



U.S. ARMY

U.S. Army Communications- Electronics Command

HUMAN CAPITAL STRATEGIC PLAN

2019-2020

CECOM MISSION

Empower the Soldier through sustained C5ISR readiness. Anytime. Anywhere.

CECOM VISION

Enabling lethality is our business. Our bottom line is the Soldier. We do what is best for the Soldier in the fight.



CECOM's Human Capital Strategic Plan, 2019–2020

Welcome to the U.S. Army Communications-Electronics Command (CECOM) Human Capital Strategic Plan, 2019–2020.

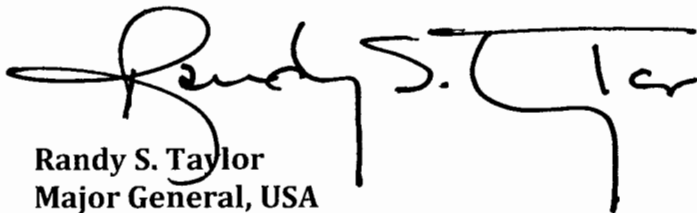
People are the heart and soul of CECOM. This plan outlines my commitment to invest in our workforce and cultivate a trusted team of professionals that is diverse, equipped, and resilient to support our Soldiers and Army readiness.

I am extremely proud of our workforce, which has demonstrated professional dedication in the face of uncertainty and turbulence. This includes base realignment and closure, hiring freezes, sequestration, Government shutdowns, and furloughs. I expect these challenges to continue over the next 5 years as the Army reshapes itself for the future fight, baby boomers retire, and we strive to close competency gaps. This will require continued hard work and perseverance from the entire workforce, but I am confident Team CECOM will remain committed, along with our entire Army.

I expect my leadership team to support and provide the resources necessary to enable our human capital initiatives. These include “Sharpening the Saw,” building partnerships with our communities and educational institutions, recruiting and retaining top talent, recognizing top performers, training and developing leaders at all levels, and human capital automation. We must also continue to seek inventive ways to improve our human capital strategies as new challenges inevitably arise.

As we work together to create a culture of organizational excellence and accountability, I expect everyone to do their part to cultivate the agile, trained, and cared-for workforce our 21st century Army demands.

Army Strong!



Randy S. Taylor
Major General, USA
Commanding

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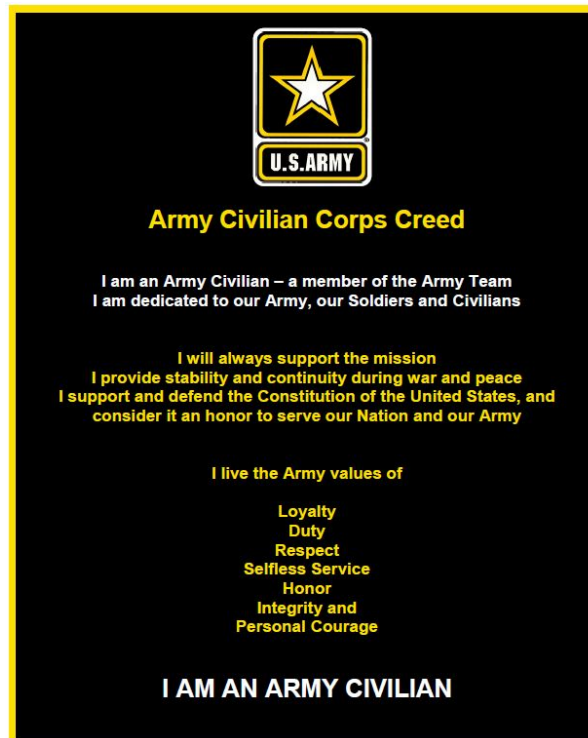
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Human Capital Strategic Plan Overview

This is the first iteration of CECOM’s Human Capital Strategic Plan. It outlines the command’s commitment to strengthening its most valuable asset: its people.

This resource will provide strategic direction and detail goals, objectives, and initiatives that address human capital challenges; manage CECOM talent; instill a performance culture; and train, develop, and deliver the best possible human resources (HR) support for today and the future.

CECOM’s Human Capital Strategic Plan was developed in alignment with Department of the Army and our higher headquarters, Army Materiel Command, priorities. CECOM’s human capital goals are aligned with its mission, vision, and priorities, but most closely address the CECOM 2019 priority “People Always – Trained, Agile and Cared For.” This priority addresses having the best people from all backgrounds doing great work, ensuring a trained workforce ready for future missions, and leading by example.

U.S. ARMY STRATEGIC LINES OF EFFORT			
Readiness <i>Unit Readiness and Force Projection</i>	Modernization <i>Concepts and Doctrine, Capability and Force Development</i>	Reform <i>Time, Budget, and Manpower</i>	Alliances and Partnerships <i>Security Cooperation and Assistance</i>
"Underpinning this strategic approach is an enduring commitment to take care of our people and live the Army Values in everything we do." (SOURCE: HQ DA EXORD 025-19, The Army Strategy)			
ARMY MATERIEL COMMAND (AMC) PRIORITIES			
Strategic Readiness	Future Force	Soldiers and People	
CECOM PRIORITIES 2019			
C5ISR Fleet Readiness <i>Ready to Fight Now</i>	Future Force C5ISR <i>Overmatch Adversaries</i>	People Always <i>Trained, Agile, and Cared For</i>	

As CECOM’s mission continues to evolve, this Human Capital Strategic Plan will remain flexible and adjust to changing mission sets and unpredictable resources.

Operating Environment and Mission

At every level, the Army must be able to do three things: shoot, move, and communicate. CECOM is AMC’s tip of the spear for integrating command, control, communications, computers, cyber, intelligence, surveillance, and reconnaissance (C5ISR) to support mission command.

Located on Aberdeen Proving Ground (APG) in Maryland, CECOM headquarters are co-located with two of its major subordinate organizations: the **Integrated Logistics Support Center (ILSC)** and the **Software Engineering Center (SEC)**. **Tobyhanna Army Depot (TYAD)**, the **Central Technical Support Facility (CTSF)**, and the **Information Systems Engineering Command (ISEC)**, are based in Tobyhanna, Pennsylvania; Fort Hood, Texas; and Fort Huachuca,

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Arizona, respectively. With a worldwide presence, CECOM has approximately 9,000 military, Civilian, and contract personnel across these five organizations. Personnel support the C5ISR mission in 59 locations in 23 U.S. states and 33 locations in 11 foreign countries.

The highest concentration of CECOM Army Civilians work in Pennsylvania (41.9%) at TYAD, followed by APG and Fort Detrick in Maryland (33.3%), Fort Huachuca (7.8%), Fort Belvoir and Fort Lee in Virginia (4.4%), and Fort Hood and Fort Bliss in Texas (3.5%). The highest concentration of Civilian employees overseas are in Germany and South Korea (less than 1% each).

Nearly 99% of the CECOM workforce are Civilians and contractors, providing expertise and continuity across all facets of the organization. These include planning, operations, human resources, resource management, logistics, intelligence, engineering, information technology, software engineering, safety, public affairs, legal services, and more. The CECOM workforce must remain flexible, inventive, and adaptable to ensure Army logistics, software, hardware, technical support, and information systems work together seamlessly, now and in the future.

