



US Army Corps
of Engineers®

2012–2017 Human Capital Strategic Plan



April 2012

BUILDING STRONG®

Human Capital Strategic Plan 2012 – 2017

April 2012

The Human Capital Imperative

The past three years have been some of the most challenging and rewarding for the U.S. Army Corps of Engineers. We worked hard to build the bench in order to meet the challenges of the workload from the Base Realignment and Closure of 2005 and the American Recovery and Reinvestment Act of 2009. We focused on assessing competencies, identifying gaps, and establishing plans to close those gaps.

We continue to face challenging times, but with the right people - talented, disciplined, competent, and professional - USACE will deliver now and shape the future.

The key to "Building Strong" lies in the strength of our workforce in every discipline. In order to continue to provide the best service to the Nation, we will:

- Prevent talent loss
- Shape the workforce of the future
- Win the war for talent

The USACE Human Capital Strategic Plan 2012 – 2017 will help us do this.

The right people with the right competencies equal success.

Building Strong!

*People are critical to
our future - manage
this resource wisely!*



MIRDITH W.B. TEMPLE
Major General, USA
Acting Commander

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Introduction

Purpose:

The U.S. Army Corps of Engineers (USACE) Human Capital Strategic Plan 2012 – 2017 is the first full revision of the 2009 USACE Human Capital Strategic Plan. This update is based on our last three years of analysis, initiatives, accomplishments, and lessons learned. It sets the strategic direction for future human capital goals and objectives.

USACE is comprised of approximately 36,000 Civilian employees and 650 military members. Our duties include water resources management nationwide; engineering research and development; and design, construction management and other engineering and real estate services worldwide for the Army and Air Force, the Defense and State departments, the Federal Emergency Management Agency, and many other international, national, state and local partners, and stakeholders. It is critical that our diverse workforce of engineers, biologists, geologists, hydrologists, natural resource managers, contract specialists, lock and dam operators, and other professionals meet the demands of changing times and mission requirements as a vital part of America's Army.

USACE Mission:

USACE provides vital public engineering services in peace and war to strengthen our Nation's security, energize the economy, and reduce risks from disasters, to include:

- Planning, designing, building and operating water resources, and other civil works projects (navigation, flood control, environmental protection, disaster response)
- Advising the Army leadership on engineering matters and serving as the Army's topographer, proponent for real estate, and other related engineering programs
- Designing and managing the construction of military facilities for the Army and Air Force (military construction)
- Providing design, construction management, and research and development support for USACE, Defense, and other agencies (to include interagency and international services)

USACE Vision:

A great engineering force of highly disciplined people working with our partners through disciplined thought and action to deliver innovative and sustainable solutions to the Nation's engineering challenges.

To direct us in our mission, we have many guiding documents to include the Army Campaign Plan, the USACE Campaign Plan, and the Military Missions and Civil Works Strategic Plans.

Army Campaign Plan, December 2011 Draft:

The 2012 Army Campaign Plan presents a human capital strategy that will improve the workforce of the future and help ensure the Army remains viable and strong. The Civilian Workforce Transformation consists of six major lines of effort (LOE). Appendix II, Human Capital Strategic Plan Crosswalk, illustrates the linkage between the lines of effort and our human capital goals and objectives.

- LOE 1: Integrate requirements determination, allocation, and resourcing process that identify the civilian workforce capabilities
- LOE 2: Improve civilian workforce life cycle strategy, planning, and operations to enhance mission effectiveness
- LOE 3: Establish the integrated management system to support civilian human capital decision making and allow leaders and employees to perform their roles more efficiently in support of Army goals and missions
- LOE 4: Define and align Army civilian leader development requirements
- LOE 5: Reform the civilian hiring process.
- LOE 6: Integrate Civilians into the Army profession

USACE Campaign Plan – FY11, February 2011:

The USACE Campaign Plan provides the framework for our strategic human capital management. Through disciplined people, USACE will attract, develop, and retain a world-class workforce that is innovative, constantly learns, and shares best practices. Using disciplined thought, USACE will implement strategies that ready our workforce to be an expeditionary force ready to deploy around the globe, often with little notice, to support wartime and disaster recovery requirements. We will actively collaborate with government and non-government entities as highly skilled teams to develop sound solutions. Through disciplined action, USACE will become the agency of choice by efficiently, effectively, and safely delivering sustainable projects and services.



Figure 1: USACE Campaign Plan Strategy Map

To achieve this vision, the following goals were developed:

- Campaign Goal 1: Deliver USACE support to combat, stability, and disaster operations through forward deployed and reach back capabilities
- Campaign Goal 2: Deliver enduring and essential water resource solutions through collaboration with partners and stakeholders
- Campaign Goal 3: Deliver innovative, resilient, sustainable solutions to the Armed Forces and the Nation
- Campaign Goal 4: Build and cultivate a competent, disciplined, and resilient team equipped to deliver high quality solutions

Civil Works Strategic Plan 2011 - 2015, September 2011:

The USACE Civil Works Program plans and manages water for transportation, recreation, energy, wildlife habitat, aquatic ecosystems, and water supply, while minimizing the impacts of flood damages and other natural disasters. As USACE moves through the 21st Century, we will continue to advance the following Civil Works Program strategic goals:

- Assist in providing for safe and resilient communities and infrastructure
- Help facilitate commercial navigation in an environmentally and economically sustainable fashion
- Restore degraded aquatic ecosystems and prevent future environmental losses
- Implement effective, reliable, and adaptive life-cycle performance management of infrastructure
- Build and sustain a high quality, highly dedicated workforce

Military Missions Strategic Concept 2012 – 2015, January 2012:

USACE Military Missions provide premier engineering, construction, real estate, stability operations, and environmental management products and services for the Army, Air Force, other U. S. Government agencies, and foreign governments. The ability to respond to emerging trends, world events, and national priorities depends on sustaining our best current capabilities while adding critical new capabilities that improve our performance. To accomplish this, the following strategic themes have been established:

- Anticipate and lead organizational, industry, technical, and process change and improvement
- Integrate cross-functional competencies and critical success factors throughout the organization
- Build customer relationships that facilitate trust, mutual respect, and productivity
- Lead the Department of Defense in infrastructure technical capabilities required to acquire, plan, design, construct, operate, and manage facilities and installations
- Deliver solutions for complex infrastructure programs and projects domestically and globally
- Prepare fully capable teams ready to deploy quickly—domestically and globally—to meet strategic, operational, and tactical needs with enterprise-wide solutions

Background

The USACE Human Resources Directorate (CEHR) continues our journey to always improve the strategic human capital management process in USACE. In 2008, we held a human capital summit of our customers, partners, and stakeholders. We used feedback from the summit to develop human capital goals and objectives that aligned with the USACE Campaign Plan and addressed the challenges and concerns raised by those customers, partners, and stakeholders. We published the USACE Civilian Human Capital Strategic Plan in April 2009 and a Human Capital Plan Addendum in November 2010.

The Office of Personnel Management Human Capital Assessment and Accountability Framework serves as the guideline for our human capital planning. We strategically aligned our efforts with the Army Campaign Plan Annex Q, Civilian Workforce Transformation. We also coordinated with our partners to ensure that we align with the strategic plans of Civil Works and Military Programs. We performed best practice research, to include using the Corporate Leadership Council as a resource.

The Human Capital Plan is a five-year document that contains broad, overarching goals and objectives and is a roadmap for continuous improvement of human capital strategies. Those goals and objectives that can be resourced in the next one to three years will be annotated in the USACE Campaign Plan. We will publish annual implementation plans to execute those resourced goals and objectives. Specific metrics measuring the outcome of our actions will be published in the USACE Campaign Plan.

Today's environment poses challenges that require a workforce that is technically competent, agile, and capable of handling multiple missions simultaneously. USACE must have policies and strategies in place that respond to external and internal drivers. External drivers include current and anticipated future economic constraints and requirements levied by the Department of Army (DA), Department of Defense (DOD), and Congress as well as the regulatory and legal authorities exercised by the Office of Personnel Management (OPM) and the Office of Management and Budget. Internal drivers provide the context for developing local, regional, and enterprise-wide recruitment, development, and retention goals and strategies.

USACE Human Capital Life Cycle

The human capital life cycle (Figure 2) is an evolving process. It is important to acknowledge that the cycle is continuous and never stops. Each life cycle stage is defined below followed by examples of initiatives or programs.

- **Plan:** Continuously perform human capital planning to meet evolving requirements and shape the workforce of the future for *USACE challenging and diverse missions*: Succession Planning, Workforce Planning, Organizational Design.
- **Recruit:** *Get the right person in the right job and win the war for talent*: Corporate Recruitment, Employer of Choice, Career Programs, Intern Programs, Hiring Reform

USACE Human Capital Life Cycle



Figure 2: USACE Human Capital Life Cycle

- **Develop:** *Develop employees and shape them for evolving missions by providing opportunities for enrichment:* Leadership Development Program, Individual Development Plans, Civilian Education System, Leadership Assessment, USACE Learning Center, Competency Management, Developmental Assignments
- **Sustain:** *Retain the right workforce and prevent loss of talent by valuing employee contributions:* Employee Engagement, Worklife Programs (e.g., telework, wellness), Employee Value Proposition, Recognize Achievement, Family Readiness

Research & Findings

During the process of revising the USACE Human Capital Strategic Plan, information was gathered to determine priorities and develop goals. The data was captured in two focus areas: external and internal to USACE. The highlights of each are listed below.

External to USACE

Federal Government

Federal employees face an atmosphere of increasing challenges: federal pay freezes, continued discussion of reduced benefits, threats of government shutdowns, and the certainty of significant agency budget cuts. In this environment, keeping current employees engaged and productive can be challenging. According to The Conference Board¹'s definition, engaged employees have "a heightened emotional connection (towards) his or her organization that influences him or her to exert greater discretionary effort to his or her work". Expecting employees to voluntarily give

¹ A non-profit, non-partisan business membership and research group

discretionary effort, to go the “extra mile,” is more difficult when faced with significant, long-term challenges that are often times outside of the organization’s purview to effect.

When organizations undergo significant organizational redesign to meet budgetary constraints or financial targets, nearly 75 percent of organizations experience a decline in employee performance for the next 18 months, according to the Corporate Leadership Council. Unsurprisingly, effective communication with employees is an essential step in promoting awareness and understanding of why the changes being implemented are necessary. Employees are more engaged when information flows freely and they are aware of organizational activities and management decisions that affect their jobs. Leaders must communicate where the organization is going and how that change will affect employees, particularly in a volatile economic environment.

Managers and first-line supervisors are even more important to employee engagement and satisfaction during turbulent economic times. Broad, sweeping personnel program issues such as hiring freezes, pay freezes, reduced employee benefits, threats of government shutdowns, and possible civilian reductions can result in employees being more concerned for their own welfare than that of the organization. While all of these are significant constraints, there is still much an individual leader or manager can do. The role of managers in feedback and setting expectations is significant, so it is not surprising that managers also play a pivotal role in shaping the employee’s perception of organizational culture. Managers can create an environment in which employees have the necessary information and freedom to succeed in their roles.

Employment of Engineers

The Bureau of Labor Statistics Occupational Outlook Handbook² provides general information about employment of engineers that applies to the public and private sectors.

Based on projections to 2020, architecture and engineering occupations are expected to add roughly 252,800 jobs, representing a growth rate of 10 percent. Much of the growth in this group will be due to recovery from the recession, with 149,800 jobs lost from 2006 to 2010. Growth among engineering occupations, especially civil engineers, is expected to be high, with the occupation adding 51,100 positions. As the Nation’s infrastructure ages, a greater emphasis will be placed on maintaining existing structures as well as designing and implementing new roads, water systems, and pollution control systems. USACE will be competing for qualified applicants with these opportunities afforded to engineers.

As of 2010 (the latest data available), 86 percent of all architecture and engineering jobs were in the private sector and 14 percent were in the public sector.³

Science, Technology, Engineering, and Mathematics

In the 21st century, scientific and technological innovations have become increasingly important as we face the benefits and challenges of both globalization and a knowledge-based economy. To succeed in this new information-based and highly technological society, students need to

² <http://www.bls.gov/ooh/>

³ http://www.bls.gov/oes/highlight_arch_eng.htm

develop their capabilities in science, technology, engineering, and mathematics (STEM) to levels much beyond what was considered acceptable in the past.

STEM learning and education is not restricted to just one segment of the workforce. Technology is pervasive in our daily lives, and as the workplace changes, STEM knowledge and skills grow in importance for all workers. An educated workforce is necessary to remain competitive in a dynamic global economy.

Recruiting the right talent in STEM fields to meet current challenges and projected workload is critical to the accomplishment of USACE mission requirements. However, it has become more difficult to fill STEM jobs due to a decreasing supply of available candidates and competition with other federal agencies and the private sector for the same talent pool. In order to build the bench and to succeed, USACE must be proactive and embrace programs and initiatives that encourage individuals to consider STEM-related career fields in the federal service.

1990s Government Downsizing

In September 2011, the Partnership for Public Service, with Booz Allen Hamilton, published “Making Smart Cuts: Lessons from the 1990s Budget Cuts.” This report examines some of the lessons learned from government downsizing during the 1990s—the successes and the failures—and offers a guide for policymakers and agency leaders as they confront the current economic crisis. While the report is directed towards the highest level of government leaders, USACE leaders can apply some of the lessons learned.

