



Department of Defense Office of Inspector General



Human Capital Strategic Plan

FY 2010 to 2014



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Message from the Inspector General

I am pleased to present our first Human Capital Strategic Plan to the DoD OIG workforce. Our human capital strategic planning initiative is a significant agency-wide collaborative effort, which has already yielded major progress in changing the DoD OIG's organizational culture.

As I have stated before, my personal goal is to make the DoD OIG the premier oversight agency. I am confident this plan will be a significant step in that direction. It will help us improve the infrastructure needed to support you as you continue to work aggressively on behalf of the warfighters and the American public to identify fraud, waste, and abuse and improve the operations and programs of the Department.

In my New Year's message, I emphasized that our most important goal in 2010 is unity, and the first goal of this plan (World Class Leaders) states that our leaders will inspire a corporate vision and operate in partnership throughout the DoD OIG.

As you review this plan, you will see other goals, objectives, strategies, and initiatives designed to help us perform our critical oversight role in today's challenging environment and move toward becoming the premier oversight agency.

I want to thank everyone who participated in the Human Capital Strategic Planning initiative and express my appreciation to their managers who supported them in this effort. Without your buy-in and ideas, we could not have made it this far. I am committed to continuing to implement our Human Capital Strategic Plan, and I look forward to working with you as we make additional improvements in human capital management.

Gordon S. Heddell
Inspector General



Introduction

The mission of the Department of Defense Office of Inspector General (DoD OIG) is to:

Promote integrity, accountability, and improvement of Department of Defense personnel, programs and operations to support the Department's mission and to serve the public interest.

Members of the DoD OIG workforce regularly identify hundreds of millions of dollars in potential funds to be put to better use as a result of audits or returned to the government as a result of criminal investigations.



The DoD OIG's value to the warfighter and the American Public is significant, which requires that we continue our efforts to attract and retain the talent needed to serve the public interest.

The magnitude and complexity of the DoD OIG's mission has increased significantly, and at the same time, the DoD OIG has been more and more constrained in resources.



Figure 1 presents a comparison between the number of DoD OIG employees across years and the growth in the Defense budget. This figure shows that the size of the DoD OIG’s workforce has not kept pace with the size of the Defense budget.

From FY 2000 through FY 2008, the nation’s annual defense costs grew from less than \$300 billion to more than \$600 billion, including supplemental funding for Overseas Contingency Operations (OCO). This rapid growth in the DoD budget has left DoD increasingly more vulnerable to the fraud, waste, and abuse that undermines DoD’s mission.

At the same time, the DoD OIG’s ability to adequately cover high-risk areas and Defense strategic priorities has become strained because the agency’s staffing levels remained nearly constant from FY 2000 through FY 2007,

with an increase in core staffing for FY 2008 through FY 2009 of approximately 170. Furthermore, the demand for IG services to support OCO has forced the DoD OIG to adjust priorities, resulting in gaps in coverage in important areas, such as major weapons systems acquisition, health care fraud, product substitution, and Defense intelligence agencies.

To address these issues, this Human Capital Strategic Plan aligns with the agency’s comprehensive growth plan which has annual objectives and funding requirements.

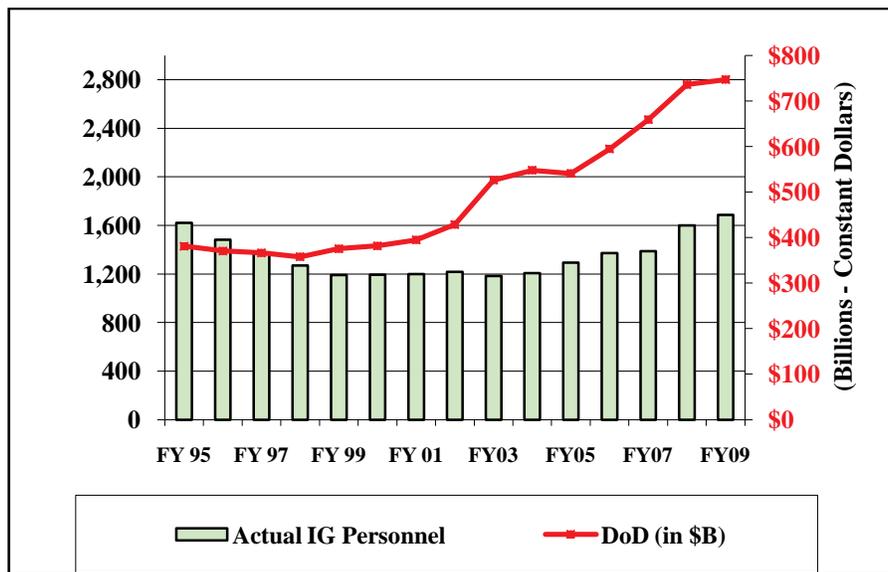


Figure 1
Growth of DoD Budget Versus
Growth in Number of DoD OIG Personnel



Guidance From the IG

While the human capital strategic planning initiative was in progress, the IG established the Inspector General's Guiding Principles and the FY 2010 DoD OIG Priorities.

Inspector General's Guiding Principles

1. **People** are our most important resource.
2. We must ensure that our people have the **training** and opportunities needed to be successful in their mission.
3. We must have **integrity** in all that we do and strive to do what is right.
4. We must act with **fiscal responsibility** and be good stewards of taxpayer dollars.
5. We are **one professional team**, always striving to do our best and to be the best at what we do.

When he presented the guiding principles to the agency's leadership, the IG stated:

The above guiding principles of the Department of Defense Inspector General (DoD IG), though simply stated, are the pillars of the organization. It is our belief that people are our greatest resource and that they must always be treated with respect and dignity, and be provided the tools and resources necessary to succeed, including training and professional development. DoD IG employees at all levels strive to do what is right, just, and fair; adhere to legal and ethical standards and our organizational values of accountability, integrity, and effectiveness; and ensure that tax-payer dollars are utilized efficiently, effectively and in a responsible manner in order to provide the greatest value and return on investment to the Department of Defense, our military service members and civilian personnel, and the citizens of the United States of America. By acting as one professional team, focusing on people and training, doing what is right, and acting with fiscal responsibility, we will be a strong and effective organization within the Department and a model of integrity and efficiency within the Inspector General community.

