<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
<th>Presenter(s)</th>
</tr>
</thead>
</table>
| 8:30 AM to 8:50 AM | Welcome                                      | Ms. René Thomas-Rizzo  
|               |                                               | Ms. Ronna Garrett                                      |
| 8:50 AM to 9:00 AM | Administrative Remarks                              | Cathy Dunleavy  
|               |                                               | Ron Riley                                              |
| 9:00 AM to 10:00 AM | Post Hiring Freeze and Recovery                 | All                                                    |
| 10:00 AM to 10:10 AM | Break                                        |                                                       |
| 10:10 AM to 10:45 AM | HR Practioner's Training Guide                 | Sukeena Blair                                          |
| 10:45 AM to 11:30 AM | Legislative Update and Implementation Plans   | Steven Tran  
|               |   Public/Private Talent Exchange                |                                                       |
|               |    Program (Sec 1104)                           |                                                       |
|               |    Direct Hiring Authority for New College     | Edie Olson                                             |
|               |    (Sec 1106 NDAA)                              |                                                       |
| 11:30 AM to 12:30 PM | Lunch                                       |                                                       |
| 12:30 PM to 1:00 PM | Pilot Program on Enhanced Pay Authority        | Danielle Opalka                                        |
| 1:00 PM to 1:30 PM | DoD Branding and Outreach /  
|               |   College Acquisition Intern Program           | Ms. René Thomas-Rizzo                                   |
| 1:30 PM to 2:00 PM | USAF Branding Initiatives                     | Sammy Slade                                            |
| 2:00 PM to 2:10 PM | Break                                        |                                                       |
| 2:10 PM to 2:30 PM | Army AWF Hiring Cell Pilot Update             | Jack Kendall                                           |
| 2:30 PM to 3:00 PM | OUSD FM Acquisition Exchange Program (NDAA 2016)/  
|               |   Direct Hiring Authority/FM Rotational Program | Ms. Glenda Scheiner                                    |
| 3:00 PM to 3:30 PM | Cyber Workforce Training for HR Professionals | Janese Jackson                                         |
| 3:30 PM to 3:45 PM | Closing Remarks                               | Ms. René Thomas-Rizzo  
|               |                                               | Ms. Ronna Garrett                                      |
Joint Acquisition / Human Resources Summit

Presented by Ms. René Thomas-Rizzo

19 May 2017
Summit Objectives

• Continue to learn how AT&L and P&R can assist Components with recruiting, hiring, and sustaining the acquisition workforce

• Increase knowledge sharing between the Acquisition and HR communities

• Improve mutual awareness of hiring challenges

• Better understanding of the problems
  • Is the issue statutory, policy or implementation?
  • Is the problem based on anecdote and supported by data?

• Collaborate on solutions – Develop an action plan
  • Legislation needed? Policy changes/updates? Standardize “best practice” implementation?
Achievements Since Last Joint Summit – 9 Nov 16

✓ FY16 and FY17 NDAA Implementation Guidance

Completed Actions

<table>
<thead>
<tr>
<th>Section Title</th>
<th>NDAA</th>
<th>Section</th>
<th>Workforce Impacts</th>
<th>Implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pilot Program on Direct Hire Authority for Veteran Technical Experts into the AWF</td>
<td>FY16</td>
<td>1112</td>
<td>Increased flexibility for DoD to hire critical STEM talent.</td>
<td>P&amp;R policy implementation memo released Dec 2016; NTE 1% of total civilian positions in MILDEP AWF</td>
</tr>
<tr>
<td>Direct Hire Authority for Technical Experts into the AWF</td>
<td>FY16</td>
<td>1113</td>
<td>Increased flexibility for DoD to hire critical STEM talent.</td>
<td>P&amp;R policy implementation memo released Dec 2016; NTE 5% of total scientific/engineering positions in MILDEP AWF</td>
</tr>
<tr>
<td>Direct Hire Authority (DHA) for DoD for college students and recent graduates</td>
<td>FY17</td>
<td>1106</td>
<td>Provides DoD high priority direct hire authority to be competitive for top talent on college campuses</td>
<td>P&amp;R policy implementation memo released Feb 17; Limited to 15% of total hires</td>
</tr>
</tbody>
</table>
Achievements Since Last Summit - continued

