Planning & Accountability Directorate

Second Quarter 2022

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.

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.

From the Desk of Darby Wiler!

Colleagues,

As many of us have now passed the two year mark of COVID related full virtual work, the gears are turning for the Return to the Workplace. Not only will it be very interesting to see what the 'workplace of the future' looks like for DOD, it will be extremely interesting to evaluate the effects of returning to a physical presence in the workplace. Will we see an increase in attrition if employees have other, more virtual employment options? Will there be decreases in overall employee satisfaction as identified in future FEVS? Can we evaluate changes in productivity?

Many of you may also be aware of what they're calling "The Great Resignation" in the private sector, and I've been curious to know if we are seeing any resignation effects in DOD. We're working on an attrition study, with an emphasis on resignations, to discern any significant changes in the resignation loss behavior of our workforce. We'll certainly share that with all of you.

Another interesting project we're working is a study of 0201 attrition at the behest of the Civilian Personnel Policy Council (CPPC) members. We will also be sharing that with our Functional Community and CPPC colleagues. Both of these projects should be completed and disseminated soon.

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 Workforce Planning Advisory Group / Functional Community Management Executive Council.

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

Flexibility in Requirements Related to Form I-9 Compliance During COVID-19

On March 20, 2020, the Department of Homeland Security (DHS) and U.S. Immigration and Customs Enforcement (ICE) announced flexibility in complying with requirements related to Employment Eligibility Verification Form I-9, due to COVID-19.

The Form I-9 is used to verify the identity and employment authorization of individuals hired for employment in the United States. Prior to granting the flexibility, all employers were required to physically examine documentation and certify they were accurate. All U.S. employers must properly complete Form I-9 for each individual they hire, to include both citizens and noncitizens.

Accordingly, as of April 1, 2021, the requirement that employers inspect employees' Form I-9 identity and employment eligibility documentation in-person applies only to those employees who physically report to work at an organization's location on any regular, consistent, or predictable basis. Employees who work exclusively in a remote setting because of COVID-19-related precautions are temporarily exempt from the physical inspection requirements associated with Form I-9 under Section 274A of the Immigration and Nationality Act. Once an employee undertakes non-remote employment on a regular, consistent, or predictable basis, or the extension of the flexibilities related to such requirements is terminated, whichever is earlier, physical inspection must occur. However, the flexibilities mentioned do not preclude employers from commencing, at their discretion, the in-person verification of identity and employment eligibility documentation for employees who were hired on or after March 20, 2020, and presented such documents for remote inspection in reliance on the flexibilities first announced in March 2020.

On December 20, 2021, DHS, ICE further extended the flexibility related to Form I-9 compliance through April 30, 2022 (https://www.uscis.gov/i-9-central/covid-19-form-i-9-related-news/dhs-extends-form-i-9-requirement-flexibility-effective-january-1-2022).

Additionally, the Office of Personnel Management also released a memorandum (https://www.chcoc.gov/content/boarding-processes-new-employees-during-covid-19-emergency) dated March 24, 2020, providing guidance supporting the DHS Form I-9 flexibility and the onboarding of new employees during the COVID-19 emergency.

Questions or inquiries can be submitted to DCPAS, Employment and Compensation, Field Advisory & Support, **dodhra.mc-alex.dcpas.list.ec-field-advisory--support@mail.mil**

By: Steven Tran
DCPAS/Employment & Compensation

Financial Management Functional Community

Spotlight

Financial Management Functional Community Virtual Innovation Forum

On November 18, 2021, Deputy Under Secretary of Defense (Comptroller) Kathleen S. Miller opened the 2021 FM Virtual Innovation Forum (FM VIF) with a challenge for the audience: "How can we work together to drive innovation?" The FM VIF provided a forum for members of the FM community to explore innovation from different perspectives: DoD, government-wide, industry, and academia. The event attracted over 1500 attendees from across the Department of Defense financial management community, the federal government, and across the world. Panelists and speakers discussed what it means to be innovative in the financial sphere and what is the future of financial management.

The first session, titled "IMAGINE," saw a panel of intergovernmental experts discuss the future of public service financial management. Panelists Gail Bruss, General Services Administration; Keith Jarboe, U.S. Department of the Treasury; Jaime Saling, U.S. Department of the Treasury; and Michael Wetklow, National Science Foundation, encouraged the greater FM Community to lean in to partner and drive initiatives forward. The panel also discussed the progress being made with G-Invoicing, a topic of considerable interest to audience members.

Joshua Marcuse, Head of Strategy and Innovation for Google Global Public Sector, presented "Climbing the Innovation Adoption Curve." Mr. Marcuse described specific ways that organizations and offices can embrace innovation culture by thinking differently. Innovation, he explained, doesn't need to be new to the world, just new to your organization. If you want to be part of an innovative, modernizing company, you don't need to be an innovator, he continued. Instead, you can be a person who works to create the type of safe environment that allows the innovators and leaders to feel secure to move forward. Everyone, he reminded the audience, has a role to play!

Jennifer Bird, Director, Innovation Steering Group, Office of the Secretary of Defense, delivered midday remarks. Ms. Bird provided an overview of the Innovation Steering Group, a DoD team tasked with ensuring the Department has the facilities and testbeds available to develop technologies to sustain our mission 20-30 years in the future.

The DoD "INSPIRE" panel shared innovation success stories from throughout the Department. When discussing how to address roadblocks, Major Charlton "Eli" Freeman, Commander, 72nd Comptroller Squadron, U.S. Air Force—recognized for his FM Award winning proposal of Glide Path Savings (GPS) to Retirement—spoke about how he saw individuals treating their current selves better than their future selves when it came to investing for retirement. His creative intervention and commitment to working with individuals directly led to a change in service members' behavior resulting in a substantial increase in TSP savings across the Department. Alexander O'Toole and Erica Thomas from OUSD(C) joined Josh Rapke, Defense Finance Accounting Service, in a discussion on Advana, DoD's data analytics solution. The group discussed the use of bots, AI, Gamechanger, and DoD's data digitalization efforts. Attendees were encouraged to log into Advana's Gamechanger site to learn more.

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"The Future of Finance in National Security: Crypto Currency, Blockchain, & the New Era of Digital Identity" was an industry panel featuring Jonathan Padilla, CEO and Co-founder, Snickerdoodle Labs; Mehak Jethmalani, Blockchain Engineer, PayPal; and Alex McComb, Chief Product Officer and Co-founder, Snickerdoodle Labs. The panel discussed blockchain and commented that it was important to discuss blockchain now because it will have an impact on the internet going forward. Rather controversially, the panel even hypothesized that blockchain could be used to automate financial audits. The panel also discussed using blockchain to develop non-centralized IDs, provided an overview of cryptocurrency, and proposed developing NFT challenge coins. The audience responded well to the panel, including one attendee who commented "I finally understand blockchain!"

The final panel, "THINK," featured Dr. Philip Candreva, J.D., Naval Postgraduate School; Dr. Alexander McKelvie, Syracuse University; Dr. Paige Ouimet, University of North Carolina; and Dr. Russell Wermers and Frank Goertner, University of Maryland. The panel discussed financial management educational trends and the importance of preparing students for the future of FM. Panelists discussed that the future role of the FM worker was as an advisor, rather than simply a workhorse. Workers should be prepared to do the things the computers can't—managing, advising, and interpreting.

Overall, the FM VIF was a resounding success, earning high ratings from attendees and participants alike. The FM VIF was developed as part of a wider HCRM effort to bring unique and challenging educational forums to the FM community. Be on the lookout for the next HCRM event and remember, don't be afraid to innovate!

By: Jamie A. Simon
Strategic Communications
OUSD Comptroller
FM Functional Community

Competency Management

The Competency Development and Management Team are currently developing competency models for CY22. Listed below is the current schedule:

0603 Physician Assistant	8-Mar	Panel 1
0080 Security Administration	Apr 5-6	Panel 1
0080 Security Administration	Apr 12-13	Panel 2
0501 Financial Administration and Program	13-Apr	Panel V
0503 Financial Clerical and Assistance	19-Apr	Panel V
0505 Financial Management	20-Apr	Panel V
1152 Production Control	Apr 19-21	Panel 1
1152 Production Control	Apr 26-28	Panel 2
0525 Accounting Technician	27-Apr	Panel V

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 at brandon.e.dennis.civ@mail.mil.

