

## Planning & Accountability Directorate

Planning & Accountability (P&A) Directorate's role is critical to the Department in ensuring that we plan for the right civilian talent in order to meet Department's ever-demanding missions. Our work impacts more than 900,000 DoD civilians and is done through workforce planning, competency and skills management, analytics, and accountability.

### Strategic Guidance

P&A Directorate is guided by DoDI 1400.25 Volume 250, 5 CFR 250 Part B, and Strategic Guidance for providing consulting and advisory services to the Components, Defense Agencies and Activity offices.

### Mission

To provide world class civilian Human Capital oversight, planning, and advisory services to DoD customers across the Enterprise and to inform civilian Human Resources solutions that enhance the lethality of the Department.

### Vision

Serves as the "provider of choice" for all Enterprise activities in Human Capital Solutions, Strategic Workforce Planning, Workforce Data Analytics, Competency Development and Management, Accountability and Oversight, and Consulting and Advisory services.

**DoD MISSION, DoD WORKFORCE.  
YOU CAN'T PLAN FOR ONE WITHOUT THE OTHER.**

*The Defense Civilian Personnel Advisory Service (DCPAS) Planning & Accountability Directorate develops policy and guidance for civilian human capital planning initiatives, including leading development of the Department of Defense (DoD) Human Capital Operating Plan and facilitating the management of functional communities and enterprise competencies. The goal of strategic human capital and workforce planning is to shape and improve the civilian workforce to support national defense requirements and effectively manage the Department.*

### From the Desk of Darby Wiler!

Thanks to all of you who participated in the last iterations of the Workforce Planning Advisory Group and/or Functional Community Managers Executive Council meetings. Special thanks to our longtime colleague Brenda Worthington, and the Security Professional Education Development Certification Program Manager, Jay Taylor, whose brief was very informative and well received in both meetings.



We're excited to announce a new Strategic Workforce Planning project underway with our colleagues in the office of the DoD Chief Information Officer. While we're at the very beginning of the project, we expect this will result in a very robust Plan covering many segments of the Digital /Technology workforce and will be of great benefit to the Enterprise.

For those of us who continue to be completely or mostly virtual, we inch closer to the execution of formal Return to the Workplace initiatives. There continue to be numerous articles in the media on the topic of returning to the workplace. Many are reports of private sector companies maintaining a largely virtual workforce, and articles extolling the many virtues of allowing employees to continue to work virtually in the post-COVID landscape. Others are signaling companies' intentions of bringing their staffs back to the office, or touting the importance and necessity of returning to the worksite.

While we don't yet know what the workplace of the future looks like for DoD, identifying, measuring, and analyzing the effects in workforce behaviors of Return to the Workplace initiatives will be fascinating.

We want to hear from you. Whether you represent a Functional Community, Component, Agency, or Organization, if you have news to share about workforce planning, human capital management, professional certification, or other initiatives that would be beneficial for our workforce planning colleagues to learn about, please reach out to us. We'd be thrilled to hear about the good work being done in the field, and to give you the opportunity to share at a future WPAG / FCMEC.

As always, please reach out to any member of the Planning & Accountability staff if there is any way we can assist you. We hope you enjoy this Quarter's newsletter.

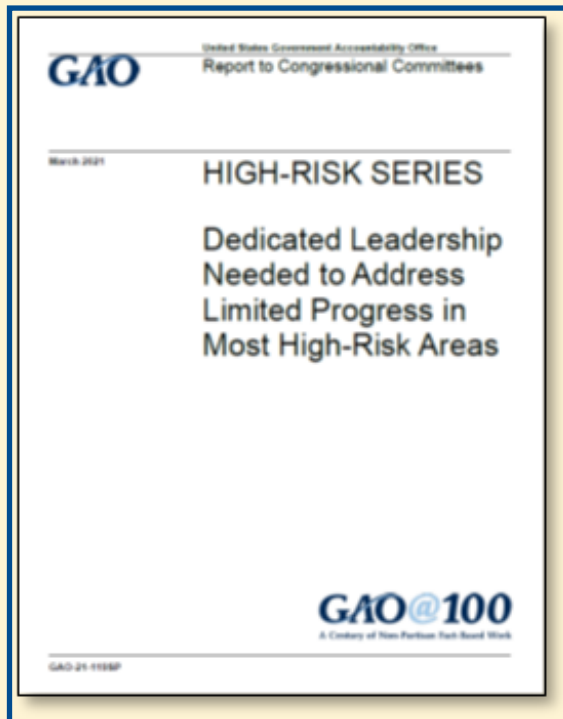
Semper Fi,  
Darby

# Strategic Human Capital Management

Spotlight

## Strategic Human Capital Management — Enabler of the Greatest of All Time (G.O.A.T.) Department of Defense Civilian Workforce

The federal government is one of the world’s largest and most complex entities. The Government Accountability Office (GAO), often called the “congressional watchdog,” is an independent agency that provides Congress and federal agencies with objective, non-partisan, fact-based information to help the government save money and work more efficiently.



Since the early 1990s, GAO’s High-Risk Series identifies government operations with greater vulnerabilities to fraud, waste, abuse, and mismanagement, or in need of transformation to address economic, efficiency, or effectiveness challenges. A biennial report describes the status of high-risk areas, outlines actions necessary to assure further progress, and identifies new high-risk areas needing attention by the executive branch and Congress.

The title of the recent [GAO report](#) to Congress, *Dedicated Leadership Needed to Address Limited Progress in Most High-Risk Areas*, establishes the “bottom line upfront.” One of the high-risk areas with limited progress is Strategic Human Capital Management. Skills gaps caused by insufficient number of staff, inadequate workforce planning, and a lack of training in critical skills contribute to GAO designating 22 of the 36 areas identified in the table below as high-risk.

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## GAO's 2021 High-Risk List annotating Overall Rating Changes Since 2019