✓ FY16 and FY17 NDAA Implementation Guidance

Pending Actions

<table>
<thead>
<tr>
<th>Section Title</th>
<th>NDAA</th>
<th>Section</th>
<th>Workforce Impacts</th>
<th>Implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pilot Program on Temporary Exchange of Financial Management and Acquisition</td>
<td>FY16</td>
<td>1110</td>
<td>Exchange program (3 month to 1 year) for mid-career DoD and “non-traditional”</td>
<td>Interim Final Rule signed out by AT&amp;L/COMPT; Draft implementation</td>
</tr>
<tr>
<td>Personnel</td>
<td></td>
<td></td>
<td>defense contractor employees.</td>
<td>guidance out for formal coord to COMPT and DACMs; OGC/DCMO</td>
</tr>
<tr>
<td>Pilot Program on Enhanced Pay Authorities for Certain Acquisition and</td>
<td>FY16</td>
<td>1111</td>
<td>Special pay flexibility to help DoD</td>
<td>P&amp;R has completed staffing of implementation memo. Preparing for</td>
</tr>
<tr>
<td>Technology Positions in DoD</td>
<td></td>
<td></td>
<td>compete with private sector for critical talent. OSD and Services can each</td>
<td>signature/issuance.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>hire total of five people up to or above 150% of basic pay. Hires must be for</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>terms less than five years. Authority continues through FY20.</td>
<td></td>
</tr>
<tr>
<td>Senior Military Acquisition Advisors in the Defense Acquisition Corps</td>
<td>FY17</td>
<td>866</td>
<td>Provides authority/program to retain top performing O-6s in Acquisition for</td>
<td>AT&amp;L Implementation memo and guidance drafted; initial P&amp;R review</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>up to five years past mandatory retirement (5 per Service)</td>
<td>complete; IPT review, then OGC and Service formal coordination next;</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Army/DAU drafted MOA.</td>
</tr>
<tr>
<td>Public-Private Talent Exchange</td>
<td>FY17</td>
<td>1104</td>
<td>Provides DoD broad authority for exchange program</td>
<td>P&amp;R drating implementation guidance</td>
</tr>
<tr>
<td>Repeal of certain basis for appointment of a retired member of the Armed</td>
<td>FY17</td>
<td>1111</td>
<td>Reinstitutes 180-day break period, in most cases, for retired military to be</td>
<td>P&amp;R has completed staffing of implementation memo. Preparing for</td>
</tr>
<tr>
<td>Forces to DoD position within 180 days of retirement</td>
<td></td>
<td></td>
<td>hired back as DoD civilians</td>
<td>signature/issuance.</td>
</tr>
</tbody>
</table>
Current Initiatives

✓ Collaboration on Recruiting Events
  ✓ Materials provided by STAR Program for UMD Athletic Network Session
  ✓ Branding Materials/Toolkit will be socialized with DCPAS

EHA Implementation Policy
  ✓ Update to implementation memo w/no sunset

✓ Working with DCPAS and evaluating DCAT Tool for Competency Assessments
Post Hiring Freeze and Recovery

Joint Summit
19 May 2017
Services and Components

- Infusion of New Talent

- Talent Management

- How do we better prepare for the next time
Acquisition Workforce Guide for Human Resources Professionals

Joint Acquisition/Human Resources Summit
May 19, 2017
Ms. Sukeena Blair
Staffing Policy Division
HR Operational Programs and Advisory Services Directorate
Defense Civilian Personnel Advisory Service

FOUO – FOR OFFICIAL USE ONLY
Overview – Acquisition Workforce Guide

➢ **Purpose:** Empower Human Resources (HR) professionals with a tool to facilitate hiring top talent for the DoD Acquisition Workforce.

➢ **Goal:** Enhance HR competency in hiring excellence across the Department for Acquisition-specific HR functional area information.

➢ **Vision:** Ability to hire a high quality, top performing Defense Acquisition Workforce
Components of the guide include:

- Background of the Acquisition Workforce
- Key phases of the hiring process
- Appendix
Background of the Acquisition Workforce

- Role of the Under Secretary of Defense for Acquisition, Technology, and Logistics
- Acquisition career field information
- Acquisition certification levels
- Commonly used pay systems for acquisition community
Key phases of the hiring process

- Planning
- Review position description and validate the position
- Identify recruitment and strategy
- Identify recruiting and compensation incentives
- Attracting the candidate
- Acquisition-specific hiring authorities
- Hiring options
- Mandatory placement programs
- Finalizing the recruitment process
Appendix

- Summarizes hiring options and hiring authorities
- Highlights government-wide and DoD-specific authorities

<table>
<thead>
<tr>
<th>Authority</th>
<th>Policy and Governing Statute</th>
<th>Common Uses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expedited Hiring Authority for Certain Defense Health Care Occupations --competitive service--</td>
<td>USD (P&amp;R) memorandum, “Extension of Expedited Hiring Authority for Shortage Category and/or Critical Need Health Care Occupations,” December 14, 2015</td>
<td>Allows hiring for targeted positions based on critical need or shortage. Requires public notice. When veterans’ preference eligible and non-preference eligibles are being considered at the same time, the preference eligible must be selected if candidates are essentially equally qualified. Authority expires December 31, 2020 (extended pursuant to Public Law (P.L.) 113-66, sec. 1109(a)), unless amended.</td>
</tr>
<tr>
<td>Direct Hire Authorities for Select Technical Acquisition Positions --competitive service--</td>
<td>USD (P&amp;R) memorandum, “Direct Hire Authorities for Select Technical Acquisition Positions” December 5, 2016</td>
<td>Allows hiring for technical veterans to scientific, technical, engineering, mathematic, and technician positions (Sec. 1112) and for candidates with a scientific and engineering degree (Sec. 1113). Public notice not required. Authority expires November 22, 2020 (Sec. 1112) and December 31, 2020 (Sec. 1113) unless amended.</td>
</tr>
</tbody>
</table>
Public-Private Talent Exchange
NDAA FY17 Section 1104
19 May 2017

Mr. Steven Tran
Staffing Policy Division
HR Operational Programs and Advisory Services Directorate
Defense Civilian Personnel Advisory Service

FOUO – FOR OFFICIAL USE ONLY
Public-Private Talent Exchange

- Statutory authority granted by NDAA FY17, Section 1104

- Affords Secretary of Defense the authority to authorize assignment of an individual to a private-sector organization, or from such private-sector organization to a Department of Defense (DoD) organization

- An assignment shall be for a period of not less than 3 months and not more than 2 years, renewable up to a total of 4 years

- Builds on the success of programs like the Intergovernmental Personnel Act (IPA) and the Information Technology Exchange Program (ITEP)
  - Private-sector organizations cannot be included in IPAs
  - ITEP is exclusively for the Information Technology workforce
Key Points – Section 1104

- Participants pursuant to this authority continue to receive pay and benefits while serving on external assignments from their home organizations.

