (OUSD(I)) dated May 31, 2011, established the Workforce Occupation Risk to Mission (WOR<sub>2</sub>M) construct. The WOR<sub>2</sub>M report does not substitute as a Component’s own strategic workforce plan, but provides a construct to summarize processes, data, and analysis resulting from a Component’s strategic workforce plan to meet executive and legislative reporting and oversight requirements. In addition, the WOR<sub>2</sub>M construct ensures that the following Combat Support Agencies (CSAs) within the Enterprise meet the legal requirements of the section 115b of title 10, United States Code (U.S.C.) and the Deputy Secretary of Defense Memorandum, Implementation of section 1108 of the National Defense Authorization Act (NDAA) Fiscal Year (FY) 10 requirement for DOD Strategic Workforce Plans dated of 30 July 2010:

- Defense Intelligence Agency (DIA)
- National Geospatial-Intelligence Agency (NGA)
- National Reconnaissance Office (NRO)
- National Security Agency (NSA)

The Military Departments and Defense Security Service (DSS) followed the OUSD(P&R) reporting construct, which only focuses on the 0132 civilian workforce. However, for future year reporting, OUSD(I)/HCMO plans to amend the MOA to include the Service Intelligence Components and DSS under the WOR<sub>2</sub>M reporting construct.

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<sup>1</sup> *Defense Intelligence Strategy 2010*: James R. Clapper, Under Secretary of Defense (Intelligence)

Also of note, due to the sensitive nature of the Department's intelligence efforts, a good portion of the Defense Intelligence community's strategic workforce plans are classified and will not be provided in this report.

## **Environmental Scan**

Through the Mission Critical Occupation (MCO) determination process, the Intelligence Functional Community designated the Intelligence Series, 0132 as mission critical. Subsequent to identifying 0132 as an MCO, the Intelligence Community (IC) conducted an environmental scan to discuss the events, trends and/or Department and statutory expectations that may impact demand and supply. Components across the Enterprise are experiencing similar issues with their 0132 civilian workforce related to workforce environmental factors. Environmental factors include: aging workforces and retirement eligibility, budget constraints, federal hiring and salary freezes, expiration of the interchange agreement, evolving missions, emerging cyber threats, new technology, and competition from private sector. Due to these factors, human capital initiatives and programs such as Workforce Planning, Recruitment & Retention, Workforce Development & Career Management, Performance Management, Awards & Recognition, and Leadership Development & Succession Management, have all become higher in demand in order for organizations to maintain the appropriate workforce and bench strength for today and in the future.

### **Science, Technology, Engineering, Mathematics (STEM)**

The Enterprise continues working with Department and IC STEM workforce planning initiatives. STEM underpins DOD's ability to defend the nation and to assure the vitality of the Nation's Defense Industrial Base (DIB). Developing a highly competent STEM workforce requires partnerships among government, industry, and academia. Emerging mission requirements continue to pose great STEM workforce challenges for DOD. OUSD(I) and select Enterprise Components are full participants in the STEM Executive Board and its Working Group to ensure Enterprise equities for STEM workforce needs and requirements are addressed.

### **Critical Competencies and Evolving Mission Requirements**

It is vital during this era of unexpected and unpredictable threats, coupled with rapid changes in information and technology, to have an agile workforce structure to produce intelligence that can effectively contribute to our national defense. With evolving mission requirements, the Intelligence competencies that in the 0132 occupational series are critical to mission success across the Enterprise. These include all-source analysis, geospatial intelligence, analysis and production, collection management, cyber, counterintelligence, human intelligence, and signals intelligence. In addition, there is an increasing demand for a growing number of language and regional expertise capabilities. With limited pools of security clearance eligible resources, these capabilities are becoming an area of concern for the long term.

**Note:** The following chart reflects only those 0132 MCO personnel in DCPDS and not the entire 0132 MCO population within the Intelligence Functional Community.

**Figure 1: Intelligence Series, 0132 - Demographics**

|  |              |
|--|--------------|
| FUNCTIONAL COMMUNITIES                         | Intelligence |
| Occ Series                                     | 0132         |
| Occ Series Desc                                | INTELLIGENCE |
| IS THIS OCC SERIES AN MCO?                     | Y            |
| <b>Workforce Size: Current Strength Totals</b> |              |
| End Strength                                   | 6,780        |
| Department of Army                             | 2949         |
| Department of Air Force                        | 2172         |
| Department of Navy                             | 1379         |
| Fourth Estate                                  | 280          |
| % MALE   | 79.26%       |
| % FEMALE                                       | 20.74%       |
| % DISABILITY TARGETED                          | 0.32%        |
| % DISABILITY NONTARGETED                       | 5.62%        |
| % PRIOR MILITARY                               | 71.17%       |
| <b>Education</b>                               |              |
| ED - # WITH LESS THAN BACHELORS                | 3114         |
| ED - # WITH BACHELORS DEGREES                  | 2324         |
| ED - # WITH MASTERS DEGREES                    | 1262         |
| ED - # WITH DOCTORATE DEGREES                  | 69           |
| <b>Planning Considerations</b>                 |              |
| % ELIG TO RETIRE CURRENT                       | 7.26%        |
| % ELIG TO RETIRE NEXT YEAR                     | 1.62%        |
| % ELIG TO RETIRE TWO TO FIVE YEARS             | 9.22%        |
| AGE - 29 & Under                               | 572          |
| AGE - 30 to 39                                 | 1837         |
| AGE - 40 to 49                                 | 2087         |
| AGE - 50 to 54                                 | 1089         |
| AGE - 55 to 59                                 | 697          |
| AGE - 60 to 64                                 | 342          |
| AGE - 65 and over                              | 156          |
| Career Level 1: GS 1-8 or Equiv.               | 70           |
| Career Level 2: GS 9-12 or Equiv               | 1673         |
| Career Level 3: GS 13-15 or Equiv.             | 5037         |

## 0132 Workforce Analysis

The Intelligence Functional Community outlines their 0132 workforce analysis by Component as each has specific concerns and needs.

### US Air Force

There is no significant growth projected for the Air Force Intelligence, Surveillance and Reconnaissance Agency (AF ISR or A2) civilian workforce given the environmental factors impacting the Air Force civilian workforce.

Due to budget constraints, Headquarters Air Force has placed a work year ceiling cap on organizations throughout the department. This limits the organizations' ability to hire and fill their validated and previously funded authorizations, including the 0132 workforce. A2 recently submitted a waiver for reprieve from the work year ceiling. If approved, A2 will soon be able to hire again at the Air Staff level.

With the emergence of new ISR technology, Air Force has the leading edge of national security technology. Growth in manpower is required during the planning and implementations stages in order to effectively and efficiently master the execution of these new operational capabilities. Air Force's ability to achieve this goal requires ISR professionals who simultaneously understand the operational concepts, capabilities and vulnerabilities of the Air Force, other services, allied forces, and enemy forces.

### **US Army**

Army Intelligence faces similar challenges as other DOD Components with its aging workforce. However, only 14.7% of the 0132 workforce is eligible to retire, and past trends show that the majority of the retirement eligible population works an additional 5 to 7 years beyond eligibility. Army has a current attrition rate of 11%; except for focus areas such as Advanced Analytics; Intelligence Support to Cyber; STEM; and Biometrics, there are currently no determined recruiting or retention problems. The natural attrition is seen as an opportunity to obtain the critical skills required for the current and future missions.

### **Department of Navy**

Navy and Marine Corps project potential workforce risks due to 0132 workforce attrition trends based on historical and projected separation and retirement data. With 7% of the 0132 population eligible to retire in FY 2012 and 8% in FY 2013, the percentage increases to 20% eligible to retire in FY 2014 – 2018. This could cause resource constraints across the Naval Intelligence activities; however with mitigation strategies in place this ensures the achievement of Navy, Joint, and national mission requirements.

### **Defense Security Service (DSS)**

A primary DSS mission objective is identification of hostile collection of sensitive information within the cleared DIB and analysis and reporting of hostile collection trends. As DSS capabilities increase, the ability to identify and mitigate these threats proportionally also increases. Likewise, if DSS capabilities decline, then the ability to identify and mitigate threats proportionally declines. DSS has identified a need and requested to increase their 0132 manpower requirements in order to successfully meet their strategic mission objectives.

## **Non-0132 Workforce Analysis**

The CSAs, under the WOR<sub>2</sub>M construct, identified constraining factors that have the potential to negatively impact achieving their mission and strategic objectives across their entire workforce and contractor support. These areas of concern will require the implementation of mitigation strategies, programs, and initiatives to address current and emerging critical-skill

gaps in order for the Components to accomplish their vital missions. The following summarizes CSA concerns.

### **Defense Intelligence Agency (DIA)**

DIA currently faces a deficit in the number of language-capable analysts. Capable is defined as ratings of 2/2/2 on a proficiency scale of 0 (memorized) to 5 (functionally native) for the Defense Language Proficiency Test in modalities of listening, reading and speaking. DIA required 20% of analytic and collector developmental hires to have demonstrated language or regional expertise skills in FY 2012, and will require 15% in FY 2017. DIA is projecting an increase in their FY 2017 goals, based on the foreign language policy identification and requirement with core capability partners.

### **National Geospatial-Intelligence Agency (NGA)**

NGA identified a workforce occupational risk for the military portion of their total force. The military risk to mission is associated with low fill rates (70%) consistent with the priority assigned for filling DOD agencies, not considered operational or priority mission organizations. NGA developed a consolidated mitigation strategy for the total military workforce to meet their workforce requirements.

### **National Security Agency (NSA)**

At this time, NSA has not identified significant areas of workforce risk in the short term. In the long run, however, NSA is challenged to continue to hire significant numbers of employees with technical skills - computer science, engineering, and mathematics - primarily at the entry level, but also across all experience levels. In addition, NSA faces an increasing demand for language capabilities, with a limited pool of qualified candidates eligible for security clearances.

### **National Reconnaissance Office (NRO)**

NRO has a unique situation as they do not own their workforce and depend on external organizations to provide the workforce to meet its mission needs. The external organizations' internal policies, processes, and priorities determine the NRO's staffing levels, assignment tour lengths, hiring decisions, and retention rates, even for those billets that are funded through the National Reconnaissance Program appropriation. The nature and structure of the NRO's externally-provided workforce results in limited ability to:

- Control and manage a significant portion of its NRO-experienced acquisition personnel;
- Select, track, develop, and retain talent for more than a three-or four-year rotational assignment; and
- Retain a significant body of corporate space acquisition knowledge and experience.

### Component Constraining Factors and Mitigation Strategies

| Enterprise Component | Constraining Factor  | Mitigation Strategy or Resolution  |
|----------------------|--|--|
| DIA                  | Lack of foreign language capabilities across the organization  | Develop a recruiting strategy to hire personnel with demonstrated language and regional expertise skills   |
| DSS                  | The Federal civilian hiring freeze has slowed hiring, and gaps exist due to retirement and attrition   | Seek relief from civilian manpower restrictions to hire additional Security Administration Series, 0080 and Information Technology (IT) Management Series, 2210 personnel and continue in-sourcing contractor position equivalents to address current shortfalls |
| NGA                  | Low military fill rates, currently 70% of authorizations, consistent with the priority assigned for filling DOD agencies, not considered operational or priority mission organizations | Engage with the Service personnel offices and increase internal and external communications in order to most effectively attract, place, and utilize Service member abilities  |
| NSA                  | Low recruitment rate of employees with the language capabilities and technical skills - computer science, engineering and mathematics  | Targeted recruitment events to increase the available pool of qualified candidates in STEM fields and languages, recruitment incentives, retention bonuses or programs, and specialized training efforts for skill issues  |
| NRO                  | Dependence on external organizations to provide the necessary workforce to meet its mission needs and strategic objectives   | Develop an enterprise-wide strategic workforce planning capability that will optimize human capital across the organization, shape the workforce of the future, engage and inform parent organizations' decisions, and link human capital decisions to budget    |

### 0132 Occupational Taxonomy and Competency Management Framework

Prior to the enactment of Section 115b, of Title 10, U.S.C. personnel management authorities that enable the Secretary of Defense to establish a common personnel system for the Enterprise, each of the Defense Intelligence CSAs operated under separate personnel authorities. Although they used Title 5 personnel programs administered by the Office of Personnel Management (OPM) as a benchmark, they established occupational titling practices that supported their independent missions. During this same period, the Military Departments

managed the 0132 series in the Excepted Service and, followed OPM occupational titling practices.

As the entire IC has sought to better integrate operationally under the mandate of the Intelligence Reform and Terrorism Prevention Act of 2004 (IRTPA), the disparate occupational titling practices have become increasingly problematic. Although there are a variety of reasons for the difficulty experienced in collecting and reporting the occupation aligned information, a major contributing factor has been the disparate civilian occupational titling practices across Components. Chief among these is the fact that the OPM titling guidance for Intelligence provides only one occupational series, the Intelligence Series, 0132 (Research Specialist) that is intended to cover operations, collection, and analysis. The CSAs developed civilian titling practices that are more descriptive of the work in their organizations, but there is no Defense standard for occupational titling that adequately supports our requirement to understand and plan for our workforce acquisition, development, and retention.

The requirement for a common Defense Intelligence civilian occupational titling taxonomy has returned to the forefront as a result of related statutory requirements for workforce planning and reporting.

## MCO Strategy and Action Plan

Just as the Intelligence Functional Community outlines its workforce analysis and requirements by Component due to specific concerns for each, the community has identified Component-specific strategies. The Components developed several strategies of which they have some ownership; effects a positive change in the environment within one to two fiscal years, of which they have, or can find, the resources in the next fiscal year to effect change; and for which metrics for the implementation and performance of the strategy can be provided.

| Strategy # 1   | DSS - Relief from Resource Management Decision 703A2, Civilian Manpower Restrictions   |
|--|--|
| <b>Staffing Gap Addressed</b>  | Workload versus workforce  |
| <b>Occupational Series</b>   | 0132   |
| <b>DCIPS Career Level Scale</b><br><b>Entry/Developmental: GG7-GG10</b><br><b>Full Performance: GG11-GG13</b><br><b>Senior: GG13-GG14</b><br><b>Expert: GG15</b> | Middle and senior (GS-13) level employees.   |
| <b>Strategy Details and Impact</b>   | Per concurrence from OUSD(I), HCMO, DSS workload is currently being assessed by a contractor and a report of their findings will be shared with OUSD(I), HCMO. DSS believes that the report will support an agency request for relief from Resource Management Decision 703A2, Civilian Manpower Restrictions. If relief is provided and DSS is able to hire an additional 114 Fulltime Equivalents (FTEs), the DSS, CI workforce will be able to support industry and the other 23 Federal agencies with whom we provide National Industrial Security Program oversight and support by preventing the loss of technology through cyber compromises or other unlawful penetration of the |

| Strategy # 1  | DSS - Relief from Resource Management Decision 703A2, Civilian Manpower Restrictions  |
|---|---|
|   | defense industry base.  |
| <b>Strategy Time Segment</b><br>(Short term = 0-2 yrs)<br>(Mid Range = 3-5 yrs)<br>(Long term = 6+ yrs) | Decisions regarding relief from the hiring freeze and approval to hire 114 analysts will occur in the short term. Based on those decisions, DSS will implement a hiring surge to on-board, qualified personnel to fill billets.   |
| <b>Implementation Timeline</b><br>(Identified Milestones)   | Once the number of FTEs that may be hired is identified, the milestones will include: 1) Identification of specific billets to fill, 2) identification of candidate-rich recruitment sources, 3) identification of qualified candidates, 4) selection and 5) on-boarding. |
| <b>Legislative Changes</b>  | Relief from Resource Management Decision 703A2, Civilian Manpower Restrictions. Authority to increase FTE ceiling to accommodate workload.  |
| <b>Funding Required</b>   | Estimated funding = 17M. DSS has identified internal offsets within FY13 budget to fund an estimated 20%, or 3.4M, in FY13  |
| <b>Metrics to Assess Progress</b>   | To be established based upon level of relief, if any, from Resource Management Decision 703A2.  |
| <b>Metrics Data Source</b>  | Hiring surge onboard results.   |
| <b>Strategy Owner(s):</b><br><b>Strategy POC:</b>   | Intelligence Component Functional Community Managers<br>Intelligence OSD Functional Community Manager   |

| Strategy # 2   | DSS: Career Mapping   |
|--|---|
| <b>Staffing Gap Addressed</b>  | Skill gap   |
| <b>Occupational Series</b>   | 0132  |
| <b>DCIPS Career Level Scale</b><br><b>Entry/Developmental: GG7-GG10</b><br><b>Full Performance: GG11-GG13</b><br><b>Senior: GG13-GG14</b><br><b>Expert: GG15</b> | Middle and senior (GS-13) level employees.  |
| <b>Strategy Details and Impact</b>   | The emerging threats in cyber, insider threat, supply chain management, and defense critical infrastructure protection, requires increased levels of information technology skills as well as practical experience. A career mapping effort to identify and keep pace with new skill requirements so those skills may be recruited for and incorporated into employee development programs, is under way to address this gap. |
| <b>Strategy Time Segment</b><br>(Short term = 0-2 yrs)<br>(Mid Range = 3-5 yrs)<br>(Long term = 6+ yrs)  | Short Term  |
| <b>Implementation Timeline</b><br>(Identified Milestones)  | <ol style="list-style-type: none"> <li>1) Career mapping project is under way and will be completed in the later part of 2013.</li> <li>2) 0132 career progression models and related training and experience will be clearly identified and communicated.</li> <li>3) Employee development will be based on technical, core and leadership competencies that specifically map to the 0132 skills required.</li> </ol>        |
| <b>Legislative Changes</b>   | N/A   |
| <b>Funding Required</b>  | Training budget is incorporated into current FTE budget. If additional FTEs are   |

| Strategy # 2                                      | DSS: Career Mapping   |
|---|---|
|   | approved and hired, funding to support training is included in overall FTE estimates.                 |
| <b>Metrics to Assess Progress</b>                 | To be determined upon completion of career mapping program build.                                     |
| <b>Metrics Data Source</b><br>(What system?)      | To be determined.   |
| <b>Strategy Owner(s):</b><br><b>Strategy POC:</b> | Intelligence Component Functional Community Managers<br>Intelligence OSD Functional Community Manager |

| Strategy # 3   | DSS: Increase Diversity   |
|--|---|
| <b>Staffing Gap Addressed:</b>   | Diversity within the Counterintelligence (CI) workforce   |
| <b>Occupational Series:</b>  | 0132  |
| <b>DCIPS Career Level Scale</b><br><b>Entry/Developmental: GG7-GG10</b><br><b>Full Performance: GG11-GG13</b><br><b>Senior: GG13-GG14</b><br><b>Expert: GG15</b> | Entry and senior level  |
| <b>Strategy Details &amp; Impact:</b>  | The current CI workforce is a little over 80% white males. Diversity of this population will provide diversity of thought and better reflect the make-up of the general population.   |
| <b>Strategy Time Segment:</b><br>Short-term: 0 - 2 years<br>Mid-term: 3-5 years<br>Long-term: 6+ years   | Current and on-going strategy.  |
| <b>Implementation Timeline:</b><br>(Identified Milestones)   | <ol style="list-style-type: none"> <li>1) Current diversity statistics are being socialized within the CI office so that leadership has awareness and sensitivity of employee make-up.</li> <li>2) Recruitment efforts at colleges and universities, military installations, and other recruitment rich environments will allow DSS to showcase itself as an employer of choice and an equal opportunity employer.</li> <li>3) Diversity information will continue to be shared with CI leadership on a quarterly basis.</li> <li>4) Agency-wide focus on diversity and inclusion is on-going.</li> </ol> |
| <b>Legislative Changes:</b>  | n/a   |
| <b>Funding Required:</b>   | n/a   |
| <b>Metrics to Assess Progress:</b>   | DCPDS, MD-715 annual reports  |
| <b>Metrics Data Source:</b>  | DCPDS   |
| <b>Strategy Owner(s)/POC(s):</b>   | Intelligence Component Functional Community Managers<br>Intelligence OSD Functional Community Manager   |

| Strategy # 4                   | Department of Navy: Succession Planning   |
|--------------------------------|---|
| <b>Staffing Gap Addressed:</b> | Navy Intel SHCP Category: Tacit Knowledge Loss – +20% Retirement Eligibility within 5 Years |

| Strategy # 4   | Department of Navy: Succession Planning  |
|--|--|
| <b>Occupational Series:</b>  | 0132   |
| <b>DCIPS Career Level Scale</b><br><b>Entry/Developmental: GG7-GG10</b><br><b>Full Performance: GG11-GG13</b><br><b>Senior: GG13-GG14</b><br><b>Expert: GG15</b> | Senior Grade.  |
| <b>Strategy Details &amp; Impact:</b>  | Conduct a review of government and private industry best-practices/strategies for mitigating pending, large-scale retirement losses. Evaluate those potential strategies, using leadership and SME groups, for relevance and applicability to NAVINTEL. Apply those strategies to the creation of a talent management succession plan for the NAVINTEL skilled/knowledge workforce. Examples of potential strategy elements include the application of phased retirement schedules and/or the provision of VERA/VSIP incentives. The utility of these and other potential strategy elements will be evaluated through expert review. |
| <b>Strategy Time Segment:</b><br>Short-term: 0 - 2 years<br>Mid-term: 3-5 years<br>Long-term: 6+ years   | Short-Term for the development of a talent management succession plan.<br>Short to Mid-Term for succession plan approval and implementation.   |
| <b>Implementation Timeline:</b><br>(Identified Milestones)   | A review of relevant literature for best-practices and/or mitigating strategies should be completed by April of 2013. The presentation of those strategies for review and selection should be ready by June 2013. The timeline for the drafting and chop of a talent management succession plan will be set following the completion of the leadership/SME review process. A detailed implementation plan will follow approval of the succession plan.   |
| <b>Legislative Changes:</b>  | To be determined.  |
| <b>Funding Required:</b>   | To be determined.  |
| <b>Metrics to Assess Progress:</b>   | To be determined.  |
| <b>Metrics Data Source:</b>  | The DCPDS database provides the raw retirement eligibility numbers for determining the scope of the potential retirement loss issue. DCPDS data integrity is critical to this effort and data QA is a vital requirement for maintaining the DCPDS database.  |
| <b>Strategy Owner(s)/POC(s):</b>   | Intelligence Component Functional Community Managers<br>Intelligence OSD Functional Community Manager  |

## Way Ahead

### The Need for Competency Management Frameworks

Budget constraints have become a major factor across the Enterprise and have affected the ability to hire. Having the right number of civilian personnel with the right skills is critical to achieving DOD's mission. It is important for DOD, as part of workforce planning, to appropriately conduct gap analyses of its critical skills and competencies. While Intelligence Community Directive (ICD) 610, Competency Directories for the Intelligence Community Workforce, provides the Intelligence Competency Framework, the Department, Enterprise, Components, and the Intelligence Community needs to develop the IT capabilities to manage its implementation. DCPAS, OUSD(I), and the Office of the Director of National Intelligence (ODNI)

are exploring ways to meet this requirement to minimize redundancies, costs, and provide optimum security for the Intelligence workforce.

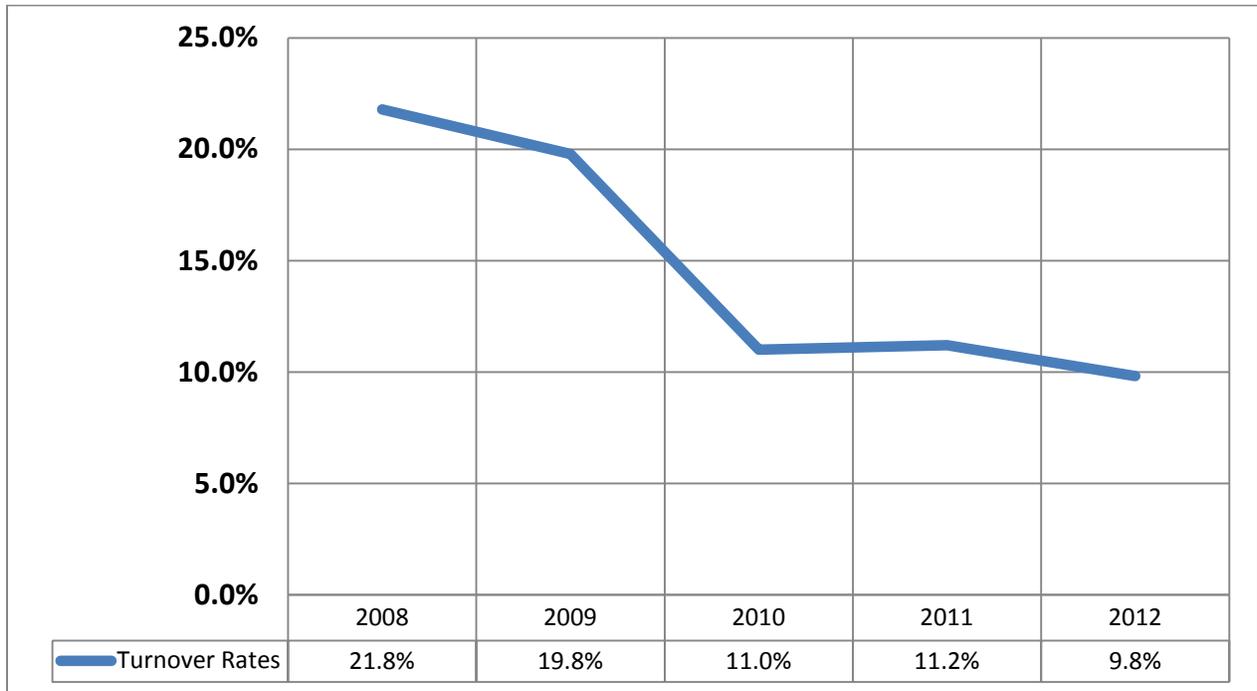
### DATA CHARTS & GRAPHS

**Note:** The following charts and graphs reflect only those 0132 MCO personnel in DCPDS and not the entire 0132 MCO population within the Intelligence Functional Community.

**Figure 2: Intelligence Gains and Losses of the Mission Critical Occupation - 0132**



**Figure 3: Intelligence Turnover of the Mission Critical Occupation - 0132**



**Figure 4: Intelligence Retirement Eligibility of the Mission Critical Occupation - 0132**

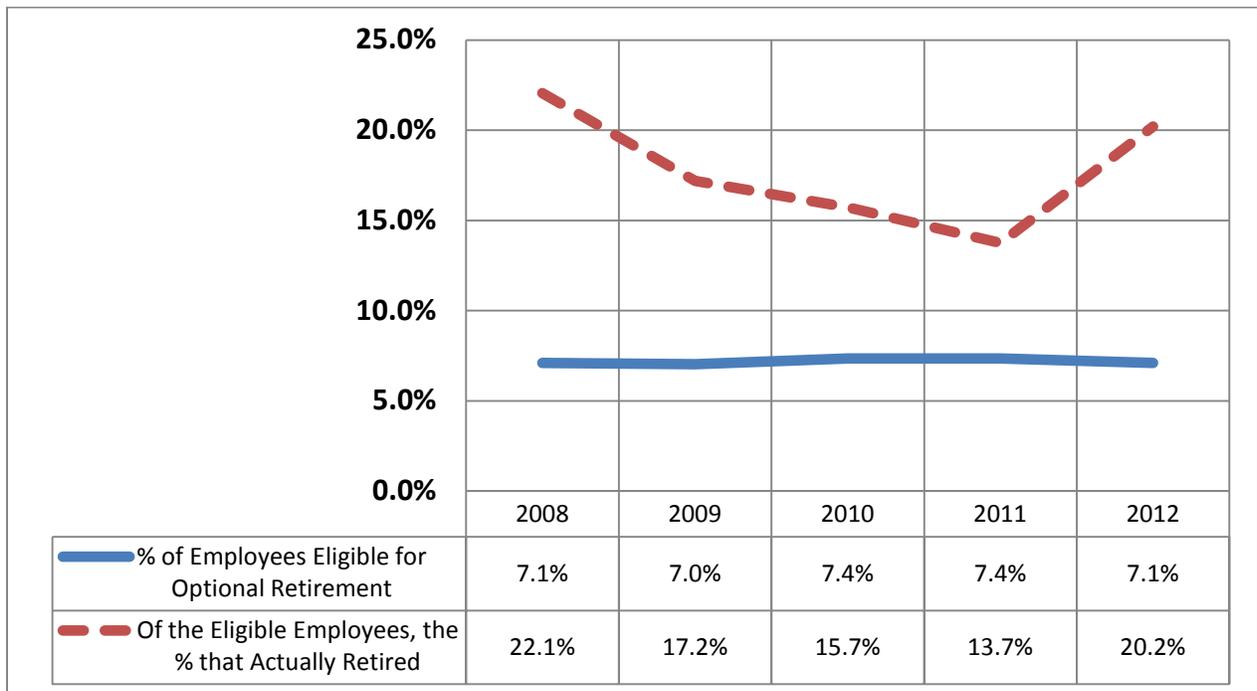


Figure 5: Intelligence Retirement Phasing of the Mission Critical Occupation - 0132

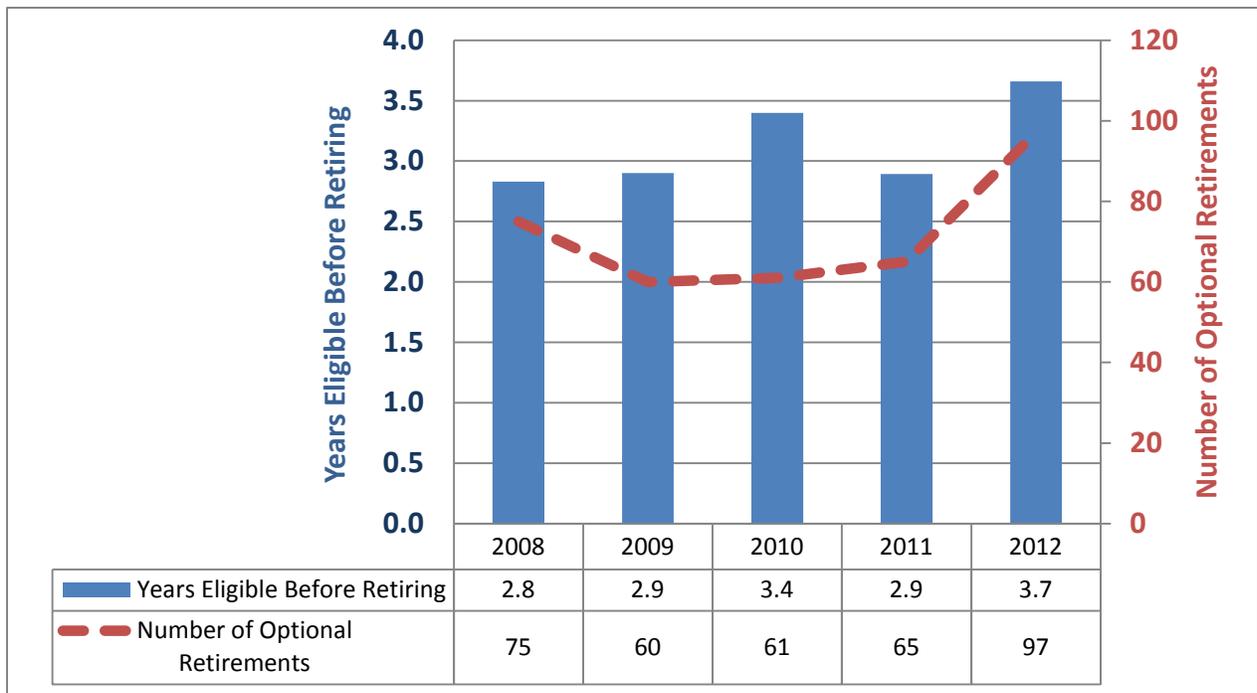
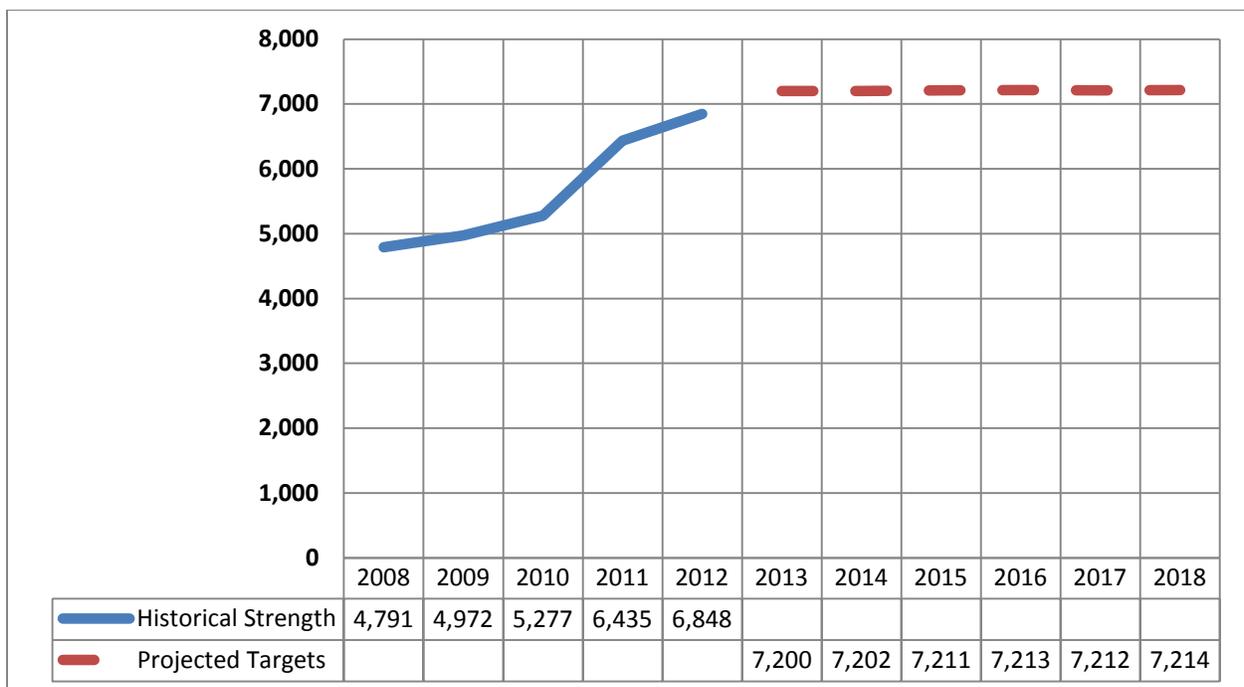


Figure 6: Historical Strength and Future Targets of the Mission Critical Occupation - 0132



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# **Appendix 16:** **USD (I) Security**



## APPENDIX 16: SECURITY FUNCTIONAL COMMUNITY

### Overview

The Defense Security Enterprise (DSE) security workforce is a strategic enabler to all of the most sensitive DOD partnerships, plans and operations, and effective protection of personnel, information, technologies, and facilities. Security professionals work daily with the Department's joint and coalition partners as well as multi-agency mission partners in the intelligence community. The increasing number and adverse impact of unauthorized disclosures of classified national security information and the need for screening/vetting personnel entering our installations, posts, camps and stations to minimize the insider threat, illustrate the continuing importance of security professionals.

DOD Components and Agencies employ civilian, military, and contractor personnel to focus on implementation of DOD security programs and policies. The DOD Security workforce is comprised of three interrelated civilian job series: Security Administration Series, 0080; Security Guard Series, 0085; and Security Clerical and Assistance Series, 0086. Although these career fields mutually support each other, DOD organized 0080 and 0086 occupation series into a single security functional community and included the 0085 occupation series with other occupation series into a separate law enforcement functional community. This section of the DOD Strategic Workforce Plan (SWP) focuses on the 0080 and 0086 occupation series in the Security Functional Community.

Since the submission of the Fiscal Year 2010-2018 DOD Strategic Workforce Plan, the DOD established a DSE and governance structure. This enterprise provides executive decision making and oversight to integrate security policy, resources, training and education, and workforce planning strategies across all DOD security communities.