Eight strategies were used most often to implement the 1990s budget cuts, normally in combination with each other:

- Across-the-board cuts, which reduce budgets, programs, or functions by an equal percentage, are easy for leaders to implement since they apply to all alike, but they ignore differences in priority, performance, or efficiency.
- Programmatic cuts, which reduce programs or functions according to relative importance or efficiency, may allow agencies to protect those programs that are the highest priority or achieve the best results, but they require difficult decisions that may be opposed by affected stakeholders.
- Decreasing administrative costs, which can reduce overhead, but may lead to a weakening over time of managerial capacity or critical support functions, such as human resources and financial management.
- Personnel reductions, which can contribute to major cost-savings through attrition, forced layoffs, or both, but can also create severe skills imbalances, degrade morale, and “hollow out” organizational units.
- Consolidating or centralizing functions, which can lead to greater efficiency, but may degrade responsiveness or citizen and customer service.
- Reengineering, which can improve service quality and speed, but may require significant upfront resources, particularly if technology is employed as is often recommended.

- Investing in information technology, which can significantly increase productivity and efficiency, but requires significant initial investment and may result in unanticipated implementation costs.
- Outsourcing, which assigns functions or tasks to external organizations, when allowed, ideally at a lower cost, but requires oversight by skilled government personnel and may not achieve expected savings.

As USACE confronts budget challenges, we will be making difficult choices about what is important, what is expendable, and how to make best use of our resources. Lessons learned from the 1990s can inform USACE leadership decision-making and ensure mistakes of the past are not repeated. The complexity of making USACE more effective and efficient amid budget turmoil while reshaping our workforce makes it critical that we use these insights and experience from the past when determining the strategies to use for our future.

Any personnel downsizing must be conducted with an eye toward preserving valuable employee knowledge, retaining the skills needed to carry out the mission, and minimizing the impact on our customers. Employees must be allowed to assist in developing approaches for operating effectively with less funding and fewer people. Leaders must prepare employees for what lies ahead, understanding they will be apprehensive about cuts and changes and will look to leadership to help them through. Even in a fiscally constrained environment, employees must have the tools and technology that make jobs more efficient and be trained, particularly if they must now perform different functions or have new responsibilities. In addition, leaders must still seek opportunities for the development of the next generation of USACE leaders.

Future of the Workplace/Workforce

Virtualization is here and it will continue to grow within USACE. Information technology has changed the assumptions of where work happens and the role of the office. Organizations can capitalize on the evolving nature of the office by striking a balance that combines virtual and physical workspace.

The General Services Administration (GSA) is one of the leaders of the future of the federal workplace. GSA reconfigured one of their buildings into open office space that saves money by reducing the employee footprint. GSA leaders encourage widespread teleworking that frees up space to be shared by floating employees who reserve rooms and desks as needed. The advantages go beyond the real estate savings and include a positive effect on recruitment and retention of employees and on productivity.

Technology, both current and future, not only has an impact on the workplace, but also on the workforce. While technology continues to revolutionize the workplace, it will never take the place of core human analytical abilities. These abilities – discovery, innovation, learning – are vital abilities that each employee must possess to provide the contributions that will make an organization successful.

Internal to USACE

USACE Mission Impacts

USACE faces significant challenges in the foreseeable future. The primary challenge is the federal budget and the impact on USACE workload. At best, USACE can expect funding levels to continue at current levels. More realistically, though, USACE will experience budget cuts as will other federal agencies.

Specific areas have been proposed that would focus USACE on meeting current and projected fiscal challenges.

- Transform major programs: Because the Nation's needs are continually changing, USACE must reconfigure its basic processes so that we are more responsive and more focused. We must adapt and transform our two largest programs, Civil Works and Military Missions, so that they are goal- and performance-based and can contribute more effectively to national priorities.
- Manage and recapitalize aging civil works infrastructure: The value of our Nation's capital stock is decreasing, while at the same time demand for USACE services and expectations of our stakeholders are increasing. Significant investments, many of which have already been postponed for years or decades, will be required on a nationwide basis to recapitalize and maintain infrastructure at service levels that meet the Nation's economic, environmental, and security needs.
- Achieve the Nation's energy security/sustainability goals: Energy efficiency is a priority for DOD and other federal agencies. USACE is considered to be the key technical advisor and provider of energy savings and sustainability solutions for Army installations and other elements within DOD. USACE will need to enhance and focus its technical expertise in this area to fulfill the growing demands for such services.
- Optimize enterprise service delivery: USACE increasingly faces customers who are seeking consistent processes and levels of quality in our support to their own programs, as well as our enterprise-level attention to the national priorities for which they are responsible.
- Synchronize our business processes, competencies, and organizational capabilities with fiscal realities: Over the past decade, USACE has executed its largest program workload in history, but now faces a dramatic reversal with pending budget cuts far in excess of typical budget constraints. Because this is true not only for USACE, but also for many other agencies as well as the state and local public agencies that often serve as collaborative or cost-sharing partners for civil works projects, the effects of these budget cuts will likely be compounded.

USACE Human Capital Trend Data

Analysis of previous human capital data can help provide insight into what may happen in the future. Trend data is also helpful to set a context when viewed in conjunction with an environmental assessment. USACE trend data has been collected in four main focus areas: retirement eligibility vs. actual retirements; average age of retirement; new hire retention rates; and turnover rates.

Retirement eligibility vs. retirements

When employees retire is a key factor for succession planning and workforce planning.

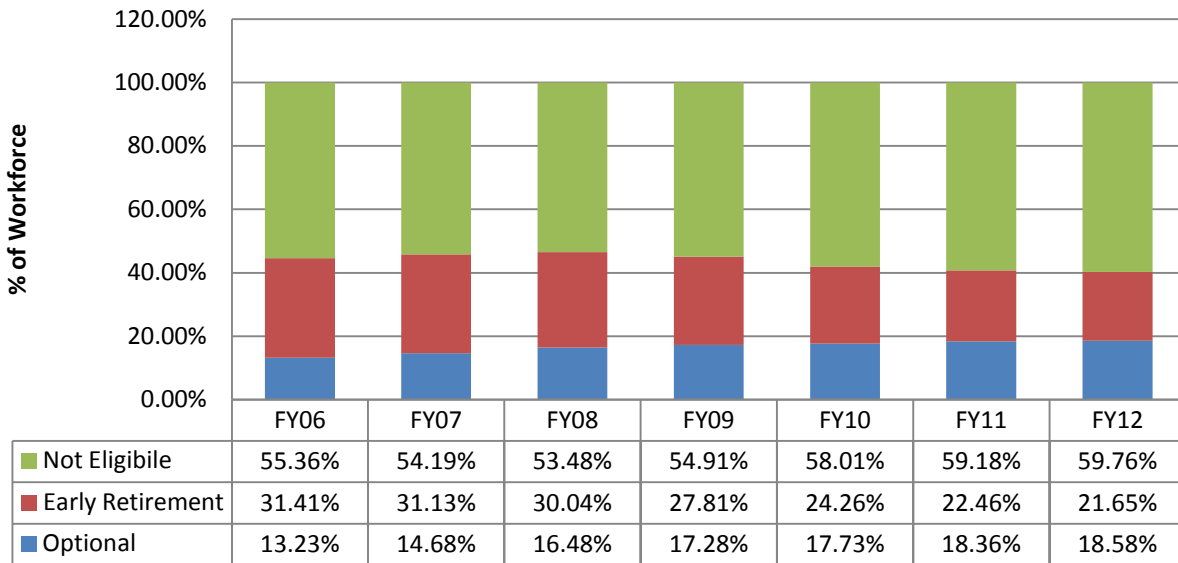


Figure 3: Retirement Eligibility
Source: WASS USDH 201109

Eligibility to retire from the federal government is determined by an employee’s age and number of years of creditable service. Figure 3 shows the percentage of workforce eligible to retire at the beginning of each fiscal year from FY06. Optional is the OPM term to describe employees who are entitled to an immediate retirement benefit based on meeting age and years of credible service requirements. We have almost 19 percent of our workforce eligible to retire at any time. This is an increase in the number of retirement-eligible employees by approximately 5 percent since FY06. The number of employees not eligible to retire has increased approximately 4 percent since FY06 due to hiring of younger employees. The early retirement benefit is available in certain involuntary separation cases and in cases of voluntary separations during a major reorganization or reduction in force. The age and years of service requirements are less strenuous under an early retirement. The number of USACE employees potentially eligible for an early retirement has decreased by approximately 10 percent. This demographic change over the last six years is an indication of the bathtub effect discussed on page 15.

Figure 4 shows the percentage of retirement-eligible employees who actually retired by year. Eligibility for retirement benefits does not necessarily drive individuals to leave their job. Data from FY06 through FY 08 show that on average 29 percent of eligible USACE employees retired in a given year. The percentage of retirement-eligible personnel retiring in FY09 through FY11 dropped to an average of 18 percent. While there may be several reasons for this drop, the most likely is the economic recession and its negative effect on individual personal financial portfolios.

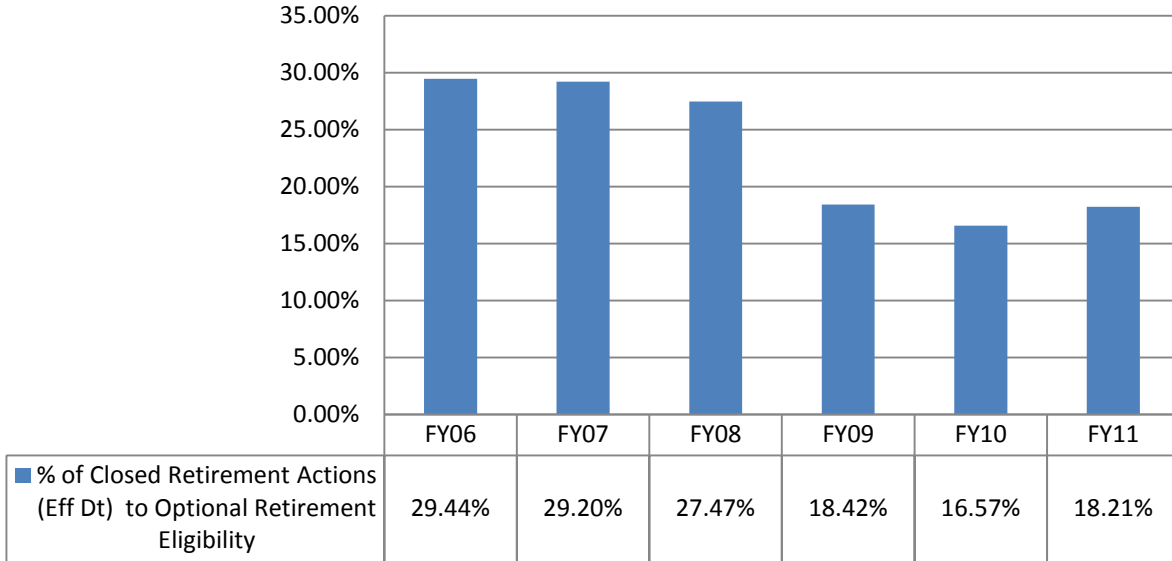


Figure 4: Percentage of Retirement Actions to Retirement Eligible

Sources: WASS USDH 201109 for retirement eligibility; BOXI Productivity for Closed Retirement Actions (Eff Date)

Average age of retirement

While retirement decisions are shaped by multiple factors, including personal finances, health, and family circumstances, one important indicator of retirement is the average age of employees at retirement.

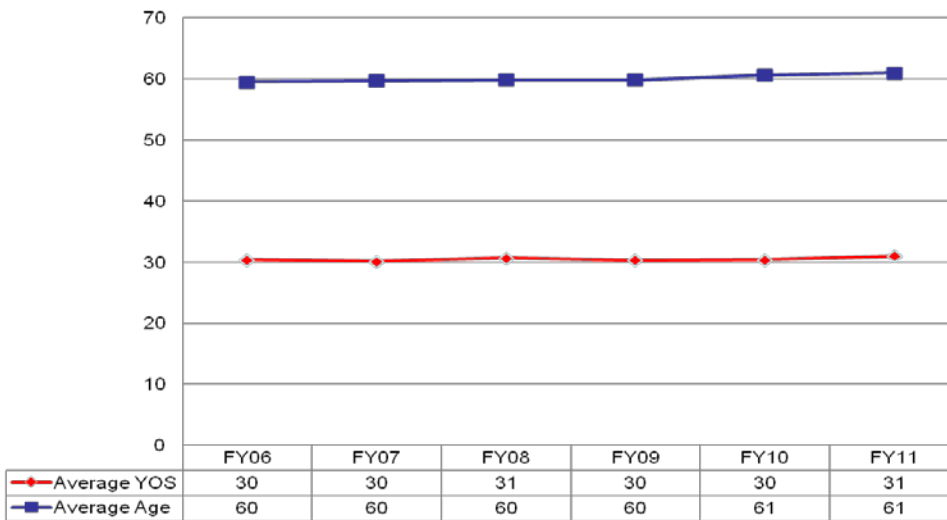


Figure 5: Average Age and Years of Service at Retirement

Source: BOXI Productivity, Closed Separation Retirement Actions Only (Eff Date)

Figure 5 shows the average age and years of service at retirement for USACE employees since 2006. The average age of retirement has been fairly stable since FY 2006 and is trending slightly upward beginning in FY 2010. The trend for average years of service remains steady. This

means that if the minimum age for retirement is normally 55, employees stay on average five years past their retirement age.