<p><b>Strengthening the Foundation for Efficiency and Effectiveness</b></p> <p>↓ Strategic Human Capital Management</p> <p>↑ Managing Federal Real Property</p> <p>n/a Funding the Nation's Surface Transportation System</p> <ul style="list-style-type: none"> <li>• Modernizing the U.S. Financial Regulatory System</li> <li>• Resolving the Federal Role in Housing Finance</li> </ul> <p>↓ USPS Financial Viability</p> <ul style="list-style-type: none"> <li>• Management of Federal Oil and Gas Resources</li> <li>• Limiting the Federal Government's Fiscal Exposure by Better Managing Climate Change Risks</li> <li>• Improving the Management of IT Acquisitions and Operations</li> <li>• Improving Federal Management of Programs That Serve Tribes and Their Members</li> <li>• Decennial Census</li> </ul> <p>↓ U.S. Government's Environmental Liability</p> <p>n/a Emergency Loans for Small Businesses (new)</p>	<p><b>Ensuring Public Safety and Security</b></p> <p>↑ Government-wide Personnel Security Clearance Process</p> <p>↓ Ensuring the Cybersecurity of the Nation</p> <ul style="list-style-type: none"> <li>• Strengthening Department of Homeland Security Management Functions</li> <li>• Ensuring the Effective Protection of Technologies Critical to U.S. National Security Interests</li> <li>• Improving Federal Oversight of Food Safety</li> <li>• Protecting Public Health through Enhanced Oversight of Medical Products</li> </ul> <p>↓ Transforming EPA's Process for Assessing and Controlling Toxic Chemicals</p> <p>n/a National Efforts to Prevent, Respond to, and Recover from Drug Misuse (new)</p>
<p><b>Transforming DOD Program Management</b></p> <ul style="list-style-type: none"> <li>• DOD Weapon Systems Acquisition</li> </ul> <p>↑ DOD Financial Management</p> <ul style="list-style-type: none"> <li>• DOD Business Systems Modernization</li> <li>• DOD Approach to Business Transformation</li> </ul>	<p><b>Assessing the Efficiency and Effectiveness of Tax Law Administration</b></p> <ul style="list-style-type: none"> <li>• Enforcement of Tax Laws</li> </ul>
<p><b>Modernizing and Safeguarding Insurance and Benefit Programs</b></p> <ul style="list-style-type: none"> <li>• Medicare Program &amp; Improper Payments</li> <li>• Strengthening Medicaid Program Integrity</li> <li>• Improving and Modernizing Federal Disability Programs</li> </ul> <p>n/a Pension Benefit Guaranty Corporation Insurance Programs</p> <ul style="list-style-type: none"> <li>• National Flood Insurance Program</li> </ul> <p>↑ Managing Risks and Improving VA Health Care</p>	<p><b>Managing Federal Contracting More Effectively</b></p> <p>n/a VA Acquisition Management</p> <p>↑ DOE's Contract and Project Management for the National Nuclear Security Administration and Office of Environmental Management</p> <p>↑ NASA Acquisition Management</p> <ul style="list-style-type: none"> <li>• DOD Contract Management</li> </ul>
<p>↑ <i>DOD Support Infrastructure Management (removed)</i>      ↑ indicates area progressed on one or more criteria since 2019      • circle or dot indicates no change</p> <p>Yellow highlight indicates High-Risk areas with DOD impact      ↓ indicates area declined on one or more criteria      n/a not applicable</p>	

## Strategic Human Capital Management (Cont'd)

Spotlight

Mission critical skills gaps both within federal agencies and across the federal workforce pose a high risk to the Nation because they impede the government from cost effectively serving the public and achieving results. For the Department of Defense, mission critical skills gaps impact our ability to defend our Nation from enemies foreign and domestic. Causes of these skills gaps vary; however, they are often due to a shortfall in one or more talent management activities such as robust workforce planning or training.

In his [4 March 2021 memorandum](#), Secretary of Defense Austin prioritizes growing our talent. Describing this priority, he said, *“Our most critical asset as a Department is our people...we will build opportunities for growth and development in the Department, invest in training and education, and create new opportunities for advancement that drive promotion and retention for our total workforce - civilian and military.”*

Strategic Human Capital Management is an essential mechanism to achieve the Secretary’s growing our talent priority. Human Capital professionals, or the “people enablers,” are the technical experts that possess the expertise to analyze, evaluate, and assess a workforce to develop strategies, remedies, and tools to create the greatest civilian workforce of all time.

To learn more about available Strategic Human Capital Management tools and resources, contact Darby Wiler, LOB 1 Planning & Accountability Director, DCPAS, at [darby.r.wiler.civ@mail.mil](mailto:darby.r.wiler.civ@mail.mil).

By: Angela Richardson  
DCPAS/Planning & Accountability

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### References:

GAO-21-119SP, High-Risk Series: Dedicated Leadership Needed to Address Limited Progress in Most High-Risk Areas, <https://www.gao.gov/assets/gao-21-119sp.pdf>,  
Secretary of Defense, SUBJECT: Message to the Force, March 4, 2021, <https://media.defense.gov/2021/Mar/04/2002593656/-1/-1/0/SECRETARY-LLOYD-J-AUSTIN-III-MESSAGE-TO-THE-FORCE.PDF>,  
5 CFR, Part 250B: Strategic Human Capital Management, <https://www.govinfo.gov/content/pkg/FR-2016-12-12/pdf/2016-29600.pdf>,  
DCPAS Line of Business 1 - Planning & Accountability, Civilian Strategic Planning & Reporting milSuite site, <https://www.milsuite.mil/book/groups/cspr>  
DOD Strategic Workforce Planning Guide, <https://www.milsuite.mil/book/docs/DOC-328240>.

# Mission Critical Occupations - Update



## FY20 MCO List Update

The Fiscal Year 20 Mission Critical Occupation (MCO) List has been updated to include an out of cycle approval for occupation 0260, Equal Opportunity Specialist, by the Functional Community Managers Executive Council on March 30, 2021. The updated list was officially announced via DCPAS message 2021034, dated April 28, 2021.

The 0260 series work includes identifying and taking actions designed to eliminate institutional barriers to equal opportunity, investigating and resolving cases of illegal discrimination.

The updated FY20 MCO list is shown below:

DEPARTMENT OF DEFENSE		FY20 MCO LIST			
DCPAS		Defense Civilian Personal Advisory Service			
Functional Community	Series	Title	Functional Community	Series	Title
Administrative Support	0341*	Administrative Officer	Law Enforcement	1811	Criminal Investigating
Contracting	1102	Contracting	Logistics	0346	Logistics Management
Cyber	0391	Telecommunications	Logistics	1152*	Production Control
Cyber	1550	Computer Science	Logistics	1670	Equipment Services
Cyber	2210	IT Management	Logistics	2010*	Inventory Management
Education	1701*	General Education & Training	Logistics	2101*	Transportation Specialist
Education	1702*	Education & Training Technician	Logistics	2130	Traffic Management
Education	1710*	Education & Vocational Training	Medical	0180	Psychologist
Education	1712*	Training Instruction	Medical	0185	Licensed Clinical Social Worker
Financial Management	0501	Financial Administration & Program	Medical	0602	Physician
Financial Management	0510	Accounting	Medical	0610	Nurse
Financial Management	0511	Auditing	Medical	0620	Licensed Practical Nurse
Financial Management	0560	Budget Analysis	Medical	0633	Physical Therapist
Foreign Affairs	0130	Foreign Affairs	Medical	0660	Pharmacist
Foreign Affairs	0131	International Relations	Medical	0680*	Dentist
Foreign Affairs	1040*	Language Specialist	Medical	0603	Physician Assistant
Human Resources	0201 (CIV)	Human Resource Management	Public Affairs	1035	Public Affairs
Human Resources	0260*	Equal Employment Opportunity	Quality Assurance	1910	Quality Assurance
Intelligence	0132	Intelligence	Security	0080	Security Administration
Law Enforcement	0083	Police			

\* Denotes new MCO

If you have any questions pertaining to the FY20 MCO list or the process by which it was developed please contact Jonathan Carter at [jonathan.l.carter4.civ@mail.mil](mailto:jonathan.l.carter4.civ@mail.mil), or (571)372-2254.

By: Jonathan Carter  
DCPAS/Planning & Accountability

# Data Analytics

## Wait...that can't be right.....can it?

From a young age, children are taught that “facts are facts” and “facts don’t lie”. For most of us, we hear this lesson repeatedly as we enter the workforce and throughout our careers. With time and experience, and depending upon our chosen field, we (as adults) often begin to develop a keen ability to sense that information we consume either matches our expectations or causes us to feel in our gut that “something just doesn’t look right here”.

