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1000 NAVY PENTAGON
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17 January 2013

SECNAV INSTRUCTION 12250.6A

From: Secretary of the Navy

Subj: CIVILIAN HUMAN RESOURCES MANAGEMENT IN THE DEPARTMENT OF
THE NAVY

Ref: See enclosure (1)

Encl: (1) References
(2) Responsibilities
(3) Action
(4) Executive Resource Management
(5) Civilian Human Resources Career Program Management
(6) Definitions

1. Purpose. To assign responsibilities for the management of the Department of the Navy (DON) civilian workforce, and for the establishment, implementation, administration, sustainment and assessment of policies, programs, processes and operations throughout the DON governing civilian Human Resources (HR) and Equal Employment Opportunity (EEO) management and civilian HR information technology systems. This instruction is a significant revision and should be read in its entirety.

2. Cancellation. SECNAVINST 12250.6

3. Scope. This instruction covers appropriated fund civilian personnel and EEO programs, as authorized in references (a) through (e). Civilian personnel management for the non-United States citizen workforce is covered by references (f) and (g). All references to civilian HR policies and programs include coverage of civilian personnel and EEO policies, programs, processes and operations.

4. Policy

a. It is Secretary of the Navy (SECNAV) policy to uphold the merit principles set forth in reference (a) and the policies established in reference (e) and to ensure equality of opportunity in the employment and development of a quality workforce.

b. This directive establishes general policies for civilian HR and EEO programs supporting the DON civilian workforce. Implementation of these policies and programs will be delegated to military and civilian managers and supervisors who are responsible for the management of assigned civilian personnel. Managers and supervisors at all levels are accountable for the execution of HR responsibilities within the framework of Federal, Department of Defense (DoD) and DON policy.

c. HR leaders and staffs shall be consulted and shall participate in all planning and operational activities related to the delivery of HR programs and services; strategic human capital planning; strategic workforce planning; and development and issuance of civilian workforce HR policies, programs, processes, plans, reorganizations, and mission changes.

d. HR leadership positions identified in this directive are a primary competency base relied on by the DON enterprise and its leaders to ensure the civilian workforce meets current and future mission needs, and that accountability for HR and Strategic Human Capital Planning (SHCP) programs is maintained. HR advisors and leaders shall have unfettered access to commanders, activity heads, managers and staffs to provide civilian HR technical advice and counsel on any matter or issue directed to those leaders. In addition, HR advisors may volunteer their technical advice and counsel to these officials on any matter which they determine should be brought to their attention.

e. DON activities shall receive civilian HR and EEO technical advice and services from a designated and/or authorized DON Human Resources Office (HRO) and the appropriate Office of Civilian Resources (OCHR) Operations Center (formerly referred to as Human Resources Service Center (HRSC)) unless alternative servicing is specifically approved by the Deputy Assistant Secretary of the Navy (Civilian Human Resources) (DASN(CHR)). At the operating level, professional and advisory HR services shall be provided using Major Command-owned HR staffs. Major Command consideration and decisions to obtain HR services from sources external to the Major Command will be made so as to maintain adequate command, control and accountability for civilian HR programs and operations with Major Command

leadership and organizations. Major Commands must establish the following civilian HR professional positions:

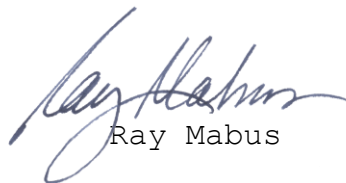
(1) Director of Civilian Human Resources (DCHR) (formerly referred to as Director of Civilian Personnel Programs (DCPP)) and Command Deputy EEO Officer (CDEEOO) at echelon 1 commands and at echelon 2 commands as appropriate.

(2) Human Resources Director (HRD), Deputy EEO Officer (DEEOO) and HRO Satellite Office Manager positions necessary to support the major command and its activities.

f. Classification of positions performing civilian HR work located outside of OCHR or a command's DCHR, CDEEOO and or HRO to the General Schedule (GS)-201, GS-203, GS-260 and GS-361 series (at any grade level) is not authorized. The classification of positions performing substantive HR work in series outside the GS-200 occupational family and the assignment of substantive HR functions to positions classified outside of the GS-200 occupational series is prohibited.

g. Civilian HR servicing and operations at all levels inherently require access to a variety of DoD and DON Information Technology (IT) systems containing personally identifiable information (PII). To preclude leakage or spillage of employee data and PII, standards and criteria to limit and control command and individual access to DON-wide and DoD-wide HR IT systems will be established and applied in accordance with DON Privacy Program SECNAVINST 5211.5E.

