

**National Imagery and Mapping Agency
Bethesda, Maryland
Department of Defense**

The National Imagery and Mapping Agency provides timely, relevant, and accurate geospatial intelligence in support of national security. To achieve its vision, *Know the Earth...Show the Way*, NIMA provides geospatial intelligence to ensure the knowledge foundation for planning, decision and action; and creates tailored, customer-specific geospatial intelligence, analytic services, and solutions.

NIMA is effectively linking its human capital strategies to its mission and strategic planning activities. One of the Agency's key strategic goals reads: "We MUST align our human resource plans, policies and services with our Strategic Intent and Core Values, in recognition that all we do is completely dependent on our most important resource, our people – government and contractor." NIMA has established a clear line of sight between this goal, and the human capital strategies, workforce planning activities, and human resource management policies, programs and activities funded, measured, and evaluated by the Agency.

Through NIMA's strategic workforce planning process, agency leaders arrive at decisions regarding how to shape and tailor the workforce, and how to appropriately source the work to meet evolving strategic requirements. By identifying future skills needs, NIMA is able to establish specific recruitment targets, identify employee development requirements, plan required succession building interventions, and evaluate options for outsourcing, incentivized attrition, and reskilling. Technology aids NIMA's efforts by enabling employees and supervisors to complete competency assessments, update resumes, develop and approve employee development plans, and provide the basis for fact-based, data-driven human resource management decisions.

NIMA's occupational structure, which is reviewed annually, currently consists of 23 broad-based occupational specialties, each managed by a Professional Advisory Board. At NIMA, salary increases are based on an employee's performance and results, rather than longevity. During the annual total pay compensation process, NIMA managers make permanent salary increase, bonus and promotion decisions based on agency mission requirements and individual employee performance standards. NIMA's pay banded structure provides the foundation to support such decisions.

NIMA's Director, Deputy Director, and senior leadership team are fully engaged in the design, development and implementation of the Agency's human capital management strategies and programs. Such strategies and programs are fully integrated with NIMA's planning, programming, and operational decisions and activities, and during NIMA's six-year existence, have proven to be sufficiently flexible and agile to be redirected to support changing agency mission requirements.