What is the Difference between a Job Analysis and a Competency Model?

Many organizations today have replaced traditional job analysis with competency modeling to lay the foundation for Human Resources applications and strategies. However, there is virtually no agreement regarding the differences between job analysis and competency modeling, even among industrial organizational psychologists. Some have even argued that competency modeling is in essence a job analysis (Ruggeberg, 2007). Others believe that as opposed to job analysis, competency modeling is linked more to strategic goals, but is less rigorous in regards to data collection, level of detail, assessment of reliability, and documentation of research processes (Schippmann et al., 2000). A lot of the disagreement stems from the lack of consensus regarding the definition of a "competency" or the methodology involved in developing a competency model (Pearlman and Barney, 2000). However, the purpose of this brief overview is not to settle the debate in any way, but instead to highlight that job analysis and competency models are intended to supplement and augment each another and not displace one another.

Perhaps the best way to understand how job analysis and competency modeling complement each other is to understand their purposes. During the industrial revolution, the need for a division of labor led to the conceptualization of an external reality called the "job" which was a separate entity from the person performing the work (Cronshaw, 1998). Separating the job from the worker allows for a "neutral" description of the job without the worker's influence on the interpretation.

Competency Management (Cont'd)

Therefore, a job analysis more or less reflects an aggregate of behaviors displayed by job incumbents across time, creating a representation in job descriptions of tasks and duties performed by a non-existent, "average" job incumbent (Levine & Sanchez, 2007). While a job analysis undoubtedly provides a deep understanding of the job and its requirements, its long lists of tasks and knowledge, skills, abilities, and other characteristics (KSAOs) can be difficult understand and communicate in order to effectively accomplish organizational HR strategies. Additionally, the concept of a job is a social construct that does not tangibly exist without the workers who perform the tasks and duties (Sanchez & Levine, 2000). Without a doubt, job analysis plays a crucial role in HR management by providing an in-depth understanding of the job. However, while a job analysis views the job as a stagnant entity that does not change from incumbent to incumbent, a competency model views the job as a role to be interpreted and enacted by an employee.

Job analysis and competency modeling belong in separate domains: job analysis is best for applied measurement, whereas competency modeling is best viewed as a strategy execution tool (Bowen & Ostroff, 2004; Chatman & Cha, 2003; O'Reily & Chatman, 1996; Trice & Beyer, 1992; Werbel & DeMarie, 2005). That is, job analysis provides an "objective" illustration of the "average" work activities and their associated work requirements, while competency modeling intends to prescribe the manner in which work activities should be performed in order to align to strategic goals. Essentially, job analysis is descriptive, while competency modeling is prescriptive (Sackett & Laczo, 2003). Job analysis is focused on describing "typical" performance by an "average" employee, as illustrated in the job description. Competency modeling, on the other hand, aims at achieving maximal performance as reflected in the strategic interpretation of the job (Fakhrzad, 2012). In addition, job analysis is rooted in the past due to its descriptive nature, while competency modeling is focused on the future and how the job should be interpreted and performed moving forward, regardless of how it was performed in the past.

While there are many similarities and differences between job analysis and competency modeling, hopefully it is clear that both have individual purposes. The following is a summary of some, but not all, of the major differences between the two methods:

- Job analysis describes the job while competency modeling focuses on the person and behaviors in the context of the job
- Job analysis is focused on the job while competency modeling is focused on the organization
- Job analysis is rooted in the past while competency modeling is focused on the future
- Job analysis is focused on describing "typical" performance from an "average" incumbent while competency modeling aims at achieving "maximal" performance
- Job analysis criteria is quantitatively measurable while competency modeling is more qualitative in nature

There are alternatives to these two methods, such as a strategic job analysis that attempts to combine elements of traditional job analysis with competency modeling, however that is a topic for another time. In summary, job analysis is best suited for determining basic job requirements or minimum qualifications, whereas competency modeling defines the behavioral themes that go beyond mastery of basic aspects of the job, and instead illustrates performance excellence as envisioned by the organization's strategy.

(For references, please contact Chad Hodges at chad.d.hodges2.civ@mail.mil)

By: Chad Hodges
DCPAS/Planning & Accountability

Understanding Attrition

Attrition is a fact of life for all organizations. "Good" attrition can create promotion opportunities for talented employees, help agencies add new skills and competencies, and weed out poor performers. On the other hand, losing experienced employees at can hurt an agency's capacity and performance.

One good way to understand what drives attrition is to collect exit data, through online surveys or in-person interviews. Exit data is important and provides valuable insight, but response rates are often low and employees can be reluctant to be candid because they're uncomfortable sharing why they have decided to leave the organization.

Another valuable but underutilized data source is employee feedback surveys such as the annual Federal Employee Viewpoint Survey (FEVS). Patterns in the FEVS suggest that agencies should consider how to develop ways to improve performance recognition and make sure that awards programs are meaningful and effective, examine how supervisors assign tasks, clarify the line of sight between individual jobs and agency mission, and figure out how to strengthen training and development programs.

The first and most important step is to understand why employees are leaving. When agencies understand who is leaving and why, they can identify groups of employees that are attrition risks. An In-depth analysis of attrition can help leaders understand what is occurring, prepare for anticipated attrition and solve problems that are causing unwanted turnover.

Data from exit interviews or surveys can help answer the "why they are leaving" question. Taken together, employee survey feedback and exit data enable agencies to better determine why certain groups of employees are leaving or may leave.

This analysis may reveal that there are groups of employees with already high attrition or who may be at risk of leaving. These are the groups that warrant further assessment and attention. The information can also assist agencies to understand attitudes and behaviors of departing employees.

Agency leaders should incorporate these external factors into the broader attrition analysis and use the results to develop action plans to reduce unwanted attrition. These action plans should focus on solving problems that prompt new hires, employees in mission-critical jobs, high performers, senior leaders and other talented employees to leave.

No single magic bullet or retention strategy will ensure that top quality employees stay on the job. However, the bottom line is that if agencies don't collect and analyze data to better understand attrition, they can't proactively fend off unwanted or unpredicted loss of talent.

By: Jonathan Carter
DCPAS/Planning & Accountability

The Conundrum of Pie Charts

Over my career as an analyst, I have built numerous charts to depict data and thought it would be useful to discuss the problems with pie charts and give a couple of suggestions for better ways to highlight your data. However, before critiquing the pie chart, I thought it would be fun to share some of the most famous historical uses of pie charts.

Title*: Three Famous pie charts by William Payfair, Florence Nightingale and Charles Joseph Minard.*
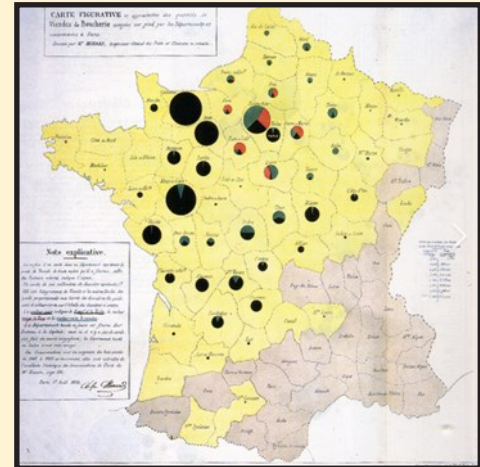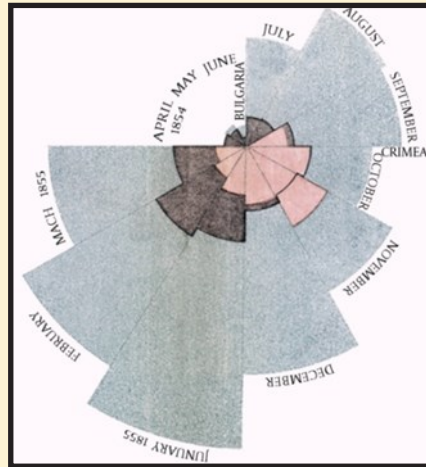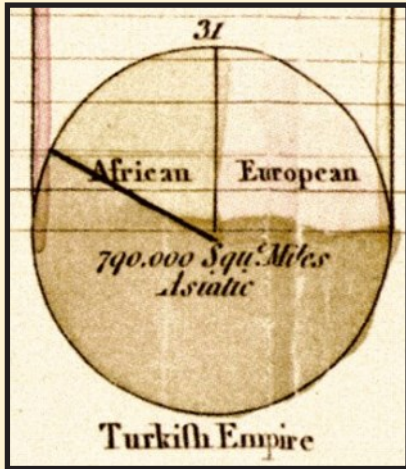
- 1801 William Playfair invents a pie chart to show the proportions of the Turkish Empire located in Asia, Europe and Africa before 1789.
- 1857 Florence Nightingale popularized pie charts and used them to show that most soldiers in the Crimean War died due to diseases based on unsanitary conditions, not due to their wounds received in battle. This particular image is a variation of the traditional pie chart.
- 1858 Charles Joseph Minard used pie charts to show cattle consumption across France.