When I joined LOB1 in September of 2020, in the midst of COVID telework status, I knew I was embarking on a significant learning curve. Still, I felt my two decades of DoD personnel experience at Air National Guard unit, headquarters and DoD joint levels would provide a strong foundation for analyzing DoD civilian HR programs affecting 700,000+ personnel.

As I began working through the mechanics of queries within CMIS, which warehouses data from DCPDS and makes it retrievable using business information tools, I experienced increasing success at obtaining the data I was seeking. However, I began to notice what I felt were “quirks” in the data, some of which seemed inexplicable. Research into the guidance documents and questioning of my outstanding analyst co-workers revealed that though the information may *look* strange, it *might* still be accurate.

Here are a handful of examples. For fun, I encourage you to read the example question, and then spend 30 seconds pondering the possible explanations before looking at the answer. To encourage this, the answers are located not adjacent to the question, but at the bottom of the article.

READY ... HERE WE GO!

**Question 1:** Is it possible for an analyst to pull a report on 5 April 21 with a 31 March 21 effective date, and get different data, such as number of employees, than another analyst who pulls a report on 31 March 21 with a 31 March 21 effective date?

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**Question 2:** Do we really have 3 DoD civilians belonging to Generation Veteran (Pre-1928 birthdates)?

White	563,188	70.96%	Security	12,524	1.58%
Multiracial	25,727	3.24%	Misc Occ Series Account	104,566	13.18%
Unspecified	23,996	3.02%	<b>Sum:</b>	<b>793,635</b>	<b>100.00%</b>
<b>Sum:</b>	<b>793,635</b>	<b>100.00%</b>	<b>Generation</b>		
<b>Minority / Non-minority</b>			Gen Veteran (< 1928)	3	0.00%
Minority	257,637	32.46%	Gen Silent (1928-1945)	1,848	0.23%
Non Minority	535,998	67.54%	Gen Boomers (1946-1964)	201,002	25.33%
<b>Sum:</b>	<b>793,635</b>	<b>100.00%</b>	Gen X (1965-1980)	331,523	41.77%
<b>Self Reported Disability</b>			Gen Y Millennial (1981-1996)	241,749	30.46%
Targeted Disability	14,033	1.77%	Gen Z (> 1996)	17,510	2.21%
Non-targeted Disability	65,489	8.25%	<b>Sum:</b>	<b>793,635</b>	<b>100.00%</b>
			<b>Type of Appointment (OPM)</b>		

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## Data Analytics (Cont'd)

**Question 3:** Do we really have DoD civilians with “extremely limited knowledge” of a language, while also being assessed/rated at “50” (native) proficiency in listening, reading, speaking, and writing in that language?

Agency Group Desc	PP SER GR	Occ Series Desc	Language Identifier Desc	Proficiency	Language Proficiency Level Desc	Listening	Reading	Speaking	Writing	Person Count
7272 AIR EDUCATION AND TRAINING COMMAND (AF0J)	GS-1712-11	TRAINING INSTRUCTION (1712)	GERMAN - DEU	C	EXTREMELY LIMITED KNOWLEDGE	10	00	10	00	1
7771 AIR EDUCATION AND TRAINING COMMAND (AF0J)	GS-0343-11	MANAGEMENT AND PROGRAM ANALYSIS (0343)	ENGLISH - ENG	C	EXTREMELY LIMITED KNOWLEDGE	50	50	50	50	1
7940 AIR EDUCATION AND TRAINING COMMAND (AF0J)	GS-0950-11	PARALEGAL SPECIALIST (0950)	SPANISH - SPA	C	EXTREMELY LIMITED KNOWLEDGE	30	30	50	10	1
8869 AIR EDUCATION AND TRAINING COMMAND (AF0J)	GS-1750-13	INSTRUCTIONAL SYSTEMS (1750)	SERBO-CROATIAN - HBS	C	EXTREMELY LIMITED KNOWLEDGE	10	10	10	10	1
9038 AIR EDUCATION AND TRAINING COMMAND (AF0J)	GS-1750-12	INSTRUCTIONAL SYSTEMS (1750)	SPANISH - SPA	C	EXTREMELY LIMITED KNOWLEDGE	10	10	10	10	1
9476 AIR EDUCATION AND TRAINING COMMAND (AF0J)	WG-4255-10	FUEL DISTRIBUTION SYSTEM MECHANIC (4255)	TURKISH - TUR	C	EXTREMELY LIMITED KNOWLEDGE	10	00	10	00	1
1545 AIR EDUCATION AND TRAINING COMMAND (AF0J)	GS-0644-12	MEDICAL TECHNOLOGIST (0644)	CHINESE-MANDARIN - STANDARI	C	EXTREMELY LIMITED KNOWLEDGE	10	10	10	00	1

.....

**Question 4:** Do we really have DoD civilians, including an Executive Service member, investing 100% of their salary into their Thrift Savings Plan (TSP)?

COMPONENT 3	Agency Group Desc	Pay Plan	Grade	AGE	TSP Rate	TSP Status	Salary	Person Count
72174 Air Force	AIR FORCE MATERIEL COMMAND (AF1M)	NH	03	67	100	Y	133952.00	1
74252 Air Force	AIR FORCE MATERIEL COMMAND (AF1M)	GS	14	70	100	Y	141497.00	1
75197 Army	IMMEDIATE OFFICE OF THE CHIEF OF STAFF OF THE ARMY (ARCS)	GS	15	74	100	Y	163275.00	1
76139 DoD Agy/Act	OFFICE OF THE SECRETARY OF DEFENSE (DD01)	ES	00	66	100	Y	173000.00	1
78910 National Guard	DEPARTMENT OF THE AIR FORCE (NGAF)	WG	12	37	99	Y	25.10	1
80047 DoD Agy/Act	DEFENSE ACQUISITION UNIVERSITY (DD81)	AD	13	75	99	Y	120239.00	1
83954 National Guard	DEPARTMENT OF THE ARMY (NGAR)	GS	13	53	95	Y	51.34	1
85620 DoD Agy/Act	NATIONAL DEFENSE UNIVERSITY (DD69)	AD	01	49	95	Y	87735.00	1

So...are these examples indeed “facts”? If they are, what explanations exist? Let’s look.....

**Question 1 (Differing Data) Answer:** Yes. It is not only possible, but also probable that two analysts pulling data on two different days but with the same effective date will get different results. CMIS contains data relating to personnel actions dating back to 2006. But, that data is transactional. Information changes every time someone enters data, with CMIS regularly archiving snapshot information from DCPDS. An action entered on one date, such as today, may have an effective date of another date, such as the 15<sup>th</sup> of last month. For this reason, data pulled today will be slightly different tomorrow and data pulled on 5 April will be different from data pulled on 31 March.



## Data Analytics (Cont'd)

**Question 2 (Generation Veteran) Answer:** Maybe. GEN VET is based strictly on the date of birth of the employee, which for this generation would be prior to 1928. One DCPAS analyst I spoke with confirmed he has known of DoD civilian employees continuing to work into their 90s. However, these records could also be in error, such as the servicing HR office not removing a member from the roll on separation, retirement or death. Further research into the individuals involved (SSAN, EDIPI, etc.) would likely provide certainty to the question.