Mr. Gordon Heddell
October 13, 2009



FY 2010 DoD OIG Priorities

1. Focus our work efforts on preventing and detecting fraud, waste, and abuse; and improving efficiency and effectiveness in critical areas:
 - Health and safety of service members and employees
 - Acquisitions and Contracting
 - Financial Management
 - Overseas Contingency Operations
 - Developing Capacity of Afghanistan and Iraqi Security Forces
 - Drawdown of U.S. Forces in Iraq
 - Accountability of Weapons and Equipment in Iraq and Afghanistan
 - Recovery Act Spending
 - Nuclear Enterprise
 - Information Security and Assurance
 - Joint Warfighting and Readiness

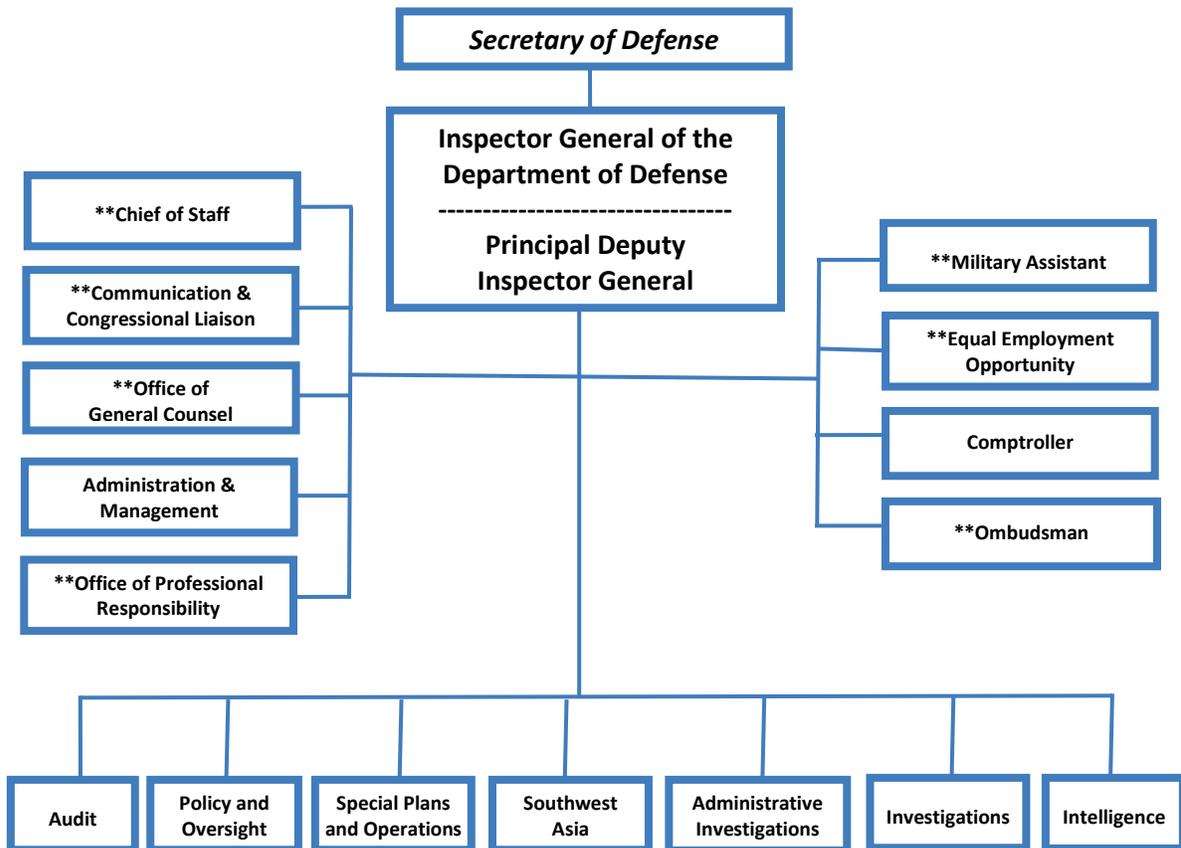
2. Support the Department of Defense Priorities to:
 - Fight the Long War on Terrorism
 - Reorient Capabilities and Forces
 - Develop a 21st Century Total Force
 - Reshape DoD Enterprise
 - Achieve Unity of Effort

3. Support our people:
 - Implement the DoD IG Human Capital Strategic Plan
 - Strive to achieve the highest levels of employee morale and job satisfaction
 - Operate with maximum transparency
 - Encourage open and continuous communications from managers to employees, and from employees to management
 - Recruit the best
 - Place training and employee/professional development at the forefront, providing appropriate resources and time to ensure that employees receive the training and development necessary to succeed and advance in their careers
 - Implement career progression and succession planning to minimize the impact of attrition, encourage retention, and ensure continuity of efficient and effective operations in support of our mission

4. One professional team:
 - Encourage collaboration across DoD IG Components to achieve the overarching goals of the organization
 - Position ourselves as leaders in the oversight community
 - Ensure that organizational structure supports efficient and effective operations
 - Be fiscally responsible in all that we do to ensure that taxpayer dollars are spent wisely
 - Strive to be as timely as possible in responding to both internal and external demands
 - Ensure that work products are subject to the highest levels of quality control possible within appropriate time and resource constraints



The Department of Defense Office of Inspector General Organization



**Report Directly to the Inspector General

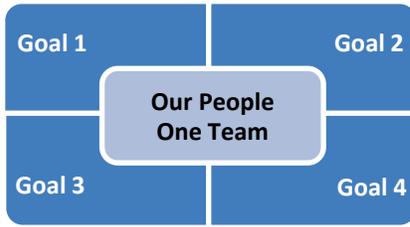
When the DoD OIG was established in 1983, performing audits and providing audit oversight for Defense were its primary functions. Today, Audit promotes the economy and efficiency of DoD operations and programs and detects and deters fraud, waste, and abuse in DoD through audits, assessments and other non-audit services. Audit's work comes from congressional and management requested projects, statutory requirements, Defense Hotline allegations, and self-initiated audits of high-risk areas.