New hire retention rate

The employee retention rate measures how well an organization performs at retaining its workers. Each time an employee has to be replaced, the organization must spend time and resources finding and training a new hire.

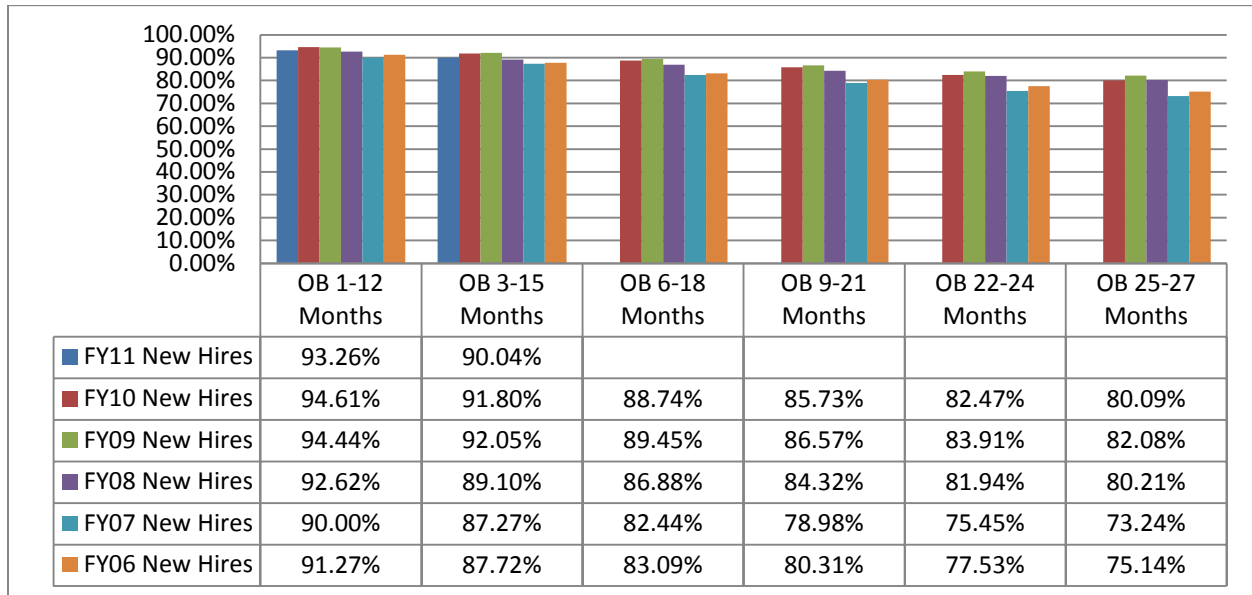


Figure 6: USACE New Hire Retention Rates

Sources: (1) New Hires: BOXI Productivity, Closed Recruit/Fill Actions; (2) On-Board Employees: BOXI HQ ACPERS, EOM file, Active Indicator 1 or 2

Figure 6 illustrates the new hire retention/onboard rates by months since 2006. The USACE new hire retention rate has remained fairly constant for the past five years with no significant issues apparent in the data. This trend is a good indicator of employee engagement.

USACE turnover rate

Turnover is a good indicator to use as a component of workforce planning. The USACE overall turnover rate is healthy (i.e., average of 8 percent over past six years); however, to further delineate our workforce we have focused on mission critical occupations (MCO). MCOs reflect the primary mission of the organization. The MCOs in USACE are:

- Natural Resources and Biological Sciences, GS-401
- Engineering Technician, GS-802
- Construction Control, GS-809
- Civil Engineering, GS-810
- Mechanical Engineering, GS-830
- Electrical Engineering, GS-850
- Contracting, GS-1102

- Realty, GS-1170
- Lock and Dam, WG-5426

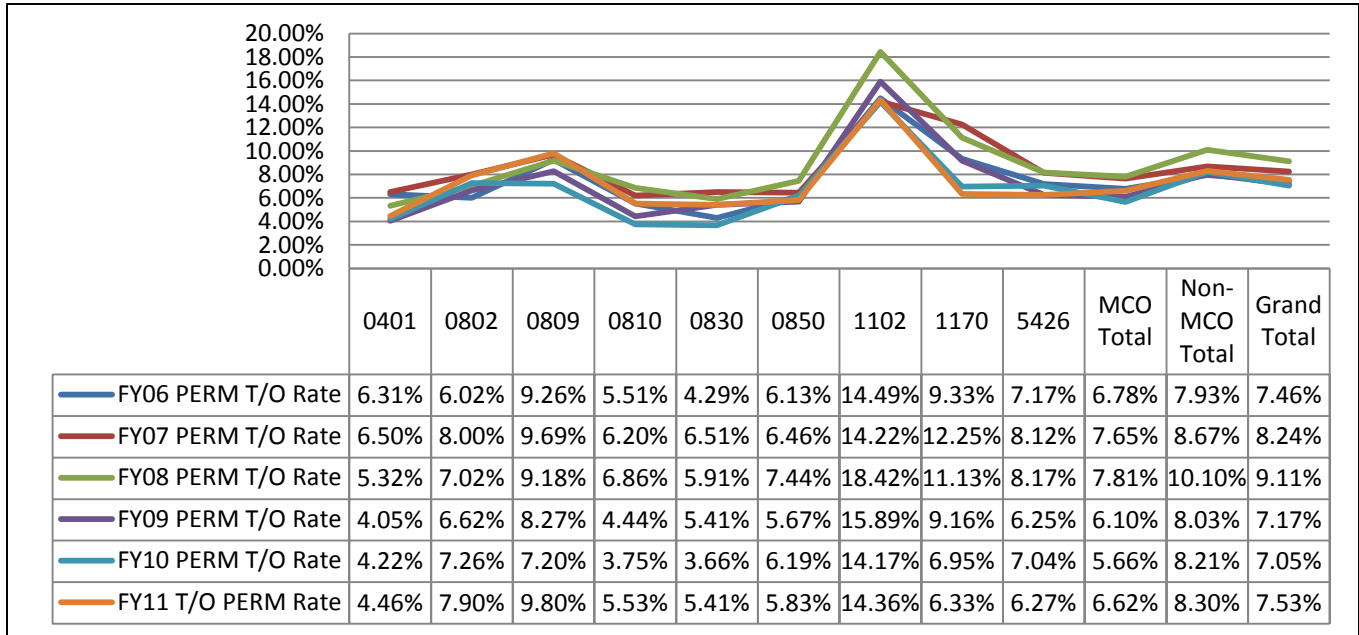


Figure 7: USACE FY06 – FY11 Turnover Rates

Sources: (1) Beginning Strength: BOXI HQ ACPERS, EOM file, Active Indicator 1 or 2; (2) Losses: BOXI Productivity

Figure 7 shows the turnover rates by mission critical occupations since 2006. The turnover rate in our contracting MCO is above what we consider to be a healthy rate. Anecdotal feedback leads us to believe that a large number of losses are due to promotional opportunities at other agencies. We need to continue to work on strategies to reduce the turnover rate for this MCO.

Bathtub Effect

USACE is at a critical juncture as workload and budgets decline. We must, however, prevent “gaps” in our workforce by avoiding hiring starts and stops. The bathtub effect describes high numbers of baby boomers/traditionalists near retirement at one end of a graph and high numbers of entry level/junior staff with less than ten years experience at the other end. In the middle are lower numbers of experienced specialists and first level or middle managers. The bathtub effect is partly a result of a higher population of Baby Boomers and Millennials than Generation X. This was exacerbated in the federal government workforce as a result of a significant decline in federal hiring in the 1990s as agencies downsized.

Figure 8 shows the bathtub effect graphically. Thirty-nine percent of our workforce has nine or less years of experience, 20 percent with ten to twenty years of experience, and 41 percent with over twenty-one years of experience (i.e., the “bathtub effect”). This has resulted in a talent gap since we simply do not have enough experienced workers to replace those with many years of experience. These numbers reflect federal workforce experience to include military service. The data is not able to account for private sector experience or retired military service. However, the number of USACE Civilian employees who are also retired military is only 4.76 percent of the

workforce and we historically employ few individuals from the private sector. We believe the percentages in both cases are low and do not skew the overall USACE bathtub result.

USACE YOS with Generation

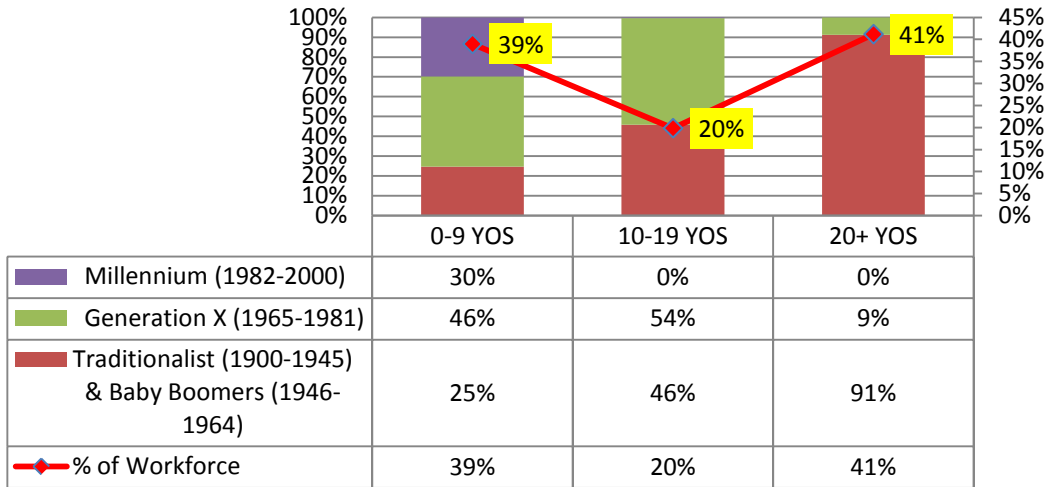


Figure 8: USACE – Years of Service (YOS) Percentage of Workforce
Source: WASS Monthly Data; Active USDH; EOM Sep 11 (201109)

We need to strategically hire to ensure we have enough qualified replacements as well as ensure that intern hiring continues to avoid the same bathtub effect occurring in the future.

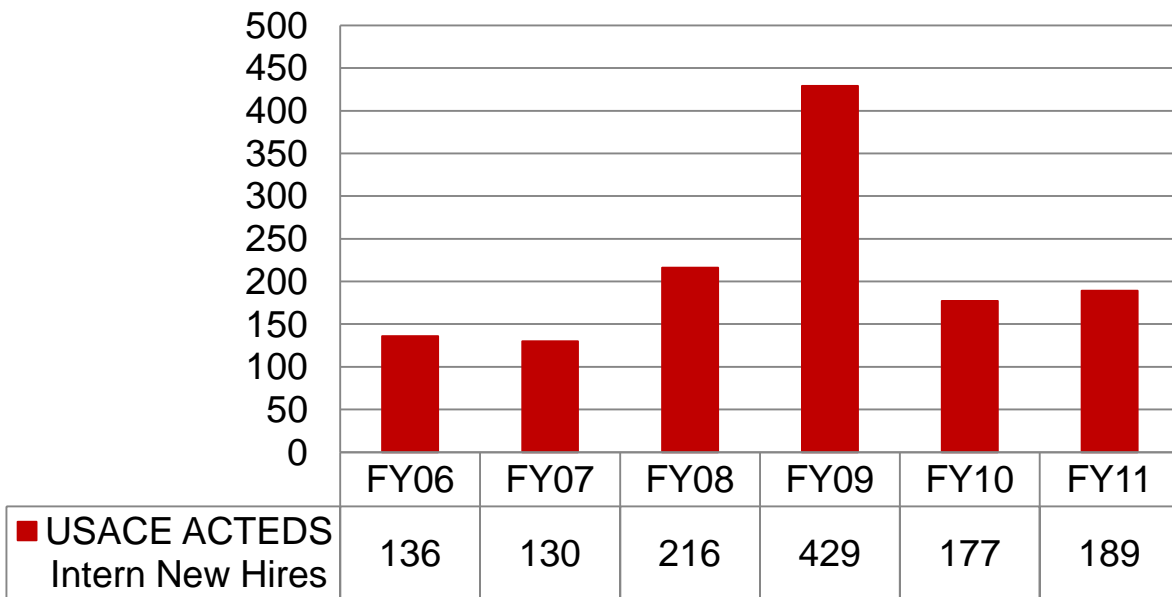


Figure 9: ACTEDS Interns New Hires Source: BOXI Productivity

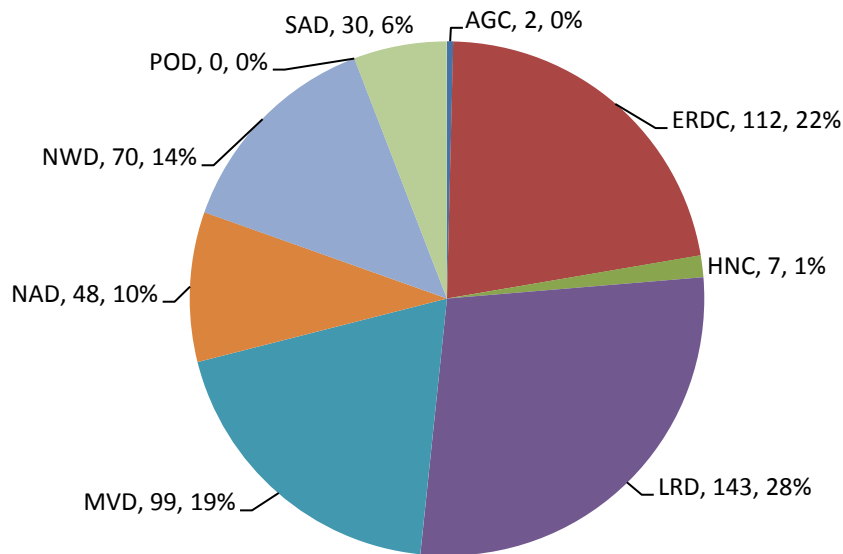


Figure 10: USACE CP-18 Local Interns
Source: Data Call, HR Forwards, 2 Apr 12

USACE on average hires 170 Army Civilian Training, Education, and Development System (ACTEDS) interns per fiscal year. FY 2009 was the exception when we hired 429 ACTEDS interns which was in part due to our increasing workload and our need to build the bench. In addition to the ACTEDS interns, local interns are also hired each fiscal year. Figure 9 shows the number of ACTEDS interns brought onboard since FY06. Figure 10 shows the number (511) of local Career Program-18 Engineers and Scientists (Resources and Construction) interns for FY12.

