

The Strategic Human Capital Plan is a plan to spur change for the employees of the U.S. Army Sustainment Command. This plan serves as the foundation for ASC to transform the ASC workplace into a high-performing environment where each member is able to perform in a way that maximizes his or her contributions to the mission.

# Strategic Human Capital Plan

U.S. Army Sustainment Command



FISCAL YEAR 2016-2021





***Just like their counterparts in uniform, Army civilians are committed to selfless service in the performance of their duties as illustrated in the Army Civilian Corps Creed:***

### **The Army Civilian Corps Creed**

*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.*

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## LETTER FROM THE COMMANDER

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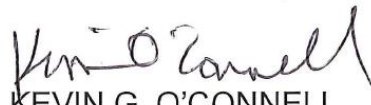
The Army Sustainment Command recognizes the importance of having the right workforce with the right skills and abilities to leverage the workforce to meet increasing and changing mission of our worldwide organization. ASC's assignment is clear, to maximize logistics support to troops on the battlefield. Our people serve as the Army Materiel Command's single face to the field, working with all stakeholders to source Army Materiel requirements according to the Army's priorities and objectives. Our people ensure that we have the strategy and resources – people, budget, technology, and logistics critical to the success of the logistics mission. Without our people, the Army could not procure all the critical supplies, services and systems to support its worldwide mission. We have a big mission, and we could not do it without all of our people working together toward a common goal.

Since people are my number one priority, I asked a team of your peers to develop an ASC Strategic Human Capital Plan which focuses on providing innovative human capital solutions and business practices to recruit, develop, and retain a highly skilled and engaged workforce. In order to compete for talent in a very competitive environment, ASC must be considered an employer of choice.

At the heart of this historic endeavor is the framework for transforming the culture and operations of the Command. We must build a culture of organizational excellence and leader accountability. To do this, business as usual will not deliver necessary reform. We must evolve and change ourselves as a Command. We will be constantly evaluating and reforming the entire Command, its people, its processes, and its leadership to effect necessary changes.

Success comes with hard work, dedication, and perseverance. We commit to you that you are our most important resource and we will demonstrate our commitment to you every day through our actions. As we work together to create a culture of organizational excellence and leader accountability, we expect you to do your part so that we can become widely recognized as an employer of choice with one of the best workforces in America.

***On The Line!***

  
KEVIN G. O'CONNELL  
Major General, USA  
Commanding

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## EXECUTIVE SUMMARY

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The Army Sustainment Command (ASC) Strategic Human Capital Plan (SHCP) focus is on making a difference for the workforce and establishing ASC as an employer of choice. To position ASC on the pathway to organizational excellence, ASC chartered the Strategic Human Capital Plan Team to develop the SHCP. The SHCP is a platform for creating organizational and cultural change through strategic management of ASC's human capital.

The SHCP has four primary goals:

- Goal 1: Acquire and Retain a Professional Workforce
- Goal 2: Effectively Develop, Manage, and Engage Human Capital
- Goal 3: Leader Development
- Goal 4: Communication Plan

During the 2016-2021 timeframe, ASC will execute these four goals through 13 supporting objectives. The SHCP team will use an annual Human Capital Operating Plan (HCOP) to define how ASC will implement, monitor, measure, analyze, and evaluate the SHCP's effectiveness. Through ASC's SHCP Boards, the associated tools, tactics, and metrics will be evaluated to ensure strategic alignment, incorporate the workforce's voice, and ensure continuous process improvement.

Institutionalizing the SHCP requires the commitment of ASC's senior leaders, managers, supervisors, and employees. Together, ASC must take action to reshape its organizational culture to develop into a "conscious organization."

## 1 INTRODUCTION

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The Army's greatest asset is its people. As the Army shapes itself to ensure the joint force can win in a complex world as part of the *Force of 2025 and Beyond* strategy, Army Sustainment Command's (ASC's) workforce must be regarded as the most critical component in the execution of its mission. As such, it is imperative that every leader integrate strategic human capital management into current planning, budgeting, and evaluation processes, while aligning with ASC's mission, vision, and strategic goals.

This Strategic Human Capital Plan (SHCP) is a tool to spur change. This is the time for change - the time to make a difference for the people of ASC and a time for the Army Sustainment Command to become recognized as an employer of choice. This plan serves as the foundation for ASC leaders, Department of the Army civilians, and foreign local national civilians to transform the ASC workplace into a high-performing environment where each member is able to perform in a way that maximizes his or her contribution to the mission.

To effect change, the SHCP team embarked on this effort by focusing on ASC's human capital core values. We believe every member of ASC must commit to the below values to successfully transform the organization:

### Human Capital Core Values

- People are our most valuable asset
- Treat employees as individuals and make them feel valued
- Respect and care for each other, your team, and your organization
- Sustain a healthy, resilient, and engaged workforce
- Integrity, transparency, and accountability define our character
- Embrace change and encourage innovation
- Create an enjoyable environment filled with discovery and collaboration
- Commitment to excellence

## 2 ASC OVERVIEW

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ASC provides sustainment level logistics by synchronizing Acquisition, Logistics, and Technology support from the strategic through the operational to the tactical level.

A major subordinate command of the U.S. Army Materiel Command (AMC), ASC serves as the single face to the field for sustainment logistics, forming a Materiel Enterprise that integrates acquisition, logistics, and technology to protect, equip, and sustain joint and coalition forces.

Today, ASC provides the Army with worldwide support by acquiring the equipment, supplies, and services vital to the warfighter's mission and well-being. As a worldwide business enterprise, ASC employs over 7,500 civilians, local nationals, and soldiers in more than 100 locations worldwide.

## **MISSION**

Provide globally responsive strategic logistics capability and materiel readiness to enable Combatant Commanders to conduct the full range of military operations.

## **VISION**

Be the Army Materiel Command's single face to the field to synchronize and execute strategic and tactical logistics.

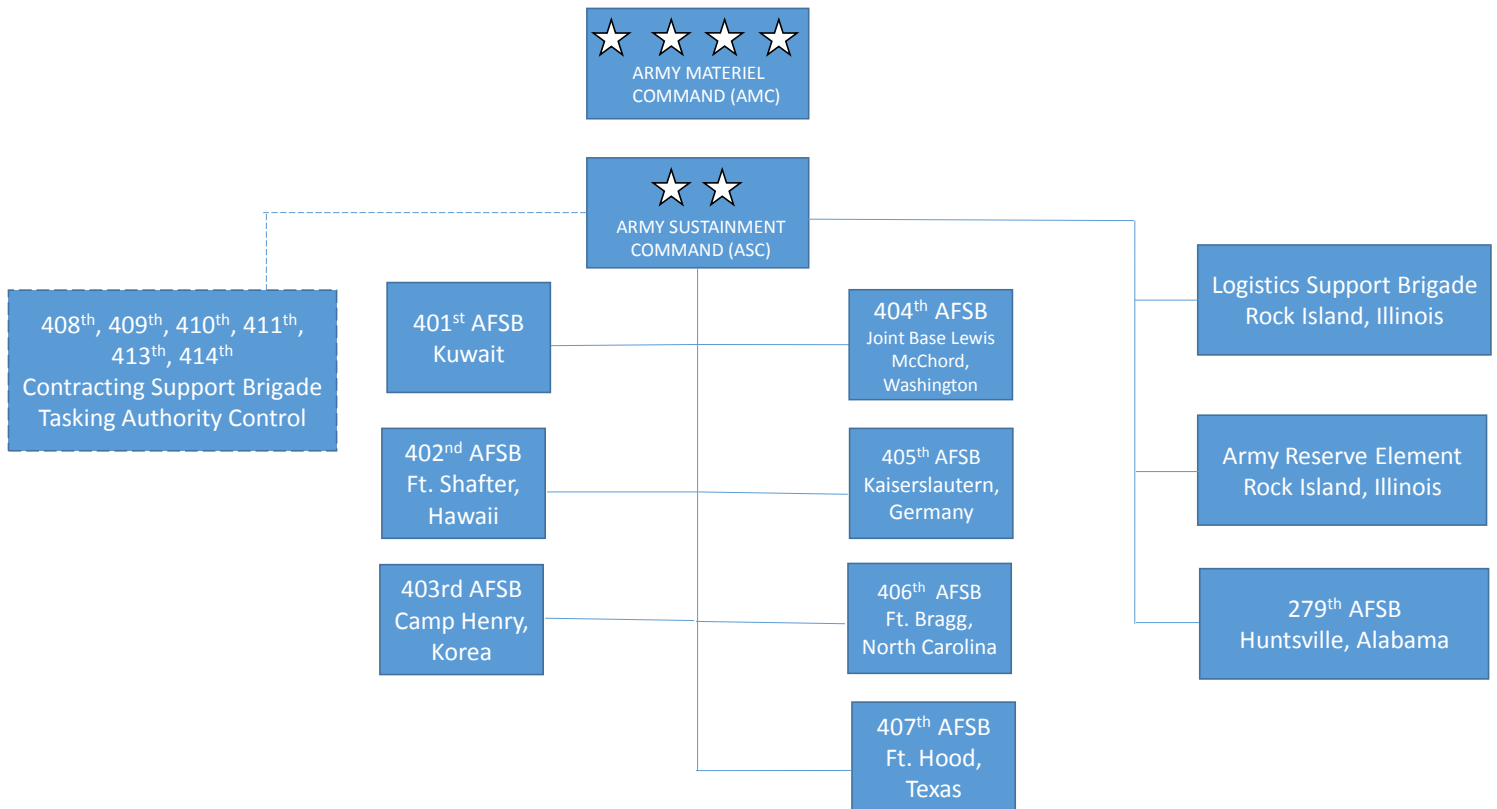
## **STATEMENT OF PURPOSE**

Our ASC Strategic Human Capital Plan is to direct our efforts toward strategic goals and objectives required in order to implement the Command's mission, vision, and intent. This plan is grounded in the fundamental concepts of core competencies and strategic goals. This plan identifies those farther-reaching initiatives that will lead to ASC transformation while adapting to meet the future needs of the Army. As we look forward, it becomes important for us to break these efforts into achievable and relevant areas of accomplishments.

Headquartered at Rock Island Arsenal, ASC is a two-star Command with seven subordinate Army Field Support Brigades, 19 Army Field Support Battalions and 76 Logistics Readiness Centers.

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## ASC ORGANIZATIONAL STRUCTURE



## ASC STRATEGIC Goals

- Goal 1: Acquire and Retain a Professional Workforce
- Goal 2: Effectively Develop, Manage, and Engage Human Capital
- Goal 3: Leader Development
- Goal 4: Communication Plan

ASC's Strategic Plan specifically highlights the critical role of human capital through its objectives, which include improving workforce competencies, increasing workforce resiliency, and improving stakeholder satisfaction.