The Defense Investigative Service (DCIS) was included in the initial establishment of DoD OIG, expanding the agency's mission to include conducting criminal investigations and providing investigative oversight for Defense. Today, as a part of the Office of the Deputy Inspector General for Investigations (INV), DCIS is the criminal investigative arm of the DoD OIG and conducts criminal investigations of fraud, corruption, product substitution, computer intrusion, illegal transfer of technology, and theft related to Department contract spending. DCIS also continues to participate in the Joint Terrorism Task Forces (JTTF) throughout the country and work on terrorism investigations jointly with the JTTF.

Across time, the DoD OIG has established and reorganized functions to more effectively carry out its mission. In addition to Audit and INV, these are the DoD OIG Components.

- The Office of the Deputy Inspector General for Intelligence (Intel) audits, evaluates, monitors, and reviews the programs, policies, procedures, and functions of the Intelligence Enterprise, Special Access Programs, Nuclear Enterprise, and related security issues within the Department.
- The Office of the Deputy Inspector General for Policy and Oversight (P&O) provides policy to, and oversight of, DoD auditors and criminal investigators and provides engineering support to DoD OIG projects and other Defense agencies.
- The Office of Special Plans and Operations (SPO) provides high-value assessments on strategic challenges and issues, with a special emphasis on Southwest Asia (SWA). Also, SPO performs inspections and evaluations of DoD programs.
- The Office of the Deputy Inspector General for Administrative Investigations (AI) promotes public confidence in the integrity and accountability of DoD leadership by investigating allegations of misconduct by senior DoD officials, protecting whistleblowers from reprisal, and performing oversight of investigations conducted by the service Component and Defense agency IGs.

- The Office of Professional Responsibility (OPR) conducts criminal and administrative investigations of allegations of misconduct by DoD OIG employees and military personnel assigned to the DoD OIG; investigates other matters as the IG may direct; and inspects DoD OIG Headquarters Components, regional offices, and field offices at regular intervals to determine managerial, administrative, and operational efficiency.
- The Office of the Assistant Inspector General for Administration and Management (A&M) provides administration and management support and advice for: administration, logistics, and facilities; human capital and human resources; information technology; security; and training.
- The Office of Communications and Congressional Liaison (OCCL) provides support and advice in communications and congressional relations and, through the DoD Hotline, provides an avenue for anyone to report violation of ethical standards or the law.
- The Office of the General Counsel (OGC) provides legal advice.



The DoD OIG Workforce

Workforce Profile

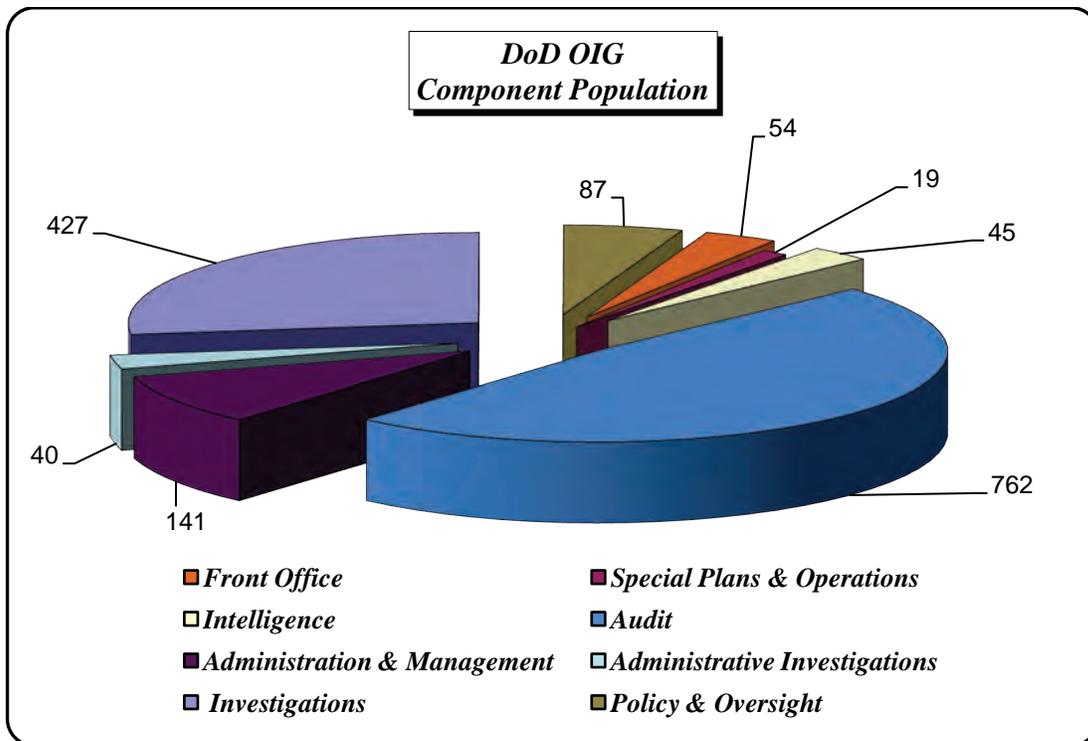
As of September 30, 2009, the DoD OIG had 1575 employees. The average workforce age is 42 and the average length of service is 14 years. 22.3 % of the workforce is under the age of 30.

DoD OIG's Components

The two largest Components accounted for over 75.5% of the agency total population:

- Office of the Deputy Inspector General for Auditing (Audit) with 762 employees.
- Office of the Deputy Inspector General for Investigations (INV) with 427 employees.

The distribution number of employees in the workforce by Component is shown in Figure 2.