**Question 3 (Language Pay) Answer:** Probably not. When personnel are actually assessed on their proficiency, such as through the DoD Defense Language Proficiency Test 5 (DLPT-5) examination, their language comprehension/proficiency is estimated/rated in one of six "base levels" coded 00, 10, 20, 30, 40, and 50 (along with "99" for instructors). These range from the "no proficiency" 00 to "functionally native proficiency" 50. They may also be assigned a "plus level" designation (coded 06, 16, 26, etc.) when proficiency substantially exceeds one base skill level and does not fully meet the criteria for the next "base level." REF: *OPM Guide to Data Standards (Part A: Human Resources)*. I conferred with personnel from both the Defense Language Institute Foreign Language Center (DLIFLC) and Defense Language and National Security Education Office (DLNSEO), and confirmed that the numeric codes such as 00, 30, and 50 are correct and current information, and that these offices do not use or consider other coding systems. I have been unable to identify where the C-J codes come from, but continue to pursue.

**Question 4 (TSP) Answer:** Yes...and no. In a query on TSP contribution levels, I found 128 persons contributing 100% of their salaries to TSP. One of these was an ES member with an annual salary of \$173,000! I reached out to the TSP board, and learned that an individual may intentionally establish a contribution level of 100% of their salary, but contributions would occur only until the amount contributed reached Internal Revenue Service contribution limits (which are FAR below \$173,000). Though it may be possible that an employee can rely on other income, such as a military retirement annuity, without depending on his/her civilian pay during the contribution period, the TSP board recommends against this practice, as it effectively decreases or limits the matching benefit the individual would normally receive.

So...how did you fare on the quiz?

With potentially millions of data points in the DCPDS system, and hundreds of thousands of personnel actions taking place in a given period, it is likely there are some errors in DoD civilian personnel data. HR professionals are responsible for accuracy of data entered into DCPDS, as are employees self-reporting their information through applications like MyBiz. Analysts, including a relatively new one like myself, are responsible for leveraging our personnel experience and data analysis skills to determine "what the system says". With changing personnel policies, the analyst relies on HR professionals and employees to ensure data integrity, while HR personnel rely on the analysts to provide clear, actionable information regarding and using that data. Ultimately, all parties need to continually work together to help improve the accuracy of the data in the system, as that data represents people, our most important resource!

By: David "Tony" Schlagel  
DCPAS/Planning & Accountability



# Competency Management

The Competency Development and Management Team are currently developing competency models for CY21. Listed below is the current schedule for upcoming competency panels (subject to change based on customer needs):

<b>Transportation (Functional)</b>	<b>Jun 8-9</b>	<b>Panel 1</b>
<b>HR Employee Relations Tier 3</b>	Jun 15	Panel V
<b>HR Classification</b>	Jun 16	Panel V
<b>Transportation (Functional)</b>	Jun 15-16	Panel 2
<b>Transportation (Functional)</b>	Jun 22	Panel 3
<b>0610 Nurse</b>	Jun 29-30	Panel 1
<b>0610 Nurse</b>	Jul 13-14	Panel 2
<b>0346 Logistics Management</b>	Aug 24-25	Panel 1
<b>0346 Logistics Management</b>	Aug 31- Sep 1	Panel 2

If you are interested in developing a competency model or if there is a need or desire to better understand our competency modeling process, please reach out to Brandon Dennis, Competency Team Lead, at [brandon.e.dennis.civ@mail.mil](mailto:brandon.e.dennis.civ@mail.mil).

### DCAT Cloud – The New DCAT

The Competency Team is now using the survey tool Qualtrics to administer the Defense Competency Assessment Tool (DCAT) surveys. With this new tool, we are now referring to DCAT as DCAT Cloud.

### A Refresher on DCAT

DCAT is the tool used by the competency team to assess competency models, identify current and future competency gaps, and identify requirements of the DoD civilian workforce. The tool is an online survey platform in which respondents provide self-reported data about the importance and difficulty of competencies within their series or functional area, the frequency the competencies are performed, and their level of proficiency in the competency. Both employees and supervisors provide their inputs to the surveys; employees take the survey first (during which they provide their supervisor’s contact information) and once the employee submits their survey, a survey is then distributed to their supervisor. Any differences between the proficiency level ratings (between employees and their supervisors) constitute potential proficiency gaps.



## **Competency Management (Cont'd)**

### **What is DCAT Cloud?**

DCAT Cloud is an updated version of the previous DCAT system administered through the cloud-based survey tool Qualtrics. Rather than having to rely on a hard-coded system that did not allow us to easily edit and refine surveys, Qualtrics allows us the flexibility to quickly edit and distribute surveys, making it much easier to perform process improvement modifications. Survey changes and distributions are performed through the Qualtrics application.

### **What's the difference between the old DCAT and DCAT Cloud?**

The main difference between the original DCAT and the DCAT Cloud is flexibility. Previously, making any changes or edits to the DCAT survey was an incredibly lengthy process. With DCAT Cloud, we are now able to immediately edit surveys, which allows us to incorporate the latest research on competency models, as well as feedback from customers about potential improvements to the competency model process. Along with the flexibility to freely edit surveys, survey distribution is much easier with the new system as we can now distribute surveys almost immediately following the customer's confirmation that they are ready. In addition, it is very easy to assist customers with any issues they may have (e.g., deleted email containing survey link, prematurely submitted surveys) as every individual survey distribution and recipient record can be easily viewed in the Qualtrics system. Furthermore, Qualtrics includes various reporting tools that make for easier data analysis and visualization, including dashboards, which provide a customizable view of specified survey data.

### **How are surveys distributed within DCAT Cloud?**

Similar to the old DCAT system, DCAT Cloud surveys are distributed via email. Competency team members upload a list of recipients to the Qualtrics system, create an email message (which includes the link to the survey), and then distribute the email to the entire list of recipients. Supervisors receive the survey invitation email after the employee has completed their own survey (where they provided their supervisor's contact information). When the employee submits their survey, this triggers the Qualtrics system to add their supervisor's contact information to a distribution list, and the supervisor's survey invitation is then sent.

### **Have changes been made to the surveys?**

Yes, the competency team has already made edits to surveys. Previously, supervisors answered all survey questions, but employees only answered a sample of survey questions. With DCAT Cloud, both employee and supervisors answer all questions, allowing for more comparisons between supervisor and employee data. Additionally, we have also changed the way in which survey-takers respond to questions regarding the best way to develop competencies. The previous DCAT system required respondents to choose one answer choice as the best method to develop competencies. We have modified this question within the DCAT Cloud tool so that respondents are now asked to rank order methods to develop competencies, clearly identifying the most and least effective methods to develop competencies. In addition, we have also added an open-ended response option to this question, allowing respondents to elaborate or provide additional competency development options that are not listed.