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## ASC COMMANDING GENERAL'S (CG) PRIORITIES

The ASC CG reinforced the need for integration and alignment of programmatic plans with human capital planning through his priorities:

CG Priorities	CG Outcomes
<b>Support to Deployed Forces</b>	Ensure a properly trained and ready force capable of supporting operational forces. We must focus on our ability to sustain the joint warfighter through periods of conflict. We must become a global footprint capable of meeting the combatant commander's requirements.
<b>Provide Globally-Responsive Readiness</b>	ASC is focused on developing our capabilities while delivering global readiness. ASC must be prepared to integrate, synchronize, and execute logistics operations to enable unit readiness.
<b>Build and Empower Leaders</b>	We must ensure the workforce has proper training, the right experience, and the necessary skills they need to perform. We also need to focus on creating an environment that encourages our workforce to grow, excel, and become the leaders of the future.
<b>Take Care of People and Families</b>	Taking care of employees is of utmost importance. Employees who know they are taken care of and respected will take care of their leaders and the mission. Our leaders must take care of their employees.
<b>Strengthen Command Climate</b>	Behaviors in the workplace can range from subtle to cumulative to dramatic, and their behaviors can influence whether individuals feel personally safe, listened to, valued, and treated fairly and with respect. It is my goal to make it a priority that every employee feels safe, valued, and respected.

### 3 HUMAN CAPITAL ENVIRONMENT

The human capital environment plays a significant role in the recruitment, engagement, morale, and retention of the workforce. As ASC seeks to become the employer of choice, ASC structured the SHCP in order to drive reform, mitigate the challenges, and close the gaps that affect the Command's current human capital environment.

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## INFLUENCING FACTORS

Multiple external factors affect overall employee satisfaction within ASC. Some of the factors include but are not limited to: sequestration, constrained resources, hiring restrictions, increased workload, Army downsizing, highly competitive labor market, cyber security threats, perception of civil service, and increasing bureaucratic processes.

Below, ASC outlines the most critical factors affecting the organization from an external perspective as well as the Command's internal strengths and challenges.

## WORKFORCE DEMOGRAPHICS

(see Appendix A for additional Workforce Demographics)

### Multiple Generation Workforce

To understand how to overcome the challenges within the workforce, ASC must first define the characteristics of its workforce to implement the key initiatives that will drive organizational change. ASC's workforce is comprised of over 4,300 civilians across four generations: Traditionalists, Baby Boomers, Generation X, and Generation Y/Millennials.

#### Generational Timeline



What Each Generation Wants from their Organization			
<ul style="list-style-type: none"> <li>Build a legacy</li> <li>Satisfied with job well done</li> <li>Being respected</li> </ul>	<ul style="list-style-type: none"> <li>Build a stellar career</li> <li>Advancement</li> <li>Title recognition</li> <li>Being valued and needed</li> <li>Money</li> </ul>	<ul style="list-style-type: none"> <li>Build a portable career</li> <li>Freedom</li> <li>Removal of rules</li> <li>Continuous learning</li> <li>Time off</li> <li>Money</li> </ul>	<ul style="list-style-type: none"> <li>Build parallel careers</li> <li>Meaningful work</li> <li>Working with bright people</li> <li>Increased responsibility</li> <li>Time off</li> <li>Money</li> </ul>

With multiple generations in the workforce, ASC must acknowledge how generational differences affect communication, recruiting, teamwork, and employee engagement. Despite retirement eligibility, Traditionalists and Baby Boomers have historically chosen to remain in the workforce beyond retirement eligibility, which poses both opportunities and challenges.

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### **Aging Workforce**

The ASC workforce spans approximately 70 years, ranging from age 20 to 87. The average age of the ASC workforce is 52. As of February 2016 22% of the ASC workforce is eligible to retire, ASC must invest in workforce training and development strategies to mitigate the loss of knowledge and talent in order to successfully accomplish the ASC mission.

### **Attrition Rate**

By analyzing attrition data and conducting exit interviews and workforce satisfaction surveys, our goal is to identify issues and trends influencing attrition. This information will be used to engage with supervisors/managers as well as the workforce to better understand issues and craft specific initiatives to reduce unwanted attrition. The collection of specific metrics and trend data will enable the evaluation of the effectiveness of initiatives and hold supervisors accountable for fostering a workplace that encourages employee satisfaction, engagement, and retention.

### **Education**

A summary of the education levels of current ASC civilian employees indicates that approximately 27% have an undergraduate (Bachelor) degree or higher. Making programs available which support employees in terms of work/life factors such as education will enhance ASC's ability to attract and retain talent. With dynamic approaches to employee education, training, and developmental experiences, these actions will produce an agile, adaptive, and engaged ASC workforce.

### **Career Programs**

ASC employees are assigned across the full spectrum of career programs. The three largest career programs represented across the Command are Supply Management (13), Material Management (17), and Transportation and Distribution Management (24). Further information regarding career programs can be found in Appendix A, Workforce Demographics.

### **Diversity**

In addition to multiple generations, ASC must attract and cultivate a diverse workforce and integrate diversity inclusion throughout all processes. Diversity encompasses the different attributes, experiences and backgrounds of our soldiers, civilians, and family members that will further enhance our global capabilities and contribute to an adaptive and culturally astute Army. This plan will be acted upon in conjunction with the Diversity and Inclusion Strategic Plan which can be found on the ASC website at

<https://asc.aep.army.mil/sites/eeo/default.aspx>.

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## 4 TAKING ACTION: STRATEGIC HUMAN CAPITAL PLAN IMPLEMENTATION

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Through SHCP implementation, ASC will implement numerous changes to help meet ASC strategic goals and overcome the obstacles affecting human capital. By continuously soliciting and incorporating input from employees, managers/supervisors, and leaders and working collaboratively with commands and centers across the enterprise, ASC can ensure effective programs and actions are identified and implemented to achieve its strategic human capital goals as described in this SHCP.

## 5. STRATEGIC HUMAN CAPITAL GOALS & MEASUREMENTS

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### GOAL 1: Acquire and Retain a Professional Workforce

The Command's single greatest asset is its people. ASC's success is dependent upon acquiring and retaining a professional workforce to support and advance the Command's mission. ASC must demonstrate a "people first" philosophy throughout the Command's mission, goals, organizational objectives, strategic plans, performance plans, and budgets in order to achieve full integration.

#### **Desired Outcome**

**The acquiring and retention of talented employees focuses on the ability to accomplish ASC mission by strengthening our efforts and using flexibilities to acquire and retain talent. ASC must make an investment in its workforce to meet its organizational needs.**

#### **Objective**

- 1.1. Recruit the right employee with the right skills doing the right job in the right place at the right time

#### **Measures**

- Managers trained on how to determine competencies
- Managers review position descriptions (PD) annually to identify competencies and assure accuracy of PDs
- Decrease recruitment fill time and demonstrate progress toward the 80-day hiring timeline in concert with the hiring reform of 2010

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- Policies implemented to reduce hiring time; policies reviewed annually and updated as necessary
- Managers trained on merit principles, prohibited personnel practices, non-competitive hiring authorities, competitive recruitment process, etc.
- All new supervisors trained on soft skills and core leadership competencies within six months of becoming a new supervisor
- FEV Survey (Q21): My work unit is able to recruit people with the right skills

### **Objective**

1.2. Recruit from a diverse qualified group of potential applicants to acquire a high-performing workforce drawn from all segments of society

### **Measures**

- Increase the annual number of outreach efforts
- All positions being filled external to DA are cleared through the Always a Solider Program and Wounded Warrior Program
- Managers trained on various types of outreach efforts
- EEO to provide semi-annual statistical data to managers on minorities in the workforce in order to determine where deficiencies exist
- FEV Survey (Q34): Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity, mentoring)
- FEV Survey (Q45): My supervisor is committed to a workforce representative of all segments of society
- FEV Survey (Q55): Supervisors work well with employees of different backgrounds

### **Objective**

1.3. Establish a Civilian Acculturation Program

### **Measures**

- New hires attend civilian acculturation program
- New federal employees complete CES foundation course on-line within 12 months of EOD
- Supervisors GS-13 and above register and complete (if available) CES Advanced course

## Objective

1.4. Increase retention by understanding, minimizing, and overcoming effects of workforce challenges

### Measures

- New employees receive entrance survey/interview
- Employees receive annual stay survey
- Employees departing for an organization outside of ASC receive exit survey/interview
- Establish annual sensing sessions to determine if retention issues exist
- Decrease in negative feedback on exit survey responses
- Increase in training opportunities to gain knowledge of ASC mission
- Lower than Army attrition rate
- Increase in Wellness Program participation
- FEV Survey (Q4): My work gives me a feeling of personal accomplishment
- FEV Survey (Q5): I like the kind of work that I do
- FEV Survey (Q42): My supervisor supports my need to balance work and other life issues
- FEV Survey (Q69): Considering everything how satisfied are you with your job

## GOAL 2: Effectively Develop, Manage and Engage Human Capital

Maximum organizational effectiveness is attained by enhanced employee engagement and by strategically leading the ASC workforce. Obtaining and retaining talent is only the first step in achieving strong results. The way in which ASC's valuable human capital resources are deployed, managed, and supported plays a crucial role in the overall effectiveness of the organization in delivering its mission results.

To foster a heightened connection between employees, their work and the mission, ASC must ensure employees find personal meaning in their work, take pride in their work and the organization, and believe they are valued contributors.

### Desired Outcome

**To have fully engaged, appreciated, and empowered employees who are informed, satisfied with their jobs, and have a clear sense of purpose in how they contribute to the ASC mission.**

## **Objective**

2.1 Promote continuous learning throughout an employee's career

### **Measures**

- Percent of Employees with current Individual Development Plan (IDP)
- Percentage of managers trained on developing IDPs and soft skills
- Annual survey of numbers and types of degree programs ASC employees are pursuing or have completed
- Increase in the number of employees pursuing training opportunities
- Increase in the number of mentees/mentors participating in the formal mentor program
- Training data shows increase in number of career-enhancing courses completed by employees
- FEV Survey (Q18): My training needs are assessed
- FEV Survey (Q27): The skill level in my work unit has improved in the past year
- FEV Survey (Q47): Supervisors in my work unit support employee development
- FEV Survey (Q68): How satisfied are you with the training you receive for your present position

## **Objective**

2.2. Build commitment and enthusiasm through appreciation and empowerment

### **Measures**

- Annual review of type, number, frequency of ASC workforce receiving awards and number of recognition awards
- Supervisors trained on evaluations, rewarding employees, and work/life flexibilities
- FEV Survey (Q2): I feel encouraged to come up with new and better ways to do things
- FEV Survey (Q30): Employees have a feeling of personal empowerment with respect to work processes
- FEV Survey (Q32): Creativity and innovation are rewarded

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## Objective

2.3. Utilize appropriate programs in order to align the organization to meet mission needs

## Measures

- Number of placements via NDOS or VAPP (when applicable)
- On-board strength is in line with authorizations, resulting in lower percentage of over hires in the Command

## GOAL 3: Leader Development

Leadership must provide the committed, consistent, and inspired attention needed to address human capital and related organizational transformation issues. An effective organization includes a senior leadership team that is committed to developing more effective ways of doing business, accomplishing results, and investing in human capital.