- The statutory language outlines the requirements for both the DoD employee and private-sector participant.

- Assignments made each year shall be from 20 percent of small business concerns.

- **STATUS:**
  - DCPAS is developing implementation procedures.
  - DoD Components will identify strategic billets for use of the authority and will manage their respective Public-Private Talent Exchange.
Direct-Hire Authority for
The Department of Defense for
Post-Secondary Students and Recent Graduates
NDAA FY17 Section 1106
May 2017

Ms. Edith Olson
Staffing Policy Division
HR Operational Programs and Advisory Services Directorate
Defense Civilian Personnel Advisory Service

FOUO – FOR OFFICIAL USE ONLY
Overview – Section 1106

Direct-Hire Authority (DHA) for the Department of Defense for Post-Secondary Students and Recent Graduates

- Statutory authority granted by NDAA FY17, Section 1106 (P.L. 114-328)
- Affords Secretary of Defense the authority to appoint post-secondary students and recent graduates into competitive service positions in GS-11 and below (or equivalent) professional and administrative occupations
- Appointments are without regard to traditional examination, selection, placement, and veterans’ preference procedures in sections 3309 through 3318, 3327, and 3330 of title 5, United States Code
- Allocations for the Department limited to 15% of hires to like positions under competitive examining procedures during the previous FY
  - Not all DoD Components have allocations
- Authority expires September 30, 2021
- DoD implementation procedures approved February 6, 2017
  - Each DoD Component further develops their own procedures
Key Points – Section 1106

➢ Post-Secondary Students
  • Requirements:
    ✓ Currently enrolled full-time/in good academic standing at an institution of higher education
    ✓ Making satisfactory progress toward receipt of a baccalaureate or graduate degree
    ✓ Completed at least one year of the program
    ✓ Participant agreement with expectations and program requirements
  • Appointment type:
    ✓ Initial term appointment in the competitive service
    ✓ Conversion to permanent appointment: May be noncompetitively converted to career-conditional or career appointment within 120 days of successful completion of program

➢ Recent Graduates
  • Requirements:
    ✓ Degree awarded by an institution of higher education not more than 2 years before date of appointment; or
    ✓ Completed a period of obligated uniformed service of more than 4 years, and awarded a degree by an institution of higher education not more than 4 years before date of appointment
  • Appointment type:
    ✓ Career or career-conditional in the competitive service
Key Points – Section 1106 cont.

- Office of Personnel Management Qualification Standards apply
- DoD Components may continue to use Pathways Programs as part of their comprehensive recruitment and hiring strategies
  - This DHA provides an additional mechanism to reach entry-level talent
  - Components are encouraged to strategically plan for use of this limited authority
- Allocations—broadest parameters used in calculations:
  - Competitive hires for GS-11 and below (or equivalent)
  - Temp, term, and permanent
  - Delegated examining, DHAs, EHAs
- Priority Placement Procedures forthcoming
Pilot Program for Enhanced Pay
NDAA FY 2016 Section 1111
May 19, 2017
Ms. Danielle Opalka
Division Chief
Civilian Senior Executive Management Division
NDAA FY 2016 section 1111 authorizes a pilot program for enhanced pay for certain acquisition and technology positions in DoD.

The Office of the Secretary of Defense and each military department are allocated 5 positions under this authority.

- Approval for the OSD positions is delegated to USD(AT&L) and approval for the military departments is delegated to the Service Acquisition Executive.

This authority allows for the basic rate of pay to not exceed 150% of level I of the Executive Schedule ($310,500 for CY17).

Positions must have terms of less than 5 years.

Authority to fix rates of basic pay for a position terminates on 1 Oct 2020.

- This does not prohibit payment to positions whose terms continue beyond 1 Oct 2020.
DoD Branding and Outreach/College Acquisition Intern Program

Presented by Ms. René Thomas-Rizzo

19 May 2017
College Outreach

Objective: Brand DoD as an “Employer of Choice”

- Visited eight universities in Maryland/Virginia/California
- Common themes discussed:
  - Unaware of DoD organization and civilian opportunities
  - They care about public service and mission
  - Workplace flexibility is highly valued
  - USAJobs/hiring process is considered a major obstacle
  - Tuition reimbursement and student loan repayment are attractive
  - Internships are the key to hiring!
- Take Aways –
  - DoD needs a foot print on college campuses
  - Current branding is tied to the uniformed services
  - Industry has set the standard of recruiting through internships

Need a Strategic Branding Approach
HCI’s Strategic Approach to engage recent college graduates

- Designed a branding framework centered on DoD AWF strategic goal #1: Making DoD an Employer of Choice.

- Develop a messaging platform that spans across the 15 career fields of the AWF
  - Based on current college graduation statistics designed messaging that speaks to Millennial demographic

- Designed awareness campaign focused on:
  - Educating career offices
  - Informing students of benefits of working within DoD AWF
School Selection Process

- **Schools selected by a number of criteria:**
  - Requested preferred list of schools from Components and STEM Community
  - Geographic location considerations
  - Degree fields and alignment with AWF career fields
• Designing a campaign that reinforces the critical role of DoD civilian jobs

• Showcasing the variety of careers and global mission that AWF supports

• Simplifying the benefit breakdowns and USAJobs.gov application process

• Enhancing the HCI website to provide relevant and up-to-date information across the AWF with visible links to each service organization
College Career Planning Guide – DoD Advertisement

Department of Defense Civilian Careers that Make a Difference

Serve your nation and make a difference by joining the Department of Defense Acquisition Workforce. We offer civilian careers ranging from business, IT, project management to science and engineering.