What is a Pie Chart? A pie chart is a circular statistical graphic divided into slices to illustrate numerical proportion. In a pie chart, the central angle, the arc length and the area of each slice, are all proportional to the quantity it represents. Below is an example of a traditional pie chart with two categories: supervisor and non-supervisor.

Group	Percent
Supervisor	15%
Non-Supervisor	85%
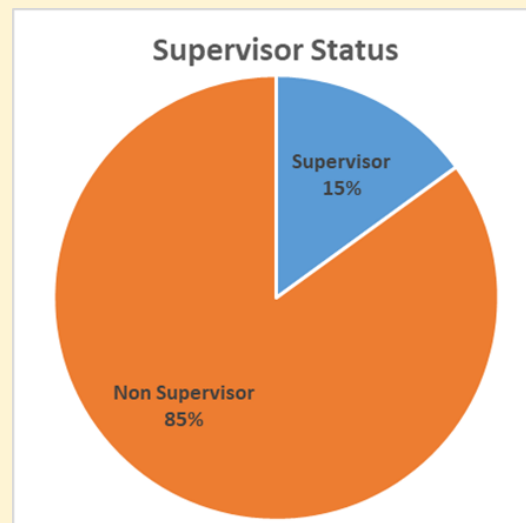
Discussion

There are two positive characteristics regarding pie charts. First, a pie chart is easy to interpret, so you do not have to spend a lot of time explaining them. Second, a pie chart adds color to a report; just look at this article. These two characteristics make them a common chart choice for the beginner; however, a more seasoned analyst will avoid the pie chart for a few reasons.

Reason 1: A pie chart has poor ink-to-information ratio; it takes up far too much space to convey a set of data compared to other options. For an example, compare the table and pie chart above. The table takes about 10% of the space of the pie chart and conveys the same amount information.

Reason 2: Pie charts often make the data more complicated than needed. In the example below, it takes time to determine which race corresponds to each piece of the pie and the labels do not follow consistent placement around the pie; some are inside, some outside and some have a pointer to the section they represent. In addition, a reader may hesitate when they see the 1 on the right side of the chart until they realize that the portion of the pie that it represents is too small to see. The result is cluttered and hard to read. This issue is exacerbated when the data has a larger number of groups.

DoD Employees by Race

Legend	Value
AI/AN	8,495
ASIAN	45,345
BLACK/AA	116,845
ID PENDING	1
MULTIRACIAL	26,756
NH/PI	7,974
UNKNOWN	4,668
UNSPECIFIED	22,529
WHITE	547,524
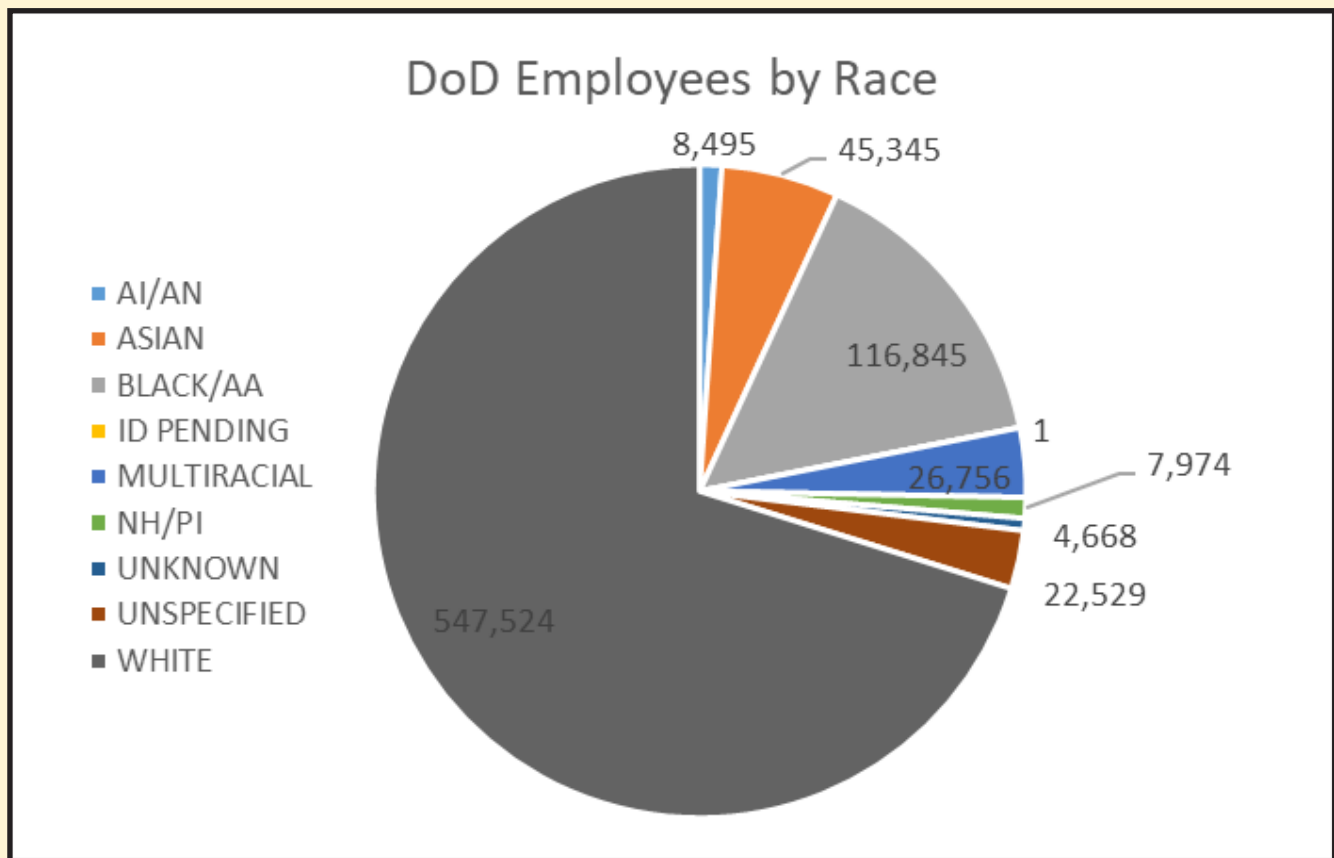
Reason 3: The human mind does a poor job judging differences in volumes.