# Competency Management (Cont'd)

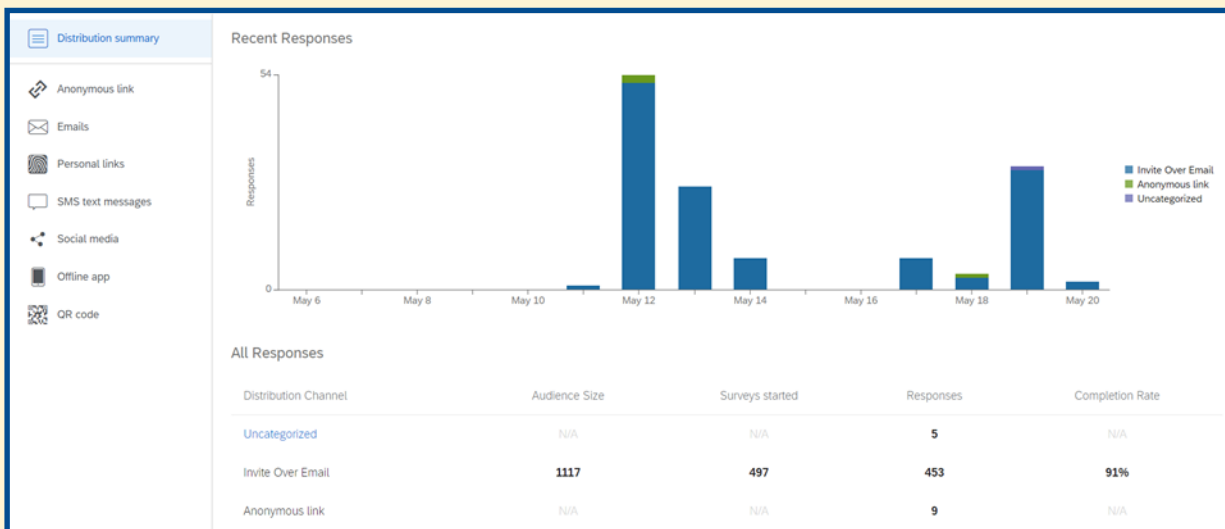
## Sample Question Report

The image below demonstrates how we are quickly able to capture data insights by utilizing Qualtrics reporting capabilities.



## Sample Distribution Report

The image below is a snapshot of the survey distribution history. The links to the left identify all the methods of survey distribution.



### Are any DCAT Cloud Assessments currently in progress?

Yes, we are currently collecting responses for HR Employee Relations and HR Classification competency assessments. These are the first models to be assessed since we have made the switch to the new DCAT Cloud system, and we look forward to being able to analyze data that we were not able to previously collect or assess.

For additional information or questions regarding the DCAT Cloud tool, please contact Martha Epperly at [martha.j.epperly.civ@mail.mil](mailto:martha.j.epperly.civ@mail.mil) or via teleworking contact number (540) 230-4802.

By: Martha Epperly  
DCPAS/Planning & Accountability

# Federal Employee Experiences in the COVID-19 Pandemic

2020

Office of Personnel Management

**Federal Employee Viewpoint Survey**

Empowering Employees. Inspiring Change.



## Federal Employee Experiences in the COVID-19 Pandemic

COVID-19 has affected every aspect of life. The challenges and changes brought by the pandemic have impacted employee work and personal lives in unique ways, including the way employees do their jobs, how managers supervise and coach employees to succeed, personal stresses introduced by child care center closings, isolation from family and friends, and the illness or loss of loved ones.

While no survey can capture the entire range of impacts, OPM added a section to the FEVS20 to address some of the challenges and changes employees might have faced because of the pandemic. Keep in mind that the survey does not measure mental health or morale, nor are those the objectives of any additions.

Some questions were added to achieve several goals, including:

- ◆ ensure a survey responsive to changes to the work environment under the pandemic and needs of agency leadership to understand the impact of those actions;
- ◆ capitalize on an important opportunity for data collection to inform policy and guidance;
- ◆ describe how Federal employees have continued to work and deliver critical services while combating an unprecedented health crisis; and
- ◆ engage interagency learning by identifying and sharing examples of effective responses to inform future crisis planning.

The content for the COVID-19 section on the FEVS was organized as follow:

**Background** – identifies strategies employees used to manage their work demands while simultaneously meeting the personal challenges of the COVID-19 pandemic (e.g., telework, leave).

*During the COVID-19 pandemic, on average what percentage of your work time have you been physically present at your agency worksite (including headquarters, bureau, field offices, etc.)?*

	Government wide	Very Large Agencies	Dept. of Defense	Dept. of the Air Force	Dept. of the Army	4 <sup>th</sup> Estate	Dept. of the Navy
<b>100% of my work time</b>	17%	21%	18%	16%	21%	16%	18%
<b>At least 75% but less than 100%</b>	14%	16%	17%	22%	18%	7%	18%
<b>At least 50% but less than 75%</b>	8%	9%	10%	13%	9%	5%	11%
<b>At least 25% but less than 50%</b>	7%	8%	8%	10%	8%	6%	9%
<b>Less than 25%</b>	24%	23%	27%	26%	24%	26%	29%
<b>I have not been physically present at my agency worksite during the pandemic</b>	30%	22%	20%	14%	19%	40%	15%

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# Federal Employee Experiences in the COVID-19 Pandemic (Cont'd)

2020

Office of Personnel Management

Federal Employee Viewpoint Survey

Empowering Employees. Inspiring Change.



**Employee Supports** – assesses the organizational climate established by leadership to support employee safety and health and evaluates the need and availability of practices and policies designed to support employee well-being.

*During the COVID-19 pandemic, my organization's senior leaders have demonstrated commitment to employee health and safety.*

	Government wide	Very Large Agencies	Dept. of Defense	Dept. of the Air Force	Dept. of the Army	4th Estate	Dept. of the Navy
Strongly Agree	46%	44%	48%	47%	46%	53%	47%
Agree	35%	35%	34%	33%	35%	32%	36%
Neither Agree nor Disagree	10%	10%	9%	9%	10%	8%	9%
Disagree	5%	6%	5%	6%	5%	4%	5%
Strongly Disagree	4%	5%	4%	5%	4%	4%	4%

*During the COVID-19 pandemic, my supervisor has supported my efforts to stay healthy and safe while working.*

	Government wide	Very Large Agencies	Dept. of Defense	Dept. of the Air Force	Dept. of the Army	4th Estate	Dept. of the Navy
Strongly Agree	53%	51%	53%	53%	51%	58%	53%
Agree	32%	33%	33%	32%	33%	29%	34%
Neither Agree nor Disagree	9%	9%	9%	9%	9%	8%	8%
Disagree	3%	3%	3%	4%	3%	3%	3%
Strongly Disagree	3%	3%	3%	3%	3%	3%	2%

**Work Supports** – assesses the availability of and employee need for policies, practices, and resources designed to support employee productivity and continuity of agency operations.

*Does the type of work you do require you to be physically present at a worksite?*

	Government wide	Very Large Agencies	Dept. of Defense	Dept. of the Air Force	Dept. of the Army	4th Estate	Dept. of the Navy
Yes	27%	32%	26%	27%	27%	19%	26%
Not	62%	57%	61%	59%	61%	72%	58%
Other	10%	11%	13%	14%	12%	9%	15%

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# Federal Employee Experiences in the COVID-19 Pandemic (Cont'd)

2020

Office of Personnel Management  
**Federal Employee Viewpoint Survey**

Empowering Employees. Inspiring Change.