Benefits include:
- Worldwide Career Opportunities
- Paid Vacation
- Student Loan Repayment
- Graduate School Tuition Assistance
- Accelerated Career Progression
- Leadership Development
- Professional Certifications

Office of the Under Secretary of Defense for Acquisition, Technology and Logistics – Human Capital Initiatives
hci.mil/careers

Benefits include:
- Worldwide Career Opportunities
- Paid Vacation
- Student Loan Repayment
- Graduate School Tuition Assistance
- Accelerated Career Progression
- Leadership Development
- Professional Certifications

Office of the Under Secretary of Defense for Acquisition, Technology and Logistics – Human Capital Initiatives
hci.mil/careers

http://www.hci.mil/
Next Steps

• Expand branding of AWF to:
  – External professionals working in industry
  – Internal AWF employees (training opportunities)

• Build robust website that provides AWF current events

• Leverage social media across all audience demographics

• Implementation of the 2017/2018 college campaign and engagement plan

• Measure the outcomes and modify the messaging as appropriate

• Centralized College Acquisition Internship Program
College Acquisition Intern Program

Objective: Brand DoD as an “Employer of Choice”

- Centralized Program similar to FBI and CIA
  - Annual call for applicants
  - Funding and billets Centrally managed
  - Services/Component sponsorship
- Utilize Section 1106 Direct Hiring Authority
- Target Sophomore and Juniors
- Paid internships
  - Summer and winter break
- Hire into Pathway’s Recent Graduate upon graduation
  - Non-competitive

Positive Experience = Free DoD Advertisement on Campus

Minimal Investment...Maximum Return!
Headquarters U.S. Air Force

Integrity - Service - Excellence

COMPETING FOR TALENT

In

The Nations Marketplace

U.S. AIR FORCE

SAF/AQH
May 2017
Understanding the Challenge

- Classic government talent acquisition
  - Identify requirement
  - Hand requirement to HR
    - Follow USA jobs process flow and fill the hole

  Is this method competing for talent???

- Desire for a new end state
  - Compete in the marketplace for talent using 21st century techniques
  - Enabled by statute
    - Acq Demo, EHA/DHA, DAWDF

Requires A Culture Shift… Talent Acquisition is a competition!!!
Air Force Civilian Service must build an image and reputation in the employment marketplace that attracts and recruits the best and brightest to Air Force civilian jobs.

“We must recruit and retain the very best talent our country has to offer.”

Secretary of Defense Ash Carter
Force of the Future Memo, 9 June 2016
We identified the need for a branding strategy

- The goal was to give employment in the Air Force Acquisition Workforce an identifiable face

- Supporting a brand in the modern marketplace involves social media and the ability to keep the “conversation” alive

- Data showed that the key avenues for connections between job seekers and companies was through social media
  - #1 Facebook, #2 LinkedIn
  - The potential for expanding the pond you are fishing in relies on leveraging social media but it is not a binary solution
The Vigilance to Shield the Skies.

Your foresight puts the E-3 Sentry in the air to keep a watchful eye on the challenges ahead. We lead the way.
I manage contracts. At least that’s what my job description says.

But really, I work with the most advanced weapons on the planet.

From 9–5, I deter world war and ensure the safety of humanity.

But that wouldn’t fit on my business card.
The Courage to Carry Us Forward.

- Test Center
- Life Cycle Management Center
- Sustainment Center
- Space and Missile Systems Center
- Nuclear Weapons Center

Air Force Acquisition Careers

About Air Force Acquisition

Almost 35,000 Air Force professionals, both civilian and military, work in a variety of career fields leading the acquisition of cutting edge weapon systems and sustaining established capabilities. Working in Air Force Acquisition, you can apply your leadership, business and technical skills to:

- Contracting
- Systems Engineering
- Financial Management
- Program Management
- Information Technology
Brand Development and Lessons Learned

- Undertook a multiyear effort to build an acquisitions career brand
  - Branded each org/location
  - Major organizational restructure drove re-branding

- The brand, social media and recruiting tools were not connected to dispersed functional recruiting structure

- A major lesson learned in this effort
  - A culture shift takes a multi faceted education effort and buy in from senior leadership
  - Without a central supporting structure efforts will not be effective
Unique Resources Key to Success

- Legal Authorities
  - DHA in our Labs
  - EHA for acquisition workforce...
  - Ability to use By Name Requests for both of the above

- Funding
  - DAWDF enabled unique 21st century solutions
    - LinkedIn recruiter seats
    - Contractor collecting a prospect database
  - Marketing
    - Hiring events, support to local recruiters, social media
    - Incentives...Cash, PCS, Student Loan Re-payment

- Acq Demo
Our New Journey

- Multiple Air Force organizations, commands, bases and units competing amongst themselves for attention in the marketplace:
  - Numerous websites with no central theme
  - Different logos and mixed messages
  - Lacks Unity of Effort and coordination
SOLUTION: UNIFIED EFFORT UNDER A UNIFIED BRAND

Create a unified organization under one umbrella that can build brand value and brand recognition in the employment marketplace

- Cooperation vs Competition
- Shared resources & services — more cost effective
- Enhanced market penetration
- Mutual benefit – Entire AF Succeeds
- Unified identity for all civilian employees

One Face, One Voice
Acquisition teaming with our A1 to achieve results

- Merging web presence into coherent brand
- Resourcing enterprise recruiting effort
  - Central support for all recruiting efforts
  - Team focused on targeted events and problem sets
- Core Challenge…
  - Demonstrating that efforts are achieving desired results
ONE FACE, ONE VOICE: AIR FORCE CIVILIAN SERVICE

You are Strong, Focused, and Talented...
a real force to be reckoned with.

