

Joint Acquisition / Human Relations Summit Highlights – Executive Summary

Date: 06 August 2015
Summit Date: 31 July 2015 from 08:30 – 17:30
Sponsor: Hosted jointly by AT&L Human Capital Initiatives (HCI), Ms. René Thomas-Rizzo and P&R Defense Civilian Personnel Advisory Services (DCPAS), Ms. Paige Hinkle-Bowles

Purpose: The objective of the Summit was to provide the Service Acquisition Career Managers and field hiring managers a forum for sharing challenges directly with OSD P&R and Component HR experts. The summit was highly successful based on very positive feedback from many of the 72 participants. We concluded the day by jointly agreeing to 22 action items. Action items include assignment of responsibility and suspense dates. Leads were assigned to the action items along with suspense dates. P&R feedback is that they would like to schedule a follow-up Summit in November.

Meeting Topics:

- The Summit was specifically designed to devote the majority of time to problem solving supported by a few P&R relevant informational briefings. The initial P&R brief was led to a lively discussion on the new DoD civilian personnel system (New Beginnings) which is scheduled to be deployed in April 2016. P&R also provided information on the recently deployed online Hiring Manager’s Toolkit and the major online hiring announcement and application tool - USA Hire.
- As designed, the majority of the day was focused on Hiring and Incentive “Challenge Questions” – questions developed by the Services and representing their most onerous challenges developed by the Services. These questions were provided to P&R in advance to allow them to best prepare for solution discussions. The challenges areas:
- Challenge No. 1 – Hiring Authorities: The DACMs discussed their difficulties with Direct Hire Authority (DHA), Expedited Hiring Authority (EHA), Highly Qualified Experts (HQEs), and Interchange Personnel Agreements (IPA). The Navy and Air Force have a broad interpretation of the law for DHA and EHA. The Army takes a very risk adverse approach.
- Challenge No. 2 – College Recruiting: The challenge of having the authority to give ‘tentative’ offers to the college students via EHA as opposed the traditional USAJOBS hiring process. It is difficult to keep students interested when industry can hire on college campuses more expeditiously.

- Challenge No. 3 – Hiring End to End Time: The USAJOBS recruitment process tends to be lengthy which makes it difficult to compete with industry in a timely manner.
- Challenge No. 4 – Recruiting Incentives: Discussed the options for cash incentives and recruitment bonuses for strong candidates in mission critical fields. These incentives assist with making the Federal Government more enticing as an employer.
- Challenge No. 5 – Retention Incentives: Discussed business case analysis for awarding cash retention incentives to specific demographics in the workforce that are experiencing attrition trends.
- Challenge No. 6 – Positive and Graduate Degree Requirements: Professionalizing the Acquisition Workforce as one of the key BBP 3.0 initiatives, was a lively discussions with both HCI and DCPAS.
- Challenge No. 7 – Human Resources / Acquisition Hiring Manager Training / Mentoring: HCI and DCPAS realized they need to work more closely together in the recruiting process to make it more streamlined. We took for action possibly developing training, with the help of DAU, for the HR community on the HR process requirements unique to DAWIA that support the acquisition workforce.. We also discussed the possibility of additional HR staffing dedicated to acquisition workforce support.
- Prior to focusing on a Summit action plan, P&R provided a briefing on developing their next Strategic Workforce Plan and Competency Management.
- The last session of the day was devoted to developing and agreeing to an Action Plan. The following includes some highlights of the 22 action items assigned:
 - Consider having an Acquisition customized USAHire for the DoD Acquisition Workforce and HR, focusing on business acumen.
 - Work with the Acquisition Community, HR to benchmark best practices on EHA (authority expires 30 September 2015) to ensure consistency in the manner of which flexibilities are applied.
 - Create an Acquisition branding strategy that will attract and retain the workforce following Force of the Future output.
 - Identify best practices from the Air Force and DoN centralized internship hiring programs.
 - Develop an overall compensation strategy, leveraging lessons learned and successes of AcqDemo.
 - Acquisition community will pursue an “Agency Specific Qualification Standard” to address the requirement for positive degree requirements. (Options include: creating a new job series, pursue legislation, ensuring OPM and DAWIA match).