5. Records Management. Records created as a result of this instruction, regardless of media or format, shall be managed per SECNAV M-5210.1.



Ray Mabus

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REFERENCES

- (a) 5 U.S.C
- (b) 5 C.F.R
- (c) 42 U.S.C. §2000 e-16
- (d) 10 U.S.C.
- (e) DoD Directive 1400.25 of 25 Nov 96
- (f) DoD Instruction 1400.25 Volume 1231 of 5 Jul 2011
- (g) DON CHRM SC 1231 of Oct 2004
- (h) SECNAVINST 5430.7Q
- (i) DoD Instruction 1400.25 Volume 250 of 18 Nov 2008
- (j) SECNAVINST 5450.4F
- (k) SECNAVINST 12273.1A
- (l) OPM Guide to Processing Personnel Actions
- (m) 29 C.F.R. Part 1614
- (n) EEOC Management Directive 715
- (o) EEOC Management Directive 110

RESPONSIBILITIES

a. SECNAV is responsible for the establishment of DON-wide civilian HR policies, programs, processes, and operations governing management of the civilian workforce, including U.S. citizens paid from appropriated and non-appropriated funds, and direct-hire and indirect-hire foreign national employees at overseas DON activities in accordance with reference (h).

b. SECNAV retains responsibility for the appointment of non-career personnel (senior executive and schedule C political appointees) in coordination with the Secretary of Defense.

c. The Under Secretary of the Navy (UNSECNAV) is delegated authority and responsibility for establishment of DON-wide policies and procedures governing management and administration of executive resources to include Senior Executive Service (SES), Defense Intelligence Senior Executive Service (DISES), Defense Intelligence Senior Level (DISL), Senior Level (SL), Scientific and Professional (ST) personnel, Highly Qualified Experts (HQEs) and other equivalent executive level personnel. In exercising this authority and responsibility, the UNSECNAV shall:

(1) Serve as the DON appointing authority for all career SES, DISES, DISL, SL/ST, and HQE appointments, including management of Naval Intelligence allocations as approved and distributed by the Under Secretary of Defense (USD) (Intelligence).

(2) Validate and approve performance bonuses and pay increases for SES, SL/ST and HQEs and forward performance bonuses and pay increases for DISES and DISL positions to the USD (Intelligence) for validation and approval.

(3) Manage executive resources as outlined in enclosure (4) of this instruction.

d. Except as provided in paragraph (c) above, the Assistant Secretary of the Navy, Manpower and Reserve Affairs (ASN (M&RA)) is responsible for the development of HR policies and programs related to the civilian workforce. The authority to issue DON-wide civilian HR policy may not be further delegated.

ACTION

a. The ASN(M&RA) shall:

- (1) Serve as the Chief Human Capital Officer (CHCO) of the DON.
- (2) Serve as the DON EEO Director.
- (3) Issue DON-wide policies governing management of the civilian workforce.
- (4) Set policy and direct programs for civilian functional community management (FCM) and strategic workforce planning under reference (i).

b. The DASN(CHR) shall:

- (1) Serve as the Senior Advisor for DON Civilian Human Resources to the UNSECNAV, ASN(M&RA), Chief of Naval Operations (CNO) and Commandant of the Marine Corps (CMC) overseeing areas to include civilian HR policies, programs, processes and operations.
- (2) Serve as alternate CHCO for the DON civilian workforce.
- (3) Direct or take action to correct violations of law, regulation, or policy in areas covered by this instruction.
- (4) Serve as the DON Component Functional Community Manager for the civilian HR community.
- (5) Delegate authorities as appropriate to include:
 - (a) Executing HR authorities assigned to the SECNAV by statute or regulation.
 - (b) Executing DON-wide responsibilities for civilian HR program issues requiring DON-level adjudication, approval or disapproval.
 - (c) Serving as the Principal Classifier for the DON.

(d) Managing the labor relations and employee relations programs for the DON. Identifying cases under those programs in which the interests of the DON as a whole warrant representation above the activity or command level. Overseeing such cases will be provided by the Director, OCHR or the Assistant General Counsel (M&RA) as appropriate.

(e) Developing and assessing DON-wide HR programs to implement Federal, DoD or DON policies, programs, processes and operations affecting management of the civilian workforce.