### Desired Outcome

To develop leaders and talented employees at all levels within ASC to help achieve operational success through engagement, collaboration, innovation, and creativity.

## Objective

3.1 Identify and document leadership competencies and gaps to create a pipeline for leadership succession

## Measures

- Number of individuals participating in Senior Enterprise Talent Management, Enterprise Talent Management, and Enterprise Emerging Leaders Programs
- Number of ASC employees who participate in new leader development program
- Number of ASC employees who participate in Civilian Education System (CES)
- Number of ASC employees who are hired into leadership positions
- Number of organizations within ASC that have established a succession plan for all leadership positions
- Number of supervisors who participate in 360 Survey assessment
- FEV Survey (Q43): My supervisor provides me with opportunities to demonstrate leadership skills

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## Objective

3.2. Leaders foster increased cooperation, inclusion, collaboration, and critical thinking among subordinates in order to make informed decisions

## Measures

- Annual Survey of type and number of individuals who participate in Command-sponsored events
- Number of cross-functional opportunities available for employees
- Number of lunch-and-learn sessions to discuss various ASC topics
- Inclusion champion appointed for each staff section and each AFSB
- FEV Survey (Q19): In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels
- FEV Survey (Q44): Discussions with my supervisor about my performance are worthwhile
- FEV Survey (Q56): Managers communicate the goals and priorities of the organization
- FEV Survey (Q58): Managers promote communication among different work units (for example, about projects, goals, needed resources)
- FEV Survey (Q64): How satisfied are you with the information you receive from management on what is going on in your organization

## Objective

3.3. Leaders create a culture where the workforce is fully engaged in all aspects of organizational excellence, leader accountability, learning, collaboration, work/life balance, engagement, and customer focus

## Measures

- Annual survey of type, number, and frequency of ASC team-building events
- Increase number of positive responses on stay survey in regard to employee empowerment
- Supervisor complete training in soft skills
- FEV Survey (Q42): My supervisor supports my need to balance work and other life issues
- FEV Survey (Q62): Senior leaders demonstrate support for work/life balance

## GOAL 4: Communication Plan

Effective employee-management communication is very important to overall organizational success. Communication must be at the heart of every effort to inform and influence key audiences in support of ASC mission. ASC seeks to achieve this influence by understanding and engaging employees with coordinated programs, plans, messages, and products synchronized with the actions of leaders.

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### **Desired Outcome**

**Communication is key! To have fully engaged, appreciated, and empowered employees who are informed and satisfied with their jobs and have a clear sense of purpose as to how they contribute to the ASC mission.**

### **Objective**

4.1. Increase workforce knowledge of opportunities available on various topics within ASC

### **Measures**

- Opportunities posted on SharePoint portal such as training opportunities, developmental assignments, ASC Command events, etc.
- Number of monthly visits to SharePoint portal
- Training data shows increase in career-enhancing courses completed by employees
- Positive employee feedback on effectiveness of communication (Survey)

### **Objective**

4.2. Conduct and publicize town halls, CG walkabouts, lunch and learn sessions, senior leader engagements (such as Leader Professional Development (LPD), Command site visits, etc. in order to keep employees informed of ASC activities and mission

### **Measure**

- Increased participation in LPDs, Lunch-and-Learns, town halls, etc.

### **Objective**

4.3. Develop and market SHCP goals and annual action plan

### **Measures**

- Distribute and market materials throughout command
- Utilize email, Janus board, SharePoint to disseminate information regarding the SHCP

## **6. STRATEGIC HUMAN CAPITAL BOARD**

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To transform ASC into an employer of choice, ASC will institutionalize execution of the plan under the auspices of a guiding Strategic Human Capital Board. The process begins with the employees. Recommendations and concerns from employees will be reviewed and acted upon. As action items, trends, and ideas surface, the board will engage senior leadership, directors, human resources practitioners, and other stakeholders. As part of the SHCP, we have instituted a “You Speak - We Listen” campaign. Everyone is encouraged to submit their ideas to the board via email or discussing their concerns with the Board.

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## 7. NEXT STEPS

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The SHCP is ASC's tool to spur change. As mentioned, this change starts with you – the people of ASC. You must take an individual responsibility by adopting the SHCP core values and understand that ASC is working hard to support our people and reshape our organizational culture.

Upon development of the SHCP, the HCOP will further describe the tools, tactics, and techniques the organization will use to implement, monitor, measure, analyze, and evaluate the plan's effectiveness. Tools and tactics may change from year to year to ensure continuous process improvement. Together, these two documents will help forge new human capital management successes by leveraging expertise throughout the command.

Institutionalizing the SHCP and the HCOP requires the commitment of ASC's senior leaders, managers, supervisors, and employees. It will require a unified effort to fully realize the goals outlined in this plan to create a conscious organization. Over time, ASC will become a more engaged, highly-skilled, and diverse workforce that delivers results on behalf of the Army and its stakeholders.

## APPENDIX A: DEMOGRAPHICS

\*data as of Feb 2016

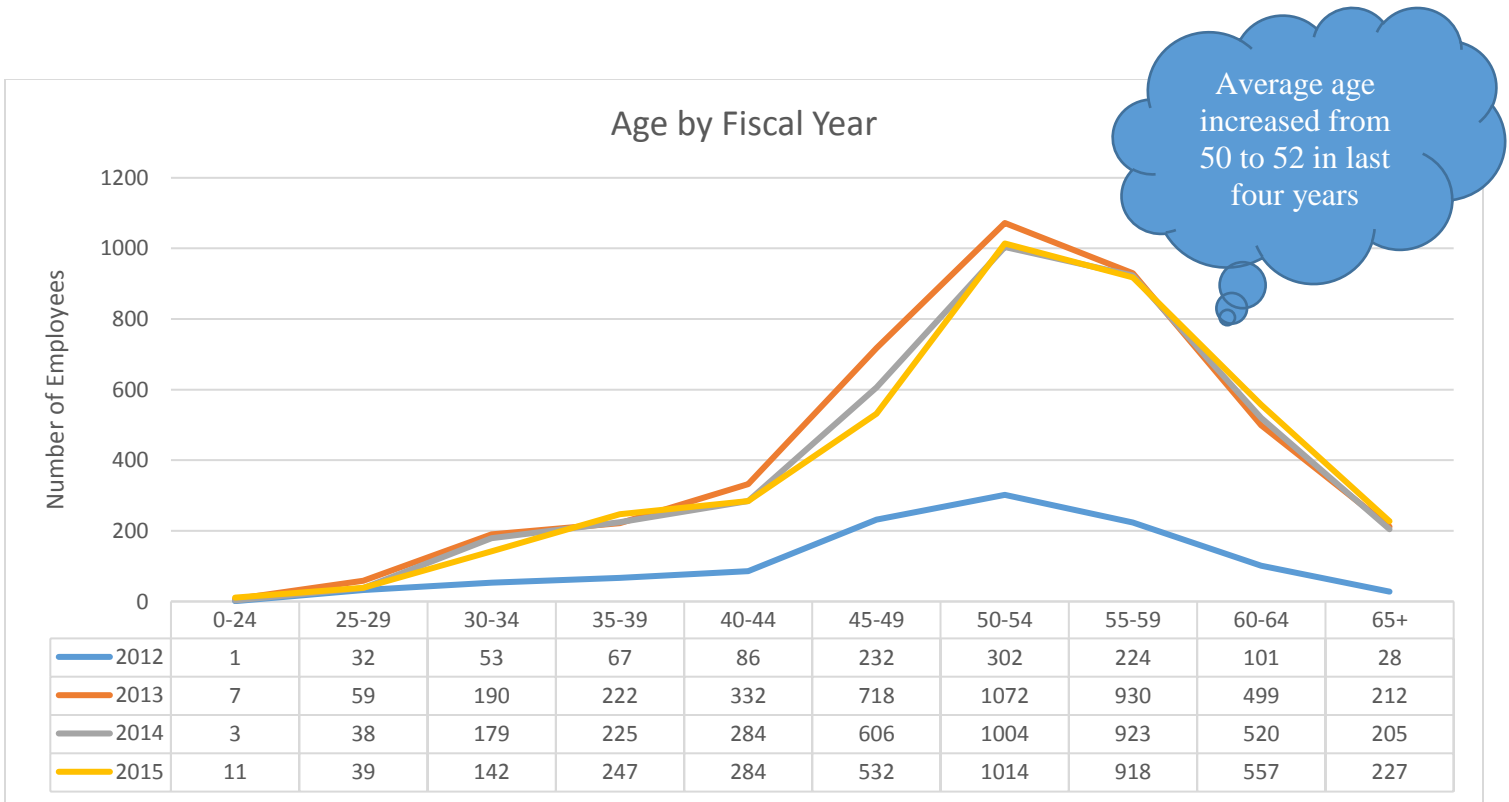
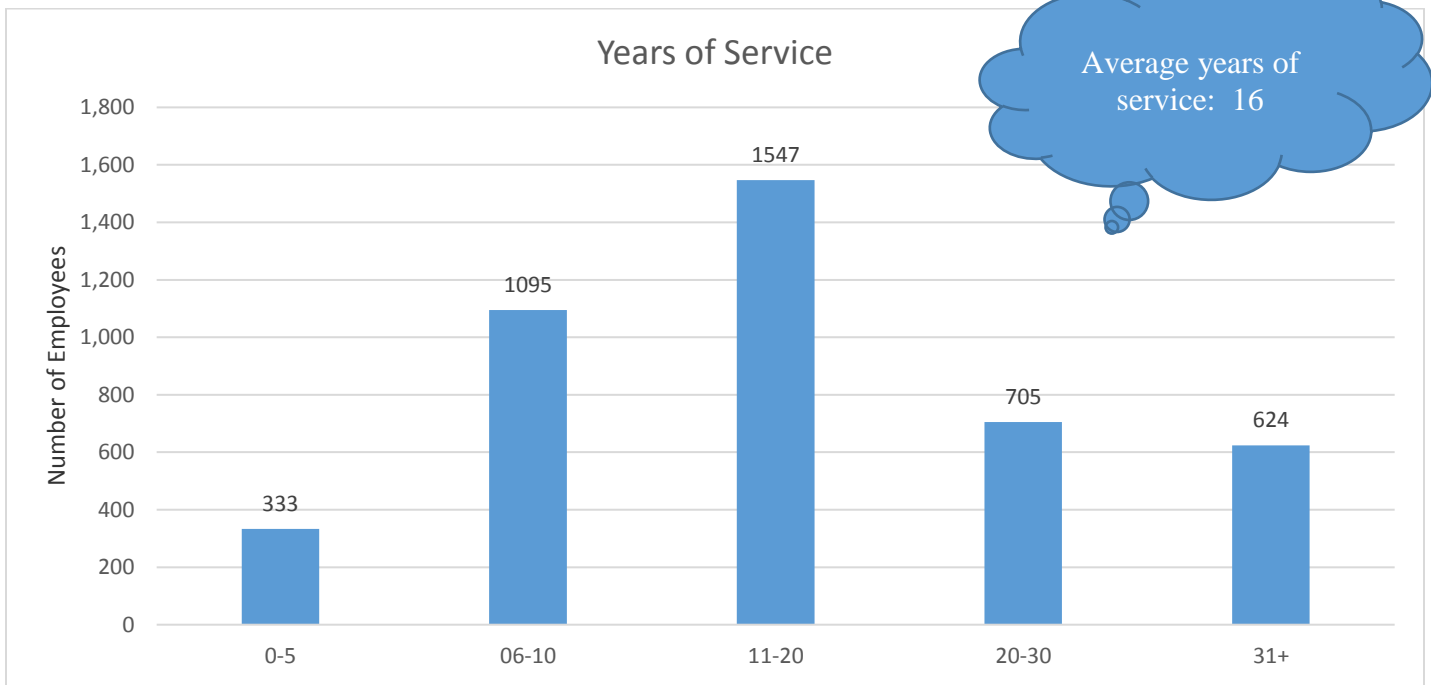


