Joint Acquisition / Human Resources Summit

Presented by Ms. René Thomas-Rizzo

14 November 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?
Summit Successes

✓ Collaboration on Recruiting Events
  ✓ Teaming on College Panels
  ✓ Acquisition Toolkits
  ✓ Information Sharing

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

✓ Teaming with DCPAS to conduct Acquisition Workforce Competency Assessments

✓ Incorporated new RIF policy in the AcqDemo FRN

✓ AcqDemo Federal Register Notice and Ops Guide

✓ DCELP
Army Perspective
Acquisition Positions
Classification & Standardization

Tim Zeitler/Jack Kendall/Joan Sable
Human Capital initiatives (HCI)
U.S. Army Director, Acquisition Career Management (DACM) Office

14 November 2017
Agenda

• Army Classification & Position Repository – FASCLASS

• Acquisition Position Challenges

• Army Acquisition Best Practices

• Discussion - Standardizing all Acquisition Position Descriptions and Best Practices
FULLY AUTOMATED SYSTEM FOR CLASSIFICATION (FASCLASS)

- FASCLASS is a centralized Army tool used to classify positions and serves as a repository for all Army position descriptions (i.e. GS, S&T Lab Demo, AcqDemo, DCIPS, etc.)

- Access to FASCLASS data is restricted according to assigned user privileges.

- The public however may search and view position description results through access via the internet found at https://acpol2.army.mil/fasclass/inbox/default.asp
There are a variety of options to search for position information such as Position Title, Pay plan/Series/Grade, etc.
ARMY POSITION DESCRIPTION

POSITION DUTIES:

1. Serves as a contracting officer with unlimited signature authority, functioning as chief negotiator and coordinator for technical, complex contracting services including consulting and environmental services contracts, privatization contracts, and OMB A-76 actions. The position is responsible for pre-award and post-award functions involving highly specialized procurements of significance and sensitivity. The magnitude and terms of the contracts involved substantially impact the economic well-being of the company or subsidiary of a corporation. The agency head monitors progress due to confidentiality and visibility of the program. The final product is a highly complex complete state-of-the-art system, which may require approval by the Secretary of the Army, high level army officials, or similar official within DoD. Responsibilities include a range of contract specializations such as negotiation, cost and price analysis, and contract administration. Contracts are typically complex multi-year and multi-million dollar.

MAJOR DUTIES:

1. Serves as principal contracting officer. Establishes, develops, and determines requirements programs, competition maximization requirement, ensuring clear articulation and conformance to offer acquisition. Negotiates position and determines: Directional, legal counsel, audit, negotiation team and directs the acquisition. Directs a team of successful individuals in the acquisition of contracts. This may include source selection for all contract specialists in the organization.

2. Guides full range of contract acquisition, development, subcontractor surveillance. Performs other duties as assigned:

CONDITIONS OF EMPLOYMENT & NOTES:

1. Ability to travel and may require employee to work overtime.

2. Incumbent must be able to obtain and maintain a security clearance.

3. Requires DAWA Level III Certification in Acquisition Career Field C (Contracting).

FLSA CONTACTS:

☐ Exempt
☐ Non-Exempt

FLSA COMMENTS/EXPLANATIONS:

The incumbent advises, plans, organizes, coordinates and executes the coordination and overall administration of complex contracts in excess of $125 million dollars for all research and development activities required to support the NSF Chief of Business Management, Acquisition and Collections Support Team, Acquisition Team, and Expeditionary Contracting Teams, Army Contracting Command (ACC), and warfighter requirements.

FACTOR 1. KNOWLEDGE REQUIRED BY THE POSITION, LEVEL 1-4, 1350 POINTS

Mastery of negation regulations and contracting principles including the latest procedures and techniques, e.g., sophisticated pricing arrangements, cost accounting, and life cycle costing sufficient to plan, develop, implement, maintain, and administer all contractual aspects of a systems acquisition program; to develop innovative contractual language, terms and conditions; and to serve as program contract authority and advisor on the acceptability and applicability of contractual matters related to the assigned acquisition program.

SKILLS in managerial and coordination activities sufficient to conduct a variety of long-term contractual actions occurring concurrently, in an overlapping fashion, or sequentially and to control several simultaneous interrelated contracts with different contractors.

Mastery of negotiation techniques to serve as the lead negotiator in developing pre-negotiation strategy, in concluding negotiations for the acquisition of a system, and in directing or performing post-award negotiations involving contract changes or modifications.

Knowledge of related disciplines and functions involved in the systems acquisition process, such as design or systems engineering, integrated logistics support, financial management, and their relationships with contracting.

Knowledgeability with business strategy and program or technical requirements sufficient to perform or direct in-depth evaluations of the financial, technological capabilities, or the performance of the contractor.

FACTOR 2. SUPERVISORY CONTROLS, LEVEL 2-5, 650 POINTS

The supervisor provides administrative direction and makes assignments in terms of broadly defined programs or functions, or long-range acquisition objectives for the project. The employee decides the approach and methods necessary to carry out the contract, independently carries out the work, and is considered to be technically authoritative. In some cases work is reviewed through formal review boards in coordination with the Milestone Decision Authority (MDA), or as directed by law.

FACTOR 3. GUIDELINES, LEVELS 3-5, 650 POINTS

Guidelines include procurement laws such as the DoD 5000 series, Federal Acquisition Regulations (FAR), and broad and general contracting policy statements, which require extensive interpretation. These guides are only generally applicable to the work, as the state-of-the-art technology generation unusual and unique contractual problems. Therefore, the employee exercises initiative, responsibility, and experienced judgment in interpreting and applying such guides, as well as in developing and implementing solutions to problems that are unique and outside the scope of current written guidelines. For example, problems surface in previously undefined areas involving award-fee contracting, option clauses, use of fixed-price contracting on research and development requirements, for which the specialist must develop essentially new techniques for obtaining effective results. The employee is an authority on developing and interpreting procurement guidelines, policies, regulations, and/or legislation.

FACTOR 4. COMPLEXITY, LEVEL 4-5, 325 POINTS

The work involves, planning, directing and coordinating contractual actions involved in a sophisticated and technologically advanced systems acquisitions projects. The employee has significant procurement assignments involving highly complex areas. Decisions involve responsibilities concerning changes in programs or technical developments and requirements; and the employee must constantly balance program and technical needs, the interests of the contractors, regulatory requirements, and the prevailing socio-economic climate, to make decisions based on sound business judgment in the best interest of the Government.

FACTOR 5. SCOPE AND EFFECT, LEVEL 5-5, 325 POINTS

The work involves, planning, directing and coordinating contractual actions involved in a sophisticated and technologically advanced systems acquisitions projects. The employee has significant procurement assignments involving highly complex areas. Decisions involve responsibilities concerning changes in programs or technical developments and requirements; and the employee must constantly balance program and technical needs, the interests of the contractors, regulatory requirements, and the prevailing socio-economic climate, to make decisions based on sound business judgment in the best interest of the Government.

FACTOR 6. VOLUME, LEVEL 5-5, 325 POINTS

The work involves, planning, directing and coordinating contractual actions involved in a sophisticated and technologically advanced systems acquisitions projects. The employee has significant procurement assignments involving highly complex areas. Decisions involve responsibilities concerning changes in programs or technical developments and requirements; and the employee must constantly balance program and technical needs, the interests of the contractors, regulatory requirements, and the prevailing socio-economic climate, to make decisions based on sound business judgment in the best interest of the Government.
Army FASCLASS
Supported Organizations

Although an Army tool, other Agencies also have access for usage since their HR is directly supported through an Army, Civilian Personnel Advisory Center (CPAC).