- Hiring managers have the impression that hiring HQEs is too difficult. Identify strategies to address this misconception, also consider relooking the level of expertise required. Facilitate conversations regarding the use of HQEs.
 - P&R to provide requirements for the Business Case to offer cash retention incentives to a specific demographic, i.e. career group experiencing increase in attrition rate.
 - To professionalize the Acquisition and HR communities, consider rotational assignments from HR commands to DACM offices (leveraging DAWDF for TDY funding).
 - Provide an update on research and identify a path forward for creating an Acquisition Workforce Recruiting and Hiring HR Center of Excellence, may be funded by DAWDF.
- Again, the Summit was well received and discussions throughout the day reinforced that this Summit was much needed and that we should plan a next Summit soon. The Summit served to strengthen the relationship between P&R, AT&L and the Services, to include between HR experts and acquisition career management leads. Everyone agreed that we need to continue this excellent level of interaction and partnering to share best practices, get clarification on policy and tools, and to solve challenges. This Summit is a great example of the joint problem-solving and partnering we need. This partnering is critical to reach our ultimate goal of better support to the warfighter.
 - P&R has requested to have the next joint Summit November 2015.

Joint Acquisition/Human Resources Summit Agenda
 Ft. Belvoir, DAU Hirsch Conference Center
 Friday, July 31, 2015

Time	Topics	Presenters
0830	Welcome	Max Wyche Gwen Yandall
0840	Keynote Remarks (VTC)	Honorable Frank Kendall, USD(AT&L)
0855	Summit Key Perspectives	Ms. Hinkle-Bowles Ms. Thomas-Rizzo
0915	New Beginnings <ul style="list-style-type: none"> • Hiring Managers Toolkit • USA Hire 	M. Beaupre M. Bankston Ms. Rotchford
0945	Recruiting and Hiring – AT&L Perspective Challenge #1 – Hiring Authorities (DHA, EHA, HQE, IPA, Pathways) <ul style="list-style-type: none"> • Guidance, Explanation, and Options • Challenges of Veterans’ Preference and Priority Placement Program • Implementation, Challenges, and Lessons Learned AT&L Acquisition Perspective DCPAS/Component “1” Reps - Guidance/Solutions Discussion Action Item	Ms. Thomas-Rizzo Sammy Slade, DACM-AF Component “1” Reps HCI/DACMs DCPAS SMEs
1025	Challenge #2 – College Recruiting <ul style="list-style-type: none"> • On-the-Spot Tentative Offers • Pathways Program AT&L Acquisition Perspective DCPAS/Component “1” Reps – Guidance /Solutions Discussion Action Item	Craig Spisak, DACM-Army Component “1” Reps HCI/DACMs DCPAS SMEs
1110	Break	
1120	Challenge #3 – Hiring End-to-End Time <ul style="list-style-type: none"> • Process Takes too Long • HR Specialist and Hiring Manager Interface / Roles in Process • Quality of Candidates on Certificates AT&L Acquisition Perspective DCPAS/Component “1” Reps – Guidance/Solutions Discussion Action Item	Craig Spisak, DACM-Army Component “1” Reps HCI/DACMs DCPAS SMEs
1150	Incentives Challenge #4 – Recruiting Incentives <ul style="list-style-type: none"> • Cash Incentives / Recruitment Bonus • Special Pay • Relocation Allowance AT&L Acquisition Perspective DCPAS/Component “1” Reps - Guidance/Solutions Discussion Action Item	Sammy Slade, DACM-AF Component “1” Reps HCI/DACMs DCPAS SMEs
1230-1330	Lunch	