*How disruptive has the COVID-19 pandemic been to your ability to do your work.*

	Government wide	Very Large Agencies	Dept. of Defense	Dept. of the Air Force	Dept. of the Army	4th Estate	Dept. of the Navy
<b>Extremely</b>	9%	9%	6%	7%	6%	5%	7%
<b>Very</b>	14%	14%	12%	14%	12%	9%	14%
<b>Somewhat</b>	30%	31%	32%	34%	31%	25%	33%
<b>Slightly</b>	22%	22%	24%	24%	25%	24%	25%
<b>Not at All</b>	25%	24%	25%	22%	26%	36%	22%

**Work Effects** - Performance and workplace effectiveness – evaluates the impact of the pandemic on performance-related aspects of work (e.g., customer service, work quality).

*In the phased return of employees to the agency worksite (i.e., opening up government), my organization has made employee safety a top priority.*

	Government wide	Very Large Agencies	Dept. of Defense	Dept. of the Air Force	Dept. of the Army	4th Estate	Dept. of the Navy
<b>Strongly Agree</b>	40%	37%	39%	38%	39%	46%	38%
<b>Agree</b>	34%	34%	35%	34%	35%	31%	37%
<b>Neither Agree nor Disagree</b>	14%	15%	14%	14%	15%	13%	14%
<b>Disagree</b>	7%	8%	7%	8%	7%	6%	7%
<b>Strongly Disagree</b>	5%	6%	5%	6%	5%	4%	4%

*How have your work demands changed because of the COVID-19 pandemic?*

	Government wide	Very Large Agencies	Dept. of Defense	Dept. of the Air Force	Dept. of the Army	4th Estate	Dept. of the Navy
<b>Greatly Increased</b>	18%	19%	15%	14%	17%	15%	15%
<b>Somewhat Increased</b>	30%	30%	30%	30%	31%	29%	31%
<b>About the Same</b>	42%	42%	47%	48%	44%	50%	47%
<b>Somewhat Decreased</b>	7%	7%	6%	7%	6%	5%	5%
<b>Greatly Decreased</b>	2%	3%	1%	2%	2%	1%	1%

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# Federal Employee Experiences in the COVID-19 Pandemic (Cont'd)

2020

Office of Personnel Management

**Federal Employee Viewpoint Survey**

Empowering Employees. Inspiring Change.



*During the COVID-19 pandemic, my work unit met the needs of our customers.*

	Government wide	Very Large Agencies	Dept. of Defense	Dept. of the Air Force	Dept. of the Army	4th Estate	Dept. of the Navy
<b>Always</b>	47%	46%	47%	43%	48%	55%	45%
<b>Most of the Time</b>	39%	39%	41%	43%	40%	35%	42%
<b>Sometimes</b>	11%	11%	10%	11%	10%	7%	10%
<b>Rarely</b>	3%	3%	2%	2%	2%	2%	2%
<b>Never</b>	1%	1%	0%	0%	0%	0%	0%

## Work-Life

*Which of the following paid and unpaid childcare arrangements have you used to perform your work responsibilities during the COVID-19 pandemic? (Mark all that apply)*

	Government wide	Very Large Agencies	Dept. of Defense	Dept. of the Air Force	Dept. of the Army	4th Estate	Dept. of the Navy
<b>No Child Care Responsibilities</b>	61%	61%	64%	65%	63%	64%	64%
<b>No Arrangements Needed</b>	11%	11%	11%	11%	12%	11%	10%
<b>Child Care In Own Home</b>	17%	17%	16%	15%	16%	15%	17%
<b>Alternative Work Arrangement</b>	12%	11%	11%	10%	10%	12%	13%
<b>Child Care Center</b>	4%	4%	4%	4%	5%	4%	4%
<b>Paid Leave</b>	11%	10%	9%	8%	9%	9%	9%
<b>Unpaid Leave</b>	1%	1%	1%	1%	1%	1%	1%
<b>Child Care In Someone's Home</b>	5%	5%	5%	5%	5%	5%	5%
<b>Respite Care</b>	0%	0%	0%	0%	0%	0%	0%
<b>Agency Emergency Back-Up Care</b>	0%	0%	0%	0%	0%	0%	0%
<b>Resource And Referral Services</b>	0%	0%	0%	0%	0%	0%	0%
<b>Other Services/ Arrangements</b>	3%	3%	3%	3%	3%	3%	3%

A major objective for addressing the COVID-19 pandemic in the FEVS survey has been to capture Federal employee's perceptions as a source for identifying strategies for navigating current and future emergencies. Survey results show that agency efforts to safely and effectively address challenges introduced by the pandemic did not go unnoticed. Looking at the phased return of employees to their worksites, respondents agreed that agencies made their safety a top priority. Basing perceptions on how COVID-19 has been handled, the majority of respondents also believed their organization will respond effectively to future emergencies. We encourage the review of results of each individual agency responses. Findings from successful as well as less effective agency responses to the pandemic provide important opportunities for learning across agencies. Next steps should include review of FEVS results by decision-makers at all levels to identify how workplace innovations can be retained to foster and support an agile workforce capable of performing despite any external disruptions.

By Berenice Eberhart  
DoD/DCPAS FEVS Program Manager

## Human Capital Management Evaluation



Defense Civilian Personnel Advisory Services (DCPAS) was thrilled to test pilot a certified DoD HR Evaluator Train the Trainer Program. The pilot was designed with the intent to ‘rethink’ the way we credential the HR Accountability Program, and facilitate networking among evaluators. We initiated this organic program in collaboration with OPM to maximize the evaluation competencies in the Accountability Community. The pilot DoD/OPM train the trainer launched May 10-14, 2021. The no cost initiative will provide an immediate return on investment to the Accountability Community by enhancing program efficiencies, effectiveness and continuity of operations with our DoD military and civilian partners.

The virtual, five-day training course is intended for HR Professionals, who participate in evaluations associated with the Human Capital Framework (HCF) and Delegated Examining. This program was designed to train potential instructors and subject matter experts to certify and train others within DoD. The training focuses on three phases of the evaluation process: planning, implementing, and reporting with inclusions of real-world practical exercises and interactive case studies. The feedback from the first training session was outstanding! Attendees gave accolades to the OPM facilitators and DCPAS Accountability team.

### Our Next Steps...

- Apply Lessons Learned
  - DoD Certified Train the Trainer Evaluator
  - Establish a Network of HCF Credentialed Cadre
  - Develop DoD Virtual Training Program Curriculum
  - Certify HCF Evaluators Across the Enterprise
  - Matrixed Evaluation Cadre to Perform Human Capital Framework and Delegated Examining Evaluations Across Component Lines
  - Develop Evaluator and Training Feedback Mechanism
  - Develop Automated Evaluation Tools and Dashboards
  - Enhance Visibility of the DoD’s Human Capital Program

By: Shannon Coleman  
DCPAS/Planning & Accountability  
Contractor Support



## DoD STEM Office



### Igniting INNOVATION:

## Meet Awardees From Across the Defense Enterprise in the DoD Innovator Spotlight Series

The Office of the Deputy Director of Defense Research and Engineering for Research and Technology awards exceptional personnel in the fields of Research and Development, STEM, and Technology Transfer with the following awards:



**Laboratory Scientist of the Quarter Award** recognizes extraordinary service by DoD scientists and engineers that demonstrate exceptional work on behalf of the Department.



