

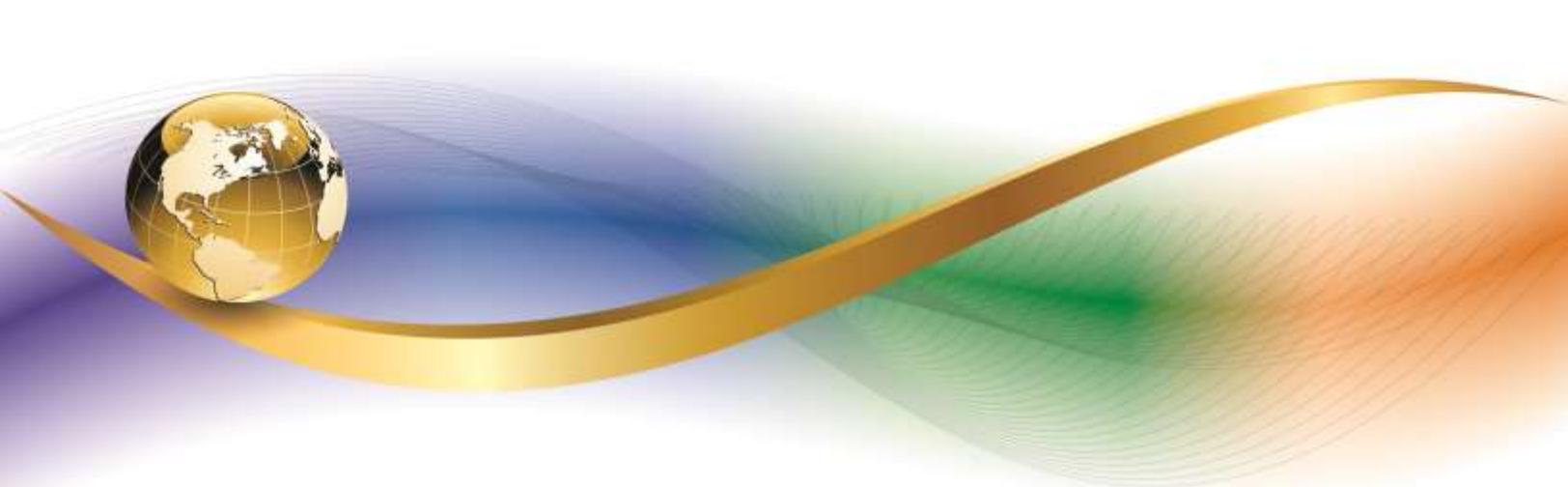


DEPARTMENT
OF DEFENSE

FISCAL YEARS 2014-2019

Strategic Workforce Plan REPORT

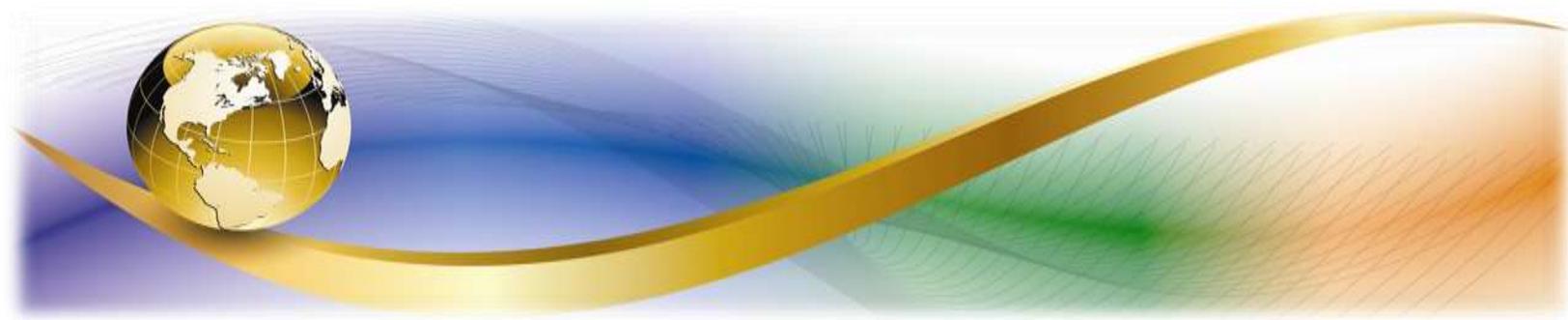




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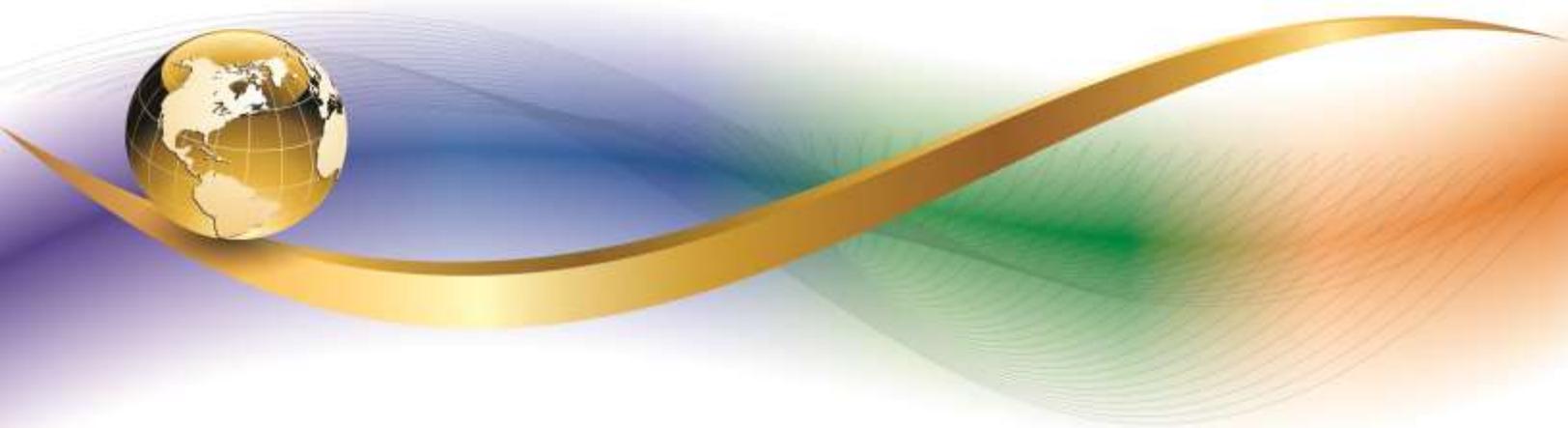


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Executive Summary



DOD FY 2014-2019 STRATEGIC WORKFORCE PLANNING: EXECUTIVE SUMMARY

INTRODUCTION

The DOD FY 2014-2019 Strategic Workforce Plan details the ongoing accomplishments and strategy implementation for shaping a ready civilian employee workforce. This plan continues to focus on improving the engagement of the DOD Components and Functional Communities in a more systematic approach and application of enterprise tools for strategic workforce planning through ongoing outreach meetings, standardized reporting templates, budget-aligned workforce strategy development, and measurement of workforce planning progress and results.

The plan moves towards fulfilling the requirements of section 115b of title 10, U.S.C. (<http://www.gpo.gov/fdsys/pkg/USCODE-2011-title10/pdf/USCODE-2011-title10-subtitleA-partI-chap2-sec115b.pdf>) and builds on lessons learned from efforts begun in 2008, providing a standardized 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: Civilian Strategic Human Capital Planning, November 18, 2008, which establishes a structured, competency-based human capital planning approach to civilian workforce readiness.

OVERVIEW

The DOD FY 2014-2019 Strategic Workforce Plan is a refresh of the DOD FY 2013-2018 Strategic Workforce Plan, incorporating updates to reflect current workforce data; progress in closing staffing/skills gaps through the execution of FY 2013 recruitment and retention strategies; and additional strategies that will be undertaken in the next workforce planning and reporting cycle.

This report is organized into six sections, with four of the sections illustrating the key milestones of the Rolling Wave Maturity Model—DOD’s workforce planning model—namely: Setting Direction, Analyzing the Workforce, Implementing Strategy, and Monitoring Progress. Content within this plan that relates to each section is provided in the following table.



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 process to identify strategies to close gaps
Implement Strategies	Actions being taken to implement strategies for gap closure and the identification of future strategies (FY 2013 carryover and FY 2014 new strategies)
Monitor Progress	Tracking of workforce planning milestone completion and strategy execution (FY 2013 strategies); monitoring gap closure
Conclusion and Path Ahead	Summary of results and next steps

Over 500 DOD top leaders, managers, employees, and stakeholders were directly involved in completing the milestones, collectively applying industry best practices for strategic workforce planning. The best practices include aligning the workforce plan with strategic planning and budgets, identifying critical skills and competencies needed to achieve programmatic outcomes, analyzing workforce data to identify skill/staffing gaps and their root causes, developing and executing strategies to close the gaps, and evaluating the progress of those strategies for gap closure. In addition, uncounted personnel in the Components are involved in executing day-to-day workforce planning. Through FY 2013, the Department has focused its efforts on the staffing component of skill gaps, and in FY 2014, the Department has begun to deploy its Defense Competency Assessment Tool (DCAT) to assess competency gaps. The DOD Rolling Wave Maturity Model has also been used successfully in the U.S. Office of Personnel Management (OPM) Strategic Human Capital Management High Risk Initiative to determine government-wide Mission Critical Occupations (MCOs) and Mission Critical Competencies (MCCs).

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. DOD will nonetheless continue to monitor gap closure results and work with Functional Communities to achieve favorable results.



PROGRESS

For the purposes of this report the DOD civilian workforce consists of nearly 750,000 appropriated fund personnel. These civilian employees are aligned in nearly 600 occupations. A three-tier governance structure consisting of the Defense Human Resources Board (DHRB), the Strategic Human Capital Management Executive Steering Committee (SHCM ESC), and the Functional Community Advisory Group (FCAG) is in place to manage the Department's strategic workforce planning direction, process, and outcomes. These governing groups collectively ensure the alignment of workforce planning with DOD mission, statutes, policy, business practices, information technology and resources; recommend functional community structure and MCOs; and conduct studies and develop policy proposals for implementing functional community management and workforce planning strategies.

The Department's overall workforce planning approach focuses on identifying 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 through occupational series that are aligned to their communities. These stakeholders have oversight of their community's implementation of the strategic workforce planning process including reviewing and analyzing workforce data, developing gap closure strategies in coordination with CIs, and monitoring the progress of those strategies.

Functional Community Management Framework

In FY 2010, the DOD organized 12 functional communities covering approximately 40% of the DOD civilian workforce and including 24 MCOs. In FY 2012, the Department increased the functional community construct to 22 functional communities covering 93% of the DOD civilian workforce and comprising 32 MCOs. The expansion of functional communities included the alignment of additional occupational series to new communities and thereby covered a larger



percentage of the workforce population. This expansion enables OFCMs, CFCMs, and CIs to engage in increased analysis and discussion of the needs of the Department’s workforce. Table 1 itemizes those functional communities.

Table 1. DOD FY 2012 Functional Community Overview

Functional Community	Summary	Details
Acquisition	Not included. Acquisition Functional Community submits a separate Assessment.	<ul style="list-style-type: none"> • 7.4% of workforce • Legacy community from FY 2010 • MCOs: Contracting Series, 1102*; Quality Assurance Series, 1910
Administrative Support	This community consists of clerical and administrative support positions that provide direct support to mission.	<ul style="list-style-type: none"> • 5.0% of workforce • Emerging community in FY 2012 • No MCOs
Education	This community consists 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 who support these programs.	<ul style="list-style-type: none"> • 5.2% of workforce • Emerging community in FY 2012 • No MCOs
Engineering (Non-Construction)	This community consists of positions managing, supervising, leading, and/or performing professional engineering and scientific work, exclusive of that engineering work found in the Facilities Engineering and Management Functional Community.	<ul style="list-style-type: none"> • 10.8% of workforce • Emerging community in FY 2012 • MCOs: Nuclear Engineering Series, 0840; Computer Engineering Series, 0854; Electronics Engineering Series, 0855
Environmental Management	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.	<ul style="list-style-type: none"> • 0.5% of workforce • Emerging community in FY 2012 • No MCOs
Facilities Engineering and Management	This community manages and executes the planning, design, construction, maintenance, operation, and disposal of over 560,000 facilities on military installations worldwide.	<ul style="list-style-type: none"> • 4.5% of workforce • Emerging community in FY 2012 • No MCOs
Financial Management	This community ensures that 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.	<ul style="list-style-type: none"> • 6.3% of workforce • Legacy community from FY 2010 • MCOs: Financial Administration Series, 0501; Accounting Series, 0510; Auditing Series, 0511; Budget Analysis Series, 0560



Functional Community	Summary	Details
Foreign Affairs	This community addresses the economic, political, military-political, security force, strategic, social, and technical aspects of international relations and security cooperation, as well as program management and logistics management in relation to international matters.	<ul style="list-style-type: none"> • 0.1% of workforce • Emerging community in FY 2012 • MCO: Foreign Affairs Series, 0130
Human Resources	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.	<ul style="list-style-type: none"> • 3.4% of workforce • Legacy community from FY 2010 • MCO: Human Resources Management Series, 0201CIV
Information Technology	This community designs, acquires, builds, configures, operates and maintains information technology, networks, and capabilities; secures, defends, and preserves data, networks, net-centric capabilities, and other designated systems by ensuring appropriate security controls and measures are in place, and taking internal defense actions; manages information resources; and is responsible for the management, storage, transmission, and display of data and information.	<ul style="list-style-type: none"> • 6.7% of workforce • Legacy community from FY 2010 • MCO: Information Technology Management Series, 2210
Intelligence	This community supports the national defense and international partners with knowledge-rich, all-source defense intelligence, counterintelligence, and security. 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 are not provided in this report.	<ul style="list-style-type: none"> • 1.0% of workforce • Legacy community from FY 2010 • MCO: Intelligence Series, 0132
Law Enforcement	This community resides in a diversified organizational structure consisting of the four Military Services and five major Defense Agencies. Within the Department, criminal investigators are part of an integrated military/civilian force employed for law enforcement purposes.	<ul style="list-style-type: none"> • 2.4% of workforce • Legacy community from FY 2010 • MCO: Criminal Investigating Series, 1811
Legal	This community provides legal support to the various clients across DOD. It is supportive in nature and responds to the requests and needs of its DOD clients.	<ul style="list-style-type: none"> • 0.9% of workforce • Emerging community in FY 2012 • No MCOs



Functional Community	Summary	Details
Logistics	This community provides globally responsive, operationally precise and cost-effective joint logistics support for the protection and sustainment of America’s warfighters.	<ul style="list-style-type: none"> • 21.7% of workforce • Legacy community from FY 2010 • 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
Manpower	This community assesses processes, procedures, and workload distribution; designs organizational structures in support of business process engineering; validates workload and determines manpower requirements; and tracks, reports, and documents manpower numbers.	<ul style="list-style-type: none"> • 4.2% of workforce • Emerging community in FY 2012 • No MCOs
Medical	This community is directly engaged in patient care of wounded and injured members of the active-duty military.	<ul style="list-style-type: none"> • 6.7% of workforce • Legacy community from FY 2010 • MCOs: Psychology Series, 0180; Social Work Series, 0185; Medical Officer Series, 0602; Nurse Series, 0610*; Pharmacist Series, 0660
Miscellaneous Program Management	This community exists because program management is an essential function needed to continue meeting mission requirements and direct the diverse programs within the Department.	<ul style="list-style-type: none"> • 6.1% of workforce • Emerging community in FY 2012 • No MCOs
Public Affairs	This community researches, plans, executes, and assesses the Department’s communication efforts.	<ul style="list-style-type: none"> • 0.3% of workforce • Emerging community in FY 2012 • No MCOs
Safety and Public Safety	This community sustains the regular forward presence of U.S. forces as well as their emergency deployment in crisis, contingency, and combat. It also secures their safety in installation and facilities when they are participating in material and equipment research, development, training and education, acquisition and disposal, and medical support.	<ul style="list-style-type: none"> • 1.9% of workforce • Emerging community in FY 2012 • MCOs: Explosive Safety Series, 0017; Safety and Public Safety Series, 0018; Fire Protection and Prevention Series, 0081*



Functional Community	Summary	Details
Science and Technology	This community supports a cadre of experts with interdisciplinary skills across 20 related series who create and advance the understanding of scientific technologies relevant to national security. These technologies become the cornerstone of military systems.	<ul style="list-style-type: none"> • 2.9% of workforce • Legacy community from FY 2010 • MCO: Computer Science Series, 1550
Security	This community provides for the effective protection of personnel, information, operations, resources, technologies, and facilities.	<ul style="list-style-type: none"> • 1.4% of workforce • Emerging community in FY 2012 • MCO: Security Administration Series, 0080
Social Science	This community provides unique and diverse support and expertise in six largely independent occupational series including economists, geographers, historians, recreation specialists, and behavioral scientists.	<ul style="list-style-type: none"> • 0.7% of workforce • Emerging community in FY 2012 • No MCOs
Cross Cutting Community	Summary	Details
Senior Executive Service	<ul style="list-style-type: none"> • This community is the executive workforce of the entire Department. 	<ul style="list-style-type: none"> • 0.2% of workforce • Legacy cross-cutting community from FY 2010

**Denotes DOD high-risk MCO as defined in the Introduction*

Strategic Communication and Process Improvements

As a means of building partnerships and alliances with other strategic workforce planning stakeholders, the Department co-chaired, with OPM, a government-wide MCO and MCC determination process that included the participation of the Federal Government Chief Human Capital Officers (CHCO) Council. This partnership, which began in 2011, resulted in a government-wide MCO determination process and government-wide MCOs and MCCs that DOD still uses today.

To develop this plan, the Strategic Human Capital Planning Division (hereafter referred to as the *Program Office*) continued to engage OFCMs, CFCMs, and CIs in mini-summits, which are a series of facilitated meetings within each functional community. The Program Office continued to provide quarterly recruitment and retention data for ongoing workforce analysis; tools for skills/staffing gap determination, such as the DOD MCO gap forecasting model; strategy development facilitation; and tools for monitoring the results of strategy execution. These efforts enable functional community managers to refine their workforce analysis and strategy



execution for an improved understanding of, and ability to deliver against, DOD workforce requirements.

Competency Management

Framework

The Department is aggressively executing a rigorous plan to implement a comprehensive and integrated enterprise competency management framework supporting strategic workforce planning and human resources lifecycle management. The importance of competencies in workforce planning is written in Department of Defense Instruction (DODI) 1400.25, Volume 250. This 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., Cyberspace and STEM (Science, Technology, Engineering, and Mathematics)) for current and future mission-readiness
- Reinforces the use of competencies throughout the human resources lifecycle, including recruitment and hiring (e.g., competency-based selection assessments, job analyses, and job announcements), employee development, and retention
- Informs the development of career roadmaps that outline education, training, and experiential opportunities for increased competence and career progression

Strategic Communication and Process Improvements

In FY 2013 the Department focused on completing the development of competency models for MCOs, and completed some non-MCO competency models that in totality covered approximately 50% of the DOD workforce. This collaborative process involved input from functional community and Component subject matter experts (SMEs). Also during FY 2013, DOD completed the development of the DCAT. The DCAT achieved initial operating capability (IOC) status and was deployed in early FY 2014. By end FY 2014, all MCOs will have been assessed in DCAT, identifying proficiency gaps and leading to analysis and strategies for inclusion in DOD's FY 2016-2021 Strategic Workforce Plan.



An important part of meeting section 115b of title 10, U.S.C. requirements includes revising DODI 1400.25 Vol. 250 on strategic human capital management and competency management policy. During FY 2013 the informal coordination process with functional communities and Components was completed. During FY 2014, the instruction will go through the Department's formal coordination for DOD issuances with publication anticipated in FY 2015.

RESULTS

The functional communities achieved significant results in FY 2013. Most important is the success in achieving skills-gap closure. The performance measure used is the 30 September On Board Count +/- 15% of the Authorized Manpower Target. The performance goal is for 80% of the functional communities to achieve the performance measure, and in fact, 87% of the functional communities achieved year-end staffing levels within 15% of their target.

The functional communities achieved significant gains in executing strategies that are directed at closing skills gaps and ultimately ensuring that the skills required to meet current and future missions are available with the right person in the right place, at the right time. Details of these and other functional community results are reported in the *Monitor Progress* section and in the functional community *Appendices* of this report. The following list shows examples of results achieved by functional communities in executing strategies that affect recruitment and hiring, training and development, and retention:

- The Science and Technology and IT functional communities leveraged Direct Hiring Authorities (DHA) and the Information Assurance Scholarship Program to improve recruitment and hiring, with S&T onboarding 735 new hires using DHA, and IT continuing to provide scholarships to over 100 students in critical areas of interest at Centers of Academic Excellence in Information Assurance. Department wide, DOD recruited 1,800 new employees into Federal service using the Pathways Program.
- The Human Resources Functional Community achieved its goal to enroll over 50% of the 0201 (Civilian) and 0203 (Civilian) workforces in training programs on various HR specialties.
- The Medical Community applied available incentives to retain 223 employees who possess skill sets that are valuable to the Department.



PATH AHEAD

In FY 2013, DOD made significant strides in advancing its methodologies, tools, and processes for workforce data analysis; defining the required competencies for all MCOs and over 30 additional major occupations*; and developing the DCAT tool for competency assessment. Beyond these advancements, the Department continues to lean forward in its drive to institutionalize strategic workforce planning as a requisite management discipline across the DOD enterprise, linking the strategic workforce planning process with all Defense planning guidance to improve the mission readiness of the civilian workforce. Additional attention will be directed to fulfill the requirement to assess the total force mix at the enterprise level. With the full deployment of DCAT for competency assessment, the Department will identify competency gaps and put in place strategies to ensure that the needed skills and competencies exist to achieve DOD's current and future missions. The natural progression in competency management may result in working with functional communities to identify best practices for developing an enterprise-wide career roadmap methodology.

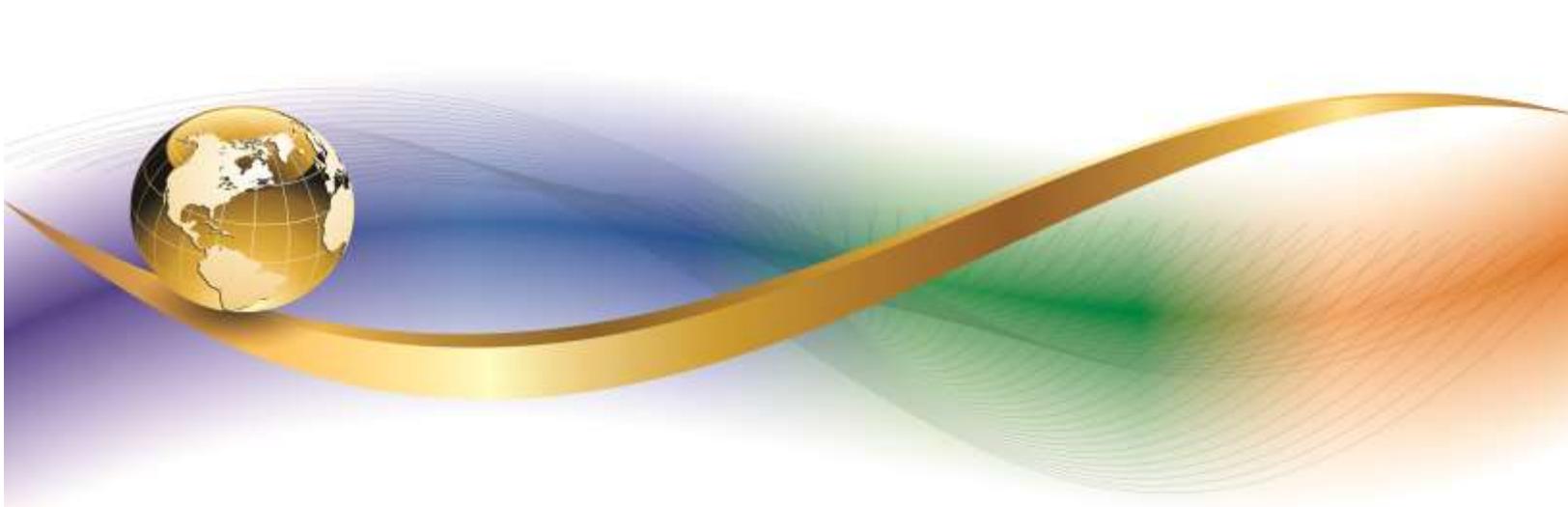
* Note: Throughout this report, the terms "competencies" and "competency models" encompass DOD-developed competencies and competency models and, in some Medical Functional Community occupations, medical credentialing and licensure requirements in lieu of DOD competency models. Details are reported in the *Implement Strategy* section of this report.



CONCLUSION

Functional community management of the DOD workforce has engaged the Department's senior leaders across the Military Departments and Defense agencies to evolve an enterprise-level understanding of current and future manpower requirements and to create the systems, tools, and programmatic efforts needed to provide for those requirements over a five-year planning horizon. The impending workforce changes and potential skills and competency gaps discussed in this plan happen to coincide with a period of complex global security concerns and economic weakness, leading to fiscal constraints that impact hiring, training, and other talent enablers. Institutionalizing enterprise-level strategic workforce planning at such a time has promoted collaboration and fostered the sharing of better tools for effective workforce planning. Today, the Department is better positioned to face future challenges through the efforts made by the OFCMs, CFCMs, and CIs who created this plan. Sustaining the Department's commitment to workforce planning with the senior-level talent whose insight and experience drove the quality of thought in this plan will be essential to achieve the outcomes identified in the plan.

Introduction



INTRODUCTION

The Department's strategic workforce planning vision is to create momentum in an environment that ensures that the right people, skills, and competencies for mission success are available today and in the future, and provides the Joint Chiefs of Staff and Combatant Commanders with a civilian force in which all employees are capable and ready to perform their jobs to meet current and emerging missions and to support the warfighter.

The DOD Strategic Workforce Plan moves toward the requirements of section 115b of title 10, U.S.C. and builds on lessons learned through previous reporting periods in which the Department has implemented a unified process for workforce planning across DOD.

This plan, which results from engaging the DOD Components in a standardized workforce planning process, focuses on gap and mitigation strategy identification and has contributed to the Department's success in closing or making progress toward closing gaps. The rate of progress in closing the gaps identified in the FY 2010-2018 SWP, the FY 2013-2018 SWP, and this current plan has, however, been affected by the significant budget cuts and sequestration experienced during FY 2013.

The DOD FY 2014-2019 Strategic Workforce Plan is organized into six sections, consistent with key milestones based on the DOD Rolling Wave Maturity Model. This model is anchored in the tenets of workforce planning, which include setting the direction of the plan and the efforts of the senior managers, employees, and stakeholders consistent with strategic plans and budgets; analyzing the workforce through data and gap analysis; developing and implementing strategies to close skill/staffing gaps; and monitoring the progress of those strategies toward meeting goals for gap closure. This introductory section provides the plan's background and framework.

The workforce planning process is guided by DOD Instruction (DODI) 1400.25, Volume 250, DOD Civilian Personnel Management System: Civilian Strategic Human Capital Planning, November 18, 2008, which instituted a structured, competency-based human capital planning approach to ensure civilian workforce mission readiness.



Planning Framework

Overall Workforce. The Strategic Workforce Plan encompasses civilian personnel across all DOD employee pay plans, including General Schedule (GS) 1 through 15 and equivalent pay plans, the Federal Wage Grade, and the Executive Schedule.

MCOs and Functional Communities. The Department's workforce planning framework emphasizes the establishment of functional communities and the management and analysis of MCOs. In FY 2012, the Department grew from 12 functional communities to 22, plus the Senior Executive Service (SES) community, which spans all 22 functional communities. The department also identified 32 MCOs. The communities retained their existing MCOs for the FY 2014 report cycle. Functional communities and MCOs are shown in Table 1. Each functional community has a separate plan, shown in the appendix, with the exception of the Acquisition workforce, whose information is not included in this plan due to its unique reporting requirements.

DOD MCO Criteria. DOD MCOs are selected based on criteria and processes established by the Federal Government's Chief Human Capital Officers (CHCO) Council as a part of a Federal initiative to develop both government-wide and agency-specific MCO definitions. The DOD MCO criteria include:

- **Mission Critical:** A strategic program or goal with a DOD-wide impact that is at risk of failure related to human capital deficiencies
- **Mission Critical Occupations (MCOs):** Occupations that set direction, directly impact, or execute performance of mission critical functions or services
- **High Risk MCOs:** MCOs that are most at risk for staffing or skill gaps based on recruitment, retention, and environmental factors

Functional communities use the government-wide MCO Determination Process established by the CHCO Council to designate DOD occupations meeting the MCO criteria, especially considering the strategic, core execution, or support roles the occupations perform in support of mission. Additional quantitative analysis of recruitment and retention indicators is conducted to determine MCO high risk status.



Table 1: FY 2014 Functional Communities and MCOs

Office of the Secretary of Defense (OSD) Lead	22 Functional Communities	32 Mission Critical Occupations
Under Secretary of Defense (USD) (AT&L)	Acquisition	1102 – Contracting Series* 1910 – Quality Assurance Series
	Facilities and Engineering Management	N/A
	Engineering (Non-Construction)	0840 – Nuclear Engineering Series 0854 – Computer Engineering Series 0855 – Electronics Engineering Series
	Environmental Management	N/A
	Logistics	0346 – Logistics Management Series 1670 – Equipment Services Series 2003 – Supply Program Management Series 2001 – General Supply Series 2010 – Inventory Management Series 2101 – Transportation Specialist Series 2130 – Traffic Management Series 2150 – Transportation Operations Series
	Safety & Public Safety	0017 – Explosives Safety Series 0018 – Safety and Occupational Health Management Series 0081 – Fire Protection and Prevention Series*
	Science & Technology	1550 – Computer Science Series
Deputy Chief Management Officer (DCMO)	Administrative Support	N/A
USD (P&R)	Education	N/A
	Human Resources	0201 – Human Resources Management Series
	Law Enforcement	1811 – Criminal Investigating Series
	Manpower	N/A



Office of the Secretary of Defense (OSD) Lead	22 Functional Communities	32 Mission Critical Occupations
	Medical	0180 – Psychology Series 0185 – Social Work Series 0602 – Medical Officer Series 0610 – Nurse Series* 0660 – Pharmacist Series
	Social Science	N/A
	Miscellaneous Program Management	N/A
USD (C)	Financial Management	0501 – Financial Administration and Program Series 0510 – Accounting Series 0511 – Auditing Series 0560 – Budget Analysis Series
USD Policy (P)	Foreign Affairs	0130 – Foreign Affairs Series
DOD Chief Information Officer (CIO)	Information Technology	2210 – Information Technology Management Series
USD Intelligence (I)	Intelligence	0132 – Intelligence Series
	Security	0080 – Security Administration Series
DOD General Counsel GC	Legal	N/A
ASD (PA)	Public Affairs	N/A
Federal-wide Mission Critical Occupations		
0511 – Auditing Series		0110 – Economist Series
1102 – Contracting Series		0201 – Human Resources Specialist
2210 – Information Technology Management Series (Cybersecurity focus) - High Risk		STEM – Science, Technology, Engineering, Mathematics Functional Group (MCOs determined within each federal agency)

* Indicates the three DOD High Risk MCOs, as discussed in the *Monitor Progress* section of this report

Senior Executive Workforce. Not an MCO, this diverse group cuts across all functions in the Department and consists of approximately 1,600 Senior Executives, Senior Leaders, and Senior Technical professionals. DOD has created, and is on the path to implement, competencies for



this workforce enterprise wide. For further information, refer to the Senior Executive Service appendix.

Critical Skills and Competencies. DOD’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. This was the early focus of the Department’s strategic workforce plan and the functional communities are gaining expertise in assessing skills gaps. DOD’s competency management framework supports the 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.*¹ DOD has created MCO competency models and is on the path to implement the competencies enterprise-wide.

The MCO construct and competency management frameworks are designed to meet the intent of 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. While DOD has made notable progress, it does not yet fully deliver to that requirement in this plan. The Department is on a path to do so in the FY 2016-2021 Strategic Workforce Plan.

DOD has created competency models for all MCOs and additional non-MCO major occupational series with the involvement of functional community subject matter experts. These models are used in the enterprise-wide web-based Defense Competency Assessment Tool (DCAT). DCAT enables the assessment of the importance of, and employee proficiency in, the required competencies of a position as assessed by both employees and their supervisors. The primary focus of DCAT is to identify Department-wide competency gaps and to support strategy development to close gaps. In addition, employees and supervisors can use DCAT results to discuss individual employee gaps and develop a plan to enhance the employee’s skills.

DOD Rolling Wave Maturity Model

The DOD Rolling Wave Maturity Model (illustrated in Figure 1) continues to provide a framework that enables functional communities to implement the tenets of strategic workforce planning. The DOD Rolling Wave Maturity Model is the planning guide for functional communities and DOD Components. Although some functional communities began the

¹ DODI 1400.25, Vol 250, DOD CPMS: Civilian SHCP, November 18, 2008



workforce planning journey several years ago, other emerging functional communities began the process in FY 2012; therefore, there are various levels of progress and maturity in the workforce planning process. The results of each functional community’s use of this model are captured in their respective appendices.

Figure 1: DOD Rolling Wave Maturity Model



✓ = measured this cycle
 • = required but not measured this cycle

MCO = Mission Critical Occupation
 MCC = Mission Critical Competency

Roles

Strategic Human Capital Planning Division (SHCPD)². The Deputy Assistant Secretary of Defense for Civilian Personnel Policy (DASD (CPP)) expanded the SHCPD to include the broader talent mix and skill sets needed to lead a strategic human capital planning program portfolio. This expansion includes human capital policy development, workforce forecasting and data

² 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 Defense Civilian Personnel Advisory Service (CPP/DCPAS) which supports Civilian Personnel Policy which serves as the enterprise leader in the development and delivery of civilian personnel policies and HR solutions.



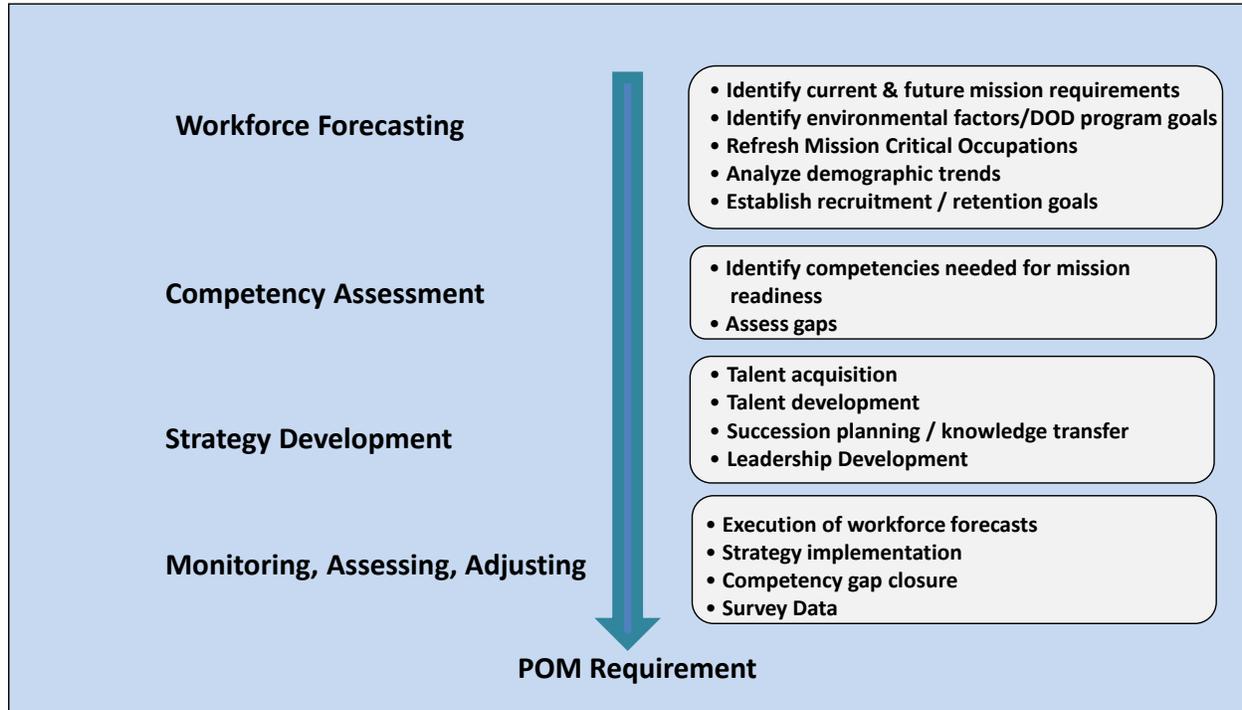
analysis, competency development and assessment, and advisory support to the functional communities. The Program Office provides workforce planning activity oversight; supports approximately 750,000 DOD employees; and drives the strategic human capital planning process, including sharing best practices enterprise wide. The Program Office reports workforce planning outcomes to Congress and other stakeholders, and keeps stakeholders abreast of legislative requirements that drive workforce planning outcomes. The Program Office continually monitors the workforce planning process by providing a timeline for deliverables, training and communication plans, and expert consultation through its SHCPD Advisors. Communication and training efforts included:

- Ongoing Functional Community Advisory Group (FCAG) and Component Integrator Advisory Group (CIAG) Meetings. The Program Office engages the OFCMs and CIs through bimonthly and quarterly meetings to discuss workforce planning issues and requirements; in FY 2013-2014, meeting topics included annual reporting requirements, timelines, data analysis, MCO determination using a facilitated process, and sharing best practices and new initiatives.
- One- to two-day working sessions called “mini summits” for OFCMs, CIs, and Action Officers (AOs) that provided interactive training for environmental scans, data analyses, root cause analyses, and strategy development.
- Individual and group training sessions for new OFCMs, CFCMs, and CIs.
- Functional Community Manager Toolkits.

Functional Community Managers. Functional Community Manager 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 within their communities. CFCMs perform the same responsibilities at the Component level. Both seek to align the model process with DOD’s Planning, Programming, Budgeting, and Execution (PPBE) System in support of more efficient and effective resource allocations to meet mission requirements by submitting resource requirements through the Components’ Program Objectives Memorandum (POM).



Figure 2: FCM Workforce Planning Responsibilities

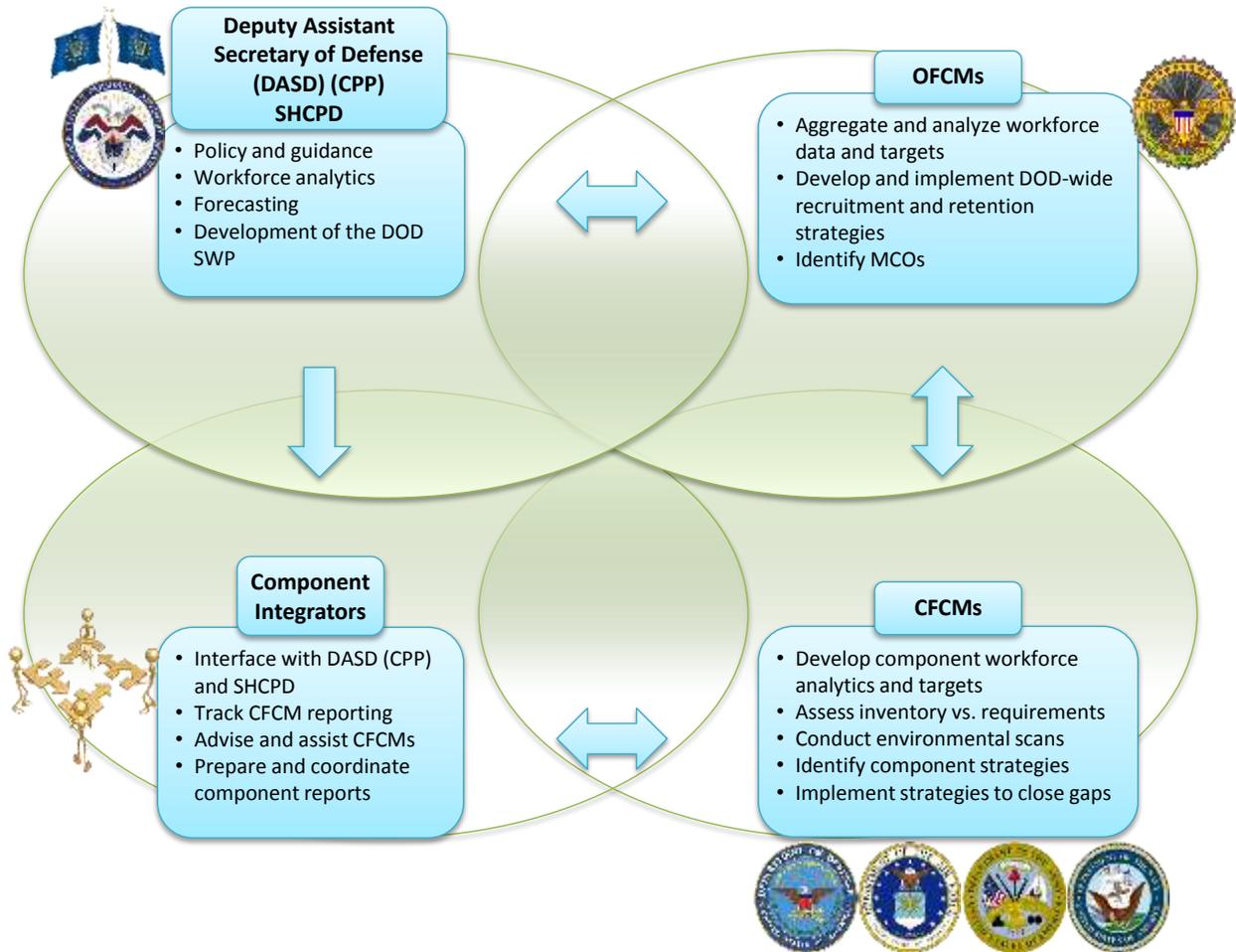


Component Integrators. CIs engage a collaborative team of CFCMs and representatives from HR, manpower, budget, and others to support strategic workforce planning. They consult with the CFCMs, OFCMs, and the Program Office to facilitate and achieve strategic results, and serve as the single point of contact on strategic human capital management issues for their Component.

Pulling It All Together. The DOD model and planning process with shared responsibilities for the preparation of functional community and Component reports is depicted in Figure 3 below.



Figure 3: Workforce Plan Reporting Process





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I. Set Direction



I. SET DIRECTION

Key Planning Milestone:

- Appoint/Engage OFCMs and CFCMs
- Link functional community workforce objectives to mission goals

Appoint/Engage OFCMs and CFCMs

The primary role of the OFCMs and CFCMs is to align and shape workforce requirements and the capacity to achieve DOD program goals and objectives. As leaders of specific missions and functions, OFCMs and CFCMs possess the fundamental institutional knowledge that feeds the strategic workforce planning process, such as the skills and competencies needed to meet the Department's current mission and emerging requirements and the workforce changes that could contribute to the growth or decline of those skills and competencies. OFCM and CFCM engagement is critical to ensuring that recruitment, retention, and development strategies are appropriate for addressing specific workforce gaps. Their engagement is also needed to drive the implementation of gap closure strategies across communities.

The FY 2014 DOD Rolling Wave Model workforce planning process began with a revalidation of OFCMs and CFCMs, some of whom continued their work from the FY 2012 cycle. Strong, effective leadership at the senior executive level is critical to the success of this process.

Link Functional Community Workforce Objectives to Mission Goals

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

Section 115b of Title 10, U.S.C. The Program Office has oversight for 22 statutory planning requirements outlined in section 115b of title 10, U.S.C. and are identified in the *Monitor Progress* section of this report on pages 76-78. Section 935 of the NDAA FY 2012 amended section 115b(b)(1)(A) 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 in that workforce based on expected losses due to retirement and other attrition.

DOD Strategy and Policy Guidance. Three primary sources are listed in Table 2 to support the overarching strategic workforce planning goal.

DOD Strategic Workforce Planning Goal FY 2014:

Ensure Mission Readiness of the Workforce¹

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
Quadrennial Defense Review Report, February 2010	Priority Objective 4: Preserve and Enhance the All-Volunteer Force (Includes enhancing the civilian workforce)
DOD Implementation Goals – Strategic Management Plan, FY 14-15	Business Goal 1: Optimize DOD personnel by developing and instituting policies and practices that focus on readiness and support for Service members, their families, those transitioning to veteran status, and civilian staff, in a constrained fiscal environment
DOD FY 14 Budget Overview – Performance	Strategic Objective 4. 4-2T: Train the total Defense Workforce with the right competencies

Additional Department sources include:

- DODI 1400.25, Volume 250, Department of Defense (DOD) Civilian Personnel Management Service (CPMS): Civilian SHCP: November 18, 2008
- Section 115b of title 10, U.S.C.
- FY 2012-2016 Strategic Plan, Office of the Under Secretary of Defense for Personnel and Readiness (OUSD [P&R]): February 2011

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



- USD (P&R) Memorandum Framework for DOD Strategic Workforce Planning and Enterprise Competency Management: October 27, 2011
- USD (P&R) Memorandum Enterprise Civilian Competency Management Framework Implementation: November 23, 2011

Additional external sources include:

- Society for Human Resource Management Future Insights, Alexandria, VA: February 2011
- U.S. Department of Labor, Bureau of Labor Statistics Employment Projections 2012-2022 Washington, DC: January 2014
- Society for Human Resource Management, Workforce Projections, Alexandria, VA: February 2011



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II. Analyze The Workforce



II. ANALYZE THE WORKFORCE

Key Planning Milestones:

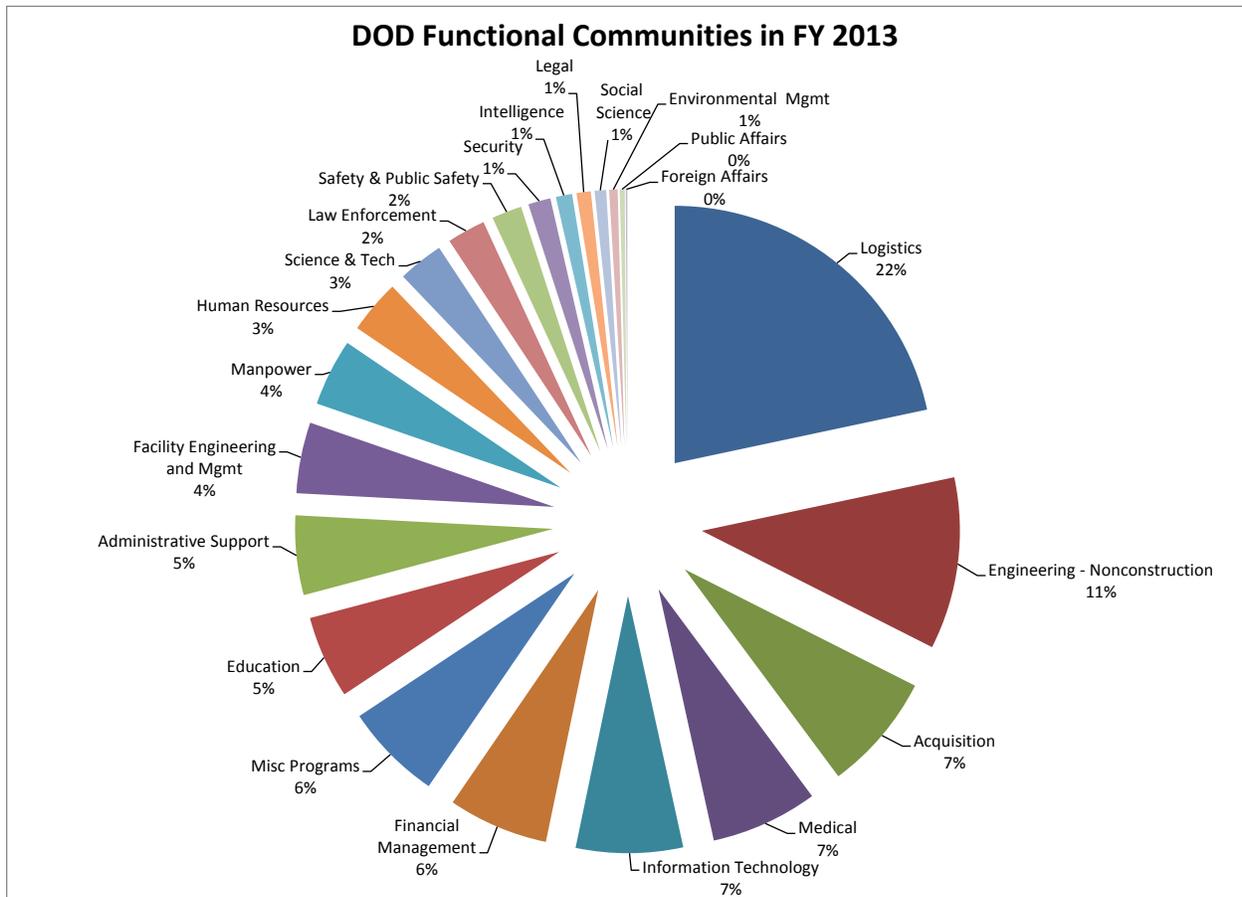
- Conduct environmental scan
- Assess workforce health
- Identify and assess workforce mix
- For Mission Critical Occupations:
 - Conduct staffing gap analysis
 - Conduct competency gap analysis
 - Identify recruitment and retention goals
 - Identify strategies to close gaps, including funding

Functional Community Development

DOD functional communities consist of related occupational series. The number of functional communities has grown since the FY 2010 reporting process to incorporate more occupational series and more of the DOD population. OFCMs and CIs were involved in several facilitated workforce planning sessions in FY 2012 to develop a new functional community management structure that aligned 93% of the DOD population (over 270 occupational series) within 22 functional communities as shown in Figure 4. FY 2014 efforts are underway to align currently unassigned occupational series within the functional community structure, which will increase the total population supported by the Department's strategic workforce planning efforts.



Figure 4. DOD Functional Communities in FY 2013



Source: DCPDS Date: September 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.

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 MCOs. In December 2013, the functional community Action Officers (AOs) engaged in a one-day scenario planning workshop that included refreshing the FY 2012 DOD-wide environmental scan. The refresh identified internal and external trends and evaluated their DOD human capital impacts, most of which were similar to those of FY 2012. Participants identified broad trends including the following highlights that provided a qualitative context in



the mini summits to support accurate staffing and competency forecasting and to assess the sufficiency of the current and projected workforce against manpower requirements.

As identified in the environmental scan, changing demographics show higher proportional losses of middle and higher management as approximately 22% of retirement-eligible employees left the organization. Economic considerations such as budget constraints, salary freeze, and sequestration reduced hiring, and the functional communities considered that candidates might begin to perceive the Federal Government as a less attractive employer in a fiscally challenged and politically negative climate. Funding has presented challenges for implementing employee development needed to strengthen the skills of a high-tenured workforce and pipeline development programs needed to close workforce gaps. Recruitment in the external labor market is changing, with skilled talent in all age groups seeking flexibility in their work schedules and location. Requirements are increasing to recruit, develop, and retain the advanced technological skills to counter cybersecurity threats.

The qualitative environmental scan provides critical input into future DOD workforce considerations, and it offers functional community AOs an enterprise-level forum to discuss how some of these challenges are impacting their functional communities. For additional information regarding environmental scans by functional community, refer to the appendices.

Scenario Planning

DOD has added scenario planning to expand upon the environmental scan inputs already incorporated in the Department's workforce planning approach. Scenario planning provides a picture of the potential futures for an organization by exploring the extremes that challenge an existing organizational model and could present potential risks. In the December 2013 scenario planning workshop, the functional community AO planning teams built 12 scenarios based on combinations of six potential drivers of impacts to DOD's workforce through FY 2017: internal supply and demand, budget constraints and sequestration, and geopolitical concerns and economic conditions. The goal of the workshop was to broaden the set of factors considered when developing strategies to close gaps. To that end, key areas of focus were identified to provoke consideration of the effective acquisition, development, deployment, and sustainment of the workforce to accomplish the mission under varying conditions in multiple potential futures. Participants identified potential opportunities to exploit, as well as threats to be monitored. Within functional communities, the planning teams developed prospective workforce views and identified strategies to address future challenges and mitigate potential risks more effectively.



Assess Workforce Health/Analyze Civilian Workforce Data

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 Corporate Management Information System (CMIS) which obtains information on regular (monthly) basis from the Defense Civilian Personnel Data System (DCPDS), a live system covering Appropriated Fund DOD civilian employees. DCPDS serves as the primary source for employment, assignment, and transactional data, 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 FY 2013 authorizations provided by the Defense Manpower Data Center (DMDC). These targets are supplied and approved by the Components and Defense Agencies. *Note that this report provides data from September 2009 through September 2013. All data for this report was generated in September 2013 from DCPDS.*

DOD-wide Demographics

Strength as of 30 September 2013

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

Table 3 provides a DOD demographics overview, and compares factors such as age, gender, prior military service, education, and retirement eligibility between MCOs and non-MCOs.



Table 3. DOD Civilian Demographics for FY 2013*

DOD Civilian Demographics for FY 2013

Workforce Size: Current Strength Totals	MCO		Non-MCO	
	Count	Percent	Count	Percent
End Strength	226,334		519,784	
Department of Army	73,949	33%	194,368	37%
Department of Air Force	51,801	23%	119,627	23%
Department of Navy	59,412	26%	136,337	26%
DoD Agencies (4th Estates)	41,172	18%	69,452	13%
% MALE	142,431	63%	350,310	67%
% FEMALE	83,903	37%	169,474	33%
% DISABILITY TARGETED	1,466	1%	3,671	1%
% DISABILITY NONTARGETED	15,325	7%	31,244	6%
% PRIOR MILITARY	100,503	44%	226,914	44%
Education				
ED - # WITH LESS THAN BACHELORS	95,171	42%	338,838	65%
ED - # WITH BACHELORS DEGREES	85,473	38%	111,295	21%
ED - # WITH MASTERS DEGREES	40,886	18%	58,767	11%
ED - # WITH DOCTORATE DEGREES	4,209	2%	9,094	2%
Planning Considerations				
% ELIG TO RETIRE CURRENT	27,309	12%	68,411	13%
% ELIG TO RETIRE NEXT YEAR	7,170	3%	15,299	3%
% ELIG TO RETIRE TWO TO FIVE YEARS	32,073	14%	67,639	13%
AGE - 29 & Under	16,114	7%	48,333	9%
AGE - 30 to 39	44,929	20%	99,989	19%
AGE - 40 to 49	62,359	28%	134,887	26%
AGE - 50 to 54	46,799	21%	97,107	19%
AGE - 55 to 59	32,862	15%	77,460	15%
AGE - 60 to 64	16,596	7%	42,565	8%
AGE - 65 and over	6,675	3%	19,443	4%
Career Level 1: GS 1-8 or Equiv.	7,273	3%	125,428	24%
Career Level 2: GS 9-12 or Equiv.	165,521	73%	315,785	61%
Career Level 3: GS 13-15 or Equiv.	53,540	24%	78,571	15%

Total DOD civilian workforce among MCOs and non-MCO occupational series: 746,118

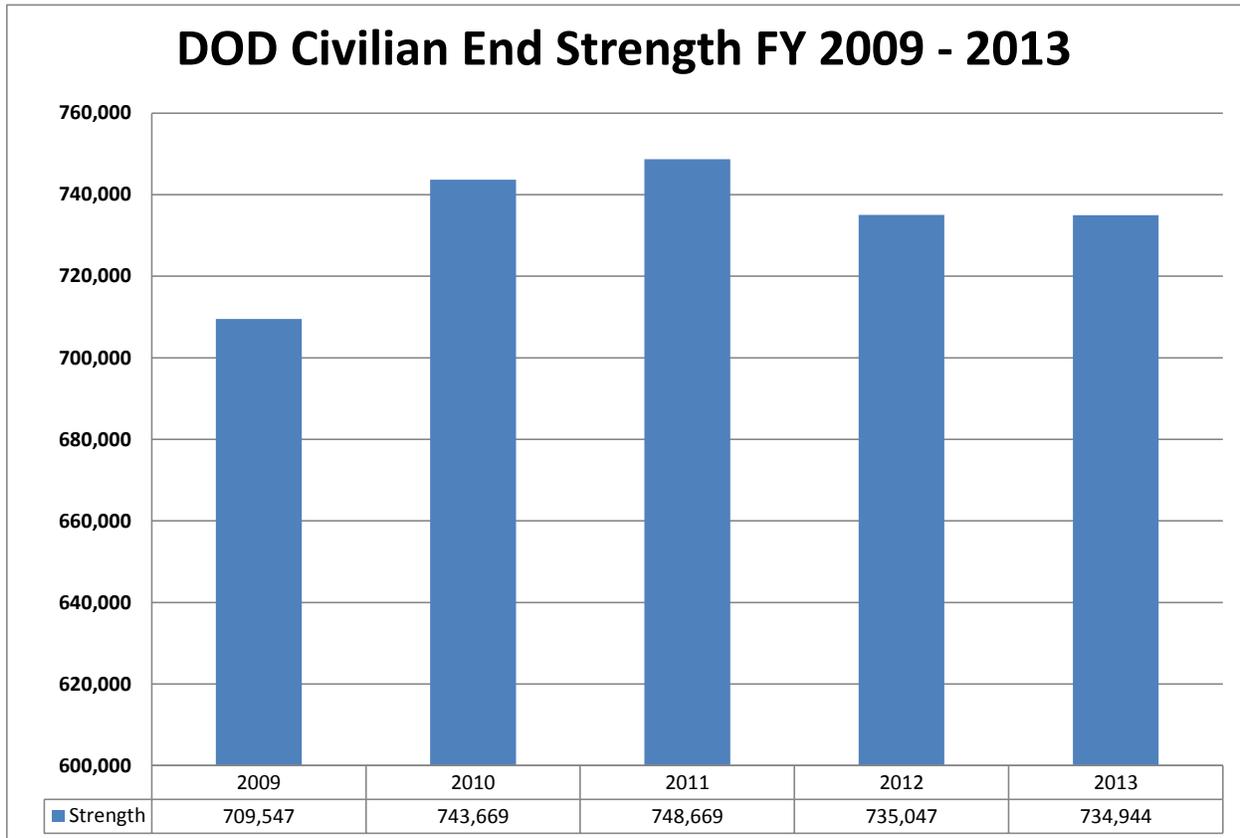
*Functional Community data is provided in the appendices.

Key Related Data Points:

- Gender, disability, prior military experience, age, and retirement eligibility are generally balanced between MCOs and non-MCOs.
- Employees in MCOs typically have a post-secondary degree.
- MCOs have a higher percentage of their employees at Career Level 3 (GS 13 - GS 15 or Equivalent).



Figure 6. DOD Civilian End Strength FY 2009-2013



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

Key Related Data Points:

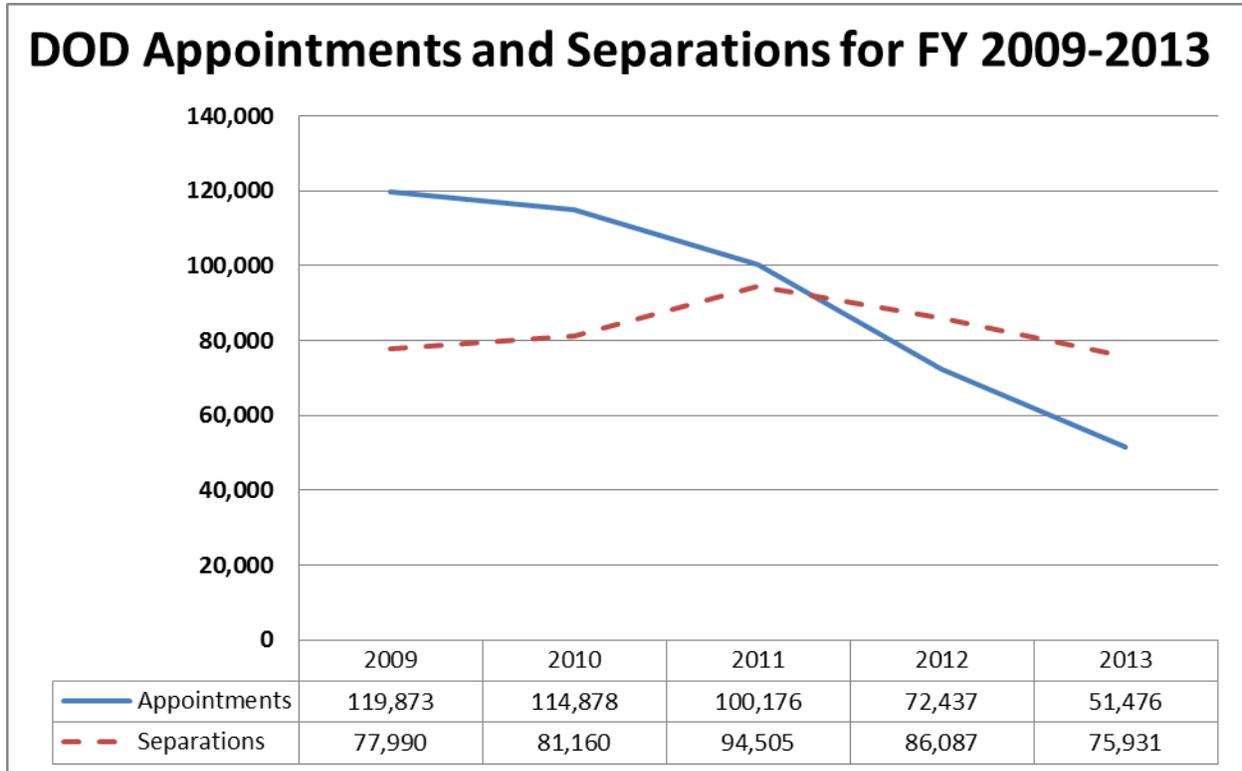
- DOD experienced a reduction in civilian personnel in FY 2012 due to targeted hiring freezes and budget restrictions.
- FY 2013 end strength remained very close to FY 2012 levels.

DOD Appointments (New Hires) and Separations

An analysis of workforce appointments (typically thought of as “new hires”) and separations (referred to as “attrition”) 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 7. DOD Appointments and Separations for FY 2009-2013



Source: DCPDS Date: September 2013

Key Related Data Point:

- Appointments and separations continued their downward trend in FY 2013 as a result of changes in requirements and budget constraints.

Hiring trends within the functional communities from FY 2009-2013 indicate 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, when DOD experienced fewer voluntary separations and retirements than usual. Several functional community representatives expressed concern that the increased workload to remaining employees, due to the current budget environment and wage freezes, may result in increased losses over the next several years.

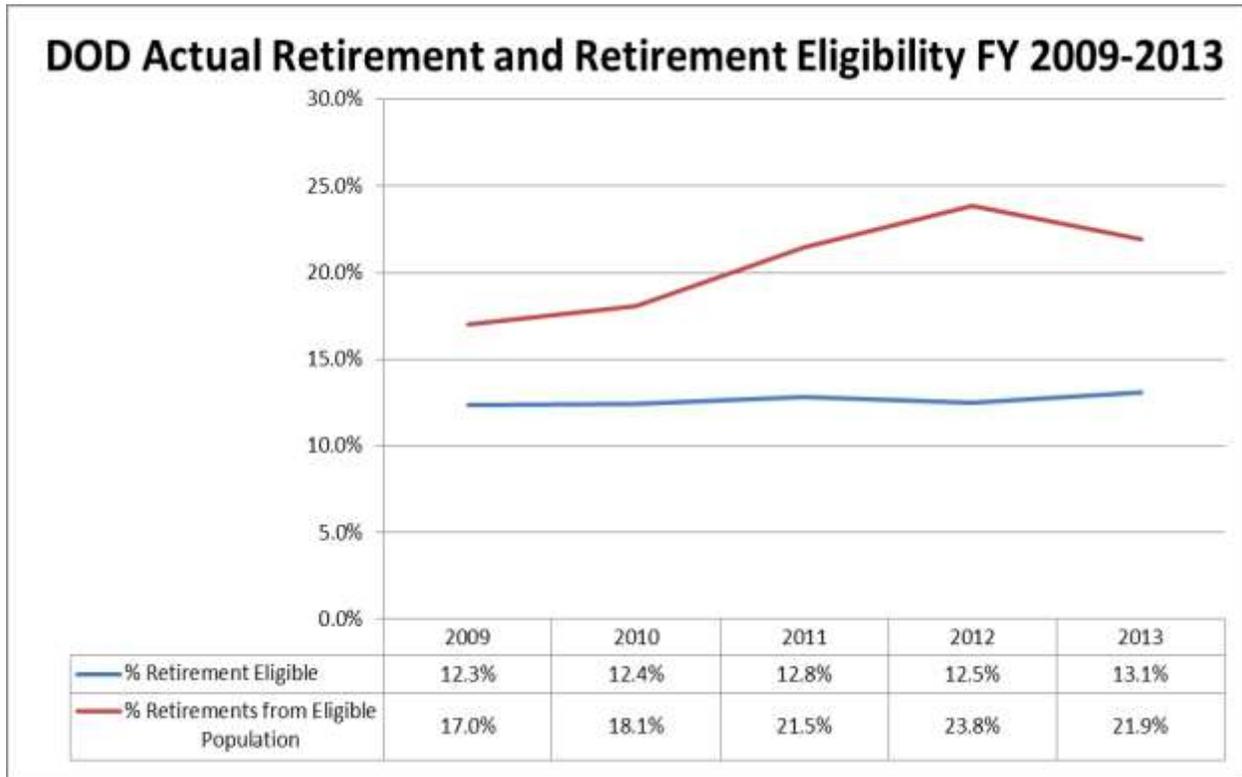
DOD Retirement Eligibility and Phasing

The need for 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 retirement eligibility date. Approximately 13% of DOD employees are retirement eligible in any given year. In FY 2013, approximately 22% of those eligible to retire actually retired.

Figure 8. DOD Actual Retirement and Retirement Eligibility FY 2009-2013



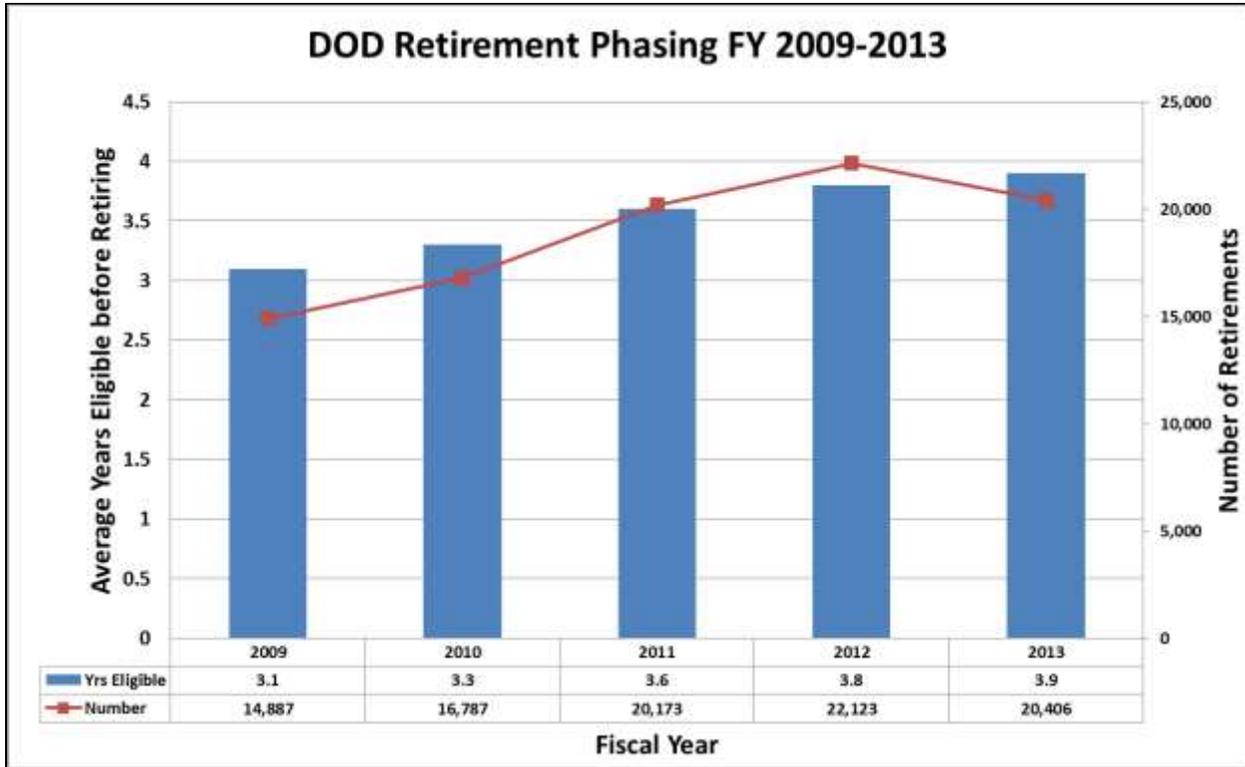
Source: DCPDS Date: September 2013

Key Related Data Points:

- The retirement-eligible population remained somewhat flat across FY 2009-2012 and experienced an uptick from FY 2012 to FY 2013.
- Actual retirements of eligible personnel declined in FY 2013 after a steady rise between FY 2010 and FY 2012.



Figure 9. DOD Retirement Phasing FY 2009-2013



Source: DCPDS Date: September 2013

Key Related Data Points:

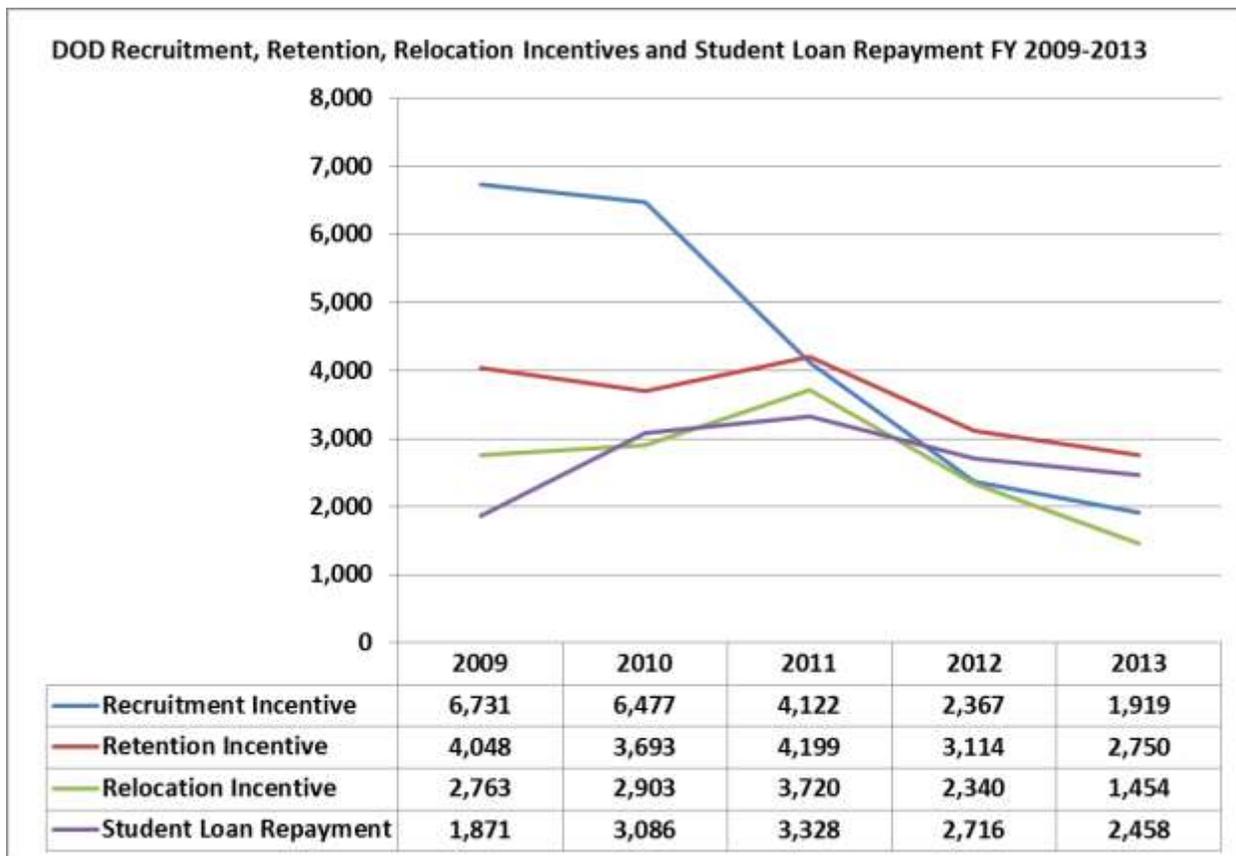
- DOD employees remain an average of three and one-half years beyond their retirement eligibility.
- More retirement-eligible employees remain beyond three and one-half years beginning in FY 2011.

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

Recruitment, retention, and relocation incentives are compensation flexibilities available to help Federal agencies recruit and retain a world-class workforce. An example is the Federal Student Loan Repayment Program, which 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 10. DOD Recruitment, Retention, Relocation Incentives, and Student Loan Repayment FY 2009-2013



Source: DCPDS Date: September 2013

Key Related Data Points:

- Base Realignment and Closure (BRAC) came to a close in 2012, reducing the use of relocation incentives.
- Budget constraints and reductions in hiring resulted in the decreased use of recruitment incentives.

Additional Items of Interest:

- More money is spent on retention than recruitment
- All categories significantly decrease from 2009-2013, except for student loan repayment. Student loan repayment had a slight increase in the past 4 years.

When labor market demand is high, 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.



Identify and Assess Workforce Mix

DOD mission success requires a well maintained, properly sized, and highly capable civilian workforce that aligns to mission and workload requirements. The civilian workforce complements and supports the military workforce by maintaining training and readiness levels and providing for the well-being of the All-Volunteer Force and their families. A strong civilian workforce guards against an erosion of DOD's corporate technical base, its skills and knowledge, and against an overreliance on contract services.

DOD has continued in its efforts to develop a systematic approach to meet the requirements of section 115b of title 10, U.S.C., specifically to complete a Total Force Mix (TFM) capabilities assessment aligned with the Rolling Wave Maturity Model. In FY 2012 DOD piloted a process to assess TFM capabilities using a test population consisting of three high-risk MCOs, with the objective to assess the mix of capabilities being delivered by the Government career civilian workforce, military personnel, and contract support against manpower requirements. The incompatibility of the personnel systems of record and the Inventory of Contracts for Services has impeded progress toward this objective. The technical solution for assessing total force capability versus manpower requirements does not currently exist, and will continue to be a focus of the Department's efforts leading to the FY 2016 report.

In the interim, the Department references the annual Defense Manpower Requirements Report (DMRR), prepared annually by the Office of the Assistant Secretary of Defense for Readiness and Force Management. This report provides the structure of the Armed Forces including the Service Components' military, civilian, and contractor assessments. More detailed information regarding DOD total force mix can be found in the DMRR.

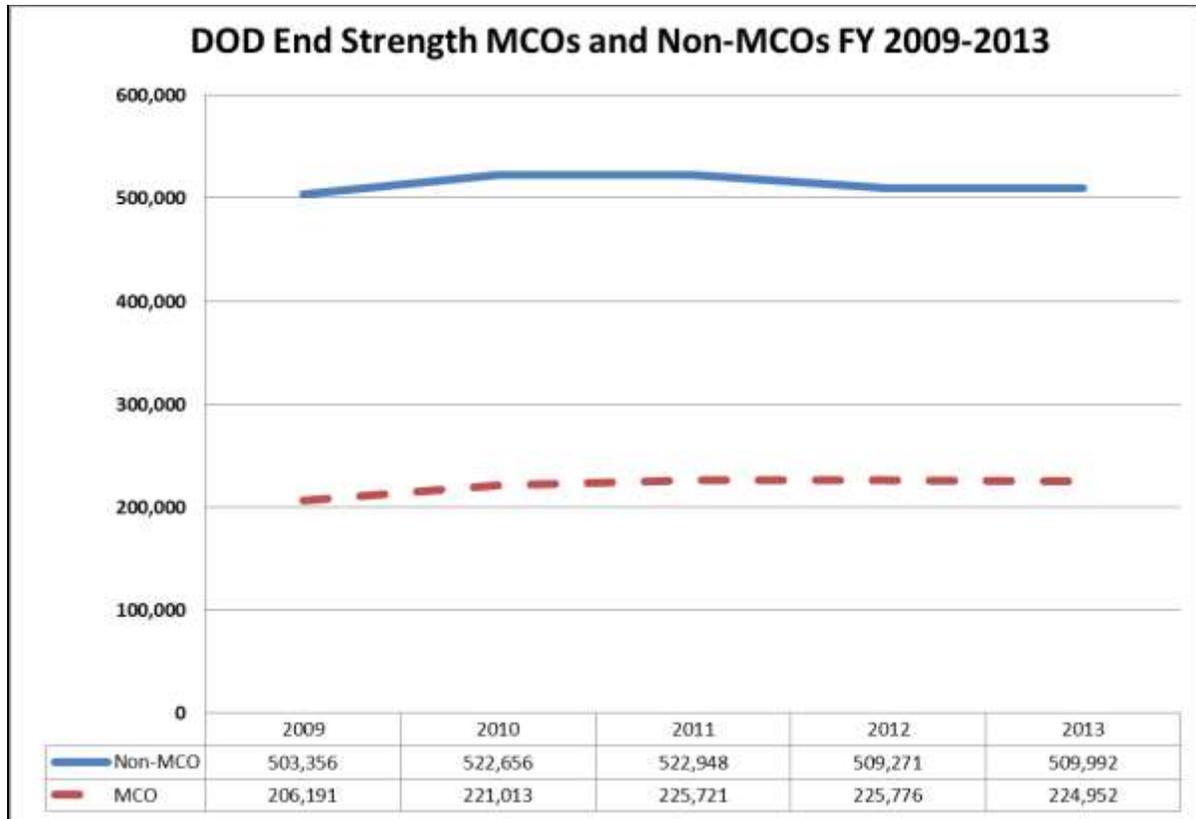
For MCOs: Conduct Staffing Gap Analysis

MCO Determination and High-Risk Ranking

MCOs represent occupations that have the potential to put a strategic program or goal with government-wide impact (across multiple CHCO agencies) at risk of failure due to human capital deficiencies. High-risk MCOs are those MCOs that are at the most risk for failure.



Figure 11. DOD End Strength MCOs and Non-MCOs FY 2009-2013



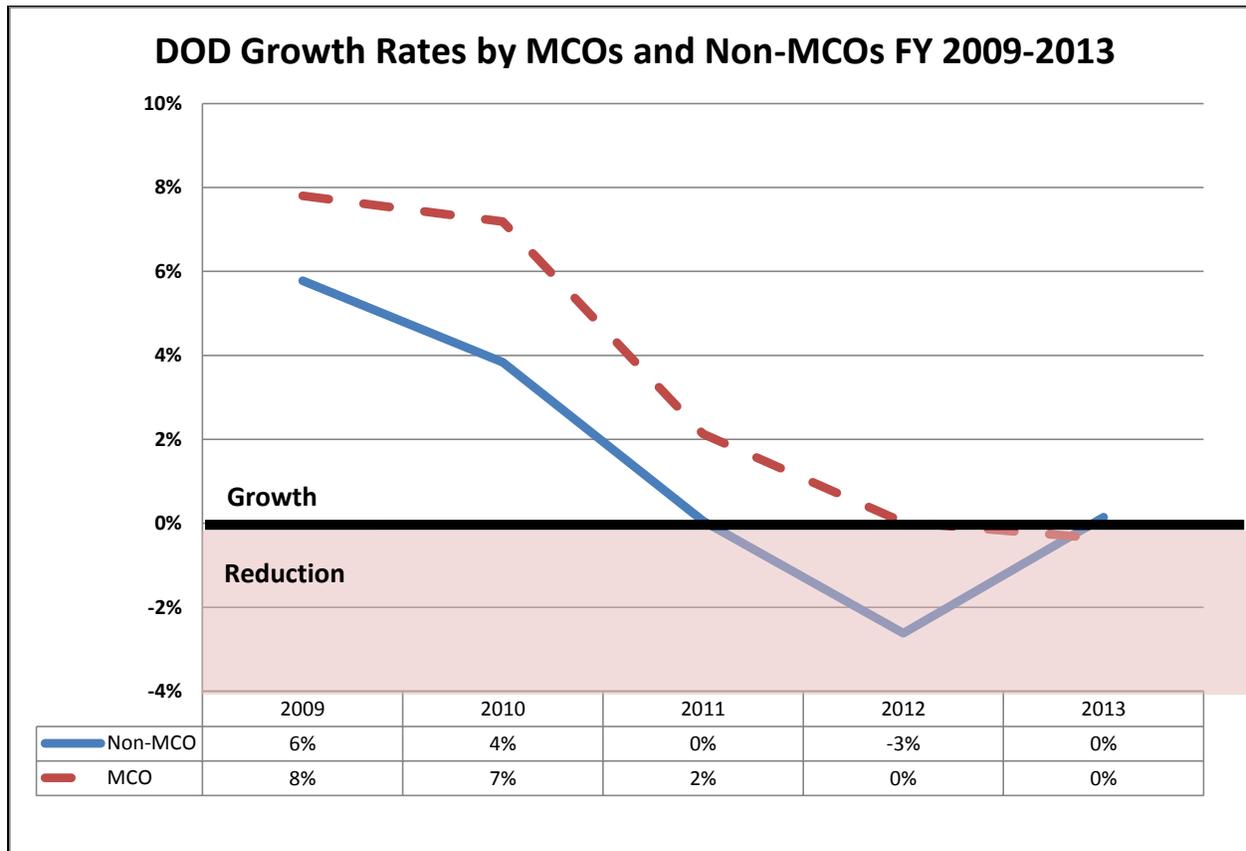
Source: DCPDS Date: September 2013, Excludes SES and Air Force Military Technicians

Key Related Data Points:

- Data reflects the changes in MCO and non-MCO civilian end strength numbers, and excludes the SES and Air Force Military Technician populations, which do not have manpower targets and are not managed for MCO gaps.
- The Non-MCO data incorporates 47,625 personnel in occupational series that are not yet assigned to a functional community.



Figure 12. DOD Growth Rates by MCOs and Non-MCOs FY 2009-2013



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

Key Related Component Specific Data Points:

- MCO growth continued, but at a declining rate, between FY 2009 to FY 2011.
- Non-MCOs experienced a steep reduction beginning in FY 2010 with more reductions in non-MCOs than MCOs in FY 2012.
- Growth rates from FY 2012 to FY 2013 were flat for both MCOs and non-MCOs.

Forecasting

For MCOs, functional communities incorporate forecasting in their staffing gap analysis to determine net gains or losses to the prior year-end onboard counts that will be needed to achieve future-year manpower targets. To forecast future losses, 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), as well as non-retirement events such as internal DOD transfers out of the occupational series, external



transfers to the non-DOD federal workforce, and resignations. The forecasted loss rates ultimately determine the direction of workforce planning to staff the workforce as required to achieve DOD missions. DOD developed the MCO Forecasting Tool, a user-friendly Excel-based 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. The tool and data are provided to the OFCMs to assist with skills/staffing gap analysis and strategy development. Table 4 below reports the results of the FY 2014 MCO staffing gap analysis.

Table 4: FY 2014 MCO Staffing Gap Analysis

FY 2014 MCOs	FY 2013 30 Sep Onboard	FY 2014 Target	FY 2014 Staffing Gap %	Numerical Difference Between FY 2014 Target and Onboard FY 2013	FY 2014 Projected Loss Total	FY 2014 Gain or Loss (-) Needed
Contracting Series, 1102*	23,689	23,884	-0.82%	-195	-2,427	2,622
Information Technology Management Series, 2210	35,776	36,200	-1.17%	-424	-3,783	4,207
Auditing Series, 0511	6,801	6,870	-1.00%	-69	-546	615
Human Resources Management Series, 0201	12,778	12,217	4.59%	561	-1,912	1,351
Fire Protection and Prevention Series, 0081*	8,538	10,266	-16.83%	-1,728	-662	2,390
Nurse Series, 0610*	9,184	8,412	9.18%	772	-1,198	426
Safety and Occupational Health Management Series, 0018	3,176	3,258	-2.52%	-82	-401	483
Security Administration Series, 0080	7,808	8,183	-4.58%	-375	-827	1,202
Foreign Affairs Series, 0130	499	552	-9.60%	-53	-47	100
Intelligence Series, 0132	6,736	7,974	-15.53%	-1,238	-737	1,975
Psychology Series, 0180	1,503	1,208	24.42%	295	-217	-78
Social Work Series, 0185	1,767	1,802	-1.94%	-35	-266	301
Logistics Management Series, 0346	18,508	17,794	4.01%	714	-2,358	1,644
Financial Administration Series, 0501	12,472	12,887	-3.22%	-415	-1,643	2,058
Accounting Series, 0510	4,743	4,991	-4.97%	-248	-751	999



FY 2014 MCOs	FY 2013 30 Sep Onboard	FY 2014 Target	FY 2014 Staffing Gap %	Numerical Difference Between FY 2014 Target and Onboard FY 2013	FY 2014 Projected Loss Total	FY 2014 Gain or Loss (-) Needed
Budget Analysis Series, 0560	6,949	7,650	-9.16%	-701	-1,421	2,122
Medical Officer Series, 0602	2,114	2,118	-0.19%	-4	-268	272
Pharmacist Series, 0660	953	890	7.08%	63	-103	40
Nuclear Engineering Series, 0840	2,134	2,074	2.89%	60	-164	104
Computer Engineering Series, 0854	3,355	3,233	3.77%	122	-263	141
Electronics Engineering Series, 0855	16,656	17,000	-2.02%	-344	-1,078	1,422
Computer Science Series, 1550	5,499	5,216	5.43%	283	-364	81
Equipment Services Series, 1670	5,978	5,779	3.44%	199	-856	657
Criminal Investigating Series, 1811	2,279	2,330	-2.19%	-51	-185	236
Quality Assurance Series, 1910	8,835	8,891	-0.63%	-56	-1,127	1,183
General Supply Series, 2001	2,863	2,876	-0.45%	-13	-489	502
Supply Program Management Series, 2003	3,237	3,328	-2.73%	-91	-669	760
Inventory Management Series, 2010	3,634	3,815	-4.74%	-181	-803	984
Transportation Specialist Series, 2101	1,463	1,492	-1.94%	-29	-275	304
Traffic Management Series, 2130	1,552	1,547	0.32%	5	-247	242
Transportation Operations Series, 2150	1,158	1,367	-15.29%	-209	-121	330

* Designated as a high risk MCO

Root Cause Analysis



The next step in the staffing gap analysis is to use a variety of root-cause analysis tools to determine the root causes of MCO staffing gaps. Functional communities with MCOs apply an evidence-based, structured approach to clearly define staffing gap problems, including factors such as their nature, magnitude, location, and timing, and then determine their underlying causes. They systematically analyze the top-level causes of each problem, and successively drill down to lower-level causes until they have reached a level judged to be sufficient for explaining the problem. Next a root cause tree is created to map the relationships between causes in order to validate the logic of the analysis. Final steps include conducting a series of four tests against the root cause tree to verify the validity of the causes and then prioritizing which root causes the functional community will address through their recruitment and retention strategies.

For MCOs: Conduct Competency Gap Analysis

Competency Management

The Department embarked on a rigorous plan for shaping the 21st-century workforce that includes an enterprise approach for competency management. This approach 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. The implementation of an enterprise competency management framework is critical to ensure a mission-ready civilian workforce.

To meet 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 and 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. For more information regarding the DOD Competency Management Framework, refer to the *Implement Strategy* section of this report.

Competency Gap Analysis

The Defense Competency Assessment Tool (DCAT) was developed in FY 2013 to assess civilian employee competency gaps. DCAT is an online tool used for the following:

- Assessment of enterprise civilian competency models
- Analysis of employee and supervisor assessment of current and target proficiency levels for occupational series-specific competencies
- Analysis of civilian competency proficiency gaps in each occupational series
- Maintenance of enterprise competencies

DCAT's FY 2014 initial operating capability focused on assessing current MCO competencies to evaluate DOD-wide competency gaps via a stratified random sample survey. A stratified random sample survey, rather than a census survey, assures the statistical accuracy of the survey and optimizes the use of resources. The Program Office data analysis methodology presents statistically valid results that can be practically interpreted for decision making to close competency gaps in DOD. The quantitative analysis results require review by subject matter experts (SMEs) within the functional communities to validate the outcomes of the competency development and assessment processes. The development and assessment of competencies and identification of competency gaps for MCOs continues and will take an additional workforce planning cycle to fully meet section 115b of title 10, U.S.C. requirements for competency gap reporting purposes.

Identify Recruitment and Retention Goals and Identify Strategies to Close Gaps

Each functional community with MCOs devises a combination of recruitment and/or retention strategies for gap closure based on three factors:

1. The size of the staffing gaps
2. The nature of the staffing problems identified
3. Priorities for addressing the staffing problems identified in the root cause analyses

Strategy development was conducted in FY 2014 in alignment with the Department's strategic goals and in the context of the functional communities' respective strengths, weaknesses, opportunities, and threats (SWOT) determined through a community-specific SWOT analysis. The SWOT analysis helped each community identify what they do well, opportunities, trends,



unique resources they can draw upon, limitations on their resources, improvements they can make in recruitment and retention processes, and potential threats and competition.

The functional communities completed a review of their FY 2013 strategy implementation and results, which is reported in the *Monitor Progress* section of this report. Of the 30 FY 2013 strategies, 19 were carried over into FY 2014. In addition, 15 new strategies were developed to result in a total of 34 strategies that are being implemented in FY 2014. The strategies that were carried over from FY 2013, as well as the new FY 2014 strategies, are detailed in the *Implement Strategies* section of this report.

Identify Funding to Implement Strategies

Functional communities continued to use a variety of recruitment, retention, and relocation incentives as well as the student loan repayment program during FY 2011 through FY 2013 in support of strategy implementation to close staffing gaps. Table 5 reflects the total use of these incentives and student loan repayments along with associated dollars. The most common incentive applied is for retention, with relocation incentives being the least used. The historical funding levels are used within functional communities at the component level to anticipate recruitment and retention costs associated with their workforce strategies.



Table 5: Cumulative Total Use of Incentives for the Three-Year Period FY 2011-2013

Cumulative Total Use of Incentives for the Three - Year Period FY 2011-2013

FUNCTIONAL COMMUNITIES		Recruitment Incentive	Retention Incentive	Relocation Incentive	Student Loan Repayment	Total
Acquisition	# Actions	208	374	767	1,871	3,220
	Average\$	\$ 9,676	\$ 10,685	\$ 11,633	\$ 8,443	\$ 9,543
Admin Support	# Actions	560	67	164	18	809
	Average\$	\$ 3,130	\$ 7,337	\$ 11,018	\$ 4,377	\$ 5,105
Education	# Actions	188	94	165	50	497
	Average\$	\$ 7,026	\$ 10,912	\$ 18,297	\$ 9,213	\$ 11,723
Engineering - NC	# Actions	2,041	193	932	2,738	5,904
	Average\$	\$ 6,619	\$ 12,122	\$ 16,205	\$ 5,292	\$ 7,697
Environmental Mgmt	# Actions	22	26	69	23	140
	Average\$	\$ 8,097	\$ 9,720	\$ 13,960	\$ 6,470	\$ 11,021
FEM-Salary	# Actions	379	72	1,163	265	1,879
	Average\$	\$ 11,034	\$ 17,037	\$ 15,332	\$ 4,969	\$ 13,069
FEM-Wage	# Actions	16	25	60		101
	Average\$	\$ 11,283	\$ 5,845	\$ 12,648		\$ 10,748
Fin Mgmt	# Actions	336	177	598	402	1,513
	Average\$	\$ 5,245	\$ 12,782	\$ 14,717	\$ 7,796	\$ 10,548
Foreign Affairs	# Actions	13	1	4	23	41
	Average\$	\$ 11,816	\$ 8,080	\$ 16,963	\$ 7,711	\$ 9,924
HR	# Actions	41	66	192	52	351
	Average\$	\$ 4,222	\$ 12,486	\$ 15,773	\$ 7,758	\$ 12,618
IT	# Actions	279	511	308	167	1,265
	Average\$	\$ 7,637	\$ 15,953	\$ 14,636	\$ 8,216	\$ 12,777
Intell	# Actions	273	22	81	67	443
	Average\$	\$ 7,798	\$ 6,333	\$ 12,646	\$ 8,630	\$ 8,738
Law Enf	# Actions	61	940	97	31	1,129
	Average\$	\$ 9,276	\$ 3,279	\$ 13,419	\$ 9,718	\$ 4,651
Legal	# Actions	31	25	73	104	233
	Average\$	\$ 12,133	\$ 18,621	\$ 15,613	\$ 7,755	\$ 11,965
Logistics-S	# Actions	230	187	441	473	1,331
	Average\$	\$ 9,037	\$ 9,191	\$ 16,418	\$ 8,548	\$ 11,331
Logistics-W	# Actions	320	104	144	16	584
	Average\$	\$ 3,301	\$ 5,953	\$ 11,849	\$ 1,643	\$ 5,835
Manpower	# Actions	159	64	310	240	773
	Average\$	\$ 8,392	\$ 12,531	\$ 15,761	\$ 8,094	\$ 11,598
Medical	# Actions	2,300	6,183	499	923	9,905
	Average\$	\$ 17,413	\$ 15,655	\$ 11,681	\$ 6,661	\$ 15,025
Misc Programs	# Actions	286	245	812	179	1,522
	Average\$	\$ 9,557	\$ 13,546	\$ 19,020	\$ 7,747	\$ 15,035
Other	# Actions	174	418	205	157	954
	Average\$	\$ 6,798	\$ 6,354	\$ 11,759	\$ 4,932	\$ 7,362
Public Affairs	# Actions	13	21	55	22	111
	Average\$	\$ 12,073	\$ 10,582	\$ 15,951	\$ 8,589	\$ 13,022
Safety & Public Safety	# Actions	13	89	124	21	247
	Average\$	\$ 8,076	\$ 6,004	\$ 13,353	\$ 6,983	\$ 9,886
Sci & Tech	# Actions	406	63	154	579	1,202
	Average\$	\$ 7,671	\$ 15,836	\$ 12,713	\$ 5,340	\$ 7,622
Security	# Actions	33	84	55	31	203
	Average\$	\$ 8,282	\$ 9,789	\$ 13,845	\$ 8,360	\$ 10,424
Social Science	# Actions	26	12	42	50	130
	Average\$	\$ 9,106	\$ 10,782	\$ 14,885	\$ 9,073	\$ 11,115
Total # Actions		8,408	10,063	7,514	8,502	34,487
Total Average\$		\$ 9,842	\$ 13,219	\$ 14,861	\$ 6,766	\$ 11,163
Total \$ Amount		\$ 82,749,192	\$ 133,027,494	\$ 111,669,092	\$ 57,525,834	\$ 384,971,612

Source: DCPDS Date: September 2013



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III. Implement Strategy



III. IMPLEMENT STRATEGY

Key Planning Milestones:

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

Deploy Recruitment and Retention Strategies to Close Gaps

The Department continues to implement strategies to address skills gaps in the DOD-wide MCOs. Table 6 contains a summary of selected activities and programs that directly support the Department's recruitment and retention challenges and address the requirements of section 115b of title 10, U.S.C. For more detail on the strategies that support the development, training, compensation, and motivation of the Department's civilian workforce in a specific MCO or functional community, refer to the respective functional community appendix.