SHOULDER to SHOULDER
We Are a Force to Be Reckoned With
Two Pilot Efforts
Goal: Demonstrate Capability

- Hill AFB – Stand up of Ground Based Strategic Defense program office, rqmt to fill 148 positions
  - Built coordinated team; SAF/AQH, AFNWC/DP, AFPC/DP3DA, TMPgovt and LinkedIn
  - Brick and Mortar venue; LinkedIn used for registration; advertising via print, radio, social media
  - 50 positions filled, continued efforts led to 70 fills

- Eglin AFB – Stand up of Long Range Stand Off program office, rqmt to fill 49 positions
  - Extensive use of LinkedIn recruiter tools, 75% of fills
  - 4 off site recruiting events
  - 100% of positions filled

Effective use of tools/authorities is key to success
Enterprise Recruiting

Dedicated Acquisition recruiting cell at AFPC
Focus: Competing for Talent

Tools: Linked In Recruiter, Resume mining, Hiring Events (advertising, facility, booth, support)

Success:
AFNWC… GBSD & LRSO
SMC…
November Event
-- 1500+ attendees
-- 41 on the spot tent offers

Authorities and DAWDF:
EHA and DHA
Recruiting Incentives
Student Loan Repayment
Tuition Assistance
AND…COOL WORK

afacquisitioncareers.com / afciviliancareers.com / afstem.afciviliancareers.com

Integrity - Service - Excellence
QUESTIONS
AAW Hiring Cell Pilot

For the Joint Summit
Presented by Jack Kendall
AAW Hiring Cell Pilot

The vision of a centralized Civilian Personnel Advisory Center (CPAC) for enterprise-wide AAW hiring will:

- Ensure a centralized approach to acquisition position descriptions, recruitment and hiring
- Align all DAWIA requirements at one location; negate the need to train all CPACs
- Focus hiring authorities specifically addressed for AAW hiring
- Enable the Army DACM Office to focus on AAW Human Capital/Department of Defense Acquisition Workforce Strategic Plan goals and Talent Management strategies
- Dedicate the focus on AAW critical skill set recruitment and hiring

- MOA signed by ASA(ALT) Principal Deputy and the Civilian Human Resources Agency Director

- Stood up AAW hiring cell pilot at Aberdeen CPAC on 1OCT16; 18-month pilot focused on testing a centralized and enterprise AAW hiring

- Pilot concept with PEOs initially – classification, recruitment, job offer

- Challenged by Government-wide hiring freeze; have not realized all capabilities or gathered enough data to support vision
Joint Acquisition/HR Summit
FM Workforce Development

Ms. Glenda Scheiner
Director, Human Capital & Resource Management, OUSD(C)
FM OSD Functional Community Manager (FM OFCM)

19 May 2017
DoD FM Workforce

Current Status

<table>
<thead>
<tr>
<th>Total DoD FM Military Workforce</th>
<th>MIL</th>
<th>CIV</th>
</tr>
</thead>
<tbody>
<tr>
<td>21.7% 11,599</td>
<td>Army 11%</td>
<td>Army 17.7%</td>
</tr>
<tr>
<td></td>
<td>Air Force 7.7%</td>
<td>Air Force 14.4%</td>
</tr>
<tr>
<td></td>
<td>Navy 3%</td>
<td>Navy 15.4%</td>
</tr>
<tr>
<td></td>
<td>DoN 18.4%</td>
<td>4th Estate 30.8%</td>
</tr>
<tr>
<td></td>
<td>Other 30.8%</td>
<td>*= DFAS 69%</td>
</tr>
</tbody>
</table>

Total DoD FM Civilian Workforce 78.3% 41,947

Total FM Workforce 53,546

Key Points

- Educated Workforce: 59% of civilian workforce and 42% of military have Bachelor’s degree or higher
- Aging Workforce:
  - The average age of the DoD FM civilian is 46.8
  - 47% of civilians are over the age of 49
  - 15% of the workforce is eligible to retire now and one-third of the workforce is eligible to retire in five years or less
  - 37% of FM Senior Executives (SEs) are eligible to retire now

Financial Management / Acquisition Workforce

- Total FM Workforce 53,546
- FM/ACQ Workforce 8,700
- FM Workforce 44,846

Source: DMDC JAN 2017

Issues/Initiatives

- USA Staffing Upgrade transitions to competency based civilian hiring
- FM Direct Hire Authority for civilians
- FM & Acquisition Exchange Program with Industry
- FM Certification Program
Workforce Staffing Update

• USA Staffing Upgrade
  - USA Staffing is OPM’s hiring software system used by Federal agencies to facilitate the hiring process and match qualified applicants to job openings
  - DoD is transitioning to the USA Staffing upgrade, which is expected to be completed by early 2018
    - Competencies will be used in the hiring process in lieu of knowledge, skills, and abilities (KSAs)
    - DoD’s enterprise-wide FM competencies (validated in 2016) are the source of competency data in the USA Staffing upgrade for the FM workforce