We will need to reshape our workforce and ensure we promote knowledge transfer from those leaving the workforce. To ensure we do not have an immediate drain on institutional knowledge as people retire, we need to manage and encourage strategic retirement opportunities, use reemployed annuitants as necessary, and utilize retention incentives when appropriate, while always emphasizing succession planning. Specific initiatives must also be implemented that assist with minimizing the bathtub effect, such as offering more career and development opportunities. Such initiatives will be outlined in our human capital goals and objectives.

USACE Generational Composition

For the first time in history, there are four generations in the work force. Although this is an exciting time, it is not without challenges. Each generation brings a new perspective.

In today's fast-changing work environment, it has never been more vital to an organization's success than to find ways to maximize the performance of every person. To succeed, all employees must be engaged. This means first understanding what makes each generation unique and then creating a compelling work climate that addresses that uniqueness in a way that creates bridges and common ground. Figure 11 illustrates general observations about each of the generations. Figure 12 shows the generation composition of USACE.

Views on:	Traditionalist 1900-1945	Boomer 1946-1964	Gen X 1965-1981	Millennial 1982-2000
LIFE	Grateful for a Job	You owe me "How I live my life"	Relate to me "How I get a life"	Life is a cafeteria
CAREER	Means of living 1-2 Career positions Build a legacy	Central focus "Live to Work" Build a stellar career	Just a job Different careers Build a portable career	Always changing Build a parallel career
Leadership	Chain of command	Change of command	Self command	Don't Command Collaborate
FEEDBACK	No news is good news	Once a year	Sorry to interrupt-how am I doing?	Whenever I want it – at the touch of a button - Immediate
MOTIVATION	Experience & perseverance is valued	You're valuable & unique here	"Just do it" your way	You'll be with other bright and creative people
EDUCATION	High School	College	College plus	Life long learning
TECHNOLOGY	Hope to out live it	Master it	Enjoy it	Employ it
INSTITUTIONS	Have faith in them	Want to change them	Are skeptical of them	Judge on own merits

Figure 11: Generational Views

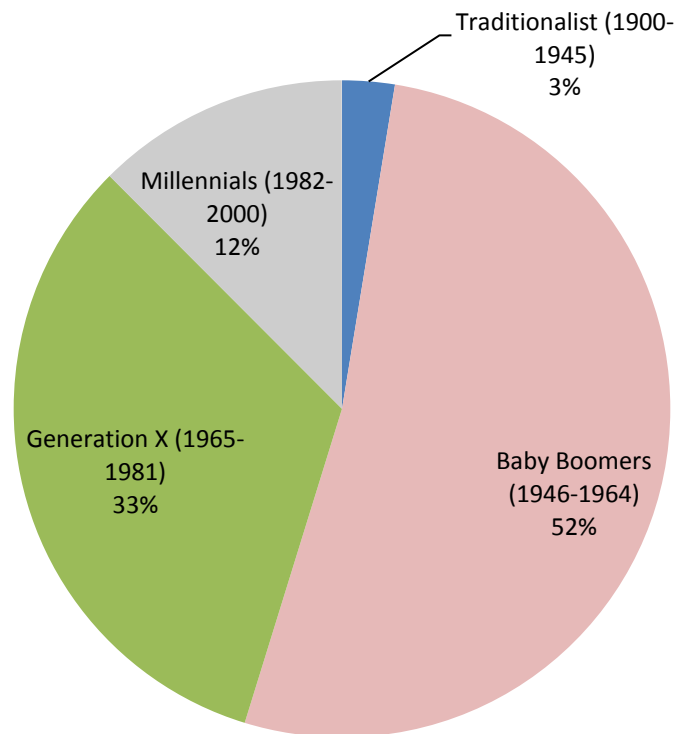


Figure 12: USACE Workforce by Generations

Source: BOXI HQ ACPERS USACE Active Appr w/USACE ACTEDS, 201201 (EOM Jan 12)

Although there are important differences between the generations, they also have important commonalities. Successful organizations leverage these similarities to ensure leaders not only understand these similarities, but create work environments that support them. People of all ages view work as a vehicle for personal fulfillment and satisfaction. Workplace culture is important to the job satisfaction of all employees. For all generations, the highest indicator of satisfaction is to feel valued on the job. Employees want a supportive work environment where they are recognized and appreciated. Career development is important to all employees regardless of generation. Flexibility in the workplace is also significant.

OPM Federal Employee Viewpoint Survey

Part of delivering a world-class federal workforce is acknowledging that our employees are our greatest asset. It is for this reason that the Federal Employee Viewpoint Survey (FEVS) focuses on employee perceptions regarding critical areas of their work lives: areas which drive employee satisfaction, commitment, and ultimately retention in the workforce. Becoming the employer of choice depends on attracting, developing, and retaining talented employees and ensuring that they have a direct line of sight between the work they do and the USACE mission.

Results from the survey offer unique insight into employees’ perceptions of workforce management. Studying trends across several years allows us to determine areas where progress was made, as well as areas that may need further effort and focus.

The Human Capital Assessment and Accountability Framework (HCAAF) consists of four indices: Leadership and Knowledge Management Index, Results-Oriented Performance Culture Index, Talent Management Index, and Job Satisfaction Index. Figure 13 shows the positive response from USACE employees on the FEVS on each of the indices. USACE consistently scored higher than the Government-wide average on all HCAAF indices. However, USACE scores decreased slightly on the 2011 FEVS. Decreases ranged from 1 percent to 3 percent. The areas that decreased (e.g., satisfaction with pay, opportunity to get a better job) are most likely a reflection of our external environment, i.e., federal pay has been frozen for two years, potential reductions in benefits for federal employees, constrained budgets. A change of 5 percent or greater is considered significant by OPM. While our change is well under this established rule, we should not ignore the implications for our human capital planning.

HCAAF Indices:	% Positive			
	2006	2008	2010	2011
Leadership and Knowledge Management	59% (57%)	60% (59%)	66% (61%)	65% (62%)
Results-Oriented Performance Culture	55% (52%)	55% (53%)	58% (54%)	57% (54%)
Talent Management	62% (59%)	62% (60%)	66% (60%)	64% (60%)
Job Satisfaction	67% (66%)	68% (67%)	73% (69%)	70% (68%)

Figure 13: HCAAF Indices Results (Government-wide average)

Several areas that are top drivers of employee engagement according to the Corporate Leadership Council remained the same or increased. Overall, USACE is doing well in all of these areas as shown in Figure 14. The key is to keep track and ensure the trend stays consistent in the future.

Federal Employee Viewpoint Survey Questions:	% Positive			
	2006	2008	2010	2011
I like the kind of work I do.	82%	85%	86%	86%
I am constantly looking for ways to do my job better.	-	-	92%	92%
The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	76%	76%	77%	77%
Discussions with my supervisor/team leader about my performance are worthwhile.	60%	58%	65%	66%
Supervisors/team leaders in my work unit support employee development.	69%	70%	72%	72%
Managers review and evaluate the organization’s progress toward meeting its goals and objectives.	57%	59%	67%	67%

Figure 14: Employee Engagement Indicators from FEVS

USACE has a high positive response rate on FEVS questions identified as drivers of performance engagement. However, USACE, like most of the federal government, continues to have a low positive response on dealing with poor performers.

Federal Employee Viewpoint Survey Questions:	% Positive			
	2006	2008	2010	2011
I know how my work relates to the agencies goals and priorities	83%	85%	86%	84%
My performance appraisal is a fair reflection of my performance.	73%	65%	69%	74%
In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	28%	29%	30%	30%
Creativity and innovation are rewarded.	44%	44%	48%	47%
Discussions with my supervisor/team leader about my performance are worthwhile.	60%	58%	65%	66%

Figure 15: Select Performance Questions from FEVS

The Engineer Research and Development Center (ERDC) developed a training course focusing on the soft skills associated with performance management. The course content included areas such as communicating performance expectations, providing ongoing feedback, and recognizing and rewarding superior performance. We leveraged the great work done by ERDC by taking a train-the-trainer approach to make the course available USACE-wide. With that goal in mind, we piloted performance management training at our Great Lakes and Ohio River Division that emphasizes site specific information and soft skills as they relate to Command-wide initiatives. Training thus far has been provided at a minimal cost with a high success rate. Content emphasizes resources available to managers, including HR advisors from Civilian Personnel Advisory Centers and other experienced managers within the organization. District supervisors

share relevant experiences with the group and learning takes place through asking questions about the experiences of other supervisors. Previous sessions have covered setting expectations, managing performance and conduct, and employee recognition. Future sessions will include the role of supervisors, performance cycle, and the human factor (i.e., generations in the workforce, diversity, motivating employees).

Workforce Diversity

Ensuring a high-quality, diverse, and motivated workforce is a key component for a 21st century organization. Workforce diversity and inclusion are both moral and business imperatives for a national organization that operates globally. Developing and implementing a top-down commitment to diversity and inclusion is critical to USACE accomplishing its mission. As a core STEM-based organization, USACE’s senior leadership strongly supports the concept of diversity of thought, which is inextricably rooted in the diversity of humanity.

As a key business imperative, leveraging workforce diversity will contribute to the overall accomplishment and attainment of our collective organizational objectives. Valuing diversity means creating a workplace that respects and includes differences, recognizing the unique contributions that individuals with many diverse views and talents can make. It means creating a work environment that maximizes the potential of all employees.

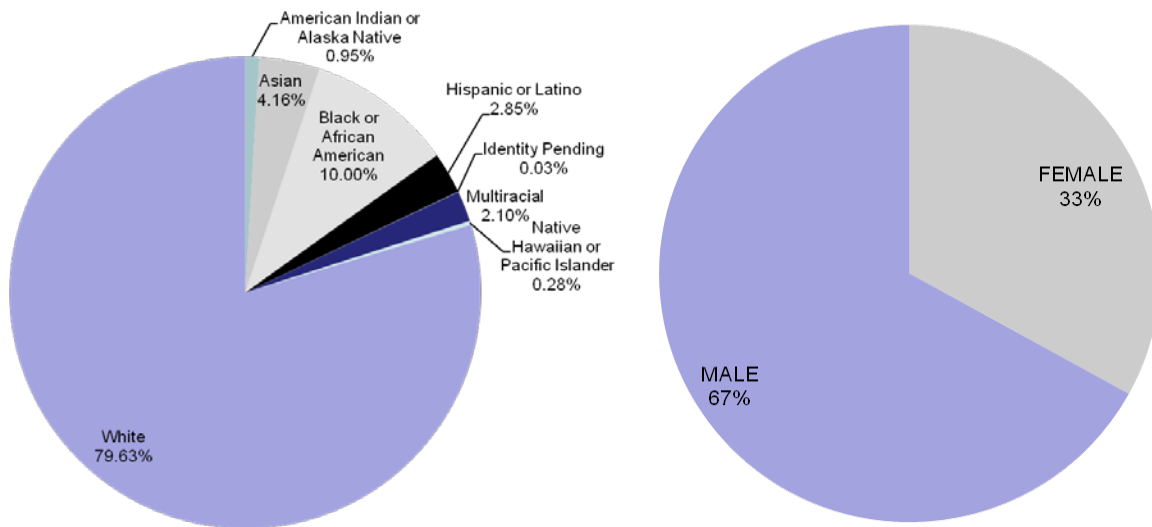


Figure 16: USACE Workforce Diversity
 Source: BOXI HQ ACPERS USACE Active Appr w/USACE ACTEDS, 201201 (EOM Jan 12)

There is evidence that having and managing a diverse workforce contributes to increased retention and productivity. It can enhance the organization’s responsiveness to an increasingly complex and diverse world of customers and stakeholders, improve relations with the surrounding communities, increase the organization’s ability to cope with change, and expand the creativity of the organization. In addition to contributing to these business goals, diversity

can contribute to goals unique to USACE as a public institution, such as setting the standard for diverse engineering organizations. USACE's ability to draw on a diverse candidate pool will enable us to deliver the best results to our internal and external customers and will provide the organization with a people landscape that mirrors the Nation's landscape to which we have a responsibility.