### Environmental Scan

The majority of the present civilian workforce is prior members of the armed services, who have 12 years or less of federal civilian service, who are middle-aged, and who are not close to retirement eligibility. Some agencies are beginning to experience a shift with new employees entering federal service directly from school or industry without prior military service. A broad base for new security professionals reinforces the need for DOD continuing a robust education, training, and skill certification program.

The number of manpower authorizations for security professionals are continuously balanced with available resources, with some Components seeing a marked decrease. Within DOD, this balance is determined by each DOD Component. An effective security program may mitigate security violations, physical protection of DOD resources, unauthorized disclosures, and compromises. Consequently, the effective implementation of security policies and procedures within the Department may lack broad organizational awareness and understanding outside of direct security organizations and therefore may not be included in strategies to address

declining resources. Personnel reductions may create otherwise avoidable security vulnerabilities. The DSE continues to advocate that the DOD security community provide employment opportunities that are competitive with the private sector and remain an advocate for sufficient funding to provide an effective and responsive workforce of security professionals to accomplish the DOD mission.

### **DSE Response to Environmental Factors**

During the past two years, the DOD responded to this security environment with multiple strategies for which the goals have been met.

First, the Security Administration Series, 0080 series was designated by the Department as a DOD mission critical occupation (MCO). This occupation series is a direct enabler to the physical protection and success of strategic and tactical DOD military assets; intelligence plans and operations; sensitive joint, coalition and multi-agency partnerships; and protection of leap-ahead technologies.

Second, the DOD Director of Security was designated the OSD Functional Community Manager (OFCM) responsible, in coordination with the Director, OUSD(I) Human Capital Management Office (HCMO), for Department level management and oversight of career fields Security Administration, 0080 and Security Clerical and Assistance, 0086. Appointing the Director of Security as the OFCM helps to ensure a unified enterprise approach to policy making and the professional development of the workforce which implements the policy.

Third, a Defense Security Oversight and Assistance Program (DSOAP) and a security awards program were established. These programs provide an opportunity for DOD Components to offer to the security staff of the Under Secretary of Defense for Intelligence (USD(I)) a Component perspective on security policy, training and education, professional development, organizations, and resources. It also provides the DOD the opportunity to identify the best business practices within the DSE.

Figure 1: Security Demographics

| FUNCTIONAL COMMUNITIES                         | Security        | Security                |
|--|-----------------|-------------------------|
| Occ Series                                     | All Occupations | 0080 MCO                |
| Occ Series Desc                                |                 | SECURITY ADMINISTRATION |
| <b>Workforce Size: Current Strength Totals</b> |                 |                         |
| End Strength                                   | 9,582           | 7,916                   |
| Department of Army                             | 2813            | 2284                    |
| Department of Air Force                        | 2837            | 2399                    |
| Department of Navy                             | 2601            | 1953                    |
| DoD Agencies (4th Estates)                     | 1331            | 1280                    |
| % MALE   | 65.59%          | 68.62%                  |
| % FEMALE                                       | 34.41%          | 31.38%                  |
| % DISABILITY TARGETED                          | 0.57%           | 0.42%                   |
| % DISABILITY NONTARGETED                       | 8.08%           | 7.77%                   |
| % PRIOR MILITARY                               | 69.51%          | 71.21%                  |
| <b>Education</b>                               |                 |                         |
| ED - # WITH LESS THAN BACHELORS                | 6534            | 5108                    |
| ED - # WITH BACHELORS DEGREES                  | 2201            | 2003                    |
| ED - # WITH MASTERS DEGREES                    | 790             | 755                     |
| ED - # WITH DOCTORATE DEGREES                  | 16              | 15                      |
| <b>Planning Considerations</b>                 |                 |                         |
| % ELIG TO RETIRE CURRENT                       | 10.09%          | 9.97%                   |
| % ELIG TO RETIRE NEXT YEAR                     | 2.54%           | 2.58%                   |
| % ELIG TO RETIRE TWO TO FIVE YEARS             | 11.57%          | 11.57%                  |
| AGE - 29 & Under                               | 535             | 356                     |
| AGE - 30 to 39                                 | 1431            | 1117                    |
| AGE - 40 to 49                                 | 3337            | 2846                    |
| AGE - 50 to 54                                 | 2059            | 1775                    |
| AGE - 55 to 59                                 | 1255            | 1053                    |
| AGE - 60 to 64                                 | 707             | 567                     |
| AGE - 65 and over                              | 258             | 202                     |
| Career Level 1: GS 1-8 or Equiv.               | 1417            | 134                     |
| Career Level 2: GS 9-12 or Equiv               | 4936            | 4554                    |
| Career Level 3: GS 13-15 or Equiv.             | 3228            | 3227                    |

## Workforce Analysis

The DSE is supported by a contract workforce at government sites, providing direct security support services. DOD has not yet catalogued this workforce. In addition, under the provisions of the National Industrial Security Program (NISP), cleared contractor facilities have Facility Security Officers to manage classified programs of the company. Contractor employees at contractor-owned facilities are not part of this report but are critical to protecting DOD classified information processed or stored within a company performing on a classified contract under DOD cognizance.

Considering the remaining government workforce, with the exception of budget constraint concerns, the Security community has no immediate recruitment or retention issues. The MCO Security Administration Series, 0080 occupational series mirrors the larger community in terms of staffing patterns. Both have high prior military populations, 69% for the whole community and 71% for the 0080 occupational series, and the majority of employees range in age from 46

to 53. The community has benefitted greatly from both the experience and expertise offered by an older workforce and those with prior military experience.

Recruitments have been in steady decline since FY 2009, mostly due to a significant tightening of the budget. Conversely retirements and resignations have remained relatively steady in the past two years. This community has a strong pipeline and has not experienced, nor anticipates experiencing, significant difficulty attracting talent, especially at the entry or mid-career level positions. However, they recognize that the ongoing development of their professionals is critical in maintaining and growing a strong, highly skilled and proficient workforce.

Professional development programs, including a certification program and a notional career guide, are important to sustaining an effective security workforce. The competencies required of the DSE workforce must be continuously reviewed and updated to include new skills to meet emerging functions of security professionals. Particularly important is expanding training or recruiting of security professionals not only with specific expertise in one security discipline, but with a broad background in information technology security. The distinction between information security and information assurance is increasingly blurred as information security requirements are applied within the information technology environment.

Beyond this need for a broader understanding of information assurance by the DSE workforce, the DSE recognizes the importance of a career for a multi-functional security professional capable of effectively responding to the diverse security challenges emerging within today's operational environment. The Center for Development of Security Excellence (CDSE) within the Defense Security Service (DSS) remains the Department's focal point to identify such career skill requirements and include them in education, training, and certification programs.

## MCO Strategy and Action Plan

In order to address its workforce concerns, the Security Functional Community developed a strategy of which the community will have some level of ownership; effects a positive change in the environment within one to two fiscal years; of which the community has, or can find, the resources in the next fiscal year to effect change; and for which metrics for the implementation and performance of the strategy can be provided.

| Strategy # 1  | Development of a Security Professional Certification Program   |
|---|--|
| <b>Staffing Gap Addressed</b>   | Further development of current personnel at all levels and prepare mid-level employees to move into leadership positions.  |
| <b>Occupational Series</b>  | 0080/0086  |
| <b>Career Level</b><br>Entry: GS 1-8 or Equiv.<br>Mid: GS 9-12 or Equiv.<br>Senior: GS 13-15 or Equiv.  | All  |
| <b>Strategy Details and Impact</b>  | Improve individual performance in order to develop a cadre of highly skilled security professionals and develop a career roadmap that provides clear paths for employee advancement and development. |
| <b>Strategy Time Segment</b><br>(Short term = 0-2 yrs)<br>(Mid Range = 3-5 yrs)<br>(Long term = 6+ yrs) | Mid Range: 3 – 5 years   |

| Strategy # 1  | Development of a Security Professional Certification Program  |
|---|---|
| <b>Implementation Timeline</b><br>(Identified Milestones) | <ol style="list-style-type: none"> <li>1. Identify defense security positions within DOD and what level of certification is required for each by the end of FY 2014.</li> <li>2. Implement remaining core or specialty certifications by the end of FY 2014.</li> <li>3. Publish a career roadmap by the end of FY 2015.</li> </ol> |
| <b>Legislative Changes</b>                                | N/A   |
| <b>Funding Required</b>                                   | Internal to existing IT system owners.  |
| <b>Metrics to Assess Progress</b>                         | <ol style="list-style-type: none"> <li>1. Identify all Defense security positions which require SPeD certification.</li> <li>2. Report percentage of incumbents in positions requiring SPeD certification who are SPeD certified.</li> </ol>  |
| <b>Metrics Data Source</b>                                | TBD. Working group is in process of identifying existing DOD/Component Systems to ID and track positions and certifications required.   |
| <b>Strategy Owner(s):</b><br><b>Strategy POC:</b>         | Security Component Functional Community Managers<br>Security OSD Functional Community Manager   |

The DSE is in the process of implementing a strategic framework that will encompass the strategy described above. A goal included in this framework is the improvement of individual performance to develop a cadre of highly skilled security professionals. The certification is paramount in achieving this goal and ensuring that the DSE workforce has the competencies – knowledge and skills – required of successful defense security professionals.

The major professional development strategy currently underway in the strategic framework is developing a methodology to catalog Defense security positions which require the performance of security functions as a primary daily duty. Once these positions are cataloged, competencies and required security certifications will be associated with each position. Additionally, position descriptions will be revised to reflect specific compulsory security certification requirements.

CDSE continues to develop security education, training and certification programs and expand its capability to certify more people, more frequently, at more locations. The expansion of this certification capability is important as CDSE provides additional core security certification programs and develops new specialty certification programs. CDSE recently received national accreditation by the National Commission for Certifying Agencies (NCCA) for the Security Fundamentals Professional Certification, one of the certifications under the Security Professional Education Development (SPeD) Program. This is the first Department of Defense certification program to receive national accreditation. Included in the DSE Strategic Framework is the DSE commitment to expand the scope and implementation of the SPeD Certification Program by the end of FY 2014.

The foundation for the security community is developing and approving tools such as the DOD Security Skills Standards (DSE), a dynamic document outlining DOD's expectations of what a security professional needs to know and be able to do. Accordingly, the DSS security education, training, certification, and professionalization programs are directly linked to the DSE's knowledge and skills standards.

## Conclusion

Establishing a DSE and governance structure provides the foundation for improvements to enterprise agility, responsiveness, and strategic integration for our nation’s security. The integration of security policy, education and training, and oversight of resources collectively contribute to improvements in our strategic workforce planning. Inclusion of professional development objectives in the DSE Strategic Framework, coupled with the programs of instruction and certification by the CDSE in the DSS continue to enhance the performance of the DSE workforce while providing an enterprise approach to strategic human capital planning.

## DATA CHARTS & GRAPHS

Figure 2: Security Gains and Losses

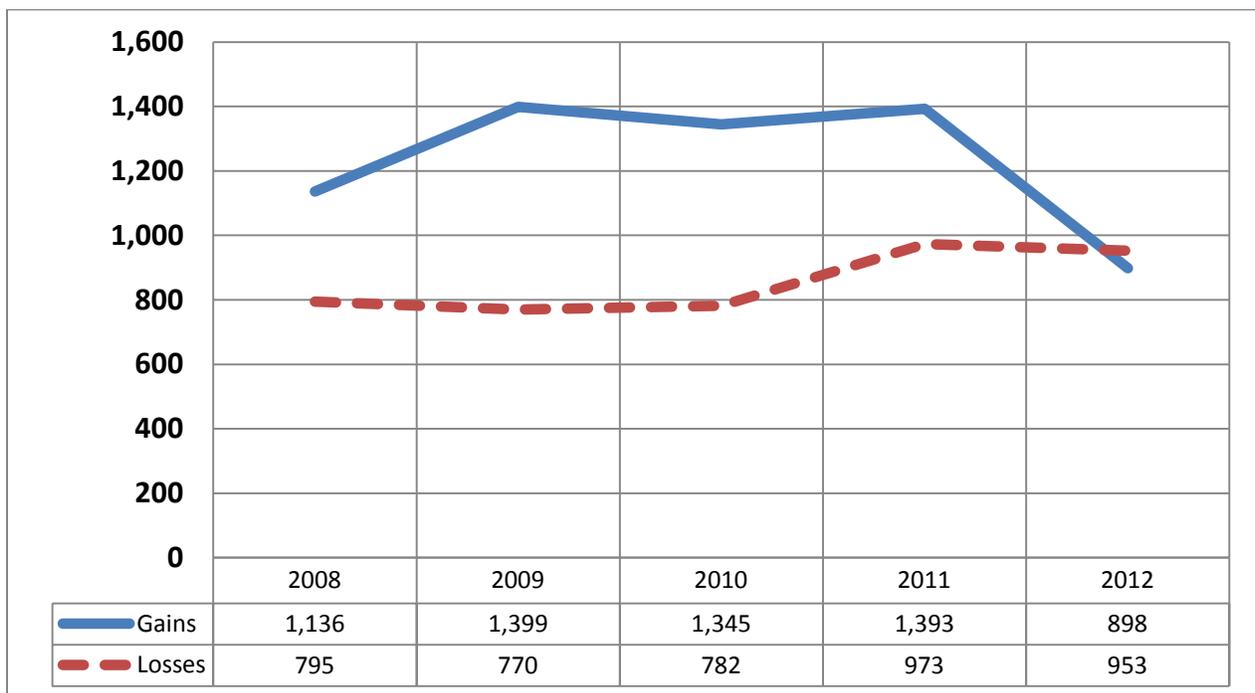


Figure 3: Security Turnover

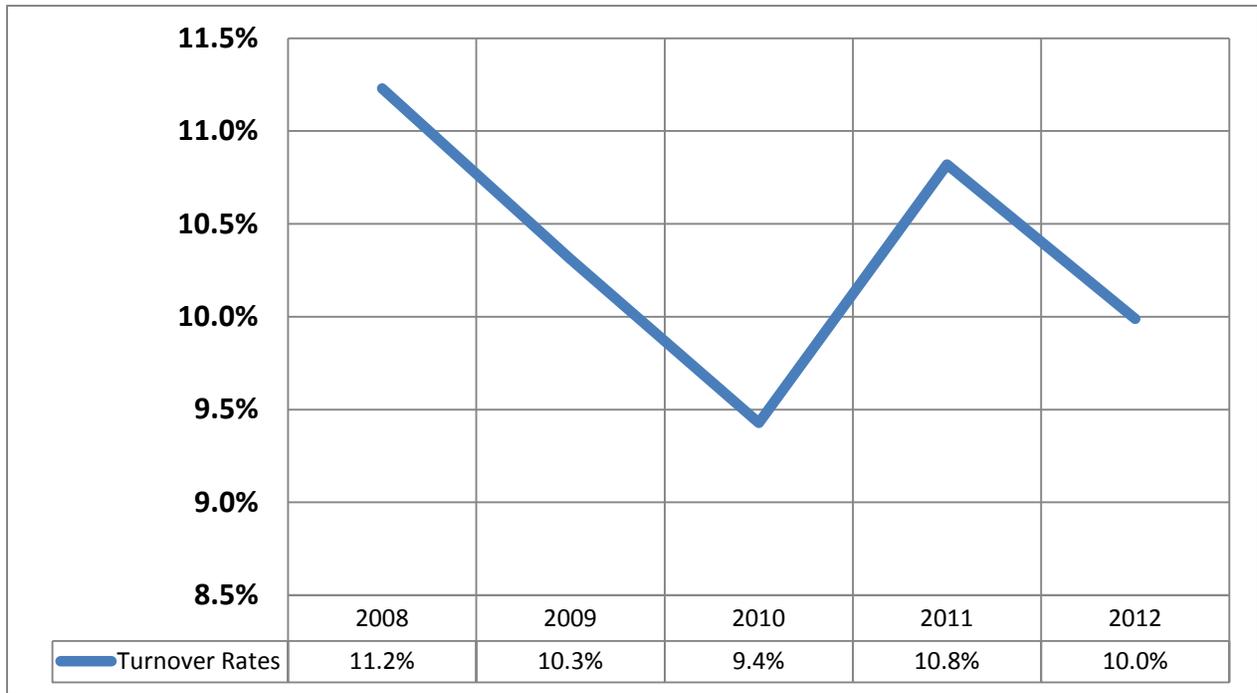


Figure 4: Security Retirement Eligibility

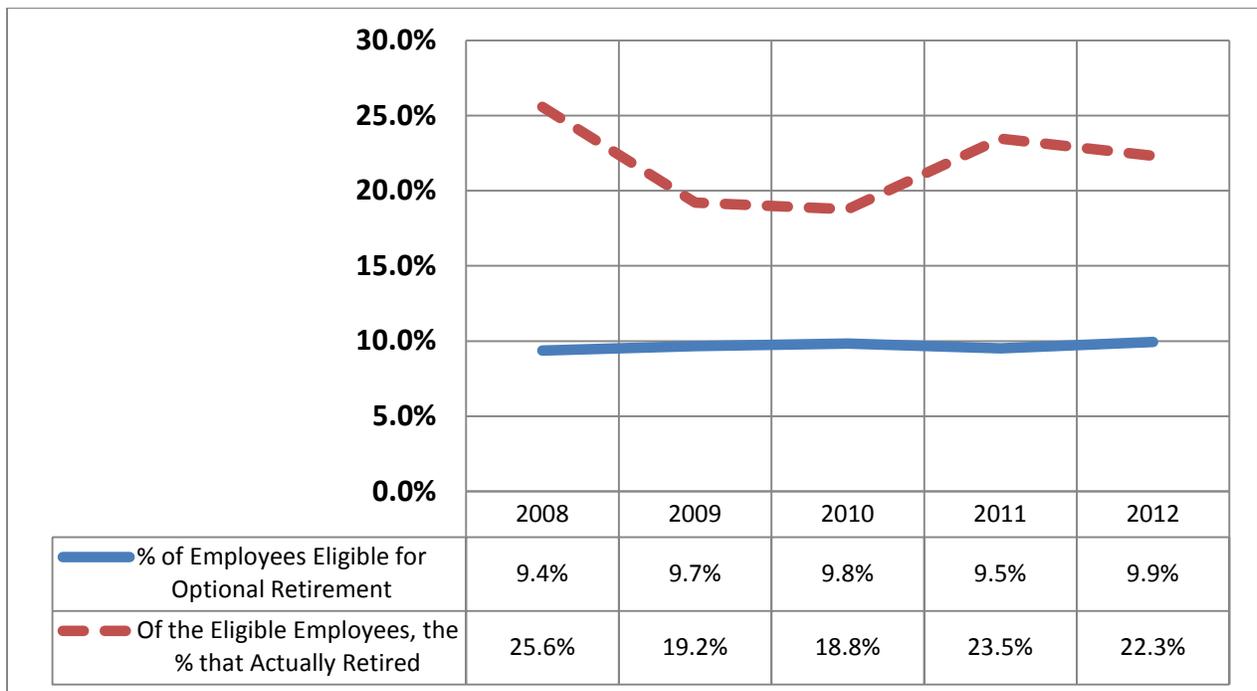


Figure 5: Security Retirement Phasing

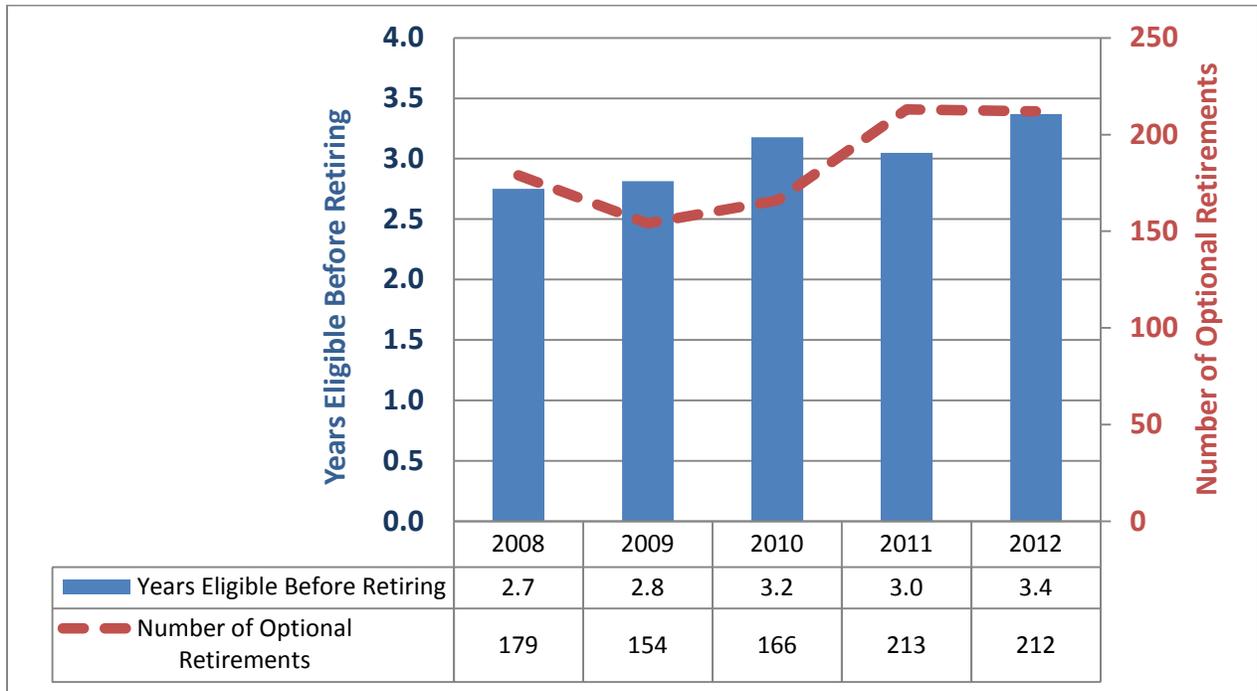


Figure 6: Security Gains and Losses of the Mission Critical Occupation - 0080

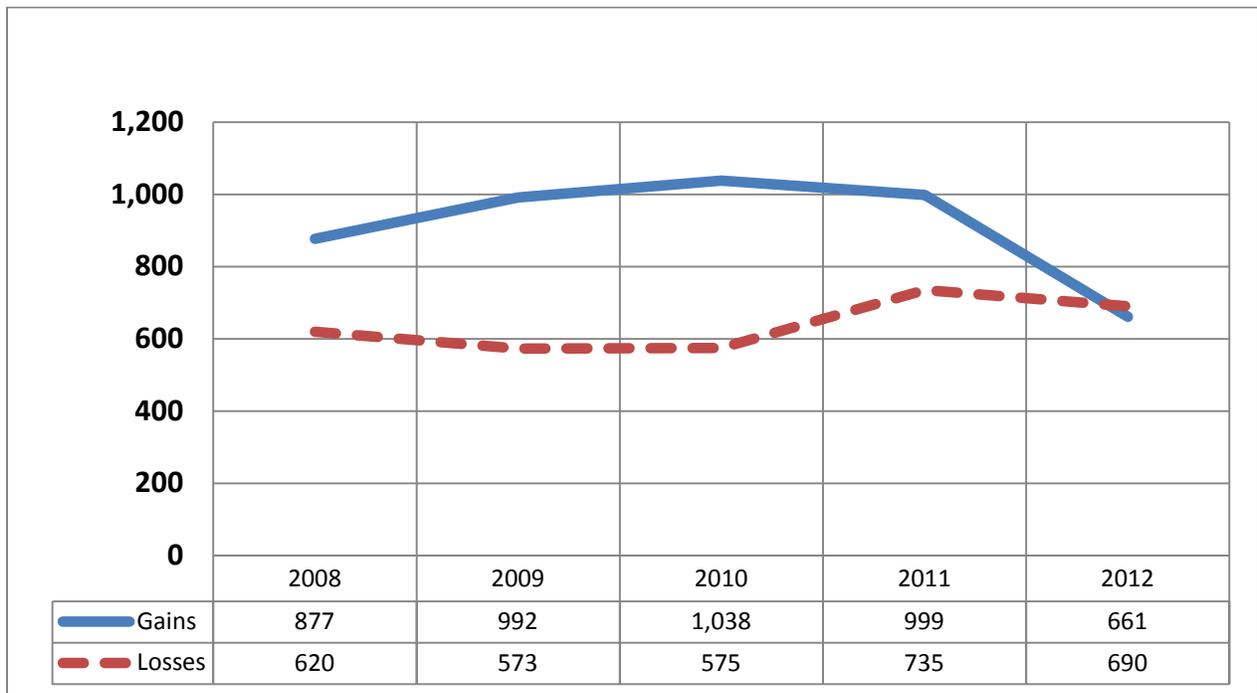


Figure 7: Security Turnover of the Mission Critical Occupation - 0080

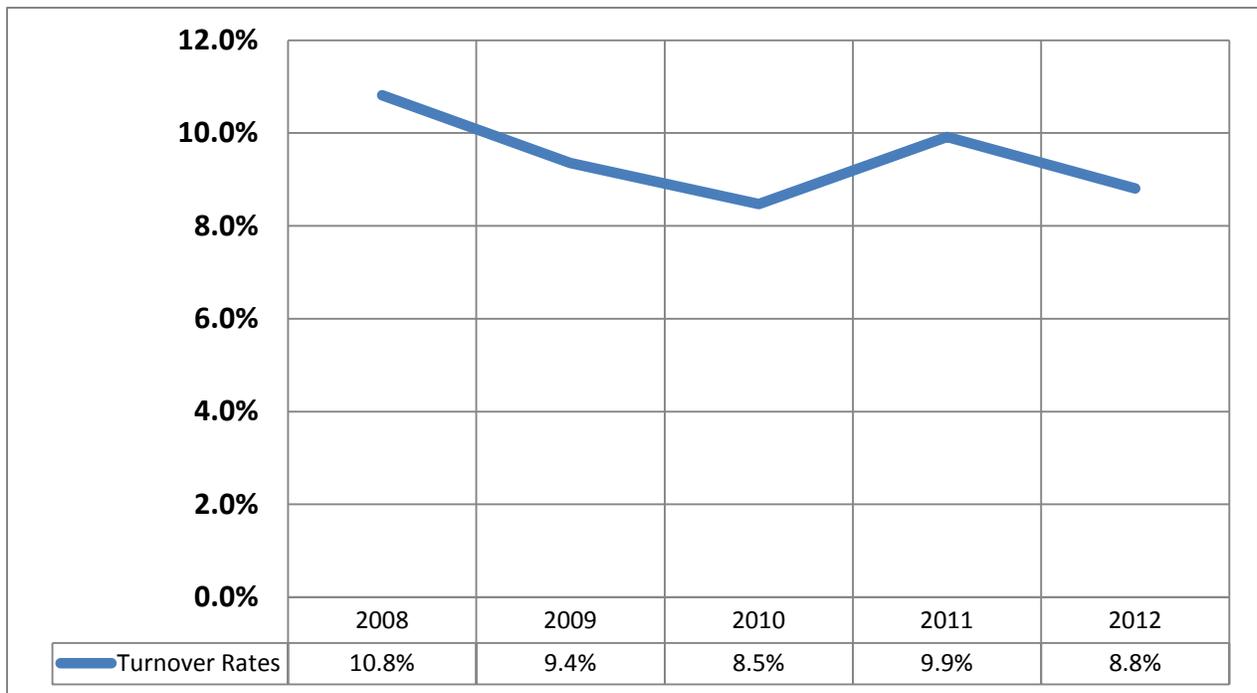


Figure 8: Security Retirement Eligibility of the Mission Critical Occupation - 0080

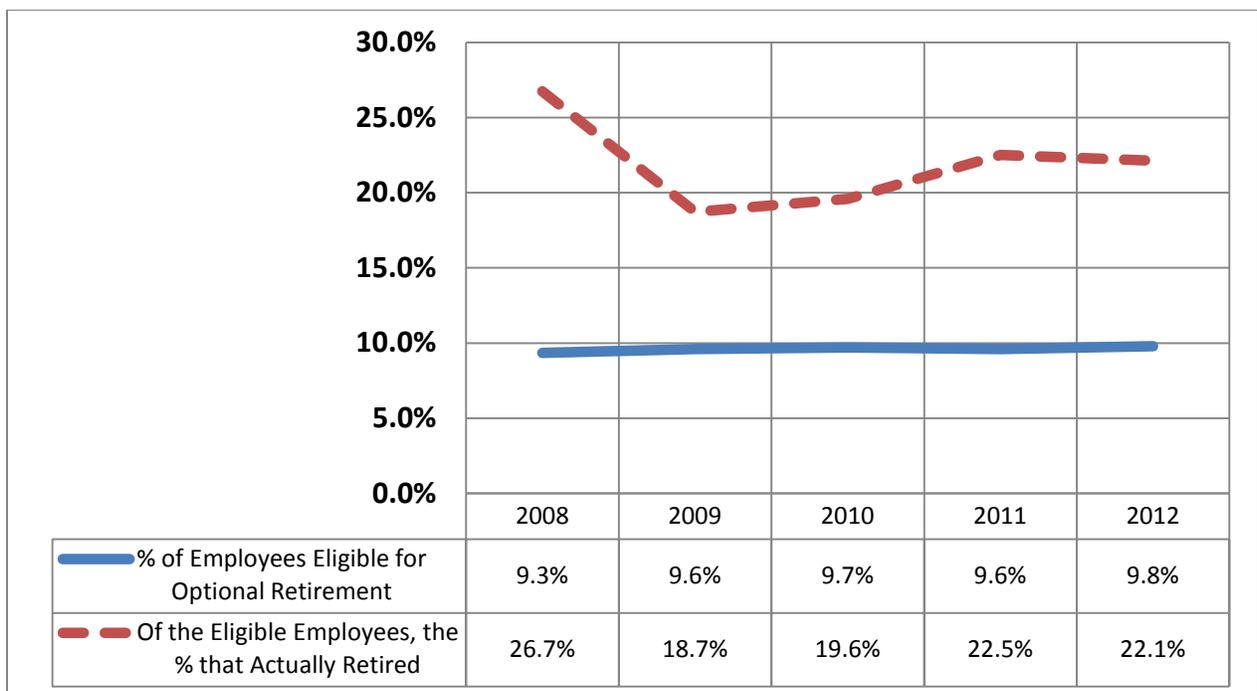


Figure 9: Security Retirement Phasing of the Mission Critical Occupation - 0080

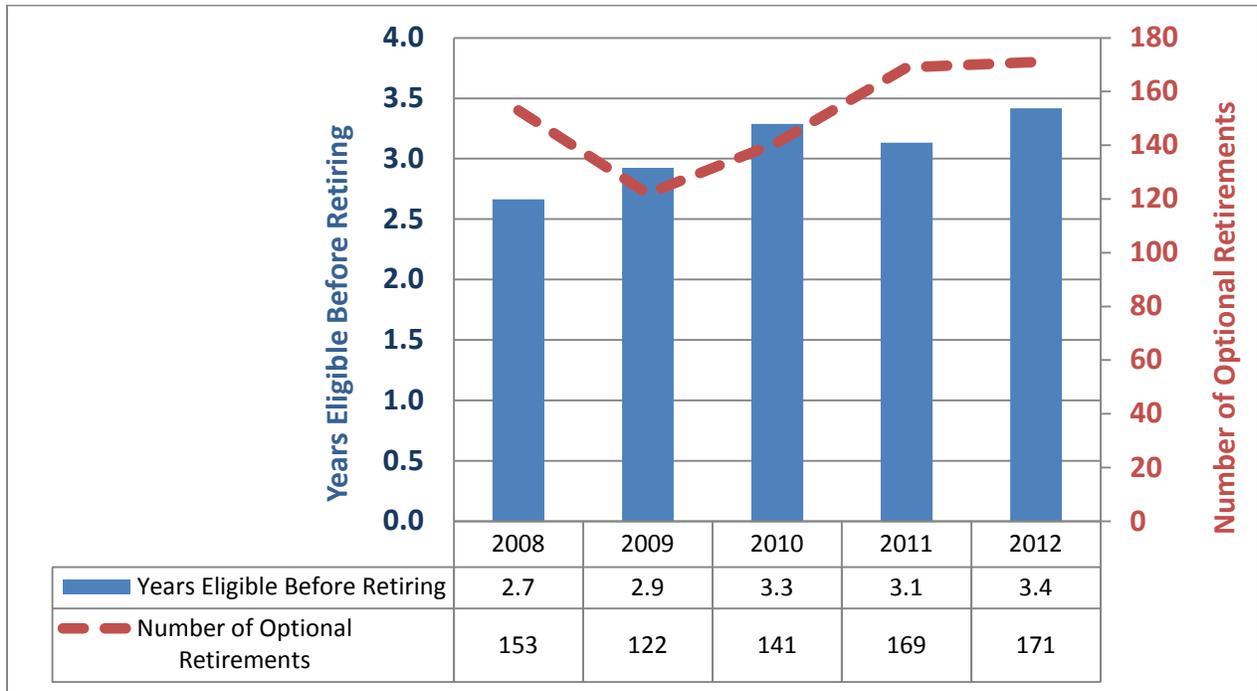
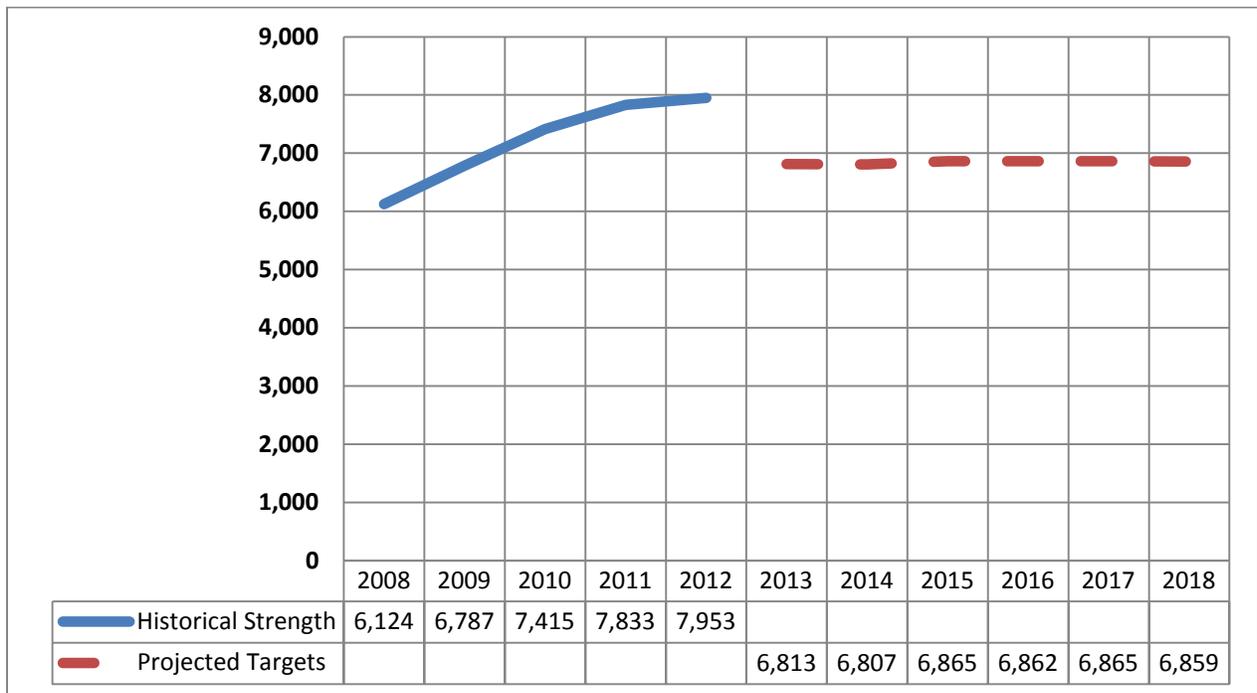


Figure 10: Security Historical Strength and Future Targets of the Mission Critical Occupation - 0080



# **Appendix 17:** **USD (CIO) Information Technology**



# APPENDIX 17: INFORMATION TECHNOLOGY MANAGEMENT FUNCTIONAL COMMUNITY

## Overview

The Department of Defense's (DOD) Information Technology (IT) Management 2210 occupational series constitutes the largest civilian series serving the IT/cybersecurity mission. Individuals in this series develop, deliver, manage, and support IT systems and services and are found in every major DOD organization. The mission of the IT professional is to ensure the operability, sustainability, and security of the Defense Information Enterprise which allow warfighters to operate in a Joint Information Environment. Members of the 2210 occupational series perform a wide array of functions including applications software, customer support, data management, enterprise architecture, IT program and project management, Internet, network services, operating systems, policy and planning, security, systems administration, and systems analysis.