Quiz. Can you rank these 6 groups by size and estimate the percent of each?
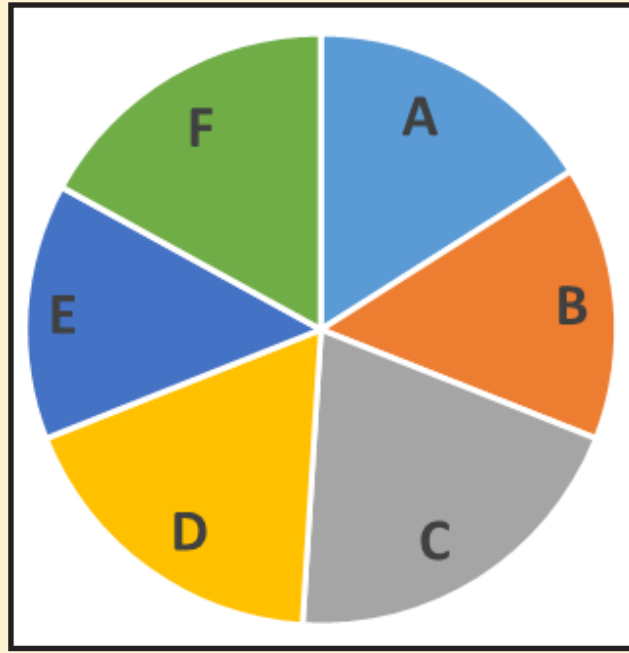
Answer:

Piece of Pie	Percentage
E	14%
B	15%
A	16%
F	17%
D	18%
C	20%

The Conundrum of Pie Charts (Cont'd)

You can probably identify the largest and smallest slices easily, but most likely had a tough time with a couple of the slices in between. This is because the human mind does not perform this type of task well. People can typically differentiate between relative size (ordinal scale), but find it very difficult, if not impossible, to distinguishing how much larger or smaller those differences are (nominal scale).

In contrast, a bar chart makes it extremely easy to make comparisons between groups by starting all bars at a common horizontal or vertical line and provides a useful scale on the x or y axis to make comparisons. Given the chart below, you can probably make an accurate estimate of the actual percentages for each group within a fraction of a percentage point. This advantage of bar charts makes it a far superior graphic option than a pie chart.
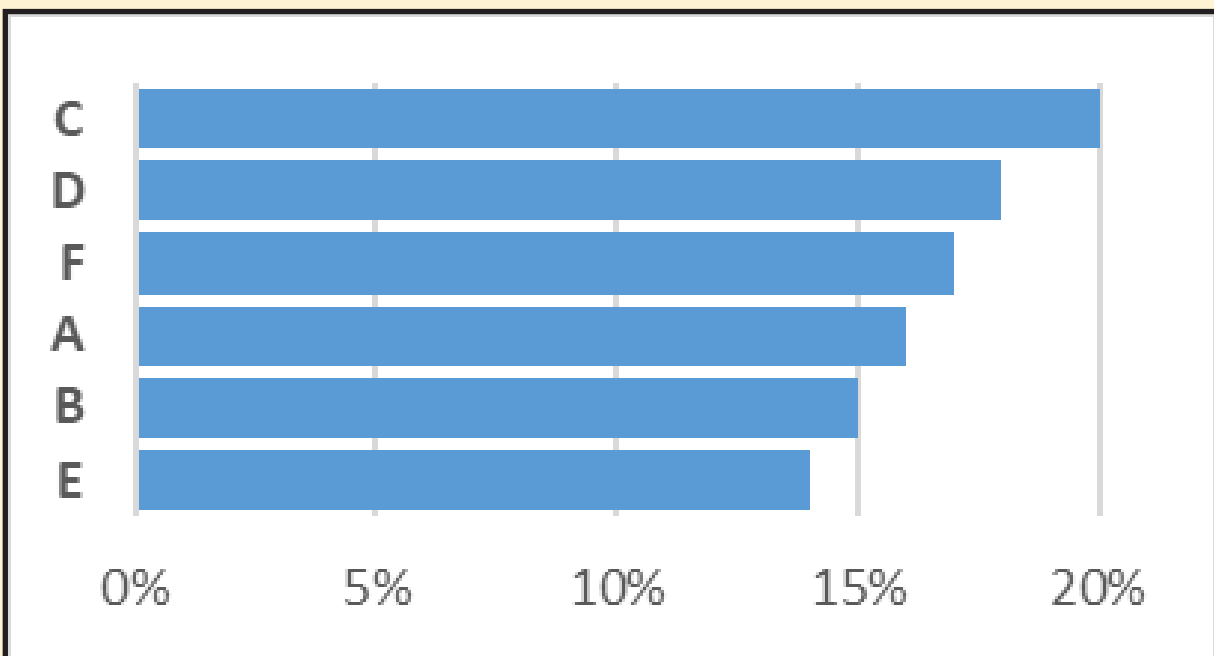
Summary

Pie charts communicate information poorly. They take up a lot of space for the information that they convey, often overly complicate the data presented, and are nearly useless when trying to make comparisons between similarly sized groups. For these reasons, pie charts are a poor graphic choice. In general, an analyst should replace pie charts with either tables or bar charts.

Recommended Readings

These books all have great discussions and suggestions on ways to display data.

- The Elements of Graphing Data by William Cleveland
- Visualizing Data by William Cleveland
- Show Me the Numbers: Designing Tables and Graphs to Enlighten by Stephen Few
- The Visual Display of Quantitative Information by Edward Tufte

By: James Walter
DCPAS/Planning & Accountability

Federal Employee Viewpoint Survey

The FEVS is a government-wide survey conducted annually by the Office of Personnel Management (OPM) and has high-visibility with OPM, the Office of Management and Budget, and Congress. It also informs the Partnership for Public Service's "Best Places to Work in the Federal Government" rankings that are published each year in December.

The FEVS focuses on employee perceptions regarding how effectively federal agencies manage their workforces. Results are used to: develop program metrics (e.g., employee engagement); measure factors that influence recruitment, outreach, and retention; help the agency meet its mission; inform action plans to drive positive organizational change.

The FEVS21 was a sample of all DoD employees with the exception of political appointees, contractors/non-Federal employees, and any employees who joined their agency after April 2021. The survey was administered from November 1 through December 10, 2021.

The FEVS provides trending tools that include indices such as Employee Engagement (EE - environment conductive to engagement). From 2014 to 2020, DoD has consistently increased in Employee Engagement reaching 74% in 2020. In 2021, DoD Employee Engagement decreased 3% to 71%.

Employee Engagement by Component by Year
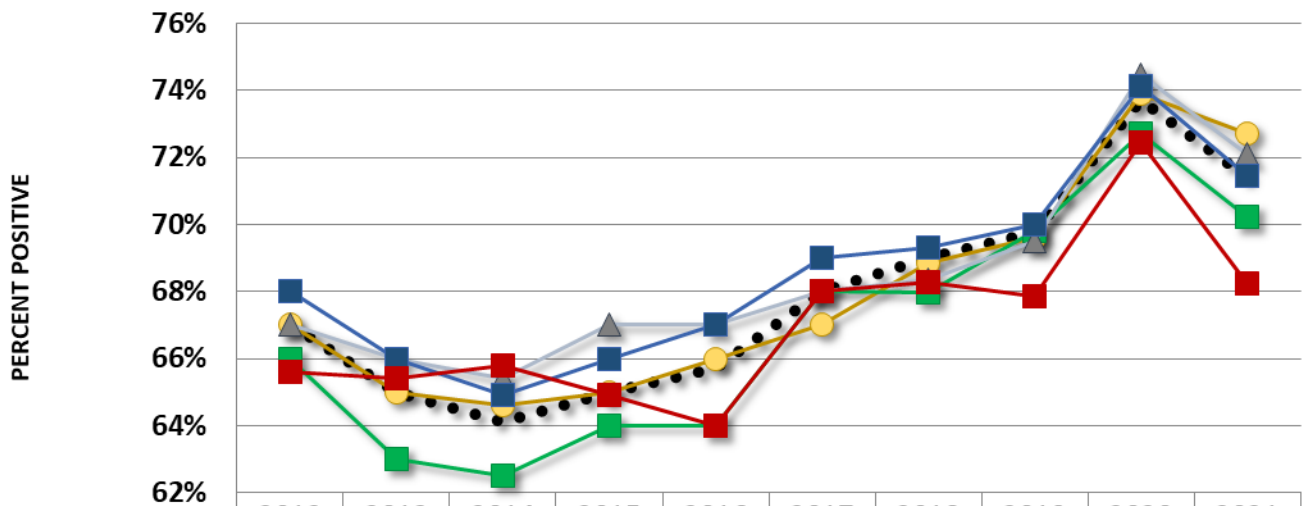
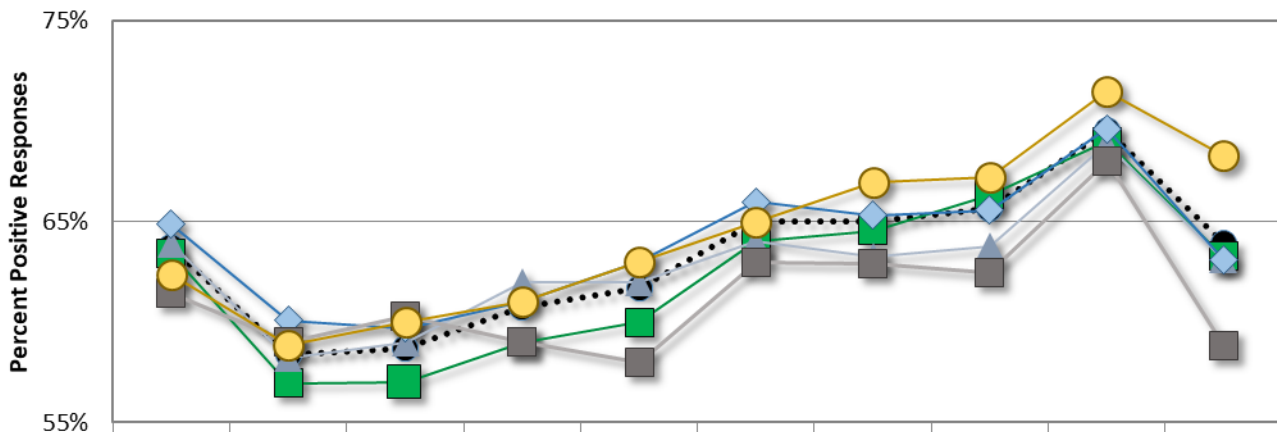|	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
DoD	67%	65%	64%	65%	66%	68%	69%	70%	74%	71%
4th Estate	67%	65%	65%	65%	66%	67%	69%	70%	74%	73%
Army	66%	63%	63%	64%	64%	68%	68%	70%	73%	70%
Air Force	67%	66%	65%	67%	67%	68%	68%	70%	74%	72%
Navy	68%	66%	65%	66%	67%	69%	69%	70%	74%	71%
USMC	66%	65%	66%	65%	64%	68%	68%	68%	72%	68%