Human Capital Challenges

In today's complex environment, CECOM must cultivate a workforce for the 21st century that is agile, trained, and ready to support the Soldier in the fight. This does come with challenges, such as the high number of anticipated retirements of the baby boomer generation, understanding and attracting millennials, recruitment competition with the private sector, antiquated HR systems, and the lengthy time to hire in the Federal Government. Additionally, CECOM continues to endure unpredictable fiscal disruptions. It must strike the right balance between aligning tight resources and enhancing support to the warfighter while taking care of its people and ensuring they are ready to support the mission. When our people are not ready to do their jobs, it negatively impacts CECOM's ability to serve Soldiers on the battlefield and overall Army readiness. Although there are numerous human capital challenges, we will focus our efforts on these three over the next two years.

1) Fiscal Realities: CECOM has endured unpredictable disruptions in the past decade. The command must strike the right balance between aligning tight resources and enhancing support to the warfighter while taking care of its people and ensuring they are ready to support the mission.

2) Talent Management/Recruiting and Retaining Top Talent: The average age of the CECOM workforce is 48 years old, and by 2021, 960 employees (17.3%) are projected to be retirement eligible. This challenge is compounded if CECOM does not plan now to build the bench of talent it needs to recruit and retain in the future.

3) Civilian Hiring: Reducing the time to hire Civilians is one of the Army's top priorities, because it impacts readiness of all aspects of the mission. Additionally, antiquated human capital systems,

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along with inaccurate or outdated personnel and position data, contribute to poor planning and inefficient processes.

4) Performance Management: CECOM employees fall into one of six different performance management systems. This creates the potential for a perception of inequality of performance rewards and/or annual salary increases.

5) Training/Workforce and Leader Development: Oversight and support of employee engagement in training and development is often difficult due to high operational tempo and reduced manpower.

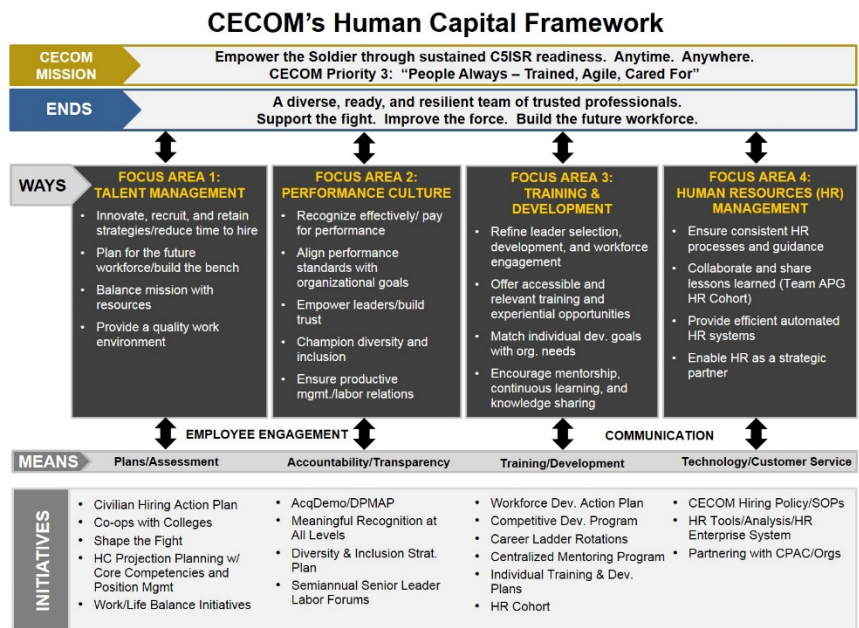
6) Knowledge Management: Antiquated human capital systems, along with inaccurate or outdated personnel and position data, can lead to flawed planning, inefficient performance, and lower readiness levels.

These challenges, as well as future uncertainties, underscore why it is critical to develop creative organizational solutions for the future, right now.

CECOM's Human Capital Framework

CECOM has already started addressing workforce challenges. Our Human Capital Framework (Appendix 1) outlines how CECOM is organizing efforts to overcome these challenges and set the organization on a path for continued success.

Civilians are an integral part of the total CECOM team, so our efforts must be aligned to support the CECOM mission. The best way we can do this is by ensuring that we have a “diverse, ready, and resilient team of trusted professionals” to support the fight, improve the force, and enhance the future workforce. We will achieve our ends through four areas of focus, each with its own goal and objectives.



Goals & Objectives

Focus Area 1: Talent Management

Achieving a workforce with the right skills, in the right places, at the right times requires an organizational approach to reshape and realign current talent, implement innovative strategies to recruit and retain, reduce time and increase effectiveness of Civilian hiring processes, and projection plan for the future workforce.

Goal 1: Recruit and retain a quality, diverse, and sufficiently sized Civilian workforce to support CECOM mission requirements.

Supporting Objectives:

- 1.1 Develop innovative strategies to attract and retain quality talent that is effective, timely, and relevant
- 1.2 Analyze workforce and retirement data to identify and address gaps between the workforce of today and plan for the human capital needs of tomorrow
- 1.3 Conduct “Shape the Fight” to make best use of available manpower, improve integration and synchronization throughout CECOM, and deliver the highest level of readiness to the Army
- 1.4 Foster a positive work-life environment that increases employee engagement, enhances productivity, and sustains job satisfaction

Focus Area 2: Performance Culture

When performance standards are aligned with organizational goals, employees understand how they contribute to the mission and are more engaged. Empowering leaders, recognizing high performers, sustaining healthy management-employee relations, and championing diversity all contribute to instilling a performance culture.

Goal 2: Foster a performance culture that recognizes high performance, embraces diversity, and facilitates a common understanding of expectations to accomplish the mission.

Supporting Objectives:

- 2.1 Recognize high performers and allow pay flexibilities tied to performance output
- 2.2 Ensure consistent accountability by rewarding top performance and promptly addressing performance deficiencies and/or conduct issues
- 2.3 Champion workforce diversity and inclusion, beyond race and gender
- 2.4 Build and sustain cooperative management and labor relations

Focus Area 3: Training & Development

Professionally investing in the workforce is how CECOM enhances continuity of operations, strengthens workforce competencies, and enables a more engaged and capable workforce.

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Goal 3: Train and develop the workforce to be engaged, confident, and competent leaders of character, committed to continuous learning and knowledge sharing.

Supporting Objectives:

- 3.1 Provide accessible workforce and leader development opportunities designed to build mission-critical competencies, broaden technical skills, continuously learn new skills, and improve leadership
- 3.2 Maximize the use of Individual Development Plans to ensure a mutual understanding of how professional goals align with organizational needs, and provide clear expectations to the workforce regarding career advancement
- 3.3 Encourage and formalize mentorship and share knowledge across the APG cohort

Focus Area 4: HR Management

HR management is the backbone of CECOM and indispensable to ensure mission readiness. It is critical that HR support, policies, processes, and procedures are consistent, accurate, and timely so the workforce can keep the organization running at all times.