- Associated Agencies Using Army FASCLASS
  - The Defense Information Systems Agency (DISA)
  - The Defense Contract Management Agency (DCMA)
  - The Defense Health Agency's (DHA) & DHA National Capital Region (NCR)
  - Defense Finance and Accounting Service (DFAS)
  - National Guard
Army Acquisition Position Challenges

• Using a tool like FASCLASS does have its drawbacks
  - Any Manager, Activity or HR Specialist with access to the centralized position description repository may copy and paste duties, qualifications or other requirements from any previously classified position description and make it their own.

• Resulting Challenges:
  - Some position descriptions become a “Frankenstein” position description (i.e. bits and pieces coming together to create a PD.)
  - Lack of true position management reviews by the Manager; very time consuming to review each position description within an Activity or Command.
  - Over time many position descriptions become outdated and/or not archived when new position descriptions are created.
Army Acquisition Best Practices

- Standardizing Like Positions – Common Nomenclature
- Acquisition Personnel Action Coding
- Acquisition Position Checklists
Army Acquisition Best Practice
Standardizing Positions

- Army DACM Office standardized 15 program management position descriptions in the 0340 Occupational Series

<table>
<thead>
<tr>
<th>Position</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>PRODUCT DIRECTOR (ACQUISITION)</td>
<td>NH-0340-IV (14 LEVEL)</td>
</tr>
<tr>
<td>PROJECT DIRECTOR (ACQUISITION)</td>
<td>NH-0340-IV (15 LEVEL)</td>
</tr>
<tr>
<td>DEPUTY PROJECT DIRECTOR (ACQUISITION)</td>
<td>NH-0340-IV (15 LEVEL)</td>
</tr>
<tr>
<td>DEPUTY PRODUCT DIRECTOR (ACQUISITION)</td>
<td>NH-0340-IV (14 LEVEL)</td>
</tr>
<tr>
<td>PROJECT MANAGER (ACQUISITION)</td>
<td>NH-0340-IV (15 LEVEL)</td>
</tr>
<tr>
<td>PRODUCT MANAGER (ACQUISITION)</td>
<td>NH-0340-IV (15 LEVEL)</td>
</tr>
<tr>
<td>DEPUTY PROJECT MANAGER (ACQUISITION)</td>
<td>NH-0340-IV (15 LEVEL)</td>
</tr>
<tr>
<td>DEPUTY PRODUCT MANAGER (ACQUISITION)</td>
<td>NH-0340-IV (14 LEVEL)</td>
</tr>
<tr>
<td>PROJECT LEAD (ACQUISITION)</td>
<td>NH-0340-IV (15 LEVEL)</td>
</tr>
<tr>
<td>PRODUCT LEAD (ACQUISITION)</td>
<td>NH-0340-IV (15 LEVEL)</td>
</tr>
<tr>
<td>DEPUTY PROJECT LEAD (ACQUISITION)</td>
<td>NH-0340-IV (15 LEVEL)</td>
</tr>
<tr>
<td>DEPUTY PRODUCT LEAD (ACQUISITION)</td>
<td>NH-0340-IV (14 LEVEL)</td>
</tr>
<tr>
<td>PROGRAM OFFICER (ACQUISITION)</td>
<td>NH-0340-IV (14 LEVEL)</td>
</tr>
<tr>
<td>ASSISTANT PROGRAM MANAGER (ACQUISITION)</td>
<td>NH-0340-III (13 LEVEL)</td>
</tr>
<tr>
<td>SYSTEMS ACQUISITION MANAGER (ACQUISITION)</td>
<td>NH-0340-III (12 LEVEL)</td>
</tr>
</tbody>
</table>
Army Acquisition Best Practice
Acquisition Personnel Action Coding

- Army DACM Office in coordination with the Army Civilian Human Resources Agency (CHRA) created a Acquisition unique SMART number to as a better way to track Request for Personnel Actions (RPAs) within the Acquisition community.

- When a personnel action is submitted via Army’s AutoNOA recruit fill Tool and the question “Is this an Acquisition Position?” is answered as “Yes” the new SMART Number (ACQDACM) is automatically included added as part of the RPA identifier.

- Army DACM Office may now track RPAs Information by Command UIC for:
  - Hiring/Promotions/Reassignments/Laterals
  - What Authorities are being used
  - Perm/Term/Temp, Full/Part time
  - Funding source
Army Acquisition Best Practice
Acquisition Position Checklists

- Developing Acquisition Position Checklists, based on the PCD, which ensures 51% or more is Acquisition related work.
Army Acquisition Best Practice Future State
Standardizing All Acquisition Positions

- Increase the use of Standardized PDs across Army Acquisition

- Leverage identified requirements of the AT&L Workforce PCDs to create standardized duties.

- PCDs have pre-determined Occ Series already grouped together based on similar work requirements.

- Standardization reduces the number of position descriptions necessary within a Activity and reduces likelihood of position descriptions becoming obsolete or being inaccurate.
Standardizing Positions & Best Practices

- Increase the use of Standardized PDs across Army Acquisition

- Has any other Component thought about or tried Standardization of PDs?
- Was the effort successful?
- Was the effort met with pockets of resistance or other barriers?
- How was resistance or barriers addressed/overcome?
- Other ideas?
STANDARDIZED POSITION DESCRIPTIONS
PRO AND CONS

Tarlon Stewart
Human Resources Specialist (Classification)

Employment & Compensation

November 14, 2017
Overview

• What is a position description?

• What are standardized position descriptions?

• What are the Pro and Cons of standardized position descriptions?
What is a Position Description

• Official record of management assigned duties and responsibilities

• Organizational placement of the position

• Assigns a position's title, series, and grade
What are Standard Position Descriptions

• Standard Position Descriptions (SPD) are used for multiple positions having the same pay plan, series, title, and grade (i.e., classification)

• SPDs can cover positions in more than one organization and/or in more than one geographical location

• When minor differences in actual assignments occur these minor differences can be documented in individual performance plans
Why are Standardized PDs Used

• To streamline and simplify the position classification process.

• Position descriptions that describe like work found throughout the agency/component

• Allow the user to create a position description from a variety of standard duty statements
Pros and Cons of Standardized PDs

Pros

• Standardized PDs can provide efficiency in the hiring process:
  • less time to draft than to create from scratch
  • Allows hiring managers to post and hire the right candidates quicker
Pros (Continue)

- Standardized PDs allow the HR Specialist to quickly
  - Identify required skills
  - Identify key competencies
  - Expedite the job analysis process
Pros and Cons of Standardized PDs

**Pros (Continued)**

- Standardized PDs provide an excellent way to measure an employee’s success:
  
  - Describe standard performance objectives
  
  - Ensure the primary duties are aligned to the PD
Pros and Cons of Standardized PDs

Cons

• Job requirements maybe potentially restrictive and deter qualified candidates from applying due to:

  – Limited Management flexibility when drafting JOAs

  – Limit key competencies identified used in job vacancy announcements

  – Specific work performed may not be captured
Pros and Cons of Standardized PDs

Cons (Continued)

• Not all positions are created equal even jobs with the same title

• Missions and expectations may differ from manager to manager even within the same agency