(f) Ensuring the use of all authorized official HR information systems throughout the DON, including the Defense Civilian Personnel Data System (DCPDS) or its successor. Exercise approval authority for all civilian HR information systems in support of the DON civilian workforce and for any modifications to current or future civilian HR information or data systems.

(g) Executing Functional Application Management (FAM) of all civilian HR-related information systems and applications, ensuring standardization and consolidation across the DON.

(h) Developing, adopting and deploying common business processes for all civilian HR business areas, including but not limited to recruitment, classification, information technology, data management, and administration and reporting. Assess effectiveness of civilian HR policies, programs, processes and operations affecting DON organizations.

(i) Developing, executing, sustaining and overseeing a viable civilian HR Career Program (see enclosure (5)).

(j) Approving and or disapproving requests from echelon 1 and 2 commands to establish, disestablish, realign, or change reporting relationships or resource sponsorship of HROs and their satellites and OCHR Operations Centers. When an HRO or OCHR Operations Center is established or disestablished as an independent shore activity, the requirements of reference (j) will also apply.

(k) Approving and/or disapproving requests from echelon 1 and 2 commands for HR services from alternative sources outside the designated HRO, the appropriate OCHR Operations Center, or from other than DON HROs.

c. The Director, OCHR shall:

(1) Provide staff and operational support to the DASN(CHR), including civilian HR program management and issuance of HR program guidance to effect civilian HR policies, programs, processes and operations.

(2) Serve as the final review authority for technical and strategic HR advisory determinations and services.

(3) Develop DON appropriated fund civilian HR policies, programs, and processes.

(4) Execute DON-wide responsibilities for civilian HR program issues requiring DON-level adjudication, approval or disapproval. Serve as the final technical authority for interpretation of HR regulations, policies and processes.

(5) Represent the DON to other agencies, including but not limited to DoD and the Office of Personnel Management (OPM) where technical human resources expertise is required.

(6) Evaluate, monitor and assess civilian HR program implementation and administration at all levels to include, HR service delivery, organization, governance, economy and effectiveness throughout the DON. Develop criteria and framework for implementation, oversight and ongoing assessment of the HR service delivery structure and processes. Review, assess and report to DASN(CHR) all HR servicing deficiencies impacting the sustainment of HR service level agreements across the DON; provide recommendations for process improvement. Changes in HR service delivery may not be implemented prior to such review and approval by DASN (CHR). Assess HR program quality, health, results and accountability DON-wide, as described in reference (k). Develop and apply measures and metrics for HR and EEO service efficiency and quality. Establish policies and assess HR service performance, customer satisfaction, service levels and organization.

(7) Consistent with DoD requirements, administer and manage DON use of the Defense Civilian Personnel Data System

(DCPDS), including review and validation of new requirements supporting DON organizations; review and endorsement of HR applications requiring interface with DCPDS; and compliance with DoD and other IT authorities' requirements for privacy, security and protection of information. Represent DON on all matters related to civilian HR IT systems. Within DON, this includes review and approval of requests for access to DCPDS and other DoD and DON-wide HR-related IT systems.

(8) Execute DON HR authorities as delegated by OPM, DoD and other program authorities.

(9) Oversee, manage and direct technical and administrative operations of OCHR Operations Centers, including their exercise of delegated authority to appoint civilian employees and authorize personnel actions. Monitor and evaluate OCHR Operations Centers' effectiveness, accountability and regulatory compliance consistent with reference (1) and other appropriate laws and regulations.

d. The OCHR Operations Center Directors shall:

(1) Have authority to act as appointing officials as delegated by the Director, OCHR. This includes authority and responsibility to:

(a) Ensure that personnel actions meet all legal, regulatory and policy requirements, including approval and or disapproval of issues such as qualifications and pay.

(b) Make final pre-appointment determinations regarding citizenship, veterans' preference, minimum and maximum age limits (where appropriate), qualifying experience, education, and suitability.

(c) In appointment and position changes, ensure that the position to which an employee is assigned has been properly established and classified, except for serviced activities with Manage to Payroll authority.

(d) Sign and date the certification in Part C-2 of the Request for Personnel Action (RPA) or blocks 49 and 50 of the Notification of Personnel Action (NPA) to approve an action.

(e) Delegate to appropriate OCHR Operations Center staff members and/or specific Operations Center positions in which the individual and or incumbent has the appropriate training and experience to review the background material on a proposed action and determine whether it meets the necessary legal and regulatory requirements.