A complete strategy should address these four elements to be effective:

1. **Scope:** The functional community should have some ownership of the strategy.
2. **Impact:** The strategy will affect a positive change in the environment within one to two fiscal years.
3. **Feasibility:** The functional community has direct resources to affect changes or can find the resources within the next fiscal year.
4. **Measurement:** The functional community can provide metrics for the implementation and performance of its strategies and then track progress.

In the FY 2014 Strategic Workforce Plan (SWP) assessment, 13 functional communities with MCOs established 34 strategies that address the Department's recruitment and retention gaps. Of the 34 strategies, 15 are newly developed strategies in FY 2014, and 19 are ongoing



strategies developed in FY 2013. Gap closure strategies, described in Table 6 below, are aligned in five HR lifecycle strategy categories (recruitment, selection, professional development, retention, and succession planning), and a sixth strategic workforce management category. The HR lifecycle is grounded in industry standards and is used as a best practice when monitoring HR activities ranging from talent recruitment to staff separation. The strategic workforce management category incorporates best practices to support strategic workforce planning, and cuts across the five HR lifecycle elements.

Table 6: Strategies to Develop/Train, Deploy, Compensate, and Motivate the Workforce

	Section 115b of Title 10, U.S.C.				
Strategy Category	Develop/Train	Deploy	Compensate	Motivate	Staffing Gap Detail
Recruitment	■	■	■	■	<p>Implement targeted recruitment programs to improve access to talent with critical skills.</p> <p>FY 2013 Strategies (Carried over into FY 2014)</p> <ul style="list-style-type: none"> • Engineering Non-Construction (NC) – Leverage recruitment incentives including its Engineering Educational Incentive Strategy, STEM Scholarships, Student Loan Repayment, and Ongoing Training and Advanced Degree Tuition Assistance programs. • Medical – Continue three strategies that support recruitment: 1. Expand the Job Seeker’s Online Toolkit; 2. Implement a broad-based Marketing Plan for the Military Health System (MHS); and 3. Update qualification standards to improve recruitment results. • Science and Technology – Continue two strategies: 1. Expand the use of Direct Hiring Authorities (DHA) to all Computer Science, 1550 positions; and 2. Expand the use of the Science, Mathematics and Research for Transformation (SMART) program for filling Computer Science Series, 1550 positions. • Law Enforcement – Increase efforts to recruit talent with IT/cyber-focused investigative skills



		Section 115b of Title 10, U.S.C.				
Strategy Category	Develop/Train	Deploy	Compensate	Motivate	Staffing Gap Detail	
Recruitment (continued)	■	■	■	■	FY 2014 Strategies (New) <ul style="list-style-type: none"> Logistics – Pursue the professionalization of Life Cycle Logisticians through a positive education requirement in support of its recruitment strategy. Human Resources – Undertake two new recruitment strategies: 1. Develop civilian HR pipeline programs to attract and retain marketable personnel and encourage the development of enterprise-wide competencies; and 2. Define competency-based enterprise-wide questions for USAJOBS positions to create a more user-friendly application process and lead to better candidates for the 0201 CIV series. Safety and Public Safety – Deploy two new strategies to strengthen recruitment: 1. Revise questions on USAJOBS advertisements to incorporate competency requirements; and 2. Develop a communication model for Fire Protection and Prevention, 0081 skill sets. 	
Selection		■	■		Apply strategies to hire quality employees quickly and expertly through updated job requirement specifications and improved selection criteria and tools. FY 2013 Strategies (Carried over into FY 2014) <ul style="list-style-type: none"> Safety and Public Safety – Undertake an OPM-led update to the Safety and Occupational Health Management, 0018 Classification Standards. These standards lead to hiring and maintaining professional staff qualified to meet the Community’s current mission requirements. FY 2014 Strategies (New) <ul style="list-style-type: none"> There are no new selection strategies. 	



		Section 115b of Title 10, U.S.C.				
Strategy Category	Develop/Train	Deploy	Compensate	Motivate	Staffing Gap Detail	
Professional Development	■	■		■	<p>Reduce the gap between the current competencies required and those held by the workforce.</p> <p>FY 2013 Strategies (Carried over into FY 2014)</p> <ul style="list-style-type: none"> Logistics Functional Community – Expand career broadening training/developmental assignments for mid- and senior-level civilians, including cross-functional within Component; exchange programs between Components; and logistics assignments at the strategic level. Financial Management – Develop and implement the DOD FM Certification Program. Foreign Affairs – Decentralize use of external rotations to foster career broadening and expand the competencies of its personnel. Security – Develop a Security Professional Certification Program and career roadmaps for employee development and advancement. Engineering (NC) – Continue, and expand as appropriate, rotational programs that broaden workforce knowledge and experience at an accelerated rate. Law Enforcement – Leverage an existing program to develop IT/cyber-focused investigative skills needed to address emerging cyber forensic concerns. <p>FY 2014 Strategies (New)</p> <ul style="list-style-type: none"> Law Enforcement – Develop future leaders prepared with the requisite technical skills to lead and guide the workforce. 	
Retention	■	■		■	<p>Leverage day-to-day responsibilities to create an environment that will challenge personnel, thus increasing retention in the functional community.</p> <p>FY 2013 Strategies (Carried over into FY 2014)</p> <ul style="list-style-type: none"> Safety and Public Safety – Assess need for medical qualification and fitness standards to provide consistency in approach and application in support of retaining a fit and ready workforce. 	



		Section 115b of Title 10, U.S.C.				
Strategy Category	Develop/Train	Deploy	Compensate	Motivate	Staffing Gap Detail	
Retention (continued)	■	■		■	FY 2014 Strategies (New) <ul style="list-style-type: none"> Foreign Affairs – Retain a high-quality workforce of all grades through incentives such as language training, culture training, and regional familiarization. Human Resources – Develop employee recognition incentives for HR professionals who demonstrate proficiency in needed future competencies. Medical Community – Leverage marketing/survey tools to identify the root causes of losses in the Nurse Series, 0610 and build further strategies to address the root causes. Science and Technology – Create opportunities for knowledge transfer for early career personnel, such as non-directional mentoring, and rotating project teams. 	
Succession Planning	■	■	■	■	Implement management practices that lay the groundwork to ensure future workforce sufficiency and readiness. FY 2013 Strategies (Carried over into FY 2014) <ul style="list-style-type: none"> Medical Community – Develop and implement a suite of succession planning initiatives for the high-risk MCO Nurse Series, 0610 including developing career pathways for nurses, updating qualification standards, and conducting compensation studies. FY 2014 Strategies (New) <ul style="list-style-type: none"> There are no new Succession Planning strategies. 	



		Section 115b of Title 10, U.S.C.				
Strategy Category	Develop/Train	Deploy	Compensate	Motivate	Staffing Gap Detail	
						Strategic Workforce Management

The Functional Community Managers and DOD Component leadership will continue to monitor the effectiveness of the strategies through implementation timelines, project and communication plans, progress metrics, and reporting procedures.



Develop Competency Models

In FY 2012, the Program Office developed a Competency Management Framework to provide a consistent approach for DOD competency modeling and assessment to address section 115b of title 10, U.S.C. requirements and the implementation of DCAT. The DOD Competency Management Framework does the following:

- Provides a common enterprise competency definition and taxonomy
- Defines the technical, non-technical, and Component-specific 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 Actions

- As of the end of FY 2013, there were 68 competency models, of which 32 models are for the MCOs. The Program Office will continue developing competency models for major civilian occupations with support from the functional communities and Components.
- A 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 processes; responsibilities of the Program Office, OFCMs, CFCMs, and CIs; and overarching governance structure).
- With the deployment of DCAT, the Program Office will maintain enterprise competencies and assess civilian employee competency gaps and strengths.

Course of Action. The development 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 technical competencies for major occupations, including newly identified MCOs, across the civilian workforce
- Refresh competency models as appropriate to ensure currency to the civilian workforce
- Assess workforce competency gaps and strengths through DCAT
- Develop strategies to close workforce competency gaps
- Track competency gaps and progress towards gap closure
- Provide analysis of future competency needs
- Stay abreast of occupational series' trends to determine emerging workforce competencies

Competency Management Framework Implementation Plan

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

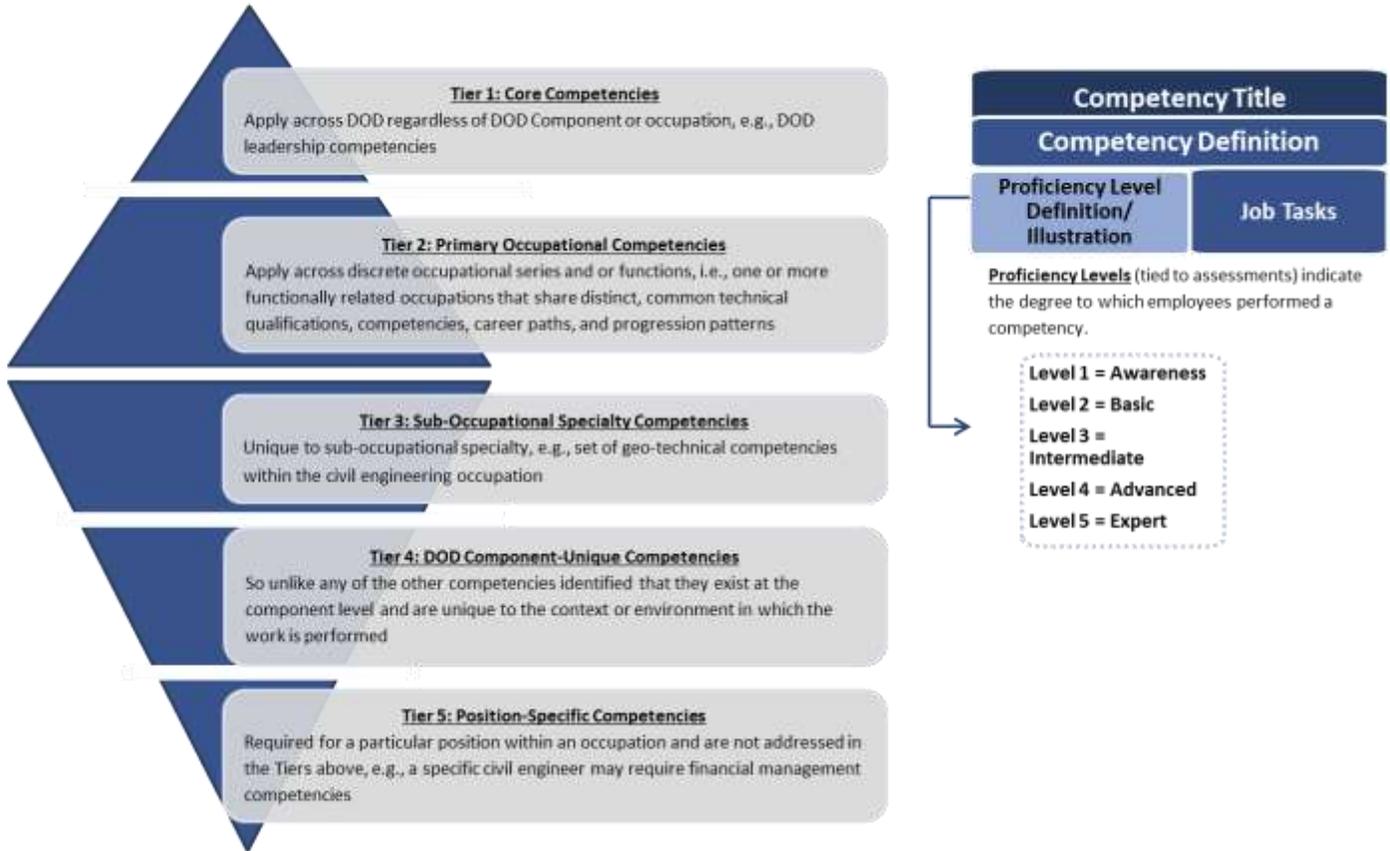
1. Implement a Common Taxonomy

A common taxonomy (Figure 13) 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. DOD-wide Competency Taxonomy

DOD-wide Competency Taxonomy



2. Develop and Assess Competency

The Program Office is partnering with OFCMs and CFCMs to identify DOD technical competencies for mission critical and other major occupations. For most occupations, required competencies are defined in “competency models”, and in some Medical occupations, the competencies are managed via medical credentialing or licensure requirements which are counted as having competency models in place. As of the end of FY 2013, DOD has 68 competency models of which 32 are for MCOs, and 36 for non-MCOs and occupational series parenticals. As competency models are developed, content will be loaded and retained in the DCAT for gap assessment and enterprise management.



Table 7A. MCO Competency Models Developed

Functional Community	Mission Critical Occupations
Acquisition	1102 – Contracting Series 1910 – Quality Assurance Series
Engineering (Non-Construction)	0840 – Nuclear Engineering Series 0854 – Computer Engineering Series 0855 – Electronics Engineering Series
Financial Management	0501 – Financial Administration and Program Series 0510 – Accounting Series 0511 – Auditing Series 0560 – Budget Analysis Series
Foreign Affairs	0130 – Foreign Affairs Series
Human Resources	0201 – Human Resources Management Series
Information Technology	2210 – Information Technology Management Series and Enterprise Architecture (Parenthetical)
Intelligence	0132 – Intelligence Series and Counterintelligence (Parenthetical)
Law Enforcement	1811 – Criminal Investigating Series
Logistics	0346 – Logistics Management Series 1670 – Equipment Services Series 2001 – General Supply Series 2003 – Supply Program Management Series 2010 – Inventory Management Series 2130 – Traffic Management Series 2150 – Transportation Operations Series 2101 – Transportation Specialist Series
Safety & Public Safety	0017 – Explosives Safety Series 0018 – Safety and Occupational Health Management Series 0081 – Fire Protection and Prevention Series
Science & Technology	1550 – Computer Science Series
Security	0080 – Security Administration Series



Table 7B: MCO Competency Management via Credentialing or Licensure Requirements	
Functional Community	Mission Critical Occupations
Medical	0180 – Psychology Series 0185 – Social Work Series 0602 – Medical Officer Series 0610 – Nurse Series and Psychiatric Nurse (Parenthetical) 0660 – Pharmacist Series
<p>MCOs in this table have been exempted from competency model development and assessment. These occupations are required to meet stringent criteria, including passing examinations of mandated graduate-level programs; supervised practice or internships; state licensure; professional credentials and local privileges to practice in DOD medical treatment facilities. Use of certification, licensing, and credentialing is a long-standing practice of the Medical Community within DOD and offers a uniform process that allows the community to apply consistent standards for selection, development, and recognition. Currently, the Medical Community utilizes credentialing to identify and recognize required knowledge, skills, and abilities of occupations within its scope of oversight and management. Occupation specific criteria for Federal Government civilians employed within DOD medical treatment facilities exist for Physicians, Pharmacists, Licensed Clinical Psychologists, Licensed Clinical Social Workers, Physician Assistants, and Nurses.</p>	

Table 8A. Non-MCO Competency Models Developed

Functional Community	Occupational Series
Administrative Support	0303 – Miscellaneous Clerk & Assistant Series 0318 – Secretary Series
Education	1702 – Education and Training Technician Series
Engineering (Non-Construction)	0801 – General Engineering Series 0802 – Engineering Technical Series 0856 – Electronics Technical Series
Environmental Management	0401 – General Natural Resources Management and Biological Sciences Series
Facilities Engineering and Management	0810 – Civil Engineering Series
Financial Management	0503 – Financial Clerical and Assistance Series 0505 – Financial Management Series 0525 – Accounting Technician Series 0530 – Cash Processing Series 0540 – Voucher Examining Series 0544 – Civilian Pay Series 0545 – Military Pay Series 0561 – Budget Clerical and Assistance Series
Law Enforcement	0083 – Police Series



Functional Community	Occupational Series
Logistics	2005 – Supply Clerical and Technician Series 2030 – Distribution Facilities and Storage Mgmt Series 2102 – Transportation Clerk and Assistant Series 2131 – Freight Rate Series 2151 – Dispatching Series
Manpower	0343 – Manpower Analyst (Parenthetical)
Security	0086 – Security Clerical and Assistance Series
Social Science	0101 – Social Science Series 0188 – Recreation Specialist Series 0189 – Recreation Aid and Assistant Series
Unassigned	0599 – Financial Management Student Trainee Series

Table 8B: Non-MCO Competency Management via Medical Credentialing and Licensure Requirements	
Functional Community	Occupational Series
Medical	0603 – Physician Assistant Series 0633 – Physical Therapist Series 0662 – Optometrist Series 0665 – Speech Pathology and Audiology Series 0680 – Dental Officer Series
As with the MCOs discussed in Table 7B, these occupations are required to meet stringent criteria, including passing examinations of mandated graduate-level programs; supervised practice or internships; state licensure; professional credentials and local privileges to practice in DOD medical treatment facilities.	

3. Revise DODI 1400.25 DOD Civilian Personnel Management System Volume 250, Civilian Strategic Human Capital Planning (SHCP), November 18, 2008

In its current state, DODI 1400.25, Volume 250 provides broad policy for strategic human capital workforce planning. The DODI is being revised to incorporate the NDAA 2008 legislative requirements codified into law, section 115b of title 10, U.S.C. requirements, and policy guidance issued in the following USD (P&R) memos: Framework for Department of Defense Civilian Strategic Workforce Planning and Enterprise Competency Management, October 2011; and Enterprise Civilian Competency Management Framework Implementation, November 2011.

4. Develop Career Roadmap Methodology

Career roadmaps are a natural progression of the Department’s competency efforts. Once the development and assessment of competencies is completed, an enterprise career roadmap



methodology can be developed for occupations to provide a path for professional development that can link to career goals. The fundamental elements of career roadmaps are as follows:

- 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 employee potential and effectiveness by providing pathways for individuals to manage and reach career goals. The Program Office will consult with OFCMs to identify best practices for developing an enterprise-wide career roadmap methodology.

Deploy Competency Models in 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 developed DCAT in FY 2013 and deployed it in FY 2014. As the Department's enterprise competency management system, the DCAT:

- Supports competency gap analysis reporting at the DOD enterprise, functional community, and Component levels
- Assesses critical technical competencies needed now and in the future
- Provides an authoritative repository for enterprise competencies
- Identifies emerging occupational competencies
- Manages an inventory of MCO competencies
- Supports hiring and selection assessment questionnaires

As a web-based tool, DCAT collects and electronically stores enterprise-wide competency data. It provides basic metrics such as average proficiencies, targets, and importance ratings of competencies. DCAT includes a built-in statistical summary tool, the results of which can be converted into Excel format for data analysis. Additional analysis by the Program Office aggregates results by employee career level and by Component.



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IV. Monitor Progress



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

In the 12 months since publication of the previous DOD Strategic Workforce Plan for FY 2013-2018, functional communities have produced measurable results to close skill gaps in identified MCOs. The FY 2013 gap closure strategies focused on eight critical areas: training/certification programs, recruitment/hiring flexibilities, hiring incentive programs, improved data retrieval methods, classification revision, employee career mapping, policy development, and career broadening. These focus areas yielded 30 strategies across the 13 functional communities in which the 32 MCOs are aligned.

As shown in Table 9, the functional communities fully closed 5 strategies and carried forward 19 of them into FY 2014 plan execution. Seven strategies were either discontinued or not pursued. Functional community representatives closed strategies that focused on completed projects or initiatives that would not require additional manpower or effort. The Medical, Information Technology, and Human Resources functional communities all succeeded in closing strategies.



Table 9. Overall Strategy Assessment – FY 2013 SWP Strategies

Functional Community	Number of Strategies	Overall Assessment of Strategy to Close Skills Gaps	Number of Strategies Completed/ Closed FY13	Number of Strategies Discontinued or Not Pursued	Number of Strategies Carried Over Into Next Reporting Cycle
Engineering (NC)	2	Yes	0	0	2
Financial Management	1	Yes	0	0	1
Foreign Affairs	1	Yes	0	0	1
Human Resources	2	Yes	2	0	0
Logistics	1	Yes	0	0	1
Medical	9	Yes	1	3	6*
Safety and Public Safety	2	Yes	0	0	2
Science and Technology	2	Yes	0	0	2
Security	1	Yes	0	0	1
Information Technology (IT)	3	Yes	2	0	1
Law Enforcement	2	Yes	0	0	2
Intelligence	4	Yes	0	4	0
Total	30	All	5	7	19*

*Note: The Medical Community split 1 FY 2013 strategy into 2 strategies to be carried over into FY 2014, increasing both the Medical and Total counts of strategies carried over into the next reporting cycle from 5 to 6, and from 18 to 19, respectively.

The Medical Community completed the refresh of its strategic plan, keeping human capital on the forefront of the mission. Progress also was achieved on the HR Functional Community strategy to improve data retrieval methods by developing standard position titles. HR has completed the standardization of more than 22,000 titles, thus enabling the community to conduct more focused analyses and to better identify skills gaps. The Medical Functional Community also continues its efforts to standardize position titles within MHS. HR achieved its goal to enroll 51% of Human Resources Management Series, 0201 (Civilian) employees in OPM's HR University, closing its second strategy. The Information Technology Community was



successful in maximizing the use of IT/cyberspace hiring flexibilities and leveraging internship and developmental programs, and has closed these two FY 2013 strategies.

Recruitment and hiring programs comprised the largest number of strategies in FY 2013. Six functional communities implemented these types of strategies and they are showing results in closing skill gaps at the Component service level. The Engineering (NC) Functional Community, though undergoing a partial hiring freeze, focused on mentoring programs, intern and associate programs, social/professional media outlets, and local reassignment of current staff. The Medical Functional Community implemented a Job Seeker’s Online Toolkit and social media site designed to target recruits for the harder-to-fill medical positions. The attributes and ease of hiring under the Expedited Hiring Authority is promoted on the site, thus easing the hiring of new candidates.

The Safety and Public Safety, Information Technology, Intelligence, and Medical Functional Communities have focused on developing and codifying workforce policies. These policies are developed at the enterprise level and are implemented by the DOD Components.

Six of the 13 functional communities that have MCOs developed strategies focused on training and certification programs. The Financial Management Community's goal was to implement 10% of the FM Active Component members into the FM Certification Program by the end of FY 2013. By the end of the first quarter FY 2014 the goal was met with 5,161 implemented into the Program. Additionally, the FM community published DODI 1300.26, Operation of the DoD Financial Management Certification Program, on November 20, 2013 and completed the FM Online and FM Mylearn websites. The HR Functional Community has enrolled more than half of its over 9,000 Human Resources Management Series, 0201 (Civilian) employees in training concerning various HR specialties through the OPM-sponsored HR University.

Table 10 contains detailed information about strategy implementation progress across all of the functional communities which have MCOs.

Functional community training strategies align with the Federal Employee Viewpoint Survey item “My training needs are assessed.”

Six of the 13 functional communities that have MCOs developed strategies focused on training and certification programs.



Table 10. FY 2013 Workforce Gaps and Recruitment and Retention Strategies Consistent with Section 115b of Title 10, U.S.C.

Strategy Type					Staffing Gap Detail	Applied Recruitment and Retention Strategies Made Progress or Closed Gaps
	Develop/Train	Deploy	Compensate	Motivate		
Training / Certification Programs	■	■		■	<p>Reduce the gap between current competencies required and those held by the workforce:</p> <ul style="list-style-type: none"> Financial Management and Human Resources Management Functional Communities are both seeking to implement training and certification programs across DOD. Medical Functional Community seeks to leverage the leadership curricula developed by the Joint Medical Executive Skills Institute (JMESI) throughout the Components to promote executive management core competencies in the Medical Functional Community. 	<ul style="list-style-type: none"> ✓ FM made available over 1,700 e-Catalog courses that align to DOD, FM, and leadership competencies. ✓ FM developed an additional 29 Learning Management System courses linked to individual certification completion. ✓ More than half of the HR Management, 0201 (Civilian) Series is enrolled in OPM’s HR University. ✓ Medical Functional Community realigned the JMESI leadership development strategy to Shared Service Medical Education and Training.
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"> Maximize the use of various IT and Cybersecurity hiring flexibilities. Law Enforcement Functional Community seeks to target recruitment related to cyber forensics. Use Direct Hiring Authorities to hire top talent in functional communities where there is a critical shortage of candidates to meet continued staffing requirements. 	<ul style="list-style-type: none"> ✓ IT Functional Community used DHA and Schedule A Cybersecurity Hiring Authority across the Department. ✓ Law Enforcement Functional Community assessed Criminal Investigating Series, 1811 skills inventory against future years’ requirements and is implementing strategies to recruit personnel with requisite cyber forensics skills. ✓ Science and Technology Functional Community successfully on-boarded 735 new hires using DHA. ✓ Enterprise wide, DOD recruited 1,800 new employees into Federal service using the Pathways Program.



Strategy Type	Develop/Train	Deploy	Compensate	Motivate	Staffing Gap Detail	Applied Recruitment and Retention Strategies Made Progress or Closed Gaps
	■	■	■	■		
Hiring Incentive Programs – tuition payback/ scholarship	■	■	■	■	<p>Leverage and utilize Scholarship, Student Loan Repayment, Ongoing Training, Advanced Degree Tuition Assistance, and other approved incentive hiring programs to attract and retain top talent:</p> <ul style="list-style-type: none"> • The Science and Technology Functional Community will expand use of Science, Mathematics & Research for Transformation (SMART) program for filling MCO Computer Science Series, 1550 positions. • The IT Community is applying Information Assurance Scholarship Program Funds for student recruiting in critical areas of interest during the FY14-15 academic year. • The Medical Functional Community is continuing to use tuition payback program for recruitment of talent and retention of current staff. 	<ul style="list-style-type: none"> ✓ S&T Community at Air Force Research Lab utilized more than 13% of its SMART allocations to fill Computer Scientist, 1550 positions and used DHA to fill 52% of its Computer Scientist, 1550 positions. ✓ IT Functional Community recruited 44 new students into the Information Assurance Scholarship Program in addition to the 57 returning students. ✓ Medical Functional Community utilized \$1.9M to retain employees for continued service. ✓ Enterprise wide, DOD approved \$31M hiring incentive/student loan programs to 3,146 employees—\$11M distributed to the student loan program supporting 1,596 employees.
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"> • 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. 	<ul style="list-style-type: none"> ✓ Intelligence Functional Community closed their Exit Survey and Why Stay Interview strategy prior to publication of the FY 2013-2018 report —no update to status required. ✓ HR Functional Community has standardized 22,000 titles within all the Service Components for series 0201, 0203, and 0260 — making it possible to improve workforce planning, analysis, and forecasting efforts across the DOD HR enterprise. ✓ Medical Community continues to make strides to standardize all 35 occupational medical related series of which five are MCOs.



Strategy Type	Develop/Train	Deploy	Compensate	Motivate	Staffing Gap Detail	Applied Recruitment and Retention Strategies Made Progress or Closed Gaps
	■	■	■	■		
Revised 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"> • The Safety and Public Safety Functional Community requests publication of a new classification standard for the Safety and Health Management Series, 0018. • The Medical Functional Community requests to update OPM qualification standards for the 30 healthcare occupations covered by the Civilian Healthcare Occupations Sustainment Project (C-HOSP) to address state-of-the-art technology. 	<ul style="list-style-type: none"> ✓ Safety and Public Safety Functional Community continues to assess the need for updates to 0081 medical and fitness standards. ✓ OPM did not approve a change to the Safety and Public Safety Series, 0018 Qualification Standard job series. ✓ Medical Functional Community completed the first step in proposing new qualification standards—and will complete remaining steps to gain OPM approval.
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"> • The Security Functional Community plans to leverage the Defense Security Service’s (DSS) initiative that identifies and communicates training and experience required to align employee development with specific technical, core, and leadership competencies to assess/close gaps. • The Medical Functional Community plans to develop succession planning for the high risk MCO Nurse Series, 0610. 	<ul style="list-style-type: none"> ✓ As part of its career mapping strategy, the Security Functional Community drafted DODI and Defense Federal Acquisition Regulation (DFAR) language to implement policy, assign responsibilities, and prescribe procedures for identification and categorization of DOD security positions. The Community also implemented three core certifications for the Security Professional Education Development (SPeD) Certification Program. ✓ Medical Functional Community has developed the Nurse Series, 0610 competencies and also aligned skill attributes to career progression paths.



Strategy Type					Staffing Gap Detail	Applied Recruitment and Retention Strategies Made Progress or Closed Gaps
	Develop/Train	Deploy	Compensate	Motivate		
Policy Development	■			■	Implement Cyberspace/Cybersecurity Workforce Organizational Guidance to strengthen position in highly competitive labor market: <ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> ✓ DOD Policy Directive 8140 Cyberspace Workforce Management drafted; publication expected November 2014. ✓ Deputy Secretary of Defense signed DOD Cyberspace Workforce Strategy dated 21 November 2013.
Career Broadening	■			■	Expand career broadening training/developmental assignments to ensure achievement of required level of proficiency in core competencies: <ul style="list-style-type: none"> The Foreign Affairs Functional Community seeks to establish a rotational program for Foreign Affairs Specialist Series, 0130. 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. 	<ul style="list-style-type: none"> ✓ Foreign Affairs Functional Community has taken a decentralized execution approach to foster career broadening rotations between the DOD Components and NSS, NDU, NCTC and DPMO. Currently 30 employees are on rotational assignments and 2 are within the Component directorates. ✓ Logistics Functional Community continues its success with the OSD Supply and Transportation Fellows Program, Senior Enterprise Talent Management Program, Army Congressional Fellowship Program, and Department of Agriculture Long-Term Training Assignment joint programs. ✓ Logistics Community in Army is leveraging GoArmyEd to provide automation and the ease of securing training.

Refresh MCOs

MCOs will be refreshed for the FY 2016 report using the process outlined in Table 11 below. The MCO determination refresh process has begun in several communities.



Table 11. Mission Critical Occupation Determination Process

Monitor Progress – MCO Refresh
Qualitative Analysis
<ul style="list-style-type: none"> * Follow MCO Determination Process <ul style="list-style-type: none"> ○ Define MCO ○ Conduct Environmental Scan of Previous and Potential MCOs ○ Segment Occupations into Strategic, Core, or Support Roles ○ Walk Through Guided Inquiry Questions * Deliverable – List of Potential MCOs
Quantitative Analysis
<ul style="list-style-type: none"> ● Review Data of Potential MCOs <ul style="list-style-type: none"> ○ Identify Staffing Gap Indicators <ul style="list-style-type: none"> ▪ Identify Recruitment, Retention, and Environmental Conditions ▪ Review Application of Data ▪ Refine List of Potential MCOs ● Deliverable – Refine List of New MCOs
Quality Assurance
<ul style="list-style-type: none"> ● Determine High-Risk MCOs – defined as those MCOs that are most at risk for staffing or skill gaps based on recruitment, retention, and environmental factors (in comparison with the other MCOs) <ul style="list-style-type: none"> ▪ Review Quantitative Analysis – Use DOD Model ▪ Review Qualitative Analysis – Review Staffing Gap Model ● Deliverable – Complete, Updated MCO List

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 OPM and DOD.

In addition to the MCO refresh process, the Program Office has engaged functional communities in an occupational series realignment process, as well as assigning a portion of the approximately 280 unassigned occupational series to functional communities. These efforts will be completed within FY 2014 to structure data for consistent reporting throughout the entire FY 2016 reporting cycle.

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 FY 2013 progress, 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 12 illustrates a summary of the six FY 2012 performance measures and the assessment of progress on each measure. For FY 2013 the Department fully met three measures and partially met three measures of the six identified overarching objectives.

Table 12. Goals, Objectives, and Performance Measures

Plan Goal or Objective	Performance Measure	Assessment
<p>Source: DODI 1400.25 Vol. 250, DOD Civilian Personnel Management Service (CPMS): Civilian Strategic Human Capital Planning (SHCP), November 18, 2008</p> <p>DOD Strategic Workforce Planning Goal FY 2013: Ensure mission readiness of workforce</p>	<p>1. % of workforce planning key milestones in the DOD Rolling Wave Maturity Model completed by each functional community Legacy Community Target: 80% Emerging Community Target: 70%</p>	<p>Legacy: Fully Met 100%</p> <p>Emerging: Partially Met 69%</p>
<p>Source: Quadrennial Defense Review Report, February 2010</p> <p>Priority Objective 4: Preserve and enhance the all-volunteer force (includes enhancing civilian workforce)</p>	<p>2. % difference between MCO actual end strength and target end strength Target: 80% of MCOs are within 15% variance for gap tolerance from identified target</p>	Fully Met 87%
	<p>3. % of functional communities that have applied MCO and high-risk criteria and have made MCO determinations Target: 90%</p>	Fully Met 90%
	<p>4. 50% skills gaps closed for three agency high-risk MCOs by 30 September 2013.* Target: 50% gap closure by 30 September 2013</p>	Partially Met
<p>Source: DOD Implementation Goals-Strategic Management Plan FY 2012-2013</p> <p>Business Goal 1: Strengthen and right-size the DOD Total Workforce mix (military, civilian, and contracted support)</p>	<p>5. Develop a Total Force Management Plan approach by 31 December 2012 for assessment of appropriate workforce mix capabilities</p>	Partially Met
<p>Source: DOD FY 2013 Organizational Assessment Report</p> <p>Objective 4. 4-2T: Train the total Defense workforce with the right competencies</p>	<p>6. Develop and deploy competency models for 32 MCOs by 30 September 2014</p>	Fully Met



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

Baseline Assessments

Since the Department's FY 2012 expansion of the OSD functional community construct to cover most major DOD occupations in the civilian workforce, there have been no additions to the number of functional communities or MCOs. 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 93% of the DOD civilian workforce being covered by the functional community construct. 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 have been, and continue to be, assessed by functional communities, with a secondary-level assessment of MCOs included in the functional community assessment. The Department has maintained the functional community milestones in the DOD Rolling Wave Maturity model as modified in FY 2012 for this FY 2014 plan refresh. The stability afforded by maintaining the FY 2012 milestones has allowed for useful year-over-year comparisons regarding progress in the current plan.

FY 2013 Performance Assessments

Performance Measure 1:

% of workforce-planning key milestones in the DOD Rolling Wave Maturity Model completed by each functional community:

Legacy Target: 80% **Emerging Target: 70%**

Plan Goal or Objective:

DOD Strategic Workforce Planning Goal FY 2013: Ensure Mission Readiness of the Workforce

FY 2013 Assessment:

Legacy: 100% Emerging: 69%

Overall Assessment: Partially Met

Analysis

Rolling Wave Performance Measures and Milestones: In FY 2010, the DOD Rolling Wave Maturity Model baseline performance for the percentage of workforce-planning key milestones completed was 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 in 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 need to meet a 70% completion rate. A description of the Rolling Wave Key Milestones is provided in Table 14 later in this section.

Assessment Approach: In FY 2014, performance measurement and reporting is based primarily on how well the functional communities engaged in the Rolling Wave process and provided deliverables.



Functional Community and MCO Assessment (horizontal data analysis): Table 13 below provides the overall results from the OFCM assessment. A trend analysis of milestone completion between FY 2012 and FY 2013 shows sustained high performance by the legacy communities. In FY 2012 and FY 2013, 100% of the legacy communities met the goal to exceed 80% of the milestones. Performance among the emerging communities narrowly missed its goal, with 69% of the communities achieving 70% of their milestones. On average, however, the emerging communities achieved an average score of 82%, well above the target. The analysis showed that the performance measure is fully met for legacy communities and partially met for emerging communities. For the emerging communities, 9 of 13 met the 70% milestone target. The Safety and Public Safety, Security, Manpower, and Miscellaneous Program Management functional communities generally fell short, with the OFCMs assessing these communities as only partially completing the majority or all of the milestones.

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 22 of 30 (73%) MCOs met at least 80% of these key milestones—a 28% improvement over prior year performance, in which 17 communities (57%) met 80% of the key milestones. (Acquisition Functional Community MCOs Contracting Series, 1102, and Quality Assurance Series, 1910 are not assessed and are recorded as N/A).

Functional Community Review by Milestones (Vertical data analysis): In FY 2014, the Program Office also assessed the milestones relative to individual DOD Rolling Wave Maturity Model milestones. The OFCM results exceed 80% for every milestone, ranging from 81% completion of FY 2010 strategies among the legacy communities, to 96% completion of Assessing Workforce Health among those communities with MCOs.

Table 13. 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	Assess Workforce Health (FCs without MCOs)	Assess 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	●	●	●		●	●	●	●	●	●	81%
		Information Technology	●	●	●		●	●	●	●	●	●	94%
		Intelligence	●	●	●		●	●	●	●	●	●	100%
		Law Enforcement	●	●	●		●	●	●	●	●	●	100%
		Logistics	●	●	●		●	●	●	●	●	●	100%
		Medical	●	●	●		●	●	●	●	●	●	88%
		Science & Technology	●	●	●		●	●	●	●	●	●	100%
	Emerging	Engineering (Non-Construction)	●	●	●		●	●	●	●	●	●	100%
		Foreign Affairs	●	●	●		●	●	●	●	●	●	71%
		Safety & Public Safety	●	●	●		●	●	●	●	●	●	50%
		Security	●	●	●		●	●	●	●	●	●	57%
No DOD MCO	Emerging	Administrative Support	●	●	●	●	●	●	●	●	●	100%	
		Education	●	●	●	●	●	●	●	●	●	88%	
		Environmental Management	●	●	●	●	●	●	●	●	●	100%	
		Facilities Engineering and Management	●	●	●	●	●	●	●	●	●	100%	
		Legal	●	●	●	●	NA	NA	NA	NA	NA	100%	
		Manpower	●	●	●	●	NA	NA	NA	NA	NA	50%	
		Miscellaneous Program Management	●	●	●	●	NA	NA	NA	NA	NA	50%	
		Public Affairs	●	●	●	●	NA	NA	NA	NA	NA	100%	
Social Science	●	●	●	●	NA	NA	NA	NA	NA	100%			
Percentage of Milestones Completed (Per Item)			86%	86%	90%	89%	96%	92%	83%	83%	81%		



Table 14. DOD Rolling Wave Maturity Model Functional Community Assessment Criteria

Rolling Wave Key Milestones	
■ SET DIRECTION	
Appoint/Engage OFCM	The OFCM: <ul style="list-style-type: none"> • 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 • Is accountable for assessing the health of the Functional Community • Monitors and tracks the implementation of DODI 1400.25, v250 for respective community against DOD-wide mission requirements • Actively attends or provides a representative to DOD Executive Steering Committee meetings • Provides complete, quality, and timely report submissions • Actively engages CFCMs
Appoint/Engage CFCM	The CFCM: <ul style="list-style-type: none"> • Is officially appointed and accountable for the Component’s strategic workforce planning • Works with OFCM on enterprise community management issues and is accountable for the implementation of DODI 1400.25, v250 • Provides complete, quality, and timely report submissions • Actively engages with Component Integrator and Component workforce planning team
■ ANALYZE THE WORKFORCE	
Conduct Environmental Scan	Conduct 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.
Assess Workforce Health	Conduct a baseline assessment of civilian, military, and contracted support mix to determine a balanced workforce to meet mission requirements.
Analyze Civilian Workforce Data	Conduct DOD-wide and/or Component analysis of workforce data sets including forecasts to determine the right skill mix within the FC.
Conduct Staffing and Competency Gap Analysis	Conduct an assessment of staffing indicators and workforce competencies to identify gaps and analyze the severity of gaps and their impact on mission readiness.
Identify Recruitment/Retention Goals and Strategies to Close MCO Gaps	Develop recruitment/retention goals and strategies to close identified gaps across the MCOs. Establish metrics to track and measure progress.
■ IMPLEMENT STRATEGY	
Deploy Recruitment and Retention Strategies	For MCOs, develop an action plan to implement identified recruitment and retention strategies.
■ MONITOR PROGRESS	
Track Recruitment and Retention Strategies	Track recruitment and retention strategies for the MCOs. As needed, adjust strategies to ensure gap closure.
Refresh MCOs	Using the DOD MCO determination and segmented prioritization approach, revalidate MCOs and determine high-risk MCOs.
For MCOs with Gaps, Monitor Progress on Gap Closure	Track performance measures to determine effectiveness of strategies to close gaps and maintain a ready workforce. Report progress against performance measures and strategies through the annual Workforce Plan submission.

**Performance Measure 2:**

% difference between MCO actual end strength and target end strength
Target: 80% of MCOs are within 15% gap tolerance from identified target

Performance Measure 3:

% of functional communities that applied MCO and high-risk criteria and made MCO determinations
Target: 90%

Plan Goal or Objective:

Quadrennial Defense Review Report, February 2010 Priority Objective 4: Preserve and enhance the all-volunteer force (includes enhancing civilian workforce)

FY 2013 Assessment:

Performance Measure 2: Fully Met – 87% of MCOs were within 15% gap tolerance from identified target
Performance Measure 3: Fully Met – 90%

Analysis

Evolution of Analytical Approach: The 2014 Strategic Workforce Plan maintains the manpower target data source established for the 2012 report, with the Defense Manpower Data Center (DMDC) authorized manpower requirements being used as the definitive resource for targets by which to measure the difference between MCO actual end strength and target.

FY 2013 Results: The overwhelming majority of functional communities with MCOs achieved actual 2013 end strength within the established gap tolerance of 15% of the MCO manpower target. Of the 32 MCOs, 31 were reported in the measurement of gap tolerance for FY 2013. The only MCO that was not included is the Explosives Safety Series, 0017. This is because the Explosives Safety MCO is very small in comparison with all other MCOs, and the significant realignment of personnel that occurred between reporting cycles makes comparisons less meaningful. As shown in Table 15, FY 2013 results show that end strength for 27 of the 31 MCOs, or 87%, fell within 15% of target.

Comparison of FY 2013 and FY 2012 Results: The FY 2013 result of 87% is excellent, and it compares favorably with the 84% result in 2012, in which 26 of the 31 MCOs fell within the 15% gap tolerance.

- * MCOs that shifted *from* “out of range” *to* within 15% of their manpower targets were Safety and Occupational Health Management Series, 0018, Security Administration Series, 0080, and Social Work Series, 0185.
- * MCOs for which end strength moved *from* within 15% of target in 2012 *to* greater than 15% (plus or minus) of target were Inventory Management Series, 2010 (at 18% below target); and Traffic Management Series, 2130 (also at 18% below target).
- * The Psychology Series, 0180 MCO continues to be well outside of the gap tolerance of 15% (at 80% above target in FY 2013) however it has made progress. Likewise, Medical Officer Series, 0602 continues to exceed the 15% gap tolerance in FY 2013 (at 23% below target) declining slightly in performance compared with FY 2012.

MCO and High Risk Criteria Determinations: The performance measure remains at 90% with all MCOs (except those in the Acquisition Functional Community) retaining their MCO and High Risk determinations from the previous report.

Table 16 provides the FY 2013 detailed onboard counts and manpower targets, as well as the performance gap percentage and status (Fully Met, Not Met) for each MCO. The average FY 2013 variance for the 31 MCOs is 10.25. Overall, gap closure among the MCOs is moving in the right direction.

Note: Significant manpower target shifts occurred in FY 2013, primarily in the Medical Functional Community. These are essentially reductions, although much of the FY 2012 Social Work Series reduction of 35% was reversed with a gain of 27% over the FY 2012 reduced rate in FY 2013. Manpower target gains of 2%–7% were seen in MCOs such as Contracting, 1102; Human Resources Management, 0201; Criminal Investigating, 1811;



and several MCOs in the Logistics Community. On balance, in FY 2013, 16 MCOs received increased targets averaging 1.08% after accounting for the Social Work Series, 0185 reversal; and 11 MCOs received lower targets averaging .46% after accounting for a large target reduction of 16.6% in the Nurses Series, 0610.

Table 15: FY 2012 MCO End Strength vs Target for FY 2013*

FY 2012 MCOs	FY 2012 30 Sep Onboard	FY 2013 Target	FY 2013 30 Sep Onboard	Numerical Difference b/w Target and Onboard FY 2013	FY 2013 Performance Gap % +/- 15%	Performance Gap Status FY 2013
Contracting Series, 1102**(***)	24,495	23,800	23,689	111	-0.47%	Fully Met
Information Technology Management Series, 2210**	36,547	35,123	35,776	653	1.86%	Fully Met
Auditing Series, 0511**	7,105	7,831	6,801	1,030	-13.15%	Fully Met
Human Resources Management Series, 0201**	12,997	11,651	12,778	1,127	9.67%	Fully Met
Fire Protection and Prevention Series, 0081***	8,729	8,724	8,538	186	-2.13%	Fully Met
Nurse Series, 0610***	9,733	8,166	9,184	1,018	12.47%	Fully Met
Safety and Occupational Health Management Series, 0018	3,433	2,936	3,176	240	8.17%	Fully Met
Security Administration Series, 0080	7,953	6,813	7,808	995	14.60%	Fully Met
Foreign Affairs Series, 0130	503	562	499	61	-11.21%	Fully Met



FY 2012 MCOs	FY 2012 30 Sep Onboard	FY 2013 Target	FY 2013 30 Sep Onboard	Numerical Difference b/w Target and Onboard FY 2013	FY 2013 Performance Gap % +/- 15%	Performance Gap Status FY 2013
Intelligence Series, 0132	6,848	7,200	6,736	464	-6.44%	Fully Met
Psychology Series, 0180	1,603	835	1,503	668	80.00%	Not Met
Social Work Series, 0185	1,853	1,594	1,767	173	10.85%	Fully Met
Logistics Management Series, 0346	18,885	17,933	18,508	575	3.21%	Fully Met
Financial Administration Series, 0501	12,664	13,573	12,472	1,101	-8.11%	Fully Met
Accounting Series, 0510	5,291	5,073	4,743	330	-6.51%	Fully Met
Budget Analysis Series, 0560	7,610	6,899	6,949	50	0.72%	Fully Met
Medical Officer Series, 0602	2,192	2,740	2,114	626	-22.85%	Not Met
Pharmacist Series, 0660	1,012	853	953	100	11.72%	Fully Met
Nuclear Engineering Series, 0840	2,166	2,233	2,134	99	-4.43%	Fully Met
Computer Engineering Series, 0854	3,394	3,125	3,355	230	7.36%	Fully Met
Electronics Engineering Series, 0855	6,244	17,300	16,656	644	-3.72%	Fully Met



FY 2012 MCOs	FY 2012 30 Sep Onboard	FY 2013 Target	FY 2013 30 Sep Onboard	Numerical Difference b/w Target and Onboard FY 2013	FY 2013 Performance Gap % +/- 15%	Performance Gap Status FY 2013
Computer Science Series, 1550	2,339	4,951	5,499	548	11.07%	Fully Met
Equipment Services Series, 1670	8,846	6,202	5,978	224	-3.61%	Fully Met
Criminal Investigating Series, 1811	2,339	2,441	2,279	162	-6.64%	Fully Met
Quality Assurance Series, 1910	8,846	8,800	8,835	35	0.40%	Fully Met
General Supply Series, 2001	2,993	2,869	2,863	6	-0.21%	Fully Met
Supply Program Management Series, 2003	3,279	3,220	3,237	17	0.53%	Fully Met
Inventory Management Series, 2010	3,782	4,444	3,634	810	-18.23%	Not Met
Transportation Specialist Series, 2101	1,484	1,628	1,463	165	-10.14%	Fully Met
Traffic Management Series, 2130	1,599	1,891	1,552	339	-17.93%	Not Met
Transportation Operations Series, 2150	1,184	1,277	1,158	119	-9.32%	Fully Met

*Table includes 31 of 32 MCOs. The Explosives Safety Series, 0017 was excluded due to the personnel realignment that occurred during this reporting cycle as explained on page 61.

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

***Indicates DOD High Risk MCO



Performance Measure 4:

50% of skills gaps closed for three agency high-risk MCOs by 30 September 2013.

Target: 50% gap closure by 30 September 2013

Plan Goal or Objective:

Quadrennial Defense Review Report, February 2010 Priority Objective 4: Preserve and enhance the all-volunteer force (includes enhancing civilian workforce)

FY 2013 Assessment:

Partially Met

Analysis

DOD High-Risk MCOs: As an outcome of the OPM Strategic Human Capital High Risk Initiative, and based on GAO recommendations related to the FY 2010-2018 DOD Strategic Workforce Plan report, DOD identified three agency high-risk MCOs across the Department through SME input and through statistical analysis of projected staffing gap ratios based on four best fit indicators (total losses, new hire incentives, new hire special pay, and special optional retirement). Fire Protection and Prevention Series, 0081; Nurse Series, 0610; and Contracting Series, 1102 were the Department’s resulting three high-risk MCOs. FY 2013 progress can be reported for two of the three DOD high-risk MCOs, namely, Fire Protection and Prevention Series, 0081 and Nurse Series, 0610. The Acquisition Functional Community reports separately due to unique requirements, so this Strategic Workforce Plan Report does not provide progress reporting for the high-risk MCO Contracting Series, 1102.

The Safety and Public Safety Community was successful in reducing its FY 2012 and FY 2013 gaps by approximately 50% per year for the Fire Protection and Prevention Series, 0081. The Medical Community successfully closed its gap in FY 2012 through a combination of a significant target increase and recruitment, ending the year at a 0.61% gap. However, the Medical Community was challenged in FY 2013 when the FY 2012 target increase was nearly erased. Despite an actual reduction of 549 staff members, the Community ended FY 2013 with a surplus of 12.47%.

Nurse Series, 0610										
FY 2011 TARGET	Q4 FY11 ACTUAL	GAP	FY 2012 TARGET	TARGET DIFF	Q4 FY12 ACTUAL	GAP	FY 2013 TARGET	TARGET DIFF	Q4 FY13 ACTUAL	GAP
7,901	9,390	18.85%	9,793	1,892	9,733	-0.61%	8,166	-1,627	9,184	12.47%

Fire Protection and Prevention Series, 0081										
FY 2011 TARGET	Q4 FY11 ACTUAL	GAP	FY 2012 TARGET	TARGET DIFF	Q4 FY12 ACTUAL	GAP	FY 2013 TARGET	TARGET DIFF	Q4 FY13 ACTUAL	GAP
10,026	8,972	-10.51%	9,262	-764	8,729	-5.75%	8,724	-538	8,538	-2.13%

Looking ahead, the Fire Protection and Prevention Series MCO has an FY 2014 target increase of 1,542. With a loss forecast of 752, the MCO will face recruitment and retention challenges. The Nurse Series MCO FY 2014 target increases by 246, yet with a loss forecast of 1,198 the community will need both recruitment and retention strategies to achieve its FY 2014 target.

Both the Safety & Public Safety and Medical Functional Communities had a single, comprehensive strategy which was deployed in FY 2013, and have reported positive progress toward these multi-year strategies. Both communities added a single new FY 2014 strategy to further advance gap closure in their respective high-risk MCOs. See respective *Appendix* for each community for additional information.



The OPM CAP goal has been closed at the enterprise level, and DOD will likewise close out its goal to achieve 50% gap closure for the three high-risk MCOs. The Department will continue the ongoing monitoring of gap closure for its high-risk MCOs as it does with all MCOs in achieving overarching Goal #2.

In accordance with the statutory requirements and GAO's previous recommendations, DOD developed a Total Force Management Plan and capabilities pilot approach. This performance measure tracks progress toward an appropriate workforce mix assessment approach.

Performance Measure 5:

Develop a Total Force Management Plan approach by 31 December 2012 for assessment of appropriate workforce mix capabilities

Plan Goal or Objective:

DOD Implementation Goals – Strategic Management Plan FY 2012-2013, Business Goal 1: Strengthen and right size the DOD Total Workforce mix (military, civilian, and contracted support)

FY 2013 Assessment:

Partially Met

Analysis

DOD is required to develop a systematic approach to meet the requirements of section 115b of title 10, U.S.C, specifically to complete a Total Force Mix (TFM) capabilities assessment, which the Program Office is pursuing through the DOD Rolling Wave Maturity Model. In FY 2012, DOD piloted a process to assess TFM capabilities using a test population consisting of three high-risk MCOs, with the objective to assess the mix of capabilities being delivered by the Government career civilian workforce, military personnel, and contract support against manpower requirements. The incompatibility of the personnel systems of record and the Inventory of Contracts for Services has impeded progress toward this objective. The technical solution for assessing total force capability versus manpower requirements does not currently exist, and will be a focus of the Department's efforts leading to the FY 2016 report.

In the interim, the Department references the annual Defense Manpower Requirements Report (DMRR), prepared annually by the Office of the Assistant Secretary of Defense for Readiness and Force Management. The DMRR provides the structure of the DOD Components' military, civilian, and contractor assessments. More detailed information regarding DOD total force mix can be found in the DMMR.

DOD has laid the groundwork to begin conducting an assessment of current and future civilian workforce competencies in FY 2014. 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.

Performance Measure 6:

Develop and deploy competency models for 32 MCOs by 30 September 2014

Plan Goal or Objective:

DOD FY 2013 Organizational Assessment Report – Strategic Objective 4.4-2T: Train the total Defense workforce



with the right competencies

FY 2013 Assessment:

Fully Met – 32 MCOs had competency models* as of 30 September 2013

Analysis

Enterprise-wide Competency-based Strategy: 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.

DCAT Development and Deployment

Following the development of competency models for MCOs and other occupational series, competency gaps and strengths are assessed through the DCAT. The DCAT is entering initial operating capability in October 2013, during which phase the MCO competencies will be assessed to evaluate competency gaps. The collected data will be analyzed and presented to the functional communities for decision making to close competency gaps in DOD. The development and assessment of competencies for MCOs will take another reporting cycle to fully meet the requirements of section 115b of title 10 U.S.C., for competency reporting purposes.

Career Roadmaps

As competency models are developed and validated for implementation, the Program Office will consult with the OFCMs regarding career roadmaps to identify functional training and development associated with competency attainment and 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 details and the status of the Department's enterprise competency initiatives.

* As noted in the *Executive Summary*, throughout this report, the terms "competencies" and "competency models" encompass DOD-developed competencies and competency models as well as, in some Medical Functional Community occupations, medical credentialing and licensure requirements in lieu of DOD competency models.

Given major advancements in enterprise-wide MCO and non-MCO competency development, 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 has updated its self-assessment against section 115b of title 10, U.S.C. legislative criteria for the overall civilian workforce for the FY 2014-2019 report. 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, the SES cross-cutting community, and 32 MCOs. The appendix contains extensive community workforce plans (e.g. workforce trends/analysis, forecasts, skills gaps, strategies to close gaps, etc.) for legacy and emerging functional communities with MCOs as well as overall health assessments for emerging functional communities without MCOs. The plan contains an analysis of the applicability and effectiveness of FY 2013 strategies relative to resolving identified human capital problems. The FY 2014 strategic workforce plan incorporates specific recruitment, retention, development, compensation, and/or retrenchment strategies needed to close identified skills gaps; it also includes program objectives and the funding needed to implement and/or deploy identified strategies to move strategic human-capital planning forward within the Department. The FY 2014 plan has improved as DOD has increased emphasis on the development and implementation of the competency management framework and all of its components that enable the assessment of workforce competency gaps and strengths, and lay the groundwork for closing competency gaps. DOD's future plans are to meet all statutory requirements.

- 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 16. The table excludes the Acquisition Functional Community because this community reports its progress separately. The Senior Executive workforce self-assessment and analysis is contained in the appendix.
- In FY 2010, DOD fully met 7 and partially met 7 of 14 total requirements. In FY 2012, the Department fully addressed 9 and partially addressed 5 of the 14 total statutory requirements. In FY 2014, the Department continued its steady progress, expanding but not fully completing all legislative requirements for the development and assessment of critical competencies, including the development of competency models for all MCOs. Therefore, evaluating the same 14 requirements as were evaluated in FY 2012, in FY 2014, DOD fully addressed 9 and partially addressed 5 of the 14 requirements. Of the five requirements that are partially met, four related to the competency assessment efforts. The fifth requirement that is partially met relates to assessing the appropriate mix of military, civilian, and contractor capabilities. A technical solution for integrating military, civilian, and contractor manpower data systems does not yet exist, and the Department continues to report this requirement as partially met. Additional information related to the fulfillment of this requirement is provided in the *Analyze the Workforce* section of this plan.
- The Department has incorporated a change beginning with the FY 2014 Self-Assessment, splitting the requirements previously numbered 12 and 13. Because the Acquisition Functional Community submits a separate strategic workforce plan, the assessment has been restructured to enable separate progress reporting for senior-leader and Acquisition workforces. As a result, the assessment now includes 22 items, 14 of which are applicable to



the overall civilian workforce. Based on this updated assessment, the Department has fully met nine requirements and partially met five requirements. All four requirements pertaining to the senior leader workforce have been fully met. The four requirements pertaining to the Acquisition workforce are denoted by “n/a” in the Rating column. The baseline measure against which the Department will gauge future performance in the 18 non-Acquisition requirements is 13 fully met and 5 partially met.

- The assessment ratings for items 12 and 14, which previously have not been rated separately, are both Fully Met.

Table 16. Section 115b of Title 10, U.S.C. Self-Assessment: DOD Strategic Workforce Planning

Section 115b of title 10, U.S.C. Self-Assessment Overall Civilian Workforce and Senior-Leader Workforce An assessment of:		Rating
1	Critical skills of the Department’s existing workforce	●
2	Critical competencies of the Department’s existing workforce	⊙
3	Critical skills needed in the future in 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 in 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 workforce that may be needed to address inequities and ensure that DOD has full access to appropriately qualified	●

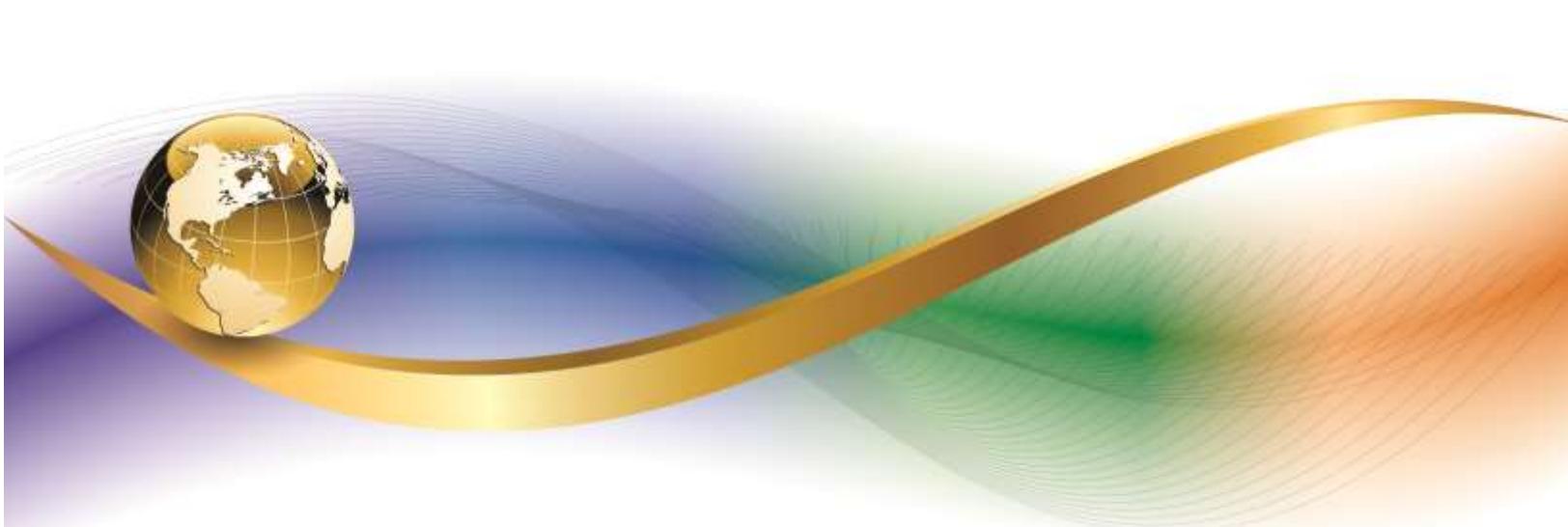


Section 115b of title 10, U.S.C. Self-Assessment Overall Civilian Workforce and Senior-Leader Workforce An assessment of:		Rating
	personnel to address gaps	
13	Any changes in resources or in the rates or methods of pay for any category of personnel in the Acquisition workforce that may be needed to address inequities and ensure that DOD has full access to appropriately qualified personnel to address gaps	n/a
14	Any changes in the number of personnel authorized in any category of personnel in the senior-leader workforce that may be needed to address gaps and effectively meet DOD's needs	●
15	Any changes in the number of personnel authorized in any category of personnel in the Acquisition workforce that may be needed to address gaps and effectively meet DOD's needs	n/a
16	Any incentives necessary to attract or retain any civilian personnel possessing the skills and competencies identified	●
17	A plan for funding needed improvements in DOD's Acquisition workforce throughout the period of the Future Years Defense Program	n/a
18	Specific steps that the Department has taken or will take to develop appropriate career paths for civilian employees in the Acquisition field	n/a
19	Specific strategies for developing, training, deploying, compensating, motivating, and designing career paths and opportunities for the senior-leader workforce	●
20	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	●
21	Any additional matters SECDEF considers necessary to address	●
22	Submittals from Secretaries of the Military Departments 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



CONCLUSION AND PATH AHEAD

DOD developed the Strategic Workforce Plan to meet statutory requirements. But the Department's commitment to the effort extends beyond the requirement to publish a document periodically. The Department has made significant investment in establishing a Program Office and Department-wide processes and participation to ensure that the Department delivers the right person, at the right time, with the right skills. Admittedly, progress has been driven primarily in the civilian workforce segment of the total force mix. Nevertheless, for the Department, that progress is a significant outcome. The DOD civilian workforce uniquely shares occupational series across the Components, uses the same human resources processes, and is governed by the same laws as the rest of the Federal Government. This presents a unique opportunity for the Department to conduct planning at the enterprise level, and that is where the power of this approach yields most benefit. At approximately 750,000 civilian members, efficiencies and enterprise-level workforce planning methods can be identified and leveraged for the advancement of the entire civilian workforce.

Before the strategic workforce planning efforts were undertaken in earnest to answer the strategic workforce planning requirements of section 115b of title 10, U.S.C., civilian workforce planning was episodic, getting enterprise attention only where legislation had drawn it, such as with the Acquisition workforce. The progress to date is noted in the functional community appendices and represents what is happening as a result of applying the Rolling Wave Maturity Model through a cadre of experts who guide these vital functional communities through workforce planning. DOD is on the path to meet full statutory requirements, but is harvesting the benefits of that journey today.



Conclusions

DOD Workforce Planning

The work captured in the appendices represents a collection of strategic approaches to meet the most compelling human capital challenges of each functional community in the coming years. When its strategies are complete, a functional community can assess where its workforce has become better prepared and can continue to apply the Rolling Wave Model workforce analyses to direct focus to the next pressing concerns. In the year that has passed since the submission of the FY 2013-2018 Strategic Workforce Plan, there has been notable improvement in the quality and focus of the analyses and strategies to address skill gaps. There are functional communities that are eager for and ready to incorporate the competency assessment insights that are being delivered in FY 2014 as DOD surveys every MCO in its initial phase of DCAT deployment.

Key Findings

The collective strategies enumerated in the Implement Strategy and Monitor Progress sections give a full accounting of progress to date. A few key findings:

- Knowledge transfer is believed critical to sustaining the workforce as the retirement wave has either commenced or is expected to commence.
- Workforce planners continue to incorporate the increased representation of veterans in all grades of their community and address the unique human capital concerns of veterans transitioning to the civilian workforce.
- Opportunities abound to educate communities on hiring authorities and other human resources tools they and hiring managers can use in shaping their workforces.

Path Ahead

DOD finds it virtually stands alone in size and complexity compared to any other institution. This fact drives a need to carefully consider how to meet requirements typically delivered through traditional models and to think about how DOD can best accomplish the intended outcomes of strategic human capital planning. The DOD model has all the key elements of the traditional process, but is unlikely to deliver in the same way as a smaller agency. For example, statute requires DOD to develop workforce plans that address the total force mix of civilian, military, and contractor. The Department suggests that even as it seeks enterprise-level measures to inform that balance, for which the total force view clarifies requirements and may enable more effective staffing, this effort is beginning to emerge in certain functional communities such as the Financial Management Functional Community, which is deliberately putting in place total force processes that will provide capability to the warfighter. Each DOD



Component provides integral mission support and a ready civilian workforce, supported through a dynamic functional community management structure that is necessary to sustain critical capabilities. While the Department recognizes that the total force assessment will provide value, an enterprise-level solution for delivering on that requirement has not yet been realized and will continue to be an area of focus.

Another example of DOD's complexity that impacts strategic workforce planning delivery is the desire that the workforce plan directly impact the budgeting cycle. DOD suggests this currently is happening as a result of the focused, collaborative, and distributed planning done in each functional community. Key members of those communities are the military departments, who manage the resources. Functional communities, with DOD Component concurrence and funding, may be able to execute near-term strategies; however, long-term programs such as certification and training for thousands of employees require lead-time and POM submission by the DoD Components, as previously discussed in the *Introduction*. It is not envisioned now or in the near future that there will be a singular document that drives Department-level reviews and reallocation of resources at the enterprise level in the defense budget.

The Program Office will continue to provide expertise and facilitation to the functional communities to foster maturity in their workforce planning processes and to assist in monitoring progress toward their strategies. An emerging role for the Program Office is to facilitate effective planning within the emergent Cyberspace and Science Technology Engineering and Mathematics (STEM) areas. The Department's civilian strategic workforce planning construct is built around functional communities, and the capability that is Cyberspace, and the community of technical expertise that is STEM, cut across these functional communities and open an opportunity to horizontally integrate the appropriate experts for the most suitable planning approach that fits these unique workforce configurations.

The Program Office will also continue along its aggressive schedule to ensure that functional communities have identified their competency gaps, and develop and implement strategies to close those gaps.

What can the Department expect out of future strategic workforce plans?

- Solid, repeatable processes with engaged participants who can articulate the value of their workforce and how it is important to the DOD mission
- A reference document that chronicles the successes and shortcomings of the functional communities as they grapple with challenges, some shared, some unique, and learn from one another to use scarce resources wisely in preparing their workforces



- Informed budget discussions at all levels of the programming, budgeting and execution processes because sustained investments, or lack of investments, directly drive workforce readiness or risk

In short, the Department will have communicated to the Executive Branch, Congress, and its own workforce that through deliberate planning the important contributions of the workforce are recognized and fostered to provide the military forces needed to deter war and protect the security of our country.

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



PERSONNEL AND
READINESS

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

OCT 27 2011

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

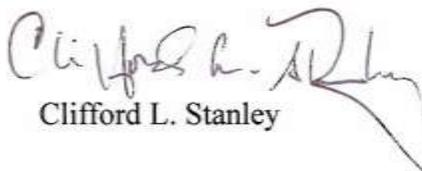
community management structure, (2) provides risk criteria for determining mission critical occupations, (3) implements an enterprise approach for competency development and assessment, and (4) provides career roadmaps to guide employees in planning and progressing in a DoD career. Functional Community 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

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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:

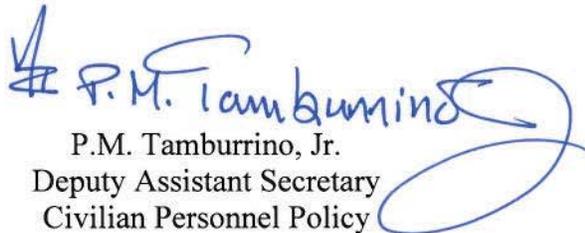
- The Defense Civilian Personnel Advisory Service, Strategic Human Capital Planning Division (SHCPD), will facilitate SME panels and finalize occupational competency models for review by Office of the Secretary of Defense Functional Community Managers (OFCMs);
- A streamlined methodology will be employed 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.

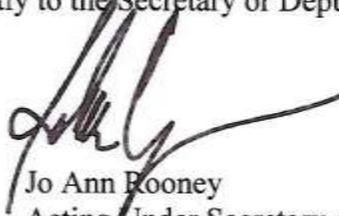
OUSD(P&R) DHRB Charter

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)

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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 undersecretary and equivalent 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

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Reference 5:

Assistant Secretary of Defense
(Readiness and Force Management)
Memorandum, March 21, 2014,
Development of the Fiscal Year 2014-
2019 Department of Defense Strategic
Workforce Plan



READINESS AND FORCE
MANAGEMENT

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

MAR 2 1 2014

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 OF ADMINISTRATION AND MANAGEMENT

SUBJECT: Development of the Fiscal Year 2014-2019 Department of Defense Strategic Workforce Plan

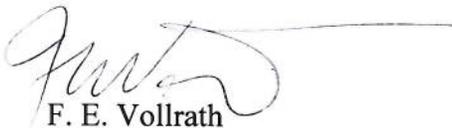
References: (a) Title 10 United States Code section 115b
(b) Department of Defense Instruction 1400.25, Volume 250, "Civilian Strategic Human Capital Planning," November 18, 2008
(c) Under Secretary of Defense (Personnel & Readiness) Memorandum "Framework for DoD Strategic Workforce Planning and Enterprise Competency Management," November 23, 2011

The Department of Defense (DoD) is currently developing the Fiscal Year (FY) 2014-2019 Strategic Workforce Plan. The objective of this effort is to exercise the human capital strategic workforce planning process to develop an enterprise civilian workforce assessment with strategies to recruit and retain a mission-ready civilian workforce. This effort will also position the Department to deliver the FY 2014-2019 Strategic Workforce Plan to Congress by September 2014 (references (a) and (b)).

The DoD workforce planning process requires the Office of the Secretary of Defense Functional Community Managers, Component Functional Community Managers and Component Integrators (established by reference (c)) to collaborate extensively on reviewing workforce data and indicators, identifying skill and competency gaps, and developing strategies to close mission critical skills and competencies gaps.

Your leadership and engagement are critical to the Department's strategic workforce planning process and the timely delivery of the plan to Congress. I appreciate your commitment to strategic workforce planning and emphasize that my team stands ready to work with you to deliver the final report to Congress by September 30, 2014.

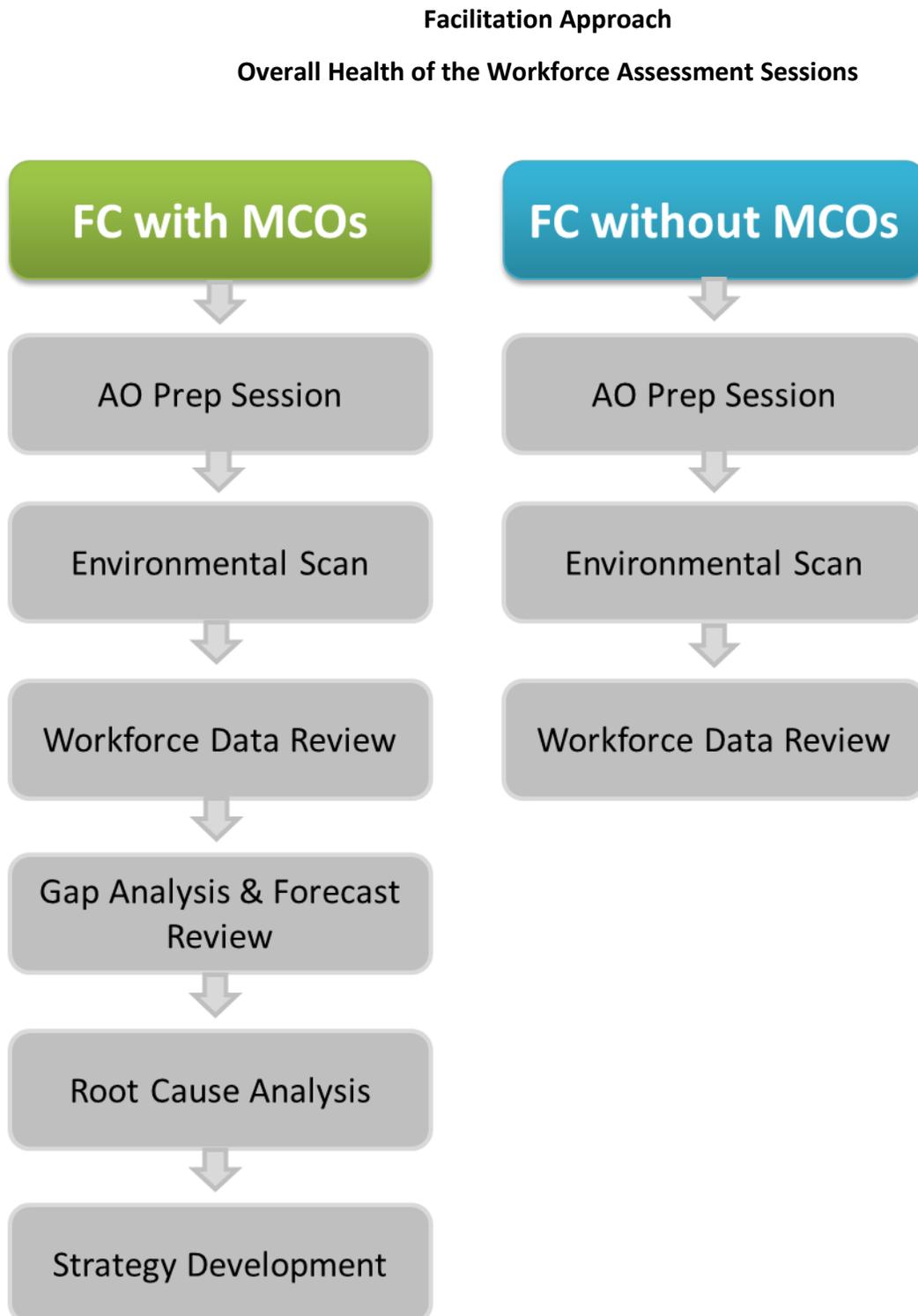
Please direct questions to Ms. Vickie Smith at vickie.smith@cpms.osd.mil, (571) 372-2122.


F. E. Vollrath

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Reference 6: Overall Facilitation Steps for Assessment Sessions

REFERENCE 6: OVERALL FACILITATION STEPS FOR 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 7: SWP FY14-19 Strategy Implementation Progress Report

REFERENCE 7: SWP FY14-19 Strategy Implementation Progress Report

Current Community Gap Closure Strategies: The current strategies are to be listed here.

1. Strategy
2. Strategy

MCO's Gap Closure Progress

<u>MCO</u>	<u>MCO Target:</u> <u>Gap Closure: within</u> <u>+/-15%</u>	<u>MCO Q1 Gap:</u> <u>#/%</u>	<u>MCO Q4 Gap:</u> <u>#/%</u>
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<u>MCO</u>	<u>MCO Target:</u> <u>Gap Closure: within</u> <u>+/-15%</u>	<u>MCO Q1 Gap:</u> <u>#/%</u>	<u>MCO Q4 Gap:</u> <u>#/%</u>
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	Question	Response
Overarching Questions	<ol style="list-style-type: none"> 1. How effective was this strategy toward closing your identified gap? 2. What challenges have you encountered during the implementation process? How have you addressed them? 3. Have partnerships been formed with other agencies or business units to complete this strategy? If so, with whom? How are these partnerships contributing to completing the strategy? 	
Functional Community Specific Questions		
Additional Questions and Information		

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Reference 8: Current and Pending Human Capital Legislation

REFERENCE 8: HUMAN CAPITAL LEGISLATION

Table 9-1. Current Human Capital Legislation

Legislation Directly Related to DOD Civilian Workforce	
NDAA 2012	
H.R. 1540	<ul style="list-style-type: none"> House Report 112-78, 112-78 Part 2
S. 1867	<ul style="list-style-type: none"> Senate Report 112-26
Public Law 112-81 – Became Law on December 31, 2011	
NDAA 2013	
H.R. 4310	<ul style="list-style-type: none"> House Report 112-479, 112-479 Part 2
S. 3254	<ul style="list-style-type: none"> Senate Report 112-173
Public Law 112-239 – Became Law on January 2, 2013	
NDAA 2014	
H.R. 1960	<ul style="list-style-type: none"> House Report 113-102, 113-102 Part 2
S. 1197	<ul style="list-style-type: none"> Senate Report 113-44
Public Law 113-66 – Became Law on December 26, 2013	
Department of Defense Appropriations Act, 2010	
<ul style="list-style-type: none"> H.R. 3326 House Report 111-230 Senate Report 111-74 	
<ul style="list-style-type: none"> Public Law 111-118 – Became Law on December 19, 2009 	

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

Legislation Directly Related to DoD Civilian Workforce	Acquisition	Medical	Financial Mgmt	Overall HC Planning
NDAAs 2012 Human Resources (HR) Items				
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
NDAAs 2012 Human Resources (HR) Items				
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				■
Legislation Directly Related to DoD Civilian Workforce	Acquisition	Medical	Financial Mgmt	Overall HC Planning
NDA 2013 Human Resources (HR) Items				
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.				■

Legislation Directly Related to DOD Civilian Workforce	Acquisition	Medical	Financial Mgmt	Overall HC Planning
NDAAs 2014 Human Resources (HR) Items				
Sec. 956. Streamlining of Department of Defense management headquarters.				■
Sec. 907. Personnel security.				■
Sec. 932. Authorities, capabilities and oversight of the United States Cyber Command.				■
Sec. 933. Mission analysis for cyber operation of Department of Defense.				■
Sec. 1001. General transfer authority.			■	
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. One-year extension of discretionary authority to grant allowances, benefits and gratuities to personnel on official duty in a combat zone.				■
Sec. 1103. Extension of voluntary reduction-in-force authority for civilian employees of the Department of Defense.				■
Sec. 1104. Extension of authority to make lump-sum severance payments to Department of Defense employees.				■
Sec. 1105. Revision to amount of financial assistance under Department of Defense Science, Mathematics and Research for Transformation (SMART) Defense Education Program and assessment of STEM and other programs.			■	
Sec. 1106. Extension of programs for exchange of information-technology personnel.				■

Legislation Directly Related to DOD Civilian Workforce	Acquisition	Medical	Financial Mgmt	Overall HC Planning
Sec. 1107. Temporary authorities for certain positions at Department of Defense research and engineering facilities.				■
Sec. 1108. Compliance with law regarding availability of funding for civilian personnel.			■	

Reference 9: *Glossary of Terms*

REFERENCE 9: GLOSSARY OF TERMS

Annuitants. Military retirees and civilian annuitants, including 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. A grouping of the entire workforce into one of three levels, depending on pay plan, occupational series, or basic salary rate. For General Schedule and related pay plans, the grades are grouped as follows: 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 Gap. The difference between the availability of (projected or actual), and demand for (projected or actual), competencies to accomplish the mission.

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

Component. A subordinate organization that together with other components constitutes 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.

CFCM **Component Functional Community Manager.** A position that has roles and responsibilities that are comparable to those of OSD FCMs in the Military Departments and Defense

Agencies, including providing input up to the OSD FCMs and cascading plans down through their respective organizations.

CI **Component Integrator.** A position that collaborates 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.

Confidence Interval: A statistic that indicates the reliability of the sample estimate. A surveyor can be 95% or 99% certain that a sample falls within a given range. The SHCPD applied a 95% confidence interval to its sampling design.

DCPDS **Defense Civilian Personnel Data System.** A system that provides automated HR information and transaction processing 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.

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 nonappropriated fund personnel system and provides guidance for the foreign national employment program within DOD.

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. A transfer from a non-DOD federal service with no break with 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. A transfer within DOD, including NOAs 130 = Transfer and 132 = Mass Transfer.

Loss. Personnel action involving separation 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).

Margin of Error: A statistic expressing the amount of random sampling error in survey results. The SHCPD Program Office applied a margin of error of +/- 0.05 for the sampling design to conduct gap analysis. This impacts the confidence of the results of the gap—the smaller the margin of error, the greater the confidence that the gap is true.

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 at least 50% of CHCO agencies having a combined total of 95% or more of the employees in that occupation.

MCO

Mission-Critical Occupation. An occupation having the potential to put a strategic program or goal at risk of failure related to human capital deficiencies.

MCO Segmented Prioritization Approach – Agency. Agency prioritization of occupations by segmenting into three categories: Strategic, Core, and Supporting.

- **Strategic** occupations or competencies set direction or have direct impact on the performance or delivery of mission-specific functions or services.
- **Core** occupations or competencies execute agency mission functions or services to ensure operational performance.

Supporting occupations or competencies necessary to maintaining internal processes underlying strategic and core agency-specific functions.

MCO Segmented Prioritization Approach – Government-wide. Government-wide prioritization of occupations by segmenting into two categories: Strategic and Core.

Strategic occupations or competencies:

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

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.

Null Hypothesis: The default status that is compared with an alternative in testing statistical inference of observations.

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. Employees hired from outside DOD who do not meet the annuitants, prior military or recent college graduate's criteria. These are usually 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.

Oversampling: The practice of sending a survey tool to additional respondents because of a low initial response rate. Oversampling can lead to participants receiving the survey tool twice. Even so, there can still be a similar low response rate, resulting in marginal gains.

Percent of Eligible to Retire. Percentage of employees who are eligible to retire based on a comparison between the current date and the date on which the employee becomes 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 data 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 a one-time award per employee per year with NOAs 815 = Recruitment Incentive, 816 = Relocation Incentive, 817 = Student Loan Repayment, and 827 = Retention Incentive.

Response Rate: The survey rate of return, that is, the number of people who completed

DCAT divided by the number of people in the sample. The SHCPD response rate was based on both the employee and their supervisor completing DCAT.

Retirement Eligibility. Date 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. Length of time 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.

Staffing Gap. The difference between the availability of (projected or actual), and demand for (projected or actual), people to fulfill mission requirements.

Statistical Power: Probability not to fail to reject the *false null hypothesis*.

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.

Stratified Random Sample: A sampling strategy in which the sample size for a population is optimally allocated to each mutually exclusive sub-population for random sampling.

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

Target (competencies): Proficiency level at which supervisors prefer an employee or individual within a specific position perform.

Target (skills/staffing): For DOD civilian strategic workforce planning, manpower goals used to forecast 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. 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 Challenges, 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.

Appendix 1: USD (ATL) Acquisition **(This report has not been submitted)**

APPENDIX 1: ACQUISITION FUNCTIONAL COMMUNITY

This report has not been submitted.

Appendix 2:

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

APPENDIX 2: FACILITIES ENGINEERING AND MANAGEMENT FUNCTIONAL COMMUNITY

Overview

DOD civilians in the Facilities Engineering and Management (FEM) Functional Community manage and execute the planning, design, construction, maintenance, operation, and disposal of over 560,000 real property assets on military installations worldwide. This inventory, which includes over 280,000 buildings, has a plant replacement value of over \$850 billion.

The FEM Community directly contributes to warfighting capability because its 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.

This community does not have any Mission Critical Occupations (MCOs) and for talent segmentation, the FEM Functional Community designated all 33 occupations housed in this community as *core*—occupations or competencies that execute agency mission functions or services to ensure operational performance. As of 30 September 2013, the FEM Community includes approximately 30,000 personnel representing 4% of the total DOD civilian workforce.

Environmental Scan

The major workforce demand and supply environmental factors affecting the FEM Community include:

- National Economy – A weak job market has helped FEM recruitment and coupled with underperforming investment portfolios, retirement phasing has increased for several years.
- DOD Drawdown – Due to the end of the Iraq and Afghanistan wars and pressure to reduce the federal budget, the number of FEM DOD civilians was reduced, which has contributed to more costly outsourcing to meet mission requirements.
- Constrained Budget and Sequestration – Reduction in budget caused significant negative impacts to the training and development of personnel in this functional community.
- Decreased Union Size and Participation – This factor negatively impacts the pipeline for FEM trade personnel because unions often have apprenticeship programs and recruit from previously licensed and certified personnel.
- Technology and Outsourcing – The rapid pace of technological innovation creates the drive for new workforce skills across the functional community.

- Security Clearances – The FEM Community has observed that recruitment candidates for wage-grade positions are having increasing difficulty obtaining security clearances. This reduces the pool of applicants and increases the time to fill vacancies.
- Generational Culture – Millennials are more mobile, demand a greater variety of work assignments and tools, and prefer flexible work policies (telework and flextime). These concerns create recruitment and retention challenges for the community.
- Aging Infrastructure Base – Maintenance backlog is increasing due to constrained facilities funding.
- Public Perception – Negative public perceptions of Federal employees impact the ability to hire qualified candidates. The FEM Community is not likely to be seen as the employer of choice.

Figure 1: Facilities Engineering and Management Demographics

FUNCTIONAL COMMUNITY	Facilities Engineering and Management-Salary	Facilities Engineering and Management-Wage
Occ Series		
Occ Series Desc		
Workforce Size: Current Strength Totals		
End Strength	16,053	13,484
Department of Army	6,512	2,175
Department of Air Force	3,188	2,870
Department of Navy	6,026	8,040
DoD Agencies (4th Estate)	327	399
% MALE	81.23%	94.48%
% FEMALE	18.77%	5.52%
% DISABILITY TARGETED	0.40%	0.65%
% DISABILITY NONTARGETED	5.81%	4.61%
% PRIOR MILITARY	35.28%	45.72%
Education		
ED - # WITH LESS THAN BACHELORS	6,832	12,944
ED - # WITH BACHELORS DEGREES	6,846	468
ED - # WITH MASTERS DEGREES	2,188	31
ED - # WITH DOCTORATE DEGREES	159	
Planning Considerations		
% ELIG TO RETIRE CURRENT	17.42%	16.72%
% ELIG TO RETIRE NEXT YEAR	3.79%	2.63%
% ELIG TO RETIRE TWO TO FIVE YEARS	15.12%	11.08%
AGE - 29 & Under	1,300	1,762
AGE - 30 to 39	2,687	2,842
AGE - 40 to 49	3,908	2,890
AGE - 50 to 54	3,278	2,044
AGE - 55 to 59	2,664	2,110
AGE - 60 to 64	1,500	1,325
AGE - 65 and over	716	511
Career Level 1: GS 1-8 or Equiv.	795	956
Career Level 2: GS 9-12 or Equiv.	8,025	11,757
Career Level 3: GS 13-15 or Equiv.	7,233	771

Workforce Analysis

For the analysis of the FEM Functional Community, the removal of the Army Corps of Engineers Civil Works (USACE-CW) from this community's workforce data had a significant impact. The resulting community demographics are now better aligned with the programs and management the FEM community performs in support of DOD's mission. Developing a health assessment of the FEM workforce from a recruiting and retention perspective remains a challenge due to the large size and diverse occupations within this community. However, based on input from Defense Components' Subject Matter Experts (SMEs), the Community was able to identify key observations and trends.

Recruitment has not presented a problem because of the weakened national job market. 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.

Because employees are remaining on the job longer for a variety of reasons, retention is not currently an issue. Following the dramatic downturn in the private sector in FY 2008, an increase in personnel working beyond their retirement eligibility became a trend (from about 3 years in FY 2009 to over 4 years in FY 2013). There is concern that turnover/attrition rates are still below the ideal rates, discouraging retention of employees in GS levels 1 through 12 because their upward mobility is being constrained by a lack of vacancies in more senior positions.

The FEM Community is primarily a male population, and approximately 30% of the Community will be retirement eligible over the next five years. A significant recruiting source for the FEM wage-grade Community comes from the private sector (48%) because the Components and Agencies are not growing positions like plumbers and heating, ventilating, and air-conditioning technicians. For this reason, the Components are considering creating their own apprenticeship programs for key trades. Also, candidates from the private sector usually do not have security clearances, which increases the time to fill vacancies.

In conclusion, based on the end of FY 2013 workforce data sets and input from SMEs, there are no 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 due to overall budget constraints, reduced staffing levels, outsourcing, re-organizations, reduced contract support, and increased emphasis on standardizing business processes across the Components and Agencies

- Length of the hiring process, including the need to obtain security clearances; while not unique to this functional community, it is a source of continuing frustration because quality recruits often cannot wait long when they have other offers
- Lack of effective programs to attract and retain the best and brightest
- Need for increased training/certification programs to develop competencies for all occupational series
- Alignment of occupational series consisting of personnel who work solely within the FEM enterprise but who are not part of the current FEM Functional Community, e.g., general and mechanical engineers
- Trades programs that are declining nationally along with the decrease in union membership

DATA CHARTS AND GRAPHS

All charts and graphs in this section are from source: DCPDS, Date: September 2013

Figure 2: Facilities Engineering and Management Gains and Losses

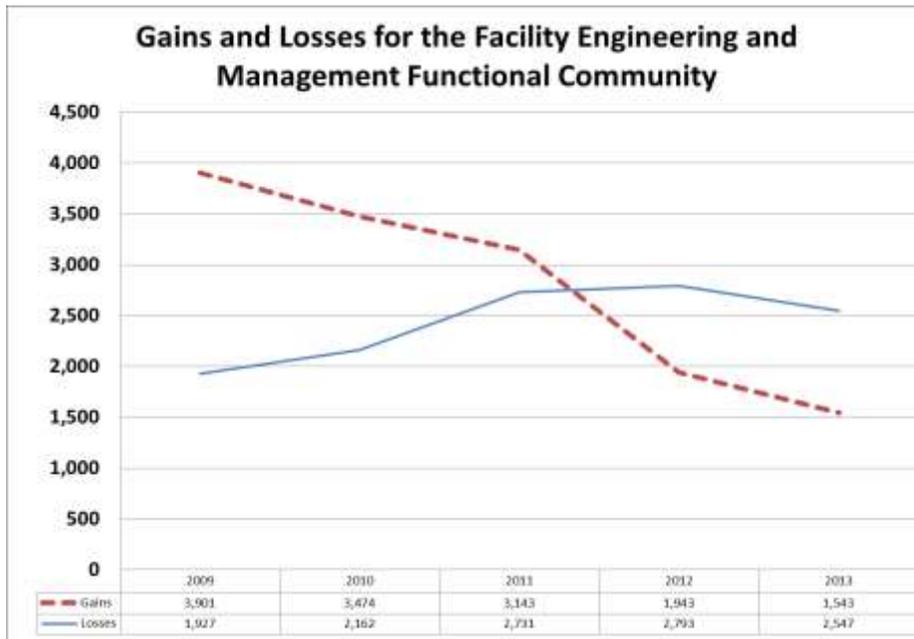


Figure 3: Facilities Engineering and Management Turnover

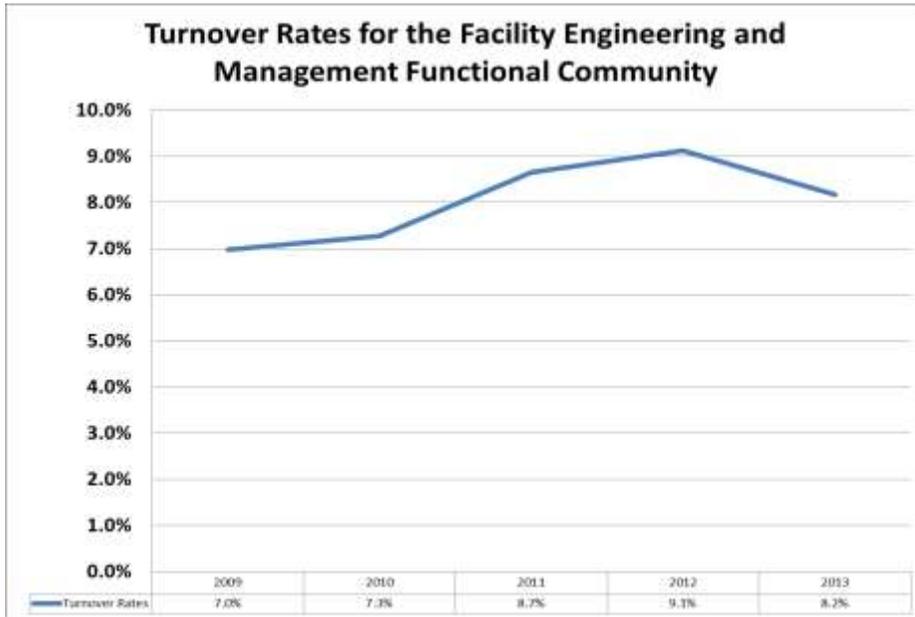


Figure 4: Facilities Engineering and Management Retirement Eligibility

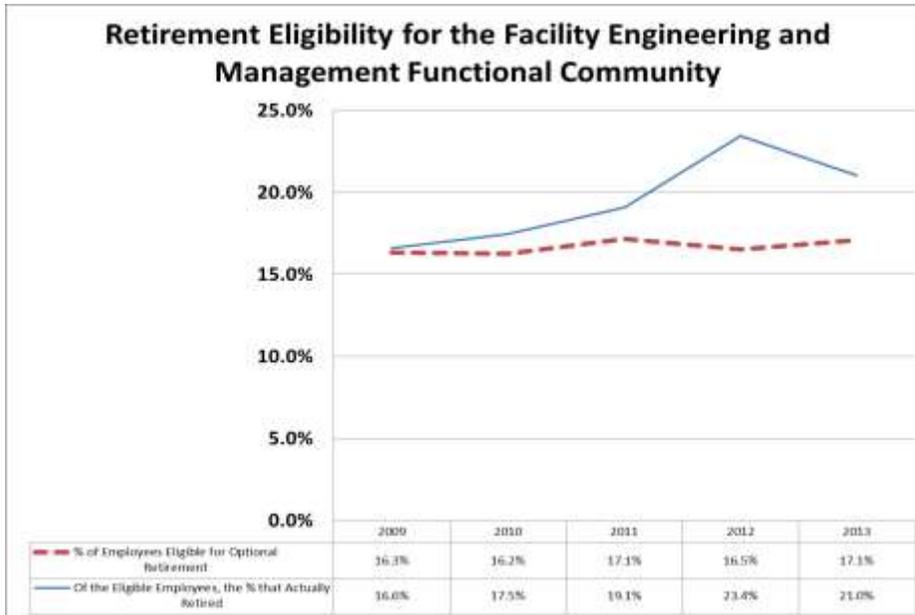
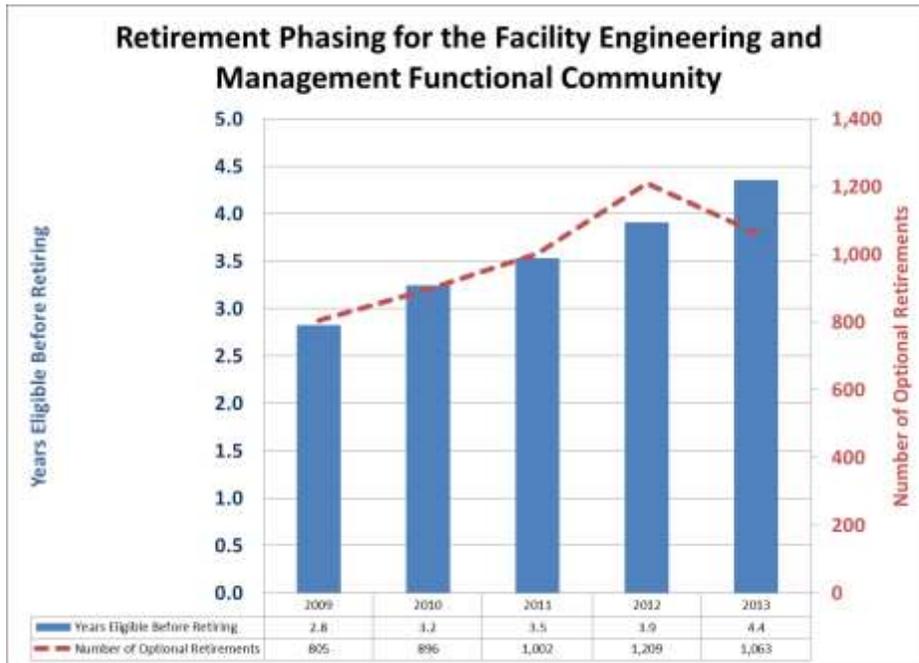


Figure 5: Facilities Engineering and Management Retirement Phasing



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 Engineering (Non-Construction [NC]) Functional Community. The DOD Engineering enterprise is one of the largest engineering enterprises in the world. The Department, with its Component military services and agencies, has a non-construction Engineering civilian workforce made up of nearly 72,000 engineers as of 30 September 2013.