Time	Topics	Presenters
1330	Challenge #5 – Retention Incentives: <ul style="list-style-type: none"> Relocation Allowance to Retain Corporate Knowledge Employees who are (or soon to be) Retirement Eligible: <ul style="list-style-type: none"> Retain Employees Likely to Leave Current Organization Retain Targeted Skill Sets with High Attrition <ul style="list-style-type: none"> Forecast Areas with Increasing Turnover AT&L Acquisition Perspective DCPAS/Component “1” Reps - Guidance/Solutions Discussion Action Item	Sammy Slade, DACM-AF Component “1” Reps HCI/DACMs DCPAS SMEs
1400	Special Topics Challenge #6 – Positive and Graduate Degree Requirements <ul style="list-style-type: none"> Acquisition Occupational Series Quality Ranking / Selective Placement Factors’ AT&L Perspective DCPAS/Component “1” Reps - Guidance/Solutions Discussion Action Item	Mark Deskins, DACM-DoN Component “1” Reps HCI/DACMs DCPAS SMEs
1430	Challenge #7 – HR / Acquisition Hiring Manager Training / Mentoring <ul style="list-style-type: none"> Training on Acquisition Uniqueness Consistency in Flexibilities AT&L Acquisition Perspective DCPAS/Component “1” Reps - Guidance/Solutions Discussion Action Item	Craig Spisak, DACM-Army Component “1” Reps HCI/DACMs DCPAS SMEs
1500	Break	
1515	Special Topics Strategic Workforce Planning and Competency Management	P. Kasold/L. Mijares
1600	Partnering: Action Item Review and Way Forward <ul style="list-style-type: none"> Exploring the DACM – HR Link: the Way Ahead Ideas and Implementation: Short/Medium/Long-Term Tracking What Works Reporting and Next Steps 	Gwen Yandall
1645	Closing Remarks	Ms. Thomas-Rizzo
1700	DCAT Demo – Optional	P. Kasold/L. Mijares

ACRONYMS:

- AT&L – Acquisition, Technology and Logistics**
- CPP – Civilian Personnel Policy**
- DACM – Director, Acquisition Career Management**
- DCAT – Defense Competency Assessment Tool**
- DCPAS – Defense Civilian Personnel Advisory Service**
- DHA – Direct Hire Authority**
- EHA – Expedited Hiring Authority**
- HCI – Human Capital Initiatives (AT&L)**
- HQE – Highly Qualified Expert**
- IPA – Interchange Personnel Agreements**
- P&R – Personnel and Readiness**
- SME – Subject Matter Expert**

Joint AT&L/P&R
Acquisition Workforce Challenges Summit

Minutes
31 July 2015

Summit Date: 31 July 2015 from 08:30 – 17:30

Sponsor: Hosted jointly by P&R Defense Civilian Personnel Advisory Services (DCPAS), Ms. Paige Hinkle-Bowles and AT&L Human Capital Initiatives HCI, Ms. René Thomas-Rizzo

NOTE: *The embedded Action Item suspense dates shown in this document are incorrect. For updated suspense dates, please see the Action Items spreadsheet*

Purpose: The objective of the Summit was to provide a forum for sharing and developing an action plan to resolve acquisition workforce recruiting, hiring and retention challenges. The forum was designed for active sharing amongst leaders and SMEs from OSD P&R, OSD AT&L, Service M&RAs, Service Acquisition Career Managers and field hiring managers.

- **Results:** The 72 participants engaged thoroughly across all challenge areas and jointly developed 22 action items which include leads and suspense dates. The Summit was well received and discussions throughout the day reinforced that this Summit was much needed and that we should plan a next Summit soon. A follow-up summit is tentatively planned for November 2015. The Summit served to strengthen the relationship between P&R, AT&L and the Services, to include HR experts and acquisition career management leads. Everyone agreed that we need to continue this excellent level of interaction and partnering to share best practices, get clarification on policy and tools, and to solve challenges. This Summit is a great example of the joint problem-solving and partnering we need. This partnering is critical to reach our ultimate goal of better support to the warfighter.

Agenda – see attached

Summit Opening

The Summit facilitator was Mr. Max Wyche, Director, HR Strategic Programs and Advisory Services, OSD Personnel and Readiness. Mr. Wyche welcomed everyone at 8:30 A.M. and thanked everyone for their preparation and participation. He introduced the Honorable Frank Kendall, Under Secretary of Defense for Acquisition, Technology and Logistics, who opened the Summit by VTC.