Distribution of Employees by Occupation

The majority of the agency’s employees are Auditors or Investigators:

- 737 (46.8%) are 511s (Auditors)
- 375 (23.8%) are 1811s (Criminal Investigators)
- 72 (4.6%) are 1801s (Administrative Investigators)

54 (3.4%) of our employees are 343s and 78 (5.0%) are 301s. At the DoD OIG, employees in these two series typically:

- Perform performance audits, evaluations, or assessments or serve in an audit oversight or liaison role; or
- Provide administration/management analysis to support the agency.

The other 16.4% of the workforce are in a variety of occupations, across 39 job series, including: 132, 201, 560, and 2210.

Distribution of Employees by Gender and by Ethnicity and Race Indicators

In FY 2009, males made up 57.5% (905) of the workforce and females made up 42.5% (670) of the workforce.



Asian males made up 2.9% (51) of the workforce, and Asian females made up 1.8% (34) of the workforce.

American Indian/Alaska Native males made up 0.3% (4) of the workforce, and American Indian/Alaska Native females made up 0.7% (11) of the workforce.

Black males made up 7.7% (122) of the workforce, and Black females made up 12.9% (203) of the workforce.

Hispanic males made up 3.6% (56) of the workforce, and Hispanic females made up 2.6% (42) of the workforce.

White males made up 42.5% (670) of the workforce, and White females made up 24.1% (379) of the workforce.

Individuals with Targeted Disabilities made up 1.18% (19) of the total workforce.



Distribution of Employees by Years of Service

Over 25% of the DoD OIG workforce has less than 5 years of service with Audit having the greatest percentage of new employees. Audit recruits recent college graduates for its entry-level Auditor positions and, at the end of 2009, 43.4% of the Audit's workforce had less than 5 years of service. The distribution of the DoD OIG workforce by years of service is shown in Figure 3.

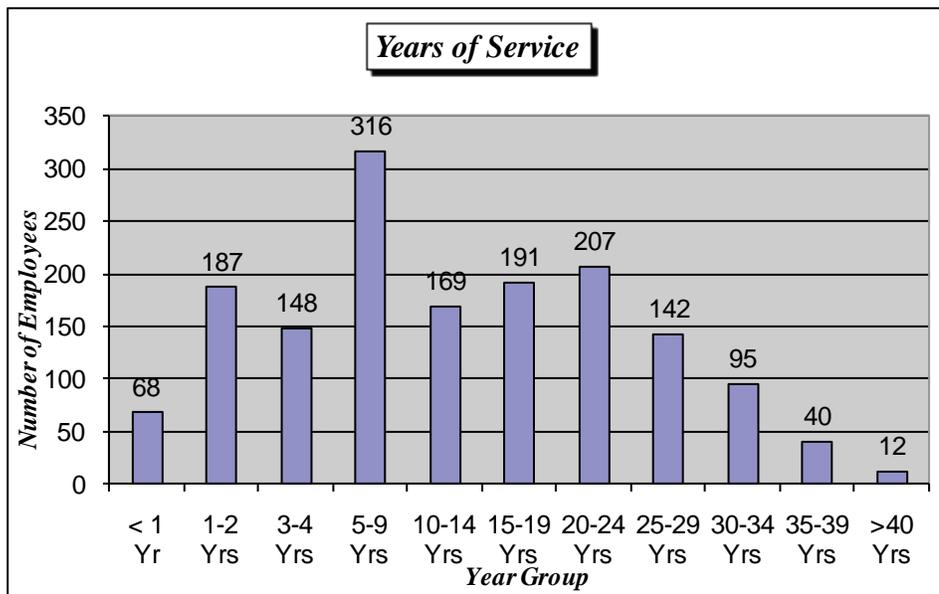


Figure 3
Employees by Years of Service

Distribution of Employees by Geographic Location

The DoD OIG workforce is dispersed as presented below:

- 1026 employees are stationed in Arlington, VA
- 531 are stationed in field offices throughout the United States
- 18 stationed overseas in Germany and Korea

SWA Assignments: At any point in time, approximately 50 employees are temporarily assigned to SWA.



Workforce Historical Analytics

The DoD OIG is committed to recruiting and retaining a high-performance workforce and routinely tracks turnover rates and retirement eligibility. In addition to retiring, DoD OIG employees voluntarily leave the agency through transfers to other Federal agencies and resignations. The turnover and resignation rates for FY 2005 through FY 2009 are shown below.

Fiscal Year	2009	2008	2007	2006	2005
Turnover Rate	7.9%	9.9%	13.0%	11.5%	10.3%
Resignation Rate	13.4%	25.4%	27.6%	24.8%	22.8%

Retirement Forecast

At the end of FY 2009 (30 September), approximately 198 members of the DoD OIG workforce were eligible to retire; 70 Law Enforcement Officers and 128 Regular Federal Employees. This represented 12.6% of the DoD OIG’s total on-board population in contrast to the government-wide retirement eligibility projection of 31.4 % for the same time period. Figure 4 shows the number of DoD OIG employees who were immediately eligible for regular Federal retirement and special retirement for employees assigned as Law Enforcement Officers. The number projected to become eligible for retirement in CY 2010 through CY 2014 is also presented.