• Different offices may require specific responsibilities
Cons (Continued)

• Certain qualifications may actually be optional for certain position in which case a standardized PD may not be an option when recruiting candidates

• If the manager believes the job requirements are different from what is written in the standardized PD, this method may not be used.
Pros and Cons of Standardized PDs

Cons (Continued)

• Standardized PDs can be very vague
  • Describe general work throughout an agency
  • Specifics of work performed within an agency is left out
References and Sources

- 5 CFR 511
- Introduction to the Position Classification Standards (Section 3)
- OPM Classification & Qualifications (General Schedule Qualification Policies)
Questions
Pilot Program for Enhanced Pay
NDAA FY 2016 Section 1111

Shane Blevins
Defense Executive Resources Management Office

November 14, 2017
NDAA FY 2016 Section 1111 - Background

- 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 (EX-I)*
  - $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 20
  - This does not prohibit payment to positions whose terms continue beyond 1 Oct 20

* SECDEF may approve basic rate of pay in excess of 150% of EX-1
NDAA FY 2016 Section 1111 – Implementation

- DCPAS encountered challenge of coding pay in DCPDS and DFAS beyond EX-1
  - Currently only the Uniformed Services University of the Health Sciences (USUHS) is coded in DCPDS and DFAS to pay beyond Executive Schedule I

- Custom coding is being developed for this authority, mirroring USUSH coding
  - Final coding changes will not be in production until Jan 2018, at the earliest

- DCPAS has a work-around to manually input pilot participants in DCPDS and DFAS until coding is in production

- Upon approval of hiring action under Sec 1111, contact Mr. Patrick Johnson at DCPAS for DCPDS and DFAS coding
  - Patrick.johnson1.civ@mail.mil or 571-372-2108
Status of the Direct Hire Authorities for Select Technical Acquisition Positions
NDAA FY16 Sections 1112 and 1113

Ms. Edith Olson
Employment and Compensation/Staffing Policy

November 14, 2017
Sec. 1112: Pilot Program on Direct Hire Authority for **Veteran Technical Experts** into the Defense Acquisition Workforce

- Appointments of qualified technical veterans to scientific, technical, engineering, and mathematic (STEM) and technician positions in the acquisition workforce
- Qualified candidates meet:
  - All the qualification requirements for the STEM position to which they will be appointed, and
  - The definition of veteran as defined by section 101 of title 38, U.S.C.
- Appointments limited to 1% of the STEM positions of each Military Department’s acquisition workforce filled as of the close of the previous fiscal year (FY)
- Authority expires November 22, 2020
Sec. 1113: Direct Hire Authority for **Technical Experts** into the Defense Acquisition Workforce

- Appointments of qualified candidates with a scientific or engineering degree into the acquisition workforce
- Qualified candidates:
  - Possess a bachelor’s or advanced degree from an accredited college or university in the field of science or engineering related to the position to be filled
- Appointments limited to 5% of filled science and engineering positions of each Military Department’s acquisition workforce that are filled as of the close of the previous FY
- Authority expires December 31, 2020
NDAA FY16 Sections 1112 and 1113 – Key Points

Use of these DHAs:

- Is limited to the Military Departments per statute
- Was approved for implementation on December 5, 2016
- Allows the SECDEF to appoint qualified persons directly to applicable positions without regard to the traditional examination, selection, and placement procedures found in subchapter I of chapter 33 of title 5, U.S.C.
  - DoD preserved sections 3303, 3321, 3323, 3326, and 3328 of title 5, U.S.C., and respective C.F.R. provisions
- Is exempt from the Priority Placement Program (PPP) procedures per December 22, 2016, memorandum, “Priority Placement Program Exemption for Direct Hire Appointments Authorized by the National Defense Authorization Act for Fiscal Year 2016” and any other out placement procedures (i.e., ICTAP and RPL etc.)
These authorities may be used for permanent, term, and temporary appointments in the competitive service at the GS-5 through GS-15 and comparable levels

Consideration of veterans’ preference:
- Section 1112 authorizes the appointment of qualified veterans as defined by section 101 of title 38, U.S.C.
- Section 1113 does not observe veterans’ preference

Acquisition career field coverage:
- Facilities Engineering, Information Technology, Production Quality and Manufacturing, Program Management, Science and Technology Management, Engineering, and Test and Evaluation
NDAA FY16 Sections 1112 and 1113 – What’s New

- Each Military Department ensures that appointments do not exceed the statutory yearly limitations
- Reminder: Correct coding of personnel actions
  - Accuracy needed; incorrect coding impedes ability to gather metrics and determine usage
  - Specific legal authority codes (all variations of Z5C) and corresponding legal authority text developed in DCPDS for appointments pursuant to Sec. 1112 and to Sec. 1113
- Department-wide total FY17 appointments: 26
  - Considerations: hiring freeze, short run time from memo approval (5 Dec 16) to end of FY17 (30 Sept 17); time needed by Components to implement internal guidance, socialize DHA, and incorporate DHA into hiring strategy
- Brighter outlook for FY18—Components’ feedback indicates:
  - Component guidance in place
  - FY18 hires already underway
  - Hiring strategies in place using the DHA
Status of the Direct Hire Authority for Post-Secondary Students and Recent Graduates
NDAA FY17 Section 1106

Ms. Edith Olson
Employment and Compensation/Staffing Policy

November 14, 2017
NDAA FY17 Section 1106 - Overview

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

- Granted by NDAA FY17, Section 1106 (P.L. 114-328)
- Appointments to competitive service positions, GS-11 and below (or equivalent) professional and administrative occupations
- Appointments without regard to traditional examination, selection, placement, and veterans’ preference procedures in Chapter 33, 5 U.S.C.
- OPM Qualification Standards apply
- Department-wide allocations limited to 15% of hires to like positions under competitive examining procedures during the previous FY
- Authority expires September 30, 2021
- Implementation procedures approved February 6, 2017
- Continued use of Pathways Programs as part of a comprehensive recruitment and hiring strategy
  - This DHA provides an additional mechanism to reach entry-level talent
  - Components should strategically plan use of this limited authority
NDAA FY17 Section 1106 – Key Points

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
  ▪ 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
  ▪ OPM Qualification Standards apply
New FY18 allocations sent to Components on 23 October

- DoD Component FY18 allocations were determined proportionately from their respective FY17 like hires
- FY18 accessions based on offers made in FY17 count against that Component’s FY18 allocations
- Noncompetitive conversions of Post-Secondary Students to permanent appointments don’t count as new allocations
- Components are requested to notify DCPAS if they determine not to use all allocations, or if additional allocations are needed, as there may be an opportunity for reallocation

Priority Placement Program (PPP) Procedures

- PPP exception to mirror Pathways PPP procedures
- Reference CPP memo dated July 7, 2017

Reminder: Correct coding of personnel actions

- Accuracy needed; incorrect coding impedes ability to determine usage, gather metrics
- Specific legal authority codes (all variations of ZSC) and corresponding legal authority text developed in DCPDS for: student appointments, student conversions, and recent graduate appointments

Low use Department-wide in FY17

- 119 total FY17 appointments from 2,665 FY17 allocations (4.5% of allocations used)
- Considerations: short run time from memo approval (6 Feb) to end of FY17 (30 Sept); time needed by Components to implement internal guidance, socialize DHA, and incorporate DHA into hiring strategy