(2) Have authority for technical HR advice and determinations affecting their serviced commands.

e. The CNO, the CMC, and the Department of the Navy/Assistant for Administration (DON/AA) (on behalf of the SECNAV) shall:

(1) Uphold the merit principles set forth in reference (a) and the policies and regulations established in references (b) through (e), and ensure equality of opportunity in the employment and development of a quality workforce.

(2) Have authority to manage their workforce in accordance with the policy and directives set forth by ASN (M&RA).

(3) Administer and ensure compliance with DoD and DON HR policies, programs, processes and operations within their respective organizations.

(4) Provide assistance to the ASN (M&RA) and the DASN (CHR) in the development, sustainment and evaluation of HR policies, programs, processes and operations.

(5) Establish and staff the positions of command DCHR and CDEEOO.

(6) For their echelon 1 workforce, execute responsibilities of paragraphs f. through j. below.

f. Heads of echelon 2 commands employing civilians shall:

- (1) Serve as the Command EEO Officer.
- (2) Comply with directives and guidance issued by the Director, OCHR.
- (3) Implement corrective action directed by DASN(CHR) and Director, OCHR under reference (k).
- (4) Ensure that HR information systems initiatives under their cognizance are coordinated with the DASN(CHR) and the Director, OCHR.
- (5) Establish and staff as appropriate at the Major Command or equivalent level, the positions of command DCHR and the CDEEEO.
- (6) Establish and staff as appropriate the positions of Human Resources Director (HRD), Deputy EEO Officer (DEEEO) and HRO Satellite Office Manager necessary to support the Major Command and its activities. Establish and staff command HROs with the HR workforce required to meet or exceed acceptable servicing level requirements in support of the command and their strategic mission(s).
- (7) Ensure that funds are available for permanent change of station and or appropriate relocation expenses when filling DCHR, CDEEEO and HRD positions.
- (8) Initiate requests to establish, disestablish, realign, or change reporting relationships or resource sponsorship of HROs and their satellites or servicing OCHR Operations Center. When a HRO or OCHR Operations Center is established or disestablished as an independent shore activity, the requirements of reference (j) will also apply.
- (9) Initiate requests for HR services from alternative sources outside the designated HRO, the appropriate OCHR Operations Center or from other than DON HROs. In accordance with Federal, DoD and DON regulations and instructions, requests for HR services generally may provide for utilization of command civilian resources, civilian resources obtained from other commands, or contractor-support, or a combination thereof.

g. The DCHR shall:

(1) Have day-to-day authority for HR advice and technical HR determinations affecting the command to include its HROs and satellites.

(2) Serve as the principal HR advisor and technical authority within the command on civilian HR issues. The DCHRs shall have direct unfettered access to the Commander of their respective commands.

(3) Advise the chain-of-command and the Director, OCHR on decisions and issues impacting the current and future command civilian workforce.

(4) Provide technical direction to command HROs and their satellite offices. Provide or advocate for sufficient resources and capabilities for those offices.

(5) Lead, support and report on command and activity human capital and strategic workforce planning processes.

(6) Develop and administer command-wide guidance for HR programs, processes and operations, and assess implementation of HR policies and programs in accordance with reference (k). Initiate improvements as needed. Develop and maintain HR performance metrics.

(7) Identify and ensure implementation of actions necessary to employ a quality workforce; to treat all employees with fairness; and to comply with public policy, law and regulation. Participate in and support DON-wide efforts to improve and enhance recruitment and retention programs.

(8) Advocate command requirements and represent the command in DON HR policy, program development and field operations issues.

(9) Collaborate with servicing OCHR Operations Center Director to provide end-to-end HR services to the command.

(10) Collaborate with the Director, OCHR and staff on DON HR issues, legislative initiatives, DoD regulatory changes, and DON-wide HR policy improvements.

(11) Monitor command development and use of HR IT systems and applications to ensure compliance with DON IT policy and HR FAM requirements.

h. CDEEOOs shall:

(1) Serve as the primary advisor to the EEO Officer (head of the command) on all matters pertaining to the effective management of the command's EEO program. The CDEEOO shall have unfettered access to the Command EEO Officer for all EEO program matters.

(2) Administer command EEO programs and assess implementation of policies and programs in accordance with references (m) through (o); initiate improvements as needed. Develop and maintain required reports and metrics.

(3) Provide advice, guidance and command-specific training to subordinate activity/command officials.