Honorable Frank Kendall opening remarks

The Honorable Frank Kendall expressed the need to build a professional workforce, his #1 priority. He thanked the participants and encouraged all to approach the challenges with innovation and to “think-outside-the-box.” He recognized that some of the challenges are very complex and tough to solve, but encouraged the participants to make sure to move beyond the specific description of the challenges to the specific actions that can be solved today. He said he looked forward to seeing the resulting planned actions.

Ms. Paige Hinkle-Bowles and Ms. René Thomas-Rizzo opening remarks *(refer to Ms. Thomas-Rizzo’s slide-deck)*

Ms. Paige Hinkle-Bowles:

The idea to hold a Joint Summit developed from the first meeting of Ms. Hinkle Bowles and Ms. Thomas-Rizzo in her new role as Director, AT&L HCl. They discussed each other’s perspectives on recruiting, hiring and retention challenges and agreed to jointly take the opportunity to improve communications and for a near term joint summit to share and solve challenges. Their planning led to this summit which was designed to have AT&L and the Services define and explain their top challenges with specific examples and then for P&R lead SMEs to review those challenges beforehand and bring to the summit the latest on policy, tools, upcoming changes that will help resolve those challenges. She emphasized the strong mutual agreement between AT&L and P&R leadership to improve communications and partnering across all areas of policy and initiatives that support and strengthen the acquisition workforce.

Ms. René Thomas-Rizzo: Ms. Thomas-Rizzo provided the P&R team and other participant, background and perspective on the mission and key “who and what” characteristics of the acquisition workforce. She included information on what constitutes the “acquisition workforce” as defined by law and as managed by major acquisition functions. She provided background information on the Defense Acquisition Workforce Improvement Act (DAWIA) which is the foundation for workforce identification, the certification program and many other workforce requirements (e.g., acquisition corps membership, position and tenure requirements, establishment of DAU). The acquisition workforce as of FY15 second quarter was 152,651, which is the number of incumbents on acquisition coded positions. The workforce

is comprised of 136,977 civilians and 15,674 military members who are categorized and “career” managed by 14 major acquisition function career fields. Workforce planning and management is designed around the acquisition career fields rather than occupational series within the workforce. Twenty-three occupational series make up 90% of the workforce. Each position has designated certification requirements by career field and one of three levels of certification. Career Field certification levels are defined by education, experience and training requirements which apply across all DoD components. Acquisition defines Mission Critical Career Fields differently than P&R. Mission Critical Career Fields may vary across components based on needs. Ms. Thomas-Rizzo highlighted acquisition workforce objectives which include getting a better understanding of our AWF requirements in a dynamic environment, understanding gains and losses, understanding retention challenges (why people leave DoD), getting back on college campuses as an “Employer of Choice,” focusing on attraction and retention of technical skillsets, leveraging the Defense Acquisition Workforce Development Fund to attract and incentivize a high quality workforce, and ensuring we have the flexible hiring authorities we need in support of an agile workforce. She emphasized her appreciation for the strong partnering with P&R, represented by this Summit.

NEW BEGINNINGS (presented by Mike Beaupre-*refer to slide-deck*)

New Beginnings consists of 99 initiatives associated with the upcoming new Performance Management system and its features. The new system is projected to be deployed starting in April 2016. Recommendations from the New Beginnings design team were to focus on cultural attitude changes regarding performance management and ensure managers and employees are talking. Managers and employees need to discuss development and managers need to provide continuous feedback throughout the rating cycle.

A high level point of New Beginnings was briefed by Deputy Assistant Secretary, Civilian Personnel Policy, Ms. Hinkle-Bowles, regarding Union/Labor Union involvement. There is much excitement about the upcoming Joint Labor Senior Management activities moving forward. (Communications package recently provided to Union).

Other initiatives discussed included adopting Pathways, DHA, improving military and civilian hiring manager training initiatives, certification for the HR community, improving supervisory training on all HR tools, etc. In addition, the Hiring Manager’s toolkit was spotlighted and was launched in May 2015.