FY18 allocations (2,304) dipped 14% from FY17 (2,665)—affected by the hiring freeze

Brighter outlook for FY18—Components’ feedback indicates:

- Component guidance in place
- FY18 hires already underway
- Hiring strategies in place using the DHA
Expedited Hiring Authorities: Best Practices

Sammy Slade
14 November 2017
Expedited Hiring Authorities: Best Practices

AIR FORCE

- Chartered OPM study of EHA process execution. OPM concurred with use of by name request process and applying vets preference “when applicable”

- Key Obstacles:
  - Field understanding of authority
  - Clear understanding of all authorities and relationship to other guidance
    - Applicability of PPP
    - Ability to use/not use vet’s preference

- By name request Keys to Success:
  - Use of Open Continuous Announcements
  - Standardized PRD’s and PD’s
  - Understanding use of Branding and modern recruiting techniques
    - Employing recruiting tools such as LinkedIn and Indeed to generate candidate listings
    - Narrowing down candidates through a process of identification, screening, interviewing before entering standard personnel processes
    - Submitting RPA with selection attached
EHA Best Practices - Continued

- Ability to make Tentative Job Offers
  - Use of TJO’s at recruiting events
  - Follow up throughout hiring process

- Key Enablers
  - Standardized pay setting guidance with AcqDemo
  - Prior understanding of funded authorities (recruiting incentives, relocation incentives, student loan repayment)
  - Confidence in use of authority

- Use of EHA in “Post and Pray” process
  - Slight decrease of timeline after making selection
ARMY AAW Recruitment Cell

- When recruiting for positions, multiple selections can be made if using standardized PDs/PRDs

- By name requests may be brought onboard within a few weeks depending on the security clearance required since we only have to open the JOA for 1 day

- Leveraging Veteran preference change to "if they best meet mission" in-lieu of "float" to top of Category, forcing selection or long justification process for non-selection
DCAA

- Stood up strategic recruitment team and recruiter network
  - Targeted outreach to universities / college hiring fairs, veterans groups, civic organizations, and minority groups using Direct Hiring Authorities
    - Attended 15 events reaching more than 700 veterans including wounded warriors
    - Hired over 100 new employees at career fairs and Expedited Hiring Authority (EHA) events

- Using EHA for hard-to-fill locations
  - Washington DC, Hazelwood MO, and Seattle WA
  - Conducted on the spot hiring events with Human Resources and Security staff for on-site processing

- Participates in Government-wide Human Resource Community of Practice garnering access to all Chief Human Capital Officers
DCMA

- BEST PRACTICE: GS-11 Level and Below

- Benefits/Reasons:
  - Increased Candidate Pool - in spreading the largest net (has the widest area of consideration being all US Citizens), it allows for the injection of new talent "off the street" for highly qualified candidates that are not otherwise appointable
  - Flexibility for Hiring Managers - allows hiring managers to select EITHER "off the street" talent OR talent that is already in federal service
  - Reduce E2E fill time - when using EHA compared to other recruitment sources, EHA can result in less E2E time overall due to a decreased in the number of positions that may have to be re-announced due to insufficient amount of qualified candidates.
NAVY

- Naval Acquisition Development Program (NADP): In close partnership with 13 Navy and Marine Corps System Commands, the Naval Acquisition Development Program (NADP) is designed to sustain and grow the Naval Acquisition Workforce (AWF). There are two groups of candidates:
  - Entry Level NADP candidates, targeting recent college graduates
  - Naval Acquisition Associates Program (NAAP) candidates, which provide a hiring mechanism to bring mid-career professionals into the AWF. The NADP develops candidates to the journeyman level certified at Level II (intermediate) of the DAWIA certification program within their respective career field. EHA continues to be our most demanded Hiring Authority for the NADP.

- NADP Hiring Statistics:
  - For FY 17, 92% of Entry Level Hires (206/224) and 86% of Associate Hires (18/21) were hired under EHA;
For FY 16, 83% of Entry Level (389/476) and 95% of Associate hires (37/39). It is expected that this will continue to trend up in usage due to the permanence of the authority recently established by DOD.

- NADP Placement Representatives effect total control of the EHA nomination package.
- Result is cradle to grave ownership of the hire and ONE controlling point of contact for all concerned. (i.e. command, applicant, OCHR, Security)
- EHA Temporary Job Offers are made to the qualified NADP applicant on average of 8 - 10 days.
  - This results in streamlining the hiring process and certifying eligibility up front.
- EHA Temporary Job Offer e-mails are available upon qualification and acceptance to aid the candidate in understanding contingencies and to assist in planning for geographic relocation.
EHA Best Practices - Continued

- Reporting dates are assigned within two days of the EHA Recruit Fill RPA being established. This results in enhanced candidate confidence that they have an authentic start date for their federal career.

- EHA is a push process that relies on input from the supported command. Result is an enhancement in identifying the type NADP candidate they seek in meeting future workforce requirements.

- Pipeline compressed from an average of 75 days for Delegated Examining vs. an average of 8 - 10 days (EHA Name Select).
AAW Recruitment Cell Pilot

- 18-month pilot focused on a centralized AAW hiring concept
- Recruitment Cell located at Aberdeen Proving Ground, MD

A centralized recruitment cell for enterprise-wide AAW hiring will:

- Ensure a centralized approach to acquisition position descriptions and hiring
- Utilize best practices to create a standardized acquisition hiring approach
- Align all DAWIA requirements at one location; negates the need to train multiple CPACs
- Focuses hiring authorities specifically addressed for acquisition workforce
- Enables the Army DACM Office to focus on AAW/USD AT&L Human Capital Strategic Planning goals and Talent Management strategies
- Dedicates the focus on AAW critical skill set recruitment and hiring

- Classification, Recruitment to Tentative Job Offer

- Piloting this concept with Program Executive Offices
AAW Recruitment Cell Transition

Army Acquisition Workforce Pilot Program Plan

- Develop Concept/Process/SOP
- Accept New Hire Actions
- Continue PEO Phase In
- Re-Evaluate

Hiring Freeze

PEO C3T (475 Auths)
PEO IEWS (242 Auths)
USAASC (168 Auths)
PEO Soldier (150 Auths)
JPEO CBD (213 Auths)
PEO STRI (748 Auths)
PEO Ammo (250 Auths)
PEO EIS (519 Auths)
PEO GCS (213 Auths)
PEO CSS (549 Auths)
PEO M&S (459 Auths)
PEO AVN (571 Auths)

FY16
08 09 10 11 12 01 02 03 04 05

FY17

PEO STRI (748 Auths)

FY18
06 07 08 09 10 11 12 01 02 03

All Phases

Phase 1 - New Hiring Actions Transition to Aberdeen AAW Cell
Phase 2
Phase 3
Phase 4 - TBD

Peo Gcs (213 Auths)
Peo CSS (549 Auths)
Peo M&S (459 Auths)
Peo AVN (571 Auths)

Pilot Program Ends (Re-Evaluate)
HR BUSINESS PROCESS MAP

- Input recruitment requests in the Recruit/Fill AutoNoa Website
- Input recruitment requests in the Recruit/Fill AutoNoa Website
- Ensure approval by manager, authorizer and RMM
- Provide salary determination sheet once TJO has been accepted, if applicable

- Conduct the Strategic Recruitment Discussion
- Develop Job Analysis and Occupational Questionnaires
- Create RPA
- Clear PPP and RPL
- Open Job Opportunity Announcements
- Rate applicants and issue referral lists
- Extend the Tentative Job Offers
- Send New Hires to Onboarding
- Send RPAs and TJO emails to the servicing CPAC

- Begin pre-employment process w/in 2 days of receipt of RPA
- Assist applicants with completion of pre-employment procedures
- Coordinate release dates
- Set EOD dates
- Complete On-boarding Manager processes
- Code RPA and send to Processing

USAASC/PEOs

AAW Recruitment Cell

CPACs
The AAW Recruitment Cell in coordination with Army DACM developed a Standard Operating Procedures (SOP) along with a series of customer-based Job-aids.