(4) Collaborate in the command and activity human capital and strategic workforce planning processes.

i. Human Resources Directors (HRD) shall:

(1) Comply with technical authority and guidance provided by the DCHR.

(2) Serve as the principal advisor and technical authority to activity heads, managers, and supervisors on all civilian HR programs and policies, workforce planning and strategic plans at the activity level. HRDs shall have direct unfettered access to the head(s) of their respective commands.

j. Activity heads shall:

(1) Serve as the Activity EEO Officer.

(2) Be responsible for HR management decisions and ensure that all managers and supervisors carry out their responsibilities for effective HR management within the framework of Federal, DoD and DON policy.

(3) Develop HR program and workforce goals based on mission requirements, and evaluate progress toward those goals.

(4) Ensure workforce access to mandated HR training.

k. Managers and supervisors shall:

(1) Have authority to make operational HR decisions consistent with established HR policies and programs.

(2) Be responsible for carrying out DON policies, programs and processes in the management of the assigned civilian workforce.

EXECUTIVE RESOURCE MANAGEMENT

a. The governance structure of the Senior Executive Program will consist of the DON Executive Resources Management Board (EMB), the DON Executive Management Advisory Panel (EMAP) and its associated standing committees (position management, talent management, awards) and component Executive Resource Boards (ERBs).

(1) The EMB is chaired by the UNSECNAV with the Vice Chief of Naval Operations and the Assistant Commandant of the Marine Corps as permanent members. Assistant Secretaries and Office of General Counsel serve as advisors as required. The UNSECNAV retains final authority.

(2) The EMB will be supported by the EMAP chaired by the Principal Deputy ASN(M&RA) or as appointed by the UNSECNAV with the DASN(CHR) as Executive Secretary. The EMAP will consist of one representative each from the Secretariat, CNO, CMC, Scientific and Technical (S&T) community, Systems Commands (SYSCOMS) and Fleets.

(3) The EMB will review biannual executive resource allocations endorsed by ASN(M&RA) and the EMAP, through Command ERBs and respective chains of command.

b. The authority for the establishment of DON-wide policies and procedures governing management and administration of executive resources is delegated to the ASN(M&RA) with oversight by the EMB. The authority to issue DON-wide senior executive civilian HR policy may not be further delegated. The ASN(M&RA) is delegated authority to:

(1) Review and endorse all executive position actions endorsed by DASN(CHR) and all recruitment, selection, and or reassignment actions endorsed through Command ERBs and respective chains of command.

(2) Serve as the executive director of the EMB.

(3) Perform other duties as directed by the UNSECNAV.

c. The DASN(CHR) will:

(1) Serve as the senior advisor to the UNSECNAV, ASN(M&RA), CNO and CMC for civilian executive management governance, policies and programs.

(2) Serve as lead for the centralized executive resources operation located within the Executive Management Program Office (EMPO).

(3) Provide policy development, interpretation, coordination and oversight to the DON to include but not limited to the EMB, EMAP, ASN(M&RA), Commands, component ERBs, boards, committees or panels.

(4) Represent the DON in executive policy and program matters with OPM, DoD and other program authorities external to DON.

(5) Serve as executive secretary for the EMAP and as co-chair of all EMAP standing committees.

CIVILIAN HUMAN RESOURCES CAREER PROGRAM MANAGEMENT

As the HR career program manager, the DASN(CHR) exercises position classification authority and manages the recruitment, referral, panel and selection processes for primary leaders and managers within the civilian HR career field. This authority applies to the following positions:

a. Command leader positions in the 0201 and 0260 series, identified as Directors of Civilian Human Resources (DCHRs) and Command Deputy EEO Officers (CDEEOOs).

b. Positions in the 0200 occupational family, responsible for management and operation of established activity level civilian HR organizations and/or offices. This includes Deputy DCHRs, Human Resources Directors (HRDs) and/or Human Resources Officers (HROs), Assistant, Deputy HRDs, HROs and HR Satellite Office Managers.

c. Positions in the 0260 occupational series, responsible for operating activity-level EEO programs and titled as Deputy Equal Employment Opportunity Officer (DEEEO).

d. Positions serving as OCHR Operations Center Director and Deputy Director.

e. OCHR positions in the 0200 occupational family at the GS-15 level functioning as principals and associate directors within the OCHR, responsible for DON HR policy development, program management, assessment and evaluation, and operational oversight.

f. Other GS-0201 and GS-0260 positions at the GS-15 level or equivalent.