Figure 16 illustrates the composition of the USACE workforce, as of January 2012, in terms of gender and race. Additionally, 5 percent of our workforce has self-identified as having a disability, with 1 percent having self-identified a targeted disability⁴.

Employee Value Proposition

Employee Value Proposition (EVP) is a term used to denote the balance of the rewards and benefits that are received by employees in return for their performance in the workplace. An EVP describes the mix of characteristics and benefits, tangible and intangible, of working in an organization. It represents an understanding struck between an organization and employees in return for their contribution and performance. This understanding, or EVP, characterizes an employer and differentiates the employer from its competition. If, in the employees' minds, they get rewards equal to or exceeding what they give, the organization will tend to have more satisfied and engaged employees and increased retention.

While monetary rewards such as salary and benefits are important to employees, they are not the only rewards organizations can provide. Developmental opportunities, recognition, collegial atmosphere, mission accomplishment, and reputation of the organization are all intangible benefits that organizations can provide to employees as part of the EVP.

All organizations have this understanding with their employees. Some organizations choose to actively communicate their EVP. A well-communicated EVP can have significant recruitment and retention success. According to the Corporate Leadership Council's research, an EVP can improve the retention of new hires by up to 29 percent. An EVP can cause a significant rise in employee and candidate perceptions of an organization as an employer of choice. We are promoting the USACE EVP through our current employment advertising efforts such as on the USACE USAJOBS banner page.

An EVP also contributes significantly to increased employee engagement. Research by Gallup and others shows that engaged employees are more productive. They are more profitable, more customer-focused, and perform their functions in a safer manner. A well-thought-out and executed EVP can communicate to employees that the benefits associated with an organization (e.g., career and developmental opportunities, pride in the mission of the organization, understanding the link between employee performance and organization performance) are so great that employees voluntarily give discretionary effort. They go the "extra mile." We are communicating the EVP to our current employees through the Engineer Update, town hall meetings, and posters and brochures.

⁴ OPM targeted disabilities definition: Loss of hearing or vision, missing extremities, partial paralysis, complete paralysis, and other impairments such as epilepsy, severe intellectual disability, psychiatric disability, and dwarfism.

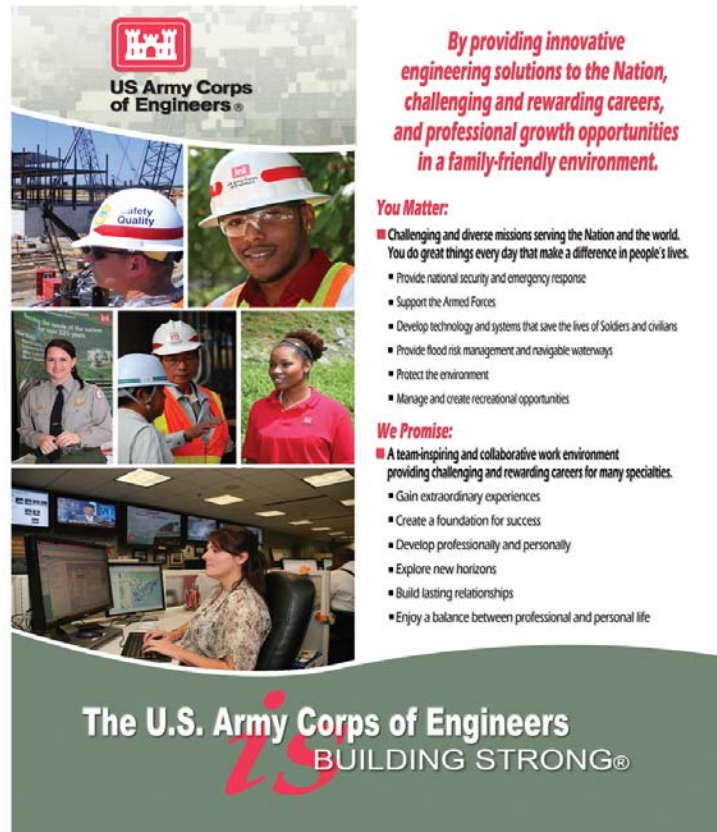


Figure 17: USACE Employee Value Proposition

The USACE EVP emphasizes two key points. One is service to the Nation. USACE employees provide vital public engineering services and support to the Nation. This mission differentiates USACE among other engineering employers and provides a compelling sense of pride for USACE employees. The second key point is developmental opportunities. USACE leaders at all levels understand the importance of employee development. In addition, the organization’s chances for growth are closely aligned with its commitment toward fostering employee development. USACE employees want to expand their knowledge base and take on new challenges, as it makes coming to work about more than just a paycheck.

Key Drivers of Employee Engagement

Engaged workers are not born – they are made. Employees want to make a difference. It is up to the organization to help make this happen.

From a management perspective, engagement is the process of leading people to want to do whatever is necessary to ensure the continuous high performance and success of the organization. From the employees’ perspective, engagement is their attitudinal and emotional state developed from experiences in the organization. These experiences or “drivers” determine

engagement level. By managing these drivers to be positive experiences, leaders can stimulate an intrinsic desire for employees to consistently do their best work.

There is a difference between employee engagement and employee satisfaction. Employees may be satisfied with their job for myriad reasons, e.g., pay, location, benefits, co-workers, but that does not necessarily make them engaged in their work. Employee satisfaction centers on how employees feel – how satisfied they are with their employment experience. Although a high level of employee satisfaction can sometimes benefit an employer in terms of staff retention, it is determined primarily from a “what’s in it for me” perspective. In contrast, employee engagement serves both employees and their employers well. Research shows that employees who are fully engaged in their work are likely to have higher morale, exhibit greater loyalty, progress in their careers, and even enjoy a more rewarding personal life. The organization gains when having engaged employees through lower direct supervision costs and higher individual productivity. Along with other considerations, engaged employees enable greater customer satisfaction and innovative ideas and strategies.

A 2008 Merit Systems Protection Board report on engagement levels of federal employees showed higher levels of employee engagement correlated to fewer average days of sick leave used, fewer equal employment opportunity complainants, and a lower rate of lost time due to work-related injury or illness.

It is precisely in difficult times that it is vital for an organization to have engaged employees. During uncertain times, resilient and adaptable people fare the best and help an organization to produce in spite of the environmental factors. These are the employees managers want in an organization.

Employee engagement drivers are fairly common across organizations. There are five key drivers of employee engagement that apply to USACE, all of which are reflected in the USACE EVP:

- Clarity of role in support of USACE mission: Clarity of role goes beyond ensuring employees have a job description. What is the employee’s role in the USACE Campaign Plan? What are the challenges the employee faces? Greater role clarity comes from not only understanding the expectations of the manager, but also of other team members. What are the performance metrics for the employee and how do the metrics relate to team and organizational goals? Employees with greater role clarity not only know what to deliver, but they also understand how to prioritize what to deliver.
- Development: Are there future opportunities for growth? Does the employee know about developmental opportunities? Does the manager encourage and support the employee’s desire for developmental opportunities?
- Recognition: Recognition need not be the formal bestowing of awards or bonuses, but a simple “Thank you” or “Well done!” from the manager. It is important for managers to consider their employees' perceptions and preferences in receiving recognition, know what motivates employees to achieve excellence, and how this can differ from the manager’s perception of giving recognition. Although managers may think they are frequently recognizing employees, employees may not feel the same way.

- Open and effective communication: Communication is not just the sharing of information. It is not just managers telling employees what the employees should do. Communication is an ongoing, genuine two-way dialogue with employees and their organizational leadership.
- Effective leadership: During turbulent times, effective leadership is paramount. Leaders at all levels must communicate a motivating vision and inspire confidence in the organization and its people. The quality of leadership is also extremely important as it pertains to retention since research shows the most cited reason for employees leaving an organization is disengagement with their supervisor.

Each of these key drivers helps to focus an integrated approach to increasing employee engagement through the identification, definition, and development of the following USACE human capital goals and objectives.

USACE Human Capital Goals

Four overarching human capital goals have been established to meet the evolving needs of USACE and its workforce. The human capital goals were developed through the human capital life cycle model and key drivers of employee engagement as well as the current and projected internal and external environment. Progress towards attaining these goals will ensure USACE is on the path to becoming the employer of choice.

Human Capital Goal 1: Determine current and future competency requirements, define the causes of competency gaps, and execute effective solutions to close the gaps.

End State: Employees have requisite competencies that are described in terms of specific requirements and are demonstrated by superior performance in the workforce.

Human Capital Goal 2: Perform agile and adaptable human capital planning that can respond to changing mission requirements and employee needs.

End State: A flexible, dynamic talent pool that can quickly deliver the necessary competencies at the right time, as dictated by mission requirements.

Human Capital Goal 3: Prepare the next generation of leaders to face the transformational challenges that lie ahead.

End State: A cadre of leaders who are self-aware, adaptive, and agile; who set challenging expectations while achieving results even when faced with adversity.

Human Capital Goal 4: Cultivate an engaged, empowered, diverse, and motivated workforce in this challenging environment while ensuring accountability and fairness.

End State: A collaborative USACE culture driven by innovation, with strong leadership inspiring commitment to mission accomplishment.

USACE Human Capital Objectives

To further refine specific actions that must be accomplished to meet the goals, seven USACE human capital objectives have been established. Appendix II, Human Capital Strategic Plan Crosswalk, displays each objective and its linkage to a goal, the USACE Campaign Plan, and the Army Campaign Plan.

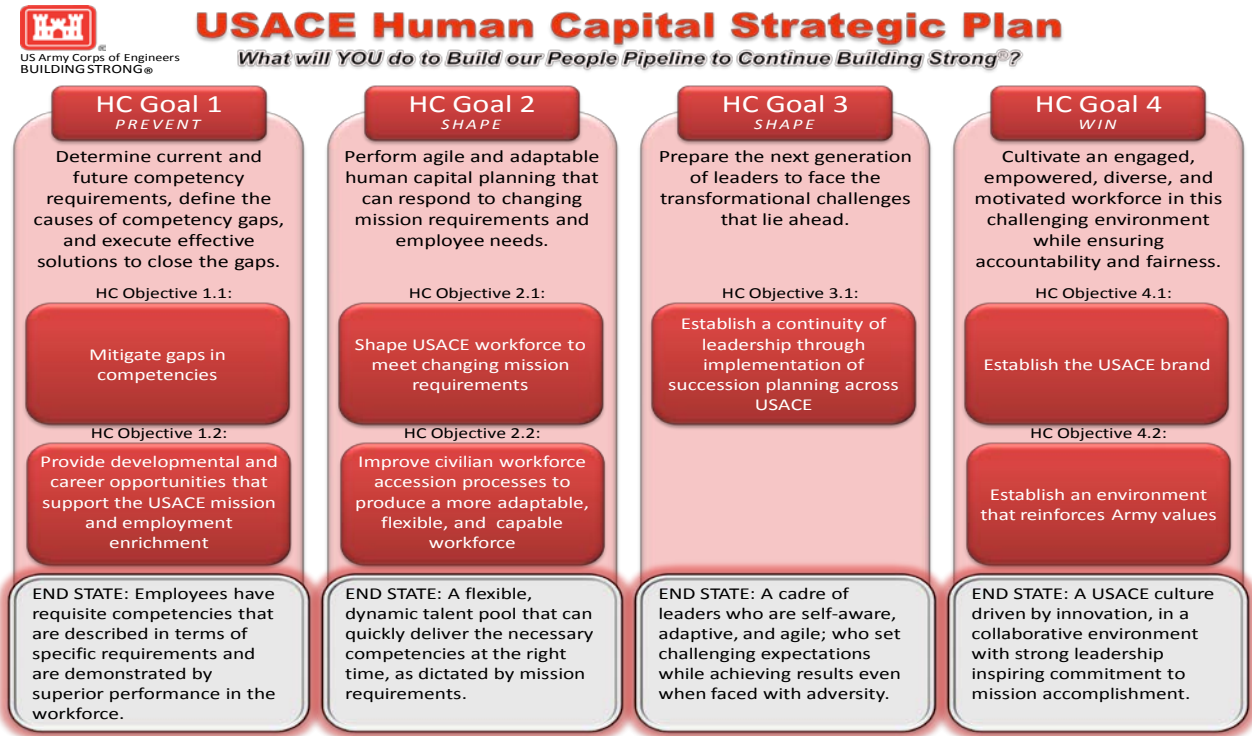


Figure 18: USACE Human Capital Strategic Plan

Human Capital Goal 1: Determine current and future competency requirements, define the causes of competency gaps, and execute effective solutions to close the gaps.

Human Capital Objective 1.1: Mitigate gaps in competencies.

USACE is not immune to the impending retirement wave of highly talented employees as noted previously in the discussion of the bathtub effect. While it has always been imperative to identify and mitigate competency gaps among the workforce, it is even more important now to ensure a smooth transition as our more experienced employees leave USACE. In addition, we must anticipate which competencies will be required in the future and work towards training and developing our workforce now in those competencies.