Average age:  
52

### Career Program Assignments

CP #	CAREER PROGRAM (CP)	Employee Count	% of ASC Workforce	AVG Age	AVG YOS
10	CIVILIAN HUMAN RESOURCE MANAGEMENT	26	0.60%	46.68	20.12
11	COMPTROLLER	185	4.30%	49.80	19.57
12	SAFETY & OCCUPATIONAL HEALTH MANAGEMENT	20	0.46%	53.19	12.95
13	SUPPLY MANAGEMENT	1540	35.78%	52.86	16.25
14	CONTRACTING AND ACQUISITION	46	1.07%	55.28	22.07
15	QUALITY AND RELIABILITY ASSURANCE	124	2.88%	54.06	16.69
16	ENGINEERS & SCIENTISTS (NON-CONSTRUCTION)	9	0.21%	52.89	22.11
17	MATERIAL MAINTENANCE MANAGEMENT	921	21.40%	53.03	16.51
18	ENGINEERS & SCIENTISTS (RESOURCES & CONSTRUCTION)	40	0.93%	51.86	16.65
19	PHYSICAL SECURITY & LAW ENFORCEMENT	11	0.26%	52.10	20.27
20	QUALITY ASSURANCE SPECIALISTS (AMMUNITION SURVEILLANCE)	59	1.37%	50.91	17.92
22	PUBLIC AFFAIRS AND COMMUNICATIONS MEDIA	6	0.14%	53.53	21.33
24	TRANSPORTATION & DISTRIBUTION MANAGEMENT	753	17.50%	53.15	16.69
26	MANPOWER AND FORCE MANAGEMENT	41	0.95%	50.70	17.80
27	HOUSING MANAGEMENT	1	0.02%	41.50	9.00
28	EQUAL EMPLOYMENT OPPORTUNITY	3	0.07%	48.08	24.67
29	INSTALLATION MANAGEMENT	39	0.91%	49.70	14.95
31	EDUCATION SERVICES	1	0.02%	36.00	17.00
32	TRAINING, CAPABILITIES & DOCTRINE WARFIGHTING DEV	16	0.37%	51.09	14.69
33	AMMUNITION MANAGEMENT	93	2.16%	50.55	14.63
34	INFORMATION TECHNOLOGY MANAGEMENT	82	1.91%	52.48	17.62
35	INTELLIGENCE	12	0.28%	52.67	17.92
36	ANALYSIS, MODELING AND SIMULATION	5	0.12%	49.52	17.40
50	MILITARY PERSONNEL MANAGEMENT	12	0.28%	50.71	13.67
51	GENERAL ADMINISTRATION & MANAGEMENT	208	4.83%	53.83	19.59
53	MEDICAL	5	0.12%	50.55	6.00
55	INSPECTOR GENERAL (IG)	2	0.05%	59.50	3.50
56	LEGAL	38	0.88%	51.49	17.87
60	FOREIGN AFFAIRS & STRATEGIC PLANNING	4	0.09%	55.46	17.75
61	HISTORIAN, MUSEUM CURATOR	2	0.05%	50.04	8.50
	<b>Grand Total</b>	<b>4304</b>	<b>100.00%</b>	<b>52.71</b>	<b>16.81</b>

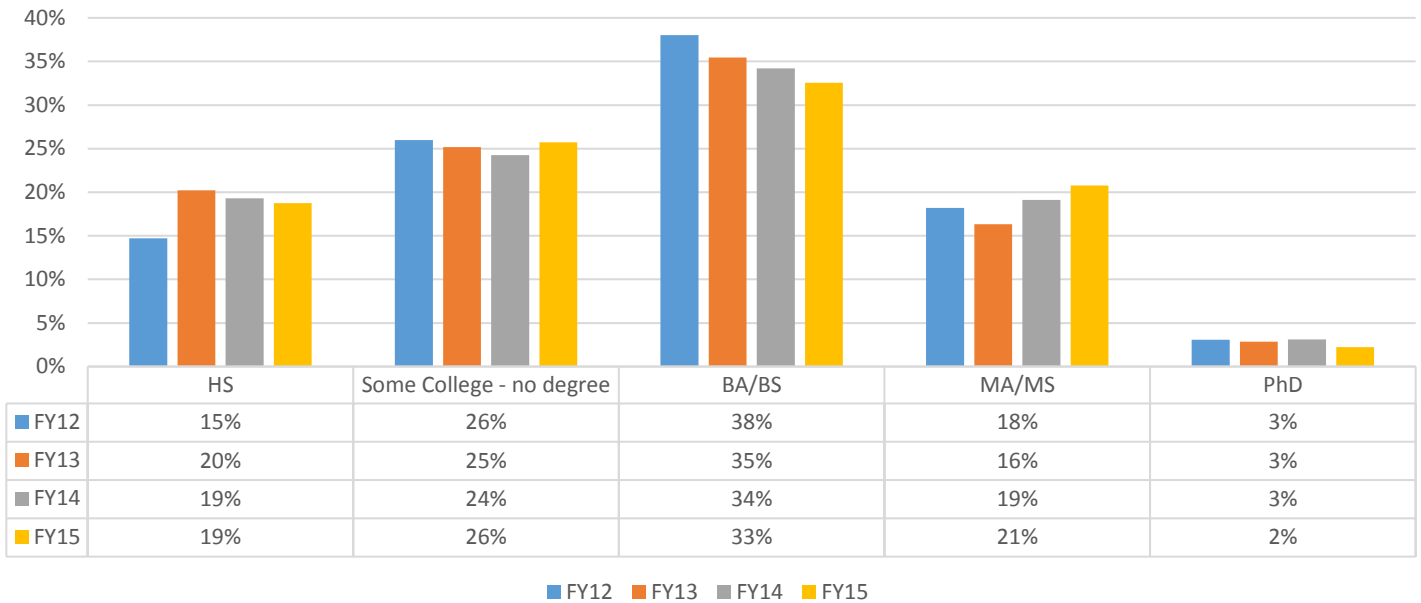
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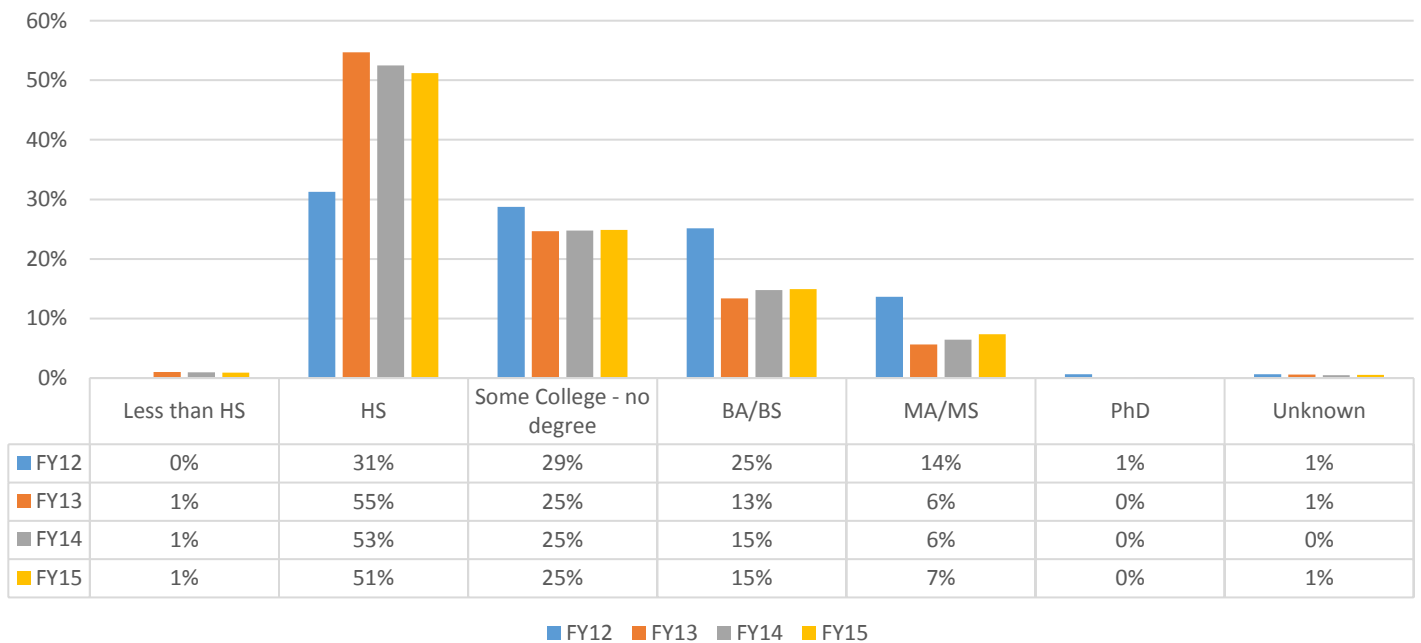
Note: LRCs realigned to ASC in October 2012.