Goal 4: Ensure HR support is consistent, accurate, and timely to build managerial trust, and view, position, and use HR professionals as strategic partners.

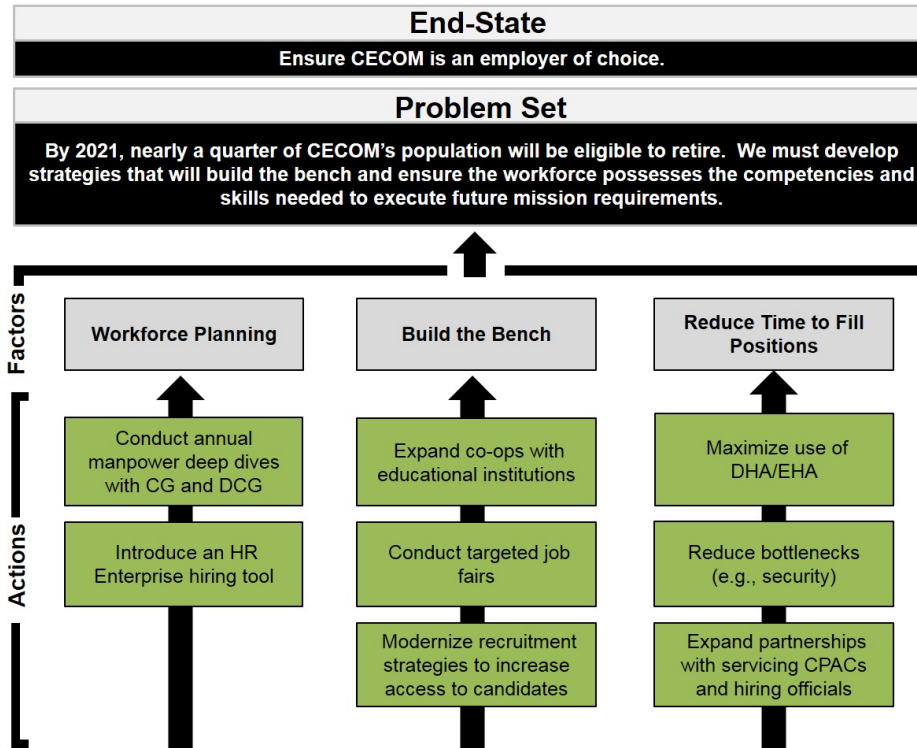
Supporting Objectives:

- 4.1 Develop and publish processes, policies, and operating procedures to standardize guidance and HR service delivery across the command
- 4.2 Develop technological solutions to improve task and knowledge management processes and automate data collection for informed decision-making
- 4.3 Collaborate with external HR professionals to share lessons learned and improve processes
- 4.4 Ensure HR professionals are credible, competent strategic business partners, building and maintaining trust and respect within CECOM, APG, and the HR community
- 4.5 Restructure CECOM G1 to optimize focus on key areas of the Human Capital Plan and to partner with Civilian Personnel Advisory Centers and HR points of contact in each directorate

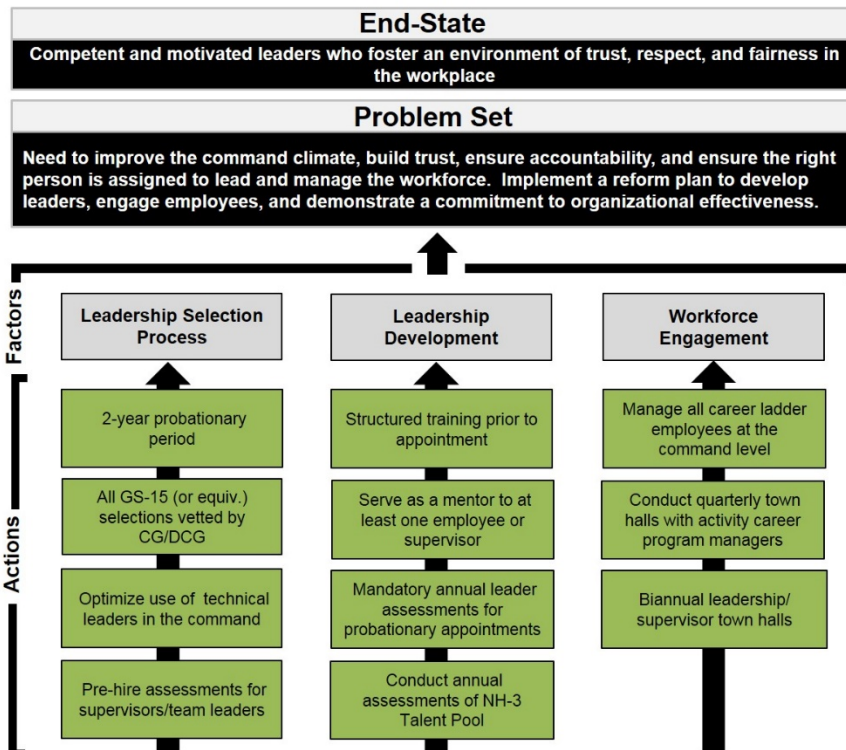
Action Plans

Although we are engaged in efforts to accomplish all goals and objectives, CECOM has identified two specific actions plans we will focus on over the next two years. These action plans will address our greatest challenges in Focus Area (FA) 1: Talent Management and FA 2: Training & Development/Workforce Development. Below is an overview of these action plans that will be detailed in Annexes B-C. CECOM G1 will update these annexes as needed and structure its workforce to optimize focus on accomplishing these initiatives.

Civilian Hiring Action Plan



Workforce Development Action Plan



Way Ahead

This plan is intended to be an interactive document and resource for the entire CECOM workforce, posted to a shared location. CECOM will reevaluate and republish its strategic direction after completion of “Shape the Fight,” currently in progress. The command will also refresh all relevant content throughout the year. The vision is for this plan to be a unique one-stop shop for all human capital-related plans, policies, guidance, tools, and announcements. This will improve communication, collaboration, and HR knowledge management within the command.

CECOM G1 will continue to collaborate with key audiences and stakeholders to increase plan visibility, improve the lines of communication across the command, and incorporate human capital initiatives into existing strategic plans and forums. Major subordinate commands will develop supporting plans, highlighting their unique human capital competencies, challenges, and mitigating strategies by third quarter FY19. CECOM G1 will lead efforts on two action plans focused on Civilian hiring and workforce development from 2019–2020.

As this plan evolves, CECOM will also develop quantitative metrics to ensure accountability, measure progress, detect trends, and enable data-based decisions. The command will design all metrics using **SMART** criteria to ensure they are **S**pecific, **M**easurable, **A**chievable, **R**elevant, and **T**ime-bound.

Our measure of success will be how CECOM uses this plan as an indispensable guide for future planning and human capital success.

Conclusion

This Human Capital Strategic Plan is designed to provide strategic direction for CECOM as well as to be an educational tool for the workforce, leaders, and HR practitioners. This plan identifies human capital priorities, policies, programs, and initiatives to effectively guide the workforce to identify competency gaps (Talent Management), achieve results (Performance Culture), address gaps (Training & Development), and improve the efficiency of HR (HR Management).