2021 | Office of Personnel Management **Federal Employee Viewpoint Survey** · Empowering Employees. Inspiring Change.

The FEVS also includes Global Satisfaction that describes satisfaction with job, organization, and pay, as well as whether the organization would be recommended as a good place to work. From 2018 to 2020, DoD increased in Global Satisfaction. In 2021, DoD Global Satisfaction decreased 6% to 64%.

FEVS21: GLOBAL SATISFACTION by COMPONENT by YEAR

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
DoD	64%	58%	59%	61%	62%	65%	65%	66%	70%	64%
Army	63%	57%	57%	59%	60%	64%	65%	66%	69%	63%
Air Force	64%	58%	59%	62%	62%	64%	63%	64%	69%	63%
Navy	65%	60%	60%	61%	63%	66%	65%	66%	70%	63%
USMC	61%	59%	60%	59%	58%	63%	63%	62%	68%	59%
4th Estate	62%	59%	60%	61%	63%	65%	67%	67%	71%	68%

The Employee Engagement Index (EEI) index is made up of the average of the positive responses to 15 FEVS questions divided into three sub-indexes. Measures the workforce conditions that support employee engagement; with OPM defining employee engagement as "The employee's sense of purpose that is evident in their display of dedication, persistence, and effort in their work or overall attachment to their organization and its mission."

Leaders Lead
- In my organization, senior leaders generate high levels of motivation and commitment in the workforce.
- My organization's leaders maintain high standards of honesty and integrity.
- Managers communicate the goals and priorities of the organization.
- Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor?
- I have a high level of respect for my organization's senior leaders.

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Federal Employee Viewpoint Survey *Empowering Employees. Inspiring Change.*

Supervisors
- Supervisors in my work unit support employee development.
- My supervisor listens to what I have to say.
- My supervisor treats me with respect.
- I have trust and confidence in my supervisor.
- Overall, how good a job do you feel is being done by your immediate supervisor?

Intrinsic Work Experience
- I feel encouraged to come up with new and better ways of doing things.
- My work gives me a feeling of personal accomplishment.
- I know what is expected of me on the job.
- My talents are used well in the workplace.
- I know how my work relates to the agency's goals and priorities.

Agencies can use these FEVS key indices, as well as their own unique indices or individual questions of interest, to trend their data and to compare results to other government agencies.

Agency & Sub Agency Name	Employee Engagement: Leaders Lead	Employee Engagement: Supervisors	Employee Engagement: Intrinsic Work Experience
Department of Defense	**61%**	**79%**	**74%**
United States Department of the Air Force	63%	80%	74%
United States Department of the Army	60%	78%	73%
OSD, Joint Staff, Defense Agencies, & Field Activities	63%	80%	75%
United States Department of the Navy	60%	81%	74%
United States Marine Corps	57%	77%	71%

FEVS21 also included eight DoD agency specific survey items that are included at the end of the survey and just answered by DoD employees. These questions are designed by DoD every year to explore and gather additional information to support the development of action plans. These results are available in the DoD AES Report but every agency can find its own data using the Analysis on Demand Tool in the OPM Data Explorer.

2021 Office of Personnel Management ((ρ)) **Federal Employee Viewpoint Survey** *Empowering Employees. Inspiring Change.*

1. Which of the following statements is accurate regarding pay raises depending on how well employees perform their jobs:	
Pay raises are given based on job performance.	31%
People in my unit get promoted because of who they know.	10%
People in my unit get promoted without proper education or know-how.	3%
There are no pay raises, other than the step increases, given within my current unit.	33%
Performance Awards are not given based on how well employees perform their jobs.	4%
My organization does not offer Quality Step Increase.	4%
Time Off Awards are not given based on how well employees perform their jobs.	1%
There is no meaningful distinction made between high and low performance.	13%

One third of the respondents indicated, "*Pay raises are given based on job performance*"; while another one third pointed out "*There are no pay raises, other than the step increases, given within my current unit*", followed by 13% of participants that specified, "*There is no meaningful distinction made between high and low performance*".

2. If you are considering leaving your agency within the next year, please indicate your main reason for leaving (select all that apply):	
I am not considering leaving.	45%
Pay and benefits.	18%
Inadequate telework/remote work opportunities.	11%
My supervisor.	9%
Lack of Growth potential.	21%
The Agency leadership.	16%
Lack of performance awards.	8%
Feeling of exclusion based on personal demographics.	6%
Unit climate/morale/coworkers.	17%
Retirement.	9%
Other not listed.	17%

2021 · Office of Personnel Management · Federal Employee Viewpoint Survey · Empowering Employees. Inspiring Change.

When asked about the main reason for considering leaving your agency within the next year, the top three reasons indicated were:

- Lack of Growth potential (21%)
- Pay and benefits (18%)
- Unit climate/morale/coworkers (17%)

3. Which of the following statements is accurate regarding awards and recognitions given in your agency:	
My agency's awards and recognition program motivates me to perform to my best ability.	39%
Awards and recognition are not given based on how well employees perform their jobs.	13%
Awards are only given to certain employees.	12%
My supervisor does not recognize anyone for awards.	5%
There is no budget in my organization for awards.	3%
The distribution depends on type of work/assignments.	18%
I am not aware, and/or have not heard, of any awards being given.	10%

While 39% of respondents indicated that "*My agency's awards and recognition program motivates me to perform to my best ability*"; another 18% specified that "*The distribution depends on type of work/assignments*", and 13% selected that "*Awards and recognition are not given based on how well employees perform their jobs*".

4. What do you believe are obstacles to reaching your full professional potential? (select all that apply)	
I am not aware of any obstacles to reaching my full professional potential	45%
Lack of understanding of my career path.	18%
Lack of promotion opportunities	11%
Lack of training opportunities	9%
Agency leadership	21%
Supervisor	16%
Personal reasons	8%
Other not listed	6%

Federal Employee Viewpoint Survey (Cont'd)

When asked about the obstacles to reaching your full professional potential, the top three impediment are:
- Agency leadership (21%)
- Lack of understanding of my career path (18%)
- Supervisor (16%)

5. The Defense Performance Management Appraisal Program (DPMAP) covers many DoD civilian employees and rates employees on a 1 (Unacceptable) – 3 (Fully Successful) – 5 (Outstanding) scale. Are you covered under the DPMAP Appraisal Program?	
Yes	73%
No	15%
Not sure	11%

The Defense Performance Management Appraisal Program (DPMAP) covers 73% of respondents.