The DOD IT Functional Community is adjusting to evolving occupational requirements. The community was previously clearly defined via definitions, functions, and roles outlined by Congress and the Office of Management and Budget (OMB), with classification standards derived by the Office of Personnel Management (OPM). The community is now, however, engaged in an ongoing national, federal and internal DOD debate regarding the identification and creation of a cyber and cybersecurity workforce, a large portion of whom work in traditional IT roles. The Office of the National Initiative for Cybersecurity Education (NICE), under Presidential Executive Order authority, published a Cybersecurity Workforce Framework in the Fall of 2012 that identified seven high-level cybersecurity categories, with a total of 31 specialty areas. OPM subsequently published instructions for all Federal agencies to code their civilian personnel working in these job roles. These workforce identification and stratification efforts may result in additional management and professional development requirements. Further, cybersecurity has a high level interest from Congress which could result in expanded legislative requirements for cybersecurity professionals within the IT workforce community. These connected efforts have not yet resulted in a unified and regulated workforce strategy, thus creating a measure of uncertainty influencing both internal and external demand.

DOD's own internal ongoing efforts to establish and mature cyberspace roles and responsibilities, including the development of a workforce strategy and coordinating DOD directive, will impact community management practices and may result in additional manpower, training and certification requirements for select segments of the IT/cyber workforce. Specialty areas associated with cybersecurity (information security, network services and systems administration) continue to constitute over 50% of new hires each year. This trend is expected to continue for the foreseeable future.

The IT Acquisition workforce is also an integral part of the overall IT workforce. In an FY 2012 strategic plan, the DOD Chief Information Officer (CIO) and Under Secretary of Defense (USD) for Acquisition, Technology & Logistics, outlined near term initiatives to strategically position the IT workforce to respond to DOD's IT Acquisition Reform movement. Through the plan, the DOD intends to create robust, sustainable IT acquisition and IT program management communities; develop a competency model for IT acquisition and IT program management personnel; sustain learning and growth throughout the professional life cycle; and work across broad stakeholder communities to integrate IT acquisition reforms into acquisition curricula. Acquisition of IT/cybersecurity capabilities continues to be of high interest to the OMB and Congress.

The DOD CIO has applied and will continue to apply the DOD Civilian Strategic Human Capital Planning process across its IT/cybersecurity civilian community. DOD continues to work on improving its ability to numerically forecast changing, long-term civilian requirements at the series, competency, or skill level. This includes conducting manpower requirements analysis; competency-specific job analysis procedures; and measuring progress against set objectives. The Department is working to improve capabilities to conduct forecasts at a more granular level as it continues to implement functional community management concepts. Over the long term, these efforts will help identify emerging and long-term IT requirements; develop targeted compensation strategies; and enable more extensive gap analyses in the areas of recruiting, retention, assignment qualifications, and professional development.

## Environmental Scan

Through the Mission Critical Occupation (MCO) determination process, the IT Functional Community designated the Information Technology Management Series, 2210 as a mission critical occupation (MCO). Subsequent to identifying 2210 as an MCO, the IT community conducted an environmental scan to discuss the events, trends and/or Department and statutory expectations that may impact demand and supply. It was determined that changing technologies; an increasing demand for security of data and systems; an increasing need for collaboration and working in networked, mobile environments; adopting new technologies; integrating systems; and developing and maintaining secure software and systems drive the demand for adaptable, highly skilled IT/cybersecurity professionals. DOD must continue its efforts to recruit and retain qualified individuals with the necessary competencies and skills and must provide education, training, certification and developmental opportunities for its IT/cybersecurity civilian workforce as the Department standardizes and consolidates to meet mission objectives.

Continuous, significant developments in technology and its application dramatically influence the field, with a particular emphasis on information systems. IT management will continue to evolve rapidly as current functions change and new functions and specializations emerge. DOD relies on the 2210 series for cybersecurity professionals as well as for developing security requirements associated with supply chain functions related to IT through cross-functional collaboration. DOD IT civilians within the 2210 series are integral to cybersecurity and

defensive operations within the Department and also play a role in operations and maintenance of key systems and capabilities.

### **Other Environmental Factors**

The Bureau of Labor Statistics projects higher than average growth in many of the IT occupations housed within the Federal 2210 series for FY 2010 through FY 2020. Although IT job growth was somewhat stagnant during the economic downturn, IT unemployment was still significantly lower than average unemployment and cybersecurity-related job roles enjoyed more robust hiring. As a nation, the U.S. now finds itself under cyber attack. Continuously increasing deliberate, malicious, cyber activity has broadly targeted public critical infrastructure; financial, health and government organizations; Defense information and systems; commercial proprietary processes; and other intellectual capital, as well as private citizens' personal data across the nation. The knowledge and skill sets to secure and protect cyber assets, as well as the management expertise to oversee and influence the governance of thousands of networks, are valuable capabilities and are in demand by all sectors. There have been numerous articles and reports regarding shortages within the nation's cybersecurity workforce.

Other high areas of interest include secure mobile and application development, as well as management and oversight of cloud and shared services, all of which are important to DOD to support both warfighting requirements and compliance with Presidential digital initiatives. DOD must compete with both the private and public sector to sustain the pipeline for these skills and resources for the 2210 community. Further, DOD civilians and veterans with security clearances and cybersecurity credentials can be an attractive recruiting target for other organizations, requiring vigilance to retention issues.

The limited number of U.S. citizens with IT academic credentials, or currently enrolled in Science, Technology, Engineering and Mathematics (STEM)-related disciplines, remains an issue for the Federal-wide and DOD IT communities where citizenship and the ability to obtain a clearance are key requirements for service within the IT government sector. Further, women, who now make up the greater percentage of the U.S. population attending both undergraduate and graduate-level degree programs, have much less propensity to major in IT-related disciplines. DOD fulfills much of its hiring requirements in the IT Management series by turning to veterans with extensive experience, the necessary citizenship, and who already have, or are capable of attaining, the necessary security clearance.

Finally, IT salaries within the private sector are projected to increase over 5% in 2013. This projected growth contrasts sharply with multi-year, stagnant government wage rates and the continued erosion of the IT special salary rates applicable to the federal Computer Science, Computer Engineering and IT Management occupations. Further, shrinking federal resources to pay recruitment, retention and performance bonuses, as well as negative perceptions of government service perpetuated in the media and by Congress will challenge the Department's ability to be an IT/cybersecurity employer of choice in an improving economy.

## Impacts on Workload Drivers

There are several conflicting factors that could potentially impact the size of the workforce. Shrinking DOD and federal-wide resources continue to drive the need for efficient IT solutions. This could further contract the workforce as new technologies are implemented. At the same time, cuts in contracting dollars could result in additional IT services being insourced. And, the ultimate manpower impact of potential cyber workforce imperatives is still being quantified. Over the past ten years, the 2210 community grew by over one-third. We anticipate more stable numbers for the foreseeable future.

**Figure 1: Information Technology Demographics**

| FUNCTIONAL COMMUNITIES                         | Information Technology | Information Technology           |
|--|------------------------|----------------------------------|
| Occ Series                                     | All Occupations        | 2210 MCO                         |
| Occ Series Desc                                |                        | INFORMATION TECHNOLOGY MANAGMENT |
| <b>Workforce Size: Current Strength Totals</b> |                        |                                  |
| End Strength                                   | 45,785                 | 36,547                           |
| Department of Army                             | 15564                  | 12629                            |
| Department of Air Force                        | 10773                  | 7717                             |
| Department of Navy                             | 11149                  | 9226                             |
| DoD Agencies (4th Estates)                     | 8299                   | 6975                             |
| % MALE   | 73.86%                 | 74.42%                           |
| % FEMALE                                       | 26.14%                 | 25.58%                           |
| % DISABILITY TARGETED                          | 0.93%                  | 0.86%                            |
| % DISABILITY NONTARGETED                       | 7.38%                  | 7.30%                            |
| % PRIOR MILITARY                               | 54.75%                 | 53.18%                           |
| <b>Education</b>                               |                        |                                  |
| ED - # WITH LESS THAN BACHELORS                | 27472                  | 20879                            |
| ED - # WITH BACHELORS DEGREES                  | 13062                  | 11298                            |
| ED - # WITH MASTERS DEGREES                    | 5016                   | 4182                             |
| ED - # WITH DOCTORATE DEGREES                  | 88                     | 75                               |
| <b>Planning Considerations</b>                 |                        |                                  |
| % ELIG TO RETIRE CURRENT                       | 12.44%                 | 11.50%                           |
| % ELIG TO RETIRE NEXT YEAR                     | 2.85%                  | 2.75%                            |
| % ELIG TO RETIRE TWO TO FIVE YEARS             | 13.61%                 | 13.58%                           |
| AGE - 29 & Under                               | 2455                   | 1959                             |
| AGE - 30 to 39                                 | 8576                   | 7144                             |
| AGE - 40 to 49                                 | 13961                  | 11367                            |
| AGE - 50 to 54                                 | 9322                   | 7479                             |
| AGE - 55 to 59                                 | 6853                   | 5318                             |
| AGE - 60 to 64                                 | 3353                   | 2430                             |
| AGE - 65 and over                              | 1265                   | 850                              |
| Career Level 1: GS 1-8 or Equiv.               | 1656                   | 258                              |
| Career Level 2: GS 9-12 or Equiv               | 23650                  | 18278                            |
| Career Level 3: GS 13-15 or Equiv.             | 20479                  | 18011                            |

## Workforce Analysis

The IT Functional Community reviewed FY 2012 workforce data to determine the overall health of the community, as well as recruitment and retention goals necessary to fulfill mission requirements for the 2210 occupational series. Two years ago, the intention for the IT

community was to grow 7%. The community was already on a trajectory to meet that growth when requirements were adjusted downward due to new priorities and Secretary of Defense (SECDEF) directed efficiencies. Currently, the community is 4% over FY 2013 requirements. Accordingly, hires have slowed to support the adjustment in required end strength. The challenge is forecasting future personnel behavior given anticipated budget decreases and a potentially improving economy.

### **Staffing Gaps**

At a macro level, there are no strength gaps as the community is actually over manpower requirements at the current time. However, within the workforce there are experiential issues. Almost 40% of the community has five or less years of federal service. Most of these individuals are at the GS-11/12 level. This creates a gap in institutional knowledge. Additionally, as this series does not have a positive degree requirement, less than 50% of the community has a college degree. This lack of broad-based education results in more training to prepare individuals to step into management positions. There is also significant fear that shrinking training funds may impact ability to provide the certification and continuous training required to keep IT individuals' skillsets current.

The forecast shows growth of 3% from FY 2010. This is less than the 7% forecasted in the FY 2010 report. As noted in that report, actual increases would be dependent on SECDEF efficiencies. An annual loss rate of roughly 8% to 9% is expected to continue through FY 2018 and could increase if the economy improves and individuals are provided greater job opportunities outside the DOD.

### **Recruitment Trends**

The 2210 series continues to have limited entry level positions. Approximately 75% of hires each year occur at the GS-11 to GS-13 levels. This level of hiring indicates the desire for masters' level education or several years of work experience (as previously noted, the 2210 series does not have a positive education requirement). This is further supported by the source of the recruitment appointments: approximately 70% have previous government experience through prior military service or prior federal experience. We anticipate the trend for highly skilled and currently credentialed individuals to continue and become even more imperative in light of shrinking professional development budgets.

Recruiting levels peaked in FY 2010 commensurate with Components' initiatives to insource some of their IT functions. Since then, Components have worked to recalibrate manning requirements and hiring initiatives to reflect IT consolidation and efficiency initiatives. Further, continued uncertainty over budgetary resources and the federal fiscal environment caused many Components to slow or freeze replacement hires in FY 2011 and FY 2012.

Recruitment incentive usage has dropped. Additionally, although the data shows over 40% of hires receiving special salary rates, the efficacy of the rates continues to dwindle further each year. For example, the annual pay impact of GS-11 special salary rates has decreased to less than \$1,000 in some geographic locations and no longer exists in high cost areas such as

Washington, DC and San Diego, CA. Thus, positions in high cost of living areas can be challenging to fill. It can also be difficult to attract individuals to rural or overseas locations, e.g., Huntsville, AL; Hawaii (schools, relocation); or Korea – the Department is hiring foreign nationals in some situations. Additionally, enforcement of the 5-year rule overseas could impact some members of the community who have been living/working overseas for many years.

### **Retention Trends**

Over 4,200 individuals (11.5% of the 2210 series) are currently eligible to retire; another 16% will be eligible over the next four years. The DOD has averaged almost 1,100 annual retirements over the past five years and FY 2012 retirements are consistent with that trend. Over the past 5 years, retirement phasing (average number of years that people stay after eligibility) has increased by 7 months. This longer “stay time” may be attributed to the sluggish economy which can influence retirement behavior due to the many associated impacts – reduced value of investment portfolio, decreased home equity, fewer post-government transition opportunities, etc. An improving economy, stronger IT sector, and budget shortfalls (which often impact individual workloads), could drive down the length of time personnel stay onboard after becoming retirement-eligible, and increase anticipated retirements over the next few years. A retirement loss is a loss of expertise and knowledge which makes knowledge transfer and employee development of replacements critical. Potential retirements could create recruiting challenges in an already significant competition for a shrinking talent pool.

Non-retirement losses (both transfers and resignations) have started to increase. As more members of the Net Generation and Generation X populations join the workforce, and employees in general have less accumulated years of federal experience, these types of losses may continue to grow, creating a new retention challenge for IT managers. Cultural issues potentially impacting retention include: less opportunity to telework in DOD; less ability to create a flexible work schedule; and inability to bring personal technology devices to work.

The culture of joining an organization and remaining there until retirement is shifting to a more mobile workforce -- one that likes to change companies/organizations more often.

Additionally, the concept of retirement is also changing. Individuals may work longer, but with more portable benefits, the ability to change career direction and momentum becomes much easier, and the penalty of changing employers/retirement plans lessens.

## **MCO Strategy and Action Plan**

Workforce targets are remaining steady for the Future Years Defense Program (FYDP) due to the general uncertainty about IT workforce requirements and the long term implications of establishing a cyberspace warfighting domain. Given the increasing importance of cybersecurity and the 2210 series’ major role in this mission area, focus must be placed on maintaining overall community health and creating a governance framework to address emerging skill requirements. Therefore, the community has three key issues impacting the 2210 workforce that should be addressed:

- General turnover in the 2210 population;
- Competition with the private sector; and
- Academia and education base ability to keep up with emerging workforce requirements.

In order to address skill gap concerns, the IT community will seek to maximize the use of relevant hiring flexibilities and internship/developmental programs to attract new entrants to the workforce. The publication of an overarching Department issuance on cyberspace workforce management will identify training and qualification requirements and implementation guidelines that can be used to drive the creation of professional development programs.

| Strategy # 1  | Maximize the use of IT/Cybersecurity Specific Hiring Flexibilities  |
|---|---|
| <b>Staffing Gap Addressed</b>   | Recruiting  |
| <b>Occupational Series</b>  | 2210 (Information Technology Management)  |
| <b>Career Level</b><br><b>Entry: GS 1-8 or Equiv.</b><br><b>Mid: GS 9-12 or Equiv.</b><br><b>Senior: GS 13-15 or Equiv.</b> | All levels  |
| <b>Strategy Details and Impact</b>  | <ul style="list-style-type: none"> <li>• <u>Direct Hire Authority for 2210 series (IT, Information Security specialty), GS -9 and above.</u> Targeted recruitment program to improve access to talent with critical information security skill sets.</li> <li>• <u>Schedule A Hiring Authority for Cybersecurity (2210 and other designated series), GS-9 to 15.</u> Targeted recruitment of personnel with unique qualifications for positions not currently established by OPM, e.g., cyber risk and strategic analysis, incident handling and malware/vulnerability analysis, program management, cyber incident response, and cyber exercise facilitation and management, cyber vulnerability detection and assessment.</li> <li>• <u>Expedited Hiring Authority for Select Defense Acquisition Workforce Positions</u> (includes 2210 series positions for acquisition professionals). Provides DOD a mechanism to appoint highly qualified individuals to mid and senior positions designated pursuant to the Defense Acquisition Workforce Improvement Act (DAWIA) which are considered shortage category positions.</li> <li>• <u>Information Assurance Scholarship Program (IASP).</u> Targeted recruitment increases the number of qualified personnel entering the IT and information assurance (IA) fields within the Department (also supports retention of the Department's military and civilian personnel and strengthens the IA infrastructure through grants to Centers of Academic Excellence (CAEs) in IA education).</li> </ul> <p>Human resources professionals and IT hiring managers working closely may capitalize on the flexibilities available to hire IT/cybersecurity professionals with the requisite competencies to operate and protect the Department's Information Enterprise.</p> |
| <b>Strategy Time Segment</b><br>(Short-term = 0-2 yrs)<br>(Mid - Range = 3-5 yrs)<br>(Long-term = 6+ yrs)                   | Short term and mid-range  |
| <b>Implementation Timeline</b><br>(Identified Milestones)   | Flexibilities are in effect   |
| <b>Legislative Changes</b>  | No  |

| Strategy # 1                                | Maximize the use of IT/Cybersecurity Specific Hiring Flexibilities  |
|---|---|
| <b>Funding Required</b>                     | No funding required for use of hiring authorities. Funding to recruit to vacancies may be included in Component budgets; amount of funding depends on mission priorities and support requirements for those priorities. The National Security Agency (NSA) is the Executive Administrator for IASP and the Office of the DOD CIO is the Program Manager for 2.7 million dollars in recruitment scholarship funding. |
| <b>Metrics to Assess Progress</b>           | The number of employees hired by flexibility category.  |
| <b>Metrics Data Source</b>                  | Defense Management Data Center and the DOD Civilian Personnel Data System (DCPDS)   |
| <b>Strategy Owner(s):<br/>Strategy POC:</b> | Information Technology Component Functional Community Managers<br>Information Technology OSD Functional Community Manager   |

| Strategy # 2  | Leverage Internship/Developmental Programs  |
|---|---|
| <b>Staffing Gap Addressed</b>   | Recruiting  |
| <b>Occupational Series</b>  | 2210 (Information Technology Management)  |
| <b>Career Level</b><br>Entry: GS 1-8 or Equiv.<br>Mid: GS 9-12 or Equiv.<br>Senior: GS 13-15 or Equiv.  | All levels  |
| <b>Strategy Details and Impact</b>  | <ul style="list-style-type: none"> <li>• Pathways Program                             <ul style="list-style-type: none"> <li>○ Internship Program - for current students to explore Federal career opportunities while still in school (including home school)                                     <ul style="list-style-type: none"> <li>▪ May appoint on a temporary basis for up to one year or an initial period expected to last more than one year</li> <li>▪ May convert successful interns to any competitive position</li> <li>▪ Provide interns with meaningful developmental work; meets need of some agencies to hire interns to complete temporary projects</li> </ul> </li> <li>○ Recent Graduates Program - for individuals who have recently graduated (or obtained certificates)                                     <ul style="list-style-type: none"> <li>▪ Must apply within two years of educational program completion (except veterans who have six years to apply)</li> <li>▪ May convert Recent Graduates Program participants who successfully complete the program to competitive service</li> </ul> </li> <li>○ Presidential Management Fellows Program (PMFP) - Federal Government's premier leadership development program for advance degree candidates                                     <ul style="list-style-type: none"> <li>▪ Work in a 2-year development program</li> <li>▪ May convert PMFP participants who successfully complete the program to competitive service jobs but are not required to do so</li> <li>▪ Must be assigned a mentor (exceptions may apply)</li> <li>▪ Schedule D Hiring Authority, 5 CFR, part 213 (a new section created by E.O. 13562) would be the authority used to convert participants in the 3 programs to competitive service jobs.</li> </ul> </li> </ul> </li> </ul> |
| <b>Strategy Time Segment</b><br>(Short-term = 0-2 yrs)<br>(Mid-Range = 3-5 yrs)<br>(Long-term = 6+ yrs) | Short term and mid-range  |
| <b>Implementation Timeline</b><br>(Identified Milestones)   | Flexibilities are in effect   |
| <b>Legislative Changes</b>  | No  |
| <b>Funding Required</b>   | Funding included in Component budgets. Amount of funding depends on   |

| Strategy # 2                                      | Leverage Internship/Developmental Programs  |
|---|---|
|   | mission priorities and support requirements for those priorities.   |
| <b>Metrics to Assess Progress</b>                 | The number of participants in development programs.<br>The number of appointments of program participants.                |
| <b>Metrics Data Source</b><br>(What system?)      | DMDC and DCPDS  |
| <b>Strategy Owner(s):</b><br><b>Strategy POC:</b> | Information Technology Component Functional Community Managers<br>Information Technology OSD Functional Community Manager |

| Strategy # 3  | Implement Cyberspace/Cybersecurity Workforce Organizational Guidance   |
|---|--|
| <b>Staffing Gap Addressed:</b>  | Recruiting, Retention and Skillset Development   |
| <b>Occupational Series:</b>   | 2210 (Information Technology Management)   |
| <b>Career Level:</b><br>Entry: GS 1-8 or Equiv.<br>Mid: GS 9-12 or Equiv.<br>Senior: GS 13-15 or Equiv. | All levels   |
| <b>Strategy Details &amp; Impact:</b>   | <ul style="list-style-type: none"> <li>• Current Cyberspace workforce strategy efforts are being co-led by DOD CIO and OUSD(P), in consultation with OUSD (P&amp;R) and the Components. The strategy, which includes defining the key roles and functions included under the umbrella of “cyber” may impact manning levels, skill set requirements, training, recruitment, and career road mapping.</li> <li>• In some respects the change has already begun with the expansion of CYBERCOM authorities, alignment of the service cyber commands with CYBERCOM, and establishment of new personnel categories within the Military Services. A draft DOD Directive 8140, “Cyberspace Workforce Management” will provide guidance to the DOD Components to assist them in the management, tracking, training, and qualification of the workforce. The draft directive is being coordinated for comment Department-wide.</li> <li>• Cybersecurity personnel form the largest segment of the overall cyberspace (cyber) workforce. Many of the individuals included as members of the cybersecurity workforce have already benefited from the workforce management, tracking and qualification requirements for the IA workforce detailed in DOD Directive 8570.01 and DOD manual 8570.01M. The draft DOD Directive 8140, “Cyberspace Workforce Management” will provide guidance to the DOD Components to assist them in the management, tracking, training, and qualification of the broader cyberspace workforce, inclusive of all cybersecurity disciplines. The strategy will expand upon the significant initiatives of the IA Workforce Improvement Program (WIP) and DOD Directive 8570. This will provide a supportive environment for success since the effort is building upon existing processes and relationships.</li> </ul> |
| <b>Strategy Time Segment:</b><br>Short-term: 0 - 2 years<br>Mid-range: 3-5 years<br>Long-term: 6+ years | All  |
| <b>Implementation Timeline:</b><br>(Identified Milestones)  | <ul style="list-style-type: none"> <li>• Complete DOD Directive 8140 in FY 2013. Implementation of DOD Directive 8140 requirements and tracking of the associated metrics will take time; estimate maturity of program within 3 years.</li> </ul>  |

| Strategy # 3                       | Implement Cyberspace/Cybersecurity Workforce Organizational Guidance   |
|------------------------------------|--|
| <b>Legislative Changes:</b>        | <ul style="list-style-type: none"> <li>• None at this time; as the cyberspace workforce concept matures, this may be revisited.</li> </ul>   |
| <b>Funding Required:</b>           | <ul style="list-style-type: none"> <li>• Reapportioning of resources may be required as the implementation advances.</li> </ul>  |
| <b>Metrics to Assess Progress:</b> | <ul style="list-style-type: none"> <li>• <b>Cyberspace/Cybersecurity</b> <ul style="list-style-type: none"> <li>• Publication of DoDD 8140</li> <li>• The number of cyberspace positions identified in personnel systems.</li> <li>• The number of personnel with required qualification levels identified in personnel systems.</li> <li>• Note: The entire cyberspace workforce, as well as the cybersecurity workforce, are resident in many occupational series and spread across a number of functional communities. Impacted OFCMs will be asked to assist in the implementation of various strategies.</li> </ul> </li> </ul> |
| <b>Metrics Data Source:</b>        | DMDC and DCPDS   |
| <b>Strategy Owner(s)/POC(s):</b>   | Information Technology Component Functional Community Managers<br>Information Technology OSD Functional Community Manager  |

## DATA CHARTS & GRAPHS

Figure 2: Information Technology Gains and Losses

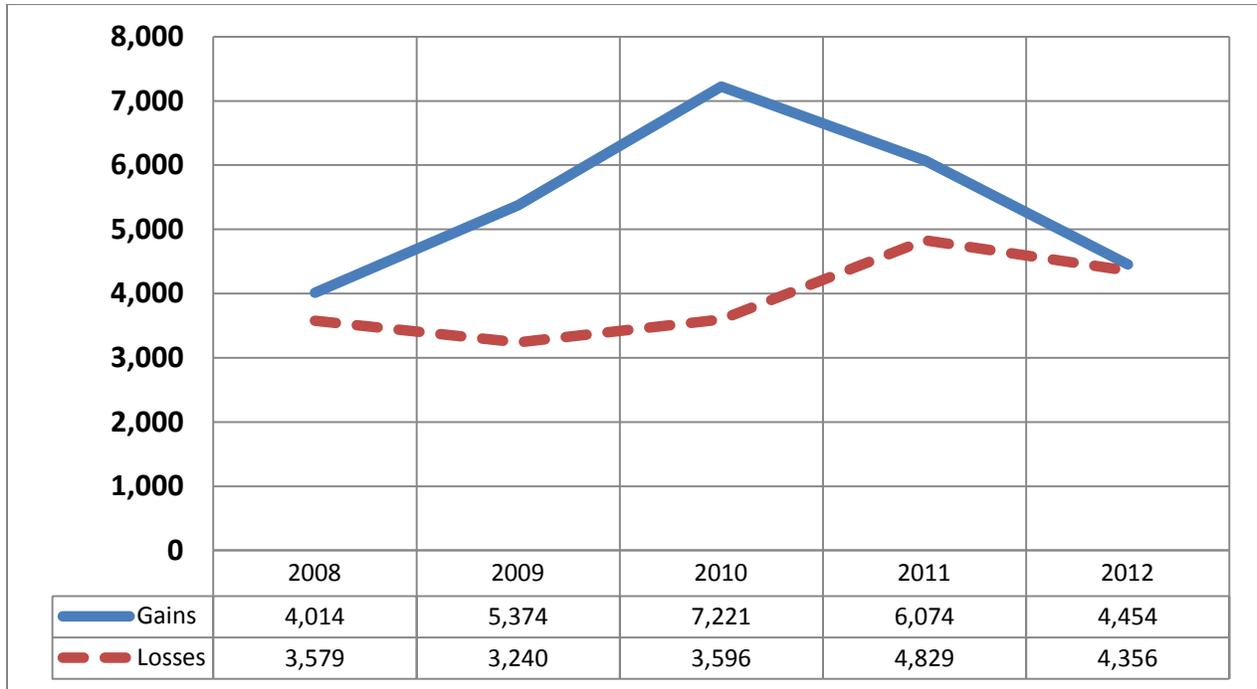
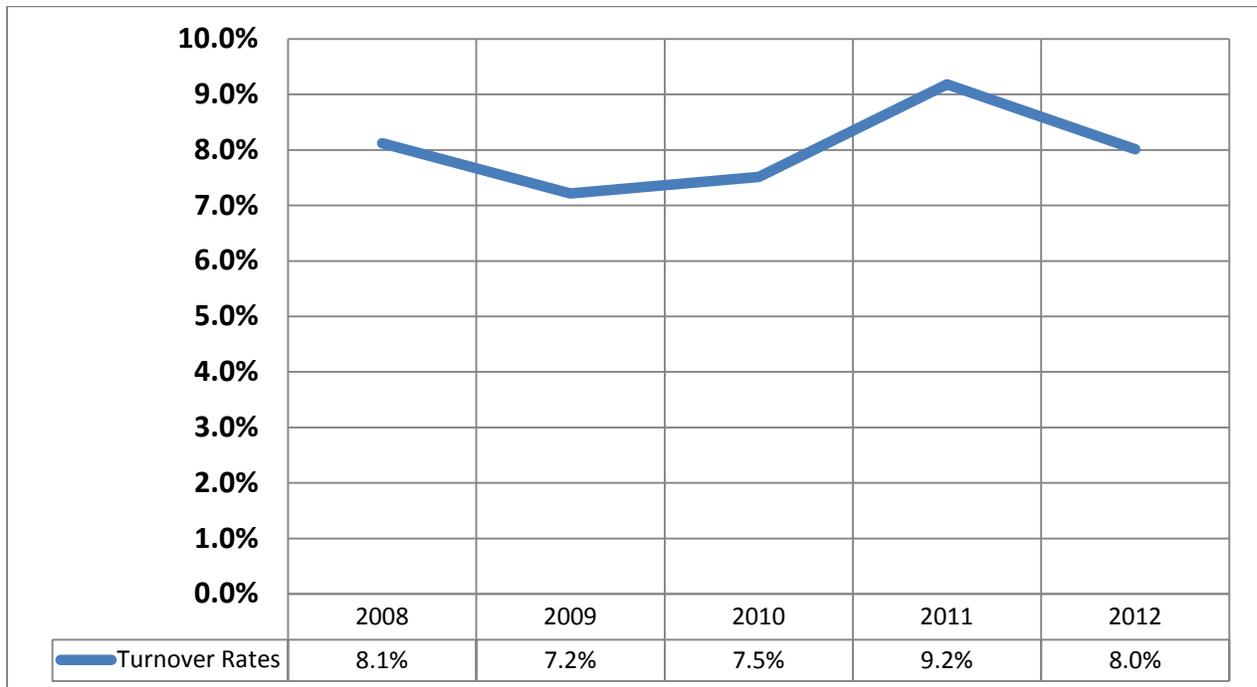
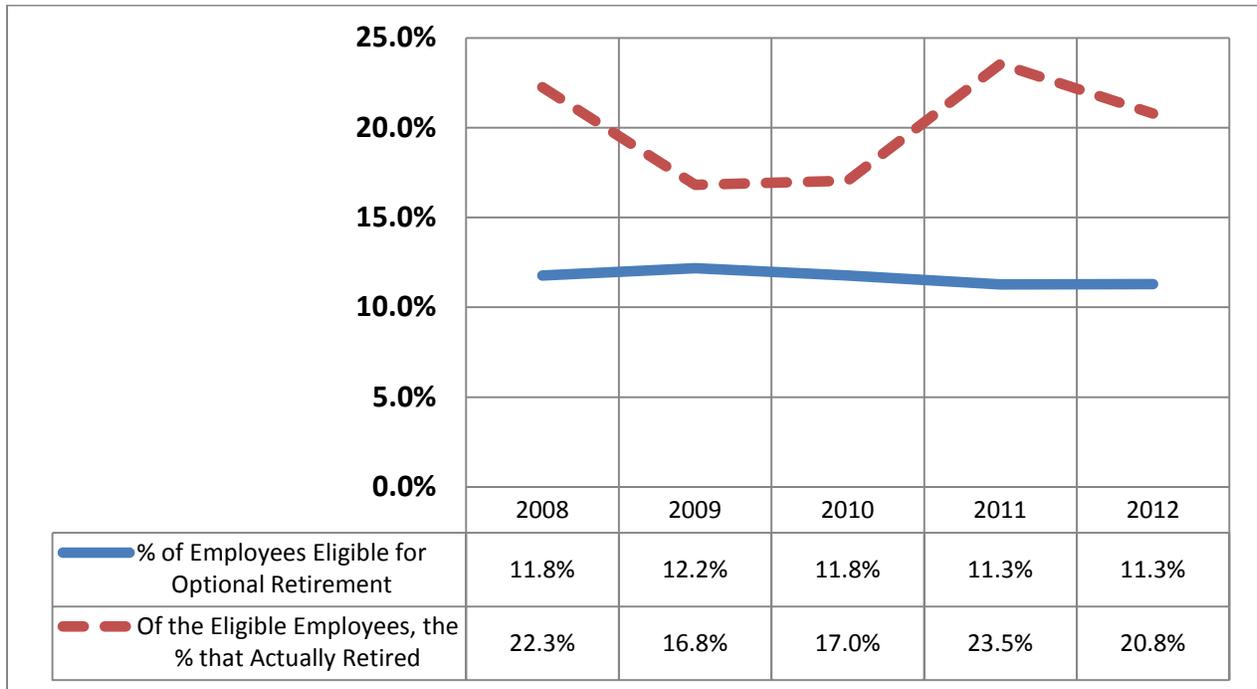


Figure 3: Information Technology Turnover



**Figure 4: Information Technology Retirement Eligibility**



**Figure 5: Information Technology Retirement Phasing**

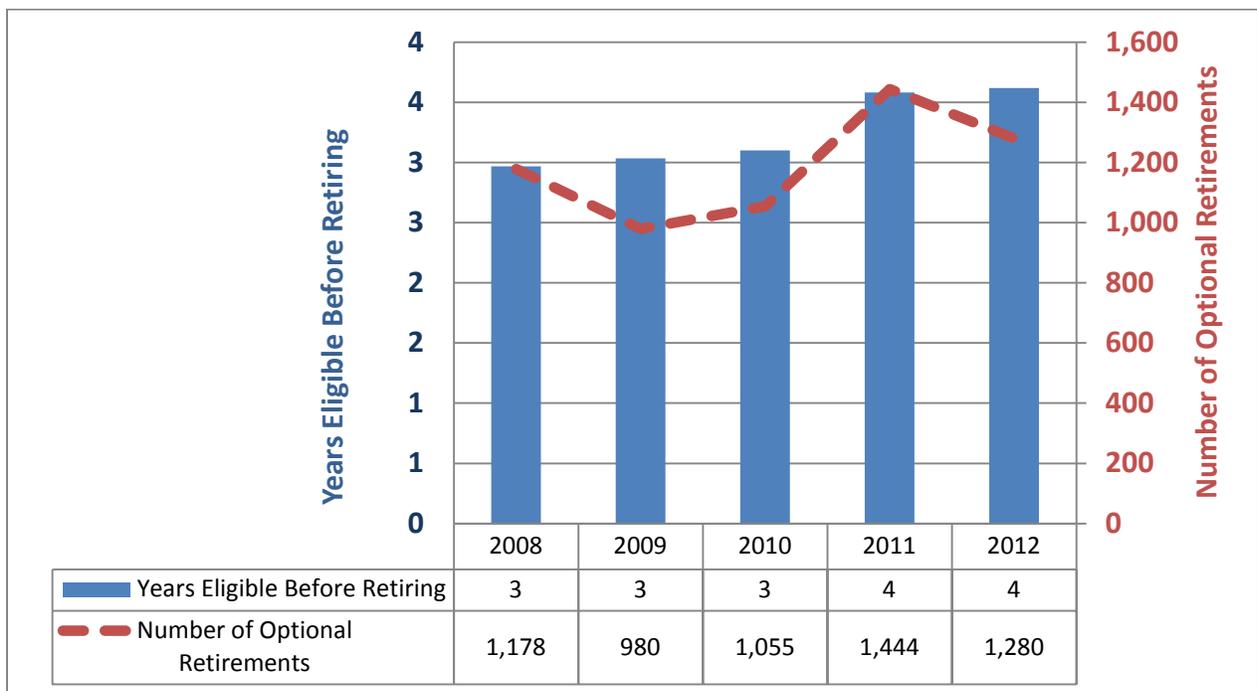


Figure 6: Information Technology Gains and Losses of the Mission Critical Occupation - 2210