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### Education by Fiscal Year - HQ



### Education by Fiscal Year - AFSB and Subordinate Organizations

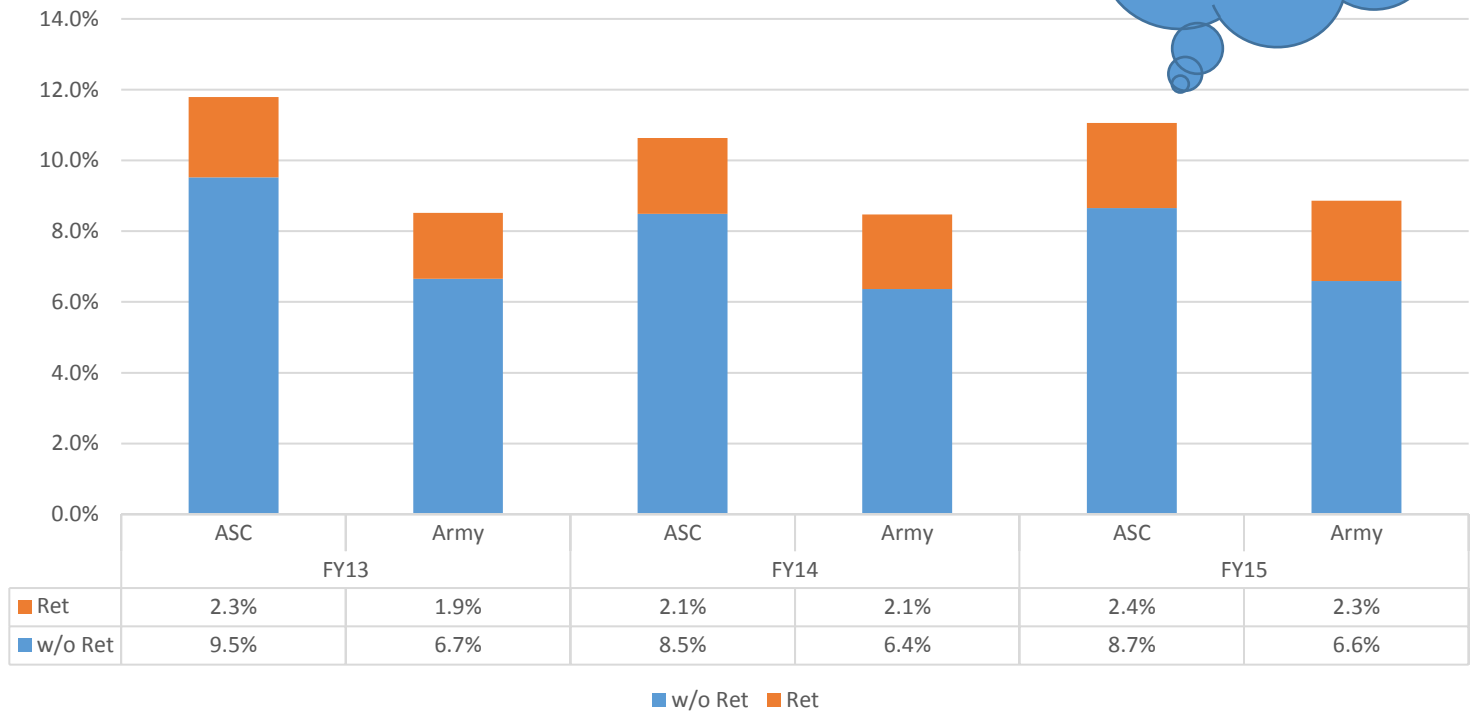


Note: Education is an element typically recorded at time of hire and at the employee's initiative thereafter. As a result, these education statistics should be treated as lower bounds of the true education attainment of the ASC workforce. LRCs realigned to ASC in October 2012.

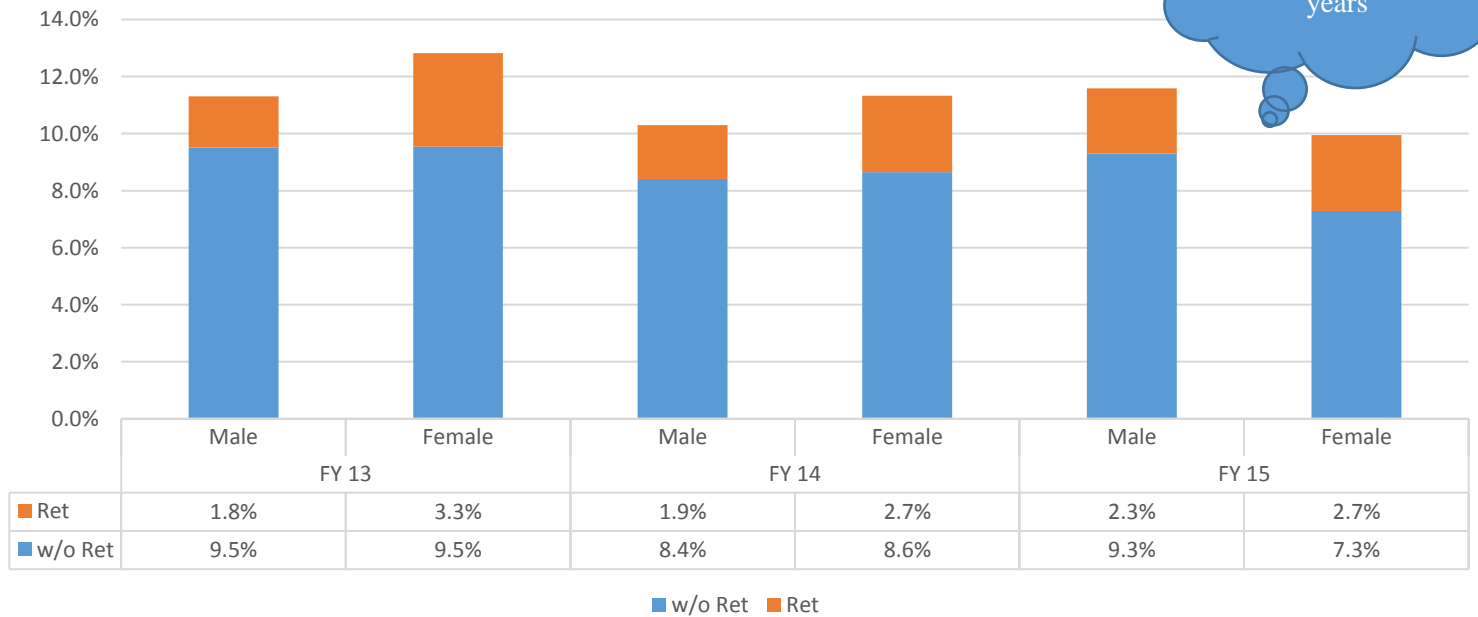
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Average ASC attrition rate is 2.4% above DA attrition rate