Over the last two decades, U.S. combat power has been delivered by increasingly complex, integrated, high-technology systems and capabilities. This transition has occurred at every echelon of the Department, from the nation's 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 to remain relevant to emerging defense challenges, which require DOD Engineering (NC) leaders to think beyond traditional professional stovepipes and 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 the broad Engineering (NC) Functional Community to provide and support critical design, analysis, and assessment efforts across all DOD mission areas.

The Engineering (NC) Functional Community is composed of the following 12 technical occupational series:

- 0801 – General Engineering
- 0802 – Engineering Technical
- 0806 – Materials Engineering
- 0819 – Environmental Engineering
- 0830 – Mechanical Engineering
- 0840 – Nuclear Engineering
- 0854 – Computer Engineering
- 0855 – Electronics Engineering
- 0856 – Electronics Technical
- 0861 – Aerospace Engineering
- 0893 – Chemical Engineering
- 0896 – Industrial Engineering

The Community includes three MCOs that represent approximately 22,000 employees, or nearly 30% of the total Engineering (NC) workforce: Nuclear Engineering Series, 0840; Computer Engineering Series, 0854; and Electronics Engineering Series, 0855.

Environmental Scan

The Engineering (NC) Functional Community conducted an environmental scan of the full community, with particular attention paid to the three MCO series, to determine overall health. Several internal and external supply and demand factors impact rapid recruitment and hiring of

highly qualified talent in a timely manner. This is particularly the case for the MCOs. 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 points 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. The Computer and Electronics Engineering series were identified by the Information Technology (IT) Functional Community prior to their incorporation into the Engineering (NC) Functional Community; however, MCO designations for the Engineering (NC) Functional Community will be reassessed in FY 2015.

The Engineering (NC) Functional Community conducted an environmental scan in FY 2013 and refreshed in FY 2014 to determine the events, trends, and Department/statutory expectations that may impact the workforce in three different ways: 1. Internal supply and demand; 2. budget and sequestration; and 3. Geopolitical and economic conditions. Leading examples of the challenges and impacts include:

- Evolving technology and competency requirements (e.g., Cyber) for the Engineering Community require an adaptable, multidisciplinary workforce.
- Constrained budgets, sequestration and furloughs impact the near term ability to recruit competitive candidates to support the DOD mission.
- The recovering economy makes it harder to recruit because of increased competition for talent with the private sector.

The impact of a weaker budget and higher funding requirements could lead to recruitment and retention issues. Components and Agencies should provide internal cross-training and knowledge transfer programs to mitigate a potential increase in vacancies with the existing employee population.

Figure 1: Engineering (Non Construction) Demographics

FUNCTIONAL COMMUNITY	Engineering - Nonconstruction	Engineering - Nonconstruction	Engineering - Nonconstruction	Engineering - Nonconstruction
Occ Series	All	0840	0854	0855
Occ Series Desc		NUCLEAR ENGINEERING	COMPUTER ENGINEERING	ELECTRONICS ENGINEERING
Workforce Size: Current Strength Totals				
End Strength	71,608	2,134	3,355	16,656
Department of Army	17,049	6	1,240	2,638
Department of Air Force	14,341	19	375	5,089
Department of Navy	36,480	2,100	1,498	8,137
DoD Agencies (4th Estate)	3,738	9	242	792
% MALE	87.56%	86.64%	85.13%	88.55%
% FEMALE	12.44%	13.36%	14.87%	11.45%
% DISABILITY TARGETED	0.53%	0.28%	0.63%	0.47%
% DISABILITY NONTARGETED	4.84%	2.01%	4.59%	4.11%
% PRIOR MILITARY	26.71%	18.56%	14.13%	16.01%
Education				
ED - # WITH LESS THAN BACHELORS	16,352	76	112	1,200
ED - # WITH BACHELORS DEGREES	38,399	1,804	2,166	10,754
ED - # WITH MASTERS DEGREES	15,101	240	1,014	4,171
ED - # WITH DOCTORATE DEGREES	1,629	14	59	490
Planning Considerations				
% ELIG TO RETIRE CURRENT	13.84%	7.22%	6.08%	12.46%
% ELIG TO RETIRE NEXT YEAR	3.37%	3.00%	1.91%	3.48%
% ELIG TO RETIRE TWO TO FIVE YEARS	15.69%	9.18%	12.58%	17.28%
AGE - 29 & Under	8,483	653	547	1,824
AGE - 30 to 39	14,313	626	1,012	3,478
AGE - 40 to 49	16,216	337	745	3,888
AGE - 50 to 54	15,610	290	578	3,889
AGE - 55 to 59	10,010	167	309	2,090
AGE - 60 to 64	4,649	42	113	982
AGE - 65 and over	2,327	19	51	505
Career Level 1: GS 1-8 or Equiv.	816	41	24	128
Career Level 2: GS 9-12 or Equiv.	23,268	934	889	3,501
Career Level 3: GS 13-15 or Equiv.	47,524	1,159	2,442	13,027

Workforce Analysis

The Engineering (NC) Functional Community reviewed 30 September 2013 workforce data and forecasts to determine the overall health of the Community, as well as determine potential recruitment and retention goals necessary to fulfill mission requirements for the MCO series. Overall end strength decreased due to budget constraints and hiring freezes. However, the Engineering (NC) Functional Community has also seen a decrease in resignations over the last two fiscal years. While 25% of the Engineering (NC) population is sourced from recent college graduates, recruitment incentives decreased considerably in the last two fiscal years. No significant staffing/skills gaps are apparent in the MCO series.

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. 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. The Nuclear Engineering Series reflects the highest percentage of new hire actions from college graduates (72%), while only a small portion of this series is sourced from the military. This series has a lower retirement eligibility population than other engineering occupations and retirement phasing has increased to five years past retirement eligibility, almost 2 years longer than the 3.36 years for the DOD retirement phasing average. However, actual retirements from the Department of Navy increased in FY 2013.

The Computer Engineering Series, 0854 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 investments in information technology programs. While the Department competes for computer engineering talent with private industry, other federal agencies, and state and local governments, this occupational series has a lower retirement and resignation rate for FY 2013 than in the previous three fiscal years.

The Electronics Engineering Series, 0855 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. The rapid introduction of complex, integrated systems employing embedded computing and advanced digital technologies presents new and unique challenges to the Department's engineering capability. This series has experienced a drawdown in new hires by 26% since FY 2012 and almost 65% since FY 2010. Additionally, over one third of this workforce is retirement eligible; 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.

MCO Strategy and Action Plan

To address the workforce concerns for this community, the Engineering (NC) Functional Community developed two strategies in FY 2013 to address recruitment and retention issues. The first strategy addresses the need to ensure policies and repeatable processes are established for successful educational incentive programs within Components, while the second strategy focuses on analyzing existing rotational programs and investigating the feasibility of instituting an enterprise wide rotational pilot program. The Engineering (NC) Functional Community has had some success with these strategies, but due to fiscal constraints, the Community required minor modifications to the FY 2013 strategies. This Community will maintain the FY 2013 strategies into the FY 2014 reporting cycle and include modifications to the ongoing strategies to support more effective implementation and outcomes.

The Community is continuing to implement its FY 2013 Strategies, and it developed no new FY 2014 Strategies.

FY 2013 Strategic Workforce Plan Strategies

Strategy # 1 (FY 2013)	Continue Engineering Educational Incentive Strategy
Staffing Gap Addressed	Recruitment and Retention
Occupational Series	All within Engineering (NC) Functional Community
Career Level Entry: GS 1-8 or Equiv. Mid: GS 9-12 or Equiv. Senior: GS 13-15 or Equiv.	All levels
Strategy Details and Impact	<p>The Department is challenged with 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 otherwise 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, are key to this community's ability to replace outgoing personnel.</p> <p>This strategy includes previous incentive programs – e.g., 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 to ensure that the talent's skills and knowledge remain current with industry best practices.</p> <p>Employees may be offered tuition assistance to obtain a technical education and/or an academic degree in exchange for their commitment to continue service for a specified time.</p>
Strategy Time Segment (Short term = 0-2 yrs) (Mid range = 3-5 yrs) (Long term = 6+ yrs)	Short- and Mid-term (1-4 years)
Implementation Timeline (Identified Milestones)	Based on Component timelines
Funding Required	Funding is at the discretion of the Components
Metrics to Assess Progress	<ul style="list-style-type: none"> • Component Collected Incentive Program Metrics (Recruitment, Retention, Cost, and Return on Investment) • Component Governance and Processes Demonstrating Program Instantiation
Metrics Data Source	Component Databases
Strategy Owner(s): Strategy POC:	Engineering (NC) Component Functional Community Managers Engineering (NC) OSD Functional Community Manager

Strategy # 2 (FY 2013)	Rotational Engineering Program Pilot
Staffing Gap Addressed	Retention
Occupational Series	All within Engineering (NC) Functional Community
Career Level Entry: GS 1-8 or Equiv. Mid: GS 9-12 or Equiv. Senior: GS 13-15 or Equiv.	Mid and Senior levels

Strategy # 2 (FY 2013)	Rotational Engineering Program Pilot
Strategy Details and Impact	The objective of this strategy is to continue, and expand as appropriate, rotational programs that build the engineering workforce's breadth of knowledge and experience at an accelerated rate and to investigate the feasibility of creating an interdepartmental rotational program. These rotational programs may be established for employees residing within a limited geographic area to eliminate the requirement for TDY/PCS funding. 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.). Entry and mid-level personnel need to acquire technical skills at an accelerated pace to support design, construction, and operation of the Department's more complex systems.
Strategy Time Segment (Short term = 0-2 yrs) (Mid range = 3-5 yrs) (Long term = 6+ yrs)	Short- and Mid-term (1-4 years)
Implementation Timeline (Identified Milestones)	Based on Component timelines
Funding Required	Funding is at the discretion of the Components
Metrics to Assess Progress	<ul style="list-style-type: none"> • Component Collected Rotation Program Metrics (Retention, Cost, and Return on Investment) • Component Governance and Processes Demonstrating Program Instantiation • Historical Workforce Retention Metrics of the DOD and Federal-wide rotational programs
Metrics Data Source (What system?)	<ul style="list-style-type: none"> • Component Databases • DOD and OPM Rotational Program Databases
Strategy Owner(s): Strategy POC:	Engineering (NC) Component Functional Community Managers Engineering (NC) OSD Functional Community Manager

DATA CHARTS AND GRAPHS

All charts and graphs in this section are from source: DCPDS, Date: September 2013

Figure 2: Engineering (NC) Gains and Losses

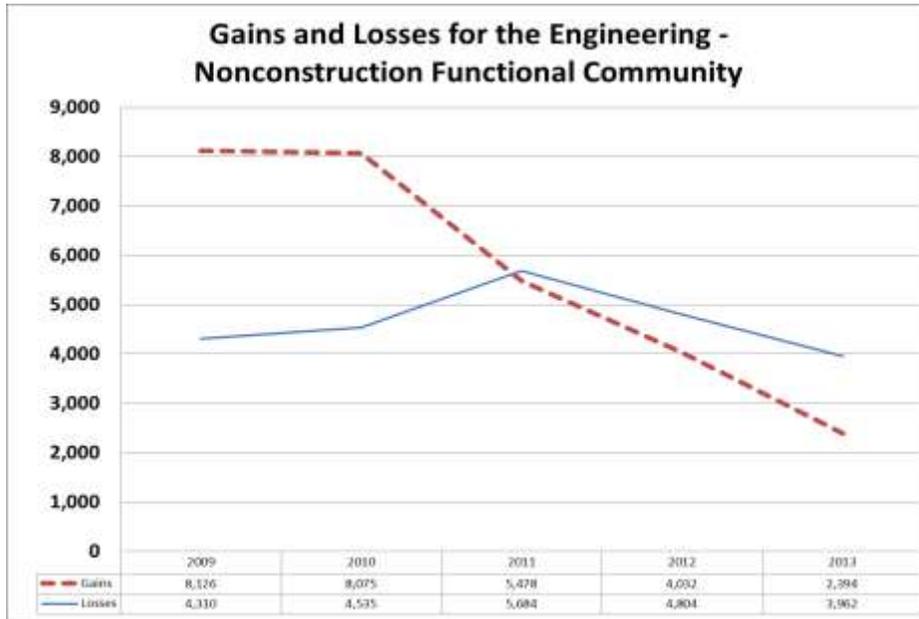


Figure 3: Engineering (NC) Turnover

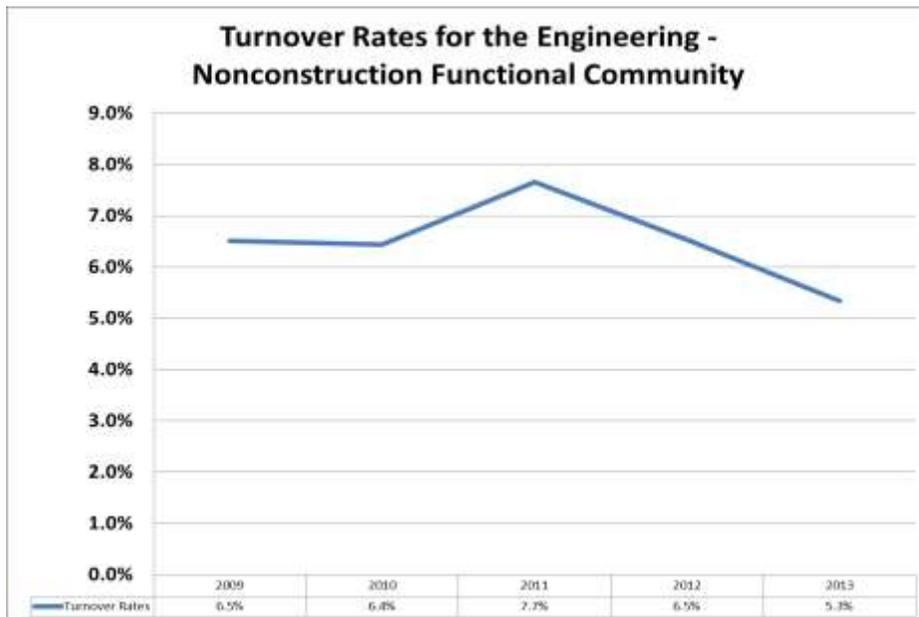


Figure 4: Engineering (NC) Retirement Eligibility

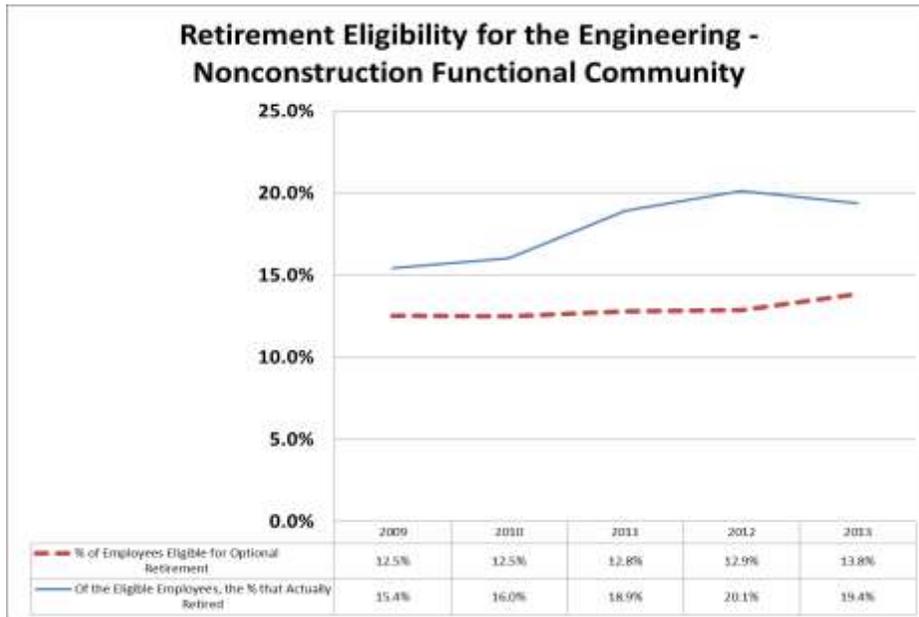


Figure 5: Engineering (NC) Retirement Phasing

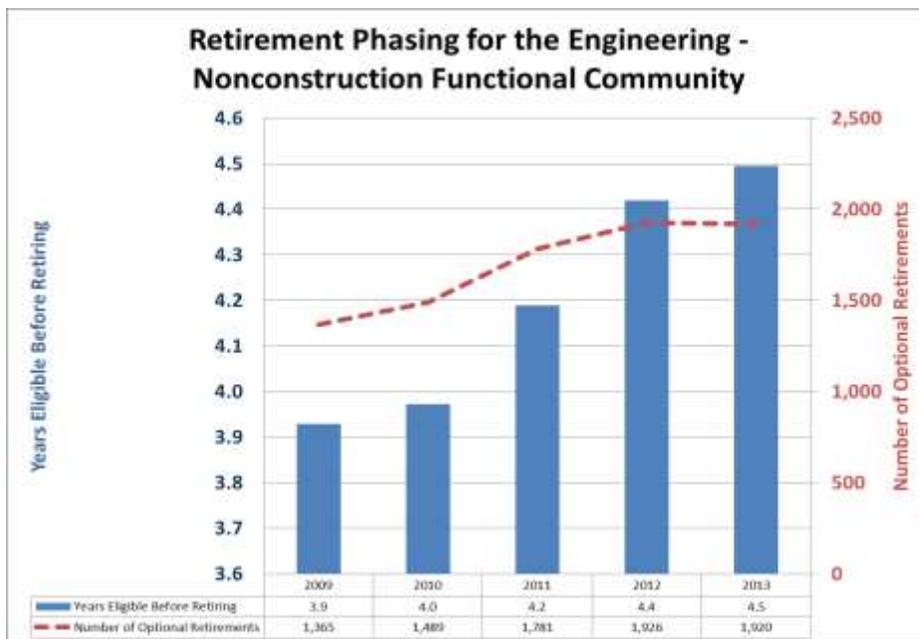


Figure 6: Engineering (NC) Gains and Losses of the Mission Critical Occupations

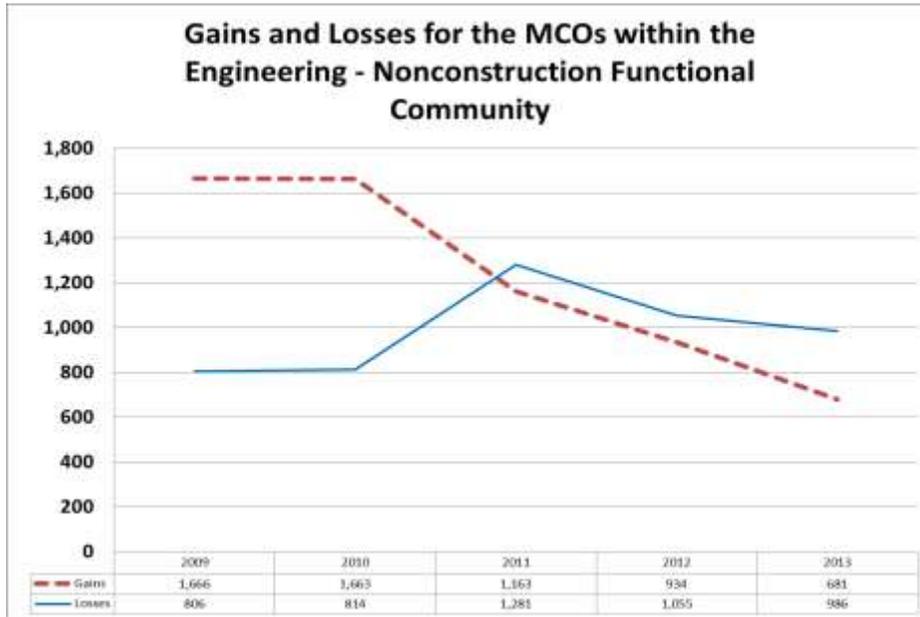


Figure 7: Engineering (NC) Turnover of the Mission Critical Occupations

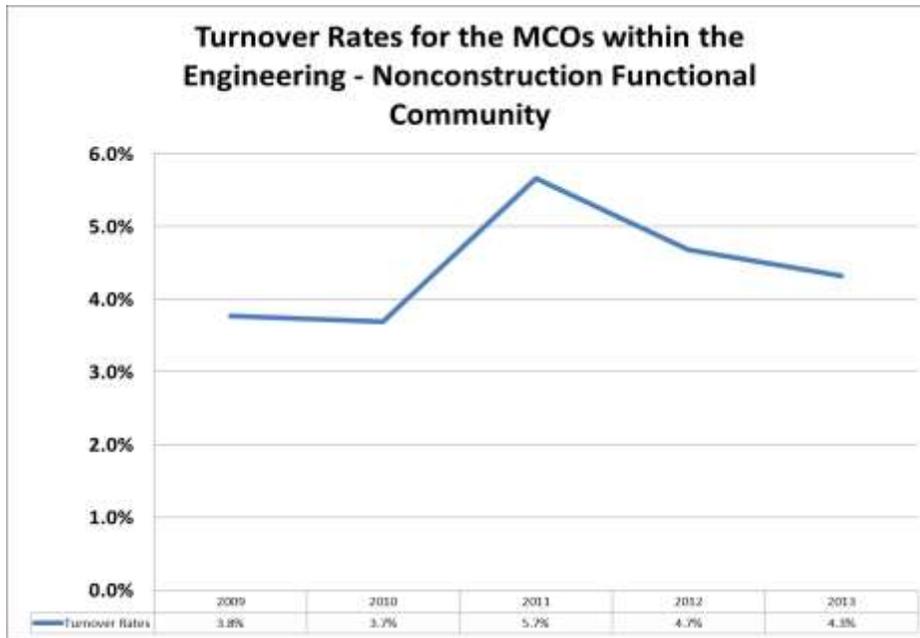


Figure 8: Engineering (NC) Retirement Eligibility of the Mission Critical Occupations

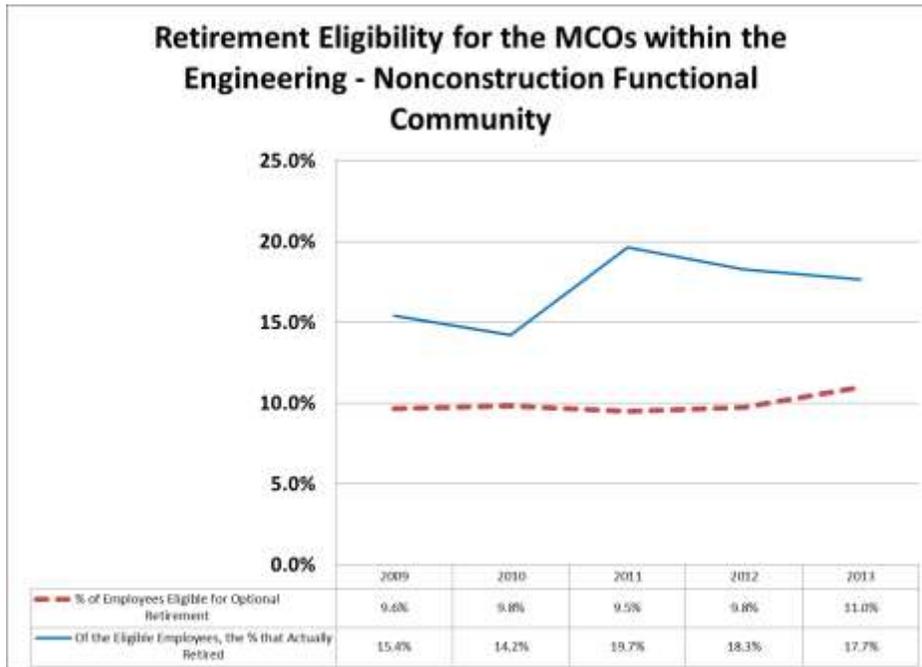


Figure 9: Engineering (NC) Retirement Phasing of the Mission Critical Occupations

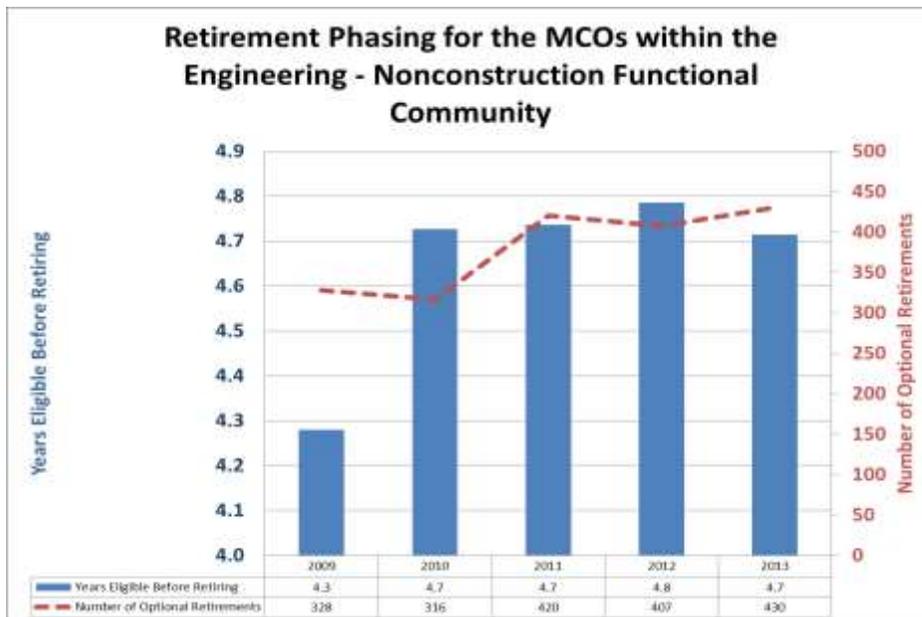


Figure 10: Engineering (NC) Historical Strength and Future Targets for Occupational Series 0840

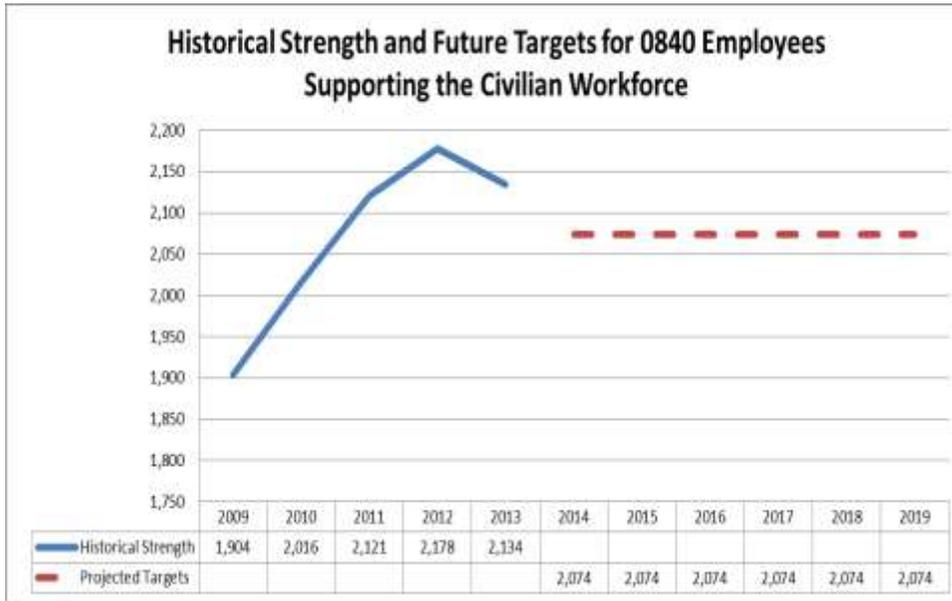


Figure 11: Engineering (NC) Historical Strength and Future Targets for Occupational Series 0854

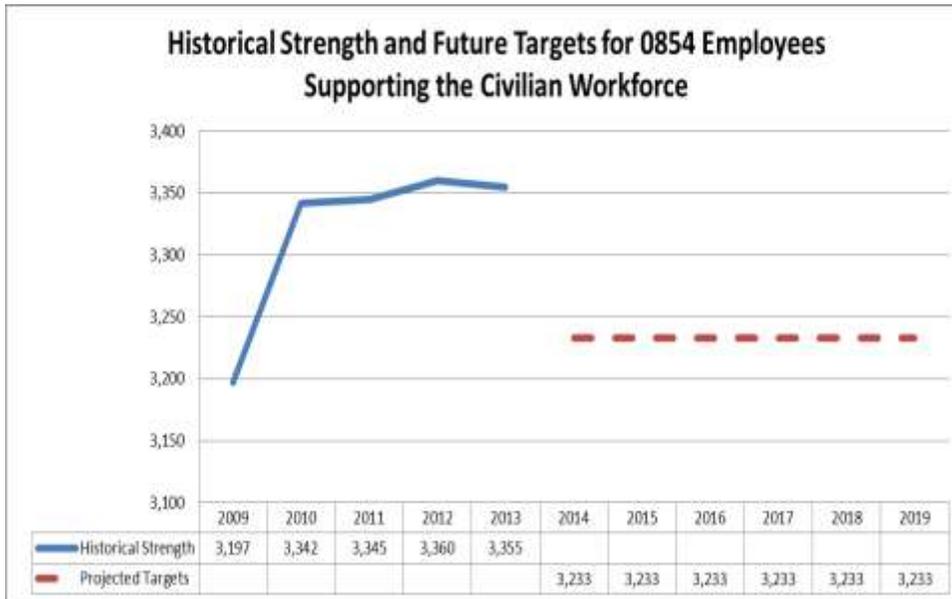
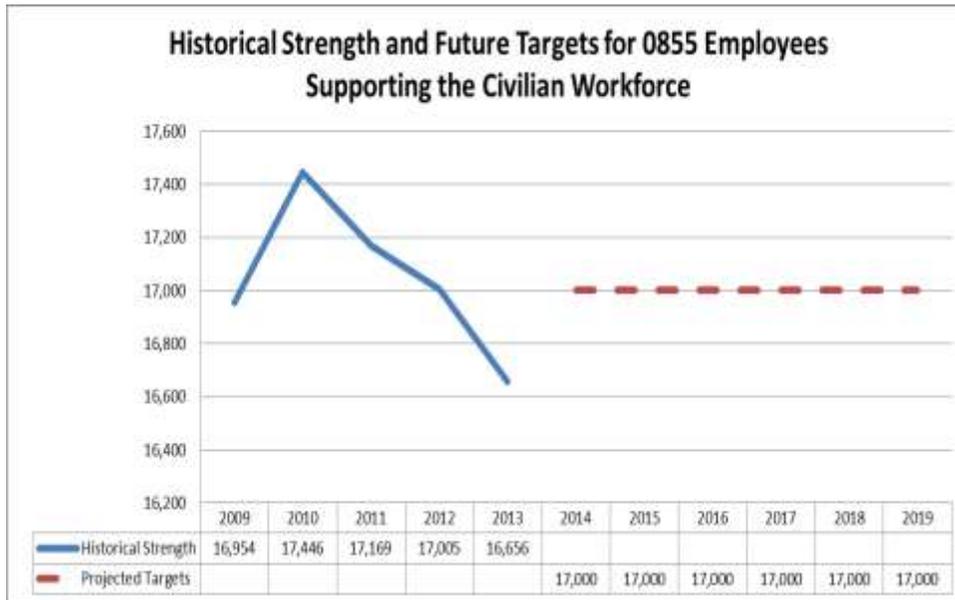


Figure 12: Engineering (NC) Historical Strength and Future Targets for Occupational Series 0855



Appendix 4: USD (ATL) Environmental Management

APPENDIX 4: ENVIRONMENTAL MANAGEMENT FUNCTIONAL COMMUNITY

Overview

The DOD Environmental Management (EM) Functional Community 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 provide very specialized knowledge, skills, and abilities focused on maintaining compliance with environmental requirements. The Community has no MCOs and consists of the following series:

- Environmental Protection Specialist Series, 0028
- Ecology Series, 0408
- Environmental Protection Assistant Series, 0029
- Forestry Series, 0460
- Archeology Series, 0193
- Forestry Technician Series, 0462
- General Natural Resources Management and Biological Sciences Series, 0401
- Wildlife Biology Series, 0486

Environmental Scan

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

- Federal, state, and local environmental laws and requirements, as well as host nation laws and international agreements
- Infrastructure (natural and built)
- Operations

Over the past 30 years, environmental trends include an increase in the number and complexity of environmental law and regulations. This trend is expected to continue, particularly with growing climate change concerns. Other external factors such as international instability, which drives a higher operational tempo, also place a greater demand on EM services due to a higher level of operational readiness and greater industrial/non-industrial activities within DOD.

Given projected decreases in manpower funding due to the Future Years Defense Program (FYDP) and overall budget pressures across the federal government, a downward trend in the size of the EM workforce is expected to continue. Externally imposed budget/manpower reductions, if combined with ceilings or reductions in contract support, have the potential to further limit the ability of the EM Functional Community to accomplish its workload. Budget constraints and sequestration have severely impacted this community. The loss or diminishment of the capability presented by this small community could 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.

Significant portions of the EM Functional Community (e.g., Environmental Protection Specialist Series, 0028 and Environmental Protection Assistant Series, 0029, which represent approximately 53% of the Community) do not require positive education or professional qualification requirements; however, several DOD Components are moving toward requiring them. Another challenge involves some EM functions (e.g., Cultural Resources) that are not incorporated into a particular occupational series. These two challenges foster the argument 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 that may support the need to create a new occupational series aligned with EM functional requirements.

It is also important to note that the eight occupational series represented in the DOD EM Functional Community 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. Without a comprehensive functional view of the Community, it is challenging to meet the needs of all personnel associated with the Community.

The biggest impact on the EM Community was the removal of the Army Corps of Engineers Civil Works (USACE-CW) from the EM Functional Community workforce data. While this change resulted in reducing the EM Functional Community by approximately one-half, the resulting community is now better aligned with the programmatic and resource management for the environmental management functions performed in support of DOD's national security mission.

Figure 1: Environmental Management Demographics

FUNCTIONAL COMMUNITY	Environmental Management
Occ Series	All
Occ Series Desc	
Workforce Size: Current Strength Totals	
End Strength	3,498
Department of Army	1,448
Department of Air Force	475
Department of Navy	1,236
DoD Agencies (4th Estate)	339
% MALE	68.10%
% FEMALE	31.90%
% DISABILITY TARGETED	0.34%
% DISABILITY NONTARGETED	6.63%
% PRIOR MILITARY	36.42%
Education	
ED - # WITH LESS THAN BACHELORS	1,296
ED - # WITH BACHELORS DEGREES	1,225
ED - # WITH MASTERS DEGREES	698
ED - # WITH DOCTORATE DEGREES	272
Planning Considerations	
% ELIG TO RETIRE CURRENT	17.10%
% ELIG TO RETIRE NEXT YEAR	3.17%
% ELIG TO RETIRE TWO TO FIVE YEARS	14.09%
AGE - 29 & Under	137
AGE - 30 to 39	657
AGE - 40 to 49	976
AGE - 50 to 54	633
AGE - 55 to 59	577
AGE - 60 to 64	380
AGE - 65 and over	138
Career Level 1: GS 1-8 or Equiv.	173
Career Level 2: GS 9-12 or Equiv.	1,970
Career Level 3: GS 13-15 or Equiv.	1,355

Workforce Analysis

The DOD EM Functional Community has not experienced significant concerns with recruiting or retention. Turnover has been in the 6-10% range for all levels, with an increase at senior levels due to retirements. While the low rate of employees voluntarily retiring remains stable, approximately 30% of the EM workforce is eligible to retire within the next five years. In particular, the 0028 and 0029 occupational series have a large percentage of retirement eligible personnel. Should this population delay retirement, it could negatively impact the career mobility of the entry and mid-level careerists. The EM Community should monitor retirement trends and implement mitigation strategies if needed (e.g. mentoring, knowledge management, and knowledge transfer.)

The Community faces two additional challenges: 1. There is a disconnect between EM programmatic responsibilities and occupational series in the functional community; and 2. There is a need for educational and qualification requirements. Recommendations to address these concerns include the following:

- Assess whether occupational series are appropriately aligned with EM program requirements and explore whether new occupational series may be needed for EM program areas that are currently covered by multiple disciplines (e.g., Cultural Resources Management).
- View 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.).
- Evaluate the best approach to mentor, develop, and retain the DOD EM workforce through career progression and advancement across all DOD Components.
- Explore commonalities of EM workforce requirements not only within DOD but with other federal agencies to broaden recruitment and retention, as well as enhance government-wide experiential development and career progression that may be beneficial to DOD EM program execution.

Development and implementation of these recommendations has the potential to strengthen the ability of the EM workforce to meet future requirements and enable DOD to comply with its environmental obligations in an era of reduced resources.

DATA CHARTS AND GRAPHS

All charts and graphs in this section are from source: DCPDS, September 2013

Figure 2: Environmental Management Gains and Losses



Figure 3: Environmental Management Turnover



Figure 4: Environmental Management Retirement Eligibility

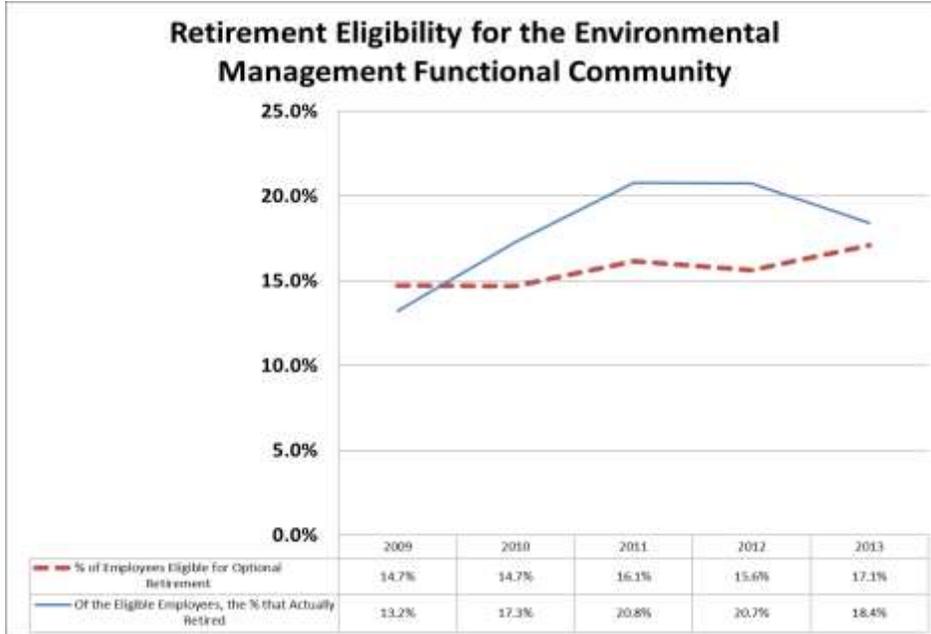
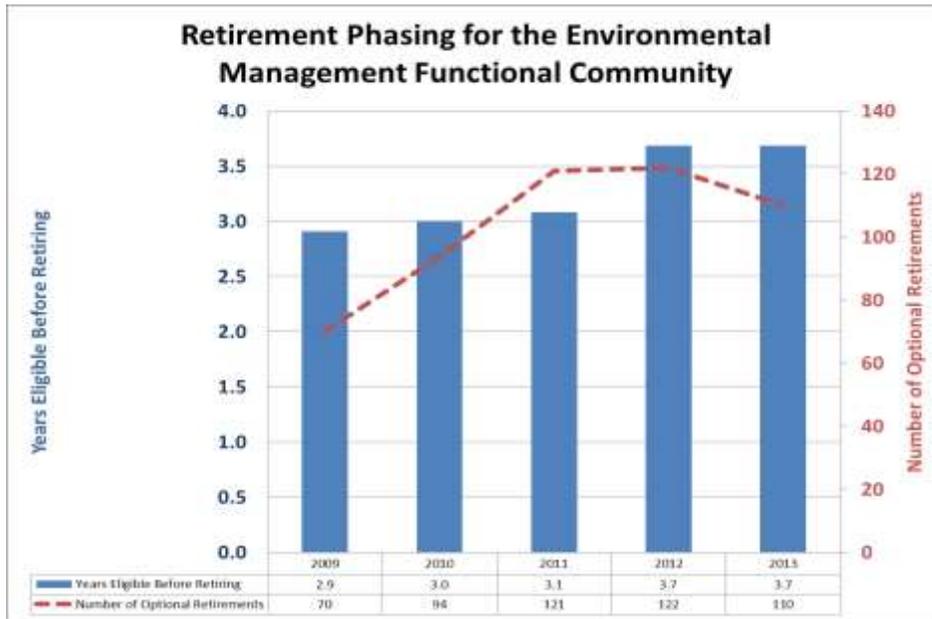


Figure 5: Environmental Management Retirement Phasing



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. LCL 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. Some series in the Logistics Community, such as the Logistics Management Series, 0346, are cross-cutting and encompass two or more of the workforce categories described above.

The Logistics Community has eight MCOs (Table 1) that enable DOD Forces to complete their mission by ensuring that 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 Series
Supply Management	2001	General Supply Series
	2003	Supply Program Management Series
	2010	Inventory Management Series

Workforce Category	Occupational Series	Series Title
Deployment, Distribution, and Transportation	2101	Transportation Specialist Series
	2130	Traffic Management Series
	2150	Transportation Operations Series
Life Cycle Logistics (LCL)	0346*	Logistics Management Series

**Not all 0346 positions are coded as Life Cycle Logistics, and certain 1670, 2001, 2003, 2010, 2101, and 2130 positions can be included in the LCL workforce category.*

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. To assess the various factors impacting this community, the community engaged in an environmental scanning process, which revealed the following areas of concern.

Significant Budget Reductions. Budget reductions, furloughs, and sequestration have significantly shaped the landscape in which DOD operates. In addition to the cuts levied in the FY 2014 budget, the Secretary of Defense has announced additional 20% reductions across the Future Years Defense Program to be completed by FY 2019. Overall, reductions have the potential to impact all aspects of how Logistics functions, which include staffing, training, salary, equipment, and operations. Reduced staffing continues to strain the existing workforce and may hamper its effectiveness toward meeting mission requirements. Ultimately, maintaining continuity and mission readiness becomes more challenging as resources continue to dwindle.

Reduction in War Efforts. As the Department sees a shift in efforts and priorities due to operational drawdowns, the Logistics Community acknowledges the potential impact on its workload. The community anticipates increased emphasis in support of Combatant Command plans, orders, and partner nation capability initiatives.

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 of logistics services, as well as in community training and retooling. Although it is 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.

Achieving a More Diversified Workforce/Ability to Shape the Workforce. The injection of new thoughts, experiences, and world and cultural perspectives into the Department can lead to increased creativity and innovation. The ability to shape the workforce to achieve not only diversification, but to align organizational needs with available talent, is an integral part of workforce planning. As the Logistics Community seeks to shape its workforce by adding qualified new employees who bring these diverse perspectives and valued skills, they have been challenged by hiring freezes and restrictions. Hiring freezes have affected the community's ability to fill their vacant billets in a timely fashion. Similarly, hiring restrictions have greatly inhibited the community's ability to hire college recruits, leverage the various intern programs, and hire those with diverse experience, education, and technical skills required to grow and enhance the community.

Professional Development/Bench Strength. As with every organization, retirements, turnovers and restructuring are all inevitable aspects of business, and these actions illustrate the need for succession planning. Understanding the importance of a trained and prepared professional logistician cadre available to step into leadership roles has increased the community's need to further enhance its bench strength. One aspect of the community's bench strength development plans includes providing training, mentoring, and rotational opportunities. While some of these initiatives are happening informally at different levels within some Components, a constrained and uncertain fiscal climate is preventing the community from developing and implementing comprehensive and accessible programs Logistics-wide to develop leadership talent. Bench strength development also includes recruiting individuals interested in developing long-term careers and growing within the DOD Logistics Community versus those who plan to exit the DOD Logistics career field in a few short years. Advancement opportunities expand as more people reach retirement and the community needs prepared individuals ready to assume leadership roles.

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 – Salary

FUNCTIONAL COMMUNITY	Logistics-Salary	Logistics-Salary	Logistics-Salary	Logistics-Salary	Logistics-Salary	Logistics-Salary	Logistics-Salary	Logistics-Salary	Logistics-Salary
Occ Series	All	0346	1670	2001	2003	2010	2101	2130	2150
Occ Series Desc		LOGISTICS MANAGEMENT	EQUIPMENT SERVICES	GENERAL SUPPLY	SUPPLY PROGRAM MANAGEMENT	INVENTORY MANAGEMENT	TRANSPORTATION SPECIALIST	TRAFFIC MANAGEMENT	TRANSPORTATION OPERATIONS
Workforce Size: Current Strength Totals									
End Strength	61,580	18,508	5,978	2,863	3,237	3,634	1,463	1,552	1,158
Department of Army	24,558	8,250	2,455	1,081	1,164	835	347	777	102
Department of Air Force	17,611	4,515	1,855	553	389	968	960	267	615
Department of Navy	13,516	5,123	1,460	468	869	546	133	212	389
DoD Agencies (4th Estate)	5,895	620	208	761	815	1,285	23	296	52
% MALE	70.79%	70.88%	92.39%	60.67%	61.79%	49.83%	74.44%	62.82%	83.25%
% FEMALE	29.21%	29.12%	7.61%	39.33%	38.21%	50.17%	25.56%	37.18%	16.75%
% DISABILITY TARGETED	0.71%	0.58%	0.49%	0.84%	0.59%	1.62%	0.55%	0.45%	0.43%
% DISABILITY NONTARGETED	7.49%	8.47%	8.75%	7.82%	8.65%	8.48%	6.29%	6.77%	9.24%
% PRIOR MILITARY	55.74%	59.86%	79.06%	54.87%	51.78%	44.25%	49.69%	52.84%	82.30%
Education									
ED - # WITH LESS THAN BACHELORS	42,038	8,464	4,915	2,223	1,983	2,181	979	1,026	721
ED - # WITH BACHELORS DEGREES	13,507	6,349	842	487	903	1,131	313	378	260
ED - # WITH MASTERS DEGREES	5,813	3,609	208	143	337	312	164	136	175
ED - # WITH DOCTORATE DEGREES	73	49	2	3	5	2	1	1	1
Planning Considerations									
% ELIG TO RETIRE CURRENT	13.50%	12.59%	15.41%	20.68%	17.64%	18.00%	9.91%	17.01%	14.51%
% ELIG TO RETIRE NEXT YEAR	3.25%	3.57%	3.71%	3.49%	4.23%	4.27%	2.26%	3.61%	3.63%
% ELIG TO RETIRE TWO TO FIVE YEARS	13.97%	15.63%	15.14%	17.25%	16.19%	14.50%	12.17%	17.27%	15.54%
AGE - 29 & Under	3,686	914	136	119	147	296	129	62	15
AGE - 30 to 39	10,376	2,650	719	379	428	602	238	191	94
AGE - 40 to 49	16,997	4,999	1,699	695	852	896	416	429	335
AGE - 50 to 54	13,989	4,738	1,618	680	814	763	348	392	323
AGE - 55 to 59	9,821	3,208	1,091	560	598	610	194	281	231
AGE - 60 to 64	4,847	1,499	522	302	283	347	97	144	111
AGE - 65 and over	1,864	500	193	128	115	120	41	53	49
Career Level 1: GS 1-8 or Equiv.	10,353	190	47	54	21	93	30	18	11
Career Level 2: GS 9-12 or Equiv.	33,184	8,012	4,415	2,474	2,164	3,151	998	1,121	727
Career Level 3: GS 13-15 or Equiv.	18,043	10,306	1,516	335	1,052	390	435	413	420

Figure 2: Logistics Demographics-Wage

FUNCTIONAL COMMUNITY	Logistics-Wage
Occ Series	All
Occ Series Desc	
Workforce Size: Current Strength Totals	
End Strength	81,982
Department of Army	31,415
Department of Air Force	29,530
Department of Navy	16,186
DoD Agencies (4th Estate)	4,851
% MALE	92.99%
% FEMALE	7.01%
% DISABILITY TARGETED	0.53%
% DISABILITY NONTARGETED	4.10%
% PRIOR MILITARY	39.47%
Education	
ED - # WITH LESS THAN BACHELORS	79,023
ED - # WITH BACHELORS DEGREES	2,482
ED - # WITH MASTERS DEGREES	209
ED - # WITH DOCTORATE DEGREES	2
Planning Considerations	
% ELIG TO RETIRE CURRENT	11.23%
% ELIG TO RETIRE NEXT YEAR	2.35%
% ELIG TO RETIRE TWO TO FIVE YEARS	10.66%
AGE - 29 & Under	10,566
AGE - 30 to 39	19,506
AGE - 40 to 49	20,958
AGE - 50 to 54	13,104
AGE - 55 to 59	10,489
AGE - 60 to 64	5,377
AGE - 65 and over	1,982
Career Level 1: GS 1-8 or Equiv.	6,833
Career Level 2: GS 9-12 or Equiv.	69,118
Career Level 3: GS 13-15 or Equiv.	6,031

Workforce Analysis

The civilian component of the Logistics Functional Community has a workforce totaling 143,562 and is composed of both salaried and hourly employees. While both groups play an integral part of the functioning and success of this community, all eight Logistics MCOs fall within the salary portion of the workforce. Consequently, this analysis will focus on the salaried workforce.

The salaried workforce consists mostly of males (71%) and personnel with prior military experience (56%). Most employees are between the ages of 49 and 55, placing them in the Baby Boomer category. However, the majority of the workforce has eight 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, recruitment actions have significantly and steadily declined since FY 2010 due to hiring freezes and other hiring restrictions. That decline has continued into the current reporting year with the community experiencing a 19% decrease in new hiring actions from last year.

Retirements

Retirements grew modestly in FY 2009 and FY 2010, but the community experienced a large increase in FY 2011. However, FY 2013 retirement numbers have decreased by 15% since FY 2012. The previous retirement growth rate can be attributed to retirement incentive offerings by both the Army and Air Force. Those services not offering retirement incentives had significantly less fluctuation. Another data point suggests that on average, employees are remaining in the workforce 3.9 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 losses in FY 2011. In FY 2012 however, all Components collectively posted their lowest transfer loss numbers in five years. The downward trend continued into FY 2013 as transfer losses decreased by 21% from the previous year.

Forecasted Targets

The forecast data for this community suggests the need to recruit more than 1,600 employees in FY 2014 and more than 2,200 in the out years to fill vacancies caused by routine attrition. However, impending budget cuts indicate that actual hiring will be significantly less. Should the budget allow for additional staff, this community does not anticipate issues filling vacant positions. Though the forecasted data calls for an increase in the workforce, the uncertain fiscal climate may eventually require just the opposite. Should a reduction in staffing be required, the community has a number of vacant billets from which they plan to take the cuts. They anticipate this will offset the need for personnel cuts.

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 or retaining personnel. However, there are other issues that require attention, each of which is 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. 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. Finally, training and professional development opportunities have decreased sharply, which impacts morale, advancement opportunities and job performance. The community is considering feasible avenues to develop structured and standardized programs to address these issues given the budget constraints.

MCO Strategy and Action Plan

While no major staffing gaps were identified during the assessment process, the Logistics Community continues to move forward with strategies that will enhance its workforce. Last year the community developed a strategy to further the development of joint, strategic, and multi-functional logisticians. As part of its continued effort to build bench strength, this year the community highlighted the need to recruit new employees who already have the requisite education and training that will allow them to be successful throughout the workforce, particularly in key leadership positions. Recruiting a ready workforce provides significant cost saving benefits because DOD will not have to provide the training and education to successful members of the workforce, and DOD can easily move these individuals into leadership positions.

FY 2014 Strategic Workforce Plan Strategies

Strategy # 1 (FY 2014)	Pursue professionalization of Life Cycle Logisticians through implementation of a DOD positive education requirement
Staffing Gap Addressed	Lack of parity within program areas impairs the ability to recruit and retain high performing logisticians capable of influencing affordable life cycle sustainment.
Occupational Series	0346
Career Level Entry: GS 1-8 or Equiv. Mid: GS 9-12 or Equiv. Senior: GS 13-15 or Equiv.	All LCL-coded positions at all grades
Strategy Details and Impact	<ol style="list-style-type: none"> 1. Work with DOD HR (Classification, etc.) office to pursue positive education requirement. 2. Leverage Life Cycle Logistics Functional Integrated Product Team (LOG FIPT) to develop and distribute a communication plan to Logistics leaders and selecting officials who will encourage the positive education factor.
Strategy Time Segment (Short term = 0-2 yrs) (Mid range = 3-5 yrs) (Long term = 6+ yrs)	Mid range (3-5) years

Strategy # 1 (FY 2014)	Pursue professionalization of Life Cycle Logisticians through implementation of a DOD positive education requirement
Implementation Timeline (Identified Milestones)	Work with DOD HR (Classification etc.) office to pursue positive education requirement: <ol style="list-style-type: none"> 1. Build a business case. (2014) 2. Garner Functional Community Manager support. (2014) 3. Garner Component HR support. (2014) 4. Engage with DOD HR (Classification, etc.) office. (2015) 5. Implement and monitor positive education requirement. (2016-2018) Leverage LOG FIPT to develop and distribute a communication plan encouraging the positive education factor: <ol style="list-style-type: none"> 1. Present the professionalization and recruitment strategy to the LOG FIPT. (2014) 2. Draft memo for the LCL Functional Leader in the ODASD (Materiel Readiness) to release to Logistics leaders and selecting officials to encourage factoring in the positive education requirement. (FY 2015)
Funding Required	N/A
Metrics to Assess Progress	Yearly tracking of percentage of new LCL recruits with a bachelor’s degree or greater with 24 hours of business acumen. Yearly tracking of percentage of LCL workforce with a bachelor’s degree or greater with 24 hours of business acumen.
Metrics Data Source	Component directorates
Strategy Owner(s): Strategy POC:	Logistics Component Functional Community Managers Logistics OSD Functional Community Manager

FY 2013 Strategic Workforce Plan Strategies

Strategy # 2 (FY 2013)	Development of joint, strategic, and multi-functional logisticians
Staffing Gap Addressed	Shortage of joint, strategic, and multi-functional logisticians
Occupational Series	0346, 2001, 2003, 2101, 2130, 2150, 1670
Career Level Entry: GS 1-8 or Equiv. Mid: GS 9-12 or Equiv. Senior: GS 13-15 or Equiv.	Mid Level and Senior Level
Strategy Details and Impact	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.
Strategy Time Segment (Short term = 0-2 yrs) (Mid range = 3-5 yrs) (Long term = 6+ yrs)	Mid range
Implementation Timeline (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). Timeline for impact/effect on the workforce: 4-5 years.
Funding Required	Additional Component training funding if necessary

Strategy # 2 (FY 2013)	Development of joint, strategic, and multi-functional logisticians
Metrics to Assess Progress	Number of participants in career broadening assignments
Metrics Data Source	Component training directorates
Strategy Owner(s): Strategy POC:	Logistics Component Functional Community Managers Logistics OSD Functional Community Manager

DATA CHARTS AND GRAPHS

All charts and graphs in this section are from source: DCPDS, Date: September 2013

Figure 3: Logistics Gains and Losses

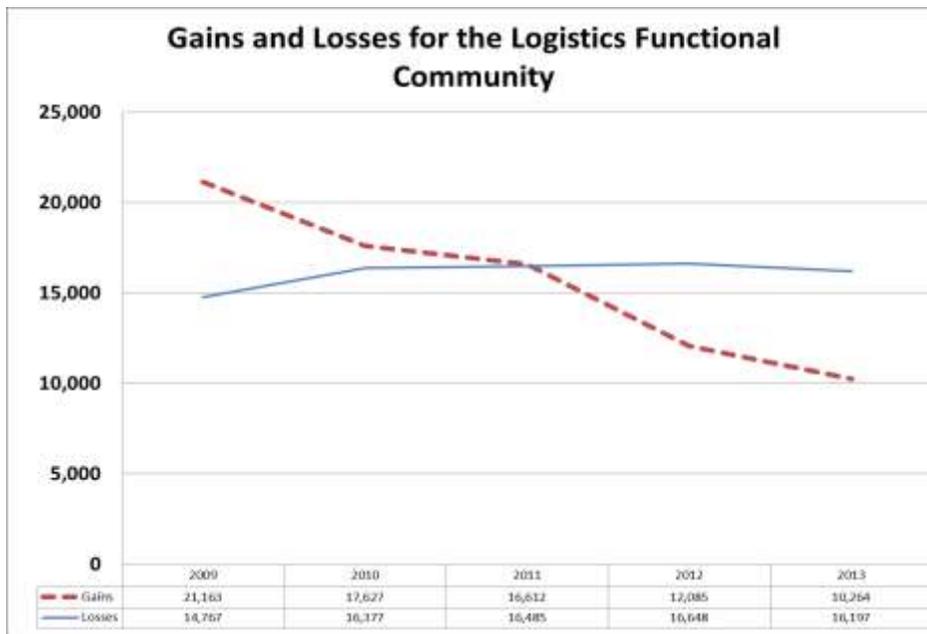


Figure 4: Logistics Turnover

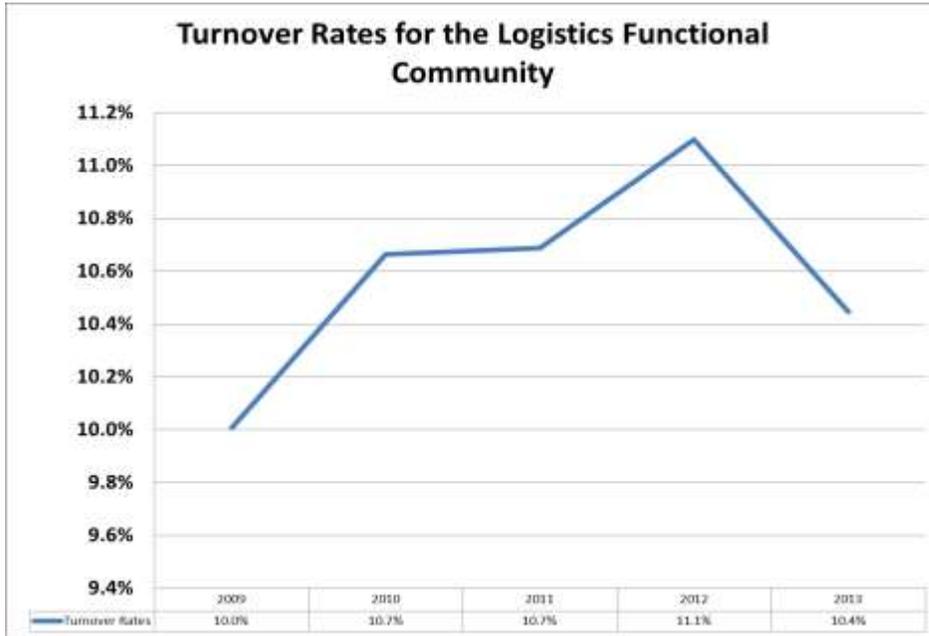


Figure 5: Logistics Retirement Eligibility

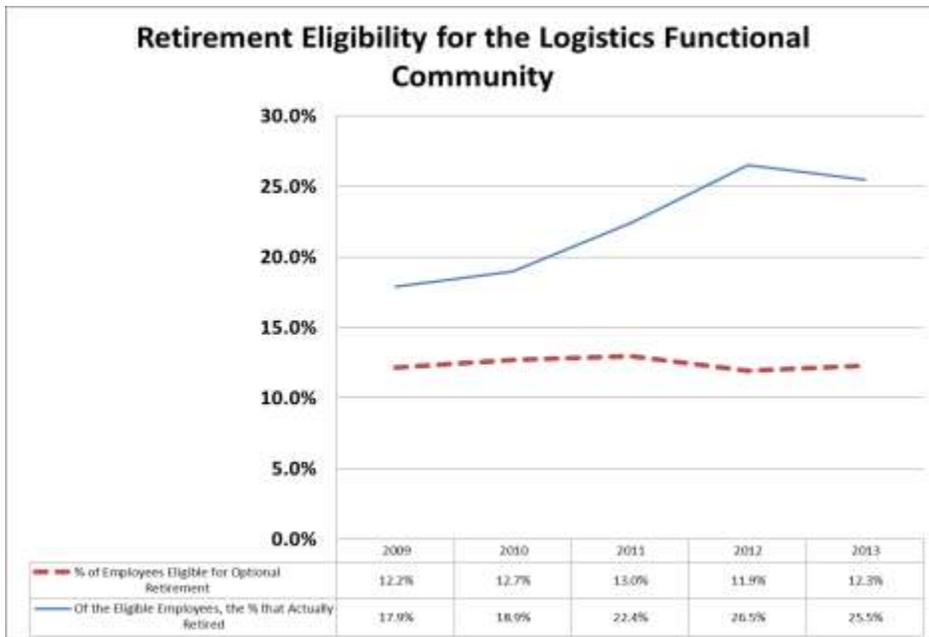


Figure 6: Logistics Retirement Phasing

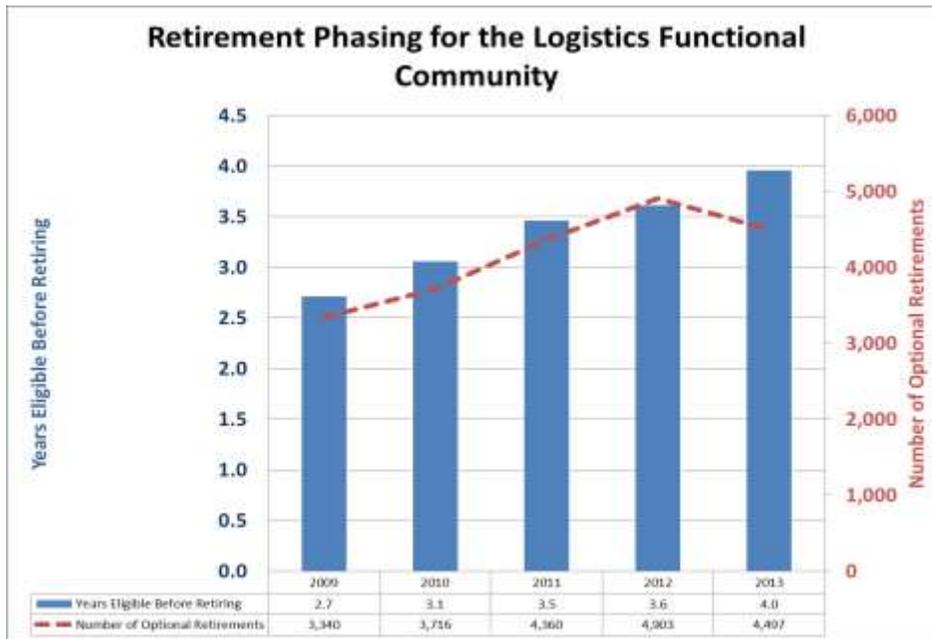


Figure 7: Logistics Gains and Losses for the Mission Critical Occupations

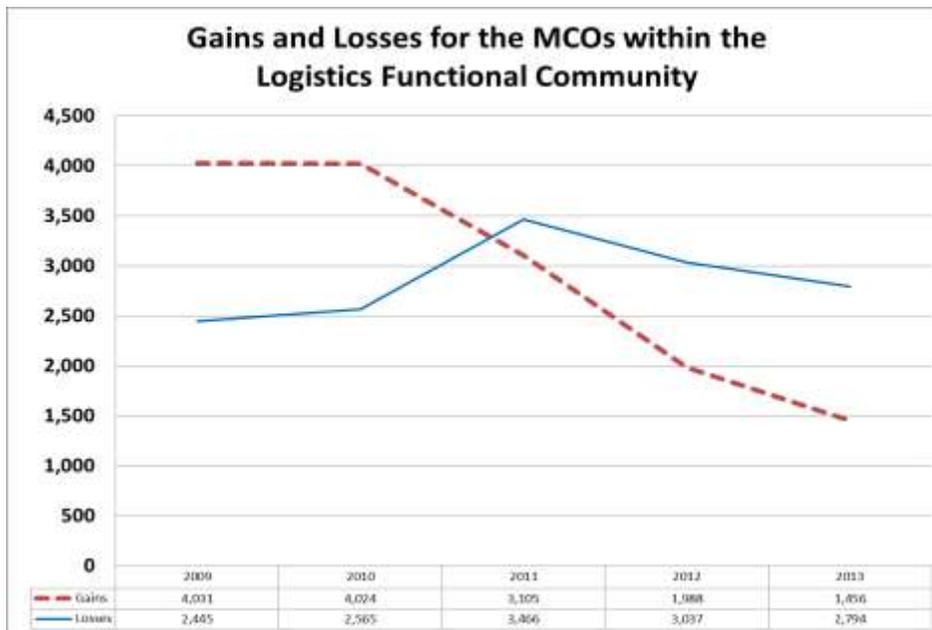


Figure 8: Logistics Turnover of the Mission Critical Occupations

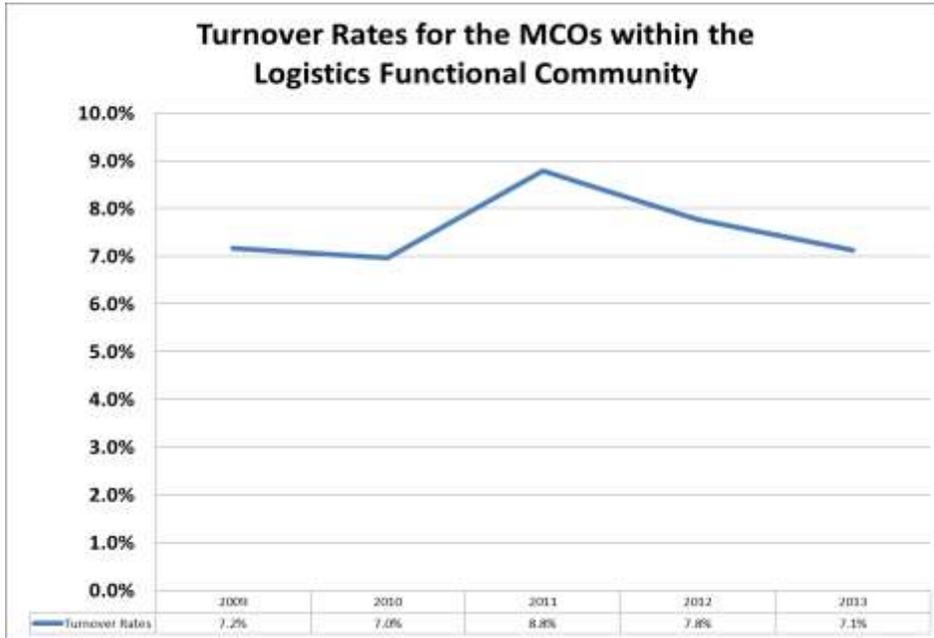


Figure 9: Logistics Retirement Eligibility of the Mission Critical Occupations

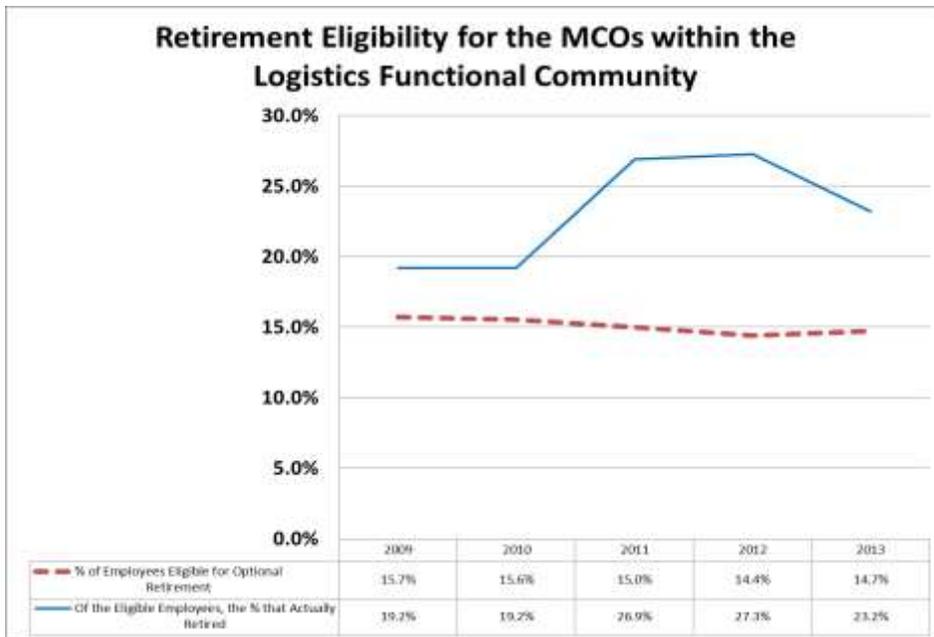


Figure 10: Logistics Retirement Phasing for the Mission Critical Occupations

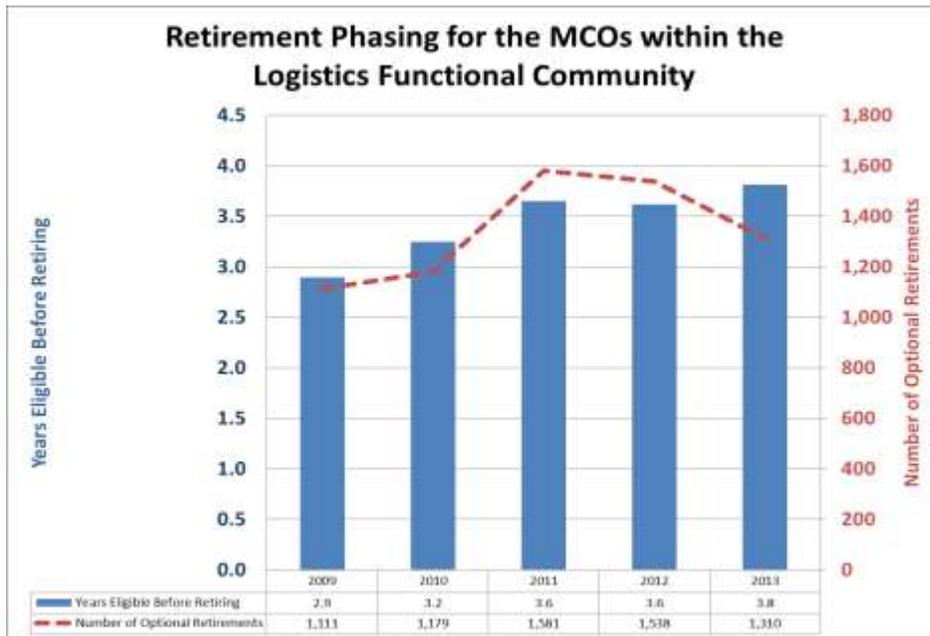


Figure 11: Logistics Historical Strength and Future Targets of the Mission Critical Occupation – 0346

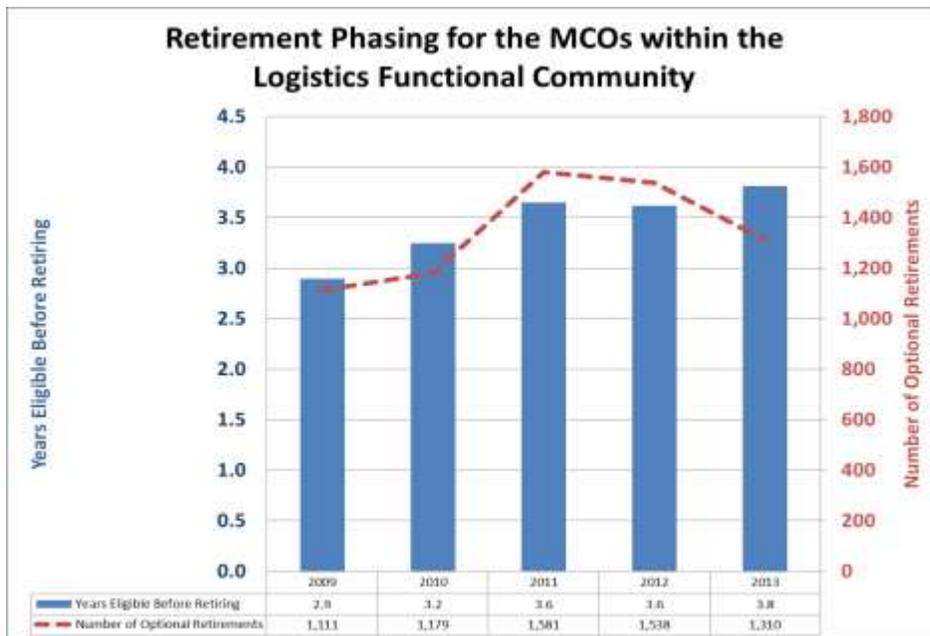


Figure 12: Logistics Historical Strength and Future Targets of the Mission Critical Occupation – 1670

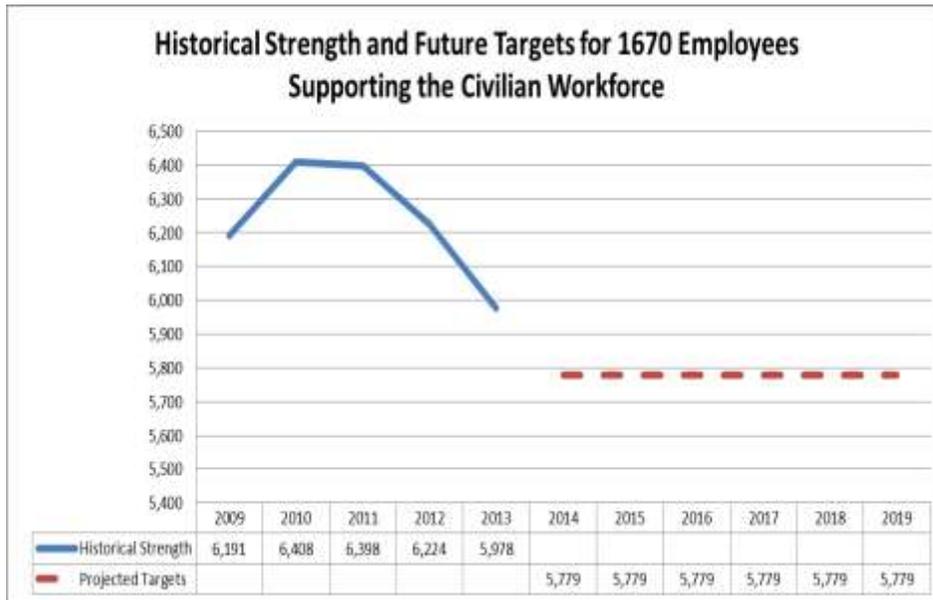


Figure 13: Logistics Historical Strength and Future Targets of the Mission Critical Occupation – 2001

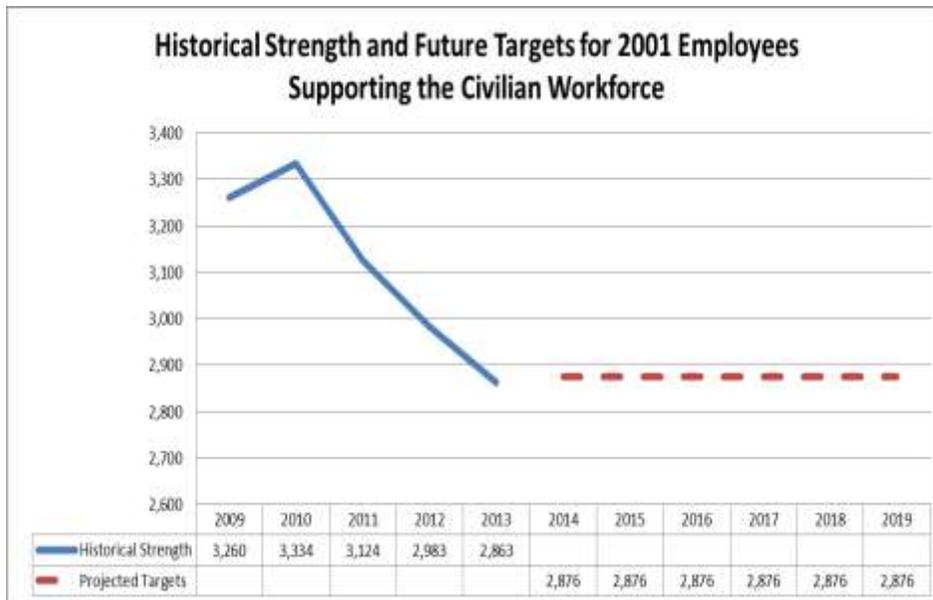


Figure 14: Logistics Historical Strength and Future Targets of the Mission Critical Occupation – 2003

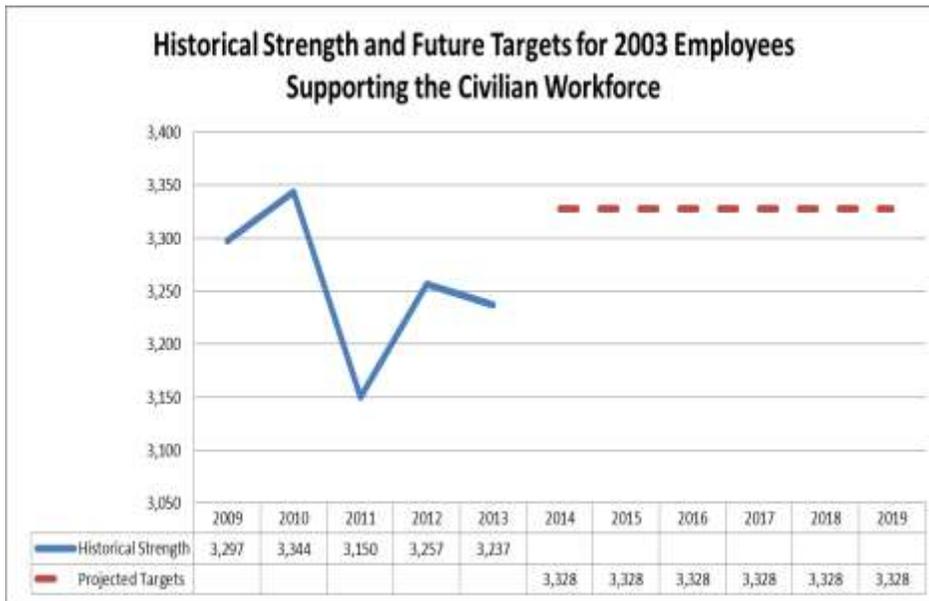


Figure 15: Logistics Historical Strength and Future Targets of the Mission Critical Occupation – 2010

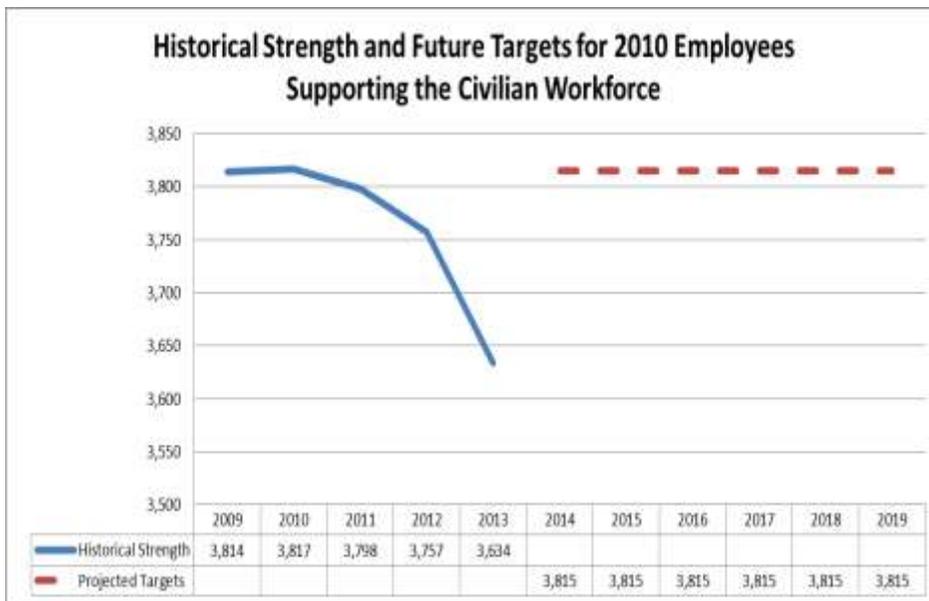


Figure 16: Logistics Historical Strength and Future Targets of the Mission Critical Occupation – 2101

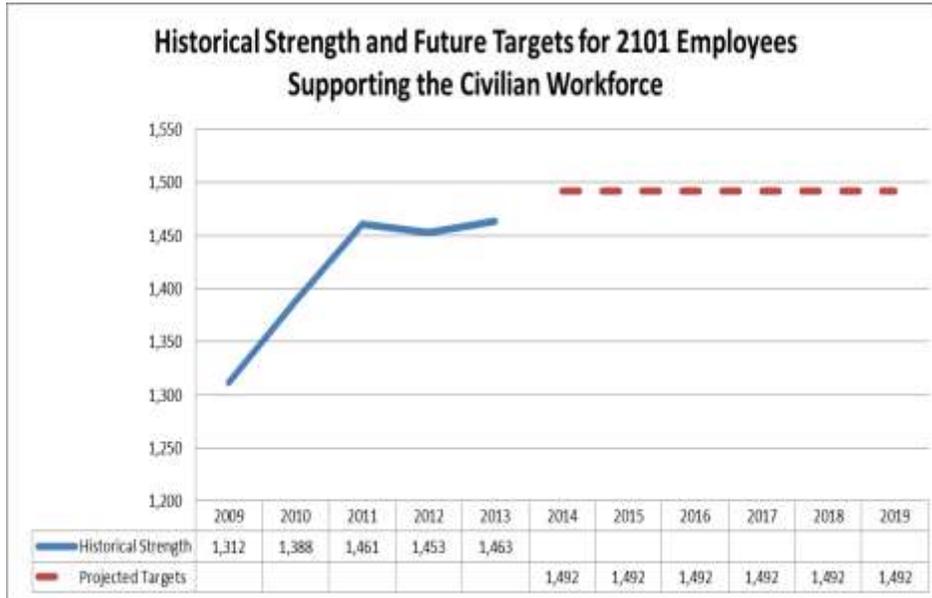


Figure 17: Logistics Historical Strength and Future Targets of the Mission Critical Occupation – 2130

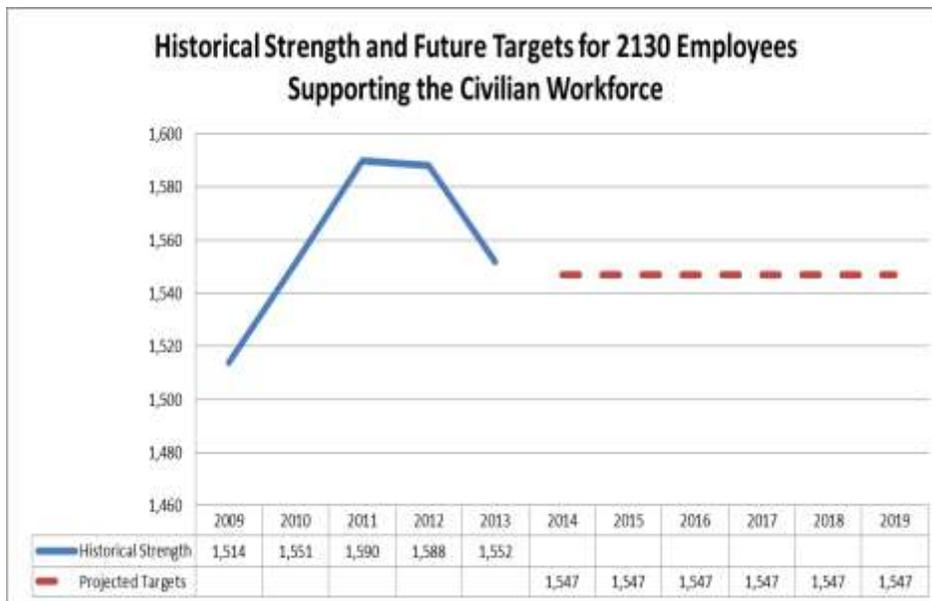
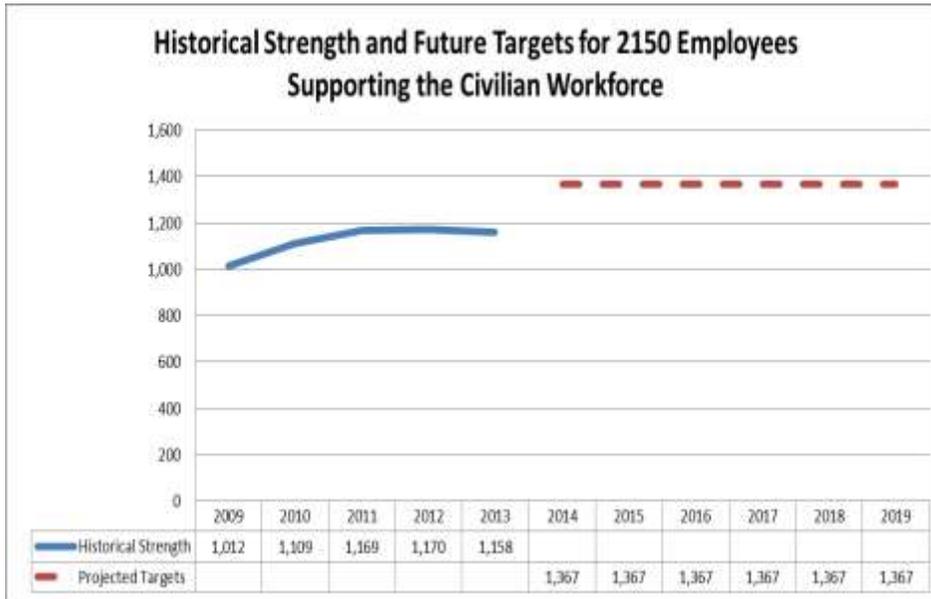


Figure 18: Logistics Historical Strength and Future Targets of the Mission Critical Occupation – 2150



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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 must sustain the regular forward presence of U.S. forces as well as their deployment in crisis, contingency, combat, peacetime training, and while in garrison. Readiness and sustainment can be enhanced through practices that include safety in training; safety in material and equipment research, development, testing, and evaluation (RDT&E); and safety in installations and facilities. The community ensures a productive, safe, and efficient workplace and community for 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 mission success. Given its constantly evolving environment, DOD must ensure that the right competencies and skills are acquired and effectively applied to help S&PS employees meet and exceed the highest standards of conduct and performance.

This community consists of a diverse array of functional areas:

- ES - Explosives Safety (0017 series)
- SOH - Safety and Occupational Health (0018 series)
- FPP - Fire Protection and Prevention (0081 series)

This report addresses the three Mission Critical Occupations (MCOs) in the S&PS portfolio—the 0017, 0018, and 0081 series.

Explosives Safety Series, 0017

The purpose of this occupational series and the Explosives Safety Management Program 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. This occupational series 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 from other occupational series to the 0017 occupation series to better establish classification.

Safety and Occupational Health (SOH) Series, 0018

Preventing mishaps and associated losses sustains mission effectiveness. Professionals in this workforce serve as managers administering mishap-prevention programs and as technical advisors to commanders in day-to-day risk decision making for safety and health risks inherent

in military operations. 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 of safety and health on the Federal workforce 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 operations as well as the ability to manage risks in these operations. 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 of life and property and from environmental damage that can result 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). Additionally, there is a "pivot" focus toward East Asia and a new interest in Africa. Safety plays a crucial role in the formation of these new operating locations and theaters of operation.

Explosives Safety Series, 0017

The 0017 occupational series is designed to prevent hazards and manage risk. Explosives Safety GS-level personnel quantify and communicate risk assessments to the commander (Combatant, Component, unit, and installation), thereby making significant contributions that enable Commanders to make informed risk-based decisions and optimize the quality of solutions. The GS-0017 personnel are small in number at any given installation, yet provide critical input to the management of this high-risk, mission-essential function. Loss of 0017 personnel staffing or levels and their unique expertise at any installation or activity can adversely impact the Commander's decision-making ability when assessing, managing, and mitigating explosives risks.

A significant challenge to an activity is by on and off installation encroachment or the introduction of new units, addition of new facilities, relocation of previous established capabilities, and the construction of new off installation facilities. These types of challenges require the 0017 explosives safety specialist to examine the various types of risks that can encumber ammunition and explosives operations while simultaneously examining ways to protect personnel, equipment, critical facilities, and the environment. On and off installation encroachments come in the form of airfield runways, electromagnetic transmitters, utility lines, proposed highways, recreational facilities, and different types of buildings (inhabited or uninhabited). A common government encroachments are green initiatives (e.g. windmills) and other forms of construction that are being built on bases next to or near the explosives storage sites. These encroachments create more hazards to manage and require more personnel to maintain, particularly because a large amount of the ammunition stored is aging and becoming more dangerous. Additionally, Base Realignment and Closure (BRAC) has caused a consolidation of ammunition and explosives, creating increased potential for hazards.

Because this occupational series was implemented in the last few years, it lacks an enterprise authority or guidance. Policy decisions are made by individual commands, and lack consistency across the community. The DOD 6055.09-M and DODI 6055.16 provide overall guidance, but don't include staffing requirements, which has been an issue in determining required billets.

There are several challenges facing the internal supply of this community. Enterprise wide, there is a shortage of resources available to accomplish the mission. Additionally, while technical skills are strong, basic communication and interpersonal skills are lacking at the entry or newly hired level. Moreover, the series is also losing a significant portion of the retirement-eligible expertise. Furthermore, a well-rounded 0017 professional needs a blend of real work experience and formal education. To advance in a career, individuals may need to change jobs and/or locations; however, moving is not always something an employee is willing to do to advance.

This occupational series has had to closely focus on recruitment and career progression. The external supply of personnel is primarily recruited from the military because of the high level of experience with military explosives safety needed. Competition by private industry does present an obstacle when trying to hire skilled and experienced personnel to fill explosives safety specialist billets because private industry can offer higher wages, entice individuals with career progression training, afford diverse work opportunities (exposure to new experiences), and suitable job locations. What further hinders recruitment is the hiring process, which can be cumbersome and too lengthy for external candidates. Finally, it is difficult for many 0017s to progress or compete for higher grade-level leadership positions since many do not have advanced degrees or management experience. Consequently, these positions are often filled with retired/prior senior military officers in the safety field. This practice may create a glass ceiling for other candidates who want to move up through pay grades. These issues must be addressed to have an inflow and progression of resources adequate to meet the mission requirements.

Safety and Occupational Health Series, 0018

Although a drawdown is occurring due to returning troops from Iraq and Afghanistan, there is an increased need for Safety and Occupational Health Series, 0018 expertise in the U.S. because the movements back from the warfronts are increasing home-front hazards that need to be managed. Specifically, equipment is returning home from global conflicts without manuals and established processes to operate that equipment safely. Numerous safety and health assessments may not have been conducted prior to the equipment deployment and therefore require the creation of new manuals with safe operating procedures. There is a need for an increase in the technical aptitude of the workforce to work with the new equipment. Also, tactical safety competency positions are deploying to global conflicts with tactical personnel assigned to every brigade, thus creating a need for multi-talented personnel who can effectively complete the mission.

Several things are needed for the existing workforce to grow and develop. At an enterprise level, there is a need for career progression—a career ladder. Additionally, the competencies for this series are being developed, and there is a need for more detailed career tracking/road mapping. One of the main competencies required for this series is business acumen. Finally, to further grow, the community must focus on the impact of downsizing and low turnover rates of senior positions on employee career progression.

This occupational series taps into a large supply of military veterans. These candidates typically have the unique set of experiences and qualifications to have a successful career within the community. Additionally, veterans' hiring preferences make it easier to primarily recruit veteran candidates who have a ready set of skills and can be effective with minimal transition time.

Fire Protection and Prevention Series, 0081

The requirements of this occupational series have continued to increase year after year. Shipboard firefighting was formerly a collateral duty function for Navy shore-based firefighters. Because of the USS *Miami* fire in FY2013, Navy now considers shipboard firefighting a core Fire & Emergency Services (F&ES) competency and may direct requirements to support first response shipboard firefighting. Shipboard firefighters are becoming first responders and thus are increasingly staffed at shipyards and intermediate maintenance facilities.

The Fire Protection and Prevention Series, 0081 faces internal challenges as well. The DODI minimum staffing levels are based on national consensus standards to provide an initial response force to combat a room and contents fire in a 2,000 square foot, single story, single family dwelling. In some cases, installation leadership may not understand those staffing requirements and may direct funding outside the 0081 series for another aspect of mission support. These staffing restraints put DOD installations at risk and force a reliance on mutual

aid organizations (local and Federal agencies), whose personnel are oftentimes not as qualified or knowledgeable as base firefighters.

Due to staffing shortages, leadership may pay overtime instead of filling vacancies, which is a potential risk to the safety of the installations. Typically, when overtime is used, personnel may work up to 72 hours in a work week, placing DOD personnel in a situation where they may not be able to properly focus on their duties. The Community may benefit from providing premium pay for all personnel prior to FY 2015 until DOD is able to properly staff the right number of personnel to ensure workforce safety.

External candidates often have the skill sets to meet mission requirements; however, once onboard it can be difficult for them to maintain specific hazard community responder certifications. There is no enterprise-wide policy or procedure for HR recruitment. As a result, the HR advice and process varies from service to service—it can take as long as six months to hire. Additionally, bringing those candidates into the organization is often a long and cumbersome process, and DOD suffers from competition from the local municipalities that may offer better pay.

S&PS Functional Community

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

- Publication of an occupational series for explosives safety, ensuring that 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 that SOH staff has the required competencies to meet mission requirements.

In light of a large number 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 they hamper 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, private industry will not have a large supply of candidates.

Figure 1: Safety and Public Safety Demographics

FUNCTIONAL COMMUNITY	Safety & Public Safety	Safety & Public Safety	Safety & Public Safety	Safety & Public Safety
Occ Series	All	0017	0018	0081
Occ Series Desc		EXPLOSIVES SAFETY	SAFETY AND OCCUPATIONAL HEALTH MANAGEMENT	FIRE PROTECTION AND PREVENTION
Workforce Size: Current Strength Totals				
End Strength	12,487	105	3,176	8,538
Department of Army	4,204	1	1,240	2,707
Department of Air Force	3,304	9	662	2,486
Department of Navy	4,580	95	1,075	3,185
DoD Agencies (4th Estate)	399		199	160
% MALE	93.31%	92.38%	84.63%	97.65%
% FEMALE	6.69%	7.62%	15.37%	2.35%
% DISABILITY TARGETED	0.33%		0.50%	0.22%
% DISABILITY NONTARGETED	4.20%	3.81%	9.13%	2.14%
% PRIOR MILITARY	67.45%	91.43%	73.46%	66.67%
Education				
ED - # WITH LESS THAN BACHELORS	10,184	80	1,881	7,874
ED - # WITH BACHELORS DEGREES	1,634	17	851	561
ED - # WITH MASTERS DEGREES	618	8	423	80
ED - # WITH DOCTORATE DEGREES	16		11	1
Planning Considerations				
% ELIG TO RETIRE CURRENT	5.80%	5.71%	13.95%	1.84%
% ELIG TO RETIRE NEXT YEAR	1.43%	1.90%	2.93%	0.63%
% ELIG TO RETIRE TWO TO FIVE YEARS	9.65%	16.19%	15.65%	6.88%
AGE - 29 & Under	890	2	58	788
AGE - 30 to 39	3,780	10	278	3,389
AGE - 40 to 49	4,223	26	997	3,029
AGE - 50 to 54	1,986	39	847	963
AGE - 55 to 59	1,020	20	594	283
AGE - 60 to 64	420	6	287	66
AGE - 65 and over	168	2	115	20
Career Level 1: GS 1-8 or Equiv.	4,416	1	34	4,270
Career Level 2: GS 9-12 or Equiv.	6,382	61	2,053	3,995
Career Level 3: GS 13-15 or Equiv.	1,689	43	1,089	273

Workforce Analysis

The S&PS Functional Community reviewed the FY 2013 workforce data set to determine the overall health of the community, as well as recruitment and retention goals necessary to fulfill mission requirements for the three MCOs. 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.