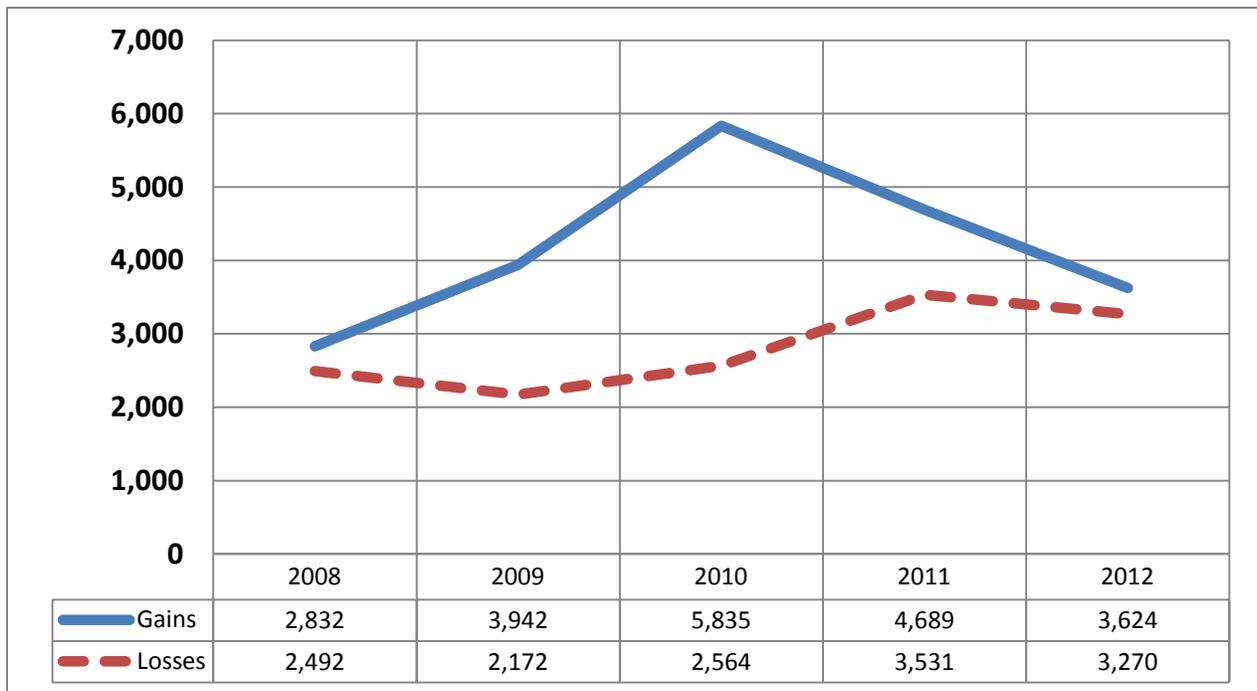
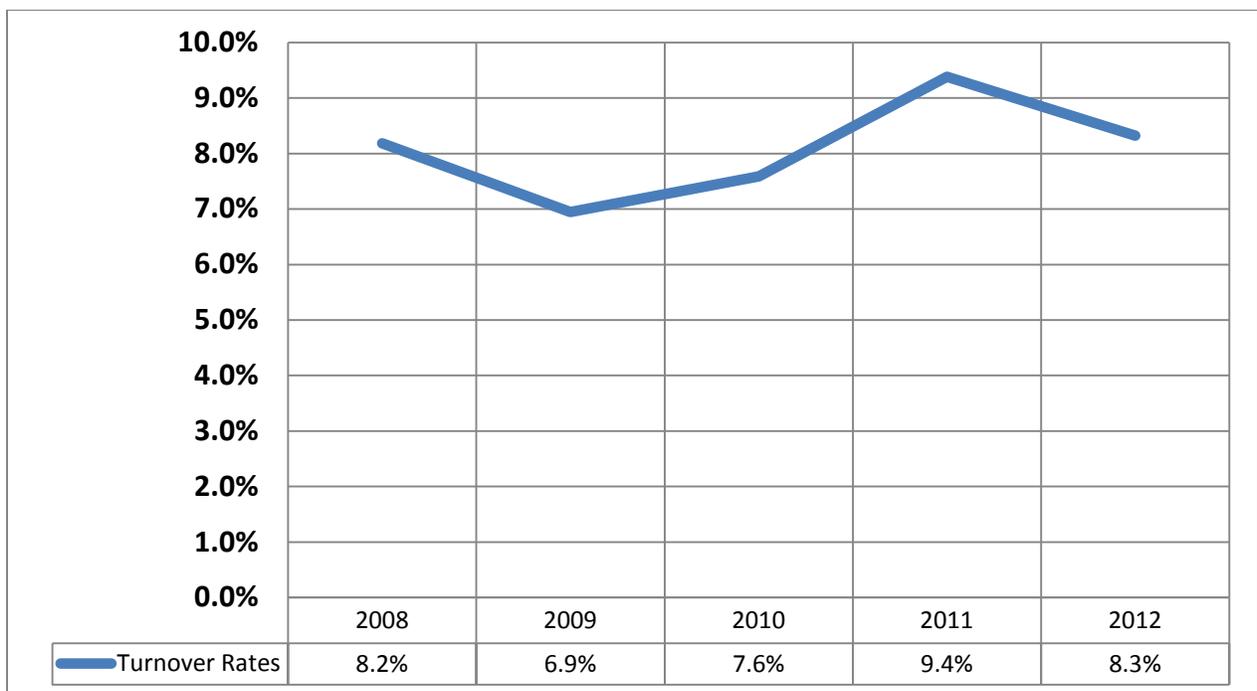
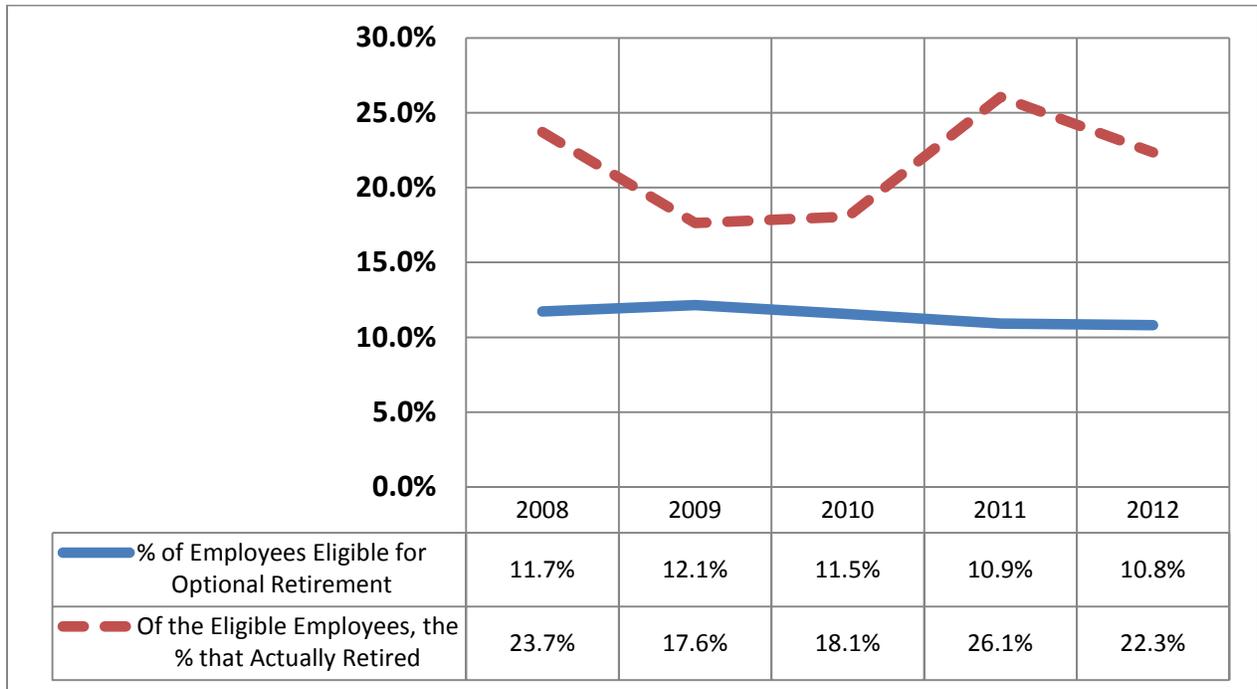


Figure 7: Information Technology Turnover of the Mission Critical Occupation - 2210



**Figure 8: Information Technology Retirement Eligibility of the Mission Critical Occupation - 2210**



**Figure 9: Information Technology Retirement Phasing of the Mission Critical Occupation - 2210**

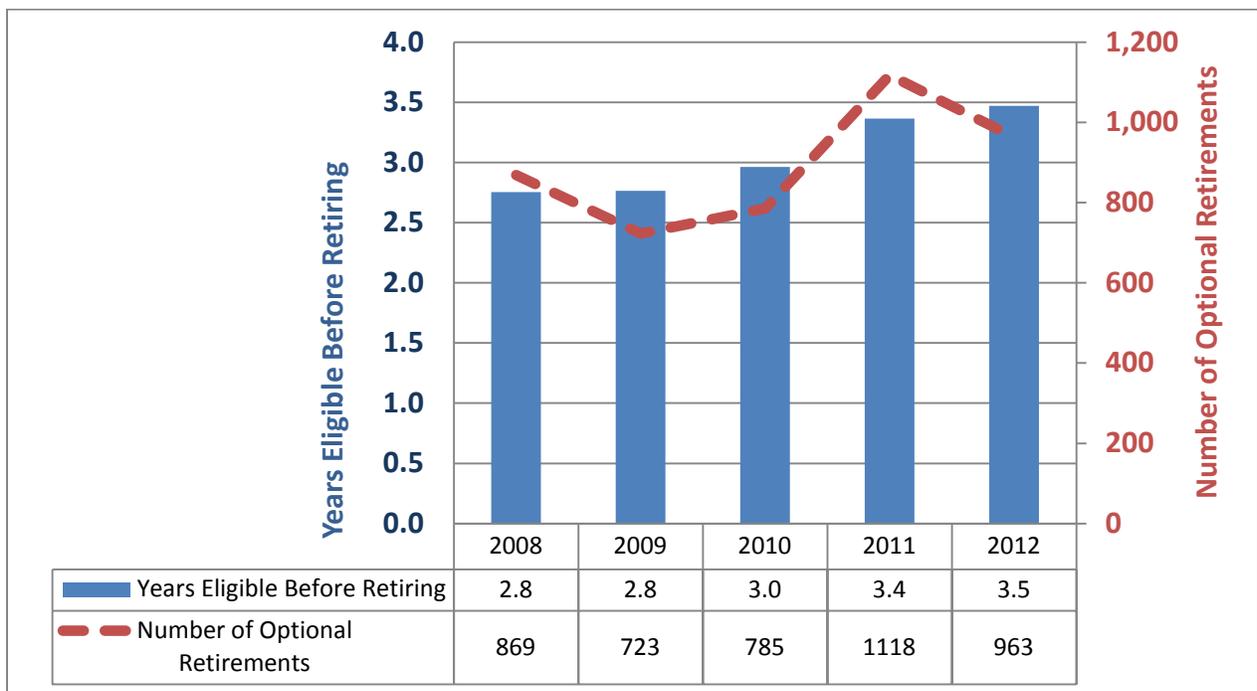
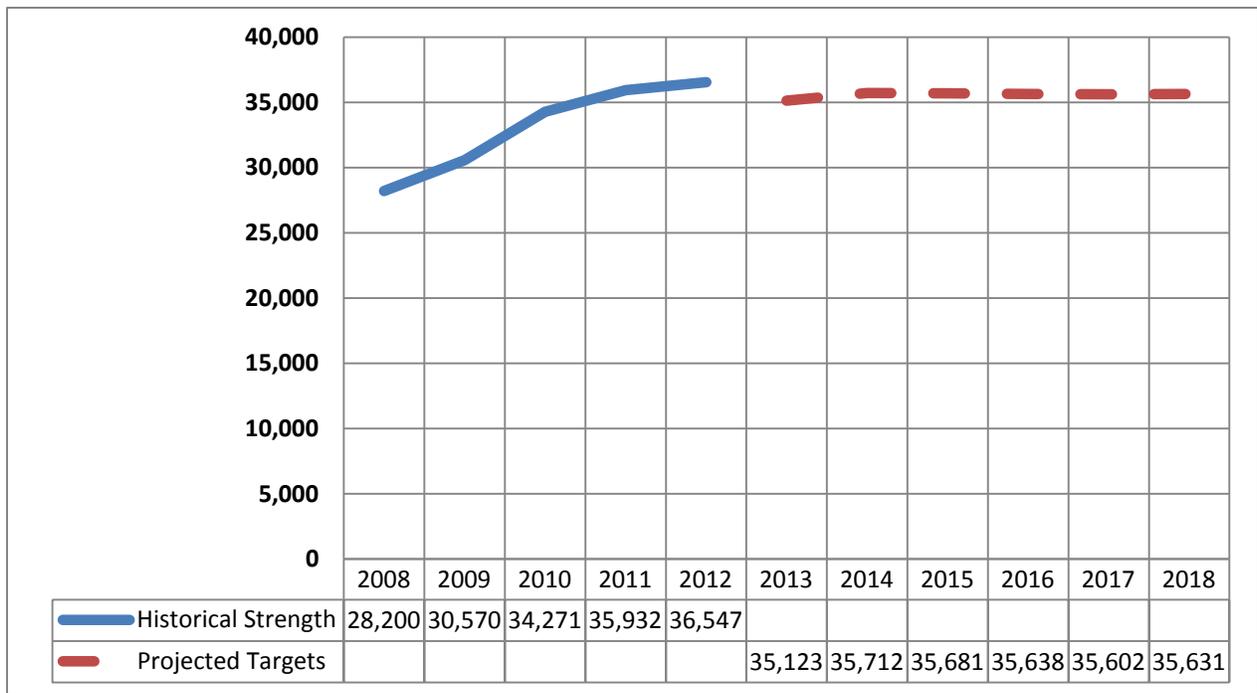


Figure 10: Information Technology Historical Strength and Targets of the Mission Critical Occupation - 2210



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# **Appendix 18:** USD (C) Financial Management



## APPENDIX 18: FINANCIAL MANAGEMENT FUNCTIONAL COMMUNITY

### Overview

The mission of the Financial Management (FM) workforce is to ensure the Department's budget and financial expenditures support the national security objectives of the United States. The FM workforce serves with integrity and are trusted advisors who provide high-quality information and analysis support to decision makers on all financial matters for DOD. Ensuring that the financial management community has a broad, enterprise-wide perspective and standard body of knowledge throughout the department is key to overall financial management workforce readiness.

The Under Secretary of Defense (Comptroller)/Chief Financial Officer USD(C)/CFO exercises FM Functional Community Management (FM OFCM) responsibilities, which are outlined in DOD Instruction 1400.25, Volume 250, Civilian Strategic Human Capital Planning (SHCP). These responsibilities were promulgated by the Under Secretary of Defense for Personnel and Readiness (OUSD [P&R]) in November 2008. The instruction provides the USD(C)/CFO and other key functional offices within the OSD, a broad spectrum of civilian workforce planning and management responsibilities under an OSD Functional Community Management (FCM) framework. As the FM OFCM, the Comptroller is responsible for a multi-year effort to meet DOD-wide civilian workforce planning needs and facilitate lifecycle management of the Department's civilian FM workforce. The Comptroller has delegated the OSD FM FCM responsibilities to the Director, OUSD(C) Human Capital and Resource Management Directorate. The Financial Workforce Management Division provides input to the DOD Strategic Workforce Plan (SWP) on a biennial basis.

The strategic workforce planning process must be applied across the FM civilian community, which requires manpower requirements analysis, specific job analysis procedures, validation methods, and other processes. As part of this effort, the OUSD(C) led an initiative that established a common taxonomy for competencies for individual FM occupations. This initiative resulted in 23 enterprise-wide FM competencies. The newly establish FM Certification Program includes 17 of the 23 enterprise-wide FM competencies. As a next step, the FM workforce will participate in a competency assessment process to assess the FM workforce's competency proficiency levels, identify skill gaps, and develop individual development plans to close those gaps. In coordination with the FM community, OUSD(C) will develop enterprise-wide roadmaps depicting what training is most important at various points throughout a DOD FM employee's career. Additionally, section 1053 of the National Defense Authorization Act for fiscal Year 2012 (NDAA FY12), requires that the DOD Strategic Plan *shall include a separate chapter to specifically address shaping and improvement of the financial management workforce of the Department of Defense, including military and civilian personnel of that workforce*. This report satisfies that requirement. The entire FM workforce, to include mission critical occupations

(MCO), non-mission critical occupations (non-MCO), and the military FM workforce, was assessed and found to be healthy at the Departmental level for FY 2013-2018. Details are discussed in the following report.

In order to provide the best possible advice, the members of the FM workforce have the responsibility to hone their skills throughout their careers and to embrace a culture of continuous learning and improvement. This responsibility takes on increased significance in a constrained fiscal environment as the FM workforce strives to provide analysis and recommendations on how to maximize available funding to achieve the greatest impact for the warfighter. A well-developed and trained workforce will help increase the effectiveness of the FM community's efforts to improve financial analysis throughout the Department. These efforts will allow the Department to pursue new systems and innovations with confidence, knowing that the Department has the best possible understanding of how projects can be funded within the projected financial resources. Every element of the financial management process must focus on helping America's warfighters get their jobs done. The FM workforce continues to work on streamlining customer interaction and providing timely and consistent advisory services.

### **Competency Management Update**

The Defense Competency Assessment Tool (DCAT), an enterprise-wide tool designed to assess competency gaps, is scheduled to deploy in first quarter of FY 2014. We expect DCAT to provide FM leadership with workforce data which will assist in identifying workforce competency gaps of the current FM workforce. The initial competency gap assessment will be used to inform employee development plans.

As a precursor to utilizing DCAT and to ready the FM workforce for competency assessment, the FM OFCM workforce identified 23 FM competencies, referenced earlier in the FM chapter. The FM enterprise-wide competencies identify the critical knowledge, skills, and abilities that Defense financial personnel need to meet the complex 21<sup>st</sup> Century national security mission. The FM competencies and definitions reflect the unique challenges and requirements of DOD, such as analysis and audit readiness. The competencies have been fully vetted, validated, and approved for use throughout the Department. In a memorandum dated 16 November 2011, the Comptroller announced the approval of the DOD FM civilian enterprise-wide competencies.

The framework for the competencies was developed to serve as a blueprint for the deliberate development of the next generation of the DOD FM workforce. Competencies create a common bond of understanding and a common language for a functional community, such as financial management. The FM competencies are used to clarify the knowledge, skills and abilities needed to perform and achieve desired results and are aligned by occupational series for civilian employees and also apply to military members serving in FM positions. The competency framework reflects the progression of competencies needed as FM employees advance and grow in their careers, from the foundational core competencies required for all, to

the functional and strategic skills required of senior executives. The FM competencies will contribute significantly to an integrated and standardized FM body of knowledge; create an agile, flexible workforce; maintain a high-performing workforce; increase professionalism; and provide a clear roadmap for career development.

Section 1053 (2)(c) of title 10, U.S.C., requires the Department to develop appropriate career paths for civilian employees in the FM career field. A career path is a tool for employees to learn about the competencies, skills, and educational requirements necessary for progression during a career. While it does not guarantee career progression, it depicts in a general way, what responsibilities, competencies, and educational goals are expected for advancement from entry level to senior level positions. Most DOD Components have detailed FM career paths for their respective agency or service. The Department does not have enterprise-wide career paths for the 13 occupational series that constitute the FM career field. Development of enterprise-wide career paths based upon the FM competencies would serve as strategic level guidance and developmental direction to shape and improve the DOD FM workforce. For Components who do not have career paths, enterprise-wide career paths will serve as the foundation for future Component specific career paths. Work on enterprise-wide career paths at the OUSD(C) level has already begun. OUSD(C) collected Component specific roadmaps from eight of the FM Components with the largest concentration of FM personnel. The roadmaps are being reviewed for commonalities from an enterprise-wide perspective. This analysis will continue in parallel with the implementation of a new FM Certification Program and the competency skills gap assessment of the FM workforce. Progress on the development of enterprise-wide career paths will be reported in the FY 2014-2019 DOD Strategic Workforce Plan. The major milestones for developing enterprise-wide FM career roadmaps are listed below:

- Collect the remaining Component career paths
- Determine if Component career paths are mapped to the DOD FM competencies
- Analyze Component career maps by occupational series for commonalities
- Develop enterprise-wide DOD FM career paths
- Present findings to the OFCM and the CFCMS for discussion and action
- Publish enterprise-wide FM career paths

### **FM Community Construct**

As of 30 September, 2012, the DOD civilian FM workforce was stratified across 13 occupational series, otherwise known as the 05XX occupational family. Four of the 13 occupational series are designated MCOs and constitute 74% of the civilian FM workforce. The remaining nine occupational series are designated as non-MCO and constitute 26% of the civilian FM workforce. Table 1 identifies the 13 FM occupational series, specifying MCO and non-MCO designations. Although the FM Functional Community has collected data for authorized and assigned military officers, warrant officers, and enlisted FM personnel, this report focuses primarily on the civilian FM workforce.

**Table 1. FINANCIAL MANAGEMENT CIVILIAN OCCUPATIONAL SERIES**

| <b>Occupational Series</b> | <b>Title</b>                             | <b>MCO</b> | <b>Non-MCO</b> |
|----------------------------|--|------------|----------------|
| 0501                       | Financial Administration Series          | ✓          |                |
| 0503                       | Financial Clerical and Assistance Series |            | ✓              |
| 0505                       | Financial Management Series              |            | ✓              |
| 0510                       | Accounting Series                        | ✓          |                |
| 0511                       | Auditing Series                          | ✓          |                |
| 0525                       | Accounting Technician Series             |            | ✓              |
| 0530                       | Cash Processing Series                   |            | ✓              |
| 0540                       | Voucher Examining Series                 |            | ✓              |
| 0544                       | Civilian Pay Series                      |            | ✓              |
| 0545                       | Military Pay Series                      |            | ✓              |
| 0560                       | Budget Analysis Series                   | ✓          |                |
| 0561                       | Budget Clerical and Assistance Series    |            | ✓              |
| 0599                       | Financial Management Student Trainees    |            | ✓              |

## Environmental Scan

To assist in accomplishing the DOD mission, the FM community needs to continue to improve the Department's financial processes, controls and information.

The FY 2014 President's Budget, including projections for FY 2015-2018, reflects potential reductions that will impact overall civilian manpower and create areas of concern. These concerns include the changing fiscal landscape, which requires a continued focus on strong financial decision support, cost management skills, and audit readiness. The changing fiscal landscape could potentially impact the FM workforce's flexibility to adjust to mission changes.

To effectively support the mission, to achieve auditable financial statements, and be able to adapt to the changing fiscal landscape, the Department needs a well-trained financial workforce. Although the FM workforce had good financial management training and education programs prior to the establishment of the new DOD FM Certification Program, the FM workforce did not have an overarching framework to guide FM workforce professional development that emphasized key types of training, such as audit readiness and decision support. In early 2011, senior DOD FM leadership initiated efforts to develop a DOD FM Certification Program as a tool to help meet future requirements. The National Defense Authorization Act for Fiscal Year 2012 (Public Law 112-81) provided the Secretary of Defense with the authority to prescribe professional certification and credentialing standards.

The goals of the DOD FM Certification Program are to implement standardized financial management competencies that describe the knowledge, skills and abilities needed to perform and achieve desired results, to provide a framework to guide professional development and to ensure that new types of training such as audit training are provided where needed. The FM Certification Program is a course-based program based on the 23 FM competencies previously developed, DOD leadership competencies, and experience. The establishment of the new certification program is also a first step in the development of enterprise-wide career paths.

The Department is committed to achieving audit readiness; as such, it is a critical component of the FM Certification Program. Accelerated timelines and increased Congressional requirements for incurred cost audits are straining staffing levels across the Department. Several agencies have expressed concern that they will not be able to meet audit requirements with existing personnel levels.

The FM community has identified other courses of actions to address the changing fiscal landscape as well, such as leveraging Enterprise Resource Planning (ERP) systems and managing long term funding levels.

Several DOD Components continue to implement and leverage ERP systems, enabling standardized business and financial management processes – all of which are critical to the Component's ability to improve FM services for the warfighter; reduce operating costs across the FM enterprise; and achieve audit readiness goals. These elements in aggregate create the need to identify opportunities to leverage technology to meet mission requirements.

ERP solutions may be more difficult to use during the initial phases of implementation than legacy systems, as they require the workforce to possess more current skill sets and create the need to train the existing workforce in the use of new technology.

The long-term DOD budget will affect workload. If the level of contracts falls significantly, the need for contract audits will decrease; however, the effect may not be felt for several years because of an existing backlog of incurred cost and other types of contract audits. If the Department is not able to increase audit staffing to the levels planned and the level of new contracts does not significantly decrease, the backlog of several types of audits may increase and add to workload in future years.

**Figure 1: Financial Management Demographics**

| FUNCTIONAL COMMUNITIES                  | Financial Management | Financial Management                 | Financial Management | Financial Management | Financial Management                      |
|---|----------------------|--------------------------------------|----------------------|----------------------|---|
| Occ Series                              | All Occupations      | 0501 MCO                             | 0510 MCO             | 0511 MCO             | 0560 MCO                                  |
| Occ Series Desc                         |                      | FINANCIAL ADMINISTRATION AND PROGRAM | ACCOUNTING           | AUDITING             | BUDGET ANALYSIS                           |
| IS THIS OCC SERIES AN MCO?              | N/A                  | Y                                    | Y                    | Y                    | Y   |
| Workforce Size: Current Strength Totals |                      |                                      |                      |                      |   |
| End Strength                            | 42,784               | 12,744                               | 5,340                | 6,599                | 6,879                                     |
| Department of Army                      | 8715                 | 1681                                 | 1586                 | 584                  | 3350                                      |
| Department of Air Force                 | 7745                 | 2747                                 | 391                  | 627                  | 2614                                      |
| Department of Navy                      | 8695                 | 5369                                 | 665                  | 390                  | <i>* DON 0560 reported in 0501 totals</i> |
| DoD Agencies (4th Estates)              | 17629                | 2947                                 | 2698                 | 4998                 | 915                                       |
| % MALE                                  | 37.38%               | 36.07%                               | 42.01%               | 50.11%               | 30.97%                                    |
| % FEMALE                                | 62.62%               | 63.93%                               | 57.99%               | 49.89%               | 69.03%                                    |
| % DISABILITY TARGETED                   | 1.01%                | 0.79%                                | 0.95%                | 0.71%                | 0.63%                                     |
| % DISABILITY NONTARGETED                | 6.82%                | 6.53%                                | 7.56%                | 4.77%                | 5.24%                                     |
| % PRIOR MILITARY                        | 28.56%               | 32.03%                               | 22.90%               | 16.64%               | 36.15%                                    |
| <b>Education</b>                        |                      |                                      |                      |                      |   |
| ED - # WITH LESS THAN BACHELORS         | 20202                | 6108                                 | 960                  | 306                  | 4189                                      |
| ED - # WITH BACHELORS DEGREES           | 16582                | 4347                                 | 3014                 | 4628                 | 2320                                      |
| ED - # WITH MASTERS DEGREES             | 7008                 | 2121                                 | 1287                 | 2123                 | 1023                                      |
| ED - # WITH DOCTORATE DEGREES           | 52                   | 19                                   | 6                    | 7                    | 10  |
| <b>Planning Considerations</b>          |                      |                                      |                      |                      |   |
| % ELIG TO RETIRE CURRENT                | 14.03%               | 14.77%                               | 15.81%               | 9.62%                | 15.30%                                    |
| % ELIG TO RETIRE NEXT YEAR              | 3.46%                | 3.77%                                | 3.89%                | 2.29%                | 3.55%                                     |
| % ELIG TO RETIRE TWO TO FIVE YEARS      | 14.65%               | 16.33%                               | 14.92%               | 10.17%               | 16.59%                                    |
| AGE - 29 & Under                        | 4388                 | 938                                  | 557                  | 1429                 | 341                                       |
| AGE - 30 to 39                          | 7715                 | 1947                                 | 903                  | 1766                 | 1090                                      |
| AGE - 40 to 49                          | 11703                | 3618                                 | 1294                 | 1628                 | 2279                                      |
| AGE - 50 to 54                          | 8267                 | 2729                                 | 968                  | 921                  | 1740                                      |
| AGE - 55 to 59                          | 6690                 | 2028                                 | 840                  | 717                  | 1280                                      |
| AGE - 60 to 64                          | 3836                 | 1051                                 | 498                  | 456                  | 632                                       |
| AGE - 65 and over                       | 1352                 | 317                                  | 215                  | 151                  | 209                                       |
| Career Level 1: GS 1-8 or Equiv.        | 9413                 | 239                                  | 100                  | 266                  | 92  |
| Career Level 2: GS 9-12 or Equiv        | 20326                | 7148                                 | 2838                 | 3331                 | 4924                                      |
| Career Level 3: GS 13-15 or Equiv.      | 14212                | 5241                                 | 2337                 | 3471                 | 2555                                      |

## Workforce Analysis

The FM Functional Community reviewed the standard FY 2012 workforce data set to determine the overall health of the community and the recruitment and retention goals necessary to fulfill mission requirements for the four MCOs, as well as the entire community. The MCOs constitute 74% of the civilian FM population; therefore, trends in the MCOs drive trends for the overall FM Community.

The FM Functional Community requested data from 36 DOD organizations and analyzed the data received to determine if staffing gaps existed at the end of FY 2012 at the Component level and at the Departmental level. An analysis was then conducted to determine if any gaps are projected for FY 2013-2018. The MCOs for FM are 0501-Financial Administration Series, 0510-Accounting Series, 0511-Auditing Series and 0560-Budget Analysis Series.

As stated earlier, four of the 13 occupational series (0501, 0510, 0511, and 0560) are designated as MCOs and constitute 74% of the civilian FM workforce. For FY 2012, the largest gap, 5.9%, was in the 0501 MCO. MCOs 0511 and 0560 had gaps of 4.5% and 0.3%, respectively,

while MCO 0510 had a 4.2% surplus in FY 2012. The Department had no gaps in the non-MCOs at the end of FY 2012.

From the FM community perspective, the most important gaps to identify in the future are those that increase risk to the DOD FM mission as a whole. At the Departmental level, forecasts for the period FY 2013 – FY 2018 for the MCO 0501 indicate that the small gap evident in FY 2012 will be eliminated during the forecast period. The same is the case for MCO 0511. For MCOs 0510 and 0560, no significant gaps are projected in the out-years with minor expected surpluses of 4-5% and 3%, respectively.

Analysis of the non-MCOS over the same period, FY 2013-FY2018, indicates that, at the Departmental level, the FM workforce is healthy. While a few gaps at individual Component levels are projected, the affected Components assessed the non-MCOs as healthy.

In previous years the federal and DOD FM communities expected an exodus of trained and experienced personnel as the Baby Boomer generation reached retirement eligibility. The expected challenge for workforce management was a situation where federal agencies would not be able to replace these losses with trained replacements. The Nation's economic downturn in 2008 changed this situation for the DOD FM workforce.

From FY 2009 until early FY 2011, gains exceeded or equaled losses in the DOD FM workforce. Retirement eligible FM personnel did not leave the Department in higher than normal numbers, due to the bleak economic situation facing all Americans. For parts of FY 2011 and all of FY 2012, losses have exceeded gains. This change is likely due to the reductions in DOD resources expected in FY 2013 and beyond. As aging employees choose to remain in the workforce for uncontrollable factors such as the economy, upward advancement opportunities could be limited.

At the end of FY 2012, the Department's FM population included a total of 10,232 military personnel assigned to the FM career field. Only seven of the 36 DOD Components have military FM personnel assigned and only three reported small gaps. As a whole, the military FM workforce was healthy at the end of FY 2012. For FY 2013-2018, there are no gaps projected for the military FM workforce as a whole. Small gaps are projected in the Department of the Army, the Defense Finance and Accounting Service, and the Tricare Management Agency, but the agencies have assessed their workforce as healthy vis-à-vis having sufficient personnel assigned to meet projected mission requirements through FY 2018.

**Recruitment.** In order to fill civilian positions, FM hires new college graduates through the new Pathways Program (Recent Graduates) and experienced individuals through programs such as the Department of Navy's Associates Program, as well as regular recruiting efforts for open positions. The FM community also hires interns and employees still in school. As internship participants are learning and growing in their FM workforce opportunities, managers and leaders are developing strategic plans to convert successful participants into full time intern/recent graduate assignments.

Schedule A hiring authority to target employees with disabilities is another talent source to fill career field gaps. Career broadening opportunities are utilized to increase breadth of experience allowing the career field to meet changing mission needs effectively and efficiently.

## Challenges

Even though no critical gaps have been identified for the FM workforce in the forecast period, Components identified some root causes of temporary and non-critical gaps. While each Component has a unique mission and unique challenges, several commonalities were reported. The following are commonalities cited as a root cause or reason for a gap:

- Components are experiencing normal hiring lag factors, to include management-planned delays in initiating hiring actions; they are also spending excessive time recruiting and processing selections and resolving security eligibility adjudication issues prior to entry on duty. Additionally, these factors include difficulties finding qualified applicants for auditing and accounting positions, which is coupled with an inability to compete with the private industry and other federal agencies for qualified candidates. For this reason, the small surplus in the 0510 series in the out-years may offset recruiting challenges. Recent pay freezes for DOD civilians have hindered attracting and retaining the best applicants. Other Components stated they were holding positions vacant for students to become eligible to apply.
- Hiring restrictions as a result of funding limitations.
- Recruiting freezes in FYs 2011 and 2012 as a result of Continuing Resolutions and late appropriations.
- The aging workforce, increasing retirements and retirement eligibility, are somewhat offset by the general economic downturn that has slowed overall retirements.
- Components' authorization and assigned personnel levels to meet the accelerated goal of achieving audit readiness, while already inadequate, are exacerbated by an additional Congressional requirement for increased agency audits.

Components cited Base Realignment and Closure (BRAC) relocations as another common cause, which is more specific than general. Components experienced difficulties with recruiting and retaining personnel due to BRAC relocations to Fort Lee, Virginia and the Mark Center in Alexandria, Virginia. Both moves resulted in FM personnel gaps when assigned FM personnel did not relocate to the new BRAC locations.

## MCO Strategy and Action Plan

The primary FM strategy to address current and future workforce challenges is the establishment of the DOD FM Certification Program. In order to provide the best possible advice to leadership and stakeholders, the members of the FM workforce have the responsibility to hone their skills throughout their careers and to embrace a culture of

continuous learning and development. This responsibility takes on increased significance during periods of constrained fiscal resources as the FM workforce is asked to provide analysis and recommendations on how to maximize available funding to achieve the greatest impact for the warfighter.

A well-developed and trained workforce will help increase the effectiveness of the FM community's efforts to improve financial analysis throughout the Department. These efforts will allow the Department to pursue new systems and innovations with confidence, knowing that the Department has the best possible understanding of how projects can be funded within the projected financial resources.