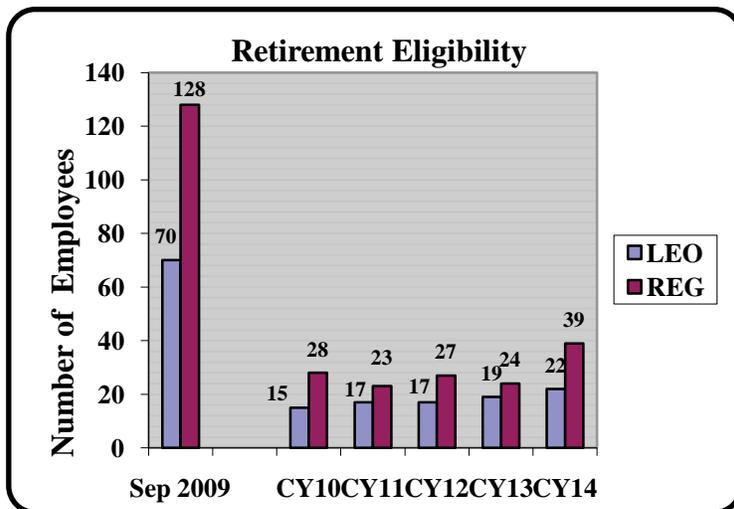


Figure 4
Retirement Eligibility



Retirement eligibility projections, as an aspect of human capital planning, are essential aids in defining the way forward for recruitment, retention and succession planning modules of the Integrated Talent Management Model. When viewed by specific categories, the DoD OIG's current retirement eligibility projection reveals a level of detail and provides a profile of the workforce not readily visible in the aggregate. For example, the current retirement eligibility projection represents:

- 38.9% of our Senior Executive Service (SES) Cadre
- 22.3% of supervisors and managers
- 19.4 % Law Enforcement Officers.

Retirement projections, like all workforce statistics, serve as indicators of what is happening to the workforce. By capitalizing on these insights we can better assess the current workforce to meet future demands, ensuring the DoD OIG workforce will have both the ability (*numbers*) and capabilities (*competencies*) to transform our workforce into a highly adaptive and skilled workforce ready to meet our statutory mission.



Development of the DoD OIG's Human Capital Strategic Plan

Background and Governance

The agency's leadership was committed to developing a Human Capital Strategic Plan that would be used at both the Corporate (DoD OIG-wide) and Component levels to provide the framework for human capital programs. Developing the first Human Capital Strategic Plan was an agency-wide initiative involving representatives and stakeholders from throughout the DoD OIG. Committing DoD OIG-wide resources to the human capital planning process ensured that Corporate and Component-specific issues were identified.

Serving in a facilitation role, the Human Capital Advisory Services (HCAS) Directorate initiated the human capital strategic planning process and designed the framework for the following Human Capital Corporate governance infrastructure:

- The Principal Deputy Inspector General (PDIG) serves as the DoD OIG's Chief Human Capital Officer (CHCO), and the Assistant Inspector General (AIG) for A&M serves as the Deputy Chief Human Capital Officer (DCHCO).
- The Human Capital Executive Committee includes the CHCO, the DCHCO, Deputy Inspectors General (DIGs), the General Counsel, and the AIG for OCCL.
- A Human Capital Advisory Committee (HCAC) was formed to support and participate in the DoD OIG's Corporate human capital strategic planning process. The HCAC is chaired by the HCAS Director and includes the EEO Director, the Chief Learning Officer (CLO), Personnel Attorney from OGC, the Comptroller, and a Senior Representative from each Component. The committee provides strategic advice to the Human Capital Executive Committee. In addition, the representatives from each Component provide leadership and establish strategic direction for the management of human capital within their respective Components.
- The Strategic Human Resources Council, chaired by the HCAS Director, was established to work as a Corporate body to implement human resources policies, procedures, and best practices. Members include HCAS's Assistant Directors, Workforce Planner, and Human



Development of the DoD OIG's Human Capital Strategic Plan

Capital Strategist, Human Resource Development Representative, Comptroller Representative, OGC Representative, and the Component Representatives that are the primary points of contact for human resources/human capital matters. Additional members of the HCAS staff serve as advisors to the Council.

Activities Immediately Preceding the Launch of the Human Capital Strategic Planning Process

In the summer of 2008, the administration of two employee surveys provided additional incentive for proactively moving forward with the human capital strategic planning initiative:

- The Corporate Leadership Council (CLC) administered the "Employee Engagement Survey" to all employees from June 16th through June 27th.
- Audit administered the "Employee Satisfaction Survey" to its employees from May 12th through June 13th.

In August 2008, the IG formed a Working Group on Employee Satisfaction, and the Group developed recommendations for better communications. The AIG for A&M chaired the working group comprised of the DIGs, AIGs, and the Acting General Counsel.

DoD OIG Human Capital Strategic Plan Development

From October 2008 to January 2009, the HCAC developed the goals and objectives for the DoD OIG Human Capital Strategic Plan and ensured that the goals and objectives were aligned with relevant laws, government-wide guidance, DoD guidance, and the agency's strategic plan and growth plan.

After approving the goals and objectives for the Human Capital Strategic Plan, the IG announced that four Strategy Development Teams (informally called Goal Teams) would be formed and led by Senior Executives.

The executives served as Goal Sponsors and selected team leaders for their Goal Teams. The Goal-Team Leaders recruited representatives from the Components to develop recommended strategies with assistance from HCAC and HCAS representatives on the teams.

The names of the goal sponsors, team leaders, HCAC representatives, HCAS representatives, and team members are presented in Appendix A: Members of Strategy Development Teams.

From March through May 2009, the Goal Teams held frequent meetings, conducted research, and developed strategies and initiatives, which were vetted with the HCAC. Strategies and initiatives were briefed to DoD OIG senior leadership, who granted approval to move forward with the Human Capital Strategic Plan.



Progress and Plans for Achieving the DoD OIG’s Human Capital Goals

The DoD OIG Human Capital Strategic Plan has four goals:

- World Class Leaders
- Engaged and Mission Ready Workforce
- Culture that Positively Impacts the Public Trust
- Integrated Talent Management

These goals were developed to support the DoD OIG in achieving its desired culture and to provide the workforce with the human capital management programs needed to successfully achieve the agency’s mission. During the human capital strategic planning process and as the Plan was being written, the agency began implementing strategies and initiatives that aligned with the DoD OIG Human Capital Strategic Plan.

The next sections present:

- Each goal
- The objectives for each goal
- The strategies for achieving each goal’s objectives
- Description of some of the agency’s progress made to date
- Description of some of the plans to achieve the goals

All of the initiatives recommended by the Goal Teams are presented in Appendix B: A Comprehensive List of Goals, Objectives, Strategies, and Initiatives.