The first step is to develop processes and plans to identify and assess key competency gaps which could inhibit USACE from achieving its strategic objectives. This analysis has been completed for GS-810, Civil Engineers. In 2011, a team of subject matter experts (SME) developed a list of core competencies and identified sub specialties within the civil engineering

series. As part of the Army's Competency Management System (CMS), a competency assessment survey was developed and administered. The competency assessment survey provided the opportunity for civil engineers and their managers to identify current levels of proficiencies in the requisite competencies. The SME team reviewed responses from nearly 4,500 USACE civil engineers. The responses represented a 76 percent participation rate. The SME team analyzed the workforce competency data collected to identify current workforce competency strengths, gaps, and potential future workforce competency gaps.

The second step is to identify possible approaches for closing the identified competency and skill gaps. This was accomplished in 2011/2012 for civil engineering as part of the CMS assessment. Training and work assignments must be targeted to improved identified gaps. Training sources that have already been developed can be taught through a number of venues to include webinars and conferences/workshops. Increasing knowledge sharing through SharePoint sites, web sites, Engineer and Construction Bulletins, Engineer Manuals, and the Quality Management System are methods to close competency gaps. In addition, Proponent-Sponsored Engineer Corps Training (PROSPECT) courses will be developed by SMEs and the USACE Learning Center (ULC) to meet the technical requirements identified. Other actions targeting identified gaps in USACE technical competency include performing an adequate amount of critical engineering work in-house to ensure continual technical competency and increasing professional registration and certification.

The CMS analysis to date is a positive first step in determining current and future competency requirements; however, it is only one data point. More specific and continuous analyses are needed to further identify the locations, the dimensions, and the causes of competency gaps within USACE. We will continue to work with DA and DOD to shape this process. As part of this human capital objective, we will also define competency needs; assess existing competencies; identify gaps between current, required, and anticipated future competencies; and mitigate gaps for other MCOs.

In addition to streamlining business processes and organizational structures, enhanced methods of delivery to our customers also assist to mitigate gaps in competencies. By using centers of standardization and enterprise delivery of services, we ensure we enhance and maintain technical skills and competencies to meet current and future demands.

We are working with the Office of the Assistant G-1 for Civilian Personnel Evaluations, Proponency, and Communications Division to help us determine the return on value (ROV) for training. Our goal is to create standardized competency assessments and use them to quantify the impact of training. We are also working to determine the ROV of our leadership assessment initiatives and PROSPECT courses. The ULC is working to link training to both individual and organizational goals and objectives in order to develop and sustain competencies and remove barriers to the application of learning.

As part of the ongoing efforts to ensure return on value of training, we have partnered with the Assistant Secretary of the Army (Manpower and Reserve Affairs) to perform reviews and analysis of training initiatives for Career Program-18 Engineers and Scientists (Resources and Construction). Individuals and groups are sent a pre-training assessment survey and both the

trainee and his or her supervisor are sent a follow on survey at a later date to determine prior and increased levels of knowledge or competency. We are also working to socialize return on value concepts with all aspects of workforce development.

In addition, initiatives underway by DA will assist in mitigating gaps in competencies for all USACE employees. Career programs, while not new to some of the Army Civilian workforce, have recently been expanded to cover all Army Civilian employees. There are now 31 career programs providing support to all Army Civilians. Functional chiefs will develop career maps for each of the career programs. When fully implemented, career programs will be able to provide employees and functional leaders with information about what it takes to be successful in their occupational series and what the Army's career management and leader development needs and priorities are. The career programs will also be able to show employees how to better plan their careers and personal growth activities to best meet both their personal career plans and the needs of the Army.

Understanding what the key competencies are and our current and future capability to meet those competencies provides us with knowledge to shift resources to meet new requirements. By identifying key competencies and mitigating any gaps in those competencies, we develop an optimum workforce to achieve USACE objectives.

***End State:** a competent, proficient, and adaptable workforce.*

Human Capital Objective 1.2: Provide developmental and career opportunities that support the USACE mission and employee enrichment.

Developmental and career opportunities are even more important in a challenging environment. It is precisely in a difficult environment, such as we face, that ensuring current and future employees are trained and ready to meet multiple missions is so important. The evolving nature and the constant change in the work environment demand updated and efficient skills and knowledge.

One key factor in employee engagement and retention is the opportunity for employees to continue to grow and develop job and career enhancing skills. In fact, this opportunity is one of the most important factors in employee engagement. Providing a set of tools to develop both leadership and technical competencies will provide immediate and long-term benefits to an organization.

USACE must establish a life-long culture of learning, centered on education, experience, and mentoring. However informal learning must also be promoted. We must always strive to improve our capabilities, professionally and personally.

We will provide a holistic approach to career development. DA has undertaken the effort, as part of the Civilian Workforce Transformation, to assign the entire Army Civilian workforce to a career program. All USACE Civilian employees now belong to one of 31 career programs, covering all facets of Army civilian service.

When fully implemented, career programs will be able to provide employees and functional leaders with information about what it takes to be successful in their occupational series and

what the Army's career management and leader development needs and priorities are. The career programs will also be able to show employees how to better plan their careers and personal growth activities to best meet both their personal career plans and the needs of the Army.

While DA has the overall requirement to develop career program policy, USACE is the proponent to develop the Career Program-18 Engineers and Scientists (Resources and Construction) for the Army. This requires developing a communication strategy; reviewing, updating, and providing standardization for the existing published career maps within CP-18; expanding the number of published maps within CP-18; and identifying data to target for analysis in order to make improvements.

Currently, there are numerous career and developmental opportunities for USACE employees. However, employees and managers are not always aware of these opportunities. We must provide access to information for Army Civilians on training, developmental assignments, leadership development, and other programs.

USACE operates globally and in an interdisciplinary manner. Our leaders and employees work with other agencies and other nations to provide engineering support. Our senior leaders must be able to operate in a global, multicultural environment. We will continue to cultivate senior leaders who can operate in such an environment through participation in the DA Civilian Talent Management Program's Army Enterprise Positions (AEP). AEPs are select senior civilian positions identified by commanders as those positions requiring strategic thought and initiative that contribute to the success of the Army mission, involve responsibility in scope and breadth that significantly influences or affects organizational outcomes, and influence enterprise-level policy that has Army-wide application.

Developmental opportunities are not restricted to senior USACE leaders. Leadership Development Programs (LDP) are an example of developmental opportunities for USACE's emerging junior leaders. We will continue to encourage a continuous cycle of employees to participate in the LDPs. We will develop a formal LDP feedback/survey system for graduates and their supervisors/leadership to determine the effectiveness of the programs.

All employees are encouraged to participate in the Civilian Education System (CES) and local mentoring programs. CES provides the Army Civilian Corps, at all levels, the opportunity to develop leadership skills through a progressive and sequential blended learning environment – distributed learning and resident instruction. CES focuses on leadership competencies required at each level of responsibility and assignment as a Civilian advances through his/her career. Emerging senior leaders must also be encouraged to apply for Senior Service College admission.

Mentoring, which at its core involves coaching, accelerated learning, and the effective transfer of knowledge and wisdom, offers a unique structure to assist in the knowledge transfer necessary to counter the bathtub effect. Mentoring is an effective way to grow leaders and build leadership capacity in an organization. It allows for employees to have another avenue to grow and develop beyond experience, formal training, and observation. Organizations with dedicated mentoring programs and the learning and development cultures that mentoring cultivates attract and retain the best talent. Employees who feel valued typically perform at higher levels and often want to

stay and grow with organizations that see them as an important asset. In 2011, we published a USACE Mentoring Program Handbook that outlines the roles and responsibilities for enhancing mentoring relationships. The handbook is designed to build the bench for future leaders, enhance employee career development, and promote opportunities for success.

Not all developmental and career opportunities are restricted to USACE Civilian employees. The Cadet District Engineer Program (CDEP) is open to Reserve Officers' Training Corps and United States Military Academy cadets. Cadets will typically be assigned to USACE districts working on civil, mechanical, electrical, or environmental engineering projects. This program provides cadets with exposure to the USACE mission and potential career opportunities as a Soldier or Civilian. We will more fully utilize the program by developing a strategic communication plan. In addition, we will determine the return on investment in this program by developing a tracking system of participants to determine how many CDEP cadets choose engineer branch.

End State: USACE as an organization is better prepared to meet diverse requirements by improving individual and group performance.

Human Capital Goal 2: Perform agile and adaptable human capital planning that can respond to changing mission requirements and employee needs.

Human Capital Objective 2.1: Shape USACE workforce to meet changing mission requirements.

A high performance organization demands a dynamic, results-oriented workforce - with the talents, multi-disciplinary knowledge, and up-to-date skills - to meet its mission. Because mission demands, technologies, and other environmental influences change rapidly, a performance-based organization must continually monitor its talent and maintain flexibility to realign structures and processes to maximize economy, efficiency, and effectiveness.

To ensure we can size, shape, and deploy the workforce to meet changing mission requirements, we will conduct workforce planning. Workforce planning focuses on having the right people in the right jobs throughout the employment cycle-from recruitment to separation. Systematic and strategic workforce planning engages managers in defining effective short-term staffing actions in the context of longer-term strategies which enables immediate decisions about how to achieve near-term business goals and objectives.

We have begun working on workforce tools to project future workload and related manpower requirements. We are focusing our efforts on forecasting work in our project-based business model; ensuring affordability for the current and future workforce; and reshaping the workforce based on competencies required for the future. The results of this analysis will provide USACE major subordinate commands the civilian workforce/manpower requirements in uncertain fiscal times.

We have already established and implemented workforce planning strategies to include strategic use of Voluntary Early Retirement Authority (VERA) and Voluntary Separation Incentive Payment Authority (VSIP). VERA allows agencies that are undergoing substantial restructuring, reshaping, downsizing, transfer of function, or reorganization to temporarily lower the age and

service requirements in order to increase the number of employees who are eligible for retirement. The authority encourages more voluntary separations and helps the agency complete the needed organizational change with minimal disruption to the work force. By offering these short-term opportunities, an agency can make it possible for employees to receive an immediate annuity years before they would otherwise be eligible.

VSIP, also known as buyout authority, allows agencies that are downsizing or restructuring to offer employees lump-sum payments up to \$25,000 as an incentive to voluntarily separate. An agency may offer VSIP to employees who are in surplus positions or have skills that are no longer needed in the workforce who volunteer to separate by resignation, optional retirement, or by voluntary early retirement. By allowing employees to volunteer to leave the government service, agencies can minimize or avoid involuntary separations through the use of costly and disruptive reductions in force.

When offering VERA and/or VSIP, we must be aware of the bathtub effect and not aggravate the loss of experienced workers. VERA or VSIP may exacerbate the bathtub effect by enabling employees to leave too soon and subsequently increase the lack of experienced employees. One option is to strategically use incentives for those eligible to remain (e.g., retention bonuses). Another option is to use re-employed annuitants to mentor other employees and ensure knowledge transfer.

A USACE-specific policy has been issued that utilizes existing resources by placing surplus employees in vacant positions. We established the USACE Command Special Assistance Initiative (CSAI) in December 2011. CSAI is a command-wide outplacement process that is implemented when USACE experiences substantial downsizing. CSAI ensures potential surplus employees receive consideration for vacancies USACE-wide. The purpose of CSAI is to retain our highly skilled, professional, technical, and administrative workforce. It will also help us maintain our technical and leadership competencies by retaining employees who may otherwise leave USACE. In addition, this policy fulfills our EVP by building employee loyalty as employees observe the organization values the retention of the workforce.

As part of workforce planning, we must always have a workforce available to deploy to assist in overseas contingency operations or in disaster relief missions. We continue to develop, implement, and revise guidance on staffing incentives and benefits for overseas contingency operations to ensure a ready workforce at all times.

We continue to ensure Civilians, Soldiers, and Family members are able to meet the challenges of deployment through responsive networks that meet fluid requirements. We embraced the challenge of building a Family Readiness Network as we increased the number of deployed Civilians to overseas contingency operations missions. We have now established a standard in USACE that we will help Families when needed. Even if there is a decrease in combat operations to support, USACE will continue to have deployments in support of disaster response missions. We will continue to promote the services and resources available for Civilian employees and Family members and will ensure consistent and adequate support. Finally, we will determine any gaps in resource availability and work to mitigate those gaps.

We have reviewed the lessons learned from previous experiences with constrained resources, e.g., budget cuts of the 1990s. We must ensure our workforce planning strategies are postured for future requirements.

***End State:** a ready and able workforce qualified to accomplish the mission.*

Human Capital Objective 2.2: Improve civilian workforce accession processes to produce a more adaptable, flexible, and capable workforce.

We cannot expect potential employees to wait months for feedback on their application or plow through a laborious application process. Concern about the federal hiring process has been raised throughout government leading to intense review of the hiring system and implementation of hiring reform initiatives. In order to obtain the best candidate, we have to make it easy for applicants to provide their information to us and keep them advised of their status throughout the hiring process. Once applicants are selected, we have to acculturate them to the organization as quickly and efficiently as possible.