No.	Assigned	Action Item	Suspense
New Beginnings			
1	HR-Components	Disseminate information on New Beginnings (to include performance management information) to the Field. The Components should provide information to the Field, as needed.	31-Aug-15
2	HCI and DCPAS	Consider having an Acquisition customized USAHire Assessment for the DoD Acquisition Workforce and HR, focusing on business acumen. Consider adding 0201 (confirm, HR), 1102 (AWF specific) series and 0346 (AWF) entry-level to the “USA Hire” entry-level list.	1QFY16

HIRING MANAGER’S TOOLKIT

This P&R toolkit provides links for DOD components and launched May 2015. The tool is continuing to be refined and ideas are welcomed.

Working on a training program for the toolkit that will go to the services. The roll-out will be a phase approach. DCPAS wants to roll out (over 400,000 employees across the department) in FY 2016. Initially they will roll out to a small component to test.

USA HIRE OVERVIEW (Presented by Mary Rotchford -refer to slide deck)

This toolkit makes New Beginnings more user friendly. The software measures competencies and capabilities rather than expertise for one function of the job.

People were unhappy with the quality and the length of time it takes to get people onboard.

This toolkit can be used in conjunction with job-specific USA staffing assessment questionnaires and also evaluates hard to measure competencies.

RECRUITING AND HIRING - AT&L Perspective

Challenge #1: (DACM-S. Slade) HIRING AUTHORITIES (DHA, EHA, HQE, IPA, Pathways) Problem Statements

- 1) Lack of clear guidance that provides greater flexibility in usage of hiring authorities for targeted hiring groups
- 2) Lack of clear and concise guidance on application of veteran’s preference
 - Hiring Authorities: The DACMs discussed their difficulties with Direct Hire Authority (DHA), Expedited Hiring Authority (EHA), Highly Qualified Experts (HQEs), and Interchange Personnel Agreements (IPA). The Navy and Air Force have a broad interpretation of the law for DHA and EHA. The Army takes a very risk adverse approach.

Key Takeaway: The interpretation and application of the law must be understood and implemented in the same way throughout the Components before asking for more authorities, etc.

No.	Assigned	Action Item	Suspense
Challenge #1 - Hiring Authorities (DHA, EHA, HQE, IPA, Pathways)			
3	HR-Components and DACMs	Working with the Acquisition Community, HR to benchmark best practices on EHA (authority expires 30 September 2015, NDAA language extends to 2017) to ensure consistency in the manner of which flexibilities are applied.	1QFY16
4	DCPAS	Authority Letter and extension and clarifying guidance, if required.	31-Aug-15
5	HR-Components and DACMs	Hiring managers have the impression that hiring HQEs is too difficult. Identify strategies to address this misconception, also consider relooking the level of expertise required. Facilitate conversations regarding the use of HQEs.	15-Sep-15

Challenge #2: (DACM-S. Slade) COLLEGE RECRUITING Problem Statements

- 1) Pathways does not have a DHA capability following campus recruiting
- 2) Public Notice diminishes targeting efforts for specific demographics

- College Recruiting: The challenge of having the authority to give ‘tentative’ offers to the college students via EHA as opposed the traditional USAJOBS hiring process. It is difficult to keep students interested when industry can hire on college campuses more expeditiously.

Key Takeaway: Components would like the ability to offer On-the-spot, tentative job offers to potential hires but are hindered by the ACWA requirements for lower graded positions. The ACWA requirement makes it more challenging to compete with competitive industry.

No.	Assigned	Action Item	Suspense
Challenge #2 – College Recruiting			
6	Summit Working Group	Create a branding strategy that will attract and retain the workforce following Force of the Future output. Tailor recruitment/hiring pitch to Millennials by describing the DoD mission – “something bigger than themselves they	30-Sep-15
7	DCPAS	Provide a draft version of the OPM Pathway toolkit to be released in September 2015.	31-Aug-15

Challenge #3: (DACM-C. Spisak) HIRING END-TO-END TIME

Problem Statements

- 1) Lack of clear guidance that provides greater flexibility in usage of hiring authorities for targeted hiring groups
- 2) Lack of clear and concise guidance on application of veteran’s preference
 - Hiring End to End Time: The USAJOBS recruitment process tends to be lengthy which makes it difficult to compete with industry in a timely manner.

Key Takeaway: Hiring regulations are not being applied consistently across DoD. There is also concern regarding when the hiring process actually starts and that it takes too long to bring talent on-board.