World Class Leaders

Goal Definition: DoD OIG leaders: (1) inspire a Corporate vision and operate in partnership throughout the OIG, (2) challenge internal programs and processes to positively impact public trust, and (3) enable and encourage others to achieve high levels of organizational performance.

High-quality leadership is important to all organizations, and providing world class leaders is critical to making the DoD OIG the premier agency in the oversight community.

The agency has made significant progress in working in partnership throughout the agency, developing its leaders, and laying the groundwork for future initiatives.

The DoD OIG will focus on five strategies to accomplish the goal of world class leaders.



Objectives

Strategies

Success Indicators

1.1: Inspire a Corporate vision and operate in partnership throughout the DoD OIG.



DoD OIG leaders effectively address agency wide programs and issues through Corporate planning.

1.2: Develop a competent leadership corps.



The candidates selected for key leadership positions are highly qualified and possess the desired leadership competencies.

1.3: Challenge internal programs and processes to improve professionalism.



Employees feel empowered to make information-based program and process improvements.

1.4: Enable and encourage others to achieve their full potential.



Employees view the DoD OIG culture as one where you can be developed to be a "world class leader."

Strategy



Formalize Corporate planning and decision-making meetings and governance structures that reinforce collaboration and stakeholder buy-in.

Like many organizations, the DoD OIG has “stovepipes” which impede cooperation and the flow of information across organizations. As a first step in improving DoD OIG-wide collaboration, a DoD OIG Senior Leader Offsite was conducted on August 27, 2009. This full-day offsite was opened by the PDIG and closed by the IG. A critical objective of this offsite was to improve senior leaders’ understanding of the DoD OIG as an integrated organization. During the offsite, the agency’s leaders briefed on their organizations’ missions, programmatic goals for FY 2010, staffing levels (currently on board, authorized and target), areas of concern, and key issues. These meetings are now held on a quarterly basis in the form of Quarterly Mission Reviews.

To increase the focus on collaboration, in his New Year’s Message for 2010, the IG announced that the most important goal in 2010 would be UNITY: Unifying the Organization – Working as One Team. The text of the IG’s statement is presented in the box to the right.

In support of the IG’s goal of Unity, the banner on the DoD OIG’s redesigned intranet states:

A Unified Organization . . . Working as One Team

To set the baseline for way-forward, the DoD OIG partnered with the U.S. Office of Personnel Management (OPM) to administer their Employee Viewpoint Survey (EVS), which will be administered on an annual basis. The DoD OIG will use the results from the EVS in designing human capital programs and in monitoring the effectiveness of the agency’s human capital management across time such as the agency’s progress in achieving the IG’s goal of UNITY.

Never in our OIG history has it been more critical that we work effectively across and within Components, eliminate "stovepipes," and put parochial interests aside. The most important goal in 2010 will be UNITY. To assume our proper leadership role within the Department, among other agencies, and throughout the federal oversight community, we must be unified in action and communicate with one voice. Therefore, in the coming year I expect us all to make "Unifying the Organization - Working as One Team" our primary goal.

Mr. Gordon Heddell
December 31, 2009

Strategy



Develop a succession planning model with a developmental focus on: (1) strategic in perspective, (2) proactive, (3) systems-oriented.

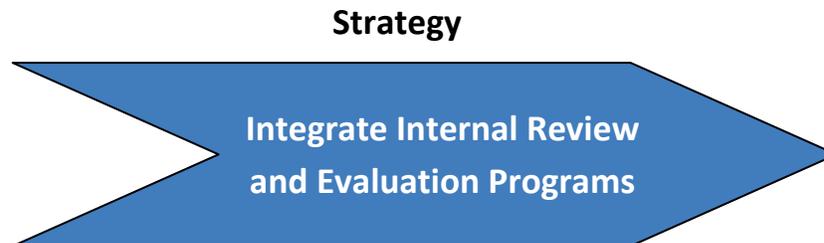
As a critical first step toward achieving this objective, a charter for the agency's Executive Resources Board (ERB) was established, and the charter outlines the following purposes for the ERB:

- Establish and review executive resources policy and guidelines.
- Oversee and provide recommendations to the IG on executive performance management and compensation, executive talent management (which includes recruitment, selection, and development), and executive allocations for SES and equivalent level positions.

The charter established three working groups:

- Executive Performance Management and Compensation Workgroup
- Executive Talent Management Workgroup
- Executive Allocations Workgroup

As a first step in developing and implementing a succession planning model and process, HCAS and the Training Support Directorate (TSD) have partnered to develop the DoD OIG Instruction on Life Cycle Management of Executive Talent.



Formally integrate internal review and evaluation programs and processes as a part of the way the DoD OIG does business.

To achieve this objective, the DoD OIG has established the following:

Position of Chief of Staff

The Chief of Staff's responsibilities include identifying systemic issues, directing corrective actions, and ensuring that successes and lessons-learned are recognized and shared across all Components.

Office of Professional Responsibility (OPR)

OPR's mission is to conduct criminal and administrative investigations of allegations of misconduct by DoD OIG employees and military personnel assigned to the DoD OIG; investigate other matters as the IG may direct; and inspect DoD OIG Headquarters Components, regional offices, and field offices at regular intervals to determine managerial, administrative, and operational efficiency.

Human Capital Accountability Program

In 2008, HCAS established the DoD OIG's Human Capital Accountability Program which includes compliance-oriented internal reviews of human resources actions, customer and employee surveys, and program evaluation.

Office of the Ombudsman

The mission of the DoD OIG Office of the Ombudsman is to serve as an independent, impartial resource that provides DoD OIG employees worldwide with a safe harbor for informal and confidential dispute resolution.

Strategies



Institutionalize leadership development tracks.

Increase the visibility of leaders' roles in the career planning process.

To ensure that today's and tomorrow's DoD OIG leaders have the leadership competencies needed, the agency is formalizing leadership development tracks. The developmental activities for supervisors, managers, and executives will be aligned with leadership competencies and proficiency levels.