Up Next: A Job-aid series for the AAW Cell Human Resources Specialist.
AAW Recruitment Cell – Way Ahead

- Continue and extend to other organizations
- ACQDemo or all acquisition workforce
- 1 Central location/1 each at 4 regional locations
- Best practices/standard practices pushed to HR professionals
Questions?
Placeholder – Security Clearance Update
Streamlining Suitability

Lisa McGlasson
Labor and Employee Relations Division
Defense Civilian Personnel Advisory Service

November 14, 2017
Agenda

- Coverage Types
- Decision Levels
- Investigative Criteria
- Streamlining Suitability
- Questions
Coverage Types

Security
Clearance Level

Public Trust
- High Risk
- Moderate Risk
- Low Risk

CAC - Physical and Logical Access

A determination regarding whether employment would constitute a risk to National Security.

Risk level is based on core duties of position under 5 CFR 731
Employment in a covered position:

- promotes the efficiency and protects the integrity of the Service
- protects reputation of Agency

Identity confirmation and risk associated with computer or facility access
Decision Levels

- OPM conducts investigation
- DoD Consolidated Adjudication Facility (CAF) review results of investigation
- DoD CAF makes Security & Favorable Suitability Determinations
- Agency makes Suitability/Fitness Determinations with issues
- Applicant may have Appeal Rights
  - Defense Office Hearing Appeals (DOHA) – hears all cases related to Security Clearance revocation.
  - Merit System Protection Board (MSPB) – hears cases related to Suitability Actions taken under 5 CFR 731.
  - OPM retains authority to debar applicants from federal service for up to 3 years for intentional falsification.
### Investigative Criteria

<table>
<thead>
<tr>
<th>Suitability</th>
<th>Suitability &amp; Security</th>
<th>Security</th>
</tr>
</thead>
<tbody>
<tr>
<td>Misconduct or negligence in employment</td>
<td>Allegiance to the United States</td>
<td>Foreign influence</td>
</tr>
<tr>
<td>Material, intentional false statement, or deception or fraud in examination or appointment</td>
<td>Alcohol abuse without rehab</td>
<td>Foreign preference</td>
</tr>
<tr>
<td>Refusal to furnish testimony as required by §5.4 of 5 CFR 731</td>
<td>Drug involvement without rehab</td>
<td>Deviant sexual behavior</td>
</tr>
<tr>
<td>Any statutory or regulatory bar</td>
<td>Criminal conduct</td>
<td>Emotional, Mental, and Personality Disorders</td>
</tr>
<tr>
<td>Financial considerations, but only if they involve fraud</td>
<td></td>
<td>Financial considerations</td>
</tr>
</tbody>
</table>

Because criteria differ in some areas, an individual may be able to obtain a clearance, but not be suitable based on criteria that is not in the overlapping area in the center.
Streamlining Suitability

- Require review of all documents at the first opportunity in order to identify problems as early in the process as possible. *(Does not supersede the Ban the Box requirements.)*

- Agencies must apply Suitability standards even when security clearances are required.

- Require derogatory information to be shared with adjudicators and designated management officials as soon as it is known.

- Train HR professionals and those making hiring decisions on the importance of reviewing documents thoroughly.
Questions

Email: dodhra.mc-alex.dcpas.mbx.hrops-lerd-suitability@mail.mil
Strategic Recruitment

Karen S. Hannah
Employment and Compensation
Recruitment Assistance Division

November 14, 2017
Who We Are – Enterprise-Wide Strategic Recruitment

- Defense Civilian Personnel Advisory Services (DCPAS) Employment and Compensation Line of Business develops DoD policy, provides technical advisory services and organizes and conducts recruitment and outreach activities, and provides training to the Human Resources community.

- Strategic Recruitment
  - Staffing
  - Transition Programs
  - Hiring Authorities
  - Veteran Programs
  - Fellows/Students
  - Overseas Allowances
  - Classification
  - Civilian Deployment
DoD Strategic Recruitment Plan

Revamping the “FY 2013-2018” DoD Strategic Recruitment Plan

- Provide a stronger integrated, enterprise-wide approach to recruitment and outreach

- Goals:
  1) Partner with Strategic Workforce Planners (Functional Community Managers and Workforce Planning Advisory Group) – identify and address gaps between the workforce of today and the human capital needs of tomorrow
  2) Attract a diverse pool of qualified applicants
  3) Build and maintain a strong, sustainable workforce pipeline by attracting students and recent graduates
Support Strategic Recruitment Goals

- Establish long-term partnerships with key organizations and educational institutions
- Manage strategic marketing/communications via social media applications
- Strengthen relationships with special emphasis groups (Society of Hispanic Professional Engineers (SHPE), League of Latino, National Society of Black Engineers, etc.)
- Collaborate with Office of Diversity Management and Equal Opportunity Office
- Develop data analytics and statistical analysis to show hiring trends in support of Executive Order requirements
Strategic Recruitment Plan will continue to address:

- Address High Visibility Employment Initiatives focusing on recruiting diverse populations

- Comply with six (6) Executive Orders:
  - E.O. 13518 - Employment of Veterans in the Federal Government
  - E.O. 13548 - Increasing Federal Employment of Individuals with Disabilities
  - E.O. 13562 – Recruiting and Hiring Students and Recent Graduates
  - E.O. 13583 - Establishing a Coordinated Government-Wide Initiative to Promote Diversity and Inclusion in the Federal Workforce
  - E.O. 13175 - Increasing Hispanic Employment in Federal Government
  - E.O. 13515 - Increasing Participation of Asian and Pacific Islanders in Federal Programs
Current Strategic Recruitment Initiatives

➢ Develop, implement and manage effective recruitment and marketing strategies which include:

➢ Hiring Heroes Career Fairs and Veteran Employment Initiative (VEI) Activities - organized for wounded, ill, injured and transitioning service members, veterans, military spouses and main caregivers
➢ Student Training and Recruitment (STAR) HR Student Intern Program
➢ Presidential Management Fellows (PMF) Program
➢ Monthly DoD Recruiters Consortium meetings
  ➢ New Hire Metrics - Quarterly metrics on new hires (Veterans/Pathways)
➢ Annual DoD Recruiters Training Workshops/Seminars
➢ Branding and maintenance of an enterprise-wide website
➢ Respond to inquiries from jobs seekers, employers, hiring managers
Current Strategic Recruitment Initiatives