CECOM needs commitment at all levels to achieve improvement, but leaders play the most critical role in changing any culture and improving how we accomplish our mission. Culture change takes time, consistency, persistence, and assessment to foster habits that the command will sustain after any individual leader or champion departs the organization.

Communication and employee engagement will enable CECOM to tackle the challenges ahead. Concurrent commitment to a strategy, planning, executing, and course correcting will help the organization cultivate lasting change. This plan belongs to all members of the CECOM team, as it will take a complete team effort to ensure Army readiness and support our Soldiers into the 21st century.

References

- a) Office of Personnel Management (OPM), Human Capital Framework Resource Center, <https://www.opm.gov/policy-data-oversight/human-capital-management/>
- b) OPM's Federal Employee Viewpoint Survey, 2018 CECOM Results
- c) OPM's Federal Work-Life Survey Government Wide Report, March 2018, <https://www.opm.gov/policy-data-oversight/worklife/federal-work-life-survey/2018-federal-work-life-survey-report.pdf>
- d) Partnership for America, Best Places to Work in the Federal Government, <http://bestplacestowork.org/BPTW/index.php>
- e) Department of Defense Instruction, DODI 1400.25, Volume 250, DOD Civilian Personnel Management System: Volume 250, Civilian Strategic Human Capital Planning (SHCP), June 7, 2016
- f) *New Beginnings*, Department of Defense Human Resources improvement initiatives, <https://dodhrinfo.cpms.osd.mil/New-Beginnings/Pages/Home1.aspx>
- g) Army Posture Statement, 2018
- h) HQ Department of Army (DA) EXORD 025-19, *The Army Strategy*, October 25, 2018
- i) Army Civilian Acculturation Handbook, June 2014
- j) *Army Civilian Workforce Transformation Employee Engagement Report: Recommendations for Army Leaders and Supervisors*, May 2018.
- k) AMC website, <https://www.amc.army.mil/>
- l) DA memo, "Army Civilian Development Planning," January 9, 2018
- m) DA memo, "Improving the Army's Time to Hire," April 17, 2018
- n) AMC Command Policy Memorandum, CPM 600-19, Improving Civilian Hiring, October 2, 2018
- o) CECOM's Diversity & Inclusion Strategic Plan, 2016–2020
- p) CECOM Focus 2019, October 16, 2018
- q) CECOM's MD715 Report – EEO – 2017
- r) CECOM Civilian Personnel Compensation Flexibilities Handbook – Draft, 2018
- s) Toby 2020, April 2018

Annexes:

A: Talent Management Assessment

B: Action Plan: Civilian Hiring (*Under Development*)

C: Action Plan: Workforce Development (*Under Development*)

Appendix 1: CECOM'S Human Capital Framework

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Annex A: Human Capital Assessment

During the development of this Human Capital Strategic Plan, CECOM began implementing initiatives to mitigate the impact of these and several other human capital challenges taking their toll on workforce morale and productivity. This section will focus on four related areas of emphasis: Talent Management, Performance Culture, Training & Development, and Human Resource (HR) Management. It will highlight significant findings as well as current and future initiatives to achieve CECOM's human capital goals.

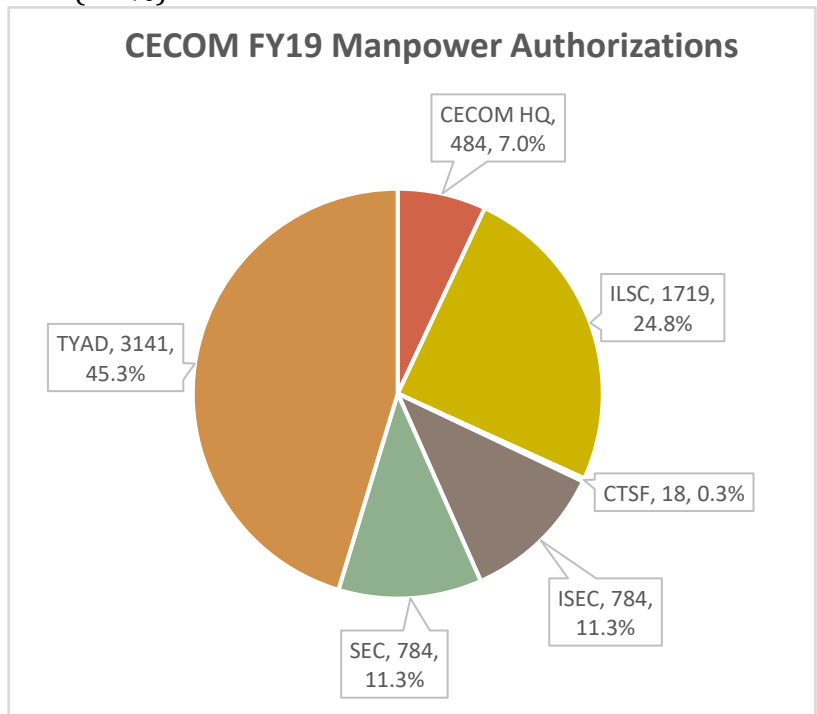
Focus Area 1: Talent Management

Goal: Develop effective strategies to recruit and retain a high-quality, diverse, and sufficiently sized Civilian workforce to support CECOM mission requirements.

CECOM's on-board strength is approximately 6,100 Army Civilians (SOURCE: CECOM G8, June 1, 2018), 76 authorized active duty military (Source: E-MILPO, FY2018), and 2,600 contractors (SOURCE: CECOM Boots on Ground Report, July 8, 2018). This includes the subordinate commands of ILSC, SEC, TYAD, CTSF, and ISEC.

Of the total number of authorized Army Civilians for fiscal year (FY) 2019, nearly half of the workforce (45.3%) is assigned to TYAD, which operates out of an Army Working Capital Fund (AWCF). The remaining Civilian population is comprised of ILSC (24.8%), SEC and ISEC (11.3% each), CECOM HQ (7%), and CTSF (0.3%).

Monthly hiring boards monitor the balance between authorized and overhire positions, but CECOM needs better HR and financial management tools to analyze data and provide decision-makers with accurate and timely information. Over the next three years, CECOM projects a 3% increase in employees eligible to retire. By organization, ISEC is expected to have the largest percentage of retirement-eligible employees by 2021 (21.8%), followed by ILSC (20%), and TYAD (16.8%). Numerous factors can influence the



Army Civilian population and impact projections. These include staffing reductions, offering early retirement incentives, recruitment drives, or hiring freezes. CECOM must continue to

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Annex A: Human Capital Assessment

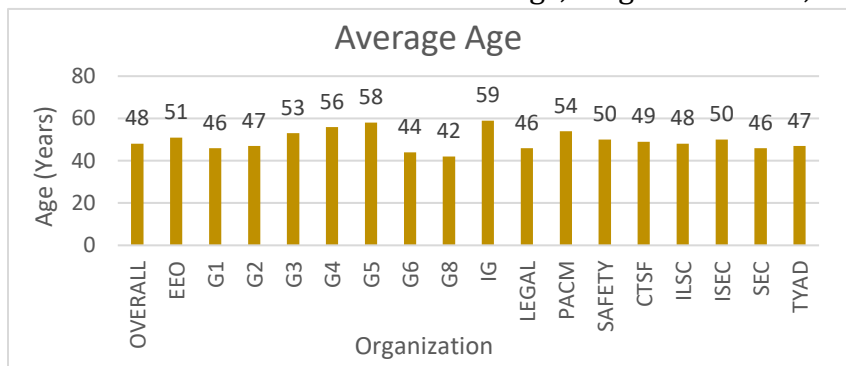
monitor trends and adjust projections as needed. (SOURCE: CECOM G8 heat charts, HQ ACPERS data, June 30, 2018.)