We continually track fill time and report quarterly on status as part of the Consolidated Command Guidance metrics. USACE fill time is one of the lowest within DA (93.20 days as compared to DA 122.88 days in FY11). However, this is still above OPM's goal of 80 days from initiation of a request for personnel action to entry-on-duty. As part of our initiative to accelerate the hiring process, we are participating in the Civilian Human Resources Agency beta test with the goal to recruit quality hires in less than 80 days. We are piloting this initiative at three of our Districts plus portions of our Headquarters, working pre-planning with annual staffing plans and preparing key recruitment documents in advance. We will monitor the effectiveness of this initiative, with the possibility of expanding it to other organizational elements.

To further decrease fill time, we will capitalize on the use of federal hiring initiatives such as USA Staffing. USA Staffing is a web-based system designed to attract the best qualified candidates for a position and simplify the application process. In place of a knowledge, skills, and ability narrative assessment, USA Staffing guides candidates through a task-based assessment designed to evaluate candidates' level of knowledge in performing the duties of a position. This method provides a candidate with a "job preview" and helps the manager to evaluate the candidate's level of proficiency in performing the job functions. Currently, Great Lakes and Ohio River Division (LRD) is piloting a program in which the task-based assessment is based on the identified and validated competencies required for candidates for GS-810, Civil Engineer positions. The competencies were validated through CMS. In addition, LRD is piloting this concept for other occupational series.

The new OPM Pathways Program will assist us with recruiting and hiring high school and college students and recent college graduates. The Pathways Program modified and incorporated the Federal Career Intern Program, the Student Temporary Employment Program, the Student Career Experience Program, and the Presidential Management Fellows Program.

In addition to the recruiting and hiring of interns, USACE supports undergraduate and graduate students pursuing degrees in STEM disciplines. The Science, Mathematics, and Research for Transformation (SMART) Scholarship for Service Program was established by the DOD to

support STEM students. The program aims to increase the number of Civilian scientists and engineers working at DOD facilities and laboratories. SMART provides an opportunity for students pursuing an undergraduate or graduate degree in STEM disciplines to receive a full scholarship and be gainfully employed upon degree completion. USACE sponsors SMART students throughout the organization. The number of SMART students selected varies from year to year. As of April 2012, 68 students were SMART scholarship recipients.

The USACE's corporate recruitment policy requires candidates competing for all Senior Executive Service (SES) and supervisory GS-15 positions have their leadership talent and potential measured during the recruitment process. The tool is also frequently used successfully for supervisory GS-14 positions. The leadership assessment tool measures leadership talent of candidates as compared to industry and USACE standards of leadership competencies required for the positions. The leadership assessment tool is one factor for consideration in the selection process. It is considered a best practice across the federal government.

This is the first time we have had four generations at work. This circumstance has provided challenges in how we approach work and how work is accomplished. We will make full use of our leadership assessment tool to help ensure we select leaders who can successfully manage a multigenerational workforce. These leaders should also demonstrate agility in addition to their technical competency and leadership ability.

Effective on-boarding of new hires is an important factor in driving increased levels of discretionary effort and creating maximum impact on performance. On-boarding is not just a few days of employee orientation. On-boarding activities begin immediately upon notification of job acceptance and continue through the first year of an employee's tenure with the Corps. We have developed a model on-boarding framework and the challenge now is to consistently apply it across the organization.

***End State:** superior quality candidates who can successfully contribute to the accomplishment of the mission.*

Human Capital Goal 3: Prepare the next generation of leaders to face the transformational challenges that lie ahead.

Human Capital Objective 3.1: Establish a continuity of leadership through implementation of succession planning across USACE.

USACE has always had strong leaders; however, in these turbulent times strong, innovative leaders are even more critical to success. We will continue to emphasize the need for active succession planning and provide our managers with the necessary tools to make it happen.

Succession planning, the practice of carefully identifying critically important roles and developing the requirements and talent to fill organizational needs, is an increasingly critical imperative as USACE's workforce ages. In addition, succession planning is highly critical in reducing the bathtub effect as it aids in the knowledge transfer from those who are retirement eligible to those who are the next generation of leaders.

Succession planning ensures a common language of leadership that is learned and practiced by all management positions. Succession planning is not just useful for replacing executives, but also for managers to engage the workforce in a more productive and fulfilling work life. Succession planning provides a framework for personal developmental initiatives. A good succession plan provides for a systematic approach to strengthening an employee's needs – specific to the person who needs it and focused on the strategy of the business. Succession planning links technical and leadership competencies to strategic imperatives. Leadership continuity is about long-term organizational success. Anticipating what skills and abilities might be required in the near future and in coming decades is essential to defining the attributes and responsibilities of future leaders. Succession planning creates pools of existing talent and emerging leaders that work together effectively to carry USACE forward in the future.

In July 2011, we published the USACE Succession Planning Guide. This guide provides the steps required for succession planning and a Workforce Succession Planning Tool to assist supervisors and managers with succession management for their respective organizations. The tool is a step-by-step process containing questionnaires for assessing the organization, conducting position reviews, and gathering information from employees. Supervisors can use the questionnaires provided to develop and accumulate the information to populate a worksheet for mission critical/key positions. The worksheet is designed to inform leadership, at each level of an organization, of their “at risk,” critical/key positions and their need to implement succession management strategies in order to ensure their organization is prepared for the future. The guide is a good first step to ensure continuity of leadership and of needed skills and competencies.

Our plan is to build upon the guide and ensure it is used throughout USACE. Succession planning's long-term success depends on leaders embracing the program and making it part of the USACE culture. This is a moderate investment with long-term, high-yield benefits.

There are additional strategies to establish a continuity of leadership in USACE. Placing successful intern graduates in permanent positions within USACE allows for continuity of the workforce and the retention of valuable on-the-job experience the interns received. In addition, reducing the backfill for SES positions ensures that our highest level of leadership is stable ensuring minimal impact to the mission.

End State: steady state of skilled and qualified workers who are available to fill leadership positions.

Human Capital Goal 4: Cultivate an engaged, empowered, diverse, and motivated workforce in this challenging environment while ensuring accountability and fairness.

Human Capital Objective 4.1: Establish the USACE recruitment brand.

During the worst of the recent recession and financial crisis, the federal government was largely insulated from the job losses the private nongovernment sector and state and local governments were experiencing. Concerns about the rapidly expanding federal budget deficit, however, have begun to reverse the hiring in the federal government that went on after the terrorist attacks on 9/11.

While USACE is not immune to the federal government budget troubles, USACE did not greatly expand its permanent workforce in the past few years as other federal organizations did. Thus, while hiring will not be as robust, USACE will continue to be in the market for employees, in particular those with specific engineering and contracting /acquisition skills. In addition, as the economy improves, federal employees who delay retirement due to economic concerns will retire at a faster pace, creating even more government job openings.

To ensure USACE can compete with the private sector and other government entities for candidates with these skills, USACE must ensure the USACE brand, Building Strong, and consistent hiring messages are publicized in all recruiting events and social media sites.

In addition to utilizing the USACE brand for recruitment, it is just as vital that recruiters and hiring managers understand that every interaction job applicants have with USACE has the potential of shaping their perceptions of USACE. The experience they take away with them can profoundly affect USACE's reputation as an employer and, in many cases, as a provider of services. Therefore, USACE recruiters and hiring managers must create a positive process by communicating openly, managing actions in a timely manner, and offering frank feedback. A candidate may not be suitable for a particular position, but he or she may be perfectly suitable for another position at another time. Ensuring the first experience with USACE is positive will help to recruit that candidate at a later time. Candidates matter even if a hiring manager is not able to offer them a position immediately.

To ensure the best possible recruiting experience for potential employees, we formed a recruiter cadre that participates in national-level recruiting events. The cadre, composed of subject matter experts and human resources specialists, was provided with recruiter training to ensure a consistent message is provided to candidates no matter the location or the recruiting event. In addition to national-level recruiting events, the cadre is encouraged to participate in local and regional recruitment efforts. We are also exploring options to work with the U.S. Army Engineering School (USAES) on their recruiting activities. USAES provides briefings and presentations to college and university students on engineering opportunities, both military and civilian, in the U.S. Army. We are also producing USACE recruitment videos to be used at recruiting events, the employment website, and the careers tab on the USACE Facebook page. These videos will present USACE from an enterprise perspective and can be used throughout USACE as they will not be specific to one organization or location.

Another important tool for recruiting the best candidates is the USACE Employee Value Proposition. Our EVP articulates the mix of culture, offerings, and opportunities – the entire experience –that distinguishes us from our competitors. Our EVP can assist in recruiting employees who fit the USACE culture. In addition, our EVP can engage existing employees in the USACE mission by reminding them of the benefits of working for USACE.

For our EVP to help recruit employees or engage current employees, it must be communicated in various methods. An EVP strategic communication plan has been created that addresses various audiences and methods in publicizing the USACE EVP. These methods differentiate between prospective employees and current employees. Methods to reach prospective employees include

placing the EVP in employment brochures, on the employment web page, and on vacancy announcements. In addition, we are educating the recruiter cadre and hiring managers so they can portray an accurate and consistent message to prospective employees.

Once an employee is hired, utilizing our EVP in onboarding processes helps to make the transition from candidate to employee easier for both the new employee and the supervisor. The new employee has an idea of the intangible benefits of working for USACE and the supervisor has an understanding of what is important to that employee.

Finally, it is just as important to communicate our EVP to current employees. The EVP strategic communication plan includes various communication means to reach current employees, such as USACE Intranet sites, Engineer Update articles reminding employees of the benefits of working for USACE, town hall meetings, and posters and brochures.

It is vital that those benefits articulated to employees in the EVP be consistently applied across the workforce. Leaders at all levels in USACE must ensure employees are offered developmental opportunities and are provided challenging opportunities to excel. These are the benefits that matter most to USACE employees, help make USACE an employer of choice, and help create a highly engaged and motivated workforce that can deliver results.

USACE is committed to having a diverse workforce. To expand outreach efforts to underrepresented populations, USACE must continue its long-term partnerships with professional organizations such as the Hispanic Engineer National Achievement Awards Corporation/Great Minds in STEM, Black Engineer of the Year Award, the Society of Women in Engineering, American Indian Science and Engineering Society, Advancing Minorities' Interest in Engineering, Society of Hispanic Professional Engineers, and Women of Color. We participate in career fairs in conjunction with these organizations. We also have additional outreach efforts at the division and district level with colleges and universities that enable recruiting successes.

Additional outreach systems that can be used to ensure a more diverse applicant pool include the use of non-competitive Schedule A appointment authorities for people with disabilities and for wounded veterans. Specific programs available to USACE to help in the identification of highly skilled individuals with disabilities are the Department of Labor/Department of Defense Workforce Recruitment Program and the DOD Wounded Warrior program. Where necessary we shall create new partnerships to help achieve organizational diversity.

Our outreach efforts extend beyond just the current workforce. USACE and Great Minds in STEM™ have partnered together to bring Viva Technology™ programs to schools in the United States. The program is designed to engage inner-city and rural K-12 students, teachers, and parents in the applications of technology in order to stimulate interest and academic achievement in math, science, and engineering.

To ensure accountability and measure the return on investment, results of barrier analysis required by the Equal Employment Opportunity Commission Management Directive 715 shall

be periodically reviewed and action plans created to eliminate any identified barriers to achieving workplace diversity.

End State: *a qualified and diverse applicant pool.*

Human Capital Objective 4.2: Sustain an environment that reinforces Army values.

Effective organizations identify and develop a clear, concise, and shared meaning of values/beliefs, priorities, and direction so that everyone understands and can contribute. In an ever-changing world, values are constant. Values are not descriptions of the work done or the strategies employed to accomplish the mission. Instead the values underlie our work, how we interact with each other, and which strategies we employ to fulfill our mission. The values are the basic elements of how we go about our work. They are the practices we use every day in everything we do. It is about doing the right things, for the right reasons, in the right way in support of USACE, the Army, and the Nation. Figure 19 is the Army Values. Figure 20 displays the Army Civilian Corps Creed.

To support and nurture the impact values have on USACE, leaders and employees must demonstrate and model the values in action in their personal work behaviors, decision making, contribution, and interpersonal interaction. Rewards and recognition must be structured to recognize those people whose work embodies the values USACE has embraced. Adoption of the values and the behaviors that result must be recognized in regular performance feedback. Individuals must be hired and promoted whose outlook and actions are congruent with USACE values. Only the active participation of all USACE leaders and employees will ensure a truly organization-wide, value-based, shared culture.

To assist in achieving a value-based, shared culture, employees must feel their contributions and performance are recognized appropriately. Superior performance must be recognized beyond just supervisor and employee, but publically. USACE has an incentive awards program that is designed to recognize exceptional performance in a public manner. To enhance this program, communication of the program and its benefits is required.

Day-to-day performance by employees must also be recognized as it is these accomplishments that ultimately drive USACE to accomplish the mission. The Total Army Performance Evaluation System (TAPES) is designed to not only recognize performance, but it is also a tool to enhance performance. When utilized appropriately, TAPES provides tools to recognize and reward achievements, counsel and assist with areas for improvement, challenge employees to develop professionally, and encourage self-assessment. TAPES is also a tool to address performance that does not meet established expectations. We will continue to develop tools for supervisors to contend with poor performance by employees. A frequent comment on the FEVS is that organizations (to include USACE) do not deal with poor performers who cannot or will not improve. We must focus our efforts on this area as it impacts all employees and thus employee engagement.