The FM communities' overarching strategy, the DOD FM Certification Program, will produce a positive change in the environment within one to two fiscal years. Sufficient resources have been budgeted to effect change; and metrics to assess progress for the implementation and performance of the strategy have been developed.

| Strategy # 1  | Financial Management Certification Program   |
|---|--|
| <b>Staffing Gap Addressed</b>   | Developing an FM Workforce with the required competencies  |
| <b>Occupational Series</b>  | MCOs: 501, 510, 511, 560<br>Non-MCOs: 503, 505, 525, 530, 540, 544, 545, 561, 599  |
| <b>Career Level (Notionally)</b><br>Entry: GS 1-8 or Equiv.<br>Mid: GS 9-12 or Equiv.<br>Senior: GS 13-15 or Equiv. | All Levels   |
| <b>Strategy Details and Impact</b>  | The Office of the Under Secretary of Defense (Comptroller)/Chief Financial Officer (OUSD(C)/CFO)), in consultation with the Office of the Under Secretary of Defense for Personnel and Readiness (OUSD[P&R]) and the DOD Components, is consolidating multiple financial management development efforts across DOD into a mandatory cohesive program to effectively educate, train, and certify financial management personnel (civilian and military). This effort, the DOD Financial Management (FM) Certification Program, which includes key FM and leadership competencies, will enable the FM community to assess and close the gaps between current capabilities and the competencies required by the future FM workforce. The foundational framework for the Program is the set of 23 enterprise-wide financial management competencies, associated proficiency levels, and selected leadership competencies. The Program will ensure that the FM workforce has the requisite FM knowledge, skills, and abilities to perform effectively in all FM career series. The Program also provides a mechanism to ensure that the FM community is meeting critical training requirements in areas such as auditable financial statements, fiscal law, and decision analytics to better assist commanders and managers in using information to make decisions. |

| <b>Strategy # 1</b>   | <b>Financial Management Certification Program</b>  |
|---|--|
| <b>Strategy Time Segment</b><br>(Short term = 0-2 yrs)<br>(Mid-Range = 3-5 yrs)<br>(Long term = 6+ yrs) | The DOD FM Certification Program is a long-term workforce development initiative. FM workforce members have two years to achieve initial certification and are required to maintain certification for the entire duration of their FM career.  |
| <b>Implementation Timeline</b><br>(Identified Milestones)   | The policy for the DOD FM Certification Program, Directive-Type Memorandum 13-004 was signed on 22 March 2013 and work is progressing on the DOD instruction. The policy establishes a certification program management structure to provide governance and ensures that the Program objectives are achieved, as well as delineating responsibilities and prescribing procedures. A DOD FM Certification Program Pilot was conducted July 2012 – March 2013. The Pilot included 650 members of the FM community from 13 different organizations and focused on the use of the DOD FM Learning Management System (LMS). Pilot personnel received training on program policies and procedures and the DOD FM LMS. Important lessons learned were collected, and improvements were incorporated into the program implementation planning. Virtual training, web-based training and job aids were made available on the FM Online website, the “one-stop” site for all FM Certification Program information. Phased implementation began in the Spring of 2013. An incremental flow of Component implementations is in progress, with full implementation planned for completion in FY 2014. |
| <b>Legislative Changes</b>  | The National Defense Authorization Act (NDAA) for Fiscal Year (FY) 2012 (Public Law 112-81), provided DOD the authority to prescribe certification and credential standards for the financial management community.  |
| <b>Funding Required</b>   | Funding needs have been coordinated with the Components and were included in the FY 2014 President’s Budget.   |
| <b>Metrics to Assess Progress</b>   | DOD FM Personnel (military and civilian) participating in the DOD FM Certification Program.<br>Targets are as follows: <ul style="list-style-type: none"> <li>• 10% of FM population by fourth quarter FY 2013</li> <li>• 46% of FM population by fourth quarter FY 2014</li> </ul>  |
| <b>Metrics Data Source</b>  | The WHS Learning Management System (LMS) and the Defense Civilian Personnel Data System (DCPDS).   |
| <b>Strategy Owner(s):</b><br><b>Strategy POC:</b>   | Office of the Under Secretary of Defense (Comptroller) Human Capital and Resource Management.  |

---

## Workforce Improvement Strategies

While the FM Certification Program, discussed above, is the primary strategy to improve the FM workforce, the FM community has worked to address a number of near-term opportunities to meet the current workforce demands. A key element of communicating the FM Certification Program is the FM Online website. Launched in late January 2011, it provides a method of communicating with the entire DOD FM workforce from a Departmental perspective. FM Online serves as a source for significant items of interest for the DOD FM community and provides the workforce the newest information on financial management programs. FM Online is the “one-stop” website for all FM Certification Program information, to include competencies, other FM test-based certifications, access to Department-wide training opportunities, DOD policy references, FM awards, and the DOD civilian leadership development model. The website also provides access to virtual training, web-based training, job aids, and links to Component FM websites, and other website of interest to DOD FM personnel.

Since the launch of FM Online, usage has steadily increased. For the first year, the website received 2,938,420 hits, averaging 8,985 hits per day. For the period, January 2012 to October 2012, an additional 19,827,501 hits were received, and the average hits per day increased to 35,795. For the period January 27, 2013 to February 2, 2013, FM Online received 437,397 hits, and the average hits per day have increased to 62,485. Since the launch of FM Online, over 9,400 users have registered for access to the website. Based on past trends, OUSD(C) expects usage to continue to grow as the DOD FM Certification Program is implemented. This evidence suggests that FM Online is achieving its goal of being an effective communication strategy for the FM workforce.

Other near-term opportunities include:

- Leadership Development –The FM workforce is actively participating in the new Defense Civilian Emerging Leader Program (DCELP). The mission of DCELP is to recruit and develop the next generation of leaders who possess the technical and leadership competencies needed to meet the future leadership needs of the Department. Currently the program is open to GS-07-11/equivalent civilians in the Financial Management, Acquisition and Human Resources communities. The FM community funded 30 participants in FY 2012 and expects to fund an additional 30 in FY 2013.
- The FM workforce utilizes various recruiting strategies to meet and/or exceed MCO demands. Entry Level -The FM Components use applicable hiring authorities, whenever possible, to recruit and hire candidates at colleges and universities. All entry level personnel complete, at least, a two-year program that includes formal developmental training plans and developmental assignments. The Components also use the Office of Personnel Management’s Pathways Programs, which allows the department to hire recent graduates and Presidential Management Fellows, as well as provide tuition assistance to support continued educational development.

- Mid Level - The FM Components use applicable hiring authorities to recruit mid level interns from graduate schools. The Components take full advantage of incentives such as full permanent change of station (PCS) reimbursement, family friendly workplace, training and education programs, and professional certification reimbursement. Components also supplement college recruiting with internal recruitment strategies.
- Senior Level - The FM Components utilize special incentives to hire and sustain at the senior level. These incentives include full PCS reimbursement, family friendly workplace, training and education programs, professional certification reimbursement, leadership development incentive programs, and succession planning. At the senior level, Components supplement external recruiting with internal recruitment strategies, to include the existing civilian workforce, former military leaders, and industry.
- Competencies – The FM OFCM and the Component representatives worked together to develop competencies for all 05XX occupational series. The FM community is committed to participating in the DCAT pilot (pending deployment in first quarter FY 2014) to assess the workforce in an effort to identify competency gaps by occupational series.
- Test-Based Certifications – Test-Based Certification is a process that formally recognizes professional workers for achieving expertise in their field and is a means to encourage employees to continue their professional development. Test-Based Certification programs are typically sponsored by professional associations. Certification requirements normally consist of specific types of formal education and experience, character references, passing of an examination and adherence to a code of professional ethics. To maintain certification, there may also be a continuing education requirement. Achieving professional certification has many benefits. Individuals improve their potential for personal upward mobility, organizations enhance their ability to meet their strategic financial management initiatives and objectives; and the DOD benefits by the increased capability of the workforce. The NDAA for FY 2002, Public Law 107-107, enacted in section 5757 of title 5, U.S.C. This action provided OSD the authority to pay for and support professional certification and credential standards. Civilian defense personnel occupying positions in the 05XX occupational series and military members in financial management occupational specialties are encouraged to obtain and maintain a professional financial management certification. The new DOD FM Certification program, described above, encourages members at Level 2 and strongly encourages members at Level 3 to also achieve a financial management related test-based certification. The Department identified 20 professional test-based certifications applicable to financial management personnel:
  1. Accredited Business Accountant (ABA)
  2. Accredited in Business Valuation (ABV)
  3. Certified Accounts Payable Professional (CAPP)
  4. Certified Business Manager (CBM)
  5. Certified Cost Consultant (CCC)
  6. Certified Cost Estimator/Analyst (CCE/A)

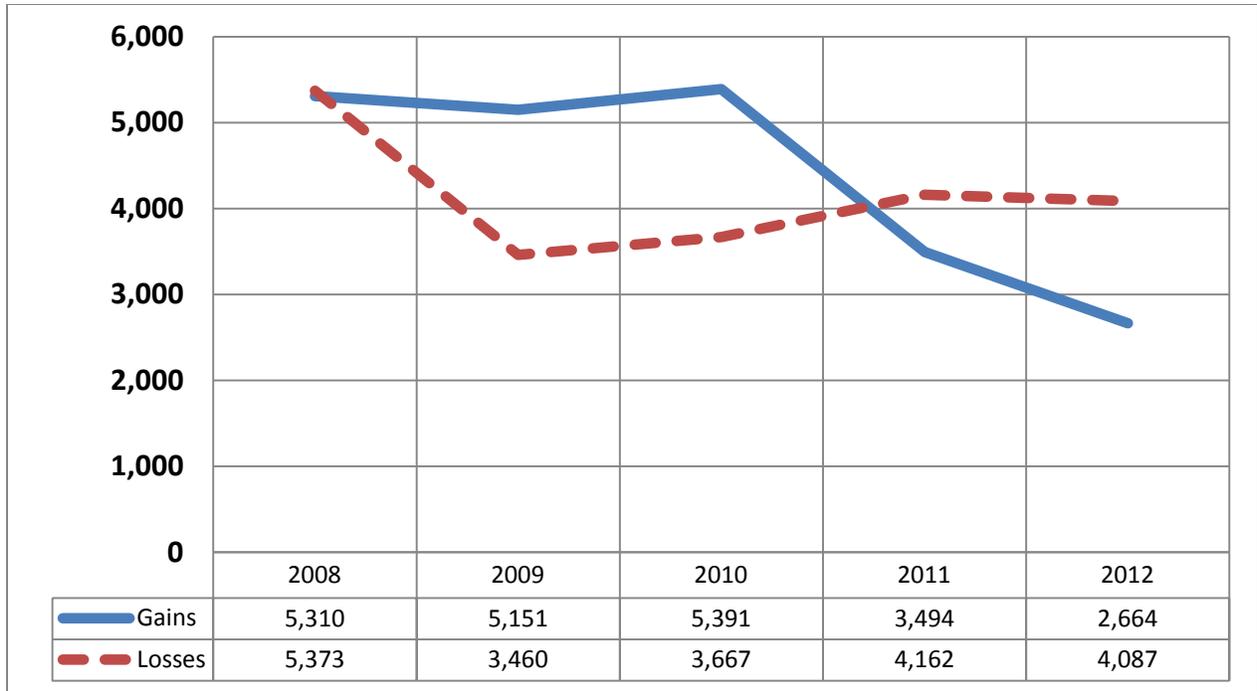
7. Certified Defense Financial Manager (CDFM)
  8. Certified Forensic Accountant (Cr.FA)
  9. Certified Fraud Examiner (CFE)
  10. Certified Government Audit Professional (CGAP)
  11. Certified Government Financial Manager (CGFM)
  12. Certified in Financial Forensics (CFF)
  13. Certified Information Systems Auditor (CISA)
  14. Certified Internal Auditor (CIA)
  15. Certified Management Accountant (CMA)
  16. Certified Payroll Professional (CPP)
  17. Certified Public Accountant (CPA)
  18. Certified Quality Auditor (CQA)
  19. Certified Treasury Professional (CTP)
  20. Forensic Certified Public Accountant (FCPA)
- Attrition – Workforce attrition rates must be closely monitored to ensure the FM community has the right staff in place to meet the mission requirements. The FM OFCM monitors the attrition rate of the FM workforce on a quarterly basis and shares this information with FM leaders for awareness and action as needed.
  - Components are continuing to address and share strategies to close recruitment, development, and retention gaps.
  - The FM community is also exploring several long-term opportunities at the senior level to improve strategies to meet future workforce demands, including:
    - Identification of future skills; for example, strengthening analytical and decision making skills to correlate with constrained numbers.
    - Development of FM career roadmaps.
    - Continued participation in the Defense Civilian Emerging Leader Program (DCELP) and leveraging developmental assignments.

## CONCLUSION

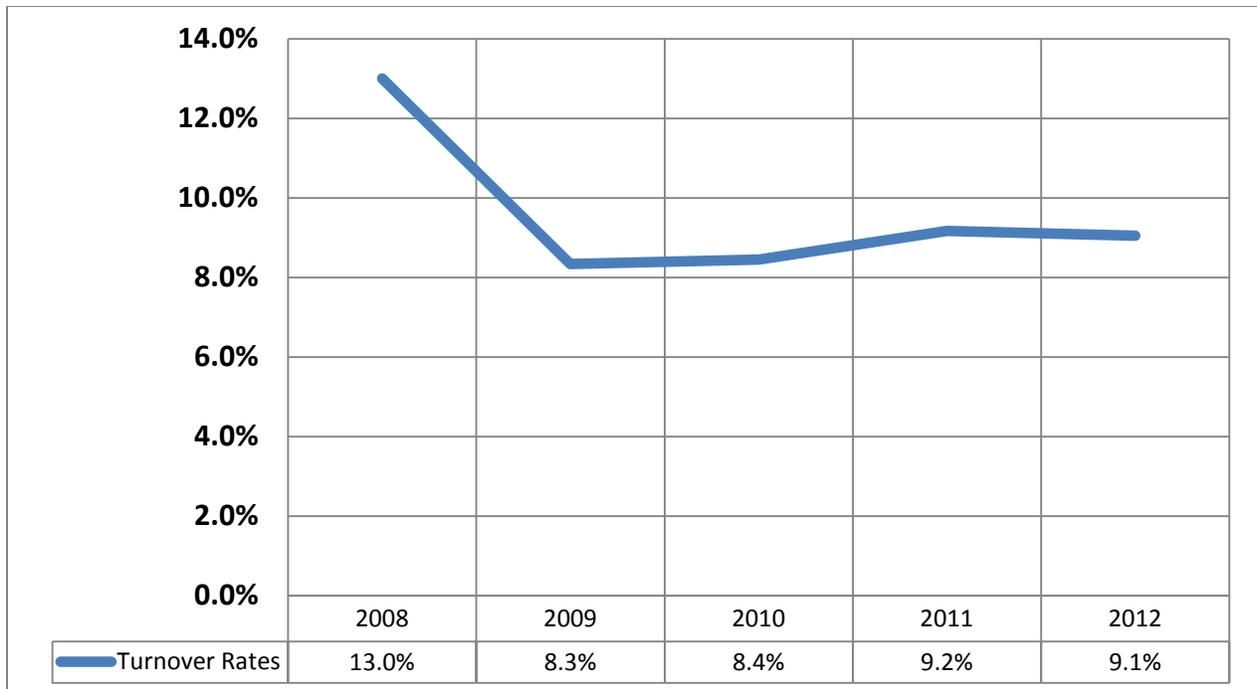
The DOD FM workforce is projected to be healthy for the forecast period of FY 2013 through FY 2018. In fact, a slight surplus is projected in the overall FM workforce. Components have identified specific gaps at the occupational series levels but are taking appropriate measures to close these gaps. Flexibility and cross-training of the workforce is being stressed as an efficient strategy to meet future requirements. Active workforce management and oversight are required to shape the FM workforce to support DOD's mission to maintain a strong defense in an ever changing geo-political environment.

## DATA CHARTS & GRAPHS

**Figure 2: Financial Management Gains and Losses**



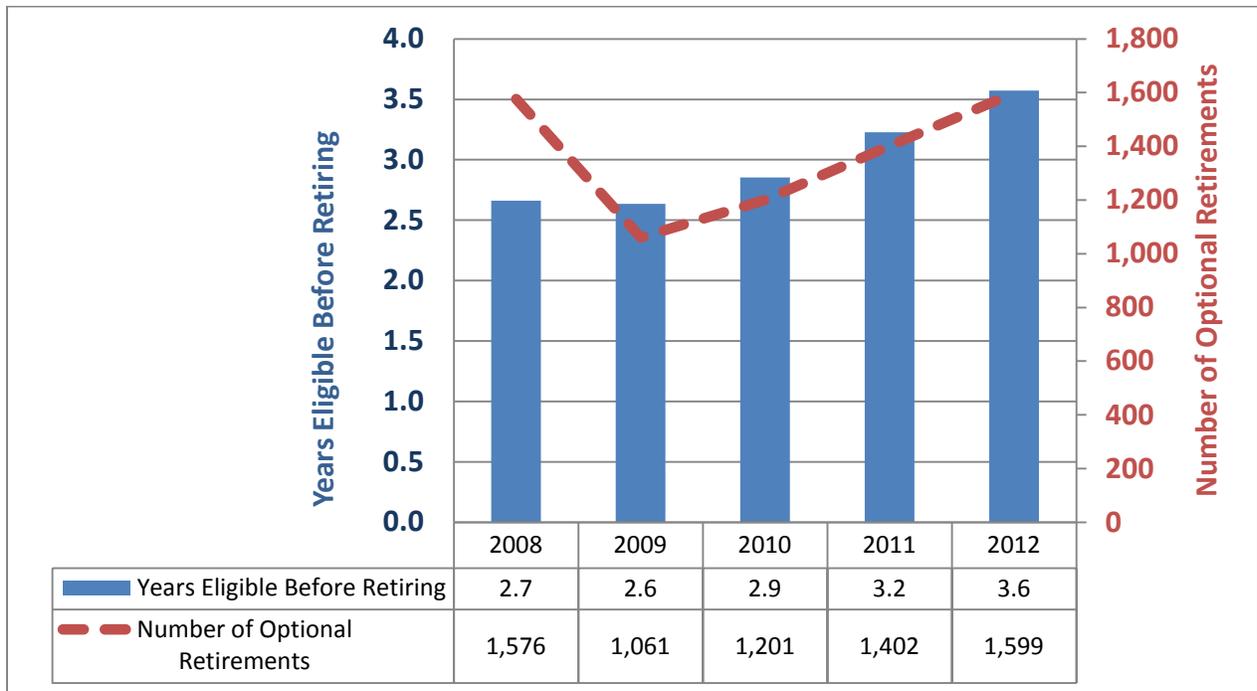
**Figure 3: Financial Management Turnover**



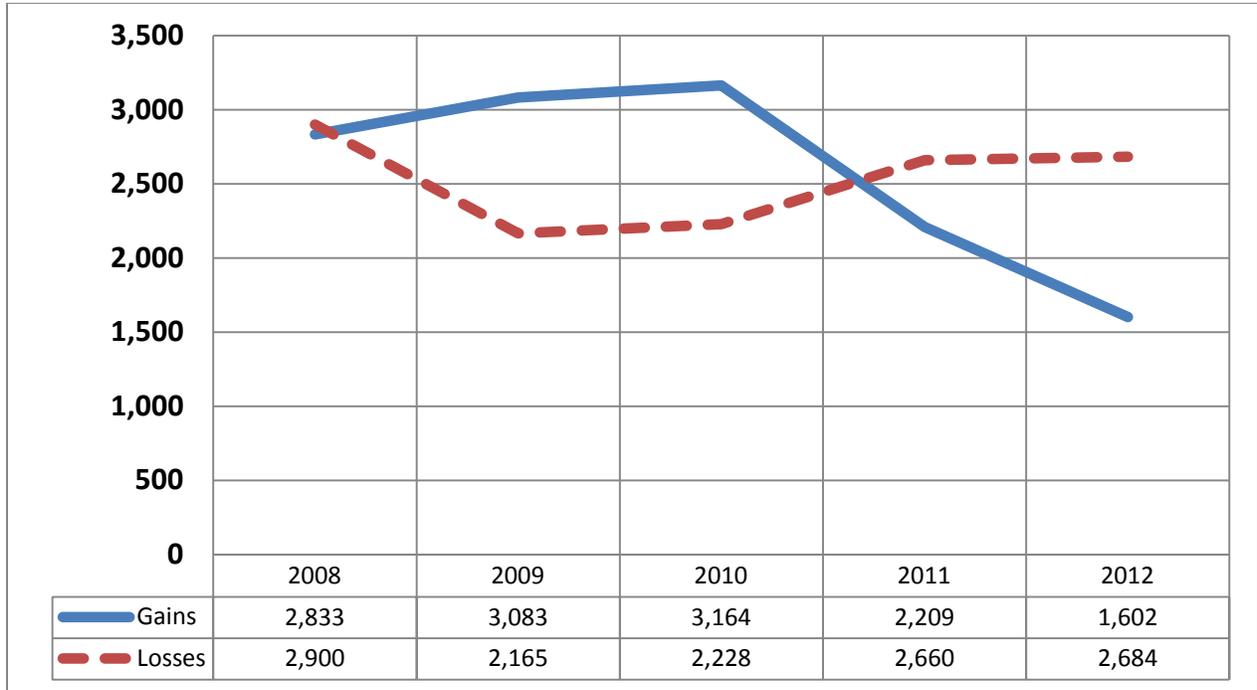
**Figure 4: Financial Management Retirement Eligibility**



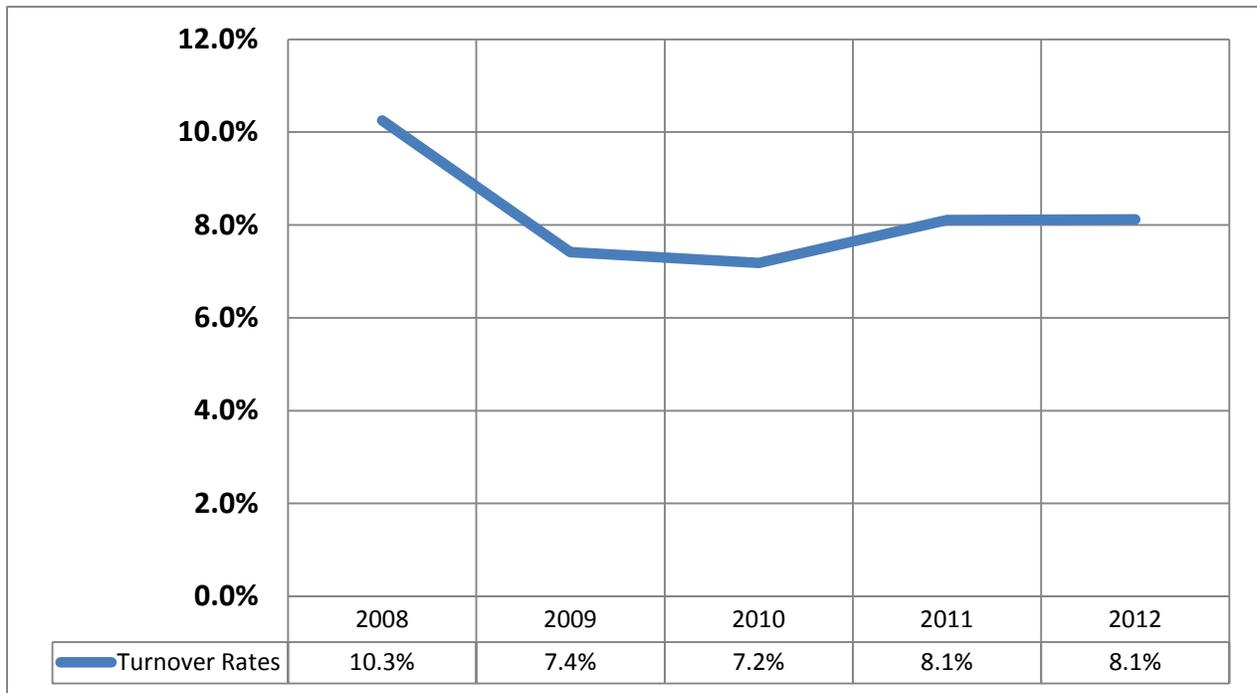
**Figure 5: Financial Management Retirement Phasing**



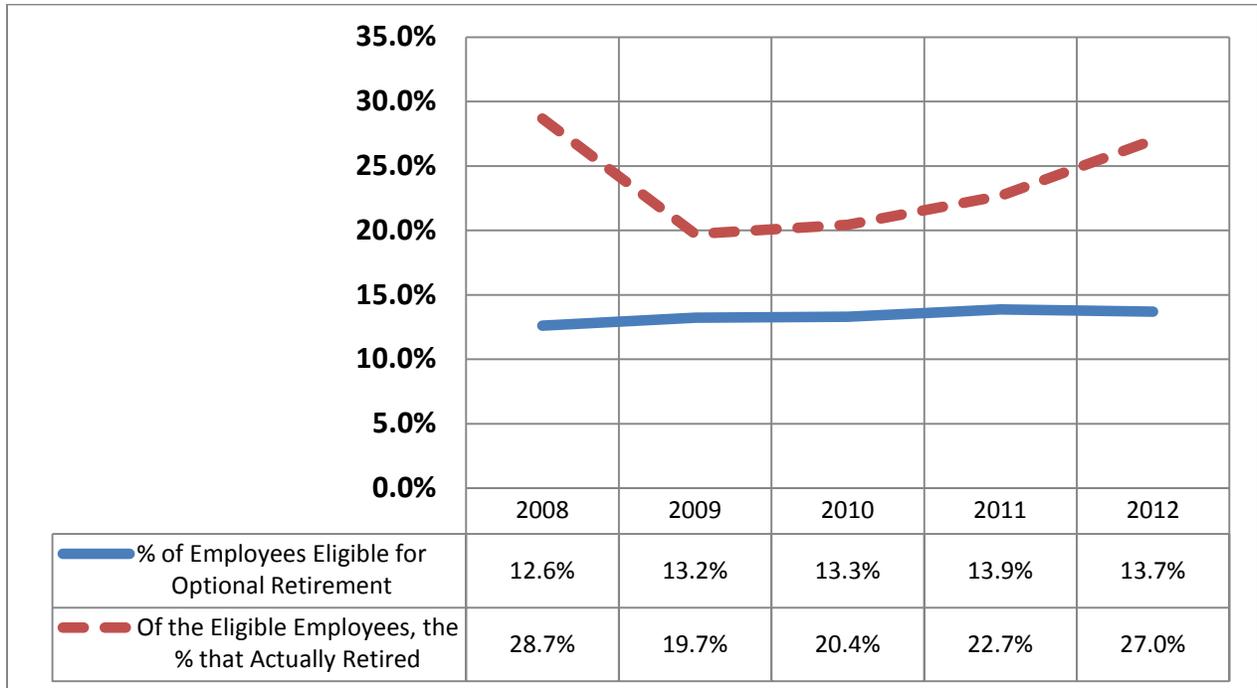
**Figure 6: Financial Management Gains and Losses of the Mission Critical Occupations**



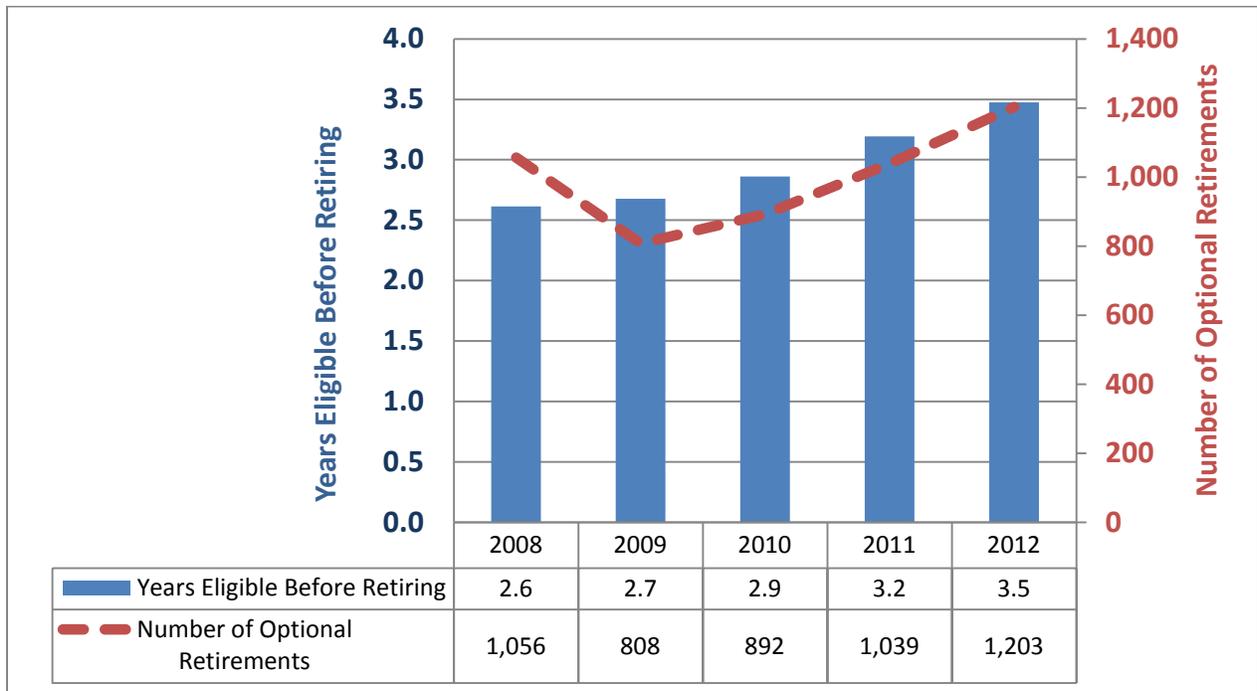
**Figure 7: Financial Management Turnover of the Mission Critical Occupations**



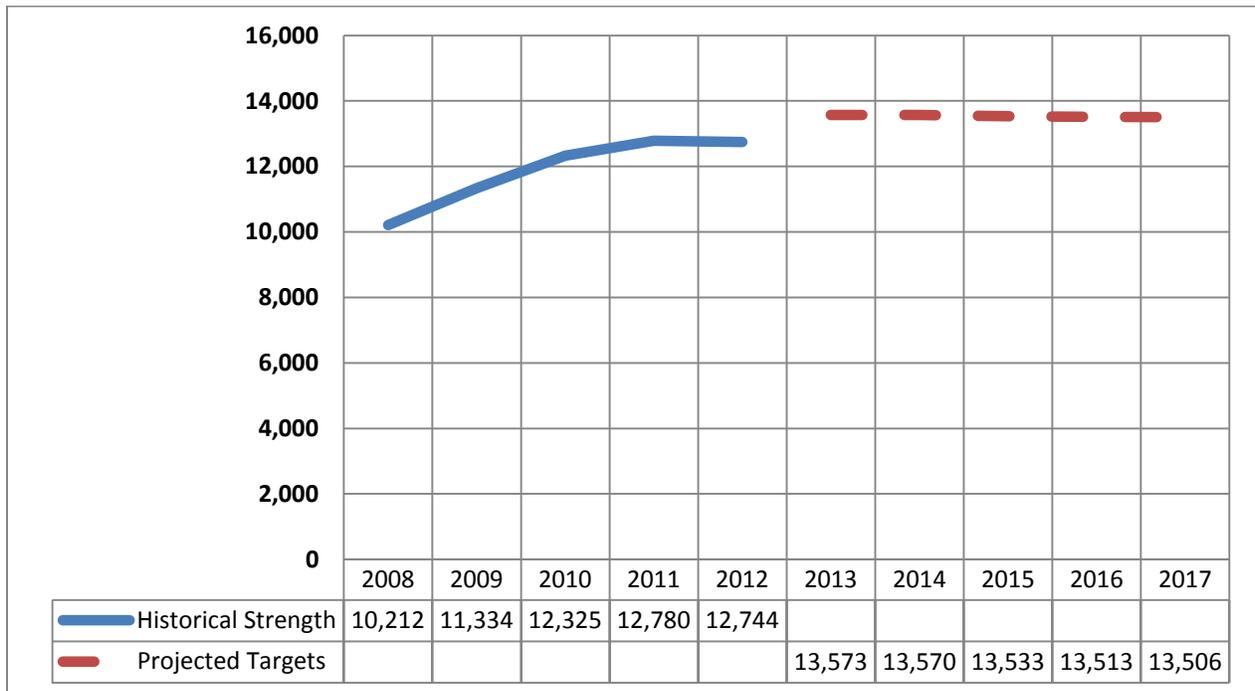
**Figure 8: Financial Management Retirement Eligibility of the Mission Critical Occupations**



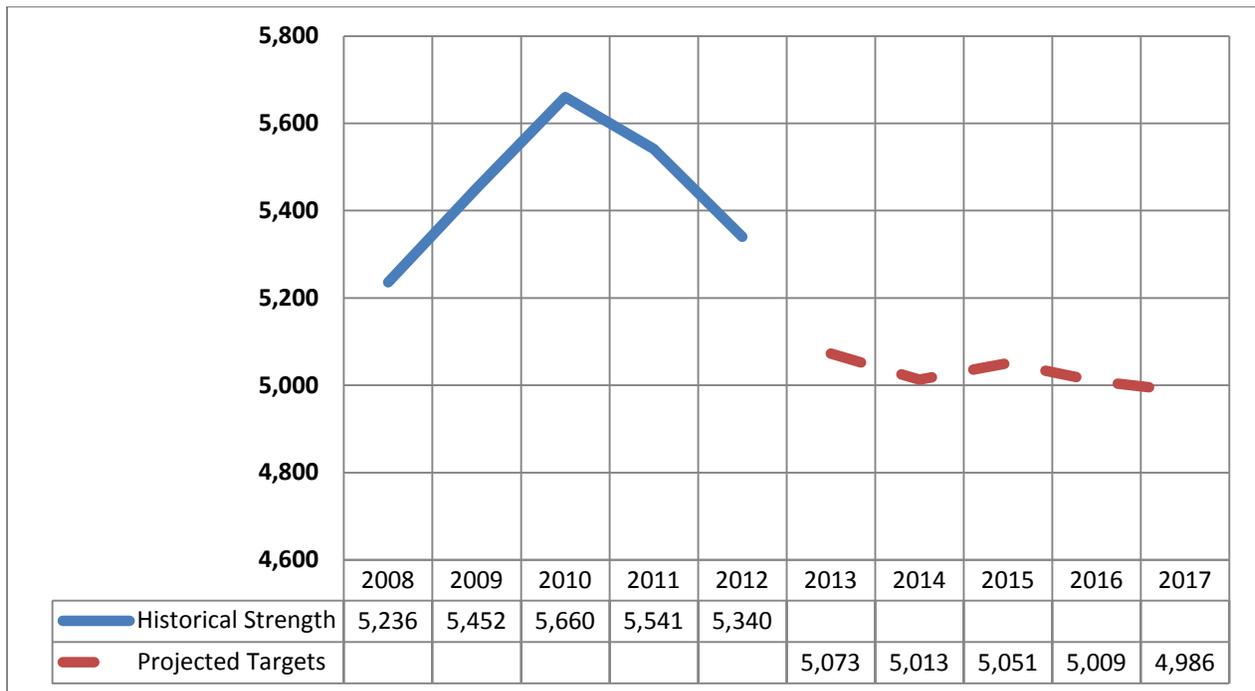
**Figure 9: Financial Management Retirement Phasing of the Mission Critical Occupations**