Explosives Safety Series, 0017

The 0017 series population is still in transition as they are making efforts to accurately align positions and move personnel from other occupational series, namely the 0018 series. The largest percentage of personnel within this occupational series is found within the Department of Navy; however, the other services are in the process of transitioning personnel from the 0018 series to the 0017 series. When the transition is fully complete, the Community estimates there will be approximately 550 to 600 personnel in the 0017 series. In order for personnel to move from the 0018 series to the Explosives Safety Series, 0017, more than 50% of their duties must be 0017 related to qualify for the movement. Efforts to right-size the occupational series population are underway and are expected to continue. The workforce demographics are mostly prior military (92%) and male (93%); however, that is anticipated to change in the future because more women in the military are performing this function. There are no positive education requirements for this series, which also has a small number of personnel with college degrees; however, the lack of positive education requirements may need to change to progress the capabilities of the workforce.

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 occupations.
- 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.
- Utilize explosives safety training opportunities such as the formal courses that are available through the US Army Defense Ammunition Center (DAC).

Safety and Occupational Health Series, 0018

Factors Impacting End-Strength Targets

In general, end-strength goals for the 0018 occupational series from FY 2014 to FY 2019 appear to be steady; however, forecast data suggests the Community needs the capacity to hire 483 billets in FY 2014. The community is 85% male and 74% prior military, with the largest portion of the population being in the Army. The average retirement phasing is 3.7 years for FY 2013.

Deployment of safety personnel to support the mission is required and expected to impact eligibility requirements for the position. SOH personnel are now required to provide full safety coverage for deploying brigades and to be able 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 making 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 developed 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 is serving as the basis for DOD-wide competency assessment, focused training programs, improvements to position descriptions, and other workforce actions.

Military Service representatives have reported difficulties hiring competent SOH professionals due to the outdated minimum qualifications established in the 1981 OPM Qualification Standard and Classification Standard for the 0018 occupational series. DOD representatives collaborated with other Federal agencies and OPM representatives—through the Federal Advisory Council for Occupational Safety and Health (FACOSH)—to professionalize the 0018 job series. OSHA submitted a formal request to OPM for improving these standards. OPM reported that the requested changes to the qualification standard would violate Public Law requirements, and that it could not support moving the job series from the administrative to the professional occupation category. OPM recommended alternative approaches to strengthen workforce capabilities including establishing strategic partnerships for recruitment and hiring; implementing training and development strategies such as pooling government-wide resources to develop training and close skills gaps; and establishing a community of practice. While the qualification standards may not be changed, the Safety and Public Safety Functional Community will continue to collaborate through the FACOSH to propose changes to the classification standard.

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 because technical training is more difficult to support and fund. Funding for training and education may be increasingly difficult to obtain as budgets continue to be reduced. Failure to fund training will erode employee skills needed for mission accomplishment, reduce employee retention as they seek employment with companies that fund training, and reduce the ability to compete for new employees. The Community would like to continue to focus efforts on recruitment. They are looking to recruit new people with needed competencies, and continue to develop the current staff to the necessary competency level. Overall, there has been a reduction in positions and the Community is working to build strategies to increase the number of positions and build competencies within the workforce.

Fire Protection and Prevention Series, 0081

The 0081 occupational series is primarily male (98%) with 91% of the workforce having prior military experience. The largest segment of 0081s occupational series is found in the Department of Navy. The Community has a mandatory retirement age of 57 and has thus had a stable retirement trend. Transfers of personnel in this series from within or from outside of

DOD to other occupations for better pay and promotion opportunities present a challenge for meeting mission requirements.

The high level of competition with local municipalities for personnel and skills makes it difficult to hire paramedics for the Department. Additionally, the Department is seeing a trend within the first 10 years of employment; some personnel obtain positions with local municipalities after building their skill set within DOD. This movement occurs due to the higher pay scale and fewer work week hours required at the municipalities (0081 occupational 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 occupational series is increasing, as are 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. Fortunately, the Department does have a strong pool of candidates because prior military firefighters provide a significant recruitment source for the 0081 occupational 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:

- Provide better communication of risk through metrics and standards across the chain of command.
- Explore opportunities 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).
 - Continue to address having a review board to validate and update the Medical Standards.
- Pursue and establish a medical review board for determinations.
 - 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 leveraged two ongoing strategies from FY 2013 and developed three new strategies that they own: 1. Positive change in the environment within one to two fiscal years; 2. The ability to find the resources in the next fiscal year to effect change; and 3. The metrics for the implementation and performance of the strategy.

The FY 2013 revision of the 0018 occupational series classification strategy is still ongoing. In December 2013, OPM completed their initial review and determined that legal restrictions prohibit updates to the qualification standards. The Community is partnering with OSHA and other Federal agency employers of 0018s to pursue the OPM-recommended actions of updating the classification standards, hiring processes, and training.

The FY 2013 strategy for the 0081 series to improve the consistency and application of medical qualification standards and fitness standards is also ongoing. DOD Components are in the process of implementing service-wide standardized fitness programs, with the goal of providing a fit and ready workforce to respond effectively without endangering the public or themselves.

The strategies below specifically address the issues identified for the 0017, 0018, and 0081 occupational series.

Strategy # 1 (FY 2013)	Revise 0018 Occupational Series Classification Standard
Staffing Gap Addressed	Recruitment
Occupational Series	0018
Career Level Entry: GS 1-8 or Equiv. Mid: GS 9-12 or Equiv. Senior: GS 13-15 or Equiv.	All levels
Strategy Details and Impact	DOD supports an OPM-led update to the 0018 Classification Standards. These standards lead to hiring and maintaining professional staff qualified to meet current mission requirements. OPM supports updating the Classification Standards, hiring processes, and training. DOD is partnering with OSHA and other Federal agency employers of 0018 occupational series personnel to pursue OPM-recommended actions.
Strategy Time Segment (Short term = 0-2 yrs) (Mid range = 3-5 yrs) (Long term = 6+ yrs)	Mid range (3-5 years)
Implementation Timeline (Identified Milestones)	Pursue updates to classification standards, hiring process, and training FY 2014-2016
Funding Required	Funding is at the discretion of the Components
Metrics to Assess Progress	Publication of a new classification standard for GS-0018 Safety and Health Management
Metrics Data Source	N/A
Strategy Owner(s): Strategy POC:	Safety and Public Safety Component Functional Community Managers Safety and Public Safety OSD Functional Community Manager

Strategy # 2 (FY 2014)	Revise 0018 Occupational Series Recruiting Advertisements
Staffing Gap Addressed	Recruitment
Occupational Series	0018
Career Level Entry: GS 1-8 or Equiv. Mid: GS 9-12 or Equiv. Senior: GS 13-15 or Equiv.	GS-13 and GS-14
Strategy Details and Impact	Revise questions on USAJobs advertisements to include competency requirements of the DOD Competency Model. This will eliminate the shotgun

Strategy # 2 (FY 2014)	Revise 0018 Occupational Series Recruiting Advertisements
	approach to position descriptions and standardize the questions.
Strategy Time Segment (Short term = 0-2 yrs) (Mid range = 3-5 yrs) (Long term = 6+ yrs)	Short term (1 year)
Implementation Timeline (Identified Milestones)	<ol style="list-style-type: none"> 1. Begin a pilot with Army and start with high priority positions – within 6 months. 2. Army will assess 100% of competencies then compare the output with older and new Position Descriptions – within 6 months. 3. Leverage help from OPM and other federal agencies – within 12 months. 4. Define Army 0018 competencies and critical positions – within 12 months.
Funding Required	Funding is at the discretion of the Components.
Metrics to Assess Progress	The number of position descriptions changed from the identification of high risk or high priority position descriptions and changing 50% of those identified position descriptions.
Metrics Data Source	N/A
Strategy Owner(s): Strategy POC:	Safety and Public Safety Component Functional Community Managers Safety and Public Safety OSD Functional Community Manager

Strategy # 3 (FY 2014)	Develop Communication Model for 0081 Occupational Series Skill Sets
Staffing Gap Addressed	Recruitment
Occupational Series	0081
Career Level Entry: GS 1-8 or Equiv. Mid: GS 9-12 or Equiv. Senior: GS 13-15 or Equiv.	All levels
Strategy Details and Impact	<p>Develop model to communicate the relationship between firefighter staffing and risks within the Department:</p> <ul style="list-style-type: none"> • Define importance of 0081s with regard to risk prevention. • Leverage Department of Army's quarterly risk review process. • Utilize descriptions with full response capabilities as examples to show whether an installation has the required number of personnel for full capability. Show examples of how an installation can lose a key person and show full and loss capability. • Leverage USMC self-assessment and accreditation process, requirements capability, risk assessments, process deviations, and review panel with lessons-learned report.
Strategy Time Segment (Short term = 0-2 yrs) (Mid range = 3-5 yrs) (Long term = 6+ yrs)	Short term (1 year)
Implementation Timeline (Identified Milestones)	<ol style="list-style-type: none"> 1. Develop quarterly review process – by September 2014. 2. Build graphic communique for command leadership – by February 2015. 3. Utilize USMC set of processes – by September 2015.
Funding Required	N/A
Metrics to Assess Progress	10% gap closure by FY 2016
Metrics Data Source	DCPDS

Strategy # 3 (FY 2014)	Develop Communication Model for 0081 Occupational Series Skill Sets
Strategy Owner(s):	Safety and Public Safety Component Functional Community Managers
Strategy POC:	Safety and Public Safety OSD Functional Community Manager
Strategy # 4 (FY 2013)	Improve Consistency and Application of Medical Qualification Standards and Fitness Standards
Staffing Gap Addressed	Retention
Occupational Series	0081
Career Level Entry: GS 1-8 or Equiv. Mid: GS 9-12 or Equiv. Senior: GS 13-15 or Equiv.	All levels
Strategy Details and Impact	Perform research and focused study to assess need for medical qualification standards and fitness standards through a diverse assessment team—the DOD Fire & Emergency Services (F&ES) Working Group.
Strategy Time Segment (Short term = 0-2 yrs) (Mid range = 3-5 yrs) (Long term = 6+ yrs)	Short term (12 months)
Implementation Timeline (Identified Milestones)	2011 to 2014 (calendar years)
Funding Required	N/A
Metrics to Assess Progress	Development of validated competency model for the 0081 series for use in hiring decisions and assessment of gaps Implementation of fitness programs on a component level
Metrics Data Source (What system?)	Completed competency model 100% of component fitness programs established
Strategy Owner(s):	Safety and Public Safety Component Functional Community Managers
Strategy POC:	Safety and Public Safety OSD Functional Community Manager

Strategy # 5 (FY 2014)	Increase Conversion of Personnel from 0018 Series to 0017 Series
Staffing Gap Addressed	Recruitment and Retention
Occupational Series	0017
Career Level Entry: GS 1-8 or Equiv. Mid: GS 9-12 or Equiv. Senior: GS 13-15 or Equiv.	All levels
Strategy Details and Impact	Strongly encourage 0017 personnel conversion through working with DCPAS classification SMEs to align with OPM and DoD requirements for transition of 0018s to 0017s. Strategy details: <ol style="list-style-type: none"> 1. If 0017 job duties exceed 50% of an employee's duties, the employee can be classified in the 0017 series. 2. Identify the number of personnel who engage in the duties of the 0017 series and/or are required to engage in those duties by full time equivalent (FTE) in other services.
Strategy Time Segment (Short term = 0-2 yrs) (Mid range = 3-5 yrs) (Long term = 6+ yrs)	Short term (1 year)

Strategy # 5 (FY 2014)	Increase Conversion of Personnel from 0018 Series to 0017 Series
Implementation Timeline (Identified Milestones)	1. Coordinate with DCPAS classification SMEs for process and policy guideline support. 2. Identify prospective 0017 series personnel – within 12 months. 3. Work with service classifiers to update position descriptions as necessary – within 12 months.
Funding Required	N/A
Metrics to Assess Progress	Attainment of 0017 series end strength of 550 to 600 personnel
Metrics Data Source (What system?)	DCPDS
Strategy Owner(s): Strategy POC:	Safety and Public Safety Component Functional Community Managers Safety and Public Safety OSD Functional Community Manager

DATA CHARTS AND GRAPHS

All charts and graphs in this section are from source: DCPDS, Date: September 2013

Figure 2: Safety and Public Safety Gains and Losses

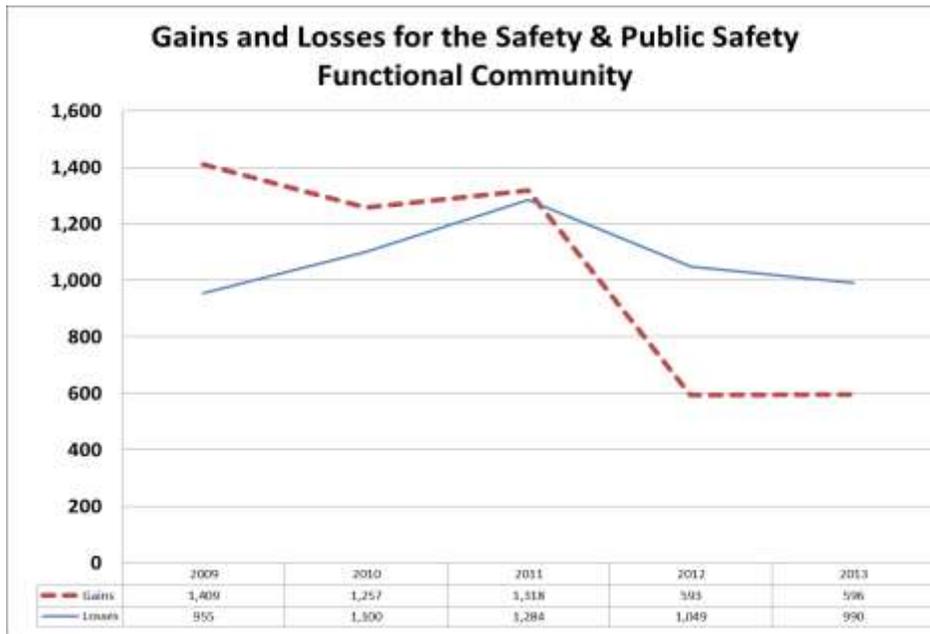


Figure 3: Safety and Public Safety Turnover

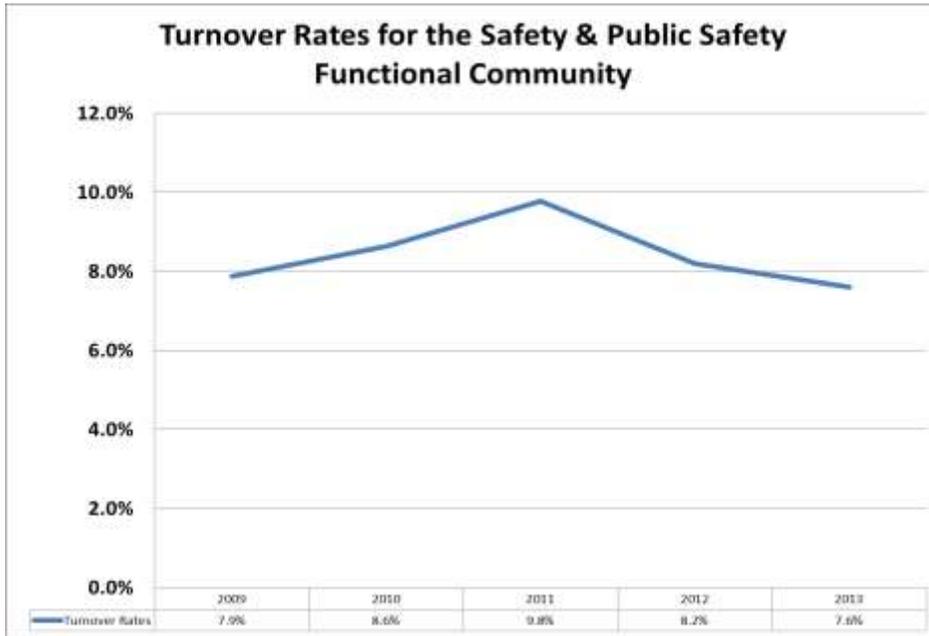


Figure 4: Safety and Public Safety Retirement Eligibility

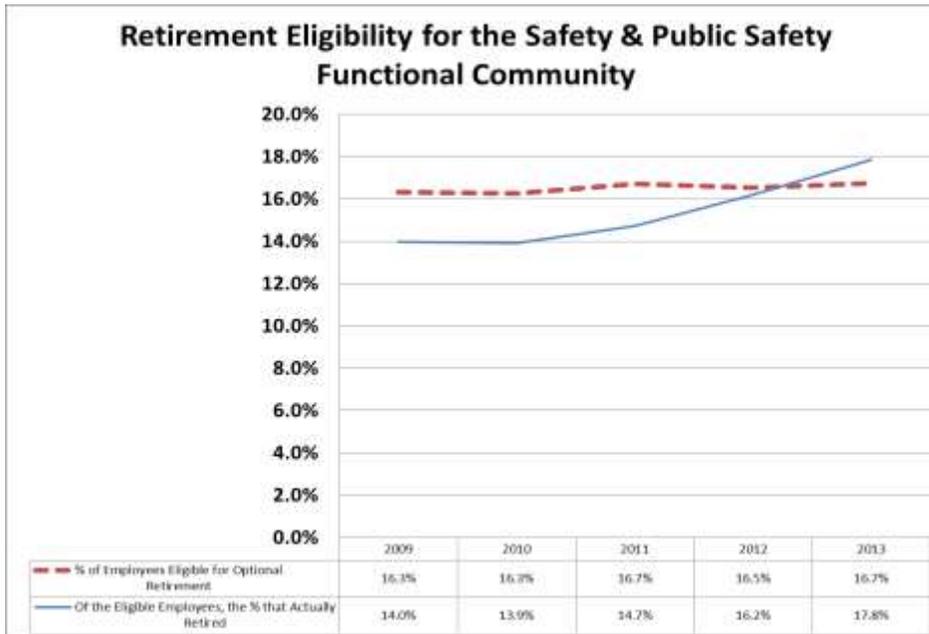


Figure 5: Safety and Public Safety Retirement Phasing

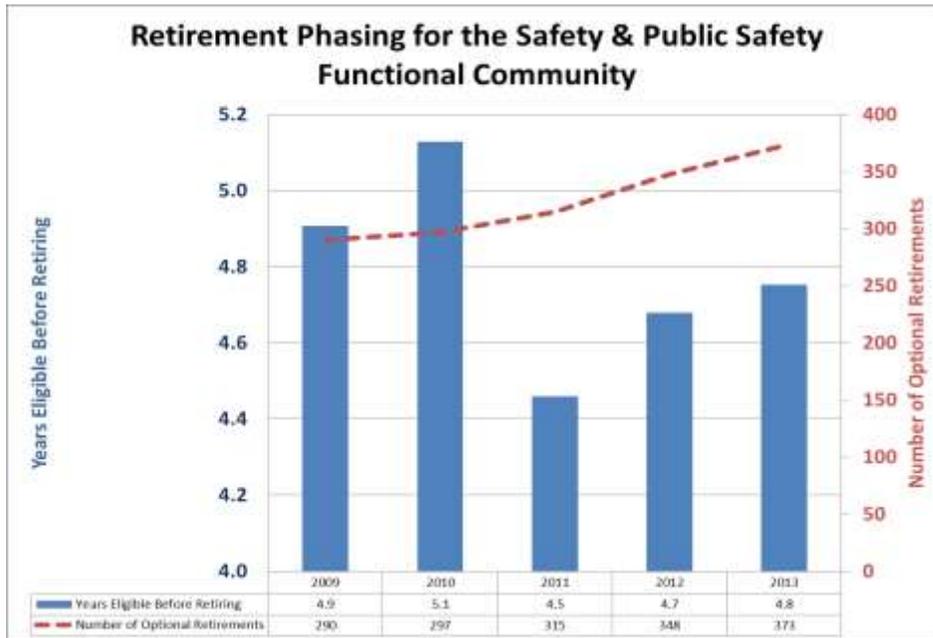


Figure 6: Safety and Public Safety Gains and Losses of the Mission Critical Occupations

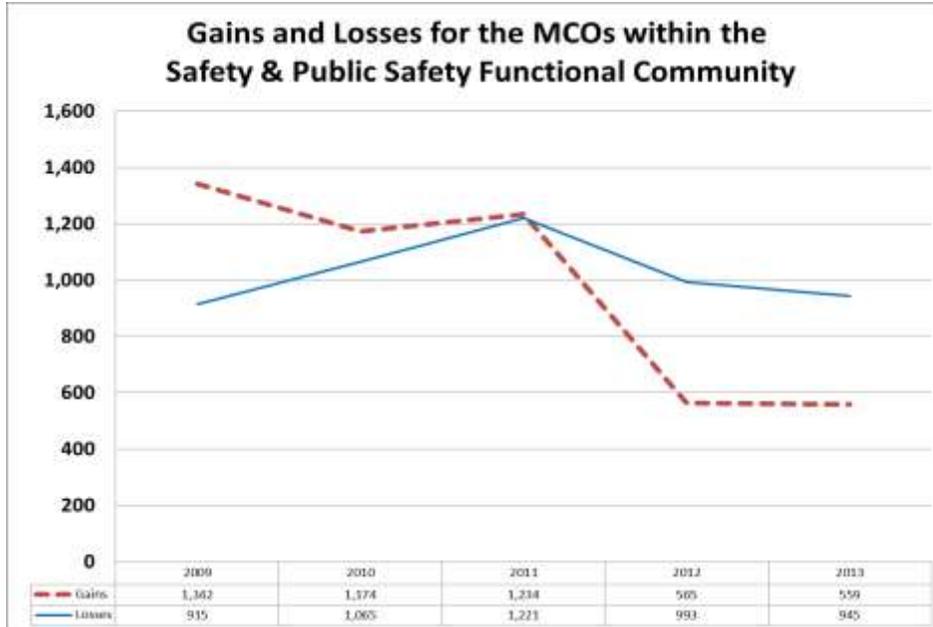


Figure 7: Safety and Public Safety Turnover of the Mission Critical Occupations

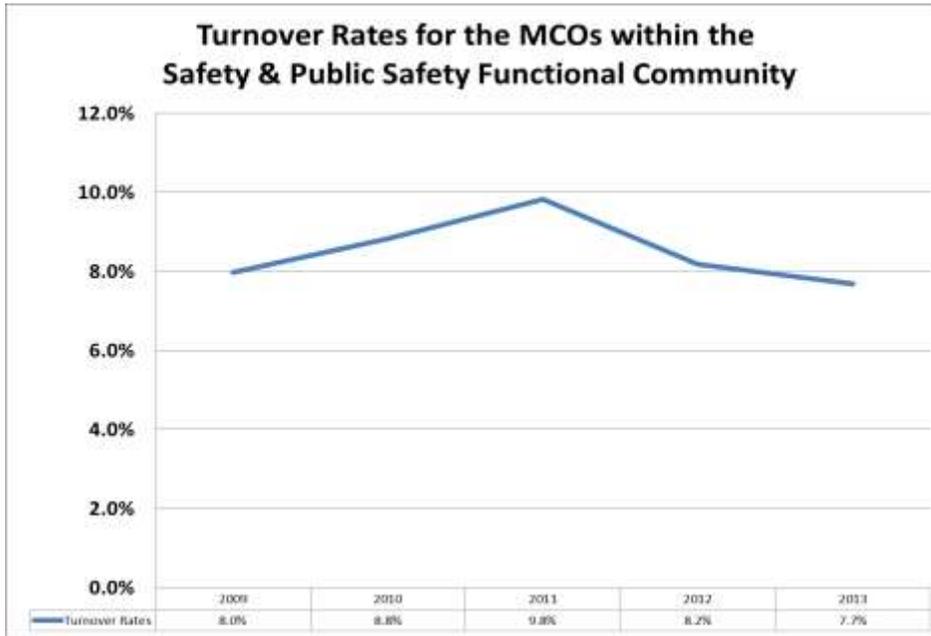


Figure 8: Safety and Public Safety Retirement Eligibility of the Mission Critical Occupations

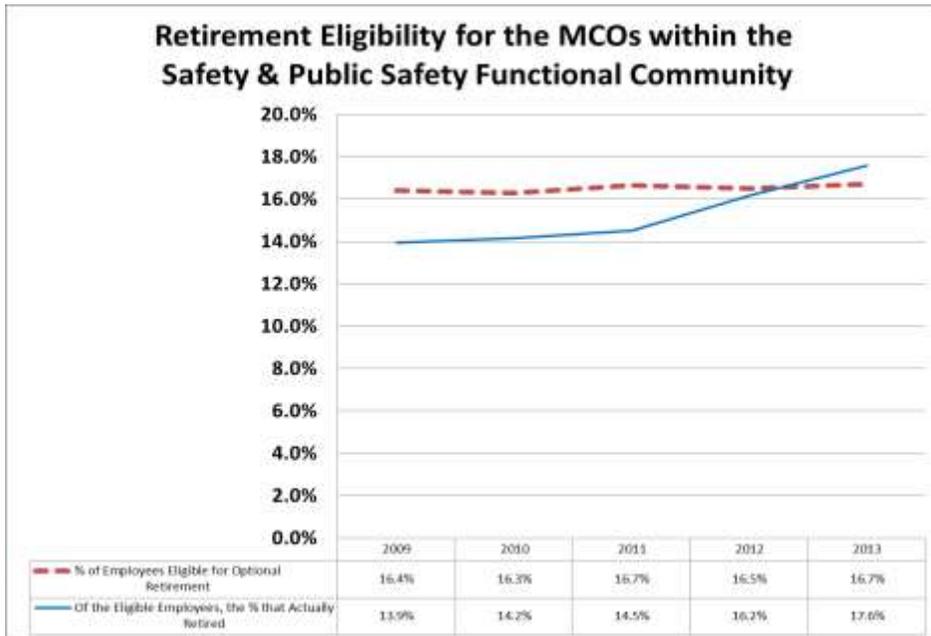


Figure 9: Safety and Public Safety Retirement Phasing of the Mission Critical Occupations

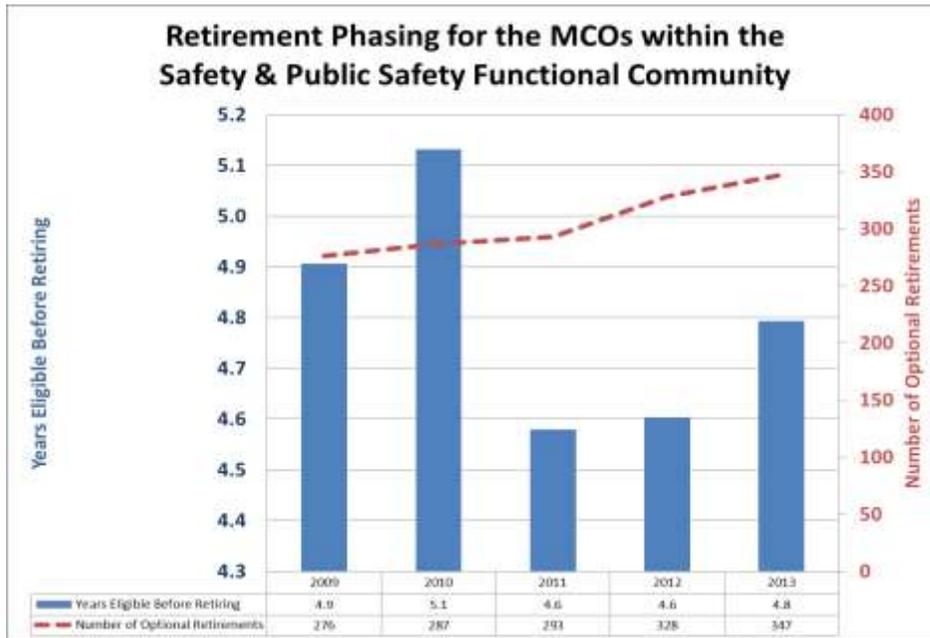


Figure 10: Safety and Public Safety Historical Strength and Future Targets of the Mission Critical Occupation - 0018

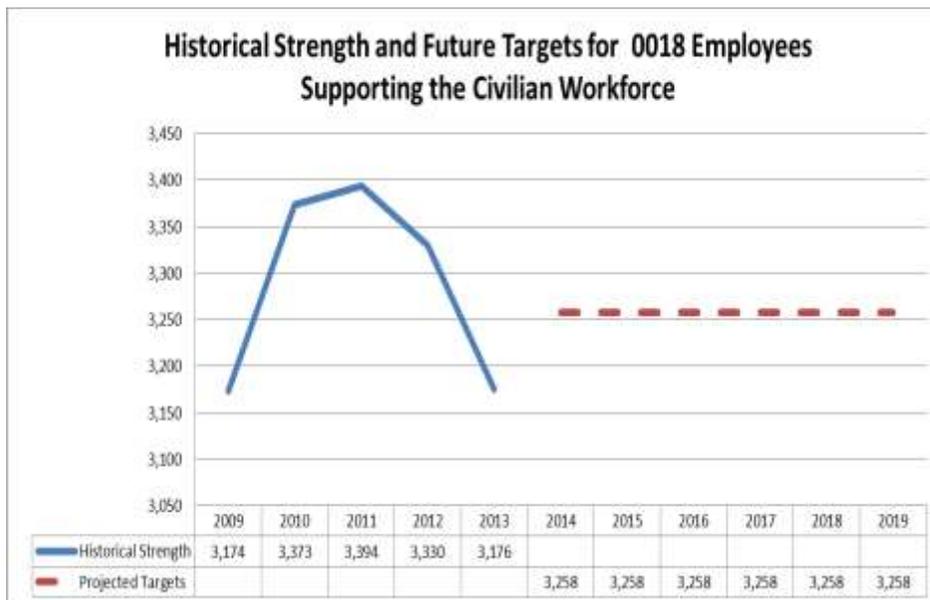
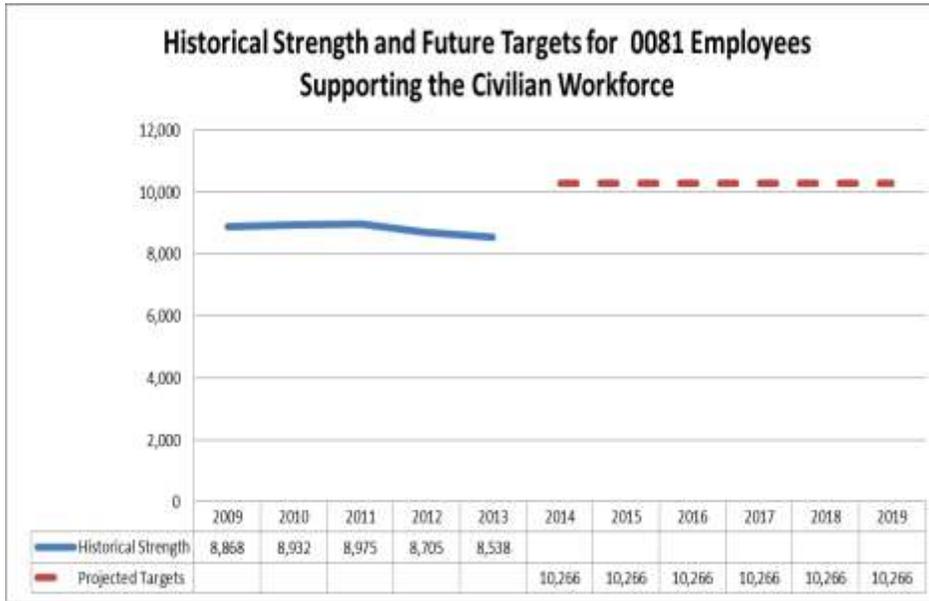


Figure 11: Safety and Public Safety Historical Strength and Future Targets of the Mission Critical Occupation - 0081



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

Appendix 7: Science and Technology Functional Community

Overview

There is a clear national security demand for DOD to maintain a strong workforce in the fields of Science and Technology (S&T), especially as the U.S. continues to face increasing globalization and rapid technological changes in military and non-military fields. This need will not abate just because of the foreseeable economic challenges facing the nation and, in turn, DOD. The United States depends on innovative science and technology research and development to protect the American people, advance the nation's interests, foster economic growth, and prepare to meet the challenges of an uncertain future. S&T activities create and advance the scientific understanding of technologies relevant to national security, and these technologies become the cornerstone of military systems. The functional community consists of 20 related occupational series, with one of those 20 series being an MCO, Computer Science Series, 1550.

Environmental Scan

The S&T Functional Community conducted environmental scans in FY 2013 and FY 2014 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 and flattening budgets. While preserving DOD's unique S&T research capabilities remains critical for protecting national security, the fiscal realities demand a renewed emphasis on efficiency as well as effectiveness.

The S&T Functional Community acknowledges that budget and sequestration issues impacted their community because of a weaker budget but higher funding requirements. The community adopted the recommendation of developing teaming initiatives to foster teamwork and encourage knowledge transfer as their primary strategy to alleviate some of the budget and sequestration impacts, with the functional community responsible for overseeing the knowledge transfer process. Another issue for the Computer Science Series, 1550 is a need to define the appropriate skill sets to meet the demand for billets and competencies.

Figure 1: Science and Technology Demographics

FUNCTIONAL COMMUNITY	Science & Technology	Science & Technology
Occ Series	All	1550
Occ Series Desc		COMPUTER SCIENCE
Workforce Size: Current Strength Totals		
End Strength	18,907	5,499
Department of Army	5,309	953
Department of Air Force	3,481	1,175
Department of Navy	8,943	3,035
DoD Agencies (4th Estate)	1,174	336
% MALE	73.31%	74.94%
% FEMALE	26.69%	25.06%
% DISABILITY TARGETED	0.71%	0.91%
% DISABILITY NONTARGETED	5.76%	5.82%
% PRIOR MILITARY	26.42%	17.80%
Education		
ED - # WITH LESS THAN BACHELORS	2,177	242
ED - # WITH BACHELORS DEGREES	9,285	3,560
ED - # WITH MASTERS DEGREES	5,244	1,527
ED - # WITH DOCTORATE DEGREES	2,168	162
Planning Considerations		
% ELIG TO RETIRE CURRENT	13.02%	7.57%
% ELIG TO RETIRE NEXT YEAR	2.81%	2.18%
% ELIG TO RETIRE TWO TO FIVE YEARS	12.89%	11.80%
AGE - 29 & Under	2,020	776
AGE - 30 to 39	4,382	1,494
AGE - 40 to 49	4,358	1,313
AGE - 50 to 54	3,380	946
AGE - 55 to 59	2,566	608
AGE - 60 to 64	1,401	269
AGE - 65 and over	800	93
Career Level 1: GS 1-8 or Equiv.	563	69
Career Level 2: GS 9-12 or Equiv.	5,441	1,486
Career Level 3: GS 13-15 or Equiv.	12,903	3,944

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. 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, train, 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 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 backgrounds 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 activities to start date relative to the private sector negatively impacted their ability to compete for the most talented individuals. Also, the Science and Technology Reinvention Laboratories (STRs) can hire for 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.

Labor Market

Although demand for individuals in the Computer Science field is high, since FY 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, 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 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 FY 2009, indicating that it may be an effective tool for hiring recent college graduates. However, many of the STRLs 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 series positions. In addition, several STRLs 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

The overall age of this series' workforce is younger than the rest of the community because of focused recruiting at the college/university levels to attract recent graduates. The downside of this is that the millennial generation tends to have higher attrition rates. Individuals who are retirement eligible tend to retire more quickly than their peers in the S&T Community as a whole. The number of new hires has decreased since FY 2010, creating a small gap between FY 2013 onboard and FY 2014 authorizations.

MCO Strategy and Action Plan

In order to address the workforce concerns described above, the S&T Functional Community developed strategies that meet these criteria: S&T has some ownership in strategy execution; the strategy affects a positive change in the environment within one to two fiscal years; S&T has or can find the resources in the next fiscal year to effect change; and metrics for the implementation and performance of the strategy can be developed, measured, and tracked. The Community chose to focus on maintaining a steady state by providing more rigor in the two FY 2013 strategies and creating an additional strategy to identify the need for knowledge transfer.

FY 2013 Strategic Workforce Plan Strategies

Strategy # 1 (FY 2013)	Expand Direct Hiring Authority to all 1550 positions to recruit and select more candidates that can meet future technical requirements of the MCO
Staffing Gap Addressed	Recruitment
Occupational Series	1550
Career Level Entry: GS 1-8 or Equiv. Mid: GS 9-12 or Equiv. Senior: GS 13-15 or Equiv.	All
Strategy Details and Impact	Work with DCPAS SMEs to evaluate the feasibility of utilizing and expanding DHA for all 1550 positions to decrease the length of time needed for onboarding new hires. 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

Strategy # 1 (FY 2013)	Expand Direct Hiring Authority to all 1550 positions to recruit and select more candidates that can meet future technical requirements of the MCO
	they are lost to industry and the private sector.
Strategy Time Segment (Short term = 0-2 yrs) (Mid range = 3-5 yrs) (Long term = 6+ yrs)	Long-term FY 2019
Implementation Timeline (Identified Milestones)	The ability to appoint candidates
Legislative Changes	Office of Personnel Management legislation required
Funding Required	None
Metrics to Assess Progress	Implement DoD approved recruitment metrics to enable monitoring of: <ul style="list-style-type: none"> • The date the Request for Personnel Action (RPA) arrives at the classification personnel office to the date of the final offer • Number of new hires representing 3% of the current Science and Engineering workforce for FY 2014
Metrics Data Source	By component
Strategy Owner(s): Strategy POC:	Science and Technology Component Functional Community Managers Science and Technology OSD Functional Community Manager

Strategy # 2 (FY 2013)	Expand use of SMART program for filling 1550 positions
Staffing Gap Addressed	Recruitment and Retention
Occupational Series	1550
Career Level Entry: GS 1-8 or Equiv. Mid: GS 9-12 or Equiv. Senior: GS 13-15 or Equiv.	All
Strategy Details and Impact	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. More expensive to hire 1550s with all of the requisite training and experience and more efficient to train candidates early.
Strategy Time Segment (Short term = 0-2 yrs) (Mid range = 3-5 yrs) (Long term = 6+ yrs)	Short, Mid, and Long term
Implementation Timeline (Identified Milestones)	Ongoing
Funding Required	SMART program funding and DOD STEM Offices
Metrics to Assess Progress	<ul style="list-style-type: none"> • Number of employees utilizing SMART • Number of advanced degrees obtained using SMART • Retention Ratio of SMART recipients relative to equivalent non-SMART recipients
Metrics Data Source (What system?)	DOD STEM Offices and by Component
Strategy Owner(s): Strategy POC:	Science and Technology Component Functional Community Managers Science and Technology OSD Functional Community Manager

FY 2014 Strategic Workforce Plan Strategy

Strategy # 3 (FY 2014)	Maintain Capabilities by Creating Opportunities for Knowledge Transfer
Staffing Gap Addressed	Retention
Occupational Series	1550
Career Level Entry: GS 1-8 or Equiv. Mid: GS 9-12 or Equiv. Senior: GS 13-15 or Equiv.	All
Strategy Details and Impact	Develop knowledge transfer programs to include: non-directional mentoring; provide opportunities for early career employees to brief upper management; create rotating project teams for cross-training; and provide millennial members with a stake in the outcome of the project.
Strategy Time Segment (Short term = 0-2 yrs) (Mid range = 3-5 yrs) (Long term = 6+ yrs)	Short, Mid, and Long term
Implementation Timeline (Identified Milestones)	Ongoing
Funding Required	None
Metrics to Assess Progress	<ul style="list-style-type: none"> Exit survey results Increased retention rates of Career Level One employees
Metrics Data Source (What system?)	DOD STEM Offices and by Component
Strategy Owner(s): Strategy POC:	Science and Technology Component Functional Community Managers Science and Technology OSD Functional Community Manager

Conclusion

Recruiting and retaining the Computer Science Series, 1550 remains 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 current and future challenges, and the functional community strengthened the FY 2013 strategies to continue to address those challenges. The strategies will be monitored for the effectiveness of securing a strong and innovative workforce.

DATA CHARTS AND GRAPHS

All charts and graphs in this section are from source: DCPDS, Date: September 2013

Figure 2: Science and Technology Gains and Losses

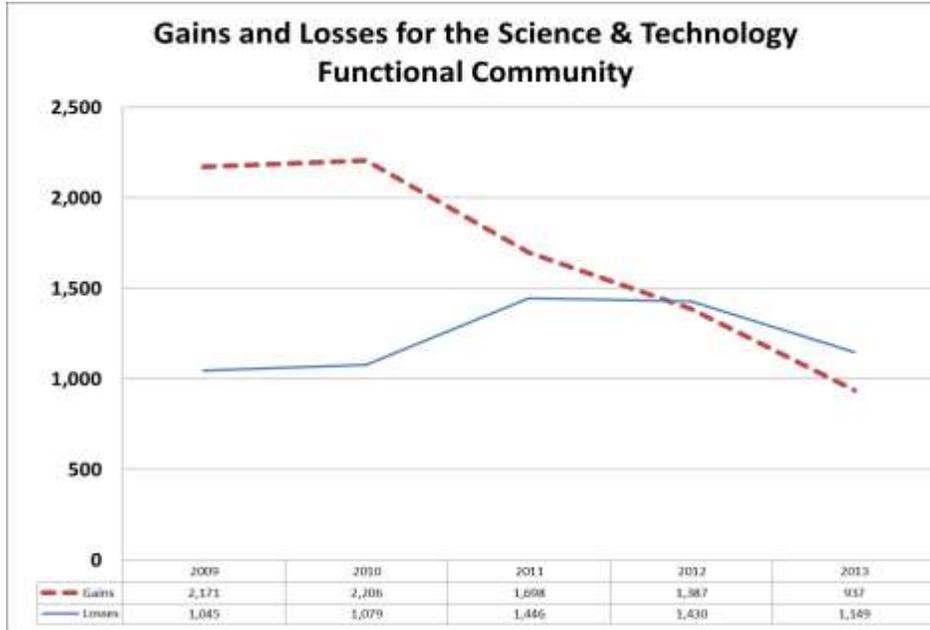


Figure 3: Science and Technology Turnover

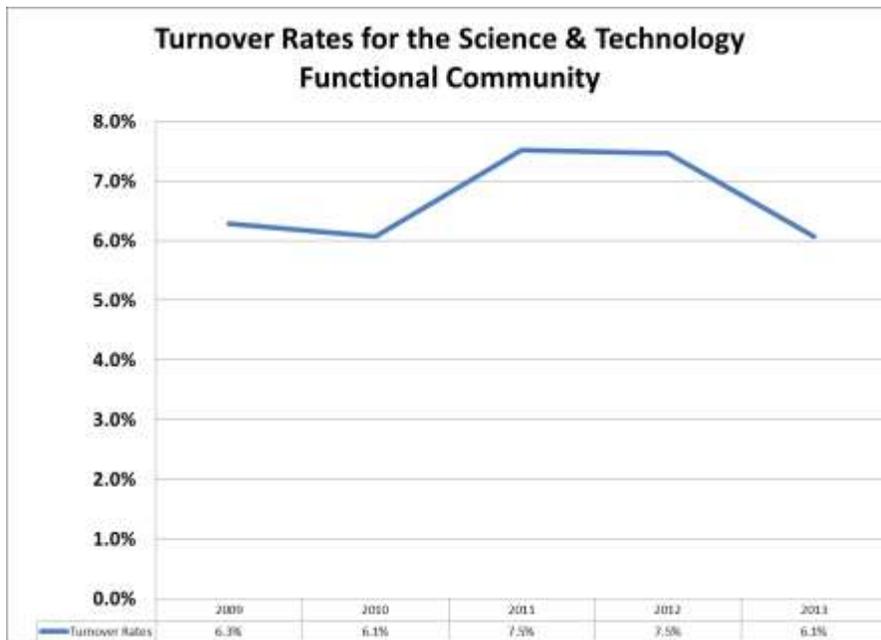


Figure 4: Science and Technology Retirement Eligibility

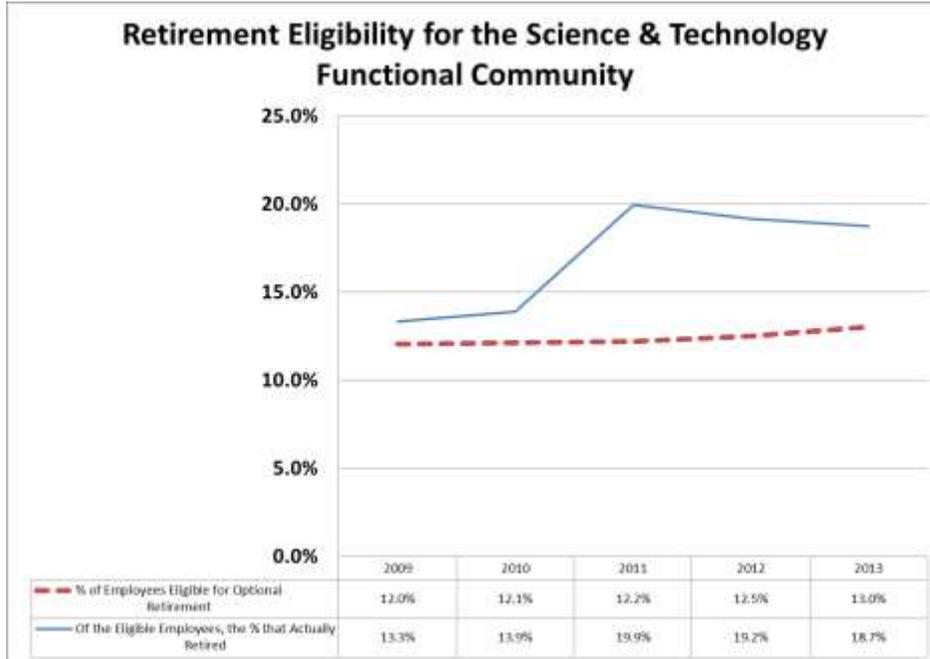


Figure 5: Science and Technology Retirement Phasing

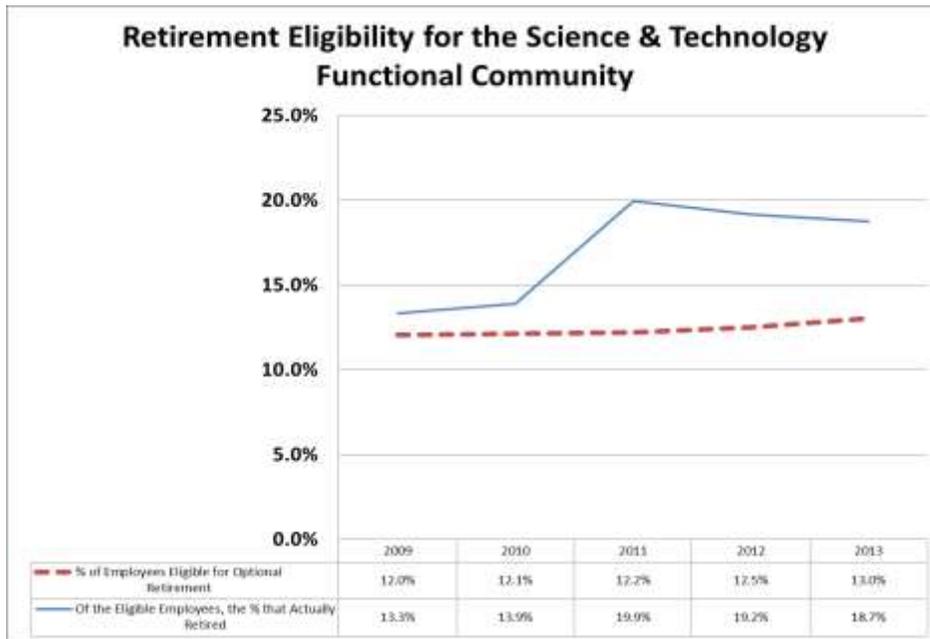


Figure 6: Science and Technology Gains and Losses of the Mission Critical Occupation – 1550

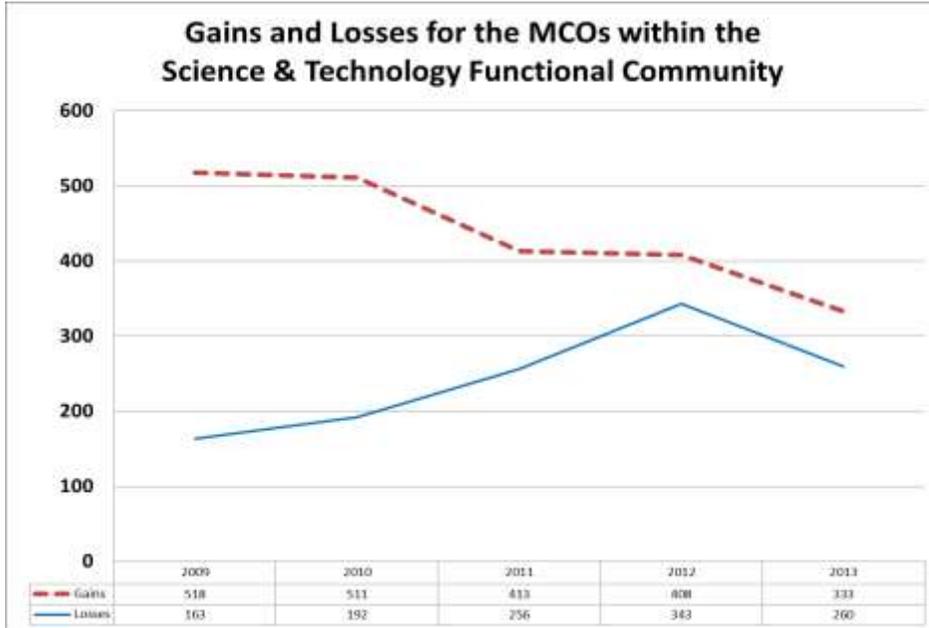


Figure 7: Science and Technology Turnover of the Mission Critical Occupation – 1550

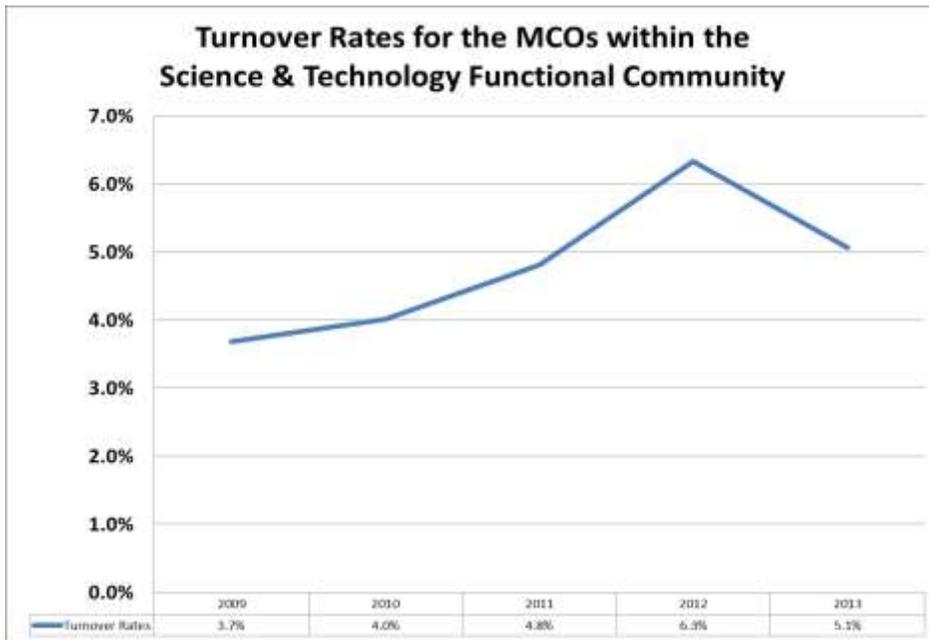


Figure 8: Science and Technology Retirement Eligibility of the Mission Critical Occupation – 1550

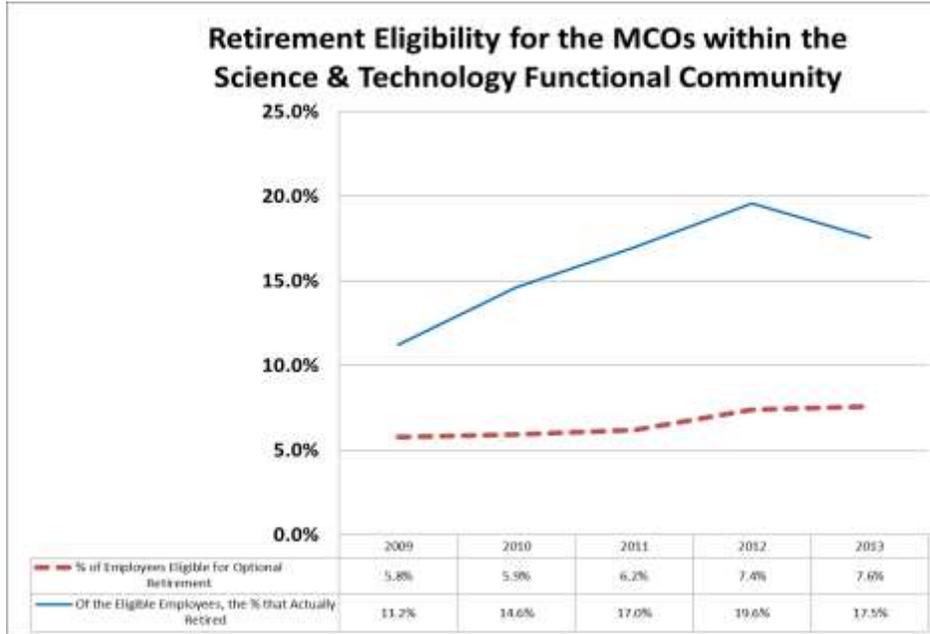


Figure 9: Science and Technology Retirement Phasing of the Mission Critical Occupation – 1550

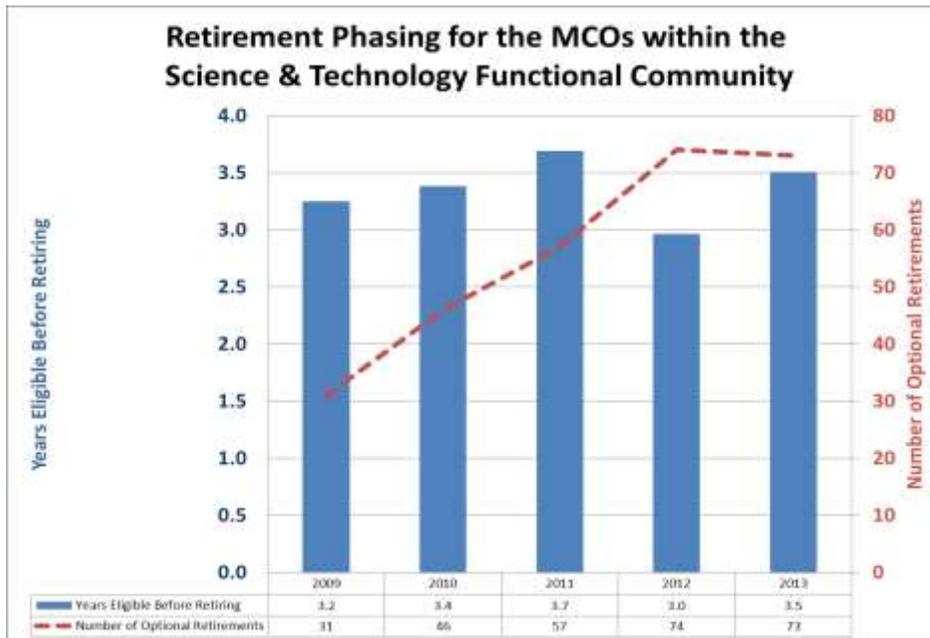
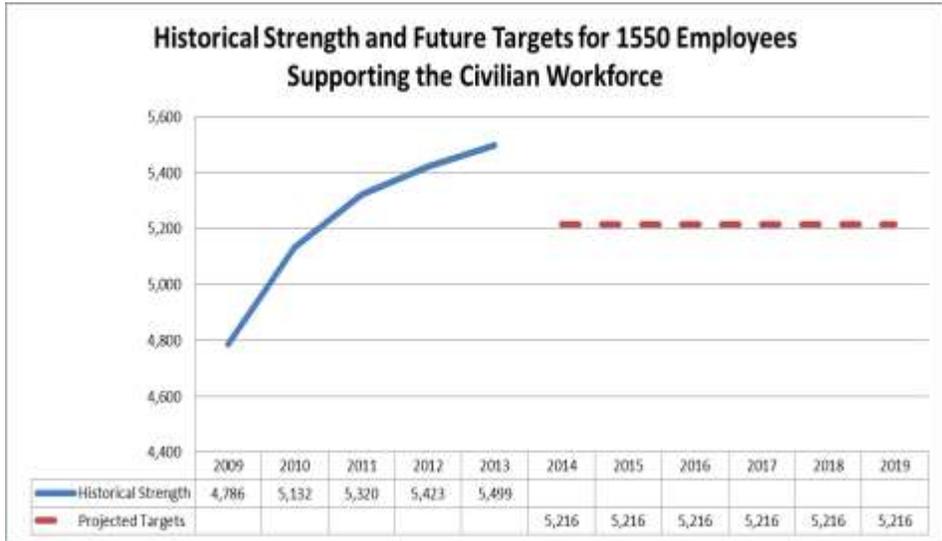


Figure 10: Science and Technology Historical Strength and Future Targets of the Mission Critical Occupation – 1550



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

Overview

This second 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 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 from 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, thereby 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 Update

For the full environmental scan for the FY 2013-2018 SWP, the STRLs were each asked to identify their most essential occupations (MEOs) for successfully fulfilling their mission. These occupations were labeled MEOs to distinguish them from 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, using a combination of quantitative data on recruitment, hiring, retention, and retirement with qualitative data describing the

trends and patterns and any expected changes in the future. This year's addendum updates the list of MEOs at each STRL and their categorization from the first environmental scan so that trends over time can be tracked. For the next biennial technical health assessment, a full environmental scan will be conducted to refresh the list of MEOs, their categorization, and the associated quantitative and qualitative data supporting those assessments.

General Trends. The uniqueness of each STRL cannot be overemphasized. Attempts were made in last year's report 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 STRLs focus on basic research, while others are more oriented toward applied research and development. This difference often requires drastically different mission essential occupations, yet they must complement one another. The three major trends identified in the FY 2013-2019 addendum and shown below continue to hold for 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 five years. In an environment of impending fiscal austerity that is causing significant uncertainty about future funding levels, 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.

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. Also, though only anecdotal, STRL directors have voiced concerns about the impact of sequestration and furloughs on the morale of the workforce, particularly among younger employees. In testimony to Congress in March 2014, ASD (Research & Engineering) Al Shaffer indicated that the restriction on travel and conference attendance was cited in exit interviews by younger workers as reasons for leaving federal service.

Workforce Analysis

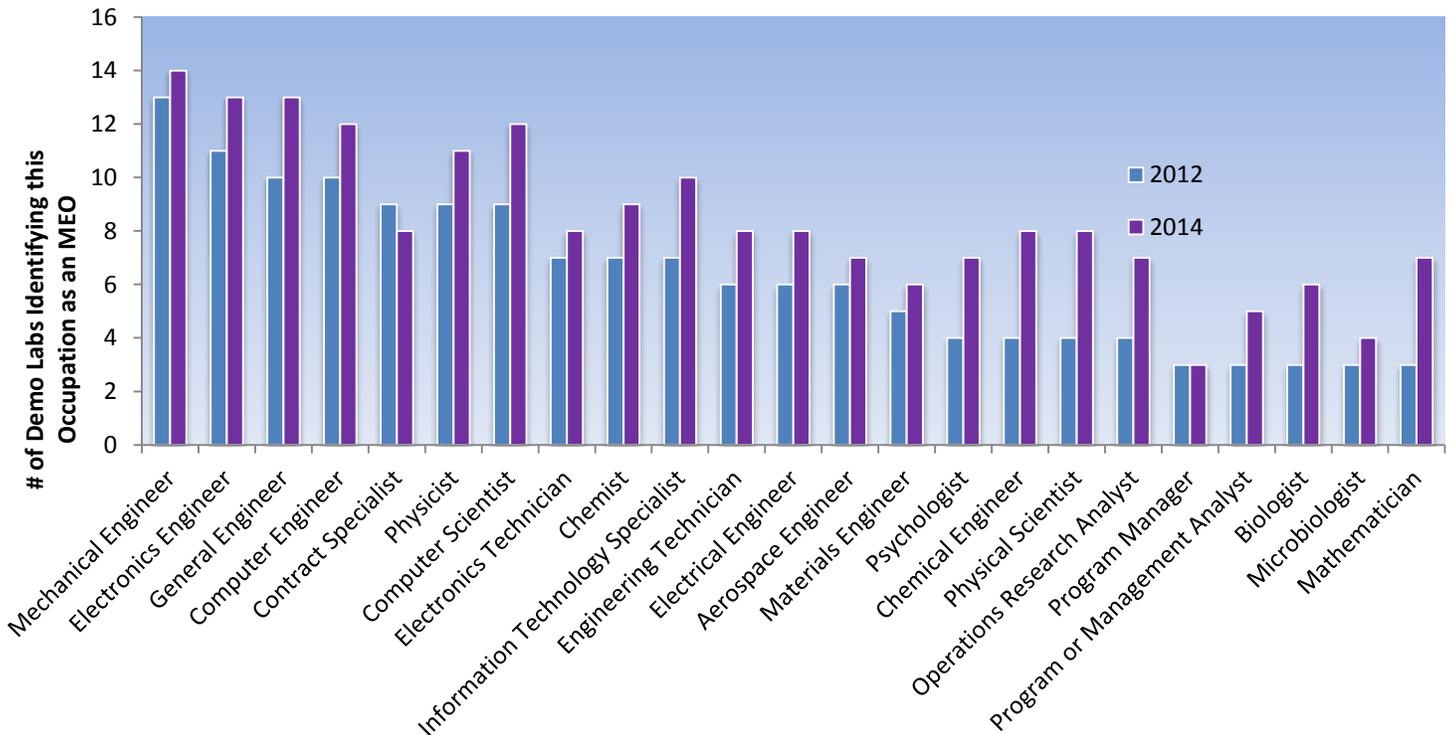
Table 2 located at the end of this addendum (the *Stoplight Chart*) summarizes the MEOs identified by the STRLs and their respective ranking on a red, yellow, or green scale. The MEOs generally represented the most critical skills and competencies across the STRLs currently

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, which shows the responses for the FY 2013-2018 SWP and this year’s report. 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. Also, this year the Computer Scientist Series, 1550 is now ranked among the top MEOs across the STRLs.

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



Mission Essential Occupations (MEOs)

An aging workforce and retirement trends will have a significant impact on the ability of the STRLs to maintain the critical skills and competencies necessary for fulfilling their missions. Because of the bimodal 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 five years. Though a low attrition rate (7% in 2012) mitigates the potential impact of a mass exodus of senior S&Es, there is still considerable concern that the loss of skilled and experienced S&Es will not be corrected quickly enough. Authorities granted to STRLs in the FY 2014 Defense authorization act are designed to address some of these concerns, though the effects of this legislation are not yet known.

Figure 12. Age Distribution in STRLs, September 2013

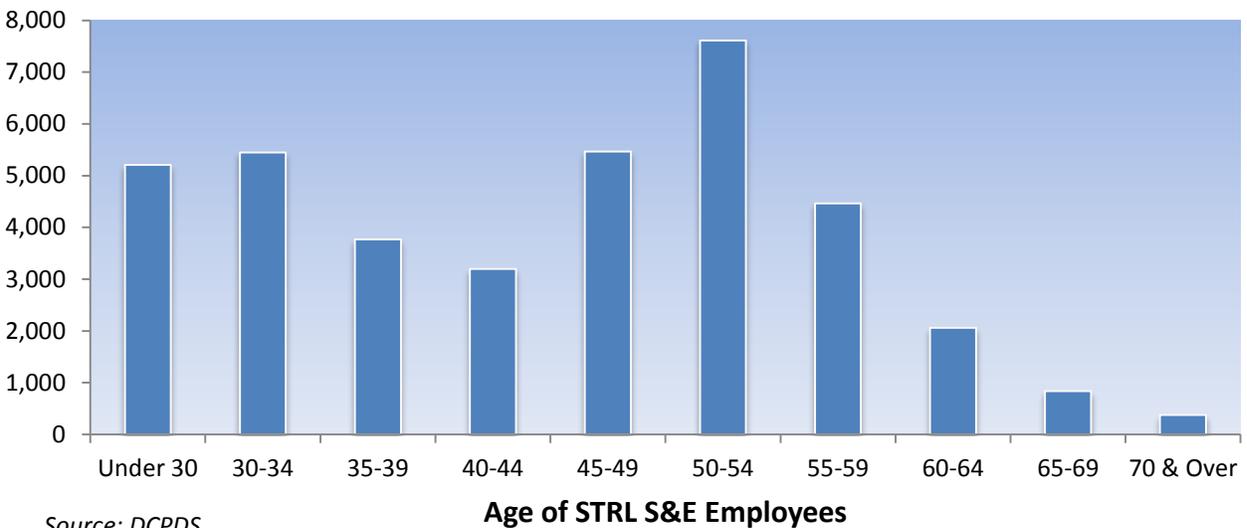
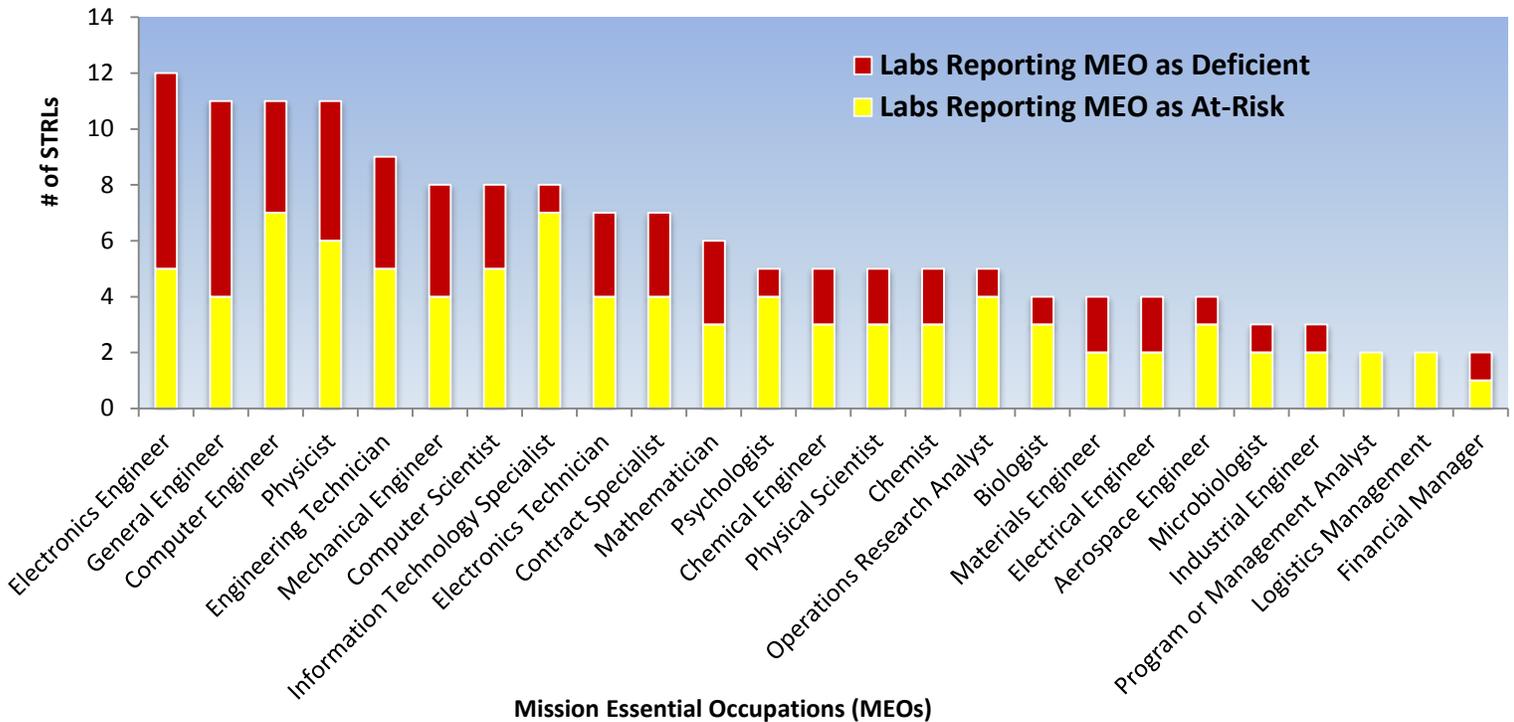


Figure 13 below reflects the broad spectrum of occupations that the STRLs identified as either deficient (red) or at risk (yellow) and were classified as such because of expected future needs, whether based on the effects of succession due to retirement or evolving mission needs.

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



Gaps and Challenges

The *Stoplight Chart* in Figure 13 updates 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. Because only a limited amount of time has transpired since the Laboratory Quality Enhancement Panel (LQEP) previously conducted its data collection and categorization, the gaps and challenges remain relatively unchanged. However, the number of STRLs identifying Electronics Engineers Series, 0855 as at risk or deficient has increased from 9 STRLs to 12; for General Engineer Series, 0801, from 5 STRLs to 11, and for Computer Engineer Series, 0854 from 6 STRLs to 11. Indeed, only Contract Specialist Series, 1102, among the top listed MEOs in Chart 13, has decreased in the number of STRLs categorizing it as at risk or deficient.

One of the most common concerns identified by the STRLs is the impact that succession may have on their ability to maintain the necessary skills and competencies to perform their missions. 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 five 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

The FY 2013-2018 SWP strategy for STRLs included as its primary goal the expansion of direct-hire authority in order to more quickly and flexibly hire the most talented individuals. Section 1107 of the National Defense Authorization Act 2014 (NDAA 2014) provides expanded authorities directly to STRL directors, including direct-hire authority for bachelor's candidates and allotted positions for senior managers, among others. The STRL Directors are responsible for engaging in efforts related to developing, shaping, and managing their respective workforces consistent with the flexibilities and authorities granted them. 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. 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..

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. The STRL community plans to adopt similar metrics to the S&T Functional Community for tracking workforce changes over time. For instance, tracking the retention rates for SMART program recipients relative to similar employees will provide a useful metric of whether or not SMART recipients are more likely to pursue a long career in a STRL.

Develop Rigorous Taxonomy for Future Assessments. In the previous version of this report, only two STRLs categorized their workforce by technical area, or competency. The expansion of this approach was recommended, and this year's report includes three STRLs that have categorized their workforce according to technical area. The strategy for the STRLs continues to be a further expansion of that practice.

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. This second iteration of the technical workforce addendum updates the MEOs of the STRLs, and it expands on the strategy of aligning occupations to competencies. Also, the broad expansion of authorities available to STRLs will take time to implement, and the impacts of those authorities will also likely take time to measure and track. Working through the LQEP Personnel Subpanel, the next version of this report will attempt to identify ways to measure the impact of those new authorities and determine their effectiveness in shaping the workforce.

TABLES

Table 1: Science and Technology Reinvention Laboratories and Locations

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

STRL	Location
Space and Naval Warfare Systems Center, Atlantic (SSC ATL)	Charleston, SC
Space and Naval Warfare Systems Center, Pacific (SSC PAC)	San Diego, CA

ARL**	CERDEC**	AMRDEC**
Ballistics and Aeromechanical Sciences 830, 861, 1310, 1301, 1320, 801, 1550, 855	Systems Engineering & Integration 855, 801, 802, 830, 854, 856, 899, 1101, 1301, 1520, 1550, 1670, 1910, 2181, 2210, 2299, 800	Aviation System Technologies 180, 301, 801, 802, 806, 830, 850, 854, 855, 861, 899, 2181
Extramural Basic Research 1301, 1520, 801, 855, 401, 806, 1320, 854, 1310, 1550	Cyber Operation (Protect, Exploitation, Attack) 855, 854, 856, 80, 132, 300, 1550, 2210	Missile Rocket Technologies 801, 802, 806, 830, 850, 854, 855, 861, 893, 899, 1310, 1320, 1321, 1550
Human Sciences 180, 896, 801, 1515, 1550, 855, 830, 1599	Mission Command 344, 801, 830, 854, 855, 899, 1550, 1599, 2210	Systems Engineering 801, 802, 830, 854, 855, 861, 896, 899
Information Sciences 1550, 854, 855, 1310, 1340, 2210, 800, 801	Soldier & Mobile Power & Energy 344, 801, 802, 830, 850, 855, 856, 893, 899, 1550, 1670	Life Cycle Engineering 301, 801, 802, 830, 854, 855, 861, 896, 899, 1310
Material Sciences 1301, 1310, 855, 806, 1320, 830, 893, 899	Senior Mgmt. & Senior Technical Staff 80, 132, 301, 318, 343, 801, 830, 855, 1101, 1301, 1310, 1550	Logistics/Maintenance Engineering 801, 802, 806, 830, 855, 861, 899
Survivability Lethality Analysis 855, 1550, 854, 801, 1310, 830, 1515, 1520	Tactical & Strategic Communications 303, 391, 854, 855, 899, 1550, 1599, 2210	Manufacturing & Production Support 801, 802, 855, 896, 899
Common Enterprise Functions 1301, 801, 1550, 830	Intelligence & Surveillance 132, 301, 343, 344, 391, 802, 830, 854, 855, 856, 899, 1550, 1910, 2010	Modeling & Simulation 180, 801, 830, 854, 855, 861, 899, 1550
	Reconnaissance & Targeting 132, 300, 801, 802, 830, 854, 855, 856, 1301, 1310, 1320, 1520, 1550, 1670, 2181, 2210	Quality Engineering & Management 801, 830, 861, 896, 899
	Intelligence Fusion 132, 343, 344, 401, 801, 854, 855, 1550	Software Engineering 801, 854, 855, 899, 1520, 1550
	IED, Mine, & Minefield Detection & Defeat 132, 300, 801, 802, 830, 854, 855, 856, 1301, 1310, 1320, 1550	System Safety/Airworthiness 801, 806, 830, 854, 855, 861, 899, 1301, 1310, 1320, 1520, 1550
	Soldier Sensors 303, 801, 802, 830, 855, 1301, 1310, 1670, 1910	Technical & Business Support 301, 343, 399, 560, 599, 801, 802, 803, 830, 854, 855, 856, 861, 899, 1101, 1102, 1150, 1515, 1910, 2210, 2299
	Electronic Warfare (Air & Ground) 301, 343, 344, 801, 854, 855, 1550	
	Production Quality & Reliability Engineering 343, 344, 560, 801, 830, 850, 855, 856, 896, 899, 1910	
	Software Engineering 318, 801, 854, 855, 899, 1550, 1599	
	Position, Navigation & Timing 830, 854, 855, 856, 1550	
	Network Management 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 (EFC) consists of 11 occupational series from the 1700 Education Group that provide education services for DOD from birth through adulthood. This community numbers approximately 35,000 appropriated fund personnel spanning the administration, management, supervision, evaluation, instruction, and support functions of education. The workforce also includes non-appropriated funds (NAF) employees but details about this segment of the workforce are not included in this report. The Community is exceptionally broad and consists of both professional and paraprofessional personnel in early childhood education (birth to age 12), childhood education (Pre-Kindergarten (PK) through Grade 12), and adult education (DOD civilian and military personnel), including the technicians who 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 from birth to 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 18 civilian academic institutions and an additional 18 professional military education institutions covering a wide range of educational disciplines. Currently, there are 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 are common and compelling challenges faced by all in the Community, particularly workforce recruitment and retention within and across the segments. As demand for emerging fields and areas of discipline (e.g. Science, Technology, Engineering, and Mathematics (STEM)) continues to increase, this functional community has difficulty competing with the private sector to secure top candidates. Most importantly, the EFC must remain attuned to emergent and contemporary issues facing our Nation and Departmental MCOs. Reduced budgets have diminished the ability to offer recruitment incentives or pursue recruitment programs. Hiring restrictions hinder the Community's ability to employ candidates of choice who have the skills, experience, and expertise in the subject matter they are teaching. For example, during the lengthy hiring process, many promising candidates accept other positions or become unavailable.

Retaining highly qualified and diverse employees is an overarching challenge echoed throughout the EFC. The EFC also faces several challenges that impact its ability to retain the strongest members of its workforce. Sustaining continuity of talent is a challenge. The career progression from service providers to management within and across the EFC (e.g., teacher aid

to regular classroom teacher, caregiver to director, faculty to administration, K-12 teacher to adult education faculty) is difficult and not a clearly defined process, and thus creates a lack of advancement opportunities. Additionally, some portions of the EFC are encouraging retirements because of budget restrictions. In addition, the EFC workforce is appointed under multiple authorities (e.g., Title 5 and 10) and these authorities inherently create a variance in talent management practices such as compensation and performance management. These variances could, over time, affect recruitment and retention. The EFC may need to pursue legislative initiatives targeting talent management that promote DOD as a viable and attractive employer for educators.

While the full impact of budget constraints and sequestration has yet to be determined, its effects are already evident in areas such as professional development and technological advancements. Each area is described below:

- **Professional development:** The education workforce has experienced a decrease in professional development opportunities, making it difficult for the organization to meet the contemporary and expanded needs of 21st-century learners. Professional development opportunities for the EFC are constrained—for example, limited travel funds and conference attendance prohibitions diminish the capacity for faculty and researchers to maintain currency in their field. Other examples include limited memberships with professional and research associations and sabbaticals. Consequently, the ability to address evolving-learner needs is adversely impacted, and high quality education delivery suffers.
- **Technological advancements:** Thus far, due to the budget constraints, infrastructure and security restrictions, and the lack of technology skill sets, the EFC has been unable to fully leverage technology to advance its work. The pace of learning technology advancements, such as cloud/network tools and virtual learning platforms, is far greater than the cadence in which DOD is allowed to integrate and use them. These deficiencies degrade learning potential. In addition, the numerous learning management systems across the EFC have impacted both the efficiency and effectiveness of instruction due to lack of integration and reliable tracking and reporting of all learning experiences.

Despite these challenges, the Community continues to strive toward a 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 learners. Successes will be constrained until the professional development and technological advancement efforts progress.

To position the EFC for enduring success and address the challenges noted above, the EFC is transforming itself into a vibrant Community of Practice (CoP) that will pool resources, leverage strengths, and share best practices to affect change. The Community has also developed several short-term solutions such as building robust relationships with university systems to establish public domain products to address professional development needs. Finally, the EFC is focused on strengthening knowledge management practices (such as information sharing with stable communities and promoting the CoP paradigm), developing career paths within and across the community, and building leadership capacity.

Competency models being developed for the 1700 Education Group occupational series should enhance the EFC's capability to identify both (a) requisite competence, and (b) competency-based strengths and gaps across the Community. As a result of these findings, the EFC should be positioned to develop gap closure strategies. By using lessons learned from other communities, especially those communities that are mature and have exemplars to share, the EFC can expedite the promotion of competence, proficiency levels, and professional development opportunities (subject to funds availability).

Figure 1: Education Demographics (excludes non-appropriated fund personnel)

FUNCTIONAL COMMUNITY	Education All
Occ Series	
Occ Series Desc	
Workforce Size: Current Strength Totals	
End Strength	34,415
Department of Army	9,532
Department of Air Force	6,056
Department of Navy	4,675
DoD Agencies (4th Estate)	14,152
% MALE	44.51%
% FEMALE	55.49%
% DISABILITY TARGETED	0.39%
% DISABILITY NONTARGETED	5.95%
% PRIOR MILITARY	35.82%
Education	
ED - # WITH LESS THAN BACHELORS	13,595
ED - # WITH BACHELORS DEGREES	8,557
ED - # WITH MASTERS DEGREES	10,254
ED - # WITH DOCTORATE DEGREES	1,832
Planning Considerations	
% ELIG TO RETIRE CURRENT	12.38%
% ELIG TO RETIRE NEXT YEAR	2.69%
% ELIG TO RETIRE TWO TO FIVE YEARS	12.02%
AGE - 29 & Under	2,193
AGE - 30 to 39	6,226
AGE - 40 to 49	9,763
AGE - 50 to 54	6,055
AGE - 55 to 59	5,038
AGE - 60 to 64	3,368
AGE - 65 and over	1,772
Career Level 1: GS 1-8 or Equiv.	8,647
Career Level 2: GS 9-12 or Equiv.	17,096
Career Level 3: GS 13-15 or Equiv.	8,671

Workforce Analysis

Overall, the Education Community’s workforce data shows a continuing downward trend in recruitment and loss actions. Recruitment actions have been decreasing since FY 2011. Twelve percent of the population is currently eligible to retire and 12% will be eligible to retire in two to five years. Loss actions have continued to decrease as well. On average, employees in this community are remaining in the workforce 4.4 years past their retirement eligibility date. Since FY 2009, the number of retirements has increased incrementally each year. However, in FY 2013 there was a 1.8% decrease in retirements. In summation, this community is adding fewer workers to its workforce while onboard employees are exiting the workforce at a slower rate. Considering these conditions, the Community is challenged with providing professional development opportunities while engaging in succession planning and knowledge transfer programs to address the void left by the retiring population.

DATA CHARTS AND GRAPHS

All charts and graphs in this section are from source: DCPDS, Date: September 2013

Figure 2: Education Gains and Losses

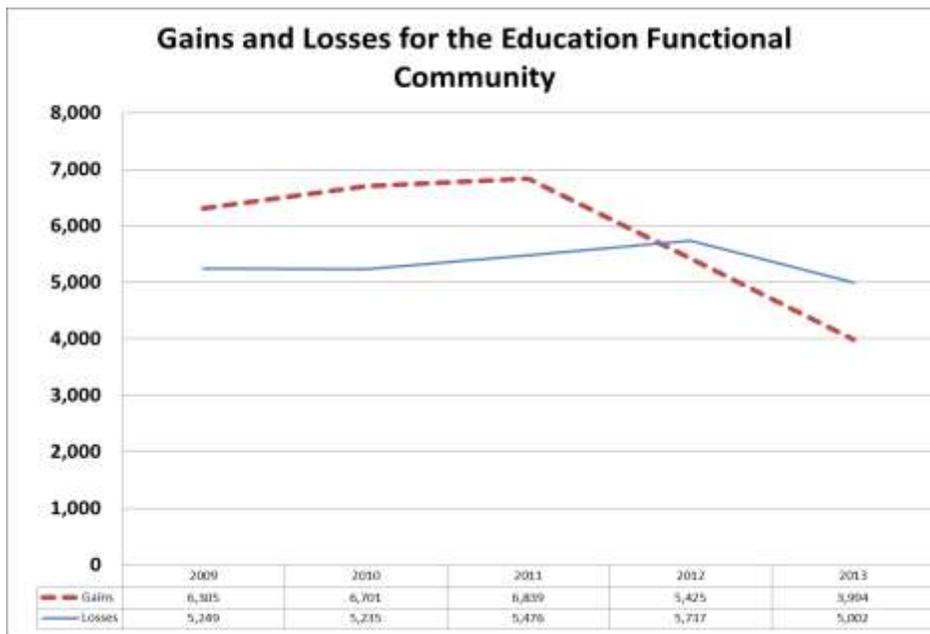


Figure 3: Education Turnover

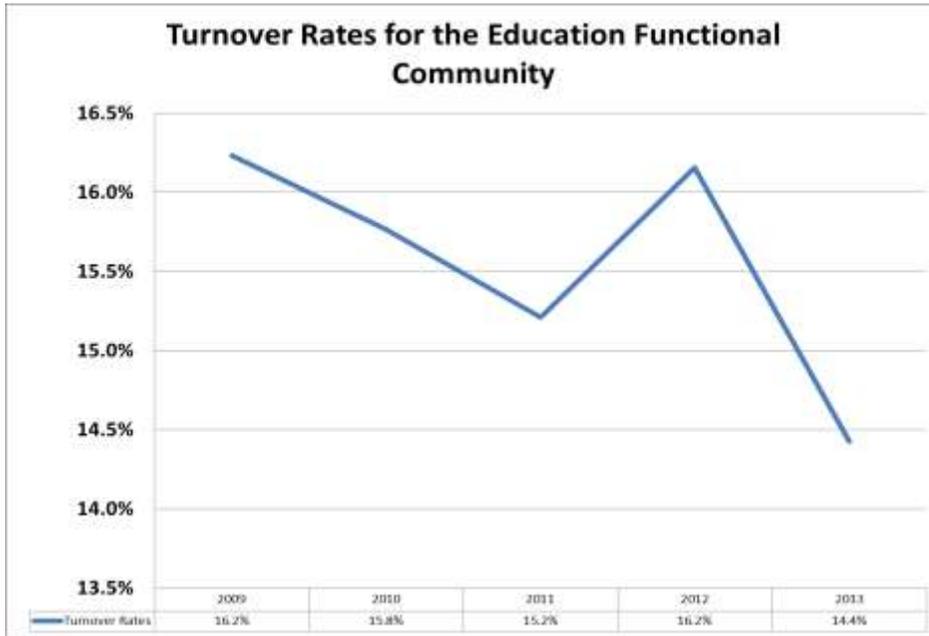


Figure 4: Education Retirement Eligibility

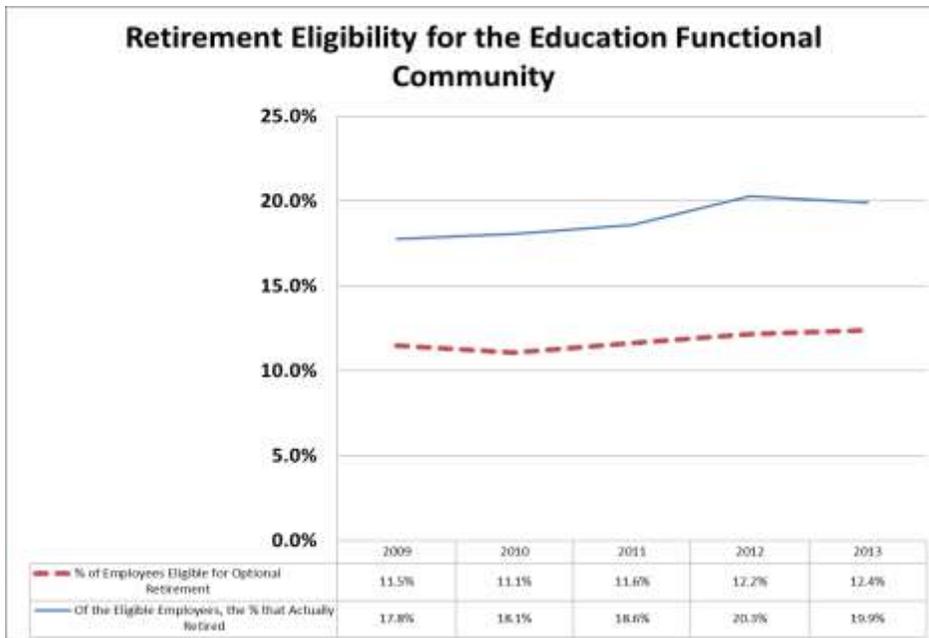
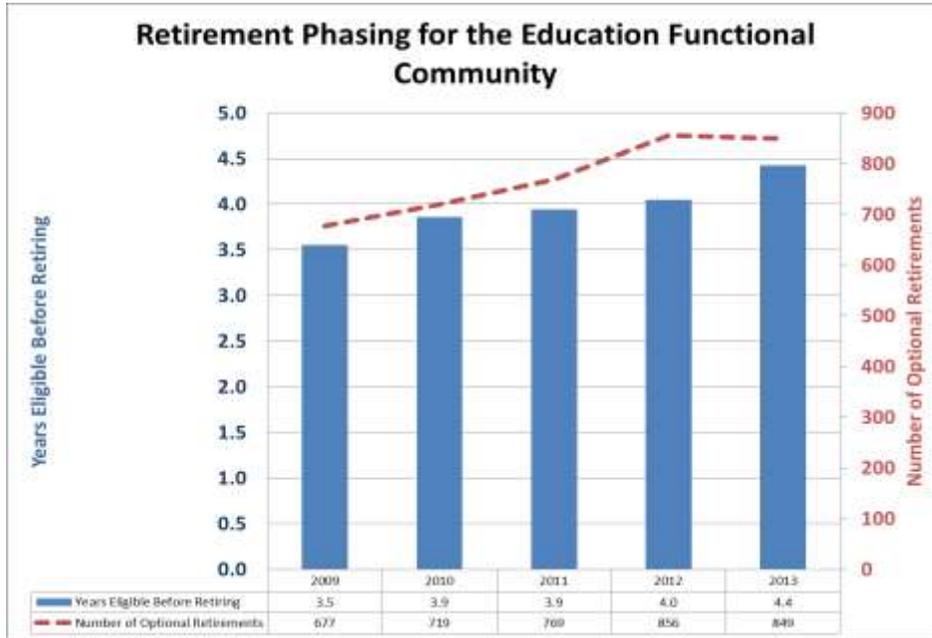


Figure 5: Education Retirement Phasing



Appendix 9: USD (P&R) Human Resources

APPENDIX 9: HUMAN RESOURCES FUNCTIONAL COMMUNITY

Overview

The Human Resources Functional Community (HR FC) consists of occupations in the Human Resources Management Series, 0200. The HR FC includes the Human Resources Management (Civilian) Series, 0201; Human Resources Management (Military) Series, 0201; Equal Employment Opportunity (EEO) Series, 0260; and the Human Resources Assistance Series, 0203. Human Resources Management (Civilian) Series, 0201 is designated as an MCO, which is an occupation that sets direction, directly impacts, or executes performance of mission critical functions or services.

During the MCO Determination Process, the HR FC identified the Human Resources Management (Civilian) Series, 0201 as both a strategic and core occupational series, i.e., an occupation that both sets direction and executes agency mission functions or services. The EEO Series, 0260 was defined as a core occupation; and the HR Assistance Series, 0203 was defined as a support occupation. 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. These professionals provide these services to both the civilian and the military workforce. This appendix focuses on the Human Resources Management (Civilian) Series, 0201 and the Human Resources Assistance Series, 0203.

Environmental Scan

The HR FC challenged itself to look at the changes facing DOD from an HR perspective. Despite planned drawdowns of combatant forces, an extensive portfolio of missions continue around the globe in support of security and humanitarian operations amidst geopolitical uncertainty and DOD fiscal austerity. Military and civilian members together support these operations, and HR personnel play an essential role in ensuring that the civilian workforce is ready to meet the need, regardless of the challenges. The HR Community anticipates that DOD's diverse and extensive missions will result in an increased demand for HR services. This context points out the need for the HR workforce to be ready and motivated.

The HR reality is that Commanders and Senior Leaders look to their servicing HR professional to be a strategic partner in dealing with civilian personnel issues. This runs the full range of HR activities including labor, employee, and management relations; staffing; classification; training and education; advice on hiring actions; correct application of veteran's hiring and other special hiring authorities; workforce management; civilian development; organizational restructures; downsizing; and workforce shaping. The demand will continue for traditional HR skills, but HR professionals also see the emerging demand for less traditional HR skills such as business acumen, data analytics, and leveraging technology.

The HR Community sees two ways in which to meet skills demands. One way is to hire skills in

through specific competency-based enterprise-wide questions in USAJOBS. The other way is through training. Although training is critically important, training dollars were severely curtailed in 2013 and are projected to remain tight in the coming years. This requires the HR FC to devise methods and leverage other sources to meet the need. One such source is OPM's HR University (HRU), a web-based training platform with wide access and ever-growing course offerings. The HR Community will continue to both encourage DOD HR professionals to take courses and populate HRU with component course offerings. Another option is to leverage and continue to actively participate in OPM's federal-wide HR credentialing/certification effort.

Another factor the HR Community must plan for is the outsized impact of retiring senior GS-14s, GS-15s, and SES. In FY 2013 more than two thirds of all retirements in the 0201 (Civilian) occupational series occurred at the GS-13 to GS-15 levels. As a result, the HR FC is considering knowledge transfer methods, including the more difficult competencies of strategic partnering and enterprise level strategic perspective. An initial goal of such efforts is to ensure that several qualified candidates are available to the hiring manager when filling these critically important leadership positions.

The Community believes it important to recognize the HR professional who is expected to provide customer service and expert advice, and be a strategic partner. To that end, the Community believes it needs an HR Awards program. Not only will this raise awareness within the career field while recognizing excellence, it will also educate Commanders and Senior Leaders on the value and complexity of the HR function in executing the mission.

These themes suggest areas for strategy development: build skills through training, hire needed skill sets, build the senior leader pool through deliberate succession planning, and build HR workforce morale. In addition, the HR FC must take the next step and use the results of the Standardized Titling Project and do more detailed analysis on projected requirements and supply of the specialties. The specific strategies listed below should work in concert with the existing strategies from the SWP FY 2013-2018 to ensure that the HR professional is a valued member of the DOD team.

Figure 1: Human Resources Demographics

FUNCTIONAL COMMUNITY	Human Resources	Human Resources	Human Resources
Occ Series	0201	0201CIV	0201MIL
Occ Series Desc	HUMAN RESOURCES MANAGEMENT	HUMAN RESOURCES MANAGEMENT	HUMAN RESOURCES MANAGEMENT
Workforce Size: Current Strength Totals			
End Strength	12,778	9,093	3,685
Department of Army	5,789	3,307	2,482
Department of Air Force	2,936	2,211	725
Department of Navy	2,398	1,991	407
DoD Agencies (4th Estate)	1,655	1,584	71
% MALE	34.83%	25.93%	56.80%
% FEMALE	65.17%	74.07%	43.20%
% DISABILITY TARGETED	0.62%	0.74%	0.33%
% DISABILITY NONTARGETED	8.48%	8.53%	8.33%
% PRIOR MILITARY	40.16%	27.11%	72.37%
Education			
ED - # WITH LESS THAN BACHELORS	6,793	4,439	2,354
ED - # WITH BACHELORS DEGREES	3,905	3,018	887
ED - # WITH MASTERS DEGREES	1,979	1,554	425
ED - # WITH DOCTORATE DEGREES	58	52	6
Planning Considerations			
% ELIG TO RETIRE CURRENT	12.01%	13.56%	8.20%
% ELIG TO RETIRE NEXT YEAR	3.29%	3.63%	2.47%
% ELIG TO RETIRE TWO TO FIVE YEARS	15.09%	15.57%	13.89%
AGE - 29 & Under	771	639	132
AGE - 30 to 39	2,198	1,650	548
AGE - 40 to 49	3,867	2,556	1,311
AGE - 50 to 54	2,675	1,888	787
AGE - 55 to 59	2,029	1,437	592
AGE - 60 to 64	921	680	241
AGE - 65 and over	317	243	74
Career Level 1: GS 1-8 or Equiv.	258	219	39
Career Level 2: GS 9-12 or Equiv.	7,958	5,121	2,837
Career Level 3: GS 13-15 or Equiv.	4,562	3,753	809

Workforce Analysis

The HR Functional Community reviewed FY 2013 workforce data to determine the overall health of the community, as well as potential recruitment and retention goals necessary to fulfill mission requirements for the Human Resources Management Series, 0201. The HR FC is focused on the MCO Human Resources Management (Civilian) Series, 0201 for gap analysis and forecasting and the Human Resources Assistance Series, 0203 as a pipeline for the MCO. The recruitment-related data and trends indicate a number of areas for current and future focus. Approximately 30% of Human Resources Management (Civilian) Series, 0201 are from the

Human Resources Assistance Series, 0203. While the retirement-eligible population for the MCO (which is more than 30%) reflects overall DOD population numbers, this MCO has a higher transfer rate than most MCOs. This transfer rate could suggest an excessive amount of *churn* (transferring within services in a given year) which places a financial burden both at the Service and enterprise levels. This is also an indicator that HR skills are fungible and transferable across the services and the Federal government.