The average age of the CECOM employee is 48. Organizationally, this figure ranges from the oldest average age (59) for the Office of the Inspector General to the youngest average age (42) for G8. Individually, ages range from 17 to 80. (SOURCE: Defense Civilian Personnel Data System [DCPDS], July 2018.)

Years of Service	Percentage of CECOM Workforce
0-9 years	32.82%
10-19 years	42.33%
20-29 years	13.66%
30-39 years	10.27%
40-49 years	0.92%
50+ years	0.0%



Because there is no mandatory retirement age for Army Civilians, age alone is not a good predictor for projecting attrition. We must look at a combination of age, length of service, and retirement plan enrollment to determine when employees will become retirement eligible. The decision to retire depends on an individual's personal financial situation, life circumstances, the economy, and/or work environment.



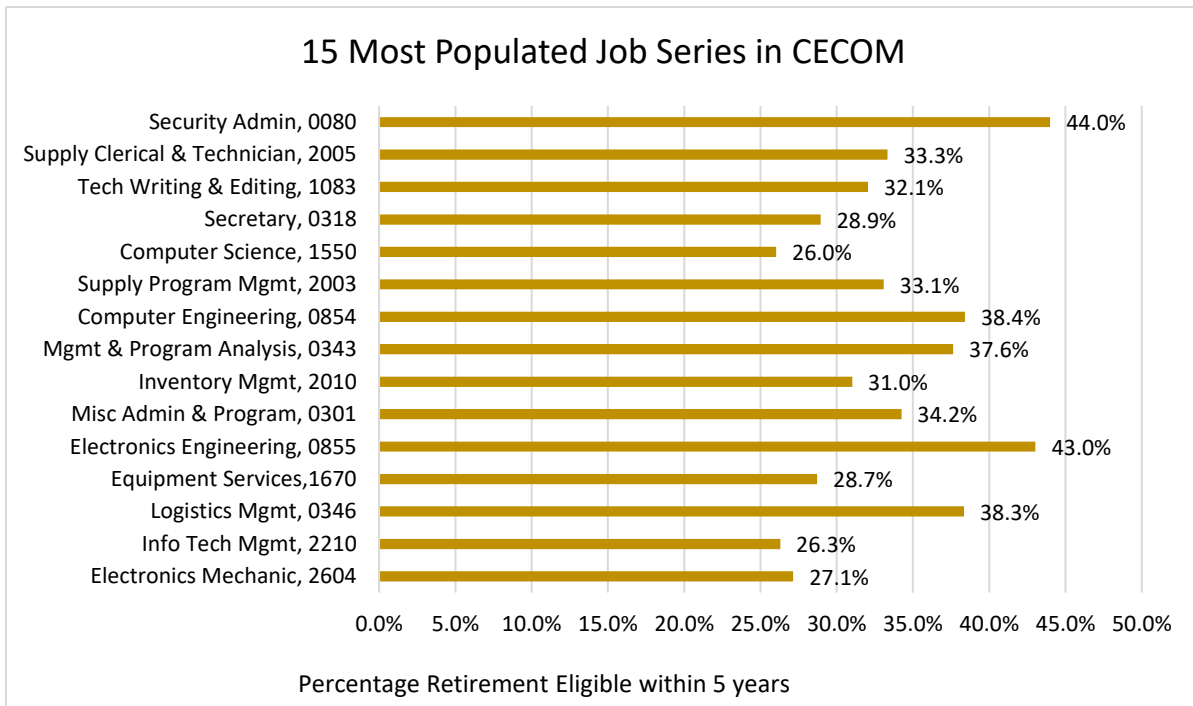
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Annex A: Human Capital Assessment

Human Capital Projection Planning

Talent management requires a holistic and collaborative approach to balance the needs of the organization while preparing the workforce for success in their current positions and at the next level. In addition to identifying core competencies at each grade level, CECOM must ensure sub-organizations regularly review their projected retirements by job series, grade level, and career program. CECOM will use the data to project future human capital requirements and inform hiring decisions, retention strategies, employee individual development plans (IDPs), performance plans, and training budgets.

The below chart displays the percentage of employees who are retirement eligible within the next 5 years in 15 of the most populated job series in CECOM. (SOURCE: HQ Army Civilian Personnel System [ACPERS], annual data as of September 30, 2017.)



Core Competencies

Identifying core competencies to perform CECOM's mission is critical to managing talent. Each sub-organization is identifying its unique mission sets, functions, and competencies that will be included in its supporting human capital plan, to be published by second quarter FY 2019.

Recruit & Retain Quality Talent

Preventing gaps in the workforce is often difficult given the lengthy time it takes to recruit employees. From May–July 2018, the Civilian Personnel Advisory Center (CPAC) servicing

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Annex A: Human Capital Assessment

CECOM on APG averaged 78 days from the time a request for personnel action (RPA) was created until an employee entered on duty (EOD). This was below the Army's goal of 80 days; however, this statistic is deceptive because it does not capture preparation and approval time before an RPA is generated. This has a negative impact on recruitment. CECOM is developing tools to track this process from start to finish, improve the business processes, and share lessons learned. Whenever feasible, CECOM encourages bundling recruitment actions for similar positions throughout the command, which helps reduce processing times. CECOM G1 and CPAC also meet on a biweekly basis to resolve issues and help remove identified barriers that hinder Civilian personnel actions.

Additionally, CECOM has hosted **semiannual job fairs** at both APG and TYAD and used **Expedited/Direct Hiring Authorities (DHA/EHA)** to provide letters of intent on the spot.

CECOM has also implemented numerous initiatives to recruit and retain quality talent, and several are in the works.

- **Civilian Personnel Compensation Flexibilities Handbook:** This resource highlights incentives that may be offered to enhance the overall compensation package for future and current employees for:
 - Recruitment, relocation, and retention strategies
 - Superior qualifications and special needs authority
 - Credible service for annual leave accrual for non-federal work experience and uniformed service
- **Cooperative Education Program (Co-op):** CECOM is developing a co-op with Harford and Cecil Community Colleges that provides students with projects that earn them academic credit while getting to know CECOM as a potential place of employment. This initiative is designed to improve community outreach as well as build the bench and compensate for expected retirements.

Employee Retention

While most employees depart CECOM due to retirement (41.1%), a slightly higher combined total leave due to resignation (21.1%) or to work for another Federal service (23%).