- Current Contract - Research study to assess college students/graduates knowledge of DoD career and scholarship opportunities and develop new brand
- Annual DoD-wide Reports Due to OPM – Every December:
  - Federal Equal Opportunity Recruitment Program (FEORP) Report
  - Disabled Veterans Affirmative Action Program (DVAAP) Report
- Partner with ODMEO – Defense Diversity and Inclusion Working Group (DDWG), WRP Program, Taking the Pentagon to the People Program, etc.)
- High Touch Communication with Target Markets -
  - In person (Career Fairs, Conferences, Info Sessions, etc.)
  - Toll-free Number (1-888-363-4872 – 1-888-DoD-4USA)
  - Dedicated email accounts
  - Website (www.goDefense.com)
Hiring Heroes Career Fairs

7 Hiring Heroes Career Fairs Per Year

Career Fair Locations:
- Joint Base San Antonio, TX – March and September
- Fort Riley, KS – April
- Fort Campbell, KY – June
- Camp Pendleton, CA – July
- Joint Base Myer-Henderson Hall, VA – November
- Road to Recovery Conference, Coalition to Salute America’s Heroes – Dec

Other Outreach Activities:
- Pre-scheduled interviews
- Brief troops during formation
- “Networking with Industry” Event
- Military Spouse Employment Information Session
- Employment Boot Camp
- Operation Warfighter Program
Student Training and Academic Recruitment (STAR) Program

DoD On-Campus Student Ambassadors
Human Resources Student Interns

- Peer-to-peer recruiting - effective, low cost mode of marketing DoD career and scholarship opportunities
- Conduct information sessions, provide applicant assistance, and facilitate collaboration between DoD, the university, and DoD hiring managers
- DoD Recruiters - Participate in STAR university career fairs
- Highlight YOUR Agency and YOUR vacancy needs
- Facilitate/assist DoD Components with on-campus recruiting activities
- Builds a pipeline toward a competent, diverse and highly skilled civilian workforce
- Assist Components to increase applicant pool and support High Visibility Employment Initiatives (Executive Orders)
DoD/University STAR Partnerships

Three STAR HR Student Interns promote DoD as the “Employer of Choice” at their respective universities:

- University of Puerto Rico at Mayaguez (UPRM)
- Tennessee State University (TSU)
- Rochester Institute of Technology/National Technical Institute for the Deaf (RIT/NTID)
Contact a STAR Student/Intern

STAR HR Student Interns available to market career and scholarship opportunities on their respective universities

These STARs Work Hard to Market Your Career Opportunities!

- **UPRM:** Kritzalis Fermin Pacheco, Kritzalis.M.Ferminpacheco2.civ@mail.mil, 571-302-1353

- **TSU:** Sharlene Williams, Sharlene.L.Williams.civ@mail.mil, 571-302-1355

- **RIT/NTID:** Kimberley Valentine, Kimberley.R.Valentine.civ@mail.mil, 703-409-8273
Additional Ways to Promote AT&L Careers

- RAD Career Advisors can promote AT&L career opportunities through:
  - Toll-free #: 1-888-363-4872
  - Live Chat (goDefense.com): Tuesdays and Thursdays, 12:30 – 2:30 p.m. (EST)
  - Dedicated Email Addresses:
    - DoD.applicants@mail.mil
    - DoD.hiringheroes@mail.mil
  - Campus Events (Career Fairs, Employer Panels, Information Sessions)
  - Use the STAR Program and Students to your advantage!
    - Contact current STAR HR Student Interns to promote your careers on campus!
DoD Strategic Recruitment Programs

For more information about DoD recruitment programs:

Karen S. Hannah
Employment and Compensation (E&C)
Associate Director, Strategic Recruitment Programs Division
Defense Civilian Personnel Advisory Service
Karen.S.Hannah2.civ@mail.mil
571-372-2164
What is Army AutoNOA and the HR Automation Efficiencies this System Provides?

Phil Demarais, Deputy Director
Civilian Human Resources Agency (CHRA)
November 14, 2017
Our Mission: As a strategic Civilian Human Resources (HR) partner, we strive to make positive, visionary differences in maximizing CHRA’s ability to meet the needs of an evolving workforce while increasing quality and quantity of automated output in overall support of the Army Soldier.

Our Vision: We seek to become a leading-edge “Solutions” group providing global leadership in tailored Civilian Human Resources services through a flourishing knowledgebase, automation, project management, and strategic ingenuity.

Hiring is a Team Sport
WHAT IS AutoNOA?

• 12 dedicated **team** members comprised of programmers & HR analysists
• **Automation conglomerate** that uses:
  • A software program called **Unified Functional Testing (UFT)** to simulate human keystrokes and mouse movements.
  • User actions are recorded in scripts then executed to process Requests for Personnel Actions (RPAs), make data changes in the Defense Civilian Personnel Data System (DCPDS), file forms in eOPF, & update other HR systems.
• **Websites** – for Managers, HR Personnel
• **SQL & Oracle Databases**
# Data Update & RPA Options

## Data Update
- Appraisal Entry
- CAC Extension
- Career Program
- Command Deployment Tracker
- Comp Area
- Comp Level Standard
- Cyberspace Workforce Project
- DCMA Manpower Pcn
- Drug Testing Required
- Financial Management Certification Program
- Furlough Indicator
- Groupbox Accounts
- Honorary Awards
- Letter of Written Reprimand
- Ln Address Change
- Ln Fe Appraisals
- Ln Gfebs
- Ln RIF Germany
- MIl/Ext User Accounts Update
- Office Symbol Change
- OPeX Extensions
- Para/Ln, AMS/APC & SWC
- Poa Builder
- Poa Change
- Poa End-Date
- Poa Tool
- Position Build
- Position Sensitivity
- Pre-Transition Dmap Action
- Pre-Transition Dmap Build
- Security Professional Education Development (Sped)
- Sponsor Deros
- Telework Ind Site
- Training Record Entry Tool
- Usa Staffing Requests
- Usace Acq Facilities Engineering

## RPA's
- Ad Merit Pay Increase
- Awards - Ln
- Awards - Naf
- Awards - Us
- Career Ladder Promotion
- Change in Data Element
- Change in Duty
- Change in Hours
- Hrmd Review
- Ln Length of Service
- Ln Mandatory Retirements (Germany)
- Ln Vgi
- Name Change
- Ncr-md Autorpa
- Ncr-md Other Rpa
- Pay Adjustment Mass Process
- Pdpp Market Pay
- Potential Pay Setting Errors Report
- Realignments
- Realignments - Mgrs
- Reassignments
- Recruit Fill
- Rif Separations
- Route/Delete Rpas
- Student Loan Repayment
Welcome to the Awards Website!

A variety of award types may be requested to recognize the excellence of your civilian workforce. A single submission or a group submission may be done. Quality checks and eligibility are determined on the website. Supervisors are responsible for maintaining documentation related to awards for 4 years to include the DA Form 1256.
AutoNOA – Award Submissions

STEP 1. Click Submit Request

STEP 2. Select Individual or Group

STEP 3. Enter the individual name or select the org from the drop down menus

STEP 4. Check the employees found in the list.
AutoNOA – Award Submission Details

Entering Award Data:
- Drop down menus assist with selections
- Approver list is based upon submitter’s DCPDS account access
- Logic checks on site ensure quality submission
Award Approvals / RPA Creation

- **Authorizer** will receive an email after manager submits request.
- **Resource manager** will receive an email after Authorizer approves the request.

- Approvers may **Approve**, **Deny**, or **Return** the award to the Requester.