No.	Assigned	Action Item	Suspense
Challenge #3 – Hiring End-to-End Time			
9	HR-Components and DCPAS	Develop a briefing on the overall HR structure, by Component, to support next Joint Summit. This will include metrics on their workflow, processes, training, etc.	Next Joint Summit
10	HCI / DACMs	Identify best practices from the Air Force and DoN centralized internship hiring programs.	Next Joint Summit
11	HCI / USAF DACM	Leverage on-boarding strategy and implementation of the PEO STRI (Florida) Acquisition Academy.	Next Joint Summit

Challenge #4: (DACM-S. Slade) RECRUITING INCENTIVES

Problem Statement

Varied title 5 interpretations cause challenges with incentive implementation

- Recruiting Incentives: Discussed the options for cash incentives and recruitment bonuses for strong candidates in mission critical fields. These incentives assist with making the Federal Government more enticing as an employer.

Key Takeaway: How do the Components use/offer multiple incentives including Recruitment bonuses, Retention bonuses, incentives, referral bonuses, Student Loan Repayment Program (SLRP, Bonus) as appropriate for top talent?

No.	Assigned	Action Item	Suspense
Challenge 4 – Recruiting Incentives			
12	DCPAS	Communicate existing policy and guidance for incentives across the workforce.	30-Aug-15
13	HCI	ATL must develop it's ACQ DEMO Strategy for the Acquisition Workforce.	31-Mar-16
14	HR	Develop guidance on referral bonuses and other cash incentive offerings.	Next Joint Summit
15	DACMs	Survey regional salaries (leverage Department of Labor products/publications) to determine DoD competitiveness to recruit top talent. Navy has an annual salary subscription to accomplish this goal.	Next Joint Summit
16	HR-Components and DACMs	Establish an IPT to research use of incentives to determine usage.	2QFY16

Challenge #5: (DACM-S. Slade) RETENTION INCENTIVES

Problem Statements

- 1) Retention incentives are limited to situations where employees are “likely to leave Federal service.” Needs to be expanded to cover “likely to leave current organization”
 - 2) Difficult to retain HR professionals, particularly at the entry-level
 - 3) Need to define Department’s “retention problem”
- Retention Incentives: Discussed business case analysis for awarding cash retention incentives to specific demographics in the workforce that are experiencing attrition trends.

Key Takeaway: Need to develop “out of the box” ideas to help retain the workforce. The April 2014 RAND Study on retention reported the Demonstration Project having an 18% greater retention rate than the GS Schedule workforce.

No.	Assigned	Action Item	Suspense
Challenge 5 – Retention Incentives			
17	DCPAS	Provide migration data of personnel leaving and returning to DoD, specifically the Acquisition Workforce to HCI and the DACMs.	Next Joint Summit
18	DCPAS	P&R to provide requirements for the Business case to offer cash retention incentives to a specific demographic (i.e. career group experiencing increase in attrition rate.	Next Joint Summit

Challenge #6: (DACM-M. Deskins) TOPICS: POSITIVE & GRADUATE DEGREE REQUIREMENTS

Problem Statements

- 1) Many occupational series used for DAWIA-coded positions do not have a college degree requirement or include reference to the various specialized acquisition functions found in DoD DAWIA-coded positions
- 2) There is no graduate degree requirement for senior acquisition workforce positions, e.g., Key Leadership Positions
 - Positive and Graduate Degree Requirements: Professionalizing the Acquisition Workforce as one of the key BBP 3.0 initiatives, was a lively discussions with both HCI and DCPAS.

Key Takeaway: The Acquisition Workforce would like to become a degreed workforce in an effort to professionalize the workforce. OPM has the authority to make the positions positive degree requirements. However, OPM hires by occupational series and does not manage by occupational series. As a result, the candidate will meet the occupational series but not the functional community requirements.