- The highest percentage of employees who leave the Army for other Federal service go to the Department of Defense headquarters or the Navy (31.4% each).
- Only 4.6% of losses were due to termination or removal. (SOURCE: DCPDS, October 1, 2016–May 31, 2018.)

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Annex A: Human Capital Assessment

Taking an average of the previous two fiscal years (2016, 2017), CECOM had an **overall attrition rate of 6.8%**. During the same period, the attrition rate for retirement-eligible employees was **14.2%**. CECOM also **hired new employees at a lower rate of 5.7% (740 employees) overall**. A higher loss rate than gain is not always a negative indicator, especially if it is part of a plan to reach a lower Manning level. Monitoring the rate of critical positions and ensuring retention of skills we need is more important than monitoring an overall attrition rate.

CECOM will continue to identify creative alternatives to attain, assess, develop, and align our existing talent so there is a shared understanding of expectations and how to prepare the workforce for increased responsibility.

Reason for Loss	Count	Percentage of Losses
Retirement	125	41.1%
Voluntary	120	96.0%
Disability	5	4.0%
Resignation (Left Federal Service)	64	21.1%
Left Army for other Federal Service	70	23.0%
Department of Defense	22	31.4%
Navy	22	31.4%
Air Force	5	7.1%
Homeland Security	7	10.0%
Department of Treasury	3	4.3%
Department of Veterans Affairs	3	4.3%
All other Federal Service	8	11.4%
Death	10	3.3%
Reassignment/Transfer	21	6.9%
Termination/Removal	14	4.6%
Total	304	

Work/Life Initiatives

Work/life programs and flexibilities are additional management tools that can positively impact recruitment, retention, and performance for both employees and the organization. According to an Office of Personnel Management report, Federal employees that use workplace flexibilities and participate in health and wellness programs are more likely to exceed performance standards and positively impact other organizational needs. (SOURCE: The Federal Work-Life Survey Government-wide Report, March 2018.)

CECOM offers the following work/life opportunities:

- Alternate work schedules (compressed/flexible)
- Telework
- Health and wellness workshops and special events
- CECOM wellness room and nursing mothers' rooms

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Annex A: Human Capital Assessment

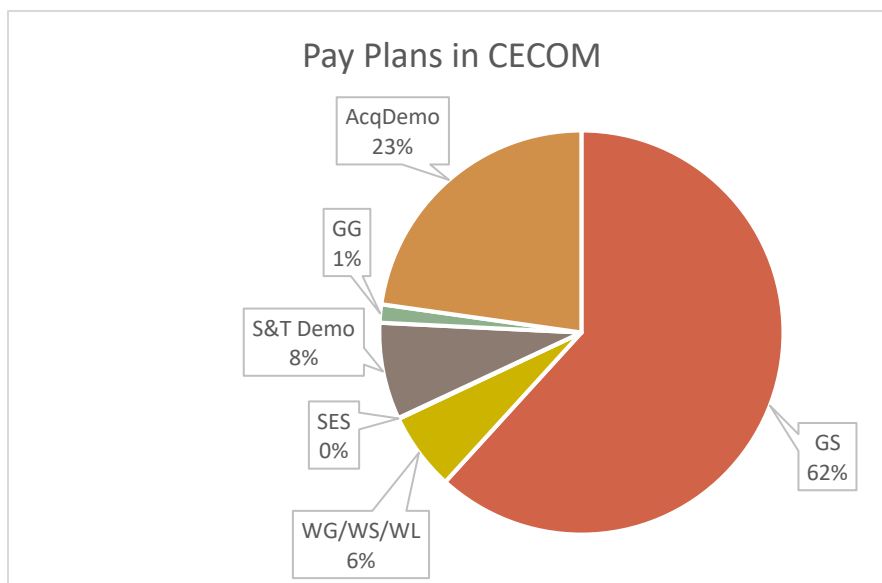
Focus Area 2: Performance Culture

Goal: Foster a performance culture that recognizes high performance, embraces diversity, and facilitates a common understanding of expectations to accomplish the mission.

When performance standards are aligned with organizational goals, employees understand how they contribute to the mission and are more engaged. **Empowering leaders, recognizing high performers, ensuring productive management-employee relations, and championing diversity** all help instill a positive performance culture.

CECOM uses the following six pay plans and corresponding performance management systems/tools:

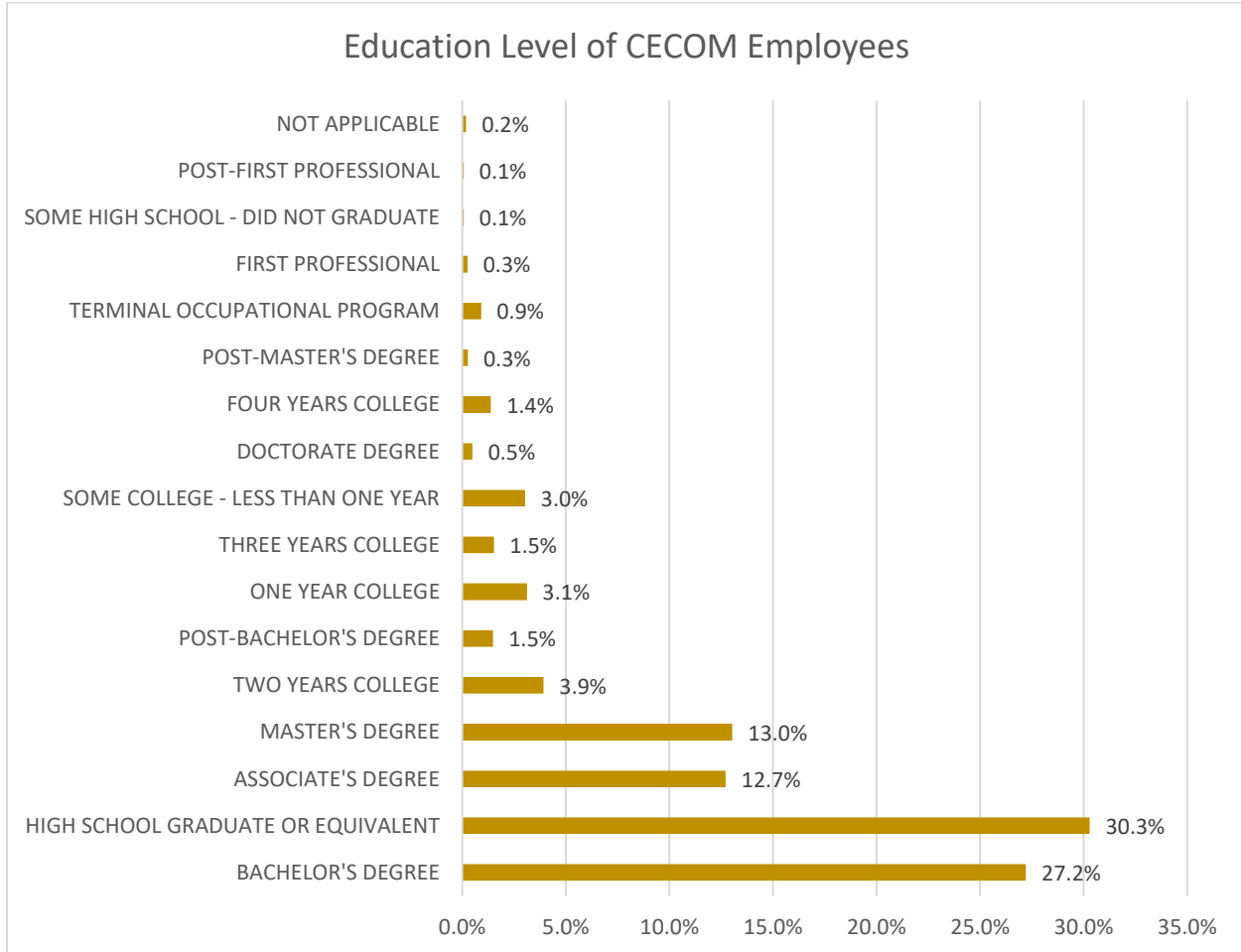
- **General Schedule (GS)**
 - Total Army Performance Evaluation System (TAPES)/DA Form 7222
 - Defense Performance Management and Appraisal Program (DPMAP)/My Performance Tool
- **Federal Wage Grade (WG/WS/WL)**
 - TAPES/DA Form 7222
- **Science & Technology Personnel Demonstration Project (S&T Demo) (DB, DE, DK, DJ)**
 - S&T Demo Pay for Performance-based Appraisal System/PRIME
- **Intelligence Personnel (GG)**
 - Defense Civilian Intelligence Personnel System (DCIPS)/DCIPS Performance Appraisal Application (PAA)
- **Civilian Acquisition Workforce Personnel Demonstration Project (AcqDemo) (NH, NJ, NK)**
 - AcqDemo Pay for Performance-based Appraisal system/CAS²Net
- **Senior Executive Service (SES)**
 - Civilian Senior Executive Performance Appraisals/ Executive Performance Appraisal Tool (EPAT). (SOURCE: HQ ACPERS, June 30, 2018)