### ASC Civilian Workforce Attrition Rate by Fiscal Year



### ASC Civilian Attrition Profile by Gender and Fiscal Year

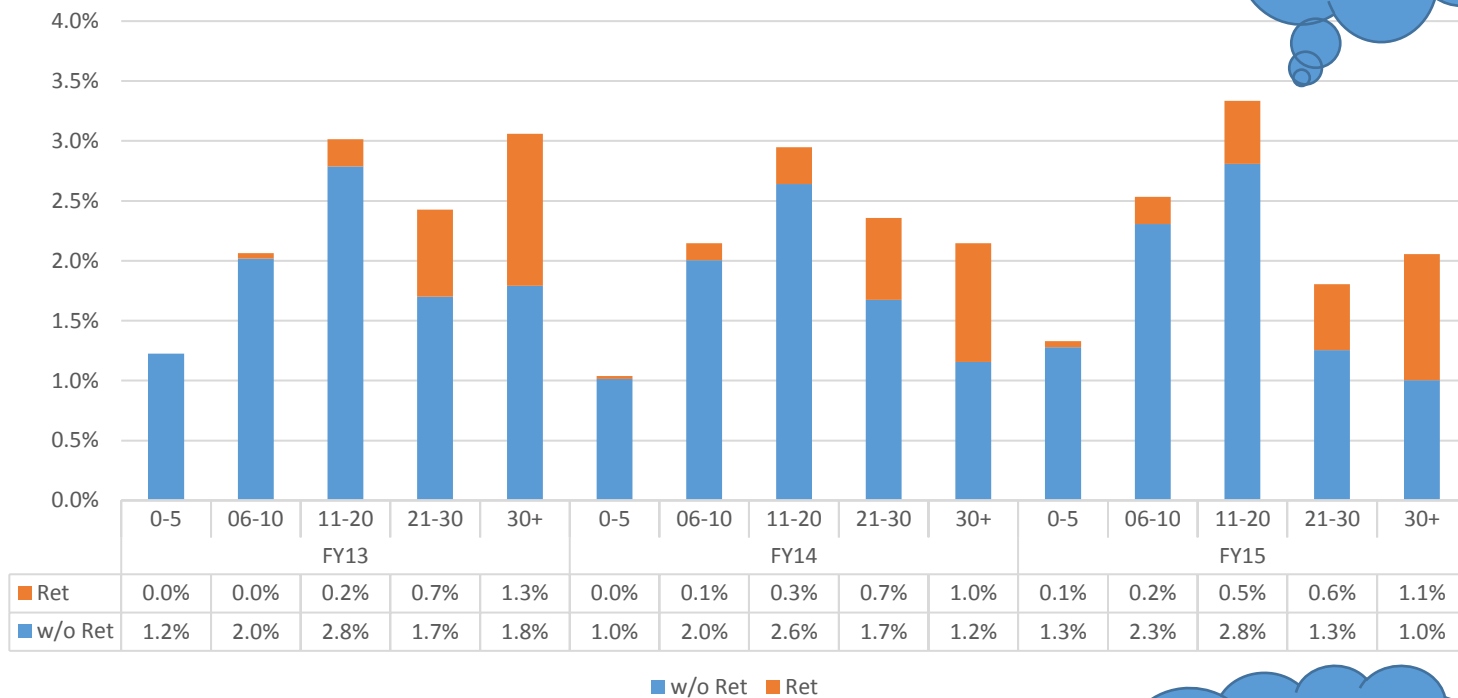


Female attrition rate decreased by 2.2% in last two years

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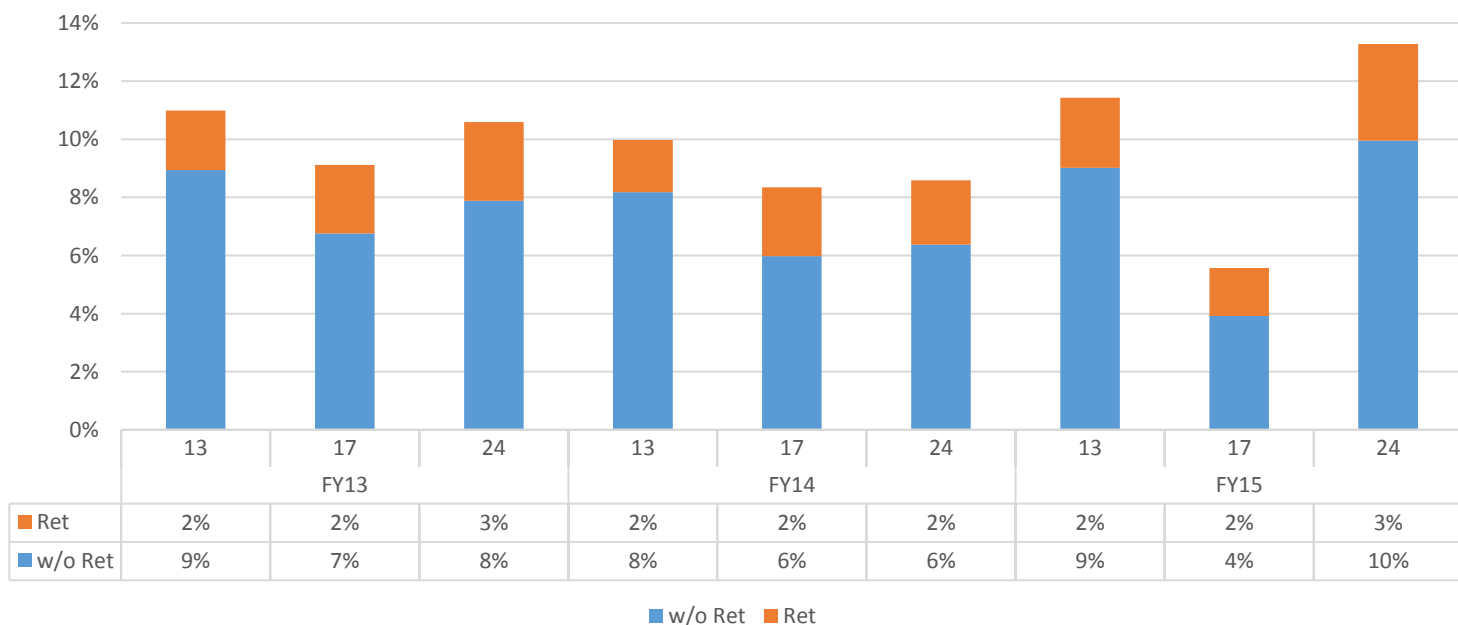
Attrition rate peaks during mid-career

## ASC Civilian Attrition Profile by Years of Service and Fiscal Year



CPs 13, 17, and 24 encompass 75% of the ASC workforce

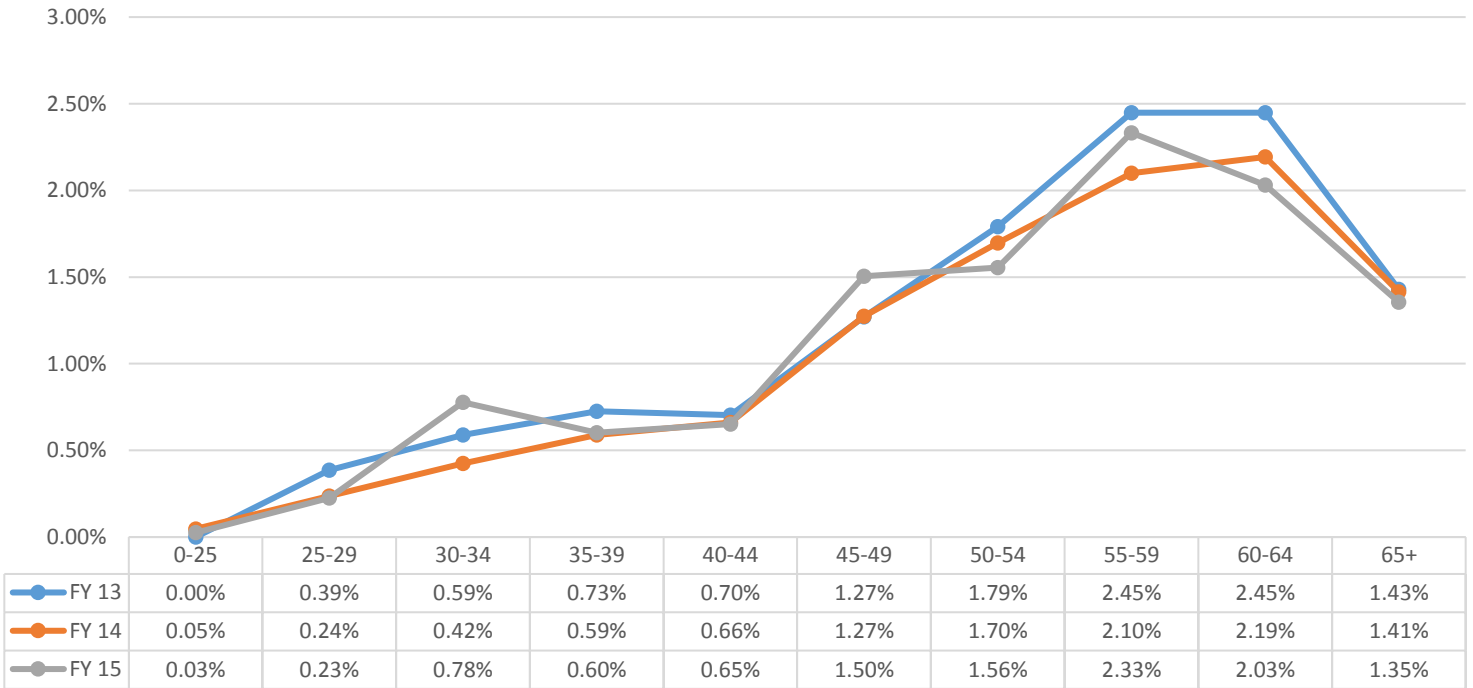
## ASC Career Programs 13 (Supply Management), 17 (Material Maintenance Management), 24 (Transportation Management) Attrition Rate



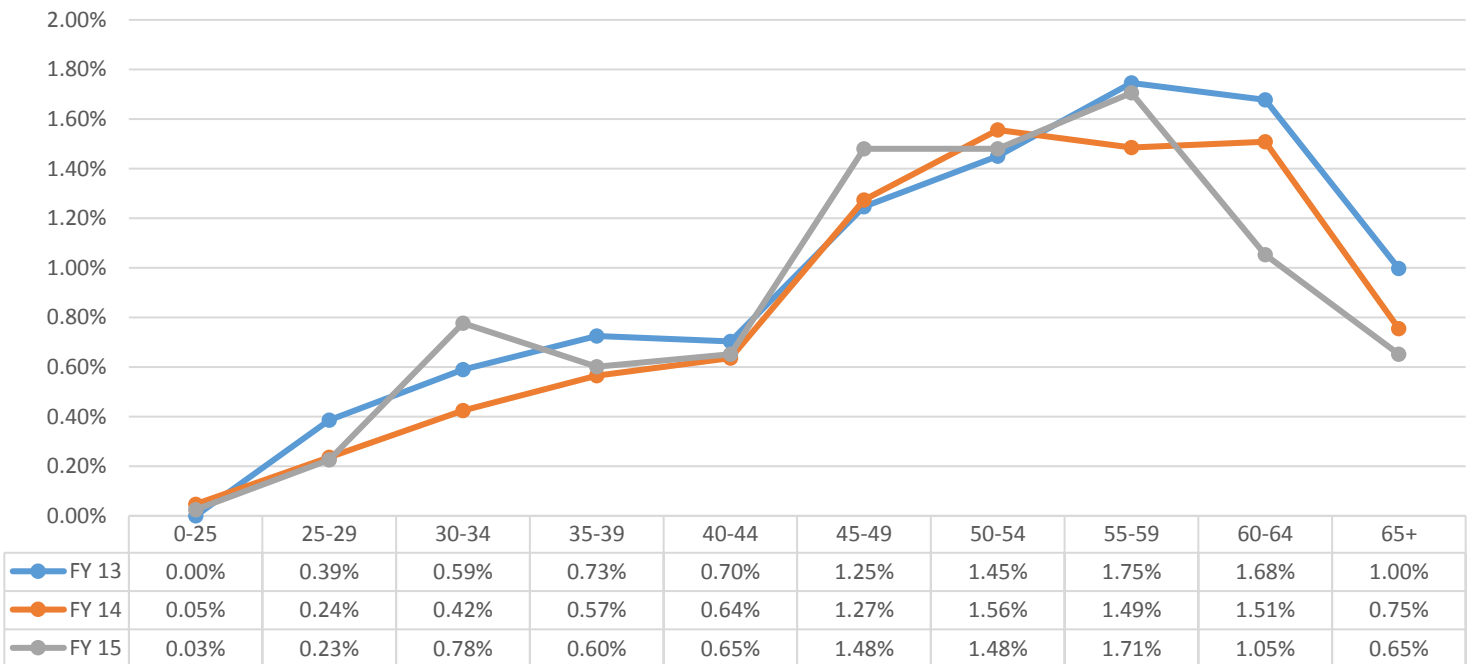
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ASC Civilian Attrition Rate by Age Group and Fiscal Year