No.	Assigned	Action Item	Suspense
Challenge 6 – Positive and Graduate Degree Requirements			
19	HCI and DCPAS	Provide and update on Acquisition and HR communities efforts to collaborate on methods to professionalize the workforce by requiring positive degree requirements. Acquisition community will pursue an “Agency Specific Qualification Standard” to address the requirement for positive degree requirements. The Acquisition community will also compile a list of desired degree types and fields of study. Acquisition will reach out to the DCPAS community for recommendations on methods and data to support a business case for a positive degree requirement. (Options include: creating a new job series, pursue legislation, ensuring OPM and DAWIA match).	Next Joint Summit

Challenge #7: (DACM-C. Spisak) HR / ACQUISITION HIRING MANAGER TRAINING / MENTORING

Problem Statements:

- 1) Varied Knowledge levels of HR and DoD acquisition workforce requirements result in differing interpretations of acquisition unique qualifications and expertise
- 2) Retention of HR professionals, particularly entry-level positions
 - Human Resources / Acquisition Hiring Manager Training / Mentoring: HCI and DCPAS realized they need to work more closely together in the recruiting process to make it more streamlined. We took for action possibly developing training, with the help of DAU, for the HR community on the HR process requirements unique to DAWIA that support the acquisition workforce. We also discussed the possibility of additional HR staffing dedicated to acquisition workforce support.

Key Takeaway: Develop Acquisition unique training/learning modules for HR practitioners and offer training at DAU achieve “cross-pollenization”. A rotation of HR Specialists through the DACM offices would be a mutually great experience for both entities to learn and experience the challenges first hand.

No.	Assigned	Action Item	Suspense
Challenge 7 – HR / Acquisition Hiring Manager Training / Mentoring			
20	HCI, DCPAS, DACMs	Acquisition-specific requirements and establish learning modules on DAWIA hiring needs. DACM offices to encourage relationship building among HR professionals and DACMs. Would also like HR “operators” to understand	2QFY16
21	HR-Components and DACMs	To professionalize the Acquisition and HR communities, consider rotational assignments from HR commands to DACM offices (leveraging DAWDF for TDY funding).	2QFY16
22	HR Components and DACMs	Provide an update on research and identify a path forward for creating an Acquisition Workforce Recruiting and Hiring HR Center of Excellence, may be funded by DAWDF.	Next Joint Summit
23	HR Components	Provide an update to coconsideration of allocating more HR professionals working with the functional community strategic workforce plan to help bridge the gap between both communities.	Next Joint Summit

STRATEGIC WORKFORCE PLANNING and COMPETENCY

MANAGEMENT Presentation (refer to slide-deck) Presented by Patty Kasold and Lisa Mijares

An informational brief on DoD Strategic Workforce Planning process and Competency Management initiatives was presented to the group. There was a general discussion on benchmark periodicity to produce and/or update a Workforce Strategic Workforce Plan.

PARTNERING: ACTION ITEM REVIEW AND WAY FORWARD - Refer to AT&L note tasker “actionable takeaways”.

	A	B	C	D	E
1	Joint Acquisition / Human Resources Summit Ft. Belvoir, DAU Hirsch Conference Center Friday, July 31, 2015				
2	No.	Assigned	Action Item	Remarks	Suspense
3	New Beginnings				
4	1	HR-Components	Disseminate information on New Beginnings (to include performance management information) to the Field. The Components should provide information to the Field, as needed.	Briefed to CPPC on 7 Aug 15. Website live 31 Oct 15	31-Aug-15
5	2	HCI and DCPAS	Consider having an Acquisition customized USAHire Assesment for the DoD Acquisition Workforce and HR, focusing on business acumen. Consider adding 0201 (confirm, HR), 1102 (AWF specific) series and 0346 (AWF) entry-level to the "USA Hire" entry-level list.		1QFY16
6	Challenge #1 - Hiring Authorities (DHA, EHA, HQE, IPA, Pathways)				
7	3	HR-Components and DACMs	Working with the Acquisition Community, HR to benchmark best practices on EHA (authority expires 30 September 2015, NDAA language extends to 2017) to ensure consistency in the manner of which flexibilities are applied.		1QFY16
8	4	DCPAS	Authority Letter and extension and clarifying guidance, in coordination as of 8 September 2015		1QFY16
9	5	HR-Components and DACMs	Hiring managers have the impression that hiring HQEs is too difficult. Identify strategies to address this misconception, also consider relooking the level of expertise required. Facilitate conversations regarding the use of HQEs.		15-Sep-15
10	Challenge #2 – College Recruiting				
11	6	Summit Working Group	Create a branding strategy that will attract and retain the workforce following Force of the Future output. Tailor recruitment/hiring pitch to Millennials by describing the DoD mission – “something bigger than themselves they want to belong to”. Establish a working group.		Next Joint Summit
12	7	DCPAS	Provide OPM Pathway toolkit to be released in FY 16; communication to Pathways Coordinators underway August 2015		1QFY16
13	8	SMART PM and DCPAS	Provide clarification on hiring implementation of the SMART program.		1QFY16
14	Challenge #3 – Hiring End-to-End Time				
15	9	HR-Components and DCPAS	Develop a briefing on the overall HR structure, by Component, to support next Joint Summit. This will include metrics on their workflow, processes, training, etc.		Next Joint Summit
16	10	HCI / DACMs	Identify best practices from the Air Force and DoN centralized internship hiring programs.		Next Joint Summit