- When all approvals have completed, **AutoNOA** will create and process the Award RPA on or shortly after the effective date.
WEBSITES & SCRIPTS

Websites Offer:
• Smart front end process
• Upfront quality checks
• Results in Quality Data submitted
• Simple/common questions
• Logic driven menu options

Scripts & Processes Offer
• Built in quality checks
• Timely updates
• Consistent processing
• High volume output
• RPA Routing
• Daily quality reporting
• QC Ticket fixes
AutoNOA BENEFITS

- Tangible savings of the man-hours it takes to manually process actions and navigate HR systems
- Intangible savings from **error reduction**, **standardization**, **analytical analysis**, and making labor intensive **tasks possible**
- **Rapid Response** to “hot” projects such as:
  - 2017 Hiring Freeze
  - Furlough coding & tracking
PROJECTS

Range from highly visible Army wide projects, specific regionalized needs, and localized ideas and requests.

Examples implemented in 2017:
*LWOP / Extension of LWOP Website
*Corrections for SIGIR updates
*FLSA Audit Tool Corrections
*NNAF Para/LN Website
*Command Deployment Tracker
*Revised Realignments Website

Projects in the Pipeline
*Routing Recruit Fill RPAs through Trigger Boxes to interface with USA Staffing
*Resignation Website / *NAF Separations
*Army Enterprise Talent Management Program Website

Hiring is a Team Sport
WEBSITES / PROCESSES: UPDATES in 2017

3.2 Million updates done this calendar year!

Examples:
- eOPF Documents filed: 893,564
- Data Element Updates: 332,954
- Awards: 288,309
- DPMAP Flag Updates: 164,662
- Recruit Fill RPAs: 53,540
- QC Tickets: 19,398
- Retirements for ABC: 6,875

Hiring is a Team Sport
MyBiz Self-Service Capability for Supervisors and Employees

Joint ACQ & HR Summit – November 14, 2017

Dexter Burnam
Enterprise Solutions & Integration
Defense Civilian Personnel Advisory Service

FOUO – FOR OFFICIAL USE ONLY
Problem Definition: The Department identified a need to continue to expand self-service to allow greater capabilities for end users (i.e., civilian employees, managers/supervisors, HR Professionals) Civilian Human Resources Management Information Technology Executive Steering Committee (CHRMI TESC) concurred with expansion of self-service capabilities utilizing MyBiz+

Capabilities: DCPDS self-service focuses on providing HR information to employees, then expanded to the supervisors and HR Professionals. Developing additional functionality with more user-friendly capabilities. DCPAS Policy review of automating the initiation process for requested NOAs found no violation of policy or law

Future Outcomes: Based on Component input to the 2015 CHRMI TESC strategic planning forum, future self-service releases will field enterprise capability for employees/supervisors to initiate Component approved Nature of Actions (NOAs)

Next Steps: In coordination with functional stakeholders define ‘to-be’ enterprise business models
Facts and Assumptions

• **Facts:**
  - Current HR “As Is” business processes not enterprise, relies heavily on manual processing
  - Decrements to the DoD HR workforce have impacted processing times for otherwise routine actions
  - The lack of an enterprise approach to communicate requested actions creates inconsistent response times by employees and HR Professionals creating processing delays
  - No enterprise approach for tracking processing progress of requested action’s
  - Manually intensive workflows result in preventable data quality errors

• **Assumptions:**
  - Proposed “To Be” business processes improves workflow for HR Specialists
  - Average transaction time is approximately 15 mins (capturing response and delays) with multiple transactions for one request
  - Proposed “To Be” business process (for most Components) would save up to 45 mins per request and reduce the overall workflow by 50 percent
Proposed MyBiz+ Improved Self-Service

• Initial automation covers 11 routine NOACs (additional NOACs will be considered based on the outcomes of the initial deployment)
• Actions will go through required approval process using normal business rules built into the system
• Personnel actions will be rejected if normal business rules aren’t met, required info isn’t provided, or funds aren’t certified as available
• Automating NOAC processing does not abdicate HR responsibilities
• *Self-service Automation will include Trusted Agent*
Key Takeaways / Way Forward

- Pursue enhancements for MyBiz+ self-service capability

- **Ensure policy drives business rules**

- Functional subject matter experts working with the self-service IPT to define and develop Enterprise Business Models for the “To Be” process

- At Deployment:
  - Initiation and Processing steps will change
  - Actions will be rejected if normal business rules aren’t met; required information isn’t provided; or funds aren’t certified as available
Questions?
DoD Civilian Human Capital Way Ahead

Ms. Deborah Ray
Director, Planning & Accountability

14 November 2017
Purpose

Inform Acquisition Community on changes to Human Capital and Strategic Workforce Planning efforts within DoD
Agenda

- Strategic Human Capital Management Authorities
- 5 CFR 250(B) Update
- DoD’s Human Capital Operating Plan
- DoD’s FY18-19 Human Capital Strategies
SHCM Authorities

• 5 USC, Sect 1103(c): Assessing the management of HC by Federal agencies
  • Aligning HC strategies to agency mission, goals, and objectives, integrating into budget, closing skill gaps in MCOs, implementation of recruitment, development and succession plans, development of high performing workforce and knowledge management strategy, accountability of merit system principles

• 5 USC, Sect 1402(a): Functions of Chief Human Capital Officers (CHCOs)
  • Setting a agency workforce development strategy, assessing workforce characteristics and future needs based on mission and strategic plan, aligning policies and programs with mission, goals and outcomes, advocating continuous learning to attract & retain high performers, best practices and benchmarking studies, measuring intellectual capital and linking to performance and growth

• Government Performance and Results Act Modernization Act of 2010 (GPRAMA)
  • Agencies must develop five-year strategic plans and annual performance plans, and prepare annual reports

• 5 CFR 250, Subpart B: Strategic Human Capital Management
  • 250.205 – Human Capital Operating Plan (HCOP). Support the GPRA-MA directed Agency Performance Plan (APP) by using the HCOP as a human capital development and implementation tool for the Agency’s Strategic Plan. Requires annual review/feedback/evaluation

• OMB Circular A-11: Preparing a strategic plan; the role of the HCOP; plan contents

• 10 USC, Sect 129(b): Employment of number of employees with skills and qualifications to carry out functions

• DoDI 1400.25, Vol 250: Civilian Strategic Human Capital Planning
  • Scheduled for update in FY18 to incorporate updated 5 CFR 250 Subpart B requirements
5 CFR, Part 250B: Strategic Human Capital Management

• **250.203 – Human Capital Framework (HCF)**
  • Replaces Human Capital Assessment and Accountability Framework (HCAAF); streamlines standards for human capital planning, implementation, and evaluation

• **250.205 – Human Capital Operating Plan (HCOP)**
  • Supports the GPRA-MA directed Agency Performance Plan (APP) by using the HCOP as a human capital development and implementation tool for the Agency’s Strategic Plan
  • Requires annual review/feedback/evaluation
    • Human Capital Reviews (HCRs) with OPM
    • Must include OPM Federal Workforce Priorities

• **250.207 – HRStat**
  • Use HRStat reviews to assess and evaluate agency progress in meeting strategic and performance goals
  • Requires quarterly assessments
250.203 – Human Capital Framework (HCF)

The Four Systems of the Human Capital Framework (HCF)

The HCF, under 5 CFR 250 subpart B, defines and integrates four strategic human capital systems to provide comprehensive guidance for planning, implementing, and evaluating strategic human capital management in Federal agencies. Implementation of the new framework will result in improved outcomes for human capital programs that enable the accomplishment of agency mission objectives.