While the HR FC experienced a slight increase in resignations for the MCO in FY 2013, Human Resources Management (Civilian) Series, 0201 recruitments remain approximately three years beyond their retirement eligibility, which is comparable to the DOD average. While the data analysis illustrated a slight surplus of personnel in the MCO, the most critical concern for the Community is evolving skills and competencies needed for the future.

MCO Strategy and Action Plan

For the FY 2013 reporting cycle, the HR FC developed two strategies to support the professional development of the entire Human Resources Management Series (0201, 0203, and 0260). The HR FC implemented a standardized titling project to establish consistent titling of the Human Resources Management series across DOD in order to clearly identify and quantify the types of specialists on hand. Approximately 22,000 titles were standardized in accordance with OPM standards, which met the HR FC goal. The HR FC is also a full participant in the OPM-led federal effort to use Human Resources University (HRU) to address the second strategy: the revision and consolidation of training for specialization and potential certification. The HR FC targeted a 51% enrollment for FY 2013 and they met the goal. The HR FC will continue to monitor the success of the FY 2013 strategies and has closed these strategies for this appendix. The HR FC developed additional strategies for the FY 2014 reporting cycle as shown below.

Strategy # 1 (FY 2014)	Develop Fourth Estate Civilian Intern Program at the GS-13 Level
Staffing Gap Addressed	Recruitment
Occupational Series	0201 (Civilian)
Career Level Senior: GS 13 thru 15 or Equiv.	To support the need for HR professionals with specific competencies
Strategy Details and Impact	Use existing resources to develop civilian HR pipeline programs to attract and retain marketable personnel and encourage the development of enterprise-wide competencies.
Strategy Time Segment (Short term = 0-2 yrs) (Mid range = 3-5 yrs) (Long term = 6+ yrs)	Initial implementation: Short term (0-2 yrs) project Ongoing implementation: Mid range (4 yrs) project
Implementation Timeline (Identified Milestones)	Initial implementation of Fourth Estate program of 11 to 18 months Build out program DOD-wide over 18 to 48 month period following initial Fourth Estate pilot results.
Funding Required	Intent is to leverage available 'off-the-shelf' and no-cost solutions.
Metrics to Assess Progress	The effectiveness of intern knowledge transfer using the Kirkpatrick Model
Metrics Data Source	Performance appraisals; appearing on a certificate for next higher grade
Strategy Owner(s): Strategy POC:	Human Resources Component Functional Community Managers Human Resources OSD Functional Community Manager WHS/Fourth Estate

Strategy # 2 (FY 2014)	Develop Competency-related Questions for USAJOBS Application Process at GS 13 and GS 14 Level Positions to Hire Appropriate Skill Sets
Staffing Gap Addressed	Recruitment
Occupational Series	0201 (Civilian)
Career Level Entry: GS 1 thru 8 or Equiv. Mid: GS 9 thru 12 or Equiv. Senior: GS 13 thru 15 or Equiv.	This strategy is applicable to all GS levels to improve the caliber of DOD new hires.
Strategy Details and Impact	USAJOBS is the primary hiring source for Federal hiring managers. This tool uses a question-based assessment process to determine appropriate skill sets of candidates. The HR FC will define specific competency-based enterprise-wide questions for Components to use for USAJOBS positions. This approach streamlines the number of questions, creates a more user-friendly application process, and can lead to hiring better candidates for 0201 (Civilian).
Strategy Time Segment (Short term = 0-2 yrs) (Mid range = 3-5 yrs) (Long term = 6+ yrs)	Question development: Short term (1 year) Question implementation: Short term (1 year)
Implementation Timeline (Identified Milestones)	<ol style="list-style-type: none"> 1. Establish core work group (need specialization-based SMEs for each parenthetical) – 0-2 months 2. Use existing Component questionnaires/questions for accounting best practices, templates, etc. – 0-3 months 3. Identify best practice examples – 0-2 months 4. Ensure that questions are properly tied to competencies and grade-appropriate (establish template for other specializations) – 0-2 months 5. Repeat process for other parentheticals – 2-3 months each (2 groups concurrently) 6. Test, review, and finalize DOD-wide system – 3-4 months <p>Implementation of DOD-wide system –estimated range of 11 to 18 months</p>
Funding Required	N/A
Metrics to Assess Progress	80% satisfaction rate
Metrics Data Source	Chief Human Capital Officer (CHCO) 6 month survey
Strategy Owner(s):	Human Resources Component Functional Community Managers
Strategy POC:	Human Resources OSD Functional Community Manager

Strategy # 3 (FY 2014)	Develop Employee Recognition Incentives for HR Professionals Who Demonstrate Proficiency in Needed Future Competencies
Staffing Gap Addressed	Retention
Occupational Series	0201 (Civilian)
Career Level Entry: GS 1 thru 8 or Equiv. Mid: GS 9 thru 12 or Equiv. Senior: GS 13 thru 15 or Equiv.	This strategy is applicable to Entry and Mid-Career Levels in HR-centric organizations
Strategy Details and Impact	Development of recognition incentives for HR Professionals who demonstrate proficiency in needed future competencies and to improve morale
Strategy Time Segment (Short term = 0-2 yrs) (Mid range = 3-5 yrs)	Program development: Short term (2 year)

Strategy # 3 (FY 2014)	Develop Employee Recognition Incentives for HR Professionals Who Demonstrate Proficiency in Needed Future Competencies
(Long term = 6+ yrs)	
Implementation Timeline (Identified Milestones)	<ol style="list-style-type: none"> 1. Establish core work group (including program ownership) – 2-3 months 2. Establish guidance level required (i.e., memorandum, DODI-level, etc.) – 2-3 months (concurrent)* 3. Review Component Award information for adaptable best practices – 1-3 months 4. Integrate best practices examples into DOD-wide template– 1-3 months 5. Present proposed initial HR Award program for comments by Components) – 0 -2 months 6. Integrate Component comments, package for OFCM/ CPP review – 1-3 months 7. Integrate comments – 1-3 months <p>Implementation of DOD-wide system (socialization, etc.) -- estimated range of 11 to 19 months</p>
Funding Required	N/A
Metrics to Assess Progress	70% satisfaction from DOD-developed survey tool for employee recognition incentive disseminated to DOD HR Professionals
Metrics Data Source	Annual survey of DOD HR population
Strategy Owner(s): Strategy POC:	Human Resources Component Functional Community Managers Human Resources OSD Functional Community Manager

DATA CHARTS AND GRAPHS

All charts and graphs in this section are from source: DCPDS, Date: September 2013

Figure 2: Human Resources Gains and Losses

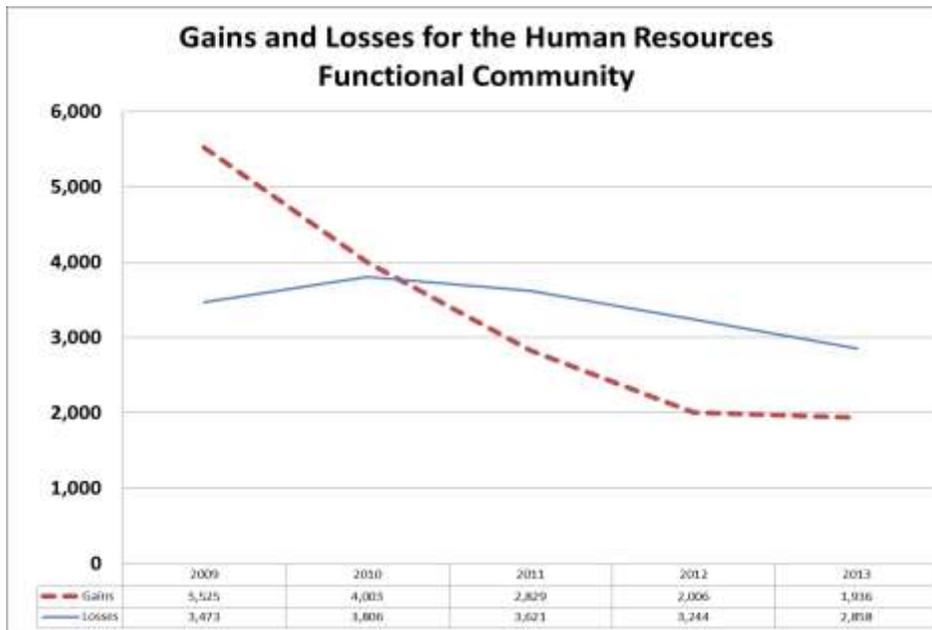


Figure 3: Human Resources Turnover

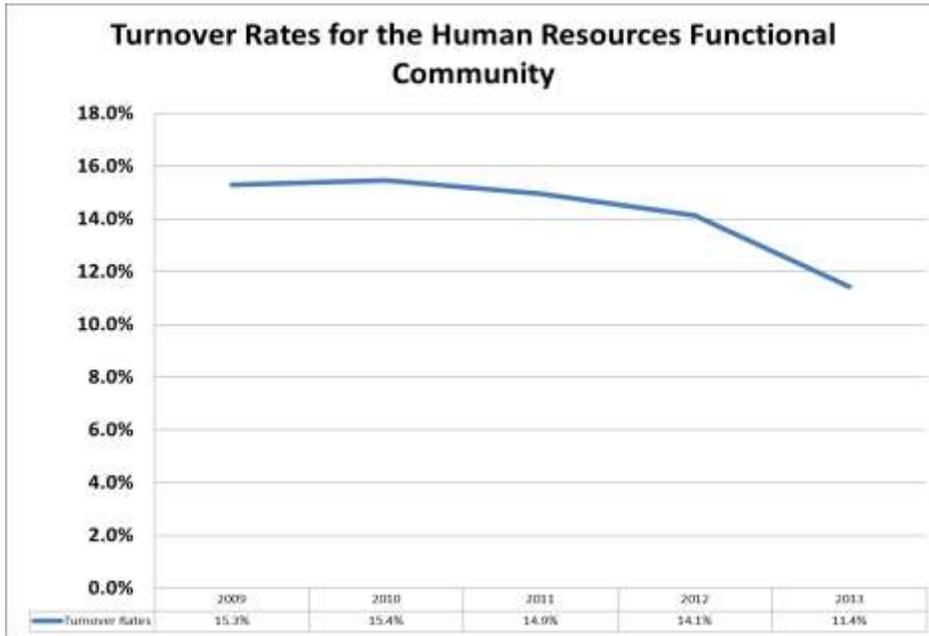


Figure 4: Human Resources Retirement Eligibility

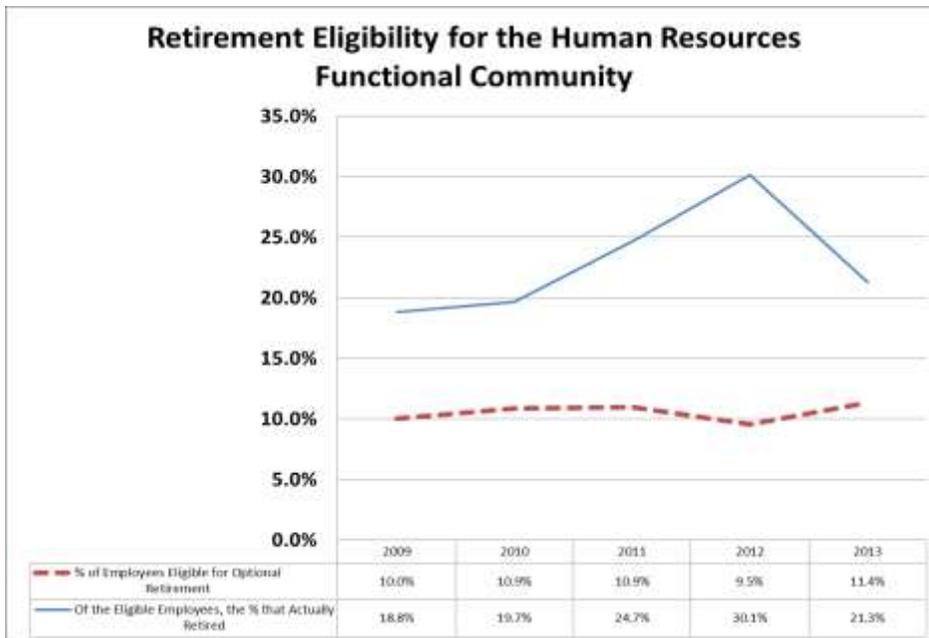


Figure 5: Human Resources Retirement Phasing

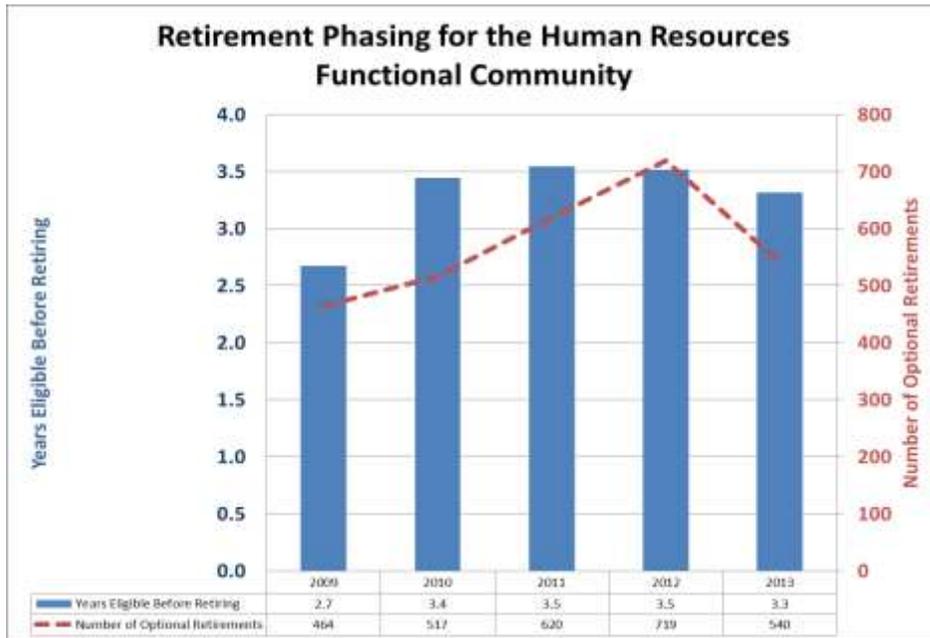


Figure 6: Human Resources Gains and Losses of the Mission Critical Occupations

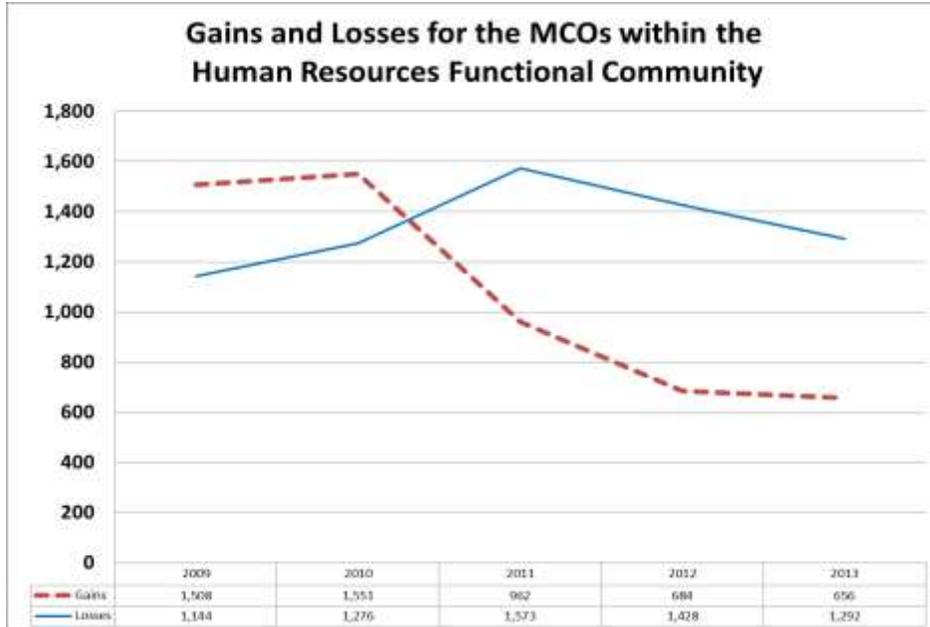


Figure 7: Human Resources Turnover of the Mission Critical Occupation - 0201

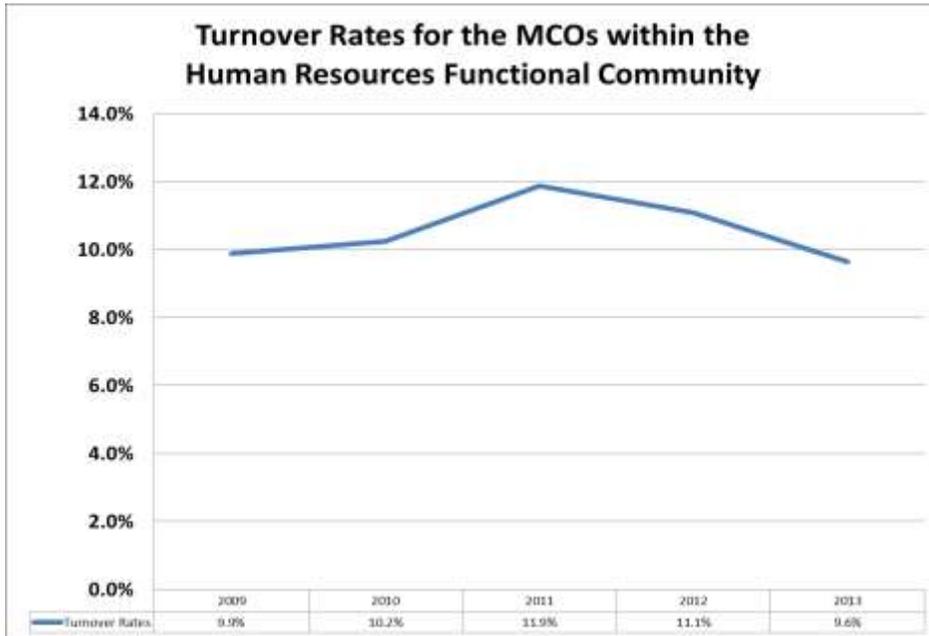


Figure 8: Human Resources Retirement Eligibility of the Mission Critical Occupation - 0201

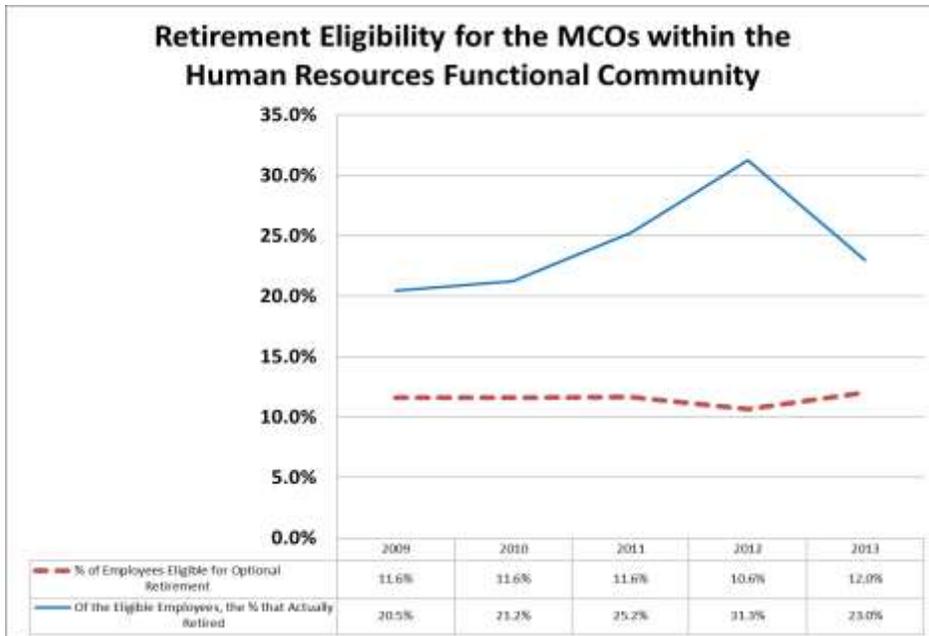


Figure 9: Human Resources Retirement Phasing of the Mission Critical Occupation - 0201

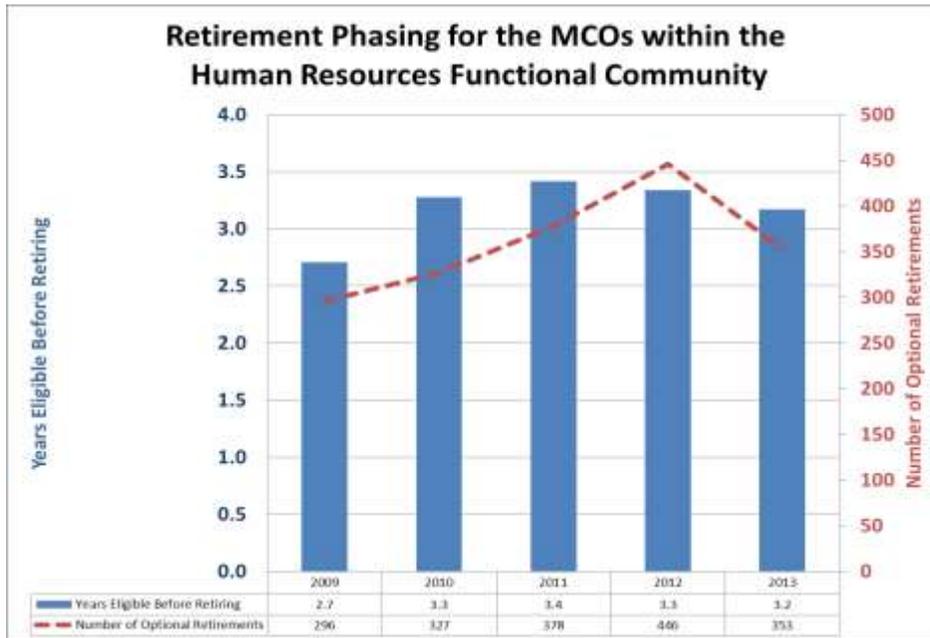


Figure 10: Human Resources Historical Strength and Future Targets of the Mission Critical Occupation - 0201 (Supporting Both Military and Civilian Positions)

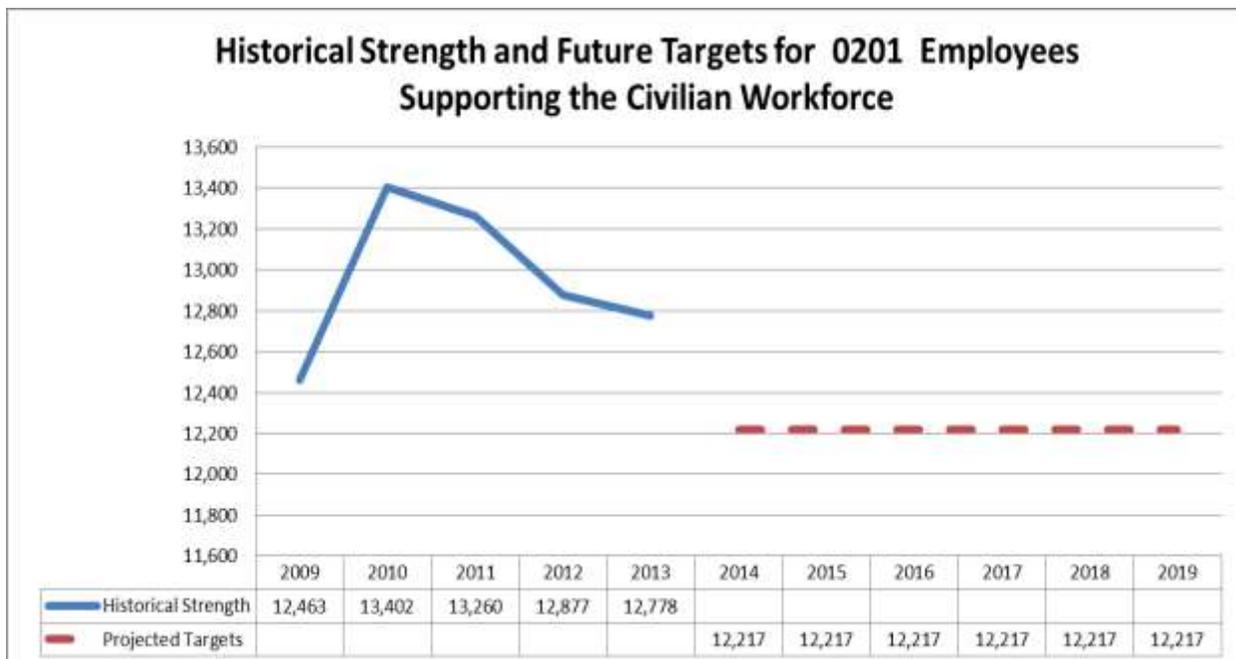


Figure 11: Human Resources Historical Strength and Future Targets of the Mission Critical Occupation - 0201 (supporting Civilian positions)

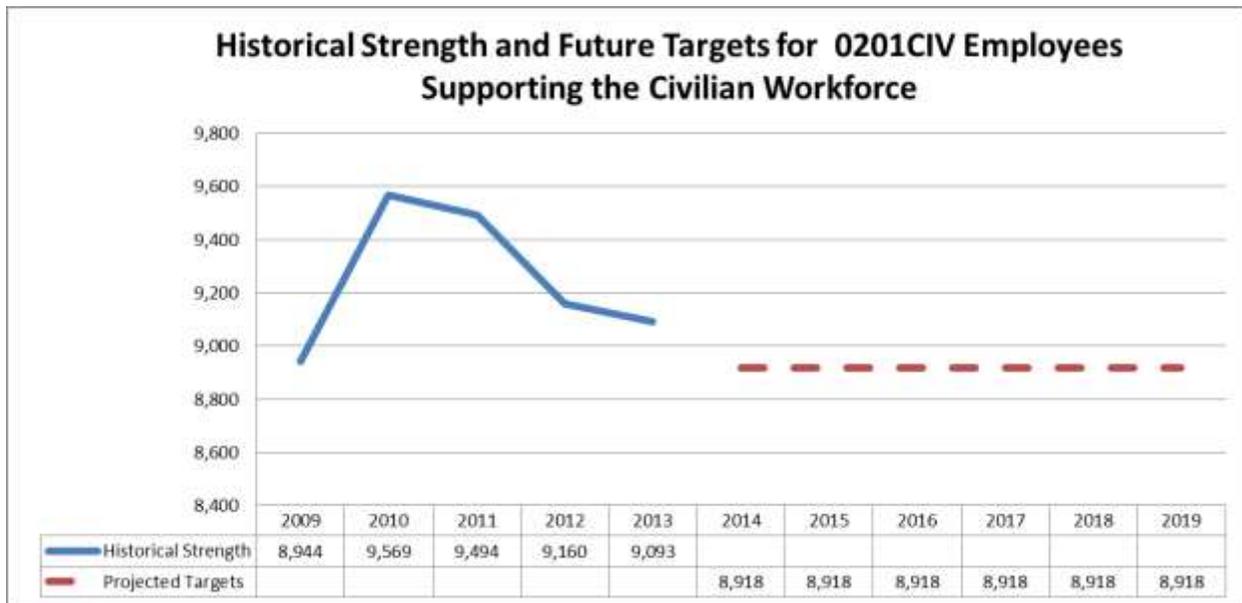
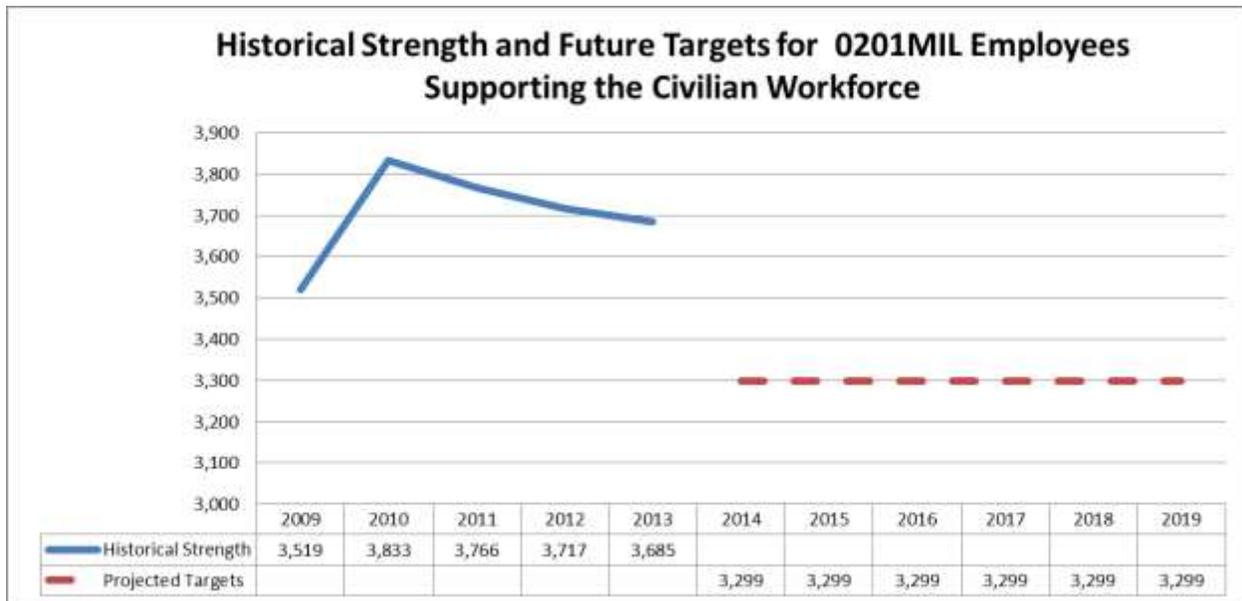


Figure 12: Human Resources Historical Strengths and Future Targets of the Mission Critical Occupation - 0201 (Supporting Military Positions)



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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 and six occupational series: Police Series, 0083; Security Guard Series, 0085; General Inspection, Investigation, Enforcement and Compliance Series, 1801; Compliance Inspection and Support Series, 1802; General Investigating Series, 1810; and Criminal Investigating Series, 1811. Together, these series advance and directly support the U.S. national security objectives and require interagency coordination. The Criminal Investigation Series, 1811 works to ensure 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 by solving crimes and prosecuting those accused of committing crimes.

The DOD LE Functional Community resides in a diversified organizational structure consisting of the four Military Services or Components 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. The Criminal Investigation Series, 1811 is the sole series designated as an MCO in this community.

Environmental Scan

The community conducted an environmental scan to identify both internal and external workload drivers and their impacts. They found a number of general environmental factors influencing the 1811 series, which affect the community as a whole. 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 criminal investigative skill set will remain a high demand asset to address challenges such as the international economic discontent, decentralized terrorism plots, domestic individual attacks, international military/security, and peer competitor economic espionage. As the military draws down in deployed areas, the 1811 workforce will be

needed to support increasing expeditionary missions. Additionally, a drawdown may increase the need for 1811 series services as more people return home and to military bases. The evolving world landscape highlights the need for an appreciation of the global operating environment and missions currently at play.

Although the national economic climate continues to show signs of strain (e.g. sluggish job market, increased cost of living, fluctuating real estate market, the cost of higher education, unemployment, and volatile market fluctuations, etc.), at least for the foreseeable future, the economy may constrain attrition rates, which will positively impact retention in the near-term. The exception to constrained attrition rates is the mandatory retirement age for the 1811 occupational series, which is 57.

Budget and Mission Requirements

Budget constraints and looming fiscal uncertainties are a significant factor affecting the ability to meet DOD and Component requirements and influencing hiring activities. Hiring freezes, furloughs, and budget cuts have restricted the community's ability to recruit and onboard the necessary staff who have the required skills. For example, one Component has significantly slowed their hiring pace in an attempt to avoid involuntary reductions because it is easier to cut a vacant billet than a filled position. Hiring throughout the 1811 series has steadily decreased along with the overall 1811 workforce population over the past few years.

Budget constraints are also impacting the community's ability to recruit the best and brightest from the talent pool. While applicants are plentiful for Criminal Investigator Series, 1811 positions, they often are not equipped with the required skills and experience to successfully fulfill their role. Budget constraints, salary caps, and limited recruitment incentives make it difficult to compete with the private sector for the top talent. Furthermore, many applicants have expectations for work schedule flexibility, work/life balance, recognition, and promotion opportunities, which may not always be available within a DOD environment, especially as expeditionary missions increase within the community.

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. This will only further strain the workforce because the LE Community is experiencing increasing customer requirements with decreasing resources (e.g., pay freezes, continuing resolutions, and budget reductions). Such requirement increases may lead to workforce fatigue. Changing agency requirements and needs lead to competing demands for the 1811 workforce across diverse missions. As a result, 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 rapid changes in technology. Both issues present vulnerabilities in a specialized workforce without needed IT

skills for the future, coupled with an aging IT infrastructure and increased IT demands (both system and human). 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 the ability of a Component to provide the force with the latest equipment and technology.

Skills and Training to Maintain Requisite Staffing

The 1811 occupation within DOD is shifting to a much broader set of required skills to meet mission requirements, including specialized education such as cyber skills, language, and forensics. The community also acknowledges a need to enhance the interview and cyber technology skills of the workforce. The standard and emerging 1811 skill set is highly sought after not only by the private sector, but across the Federal Government and state and local police forces, further increasing competition for talent.

Aging subject matter experts leaving the workforce may not be replaced at a comparable pace, which may result fewer experienced trainers and mentors for professionals who are entering the workforce. Although future recruitment efforts will be targeted at a more technology-savvy skill level, there will continue to be a foundational requirement for candidates to possess the interpersonal skills necessary to successfully cultivate sources and conduct effective interviews, a critical skill of criminal investigators. This also raises the need to ensure that adequate knowledge transfer programs are in place to safeguard the retention of institutional knowledge as employees exit the workforce. 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 COMMUNITY	Law Enforcement	Law Enforcement
Occ Series	All	1811
Occ Series Desc		CRIMINAL INVESTIGATING
Workforce Size: Current Strength Totals		
End Strength	15,952	2,279
Department of Army	6,401	326
Department of Air Force	2,844	457
Department of Navy	4,868	1,045
DoD Agencies (4th Estate)	1,839	451
% MALE	88.62%	80.65%
% FEMALE	11.38%	19.35%
% DISABILITY TARGETED	0.18%	
% DISABILITY NONTARGETED	4.48%	2.11%
% PRIOR MILITARY	77.28%	49.67%
Education		
ED - # WITH LESS THAN BACHELORS	11,949	335
ED - # WITH BACHELORS DEGREES	2,823	1,316
ED - # WITH MASTERS DEGREES	1,094	604
ED - # WITH DOCTORATE DEGREES	47	23
Planning Considerations		
% ELIG TO RETIRE CURRENT	4.58%	1.40%
% ELIG TO RETIRE NEXT YEAR	1.57%	0.88%
% ELIG TO RETIRE TWO TO FIVE YEARS	8.41%	7.20%
AGE - 29 & Under	1,736	91
AGE - 30 to 39	4,358	822
AGE - 40 to 49	5,050	934
AGE - 50 to 54	2,287	272
AGE - 55 to 59	1,553	113
AGE - 60 to 64	737	37
AGE - 65 and over	231	10
Career Level 1: GS 1-8 or Equiv.	9,662	21
Career Level 2: GS 9-12 or Equiv.	3,473	357
Career Level 3: GS 13-15 or Equiv.	2,817	1,901

Workforce Analysis

A review of the Law Enforcement Functional Community 30 September 2013 workforce data was conducted to assess the overall health of the community and the 1811 workforce for recruitment and/or retention challenges. This review revealed several workforce trends, described below.

Demographic Trends

The 1811 workforce makes up approximately 14% of the Law Enforcement Community with the highest population in the Department of the Navy (46%). The workforce is predominately male

with females comprising only 19% of the population. Half of the workforce is prior military (50%) with most falling within the 40 to 49 age range. The majority of the workforce is in grades GS 13-15 and has less than 15 years of experience.

Recruitment Trends

Workforce analysis finds that DOD-wide, recruitment actions have been trending downward for the 1811 occupational series since FY 2011. The largest recruitment source for the 1811 series is the military because 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 very little fluctuation in retirement and resignation losses from FY 2012 to FY 2013. Furthermore, overall losses within the series are trending down. Currently, 1.4% of the 1811 population is eligible to retire, while employees eligible to retire in 2 to 5 years stands at 7.2%. However, on average, employees are remaining in the workforce 3.7 years past their retirement eligible date. The fact that the workforce has low numbers in entry level positions and in the 29 and under age range could later present as a weakness as the workforce continues to see more losses.

Staffing Gaps

The forecast data for the Criminal Investigation Series, 1811 suggests the series will be understaffed in the coming years and requires the onboarding of 236 employees. The community however, anticipates further budget cuts will prevent the amount of hiring suggested in the forecast data.

The Law Enforcement Community has identified the following as causes for current and/or future gaps:

- Military drawdowns 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 drawdowns 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 could require completely new investigative skills needed for this field.
- 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 who have 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 the FY 2013 SWP report, the community identified two areas of concern that they addressed with strategies, which are listed in the strategy tables below. The community is still progressing toward the completion of those strategies. In the current FY 2014 report, the community has chosen to add another strategy that addresses the need to develop future leaders prepared with the requisite technical skills to eventually lead and guide the workforce. As the Law Enforcement mission evolves, and the workforce ages, the community has highlighted the need to have future leaders trained and skilled in the cyber/IT investigative skills required to meet the mission need.

FY 2014 Strategic Workforce Plan Strategies

Strategy # 1 (FY 2014)	Succession Planning/Leadership Development
Staffing Gap Addressed	Retention
Occupational Series	1811
Career Level Entry: GS 1-8 or Equiv. Mid: GS 9-12 or Equiv. Senior: GS 13-15 or Equiv.	All levels
Strategy Details and Impact	Strategy Details: <ul style="list-style-type: none"> • Provide workforce training with cyber/IT specific focus. • Support detail and rotational assignments to increase the scope and depth of potential future leaders. • Leverage existing programs and frameworks to achieve the goal. Strategy Impact: <ul style="list-style-type: none"> • Improved ability to oversee, mentor, and lead a workforce to conduct full and complete criminal investigations with ever-increasing IT/cyber components • Informed managers who are able to articulate and advocate for resource requirements • Workforce that has the requisite skills for successful future leadership and career progression in their own organization
Strategy Time Segment (Short term = 0-2 yrs) (Mid-range = 3-5 yrs) (Long term = 6+ yrs)	Mid-range: 3-5 years

Strategy # 1 (FY 2014)	Succession Planning/Leadership Development
Implementation Timeline (Identified Milestones)	<ol style="list-style-type: none"> 1. Year one (by FY 15): <ol style="list-style-type: none"> a. Develop a communication- and change-management plan to be distributed to LE leadership. b. Identify training, training goals, and details; identify the requirements for a successfully trained future leader or completion of the program. 2. Year two (by FY 16): <ol style="list-style-type: none"> a. Develop and implement criteria to identify candidates. b. Develop and implement a candidate application and selection process. c. Enter selected applicants into the training program. 3. Year three (by FY 17) <ol style="list-style-type: none"> a. Evaluate training/programs effectiveness.
Funding Required	Yes. Source/availability of funding will vary per Component.
Metrics to Assess Progress	<ul style="list-style-type: none"> • Plan approval from senior leadership (year one and year two) • Number of candidates who have applied for program (year two) • Percentage increase in program interest/participation (year three) • Number of participants meeting the minimum requirements for successful program completion
Metrics Data Source (What system?)	Tracking system to be developed by Components
Strategy Owner(s): Strategy POC:	Law Enforcement Component Functional Community Managers Law Enforcement OSD Functional Community Manager

FY 2013 Strategic Workforce Plan Strategies

Strategy # 1 (FY 2013)	Special Skill Recruitment
Staffing Gap Addressed	Recruitment
Occupational Series	1811
Career Level Entry: GS 1-8 or Equiv. Mid: GS 9-12 or Equiv. Senior: GS 13-15 or Equiv.	All levels
Strategy Details and Impact	<p>Increase efforts to recruit talent with IT/cyber focused investigative skills needed to address emerging cyber forensic concerns.</p> <p>Impact: The ability to conduct full and complete criminal investigations with ever increasing IT/cyber components will be diminished without criminal investigators who have the requisite special skills.</p>
Strategy Time Segment (Short term = 0-2 yrs) (Mid range = 3-5 yrs) (Long term = 6+ yrs)	Mid range: 3-5 years

Strategy # 1 (FY 2013)	Special Skill Recruitment
Implementation Timeline (Identified Milestones)	<ol style="list-style-type: none"> Determine the current and future years requirement for 1811 with special IT/Cyber forensic/investigatory skills. (Year 1) Determine the current inventory of 1811 with the requisite skill sets. (Year 1) 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)
Funding Required	N/A
Metrics to Assess Progress	Number of hires with degrees in or related to cyber forensics or other IT related fields
Metrics Data Source	Defense Civilian Personnel Data System (DCPDS)
Strategy Owner(s): Strategy POC:	Law Enforcement Component Functional Community Managers Law Enforcement OSD Functional Community Manager

Strategy # 2 (FY 2013)	Talent Management
Staffing Gap Addressed	Retention
Occupational Series	1811
Career Level Entry: GS 1-8 or Equiv. Mid: GS 9-12 or Equiv. Senior: GS 13-15 or Equiv.	All levels
Strategy Details and Impact	<p>Increase efforts to train talent with IT/cyber focused investigative skills needed to address emerging cyber forensic concerns.</p> <p>Impact: The ability to conduct full and complete criminal investigations with ever increasing IT/cyber components will be diminished without criminal investigators who have the requisite special skills.</p>
Strategy Time Segment (Short term = 0-2 yrs) (Mid range = 3-5 yrs) (Long term = 6+ yrs)	Short term: 0-2 years
Implementation Timeline (Identified Milestones)	<ol style="list-style-type: none"> Determine the current and future years requirement for 1811 with special IT/Cyber forensic/investigatory skills. (Year 1) Determine the current inventory of 1811 with the requisite skill sets. (Year 1) Identify available specialized training to provide the needed IT/CYBER investigative skill sets. (Year 2) Develop and implement training strategies and plans to meet determined requirements. (Year 2)
Funding Required	N/A
Metrics to Assess Progress	<ol style="list-style-type: none"> Number of courses provided related to cyber forensics or other IT related fields Number of participants in 1811 series
Metrics Data Source (What system?)	Component Training Directorates
Strategy Owner(s): Strategy POC:	Law Enforcement Component Functional Community Managers Law Enforcement OSD Functional Community Manager

DATA CHARTS AND GRAPHS

All charts and graphs in this section are from source: DCPDS, Date: September 2013

Figure 2: Law Enforcement Gains and Losses

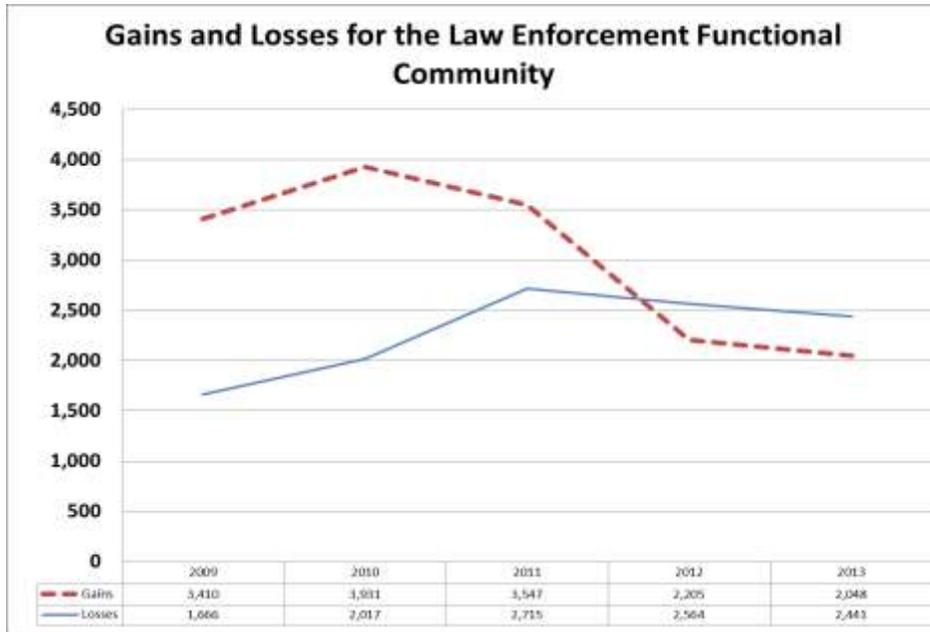


Figure 3: Law Enforcement Turnover

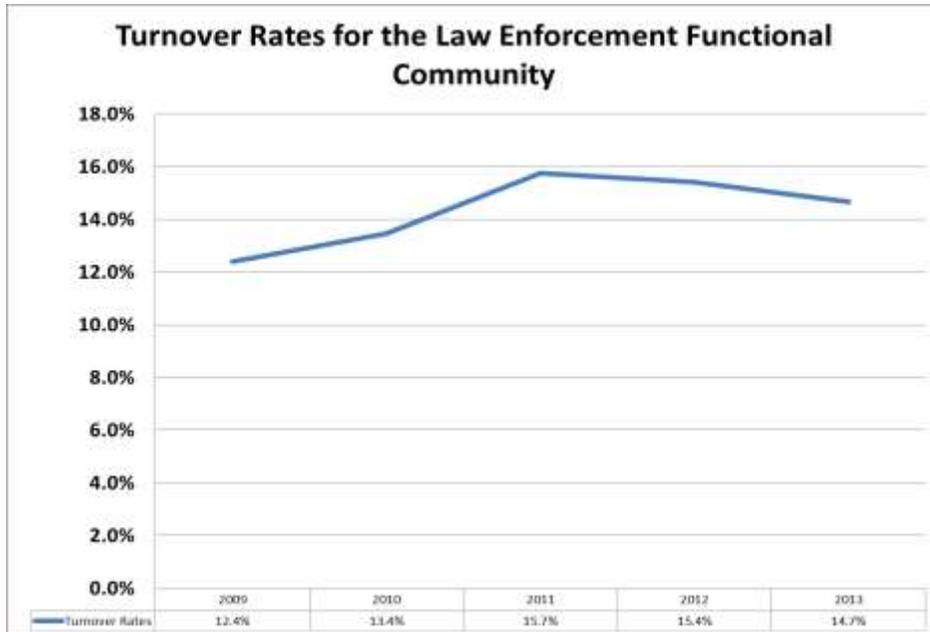


Figure 4: Law Enforcement Retirement Eligibility

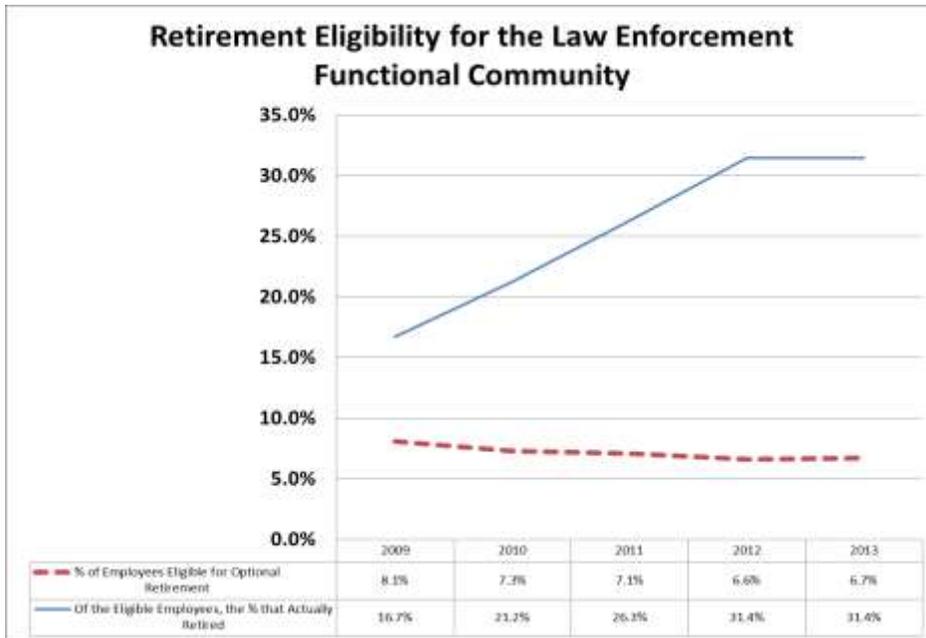


Figure 5: Law Enforcement Retirement Phasing

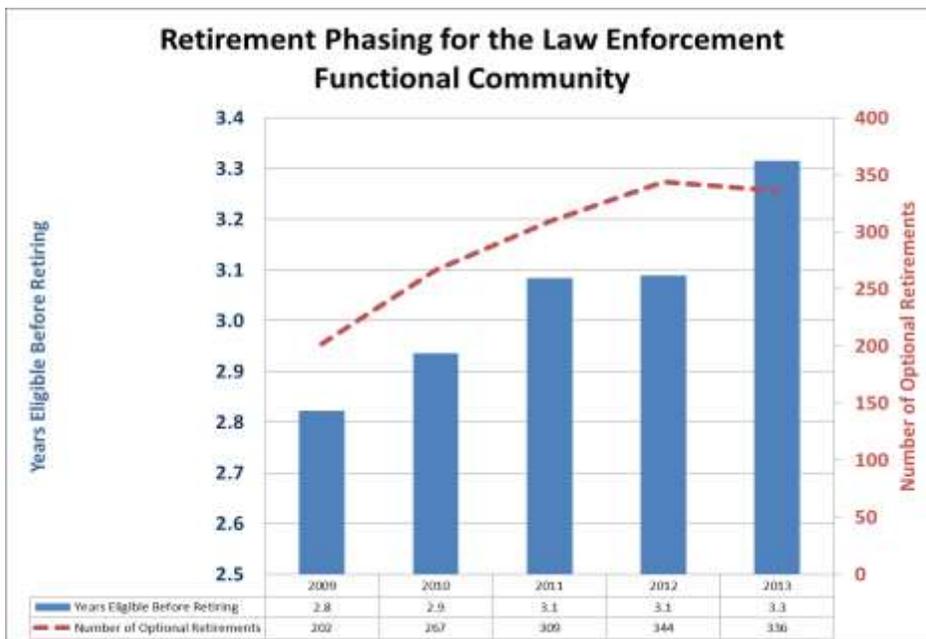


Figure 6: Law Enforcement Gains and Losses of the Mission Critical Occupation - 1811

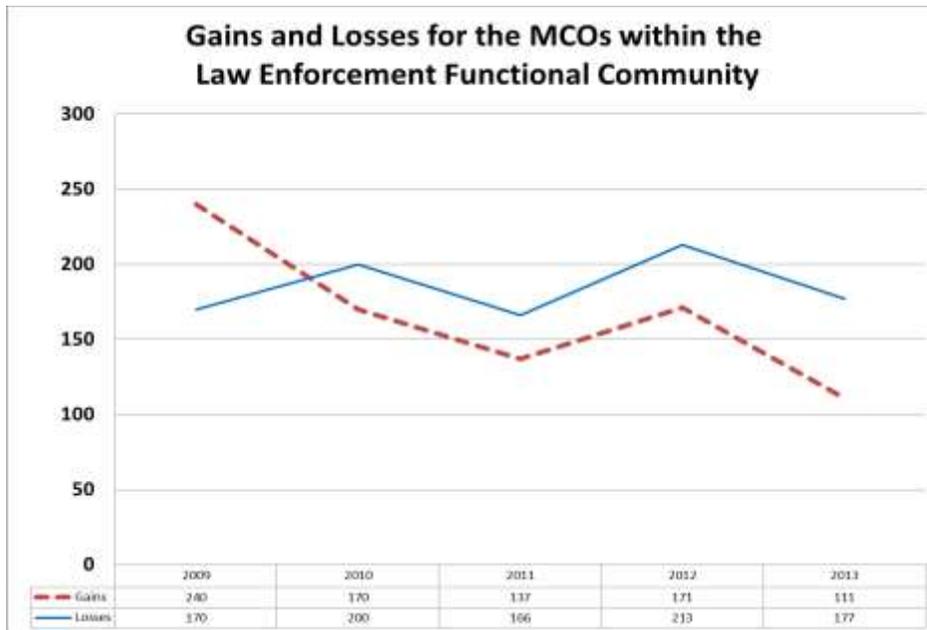


Figure 7: Law Enforcement Turnover of the Mission Critical Occupation - 1811

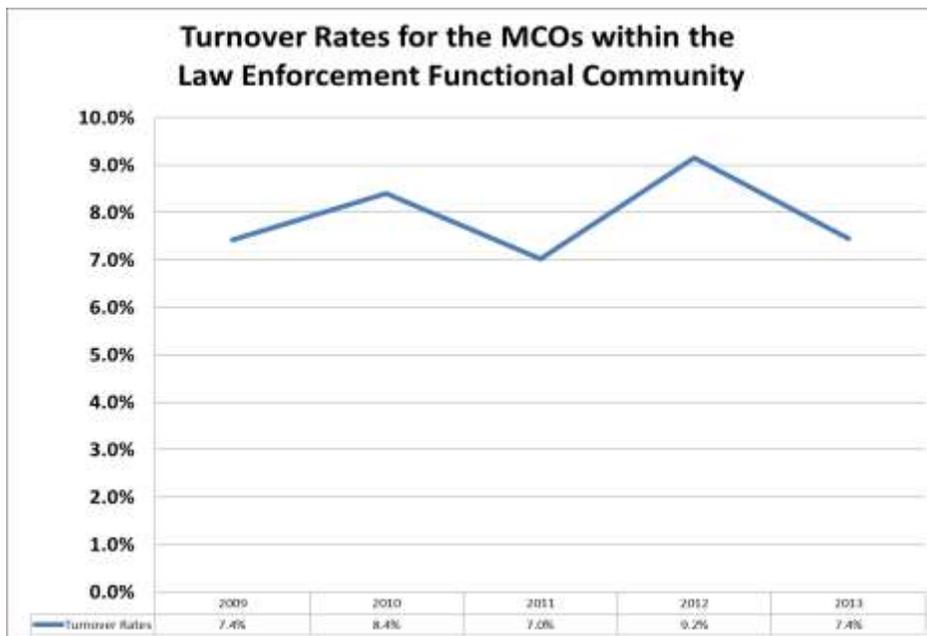


Figure 8: Law Enforcement Retirement Eligibility of the Mission Critical Occupation - 1811

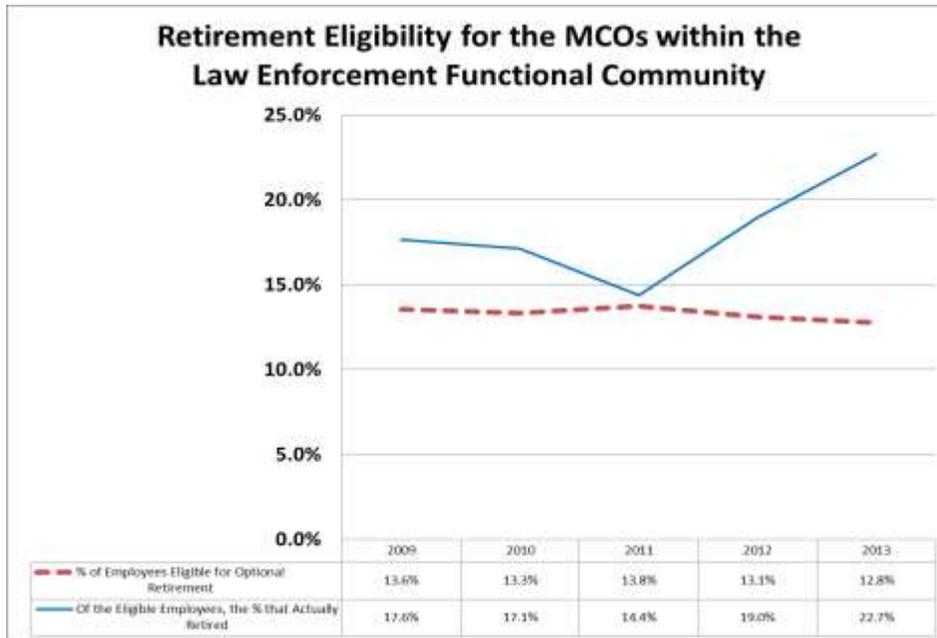


Figure 9: Law Enforcement Retirement Phasing for the Mission Critical Occupation - 1811

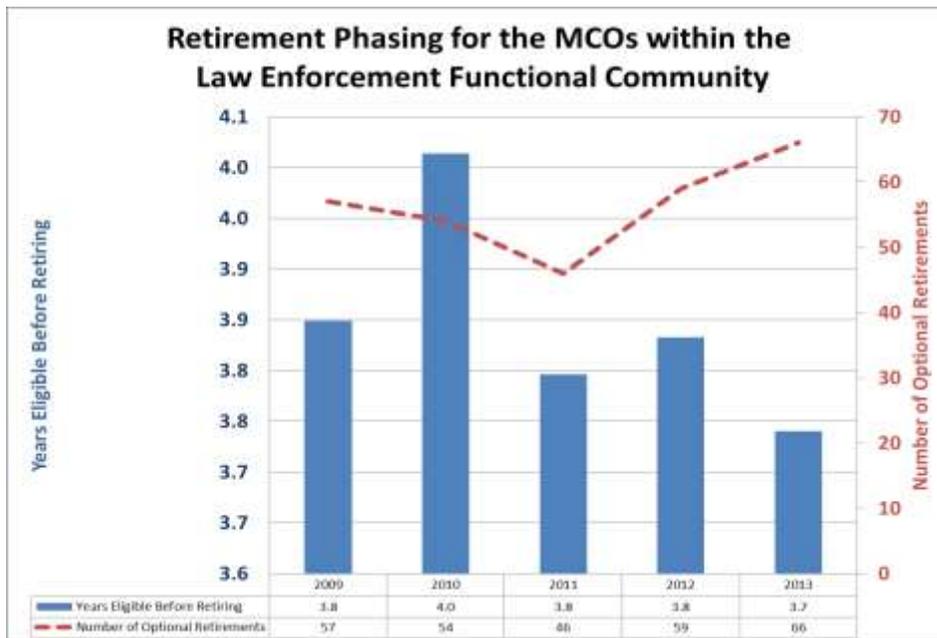


Figure 10: Law Enforcement Historical Strength and Future Targets of the Mission Critical Occupation - 1811



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Appendix 11: USD (P&R) Manpower

APPENDIX 11: MANPOWER FUNCTIONAL COMMUNITY

Overview

The Manpower Functional Community is comprised of military and civilian professionals who assess processes, procedures, and workload distribution; design organizational structures in support of business process reengineering; validate workload and determine manpower requirements; and, track, report, and document manpower numbers. For purposes of this Strategic Workforce plan, the focus is on the civilian workforce, but it should be noted that the manpower function is a Total Force function, performed not only by civilians but also by military personnel and augmented by contracted support. The Manpower community is unique in the fact that manpower professionals serve in a support role to all the other functional communities. Their functional role includes determining manpower for existing or new mission requirements; new defense acquisition systems (e.g., major weapon systems and automated information systems); functional or mission realignments and transfers; downsizing and reinvention initiatives; and process improvements. Manpower analysts/engineers measure and analyze labor costs across the Total Force and make recommendations on labor cost and performance issues related to altering the workforce composition, such as in an in-sourcing situation or as related to contracted services reliance. This function includes manpower support when determining manpower for combat development; manpower mobilization planning; the defense planning, programming, and budget process; the manpower resource allocation process; the commercial activities program; and, other outsourcing and privatization initiatives. It includes centralized control of information and data relating to missions, workload, and performance that support reengineering of functional processes and procedures and restructuring organizations. At the headquarters level, manpower management includes oversight, direction, and control of subordinate manpower offices and centers through developing and issuing manpower management policies; providing policy guidance; reviewing and evaluating program performance; and, conducting or reviewing mid- and long-range planning, programming, and budgeting. The process the community uses, as identified in the FY 2013 DOD Strategic Workforce Plan, is known as Total Force Management (TFM). In accordance with 10 USC 129a, the Total Force is comprised of Active and Reserve military, civilians, and contracted services.

A key responsibility for the community is to determine the Department of Defense (DOD) workforce mix of military, civilian, and contracted services necessary to accomplish the mission while mitigating risk for the best value. Manpower analysts/engineers organize, validate, and articulate the needs of front line supervisors and their leadership to develop a labor structure capable of accomplishing the assigned missions, tasks, and functions. From the inception of the Strategic Workforce Plan, the 0343 Occupational Series has been used to define the Manpower Community. As the model matured, it has become apparent that the manpower function exists as a subset of the total 0343 occupational series, but there are many personnel performing manpower in numerous other occupational series. Using Navy analysis to illustrate, only 10% of Navy 0343 coded personnel perform actual manpower functions. The Navy found over 60 other occupational series where a portion of the workforce was coded as performing a

manpower function. In order to more accurately delineate the Manpower Functional Community, the community's leadership used the Function Coding construct to identify the Manpower Community. Manpower billets and the community are identified as those billets who carry the Y240 (Management Headquarters - Manpower Management) or Y245 (Manpower Management Operations) function codes as opposed to strictly relying on occupational series as the other functional communities do.

The decision to use the Functional Coding construct instead of the Occupational Series construct employed by the other Functional Communities is an option that was not readily available eighteen months ago. The challenge has been ensuring alignment of billet data and personnel data which was not previously aligned in a manner for conducting the type or level of assessment necessary for strategic workforce planning. Over a year ago, the Department of the Navy (DON) initiated an effort to reconcile their billet data and personnel data. As a result, the DON has achieved 95% accountability between civilian personnel and their authorized billet requirements. This level of reconciliation between authoritative billet and personnel data enables the Manpower Community to solve the challenge of effectively identifying the portion of the workforce engaged in manpower work without being confined or restricted by the artificiality of occupational series.

Environmental Scan

Manpower requirements are developed independent of existing budgetary constraints to meet leadership guidance and mission requirements. However, in execution, budgetary constraints are a key limiting factor. Thus, manpower professionals must prioritize and make internal trade-offs between risk and cost in order to ensure mission accomplishment. In the reduced budget environment, constraints are placed on the entire workforce and impact the ability to recruit and train new members. The nature and new threat of global conflict creates external challenges for the community. An example of emergent manpower requirements, in an ever-changing technological environment, is the cyber threat which has placed an additional workload on the community to identify manpower requirements needed to reduce the threat of attacks and provide a creditable response.

Another external demand driver is technology, which is rapidly changing the complexity of Manpower efforts. There is a plethora of technology available to support the manpower function; however, the Manpower community needs to identify better ways to organize, track and improve the integrity of the data collected and mined. Manpower must balance the benefits of autonomy and flexibility of decentralized manpower data with the business necessity of standardization and centralization of this same data. The benefit of standardization is ensuring all users are applying the same operational definitions to the various data elements. Standardization is not meant to limit the viability of the data to the end user, but poorly defined data ultimately has little benefit because it lacks credibility in the aggregate. Likewise, the manpower community is not arguing for fully integrated systems, but rather for a system of systems that retain their independence to serve the desired purpose for their stakeholders, and to interface with other functional systems to provide a complete understanding of the environment. An example is the intersection between manpower systems, personnel systems, and financial systems. Each of these systems can stand alone to

serve the unique needs of their stakeholders, but leadership needs each of these three systems to seamlessly interface to provide leadership an aggregated view of the Total Force labor situation. The business requirements for a seamless solution would include the collection of functional data (e.g., financial/accounting data); the development of access control (linkage to systems, data, and data bases); and the use of algorithms to support existing and future force structure requirements. The Manpower Functional Community supports DOD integration efforts, such as the Global Force Management Data Initiative (GFMDI) Organization (Org) Server and Fourth Estate Manpower Tracking System (FMTS).

Internal demand is heavily influenced by DOD budget restrictions and limited understanding of the manpower function within other functional areas. Decision makers in other functional communities often engage in Total Force decision-making without seeking the advice and input of the Manpower community. This is similar to making a legal determination without seeking the advice of counsel and describes a gap this functional community should address. Some strategies to close this gap include:

- Strategy 1. Must do a better job of educating stakeholders as to the value added from working alongside the manpower community as a strategic partner instead of considering manpower as an execution entity post decision.
- Strategy 2. Must leverage existing tools, e.g., the GFMDI Org Server and FMTS, to provide professional and accurate decision support to ensure timely response to requests for information from leadership thus supporting the organizational decision making process.
- Strategy 3. Strategic communication plans are needed to educate and garner support for the manpower function, encourage an understanding of requirements, and create and advance efficiencies.

The Manpower community has a variety of recruitment sources for new hire appointments. Those with prior military service (65%) provide the largest external supply of personnel to the Manpower community. Workforce shaping strategies include:

- Strategy 4. Recruitment efforts should focus on hiring qualified candidates with critical Manpower competencies e.g., organizational structure, analytical thinking, requirements determination, program allocation and control, and performance management.
- Strategy 5. The functional community could also benefit from a robust marketing effort to leverage civilian recruiting and retention strategies to implement available Component training opportunities as recruitment incentives.
- Strategy 6. The Manpower Functional Community lacks a standard training and certification program and may benefit from leveraging the existing offerings by components (e.g. Army's Manpower Course offered at Fort Lee, VA, or the Air Force Manpower Course offered at Keesler AFB) at an enterprise-wide level. An enterprise-wide standardized training program may increase capabilities and productivity

Unfortunately, travel opportunities were drastically reduced due to budget constraints in FY 2013. Despite the aforementioned issues, the workforce has low turnover rates.

Demographics

As stated above, the Manpower Community is adopting a more mature methodology to identify their workforce. . The decision to use the Function Codes construct will give Manpower Functional Community Managers more accurate visibility into the composition of the community, and will allow leadership to make informed strategic workforce decisions. The ability to cross walk from Function Codes to occupational series is not yet complete and prevents a fuller discussion on strategic workforce planning for the full 0343 series population of approximately 27,895. The DON is piloting a project to capture and report demographic data using the Functional Community construct. Each Service and Agency has unique features associated with their authoritative manpower systems. The DON pilot serves as a proof of concept and the results will be socialized across DOD for implementation. The next iteration of the SWP will report Manpower demographics using the Functional Coding construct.

Appendix 12: USD (P&R) Medical

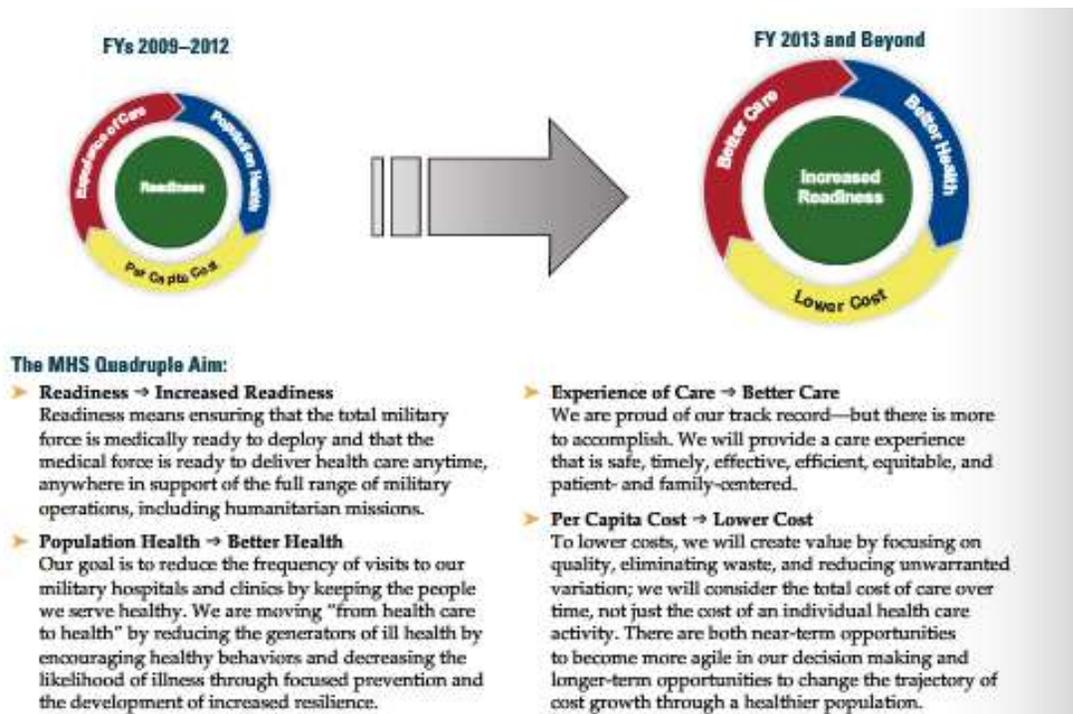
APPENDIX 12: MEDICAL FUNCTIONAL COMMUNITY

Overview

The Military Health System (MHS)

DOD's MHS is a \$52 billion enterprise consisting of over 181,500 active duty and civilian healthcare personnel. These 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 Quadruple Aim and Strategic Direction and Priorities in FY 2013 and Beyond



During FY 2012, the MHS leaders agreed to begin FY 2013 by explicitly emphasizing in the Quadruple Aim that the desired direction of improvement is toward increased readiness, better care, and better health in our population at lower costs to the Department and the MHS.

MHS has recently completed the integration of Defense Health Agency (DHA), a Combat Support Agency supporting military services, as the foundation of its community. DHA supports the delivery of integrated, affordable, and high quality health services to beneficiaries of the

Military Health System (MHS), and executes responsibility for shared services, functions, and activities of the MHS and other common clinical and business processes in support of the Military Services. DHA serves as the program manager for the TRICARE health plan, medical resources, and oversees the market manager for the National Capital Region (NCR) enhanced Multi-Service Market. DHA manages the execution of policy as issued by the Assistant Secretary of Defense for Health Affairs and exercises authority over the inpatient facilities and their subordinate clinics assigned to DHA in the NCR Directorate.

MHS is committed to the health and well-being of Service Members, Veterans, and their families. 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 reduce the impact of disease and improve health.

MHS strives daily to simultaneously accomplish five interconnected goals:

- A fit, healthy, and protected force
- Reduced mortality , injuries, and diseases during military operations
- Utmost satisfaction of beneficiaries
- Creation and maintenance of healthy communities
- Effective management of healthcare costs

MHS has made tremendous progress in rehabilitative care of 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 181,500 MHS medical personnel are committed to caring for all of MHS beneficiaries, including Wounded Warriors. As a result of many factors, including extended combat, mental health diagnoses are the highest in history. To address these issues and solidify the commitment to high-quality care, MHS has identified five civilian MCOs: Medical Officer Series, 0602; Nurse Series, 0610; Pharmacist Series, 0660; Social Work Series, 0185; and Psychology Series, 0180. 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 an MCO determination process, the Medical Functional Community identified five civilian MCOs. While not considered MCOs, Dentists Series, 0680 is on MHS's watch list because of high projected retirement eligibility. After identifying the MCOs, MHS conducted an environmental scan in order to identify the events, trends, and/or Department and statutory expectations that may impact demand and supply for the Medical Functional Community.

External demand factors begin with the impact of the Affordable Care Act (ACA) on the Medical Community. With the ongoing implementation of ACA legislation, service members and their families may elect other medical care options outside DOD, thus reducing the demand for the Medical Community workforce. The peculiarities of each state ACA policy may also have a drastic impact on how the workforce operates. Finally, with the dual-front war drawing down in Afghanistan and Iraq, DOD has effectively and appropriately transitioned extensive rehabilitation care requirements of the wounded warrior population to the Veterans Affairs (VA), whose mission is long-term health care of the veteran. The VA receives extensive financial support from Congress for the long-term health support of Veterans who are not eligible for the MHS benefits extended to the retired uniformed service member. This transition of wounded military to the VA may also reduce demand for the Medical Community workforce.

The utilization of Enhanced Multi-Service Markets (eMSMs) is key to implementing a market approach to advance population health care and allocate market funding to where the need is greatest. The agility of human resources and the workforce will be critical for ensuring eMSM success. Population demographics and technological advances with equipment such as prosthetics are driving the workforce to keep up with the certifications and training necessary to continue advanced care of service members.

The labor market of resources varies by medical occupational series being recruited; however, in general, competition from the private sector is high for a number of reasons. The Medical Functional Community does not have a marketing infrastructure for the prospective recruitment of candidates. Additionally, private sector salaries are typically higher on average and their employees have not been subjected to furloughs. Within the federal government, the VA is MHS's largest competitor and enjoys the competitive advantage by possessing the ability to offer higher salary for many occupations and a more defined career path, which provides upward mobility and opportunity for professional growth and development. The MHS lacks a similar infrastructure to develop their employees.

The existing labor pool has the necessary skills to accomplish the mission due to the stringent medical licensing and certification requirements. The need for additional training of the civilian workforce cannot take place due to budget and resource limitations that constrain the development and implementation of a civilian healthcare professional training infrastructure. The training needed for the workforce is even more critical to the Community's ability to integrate cutting-edge technology such as prosthetics and virtual medical intervention. The Community has the majority of MCO resources falling in career level two (GS 9 to GS 12) and career level three (GS 13 to GS 15). This can sometimes hamper career progression, particularly at the higher career level which is often exacerbated by a mature workforce that has infrequent leadership turnover. Many employees seek opportunities at other agencies to advance their careers.

Figure 2: Medical Demographics (note: education workforce data is self-reported)

FUNCTIONAL COMMUNITY	Medical	Medical	Medical	Medical	Medical	Medical
Occ Series	All	0180	0185	0602	0610	0660
Occ Series Desc		PSYCHOLOGY	SOCIAL WORK	MEDICAL OFFICER	NURSE	PHARMACIST
Workforce Size: Current Strength Totals						
End Strength	44,415	1,503	1,767	2,114	9,184	953
Department of Army	28,709	974	1,299	1,359	5,714	622
Department of Air Force	4,955	135	165	136	828	49
Department of Navy	7,536	291	209	316	1,745	174
DoD Agencies (4th Estate)	3,215	103	94	303	897	108
% MALE	29.21%	46.24%	23.15%	62.58%	13.44%	37.78%
% FEMALE	70.79%	53.76%	76.85%	37.42%	86.56%	62.22%
% DISABILITY TARGETED	0.49%	0.20%	0.62%	0.19%	0.25%	0.10%
% DISABILITY NONTARGETED	5.32%	5.99%	5.89%	5.30%	4.52%	2.52%
% PRIOR MILITARY	39.35%	26.88%	21.90%	49.57%	32.62%	20.04%
Education						
ED - # WITH LESS THAN BACHELORS	25,707	83	142	152	3,777	74
ED - # WITH BACHELORS DEGREES	9,170	157	71	327	3,838	443
ED - # WITH MASTERS DEGREES	5,814	434	1,517	94	1,496	43
ED - # WITH DOCTORATE DEGREES	3,574	824	35	1,534	51	393
Planning Considerations						
% ELIG TO RETIRE CURRENT	10.24%	15.24%	13.07%	16.79%	9.34%	12.28%
% ELIG TO RETIRE NEXT YEAR	2.86%	2.79%	4.02%	4.21%	3.30%	2.52%
% ELIG TO RETIRE TWO TO FIVE YEARS	13.06%	14.70%	18.68%	19.44%	15.48%	14.17%
AGE - 29 & Under	2,260	42	11	1	322	81
AGE - 30 to 39	9,427	357	287	227	1,712	227
AGE - 40 to 49	13,101	389	470	537	2,708	228
AGE - 50 to 54	7,011	168	274	318	1,500	116
AGE - 55 to 59	6,532	218	317	378	1,608	148
AGE - 60 to 64	4,164	205	255	327	1,001	100
AGE - 65 and over	1,920	124	153	326	333	53
Career Level 1: GS 1-8 or Equiv.	18,511	2	1	9	25	3
Career Level 2: GS 9-12 or Equiv.	17,323	435	1,371	15	7,286	446
Career Level 3: GS 13-15 or Equiv.	8,581	1,066	395	2,090	1,873	504

Workforce Analysis

The Medical Functional Community reviewed their FY 2013 workforce data to determine the overall health of the Community, as well as the recruitment and retention goals necessary to fulfill mission requirements for MCOs.

The Department's critical mental healthcare occupations include Psychiatrists, Psychiatric Nurses, Clinical Psychologists, and Licensed Clinical Social Workers engaged in the care of military beneficiaries. The Chief, Human Capital Office, Military Health System closely monitors the staffing of mental-healthcare providers across DOD on a quarterly basis. At an enterprise level, the Community has one of the highest percentages of female civilian employees at 71%. The primary bulk of employees are within the 40 to 49 year demographic, and 25% of the

workforce is eligible to retire within the next five years. Of note: The Community transferred 2,916 employees from Army and Navy to Fourth Estate in FY 2011 as a part of the Base Closure and Realignment Commission (BRAC). Finally, those who are retirement eligible remain in their positions for an average of 3.7 years beyond their eligibility date for FY 2013. A detailed review of each MCO is provided below.

Psychology Series, 0180

The Clinical Psychology career field recruits half of its employees from the private sector. This group experienced reductions in recruitment actions and incentives similar to that experienced by non-medical occupations throughout DOD. This reduction can be attributed to budget constraints and sequestration. Thirty-three percent of the DOD clinical psychologists will be eligible to retire within the next five years. The occupational series is forecasted to need a reduction of 78 personnel during FY 2014 to meet its authorizations and will need to hire 175 for each out year to maintain the target workforce. Due to the pressing need for this occupation in the out years, it is unlikely that we will reduce the number of employees in this field for FY 2014 because of our anticipated need the following year.

Social Work Series, 0185

The Clinical Social Work occupational series recruited 60% of its employees from the private sector. As was the case with the clinical psychologists, this group experienced reductions in recruitment actions and use of recruitment incentives, which is similar to the trend seen in non-medical civilian occupations. A total of 35% of this series population will be eligible to retire within the next five years. The occupational series is forecasted to need to recruit 301 personnel during FY 2014 to meet its authorizations and will need to hire 272 for each out year to maintain the target workforce.

Medical Officer Series, 0602

The Medical Officer occupational series has the largest number of prior military employees recruited (44% total) within the Community. A total of 40% of the 0602 population will be eligible to retire within the next five years—higher than for any other MCO. This occupational series experienced a significant increase in losses through FY 2011 with a drop off in FY 2012 that has since increased. The FY 2013 end strength is on par with future authorizations, and the community only needs to maintain its forecasted hiring activities from FY 2014 through FY 2019.

Pharmacist Series, 0660

The Pharmacist occupational series recruited 42% of its employees from the private sector, and has experienced reductions in recruitment actions and incentives for FY 2013 as seen by non-Medical DOD occupations. A total of 28% of the 0660 population will be eligible to retire within the next five years, and those eligible to retire remain in their positions for an average of four years beyond their eligibility—longer than for any other MCO. The occupational series is

forecasted to need to recruit 40 personnel during FY 2014 to meet its authorizations and will need to hire 96 each out year to maintain the target workforce.

Nurse Series, 0610 (High Risk MCO)

The 0610 career field is considered one of three DOD high risk occupations. There are projections that the occupation will see a significant shortage in nurses (in some cases, predictions have been defined as one million nurses short nationally by 2016).¹ The Nurse occupational series recruited 48% of its employees from the private sector. A total of 28% of the 0610 population will be eligible to retire within the next five years. A primary concern for the Community is the steady and steep increase in losses through FY 2013. The series forecast shows a projected FY 2014 loss of 1,055 (for the non-retirement eligible population) of the 8,412 total authorized personnel. The Community will then need to hire approximately 1,100 through each out year to maintain the target workforce. This elevated percentage of non-retirement population losses is a high-level concern in which the Community is determined to identify the root cause and resolve the problem.

MCO Strategy and Action Plan

In order to address these workforce concerns, the Medical Functional Community developed several strategies, which they will partially own. These strategies will likely result in positive change in the environment within one to two fiscal years. The FY 2013 strategy for student-loan repayment was difficult to execute because the execution process made this strategy undesirable for some employees. Furthermore, funding limitations created additional restrictions for use. For these reasons, the Community has decided to continue offering the incentive on a case-by-case Component basis and close out the strategy for the FY 2014-2019 report.

The FY 2013 strategy to analyze the workforce has resulted in a quarterly analysis of the Corporate Management Information System (CMIS), Defense Civilian Personnel Data System (DCPDS), and the Health Manpower Personnel Data System (HMPDS) as sources of information to analyze trends, assess gaps, and determine how to close them. The groundwork for the strategy to standardize titling of the four mental- health occupations project has been completed. Standardization will further facilitate workforce planning and forecasting, gap analysis, and implementation of MHS-wide solutions.

The FY 2013 strategy to refresh the strategic plan has been completed and closed with the plan to refresh on a biennial basis. This plan will continue to apply to the entire Medical Community.

The FY 2013 strategy JMESI could not be accomplished because JMSEI was not under DHA during strategy implementation. As a result, the strategy has been closed out.

¹ US Bureau of Labor Statistics: *Monthly Labor Review*, Washington D.C: November 2007.

The FY 2013 strategy for non-competitive hiring for military spouses was not executed because the Medical Community does not have control or visibility over how many military spouses are applying and hired for open vacancies. For this reason the strategy has been closed out.

The final FY 2013 strategy, which addresses succession planning for Nurse Series, 0610, is still underway. The Career Pathway has been developed in an interactive format and is currently being staffed with the Services.

A new strategy was developed with a focus on the high-risk MCO, Nurse Series, 0610 to determine the reasons for the large number of non-retirement losses. Once the reasons are determined, future strategies can be developed to minimize those losses.

A new strategy was developed as follow-on to the FY 2013 completed strategic plan to develop and deliver the FY 2014 – FY 2015 strategic plan.

Details for the strategies are provided below.