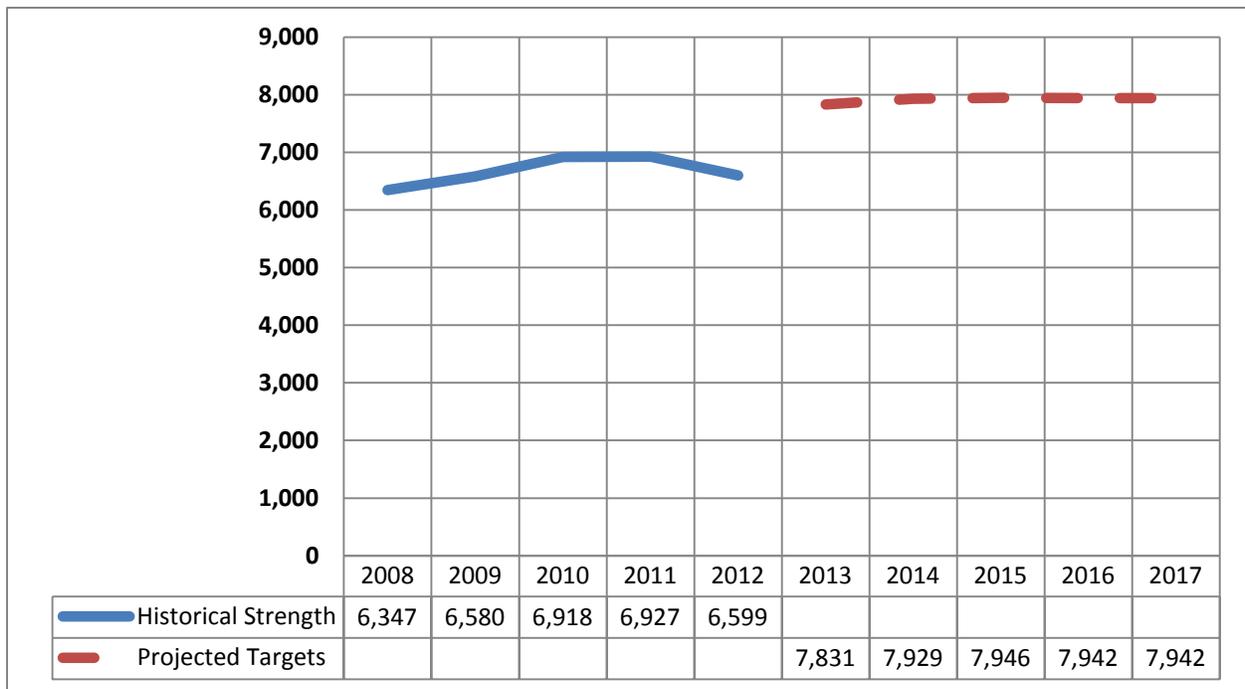
**Figure 10: Financial Management Historical Strength and Future Targets of the Mission Critical Occupation - 0501**



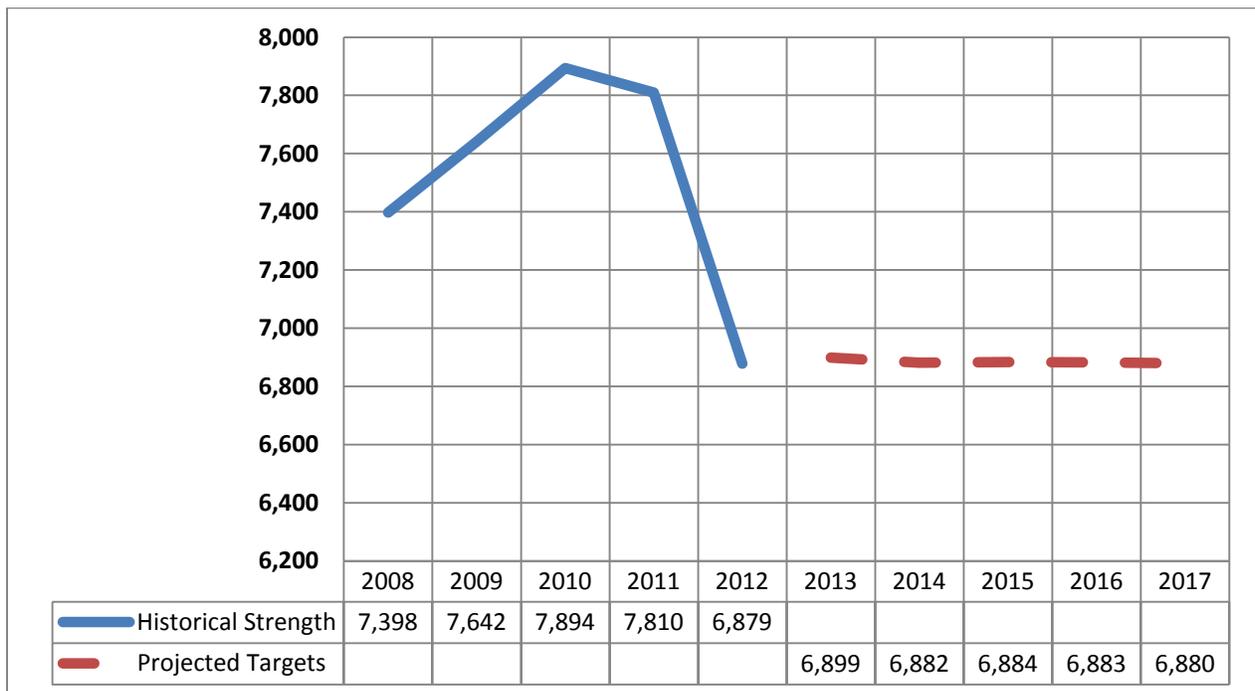
**Figure 11: Financial Management Historical Strength and Future Targets of the Mission Critical Occupation - 0510**



**Figure 12: Financial Management Historical Strength and Future Targets of the Mission Critical Occupation - 0511**



**Figure 13: Financial Management Historical Strength and Future Targets of the Mission Critical Occupation - 0560**



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# **Appendix 19:** DOD (GC) Legal



## APPENDIX 19: LEGAL FUNCTIONAL COMMUNITY

### Overview

The DOD Office of the General Counsel (OGC) is part of the Office of the Secretary of Defense (OSD). The General Counsel of the Department of Defense, who is appointed by the President with the advice and consent of the Senate, is the Chief Legal Officer of the Department of Defense and performs such functions as the Secretary of Defense may prescribe. As such, he or she is the principal legal advisor to the Secretary of Defense and has final authority and responsibility for legal policy determinations and the delivery of legal services within the Department of Defense and its components. The General Counsel is also dual-hatted as the Director, DLSA, which provides a full range of legal services to the Office of the Secretary of Defense, the Defense Agencies, and the Department of Defense Field Activities.

The DOD OGC is the highest level legal organization in DOD. While DOD as a whole has over 12,000 full-time and part-time civilian and military attorneys; however, the Headquarters, DOD OGC employs approximately 35 attorneys.

The Legal Functional Community is client centric with a mission of providing legal support to the various clients across DOD. It is solely supportive in nature and responds to the requests and needs of clients within DOD. Deputy General Counsels are arranged by specialty, and the specialties are aligned with clients - e.g., contracting attorneys to serve needs in AT&L, personnel attorneys who serve P&R.

### Environmental Scan

The Legal Functional Community was added to the reporting list of functional communities for DOD in FY 2012. The Legal Functional Community consists of 7 occupational series: General Legal and Kindred Administration Series, 0901; General Attorney Series, 0905; Paralegal Specialist Series, 0950; Contact Representative Series, 0962; Legal Assistance Series, 0986; Claims Assistance Series, 0998; Patent Attorney Series, 1222. This functional community does not have a Mission Critical Occupation (MCO).

This functional community has reported that it currently does not have staffing shortage related issues. It is considered to be a healthy functional community with a staff that tends to stay onboard for a lengthy period of time. This functional community is able to fill positions quickly and without difficulty due to plentiful hiring sources.

**Figure 1: Legal Demographics**

| FUNCTIONAL COMMUNITIES                         | Legal           |
|--|-----------------|
| Occ Series                                     | All Occupations |
| Occ Series Desc                                |                 |
| <b>Workforce Size: Current Strength Totals</b> |                 |
| End Strength                                   | 6,381           |
| Department of Army                             | 2899            |
| Department of Air Force                        | 1023            |
| Department of Navy                             | 1379            |
| DoD Agencies (4th Estates)                     | 1080            |
| % MALE   | 48.00%          |
| % FEMALE                                       | 52.00%          |
| % DISABILITY TARGETED                          | 0.60%           |
| % DISABILITY NONTARGETED                       | 6.66%           |
| % PRIOR MILITARY                               | 50.82%          |
| <b>Education</b>                               |                 |
| ED - # WITH LESS THAN BACHELORS                | 2408            |
| ED - # WITH BACHELORS DEGREES                  | 2144            |
| ED - # WITH MASTERS DEGREES                    | 637             |
| ED - # WITH DOCTORATE DEGREES                  | 1150            |
| <b>Planning Considerations</b>                 |                 |
| % ELIG TO RETIRE CURRENT                       | 15.36%          |
| % ELIG TO RETIRE NEXT YEAR                     | 2.91%           |
| % ELIG TO RETIRE TWO TO FIVE YEARS             | 14.59%          |
| AGE - 29 & Under                               | 233             |
| AGE - 30 to 39                                 | 1147            |
| AGE - 40 to 49                                 | 1744            |
| AGE - 50 to 54                                 | 1215            |
| AGE - 55 to 59                                 | 1100            |
| AGE - 60 to 64                                 | 607             |
| AGE - 65 and over                              | 335             |
| Career Level 1: GS1-8 or Equiv.                | 1383            |
| Career Level 2: GS9-12 or Equiv                | 1590            |
| Career Level 3: GS13-15 or Equiv.              | 3408            |

## Workforce Analysis

The Legal Functional Community reviewed end of fiscal year 2012 workforce data to determine the health of its workforce. The working group determined that data provided is consistent with their knowledge of the community across the Department. Currently, and for the foreseeable future, no staffing gaps exist. There is a strong and highly qualified pipeline of candidates for open positions and turnover of positions is minimal.

The services have strong structural environments in place to ensure consistency and development of its staff. Programs are utilized to promote the positions within DOD and the services have developed developmental tracks to support the growth of staff. The current level of experience and qualification of the legal community is considered strong. Attorney positions in the legal community are Excepted Service, and this facilitates the time needed to identify and hire candidates to positions. Staffing is expected to maintain its current numbers with only small additions anticipated to support emerging program needs.

There is a balanced percentage of prior military and private industry sourcing. Sourcing supply levels are strong and thus a low number of recruitment based incentives were needed to fill positions. The average age of the community experience level and the length of service are indicative of many applicants entering the civilian legal community subsequent to their military careers. Because of such a strong pipeline and the career tracks available within the legal community, no staffing issues or concerns exist at this time.

### DATA CHARTS & GRAPHS

Figure 2: Legal Gains and Losses

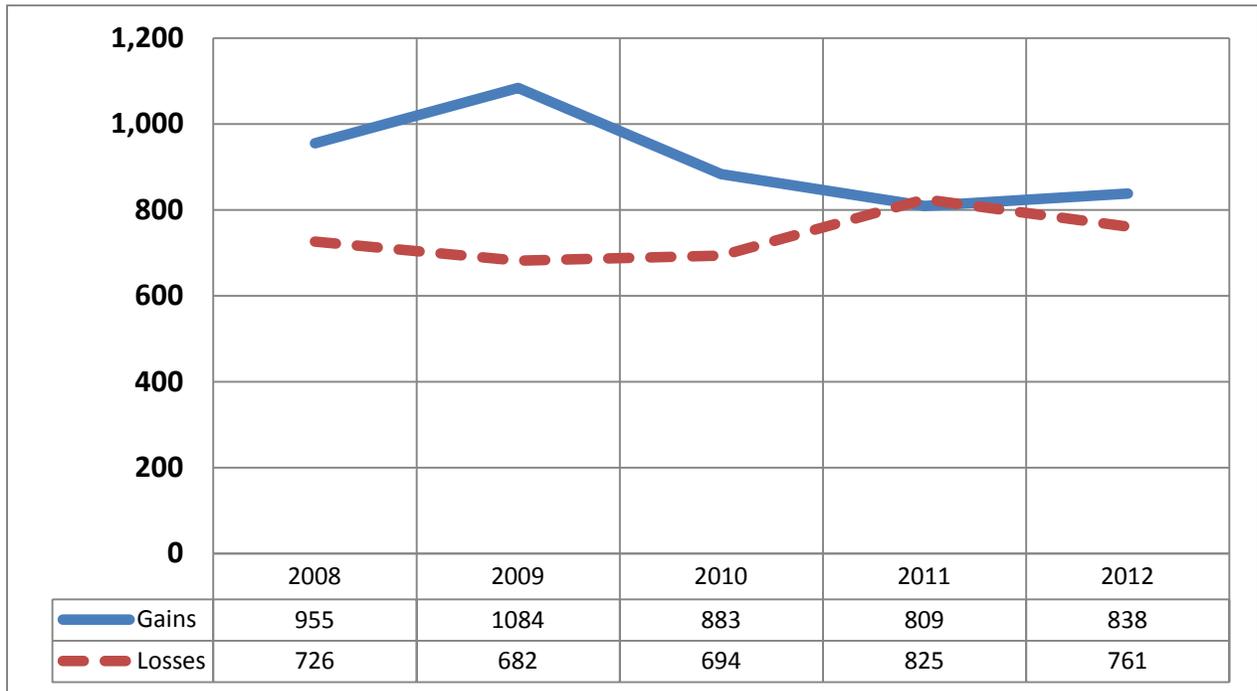


Figure 3: Legal Turnover

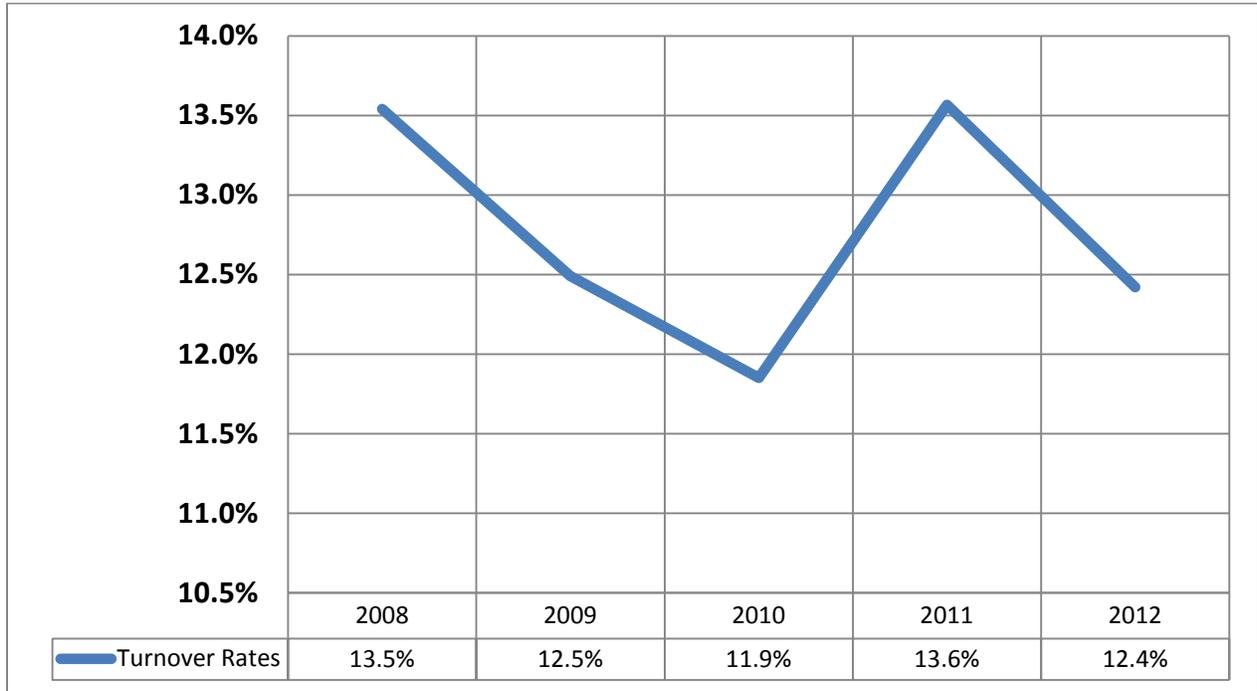


Figure 4: Legal Retirement Eligibility

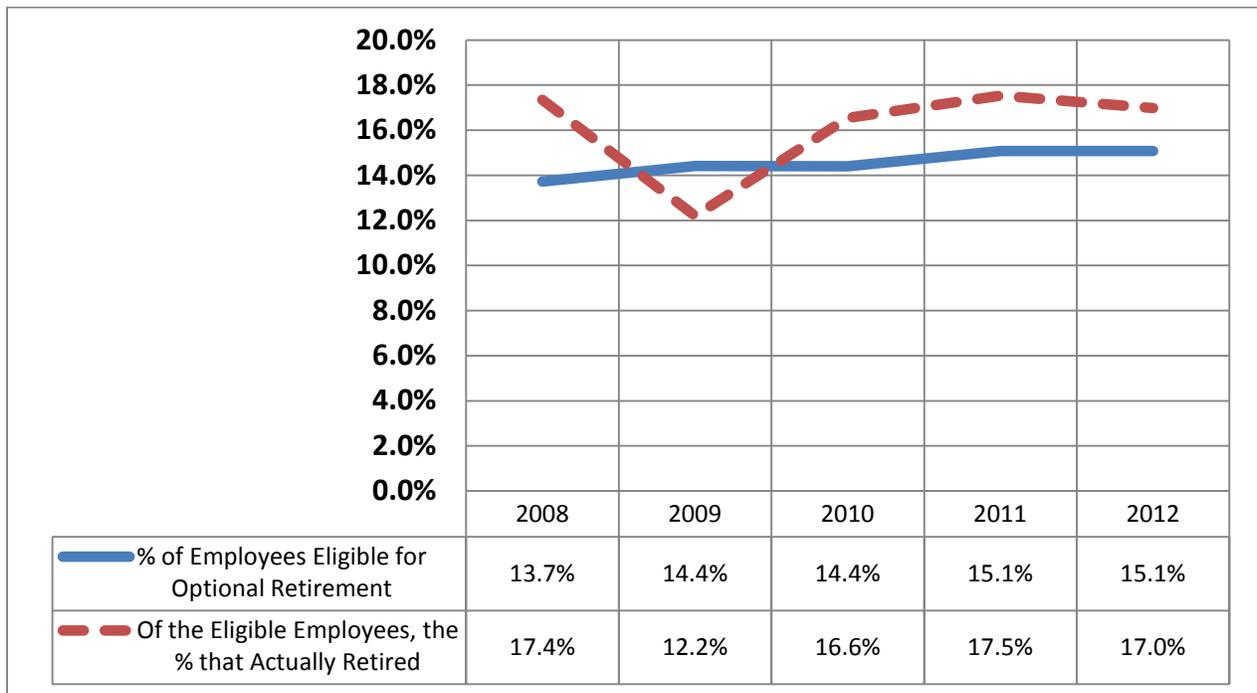
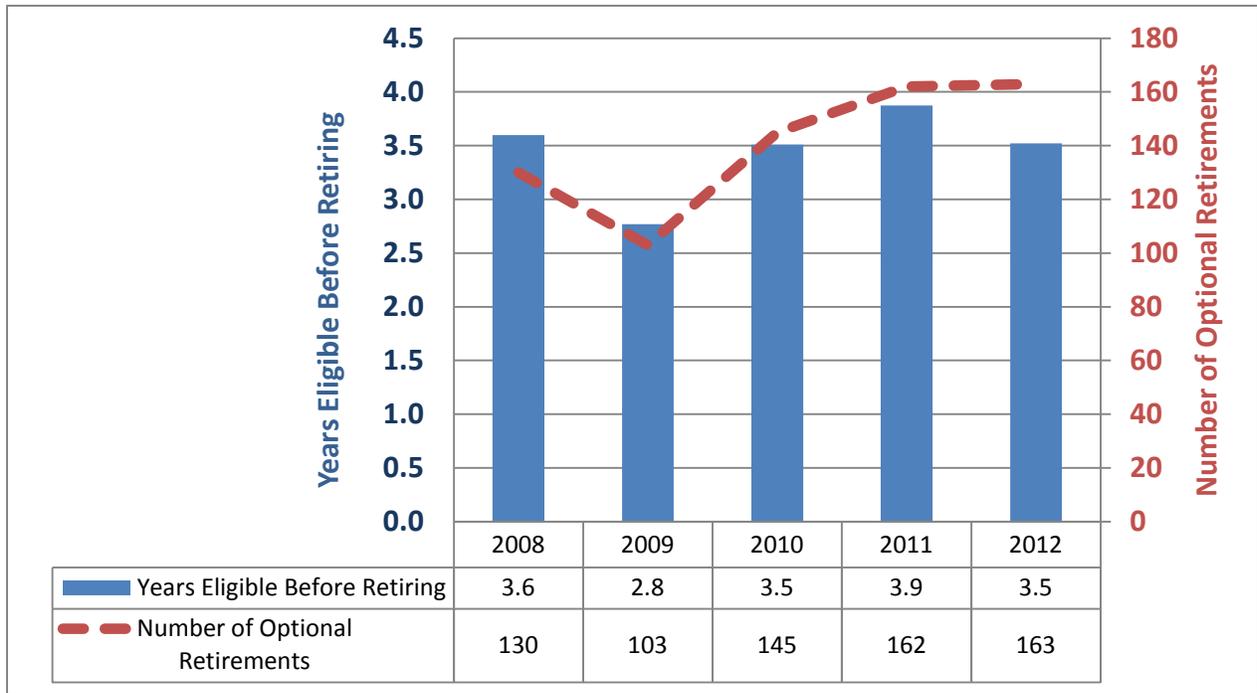


Figure 5: Legal Retirement Phasing



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# **Appendix 20:** USD (P) Foreign Affairs



## APPENDIX 20: FOREIGN AFFAIRS FUNCTIONAL COMMUNITY

### Overview

The Foreign Affairs Functional Community addresses economic, political and technical aspects of international relations, program management, and logistics management. Based on the current global environment, the level of effort required of the Foreign Affairs community is increasing. The Foreign Affairs community has resources and mission support duties located throughout the world. It is facing an expansion of the scale of its work and is supporting this increased level of demand with a constrained number of resources. To address the growing level of foreign affairs work, DOD requires an adequate civilian capacity to support international operations missions.

### Environmental Scan

Through the Mission Critical Occupation (MCO) determination process, the Foreign Affairs Functional Community designated the Foreign Affairs Series, (0130 as mission critical. However, it is important to note that there are multiple occupations within the Foreign Affairs Functional Community that are currently completing the same type work as the Foreign Affairs Series, 0130 occupational series (e.g. 0131, 0301, 0340, 0341, 0343, 0346).

Overall breadth of the mission is growing and the 0130 occupational series has been involved in a hiring freeze for the purposes of eliminating the onboarding of new personnel into their functional community. This is anticipated to affect the functional community's ability to support its overall mission. Senior Leadership has asked to complete the work with reduced numbers and to anticipate 3, 5, or 7 percent reductions from authorized targets.

Geopolitical events have driven the increased need for DOD to support surging efforts in international areas, such as Asia, Saudi Arabia and Africa. This surge has required an increased level of movement of personnel and resources in the organization. Policy has in recent years tried to generalize position descriptions to allow movement of skill sets based on the needs of the organization. The current personnel reductions make supporting the mission more difficult.

To support the surge and a reduction in personnel, cross training has been identified as necessary and is currently a standard practice. It is a proactive practice to offer support flexibility and is considered essential to building skill sets. However, this practice involves coordination with other personnel in other occupational series in order to be successful.

Maintaining a presence and relationships across the world is crucial for DOD. An existing challenge for the Foreign Affairs community is completing the work and supporting the mission with the limited numbers of personnel. Currently, the community relies on partnerships and relationships with other agencies to manage the scale of work. Based on this interaction, the impact of reductions in other agencies will have an impact on the functional community and

increase the pressure on the existing staff numbers. Operational costs are increasing as partner agencies are reducing their budgets.

The Foreign Affairs Functional Community coordinates heavily with the Department of State. The community typically coordinates field activities with Department of State and utilizes common resources when available. For example, the retrieval of US forces physical remains in foreign lands requires coordination. This resource relationship coordination is affected when both the DOD and the Department of State reduce resources. As a result, Foreign Affairs resource pressures increase as the Department of State reduces resources. Additionally, workload is increasing in other regions of the world as the defense strategy shifts (i.e., Missile Defense Agency workload demand in Israel, Qatar, and Saudi Arabia is increasing, however there are currently fewer resources to complete the work). The issue of expanding mission requirements is the overall main concern of the functional community. Currently, the functional community is trying to support this expanding mission with fewer resources and personnel.

**Figure 1: Foreign Affairs Demographics – data as of 30 September 2012**

| FUNCTIONAL COMMUNITIES                         | Foreign Affairs<br>All - Includes Occ Series 0130<br>and 0131 | Foreign Affairs<br>0130 MCO |
|--|---|-----------------------------|
| Occ Series                                     |   |                             |
| Occ Series Desc                                |   | FOREIGN AFFAIRS             |
| <b>Workforce Size: Current Strength Totals</b> |   |                             |
| End Strength                                   | 691   | 512                         |
| Department of Army                             | 97  | 37                          |
| Department of Air Force                        | 218   | 134                         |
| Department of Navy                             | 24  | 10                          |
| DoD Agencies (4th Estates)                     | 352   | 331                         |
| % MALE   | 67.15%  | 64.45%                      |
| % FEMALE                                       | 32.85%  | 35.55%                      |
| % DISABILITY TARGETED                          | 0.14%   |                             |
| % DISABILITY NONTARGETED                       | 5.07%   | 4.69%                       |
| % PRIOR MILITARY                               | 47.90%  | 46.48%                      |
| <b>Education</b>                               |   |                             |
| ED - # WITH LESS THAN BACHELORS                | 88  | 53                          |
| ED - # WITH BACHELORS DEGREES                  | 200   | 140                         |
| ED - # WITH MASTERS DEGREES                    | 365   | 294                         |
| ED - # WITH DOCTORATE DEGREES                  | 29  | 23                          |
| <b>Planning Considerations</b>                 |   |                             |
| % ELIG TO RETIRE CURRENT                       | 8.54%   | 7.23%                       |
| % ELIG TO RETIRE NEXT YEAR                     | 2.60%   | 3.13%                       |
| % ELIG TO RETIRE TWO TO FIVE YEARS             | 10.71%  | 10.94%                      |
| AGE - 29 & Under                               | 59  | 40                          |
| AGE - 30 to 39                                 | 204   | 162                         |
| AGE - 40 to 49                                 | 151   | 116                         |
| AGE - 50 to 54                                 | 112   | 78                          |
| AGE - 55 to 59                                 | 99  | 66                          |
| AGE - 60 to 64                                 | 43  | 33                          |
| AGE - 65 and over                              | 23  | 17                          |
| Career Level 1: GS 1-8 or Equiv.               | 31  | 9                           |
| Career Level 2: GS 9-12 or Equiv.              | 87  | 65                          |
| Career Level 3: GS 13-15 or Equiv.             | 573   | 438                         |

## Workforce Analysis

The Foreign Affairs Functional Community reviewed FY 2012 workforce data to determine the overall health of the community, as well as recruitment and retention goals necessary to fulfill mission requirements for the 0130 Foreign Affairs Specialist. As a result of ongoing efforts to reduce staffing numbers, the Foreign Affairs community is anticipating reducing numbers of 0130s, as well as reductions in authorized targets for FY 2012-2018.

Based on staffing gaps, in this case, a reduction in authorized targets, the Foreign Affairs Functional Community plans to continue utilizing shared resources and partnerships with other federal agencies, such as the Department of State. In order to maximize internal resources, the community will continue to leverage existing cross training opportunities, as well as increase the number of cross training opportunities available. The community will also continue to encourage the use of training options and curriculum for existing staff as a means of retention.

In addition to gaps identified, the data reflects the results of the hiring freeze as a reduction in hiring across the 0130 occupational series. As a direct outcome of the hiring freeze there has been a very limited use of recruitment incentives. However, the community is using language pay to support recruitment - candidates receive higher pay based on having language proficiency, but the language must be a position requirement. The hiring freeze and budget constraints have resulted in the recruitment trend of an increase in transfers among the Components, as well as transfers from other occupational series to fill 0130 positions. The data also reflects an even balance of age within the population. Currently, retirement eligibility is not a huge concern and is not anticipated to have influence on a reduction in the populations.

## MCO Strategy and Action Plan

Although a reduction in the authorized targets for future fiscal years for Foreign Affairs Series, 0130 is identified as a staffing concern, the Foreign Affairs Functional Community developed a strategy to address potential retention issues. Even though the community will be required to fulfill mission requirements with less authorized positions, the community must still retain the talent necessary to accomplish its strategic objectives.

During the development of the strategy, it is required that four factors are met in order to ensure a sound strategy: 1) The functional community has some ownership of the strategy; 2) the strategy effects a positive change in the environment within one to two fiscal years; 3) the community has, or can find, the resources in the next fiscal year to effect change; and 4) measurable metrics for the implementation and performance of the strategy can be provided. The Foreign Affairs Functional Community met all four factors for the strategy developed to address the staffing concern 0130 series.

| Strategy # 1                   | External Rotations   |
|--------------------------------|--|
| <b>Staffing Gap Addressed:</b> | The Component Functional Community Managers (CFCMs) have identified a stagnation leading to departures, lack of enthusiasm, boredom, and a decline in efficiency as a staffing concern. This |

| Strategy # 1   | External Rotations   |
|--|--|
|  | <p>stagnation can also be identified by a lack of exposure to other organizations, areas, jobs, training and processes for the 0130 Foreign Affairs Series and other occupations (e.g., 0131, 0301, 0343, etc.) tied to 0130 skill sets.</p>   |
| <p><b>Occupational Series:</b></p>   | <p>0130 - Foreign Affairs Specialist</p>   |
| <p><b>Career Level:</b><br/>                     Entry: GS 1-8 or Equiv.<br/>                     Mid: GS 9-12 or Equiv.<br/>                     Senior: GS 13-15 or Equiv.</p> | <p>Mid (GS 9-12 or Equivalent)- and Senior (GS 13-15 or Equivalent)-Level. In some organizations/activities with interns, these individuals have graduated from their respective programs and all are in ACQDEMO. Additionally, some personnel performing 0130-related tasks are coded under other functional specialties but in similar grade structures.</p>   |
| <p><b>Strategy Details &amp; Impact:</b></p>   | <p>External rotations could potentially be a smarter use of our diminishing resources. Although rotations internal to an organization/activity serves their purposes, outside rotations expand the horizon and cross into the other 0130-related occupational specialties at higher-level organizations/activities with increased exposure. Participating employees would perform full-time duties with the assigned rotational organization/activity. This would enhance the participant's knowledge or skills in a particular area; broaden their knowledge of other Foreign Affairs functional areas and/or unique Service systems and processes/procedures; prepare them for career advancement; and challenge participants who have been in the same job for an extended period. This could also lead to the development of core competencies or the closing of competency gaps. In doing so, the competencies most important to 0130 work must be identified; applicant competency levels should be assessed against the desired level of competency for their grade; and the rotational assignment should be to a position that will strengthen their competencies in areas with the greatest gaps.</p> |
| <p><b>Strategy Time Segment:</b><br/>                     Short-term: 0 - 2 years<br/>                     Mid-term: 3-5 years<br/>                     Long-term: 6+ years</p>  | <p>Short-term: Establish the construct - rotation mechanism, candidate requirements and screening, production of charters/memoranda of understanding (MOUs)/memoranda of agreement (MOAs), as applicable, and aim at two six-month rotations or one--one-year rotation during the period.<br/>                     Mid-Term: Evaluate the results during the third rotation; core integrated process team (IPT) meets to modify the charter or MOUs/MOAs as needed; rotations and evaluation of other contributors continue.<br/>                     Long-term: Work to enhance and market the program so that it is positioned as a desirable, career enhancing element.</p>   |
| <p><b>Implementation Timeline:</b><br/>                     (Identified Milestones)</p>  | <p>Required charter(s) developed and signed 1 July 2014; MOU(s)/MOAs established by 1 September 2014; candidates evaluated and rotations established NLT 31 August 2014; and first rotations to commence on 4 November 2014. Also included</p>   |

| Strategy # 1                                  | External Rotations   |
|---|--|
|   | in this process is the issuance of guidance for the program; determination of functional areas to be included in the program; development of selection process; creation of candidate assessment and evaluation process; communication/marketing of merits of the program to the Foreign Affairs Functional Community; and tracking metrics for success.   |
| <b>Legislative Changes:</b>                   | There are no required legislative changes necessary and/or needed to implement a rotation program of this nature.  |
| <b>Funding Required:</b>                      | Funding may be necessary if training is required prior to assuming a rotational assignment or if the assignment is outside the local area.   |
| <b>Metrics to Assess Progress:</b>            | Participating organizations/activities should be maintaining relevant agreed upon information/data throughout the rotation process. Satisfaction rate measured by a program completion survey of those individuals who complete a rotational assignment, progression in normal assignment following completion of rotation, the average percentage of employees that remain with the organization/agency for a decided upon number of years following completion of rotational assignment compared to the retention rate of non-rotational assignment personnel. Results of face-to-face sessions between program participants and supervisors, CFCMs, and OFCM. |
| <b>Metrics Data Source:</b>                   | DCPDS and other systems of record used by the Services for this purpose.   |
| <b>Strategy Owner(s)<br/>Strategy POC(s):</b> | Foreign Affairs Component Functional Community Managers<br>Foreign Affairs OSD Functional Community Manager  |

In addition to the strategy described, the community is planning the development of a career planning guide and completing cross training with similar positions. Currently most of the available training is managerial and not technical or field duty focused. The Foreign Affairs community is looking for a variety of sources to add to the training experience and improve its curriculum. DOD has an international services program being utilized to the greatest extent possible. However, additional courses and development opportunities are needed to expand the skill sets of the 0130 and other occupational series within the Foreign Affairs Functional Community.