6. My work unit is able to recruit people with the right skills.	
Strongly Agree	12%
Agree	36%
Neither Agree nor Disagree	28%
Disagree	16%
Strongly Disagree	8%

48% of respondents indicated that they work unit is able to recruit people with the right skills.

Federal Employee Viewpoint Survey (Cont'd)

7. My supervisor provides me with constructive suggestions to improve my job performance.	
Strongly Agree	24%
Agree	40%
Neither Agree nor Disagree	21%
Disagree	10%
Strongly Disagree	5%

64% of respondents indicated that their supervisor provides constructive suggestions to improve their performance.

8. Looking forward, please select the top three areas that should be a priority for making improvements in your Agency: (Select top three)	
Awards	23%
Communication of upcoming changes effectively and in a timely manner	32%
Communication of complete work related information	18%
Cross-training, details, or other developmental activities	32%
Expansion of career ladders	29%
Increase personnel in my work unit	32%
Information technology technical support	19%
Information technology hardware and software	26%
Performance management process	14%
Scheduling/telework flexibilities	27%
Visionary/inspirational leadership	18%
Supervisor Training	14%

The top three areas that should be a priority for making improvements selected by DoD employees are:

- Communication of upcoming changes effectively and in a timely manner (32%)
- Cross training, details, or other developmental activities (32%)
- Expansion of career ladders (29%)

The latest FEVS results are released, and leadership is developing action plans. Each office is conducting sessions to review results and looking deeper into areas for improvement. The goal is to implement the action plan and start closing the gaps identified in the survey.

POINT OF CONTACT for additional information and clarification: Berenice Eberhart DoD/DCPAS FEVS Program Manager 571-372-2043 berenice.l.eberhart.civ@mail.mil

Federal Employee Viewpoint Survey

The Federal Employee Viewpoint Survey (FEVS), administered annually by the Office of Personnel Management (OPM) was a sample in 2021 of all DoD employees with the exception of political appointees, contractors/non-Federal employees, and any employees who joined their agency after April 2021. FEVS21 was administered from November 1 through December 10, 2021.

DoD FEVS21 Response Rate

	2019	2020	2021
DoD	33%	35%	24%
Army	44%	44%	29%
Air Force	23%	28%	16%
Navy	28%	28%	20%
4th Estate	36%	42%	32%
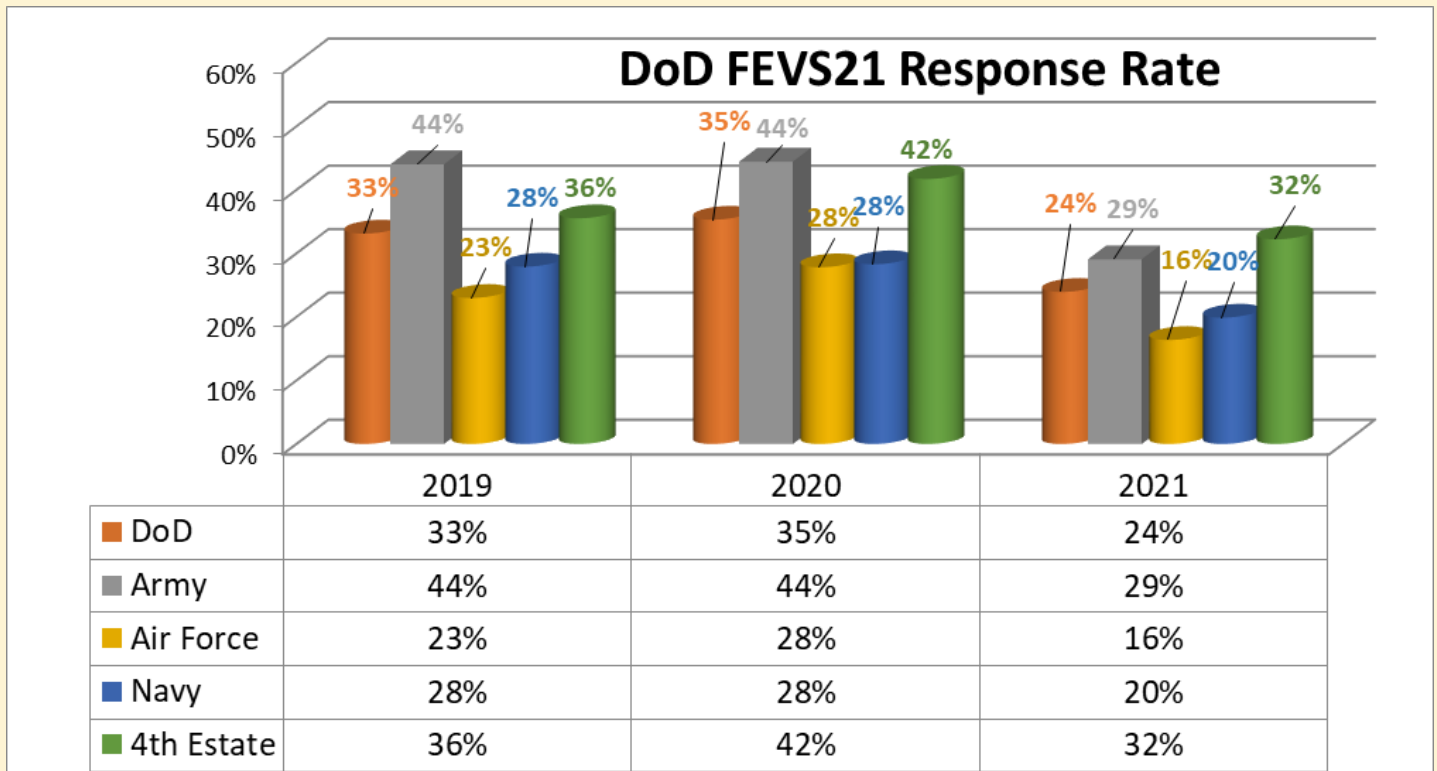
The 2021 response rate for DoD decreased by 11% (24%). The 2021 Government-wide response is down by 10% from 2020 (34% vs. 44%). It is to be noted that these lower participation rates are an exception and are due to the COVID pandemic situation, change the period of survey administration to later in the year and a sample instead of a census survey.

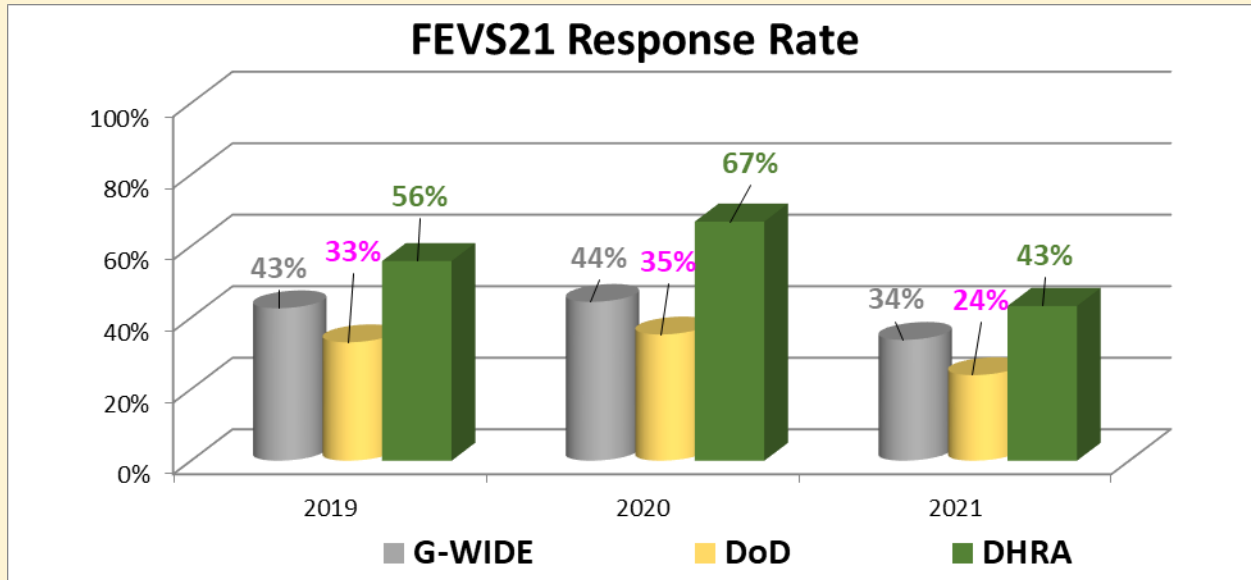| AGENCIES	2019	2020	2021
G-WIDE	43%	44%	34%
DoD	33%	35%	24%
DHRA	56%	67%	43%

Federal Employee Viewpoint Survey (Cont'd)

OFFICE OF PERSONNEL MANAGEMENT
Federal Employee Viewpoint Survey
Empowering employees. Inspiring change.