• Job Tasks
  - Job tasks are used to describe work performed on the job
  - Job tasks are activities an employee performs on a regular basis to carry out the functions required

• Job Items
  - A Job item is a single activity derived from a job task and is used to determine to what extent an applicant possesses the chosen competency(ies)
  - Job items are used as the source for creating the self-assessment questionnaire, are linked to competencies and provide ability to distinguish the best qualified candidate

• Status
  - OUSD(C) created a job item library for all FM occupational series and shared the library with the Components; provided training
  - Ensures that the DoD enterprise-wide FM competencies are used consistently in the hiring process
SEC. 1110. Direct Hire Authority for Financial Management Experts in the Department of Defense Workforce

• Provides the DoD-wide FM workforce direct hire authority, without regard to the provisions of Subchapter I of Chapter 33 of Title 5 U.S. Code

• Up to 10% of the total number of FM workforce positions of an Agency or Military Department that are filled as of the close of the fiscal year last ending before the start of the calendar year

• Positions Specified
  – Financial management
  – Accounting
  – Auditing
  – Actuarial
  – Cost estimation
  – Operational research
  – Business and business administrations

• DoD-wide policy implementation guidance is in final coordination
FM /AQ Exchange Program with Industry

• **Current status**
  
  – Completed implementation guide
  – Completed coordination with DoD Office of Inspector General and Legislative Affairs
  – Finalizing informal coordination with Deputy Chief Management Officer
  – Will begin formal coordination in May 2017
    • Deputy Chief Management Officer
    • DoD Office of Inspector General
    • Office Management and Budget

• **Next Steps**
  
  – Socialize with non-traditional defense contractors
  – Submit interim final rule to OMB for publication in Federal Register
  – Monitor status of regulatory freeze on Federal Register
  – Pending Federal Register timeline, targeting first participants early FY18
• OUSD(C) is exploring the viability of a DoD-wide FM rotational development program within the Department

• The goal of the program
  – To develop a flexible, talented pool of employees who have depth of knowledge in their disciplines and or breadth of experience across the DoD

• Next Steps
  – Implement pilot program by the end of this FY, with full implementation in FY18
FM Workforce Initiatives

- DoD enterprise-wide FM Individual Development Plan
  - Full version available for use by fall 2017

- FM Information Sharing Forum
  - Purpose: FM CFCM focus group to provide insight and potential solutions to FM workforce succession planning challenges

- FM/HR Summit
  - 2nd Summit planned for October 2017
    - Focus group will debrief proposed solutions at Summit
Questions
Cyber Training
for
HR Professionals

19 May 2017

Dr. Janese Jackson

DoD CIO
Agenda

- Cyber Mission Imperatives
- HR Cyber Awareness
- Cyber Excepted Service (CES) Training
- Next Steps for CES Implementation
Cyber Mission Imperatives

Human Capital Challenges:

- Increasing Cyber Threats
- Multi-Faceted Cyber Domains
  - Unstable Mission Scope
  - Inconsistent Workforce Identification
- Hyper-Competition for Top Talent
- Disparate Workforce
  - Geographic Location
  - Personnel Systems
  - Disjointed Approaches for Professional Development

Imperatives for Change:

- Section 1599f of Title 10, Chapter 81, U.S.C
- DoD Cyberspace Workforce Strategy, 2013
- DoDD 8140.01 Cyberspace Workforce Management, 2015
- Federal Cybersecurity Workforce Assessment Act of 2015
HR Cyber Awareness

• Participate in Cyber Engagements
  – Build your cyber confidence
    • Request a seat to participate or observe:
      – DoD, Federal, Academia, and Industry Cyber Seminars
      – Customer Mission Briefs
      – DoD Cyber Workforce Development Focus Groups
      – DoD Cyber Workforce Strategy Line of Effort (LOE) Meetings
  – Build your professional network of Cyber Subject Matter Experts

• Apply Cybersecurity Principles and Practices
  – Participate in cyber training courses and seminars
  – Protect yourself, your customers, and your organization
    • HR professionals and HR infrastructures are TARGETS!
    • Safeguard Personal Identifiable Information (PII)

HR Professionals have a critical role in DoD’s cyber mission....
HR Cyber Awareness

• Influence Strategic Workforce Planning
  – Speak to the Department’s cyber mission
    • Understand the lexicon in the *NIST National Cybersecurity Workforce Framework*
  – Understand your customer’s core cyber mission areas
    • Know which cyber competencies and qualification requirements are critical for mission
  – Maintain cognizance of cyber human capital trends
  – Identify feasible solutions for closing workforce gaps and filling vacant positions

• Be A Strategic Advisor
  – Understand HR and Cyber workforce policies
    • Current DoD 8570.01-m Cybersecurity Position Requirements
    • Hiring Authorities and Flexibilities
    • Available Recruitment, Retention, and Relocation Incentives
  – Make competitive total compensation package job offers

*HR Professionals have a critical role in DoD’s cyber mission....*
### Recommended Cyber Courses for HR Professionals

*Source: National Initiative for Cybersecurity Careers and Studies - Cybersecurity Workforce Development Toolkit