The DoD OIG offers leadership development courses/programs at the Corporate level:

- In December 2008, the DoD OIG began conducting values-based leadership training. This training covers The Five Practices of Exemplary Leadership developed by James M. Kouzes and Barry Z. Posner based upon years of research.
- The DoD OIG sends new Executives to courses offered by DoD and OPM.
- For several years, the DoD OIG has offered leadership programs (such as Georgetown University's Master of Policy Management and OPM's leadership seminars). Employees are competitively selected for these programs.
- In 2009, the agency began conducting a supervisory skills course for all new supervisors.
- In FY 2010, the DoD OIG hosted the first agency-wide Leadership Conference for supervisors, managers and executives at the GS-14 level and above.

Values-Based Leadership Training

Initially, training on The Five Practices of Exemplary Leadership was presented only to new supervisors. Participants quickly began serving as engines of positive change, and the demand for this training expanded beyond new supervisors.

Information on The Five Practices of Exemplary Leadership is presented in the box to the right, and a summary of each course is presented below.

- **Leadership Challenge Workshop (LCW)** was the first course and is an intense five-day program. This course is designed to strengthen leaders' abilities to serve as positive role models and focuses on equipping leaders with the skills needed to successfully lead their organizations. LCW is open to first level supervisors, middle managers, and team leaders.
- **Continuing the Challenge (CTC)** is the follow-on course to LCW. In CTC, participants apply The Five Practices of Exemplary Leadership to real organizational issues.
- **Leadership is Everybody's Business** is a two-day workshop designed to meet the needs of DoD OIG employees who are not in supervisory positions.
- **LCW for Executives** is a specially designed workshop for the DoD OIG's executives and focuses on the high-level leadership practices.

The Five Practices of Exemplary Leadership

Model the Way

- Commitment #1: Clarify values by finding your voice and affirming shared beliefs.
- Commitment #2: Set the example by aligning actions with shared values.

Inspire a Shared Vision

- Commitment #3: Envision the future by imagining exciting and ennobling possibilities.
- Commitment #4: Enlist others in a common vision by appealing to shared aspirations.

Challenge the Process

- Commitment #5: Search for opportunities by seizing the initiative and looking outward for innovative ways to improve.
- Commitment #6: Experiment and take risks by constantly generating small wins and learning from experience.

Enable Others to Act

- Commitment #7: Foster collaboration by building trust and facilitating relationships.
- Commitment #8: Strengthen others by increasing self-determination and developing competence.

Encourage the Heart

- Commitment #9: Recognize contributions by showing appreciation for individual excellence.
- Commitment #10: Celebrate the values and victories by creating a spirit of community.



Training for New Executives

APEX: APEX is a two-week orientation program that addresses the requirements of DoD's new members of the Senior Executive Service (SES). It affords the newly appointed Executive an opportunity to reflect on his or her new duties and learn new tools for success and focuses on the outstanding performance of SES members.

SES Briefings for New Executives: In conjunction with the White House, OPM conducts two-day sessions that provide an overview of Executive Branch priorities and an unique opportunity to interact with a broad range of policymakers. The sessions incorporate lectures, discussions, question-and-answer periods, and opportunities for networking. Topics covered include Administration goals and initiatives and practical advice on attributes of effective leaders.

Other Corporate Leadership Training

The DoD OIG uses a competitive process to select employees for participation in the following leadership courses/programs.

Master of Public Policy at Georgetown University: This 36 credit hour graduate program has a practical, results-oriented curriculum and focuses on leadership, analysis, and process issues. The curriculum includes writing and presenting a "capstone" paper and courses such as Leadership & Innovation in Public Management, Public Policy Analysis, and Ethics & Values in Public Management. DoD OIG employees at the GS-12 level and above are eligible, and the program is open to employees from other agencies.

Federal Executive Institute's (FEI) Leadership for a Democratic Society (LDS): LDS is a four-week program which reflects and enhances the Constitutional underpinning of Federal Government work and the common culture of Federal executives. During the program, participants build their skills in personal leadership and gain insights into organizational theory, the policy framework in which Government leadership occurs, and the broad global trends and events that shape Government agendas. DoD OIG executives and GS-15s are eligible to apply.

OPM's Leadership Seminars: DoD OIG participates in selected OPM competency-based leadership seminars. The agency uses a blended approach to learning for the employees who participate in the leadership seminars. Employees complete specified on-line courses through IGEL, the DoD OIG e-learning site, prior to applying for a seminar and then complete specified IGEL courses after completing the seminar. These seminars include:



- *Executive Development Seminar: Leading Change* - This two-week seminar is designed for senior Federal and other public sector managers and focuses on developing and transitioning senior managers from technical work to strategic agency-level leadership.
- *Management Development Seminar: Transitioning from Manager to Leader* - This two-week seminar helps experienced mid-level managers assess and improve their organization's overall effectiveness.
- *Seminar for New Managers: Leading People* - This two-week seminar is designed to help new managers assume greater responsibility for their team, work unit, and organizational results.
- *Team Building and Team Leadership* - This one-week seminar is designed to help participants develop fundamental skills for effective team participation and leadership.

Component Leadership Training

In addition to participating in the Corporate leadership development programs, two of the Components have their own structured leadership development programs:

- DCIS established its Special Agent Leadership Development Program (LDP) in 1998. This two-year program included entry-level supervisory and leadership courses, on-the-job training (including serving as a relief supervisor), and on-going evaluations.

The LDP is currently being re-evaluated based upon an ongoing reorganization and a new philosophy of career progression within DCIS. In the interim DCIS will continue to send all new supervisors to the DoD OIG's Leadership Challenge Workshop and Supervisory Skills Course as well as training programs offered by the OPM. DCIS will also continue to utilize specialized law enforcement leadership and management training programs conducted at the Federal Law Enforcement Training Center (FLETC).