## DATA CHARTS & GRAPHS

Figure 2: Foreign Affairs Gains and Losses

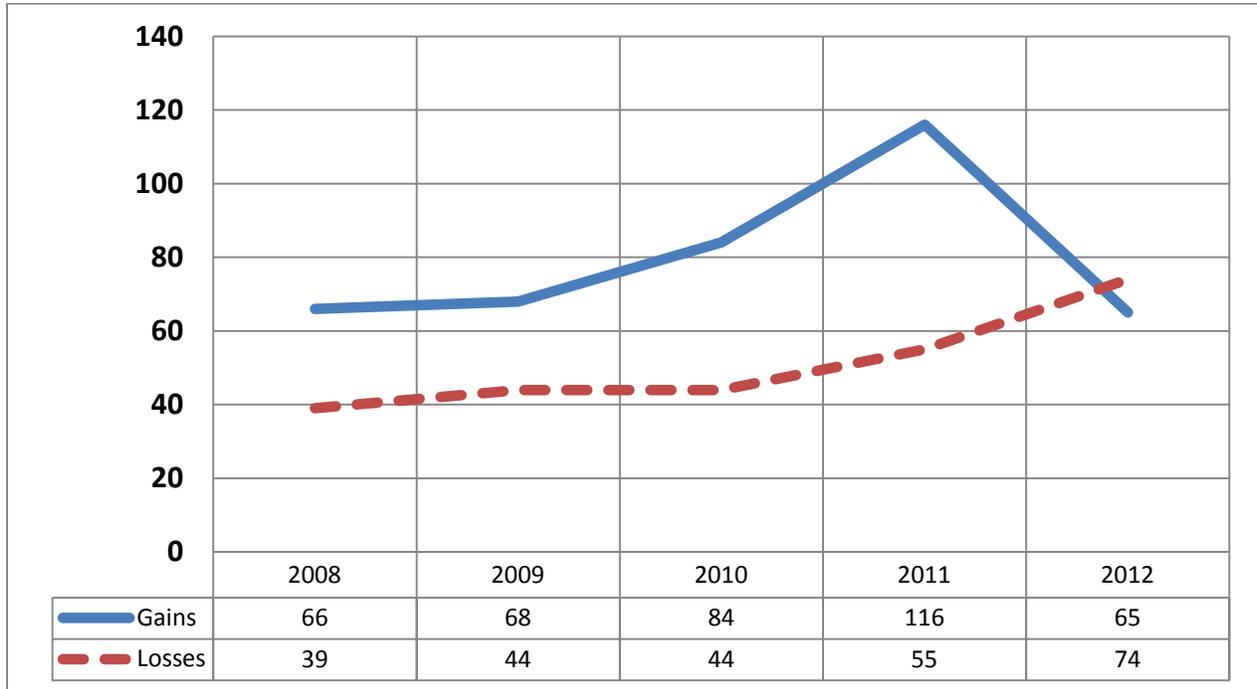


Figure 3: Foreign Affairs Turnover

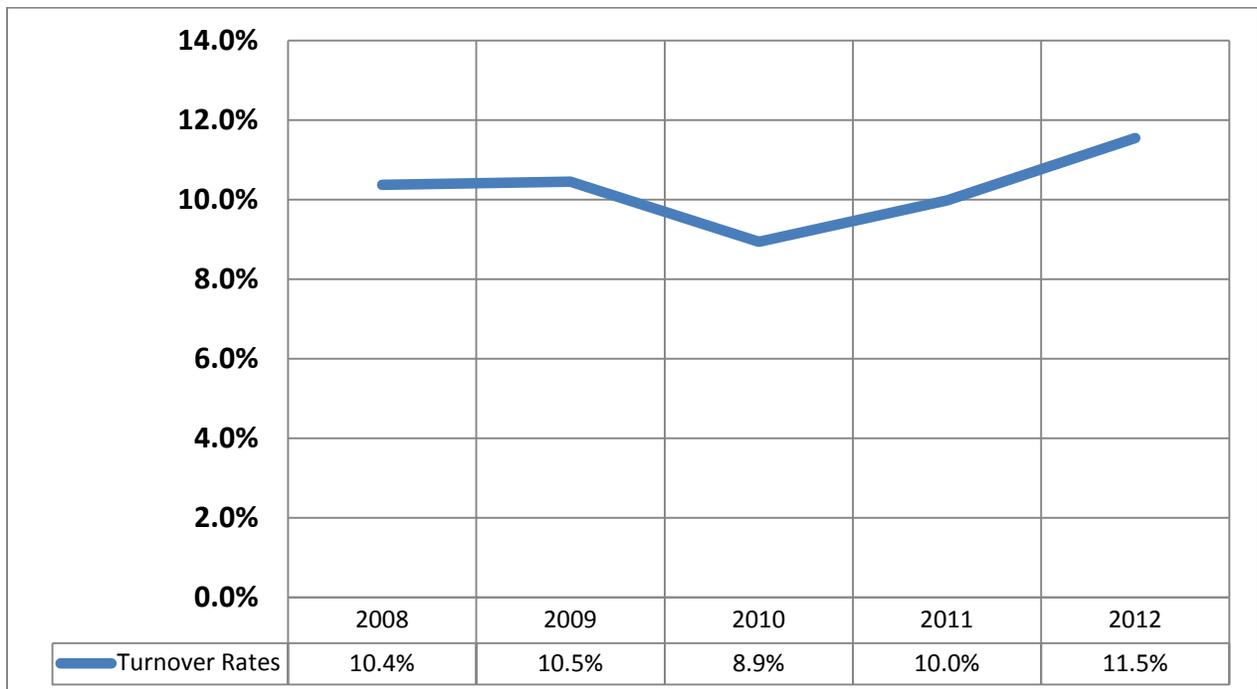


Figure 4: Foreign Affairs Retirement Eligibility

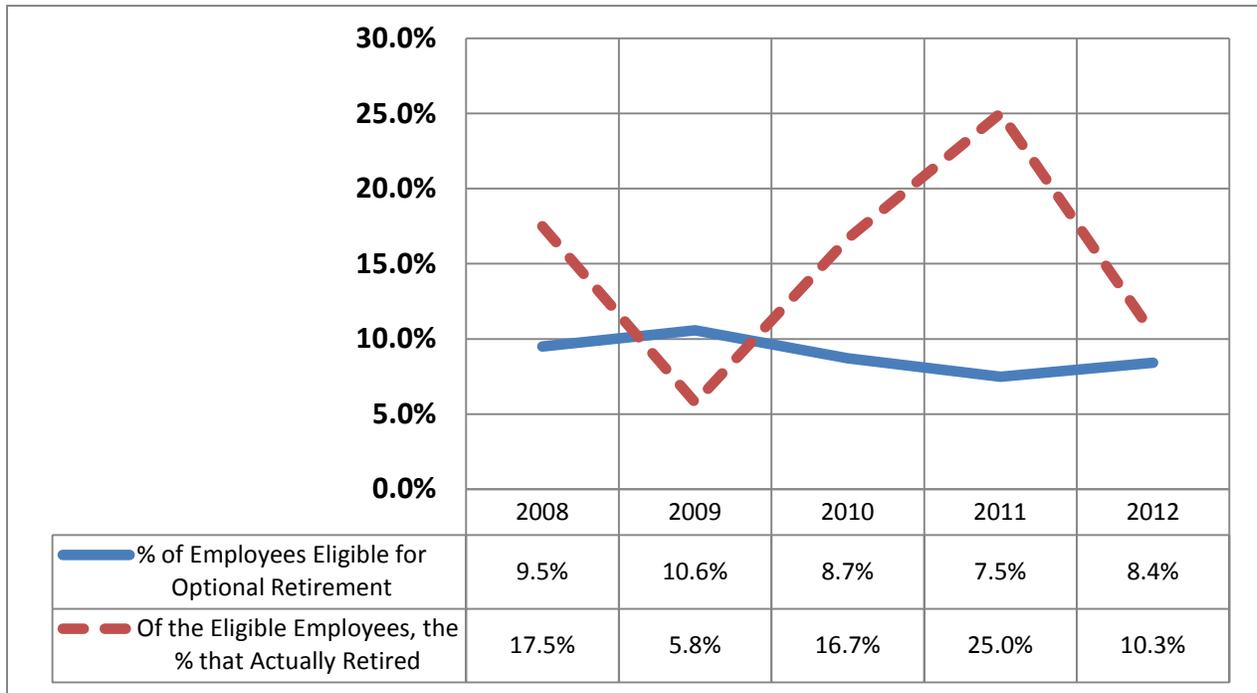


Figure 5: Foreign Affairs Retirement Phasing

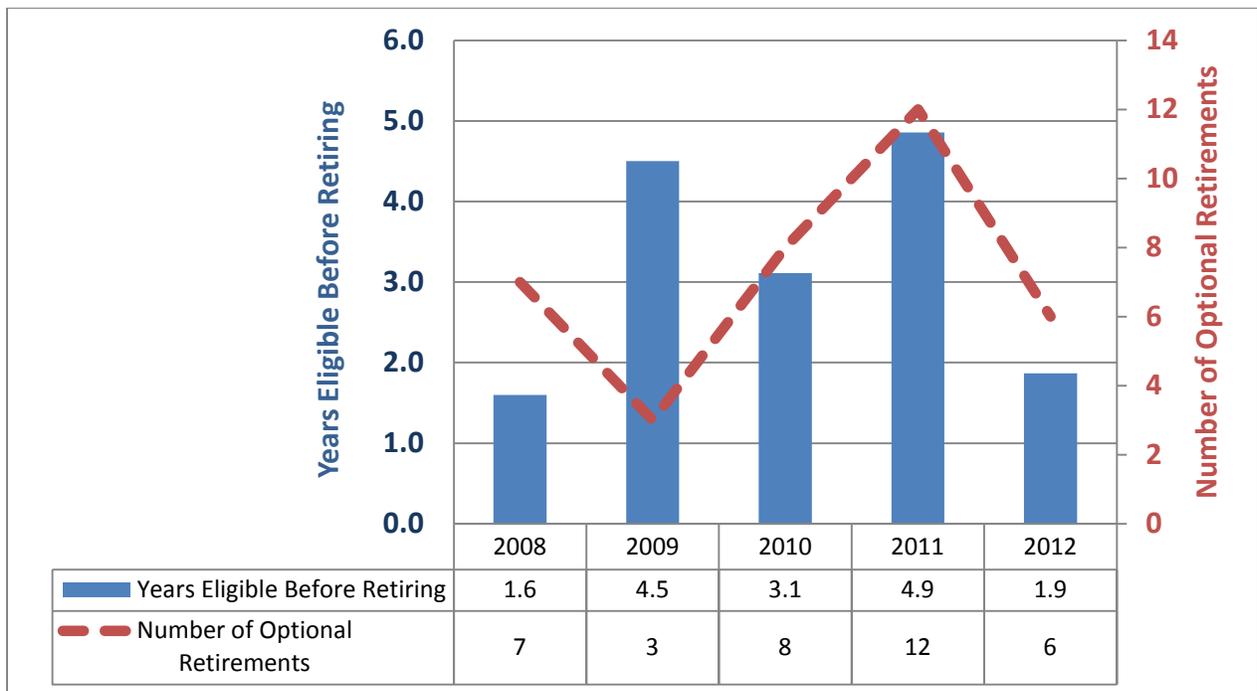


Figure 6: Foreign Affairs Gains and Losses of the Mission Critical Occupation - 0130

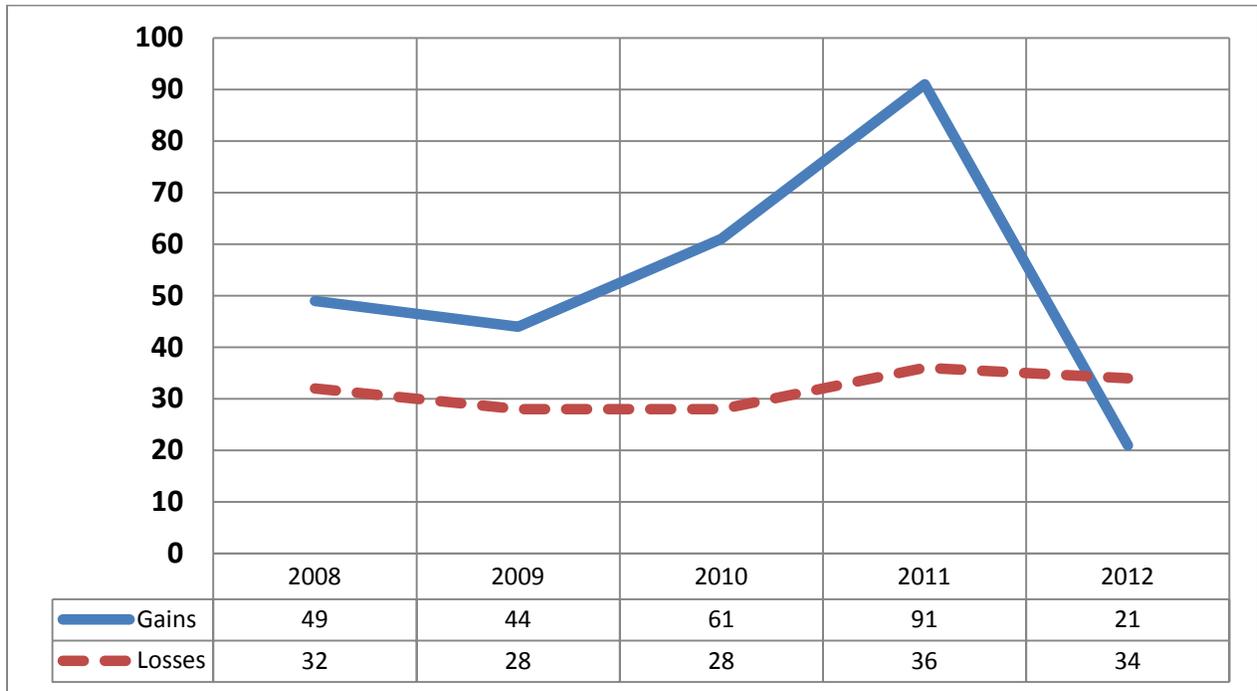


Figure 7: Foreign Affairs Turnover of the Mission Critical Occupation - 0130

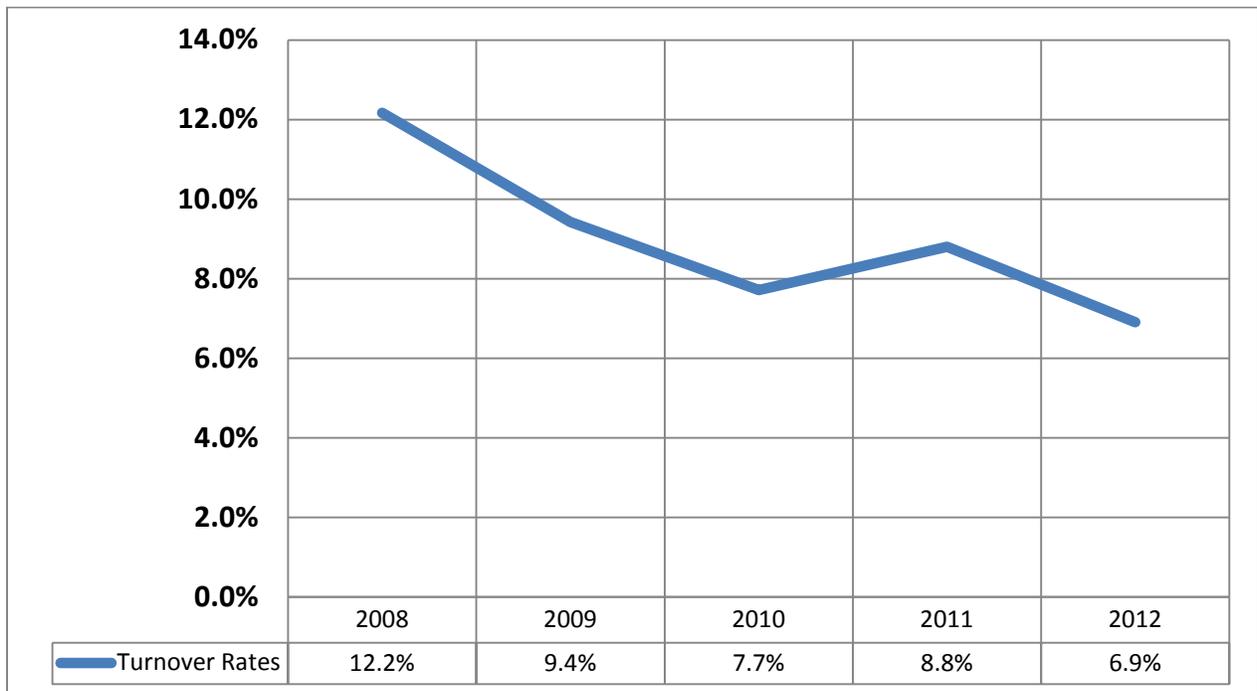


Figure 8: Foreign Affairs Retirement Phasing of the Mission Critical Occupation - 0130

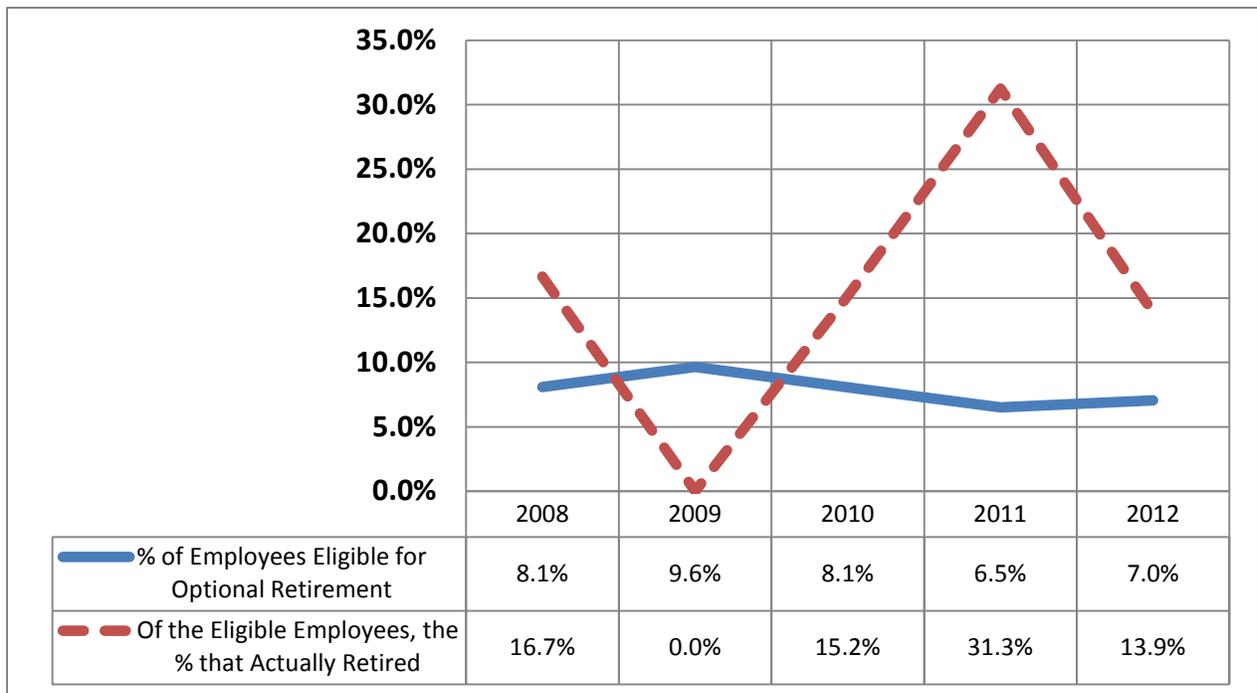
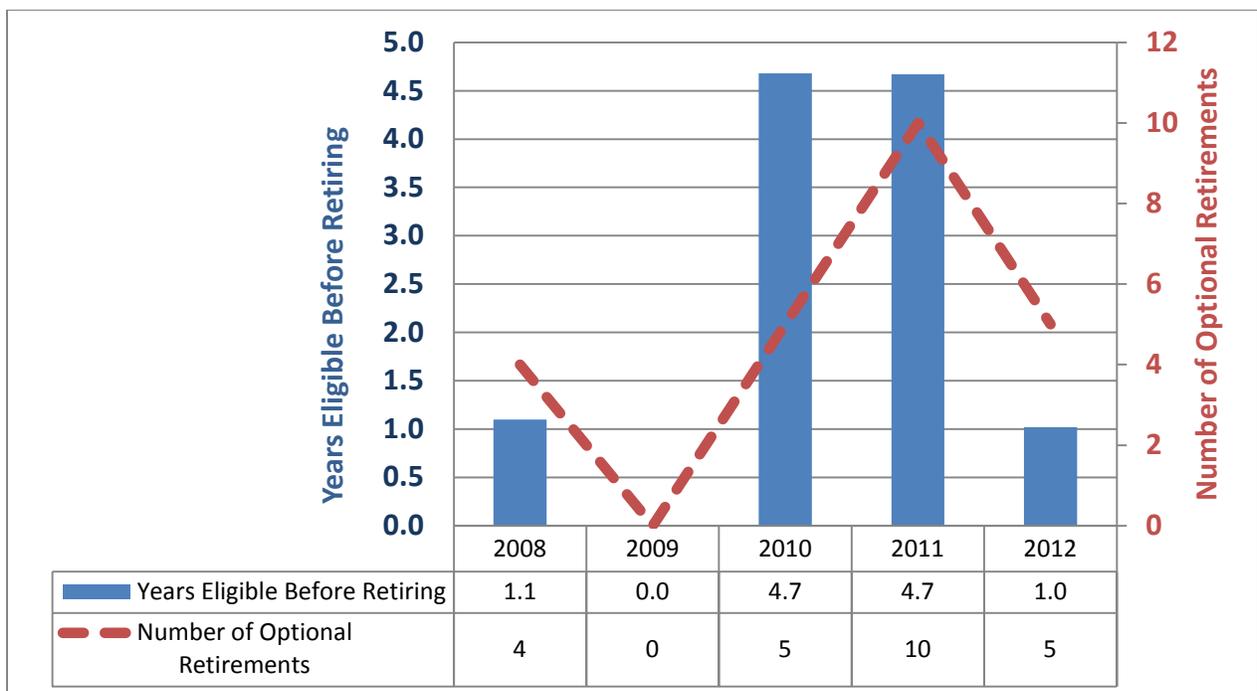
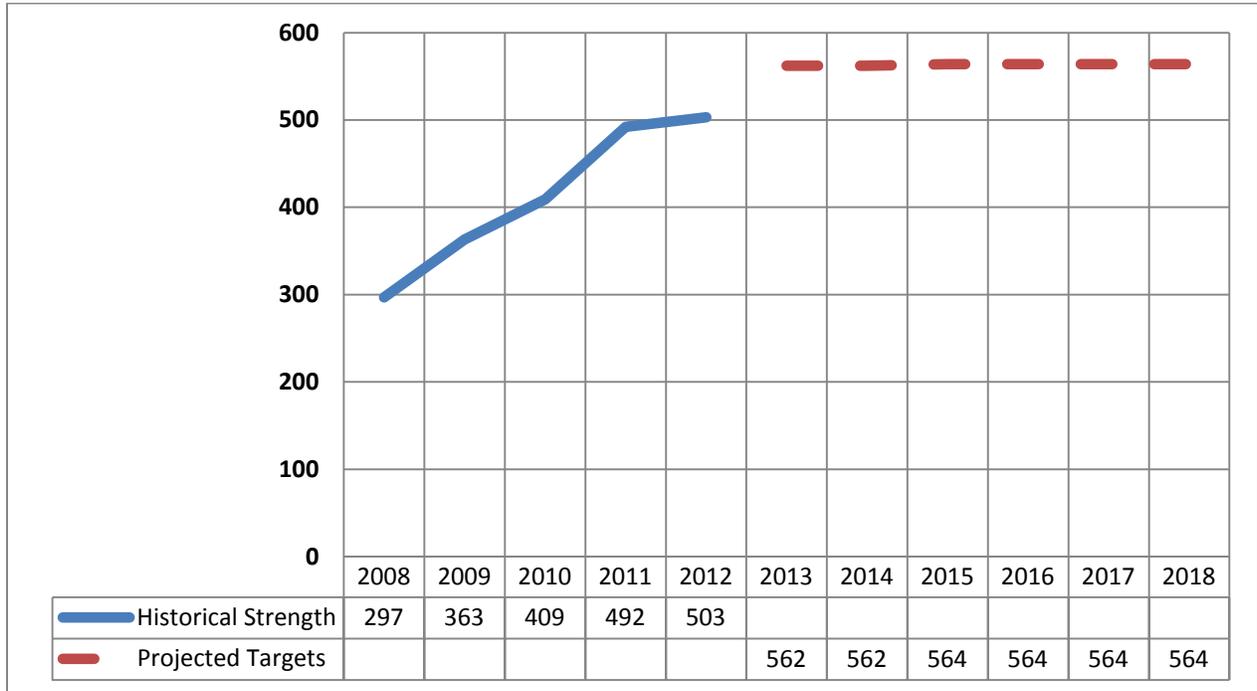


Figure 9: Foreign Affairs Retirement Phasing of the Mission Critical Occupation - 0130



**Figure 10: Foreign Affairs Historical Strength and Future Targets of the Mission Critical Occupation - 0130**



# **Appendix 21:** *ASD (PA) Public Affairs*



# APPENDIX 21: PUBLIC AFFAIRS MANAGEMENT FUNCTIONAL COMMUNITY

## Overview

The Department of Defense (DOD) has a cadre of Public Affairs professionals that advise the Department on public information, internal information, community relations, information training and audiovisual matters. The Department relies on the Public Affairs Functional Community to research, plan, execute and assess its communication efforts and to make available timely, truthful and accurate information. This is necessary so that the public, Congress, and the news media may assess and understand facts about national security and defense strategy.

## Environmental Scan

In an age of interconnected global communication networks and social media platforms, every DOD action that is planned or executed, word that is written or spoken, and image that is displayed or relayed, communicates the real or perceived intent of DOD, and by extension, the US Government. Both domestic and global public beliefs, perceptions and reactions are crucial to the success of any given strategy, policy, plan, operation or activity. Therefore, these beliefs, perceptions and reactions must be identified, understood, and when appropriate, actively addressed. Today, especially in this age of hyper-digital media, effective communication stands out as the key component necessary to build public trust.

Although the Public Affairs Series, 1035, has become increasingly important as evidenced by the vast increase in the means, usage and speed of communication, it was not designated an MCO. However, this increase in importance requires greater and more immediate engagement in the communication environment to maintain and grow the trust placed in the Department by its domestic and international audiences. The rapid growth of social media also has driven the demand for greater government transparency and accountability. The public expects the communication to be two-way, frequent and fully integrated and requires the public affairs professional to be multi-faceted and versatile. This new ability to see what people are talking about in real time is also changing the nature of media relations and how we engage with various publics. Where public affairs professionals once focused most of their efforts on engaging the media to inform the public, they now need to focus efforts on directly engaging the public in social media. This has required a paradigm shift as the majority of the DOD's more than 2,000 civilian public affairs specialists are not digital natives. The prominence of infographics and the emergence of visual-based social media platforms has elevated the need to think visually when creating communication campaigns, yet many public affairs professionals in the Department don't necessarily understand how to leverage visual information capabilities in their communication efforts.

**Figure 1: Public Affairs Demographics**

| FUNCTIONAL COMMUNITIES                         | Public Affairs                                  |
|--|---|
| Occ Series                                     | All - Includes One Occ Series – OCC Series 1035 |
| Occ Series Desc                                |   |
| <b>Workforce Size: Current Strength Totals</b> |   |
| End Strength                                   | 2,309   |
| Department of Army                             | 1259  |
| Department of Air Force                        | 421   |
| Department of Navy                             | 446   |
| DoD Agencies (4th Estates)                     | 183   |
| % MALE   | 55.39%  |
| % FEMALE                                       | 44.61%  |
| % DISABILITY TARGETED                          | 0.52%   |
| % DISABILITY NONTARGETED                       | 6.15%   |
| % PRIOR MILITARY                               | 57.86%  |
| <b>Education</b>                               |   |
| ED - # WITH LESS THAN BACHELORS                | 922   |
| ED - # WITH BACHELORS DEGREES                  | 936   |
| ED - # WITH MASTERS DEGREES                    | 427   |
| ED - # WITH DOCTORATE DEGREES                  | 9   |
| <b>Planning Considerations</b>                 |   |
| % ELIG TO RETIRE CURRENT                       | 12.43%  |
| % ELIG TO RETIRE NEXT YEAR                     | 2.64%   |
| % ELIG TO RETIRE TWO TO FIVE YEARS             | 11.87%  |
| AGE - 29 & Under                               | 166   |
| AGE - 30 to 39                                 | 461   |
| AGE - 40 to 49                                 | 659   |
| AGE - 50 to 54                                 | 404   |
| AGE - 55 to 59                                 | 342   |
| AGE - 60 to 64                                 | 210   |
| AGE - 65 and over                              | 67  |
| Career Level 1: GS 1-8 or Equiv.               | 31  |
| Career Level 2: GS 9-12 or Equiv               | 1324  |
| Career Level 3: GS 13-15 or Equiv.             | 954   |

## Workforce Analysis

Despite the need for diversity of thought in light of emerging public affairs requirements, 63.4% of the workforce is prior military. In addition, 73% of the workforce is between the ages of 40 and 65 or older. When it comes to skill sets necessary to execute the public affairs mission, the development of analytical skills; proactive and predictive monitoring; the ability to organize and evaluate data and assess communication effectiveness; and the ability to link communication effort to the attainment of the organization's strategic goals are key to the success of this workforce. The lengthy hiring process and a lack of flexible intern programs inhibit the Public Affairs Functional Community's ability to hire diverse and innovative talent with a different set of competencies.

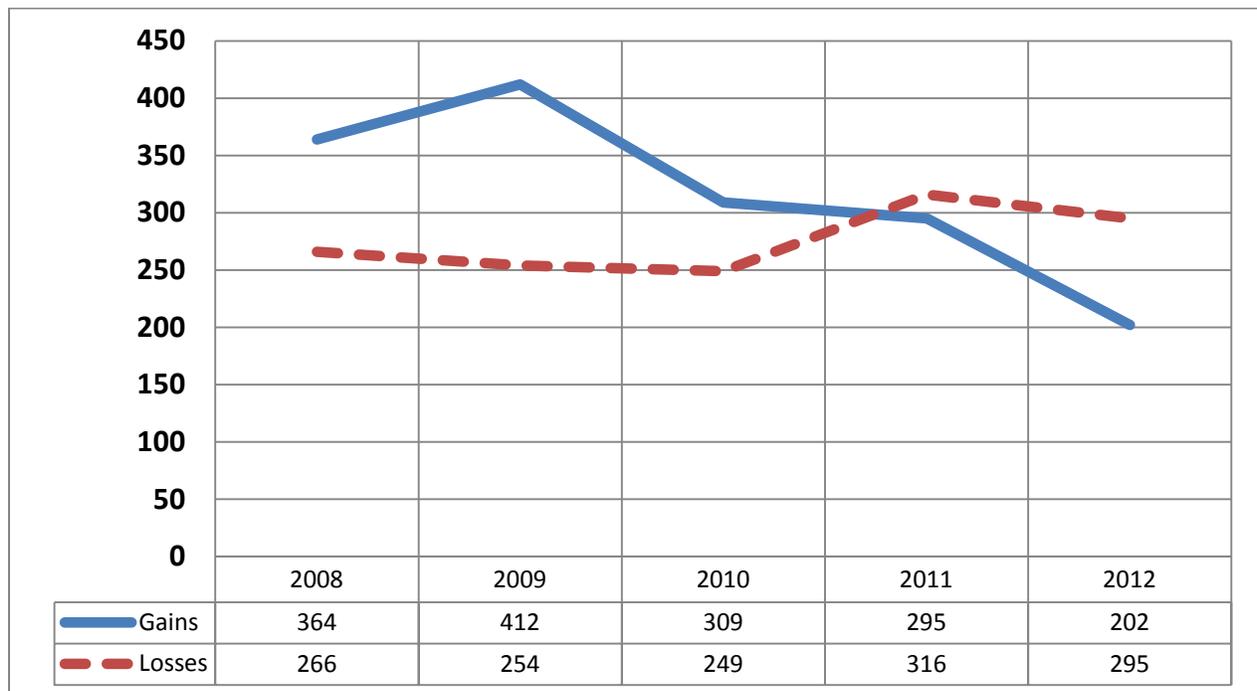
### Mitigation Strategies

To ensure availability of necessary talent to meet future demands, the Components have engaged in strategic workforce planning activities aligned with the Department's methodology.

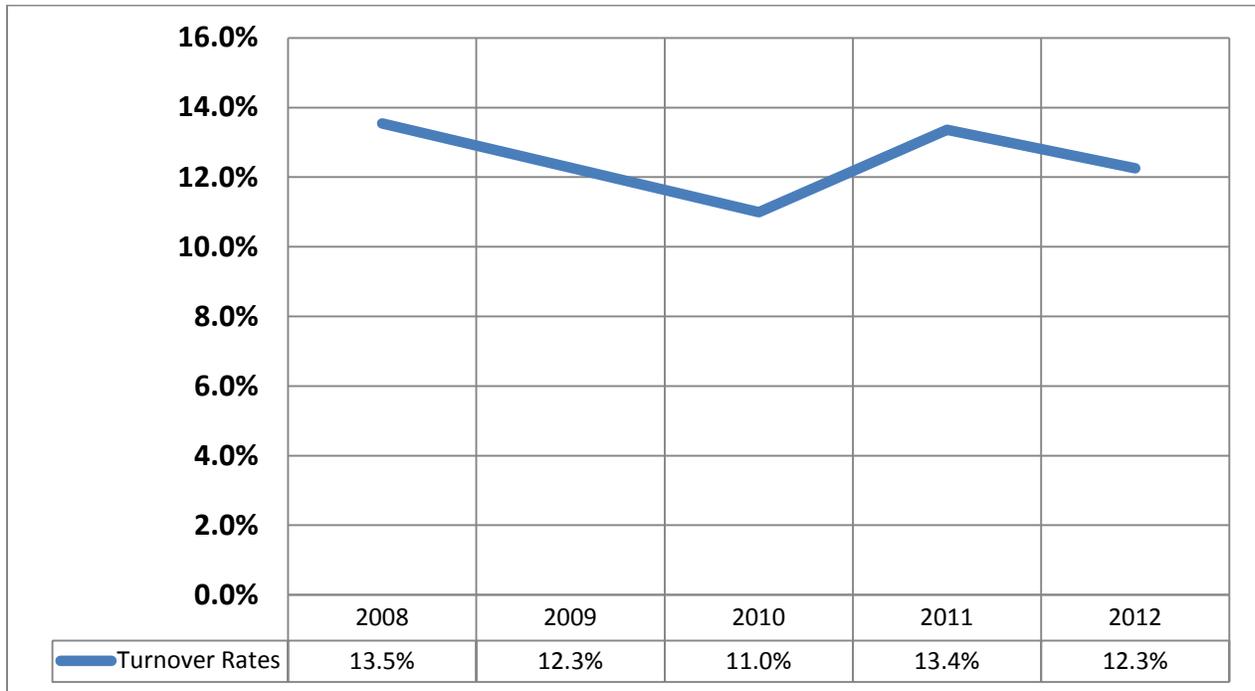
Four recommendations have been identified after conducting the environmental scan and an analysis of the workforce. First, enterprise competency development panels for the 1035 occupational series are scheduled for calendar year 2013. Establishing competencies will help build a foundation for recruitment, selection, training and development, and succession planning. Second, the community will propose an updated OPM position classification standard for the public affairs occupational series 1035 that describes contemporary duties, methods, complexity, along with the core competencies, knowledge, skills and abilities required to adequately perform the job. The position classification standard will also support the current and emerging requirements of the 21<sup>st</sup> Century Public Affairs professional. The community will reach out to agencies across the federal government leveraging those with the largest numbers of public affairs personnel to build the case for new standards. Third, the Public Affairs Functional Community will assess internal learning and development programs across Components to leverage and use existing internal capabilities. Last, and most importantly, the community will work with the Defense Information School, DOD’s public affairs schoolhouse, to develop approaches and courses to close competency gaps and to better meet the training needs for civilian workforce development.

