

Strategic Objective: Ensure that we maintain a highly-skilled military and civilian workforce shaped for today's and tomorrow's needs.

OVERVIEW:

The DoD will initiate efforts to reinvent the Defense civilian workforce everywhere bringing in highly skilled people; rewarding people and promoting on the basis of performance and talent; and thinking about ways to broaden experiences for military service members. DoD will be more flexible in order to recruit and retain quality people and to create choices that open up opportunities to infuse a new generation of young citizens to pursue a career in DoD in career fields that are technical, competitive, and have greater educational requirements, such as cybersecurity, engineering and scientific research, etc. DoD is also investing in training more students to the limited working proficiency level in foreign languages of strategic influence through basic courses offered by the Defense Language Institute Foreign Language Center.

Performance Indicators:

DoD STRATEGIC GOAL #: STRENGTHEN AND ENHANCE THE HEALTH AND EFFECTIVENESS OF THE TOTAL WORKFORCE			
Performance Goals	Performance Measure Indicators	Prior Year Results	FY15 Results
Strategic Objective (SO) 3.3: Ensure that we maintain a highly-skilled military and civilian workforce shaped for today's and tomorrow's needs.			
PG 3.3.1: The DoD will increase the percent of acquisition positions filled with personnel meeting Levels II and III certification requirements from the previous fiscal year. (USD (AT&L))	Percent of acquisition positions filled with personnel meeting Levels II and III certification requirements.	FY10-11 Actual: N/A FY12 Actual: 70.1% FY13 Actual: 76.3% FY14 Actual: 80.6%	FY15 Target: >80.6% FY15 Result: 78.8%
PG 3.3.2: By the end of FY 2018, the Department will improve and maintain its timeline for all internal and external (direct hire authority, expedited hire authority, and delegated examining) civilian hiring actions at 80 days or less. (USD (P&R))	Time-to-Hire (days)	FY10 Actual: 116 FY11 Actual: 104 FY12 Actual: 83 FY13 Actual: 94 FY14 Actual: 89	FY15 Target: 80 FY15 Result: 83
PG 3.3.3: By the end of FY 2018, no less than 90% of non-prior service AC accessions will be Tier 1 High School Diploma Graduates (HSDG); no less than 60% of non-prior service AC accessions will be Category I-III (scores in the top 50th percentile on the Armed Forces Vocational Aptitude Battery Test (ASVAB)); and no	Active Components Enlisted Recruiting – Quality (HSDG)	FY10 Actual: 99% FY11 Actual: 99% FY12 Actual: 99.8% FY13 Actual: 99.6% FY14 Actual: 97.7%	FY15 Target: 90% FY15 Result: 98.9%
	Active Components Enlisted Recruiting – Quality (Cat I- IIIA)	FY10 Actual: 74% FY11 Actual: 77% FY12 Actual: 79% FY13 Actual: 75.3% FY14 Actual: 75.8%	FY15 Target: 60% FY15 Result: 74.3%

more than 4% of non-prior service AC accessions will be Category IV (21 st to 30 th percentile on the ASVAB; considered lower quality). (USD (P&R))	Active Components Enlisted Recruiting – Quality (Cat IVs)	FY10 Actual: 0.20% FY11 Actual: 0.14% FY12 Actual: 0.140% FY13 Actual: 0.09% FY14 Actual: 0.23%	FY15 Target: <4% FY15 Result: 0.28%
PG 3.3.4: By FY2017, 66% of students entering the Defense Language Institute Foreign Language Center basic course will achieve a 2/2/1+ score on the DLPT in the reading, listening, and speaking modalities. (USD (P&R))	Percentage of students entering the Defense Language Institute Foreign Language Center (DLIFLC) basic course that achieve the 2/2/1+ Defense Language Proficiency Test (DLPT) standard in reading, listening, and speaking modalities as measured on the Interagency Language Roundtable performance scale.	FY10-11 Actual: N/A FY12 Actual: 77% FY13 Actual: 86% FY14 Actual: 70.70%	FY15 Target: 64% FY15 Result: 70.2%
<p>Cross Agency Priority Goal (CAP) - Service Members and Veterans Mental Health: Improve mental health outcomes for Service members, Veterans, and their Families.</p> <p>CAP - People & Culture: Innovate by unlocking the full potential of the workforce we have today and building the workforce we need for tomorrow.</p> <p>Department of Defense engages with the CAP Goals for Service Members and Veterans Mental Health and People & Culture initiatives. This CAP Goal's progress can be located at www.performance.gov.</p>			

Department of Defense's Data Completeness and Reliability Statement—Fiscal Year 2015 Annual Performance Report
Each Goal Owner has attested the performance results and narrative information included in this report is complete, accurate, and reliable; and that data validation and verification procedures are documented and available upon request.