<table>
<thead>
<tr>
<th>Course</th>
<th>Provider</th>
<th>Delivery Methods</th>
<th>URL</th>
</tr>
</thead>
<tbody>
<tr>
<td>CompTIA A+</td>
<td>Ed4Online</td>
<td>Online, Self-Paced</td>
<td><a href="https://niccs.us-cert.gov/training/search/ed4online/comptia">https://niccs.us-cert.gov/training/search/ed4online/comptia</a></td>
</tr>
</tbody>
</table>

*Source: National Initiative for Cybersecurity Careers and Studies - Cybersecurity Workforce Development Toolkit

# Recommended Cyber Courses for HR Professionals

<table>
<thead>
<tr>
<th><em>Course</em></th>
<th>Provider</th>
<th>Delivery Methods</th>
<th>URL</th>
</tr>
</thead>
</table>
CES Training Requirements

• Authorities
  – Section 1599f of Title 10, Chapter 81, United States Code
  – FY17 National Defense Authorization Act Section 1103

• Requirement
  – Design and deliver training courses on the authorities and flexibilities for the new Cyber Excepted Service (CES) personnel system (upon the issuance of signed policies)

CES TRAINING GOALS:
- Implementation
- Sustainability

AUDIENCE:
- DoD Leaders
- HR Practitioners
- General Workforce
CES HR Elements Course

• Topics:
  – Course Introduction
  – CES Background
  – Occupational Structure
  – Employment and Placement Considerations
  – Compensation Administration
  – Performance Management
  – Disciplinary and Adverse Actions
  – Employee Grievances
  – Course Wrap-Up
# CES Training Courses

<table>
<thead>
<tr>
<th>AUDIENCE</th>
<th>COURSE</th>
<th>OBJECTIVES</th>
</tr>
</thead>
<tbody>
<tr>
<td>DoD Leaders</td>
<td><strong>CES Leadership Orientation</strong></td>
<td>- Familiarize leaders with the core tenets of CES.</td>
</tr>
<tr>
<td></td>
<td>Delivery: Executive Power Point Brief</td>
<td>- Equip leaders with the requisite knowledge for administering CES in their organizations.</td>
</tr>
<tr>
<td></td>
<td>and Q&amp;A (2.00hrs)</td>
<td></td>
</tr>
<tr>
<td>HR Practitioners</td>
<td><strong>CES HR Elements</strong></td>
<td>- Provide HR professionals with the knowledge and tools to operationalize CES policies and procedures.</td>
</tr>
<tr>
<td></td>
<td><strong>Train the Trainer: CES HR Elements</strong></td>
<td>- Equip HR professionals with the requisite knowledge to serve as a CES advisor for leaders, managers/supervisors, and employees in their organizations.</td>
</tr>
<tr>
<td></td>
<td>Delivery: Interactive Module-Based Course (8.00-12.00hrs)</td>
<td></td>
</tr>
<tr>
<td>General Workforce</td>
<td><strong>CES Workforce Orientation</strong></td>
<td>- Familiarize employees with the core tenets of CES.</td>
</tr>
<tr>
<td></td>
<td>Delivery: Comprehensive Power Presentation and Q&amp;A (3.00hrs)</td>
<td>- Explain the CES organizational and workforce implications.</td>
</tr>
</tbody>
</table>
## CES Training Schedule

### CES IMPLEMENTATION PHASE

**PHASE 1:**

Course Delivery Time Frame: TBD to Oct 2017

(11 courses)

<table>
<thead>
<tr>
<th>ORGANIZATION</th>
<th>AUDIENCE</th>
<th>COURSE</th>
<th>LOCATION</th>
<th>DATE &amp; TIME</th>
<th>TRAINERS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>DoD HR Community</strong></td>
<td>HR Practitioners</td>
<td><em>Train the Trainer: HR Elements</em></td>
<td>Mark Center Alexandria, VA</td>
<td>TBD</td>
<td>Jackson Varner Johnson</td>
</tr>
<tr>
<td><strong>DoD HR Community</strong></td>
<td>HR Practitioners</td>
<td><em>Train the Trainer: HR Elements</em></td>
<td>Mark Center Alexandria, VA</td>
<td>TBD</td>
<td>Jackson Varner Johnson</td>
</tr>
<tr>
<td><strong>US Cyber Command</strong></td>
<td>Leadership</td>
<td><em>CES Leadership Orientation</em></td>
<td>Ft. Meade, MD</td>
<td>TBD</td>
<td>Watkins Carpenter</td>
</tr>
<tr>
<td><em>(Air Force, Cyber Command)</em></td>
<td>HR Practitioners</td>
<td><em>CES HR Elements</em></td>
<td>Ft. Meade, MD</td>
<td>TBD</td>
<td>Watkins Carpenter</td>
</tr>
<tr>
<td><strong>General Workforce</strong></td>
<td></td>
<td><em>CES Workforce Orientation</em></td>
<td>Ft. Meade, MD</td>
<td>TBD</td>
<td>Watkins Carpenter</td>
</tr>
<tr>
<td><strong>DoDIN HQ</strong></td>
<td>Leadership</td>
<td><em>CES Leadership Orientation</em></td>
<td>Ft. Meade, MD</td>
<td>TBD</td>
<td>Watkins Jackson</td>
</tr>
<tr>
<td><em>(DISA, DFAS)</em></td>
<td>HR Practitioners</td>
<td><em>CES HR Elements</em></td>
<td>Ft. Meade, MD</td>
<td>TBD</td>
<td>Carpenter Jackson</td>
</tr>
<tr>
<td><strong>General Workforce</strong></td>
<td></td>
<td><em>CES Workforce Orientation</em></td>
<td>Ft. Meade, MD</td>
<td>TBD</td>
<td>Watkins Carpenter</td>
</tr>
<tr>
<td><strong>DCIO CS</strong></td>
<td>Leadership</td>
<td><em>CES Leadership Orientation</em></td>
<td>Pentagon/ Mark Center</td>
<td>TBD</td>
<td>Jackson Varner</td>
</tr>
<tr>
<td><em>(WHS, DLA)</em></td>
<td>HR Practitioners</td>
<td><em>CES HR Elements</em></td>
<td>Pentagon/ Mark Center</td>
<td>TBD</td>
<td>Carpenter Watkins</td>
</tr>
<tr>
<td><strong>General Workforce</strong></td>
<td></td>
<td><em>CES Workforce Orientation</em></td>
<td>Pentagon/ Mark Center</td>
<td>TBD</td>
<td>Watkins Carpenter</td>
</tr>
</tbody>
</table>
# DRAFT- CES Training Schedule