FY 2013 Strategic Workforce Plan Strategies

Strategy # 1 (FY 2013)	Job Seeker's Online Toolkit
Staffing Gap Addressed	Recruitment
Occupational Series	All Medical Community Series
Career Level Entry: GS 1-8 or Equiv. Mid: GS 9-12 or Equiv. Senior: GS 13-15 or Equiv.	Potential recruits assessing future career goals
Strategy Details and Impact	The Human Capital Office for the MHS developed a Job Seeker's Toolkit. This toolkit is designed to allow potential candidates to closely examine 27 of the harder-to-fill medical occupations and includes job descriptions.
Strategy Time Segment (Short term = 0-2 yrs) (Mid range = 3-5 yrs) (Long term = 6+ yrs)	Mid range
Implementation Timeline (Identified Milestones)	The CHCO website completed updates in March 2014.
Funding Required	N/A
Metrics to Assess Progress	10% increase in the number of visitors to the CHCO website
Metrics Data Source	CHCO website application for recording number of hits
Strategy Owner(s): Strategy POC:	Medical Component Functional Community Managers Medical OSD Functional Community Manager

Strategy # 2 (FY 2013)	Implement a Broad based Marketing Plan for the MHS
Staffing Gap Addressed	Recruitment
Occupational Series	All Medical Community Series

Strategy # 2 (FY 2013)	Implement a Broad based Marketing Plan for the MHS
Career Level Entry: GS 1-8 or Equiv. Mid: GS 9-12 or Equiv. Senior: GS 13-15 or Equiv.	All
Strategy Details and Impact	Develop a human capital communication and marketing plan. Design marketing pieces to use as educational handouts that describe and promote the MHS mission, vision, strategic objectives, services, and internal and external roles. Build communication channels to provide a deeper understanding of MHS human capital issues, solution strategies, and costs. Use social media tools to provide real-time news on human capital initiatives, legislative actions, workforce achievements, healthcare occupation updates, and related information. Enhance an informative webpage as a resource for human capital information, education, and management tools. Collaborate routinely with component healthcare subject matter experts and human resource professionals to identify and integrate ways to disseminate information that provides value to the components.
Strategy Time Segment (Short term = 0-2 yrs) (Mid range = 3-5 yrs) (Long term = 6+ yrs)	Mid range
Implementation Timeline (Identified Milestones)	12-18 months
Funding Required	N/A
Metrics to Assess Progress	N/A
Metrics Data Source	N/A
Strategy Owner(s): Strategy POC:	Medical Component Functional Community Managers Medical OSD Functional Community Manager

Strategy # 3 (FY 2013)	Workforce Analysis
Staffing Gap Addressed	Recruitment and Retention
Occupational Series	All Mission Critical Occupations
Career Level Entry: GS 1-8 or Equiv. Mid: GS 9-12 or Equiv. Senior: GS 13-15 or Equiv.	All levels
Strategy Details and Impact	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 office’s success by examining and analyzing data. Specific data that was 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 that goals are met and to assess and respond to

Strategy # 3 (FY 2013)	Workforce Analysis
	<p>gaps.</p> <p>As OFCM for the Medical Community, it is important for MHS 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, as well as 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> <p>The Community will leverage CMIS, DMDC Data Request System (DRS), DCPDS, and Health Manpower Personnel Data System (HMPDS) to collect and analyze data for the assessments.</p>
<p>Strategy Time Segment (Short term = 0-2 yrs) (Mid range = 3-5 yrs) (Long term = 6+ yrs)</p>	<p>Continuous and long term</p>
<p>Implementation Timeline (Identified Milestones)</p>	<p>Continuous assessment of workforce gaps</p>
<p>Funding Required</p>	<p>N/A</p>
<p>Metrics to Assess Progress</p>	<p>Accomplish 90% of planned assessments within established timelines</p>
<p>Metrics Data Source</p>	<p>DCPDS</p>
<p>Strategy Owner(s): Strategy POC:</p>	<p>Medical Component Functional Community Managers Medical OSD Functional Community Manager</p>

Strategy # 4 (FY 2013)	Standardized Titling Project
<p>Staffing Gap Addressed</p>	<p>Recruitment and Retention</p>
<p>Occupational Series</p>	<p>All Mission Critical Occupations</p>
<p>Career Level Entry: GS 1-8 or Equiv. Mid: GS 9-12 or Equiv. Senior: GS 13-15 or Equiv.</p>	<p>OSD Health Affairs (HA) is responsible for overseeing workforce management for DOD’s healthcare personnel. Due to the need for data from the Military Services to respond to Congressional reporting and 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. Current DOD titling parameters 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).</p>
<p>Strategy Details and Impact</p>	<p>As OFCM for the Medical Community, MHS will use this strategy to develop a better method for determining and analyzing numbers in the Community. 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</p>

Strategy # 4 (FY 2013)	Standardized Titling Project
	concerning delivery of mental health services.
Strategy Time Segment (Short term = 0-2 yrs) (Mid range = 3-5 yrs) (Long term = 6+ yrs)	Mid range = 3-5 years
Implementation Timeline (Identified Milestones)	Project standardization of MCO titles will occur in phases over the next two years. Report established to check consistency of using titles, within 6 months.
Funding Required	N/A
Metrics to Assess Progress	Number of approved official standard titles being utilized
Metrics Data Source	DCPDS
Strategy Owner(s): Strategy POC:	Medical Component Functional Community Managers Medical OSD Functional Community Manager

Strategy #5 (FY 2014)	Strategic Plan Refresh
Staffing Gap Addressed	Recruitment
Occupational Series	All Medical Community series
Career Level Entry: GS 1-8 or Equiv. Mid: GS 9-12 or Equiv. Senior: GS 13-15 or Equiv.	All levels
Strategy Details and Impact	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 every two years to keep human capital on the forefront of the mission.
Strategy Time Segment (Short term = 0-2 yrs) (Mid range = 3-5 yrs) (Long term = 6+ yrs)	Long term
Implementation Timeline (Identified Milestones)	The MHS Human Capital Strategic Plan update is nearing completion. The Community developed and is applying the finishing touches on three goals with their objectives and action plans. FY 2013 CHCO Strategic Plan completed for FY 2013. Refresh frequency is biennially, with new plan to cover FY 2014 - 2015.
Funding Required	N/A
Metrics to Assess Progress	Refresh biennially
Metrics Data Source	
Strategy Owner(s): Strategy POC:	Medical Component Functional Community Managers Medical OSD Functional Community Manager

Strategy # 6 (FY 2013)	Updating Qualifications Standards
Staffing Gap Addressed	The OPM qualifications standards for the 30 healthcare occupations are

Strategy # 6 (FY 2013)	Updating Qualifications Standards
	generally outdated and do not address state-of-the-art technology or licensing, certification, education, experience, credentialing, and privileging requirements.
Occupational Series	All Medical Community series
Career Level Entry: GS 1-8 or Equiv. Mid: GS 9-12 or Equiv. Senior: GS 13-15 or Equiv.	All levels
Strategy Details and Impact	
Strategy Time Segment (Short term = 0-2 yrs) (Mid range = 3-5 yrs) (Long term = 6+ yrs)	Long term
Implementation Timeline (Identified Milestones)	The Medical Functional Community is pursuing thirty new DOD specific qualification standards. The new standards, developed by subject matter experts from across the Department, provide qualifications criteria that are consistent with the current practices for licensing, certification, education, experience, credentialing, and privileging requirements (as applicable) in the healthcare professions. The new standards have been submitted for approval and the functional community will work to complete steps to gain OPM approval.
Funding Required	N/A
Metrics to Assess Progress	Receipt and execution of guidance
Metrics Data Source	
Strategy Owner(s): Strategy POC:	Medical Component Functional Community Managers Medical OSD Functional Community Manager

Strategy # 7 (FY 2013)	Succession Planning for Nurses
Staffing Gap Addressed	Recruitment and Retention
Occupational Series	0610
Career Level Entry: GS 1-8 or Equiv. Mid: GS 9-12 or Equiv. Senior: GS 13-15 or Equiv.	All levels
Strategy Details and Impact	Recruit and retain those critical nursing assets that improve patient outcomes and enhance the nursing profession. The Community has a suite of initiatives. The initiatives included in this strategy are developing career pathways for nurses, updating qualification standards for nurses, and conducting compensation studies.
Strategy Time Segment (Short term = 0-2 yrs) (Mid range = 3-5 yrs) (Long term = 6+ yrs)	Mid range = 3-5 yrs

Strategy # 7 (FY 2013)	Succession Planning for Nurses
Implementation Timeline (Identified Milestones)	Implementing Career Pathways for nurses across the Community within the next 18 months
Funding Required	N/A
Metrics to Assess Progress	Review climate surveys and analyze recruitment and retention data for trends.
Metrics Data Source	Survey results and use of DCPDS data source
Strategy Owner(s): Strategy POC:	Medical Component Functional Community Managers Medical OSD Functional Community Manager

FY 2014 Strategic Workforce Plan Strategy

Strategy # 8 (FY 2014)	Identify Cause of 0610 Resignation Losses
Staffing Gap Addressed	Retention
Occupational Series	0610
Career Level Entry: GS 1-8 or Equiv. Mid: GS 9-12 or Equiv. Senior: GS 13-15 or Equiv.	All levels
Strategy Details and Impact	Retain prospective resignation-loss nurses by leveraging marketing/survey tools to identify root cause of losses, and build further strategies to address.
Strategy Time Segment (Short term = 0-2 yrs) (Mid range = 3-5 yrs) (Long term = 6+ yrs)	Long term = 6+yrs
Implementation Timeline (Identified Milestones)	
Funding Required	N/A
Metrics to Assess Progress	Results of exit surveys and development of strategies that focus on issue areas
Metrics Data Source	Exit surveys
Strategy Owner(s): Strategy POC:	Medical Component Functional Community Managers Medical OSD Functional Community Manager

DATA CHARTS AND GRAPHS

All charts and graphs in this section are from source: DCPDS, Date: September 2013

Figure 3: Medical Gains and Losses

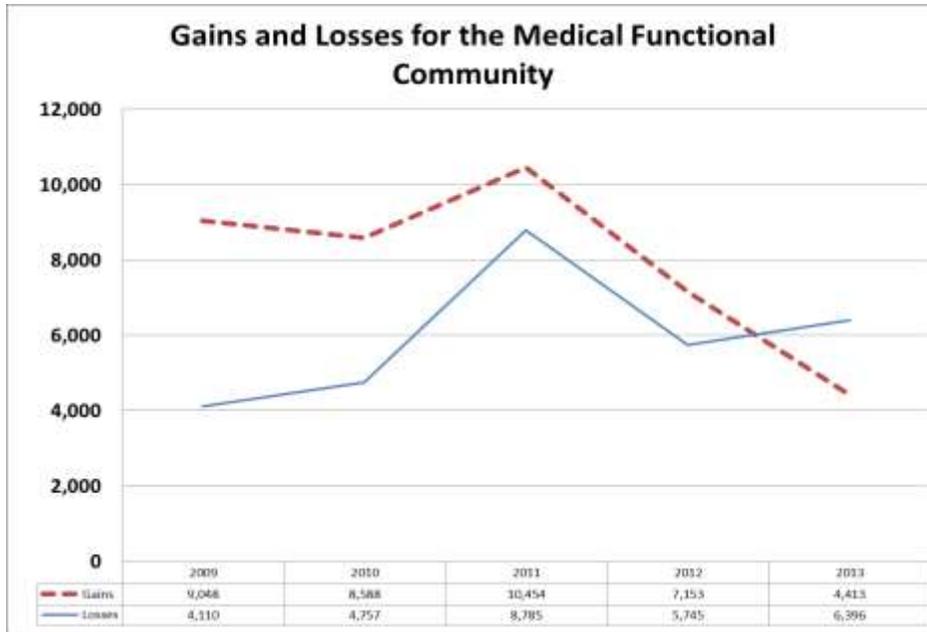


Figure 4: Medical Turnover

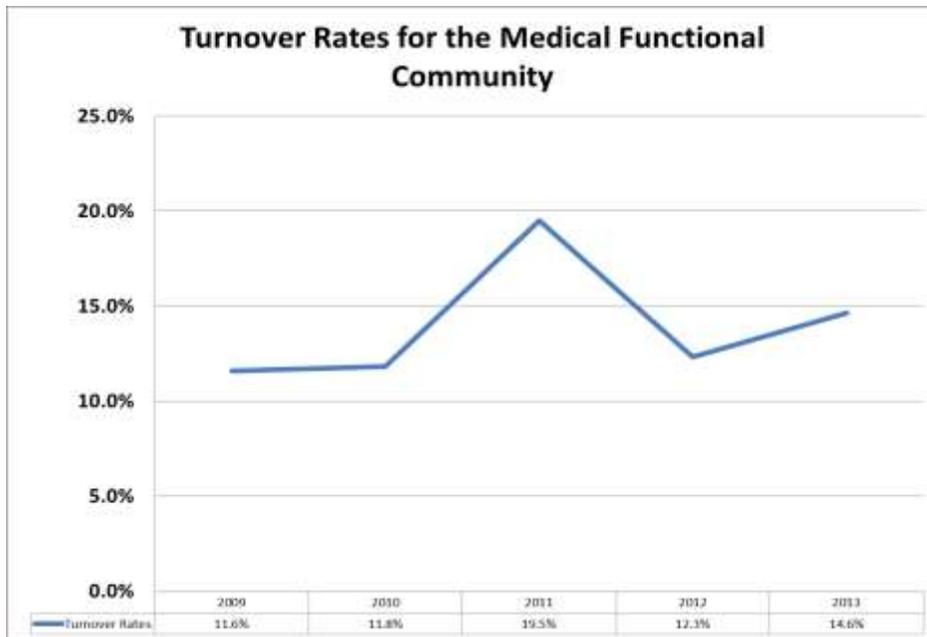


Figure 5: Medical Retirement Eligibility

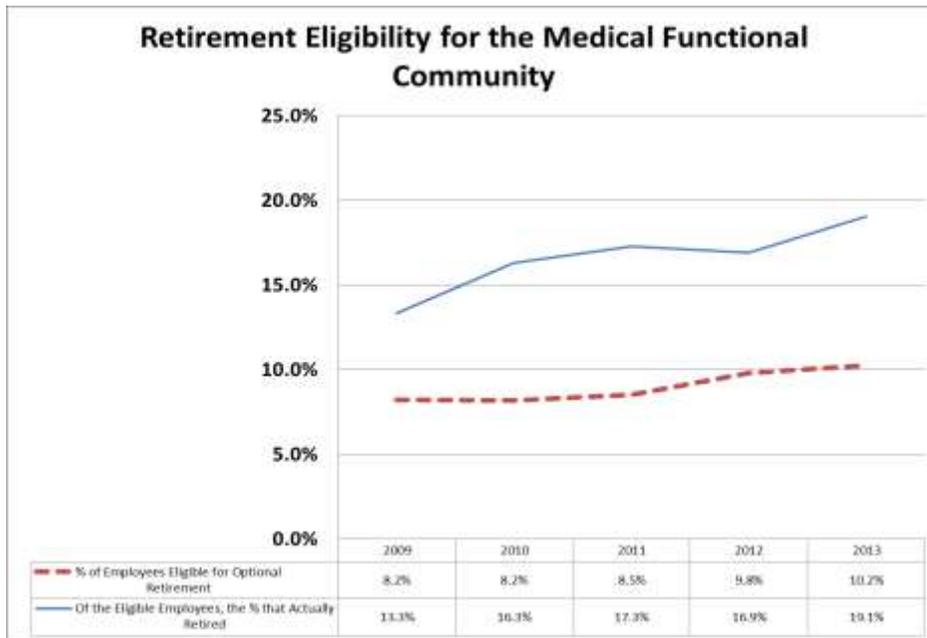


Figure 6: Medical Retirement Phasing

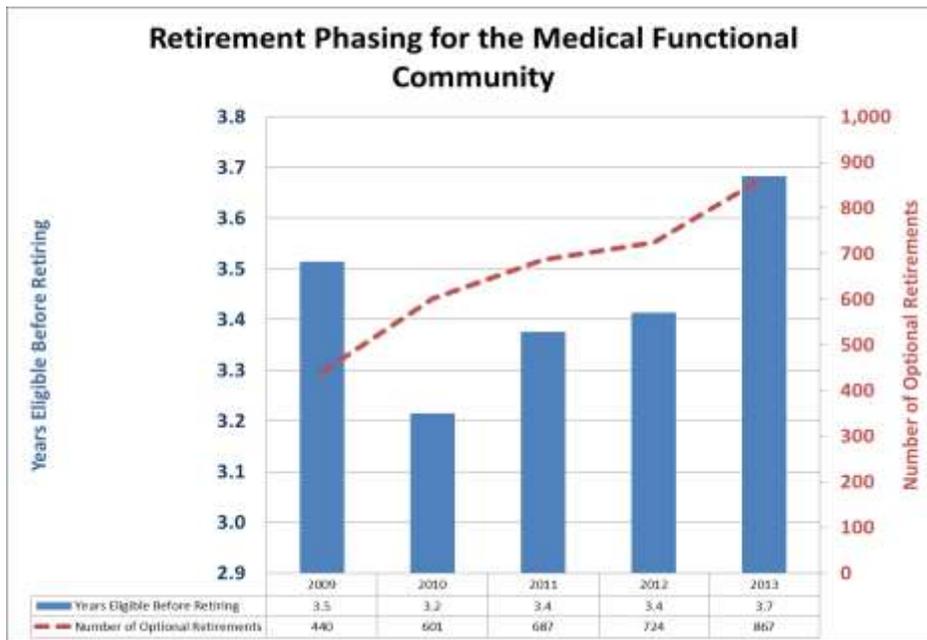


Figure 7: Medical Gains and Losses of the Mission Critical Occupations

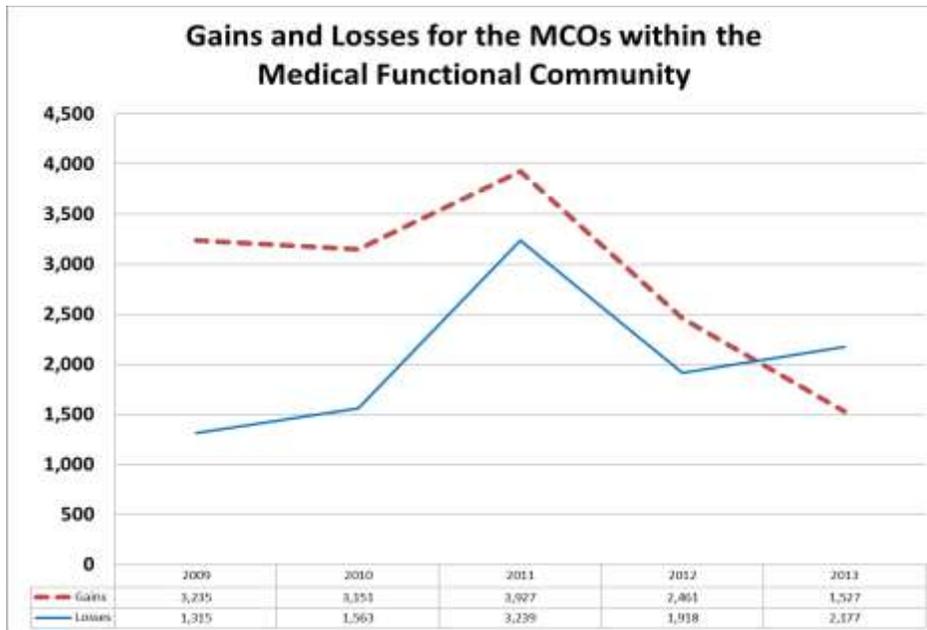


Figure 8: Medical Turnover Rates of the Mission Critical Occupations

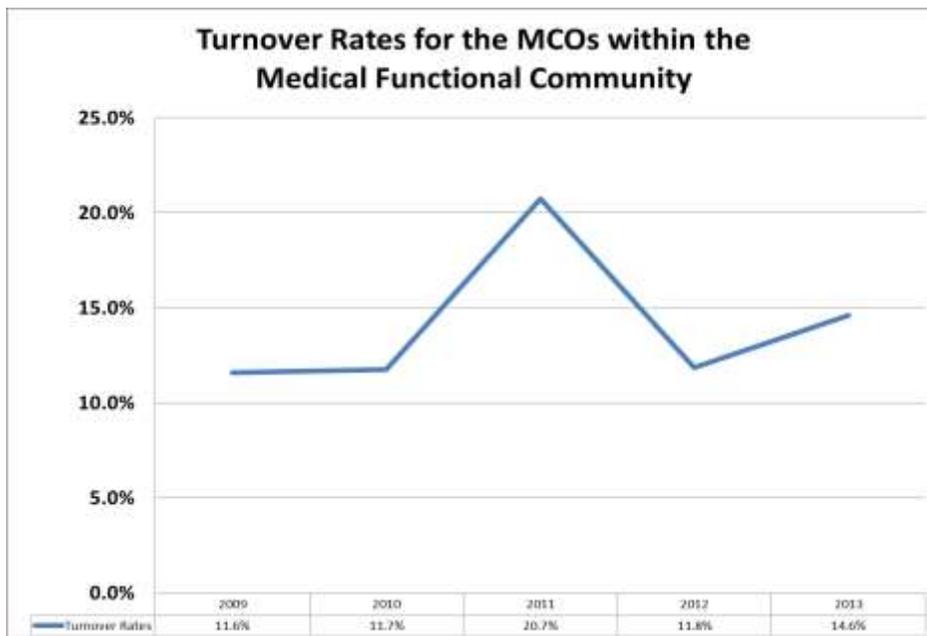


Figure 9: Medical Retirement Eligibility of the Mission Critical Occupations

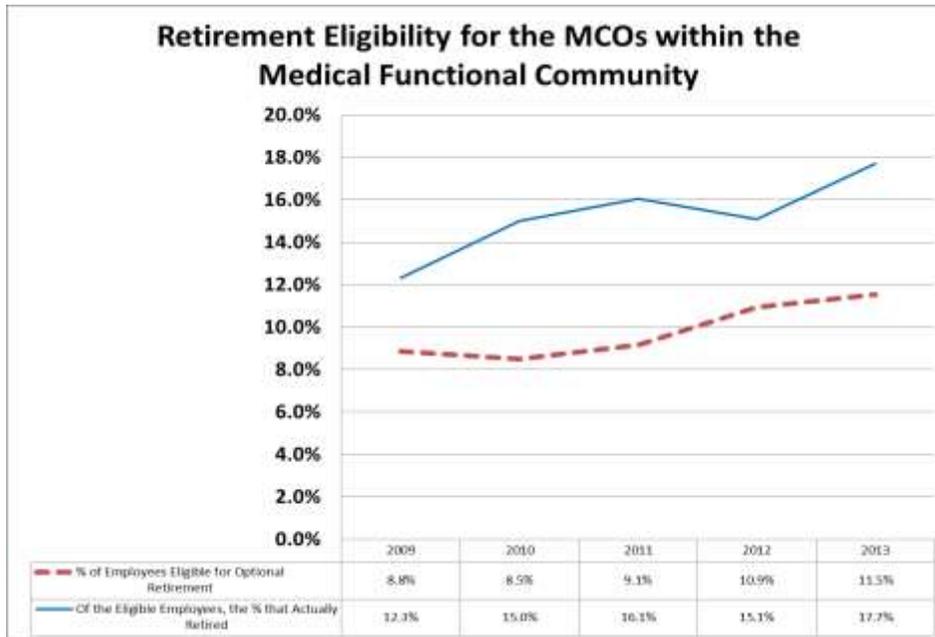


Figure 10: Medical Retirement Phasing of the Mission Critical Occupations

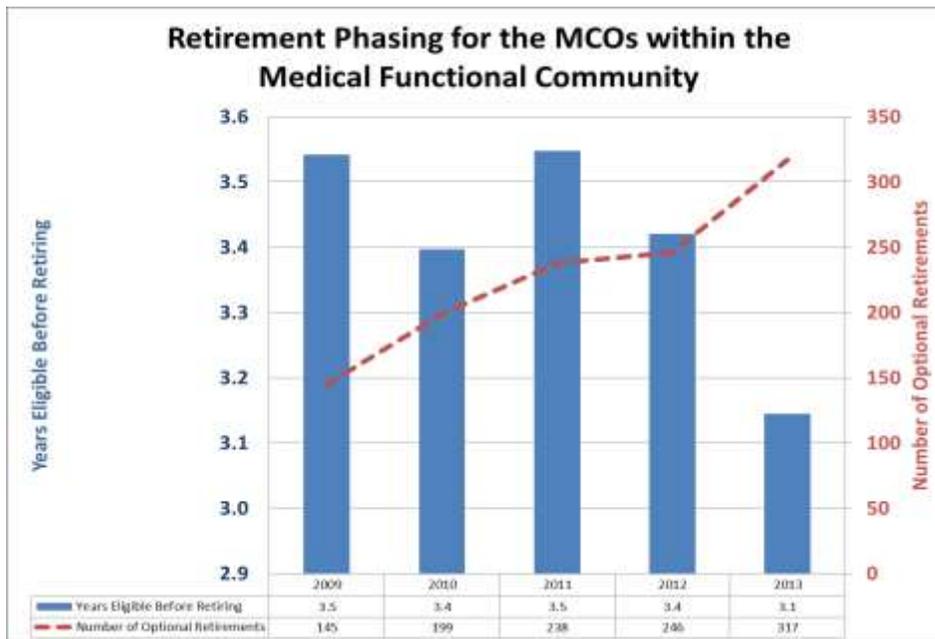


Figure 11: Medical Strength and Future Targets of the Mission Critical Occupation - 0180

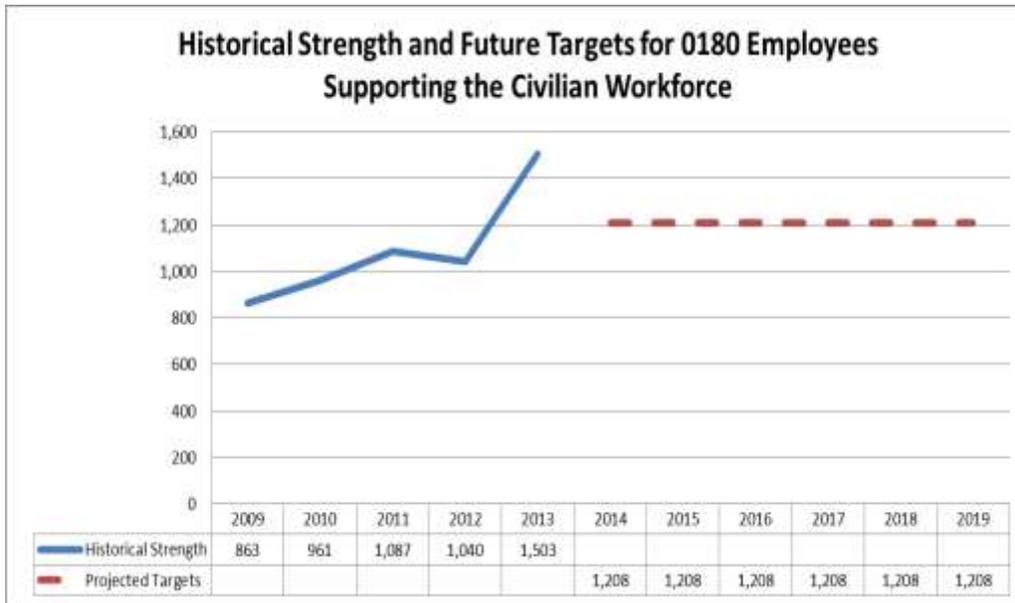


Figure 12: Medical Strength and Future Targets of the Mission Critical Occupation - 0185

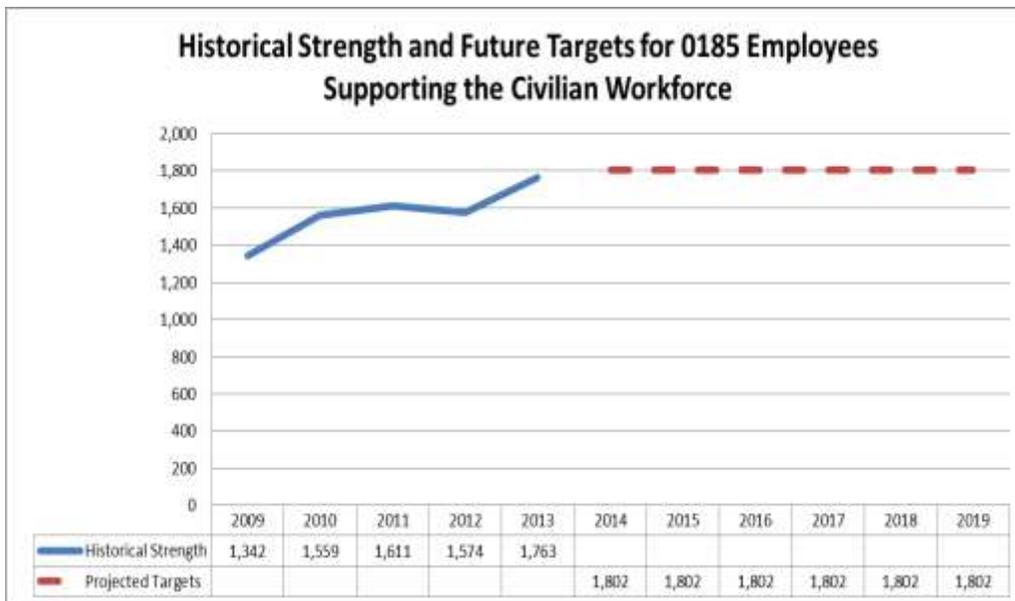


Figure 13: Medical Strength and Future Targets of the Mission Critical Occupation - 0602

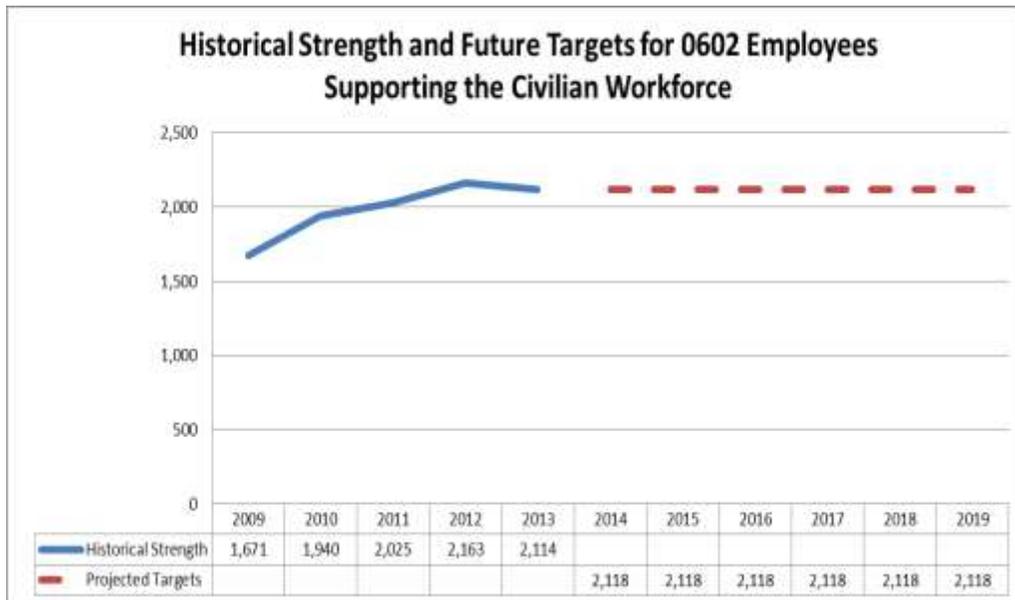


Figure 14: Medical Strength and Future Targets of the Mission Critical Occupation - 0610

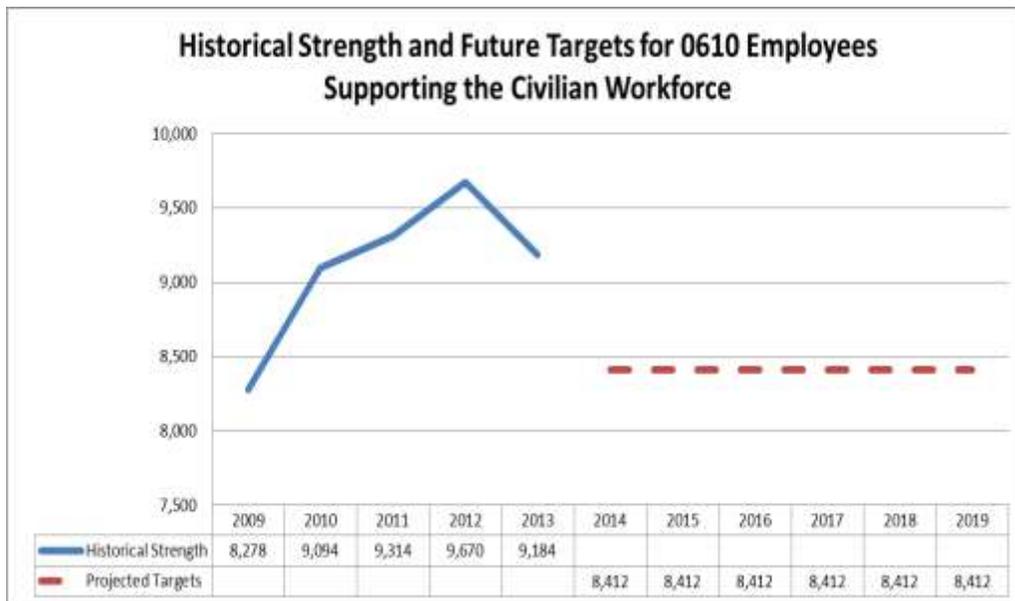
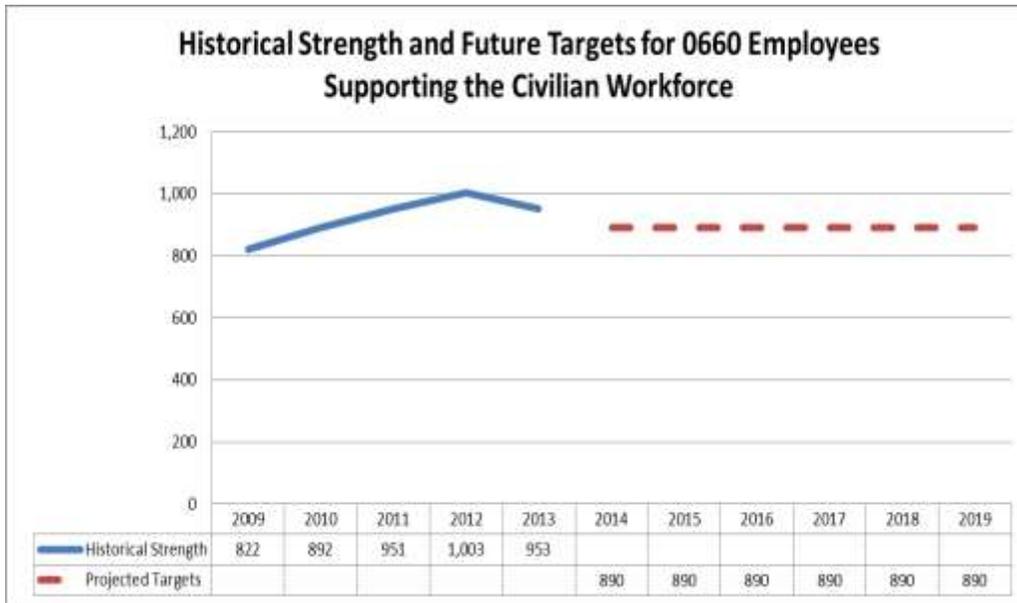


Figure 15: Medical Strength and Future Targets of the Mission Critical Occupation - 0660



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Appendix 13: USD (P&R) Social Science

APPENDIX 13: SOCIAL SCIENCE FUNCTIONAL COMMUNITY

Overview

The DOD Social Science Functional Community consists of six discrete occupational series with separate missions:

- 0101 – Social Science Series
- 0110 – Economist Series
- 0150 – Geography Series
- 0170 – History Series
- 0188 – Recreation Specialist Series
- 0189 – Recreation Aid and Assistant Series

Although each series operates independently, with the exception of the two recreation-related series (0188 and 0189), they all uniquely and separately contribute to the DOD mission and workforce. The Social Science Series, 0101 professionals ensure military and family readiness through the provision of advocacy programs, behavioral health services, crisis management, family support programs, and field research. The Economist Series, 0110 facilitates Departmental economic/cost benefit analysis and provides decision makers with models, data, and estimates. The Geography Series, 0150 is responsible for map creation and intelligence analysis. The Historian Series, 0170 supports the Department through the collection, preservation, and presentation of a variety of historical materials, in addition to research and publishing. Finally, the Recreation Specialist Series, 0188 and Recreation Aid and Assistant Series, 0189 provide quality of life programs that support readiness, retention, and regeneration for service members and their families.

Environmental Scan

While the environmental factors affecting each occupational series differ, these series are all impacted by increasingly restricted budgets. Throughout the Community, dwindling budgets have impacted the ability to recruit, provide training, and maintain various programs. Reduced hiring often challenges the workforce to complete the same workload. Training programs are less accessible, causing some series to rely more on computer-based training to meet their needs. Some series are also facing program reductions. For example, the Recreation Specialist Series, 0188 and the Recreation Aid and Assistant Series, 0189 professionals are expecting staffing reductions, and DOD leadership has begun exploring partnerships with local communities to provide some of the recreational services that are currently offered on military bases.

The current Administration has placed significant emphasis on caring for the needs of military families, especially in light of the heavy burden of repeated troop deployments overseas. To support returning military personnel and their families, the Community offers counseling and related services provided by the Social Science Series, 0101. The increase in returning troops coupled with the President's military-family priority will likely increase the demand for the 0101 services. 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. This is evident in the increase in the Social Science Series, 0101 recruitment actions.

In an effort to continue to meet the mission, the Community has increased the use of contract services. For example, the Utilization Support and Accountability (USA) and Uniform Funding and Management (UFM) are execution tools that would essentially "contract out" the Recreation Specialist Series, 0188 and Recreation Aid and Assistant Series, 0189 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 DOD NAF positions (which are not 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.

The unique composition of this community has posed some challenges that will be addressed in FY 2014 through the functional community realignment process. For example, only one third of the series in the community reside in programs under the OFCM's control. Military Community and Family Policy (MC&FP) does not contain 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).

Figure 1: Social Science Demographics

FUNCTIONAL COMMUNITY	Social Science
Occ Series	All
Occ Series Desc	
Workforce Size: Current Strength Totals	
End Strength	4,767
Department of Army	1,787
Department of Air Force	1,681
Department of Navy	1,102
DoD Agencies (4th Estate)	197
% MALE	49.93%
% FEMALE	50.07%
% DISABILITY TARGETED	0.61%
% DISABILITY NONTARGETED	7.45%
% PRIOR MILITARY	49.17%
Education	
ED - # WITH LESS THAN BACHELORS	1,552
ED - # WITH BACHELORS DEGREES	1,452
ED - # WITH MASTERS DEGREES	1,485
ED - # WITH DOCTORATE DEGREES	263
Planning Considerations	
% ELIG TO RETIRE CURRENT	15.88%
% ELIG TO RETIRE NEXT YEAR	3.59%
% ELIG TO RETIRE TWO TO FIVE YEARS	14.96%
AGE - 29 & Under	177
AGE - 30 to 39	766
AGE - 40 to 49	1,293
AGE - 50 to 54	852
AGE - 55 to 59	842
AGE - 60 to 64	570
AGE - 65 and over	267
Career Level 1: GS 1-8 or Equiv.	535
Career Level 2: GS 9-12 or Equiv.	3,033
Career Level 3: GS 13-15 or Equiv.	1,199

Workforce Analysis

Overall, the DOD Social Science Functional Community has not experienced significant fluctuations in recruiting or retention. Workforce profiles are generally normal, but do exhibit variance by year, series, and component. The majority of the variance is attributed to the low end strength numbers of the functional community, 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, the Economist Series, 0110 is more evenly balanced, and the other series are skewed to the Generation X and Millennial population.

Recruiting actions in most series are down in FY 2013 compared to prior years. The Social Science Series, 0101 and Geography Series, 0150 were the exception and posted modest recruitment increases in FY 2013. 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 remain beyond their initial eligibility appears to be manageable. The Economist Series, 0110 employees are remaining the longest past their retirement eligible date at 8.3 years, while the Geography Series, 0150 remain in the workforce past retirement eligibility the shortest amount of time at 2.9 years. 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 continue 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.

DATA CHARTS AND GRAPHS

All charts and graphs in this section are from source: DCPDS, Date: September 2013

Figure 2: Social Science Gains and Losses

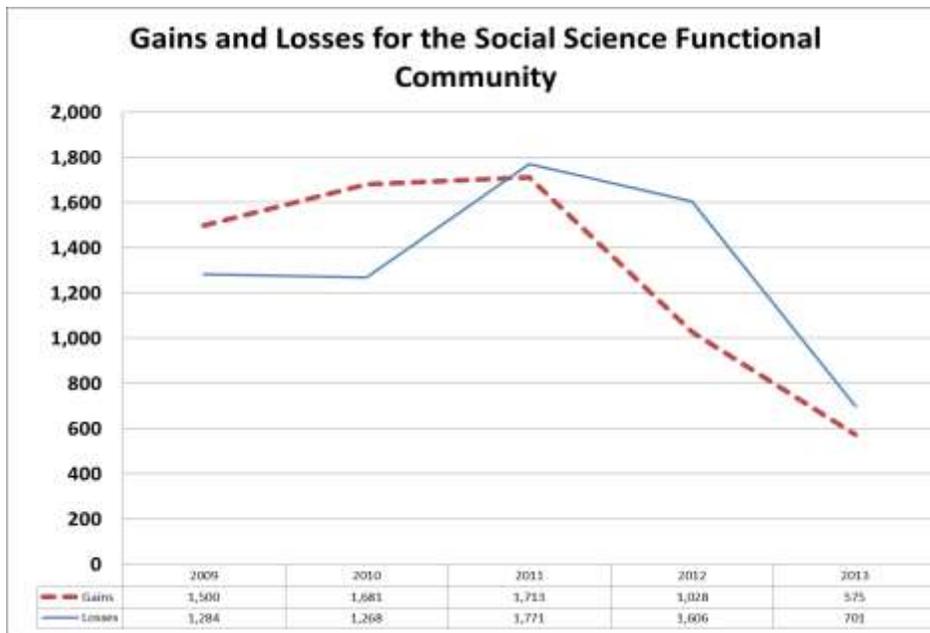


Figure 3: Social Science Turnover

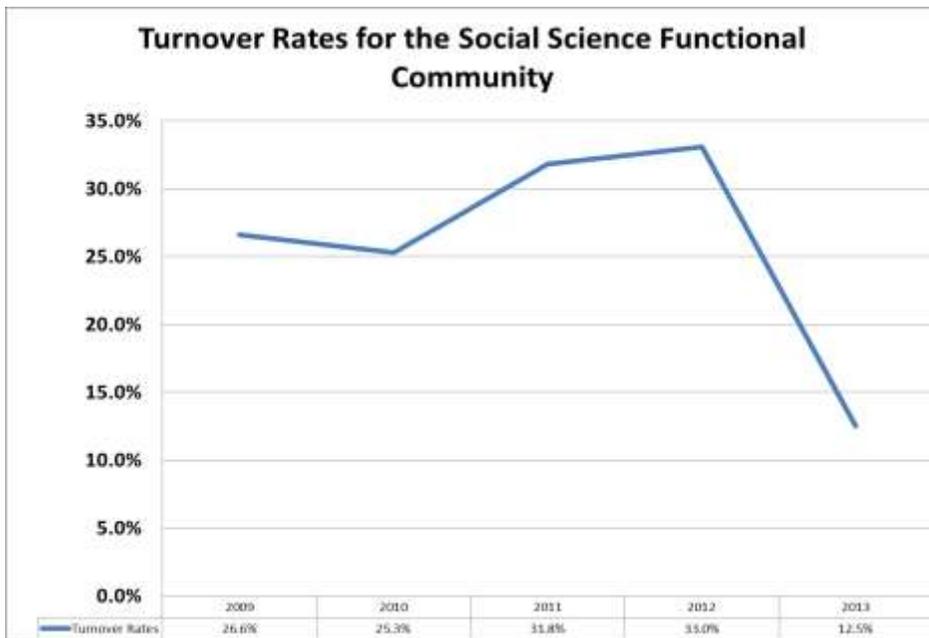


Figure 4: Social Science Retirement Eligibility

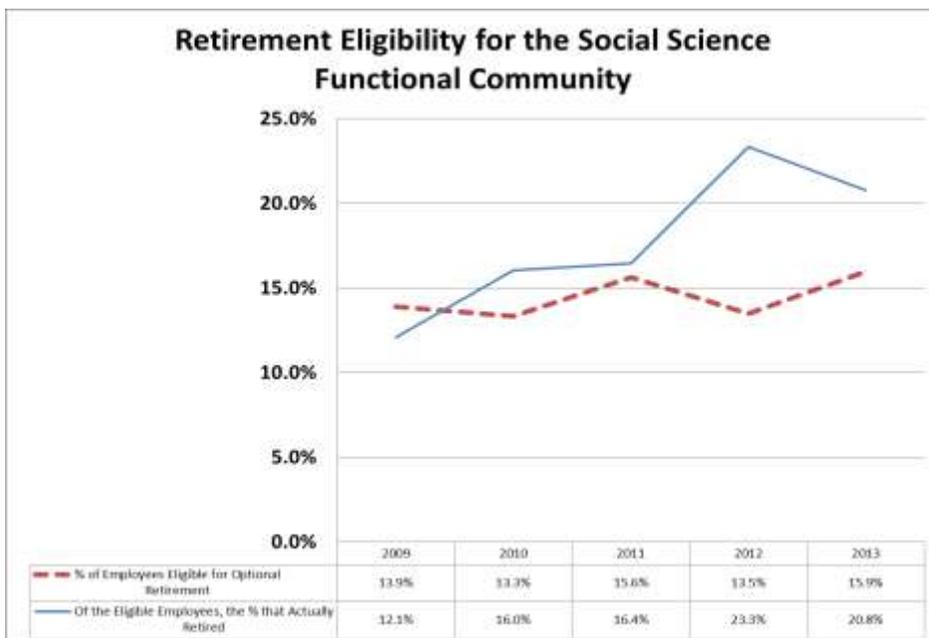
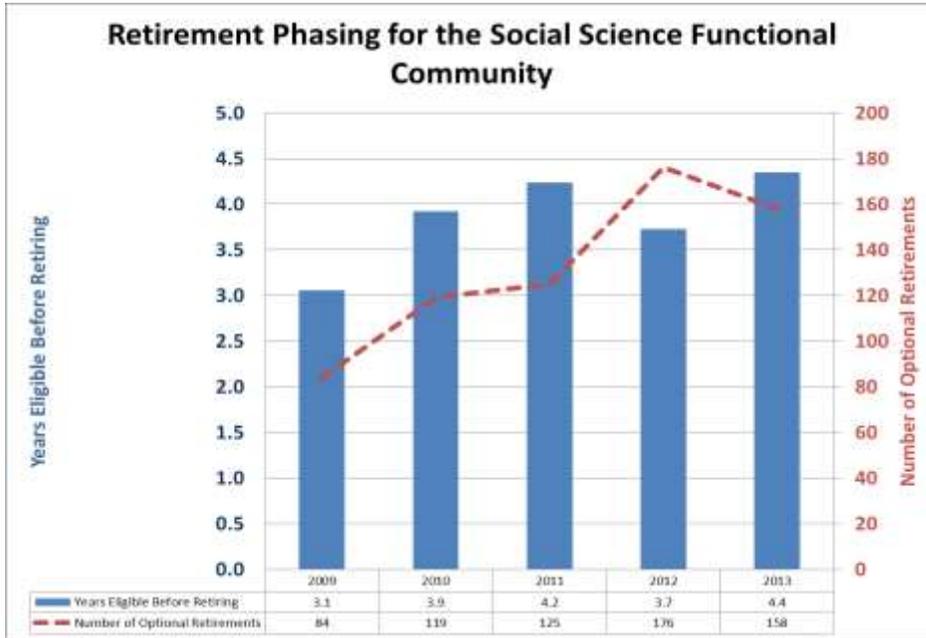


Figure 5: Social Science Retirement Phasing



Appendix 14: USD (P&R) Senior Executive Service

APPENDIX 14: SENIOR MANAGEMENT, FUNCTIONAL AND TECHNICAL WORKFORCE

Overview

The Department's mission is to provide the military forces needed to deter war and protect the national security of the United States. DOD is led by a senior team of political appointees, general/flag officers, and Civilian Senior Executives (CSEs). CSEs consist of the following categories: Senior Executive Service (SES), Senior Level (SL), Scientific and Professional (ST), Defense Intelligence Senior Executive Service (DISES), Defense Intelligence Senior Level (DISL), and Highly Qualified Experts (HQEs). For ease within this chapter, the SL and ST population will be referred to as Senior Professionals (SPs).

The SES and DISES are selected to perform executive leadership roles, whereas the SP, DISL, and HQE workforces are specifically hired to contribute extensive technical knowledge and, generally, do not supervise personnel. The CSE workforce brings extraordinary knowledge, skills, and abilities to executing the Department's increasingly complex missions.

Since Fiscal Year (FY) 2010, the CSE workforce has increased its focus on leading in joint and interagency environments. The CSEs have acquired a broader enterprise perspective through DOD-sponsored training programs conducted during this period, such as the Joint Executive Management Program, which provided executives the opportunity to enhance their enterprise leadership skills in a joint educational environment. The Department continues to offer its Vanguard Senior Executive Development Program, which is designed to equip select CSEs with enhanced tools to effectively expand collaboration among Components, Federal agency partners, and mutual stakeholders for successful mission accomplishment. Additionally, joint duty detail assignments and rotational assignments have also helped increase the awareness of the importance of SES leadership with a DOD- and Federal Government-wide perspective. Selections to DISES and DISL positions require completion of a joint duty assignment or previous work experience that qualifies for joint duty credit. DOD executives display a high level of proficiency in the U.S. Office of Personnel Management's Executive Core Qualifications and the DOD-unique Enterprise Perspective, which includes joint and national security sub-competencies. The current CSE workforce consists of approximately 3,000 employees.

Workforce Demographics

Figure 1 below provides an overview of the CSE workforce demographics. The SES workforce has a male population of 76%, while the SL and ST male populations are at 93% and 90%, respectively. Within the total SES workforce, 95% hold a bachelor's degree or higher. Most SES fall between the ages of 53-60, placing them within the Baby Boomer generation. A strong military influence exists because 39% of SES, 56% of SLs, and 11% of STs have prior military experience.

Recruitment data from FY 2013 suggests that only 12% of SES selections were from applicants external to the federal government or military. Overall, new hires from external sources (e.g., private sector) increased from 16 SES in FY 2012 to 30 SES in FY 2013.

Figure 1: SES, SL, and ST Demographics

	SES	SL	ST
% Male	76%	93%	90%
% Female	24%	7%	10%
% Prior Military	39%	56%	11%
% Disability Targeted	>1%	0%	0%
% Disability Non-targeted	4%	2%	3%
< Bachelor's	5%	11%	0%
Bachelor's	38%	36%	21%
Masters	48%	36%	9%
Doctorate	9%	17%	70%
Age 30-39	1%	0%	0%
Age 40-49	17%	22%	11%
Age 50-54	28%	16%	21%
Age 55-59	30%	18%	29%
Age 60-64	17%	31%	19%
Age 65 and over	7%	13%	20%
Eligible to Retire	31%	44%	45%
Eligible to Retire Next Year	6%	4%	4%
Eligible to Retire Two to Five Years	27%	16%	23%

Figures 2 and 3 below provide allocation numbers for the Military Departments and the intelligence community. The SES, SL and ST allocations are provided by OPM on a biennial basis and managed by the Under Secretary of Defense for Personnel and Readiness. The DISES and DISL allocations are provided by Congress and managed by the Under Secretary of Defense for Intelligence.

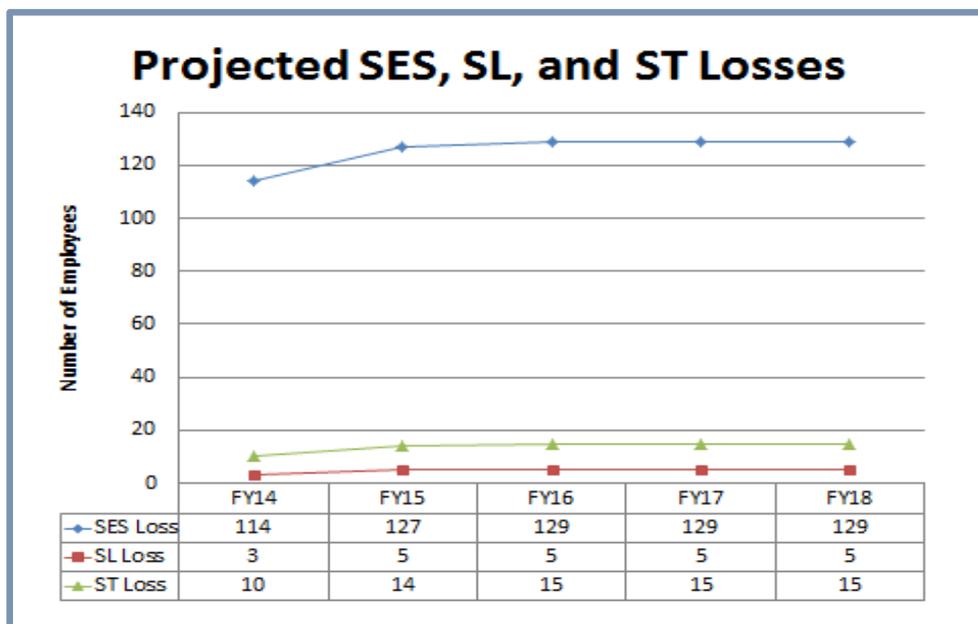
Figure 2. SES, SL, and ST Allocation Distribution

	SES	SL	ST
Department of Army	302	3	49
Department of Air Force	166	22	30
Department of Navy	331	12	40
Office of Secretary of Defense and Defense Agencies	520	17	15
Combatant Commands	48	0	1

Figure 3. DISES and DISL Allocation Numbers

	DISES	DISL
National Security Agency	309	272
National Geospatial-Intelligence Agency	107	113
Defense Intelligence Agency	102	134
National Reconnaissance Office	6	7
Department of Army	12	53
Department of Air Force	17	39
Department of Navy	12	37
Defense Security Service	7	8
Office of the Secretary of Defense	16	25

Figure 4: Projected Trends Based on Losses



Workforce Analysis

As displayed in Figure 4 above, DOD anticipates steady loss from its senior workforce over the next five years based on trends from 2008 through 2013. Retirement and resignation rates have remained steady since FY 2010, while non-DOD transfer losses decreased in FY 2013. Currently, 31% of the SES, 44% of the SL, and 45% of the ST populations are eligible to retire. The potential for a large number of retirements over the next few years has implications for knowledge management and pipeline development, however, loss data shows, on average, all SES employees are remaining in the workforce 5.3 years past their retirement eligible date. Additionally, the Department has taken action to prepare for the loss of executive talent by establishing solid hiring programs and multiple talent pools from which the Department continues to hire.

Similar trends are seen in the DISES and DISL populations. Even though about three-fourths of DISES and DISL employees will be eligible to retire by FY 2016, results of the 2012 Intelligence Community (IC) Employee Climate Survey showed about 60% of all DISES and DISLs plan to

retire in five or more years. The increase in employees who are delaying retirement presents the opportunity for succession planning and pipeline development work. However, this increase also inhibits turnover and the necessary churn to bring in greater diversity of all types into the workforce. Diversity refers to the different characteristics and attributes of individuals whom the Department strives to hire and retain in order to provide a wide spectrum of perspectives to lead the DOD.

An environmental scan of the workforce highlighted a large supply of qualified candidates and low attrition/vacancy rates for the CSE workforce. DOD continues to manage its workforce pursuant to 10 U.S.C. 129, the Prohibition of Certain Civilian Personnel Management Constraints, and has undergone many reorganizations in order to provide the necessary manning flexibility required to meet the challenges of emerging and evolving missions. Through such reorganizations and some downsizing, Components have further evaluated the appropriate mix of personnel within their senior ranks. Some services experienced hiring restrictions due to fiscal uncertainty, affecting most personnel categories, including the SES.

DOD has been quite successful filling its SES positions due to senior leadership interest, existence of a bench of candidates, and efforts to move quickly when filling vacancies. However, bench strength and succession planning are generally limited to the Component's internal workforces.

DOD has been challenged with recruiting externally for several reasons. We believe this is attributed to the complexity of the application process for non-federal applicants; difficulty in competing with private sector salaries; budget constraints and hiring restrictions; and the high premium that selecting officials place on knowledge, experience, and understanding of DOD's missions, organizations, and culture. DOD is participating in the OPM federal-wide led efforts, including the President's Second Term Management Agenda to make improvements in some of these areas. But for the near future, these challenges will remain.

Senior Executive Management Office practitioners, who prepare and run Component talent management boards and manage hiring processes, note a strong correlation between a candidate's functional/technical competency with the occupational focus of the position and subsequent selection to that position. This practice limits the development of more general leadership skillsets, which are fungible across different types of jobs, and moves away from a central tenant of the SES corps as initially conceived. At this time, the Department is determining the appropriate balance between leadership and technical skills when making selections for SES positions.

The Department evaluated its CSE workforces and found the following issues that could impact future recruitment and retention of its executive cadre:

- 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; however, the Department is challenged to recruit more from external sources.

- There is an increased need for executives to maintain currency with technological advances as cyber security becomes a requirement to effectively lead a global and mobile workforce.
- As social media becomes more of the social norm, competence in its use will be needed to effectively communicate and market to a changing workforce.
- There needs to be a concerted effort to recruit and hire executives with the leadership and interpersonal skills needed to lead a multi-generational workforce.
- Recruitment of SPs across STEM occupations will continue to pose a challenge as the Department tries to find more effective methods to attract and retain this unique workforce.

The Department is also concerned about the morale of this workforce. The 2013 Federal Employee Viewpoint Survey (FEVS) showed that DOD executives had a higher global satisfaction of 70% in comparison to the 57% for non-executives except when considering satisfaction with pay. (Global satisfaction is based on pay satisfaction, job satisfaction, organization satisfaction, and whether an executive would recommend his or her workplace to others.) Pay remains an issue due to the long-term impact of pay freezes and declining compensation opportunities within the senior civilian performance management system (DOD executive and senior professional performance payout funding declined from 13% of aggregate salaries for FY 2009 to 5% for FY 2011 and FY 2012). Further restrictions on performance payout funding for FY 2013, furloughs, and uncertainties about FY 2013 Presidential Rank Award recognition occurred after the survey was completed, and were not reflected in the results. These factors, however, could contribute to erosion in the prestige and attractiveness of serving as an executive. Furthermore, pay compression makes it increasingly difficult to entice senior GS-15s to compete for SES positions with significantly increased responsibilities. This is especially evident in the Washington DC area, where 71% of the Department's executive positions exist and a senior GS-15 salary is often within the SES pay range.

Critical Competencies, Gaps, and Strategies

SES

The SES are assessed annually against the following 18 Core Competencies that include Accountability, Creativity and Innovation, Customer Service, Decisiveness, Developing Others, External Awareness, Financial Management, Human Capital Management, Influencing and Negotiating, Joint Perspective, Leveraging Diversity, National Security, Political Savvy, Problem Solving, Strategic Thinking, Teambuilding, Technology Management, and Vision. The Department continues to assess its leadership competencies for SES and some DISES using its automated tool, the Defense Talent Management System (DTMS). DTMS facilitates the assessment of executives on their competency proficiency levels and readiness to take on more challenging and demanding positions. The system facilitates the development of a bench-strength of capability for DOD for current and future reassignments for SES. Executives are provided feedback for the current assessment cycle to include their readiness rating, potential opportunities for which they were slated, and suggested executive development.

In the second full cycle of measuring competencies in FY 2013, the Department saw a shift in the proficiency of Joint Perspective and National Security. These two competencies were seen as being stronger competencies in FY 2013 compared to FY 2012. We attribute this to a better understanding of these competencies and to executives becoming more familiar with the 18 core competencies overall and how to better assess them. In early FY 2013, online training was made available to the executive workforce to provide executives with a greater understanding of how competencies are defined and assessed.

Additionally, we saw greater gaps in Influencing/Negotiating and Political Savvy in FY 2013 compared to FY 2012. While executives were found to be proficient in these competencies, their positions may have required a slightly higher competency rating. Before developing programs to address these gaps, the Department will re-evaluate these competencies again next year to look for trends and establish a solid baseline.

The Department has deployed several training programs designed to mitigate competency gaps for the various 18 core competencies. These programs include a 360-degree assessment with a coaching and mentoring element and Vanguard, a week-long opportunity designed to prepare executives to meet the demands and challenges of an interagency environment. Additionally, the Office of the Secretary of Defense provides Apex, a two-week, DOD-wide executive development opportunity designed to provide newly appointed SES with both a practical and theoretical understanding of the structure and processes of the Office of the Secretary of Defense, the Combatant Commands, the Joint Staff, and the Military Departments. The program helps new leaders gain an enterprise-wide perspective that encompasses expectations, opportunities, and challenges currently facing our DOD leadership.

In terms of recruitment strategies for the SES, there is a need for developing internal SES pipelines through recruitment strategies. It is also important for the Department to conduct more cross-component slating and provide additional emphasis on external recruiting of academia and industry talent to better ensure a diverse candidate pool. Within the Department, the Army Civilian Leader Development Program and Air Force Civilian Strategic Leader Program are used to identify candidates at the GS-14 and GS-15 levels to strengthen the internal pipeline. They are specifically seeking candidates with business acumen who can apply business, management, and leadership principles to their work. Additionally, the Department runs the Defense Senior Leader Development Program, a two-year program aimed to develop senior civilian leaders at the GS-14 and GS-15 levels to excel in the 21st Century joint, interagency, and multi-national environment.

DISES and DISL

DISES members in the larger Defense Intelligence Components cannot be assessed through DTMS because their personnel data files are maintained on classified systems. Instead, Component-specific processes use Performance Review Boards to assess DISES members, DISL employees aspiring to DISES, and Defense Intelligence Civilian employees in feeder grades (GS-14/15) on the DOD leadership competencies and the IC's Senior Officer Core Qualification requirements for Leading the Intelligence Enterprise (Collaboration and Integration, Enterprise Focus, and Values-Centered Leadership), along with the joint duty requirement mentioned

previously, for such purposes as succession planning and identifying leadership development needs.

In addition to leadership competency assessments, the Defense Intelligence Components assess DISES and DISL requirements and gaps as part of Workforce Operational Risk to Mission (WOR₂M) workforce assessments directed by the Under Secretary of Defense for Intelligence (USD(I)). The latest Component WOR₂M assessments identified no operational risks associated with DISES or DISL gaps.

In 2012, the National Security Agency (NSA), with the highest concentration of DISL employees, embarked on an effort to identify intellectual or expertise gaps in their cadre that prevents them from meeting evolving NSA mission needs. The effort focused on identifying of areas on which to place future technical emphasis in order to spur innovation and achieve the appropriate balance of development, internal promotion, and external hiring of new DISL members. The goal was to achieve a baseline assessment for FY 2013 to assist in the future placement and succession of DISL talent.

In December 2012, an NSA DISL Peer Group, representing a diverse set of disciplines, organizations, viewpoints, and experience levels, presented preliminary findings to the NSA Performance Review Board (PRB), which reported identification of the following:

- Four distinct DISL organizational roles and definitions
- Career advancement and progression paths within and between roles
- A list of 56 key attributes (e.g., professional achievements, complex problem-solving ability, depth in one or more disciplines and collaboration) mapped to the four roles
- A list of 40 disciplines critical to NSA missions, tagged in terms of stature (what NSA's DISLs must be for mission success with respect to the rest of the world)

The DISL Peer Group proposed a series of next steps to complete the review:

- Appoint a DISL Board to finalize the preliminary findings; recommend the "categorization" of current DISL needs into one of the four defined roles; work with appropriate organizations to further define these needs from a quantitative and qualitative attribute perspective using role definitions, disciplines, and other pertinent information; recommend the placement of each need into one of five mission criticality bands; and look at the current DISL cadre to identify quantitative needs and gaps.
- Conduct a PRB assessment and adjust the proportional balance of DISL needs for each role and their placement in the mission criticality bands.
- Identify qualitative attribute gaps through standard employee performance review processes and address role, discipline, and attribute gaps through a means such as career development, succession planning, hiring, education and training, rotational assignments, and/or elevations. These actions would be undertaken by Senior Leadership Team Principals and subordinate managers would then, as an on-going activity

In November 2013, NSA reported that due to other priority efforts and pressing mission requirements, actions related to the DISL Peer Board preliminary findings were put on hold until early calendar 2014, when they hope to develop a white paper to summarize their findings and propose a way forward.

HQE, SPs, and other Scientific Workforces

The Quadrennial Defense Review was published in March 2014 and reaffirms a need for defense in cybersecurity and STEM occupations. For FY 2014-2015, the Department requested and obtained 14 additional SL allocations from OPM. The majority of these allocations were for positions in the cyber community and STEM occupations that are required to meet new or existing mission requirements. The Department has increased its awareness of SL and ST issues among the STEM community in FY 2013. Partnering with the White House Office of Science and Technology, the Department began to further evaluate the overall needs for this community. We have recognized several flexibilities that were not being fully utilized, such as term ST appointments and the HQE authority within the military laboratories. The Department is encouraging the laboratories to explore these flexibilities further in order to solve some of their current hiring issues.

Currently, the SL, ST, and HQE workforces, and those established through the “Experimental Personnel Management Program for Technical Personnel” under the NDAA 1999 Section 1101 and the “Defense Laboratories Personnel Demonstration Projects” under NDAA 1995 Section 342(b) workforces are not developed in the same manner as the SES due to the expectation that they bring a level of technical expertise to DOD when they are hired. This requires the Department to look for creative ways to hire, incentivize, and retain this unique cadre. For example, the ST community identified a greater need for a travel budget due to the lack of funding to travel to conferences. A travel budget would improve the technical development of this community. By providing additional funding for our ST workforce for travel, this would, at a minimum, further develop their technical knowledge at a minimal expense. At this time, DOD is extremely limited on funding for travel due to budget cuts. The Department is continuing to explore other possible flexibilities to further ensure that the STEM population as a whole is well supported.

Overall CSE Strategy and Future Review

To meet the needs of the Department and the CSE workforce and their development, the following key themes have been identified: appropriately reward the executives; provide appropriate recognition and prestige to the corps, ensure that this workforce is developed for interagency and joint challenges, and manage the development of the pipeline for a more diverse workforce. DOD has developed the following strategies to inform future efforts by the Department for our CSE workforce.

1. Provide a deliberate and robust enterprise experience for select executives to deepen the pool of executives who are best prepared to lead complex interagency efforts at the highest levels. Explore identifying a small DOD-managed pool of executive allocations for targeted developmental purposes that specifies the competencies to be gained in specific positions and provide career paths for these individuals.

2. Deepen bench strength through cross-component slating enabled through enhancements to DTMS in FY 2015.
3. Consider methods to increase diversity in the executive workforce. Assess external outreach strategies and how DOD can attract more candidates from private industry, academia, and the non-profit sector.
4. Consider merits of developing a DOD SES Candidate Development Program.
5. Provide a more robust Vanguard Senior Executive Development Program. Consider increasing Vanguard to two offerings a year, ensuring external agency participation and DOD Tier 2/senior SES participation.
6. Assess SES responses to 2014 FEVS for trends that would reflect change in perspective since previous years. This will provide indicators of initiatives needed to improve executive morale.
7. When data is available from OPM, review Exit Survey data to reflect workforce trends, concerns, and weaknesses.

The Department is committed to ensuring it has a talented and responsive workforce for the ever-changing and emerging demands it faces. DOD will continue to look for ways to ensure it is recruiting and retaining the most capable and innovative leadership cadre in order to meet its mission.

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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.”¹ Continuous and effective Strategic Workforce Planning (SWP) must take place across the Enterprise to ensure that it provides 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, the sole series and MCO in this community, across the civilian workforce.

Oversight Responsibility

To meet the SWP requirements for the Enterprise for FY 2012 and beyond, 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 2011², established the Workforce Occupation Risk to Mission (WOR₂M) construct. The WOR₂M 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. Additionally, the WOR₂M construct ensures that the following Combat Support Agencies (CSAs) within the Enterprise meet the legislative requirements for civilian SWP as stated in the National Defense Authorization Act 2010 (NDAA 2010) and the Deputy Secretary of Defense Memorandum of 30 July 2010:

- Defense Intelligence Agency (DIA)
- National Geospatial-Intelligence Agency (NGA)
- National Reconnaissance Office (NRO)
- National Security Agency (NSA)

The Service Intelligence Components followed the OUSD(P&R) reporting construct, which focuses on the 0132 civilian workforce. However, for future year reporting, OUSD(I)/HCMO plans to include the Service Intelligence Components under the WOR₂M reporting construct.

¹ Defense Intelligence Strategy 2010; James R. Clapper, Under Secretary of Defense (Intelligence)

²Memorandum of Agreement between Deputy Assistant Secretary of Defense for Civilian Personnel Policy, DASD (CPP) and Director, Human Capital Management Office, (HCMO), the Office of Under Secretary of Defense for Intelligence (OUSD(I)) for Civilian Workforce Planning for Defense Intelligence Enterprise.

Also of note, due to the sensitive nature of the Department's intelligence efforts, a good portion of the Enterprise's authorized targets and workforce data are classified and are not provided in this report.

Environmental Scan

The Enterprise conducted an environmental scan to determine 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. Challenging environmental factors include budget constraints, a retirement-eligible and aging workforce, federal hiring and salary freezes, evolving missions and emerging cyber threats, new technology, and competition from the private sector. Due to these factors, human capital initiatives and programs— workforce planning, recruitment and retention, workforce development and career management, performance management, awards and recognition, leadership development, and succession management—are in more demand. These initiatives and programs support the organizational goal of maintaining the appropriate workforce and bench strength for today and in the future.

Budget Constraints. Every aspect of work conducted by the Enterprise is impacted by budget. Budget constraints especially affect the Community's ability to recruit; to provide professional development, training and career broadening opportunities; and to retain critical skills and their highest performers. In short, the Enterprise's ability to achieve the mission and maintain a steady state of workforce readiness, both now and in the future, depends on the budget. The DOD fiscal climate remains restricted and uncertain, straining progress toward meeting the mission.

Aging Workforce and Retirement Eligibility. As the workforce ages, the Enterprise recognizes the need to prepare the next generation of leaders and ensure knowledge transfer. Although current retirement eligibility rates stand at 7%, these will increase to 9.5% in the next two to five years. Coupled with increasing overall loss rates, the need for future planning becomes more defined. The Enterprise continues to improve upon ways to select, track, develop, and retain talent, as well as ensure that institutional knowledge is not lost as employees exit the workforce.

Federal Hiring and Salary Freezes. To maintain the quality of workforce needed to perform the complex and critical Enterprise tasks, the Enterprise seeks to recruit individuals with diverse backgrounds, equipped with the requisite skills and knowledge to execute the mission. However, hiring is often encumbered by hiring freezes, the inability to fill vacant billets, and hiring restrictions that impact the Enterprise's ability to shape its workforce. While the Enterprise is continuing to onboard new employees, they are experiencing low recruitment rates of employees with the needed foreign language capabilities and technical skills— computer science, engineering, and mathematics. Furthermore, fiscal uncertainty, furloughs, and salary freezes have lowered morale, and this could have implications for job performance and engagement.

Evolving Missions. Demand for and the nature of the Enterprise's work is highly affected by world events and conflict areas. This era of unexpected and unpredictable threats and rapid changes in information and technology continue to shape the workload, mission, and required workforce skills necessary to produce intelligence that can effectively contribute to our national defense. As a result, the Enterprise sees an increasing proficiency in and demand for a growing number of foreign language and regional expertise capabilities. Additionally, individuals with skills in all-source analysis, geospatial intelligence, analysis and production, collection management, cyber, counterintelligence, human intelligence, and signals intelligence are vital in this time of change. All efforts to recruit and retain skilled personnel should be explored. With limited pools of security-clearance-eligible resources, language, regional expertise, and associated intelligence capabilities are becoming an area of concern for the long term.

Science, Technology, Engineering, Mathematics (STEM). The Enterprise continues working with Department and Intelligence Community's STEM workforce planning initiatives. STEM underpins DOD's ability to defend the nation and to ensure 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 that Enterprise equities for STEM workforce needs and requirements are addressed.

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 COMMUNITY	Intelligence
Occ Series	0132
Occ Series Desc	INTELLIGENCE
Workforce Size: Current Strength Totals	
End Strength	6,736
Department of Army	2,847
Department of Air Force	2,245
Department of Navy	1,339
DoD Agencies (4th Estate)	305
% MALE	79.48%
% FEMALE	20.52%
% DISABILITY TARGETED	0.36%
% DISABILITY NONTARGETED	6.28%
% PRIOR MILITARY	70.84%
Education	
ED - # WITH LESS THAN BACHELORS	3,049
ED - # WITH BACHELORS DEGREES	2,290
ED - # WITH MASTERS DEGREES	1,322
ED - # WITH DOCTORATE DEGREES	65
Planning Considerations	
% ELIG TO RETIRE CURRENT	7.07%
% ELIG TO RETIRE NEXT YEAR	1.96%
% ELIG TO RETIRE TWO TO FIVE YEARS	9.53%
AGE - 29 & Under	494
AGE - 30 to 39	1,838
AGE - 40 to 49	2,038
AGE - 50 to 54	1,143
AGE - 55 to 59	728
AGE - 60 to 64	344
AGE - 65 and over	151
Career Level 1: GS 1-8 or Equiv.	49
Career Level 2: GS 9-12 or Equiv.	1,594
Career Level 3: GS 13-15 or Equiv.	5,093

Workforce Analysis

As previously mentioned, the entire Intelligence Series, 0132 is not covered by this report due to the classified nature of the workforce. Therefore, the analysis will only include unclassified data. The Enterprise minus its significant Agencies has a total end strength of 6,736 employees. Overall population numbers steadily increased until FY 2012 and have remained steady for the past two fiscal years. The population is overwhelmingly male, at 79%, and 71% of employees have prior military experience. Most employees fall within the Generation X and Baby Boomer generations with spikes in age distributions between 31 to 36 and 47 to 52 years of age.

The Enterprise is hiring significantly fewer employees than in previous years as evidenced by a 35% decrease in new hires from FY 2012. Although overall recruitments are decreasing, the use

of hiring incentives has slightly increased. Forecast data indicates the need to hire an additional 1,975 people in the next year to meet workforce targets. However, with budget constraints and anticipated further budget cuts and hiring freezes, the Enterprise expects to hire only a fraction of that number in the coming year.

The Enterprise has not experienced major fluctuations in recruitment or resignation losses, while overall losses have only increased incrementally over the past year. The data also shows that on average, employees are remaining in the workforce 3.9 years past their retirement eligibility date. Overall, the Enterprise is not experiencing any significant recruiting or retention problems. When the budget allows, the Community is able to identify and recruit individuals with the requisite skills.

MCO Strategy and Action Plan

Although the Enterprise continues to manage ongoing challenges, they have no significant recruitment or retention issues. In last year's report, the Enterprise identified several problem areas and developed four strategies to address them. The community's first strategy was to conduct a DSS workforce study with the intention of requesting more full time equivalent (FTE) positions. The study is ongoing; however, the request for more FTEs was unsuccessful. The Community has chosen to make this a Component-specific strategy that will not be included in the DOD SWP or reported on an enterprise level. Their second strategy was to develop a DSS career progression model. This strategy was closed before its completion because neither DSS cyber mission nor competencies have been fully developed, and they are critical to making the community's career progression model work. The community's third strategy was to ensure that DSS recruits and retains a diverse workforce. They closed this strategy after the Intelligence Community determined that their current procedures to select and fill 0132 vacancies from pools of most qualified candidates was adequate. Finally, the Office of Naval Intelligence determined that ongoing gap tracking can mitigate risks with normal HR practices and no special programs or additional funding. In summary, all Intelligence Community FY 2013 strategies have been closed or withdrawn. The community has not identified workforce-related risks to mission accomplishment requiring significantly heightened human resource or strategic workforce planning practices.

DATA CHARTS AND GRAPHS

All charts and graphs in this section are from source: DCPDS, Date: September 2013

Note: The following 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

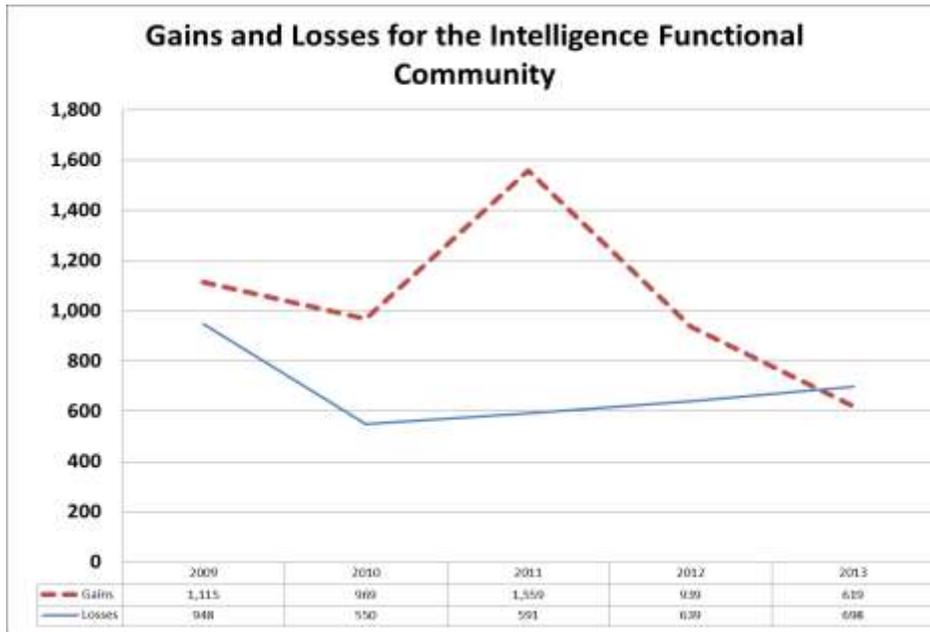


Figure 3: Intelligence Turnover of the Mission Critical Occupation - 0132

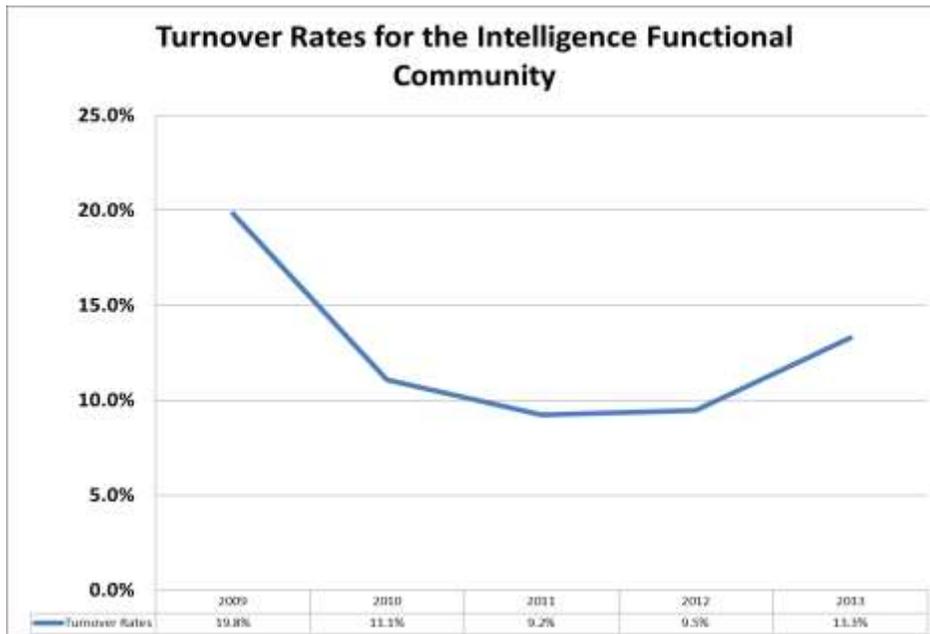


Figure 4: Intelligence Retirement Eligibility of the Mission Critical Occupation - 0132

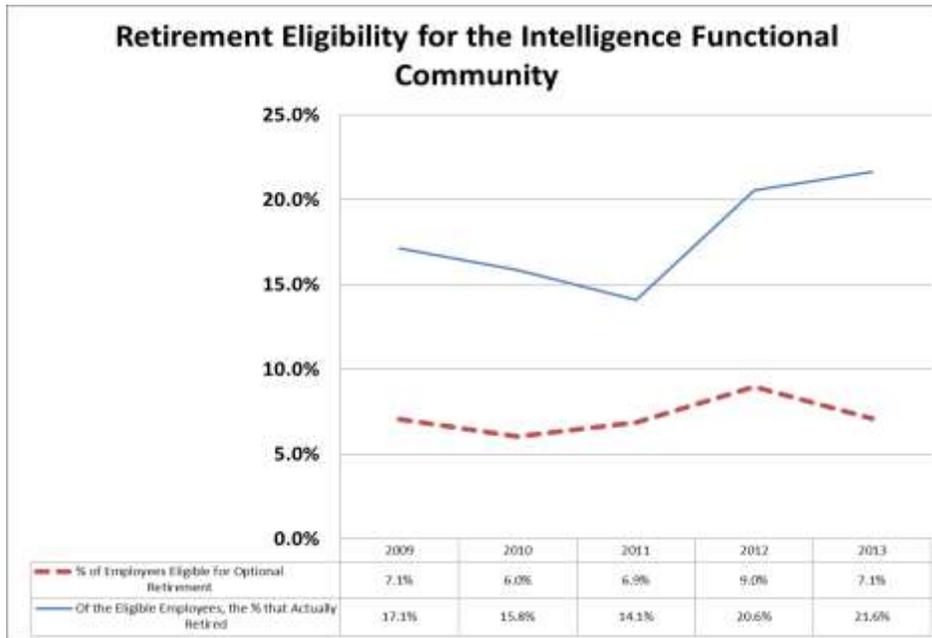


Figure 5: Intelligence Retirement Phasing of the Mission Critical Occupation - 0132

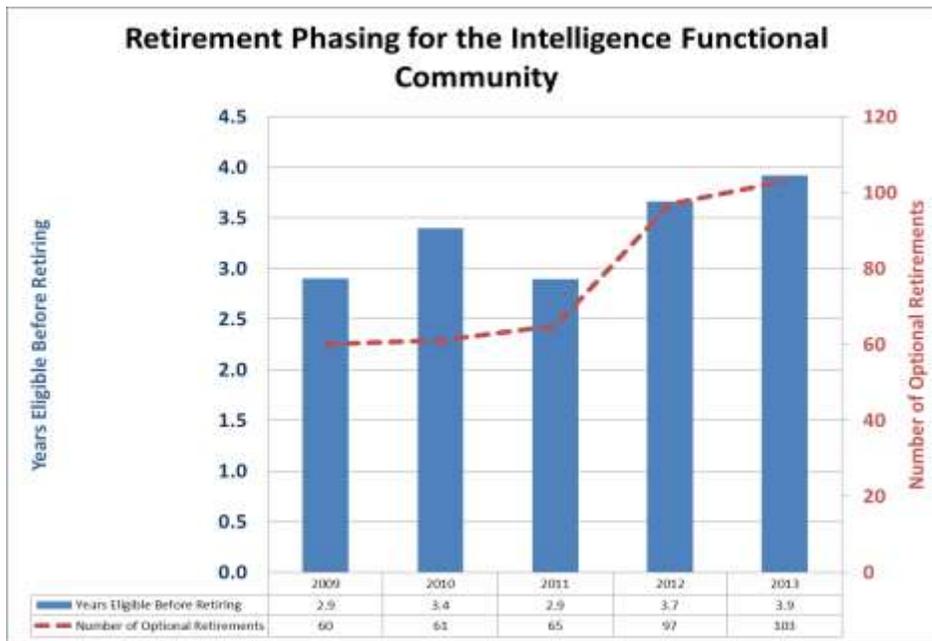
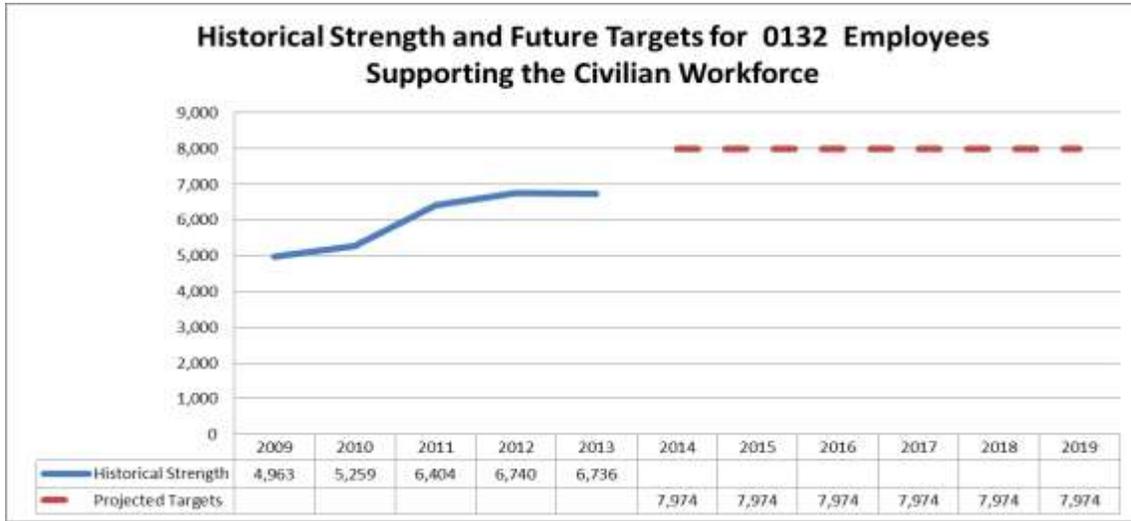


Figure 6: Historical Strength and Future Targets of the Mission Critical Occupation - 0132



Appendix 16: *USD (I) Security*

APPENDIX 16: SECURITY FUNCTIONAL COMMUNITY

Overview

The Defense Security Enterprise (DSE) workforce is a strategic enabler to all of the most sensitive DOD partnerships, plans, and operations, and provides effective protection of personnel, information, operations, resources, 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 increased number of unauthorized disclosures of classified national security information, and the need for screening/vetting personnel entering installations, posts, camps, and stations to minimize the insider threat illustrate the continuing importance of the roles played by security professionals.

DOD Components employ civilian, military, and contractor personnel to support the implementation of DOD security policies and programs. The DOD security workforce consists of three interrelated civilian job series: Security Administration Series, 0080 designated as an MCO; Security Guard Series, 0085; and Security Clerical and Assistance Series, 0086. Although these career fields mutually support one another, the DOD Security Functional Community only includes the 0080 and 0086 occupation series. The 0085 occupation series was included with the Law Enforcement Functional Community.

In October 2012 the Department formally established the Defense Security Enterprise (DSE), with the publication of DOD Directive 5200.43, Management of the Defense Security Enterprise. The DSE is the organizations, infrastructure, and measures in place to safeguard DoD personnel, information, operations, resources, technologies, and facilities against harm, loss, or hostile acts and influences. This system administers the Department's integrated Defense security framework for the development, implementation, and oversight of risk-managed policy and investment decisions. Through implementation of the Defense Security Enterprise Strategic Plan, the DSE standardizes security processes and implementation to the maximum extent possible, while applying appropriate provisions for unique security missions and environments. The DSE commission reviews security issues and conducts in-depth studies across the Enterprise, such as expanding the scope and implementation of the Security Profession Education Development Program (SPeD) Certification Program. Based on the results of such studies and analyses, the DSE commission makes recommendations for developing or improving policies, processes, procedures, and products to address pervasive, enduring, or emerging security challenges. One recommendation is to enhance the performance of the DSE workforce while providing an enterprise approach to strategic human capital planning.

Environmental Scan

Through a structured qualitative process, members of the DOD Security Functional Community identified several issues that are most immediately impacting its workforce and that may have greater implications in the future. The most pervasive and far reaching of these issues are the

constrained and uncertain DOD and Federal budgets. The fiscal climate affects all security functions and provides significant challenges to mission accomplishment.

In addition to responding to ever-changing security threats, the Security Functional Community continually strives to meet continually expanding requirements. For example, Executive Order 13587 and subsequent guidance directs Federal agencies to establish insider-threat programs. For DOD, this responsibility lies substantially with the Security Functional Community.

Given this challenging and changing environment, the ability to shape the workforce through hiring initiatives, training, and professional development is a crucial element of success. Despite having an abundant supply of applicants in the labor market, primarily from the military, the Security Functional Community is limited in shaping its workforce for two primary reasons: hiring restrictions impact the Components' ability to target and recruit applicants with particular skill sets and experiences; and budget cuts, both past and future, and hiring freezes due to sequestration, limit the number of vacant billets that can be filled. Although the number of manpower authorizations for security professionals is continuously balanced with available resources, some Components still see a marked decrease in personnel authorizations. This is in contrast to the continually expanding requirements being levied on the Community.

Component-level training and professional development programs have been scaled back in the current financial climate. To build awareness for security functions, the Security Community is leveraging its certification program as well as developing education programs and mapping 0080 duties to regulatory requirements to build better understanding of mandated security functions. These efforts may improve the overall advocacy for security resources at a time of increased requirements.

Figure 1: Security Demographics

FUNCTIONAL COMMUNITY	Security	Security
Occ Series	All	0080
Occ Series Desc		SECURITY ADMINISTRATION
Workforce Size: Current Strength Totals		
End Strength	9,300	7,808
Department of Army	2,460	2,012
Department of Air Force	2,753	2,369
Department of Navy	2,383	1,789
DoD Agencies (4th Estate)	1,704	1,638
% MALE	66.03%	68.60%
% FEMALE	33.97%	31.40%
% DISABILITY TARGETED	0.56%	0.47%
% DISABILITY NONTARGETED	9.54%	9.13%
% PRIOR MILITARY	69.95%	71.54%
Education		
ED - # WITH LESS THAN BACHELORS	6,227	4,983
ED - # WITH BACHELORS DEGREES	2,192	1,984
ED - # WITH MASTERS DEGREES	837	802
ED - # WITH DOCTORATE DEGREES	12	12
Planning Considerations		
% ELIG TO RETIRE CURRENT	10.02%	9.84%
% ELIG TO RETIRE NEXT YEAR	2.51%	2.50%
% ELIG TO RETIRE TWO TO FIVE YEARS	11.95%	11.94%
AGE - 29 & Under	466	331
AGE - 30 to 39	1,418	1,141
AGE - 40 to 49	3,089	2,672
AGE - 50 to 54	2,139	1,850
AGE - 55 to 59	1,258	1,070
AGE - 60 to 64	670	543
AGE - 65 and over	260	201
Career Level 1: GS 1-8 or Equiv.	1,292	134
Career Level 2: GS 9-12 or Equiv.	4,824	4,490
Career Level 3: GS 13-15 or Equiv.	3,184	3,184

Workforce Analysis

The Security Functional Community workforce has no immediate recruitment or retention issues. The MCO Security Administration Series, 0080 mirrors the larger community in terms of staffing patterns. Both have high prior military populations, 70% for the whole Community and 71% for the 0080 occupational series, and the majority of employees range in age from 48 to 53. The Community has benefitted greatly from both the experience and expertise offered by an older workforce and those with prior military experience.

Recruitment has 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. On average, employees are choosing to stay in the workforce 3.4 years past their retirement eligibility date. The FY 2014 forecast data suggests that the community will need to increase their workforce by FY 2019. The Community, however, believes impending

budget cuts will greatly reduce this number. Should hiring remain an option, the functional community has a strong pipeline and has not experienced, nor does it anticipate experiencing, significant difficulty attracting talent, especially at the entry or mid-career level positions. However, the Community recognizes that the ongoing development of security professionals is critical in maintaining and growing a strong, highly skilled, and proficient workforce.

Professional development programs, including the SPēD Certification program, are important to sustaining an effective security workforce. The competencies required of the DSE workforce are captured in the Defense Security Skill Standards (DS3), which are continuously reviewed and updated by DSE through the DOD Security Training Council (DSTC) to include new skills to meet emerging functions of security professionals. Particularly important is to expand the training or recruiting of security professionals who not only have specific expertise in one security discipline, but possess a broad background in information technology security. The distinction between information security and cyber security is increasingly blurred as information, personnel, industrial, and physical security requirements are applied within the information technology environment.

Beyond the need for a broader understanding of cybersecurity by the DSE workforce, the DSE recognizes the importance of providing 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

Last year the Security Functional Community developed a strategy to address workforce concerns in which the Community had some level of ownership; effect a positive change in the environment within one to two fiscal years; secure resources in the next fiscal year to effect change; and have measurable implementation and performance metrics.

Strategy # 1 FY 2013	Development of a Security Professional Certification Program
Staffing Gap Addressed	Retention
Occupational Series	0080/0086
Career Level Entry: GS 1-8 or Equiv. Mid: GS 9-12 or Equiv. Senior: GS 13-15 or Equiv.	All
Strategy Details and Impact	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.
Strategy Time Segment (Short term = 0-2 yrs) (Mid range = 3-5 yrs) (Long term = 6+ yrs)	Mid-range: 3 – 5 years
Implementation Timeline	1. Identify defense security positions within DOD, with a timeline under

Strategy # 1 FY 2013	Development of a Security Professional Certification Program
(Identified Milestones)	<p>development by the DSE Advisory Group (DSEAG) Security Professionals Working Group.</p> <ol style="list-style-type: none"> 2. Determine what level of certification is required for each defense security position, with a timeline developed by a DSEAG Working Group to be established after the accomplishment of item 1. 3. Implement remaining core or specialty certifications by the end of FY 2015. 4. Publish a career roadmap by the end of FY 2016.
Funding Required	Internal to existing IT system owners
Metrics to Assess Progress	<ol style="list-style-type: none"> 1. Identify all Defense security positions that require SPēD certification. 2. Report percentage of incumbents in positions requiring SPēD certification who are SPēD certified.
Metrics Data Source	The DSEAG Security Professionals Working Group is in the process of identifying existing DOD/Component Systems to ID and track positions. The certifications required will be determined by a follow-on DSEAG working group.
Strategy Owner(s): Strategy POC:	Security Component Functional Community Managers Security OSD Functional Community Manager Working Groups of the Defense Security Enterprise Advisory Group

For this report, the Security Functional Community did not develop additional strategies for FY 2014 but chose to continue to work toward the goals established in the FY 2013 SWP report. The DSE implemented a strategic framework that encompasses the strategy described above. The DSE developed a framework goal to improve individual performance and create a cadre of highly skilled security professionals. 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.

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 because CDSE provides additional core security certification programs and develops new specialty certification programs. CDSE received national accreditation by the National Commission for Certifying Agencies (NCCA) for the Security Fundamentals Professional Certification and the Security Asset Protection Professional Certification, which are two of the certifications under the SPēD Certification Program and the only two federally developed certifications to receive NCCA accreditation.

A key standard for the Security Community is DOD Security Skills Standards (DS3), 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, and certification programs are directly linked to the DS3's competency standards.

The DSE embraces the need to review and prioritize Defense security program resource investments and provide recommendations to the Under Secretary of Defense for Intelligence (USD(I)) through a formalized DSE Executive Committee process. As such, the DSE provides a Department-wide security forum for identification, documentation, and dissemination of best

practices; for example, those associated with strategic workforce planning like the programs of instruction and certification by the CDSE. These programs continue to enhance the performance of the DSE workforce while providing an enterprise approach to strategic human capital planning.

DATA CHARTS AND GRAPHS

All charts and graphs in this section are from source: DCPDS, Date: September 2013

Figure 2: Security Gains and Losses

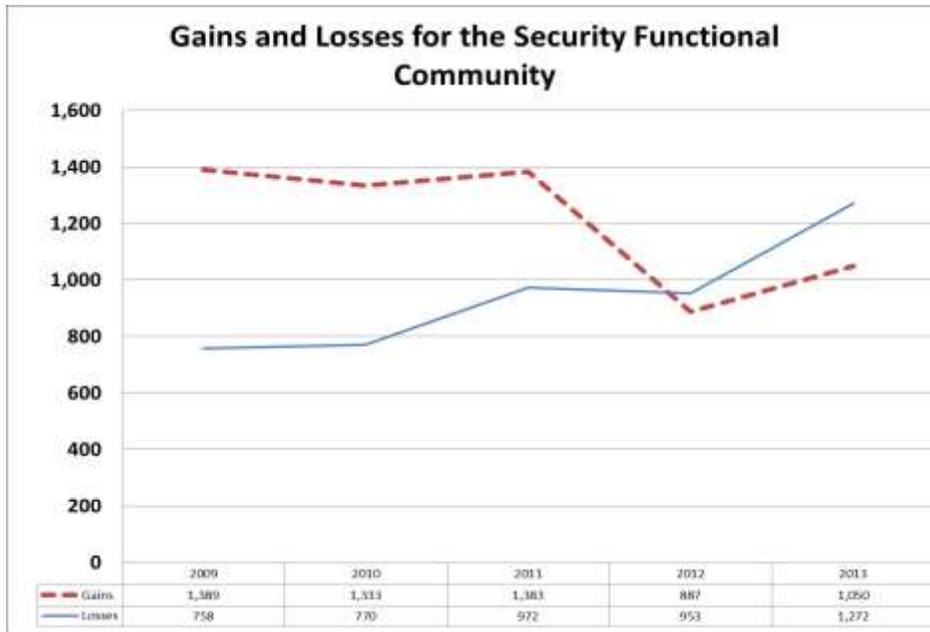


Figure 3: Security Turnover

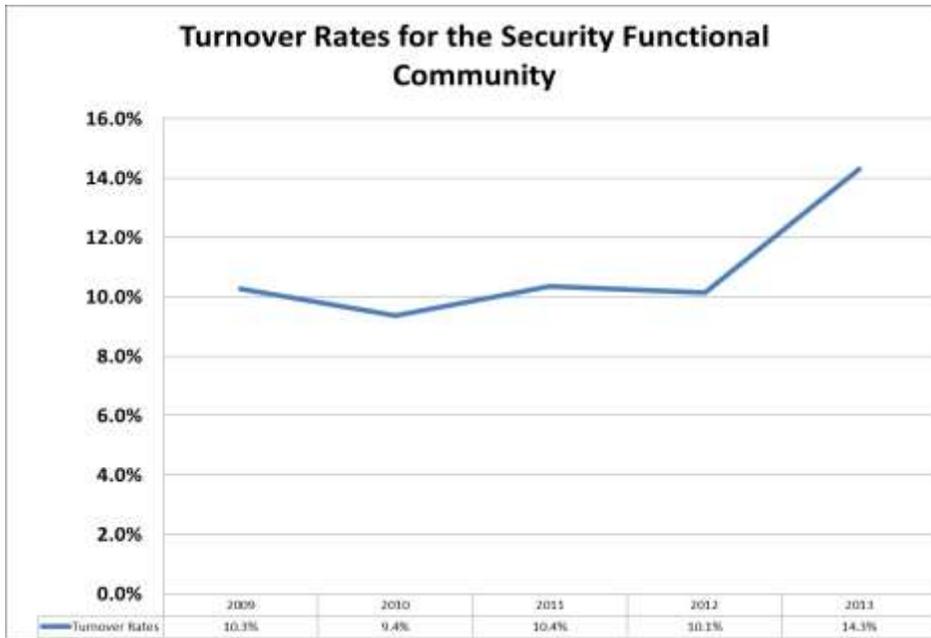


Figure 4: Security Retirement Eligibility

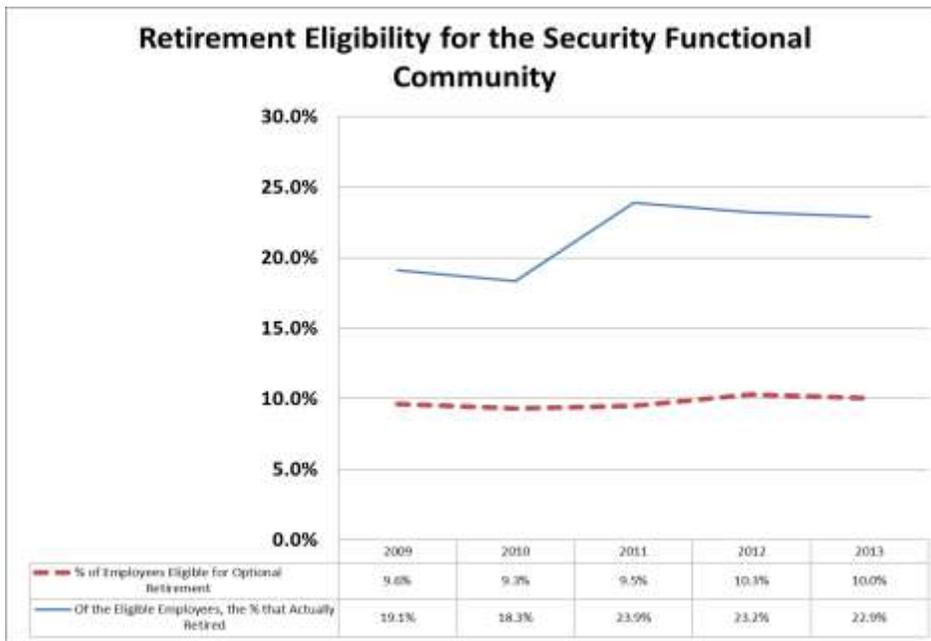


Figure 5: Security Retirement Phasing

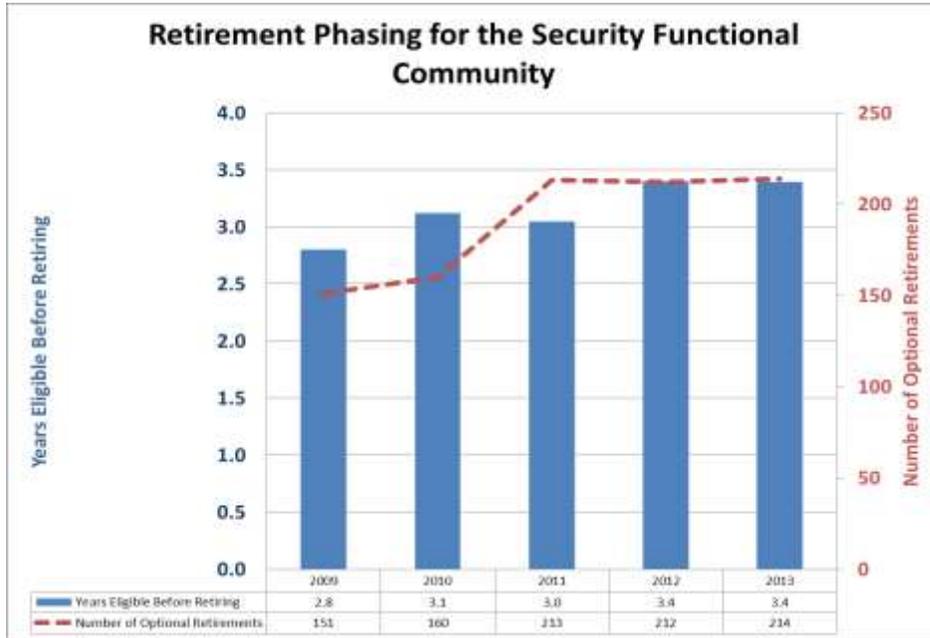


Figure 6: Security Gains and Losses of the Mission Critical Occupation – 0080

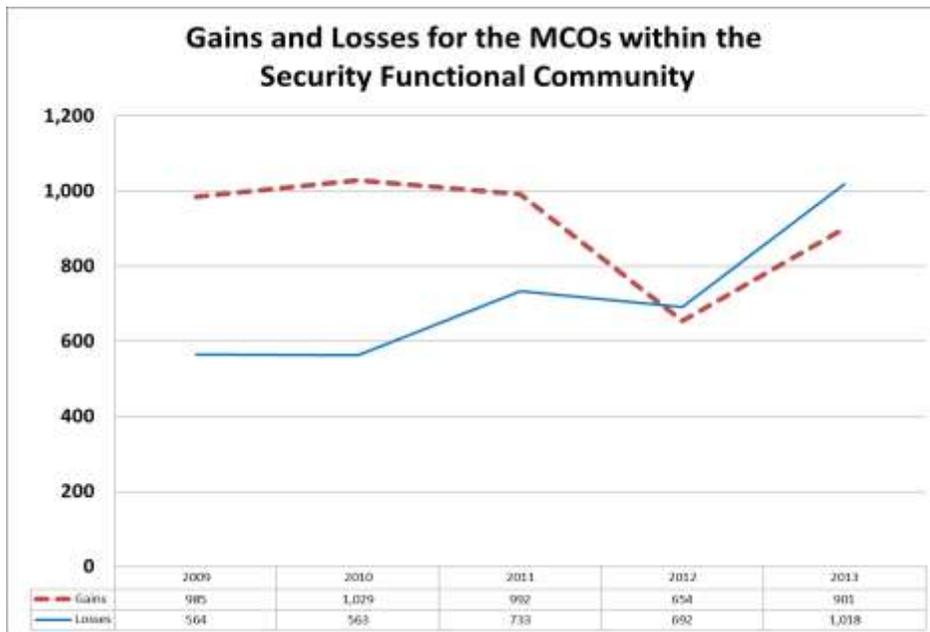


Figure 7: Security Turnover of the Mission Critical Occupation – 0080

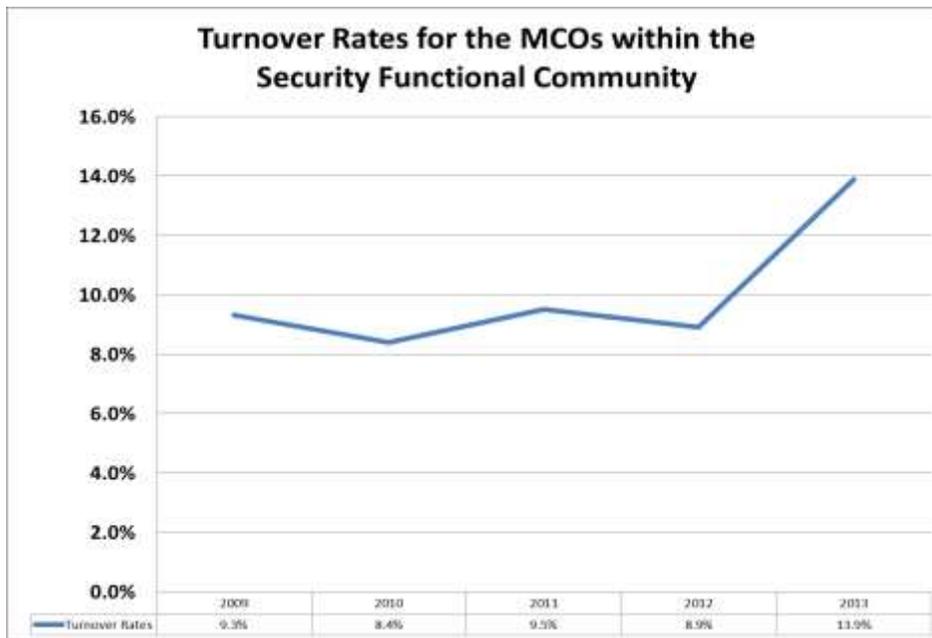


Figure 8: Security Retirement Eligibility of the Mission Critical Occupation – 0080

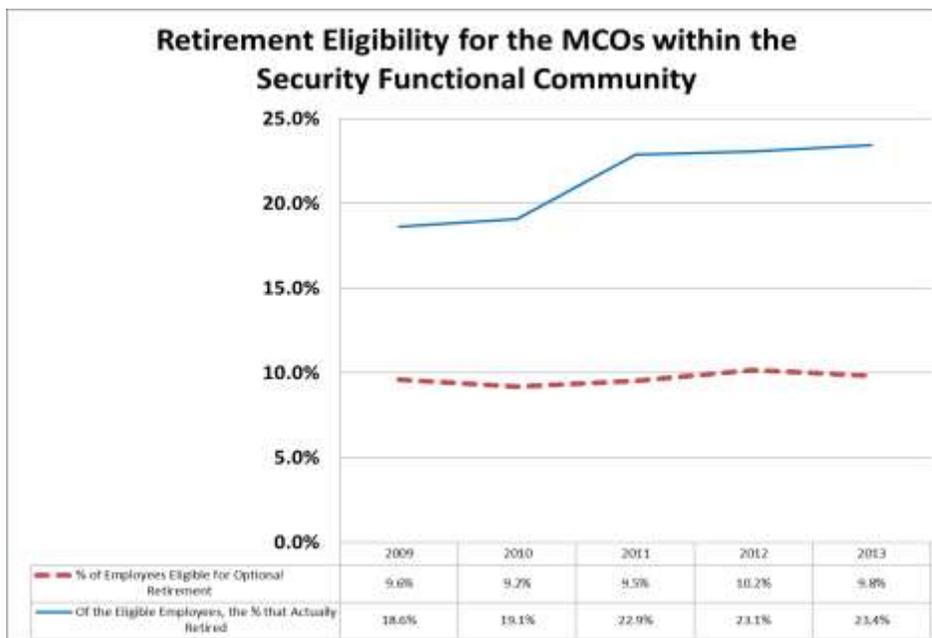


Figure 9: Security Retirement Phasing of the Mission Critical Occupation – 0080

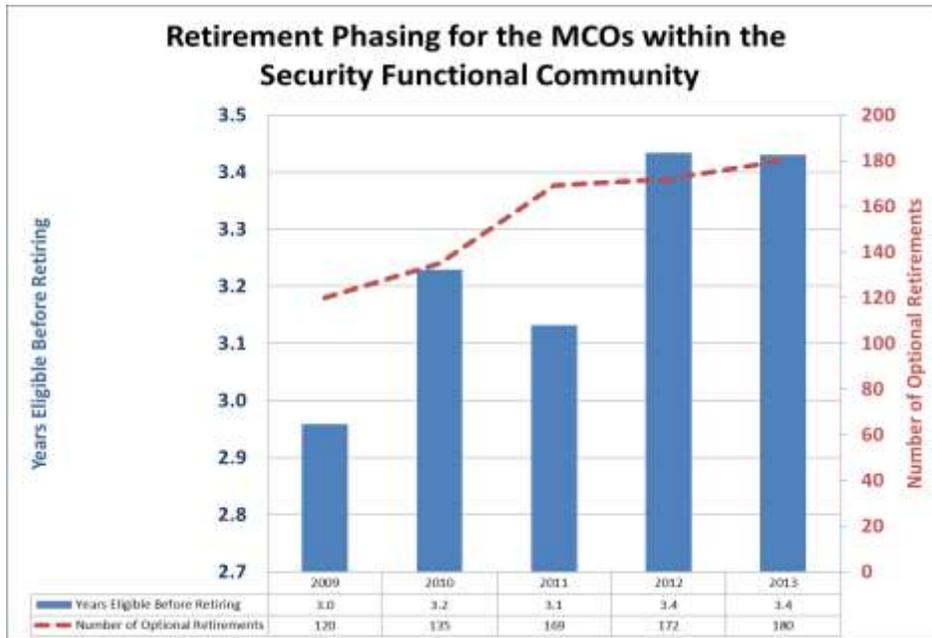
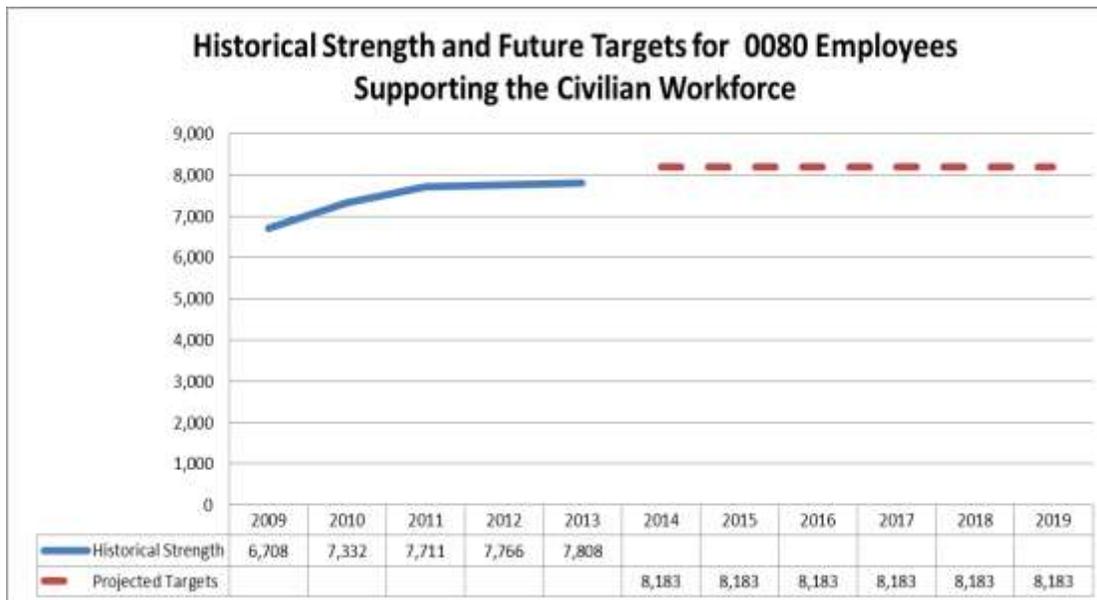


Figure 10: Security Historical Strength and Future Targets of the Mission Critical Occupation – 0080



Appendix 17: **USD (CIO) Information Technology**

APPENDIX 17: INFORMATION TECHNOLOGY FUNCTIONAL COMMUNITY

Overview

The DOD's Information Technology (IT) Management Series, 2210 constitutes the largest civilian series serving the DOD cyberspace mission. Individuals in this series acquire, develop, deliver, manage, secure, protect, and support IT systems and services and are found in every major DOD organization. These IT professionals are integral to building, consolidating, and modernizing outdated legacy infrastructures to achieve efficiencies and provide optimal warfighter support under the Joint Information Environment construct. Members of this 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 particularly with regard to the creation and identification of a cyberspace workforce, a large portion of whom work in traditional IT roles. As the U.S. depends increasingly on cyberspace for communication, storing wealth, delivering essential service, and performing national security functions, cyberspace is an attractive target for those seeking to challenge our security and economic order. Vulnerabilities are continually being created with changes in hardware, software, network configurations, and patterns of human use. Some threats seek to undercut the Department's military effectiveness by gaining unauthorized access to DOD and industry networks and infrastructure on a routine basis, while others probe critical infrastructure throughout the U.S. and in partner countries.¹

In December 2013, the Deputy Secretary of Defense issued the DOD Cyberspace Workforce Strategy, which identifies focus areas for building and maintaining a competent and resilient cyberspace workforce. This strategy embraces and expands upon ongoing federal efforts, including the National Initiative for Cybersecurity Education (NICE) Cybersecurity Workforce Framework and the Office of Personnel Management's "Special Cybersecurity Workforce Project" to code federal civilian positions according to the NICE Framework. DOD has taken the NICE Cybersecurity Workforce Framework and is applying it to a larger, more inclusive cyberspace workforce construct, coding over 35,000 IT Management Series, 2210 position descriptions as Phase I of this Department-wide effort.