	A	B	C	D	E
1	Joint Acquisition / Human Resources Summit Ft. Belvoir, DAU Hirsch Conference Center Friday, July 31, 2015				
17	11	HCI / USAF DACM	Leverage on-boarding strategy and implementation of the PEO STRI (Florida) Acquisition Academy.		Next Joint Summit
18	Challenge 4 – Recruiting Incentives				
19	12	HR Components	Communicate existing policy and guidance for incentives across the workforce.		Next Joint Summit
20	13	HCI	ATL must develop it's ACQ DEMO Strategy for the Acquisition Workforce.		31-Mar-16

	A	B	C	D	E
1	Joint Acquisition / Human Resources Summit Ft. Belvoir, DAU Hirsch Conference Center Friday, July 31, 2015				
21	14	HR	Develop guidance on referral bonuses and other cash incentive offerings.		Next Joint Summit
22	15	DACMs	Survey regional salaries (leverage Department of Labor products/publications) to determine DoD competitiveness to recruit top talent. Navy has an annual salary subscription to accomplish this goal.		Next Joint Summit
23	16	HR-Components and DACMs	Establish an IPT to research use of incentives to determine usage.		2QFY16
24	Challenge 5 – Retention Incentives				
25	17	DCPAS	Provide migration data of personnel leaving and returning to DoD, specifically the Acquisition Workforce to HCI and the DACMs.		Next Joint Summit
26	18	DCPAS	P&R to provide requirements for the Business case to offer cash retention incentives to a specific demographic (i.e. career group experiencing increase in attrition rate).		Next Joint Summit
27	Challenge 6 – Positive and Graduate Degree Requirements				
28	19	HCI and DCPAS	Provide and update on Acquisition and HR communities efforts to collaborate on methods to professionalize the workforce by requiring positive degree requirements. Acquisition community will pursue an “Agency Specific Qualification Standard” to address the requirement for positive degree requirements. The Acquisition community will also compile a list of desired degree types and fields of study. Acquisition will reach out to the DCPAS community for recommendations on methods and data to support a business case for a positive degree requirement. (Options include: creating a new job series, pursue legislation, ensuring OPM and DAWIA match).		Next Joint Summit
29	Challenge 7 – HR / Acquisition Hiring Manager Training / Mentoring				
30	20	HCI, DCPAS, DACMs	Acquisition Community to provide information on talent management processes to expand knowledge of Acquisition-specific requirements and establish learning modules on DAWIA hiring needs. DACM offices to encourage relationship building among HR professionals and DACMs. Would also like HR “operators” to understand the Acquisition Workforce.		2QFY16
31	21	HR-Components and DACMs	To professionalize the Acquisition and HR communities, consider rotational assignments from HR commands to DACM offices (leveraging DAWDF for TDY funding).		2QFY16
32	22	HR Components and DACMs	Provide an update on research and identify a path forward for creating an Acquisition Workforce Recruiting and Hiring HR Center of Excellence, may be funded by DAWDF.		Next Joint Summit
33	23	HR Components	Provide an update to coconsideration of allocating more HR professionals working with the functional community strategic workforce plan to help bridge the gap between both communities.		Next Joint Summit

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