<table>
<thead>
<tr>
<th>CES IMPLEMENTATION PHASE</th>
<th>ORGANIZATION</th>
<th>AUDIENCE</th>
<th>COURSE</th>
<th>LOCATION</th>
<th>DATE &amp; TIME</th>
<th>TRAINERS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>PHASE 2:</strong></td>
<td>DoD HR Community</td>
<td>HR Practitioners</td>
<td><em>Train the Trainer: HR Elements</em></td>
<td>Mark Center Alexandria, VA</td>
<td>TBD</td>
<td>Jackson Varner Johnson</td>
</tr>
<tr>
<td></td>
<td>DoD HR Community</td>
<td>HR Practitioners</td>
<td><em>Train the Trainer: HR Elements</em></td>
<td>Mark Center Alexandria, VA</td>
<td>TBD</td>
<td>Jackson Varner Johnson</td>
</tr>
<tr>
<td></td>
<td>Air Force</td>
<td>Leadership</td>
<td><em>CES Leadership Orientation</em></td>
<td>TBD</td>
<td>TBD</td>
<td>Jackson Carpenter</td>
</tr>
<tr>
<td></td>
<td></td>
<td>HR Practitioners</td>
<td><em>CES HR Elements</em></td>
<td>TBD</td>
<td>TBD</td>
<td>Varner Carpenter</td>
</tr>
<tr>
<td></td>
<td></td>
<td>General Workforce</td>
<td><em>CES Workforce Orientation</em></td>
<td>TBD</td>
<td>TBD</td>
<td>Varner Watkins</td>
</tr>
<tr>
<td></td>
<td>Army</td>
<td>Leadership</td>
<td><em>CES Leadership Orientation</em></td>
<td>TBD Ft. Belvoir, VA</td>
<td>TBD</td>
<td>Watkins Johnson</td>
</tr>
<tr>
<td></td>
<td></td>
<td>HR Practitioners</td>
<td><em>CES HR Elements</em></td>
<td>TBD Ft. Belvoir, VA</td>
<td>TBD</td>
<td>Varner Watkins</td>
</tr>
<tr>
<td></td>
<td></td>
<td>General Workforce</td>
<td><em>CES Workforce Orientation</em></td>
<td>TBD Ft. Belvoir, VA</td>
<td>TBD</td>
<td>Varner Watkins</td>
</tr>
<tr>
<td></td>
<td>Navy</td>
<td>Leadership</td>
<td><em>CES Leadership Orientation</em></td>
<td>TBD Navy Yard DC</td>
<td>TBD</td>
<td>Carpenter Jackson</td>
</tr>
<tr>
<td></td>
<td></td>
<td>HR Practitioners</td>
<td><em>CES HR Elements</em></td>
<td>TBD Navy Yard DC</td>
<td>TBD</td>
<td>Varner Jackson</td>
</tr>
<tr>
<td></td>
<td></td>
<td>General Workforce</td>
<td><em>CES Workforce Orientation</em></td>
<td>TBD Navy Yard DC</td>
<td>TBD</td>
<td>Varner Jackson</td>
</tr>
</tbody>
</table>
CES Implementation: Next Steps

- Publish CES Policies
- Complete OPM (EHRIS) and DoD (DCPDS) System Modifications
- Continue Labor Relations Engagements
- Establish Component CES Implementation Teams
  - DoD CIO Tasker: Identification of Component-level Leads
- Develop Implementation Guidance
  - CES Implementation Guide
  - HRO Readiness Checklist
  - Implementation Tool Kits

<table>
<thead>
<tr>
<th>ORGANIZATIONS</th>
<th>PROJECTED TIMELINE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Phase 1:</td>
<td>~TBD 2017 - Aug 2017</td>
</tr>
</tbody>
</table>
| -US Cyber Command  
-Joint Forces HQ DoD Information Networks  
-DCIO Cybersecurity |
| Phase 2:      | ~Aug 2017 - Aug 2019 |
| -DISA HQ (Ft. Meade)  
-Service Cyber Components |
| Phase 3:      | ~Jan 2019 - Dec 2020 |
| -Other DoD Organizations |
CES Implementation: Next Steps

• Onboard New Temporary DoD CIO CES Team Members

• Deliver CES Strategic Communications and Training
  – Develop Communications Products
  – Develop Training Courses
  – Schedule Component Engagements
    • DoD Leaders, HR Offices and General Workforce

• Develop a Business Case for CES Compensation Initiatives