Source: OPM HCOP Guidance for FYs 18-22

FOR OFFICIAL USE ONLY
250.205 – Human Capital Operating Plan (HCOP)

5 CFR, Part 250, Subpart B establishes the requirement for agency HCOP aligned with the ASP
Effective 11 Apr 17

**HCOP supports the GPRA-MA as a human capital development and implementation tool for the ASP**

**HCOP provides an avenue for CHCOs to carry out their required functions (5 U.S.C. 1402(a))**

**HCOP is a planning document (not a report) that must:**
- Be established by the CHCO, in collaboration with the PIO (DCMO)
- Explicitly describe agency specific skills and competency gaps that must be closed through the use of HC strategies
- Include annual HC performance goals and measures and quarterly reviews
- Reflect HCF systems and standards, consistent with ASP and APP, to address HC priorities and goals
- Address government-wide priorities identified in the Federal Workforce Priorities Report (FWPR)

**Why Comply?**
*OPM may suspend or revoke delegation agreement at any time if not in adherence/compliance*

Prepared in lieu of:
1) 10 U.S.C., Section 115b, DoD Biennial Strategic Workforce Plan
2) Agency Strategic Human Capital Plan
HCOP/SWP* Similarities and Differences

What is the same?
• Includes human capital (HC) strategies aligned with strategic guidance
• Focus on workforce skills and competency gaps

How is HCOP different?
• **CHCO and Performance Information Officer (PIO) Partnership** - Human Capital Priorities must be addressed in the ASP and HCOP
  • Annual Plan (living document) vs. Biennial status report
  • Quarterly metrics review
  • Evaluates use of Human Capital Framework (HCF)
  • Includes Federal Workforce Priorities (established by OPM)
  • Greater leverage to influence budget

*Agency’s Deputy Secretary, or designee is responsible for ensuring that the agency’s strategic plan includes a description of the operational processes, skills and technology, and human capital information required to achieve the agency’s goals and objectives.* (5 CFR 250)

*DOD Strategic Workforce Plan*
What is HRStat?

• A data-driven approach to Performance Improvement in HC and strategic delivery of mission objectives.
• HRStat Reviews are led by the CHCO
• Agencies have autonomy to design their HRStat Process

What HRStat is NOT

• It is not a computer software package
• It is not a means for tracking/monitoring Government-wide metrics
• It is not designed to collect measures of mandatory metrics
Human Capital Strategic Alignment

Department of Defense Strategic Goals

<table>
<thead>
<tr>
<th>Strategic Goal 1</th>
<th>Strategic Goal 2</th>
<th>Strategic Goal 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase the Lethality of the Department</td>
<td>Strengthen Our Alliances and Partnerships</td>
<td>Reform the Department</td>
</tr>
<tr>
<td>ASO 1.1 - Ensure our force is ready to fight today</td>
<td>ASO 2.1 – Reform the Security Cooperation Enterprise</td>
<td>ASO 3.1 - Improve and strengthen business operations through a move to DoD-enterprise or shared services; reduce administrative and regulatory burden</td>
</tr>
<tr>
<td>ASO 1.2 - Lay the foundation for future readiness through recapitalization, innovation, and modernization.</td>
<td></td>
<td>ASO 3.2 – Optimize organizational structures</td>
</tr>
<tr>
<td>ASO 1.3 - Enhance information technology and cybersecurity capabilities</td>
<td></td>
<td>ASO 3.3 - Undergo audit, and improve the quality of budgetary and financial information that is most valuable in managing the DoD</td>
</tr>
<tr>
<td>ASO 1.4 - Ensure the best intelligence, counterintelligence, and security support to current operations</td>
<td></td>
<td></td>
</tr>
<tr>
<td>ASO 1.5 - Implement initiatives to recruit and retain the best workforce to bolster capabilities and readiness</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

DoD Human Capital Agency Strategic Goals & Objectives

<table>
<thead>
<tr>
<th>Strategic Goal 1: Increase the Lethality of the Department</th>
<th>Strategic Goal 2: Strengthen Our Alliances and Partnerships</th>
<th>Strategic Goal 3: Reform the Department</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1. Identify and strengthen Mission Critical Operations (MCoS) aligned with strategic priorities.</td>
<td>2.1. Build and strengthen the Security Cooperation workforce.</td>
<td>3.1. Strengthen Human Capital strategic partnerships to enhance civilian workforce management and improve HR customer service.</td>
</tr>
<tr>
<td>1.2. Recruit and retain a highly skilled and agile civilian workforce.</td>
<td>2.2. Enhance the DoD Expeditionary Civilian (DOD-EC) program.</td>
<td>3.2. Invest in Civilian HR Management IT Redesign.</td>
</tr>
<tr>
<td>1.3. Improve and sustain civilian leadership development.</td>
<td></td>
<td>3.3. Improve HR capabilities by strengthening the competencies and talent of the HR workforce.</td>
</tr>
<tr>
<td>1.4. Improve civilian workforce hiring practices.</td>
<td></td>
<td>3.4. Establish a DoD enterprise Human Capital Management (HCM) Accountability Program.</td>
</tr>
<tr>
<td>1.5. Maximize Employee Performance.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.6. Institute the Human Capital Operating Plan (HCOP) and HRStat program.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
DoD Human Capital Operating Plan – FY18-19 Human Capital Strategies

ASP Strategic Goal 1: Increase the Lethality of the Department
1.1. Identify and strengthen mission-critical occupations (MCO) aligned with strategic priorities
1.2. Recruit and retain a highly skilled and agile civilian workforce
1.3. Improve/Sustain Civilian Leadership development
1.4. Improve civilian workforce hiring practices
1.5. Maximize Employee Performance
1.6. Institute the Human Capital Operating Plan (HCOP) and “HRStat” quarterly performance progress reviews

ASP Strategic Goal 2: Strengthen Our Alliances and Partnerships
2.1. Build and strengthen the Security Cooperation workforce
2.2. Enhance the DoD Expeditionary Civilian (DOD-EC) program

ASP Strategic Goal 3: Reform the Department
3.1. Strengthen Human Capital strategic partnerships to enhance civilian workforce management and improve human resources (HR) customer service
3.2. Pursue effective HR Information Technology (IT) strategies and solutions
3.3. Improve HR capabilities by strengthening the competencies and talent of the HR workforce
3.4. Broaden/Expand Human Capital Framework Accountability program
## HCOP Timeline

<table>
<thead>
<tr>
<th>Deliverable for Agency Strategic Plan/ FY 2019 APP</th>
<th>Recommended Deliverable for Initial HCOP</th>
<th>Date Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>High-level Draft Strategic Plan to OMB</td>
<td>Documented decisions on how the agency will develop its HCOP – high-level process steps, timeframes, deliverables, roles, and responsibilities, etc. (No external HCOP deliverable)</td>
<td>June 2017</td>
</tr>
<tr>
<td>Draft Strategic Plan and APP due to OMB</td>
<td>Draft HCOP covering FY 18 and FY 19 submitted to OPM through the MAX portal (due November 2017)</td>
<td>September 2017</td>
</tr>
<tr>
<td>Final Strategic Plan and APP published along with the President’s budget</td>
<td>Final HCOP implemented and published to agency stakeholders</td>
<td>February 2018</td>
</tr>
</tbody>
</table>
Wrap-Up

Ms. Rene’ Thomas-Rizzo
Ms. Ronna Garrett