¹ 2014 Quadrennial Defense Review, Department of Defense, March 2014

Additionally, DOD's ongoing internal efforts include:

- Establishing and maturing IT/cyberspace roles and responsibilities including development of a DOD Cyberspace Workforce Framework and management issuances to define and direct professional qualifications across multiple occupations
- Applying the DOD Civilian Strategic Human Capital Planning process across its evolving IT/cyberspace civilian community to improve its ability to numerically forecast changing, long-term civilian requirements at the series, competency, or skill level

Environmental Scan

As a nation, the U.S. is under continuous cyber-attack. Escalating, deliberate, malicious, cyberspace activity has broadly targeted public critical infrastructure as well as financial, health, and government organizations. Defense information and systems, commercial proprietary processes, intellectual capital, and private citizens' personal data across the nation also are at risk. The knowledge and skill sets to secure and protect information technology, network, and data storage assets, as well as the management expertise to oversee and influence the governance of countless networks, are valuable capabilities and are in demand in both the public and private sectors.

In this competition for talent, the Department faces its own challenges to achieve a world class, mission ready cyberspace workforce. Through the MCO Determination Process, the IT Functional Community designated the IT Management Series, 2210 as an MCO. Prior to identifying the Information Technology Management Series, 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. The Community determined that the following factors drive the demand for adaptable, highly skilled IT/cyberspace professionals: an increase in commercial threats, changing regulatory requirements for security, increased technology in healthcare needs, and in general, increased mobile device usage far exceeding other technologies. DOD must continue its efforts to recruit and retain qualified individuals with the necessary competencies and skills. In addition, DOD will continue to provide education, training, certification, and developmental opportunities for its IT/cyberspace civilian workforce as the Department standardizes and consolidates to meet mission objectives.

Continuous, significant developments in technology and its application dramatically influence the field, and IT management will continue to evolve and adapt to meet these challenges as well as those associated with JIE advancement. DOD relies on the IT Management Series, 2210 for cyberspace professionals at large, as well as for individuals with specific cybersecurity competencies. DOD IT civilians within this series are integral to cyberspace and defensive operations within the Department and play a role in operations and maintenance of key systems and capabilities.

For scenario-planning purposes, the IT Functional Community identified challenges with a low supply yet high demand for IT/cyberspace personnel. Characteristics of that scenario include a lowered morale (yet no absenteeism) and multiple applicants with mismatched skills. One

recommendation to alleviate those characteristics includes standardizing position description capability and standardizing baseline IT training. The recommendations to ameliorate some of the impacts of budget and sequestration for the IT/cyberspace community (a weaker budget but higher funding requirements) include developing proficiencies and standardizing work roles. With a potential for extensive engagement in global conflict for global and economic considerations, the IT/cyberspace community added recommendations for strategies to include recruiting candidates with needed skill sets, and reshaping and retraining the workforce based on mission changes.

Other Environmental Factors

The Bureau of Labor Statistics projects higher than average growth in many of the IT occupations housed within the Federal IT Management Series, 2210 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 private sector IT/cyberspace-related job roles enjoyed more robust hiring. However, due to budget constraints, sequestration, and the loss of intern programs in FY 2013, DOD has experienced a reduction in recruiting and retaining highly trained IT personnel.

Other areas of high interest are 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 IT Management Community. Further, DOD civilians and veterans with security clearances and IT/cyberspace credentials can be an attractive recruiting target for other organizations, requiring vigilance to retention issues.

The limited number of U.S. citizens who have IT academic credentials, or who are 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, 2210 by turning to veterans who have extensive experience and the necessary citizenship, and who already have, or are capable of attaining, the necessary security clearance.

Finally, average IT salaries within the private sector grew over 5% in 2013 and are projected to grow another 5% in 2014. 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 will challenge the Department's ability to be an employer of choice in an improving economy.

Impacts on Workload Drivers

Several conflicting factors 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 cyberspace workforce imperatives is still being quantified.

Figure 1: Information Technology Demographics

FUNCTIONAL COMMUNITY	Information Technology	Information Technology
Occ Series	All	2210
Occ Series Desc		INFORMATION TECHNOLOGY MANAGEMENT
Workforce Size: Current Strength Totals		
End Strength	44,378	35,776
Department of Army	14,560	11,888
Department of Air Force	10,651	7,747
Department of Navy	11,047	9,263
DoD Agencies (4th Estate)	8,120	6,878
% MALE	74.76%	75.15%
% FEMALE	25.24%	24.85%
% DISABILITY TARGETED	0.95%	0.91%
% DISABILITY NONTARGETED	8.26%	8.11%
% PRIOR MILITARY	55.80%	54.07%
Education		
ED - # WITH LESS THAN BACHELORS	26,164	20,075
ED - # WITH BACHELORS DEGREES	12,882	11,206
ED - # WITH MASTERS DEGREES	5,127	4,329
ED - # WITH DOCTORATE DEGREES	90	78
Planning Considerations		
% ELIG TO RETIRE CURRENT	12.21%	11.20%
% ELIG TO RETIRE NEXT YEAR	3.07%	2.97%
% ELIG TO RETIRE TWO TO FIVE YEARS	13.80%	13.70%
AGE - 29 & Under	2,012	1,684
AGE - 30 to 39	8,548	7,186
AGE - 40 to 49	13,107	10,788
AGE - 50 to 54	9,333	7,521
AGE - 55 to 59	6,804	5,331
AGE - 60 to 64	3,290	2,393
AGE - 65 and over	1,284	873
Career Level 1: GS 1-8 or Equiv.	1,374	298
Career Level 2: GS 9-12 or Equiv.	22,909	17,772
Career Level 3: GS 13-15 or Equiv.	20,095	17,706

Workforce Analysis

The IT Functional Community reviewed FY 2013 workforce data to determine the overall health of the community, as well as recruitment and retention goals necessary to fulfill mission requirements for the IT Management Series, 2210. Two years ago, the intention for the IT Community was to grow 7%. The Community was already on a trajectory to meet that goal when requirements were adjusted downward due to new priorities and Secretary of Defense (SECDEF)-directed efficiencies. Consequently, hires have slowed to support the adjustment in required end strength. The challenge is to forecast future personnel behavior given anticipated budget decreases and a potentially improving economy.

Staffing Gaps

At a macro level the end strength gap in the IT Management Series, 2210 for FY 2013 and FY 2014 is very small, with a FY 2013 surplus of 1.86%, and a potential deficit of 1.17% by the end of FY 2014. Within the workforce there are experience 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, because this series does not have a positive education requirement, fewer than 50% of the community members have a college degree. This lack of broad-based education can result in more training required to prepare individuals to step into management positions. There is also significant fear that shrinking training funds may impact the ability to provide the certification and continuous training required to keep IT individuals' skill sets current.

Recruitment Trends

The IT Management Series, 2210 continues to have a limited number of entry-level positions. Approximately 75% of hires each year occur at the GS-11 to GS-13 levels. 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 budget constraints and the FY 2013 Sequester caused many Components to slow or freeze replacement hires in FY 2013.

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. As a result, the Department is hiring foreign nationals in some situations.

Retention Trends

Over 12% of those in the IT Management Series, 2210 are currently eligible to retire; another 16% will be eligible over the next four years. Over the past five years, retirement phasing (average number of years that people stay after eligibility) has increased by nearly one year. 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/cyberspace 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 that 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.

Resignations of non-retirement eligible employees have increased. As more members of the millennial generation join the workforce, 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 workforce that changes 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/cyberspace workforce requirements and the long-term implications of supporting the cyberspace warfighting domain. Given the increasing importance of cyberspace and the IT Management Series, focus must be placed on maintaining overall community health and creating a governance framework to sustain existing skill sets and address emerging skill requirements. Therefore, the Community has two key issues impacting the IT/cyberspace workforce that should be addressed:

- Inability to consistently and accurately identify the skills requirements needed for positions in a timely manner
- Ineffective talent management resulting in low retention of key personnel

The IT Functional Community will continue to leverage and track its FY 2013 strategies of maximizing the use of IT/cyberspace hiring flexibilities and of leveraging internship and development programs, and has closed these two strategies for reporting purposes. The

Community will continue to report on FY 2013 Strategy 3: Implement Cyberspace Workforce Organizational Guidance with a new metric and timeline completion. This Strategy now becomes Strategy 1 (FY 2013). The DOD IT Functional Community developed three new FY 2014 strategies to address the issues outlined above.

FY 2013 Strategic Workforce Plan Strategy

Strategy # 1 (FY 2013)	Implement Cyberspace Workforce Organizational Guidance
Staffing Gap Addressed	Recruitment, Retention, and Skill Set Development
Occupational Series	2210 (Information Technology Management)
Career Level Entry: GS 1-8 or Equiv. Mid: GS 9-12 or Equiv. Senior: GS 13-15 or Equiv.	All levels
Strategy Details and Impact	Current IT/cyberspace workforce strategy efforts are being co-led by DOD CIO and OUSD (P), in consultation with OUSD (P&R) and the Components. The DOD Cyberspace Workforce Strategy, released in December 2013, includes defining the key roles and functions included under the umbrella of "cyberspace." To support implementation of this strategy, a new 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. Tied to this issuance will be qualification manuals that provided detailed professional development requirements for the cyberspace workforce. Because the IT Management Series, 2210 personnel form the largest civilian segment of the proposed cyberspace workforce, this occupation is expected to be significantly impacted by the new guidance.
Strategy Time Segment Short-term: 0 - 2 years Mid-range: 3-5 years Long-term: 6+ years	Short-term: FY 2015 Q1 signed directive
Implementation Timeline (Identified Milestones)	Implementation of DOD Directive 8140 requirements and tracking of the associated metrics will take time; estimate maturity of program within 3 years after publication of supporting qualifications manuals
Funding Required	Reapportioning of resources may be required as the implementation advances
Metrics to Assess Progress	<ul style="list-style-type: none"> • Publication of DODD 8140, "Cyberspace Workforce Management" • The number of IT/cyberspace positions identified in personnel systems • The number of personnel with required qualification levels identified in personnel systems <p>Note: The entire IT/cyberspace workforce and the proposed cyberspace 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.</p>
Metrics Data Source	DMDC and DCPDS
Strategy Owner(s)/POC(s):	Information Technology Component Functional Community Managers Information Technology OSD Functional Community Manager

FY 2014 Strategic Workforce Plan Strategies

Strategy # 1 (FY 2014)	Complete DOD Cyberspace Workforce Framework (CWF) and Work Roles
Staffing Gap Addressed	Recruitment, Retention, and Skill Set Development
Occupational Series	2210 (Information Technology Management)
Career Level Entry: GS 1-8 or Equiv. Mid: GS 9-12 or Equiv. Senior: GS 13-15 or Equiv.	All levels
Strategy Details and Impact	DOD needs consistency when defining cyberspace work roles and qualifications to enable effective staffing for mission execution, particularly in joint environments. The DOD CIO is leading a working group of DOD Components to develop a DOD Cyberspace Workforce Framework, with associated work roles, based on the integration of NICE Cybersecurity Workforce Framework and the Joint Cyberspace Training and Certification Standards. The goal is to develop a lexicon of work roles by areas of specialty, each with a baseline set of required knowledge, skills, and abilities. This framework will be implemented across the Department to facilitate the identification of personnel in cyberspace work roles and their specialized qualification requirements. Ultimately, the DOD will have the capability to monitor the overall health and capability of the workforce at a granular level not previously attainable. This will have a significant, positive impact on the IT Management Series, 2210, the largest civilian occupation within the cyberspace workforce, enabling the ability to assess the health and readiness of the occupation by key work roles.
Strategy Time Segment (Short-term = 0-2 yrs) (Mid-range = 3-5 yrs) (Long-term = 6+ yrs)	Short term: FY 2015 Q4 Publication of Framework and Work Roles
Implementation Timeline (Identified Milestones)	<ul style="list-style-type: none"> • FY2015 Q2: Develop draft framework and roles. • FY2015 Q4: Finalize framework and publish DOD CIO Implementation memo.
Funding Required	None at this time. Reapportioning of resources may be required as the implementation advances.
Metrics to Assess Progress	<ul style="list-style-type: none"> • Publication of Framework and Work Roles • Identification of IT Management Series, 2210 position descriptions to the work-role level (see Strategy 4)
Metrics Data Source (What system?)	DCPDS
Strategy Owner(s): Strategy POC:	Information Technology Component Functional Community Managers Information Technology OSD Functional Community Manager

Strategy # 2 (FY 2014)	Complete DOD Cyberspace Workforce Qualifications Manual(s)
Staffing Gap Addressed	Recruitment, Retention, and Skill Set Development
Occupational Series	2210 (Information Technology Management)
Career Level Entry: GS 1-8 or Equiv. Mid: GS 9-12 or Equiv. Senior: GS 13-15 or Equiv.	All levels
Strategy Details and Impact	<ul style="list-style-type: none"> As DOD transitions to a cyberspace nomenclature and workforce structure, baseline training, education, and continuous learning identified in current issuances, DOD Directive 8570.01 "Information Assurance Training, Certification, and Workforce Management" and its corresponding manual DOD 8570.01-M "Information Assurance Workforce Improvement Program," do not reflect all of the work roles and qualifications needed to achieve the cyberspace mission. These issuances were intended to address only Information Assurance (IA) work roles. The CWF discussed in Strategy 2 above will identify the full spectrum of cyberspace workforce roles. Therefore, these issuances must be replaced, supplemented, or broadened as the Department develops policy for the entire cyberspace workforce. Additional issuances will be developed and reconciled with existing IT/IA, Intelligence, and Operations policies and directives as needed to provide specific qualification and credentialing requirements for the work roles. These foundational tools will support DOD's ability to collectively and strategically plan for the cyberspace workforce of the future. Individuals in the IT Management Series, 2210 comprised the largest segment of the civilian IA workforce managed under DOD Directive 8570.01 and its corresponding manual. This occupation will continue to have an integral role within the cyberspace workforce and will have significant cybersecurity responsibilities.
Strategy Time Segment Short-term: 0 - 2 years Mid-range: 3-5 years Long-term: 6+ years	Long-term. Estimate maturity of program within five years after publication of manuals.
Implementation Timeline (Identified Milestones)	<ul style="list-style-type: none"> FY2014 Q4: Establish methodology for qualification-manual development. FY2015 Q1: Establish working groups to develop qualification manuals. FY2016 Q2: Submit draft manuals for internal coordination. FY2016 Q4: Submit manuals for formal coordination.
Funding Required	Reapportioning of resources may be required as the implementation advances.
Metrics to Assess Progress	Publication of manuals
Metrics Data Source	DOD Issuances Website
Strategy Owner(s)/POC(s):	Information Technology Component Functional Community Managers Information Technology OSD Functional Community Manager

Strategy # 3 (FY 2014)	Implement Coding of the Cyberspace Workforce
Staffing Gap Addressed	Recruitment, Retention, and Skill Set Development
Occupational Series	2210 (Information Technology Management)
Career Level Entry: GS 1-8 or Equiv. Mid: GS 9-12 or Equiv. Senior: GS 13-15 or Equiv.	All levels
Strategy Details and Impact	As part of its transition to a cyberspace workforce construct, DOD is undertaking a comprehensive workforce coding initiative, aligned to the DOD CWF discussed in Strategy 2. Phase I of this initiative will begin with the coding of civilian IT Management Series, 2210 encumbered positions and incrementally expand to encompass positions for all civilian occupations within the IT Functional Community, as well as additional targeted occupational series in other functional communities. Follow-on phases will increase the granularity of the coding to workforce roles, as well as identify the personnel performing cyberspace functions. This coding will enable DOD to identify and track manpower, personnel, and qualifications to ensure a mission-ready cyberspace workforce.
Strategy Time Segment Short-term = 0-2 yrs Mid-range = 3-5 yrs Long-term = 6+ yrs	Short term: FY 2016 Q4 coding to the work-role level
Implementation Timeline (Identified Milestones)	<ul style="list-style-type: none"> • February 2014: Code system changes. • February 2014: Disseminate coding guidance to DOD Components. • December 2014: Complete DOD Cyberspace Workforce Framework and Work Roles. • September 2015: Disseminate work role coding guidance to DOD Components.
Funding Required	Reapportioning of resources may be required as the implementation advances.
Metrics to Assess Progress	<ul style="list-style-type: none"> • 90% of the IT Management Series, 2210 coded to the specialty area by September 30, 2014 • 75% of the IT Management Series, 2210 coded to the work role level by September 30, 2016
Metrics Data Source (What system?)	DMDC and DCPDS
Strategy Owner(s): Strategy POC:	Information Technology Component Functional Community Managers Information Technology OSD Functional Community Manager

DATA CHARTS AND GRAPHS

All charts and graphs in this section are from source: DCPDS, Date: September 2013

Figure 2: Information Technology Gains and Losses

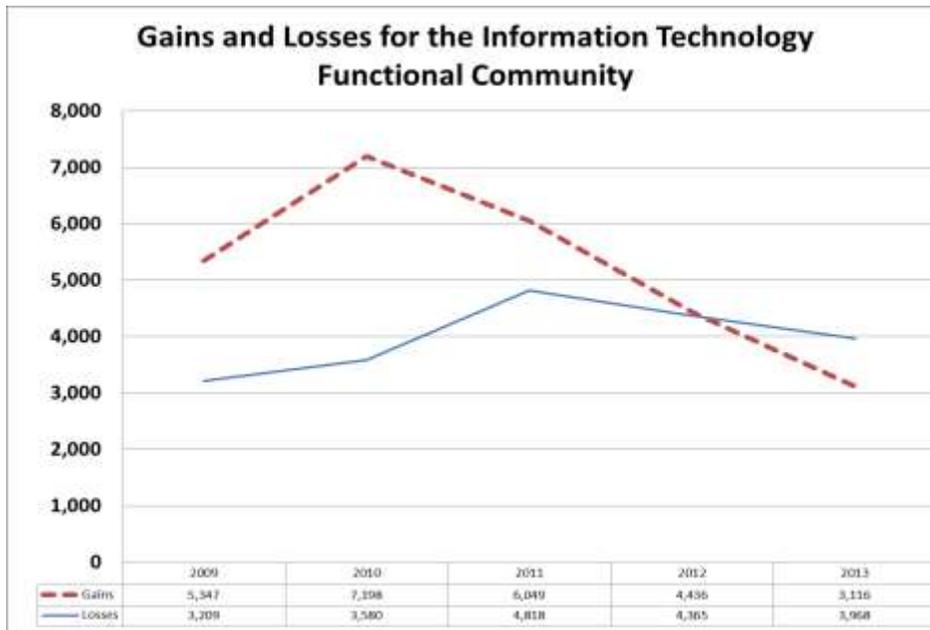


Figure 3: Information Technology Turnover

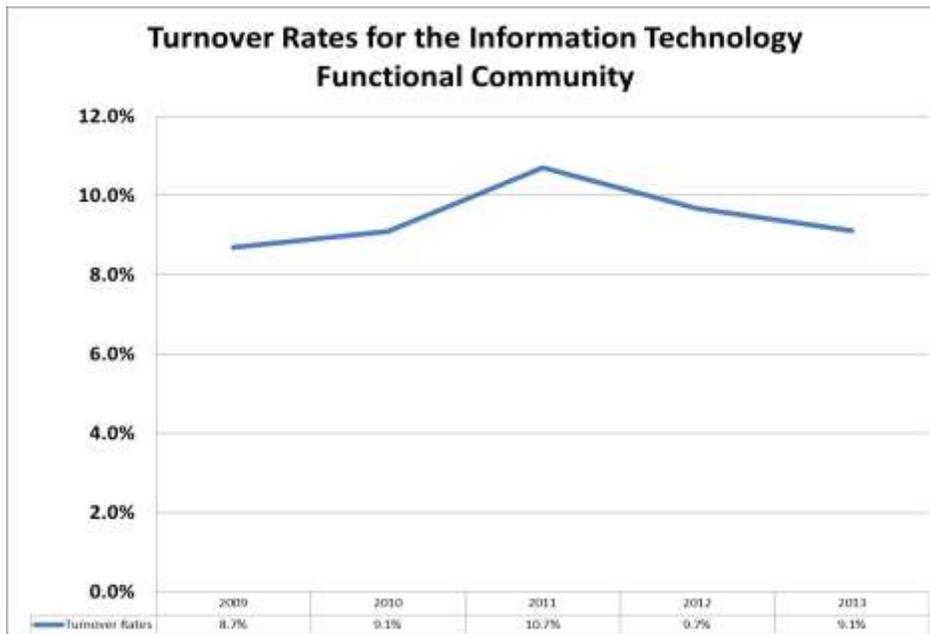


Figure 4: Information Technology Retirement Eligibility

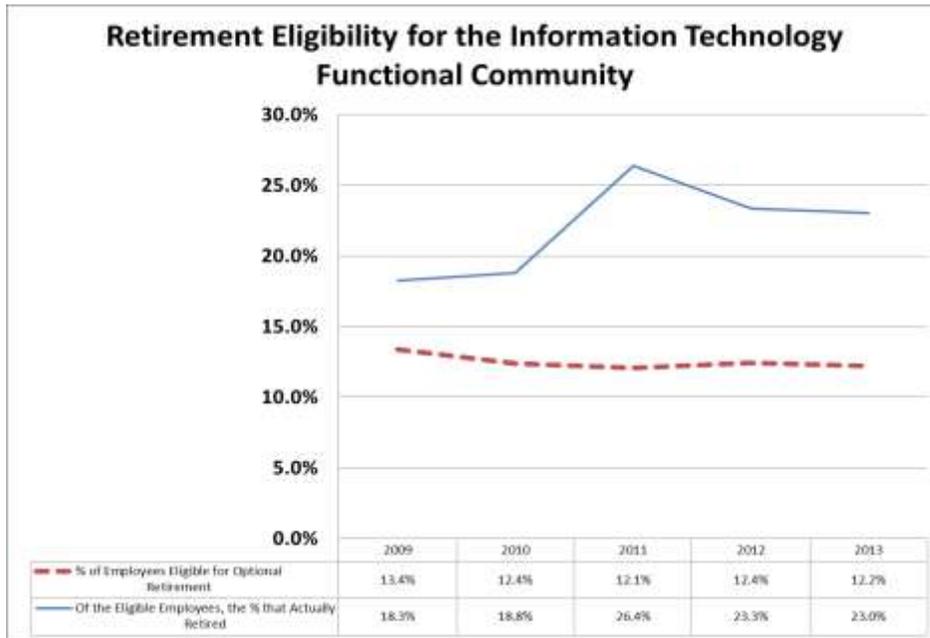


Figure 5: Information Technology Retirement Phasing

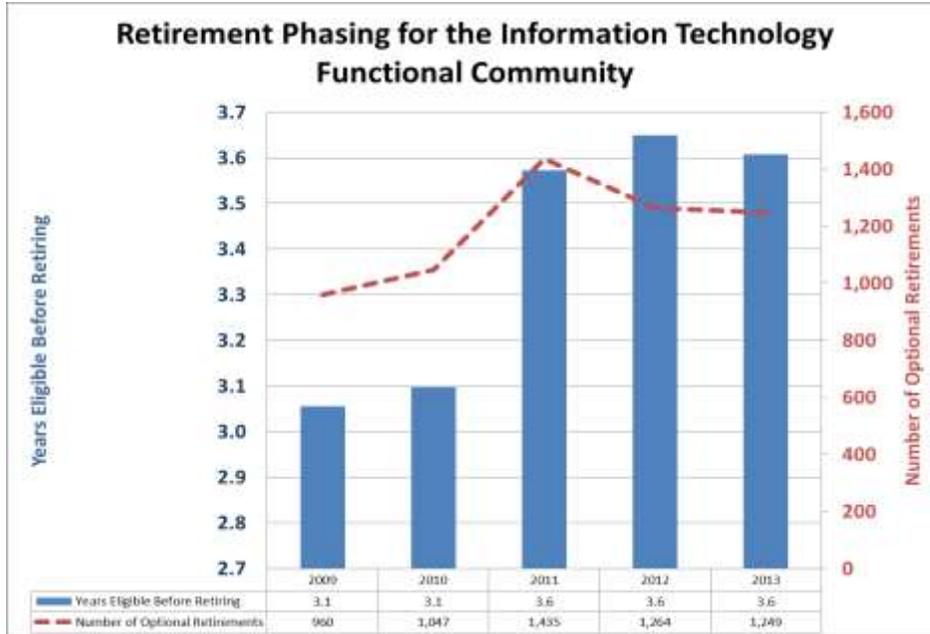


Figure 6: Information Technology Gains and Losses of the Mission Critical Occupation - 2210

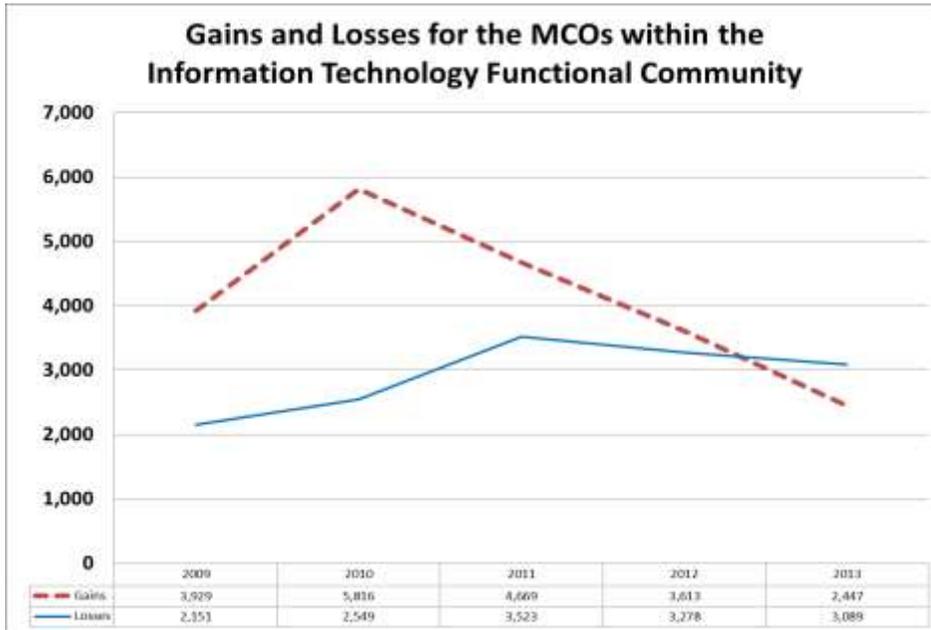


Figure 7: Information Technology Turnover of the Mission Critical Occupation - 2210

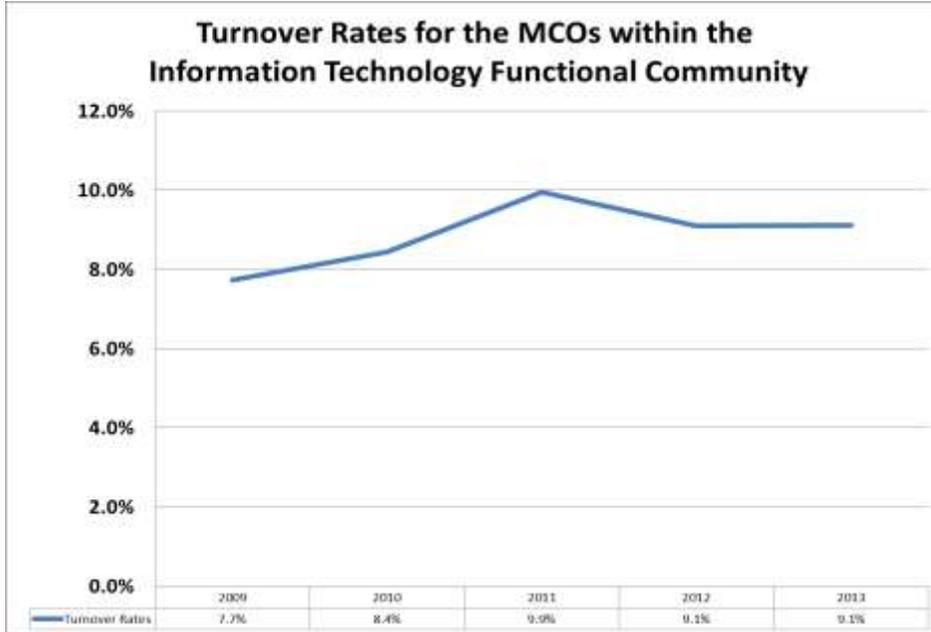


Figure 8: Information Technology Retirement Eligibility of the Mission Critical Occupation - 2210

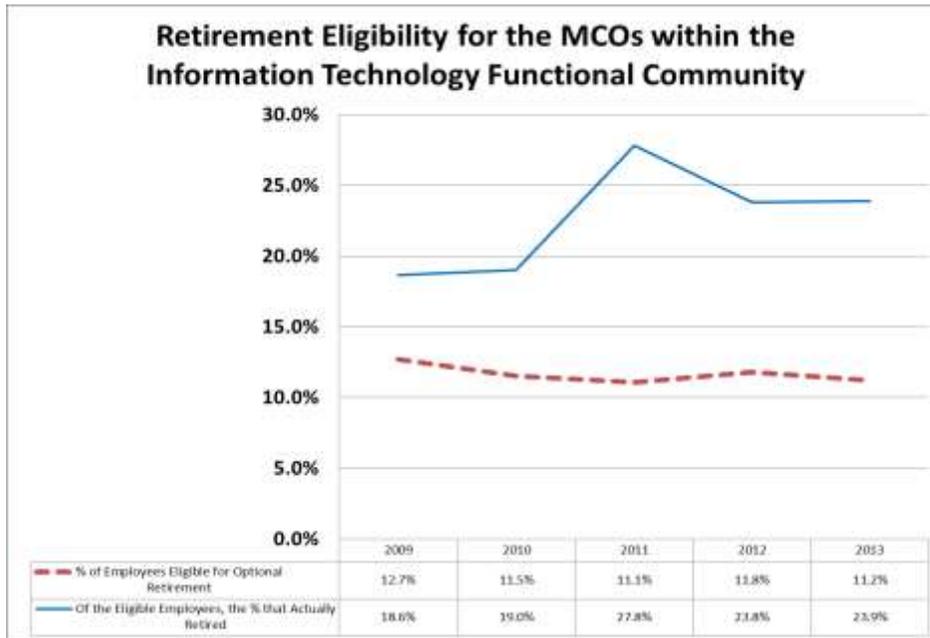


Figure 9: Information Technology Retirement Phasing of the Mission Critical Occupation – 2210

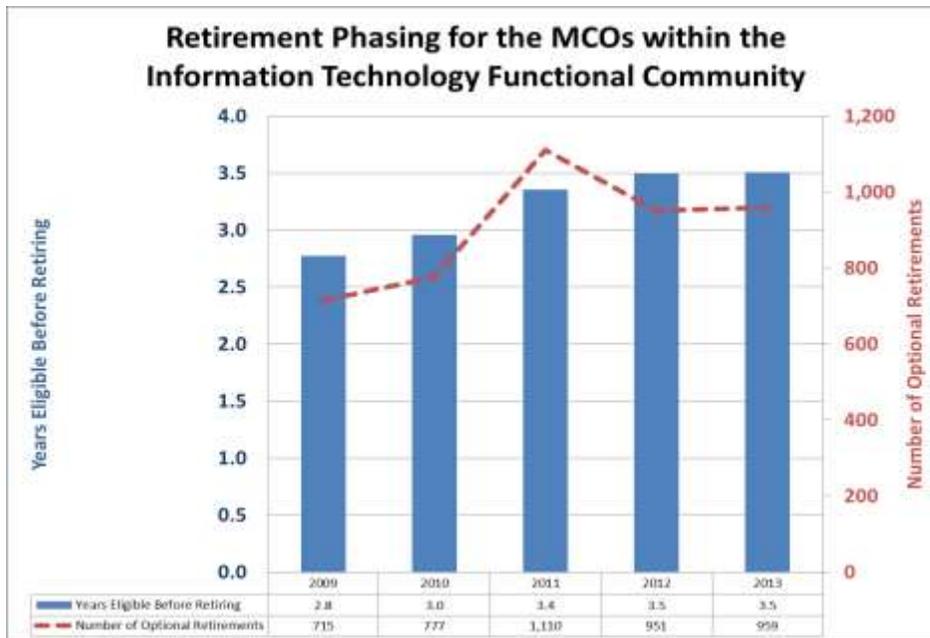
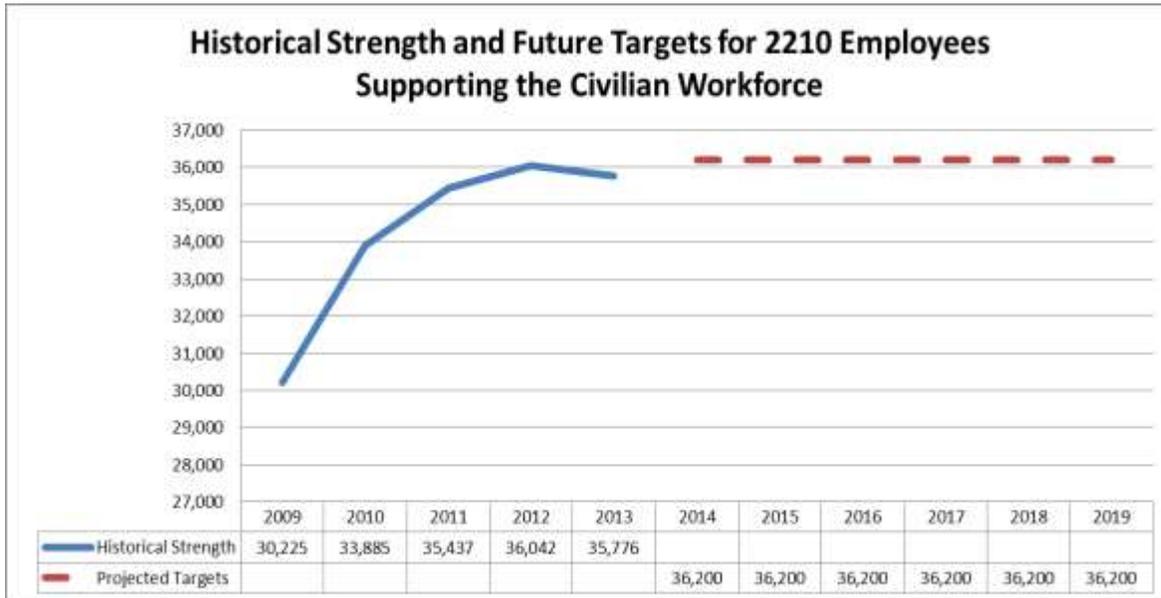


Figure 10: Information Technology Historical Strength and Targets of the Mission Critical Occupation - 2210



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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 that the Department's budget and financial expenditures support the national security objectives of the United States. The FM workforce serves with integrity and is a trusted advisor that provides high-quality information and analytical 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.

In order to provide the best possible advice, FM workforce members are responsible for honing their skills throughout their careers and are encouraged to embrace a culture of continuous learning and improvement. This responsibility takes on increased significance in a constrained fiscal environment as the FM workforce is asked to provide more analytically based recommendations to maximize available funding in order to achieve the greatest impact for the warfighter and the Department. These recommendations will allow the Department to pursue new initiatives 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 workforce continues to work on streamlining customer interaction and providing timely and consistent financial management advisory services.

FM Community Construct

Section 1053 of the National Defense Authorization Act 2012 (NDAA 2012) (Public Law 112-81) requires that the DOD Strategic Workforce Plan *shall include a separate chapter to specifically address shaping and improving the financial management workforce of the Department of Defense, including military and civilian personnel of that workforce*. This definition is consistent with the FM workforce definition in NDAA 2012 sect 1051, which provides the Secretary of Defense with the authority to prescribe professional certification and credentialing standards. Although the FM Community collected authorized and assigned strength-level information from the Components for military officers, warrant officers, and enlisted FM personnel, and will also provide an overall assessment of the FM military workforce's health, this report focuses primarily on the civilian FM workforce.

As of 30 September 2013, the DOD civilian FM workforce has been stratified across 13 occupational series, otherwise known as the 05XX Accounting and Budget Group, as defined by the Office of Personnel Management. Four of the 13 occupational series are designated MCOs: Financial Administration Series, 0501; Accounting Series, 0510; Auditing Series, 0511; and Budget Analysis Series, 0560. Table 1 identifies the 13 FM occupational series in the 05XX Accounting and Budget Group, specifying MCO and non-MCO designations.

Table 1. Financial Management Civilian Occupational Series

Occupational Series	Title	MCO	Non-MCO
0501	Financial Administration	✓	
0503	Financial Clerical and Technicians		✓
0505	Financial Management		✓
0510	Accounting	✓	
0511	Auditing	✓	
0525	Accounting Technicians		✓
0530	Cash Processing		✓
0540	Voucher Examiners		✓
0544	Civilian Payroll Clerk		✓
0545	Military Payroll Clerk		✓
0560	Budget Analysis	✓	
0561	Budget Clerical and Assistance		✓
0599	Financial Management Student Trainees		✓

The military FM workforce is stratified across 12 military specialty series as indicated in Table 2 below.

Table 2. Financial Management Military Occupational Specialties

Component	Title and Series – Officer	Title and Series – Enlisted
Army	Financial Management Officer-36A	Financial Management Technician-36B
	Health Services Comptroller-70C	
Air Force	Financial Management Officer-65FX	Financial Management and Comptroller-6F0X1
	Cost Analyst-65WX	
Navy	31XX Officer	
Marine Corps	Disbursing Officer/Finance Officer-3402	Disbursing Technician-3432
	Financial Management Officer-3404	Fiscal/Budget Technician-3451
	Financial Management Resource Accounting Officer-3408	

Environmental Scan

The FM Community continues to improve the Department's financial processes, controls, and information, but the changing fiscal landscape could affect the Department's ability to make rapid changes and potentially impact the FM workforce's flexibility to adjust to future mission changes. The FY 2015 President's Budget reflects overall civilian manpower reductions of 6.9% over the period FY 2012-2019. As normal attrition occurs, the overall reduction may affect the Community's ability to replace personnel losses. Ongoing difficulties with recruitment, due to extended hiring timelines, hiring freezes, sequestration, and furloughs create additional impacts to the Department's ability to replace key FM personnel. Therefore, retaining skilled personnel becomes increasingly critical as the ability to hire replacements diminishes. While the MCO turnover rate declined from 8.3% in FY 2011 to 7.6% in FY 2013, losses in the MCOs still exceeded gains by 50% as depicted in Figure 6. This was likely driven by Defense-wide hiring freezes due to sequestration, and we would not anticipate this trend to continue.

FM workload projections and skill requirements are changing. The ability to hire auditors, a government-wide MCO, is becoming increasingly difficult due to competition from the private sector and other Federal agencies. With the focus on audit readiness, the availability of highly qualified accountants (Accounting Series, 510) and auditors (Auditing Series, 511) with the skill sets needed to support various types of audits presents a challenge. 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. These changes will increase recruitment difficulties. Steady losses, hiring freezes due to budget constraints and sequestration, and an increased workload could lead to future staffing gaps.

To effectively support the mission to achieve clean, auditable financial statements and be able to adapt to the changing fiscal landscape, the Department needs a well-trained financial management workforce that has strong financial decision support and cost management skills. The DOD FM Certification Program was established to ensure that the Department's financial management skill requirements are met. Although the FM workforce had strong 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 strategy to help meet future requirements. The National Defense Authorization Act 2012 (Public Law 112-81) provided the Secretary of Defense with the authority to prescribe professional certification and credentialing standards. The goal is to implement Active Component FM military and civilian members into the FM Certification Program by the end of FY 2014. As of 26 June 2014, over 38,150 of the approximately 53,000-

member FM workforce have been implemented into the Program, and 199 people have attained the required certification.

The FM Community has identified other courses of action 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 Components' ability to improve FM services for the warfighter, reduce operating costs across the FM enterprise, and achieve audit readiness goals.

For scenario-planning purposes, the FM Community identified future challenges with an increasingly lowered talent supply but high workload demand to meet audit readiness requirements through FY 2017. The challenge of having both a weaker budget and higher funding requirements highlights the need to improve processes and standardize efficiencies to ameliorate some of the impacts of budget and sequestration for this community. With a potential for extensive engagement in global conflict and strong economic growth, the FM Community recognized the need to improve the capabilities of current employees by providing cross-training, executing succession planning, and implementing the FM Certification Program.

Figure 1: Financial Management Demographics as of September 2013

FUNCTIONAL COMMUNITY	Financial Management	Financial Management	Financial Management	Financial Management	Financial Management
Occ Series	All	0501	0510	0511	0560
Occ Series Desc		FINANCIAL ADMINISTRATION AND PROGRAM	ACCOUNTING	AUDITING	BUDGET ANALYSIS
Workforce Size: Current Strength Totals					
End Strength	42,553	12,844	5,139	6,543	7,139
Department of Army	8,462	1,541	1,462	538	3,590
Department of Air Force	7,631	2,714	434	588	2,596
Department of Navy	8,988	5,620	698	388	-
DoD Agencies (4th Estates)	17,472	2,969	2,545	5,029	953
% MALE	37.48%	36.34%	41.39%	49.58%	31.49%
% FEMALE	62.52%	63.66%	58.61%	50.42%	68.51%
% DISABILITY TARGETED	1.09%	0.91%	1.05%	0.68%	0.56%
% DISABILITY NONTARGETED	7.43%	7.34%	8.12%	5.22%	6.27%
% PRIOR MILITARY	29.21%	32.64%	23.11%	16.47%	37.79%
Education					
ED - # WITH LESS THAN BACHELORS	18,605	5,831	806	287	3,689
ED - # WITH BACHELORS DEGREES	15,709	4,308	2,657	4,339	2,197
ED - # WITH MASTERS DEGREES	7,187	2,282	1,262	2,165	1,025
ED - # WITH DOCTORATE DEGREES	52	22	8	8	9
Planning Considerations					
% ELIG TO RETIRE CURRENT	14.12%	15.06%	15.79%	9.81%	14.52%
% ELIG TO RETIRE NEXT YEAR	3.60%	3.86%	3.86%	2.34%	4.23%
% ELIG TO RETIRE TWO TO FIVE YEARS	14.53%	16.36%	14.82%	10.38%	16.45%
AGE - 29 & Under	3,599	797	420	1,168	296
AGE - 30 to 39	7,902	2,050	905	1,869	1,065
AGE - 40 to 49	10,749	3,404	1,191	1,507	2,033
AGE - 50 to 54	8,149	2,825	895	957	1,645
AGE - 55 to 59	6,333	2,008	733	709	1,163
AGE - 60 to 64	3,623	1,051	427	437	574
AGE - 65 and over	1,292	337	172	154	173
Career Level 1: GS 1-8 or Equiv.	8,648	228	83	107	91
Career Level 2: GS 9-12 or Equiv.	19,287	6,938	2,587	3,315	4,454
Career Level 3: GS 13-15 or Equiv.	13,712	5,306	2,073	3,379	2,404

Workforce Analysis

The FM Community reviewed FY 2013 civilian workforce data to determine the overall health of the community and to identify 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. Figure 1 provides the details by MCO. Table 9 in Section 2 – National Defense Authorization Act (NDAA) Legislative Requirements, depicts non-MCO staffing gaps for FYs 2013-2019.

Two of the four MCOs have positive education requirements: Accounting Series, 0510 and Auditing Series, 0511. These MCOs drive the overall education level of the community. In aggregate, 55% of the civilian FM workforce have a bachelor's degree or higher. While 83% of the Accounting Series, 0510 population and 96% of the Auditing Series, 0511 population have a bachelor's degree or higher, only 53% of the Financial Administration and Program Series, 0501 population and 47% of the Budget Analyst Series, 0560 population have post-secondary education levels.

Figure 1 indicates that over 30% of the FM workforce is retirement eligible within the next five years. Historically, retirement-eligible DOD employees remain in the workforce 3.7 years beyond their eligibility—and the FM Community mirrors this trend.

Figure 2, at the end of this section, indicates that since FY 2011, losses in the FM workforce continue to outpace gains. This trend continues even though the FM Community turnover rate has declined from a high of 9.4% in FY 2012 to 8.3% in FY 2013, as indicated in Figure 3. In FY 2013, the FM Community replaced only approximately 58% of the FY 2013 losses. This decrease in replacing losses can be primarily attributed to the hiring freeze directed by the Deputy Secretary of Defense in FY 2013. The freeze was driven by sequestration and the expectation of reduced authorizations for FY 2014 and beyond. Another factor contributing to overall losses is voluntary resignations. While the overall FM workforce voluntary resignation rate declined from 3% in FY 2007-2009 to 2% in FY 2010-2011, it has experienced a small increase to 2.5% in FY 2013. All four MCOs experienced a small increase in voluntary resignations beginning in FY 2012 and continuing through FY 2013. Steady resignations, increased losses, and an increased workload due to budget constraints and sequestration could lead to retention issues.

The Department plans to mitigate some of the retention issues by ensuring that the FM Community is well trained, has the right competencies identified for the FM workforce, and employs the right people with the right skills. The first FM MCO competency assessment was conducted April 7-May 9, 2014. At the enterprise level DOD selected a stratified random sample size of 4,560 FM members in the four FM MCOs in order to obtain statistically valid enterprise-level results at a 95% confidence level. Fifteen FM competencies aligned to the four MCOs were assessed. The response rates for each MCO are as follows:

- Financial Administration Series, 0501 – 20.4%
- Accounting Series, 0510 – 20.8%
- Auditing Series, 0511 – 32.2%
- Budget Analysis Series, 0560 – 20.0%

The results, as analyzed and presented by DOD, support the following two conclusions: 1. The FM enterprise-wide competencies and their alignment to the four FM MCOs are reliable within a 95% confidence interval and 2. The results indicate that the FM Community has manageable gaps at the enterprise-level, and the FM workforce will have the competencies needed in the future to support the Department. This conclusion is consistent with the self-assessment conducted at the Component level and reported earlier in this appendix.

Strategies for addressing identified competency gaps will be developed in conjunction with the FM CFCMs, and progress in closing gaps in critical skills and competencies will be reported in the FY 2016-2021 SWP. At the time this report was finalized, the OFCM was further analyzing the results to determine the impact and implications for the FM community. Detailed discussion of the results, as presented by the DOD Strategic Human Capital Planning Program Office, can be found in Section 2 – National Defense Authorization Act (NDAA) Legislative Requirements of this appendix.

MCO Strategy and Action Plan

In the FY 2013-2018 DOD Strategic Workforce Plan, the FM Community's primary implementing strategy to address current and future workforce training needs and emerging skill requirements was the establishment of the DOD FM Certification Program. The Certification Program provides an overarching, structured means of meeting current challenges, such as improving audit readiness, and a means of developing the workforce to meet future challenges. The Program is course-based and requires specific competency-aligned training at three certification levels.

The strategy has already had specific positive impacts. Because the DOD FM Certification Program is based on the DOD FM Enterprise-wide competencies and the DOD leadership competencies, the FM workforce's awareness of and familiarity with these competencies has increased and continues to do so. The Certification Program includes the standard body of knowledge goal for the FM workforce, and as the Program is implemented, more and more FM personnel are aware of the areas in which they should be competent and proficient. Another positive impact is the significant growth in the DOD e-catalog of FM training. The Certification Program is course-based versus test-based, and courses must be identified, aligned, and accessible for the Program to function properly. The inventory of FM and leadership courses cataloged in the FM myLearn website has increased from the approximately 1,300 courses reported in the FY 2013-2018 SWP to 1,786 as of 17 June 2014.

The identification and coding of FM positions at either FM Certification Level 1, 2, or 3, depending on the level of knowledge required by the positions, is also having a significant and positive impact. Position coding directly supports the competency assessment process by identifying the target proficiency levels required in the Department of Defense Competency Assessment Tool (DCAT). The FM competency gap assessments were performed April 7-May 9, 2014. In this appendix, Section 2 – National Defense Authorization Act (NDAA) Requirements discusses analysis of the FM Community’s DCAT results. Strategies required to ameliorate competency gaps will be reported in the FY 2016-2021 SWP.

In terms of milestones of the DOD FM Certification Program strategy, the short-term goal is to achieve Full Operational Capability (FOC) of the Program for the Active Components by the end of FY 2014. Progress toward this goal is on track, with approximately 47% of the FM workforce implemented by the end of second quarter FY 2014.

The FM Functional Community is using one strategy, described below, for the FY 2015 reporting cycle and will collaborate with the FM Component Functional Community Managers to develop metrics for gauging impact of the FM Certification Program on recruiting and retention. The findings will be reported in the FY 2016-2021 SWP.

Strategy # 1 (FY 2013)	Financial Management Certification Program
Staffing Gap Addressed	Developing an FM Workforce with the required competencies
Occupational Series	MCOs: 501, 510, 511, 560 Non-MCOs: 503, 505, 525, 530, 540, 544, 545, 561, 599
Career Level	All Levels
Strategy Details and Impact	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

Strategy # 1 (FY 2013)	Financial Management Certification Program
	assist commanders and managers in using information to make decisions.
Strategy Time Segment (Short term = 0-2 yrs) (Mid range = 3-5 yrs) (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 as long as they are assigned to an FM Certification-level-designated position.
Implementation Timeline (Identified Milestones)	<ul style="list-style-type: none"> • Pilot: 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. • Policy: The policy for the DOD FM Certification Program, Directive-Type Memorandum 13-004 was signed on 22 March 2013. DOD Instruction 1300.26 was approved and issued on 20 November 2013. • Implementation (Active Component): Phased implementation began in the spring of 2013. Active Component FM civilian and military are being phased in starting with Pilot participants, with an incremental flow of Component implementations in progress throughout the remainder of FY 2014. • Implementation (Reserve Component): Implementation of the Reserve Component is scheduled to begin in second Quarter FY 2015.
Funding Required	The Program relies heavily on existing training and thus the funding to support that training is not additive. Funding needs were solicited from the Components and approximately \$14M per year (FY14-FY18) was included in the FY 2014 President’s Budget to support the Program.
Metrics to Assess Progress	<ul style="list-style-type: none"> • DOD FM Personnel (military and civilian) participating in the DOD FM Certification Program • Targets are as follows: <ul style="list-style-type: none"> • 10% of FM Active Component population implemented by fourth quarter FY 2013 <ul style="list-style-type: none"> ○ Achieved: <ul style="list-style-type: none"> 2% implemented at end of fourth quarter FY 2013 • 46% of FM Active Component population implemented by fourth quarter FY 2014 <ul style="list-style-type: none"> ○ Achieved: <ul style="list-style-type: none"> 11% implemented at end of first quarter FY 2014 47% implemented at end of second quarter FY 2014 • 95% of FM Active Component population implemented by first quarter FY 2015 • 50% of FM Reserve Component population implemented

Strategy # 1 (FY 2013)	Financial Management Certification Program
	by fourth quarter FY 2015
Metrics Data Source	The Washington Headquarters Services (WHS) Learning Management System (LMS) and DCPDS
Strategy Owner(s): Strategy POC:	Office of the Under Secretary of Defense (Comptroller) Human Capital and Resource Management

Conclusion

The FM Community is well positioned to meet upcoming fiscal and other FM concerns for the future. Decreased funding, reduced personnel levels, hiring freezes, possible continuing resolutions, and increased competition for talent reinforce the need for a well-trained workforce with a broad, enterprise-wide perspective. The standard body of knowledge provided by the FM Certification Program is key to overall financial management workforce readiness. The need for a well-trained workforce 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. The FM Certification Program implementing strategy reported in the FY 2013-2018 SWP is continued because the Program will not be fully implemented until the end of FY 2014 for the Active Components and even later for the Reserve Components. Although no notable gaps exist at the Departmental level, Components expressed concern over the ability to recruit accountants and auditors for the future. A more detailed assessment of the FM workforce against each of the legislative requirements can be found in Section 2 – NDAA Legislative Requirements.

Section 2 – National Defense Authorization Act (NDAA) Legislative Requirements

Section 1053 of the National Defense Authorization Act 2012 (NDAA FY 2012) requires that the DOD Strategic Plan *shall include a separate chapter to specifically address shaping and improving the financial management workforce of the Department of Defense, including military and civilian personnel of that workforce.* This section discusses progress against each legislative requirement.

Assessment of the critical skills and competencies that will be needed in the future within the civilian employee workforce by the Department of Defense to support national security requirements and effectively manage the Department during the five-year period corresponding to the current future-years defense (10 U.S.C. § 115b(b)(A))

DOD regulations require development of functional competencies for each career field. The FM competencies were approved by the Under Secretary of Defense, Comptroller in November,

2011 and have been aligned to each of the various FM occupational series, both civilian and military. Competencies are the different kinds of skills financial managers need to perform their jobs. The FM Community paved the way in DOD competency development, identifying 23 competencies important to financial workforce members. Seventeen of the competencies are applicable to the FM Certification Program and are the fundamental building blocks of the Certification Program.

The first MCO competency assessment occurred April 7-May 9, 2014. Fifteen competencies aligned to the four MCOs were assessed. The DCAT survey asked supervisors to indicate which FM competencies would be needed in the future (five years out). Using the responses, DOD calculated a Future Needs Index for each competency. At the time this report was finalized, the OFCM was further analyzing the results to determine the impact and implications for the FM community. The DOD's analysis at the enterprise level of the FM Community's DCAT results indicates that supervisors identified competencies needed for the future as shown in Table 3 below:

Table 3. Future Need Index By Series

Competency	Rank Order by Series			
	501	510	511	560
Financial Concepts, Policies, and Principles	1			
Financial Management Systems	2	3*		2*
Decision Support	3	3*		6
Financial Management Analysis	4			2*
Financial Stewardship	5	5	4	3
Financial Reporting	6	4		
Accounting Concepts, Policies, and Principles		1		
Accounting Analysis		2		
Audit Concepts, Policies, and Principles			1	
Audit Reporting			2*	
Decision Support-Audit Execution			2*	
Audit Planning and Management			3	
Budget Concepts, Policies, and Principles				1
Budget Execution				4
Budget Formulation, Justification, and Presentation				5

* Rank ordered scores were tied

As shown above by MCO, Financial Concepts, Policies, and Principles; Accounting Concepts, Policies and Principles; Audit Concepts, Policies and Principles; and Budget Concepts, Policies and Principles were cited as the highest rated competencies needed for the future.

An FM competency refresh is planned for FY 2015, and the competency assessment results will be used, as appropriate, to inform the refresh to ensure that the FM competencies reflect the critical skills that FM members need now and in the future.

Assessment of the appropriate mix of military, civilian, and contractor personnel capabilities, as determined under the total force management policies and procedures established under section 129a of this title (10 U.S.C. § 115b(e)(2)(A) referencing 10 U.S.C. § 115b(b)(1)(B))

The Strategic Human Capital Management (SHCM) Program Office has indicated the following to the FM Functional Community:

“The incompatibility of the personnel systems of record and the Inventory of Contracts for Services has impeded progress toward this objective. The technical solution for assessing total force capability versus manpower requirements does not presently exist, and will be a focus of the Department’s efforts leading to the FY 2016 report. In the interim, the Department references the annual Defense Manpower Requirements Report (DMRR), prepared annually by the Office of the Assistant Secretary of Defense for Readiness and Force Management, which provides the structure of the Armed Forces to include the Service Components’ military, civilian, and contractor assessments. More detailed information regarding DOD total force mix can be found in the DMRR.”

The annual OUSD(C) Request for Information data call to Components collected detailed civilian FM workforce information and limited military and contractor FM workforce information. The FM Community assessed the health of the FM military workforce based on this data. The civilian FM workforce was assessed as healthy at the Department level, as shown in Tables 7, 8, and 9 below. The military services assessed themselves as healthy and reported no gaps, as indicated in Table 4 below.

**Table 4. Summary of Military FM Personnel Staffing Gaps
FY 2013-2019**

Staffing	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
% Surplus/(Gap)	4.7%	6.9%	1.7%	7.1%	7.2%	7.2%	7.2%

The military financial workforce overages shown in Table 4 are primarily located in the Department of the Air Force. While detailed demographic information on the military FM workforce was not collected for the FY 2014-2019 SWP refresh, selected demographic data such as number of personnel authorized and the end strength by series, as well as overall retention rates will be collected for the FY 2016-2021 SWP in the OUSD(C) Request for Information data call from the Components. Recruitment and retention targets for the military specialties are not set by the FM OFCM; rather, each military service determines requirements and sets recruitment and retention targets based on overall service requirements.

Assessment of the critical skills and competencies of the existing civilian employee workforce of the Department and projected trends in that workforce based on expected losses due to retirement and other attrition (10 U.S.C. § 115b(e)(2)(A) referencing (10 U.S.C. § 115b(b)(1)(C))

The first MCO competency assessment occurred April 7-May 9, 2014. At the time this report was finalized, the OFCM was further analyzing the results to determine the impact and

implications for the FM community. Competency gap results are shown below in Table 5. DOD's analysis at the enterprise level of the FM Community's DCAT results indicates that the FM Community has manageable competency gaps. The skills gap analysis, as shown on Tables 7, 8, and 9, indicates no notable staffing gaps at the enterprise level. The FM Community does not expect to have notable competency or staffing gaps in the near future. Strategies to close the identified competency gaps will be developed in conjunction with the FM Component Functional Community Managers (CFCMs). Progress in closing competency gaps will be reported in the FY 2016-2021 SWP.

Table 5. Competency Gaps by Series

Competency	*Competency Deficit Gaps by Series			
	501	510	511	560
Financial Concepts, Policies, and Principles	-0.506			
Financial Management Systems	-0.490	-0.484		-0.493
Decision Support	-0.562	-0.596		-0.584
Financial Management Analysis	-0.575			-0.562
Financial Stewardship	-0.491	-0.436	-0.558	-0.487
Financial Reporting	-0.474	-0.512		
Accounting Concepts, Policies, and Principles		-0.493		
Accounting Analysis		-0.525		
Audit Concepts, Policies, and Principles			-0.665	
Audit Reporting			-0.748	
Decision Support-Audit Execution			-0.744	
Audit Planning and Management			-0.737	
Budget Concepts, Policies, and Principles				-0.449
Budget Execution				-0.429
Budget Formulation, Justification, and Presentation				-0.607

***Competency Deficient Gap Interpretation**

Deficit gaps of -0.500 or more merit consideration of strategies to close gaps.

Workforce data, as shown in Figure 1 indicates that over 30% of the FM workforce is retirement eligible within the next five years. Historically, retirement-eligible DOD employees remain in the workforce 3.7 years beyond their eligibility—and the FM Community mirrors this trend.

Figure 2, at the end of this section, indicates that since FY 2011, losses in the FM workforce continue to outpace gains. This trend continues even though the FM Community turnover rate has declined slightly from FY 2012 to FY 2013, as indicated in Figure 3. In FY 2013, the FM Community replaced only approximately 58% of the FY 2013 losses. This decrease in replacing losses can be primarily attributed to the hiring freeze directed by the Deputy Secretary of Defense in FY 2013. The freeze was driven by sequestration and the expectation of reduced authorizations for FY 2014 and beyond.

Assessment of gaps in the existing or projected civilian employee workforce of the Department that should be addressed to ensure the Department has continued access to the critical skills and competencies it needs (10 U.S.C. § 115b(e)(2)(A) referencing 10 U.S.C. § 115b(b)(1)(D))

The first MCO competency assessment occurred April 7-May 9, 2014. At the time this report was finalized, the OFCM was further analyzing the results to determine the impact and implications for the FM community. The OFCM and CFCMs will review all competency gaps, but DOD's analysis at the enterprise level of the FM Community's DCAT results indicate four competency gaps in the Auditing Series, 0511 that should be addressed first. While the majority of the FM Community deficit gaps are below 0.5 the enterprise-level, as shown in Table 5, the largest gaps are in the Auditing Series, 0511. Four of the five Auditing Series competencies have the highest gaps. Table 6 displays the rank order of these four competencies in DOD's Criticality, Priority, and Future Needs indices and supports the need to address gaps in these competencies first. The Criticality Index consists of three questions:

1. Is it important for this employee's position to have this competency at the time of appointment?
2. Does possession of this competency distinguish between a superior and average worker?
3. How important is it to perform this competency?

The Priority Index ranks the competencies in order of importance to workforce management. The final results and strategies developed to ameliorate the competence gaps will be reported in the FY 2016-2021 SWP.

Table 6. List of Competency Gaps to Address in Auditing Series

Competency	Criticality/Priority Indices Ranking	Future Needs Index Ranking
Audit Concepts, Policies and Principles	1	1
Audit Reporting	3	2*
Decision Support-Audit Execution	2	2*
Audit Planning & Management	4	3

*Rank order scores were tied

For the Auditing Series, 0511, the Criticality and Priority Indices ranking were identical.

OUSD(C) collected information from the Components regarding workforce health assessment and staffing gaps. The strength levels of the entire civilian FM workforce, mission critical occupations (MCOs), and non-mission critical occupations (non-MCOs) were assessed, and the FM Community was found to be healthy at the Departmental level for FY 2014-2019. Gaps are calculated as the percentage difference between authorized and assigned strength levels. While some gaps were found at the Component level in FY 2013, the hiring freeze and the lengthy time to hire were cited as the predominate reasons for gaps. The FM OFCM intends to benchmark with other functional community OFCMs who have pursued the use of direct and/or expedited hiring authorities to determine whether pursuing these hiring authorities may be a viable strategy for FM in the future. Table 7 depicts gaps for MCOs and non-MCOs for FY 2013, and Table 8 depicts gaps for each MCO for FY 2013-2019.

Table 7. Summary of Civilian MCO and Non-MCO Staffing Gaps at the Departmental Level – FY 2013

Staffing	FY 2013	MCOs	Non-MCOs
% Surplus/(Gap)	(2.9%)	(3.2%)	(2.2%)

Table 8. Summary of Civilian MCO Staffing Gaps at the Department Level, FY 2013 – FY 2019

Occupational Series	Percent Surplus/(Gap)						
	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
0501	(4.5%)	(0.5%)	(0.1%)	0.2%	0.5%	0.5%	0.5%
0510	3.3%	2.6%	3.1%	3.9%	4.6%	5.5%	5.8%
0511	(6.1%)	(1.5%)	(1.4%)	(1.2%)	(1.0%)	(0.8%)	(0.8%)
0560	(2.3%)	1.9%	2.5%	2.5%	2.5%	2.5%	2.6%
Total	(3.2%)	0.1%	0.5%	0.9%	1.3%	1.4%	1.4%

While all four MCOs experienced a decrease in gaps from FY 2012 to FY 2013 due to a decrease in authorizations (targets), small gaps remained for two MCOs: the Financial Administration Series, 0501 and the Auditing Series, 0511. The Financial Administration Series, 0501 gaps are so small that this series essentially has no gaps for FY 2014 through FY 2019. Although the SHCM Program Office data indicates a gap in the Budget Analyst Series, 0560, aggregation of Component data indicates no gaps at the Department level, and direct input from the Components indicates no issues with the current or projected fill for Budget Analyst Series, 0560 personnel. As of the end of FY 2013, the non-MCOs constitute only 26% of the workforce

and an assigned strength of 10,888 personnel stratified over nine series. As of the end of FY 2013, only three series had authorizations over 1,000: Financial Clerical and Technician Series, 0503, with an authorized level of 3,079; Accounting Technicians Series, 0525, with an authorized level of 4,029; and Military Payroll Clerk Series, 0545, with an authorized level of 1,702. Because each series is a relatively small population, the gaps expressed in percentages may seem large, but the gaps in personnel levels are relatively small compared to the entire civilian FM workforce. Table 9 indicates projected gaps for these series.

Table 9. Summary of Civilian Non-MCO Staffing Gaps at the Department Level, FY 2013 – FY 2019

Occupational Series	Percent Surplus/(Gap)						
	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
0503	0.4%	0.3%	0.6%	0.8%	1.0%	1.1%	1.1%
0505	(19.0%)	(17.5%)	(17.5%)	(17.5%)	(17.5%)	(17.5%)	(17.5%)
0525	(2.5%)	(1.8%)	(1.2%)	(1.2%)	0.2%	1.3%	1.3%
0530	(9.7%)	6.4%	6.4%	6.4%	6.4%	6.4%	6.4%
0540	(11.9%)	(18.8%)	(18.8%)	(18.8%)	(18.8%)	(18.8%)	(18.8%)
0544	6.8%	11.6%	12.3%	13.8%	13.9%	14.1%	14.3%
0545	(4.8%)	(0.5%)	(0.5%)	(0.5%)	(0.5%)	(0.6%)	(0.6%)
0561	0.8%	(2.0%)	(2.0%)	(2.0%)	(2.0%)	(1.7%)	(1.7%)
0599	86.7%	54.5%	70.8%	70.8%	70.8%	71.3%	70.8%
Total	(2.2%)	(0.3%)	0.1%	0.7%	1.2%	1.2%	1.2%

The largest gaps are found in the Financial Management Series, 0505 and Voucher Examiners Series, 0540. The Air Force assessed the Financial Management Series, 0505 as unhealthy due to a gap of 161 personnel. The OFCM will collaborate closely with the AF CFCM to develop strategies to address the unhealthy series and eliminate gaps. The gap for Voucher Examiner Series, 0540 is small—12 people, and all Components assessed themselves as healthy and able to manage the gap. Although the Financial Management Student Trainee series, 0599 shows a surplus, upon completion of training, individuals in this series will move into one of the other 05XX series to fill staffing gaps.

Overall, the FM Community assesses itself as healthy. At the Departmental level, no notable gaps exist in the MCOs or the non-MCOs that affect the FM Community's ability to carry out its mission.

Plan of action for developing and reshaping the civilian employee workforce of the department to address gaps in critical skills and competencies that includes specific recruiting and retention goals, especially in areas identified as critical skills and competencies, including program objectives of the department to be achieved through such goals, and the funding needed to achieve such goals (10 U.S.C. § 115b(e)(2)(B) referencing 10 U.S.C. § 115b(b)(2)(A))

While each Component develops unique recruiting programs and utilizes retention incentives based upon individual Component needs, discussed below are enterprise-wide recruiting programs and retention trends.

Recruiting

The DOD Components use various recruiting strategies to meet and/or exceed FM MCO demands and utilize existing recruiting and retention incentives.

- **Entry Level** - The FM Components use applicable hiring authorities to recruit and hire candidates at colleges and universities. All entry level personnel in a formal intern program complete at least a two-year program that includes formal developmental training plans and developmental assignments. The Components also use OPM's Pathways Programs, which allows the Department to hire interns under the Pathways Internship Program, recent graduates under the Recent Graduates Program, and fellows under the Presidential Management Fellows, as well as provide tuition assistance to support continued educational development. The FM Community primarily uses the Recent Graduates Program, but CFCMs expressed concern about the ability to target certain segments of the population (outstanding college graduates with no prior military experience) through the current structure of this program. The FM Community is exploring the use of the other two Pathways Programs. Additionally, the FM OFCM intends to benchmark with other functional community OFCM's who have pursued the use of direct and/or expedited hiring authorities to determine whether pursuing these hiring authorities may be a viable strategy for FM in the future. At entry level, Components utilize some recruitment incentives and student loan repayment programs to attract well-qualified candidates; however, recent policies driven by sequestration and reduced budgets have impacted the use of these incentives.
- **Mid-Level** - The FM Components use applicable hiring authorities to recruit mid-level new-hires from multiple sources, including 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. At the mid-level, Components supplement college recruiting with internal recruitment strategies.
- **Senior Level** - The FM Components use 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, including the existing civilian workforce, former military leaders, and industry.

Gains to the FM workforce come from multiple sources, but the predominant source of appointments is a combination of military annuitant and prior military service. These two categories represented 37% of appointments in FY 2013, with recent college graduates representing only 13% of appointments. This pattern is representative of all MCOs with the exception of the Auditing Series, 0511, which had 41% of new appointments from the recent college graduates talent pool.

The FM Community has concerns regarding the difficulty of hiring Millennials into DOD and is exploring several initiatives to target specific talent pools by leveraging the OPM Pathways Programs. Several Components noted concerns with recruiting for Accounting Series, 0510 and Auditing Series, 0511 positions due to increased competition with the private sector and other Federal agencies. The OFCM is benchmarking the use of direct and expedited hiring authorities and other successful recruiting and retention programs with other functional communities to determine applicability to the FM Community. If successful programs are identified that will potentially benefit the FM Community, the Community will pursue the approved legislative changes necessary to affect the identified strategies.

Retention

Retirements continue to be the most common reason for FM workforce attrition. The retirement rate declined from 4.3% in FY 2011 to 3.6% in FY 2013, which is consistent with the overall DOD civilian retirement rate. Voluntary resignations, another element in overall losses, although small in number, affect the Department's ability to retain a skilled workforce. The overall FM workforce voluntary resignation rate remained at 3% for FY 2007-2009 and declined to 2% for FY 2010-2011. Beginning in FY 2012, the voluntary resignation rate experienced a small increase to 2.4% and in FY 2013 reached 2.5%. Over half of the voluntary resignations, 500 out of 911, were from the MCOs. For FY 2013 and prior years, most voluntary resignations were from the Auditing Series, 0511. More analysis is required to determine the cause for the overall increase, but representatives from Components with large auditor populations state that many resign because they decide to change career fields early in their career. As indicated in Figure 7, the turnover rate for the MCOs declined from 8.3% in FY 2011 to 7.6% in FY 2013; however, losses exceeded gains for the MCOs by 50% as depicted in Figure 6. Steady resignations, hiring freezes, and an increased workload due to budget constraints and sequestration could lead to further retention issues.

The first MCO competency assessment occurred April 7-May 9, 2014. At the time this report was finalized, the OFCM was further analyzing the results to determine the impact and implications for the FM community. The SHCM Program Office analysis of the FM Community's DCAT results provides insights into where to focus recruiting and retention strategies.

As shown in Table 5, the DCAT results indicate that the largest gaps are in the Auditing Series, 0511. While notable enterprise-level staffing gaps are not expected in the Auditing Series, 0511, more targeted use of incentives such as recruiting and retention incentives and student loan repayment, as well as targeted recruiting can be used by Components to close competency gaps. Specific recruiting and retention strategies to address identified gaps will be developed in conjunction with the CFCMs, and progress in closing gaps in critical skills and competencies will be reported in the FY 2016-2021 SWP.

The funding for recruiting and retention initiatives is included in Components' budgets. Full funding of the FY 2015 President's Budget and the associated FYDP will provide adequate funding for retention and recruiting. The Components review funding requirements at least annually.

Plan of action for developing and reshaping the civilian employee workforce of the department to address gaps in critical skills and competencies that includes specific strategies for developing, training, deploying, compensating, and motivating the civilian employee workforce of the department, including program objectives of the department to be achieved through such strategies, and the funding needed to implement such strategies (10 U.S.C. § 115b(e)(2)(B) referencing 10 U.S.C. § 115b(b)(2)(B))

The FM competency framework serves as a blueprint for the deliberate development of the next generation of the DOD FM workforce. The 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. The competencies provide an integrated and standardized FM body of knowledge; create an agile, flexible workforce; maintain a high-performing workforce; increase professionalism; and offer a clear career path for career development.

The overarching strategy for training and motivating civilian FM employees is through the FM Certification Program. The FM Certification Program's primary purpose is to establish a competency-based framework to guide DOD FM professional development. Its second purpose is to provide a consistent, disciplined mechanism to ensure appropriate training and development in key areas such as audit readiness, fiscal law, ethics, and decision support. In addition, the Program emphasizes career broadening and leadership development. In summary, training and development in technical and leadership competencies will ensure that the FM workforce has the knowledge, skills, and abilities necessary to meet DOD resourcing challenges and achieve auditable financial statements.

The FM Certification Program is course-based, requiring completion of courses that align to the FM competencies. The Program is supported by two important websites: FM Online and FM myLearn. FM Online is the "one-stop" site for all FM Certification Program information including 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 site also provides access to virtual training, web-based training, job aids, and links to Component FM websites and other sites of interest to DOD FM personnel, such as FM myLearn. FM myLearn is an electronic catalog of training, leadership, and professional development courses that provides competency alignment information on courses. As of 17 June 2014, FM myLearn contained 1,786 courses.

An additional system supporting the FM Certification implementing strategy is the DOD FM Learning Management System (LMS). The DOD FM LMS is the “system of record” for the FM Certification Program and the sole repository for FM certification documentation across the Department. The DOD FM LMS automatically populates a customized curriculum based on the requirement of a particular certification level, tracks and records progress towards certification, and allows a user to launch web-based courses.

Funding for the FM Certification Program is included in the OUSD(C) and Components’ budgets. The program relies heavily on existing training and thus the funding to support that training is not additive to the Program. Funding needs were solicited from the Components, and approximately \$14M per year (FY 2014-2018) was included in the FY 2014 President’s Budget to support the Program. Funding requirements are reviewed at least annually by the Components and the OUSD(C) Human Capital Resource Management (HCRM).

A training strategy used by the FM Community to develop future leaders is the Defense Civilian Emerging Leader Program (DCELP). The FM Community annually sends members of the Components’ best and brightest future leaders to this course, which meets for 34 days over a 10 month period. DCELP is fully funded for FY 2014, and funding for FM participants has been requested in the FY 2015 budget. Full funding of the FY 2015 President’s Budget and the associated FYDP will provide adequate future funding for DCELP.

The first MCO competency assessment occurred April 7-May 9, 2014. At the time this report was finalized, the OFCM was further analyzing the results to determine the impact and implications for the FM community. The SHCM Program Office analysis of the FM Community’s DCAT results provides insights into how to focus development and training strategies.

As shown in Table 5, the DCAT results indicate that the largest gaps are in the Auditing Series, 0511. While notable enterprise-level staffing gaps are not expected in the Auditing Series, 0511, more targeted use of incentives such as recruiting and retention incentives and student loan repayment, as well as targeted recruiting can be used by Components to close competency gaps. Specific development and training strategies to address identified gaps will be developed in conjunction with the CFCMs, and progress in closing gaps in critical skills and competencies will be reported in the FY 2016-2021 SWP.

Plan of action for developing and reshaping the civilian employee workforce of the department to address gaps in critical skills and competencies including any incentives

necessary to attract and retain any civilian personnel possessing the skills and competencies identified (10 U.S.C. § 115b(e)(2)(B) referencing 10 U.S.C. § 115b(b)(2)(C))

Over the past years, the FM Community used a variety of recruitment incentives including superior qualifications and special salary rates, recruitment and relocation incentives, and student loan repayments to attract and retain personnel in the MCOs; however, use of incentives has been declining since FY 2010 due to budget pressures. Relocation incentives were used most frequently, but usage has declined 65% from a high of 333 granted in FY 2011 to only 115 granted in FY 2013. Student loan repayment is the next most frequently used incentive, but usage has declined by 62%, from a high of 253 granted in FY 2010 to only 96 granted in FY 2013. Recruitment incentives have also declined by 94%, from a high of 328 in FY 2010 to only 21 in FY 2013. Special salary rates, while used in FY 2011 and FY 2012 for one Budget Analyst Series, 0560 position and one Accountant Series, 0510 position, respectively, were not used in FY 2013. Superior qualification rates have been used for all four MCO series, although in small numbers.

The first MCO competency assessment occurred April 7-May 9, 2014. At the time this report was finalized, the OFCM was further analyzing the results to determine the impact and implications for the FM community. The SHCM Program Office analysis of the FM Community's DCAT results provides insights into how to focus limited incentives to attract and retain any civilian personnel possessing the skills and competencies needed.

As shown in Table 5, the DCAT results indicate that the largest gaps are in the Auditing Series, 0511. While notable enterprise-level staffing gaps are not expected in the Auditing Series, 0511, more targeted use of limited recruiting and retention incentives, and student loan repayment can be used to close competency gaps. The decline in the use of incentives is consistent and prudent in an environment when the size of the total DOD workforce is decreasing, and the DOD budget is declining. Sound workforce management by the Components will retain the best qualified workforce members wherever possible. The FM Community will continue to use limited incentives in small numbers, selectively focused on gaps in critical skills and competencies in order to attract and retain people in the MCOs.

Plan of action for developing and reshaping the civilian employee workforce of the department to address gaps in critical skills and competencies that includes any legislative changes that may be necessary to achieve its recruiting and retention goals (10 U.S.C. § 115b(e)(2)(B) referencing 10 U.S.C. § 115b(b)(2)(F))

Currently, no legislative changes are required to achieve recruiting and retention goals. However, the FM OFCM is researching this area to benchmark existing successful recruiting and retentions programs in other functional communities. If successful programs that will potentially benefit the FM Community are identified, the Community will pursue the approved legislative changes to affect the identified strategies. This benchmarking initiative started in the second quarter of FY 2014 with the Information Technology Functional Community.

Although not a recruiting or retention program, the Department is seeking one legislative change needed to establish a Pilot Financial Management Exchange Program (FMEX) between DOD and private industry beginning in FY 2015 and ending in FY 2019.

The Exchange Program provides a unique opportunity for industry and government to share best practices, gain a better understanding of each other's financial management practices and challenges, create partnerships with industry, enhance FM competencies and skills of DOD FM personnel, and improve financial information.

The FMEX is modeled after the DOD Information Technology Exchange Program. Not more than 10 total DOD/private sector employees will participate per exchange, and the duration of each exchange ranges from three months to one year. The program will be open to GS-11 (or equivalent) or higher employees who have received exceptional performance ratings.

The Department submitted a legislative proposal for the Program to the Office of Management and Budget for inclusion in the proposed FY 2015 National Defense Authorization Act. No additional funding is required to implement the Pilot.

Specific steps the department has taken or plans to take to develop appropriate career paths for civilian employees in the financial management field and to implement the requirements of (10 U.S.C. § 1599d of this title 10 U.S.C. § 115b(e)(2)(C))

The Department is required to develop appropriate career paths for civilian employees in the FM career field. While most DOD Components have detailed FM career paths for their respective agency or service, the Department did not have enterprise-wide career paths for the 13 occupational series that constitute the FM career fields. A career path is a tool for employees to learn about the competencies, skills, and educational requirements required 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 an entry-level to a senior-level position. Work on enterprise-wide career paths at the OUSD(C) level has progressed greatly since the FY 2013-2018 SWP. DOD enterprise-level career roadmaps have been developed for all 13 05XX occupational series and are in final coordination. The career paths reflect the technical training in FM competencies, leadership training required, and the professional development recommended at various grade levels. The career paths incorporate FM Certification Program requirements and allow for Component-unique career development requirements. The enterprise-level career paths are expected to be finalized and published by the end of FY 2014.

A plan for funding needed improvements in the financial management workforce of the department through the period of the current future-year's defense program including a description of any continuing shortfalls in funding available for that workforce 10 U.S.C. § 115b(e)(2)(d))

Workforce improvement initiatives vary by Component and depend upon staffing and competency gaps. Funding for these initiatives is included in each Component's budget. Full

funding of the FY 2015 President’s Budget and the associated Future Years Defense Program (FYDP) will provide adequate funding for currently identified workforce improvements. Funding requirements for OUSD(C)-developed workforce improvements and evolving future requirements are reviewed annually by the OUSD(C) HCRM. The DOD FM Certification Program implementing strategy is in its early maturation stage and currently involves only the Active Component FM military and civilians. The implementation of the Reserve Components will begin in FY 2015. This includes National Guard Bureau, Army National Guard, Air National Guard, U.S. Army Reserve, U.S. Air Force Reserve, U.S. Navy Reserve, and the U.S. Marine Corps Reserve. As planning for this implementation goes forward, if any issues that drive funding shortfalls are encountered, they will be worked through the budget process to ensure that the Program is sufficiently funded.