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Annex A: Human Capital Assessment

Nearly two-thirds of the Civilian workforce (62%) have completed at least two years of college, not including applicable licenses and certifications. (SOURCE: HQ ACPERS, June 30, 2018)



CECOM Top Performers:

To achieve an optimal performance culture, it is critical for the workforce to know what is expected from them, including leaders at all levels. In conjunction with IDPs, setting expectations will provide the framework for establishing performance standards and increasing transparency. Civilian personnel transformation requires **increased employee engagement, manager accountability, and ensuring top performers are rewarded** and recognized for their contribution to the Army mission. Top performers:

- Contribute results substantially beyond what is expected, in the face of extremely difficult obstacles
- Make contributions that are exemplary in quality, quantity, or impact relative to their stated objectives

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Annex A: Human Capital Assessment

- Create novel and innovative business methods and processes that contribute substantially beyond expectations to accomplish current work and the mission of CECOM
- Demonstrate the highest standard of professionalism, attitude, and actions consistent with Army values and establish the model for others to follow

Senior Leadership

SES, O-6, GS-15/GS-14 (or equivalent) Commanders/Center Directors

- Communicate mission/vision to the workforce
- Transparent, honest, approachable, and accountable
- Motivate and inspire the workforce
- Innovate — act as change agent for CECOM
- Provide strategic direction and empower managers to make informed decisions

Deputy Directors/Division Chiefs

- Transparent, honest, approachable, and accountable
- Motivate and inspire employees
- Communicate performance expectations to the workforce
- Innovate and introduce new and improved solutions and ideas
- Provide strategic direction and empower supervisors to make informed decisions

Branch Chiefs/First-Line Supervisors

- Engage/counsel employees regarding performance objectives/individual development
- Transparent, honest, approachable, and accountable
- Coach, mentor, and motivate employees
- Communicate performance expectations to employees
- Innovate and introduce new and improved solutions and ideas
- Recognize and reward outstanding performance

Non-Supervisory Project Leads

GS-13 (or equivalent) Project Leads/Subject Matter Experts

- Demonstrate a consistent pattern of excellence
- Possess strong written and oral communications skills
- Critical thinker — introduce new concepts, ideas, and approaches
- Coach, lead, and train team members to excellence
- Proactive and require little to no supervision

Non-Supervisory Journeymen/Wage Grade

GS-11-12

- Demonstrate a consistent pattern of excellence
- Critical thinker — exhibit innovation and creativity
- Strive to improve themselves and their work unit

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- Possess strong oral and written communication skills
- Proactive and require minimal supervision

Career Ladder/Entry Level

GS-5–10 (or equivalent)

- Demonstrate a consistent pattern of excellence
- Exhibit innovation and creativity
- Show initiative and eagerness to accept new challenges

Interns

GS-1–3, Pathways, Co-op, Student Trainees

- Perform above and beyond stated objectives
- Demonstrate a consistent pattern of excellence
- Show initiative and eagerness to learn and accept new challenges

Recognizing Top Performers

Below are some of the ways CECOM recognizes and rewards top performers:

- | | |
|--|--|
| • AMC Employee of the Quarter | • Retirement Award |
| • C5ISR Top 10 Personnel of the Year | • Commander's Award for Public Service |
| • C5ISR Employee/Team of the Quarter | • CECOM Director's Impact Award |
| • CECOM Employee of the Quarter | • CECOM Employee Spotlight Award |
| • Civilian Incentive Awards | • CECOM Supervisor of the Quarter |
| • Decoration for Exceptional Civilian Service | • Time Off Awards |
| • Meritorious Civilian Service Award | • Special Act Awards |
| • Superior Civilian Service Award | • On-the-Spot Awards |
| • Commander's Award for Civilian Service | • Performances Awards |
| • Achievement Medal for Civilian Service | • Civilian Award for Supply (ILSC) |
| • Certificate of Appreciation for Patriotic Civilian Service | • Ideas for Innovation (SEC) |
| • Department of the Army Certificate of Achievement | • Work Area of the Quarter (TYAD) |
| • Department of the Army Certificate of Appreciation | • Safety Award (TYAD) |
| • Length of Service Award | |

Championing Diversity & Inclusion

- Strategic outreach and recruitment efforts
- Removing barriers to employing people with disabilities and veterans
- Support special emphasis programs to promote diversity within the workforce

Productive Management/Labor Relations

- Senior Leader Labor Forum with union leaders held semiannually
- Labor relations training for supervisors and managers

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There are six unions representing CECOM's bargaining unit employees at the following locations:

APG, Maryland

- American Federation of Government Employees (AFGE) Local 1904
- National Federation of Federal Employees Local 476

Fort Huachuca, Arizona

- AFGE Local 1662

TYAD, Pennsylvania (or applicable duty station)

- AFGE Local 1647

Fort Lee, Virginia

- AFGE Local 1178

Huntsville, Alabama

- AFGE Local 1858

Focus Area 3: Training & Development

Goal: Train and develop the workforce to be confident and competent leaders of character, committed to continuous learning and knowledge sharing.