FEVS21 Response Rate

For 2021, the OPM FEVS limited organizational results to one level below the agency. The 2021 response rate for DHRA decreased by 24% (43%). Although this is a significant decrease compared to FEVS20, it is still 9% above Government-wide participation.

Agency & Sub agency Name	Number of Completed Surveys	Number of Surveys Administered	Response Rate
Government wide	292,520	865,425	34%
Very Large Agencies (>= 75,000 employees)	184,423	633,797	29%
Department of Defense	**87,776**	**366,670**	**24%**
United States Department of the Air Force	13,848	84,589	16%
United States Department of the Army	35,772	123,052	29%
OSD, Joint Staff, Defense Agencies, & Field Activities	17,055	52,940	32%
United States Department of the Navy	21,101	106,089	20%

2021 was a year of both challenges and changes. Together, leaders and employees faced an unprecedented reality of a second year into the COVID-19 pandemic. The 2021 OPM FEVS also faced obstacles but the survey is still the most powerful platform for employees to share their opinions and perceptions regarding their work experiences. Your responses provide the bedrock data for informing DoD leadership. In 2022, FEVS goes back to a spring data collection with a census survey and expanded employee eligibility criteria. Hope you can participate! If you have any questions, please contact Berenice Eberhart DoD/DCPAS FEVS Program Manager at 571-372-2043 or by email at berenice.l.eberhart.civ@mail.mil

By: Berenice Eberhart
DCPAS/Planning & Accountability

Accountability

The DCPAS Accountability Team has the responsibility of evaluating Human Capital Framework (HCF) and Delegated Examining (DE) Evaluations for the entire DoD enterprise. In order to prepare and conduct these evaluations the Accountability team aligns on the following high level steps:

Prepare for an Evaluation
Monitor Execution of Deliverables...Assign Action Officers

- High Level Activities and Events
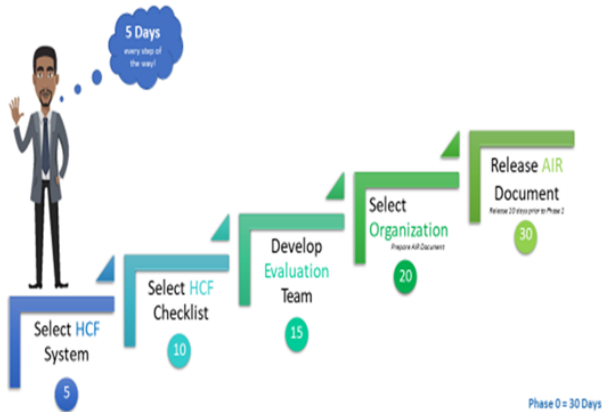- Continuity of Operations
- Sequence of Events
- Operational Timeline

Accountability (Cont'd)

The Four Phases of the Evaluation Life Cycle

The Four Phases of the Evaluation Life Cycle

Evaluation Phase 3

Good Practice to collect all notes, on-the-spot corrections, supporting evidence or documents, findings, and summary reports @ the end of Phase 2
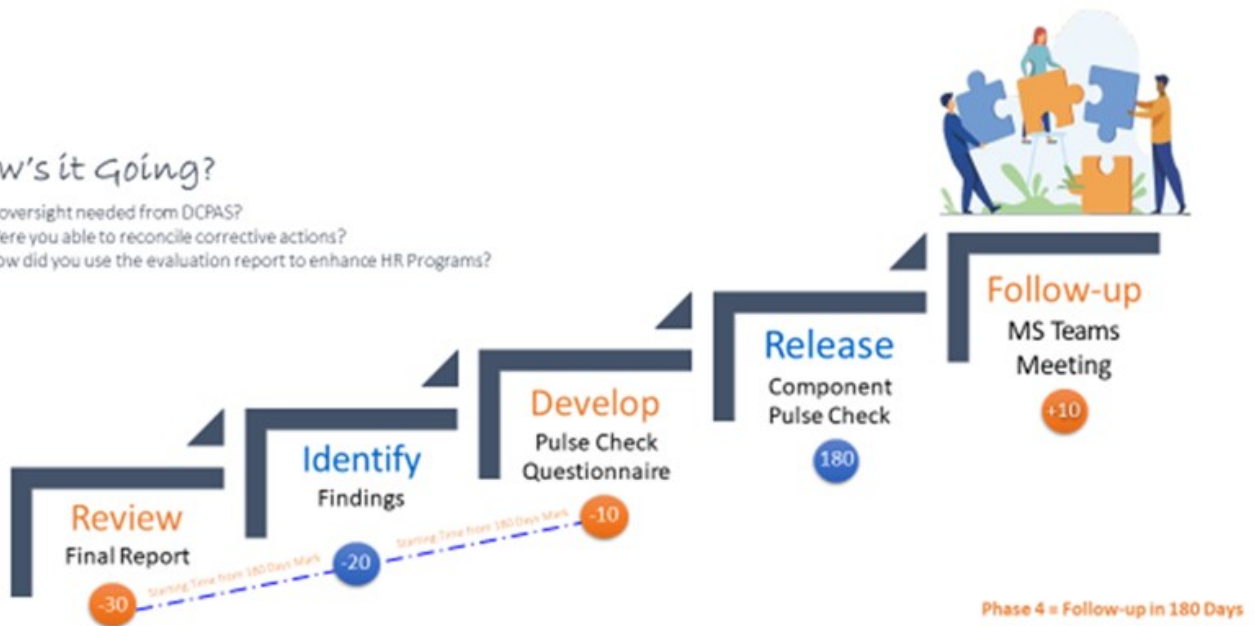
45 Days to Draft Evaluation Report

Collect Findings — 5

Evaluators Draft Report — 15

Lead Evaluator Research and Combine Report — 25

Submit for AD Review — 45

Component 30 Day Review

Phase 4 = 45 Days

Evaluation Phase 4

Good Practice to follow-up with the organization in 180 days to conduct a Pulse Check...

How's it Going?
- Is oversight needed from DCPAS?
- Were you able to reconcile corrective actions?
- How did you use the evaluation report to enhance HR Programs?

Review Final Report — -30

Identify Findings — -20

Develop Pulse Check Questionnaire — -10

Release Component Pulse Check — 180

Follow-up MS Teams Meeting — +10

Phase 4 = Follow-up in 180 Days

By: Shannon Coleman
DCPAS/Planning & Accountability
Contractor Support

DoD STEM Office

Department of Defense (DoD) STEM seeks to attract, inspire, and develop exceptional STEM talent across the education continuum and advance the current DoD STEM workforce to meet future defense technological challenges. DoD STEM off-ers educational programs, internships and scholarships for students and many career development opportunities for educators. DoD STEM is part of the Defense Enterprise within the Department's Research & Engineering.

DoD INNOVATORS SPOTLIGHT SERIES

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.

George F. Linsteadt Award for Excellence in Technology Transfer (T2) recognizes outstanding efforts made in support and execution of T2 partnerships that promote technology commercialization and license patented government inventions.

DoD STEM Office (Cont'd)

Congratulations to Dr. Marshall Schroeder and Mr. Lynn Zanow!
DoD Awardees Featured in February 2022
On 08 February, Dr. Marshall Schoreder, Laboratory Scientist of the Quarter, and Mr. Lynn Zanow, Technology Transfer (T2) Advocate of the Quarter were featured.