DEFINITIONS

a. Activity. A unit, organization, or installation performing a function or a mission.

b. Activity Head/Head of an Activity. The official who has overall responsibility for managing an activity.

c. Appointing Authority. Appointing authority under references (a) and (b) refers to the general authority of activity heads and military and civilian supervisors of civilian employees to establish and fill civilian positions and make employment, pay and other decisions involved in the management of Federal civilian employees, including those employed by the DON. Appointing authority is delegated to the heads of executive agencies (i.e., DoD), and the military departments. The exercise of appointing authority is not unfettered. It must be undertaken in partnership with designated appointing officials as defined in the following paragraph. The appointing authority must comply with legal requirements and with policy decisions of case law and labor contracts issued by the Federal central civilian human resources agencies (i.e., OPM, the Merit Systems Protection Board, the Federal Labor Relations Authority or the Equal Employment Opportunity Commission), the DoD and the DON.

d. Appointing Official. A person having power by law, or by duly delegated authority, to make appointments to civilian positions. Reference (1) establishes procedures and requirements for certifying and documenting that selection, pay, compensation and other types of actions taken by managers exercising appointing authority comply with references (a) through (e) and with DON policy. Appointing officials within DON act for managers and for the employing agency in reviewing and referring eligible and qualified applicants for employment; reviewing in-process personnel actions; and determining employee qualifications, pay-setting and eligibility for benefits, awards and other terms and conditions of employment. Review and certification of these actions by appointing officials is an integral and required step in the exercise of appointing authority.

e. Component Functional Community Manager (CFCM). The roles and responsibilities of functional community managers (FCMs) within DoD and components are described in reference (i).

f. Human Resources (HR) advisors/advisory services. HR advisors are HR leaders (identified in enclosure (5)) who provide advice, assistance, program management and recommendations to responsible officials exercising appointing authority, and planning and managing civilian workforce at command and activity levels. HR leaders and their staffs serve as principal advisors and technical authorities for their serviced customer workforce. Exercise of authority includes consideration of mission requirements, cost to the agency, and efficiency in meeting management and workforce objectives for actions recommended or to be taken. Exercise of authority also includes accountability to ensure advice, recommendations and final actions taken by line managers comply with merit principles and legal and regulatory requirements of references (a) through (e). The Director, OCHR acts as final technical HR authority within DON. Effective use of HR authority includes the requirement to coordinate policies and actions affecting their serviced workforce with principal command leaders and advisors (e.g., legal advisors, manpower and financial staffs and commanders/activity heads); to consult with Command DCHR, Director, OCHR and counterpart HR leaders as necessary to ensure legal and regulatory requirements are met; and to meet any collective bargaining obligations prior to implementation of workforce plans or changes.

g. HR Technical Authority. The person responsible for interpretation of HR policy and regulation on behalf of the activity, major command, or DON-wide level, as appropriate.

h. Major Command. Echelon 1 commands to include the CNO, CMC, and the Department of the Navy/Assistant for Administration (DON/AA) and echelon 2 commands to include Office of Naval Research (includes Naval Research Lab), Naval Intelligence Command, Bureau of Medicine, Naval Air Systems Command, Chief of Naval Personnel, Naval Supply Systems Command, Naval Sea Systems Command, Naval Facilities Engineering Command, Strategic Systems Programs, Military Sealift Command, Space and Naval Warfare

Systems Command, Commander Naval Installations Command, Fleet Cyber Command, U.S. Fleet Forces Command, U.S. Pacific Fleet,

Navy Reserve Forces Command, Naval Special Warfare Command, and Naval Education and Training Command

i. Strategic Human Capital Planning (SHCP). As stated in reference (i), SHCP includes the full range of ongoing activities required to determine, plan for and staff the workforce. Carried out at DON enterprise, echelon 1 and 2 command and activity levels, SHCP includes:

(1) Identifying current and projected civilian manpower requirements needed to meet the organization's mission and the strategies needed to build the civilian workforce to meet those requirements, within the context of total force planning.

(2) Identifying competencies and competency proficiency levels for positions and employees needed to meet current and future mission needs, and communicating those needs to appropriate stakeholders (e.g., HR, manpower and financial management).

(3) Determining current workforce competencies, competency gaps and future required competencies to meet anticipated mission.

(4) Developing and executing recruitment, training, workforce sizing and other program plans to address competency requirements and gaps and maintain the workforce as capable and prepared for mission execution.