CECOM must train and develop its employees to meet the challenges of a complex and changing environment. Our training and development opportunities are designed to support the command's current and future missions by developing and broadening mission-critical competencies, mandatory certifications, technical skills, professional skills, and leadership. The command evaluates its training plan at the beginning of each fiscal year to ensure it supports new as well as ongoing requirements. CECOM also supports ad hoc requests for training from supervisors and managers throughout the year. CECOM schedules training and development events offered by the Department of the Army, the U.S. Army Acquisition Support Center, Army Management Staff College, Army Logistics University, Defense Acquisition University, Career Programs, and institutions of higher education. In addition, CECOM offers a comprehensive command leadership program for GS-5-15 (or equivalent): Leader Within Me, Emerging Leaders, Leading from the Frontline, Strategically Leading Organizations, and the APG Senior Leadership Cohort.

In addition to formal training opportunities, CECOM implemented "Sharpening the Saw" initiatives in 2018. "Sharpening the Saw" is intended to develop leaders at all levels, improve employee retention, share knowledge, and build trust throughout the command. CECOM solicits feedback from the workforce and offers new opportunities as needs arise. Current and planned initiatives include:

- Career ladder rotations
- Competitive developmental assignments
- CECOM-wide mentorship program
- HR cohort projects
- Monthly HR seminars with supervisors
- Mastermind program
- Brown bag discussions for supervisors
- Career mapping
- Updated new employee orientation

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IDPs

An IDP specifies an individual's development goals and how he or she will accomplish them. All employees will create an IDP with input from their supervisors. IDP discussions between employees and their supervisors will address short- and long-term career goals, align the employee's goals with the organization's goals, and identify training and development opportunities for the employee's career growth. IDPs are working documents that the employee must update throughout his or her career.

The requirement for IDPs is stated in a U.S. Army memo, "Army Civilian Development Planning," signed by the Assistant Secretary of the Army (Manpower & Reserve Affairs) on January 9, 2018. The memo designates Army Career Tracker (ACT) as the Army's system of record and the Career Acquisition Personnel & Position Management Information System (CAPPMIS) for the acquisition community. Below are CECOM's current progress and targets toward ensuring all employees have an active IDP.

Acquisition Workforce:

System: CAPPMIS • Frequency of update: every 6 months; Number of employees: 2,376
Employees with active IDPs: 98.4%, (SOURCE: CAPPMIS, September 4, 2018) • Target: 100%

Non-Acquisition Workforce (ILSC/SEC/ISEC/CTSF/HQ/TYAD):

System: ACT • Frequency of update: annual; Number of employees: 1,100 (approximate)
Employees with active IDPs: 11% (SOURCE: ACT, September 7, 2018) • Target: 100% by December 31, 2019

Non-Acquisition Workforce (TYAD):

Bargaining unit employees at TYAD are currently maintaining hard copy IDPs; lack of computer access prevents the use of ACT. CECOM will establish a process to track the IDPs for these employees in FY 2019 • Number of Employees: 2,768

Focus Area 4: HR Management

Goal: Ensure that HR support is consistent, accurate, and timely to build managerial trust and view, position, and use HR professionals as strategic partners.

The key element for any human capital strategy is ensuring that the organization has access to consistent, accurate, and timely HR support and systems. CECOM must empower its HR professionals with the tools, processes, and procedures to be strategic partners and help identify and remove barriers to challenges that detract employees and managers from contributing to the mission.

Providing human capital support and analysis for a large and dispersed workforce requires access to accurate and timely HR systems. Leaders and human capital practitioners should

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be able to generate reports and conduct analysis from one source and feel confident that the information is reliable for decision-making. Currently, this is not the case. CECOM has identified the following areas of improvement and has several initiatives in place or planned to modernize and automate human capital management processes.

Develop and publish processes, policies, and operating procedures to standardize guidance and HR service delivery across the command.

- Hiring policy
- Civilian personnel compensation flexibilities handbook
- Updated G1 SharePoint page, with added collaboration pages and Human Capital Strategic Plan accessible to all
- In-processing checklist for military and Civilian employees

Develop technological solutions to improve task and knowledge management processes, automate data collection, and inform decision-making.

- Implement an HR enterprise system that incorporates existing systems such as DCPDS, Civilian Personnel Online Portal, USAJobs, and milSuite
- Develop automated tools to enhance HR processes/services such as plans/policies, hiring, developmental assignments, mentoring, telework agreements/renewal, and awards/incentives
- Modernize recruitment efforts using software and social media platforms such as LinkedIn, Twitter, and Yello
- Ensure data integrity and timeliness by establishing quality control techniques

Collaborate with external HR professionals to share lessons learned and improve processes.

- Facilitate Team APG HR Cohort continuing to meet twice a year

Ensure HR professionals are credible, competent strategic business partners, building and maintaining trust and respect within CECOM, APG, and the HR community.

- Develop a structured training and development plan for HR professionals at all levels
- Participate in HR summits
- Focus on improving customer support by assigning practitioners to a command or organization as strategic business partners and POC for all things HR

CECOM's Human Capital Framework

CECOM MISSION

Empower the Soldier through sustained C5ISR readiness. Anytime. Anywhere.
CECOM Priority 3: "People Always – Trained, Agile, Cared For"

ENDS

A diverse, ready, and resilient team of trusted professionals.
Support the fight. Improve the force. Build the future workforce.

WAYS

FOCUS AREA 1: TALENT MANAGEMENT

- Innovate, recruit, and retain strategies/reduce time to hire
- Plan for the future workforce/build the bench
- Balance mission with resources
- Provide a quality work environment

FOCUS AREA 2: PERFORMANCE CULTURE

- Recognize effectively/ pay for performance
- Align performance standards with organizational goals
- Empower leaders/build trust
- Champion diversity and inclusion
- Ensure productive mgmt./labor relations

FOCUS AREA 3: TRAINING & DEVELOPMENT

- Refine leader selection, development, and workforce engagement
- Offer accessible and relevant training and experiential opportunities
- Match individual dev. goals with org. needs
- Encourage mentorship, continuous learning, and knowledge sharing

FOCUS AREA 4: HUMAN RESOURCES (HR) MANAGEMENT

- Ensure consistent HR processes and guidance
- Collaborate and share lessons learned (Team APG HR Cohort)
- Provide efficient automated HR systems
- Enable HR as a strategic partner



EMPLOYEE ENGAGEMENT



COMMUNICATION



MEANS

Plans/Assessment

Accountability/Transparency

Training/Development

Technology/Customer Service

INITIATIVES

- Civilian Hiring Action Plan
- Co-ops with Colleges
- Shape the Fight
- HC Projection Planning w/ Core Competencies and Position Mgmt
- Work/Life Balance Initiatives

- AcqDemo/DPMAP
- Meaningful Recognition at All Levels
- Diversity & Inclusion Strat. Plan
- Semiannual Senior Leader Labor Forums

- Workforce Dev. Action Plan
- Competitive Dev. Program
- Career Ladder Rotations
- Centralized Mentoring Program
- Individual Training & Dev. Plans
- HR Cohort

- CECOM Hiring Policy/SOPs
- HR Tools/Analysis/HR Enterprise System
- Partnering with CPAC/Orgs

"SHARPENING THE SAW"