**STEM Advocate of the Quarter Award** recognizes outstanding STEM education and outreach efforts that further the mission of the Department of Defense.



**Technology Transfer (T2) Advocate of the Quarter Award** recognizes outstanding Technology Transfer efforts that further the mission of the Department of Defense.

Learn more @ [www.dodstem.us](http://www.dodstem.us)

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## DoD STEM Office (Cont'd)

### Congratulations to Dr. Juhl, Dr. Vernon, and Dr. Perez! Awardees Featured in May 2021



Pictured from left to right:

Dr. Abigail Juhl, Materials Research Engineer at the U.S. Air Force (USAF) Materials and Manufacturing Directorate at the Air Force Research Laboratory (AFRL), Laboratory Scientist of the Quarter;  
Dr. Jonathan Vernon, Lead, Structured Optical Materials and Processing Research Team at the USAF Materials and Manufacturing Directorate at AFRL, Laboratory Scientist of the Quarter; and,  
Dr. Oscar Perez, Computer Engineer at the U.S Army Combat Capabilities Development Command Data & Analysis Center, recognized as STEM Advocate of the Quarter.

\*\*\*\*

### Congratulations to Ms. Bullock-Yoder, Ms. Dix, and Mr. Corbin! Awardees Featured in April 2021

**Naval Surface Warfare Center, Crane Division (NSWC Crane)'s Sweep:** The April DoD Innovators Spotlight Series event featured presentations entirely by NSWC Crane, including the T2 Advocate of the Quarter award joint-winners Ms. Annie Bullock-Yoder, T2 and Intellectual Property Specialist and Ms. Jenna Dix, T2 Director; as well as, the STEM Advocate of the Quarter award winner Mr. Steven Corbin, Chief Engineer for the Maneuver, Surveillance and Engagement Division. A special guest joined to congratulate the NSWC Crane sweep! Dr. Angie Lewis, Technical Director of NSWC Crane Division, the first female to hold this position and the most senior civilian at NSWC Crane, provided introductory remarks about the innovative and impactful work being done at NSWC Crane by its renowned civilian workforce.



Pictured from left to right in the top row: Ms. Bullock-Yoder; Ms. Dix; Mr. Corbin, and Dr. Lewis

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## DoD STEM Office (Cont'd)

### Congratulations to Ms. Tiffany Owens and Dr. Edward Diehl! Awardees Featured in March 2021



Pictured from left to right:

Ms. Tiffany Owens, Naval Surface Warfare Center, Dahlgren Division, recognized as the STEM Advocate of the Quarter, and

Dr. Edward Diehl, U.S. Army Medical Research and Development Command's Office of Medical Training Transfer, T2 Advocate of the Quarter.

### **Federal News Network Podcast Interview with Department of Defense (DoD) Historically Black Colleges & Universities/Minority Institutions (HBCU/MI) Program & Outreach**

The *Federal News Network's Federal News Drive* Podcast interview titled, “*The Defense Department brings super-high-tech learning programs to two historically black universities,*” featured Ms. Evelyn Kent, Director of the DoD’s HBCU/MI Program & Outreach with Tom Temin on April 29, 2021. The interview focused on the purpose for establishing COEs in defense modernization areas and the significance of investing in university research and development activities to promote the next generation of scientists and engineers, including the recent launch of two Centers of Excellence (COEs): Howard University and Delaware State University. Howard University’s COE will focus on the modernization priority areas of artificial intelligence (AI) and machine learning (ML), specifically developing and evaluating trustworthy, reliable, and robust ML algorithms and AI systems for mission critical applications. The Delaware State University COE will focus on advanced quantum sensing, which includes stimulate research and innovation leading to the development of novel quantum sensing technologies and methodologies. The COEs will also support undergraduate and graduate students to participate in research with the DoD. Students will have the opportunity to engage in summer internships working alongside DoD scientists and engineers on real-time research within defense laboratories. The purpose for these unique experiences is to broaden students’ knowledge of defense science and technologies challenges, while showcasing workforce opportunities throughout the DoD.



To access the interview, visit <https://federalnewsnetwork.com/defense-main/2021/05/the-defense-department-brings-super-high-tech-learning-programs-to-two-historically-black-universities/>.

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## DoD STEM Office (Cont'd)



Upcoming  
Opportunities

### ADVANCED MANUFACTURING:

*Jobs of the Future*

JUNE 18, 2021

12:00-1:30 PM ET

#### Join us!

Virtually join panelists from DoD STEM's Manufacturing Engineering Education Program (MEEP) & Department of Education to learn what the agencies are doing to further develop advanced manufacturing workforce skills.

To register and for more information, visit <https://www.eventbrite.com/e/stem-webinar-advanced-manufacturing-jobs-of-the-future-registration-154737017585> & for information about the MEEP program and partners, visit <https://dodstem.us/about/partners/>.



#### Calling all high school students!

Naval Horizons High School 2021 Challenge is an essay contest that introduces students to cutting-edge STEM topics that impact the U.S. Navy & Marine Corps, including: autonomy, oceanography, cybersecurity, undersea medicine, and more. Students will learn about Naval STEM challenges + scientists + engineers through this video series. Then, students will write an essay explaining how our research and our people inspire them. This contest challenges students to picture themselves in a STEM career by designing the U.S. Navy & Marine Corps of the future.

For more information, visit <https://navalhorizons.us/>.

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## DoD STEM Office (Cont'd)



**Be sure to register for June 22 + July 20 Presentations!**

Join exceptional personnel across the Department in the fields of Research and Development, STEM, and Technology Transfer as they present and share their innovative work and best practices. To register (required) and learn more about this series, visit: <https://dodstem.us/meet/innovators/>.

### Learn more information about the Defense Enterprise portfolio:

- Visit Federally Funded Research and Development Centers and University Affiliated Research Centers at <https://rt.cto.mil/ffrdc-uarc/>
- Visit DoD Technology Transfer at <https://rt.cto.mil/rtl-labs/tech-transfer/>
- Visit DoD STEM at [www.dodstem.us](http://www.dodstem.us)
- Visit SMART Scholarship-for-Service Program at [www.smartscholarship.org/smart](http://www.smartscholarship.org/smart)

**Be sure to follow us on Social Media & hashtag us!**  
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DoD STEM  
DoD SMART Scholarship

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## Planning & Accountability

### Congratulations—Tony Schlager!

On May 1, 2021, Tony Schlager (DCPAS LOB 1) completed a 37+ year Air Force and Air National Guard career in a retirement ceremony at the Virginia War Memorial in Richmond, Virginia. The ceremony was attended by Tony's family, friends, co-workers and former co-workers, and significant persons from nearly every segment of Tony's career. Colonel David Lands of the Virginia Joint Force Headquarters officiated, and Brigadier General Toni Lord, Air Component Commander, Virginia Air National Guard, presented gifts on behalf of the state.