Army Values L-D-R-S-H-I-P

Loyalty: Bear true faith and allegiance to the U.S. Constitution, the Army, your unit, and other Soldiers and Civilians.

Duty: Fulfill your obligations.

Respect: Treat people as they should be treated.

Selfless Service: Put the welfare of the Nation, the Army, and your subordinates before your own.

Honor: Live up to all the Army values.

Integrity: Do what's right, legally and morally.

Personal Courage: Face fear, danger, or adversity both physical or moral.

Figure 19: Army Values



I am an Army civilian – a member of the Army team.

I am dedicated to our Army, our Soldiers and civilians.

I will always support the mission.

I provide stability and continuity during war and peace.

I support and defend the Constitution of the United States and consider it an honor to serve our nation and our Army.

I live the Army values of loyalty, duty, respect, selfless service, honor, integrity, and personal courage.

I am an Army civilian.

WWW.ARMY.MIL/VALUES

Figure 20: Army Civilian Corps Creed

Employee engagement and satisfaction can also be increased through tools other than performance feedback. Allowing employees flexibility in their working arrangements, including work schedules where possible, has shown to improve employee recruitment, retention, and productivity. Teleworking from home or at a telework center decreases commute times and workplace distractions. Teleworking arrangements benefit the organization as well. USACE operations cannot cease during a regional crisis. Continuity of operations (COOP) plans must be in place and teleworking arrangements are one way to support COOP. In addition, as organizations look to save money and space, configuring new or existing office spaces to reduce employee footprint is a cost-saving measure.

Physical and mental well-being are key components of a healthy workforce. Work-life programs such as wellness and Employee Assistance Programs offer the tools employees need to achieve a healthier lifestyle and assist in the reduction of employment-related injuries. A commitment to promoting and supporting a fit and healthy workforce enhances mission readiness and performance.

Finally, we must reduce chargeback costs and retain skilled employees by returning employees to duty, modified if necessary, after they have sustained work-related injuries or illnesses. Return-to-work programs are only effective if they are implemented with the support of leadership. Return-to-work programs are successful when returning employees are encouraged to contribute to developing the overall plan. To be effective, a comprehensive return-to-work program has to be implemented as a key component of a broader injury prevention and injury management program.

***End State:** meeting customer expectations morally, ethically, and responsibly.*

Measuring Progress

We will continue to promote human capital initiatives through regular meetings with our stakeholders, the Human Resource Community of Practice, and reviews during the Directorate Management Reviews (DMR), Command Management Reviews (CMR), and Command Strategic Reviews (CSR) to ensure that we are on the correct course. It is important to keep lines of communication open and make course corrections as the needs of USACE change.

To ensure the human capital goals and objectives identified in this plan are accomplished, an annual implementation plan will be developed that will identify the specific requirements necessary to accomplish the human capital goals and objectives. The implementation plan will include:

- Primary actions required to achieve the objectives
- Key deliverables for each action
- Required resources, such as time, money, and people
- Measures (metrics) to determine effectiveness of action

The implementation plan will be reviewed and briefed to CEHR leadership and stakeholders on a regular basis. Each objective and its associated actions will be assessed at a minimum annually

and addressed during one of the quarterly DMR meetings. This assessment will assist in determining a need to:

- Revise long-term objectives and/or short-term plans
- Adjust resources to meet new requirements
- Change methods of conducting business
- Respond to unexpected events
- Adopt lessons learned and best practices

A human capital annual report will be published to capture these accomplishments and discuss the way ahead. The report will measure progress in achieving the human capital goals and objectives and contribute to future years' planning and implementation. This report will inform USACE senior leadership of successes and challenges of current human capital efforts and will guide senior leaders on strategies for future programs and objectives.

The USACE Human Capital Plan will be reviewed in conjunction with the annual USACE Campaign Plan Goal 4 CMR or when significant events occur that require immediate change to the plan. Changes to this plan will be made as appropriate and then executed in the implementation plan accordingly.

Specific metrics are not published in this plan as the metrics will change, in some cases, frequently. Specific metrics will be published and updated in the USACE Campaign Plan and the CEHR Implementation Plan.

Conclusion

The human capital goals and objectives articulated in this plan set an aggressive agenda. We recognize that our goals are ambitious and implementation will be met by many challenges. However, we are committed to achieving our goals.

We know that the demand to measure and assess the value of human capital management activities will continue to grow. Fiscal and budgetary pressures require limited resources be used most efficiently and effectively. We will ensure our fiscal responsibilities are paramount as we execute this plan.

A strategic human capital approach that is data-driven and aligns hiring, retention, training, development, and performance management decisions with USACE's strategic goals will positively impact the success of our workforce in the long-term.

Prevent talent loss. Shape the workforce of the future. Win the war for talent.

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US Army Corps of Engineers
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Appendix II: Human Capital Strategic Plan Crosswalk

HC Goal 1

Determine current and future competency requirements, define the causes of competency gaps, and execute effective solutions to close the gaps

HC Objective 1.1
Mitigate gaps in competencies

ACP LOE 1
Integrate requirements determination, allocation, and resourcing process that identify the civilian workforce capabilities

ACP LOE 4
Define and align Army civilian leader development requirements

ACP LOE 6
Integrate Civilians into the Army profession

UCP Objective 4a
Identify, develop, maintain, and strengthen technical competencies among the USACE workforce

UCP Objective 4d
Establish tools and systems to get the right people in the right jobs, then develop and retain this highly skilled workforce

HC Objective 1.2
Provide developmental and career opportunities that support the USACE mission and employee enrichment

ACP LOE 1
Integrate requirements determination, allocation, and resourcing process that identify the civilian workforce capabilities

ACP LOE 4
Define and align Army civilian leader development requirements

UCP Objective 1c
Establish human resources and family support programs that promote readiness and quality of life

UCP Objective 4d
Establish tools and systems to get the right people in the right jobs, then develop and retain this highly skilled workforce

HC Goal 2

Perform agile and adaptable human capital planning that can respond to changing mission requirements and employee needs

HC Objective 2.1
Shape USACE workforce to meet changing mission requirements

ACP LOE 1
Integrate requirements determination, allocation, and resourcing process that identify the civilian workforce capabilities

ACP LOE 2
Improve civilian workforce lifecycle strategy, planning, and operations to enhance mission effectiveness

ACP LOE 3
Establish the integrated management system to support civilian human capital decision making and allow leaders and employees to perform their roles more efficiently in support of Army goals and missions

ACP LOE 4
Define and align Army civilian leader development requirements

ACP LOE 5
Reform the civilian hiring process

UCP Objective 1c
Establish human resources and family support programs that promote readiness and quality of life

UCP Objective 4d
Establish tools and systems to get the right people in the right jobs, then develop and retain this highly skilled workforce

HC Objective 2.2
Improve civilian workforce accession processes to produce a more adaptable, flexible and capable workforce

ACP LOE 1
Integrate requirements determination, allocation, and resourcing process that identify the civilian workforce capabilities

ACP LOE 2
Improve civilian workforce lifecycle strategy, planning, and operations to enhance mission effectiveness

ACP LOE 3
Establish the integrated management system to support civilian human capital decision making and allow leaders and employees to perform their roles more efficiently in support of Army goals and missions

ACP LOE 5
Reform the civilian hiring process

UCP Objective 4d
Establish tools and systems to get the right people in the right jobs, then develop and retain this highly skilled workforce

HC Goal 3

Prepare the next generation of leaders to face the transformational challenges ahead of us

HC Objective 3.1
Establish a continuity of leadership through implementation of succession planning across USACE

ACP LOE 4
Define and align Army civilian leader development requirements

ACP LOE 6
Integrate Civilians into the Army profession

UCP Objective 4d
Establish tools and systems to get the right people in the right jobs, then develop and retain this highly skilled workforce

HC Goal 4

Cultivate an engaged, empowered, diverse, and motivated workforce in this challenging environment while ensuring accountability and fairness

HC Objective 4.1
Establish the USACE recruitment brand

ACP LOE 1
Integrate requirements determination, allocation, and resourcing process that identify the civilian workforce capabilities

ACP LOE 2
Improve civilian workforce lifecycle strategy, planning, and operations to enhance mission effectiveness

ACP LOE 3
Establish the integrated management system to support civilian human capital decision making and allow leaders and employees to perform their roles more efficiently in support of Army goals and missions

ACP LOE 5
Reform the civilian hiring process

ACP LOE 6
Integrate Civilians into the Army profession

UCP Objective 4d
Establish tools and systems to get the right people in the right jobs, then develop and retain this highly skilled workforce

HC Objective 4.2
Sustain an environment that reinforces Army values

ACP LOE 3
Establish the integrated management system to support civilian human capital decision making and allow leaders and employees to perform their roles more efficiently in support of Army goals and missions

ACP LOE 6
Integrate Civilians into the Army profession

UCP Objective 1c
Establish human resources and family support programs that promote readiness and quality of life

UCP Objective 4d
Establish tools and systems to get the right people in the right jobs, then develop and retain this highly skilled workforce

Appendix III: Human Capital Implementation Plan Template

Objective:	Action/Milestone:	Key Deliverables/Output	Date:	Resources Required	Metric (CCG*):	Division & POC:
2nd Qtr DMR: Prevent Talent Loss						
Obj 1.1: Mitigate gaps in competencies						
Obj 1.2: Provide developmental and career opportunities that support the USACE mission and employee enrichment						

Appendix III: Human Capital Implementation Plan Template

Objective:	Action/Milestone:	Key Deliverables/Output	Date:	Resources Required	Metric (CCG*):	Division & POC:
3rd Qtr DMR: Shape the Workforce of the Future						
Obj 2.1: Shape USACE workforce to meet changing mission requirements						
Obj 2.2: Improve civilian workforce accession processes to produce a more adaptable, flexible and capable workforce						
Obj 3.1: Establish a continuity of leadership through implementation of succession planning across USACE						

Appendix III: Human Capital Implementation Plan Template

Objective:	Action/Milestone:	Key Deliverables/Output	Date:	Resources Required	Metric (CCG*):	Division & POC:
4th Qtr DMR: Win the War for Talent						
Obj 4.1: Establish the USACE recruitment brand						
Obj 4.2: Sustain an environment that reinforces Army values						



Appendix IV: Human Capital Annual Report Template FYXXXX

The human capital annual report measures progress in achieving the human capital goals and objectives and contributes to future years' planning and implementation. This report will inform USACE senior leadership of successes and challenges of current human capital efforts and will guide senior leaders on strategies for future programs and objectives.

The report will begin with describing overall successes and challenges from the year in achieving the human capital goals and objectives.

The report will include USACE employee demographics and analyzed trend data to extrapolate future trends and to set the context for the way ahead.

For each objective, the following information will be provided to identify the level of success obtained following program or initiative implementation:

- Assessment of the actions taken to achieve the objective.
 - Did we meet the targeted level of success?
 - Did the implementation activities yield the expected outcomes?
- Any internal or external factors that affected the ability to achieve the objectives?

Data from the strategic management system will be used to graphically display the results.

The report will conclude with a way ahead section detailing major focus areas or change needed for the following year.



Appendix V: DMR Assessment Schedule

DMR Assessment Schedule:

2nd QTR:

- Obj 1.1: Review of actions taken and associated metrics
- Obj 1.2: Review of actions taken and associated metrics

3rd QTR:

- Obj 2.1: Review of actions taken and associated metrics
- Obj 2.2: Review of actions taken and associated metrics
- Obj 3.1: Review of actions taken and associated metrics

4th QTR:

- Obj 4.1: Review of actions taken and associated metrics
- Obj 4.2: Review of actions taken and associated metrics

The agenda for the second, third, and fourth quarters consist of two- to five-minute presentations on individual human capital objective milestones by action officers. There are multiple actions associated with each objective. The Human Capital Team will provide overall analysis on the status of achievement of each of the objectives following each objective brief.

Each action officer will address the following:

- Actions taken to date
- Actions still to be accomplished (with projected suspense date)
- Challenges or impediments to accomplishing the actions
- Any assistance needed to accomplish the actions

Data from the strategic management system will be used to graphically display the results.

Sample Agenda:

- | | |
|--|--------------------|
| • Opening Remarks | Director |
| • 2-5 minute presentations for Obj 1.1 initiatives | Action Officers |
| • Overall analysis | Human Capital Team |
| • 2-5 minute presentations for Obj 1.2 initiatives | Action Officers |
| • Overall analysis | Human Capital Team |
| • Closing Remarks | Director |
-



Appendix V: DMR Assessment Schedule

1st QTR: Overall review and assessment in preparation for the CMR

The agenda consists of an overview and assessment of the human capital goals based on the status of achievement of each of the human capital objectives throughout the past fiscal year.

Sample Agenda:

Opening Remarks	Director
10-15 minute presentation on Goal 1	Human Capital Team
10-15 minute presentation on Goal 2	Human Capital Team
10-15 minute presentation on Goal 3	Human Capital Team
10-15 minute presentation on Goal 4	Human Capital Team
Closing Remarks	Director

This timeline is predicated on when a thorough analysis of the USACE Campaign Plan Goal 4 is conducted at the CMR (traditionally in late first quarter of each fiscal year).