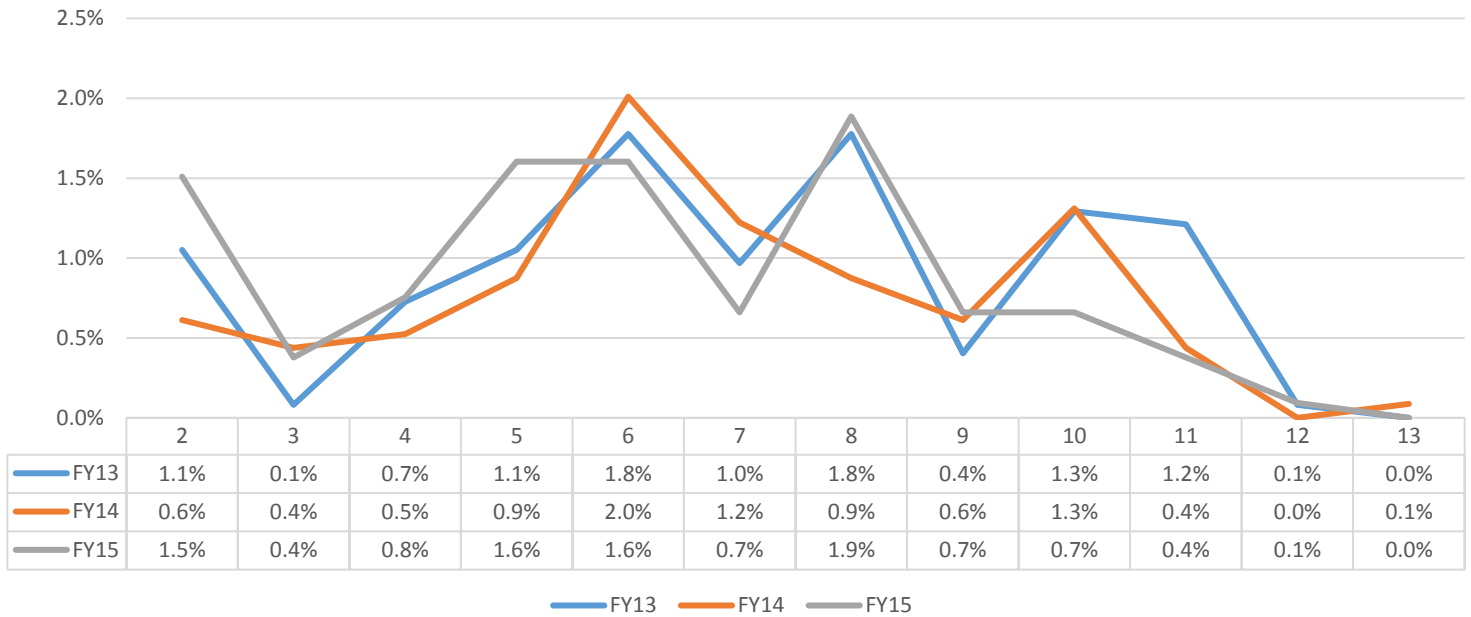


ASC Civilian Attrition Rate by Age Group and Fiscal Year without Retirements

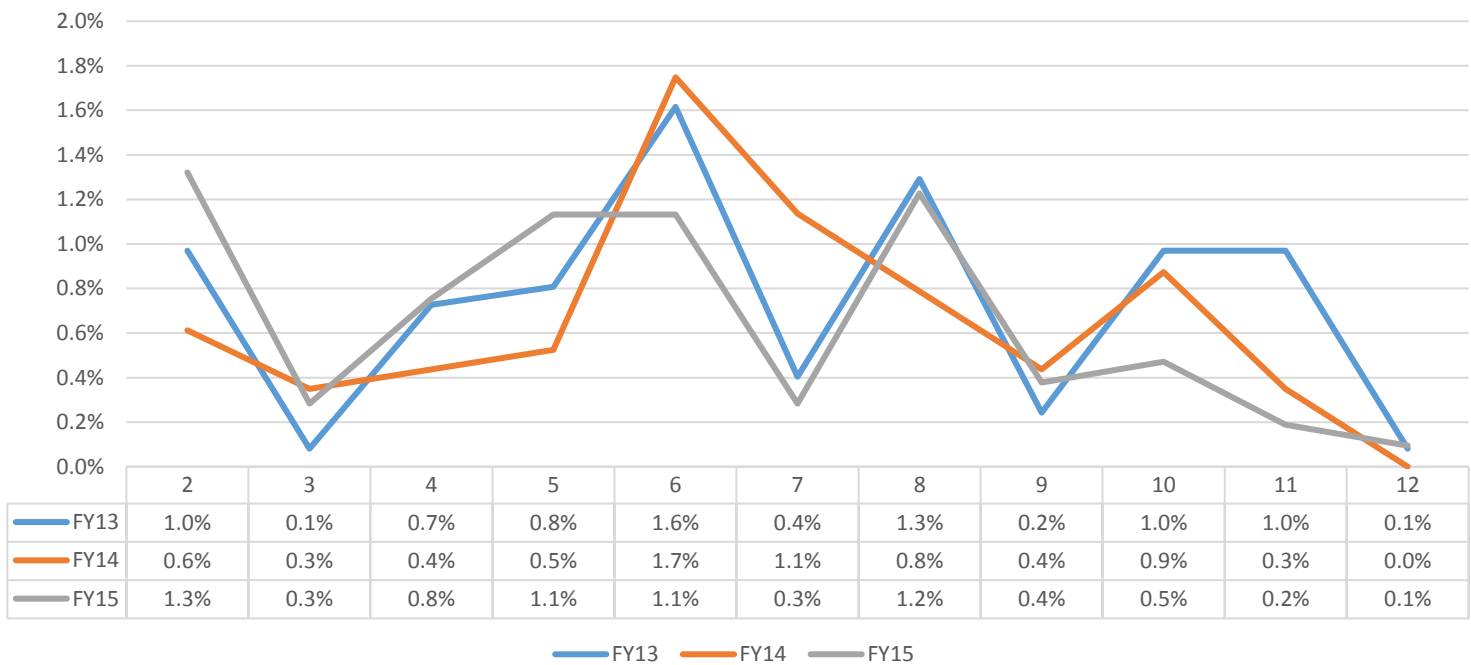


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ASC Federal Wage System (WG, WL, WS) Attrition Rate by Grade Level and Fiscal Year

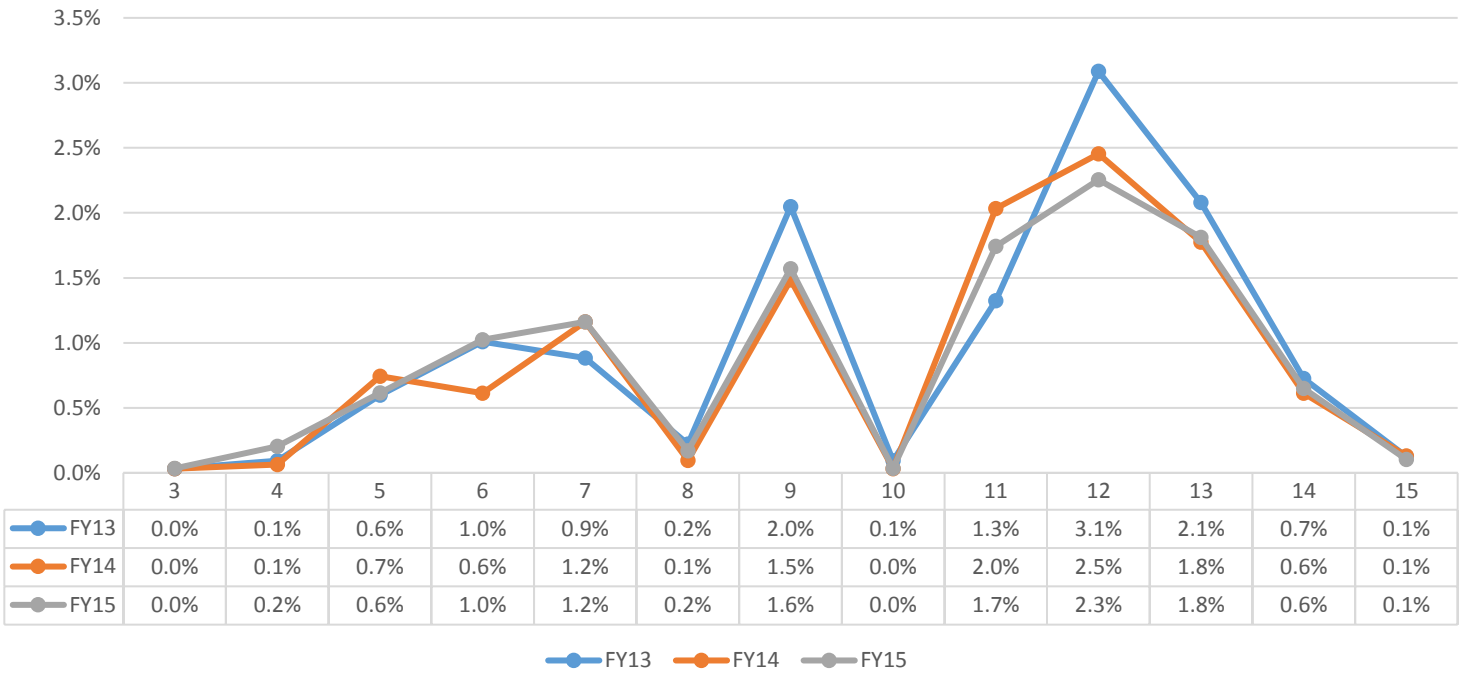


ASC Federal Wage System Attrition Rate by Grade Level and Fiscal Year without Retirements

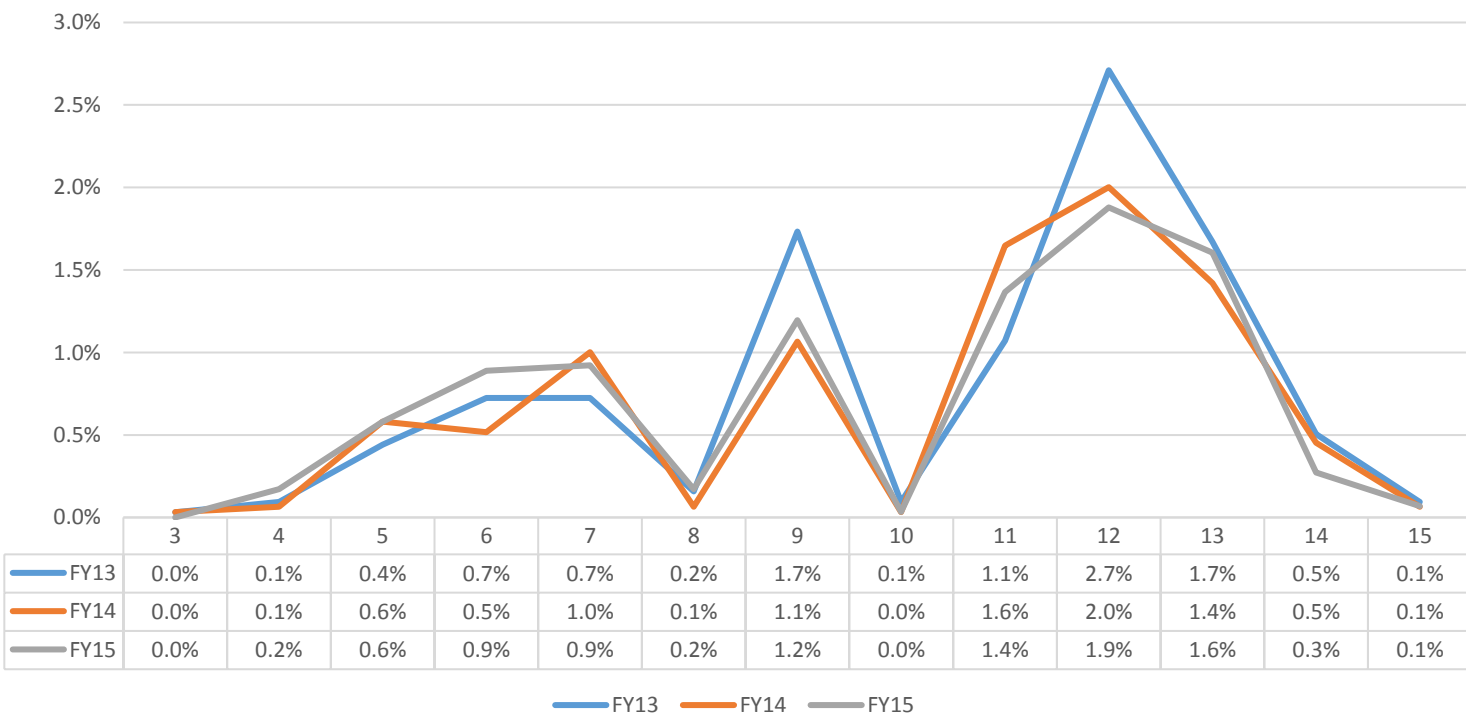


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ASC General Schedule (GS, GG) Attrition Rate by Fiscal Year