*Tony Schlager*

Tony's career began in 1983, attending Air Force basic training and completing the Aircrew Life Support Apprentice Course. He served for five years at Carswell AFB, Fort Worth Texas before volunteering to serve as an instructor at the Life Support School at Chanute AFB, Rantoul, IL. Tony taught in the Life Support Specialist Course and served as Course Director for the Life Support Supervisor Course. Tony left active duty in early 1991, becoming a Training Instructor for Industrial Training Company in Richmond, VA. He joined the Virginia Air National Guard in October of that year, again serving as a Life Support Specialist. He commissioned in 1996, and served as a Communications/Executive Officer (drill status Guardsman), Logistics Plans Officer (excepted civil service), and then as the VaANG Director of Personnel (excepted civil service) and Commander of the 192d Mission Support Flight for 6 years. After the wing's integration with Langley AFB, VA in 2008, Tony served



*(L-R) Meghann Samuelson (daughter), 1LT Matthew Schlager (son/Weather Officer), Tracy Schlager (wife), Tony*

in a statutory tour (active duty) capacity with the Air National Guard Readiness Center for more than ten years, performing duty as a Special Assistant to the Commander, Chief of Training, and leadership roles with Employer Support of the Guard and Reserve and the Yellow Ribbon Reintegration Program. He terminated his statutory tour in 2019 to return to the Virginia Joint Force Headquarters as a drill status Guardsman, and civil service, serving in the Chairman of the Joint Chiefs of Staff Personnel Readiness Directorate (J1) for 15 months before joining DCPAS.



*(L-R) Col David Lands, Brigadier General Toni Lord, Tony*



*(L-R) Angela Richardson, Kaye Drew, Ernie Drew (Tony's business partners at Industrial Training Company)*

## Planning & Accountability (Cont'd)



Gicanda (Gigi) Suggs came to the DCPAS Accountability Team in April 2019 from USDA OIG. During her tenure, she was the Lead Program Manager for the Department of Navy's Evaluations. She established connections and partnered with DoN contacts, OPM, and a host of others to ensure effective communications for proficient and Successful audits.

She is leaving the Department of Defense to join the Smithsonian Institute on May 8, 2021. She will take all that she has learned and serve as the agencies Accountability Coordinator. In addition to that, she intends to continue a healthy work-life balance by enjoying this wonderful HR profession and her family. She sends well wishes to all and asked that you continue to be safe.

### UPCOMING MEETINGS

Meeting	Date	Room #	Time
WPAG	August 19th, 2021	Virtual	TBD
FCMEC	September 21st, 2021	Virtual	TBD
WPAG	November 18th, 2021	Virtual	TBD
FCMEC	December 14th, 2021	Virtual	TBD

### Connect with DCPAS on Social Media



Follow DCPAS on [LinkedIn@DCPASExcellence](https://www.linkedin.com/company/dcpas-excellence)  
<https://www.linkedin.com/company/dcpas-excellence>



Follow DCPAS on [Twitter@DCPASExcellence](https://twitter.com/DCPASExcellence)  
<https://twitter.com/DCPASExcellence>

## Online Resources

MilBook site in milSuite (<https://www.milsuite.mil/book/groups/cspr>) is used to house documents related to strategic human capital and workforce planning. The documents are useful to our customers. Some of the documents posted on milSuite include:

- **Strategic and Directive Documents**
  - Human Capital Operating Plan
- **Strategic Workforce Planning Guide**
- **Competency Validated Models**
- **Data Decks**
  - DoD Wide
  - Functional Communities
  - Mission Critical Occupations
  - Special Groups
  - Fourth Estate Agencies



DCPAS Website	<a href="https://www.dcpas.osd.mil/">https://www.dcpas.osd.mil/</a>
MilSuite Site	<a href="https://www.milsuite.mil/book/groups/cspr">https://www.milsuite.mil/book/groups/cspr</a>
SWP Report FY 2016– 2021	<a href="https://www.apps.cpms.osd.mil/shcp/FY16-21_Report-Final.pdf">https://www.apps.cpms.osd.mil/shcp/FY16-21_Report-Final.pdf</a>
DoD STEM Development Office	<a href="http://www.dodstem.us/">http://www.dodstem.us/</a>
SMART Scholarship Program	<a href="https://smart.asee.org/">https://smart.asee.org/</a>
5 CFR Part 250	<a href="https://www.gpo.gov/fdsys/pkg/FR-2016-12-12/pdf/2016-29600.pdf">https://www.gpo.gov/fdsys/pkg/FR-2016-12-12/pdf/2016-29600.pdf</a>
OPM Human Capital Management	<a href="https://www.opm.gov/policy-data-oversight/human-capital-management/">https://www.opm.gov/policy-data-oversight/human-capital-management/</a>
OPM’s Workforce Reshaping	<a href="http://www.opm.gov/reshaping">http://www.opm.gov/reshaping</a>
SHRM	<a href="https://www.shrm.org/">https://www.shrm.org/</a>
WorldatWork	<a href="https://www.worldatwork.org/home/html/home.jsp">https://www.worldatwork.org/home/html/home.jsp</a>
Bureau of Labor Statistics	<a href="https://www.bls.gov/">https://www.bls.gov/</a>



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<b>Strategic Workforce Planners</b>				
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<b>Competency Management</b>				
DENNIS, BRANDON	SWP, Competency, Data Analytics	Competency	brandon.e.dennis.civ@mail.mil	571-372-2058
EPPERLY, MARTHA	SWP, Competency, Data Analytics	Competency	martha.j.epperly.civ@mail.mil	571-372-2159
HIBBARD, CHELSEY	SWP, Competency, Data Analytics	Competency	chelsey.a.hibbard.civ@mail.mil	571-372-2288
HODGES, CHAD	SWP, Competency, Data Analytics	Competency	chad.d.hodges2.civ@mail.mil	TBD
<b>Data Analytics</b>				
EBERHART, BERENICE	SWP, Competency, Data Analytics	FEVS	berenice.l.eberhart.civ@mail.mil	571-372-2043
HUSHEK, FRANK	SWP, Competency, Data Analytics	Technical SME	francis.j.hushek.civ@mail.mil	571-372-2032
KEITH, DONNIE	SWP, Competency, Data Analytics	Data Analytics	donnie.p.keith.civ@mail.mil	571-372-2035
KENSELL, FRANCOISE	SWP, Competency, Data Analytics	Data Analytics	francoise.m.kensell.civ@mail.mil	571-372-7739
SCHLAGEL, DAVID (Tony)	SWP, Competency, Data Analytics	Data Analytics	david.a.schlagel.civ@mail.mil	TBD
WALTER, JAMES	SWP, Competency, Data Analytics	Data Analytics	james.walter6.civ@mail.mil	571-372-2029
<b>ACCOUNTABILITY</b>				
DAVIS, CONSONDRA	Accountability	Program Analyst	consondra.y.christopher-davis.civ@mail.mil	TBD
GRIFFITH, MARIAN	Accountability	HR Specialist	marian.j.griffith.civ@mail.mil	571-372-2075
THOMPSON, GWENDOLYN	Accountability	HR Specialist	gwendolyn.v.thompson2.civ@mail.mil	571-372-2077
<b>MILSUITE</b>				
<a href="https://www.milsuite.mil/book/groups/cspr">https://www.milsuite.mil/book/groups/cspr</a>				



**Defense Civilian Personnel Advisory Service  
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**3rd Quarter Newsletter**