DATA CHARTS AND GRAPHS

All charts and graphs in this section are from source: DCPDS, Date: September 2013

Figure 2: Financial Management Gains and Losses



Figure 3: Financial Management Turnover

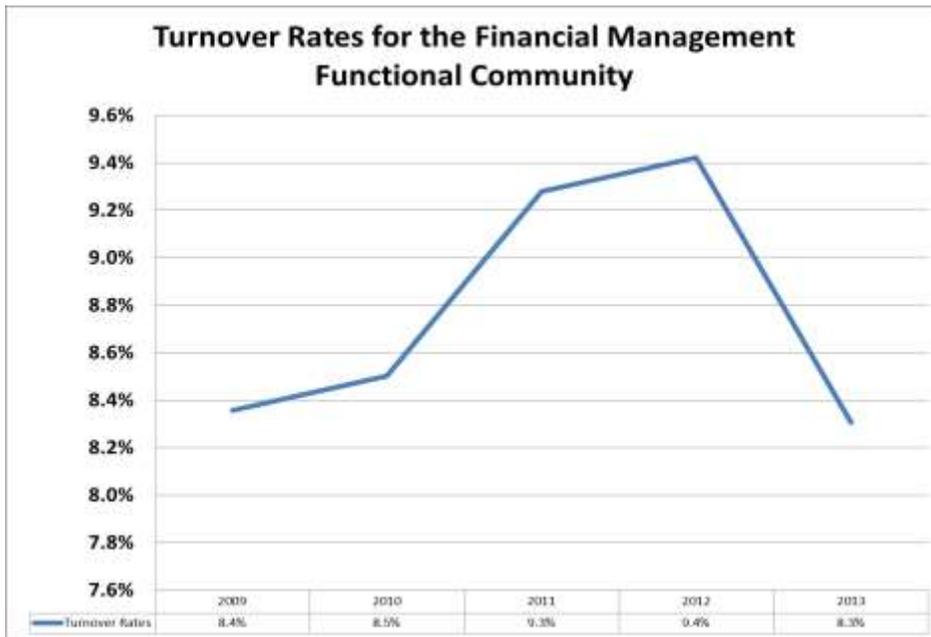


Figure 4: Financial Management Retirement Eligibility

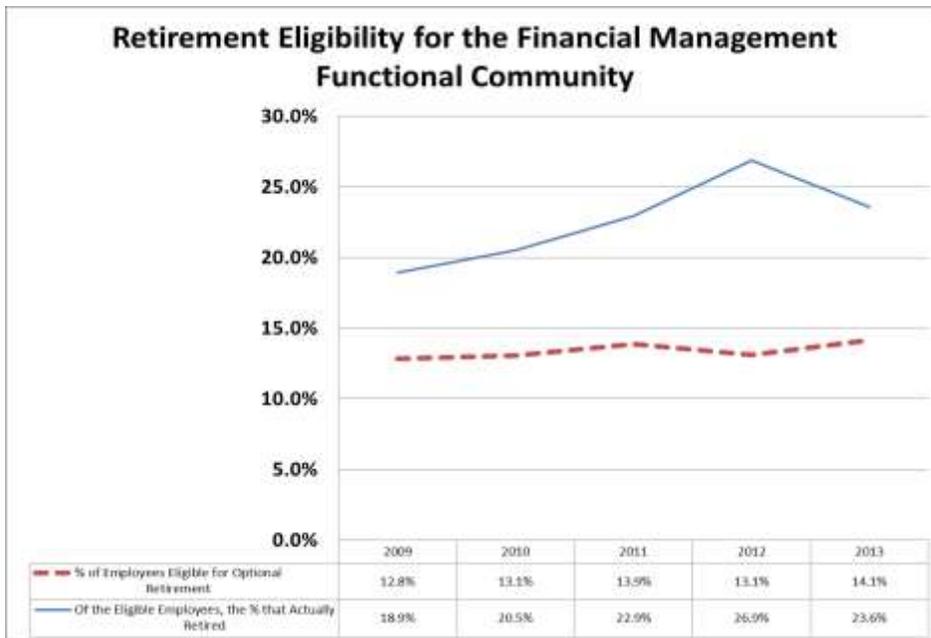


Figure 5: Financial Management Retirement Phasing

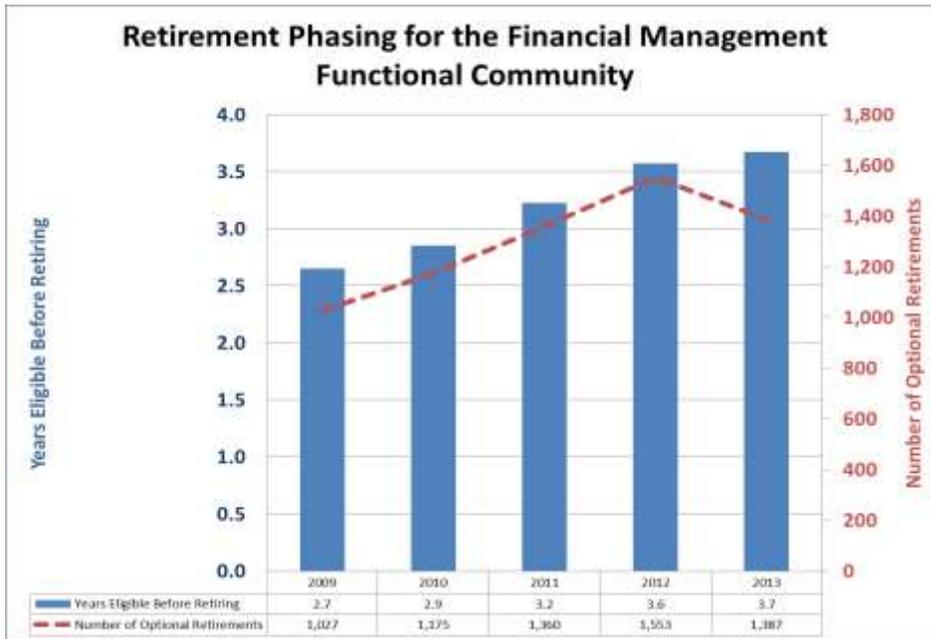


Figure 6: Financial Management Gains and Losses of the Mission Critical Occupations

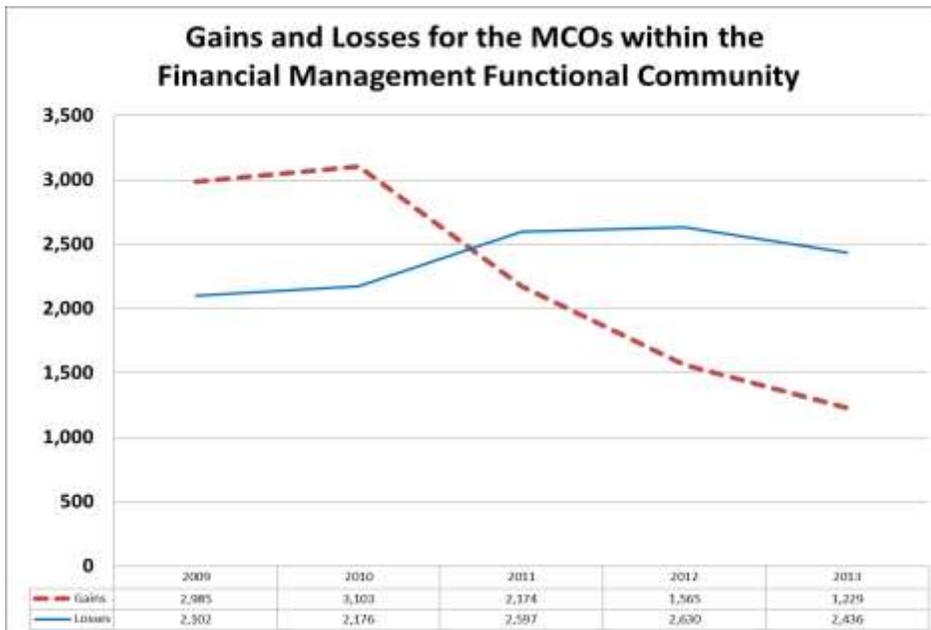


Figure 7: Financial Management Turnover of the Mission Critical Occupations

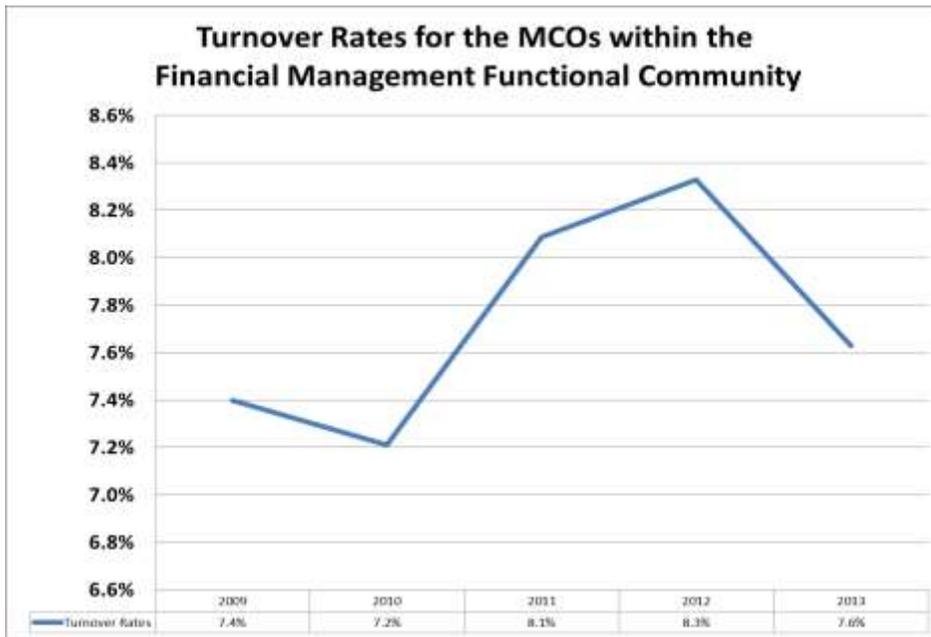


Figure 8: Financial Management Retirement Eligibility of the Mission Critical Occupations

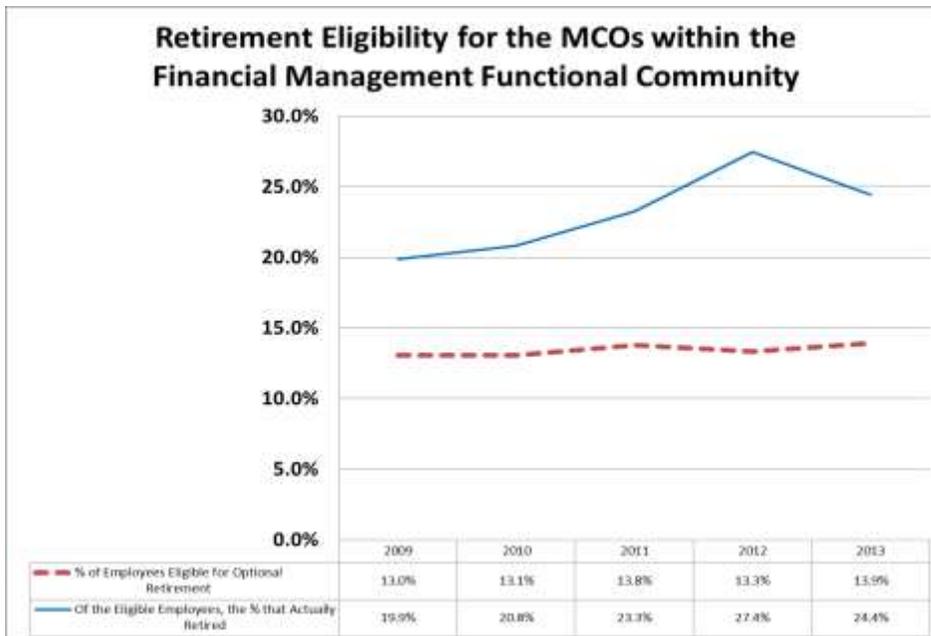


Figure 9: Financial Management Retirement Phasing of the Mission Critical Occupations

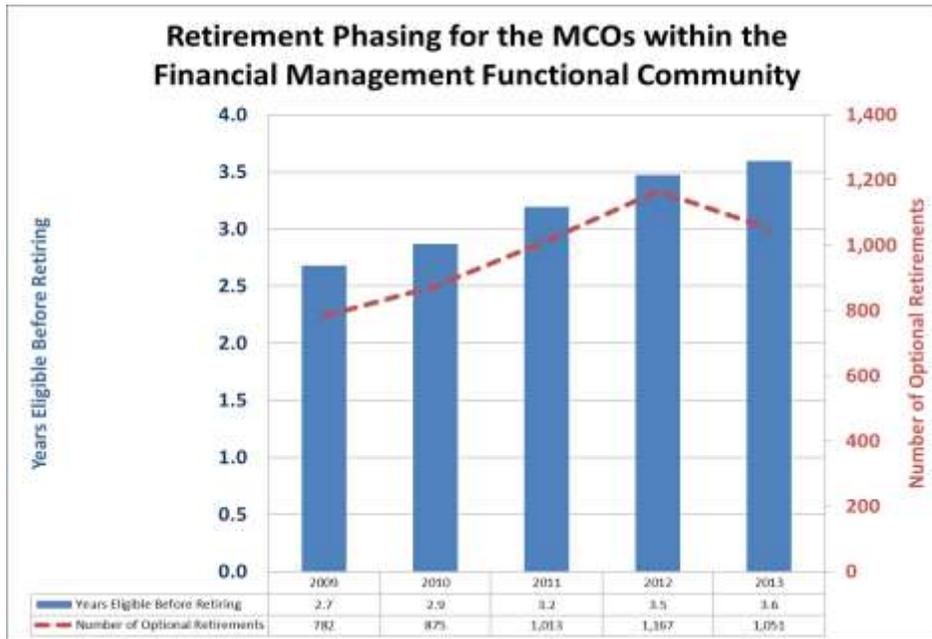


Figure 10: Financial Management Historical Strength and Future Targets of the Mission Critical Occupation - 0501

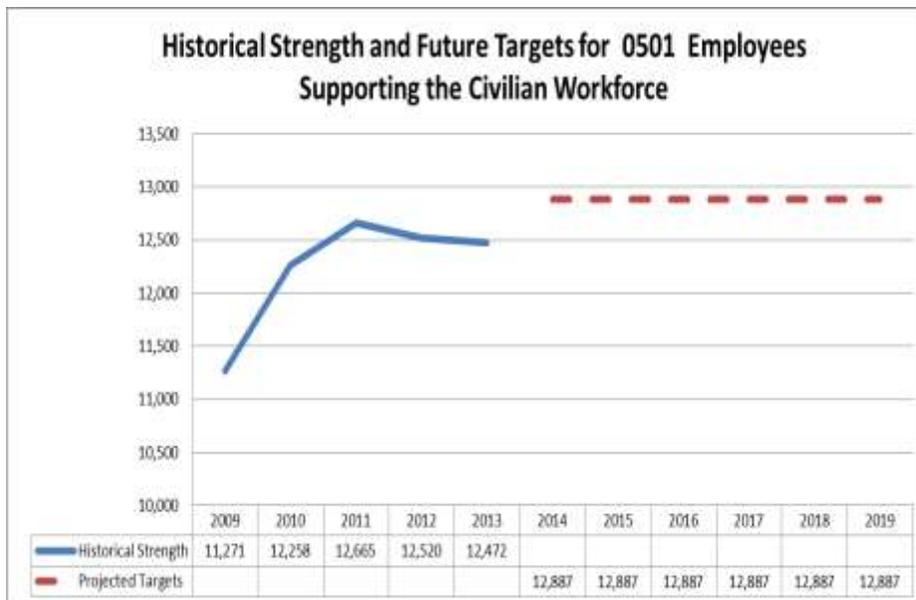


Figure 11: Financial Management Historical Strength and Future Targets of the Mission Critical Occupation – 0510

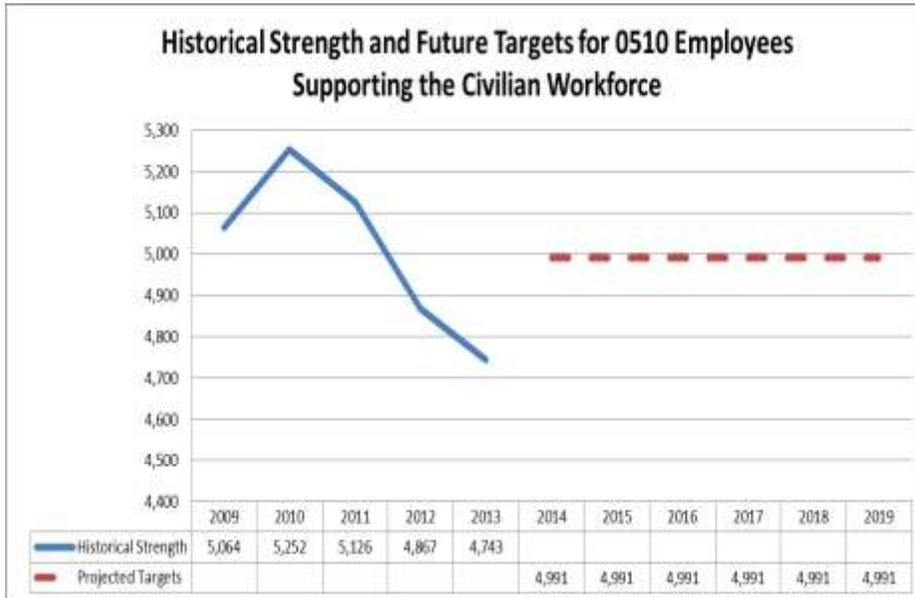


Figure 12: Financial Management Historical Strength and Future Targets of the Mission Critical Occupation - 0511

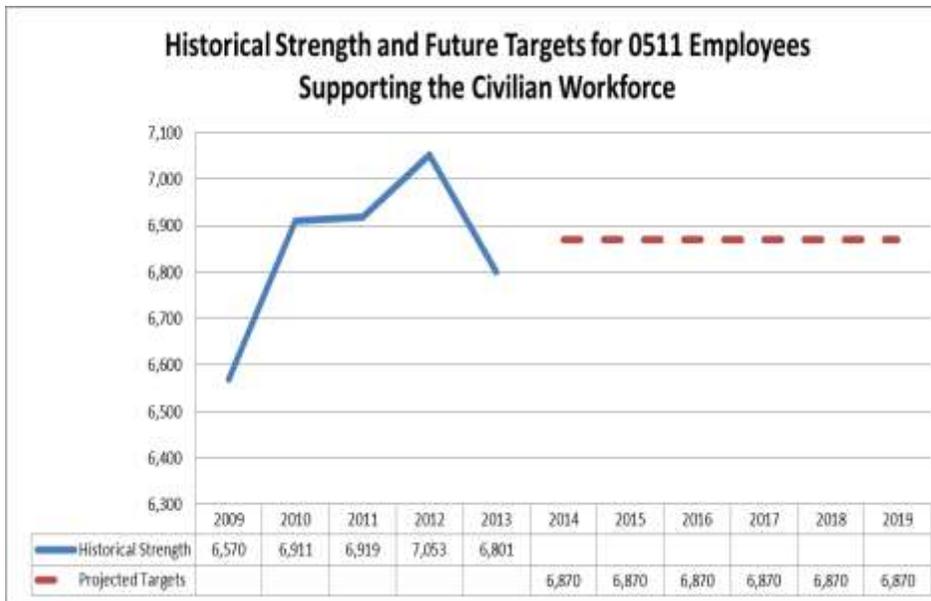
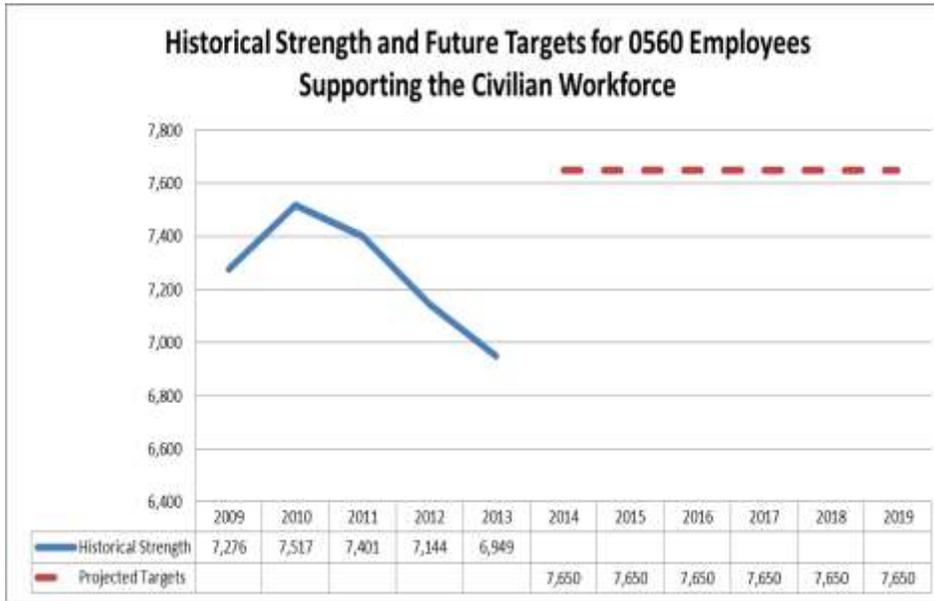


Figure 13: Financial Management Historical Strength and Future Targets of the Mission Critical Occupation - 0560



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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, Defense Legal Services Agency (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. DOD as a whole has over 12,000 full-time and part-time civilian and military attorneys; however, at Headquarters, DOD OGC employs approximately 35 attorneys. The Legal Functional Community at both DOD OGC and the Component levels is client-centric with a mission of providing legal support to the various clients across their organizations. It is supportive in nature and responds to the requests and needs of clients within DOD. The Components and DOD Fourth Estate Agencies have the authority to approach their work differently to address their clients' needs and will use efficiencies across the Department where applicable (e.g., conducting training for civilian attorneys at the Services' JAG schools). DOD Deputy General Counsels are arranged by specialty, and the specialties are aligned with clients (e.g., contracting attorneys to serve needs in Acquisition, Technology, and Logistics [AT&L], personnel attorneys who serve DOD Policy and Readiness Office, etc.).

Environmental Scan

The Legal Functional Community was added as an emerging civilian functional community for DOD in FY 2012. The Legal Functional Community consists of seven 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 DOD Mission Critical Occupation (MCO).

In the DOD Strategic Workforce Planning FY 2013-2018 report, this functional community reported that it did not have staffing shortages. Some Activities within Components, however, are beginning to take cuts to the number of authorized legal community billets even though the mission is expanding. Most legal organizations can mitigate any staffing shortage risks to mission by reprioritizing workloads and/or resetting the thresholds for the level of work that can be completed. Additionally, in most legal organizations additional resources can be sought from clients to return the legal function to acceptable levels should workload surge. Several Activities must now maintain steady resources while assuming more workload demand. Overall, the legal community is a healthy functional community with a staff that tends to stay onboard for a lengthy period of time. This functional community has been able to fill positions without difficulty over the past few years due to the contraction of the legal industry. Recent vacancies, however, have received smaller responses as private firms and corporate offices respond to an improving economy. Additionally, more remote legal offices often find difficulty attracting and retaining attorneys at the desired level of proficiency.

Figure 1: Legal Demographics

FUNCTIONAL COMMUNITY	Legal
Occ Series	All
Occ Series Desc	
Workforce Size: Current Strength Totals	
End Strength	5,915
Department of Army	2,444
Department of Air Force	1,013
Department of Navy	1,330
DoD Agencies (4th Estate)	1,128
% MALE	47.98%
% FEMALE	52.02%
% DISABILITY TARGETED	0.52%
% DISABILITY NONTARGETED	7.68%
% PRIOR MILITARY	52.44%
Education	
ED - # WITH LESS THAN BACHELORS	2,307
ED - # WITH BACHELORS DEGREES	1,948
ED - # WITH MASTERS DEGREES	602
ED - # WITH DOCTORATE DEGREES	1,031
Planning Considerations	
% ELIG TO RETIRE CURRENT	15.67%
% ELIG TO RETIRE NEXT YEAR	3.31%
% ELIG TO RETIRE TWO TO FIVE YEARS	15.08%
AGE - 29 & Under	198
AGE - 30 to 39	1,037
AGE - 40 to 49	1,607
AGE - 50 to 54	1,103
AGE - 55 to 59	1,047
AGE - 60 to 64	600
AGE - 65 and over	323
Career Level 1: GS 1-8 or Equiv.	1,347
Career Level 2: GS 9-12 or Equiv.	1,480
Career Level 3: GS 13-15 or Equiv.	3,088

Workforce Analysis

The Legal Functional Community working group determined that the FY 2013 data provided is consistent with their knowledge of the community across the Department. Currently, and for the foreseeable future, no staffing gaps exist. There has been a strong and highly qualified pipeline of candidates for open positions, and turnover of positions has been minimal, although there are indications these conditions are in flux. It is unclear how potential force reductions will impact legal services. The Components have strong structural environments in place to ensure consistent development of their staffs. 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, although severe cuts in training opportunities in the last fiscal year are a concern. Attorney positions in the legal community are classified as Excepted Service positions, and this facilitates the time needed to identify and hire candidates to positions.

There is an equal percentage of prior military and private industry sourcing. Sourcing supply levels have been strong and thus a low number of recruitment-based incentives have been 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, staffing issues or concerns are minimal at this time. As noted, however, the most recent staffing challenges warrant continued attention and monitoring of staffing trends.

DATA CHARTS AND GRAPHS

All charts and graphs in this section are from source: DCPDS, Date: September 2013

Figure 2: Legal Gains and Losses

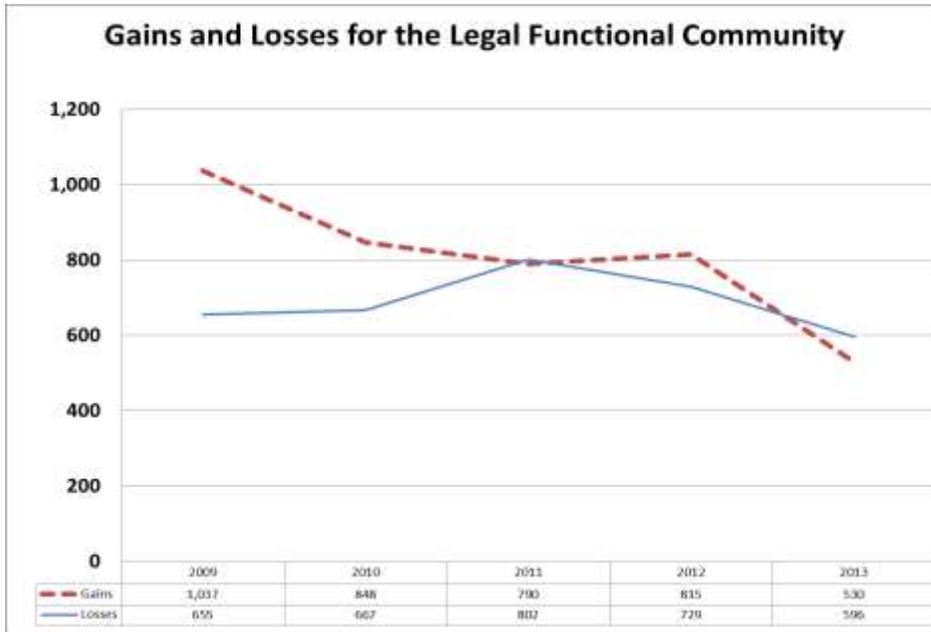


Figure 3: Legal Turnover

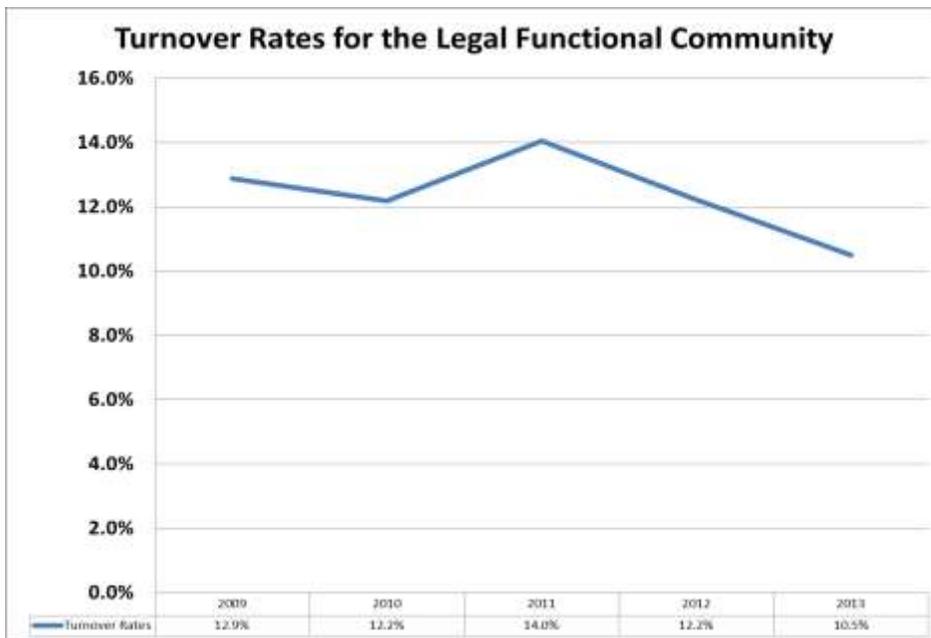


Figure 4: Legal Retirement Eligibility

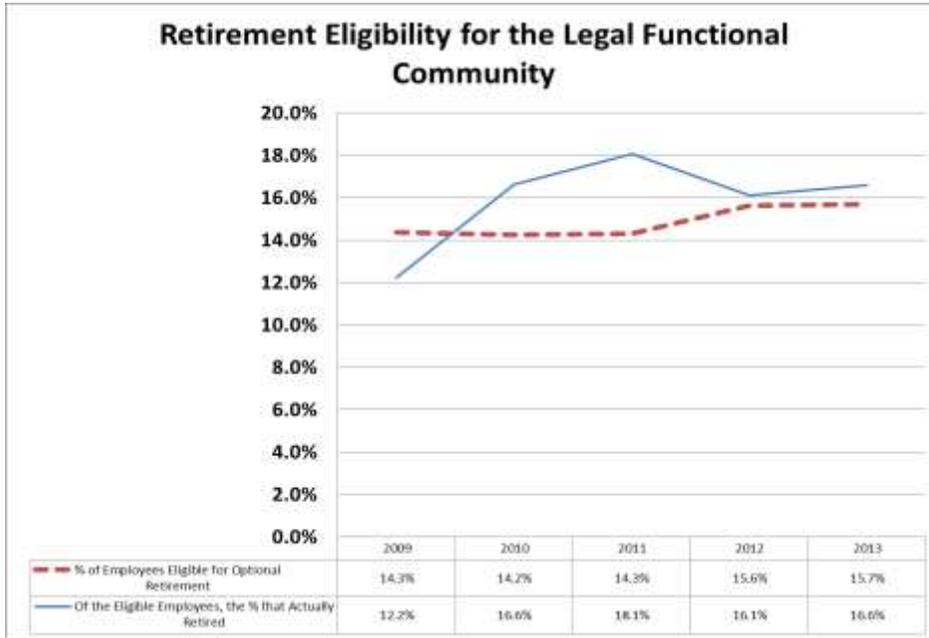
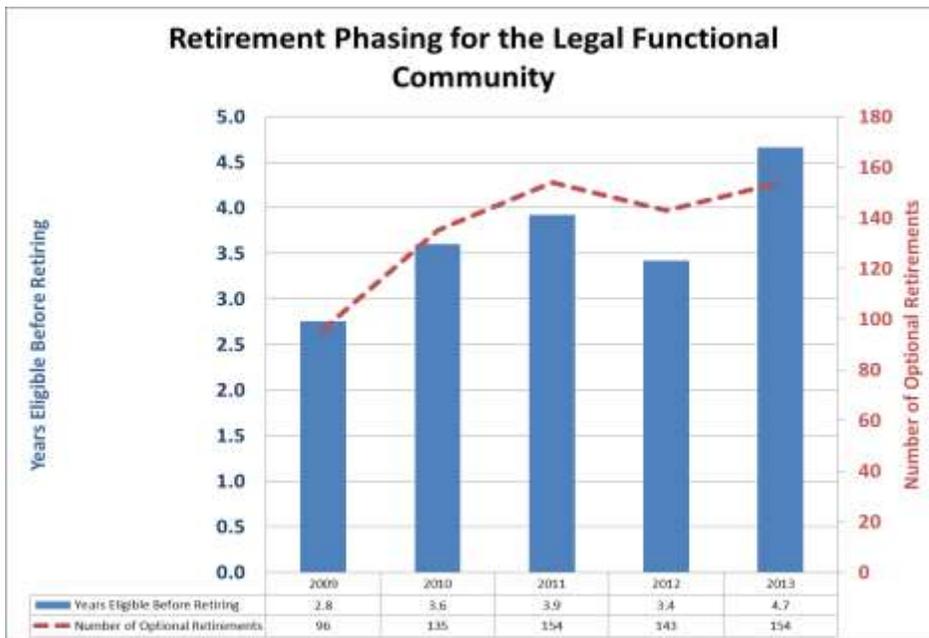


Figure 5: Legal Retirement Phasing



Appendix 20: USD (P) Foreign Affairs

APPENDIX 20: FOREIGN AFFAIRS FUNCTIONAL COMMUNITY

Overview

The Foreign Affairs Functional Community addresses economic, political, political-military, security-force, strategic, social, and technical aspects of international relations and security cooperation, as well as program management and logistics management as they relate to international matters. Due to the current global environment, the level of effort required from the Foreign Affairs community is increasing. At the same time, however, the community is facing partial hiring freezes and personnel reductions driven by budgetary constraints, which limit its ability to recruit, develop, and retain an adequate capacity to support international operations missions.

Environmental Scan

The Foreign Affairs community consists of the two occupational series: the Foreign Affairs Series, 0130; and International Relations Series, 0131. Through the MCO determination process, the Foreign Affairs Functional Community designated the Foreign Affairs Series, 0130 as mission critical. There are other occupational series with members who perform work that is the same as or similar to the type of work performed by the Foreign Affairs Series, 0130 occupational series (e.g. 0131, 0301, 0340, 0341, 0343, 0346), but the focus of this appendix is limited to the 0130 series.

While the overall breadth of the mission is growing, much of the 0130 community has been under an extended partial hiring freeze and will be subject to declining manpower levels from FY 2014 through FY 2019. The reduction in workforce is anticipated to affect the functional community's ability to support its overall mission. This could change as personnel who were arbitrarily placed into different career fields are moved to the 0130 occupational series in the Army and Air Force. In addition, geopolitical events in the Middle East, Africa, and South America; security commitments in Europe; and the re-balancing of U.S. engagements, activities, and resources toward the Asia-Pacific region suggest that the Foreign Affairs community will continue to remain an essential component of the Department of Defense. Ongoing efforts to counter terrorism, trafficking in persons and illicit materials, piracy, and cyber-threats will continue to present security challenges to U.S. interests abroad. Personnel reductions will make supporting these missions more difficult.

Partial hiring freezes and declining budgets have limited the supply of additional resources into the Foreign Affairs pipeline from outside the Government. Diminished resources and limited opportunities for advancement will likely provide additional challenges to recruitment and retention efforts for this functional community. Demographic data suggests these challenges may be contributing to a relative decline in the number of 0130 employees with seven or more years of service. Again, this could change as personnel who were arbitrarily placed into

different career fields are moved to the 0130 occupational series, not only in the Army and Air Force, but other Components as well.

Figure 1: Foreign Affairs Demographics

FUNCTIONAL COMMUNITY	Foreign Affairs	Foreign Affairs
Occ Series	All	0130
Occ Series Desc		FOREIGN AFFAIRS
Workforce Size: Current Strength Totals		
End Strength	668	499
Department of Army	89	35
Department of Air Force	227	144
Department of Navy	24	13
DoD Agencies (4th Estate)	328	307
% MALE	69.91%	66.73%
% FEMALE	30.09%	33.27%
% DISABILITY TARGETED	0.30%	0.20%
% DISABILITY NONTARGETED	7.04%	7.21%
% PRIOR MILITARY	50.00%	49.10%
Education		
ED - # WITH LESS THAN BACHELORS	87	53
ED - # WITH BACHELORS DEGREES	198	142
ED - # WITH MASTERS DEGREES	353	281
ED - # WITH DOCTORATE DEGREES	27	22
Planning Considerations		
% ELIG TO RETIRE CURRENT	9.13%	8.42%
% ELIG TO RETIRE NEXT YEAR	1.65%	1.80%
% ELIG TO RETIRE TWO TO FIVE YEARS	12.57%	12.83%
AGE - 29 & Under	48	32
AGE - 30 to 39	185	142
AGE - 40 to 49	147	116
AGE - 50 to 54	115	84
AGE - 55 to 59	104	73
AGE - 60 to 64	45	34
AGE - 65 and over	24	18
Career Level 1: GS 1-8 or Equiv.	36	15
Career Level 2: GS 9-12 or Equiv.	72	55
Career Level 3: GS 13-15 or Equiv.	560	429

Workforce Analysis

The Foreign Affairs Functional Community reviewed FY 2013 workforce data to determine the overall health of the community, as well as the recruitment and retention goals required to fulfill mission requirements for the Foreign Affairs Series, 0130. The Community anticipates reducing the number of 0130s to meet reduced manpower authorization levels for FY 2014-2019. Although this may occur, the effect could be negligible if the previously misplaced/mal-assigned personnel were moved to the 0130 Foreign Affairs occupational series.

In addition to identified gaps, the data reflects the results of the partial hiring freeze. Because minimal hiring actions occurred in FY 2013, recruitment incentives were non-existent in the same cycle. 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 partial 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; however, the 0130 series is heavily weighted with Career Level 3 employees, who make up 86% of the population. Currently, retirement eligibility is not a concern and is not anticipated to have an influence on a reduction in the populations.

MCO Strategy and Action Plan

While budget-driven constraints present challenges across the Foreign Affairs Community, it is important to recognize that this community represents a diverse set of missions. Its members require a range of skill sets depending on their organizations' missions, which limits the options for a common solution to recruitment, development, and retention challenges. The Foreign Affairs Functional Community has two strategies—one from FY 2013 and one recently developed in FY 2014—that broadly address the needs of the entire community. Successful implementation will be effected by the varying resources, leadership priorities, organizational cultures, and mission priorities within the community.

With a reduction in the authorized targets for future fiscal years for the Foreign Affairs Series, the health of the 0130 series has been identified as a staffing concern. The Foreign Affairs Functional Community developed a new FY 2014-2019 strategy to address potential retention issues. Even though the community will be required to fulfill mission requirements with fewer authorized positions, the community must still attract and retain the talent necessary to accomplish its strategic objectives.

To develop a comprehensive and sound strategy, the Foreign Affairs Community ensured that four factors were met: 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 for the 0130 series.

FY 2014 Strategic Workforce Plan Strategies

Strategy # 1 (FY 2014)	Developmental Training
Staffing Gap Addressed	Retention of a high quality workforce of all grades, with focus on the population of 0130s with 7 or more years of service
Occupational Series	0130 - Foreign Affairs Series
Career Level Entry: GS 1-8 or Equiv.	Mid (GS 9-12 or equivalent), and Senior (GS 13-15 or equivalent) level

Strategy # 1 (FY 2014)	Developmental Training
Mid: GS 9-12 or Equiv. Senior: GS 13-15 or Equiv.	
Strategy Details and Impact	Utilize various incentivized offerings to include but not be limited to proficiency and sustainment language training, regional training at one of the five DOD Regional Centers, and regional familiarization. Leverage existing programs within the Army and Air Force that have already shown success and modify to replicate on an Enterprise level. Develop new or use existing incentives to include, but not be limited to, language training, culture training, and regional familiarization.
Strategy Time Segment Short-term: 0-2 years Mid-term: 3-5 years Long-term: 6+ years	Short-term: Internships Mid-term: Proficiency and Sustainment language training Long-term: Fellowships
Implementation Timeline (Identified Milestones)	Phase One (February 2015): Proficiency and Sustainment language training, training at the Regional Centers, and In-Region Familiarization Phase Two (February 2016): Tailored Fellowships Phase Three (February 2020): Creation of Internship positions and a study of the feasibility for developmental assignments across DOD and with select interagency partners
Funding Required	Military Department and DOD agency-funded through respective Career Programs and Career Fields
Metrics to Assess Progress	Applications will include the return on investment to the government, and the plan to fill gaps in the Individual Development Plan for the employee.
Metrics Data Source	ACTEDS, Career Program Career Ladder, Individual Development Plan
Strategy Owner(s): Strategy POC(s):	Foreign Affairs Component Functional Community Managers Foreign Affairs OSD Functional Community Manager

FY 2013 Strategic Workforce Plan Strategies

Strategy # 2 (FY 2013)	External Rotations
Staffing Gap Addressed	The Component Functional Community Managers (CFCMs) have identified a stagnation resulting from limited hiring, development, and advancement opportunities. This stagnation can also be identified by a lack of exposure to other organizations, areas, jobs, training, and processes for the Foreign Affairs Series, 0130. With the possible increase of 0130s due to conversions, these additional resources could help reduce the previously identified stagnation and permit more exposure to other organizations, areas, jobs, training, etc.

Strategy # 2 (FY 2013)	External Rotations
Occupational Series	0130 - Foreign Affairs Specialist
Career Level Entry: GS 1-8 or Equiv. Mid: GS 9-12 or Equiv. Senior: GS 13-15 or Equiv.	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 who perform 0130-related tasks are coded under other functional specialties but in similar grade structures.
Strategy Details and Impact	External rotations could potentially be a smarter use of our diminishing resources. Although rotations internal to an organization/activity serve their purposes, outside rotations expand the horizon and cross into the other 0130 or closely related occupational specialties among key partner organizations and/or at higher-level organizations/activities that have 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 DOD agency and Military Department systems and processes/procedures, prepare them for career advancement, and provide new challenges for 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. 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. Additional assets coming from personnel being converted into the 0130 occupational series might strengthen the numbers and allow for more external rotations with less of a negative impact on the Components desiring to send their 0130s out on these training/professional development opportunities.
Strategy Time Segment Short-term: 0-2 years Mid-term: 3-5 years Long-term: 6+ years	The Foreign Affairs Functional Community has taken a decentralized execution approach to foster career broadening rotations between the Military Departments and DOD and other USG organizations.
Implementation Timeline (Identified Milestones)	Implementation timeline is at the discretion of the participating components.
Funding Required	Funding may be necessary if training is required prior to assuming a rotational assignment or if the assignment is outside the local area.
Metrics to Assess Progress	Participating organizations/activities should be maintaining relevant agreed-upon information/data throughout the rotation

Strategy # 2 (FY 2013)	External Rotations
	<p>process. Progress toward the strategy will be measured by a program completion survey of those individuals who complete a rotational assignment, progression in normal assignment following completion of rotation, and the average percentage of employees who 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.</p>
Metrics Data Source	DCPDS and other systems of record used by the Military Departments for this purpose
Strategy Owner(s): Strategy POC(s):	Foreign Affairs Component Functional Community Managers Foreign Affairs OSD Functional Community Manager

DATA CHARTS AND GRAPHS

All charts and graphs in this section are from source: DCPDS, Date: September 2013

Figure 2: Foreign Affairs Gains and Losses

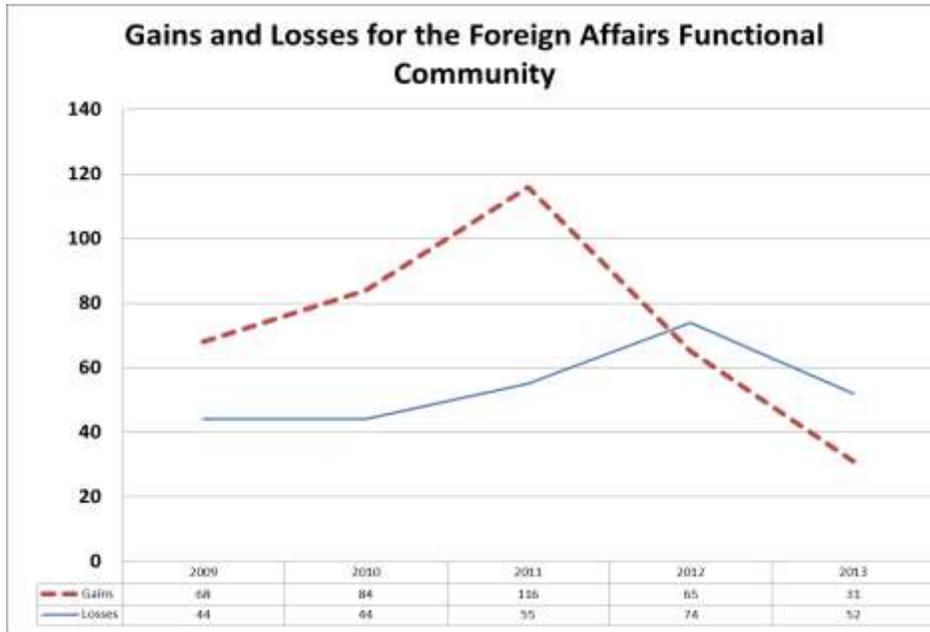


Figure 3: Foreign Affairs Turnover

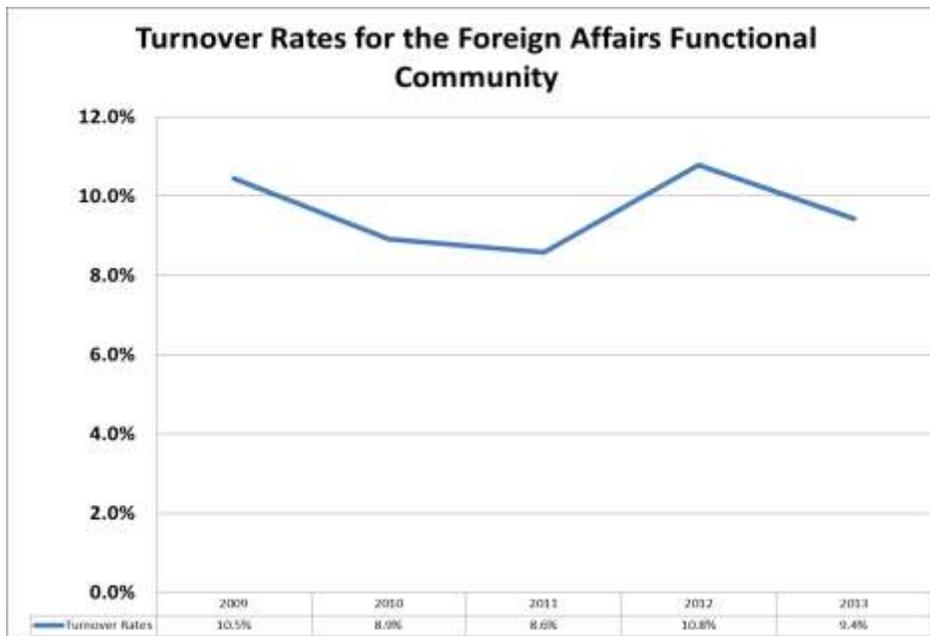


Figure 4: Foreign Affairs Retirement Eligibility

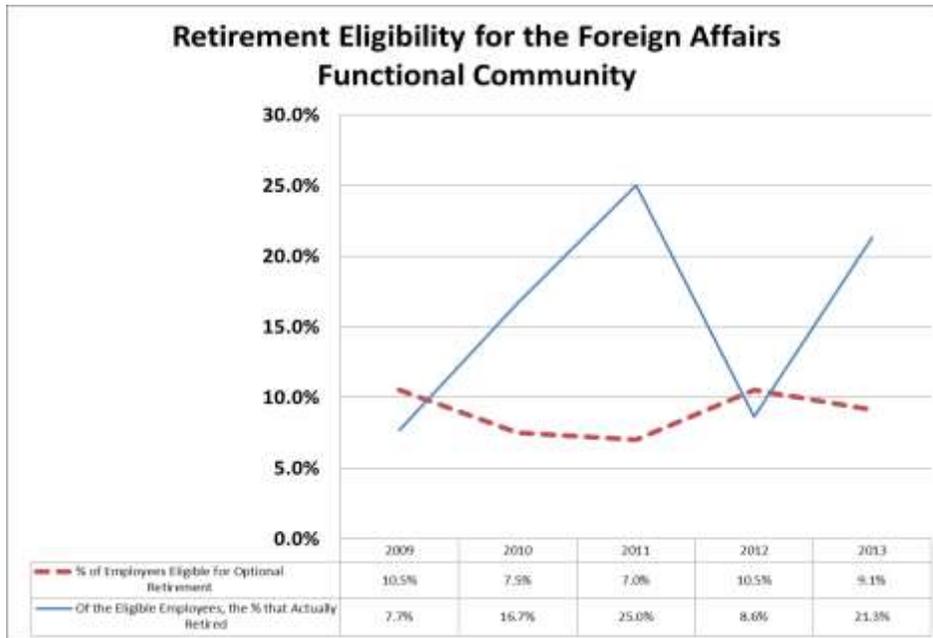


Figure 5: Foreign Affairs Retirement Phasing

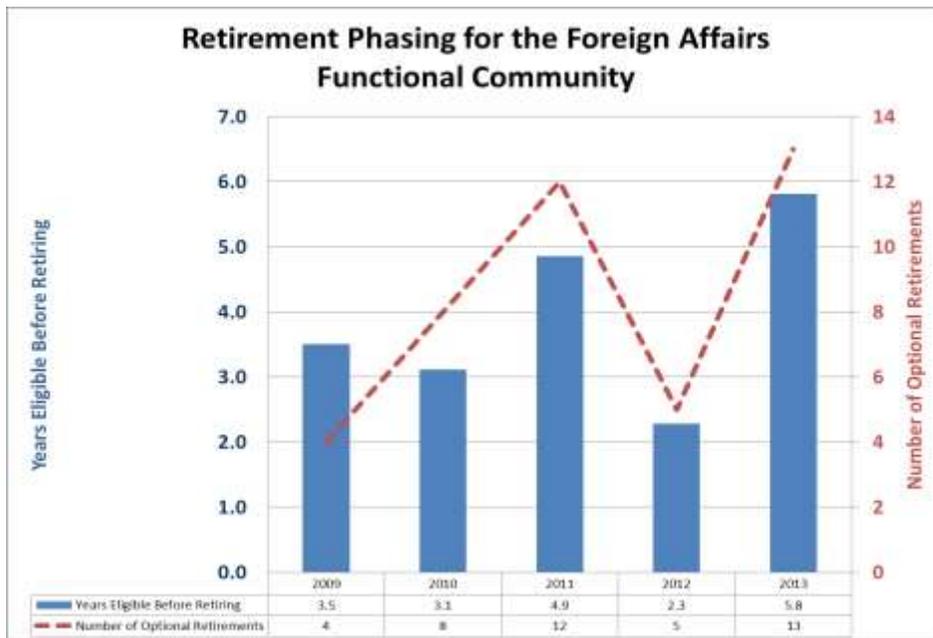


Figure 6: Foreign Affairs Gains and Losses of the Mission Critical Occupation - 0130

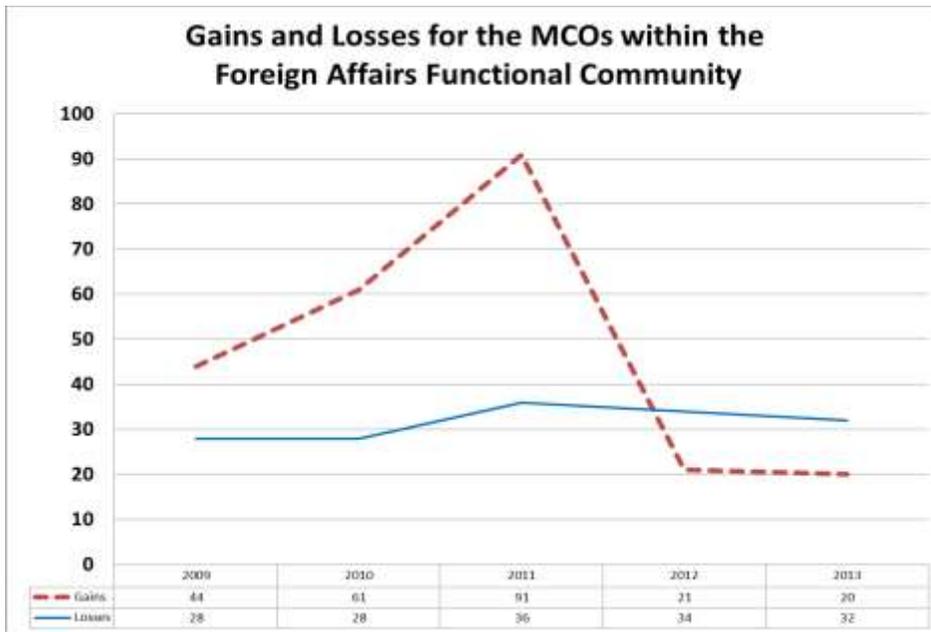


Figure 7: Foreign Affairs Turnover of the Mission Critical Occupation - 0130

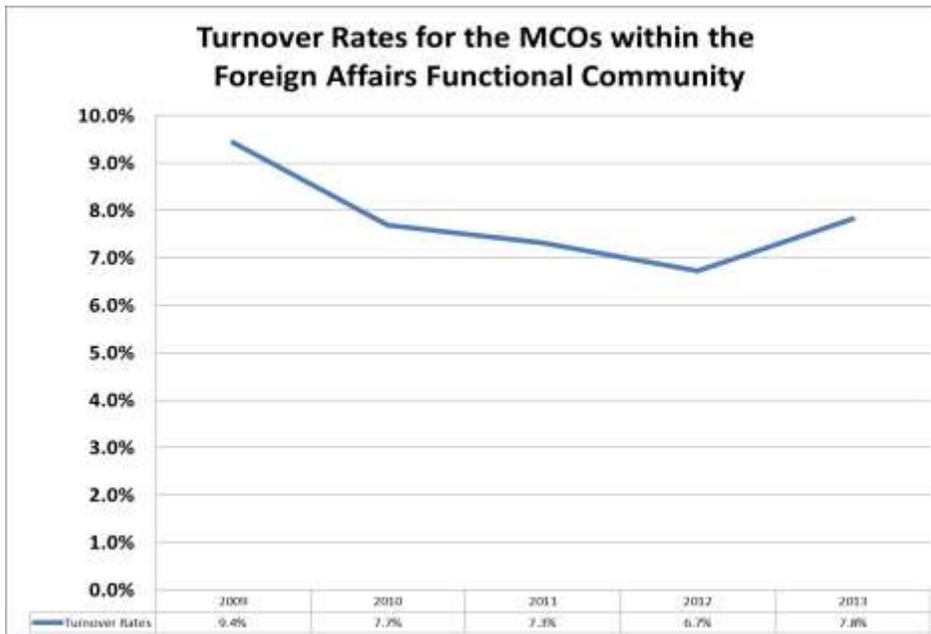


Figure 8: Foreign Affairs Retirement Eligibility of the Mission Critical Occupation - 0130

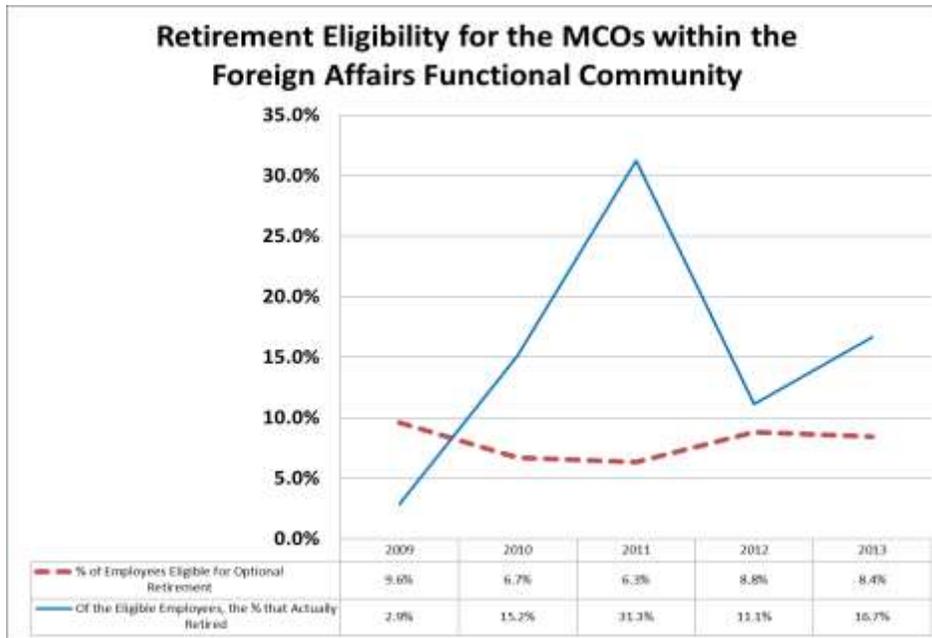


Figure 9: Foreign Affairs Retirement Phasing of the Mission Critical Occupation - 0130

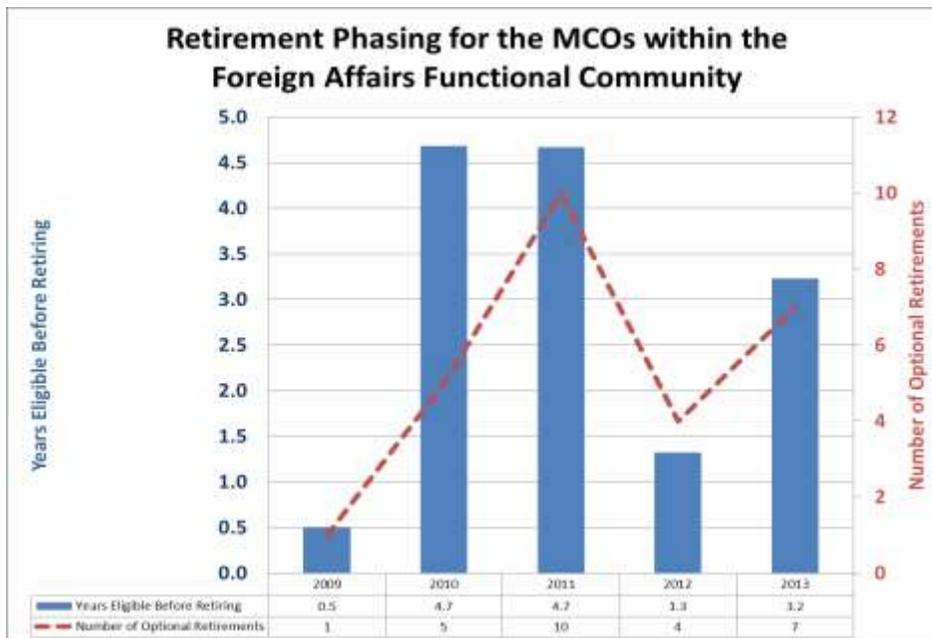
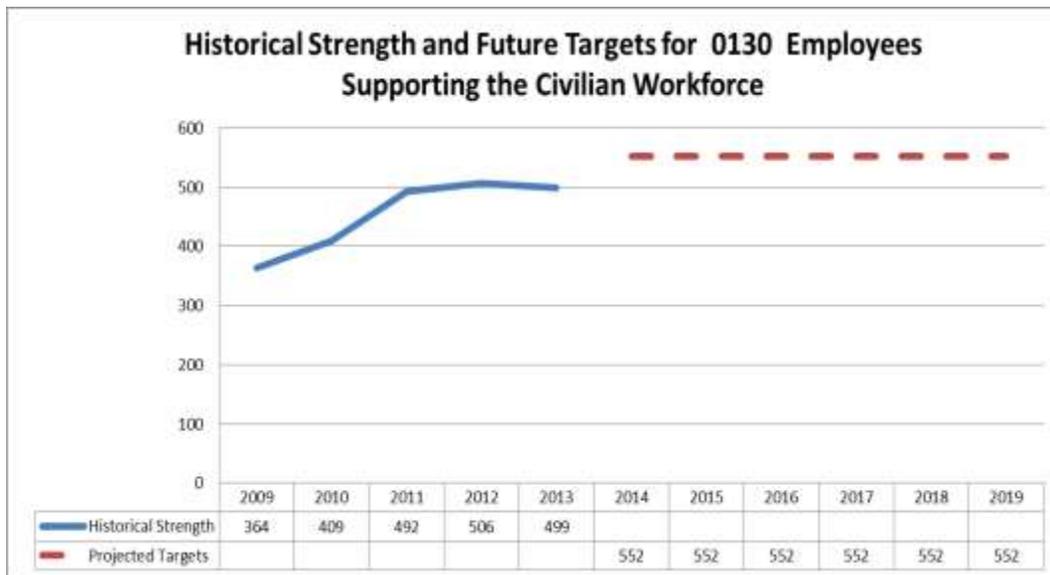


Figure 10: Foreign Affairs Historical Strength and Future Targets of the Mission Critical Occupation - 0130



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Appendix 21: *ASD (PA) Public Affairs*

APPENDIX 21: PUBLIC AFFAIRS MANAGEMENT FUNCTIONAL COMMUNITY

Overview

DOD has a cadre of Public Affairs professionals who advise the Department on public information, internal information, community relations, information release procedures, and visual information 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 so the public, Congress, and the news media may assess and understand facts about national security and defense strategy.

Traditionally, Public Affairs specialists have focused on one of three areas of communication: community relations, internal information communications, and public information communications/media relations. However, today's Public Affairs series specialist can no longer focus on just one area because the audiences and the means to reach them are no longer discrete. Therefore, current Public Affairs specialists determine their primary audiences and develop strategies to communicate with those audiences using varied communication media and methods.

Environmental Scan

In an age of interconnected global communication networks and social media platforms, every DOD action planned or executed, every word that is written or spoken, and every image displayed or relayed communicates the real or perceived intent of DOD, and, by extension, the U.S. 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. 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 has also driven the demand for greater government transparency and accountability. The public expects the communication to be two way, frequent, and fully integrated, and requires public affairs professionals to be multifaceted and versatile.

This new ability to see what people are discussing 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 because 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 have elevated the need to think visually when creating communication campaigns, yet many public affairs professionals in the Department would benefit from current training in approaches to leverage visual information capabilities in their communication efforts.

In FY 2013, the need for having a ready workforce was severely impacted by sequestration, furloughs, and hiring freezes. In response, the Public Affairs Functional Community shifted its focus to urgent workforce issues. Hiring freezes impacted the ability to hire employees from outside of DOD, thus negatively impacting the community's ability to increase intellectual diversity, which is critical for effective communication. In addition, budget cuts decreased training opportunities, creating difficulty for the existing workforce to learn new technologies and methods frequently used by public affairs professionals in private industry. All of these factors challenge DOD's public affairs community to proactively operate in today's multi-faceted communication environment.

Figure 1: Public Affairs Demographics

FUNCTIONAL COMMUNITY	Public Affairs
Occ Series	All - 1035
Occ Series Desc	PUBLIC AFFAIRS
Workforce Size: Current Strength Totals	
End Strength	2,094
Department of Army	1,045
Department of Air Force	437
Department of Navy	439
DoD Agencies (4th Estate)	173
% MALE	55.68%
% FEMALE	44.32%
% DISABILITY TARGETED	0.38%
% DISABILITY NONTARGETED	7.16%
% PRIOR MILITARY	58.55%
Education	
ED - # WITH LESS THAN BACHELORS	847
ED - # WITH BACHELORS DEGREES	826
ED - # WITH MASTERS DEGREES	403
ED - # WITH DOCTORATE DEGREES	8
Planning Considerations	
% ELIG TO RETIRE CURRENT	12.46%
% ELIG TO RETIRE NEXT YEAR	2.82%
% ELIG TO RETIRE TWO TO FIVE YEARS	12.08%
AGE - 29 & Under	124
AGE - 30 to 39	419
AGE - 40 to 49	604
AGE - 50 to 54	383
AGE - 55 to 59	310
AGE - 60 to 64	196
AGE - 65 and over	58
Career Level 1: GS 1-8 or Equiv.	36
Career Level 2: GS 9-12 or Equiv.	1,182
Career Level 3: GS 13-15 or Equiv.	876

Workforce Analysis

The majority of the Public Affairs workforce is composed of prior military (approximately 60%) and individuals above the age of 40 (approximately 74%). This demographic mix coupled with emerging public affairs requirements increases the need for hiring in the Public Affairs workforce. The skill sets necessary to execute the public affairs mission include:

- The development of analytical skills
- Proactive and predictive monitoring
- The ability to organize and evaluate data and assess communication effectiveness
- The ability to link the communication effort to the attainment of the organization's strategic goals

These skill sets are vital for the success of this workforce. The lengthy hiring process and a lack of flexible intern programs challenge the Public Affairs Functional Community's ability to renew its workforce by hiring talent with the competencies required of today's public affairs professionals.

To ensure the availability of necessary talent to meet future demands, the Components have engaged in strategic workforce planning activities aligned with the Department's methodology. The Components conducted an environmental scan and an analysis of the workforce. As a result, the FY 2013-2018 strategic workforce plan identified four recommendations that will ensure the availability of qualified talent:

1. Utilize enterprise competency development panels for the Public Affairs Series, 1035 to establish competencies that will help build a foundation for recruitment, selection, training and development, and succession planning. Competency development panels are scheduled to be conducted in FY 2014.
2. Update the OPM position classification standard for the Public Affairs Series, 1035 to describe contemporary duties, methods, and 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 21st Century Public Affairs professional. The Community reached out to agencies across the Federal Government, leveraging those with the largest numbers of public affairs personnel to build the case for new standards, and submitted a formal request to the OPM requesting the classification standard be reviewed and updated.
3. Assess internal learning and development programs across Components to leverage existing internal capabilities.
4. Develop approaches and update courses to close competency gaps and to better meet the training needs for civilian workforce development.

An additional recommendation identified for the FY 2014-2019 cycle is to increase Public Affairs Functional Community oversight and influence across the enterprise to regularly monitor and advise on staffing requirements. This is especially important during times of budget austerity because Public Affairs billets are not reviewed centrally and may be cut without higher level oversight.

DATA CHARTS AND GRAPHS

All charts and graphs in this section are from source: DCPDS, Date: September 2013

Figure 2: Public Affairs Gains and Losses – Occupational Series 1035

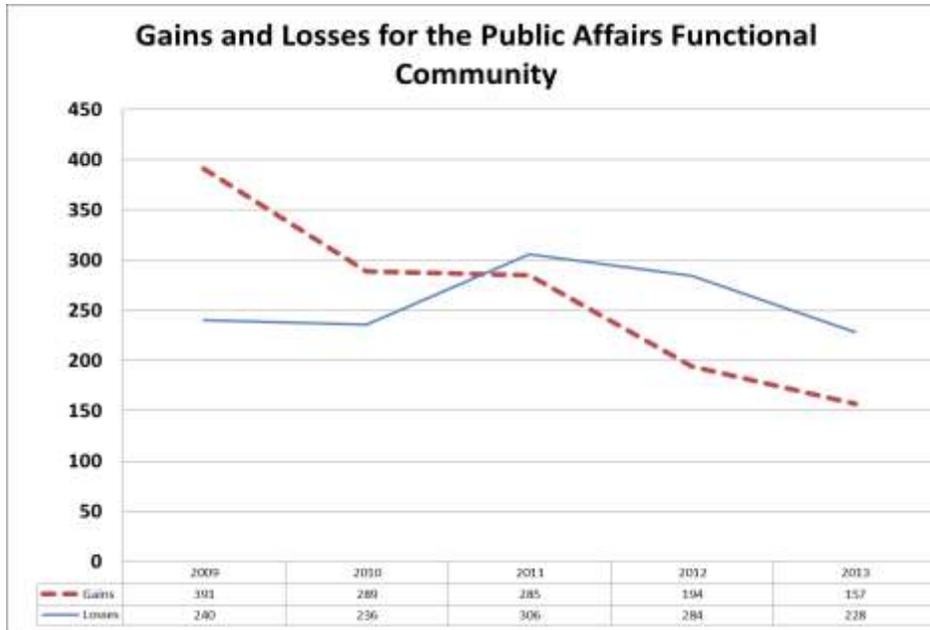


Figure 3: Public Affairs Turnover – Occupational Series 1035

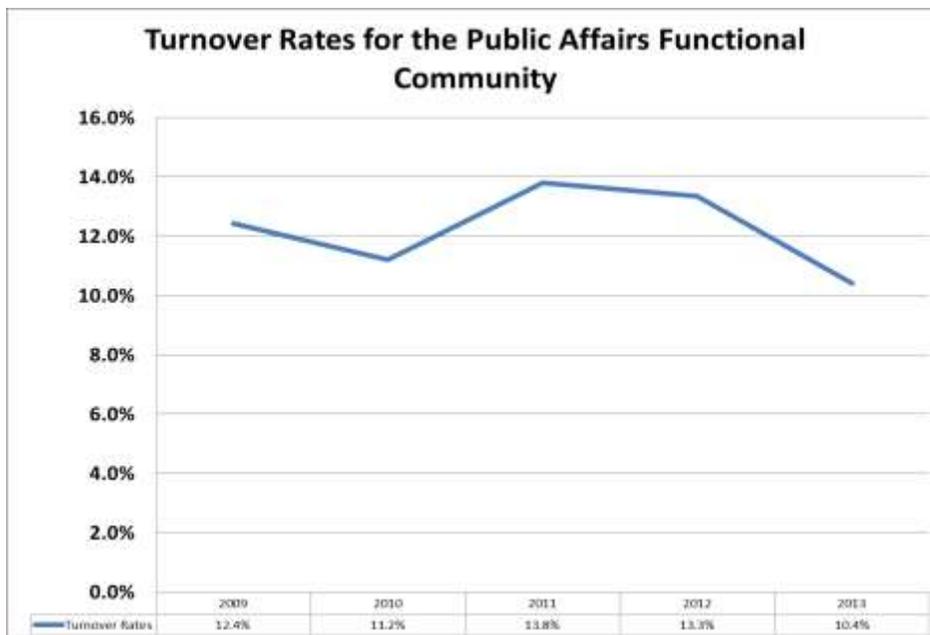


Figure 4: Public Affairs Retirement Eligibility – Occupational Series 1035

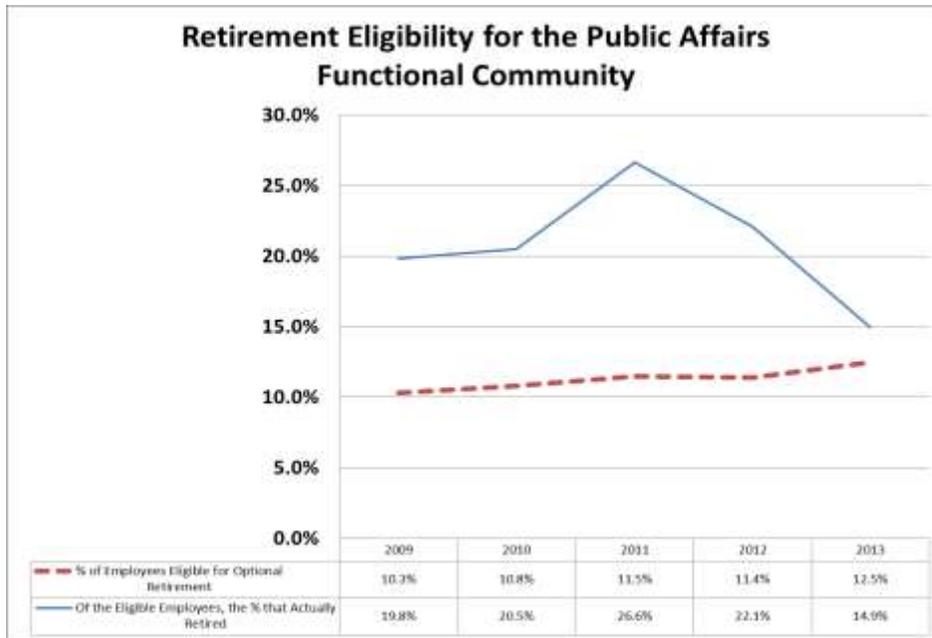
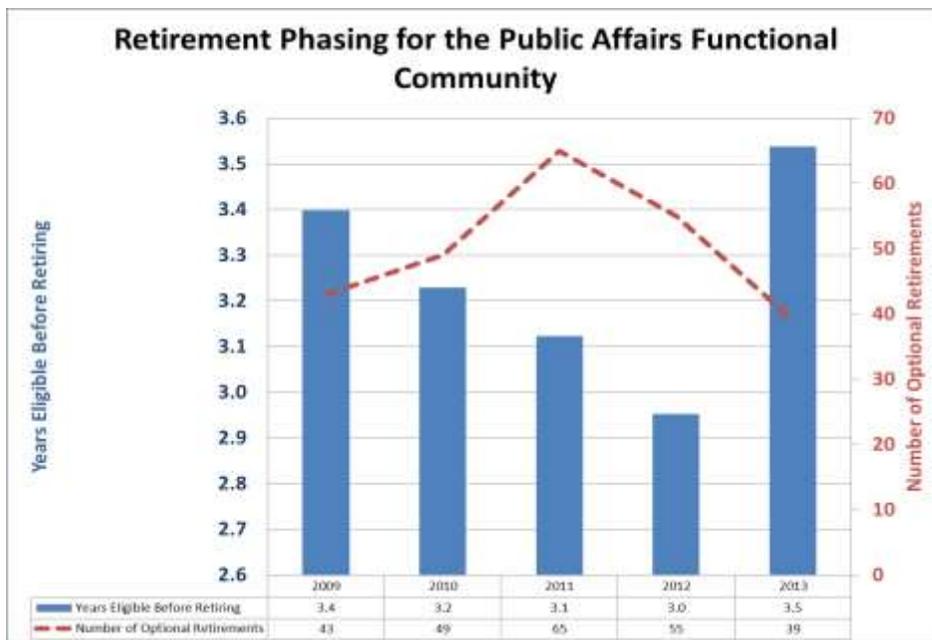


Figure 5: Public Affairs Retirement Phasing – Occupational Series 1035



Appendix 22: **DOD Administrative Support**

APPENDIX 22: ADMINISTRATIVE SUPPORT FUNCTIONAL COMMUNITY

Overview

The Administrative Support Functional Community consists 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 MCOs.

The Administrative Officer Series, 0341 and the Support Services Administration Series, 0342 are the primary foci of the community because they have higher skill requirements, a more complex level of work, and greater difficulties with recruiting and retaining employees. Administrative Officer Series, 0341 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 Support Services Administration Series, 0342 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

While the Administrative Support Functional Community continues to manage many of the same trends and challenges faced in FY 2012, sequestration and budget cuts have added a new layer of complexity. As a result, concerns about lower morale, the ability to train the workforce to meet the evolving mission needs, and the ability to retain qualified staff have become paramount issues for the Community.

As the current fiscal climate continues to reduce resources, there is a continued effort to develop skills for this workforce that enhance analytical reasoning; increase the ability to organize people, services, data, and information; make informed decisions; and leverage technology. These skills become more critical as the responsibilities are shifted to achieve greater efficiency.

As the workforce population continues to diminish, the Community has been challenged to enhance its succession planning and knowledge transfer efforts. They are improving upon

methods to capture standard operating procedures, strengthen mentoring relationships, and better leverage technology. These initiatives are meant to enhance workforce capability and efficiency, which are critical for the Community's mission success.

The Administrative Support Functional Community does not have a designated career path. Additionally, training and professional development programs are largely unavailable due to budget constraints. These conditions have lowered morale and encouraged the workforce to transfer to other functional communities or look outside of DOD 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 continues to focus on identifying opportunities for cross-training.

Figure 1: Administrative Support Demographics

FUNCTIONAL COMMUNITY	Administrative Support
Occ Series	All
Occ Series Desc	
Workforce Size: Current Strength Totals	
End Strength	33,060
Department of Army	14,791
Department of Air Force	7,573
Department of Navy	6,575
DoD Agencies (4th Estate)	4,121
% MALE	25.87%
% FEMALE	74.13%
% DISABILITY TARGETED	1.42%
% DISABILITY NONTARGETED	7.70%
% PRIOR MILITARY	42.80%
Education	
ED - # WITH LESS THAN BACHELORS	26,693
ED - # WITH BACHELORS DEGREES	5,122
ED - # WITH MASTERS DEGREES	1,108
ED - # WITH DOCTORATE DEGREES	15
Planning Considerations	
% ELIG TO RETIRE CURRENT	14.78%
% ELIG TO RETIRE NEXT YEAR	3.06%
% ELIG TO RETIRE TWO TO FIVE YEARS	13.25%
AGE - 29 & Under	2,376
AGE - 30 to 39	6,303
AGE - 40 to 49	9,242
AGE - 50 to 54	5,865
AGE - 55 to 59	5,005
AGE - 60 to 64	2,801
AGE - 65 and over	1,468
Career Level 1: GS 1-8 or Equiv.	23,556
Career Level 2: GS 9-12 or Equiv.	8,755
Career Level 3: GS 13-15 or Equiv.	749

Workforce Analysis

With a workforce totaling 33,060, the Administrative Support Functional Community comprises 5% of the total DOD population. The 40 to 50 year old age range has the highest number of employees of any ten-year age grouping. Overall recruitment actions are continuing to trend downward, with new hire actions decreasing 54% since FY 2012. New hire actions have been in consistent decline for the past five years. Reductions in the DOD workforce as a result of budget cuts, military drawdowns, enhancements in automation, and the tendency to centralize administrative functions and processes are factors that contributed to the decrease in new hires.

Overall, the number of people leaving the workforce has been steadily declining since FY 2011. On average, employees are staying in the workforce four years past their retirement eligibility date. Additionally, retirements have decreased by 30% since FY 2012 and resignations decreased by 36% during the same time period.

As the Community becomes leaner and reshaped to more efficiently use available resources, recruitment efforts will become less of a priority. However, when recruitment efforts are required, the Community enjoys a strong pipeline of available talent from separating military members, military spouses, and individuals eager to join the Federal Government. The strength of the military pipeline is reflected in the fact that nearly 43% of the workforce has prior military service. These individuals tend to have security clearances and competencies to quickly fill occupations when the need arises.

DATA CHARTS AND GRAPHS

All charts and graphs in this section are from source: DCPDS, Date: September 2013

Figure 2: Administrative Support Gains and Losses

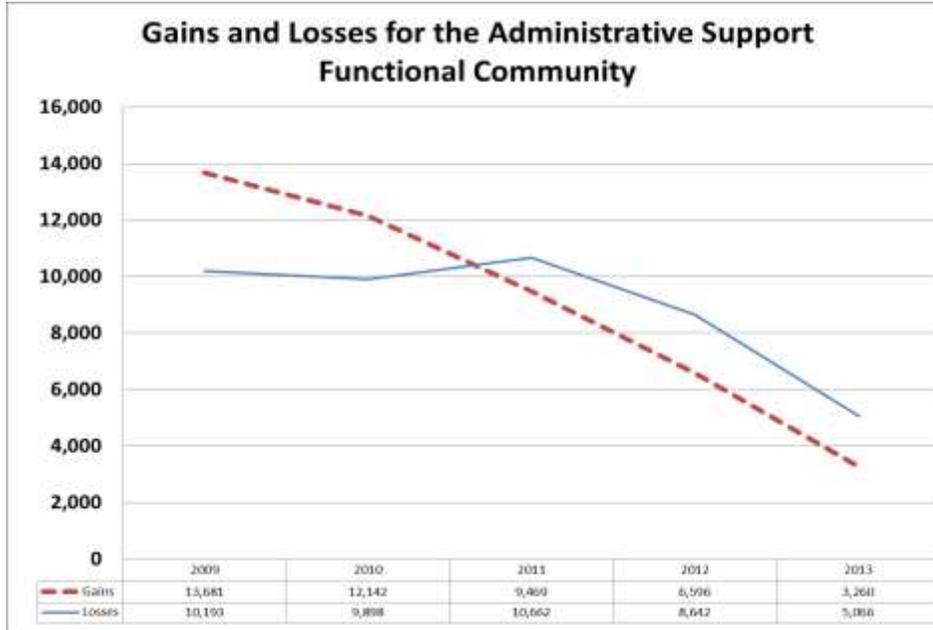


Figure 3: Administrative Support Turnover

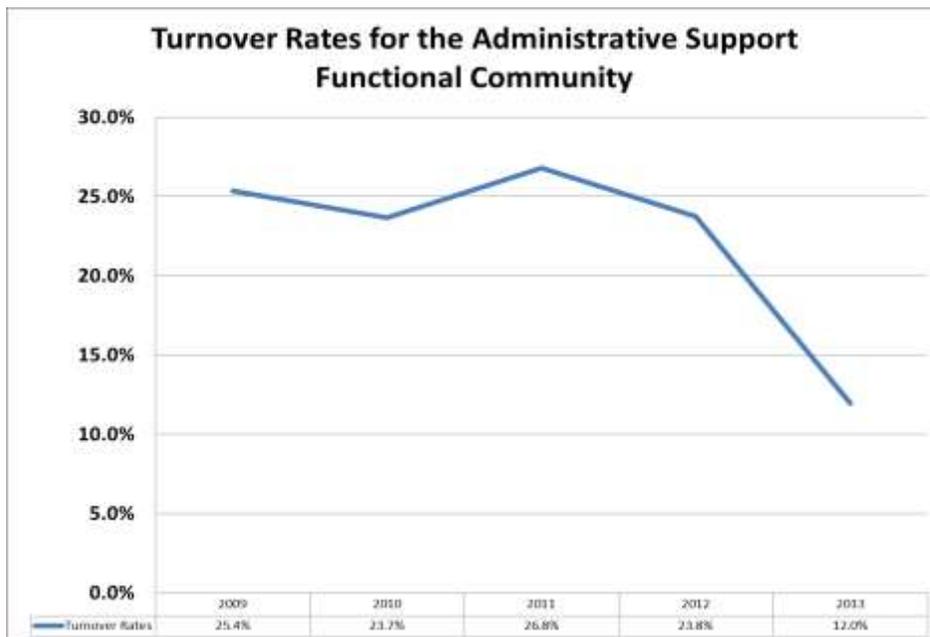


Figure 4: Administrative Support Retirement Eligibility

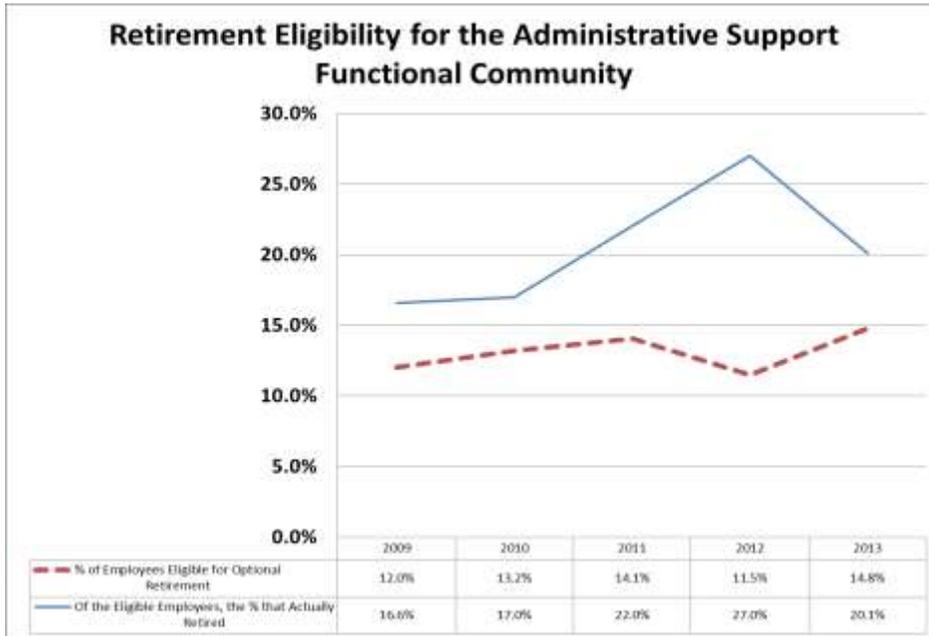
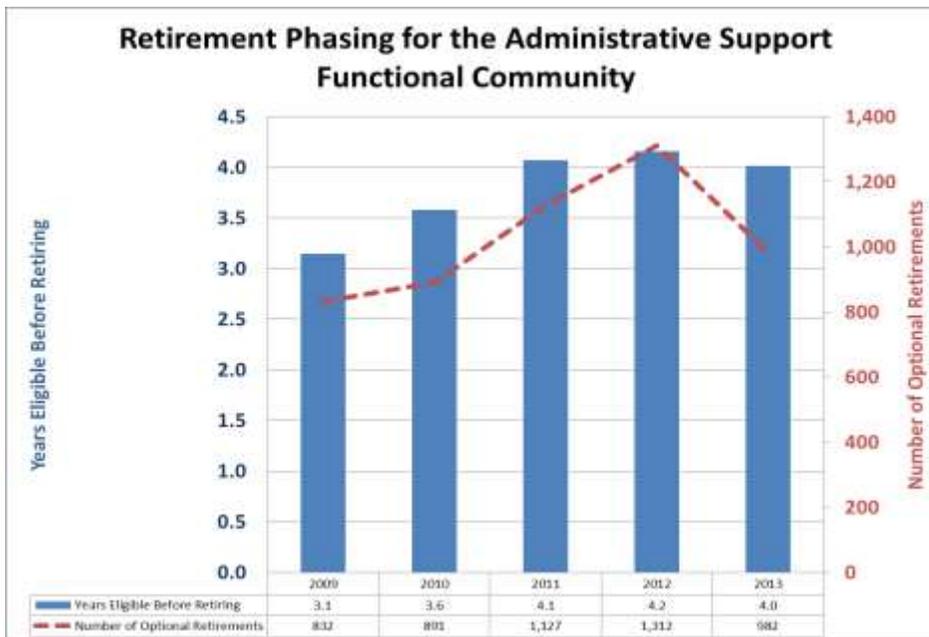


Figure 5: Administrative Support Retirement Phasing



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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 consists of two occupational series engaged in program management activities: Miscellaneous Administration and Program Series, 0301; and Program Management Series, 0340. Program management is an essential function needed to continue to meet mission requirements and direct the diverse programs within the Department. The Program Office recognizes that the Miscellaneous Programs and Administration Series, 0301 and the Program Management Series, 0340 cut across multiple functional communities. The creation of the community enables OFCMs, CFCMs and CIs to engage in deeper analysis and discussion of the needs of the DOD program management workforce.

MPM was designated a functional community because the series covers over 40,000 DOD employees in two occupational series, both of which engage in program management activities. After existing and new functional communities were validated 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 has not been identified for the MPM Functional Community; therefore, the Program Office conducted a brief review of the community's workforce data.

Figure 1: Miscellaneous Program Management Demographics

FUNCTIONAL COMMUNITY	Misc Programs
Occ Series	All
Occ Series Desc	
Workforce Size: Current Strength Totals	
End Strength	40,599
Department of Army	18,866
Department of Air Force	8,174
Department of Navy	7,215
DoD Agencies (4th Estate)	6,344
% MALE	65.01%
% FEMALE	34.99%
% DISABILITY TARGETED	0.49%
% DISABILITY NONTARGETED	8.15%
% PRIOR MILITARY	60.96%
Education	
ED - # WITH LESS THAN BACHELORS	19,376
ED - # WITH BACHELORS DEGREES	11,753
ED - # WITH MASTERS DEGREES	8,905
ED - # WITH DOCTORATE DEGREES	359
Planning Considerations	
% ELIG TO RETIRE CURRENT	13.09%
% ELIG TO RETIRE NEXT YEAR	3.50%
% ELIG TO RETIRE TWO TO FIVE YEARS	16.17%
AGE - 29 & Under	851
AGE - 30 to 39	4,666
AGE - 40 to 49	11,707
AGE - 50 to 54	10,394
AGE - 55 to 59	7,604
AGE - 60 to 64	3,707
AGE - 65 and over	1,670
Career Level 1: GS 1-8 or Equiv.	725
Career Level 2: GS 9-12 or Equiv.	18,357
Career Level 3: GS 13-15 or Equiv.	21,517

Workforce Analysis

The MPM Functional Community FY 2013 workforce population decreased by over 2,000 billets from FY 2012, due to accompanying budget cuts, sequestration, and hiring freezes. A major challenge identified for this workforce is that the roles for 0301 and 0340 are different depending on where they reside or what functions 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 standard data sets pulled from 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. The challenges inherent in the dispersed nature of this community could be potentially addressed in the FY 2014 functional community realignment process.

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 AND GRAPHS

All charts and graphs in this section are from source: DCPDS, Date: September 2013

Figure 2: Miscellaneous Program Management Gains and Losses

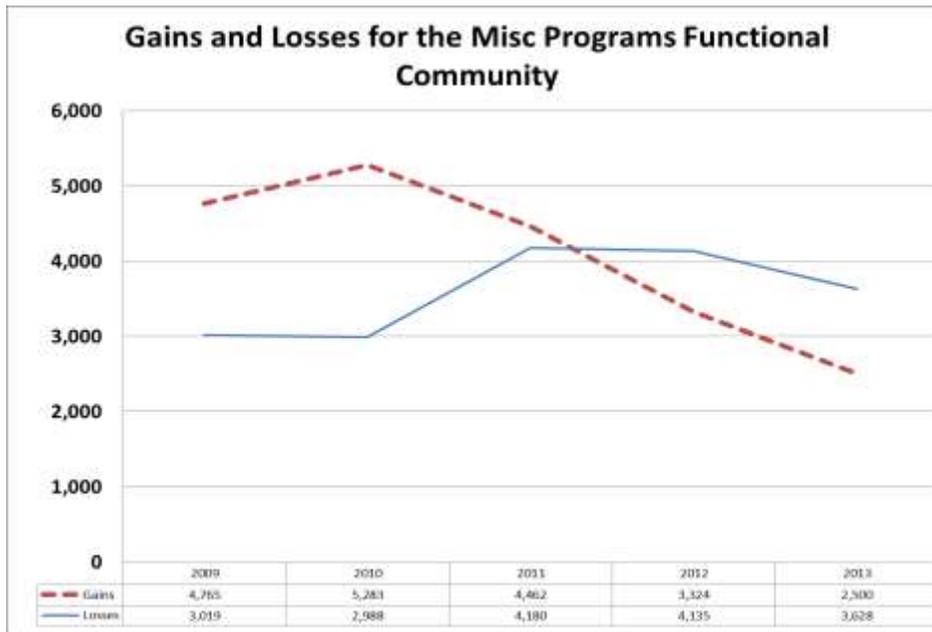


Figure 3: Miscellaneous Program Management Turnover

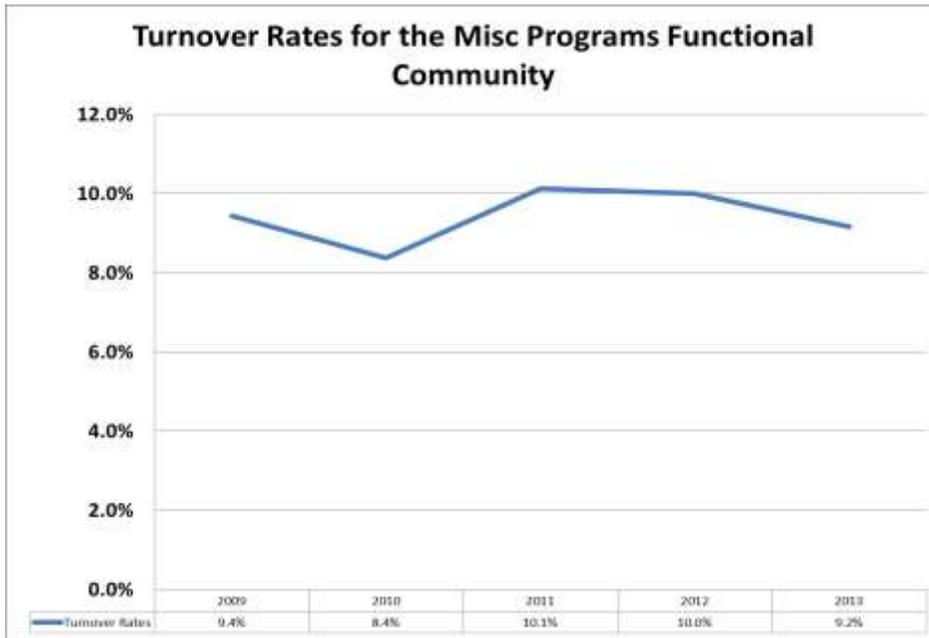


Figure 4: Miscellaneous Program Management Retirement Eligibility

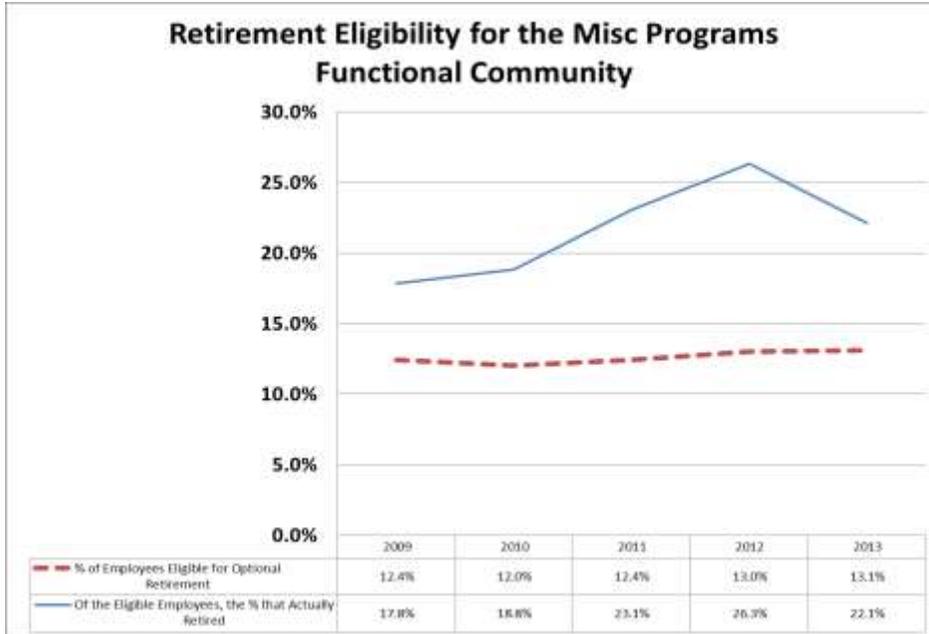
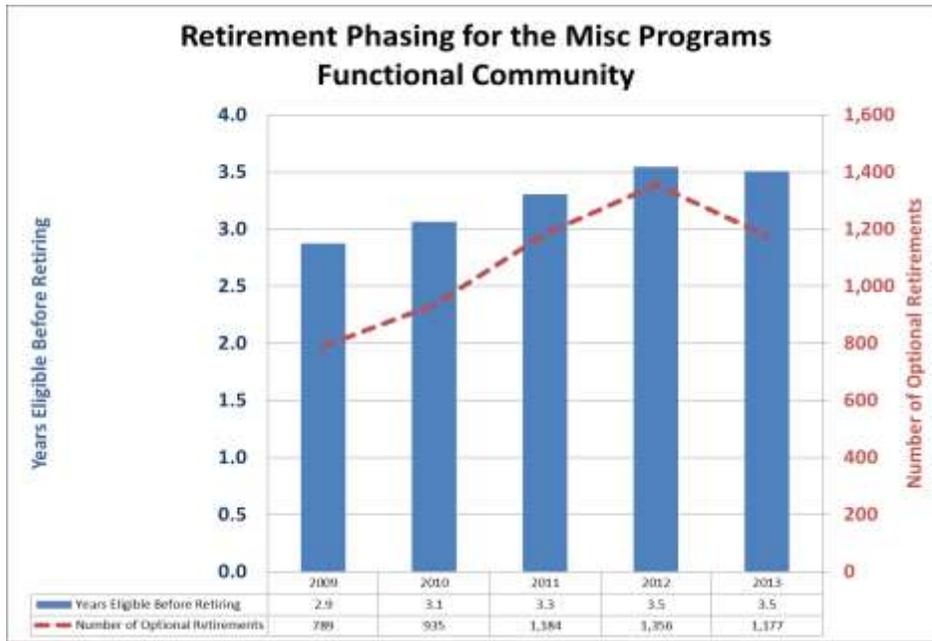


Figure 5: Miscellaneous Program Management Retirement Phasing



Addendum: 0343 Workforce Data

To ensure the workforce demographics are fully reflected in this report, the 0343, Management and Program Analyst, occupational series workforce data has been moved from the Manpower to the Miscellaneous Functional Community Appendix with details as follows below.

DEMOGRAPHICS

Figure 1: 0343 Demographics

FUNCTIONAL COMMUNITY	Manpower
Occ Series	0343
Occ Series Desc	MANAGEMENT AND PROGRAM ANALYSIS
Workforce Size: Current Strength Totals	
End Strength	27,895
Department of Army	6,771
Department of Air Force	6,772
Department of Navy	9,592
DoD Agencies (4th Estate)	4,760
% MALE	50.34%
% FEMALE	49.66%
% DISABILITY TARGETED	0.72%
% DISABILITY NONTARGETED	8.68%
% PRIOR MILITARY	49.69%
Education	
ED - # WITH LESS THAN BACHELORS	12,582
ED - # WITH BACHELORS DEGREES	8,720
ED - # WITH MASTERS DEGREES	6,332
ED - # WITH DOCTORATE DEGREES	170
Planning Considerations	
% ELIG TO RETIRE CURRENT	13.89%
% ELIG TO RETIRE NEXT YEAR	3.70%
% ELIG TO RETIRE TWO TO FIVE YEARS	16.77%
AGE - 29 & Under	1,135
AGE - 30 to 39	3,728
AGE - 40 to 49	7,704
AGE - 50 to 54	6,981
AGE - 55 to 59	5,058
AGE - 60 to 64	2,402
AGE - 65 and over	887
Career Level 1: GS 1-8 or Equiv.	227
Career Level 2: GS 9-12 or Equiv.	11,891
Career Level 3: GS 13-15 or Equiv.	15,777

DATA CHARTS & GRAPHS

Figure 2: 0343 Gains and Losses

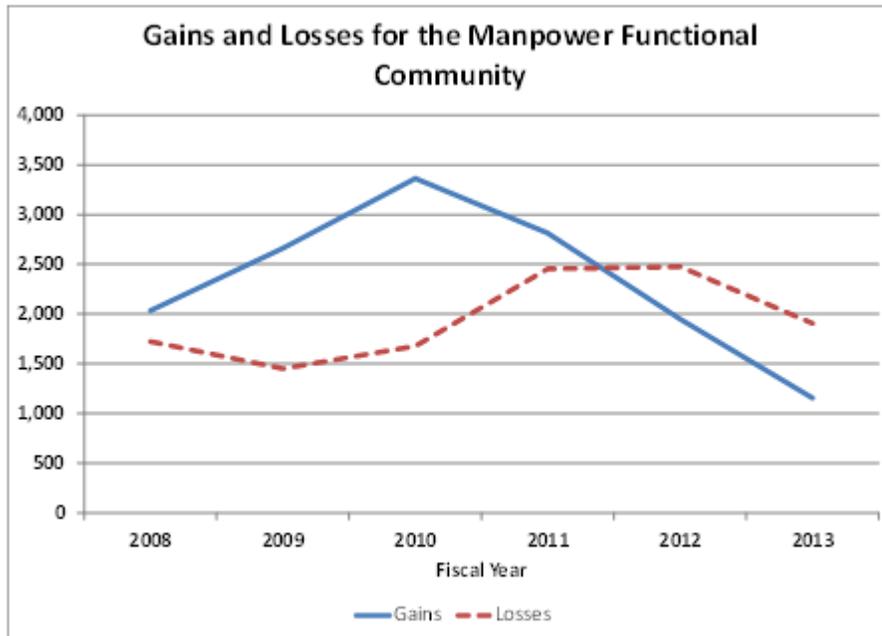


Figure 3: -0343 Turnover

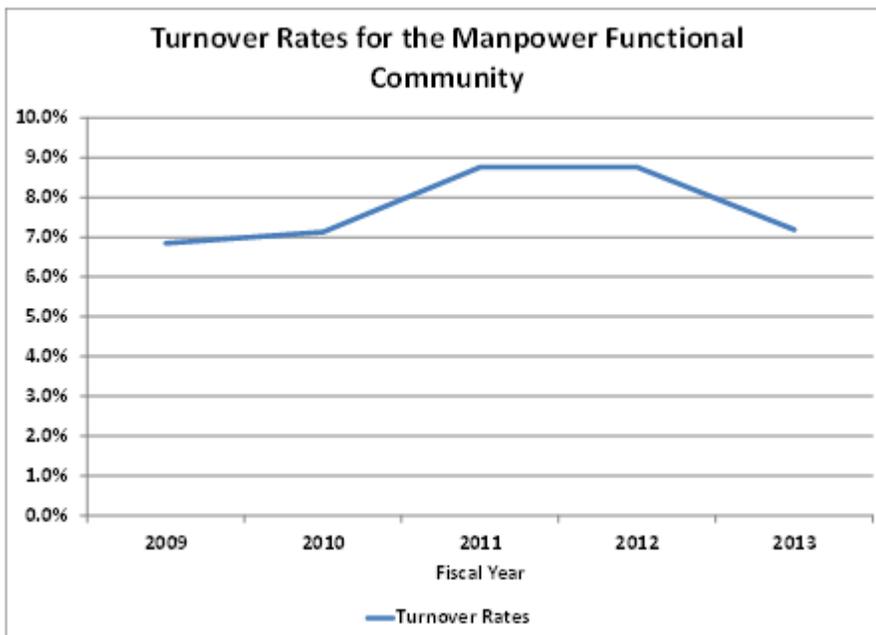


Figure 4: 0343 Retirement Eligibility

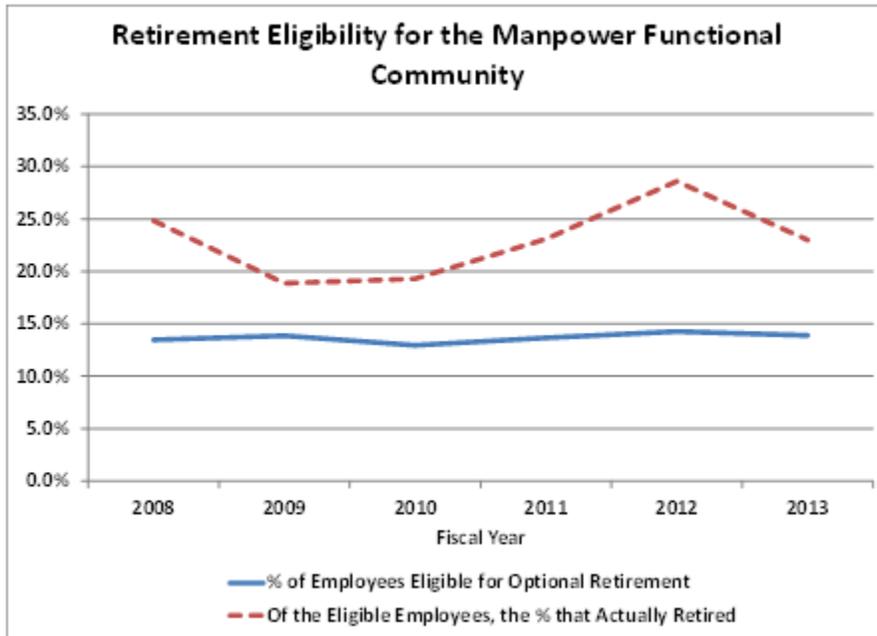
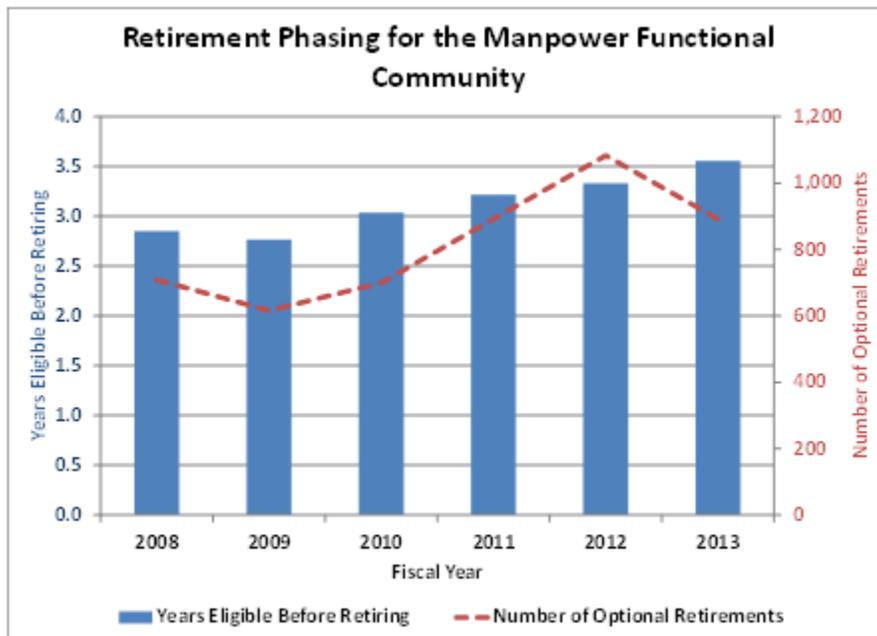


Figure 5: 0343 Retirement Phasing





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