Measuring our Progress

FY 2015 APR Progress Update Acquisition Position Certification Requirements:

Note included is 17.6% of the workforce that is within a 24 month period allowed by policy for achieving their certification requirement by their position. The Director, HCI is considering revising the metric to more accurately focus on the percent that are not certified and outside the 24 month period. For FY 2015, for example, 3.7% of the acquisition workforce does not meet their position certification requirements and are outside the 24 month period.

FY 2015 APR Progress Update Time to Hire:

The average time to hire (TTH) for all hires is 83 days this quarter (Q4). The average TTH for FY 2015 is 83 days, down from 89 days in FY 2014* and slightly above the 80 day target.

Historically, we expect an increase in TTH from Q3 to Q4 each year. FY 2015 is no different, following the pattern of the last decade.

Overall, external hires with high and low position sensitivity are taking longer than similar internal hires. The TTH for temporary hires, which has been consistently lower than

term/permanent hires for years, is now creeping upward in all Services. Over the years these actions have kept our aggregated time to hire down. Presentation of data by quarter independently instead of the cumulative presentation of the past shows repeatable seasonality over the last 10 years, altered only when hiring freezes and furloughs impacted the FY 2013 and FY 2014 data. Seasonality is driven by “seasonal hiring,” typically temporary hires, that pull down the TTH (such as teachers, who are traditionally hired on a school year cycle, as well as student and summer hires). Environment changes, such as ships coming into port for overhaul, create a surge of temporary hires, which can decrease the TTH. However, seasonality and environment changes can also negatively affect hiring time efficiency when staff size decreases during summer and winter quarters, and changes in the methodology of hiring students occurs.

Other contributing factors that increased FY15 TTH include: Department of the Navy (DON) Q2FY15 prediction of a higher TTH in Q3 & Q4 due to “Operation Hiring Solutions” focusing on external hires and submitting actions as early as possible; and the temporary suspension of OPM Electronic Questionnaires for Investigations Processing (e-QIP).

OPM e-QIP was shut down on June 26, 2015 and restored on July 23, 2015, which led to significant delays and lengthened the TTH process.

Areas of Significant Improvement / Challenge:

There are several significant barriers to decreasing the TTH. Many of them are outside of the control of human resources (HR), either shared with other organizations (such as the security clearance timeline, medical testing, physical fitness examination, etc.) or the hiring managers (e.g., repeat advertisements to secure desired talent), or include required process steps for veterans preference, priority candidate consideration, etc. In addition, we expect continued residual negative impact on TTH in the upcoming quarters of FY16 from the OPM e-QIP suspension.

CPP/DCPAS has increased the level of DoD TTH analysis, and is consistently looking at Component TTH below what we now understand to be characteristic seasonal behaviors at the aggregate level. Communication with Components has been increased, and there is follow up on TTH behavior that does not follow established norms. For example, observed long TTH for temporary hires in the Navy was explained by a change in the manner the Navy now hires interns, with extensive time between the accepted offer and entrance on duty. Reduced TTH in

the AF, Q3FY15, was tracked to “operation burn down” a leveragable best practice of weekly review of lagging actions. This practice continues on a quarterly basis with the components.

Mitigation:

Time To Hire (TTH) for external/internal hiring actions was studied extensively during FY14, allowing better interpretation of hiring data. The hiring data was then analyzed, which provided an understanding of underlying behaviors driving performance to the metric. The review of sensitivity designations (in response to the Cross-Agency Priority Goal of Insider Threat and Security Clearance Reform) will reduce the number of sensitive positions requiring extensive security checks and will reduce the TTH. The evaluation of hiring authority usage/effectiveness of special authorities has resulted in clarification of use, emerging guidance for consistency of use across the department (e.g., use of expedited hiring authority). Evaluation and improvement of TTH is on-going, through review of Component processes, leveraging of best practices, and understanding and communication of hiring processes. Situations with generally lengthening TTH for low sensitivity positions and temporary hires are being closely reviewed and addressed with the Components.

Next Steps:

Continue to monitor the TTH for all (internal and external) civilian hiring actions; analyze performance to an annual goal of 80 days (average); and take action when analysis determines intervention is warranted.

FY 2015 APR Progress Update Language Proficiency:

Language Proficiency: DLIFLC exceeded its quarterly target. Faculty performance improving as a result of 2+/2+ efforts (e.g.: Advanced Language Academy, more professional development workshops), more student immersions (ISO & OCONUS), improvements to curricula, and better focus on academic issues by Defense Language Institute Foreign Language Center (DLIFLC) Service Detachments.

Areas of Significant Improvement / Challenge:

Language Proficiency: Increased numbers of students completing the courses at the 2/2/1+ level and better base to reach 2+/2+.

Mitigation:

Language Proficiency: Build and encourage student learner autonomy; increase student global awareness and knowledge of their region of specialization; and oversee progress with a comprehensive quality assurance program.

Next Steps:

Language Proficiency: (1) DLSC continue to provide oversight (2) Focus on follow-on assignments to increase proficiency (3) continue focus on quality instruction, curriculum and pedagogy (4) Best practice sharing between DLIFLC and broader academia.