Dr. Schroeder is a Materials Engineer Lead at the U.S. Army Combat Capabilities Development Command (DEVCOM) Army Research Laboratory. He was recently recognized by the Department, through the through the Office of the Under Secretary of Defense for Research and Engineering (OUSD(R&E)), for his innovative work on multivalent batteries. His pioneering research has resulted in the development of novel battery chemistries and initiatives to transition these fundamental breakthroughs to U.S. Army platforms. Dr. Schroeder's research has pushed the frontiers in energy storage technology, finding a revolutionary direction for rechargeable multivalent-ion batteries, which present more cost-effective, sustainable, volumetrically energy-dense, and intrinsically safe energy storage platforms compared to existing Li-ion technology. Based on some of the most naturally abundant elements in the Earth's crust, multivalent-ion batteries also offer a pathway toward sustainable domestic battery production. His leadership and expertise in this field have greatly advanced the Department's mission.

Mr. Zanow is a T2 Officer in the T2 Office within the U.S. Army Engineer Research and Development Center (ERDC). He was recently recognized by the Department, through OUSD(R&E), for his unique experience in Partnership Intermediary program management. Mr. Zanow is responsible for providing sound corporate business practices, policy, and guidelines for the Technology Transfer program; facilitating the transfer of technology, science, intellectual property, processes and products to our government, industry and academic partners; and serves as the program manager for ERDC's Partnership Intermediary and principle external partnership representative. Over the last 40 years Mr. Zanow has enjoyed a variety of career opportunities that have included experiences as an active duty Air Force non-commissioned officer as well as continuous federal civil service with the Army and Air Force.

DoD STEM Office (Cont'd)

Congratulations to Mr. Matthew Jones and Mr. Wayne Jordheim!
DoD Awardees Featured in December 2021

On 07 December, Dr. Matthew Jones, Technology Transfer (T2) Advocate of the Quarter, and Mr. Wayne Jordheim, STEM Advocate of the Quarter were featured.

Mr. Jones is a T2 specialist within the T2 Office at the U.S. Army Combat Capabilities Development Command Chemical Biological Center (DEVCOM CBC). He was recently recognized by the Department, through the Office of the Under Secretary of Defense for Research and Engineering (OUSD(R&E)), for successfully establishing cooperative research and development agreements (CRADAs) with partners ranging from a Fortune 500 company to small businesses, including minority- and veteran-owned businesses. Through these agreements, Warfighters and the public now have access to improved personal protective equipment, improved detection capabilities, and more effective decontamination technologies for equipment and spaces. Such improvements provide the U.S. Government and its partners with better means to combat the deleterious health and socioeconomic effects of COVID-19. Mr. Jones' trailblazing efforts in executing these CRADAs will strengthen the Department's ability to access and build upon the research and development expertise of its partners.

Mr. Jordheim is a Non-Traditional Programs Office Engineering Lead within the Naval Undersea Warfare Center, Division Keyport (NUWCD Keyport). He was recently recognized by the Department, through OUSD(R&E), for his leadership in fostering STEM education and outreach for NUWC Keyport and Kitsap County, Washington. He has acted as a sponsor for Olympic College senior design projects at local community colleges, served as a FIRST Robotics mentor, and provided NUWC Keyport-area students with unparalleled opportunities to gain real-world technical skills while increasing awareness about workforce opportunities at NUWC. His positions on local educational advisory committees are ensuring that students in northwest Washington are prepared for the jobs of the future. Community colleges are an integral piece of the STEM pipeline, and his efforts to help establish Olympic College go far beyond his scope of work in the laboratory. Mr. Jordheim exemplifies the impact DoD scientists and engineers can have on the next generation of STEM talent.

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To view either of these previously recorded presentations, to learn more the DoD Innovators Spotlight Series and to register for upcoming webinars, visit https://dodstem.us/meet/innovators/.

DoD STEM Office (Cont'd)

National Defense Education Program (NDEP) Notice of Funding Opportunity (NOFO) for DoD STEM Community College Consortium

The Department is seeking to strategically fund science, technology, engineering, and mathematics (STEM) education at 2-year institutions and Community Colleges (2YI/CCs) through a consortium approach. This NOFO aims to enhance the STEM workforce through regional consortia which will develop and encourage STEM ecosystems between 2YI/CCs and 4-Year Institutions (4YIs), industry, local education agencies, and others in STEM education.

Responses to this NOFO should focus on either or both of the following areas: (1) promote and support the completion of technical training and certificate programs that strengthen the DoD and Defense Industrial Base (DIB) science, technology, and manufacturing workforce; and/or (2) develop, support, and increase the transition of students, especially those from underserved and underrepresented populations to include veterans and their spouses , from 2-year institutions and/or Community College STEM programs to STEM degrees at 4-year institutions. Activities should support the DoD STEM strategic plan and align to the 2018 Federal STEM strategic plan. The Department intends to award multiple cooperative agreements, subject to the availability of funds.

Suspense for full applications is 29 March 2022 through grants.gov. To learn more about this Cooperative Agreement announcement HQ003422NFOEASD01, visit https://www.grants.gov/web/grants/view-opportunity.html?oppId=337549. For information about DoD STEM, visit https://dodstem.us/.

Learn more information about the Defense Enterprise portfolio:

- Visit DoD STEM at www.dodstem.us
- Visit SMART Scholarship-for-Service Program at www.smartscholarship.org/smart
- 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/

Be sure to follow us on social media!
@DoDSTEM + @SMART_DoD

By: Erica Rojas
DOD/STEM Office
ericka.l.rojas.ctr@mail.mil

Planning & Accountability

Ms. LaJeune Chattman joined the DHRA/DCPAS family in December 2021 as an HR Specialist with Planning and Accountability. She is one of the lead evaluators on the team. Ms, Chattman began civil service career with the Internal Revenue Service in the late 1980's. The majority of her civil service career is with DoD as part of several components in various roles-Army and Air Force Exchange Service, DoD Education Activity, Department of Navy, U. S. Marine Corp, and Defense Contract Management Agency. Ms. Chattman also held HR positions outside of DoD in various agencies-Office of Personnel Management, Department of Veterans Affairs, and Department of Commerce. She is excited about returning to DoD and being part of a dynamic agency. Overall, she has 28.5 years of civil service, 23 years in HR. Along with work, Ms. Chattman enjoy her down time - hobbies include travel (mainly to beaches), photography (nature mostly), reading (magazines, books, online items), and baking.

Mr. Andrew Jenson is excited to be back at DCPAS! He has joined the Accountability team in December 2021, where he will be working to complete Human Capital Framework Evaluations for the Department. When he worked here before about 15 years ago, it was called the Civilian Personnel Management Service (CPMS) and was a member of the Field Advisory Services team working out of Rosslyn, VA. Mr. Jenson started his career with the Department of the Army at Fort Huachuca, AZ, before spending time at CPMS and then holding progressively responsible HR positions with the Peace Corps. Returning to the Army, he has spent the last 10 years as an HR Officer directing the full scope of operational HR activities within Army's Civilian Human Resources Agency (CHRA). Mr. Jenson led HR offices in Korea, Germany, and California, supporting a wide variety of Army and DoD organizations, and thoroughly enjoying the many travel opportunities available. He has been certified as a Senior Professional in Human Resources (SPHR) since 2011 by the Human Resources Certification Institute.

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Upcoming Meetings	Date	Room #	Time
WPAG	May 19th, 2022	Virtual	1300-1430
FCMEC	June 21st, 2022	Virtual	1300-1500
WPAG	August 18th, 2022	Virtual	1300-1430
FCMEC	September 20th, 2022	Virtual	1300-1500
WPAG	November 17th, 2022	Virtual	1300-1430
FCMEC	December 13th, 2022	Virtual	1300-1500

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https://www.linkedin.com/company/dcpas-excellence

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

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https://www.milsuite.mil/book/groups/cspr   *As of 2/23/2022*

Defense Civilian Personnel Advisory Service
Planning & Accountability Directorate

2nd Quarter Newsletter