## DATA CHARTS & GRAPHS

Figure 2: Public Affairs Gains and Losses – Occupational Series 1035



**Figure 3: Public Affairs Turnover – Occupational Series 1035**



**Figure 4: Public Affairs Retirement Eligibility - Occupational Series 1035**

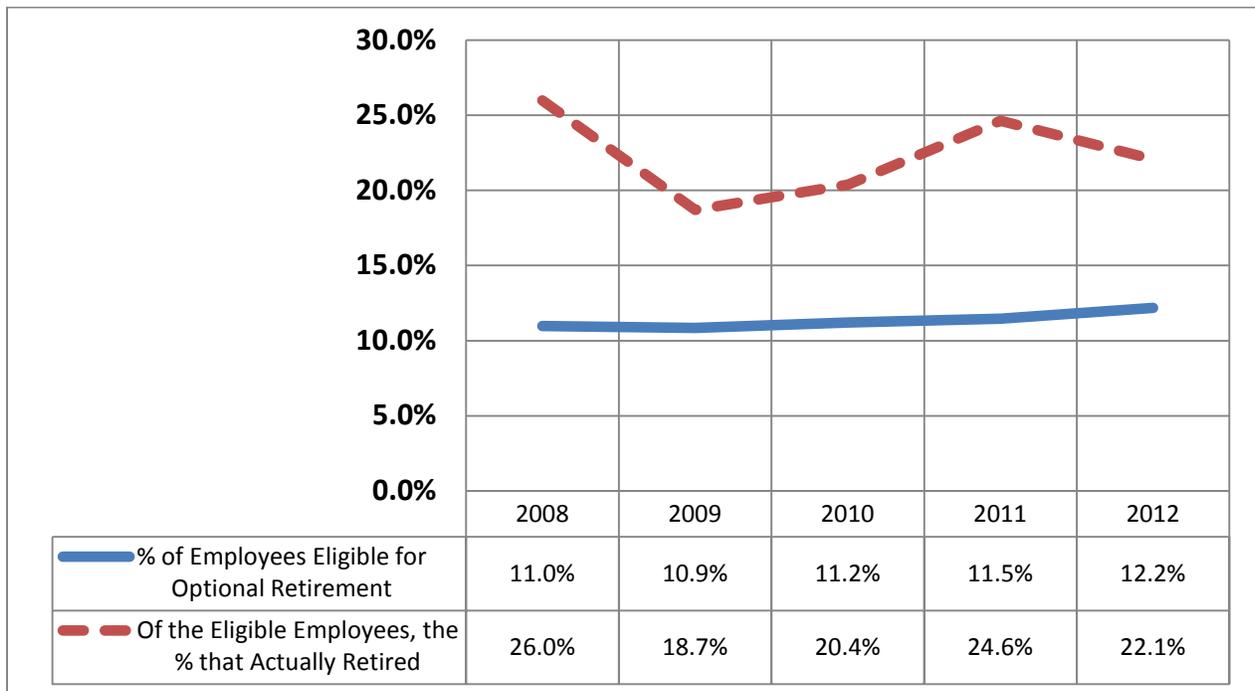
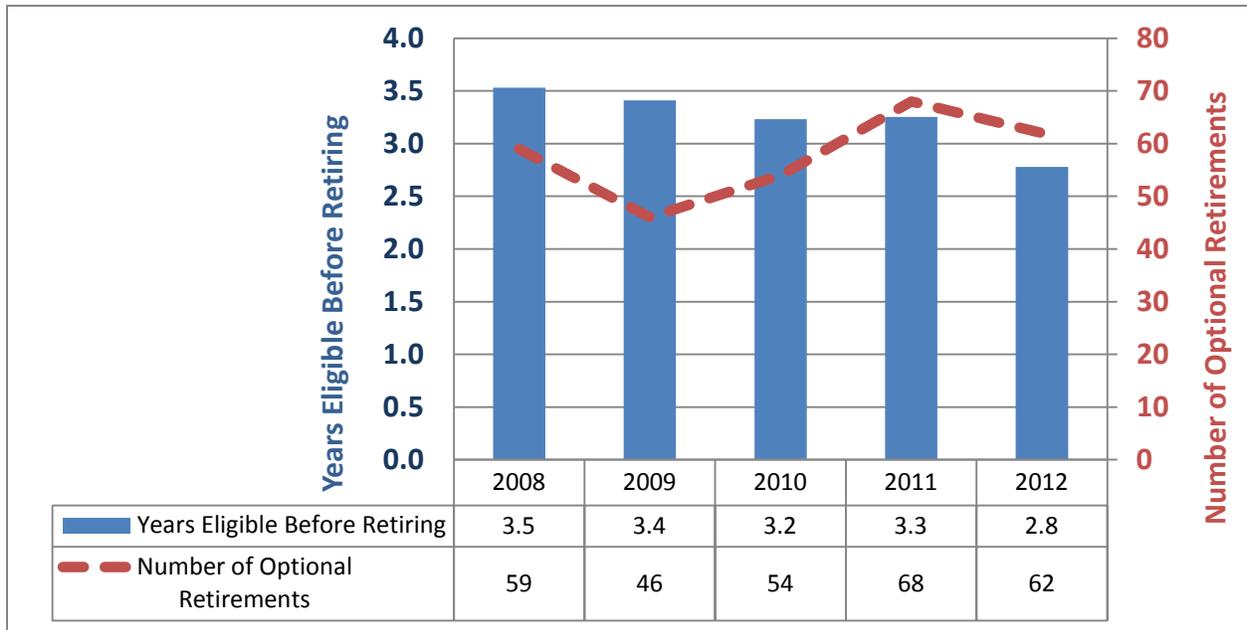


Figure 5: Public Affairs Retirement Phasing - Occupational Series 1035



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# **Appendix 22:** **DOD Administrative Support**



## **APPENDIX 22: ADMINISTRATIVE SUPPORT FUNCTIONAL COMMUNITY**

### **Overview**

The Administrative Support Functional Community is comprised of occupations that perform duties supporting the accomplishment of the mission-oriented work of a given organization. Specifically, this functional community includes the Administrative Officer Series, 0341; Support Services Administration Series, 0342; Miscellaneous Clerk and Assistant Series, 0303; Secretary Series, 0318; Office Automation Clerical and Assistance Series, 0326; and Management and Program Clerical and Assistance Series, 0344. There are currently no occupations in the Administrative Support Functional Community designated as mission critical occupations.

The Administrative Officer Series, 0341 and the Support Services Administration Series, 0342 are the occupations of primary focus in this community due to the higher skill requirements; more complex nature of these occupations' work; and greater difficulty typically inherent in recruiting and retaining employees in these positions when compared to the other support occupations in this functional community. The 0341 series includes positions in which the employees are responsible for providing or obtaining a variety of management services essential to the direction and operation of an organization. These services may include financial management, human resources, management analysis, procurement, contract administration, property management, space management, security administration, and other areas. The 0342 series includes positions with primary duties involving supervising, directing, or planning and coordinating a variety of service functions that are principally work-supporting (e.g., communications, procurement of administrative supplies and equipment, printing, reproduction, property management, space management, records management, mail service, facilities and equipment maintenance, and transportation).

### **Environmental Scan**

There is a continued emphasis on developing skills for this workforce that enhance analytical skills; increasing the ability to organize (people, services, data, information, and make informed decisions); and leveraging technology. These strategies are meant to enhance the capability and work efficiencies that are critical for this functional community. The Administrative Support Functional Community does not have a designated career path and as such the workforce tends to transfer to other functional communities for career growth and promotional opportunities. In an effort to retain and develop the workforce with the competencies needed to support current and future mission requirements, the community will focus on identifying opportunities for cross-training of duties and responsibilities for employees to progress into other areas within this community, as well as others.

**Figure 1: Administrative Support Demographics**

| FUNCTIONAL COMMUNITIES                         | Admin Support   |
|--|-----------------|
| Occ Series                                     | All Occupations |
| Occ Series Desc                                |                 |
| <b>Workforce Size: Current Strength Totals</b> |                 |
| End Strength                                   | 38,915          |
| Department of Army                             | 18519           |
| Department of Air Force                        | 8317            |
| Department of Navy                             | 7651            |
| DoD Agencies (4th Estates)                     | 4428            |
| % MALE   | 25.04%          |
| % FEMALE                                       | 74.96%          |
| % DISABILITY TARGETED                          | 1.36%           |
| % DISABILITY NONTARGETED                       | 6.99%           |
| % PRIOR MILITARY                               | 39.48%          |
| <b>Education</b>                               |                 |
| ED - # WITH LESS THAN BACHELORS                | 32168           |
| ED - # WITH BACHELORS DEGREES                  | 5430            |
| ED - # WITH MASTERS DEGREES                    | 1099            |
| ED - # WITH DOCTORATE DEGREES                  | 16              |
| <b>Planning Considerations</b>                 |                 |
| % ELIG TO RETIRE CURRENT                       | 13.61%          |
| % ELIG TO RETIRE NEXT YEAR                     | 2.97%           |
| % ELIG TO RETIRE TWO TO FIVE YEARS             | 12.67%          |
| AGE - 29 & Under                               | 4382            |
| AGE - 30 to 39                                 | 6981            |
| AGE - 40 to 49                                 | 10883           |
| AGE - 50 to 54                                 | 6363            |
| AGE - 55 to 59                                 | 5584            |
| AGE - 60 to 64                                 | 3142            |
| AGE - 65 and over                              | 1580            |
| Career Level 1: GS 1-8 or Equiv.               | 28343           |
| Career Level 2: GS 9-12 or Equiv               | 9743            |
| Career Level 3: GS 13-15 or Equiv.             | 829             |

## Workforce Analysis

About 36% of employees in the 0341 and 0342 series are currently eligible to retire or eligible to retire in the next five years. This is somewhat mitigated by the fact that employees tend to wait 4.1 years on average to retire beyond eligibility. This average will likely shift in response to the current economic conditions; people living longer; elder care; higher education costs; loss to investments, etc. Overall, about 13% of the administrative support workforce is under the age of 40. New hires have decreased by over 40% over the past four years, while losses due to retirements, resignations, and other separations have remained steady at about 10% of this workforce. Reductions in the DOD workforce as a result of military draw downs; enhancements in automation; and the tendency to centralize administrative functions and processes are factors likely to have contributed to the decrease in new hires.

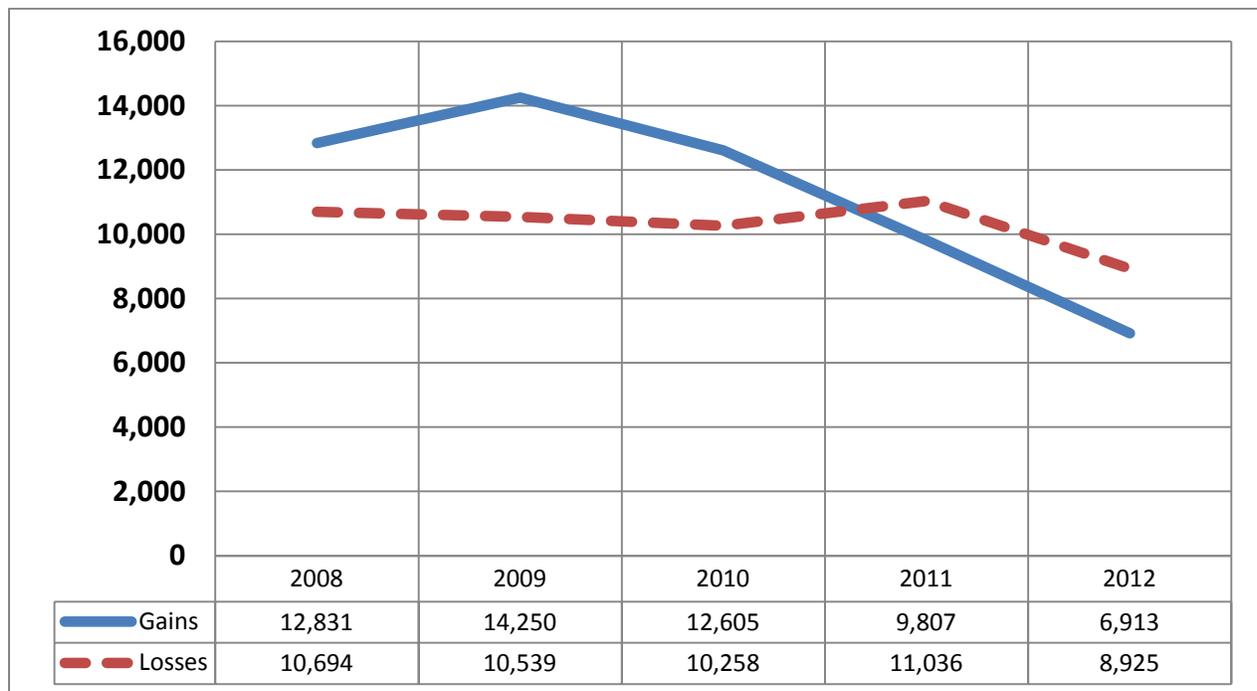
These demographics would normally indicate a general concern in recruitment and retention given the current trend towards a retirement-age workforce, and losses exceeding gains.

However, retention and relocation incentives have remained static since FY 2008. This would seem to indicate that the reshaping of this workforce, to include the work performed and how and where it’s performed, is taking place and improving the Department’s ability to make the most efficient use of these resources.

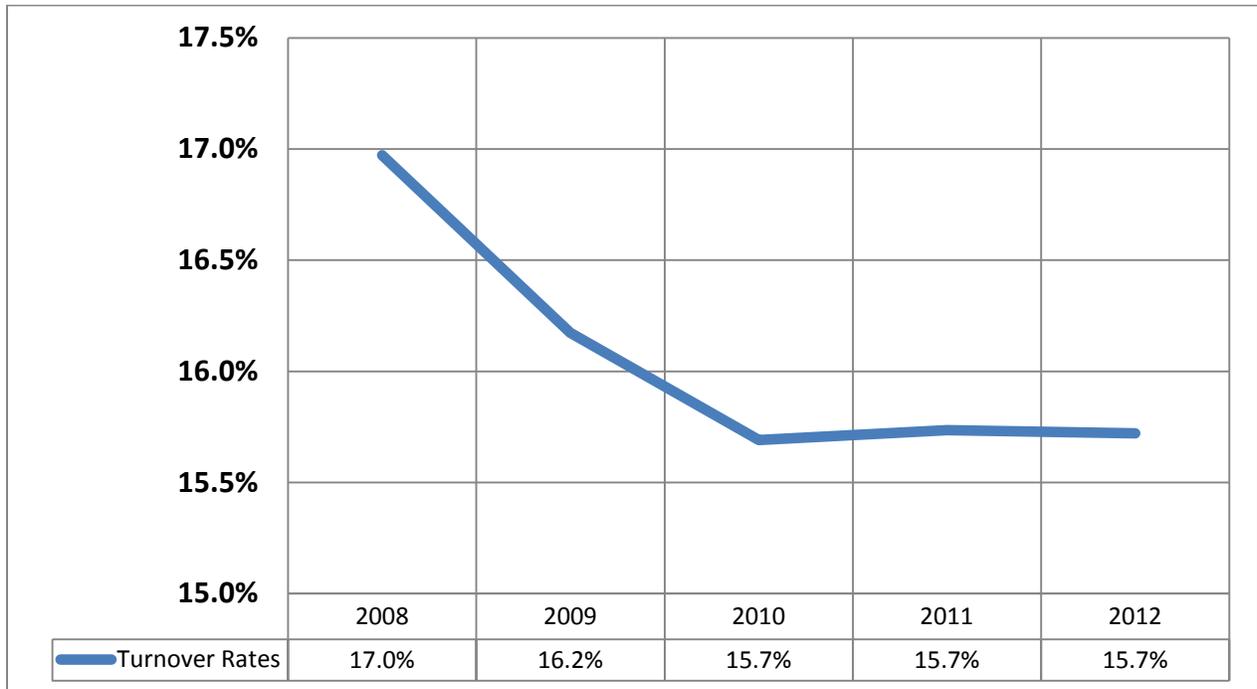
Although current trends indicate very few issues attracting talent for this segment of the workforce, this community continues the practice of recruiting from the pipeline of retiring and separating military members (more than 40% of the employees in the 0341 and 0342 series have prior military service), which has proven a sound strategy that has yielded the desired results. These individuals tend to have the security clearances and competencies to quickly fill these occupations when need arises. This tactic continues to be a plausible option given that many of the administrative functions are already performed by the military.

## DATA CHARTS & GRAPHS

Figure 2: Administrative Support Gains and Losses



**Figure 3: Administrative Support Turnover**



**Figure 4: Administrative Support Retirement Eligibility**

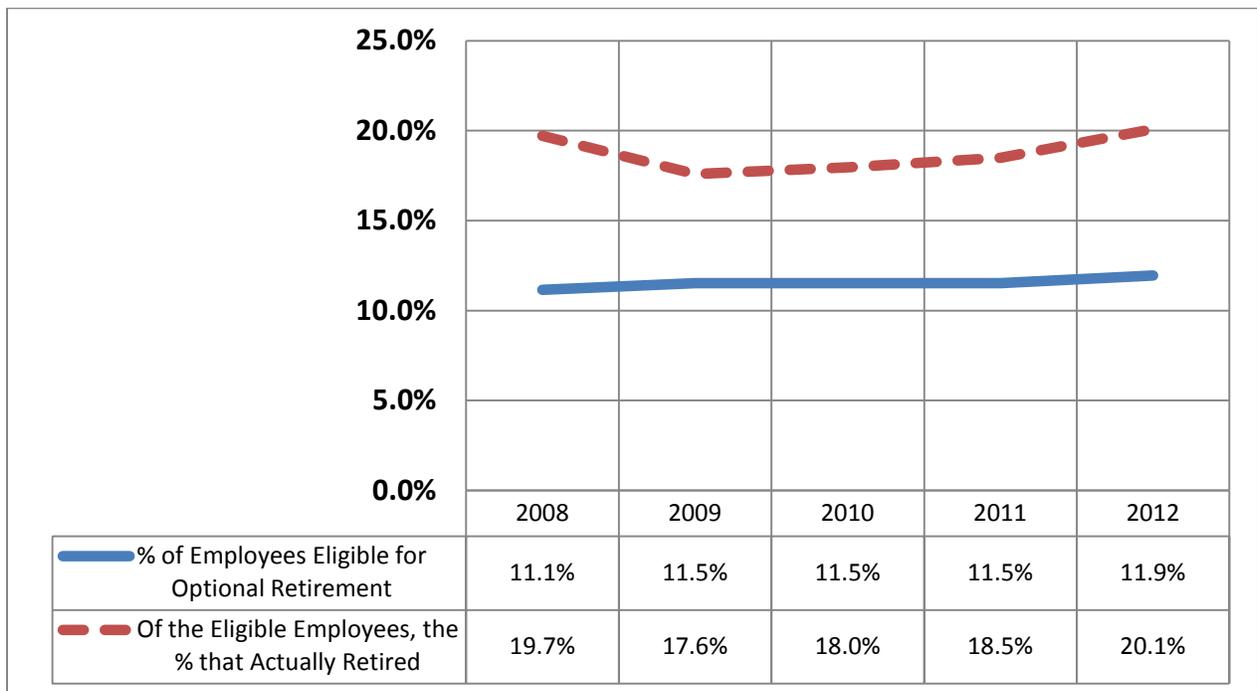
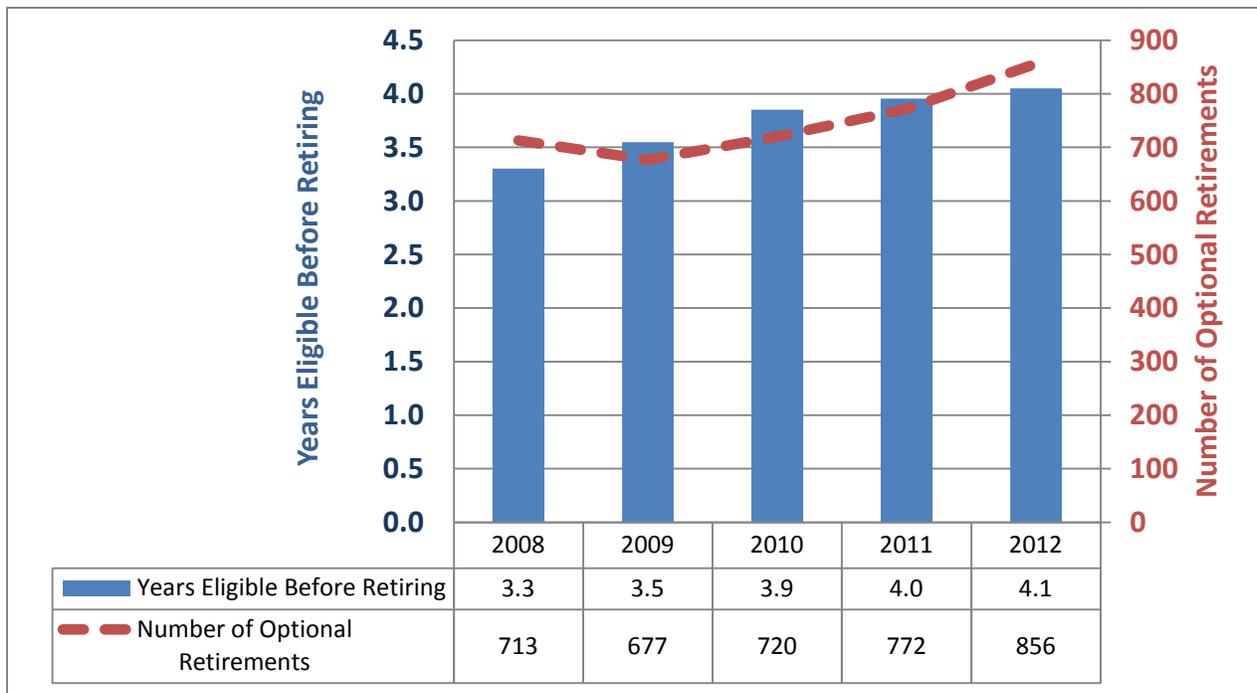


Figure 5: Administrative Support Retirement Phasing



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# **Appendix 23:** **DOD Miscellaneous Program Management**



## APPENDIX 23: MISCELLANEOUS PROGRAM MANAGEMENT FUNCTIONAL COMMUNITY

### Overview

The Miscellaneous Program Management (MPM) Functional Community, comprised of Miscellaneous Administration and Program Series, 0301 and Program Management Series, 0340 occupational series, was established during the FY 2011 Functional Community Expansion process. During the expansion process, the construct grew from 12 to 22 functional communities which allowed OSD Functional Community Managers (OFCMs), Component Functional Community Managers (CFCMs) and Component Integrators (CIs) to engage in deeper analysis and discussion of the needs of the DOD workforce.

MPM was designated a functional community because the series covered just over 40,000 DOD personnel. In addition, program management is an essential function needed to continue to meet mission requirements and direct the diverse programs within the Department.

Subsequent to the validation of existing and new functional communities in FY 2011, the communities were tasked with appointing OFCMs and CFCMs to manage and facilitate the workforce planning process across the Department. To date, an OFCM was not identified for the MPM Functional Community; therefore, the Strategic Human Capital Planning Division (referred to as the *Program Office* throughout this report) conducted a brief review of the community's workforce data.

**Figure 1: Miscellaneous Program Management Demographics**

| FUNCTIONAL COMMUNITIES                         | Misc Programs   |
|--|-----------------|
| Occ Series                                     | All Occupations |
| Occ Series Desc                                |                 |
| <b>Workforce Size: Current Strength Totals</b> |                 |
| End Strength                                   | 42,422          |
| Department of Army                             | 20571           |
| Department of Air Force                        | 8267            |
| Department of Navy                             | 7447            |
| DoD Agencies (4th Estates)                     | 6137            |
| % MALE   | 64.66%          |
| % FEMALE                                       | 35.34%          |
| % DISABILITY TARGETED                          | 0.46%           |
| % DISABILITY NONTARGETED                       | 7.28%           |
| % PRIOR MILITARY                               | 59.77%          |
| <b>Education</b>                               |                 |
| ED - # WITH LESS THAN BACHELORS                | 20491           |
| ED - # WITH BACHELORS DEGREES                  | 12334           |
| ED - # WITH MASTERS DEGREES                    | 8958            |
| ED - # WITH DOCTORATE DEGREES                  | 370             |
| <b>Planning Considerations</b>                 |                 |
| % ELIG TO RETIRE CURRENT                       | 12.97%          |
| % ELIG TO RETIRE NEXT YEAR                     | 3.30%           |
| % ELIG TO RETIRE TWO TO FIVE YEARS             | 15.90%          |
| AGE - 29 & Under                               | 1086            |
| AGE - 30 to 39                                 | 4768            |
| AGE - 40 to 49                                 | 13042           |
| AGE - 50 to 54                                 | 10451           |
| AGE - 55 to 59                                 | 7697            |
| AGE - 60 to 64                                 | 3758            |
| AGE - 65 and over                              | 1620            |
| Career Level 1: GS 1-8 or Equiv.               | 720             |
| Career Level 2: GS 9-12 or Equiv               | 19101           |
| Career Level 3: GS 13-15 or Equiv.             | 22601           |

## Workforce Analysis

The trends for the MPM Functional Community recruitment actions showed the community relied on Prior Military and Military Annuitant to fill positions. The high usage of Superior Qualifications Rate and Relocation incentives may be an indication that it was difficult to obtain and retain qualified applicants in this community.

At 5,111 incumbents, the Program Management 0340 series has a relatively small workforce population. Comparatively, the Miscellaneous Administration and Program 0301 series was comprised of 37,311 incumbents. Overall, there was a high percentage of males in the functional community, with a makeup of 78.6% and 62.75% males in 0340 and 0301 series, respectively. Approximately 32% of the workforce was eligible to retire over the next five years, indicating that the Department needed to begin considering knowledge transfer and succession planning strategies. The Office believed that the economic conditions over the next several

years would have an impact on the number of years that those eligible to retire remained in the workforce beyond years of eligibility.

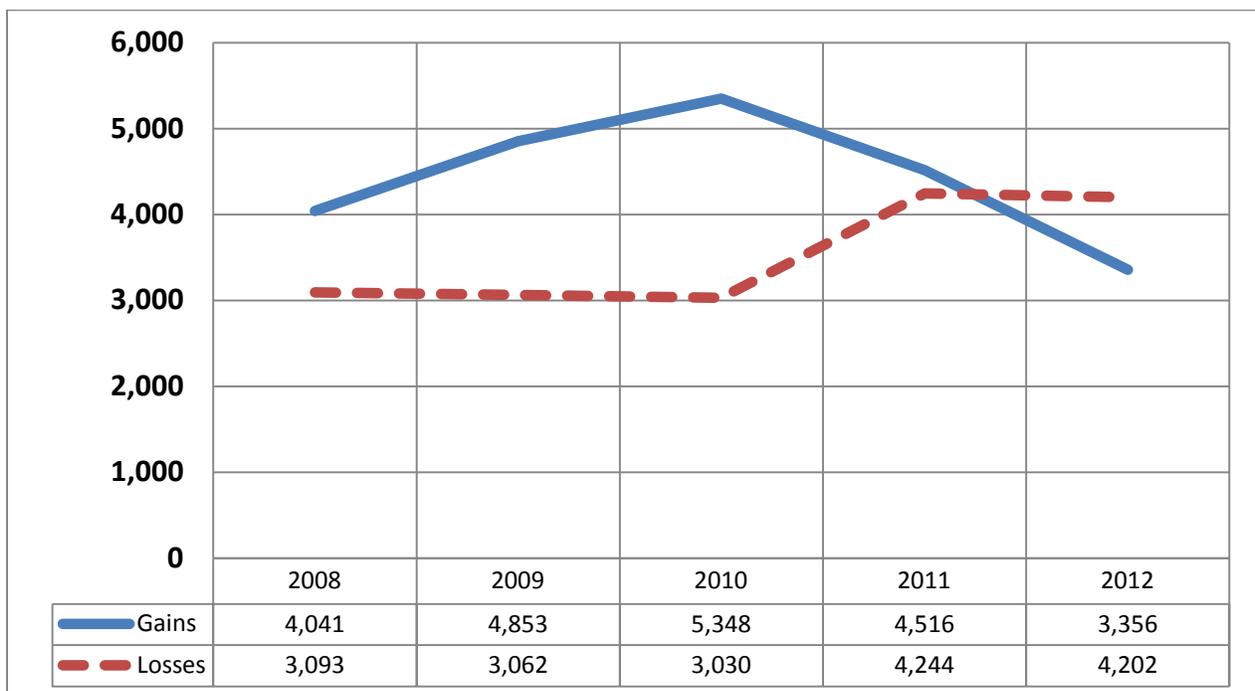
A major challenge identified for this workforce is that the roles for 0301 and 0340 are very different depending on where they reside or what roles they perform. As other functional communities conducted their workforce analysis, several identified 0301 and 0340 series as integral parts of their workforce performing very specific program and/or project management duties (e.g., Acquisition Program Management, Financial Management Program Management, etc.). Although general analysis of the MPM workforce was conducted based on the standard data sets pulled from the Defense Civilian Personnel Data System (DCPDS), the aforementioned challenge made it difficult to fully understand the impact the trends have on the Department for these series.

### Next Steps

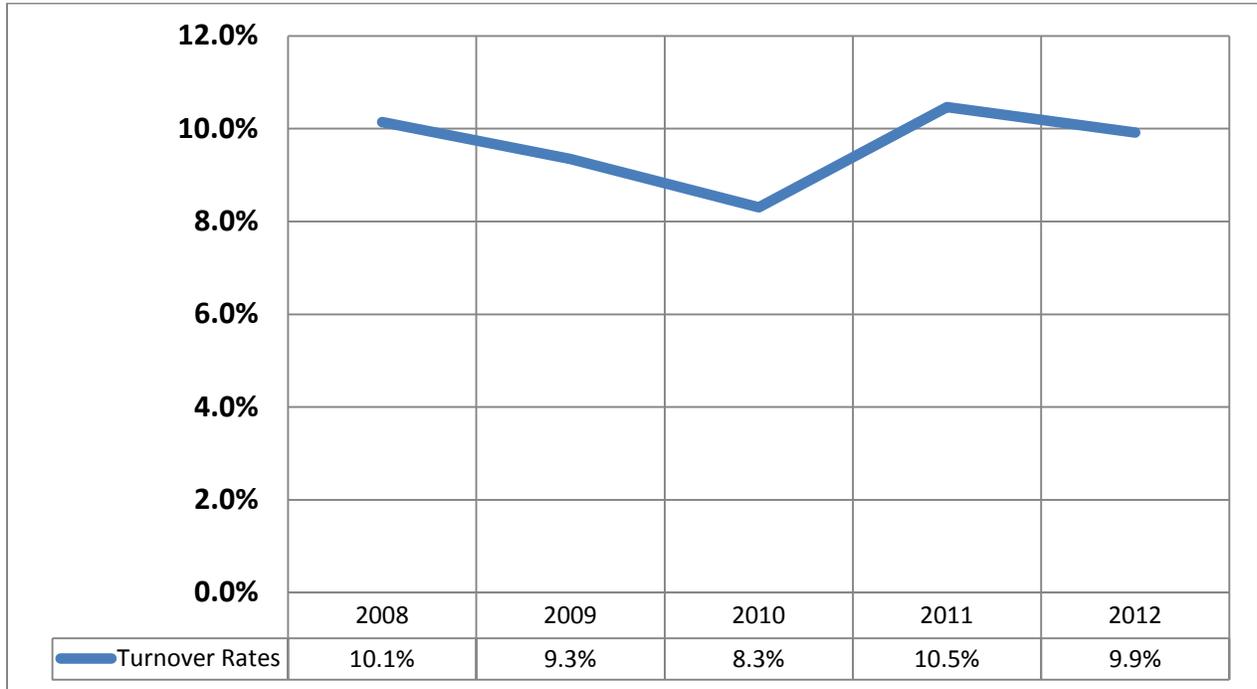
The Department will continue to monitor the trends in the MPM Functional Community. In addition, efforts will continue to appoint an OFCM for this community to ensure that a global view of Miscellaneous Program Management is maintained and the needs of this workforce are met.

### DATA CHARTS & GRAPHS

Figure 2: Miscellaneous Program Management Gains and Losses



**Figure 3: Miscellaneous Program Management Turnover**



**Figure 4: Miscellaneous Program Management Retirement Eligibility**

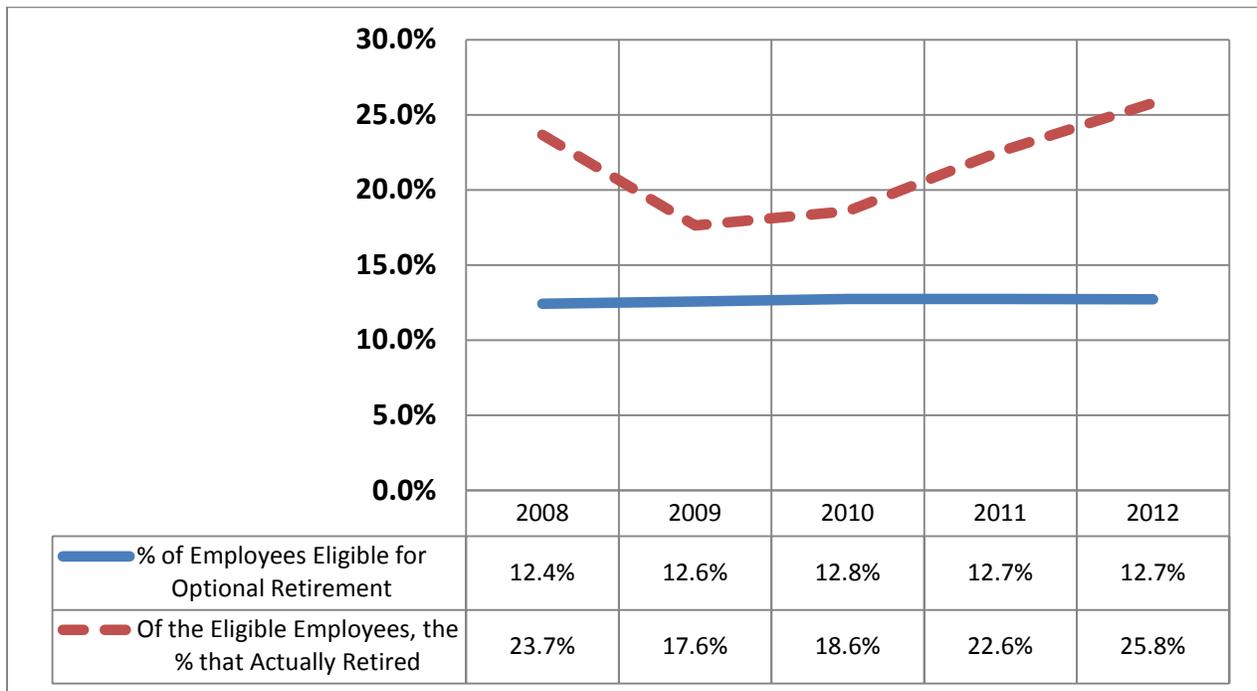
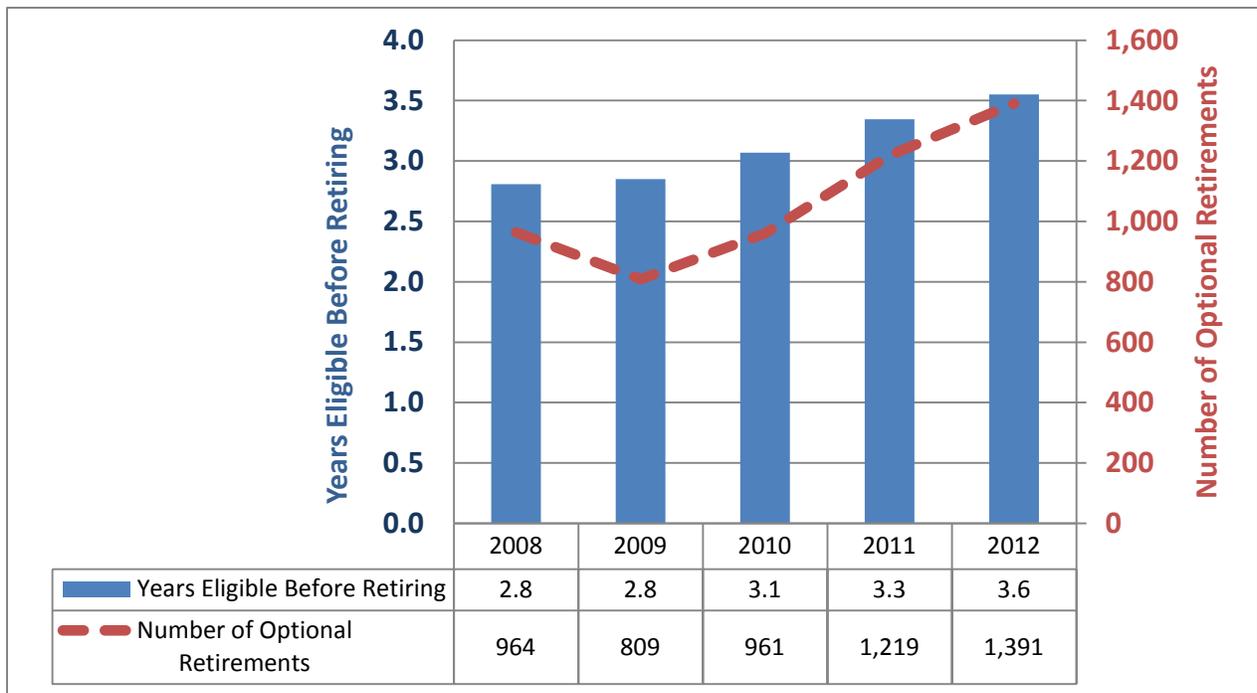


Figure 5: Miscellaneous Program Management Retirement Phasing



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