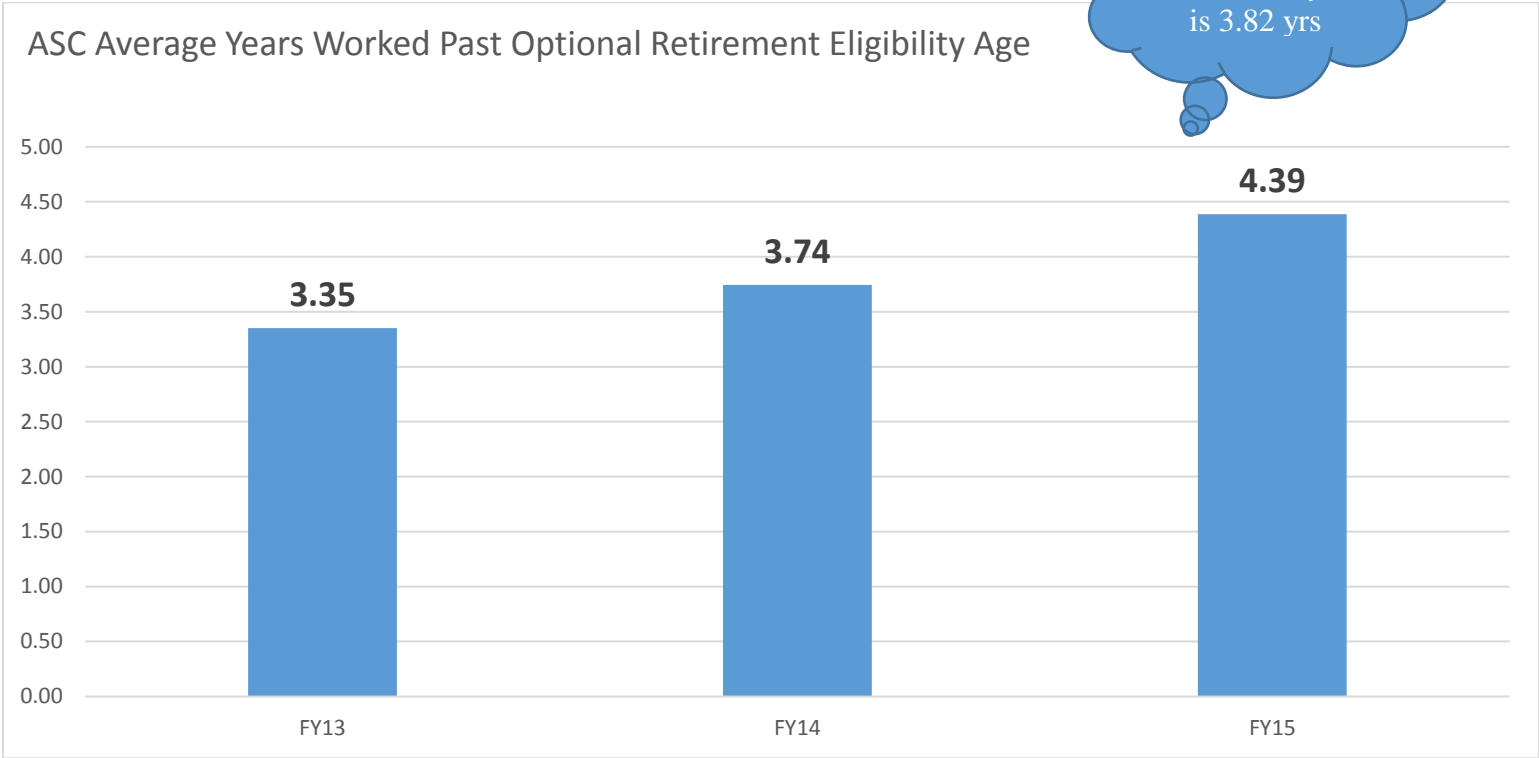
ASC General Schedule Attrition Rate by Fiscal Year without Retirements



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Average age past retirement over last 3 yrs is 3.82 yrs



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## **APPENDIX B: STRATEGIC HUMAN CAPITAL BOARD ROLES AND RESPONSIBILITIES**

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### **ASC SHCP BOARD ROLES**

All ASC personnel have a professional stake as well as an implied role in the successful implementation and execution of the ASC SHCP. Several organizational entities and councils, however, play specific roles in strategic human capital processes which directly relate to the planning, implementation, execution and sustainment of the Command's SHCP and its related documents. Although the below organizational entities and councils remain autonomous, each member's role contributes to the SHCP's prioritization, resourcing, and accountability.

#### **The Employee Advisory Council (EAC)**

The Command's EAC is comprised of one non-supervisory and one supervisory civilian representative from HQs ASC and each of its subordinate Army Field Support Brigades. The Human Capital Council will establish the charter, tenure duration, and qualification considerations for the EAC participants. The EAC, at a minimum, meets quarterly or more frequently as needed. Anyone working at ASC can submit ideas or comments directly to the EAC.

#### **The Management Council (MC)**

The Command's MC is chaired by the ASC G1 and is comprised of the ASC Equal Employment Opportunity Officer, an ASC legal representative, and various appointed managers from within the ASC HQ and the subordinate AFSBs. The MC has the ultimate authority and accountability for the SHCP's formulation and implementation. The MC meets bi-annually or more frequently as needed. The MC's charter is to: (1) review and approve the proposed goals and objectives in the SHCP, (2) review identified progress against the SHCP, and (3) ensure that adequate resources are sufficiently allocated to achieve the SHCP commitments.

#### **Subordinate Army Field Support Brigades (AFSB)**

Subordinate AFSBs are responsible for formulating implementation plans to achieve the goals and objectives identified in the SHCP. G1 will be responsible for monitoring and reporting on the progress of subordinate organizations.

#### **The ASC G1 Human Resources Directorate (G1)**

ASC G1 is responsible for leading the development and implementation of the SHCP. As such, the G1 reports on progress against the SHCP as the Chair of the MC and as the office primarily responsible for facilitating MC review and approval.

## APPENDIX C: ASC FEDERAL EMPLOYEE VIEWPOINT SURVEY (FEVS) RESULTS 2015

The FEVS provides a powerful way for leaders to evaluate their engagement programs and office cultures. A total of 82 agencies, consisting of 37 Departments/Large Agencies and 45 Small/Independent Agencies, participate in the annual survey effort. In recent years, the importance of fostering employee engagement within the federal government has been recognized among researchers and agencies. FEVS is one way of ensuring the government establishes and sustains an engaged, well-prepared, and well-trained workforce, as the people are the crucial driver of mission success.

### INDICES

The FEVS encompasses eight index measurement areas: my work experience, my work unit, my agency, my supervisor, leadership, my satisfaction, work/life, and demographics. Individual survey items provide very specific information on a particular subject; however, an index can provide more comprehensive information on a wider topic area, such as employee engagement. These indices combine several items from the eight index measurement areas above to help define the area of consideration.

#### Employee Engagement Index

Although the FEVS encompasses several index measures, ASC's focus is on the Employee Engagement Index, defined as a measure of the engagement potential of an agency's work environment. This index is comprised of three sub-factors across the eight index measurement areas: Leaders Lead, Supervisors, and Intrinsic Work Experience. Each sub-factor reflects a different aspect of the engaged environment. Below are the 2015 FEVS results for employee engagement for ASC:

FEVS Question Number	ASC Response for FEVS Employee Engagement Index: Leader's Lead	Result
53	In my organization, senior leaders generate high levels of motivation and commitment in the workforce.	38.0%
54	My organization's senior leaders maintain high standards of honesty and integrity.	49.4%
56	Managers communicate the goals and priorities of the organization.	53.2%
60	Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor?	52.9%
61	I have a high level of respect for my organization's senior leaders.	52.7%
<b>Overall Average Score</b>		<b>49.2%</b>

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FEVS Question Number	ASC Response for FEVS Employee Engagement Index: Supervisor	Result
47	Supervisors in my work unit support employee development.	57.2%
48	My supervisor listens to what I have to say.	71.0%
49	My supervisor treats me with respect.	77.3%
51	I have trust and confidence in my supervisor.	61.4%
52	Overall, how good a job do you feel is being done by your immediate supervisor?	66.2%
<b>Overall Average Score</b>		<b>66.6%</b>

FEVS Question Number	ASC Response for FEVS Employee Engagement Index: Intrinsic Work Experience	Result
3	I feel encouraged to come up with new and better ways of doing things.	63.2%
4	My work gives me a feeling of personal accomplishment.	69.8%
6	I know what is expected of me on the job.	77.4%
11	My talents are used well in the workplace.	57.4%
12	I know how my work relates to the agency's goals and priorities.	77.1%
<b>Overall Average Score</b>		<b>68.9%</b>

### Global Satisfaction Index

In addition to the Employee Engagement Index, ASC is also monitoring the Global Satisfaction Index. OPM created the Global Satisfaction Index to provide a more comprehensive indicator of employees' overall work satisfaction. The index is a combination of employee satisfaction with their job, their pay, and their organization, plus their willingness to recommend their organization as a good place to work. Below are the 2015 FEVS results for global satisfaction for ASC:

FEVS Question Number	ASC Response for FEVS Global Satisfaction Index	Result
69	Considering everything, how satisfied are you with your job?	64.3%
70	Considering everything, how satisfied are you with your pay?	57.0%
71	Considering everything, how satisfied are you with your organization?	52.8%
40	I recommend my organization as a good place to work.	56.8%
<b>Overall Average Score</b>		<b>57.7%</b>

## **FEVS PRIVACY**

All survey responses are confidential. OPM makes every effort to ensure any responses cannot be identified or linked with any individual. When data is reported to the agencies, it is provided in grouped format, so one person's opinions cannot be ascertained. Data files released have data "masked," meaning if too few people are in a certain category within an agency or subcomponent of an agency, OPM will hide data that could identify a person (tenure, demographic info) to ensure that no individual opinions can be identified. In any public release of survey results, no data will be disclosed that could be used to identify specific individuals.

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