- Audit trains current and emerging leaders in coaching skills as a part of its leadership development program. This training is provided through two avenues:
 - Audit conducts a three-day Leadership Coaching Skills training session for intact Audit teams. This training is based on adaptive coaching and employee engagement models researched by the Gallup organization and the Lore International group.



- Coaching for development is part of the training course at the Center for Creative Leadership and is attended by new and emerging leaders.

Supervisory Training

At the Corporate level, the DoD OIG presents a Supervisory Skills Course for all new supervisors. This four-day course covers a variety of topics, including: Human Resource Management: Nuts and Bolts for Supervisors; Travel Authorizations; Media Relations; and Equal Employment Opportunity Programs.



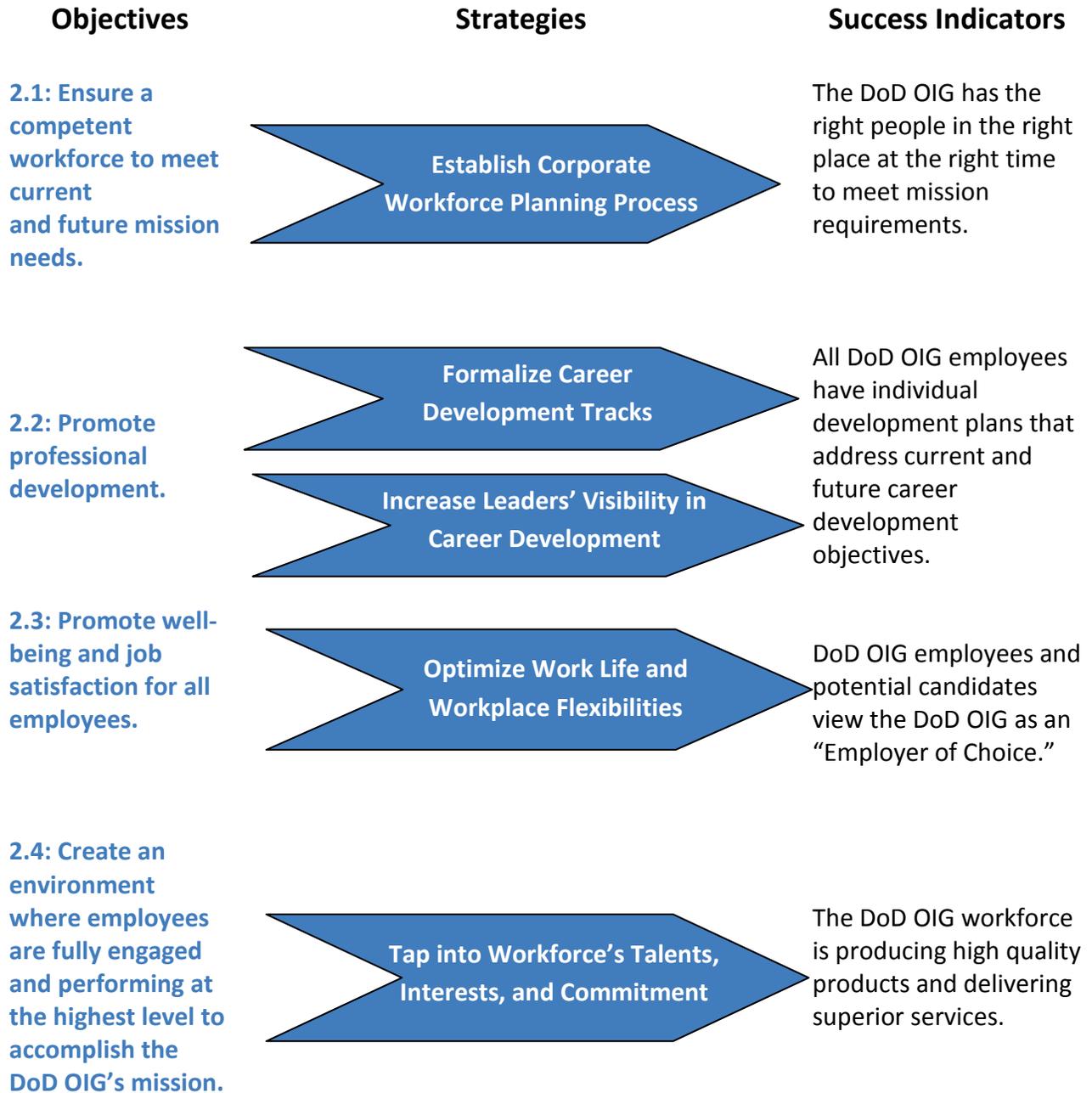
Engaged and Mission Ready Workforce

Goal Definition: The DoD OIG has a fully engaged, diverse and highly skilled workforce with the competencies needed to meet current and future mission requirements.

Employee engagement is a heightened connection between employees and their work, their organization, or the people they work for and with. Engaged employees find personal meaning in their work, take pride in what they do and where they do it, and believe that their organization values them.

In today's challenging environment, having a diverse and engaged workforce of the right people with the right competencies in the right place at the right time is even more important than it has been in the past.

The DoD OIG will focus on five strategies to achieve the goal of an engaged and mission ready workforce.



Strategy



Establish a formal DoD OIG-wide workforce planning process.

The requirements for Federal agencies' workforce planning have increased significantly during the past few years. For example, the expectation today is that workforce planning will be competency based and agencies will assess competency gaps and use validated competencies throughout the employee lifecycle.

A brief description of DoD's policy on competency-based workforce planning is presented in the box to the right.

Workforce planning is the planned strategic process of linking mission requirements and growth strategies with planned human capital activities including succession planning, work design, and staff development.

Planning for human capital needs is one of the greatest challenges facing DoD OIG managers today. In order to meet this challenge, workforce planning was introduced as the uniform process to provide a disciplined approach for matching human resources with the anticipated needs of the DoD OIG as an enterprise and the specific needs of the Components and their subordinate directorates. Organizing and mobilizing strategic partners is the core process for successful workforce planning. The steps in the agency's workforce planning methodology are presented in the box on the next page.

DoD's Policy: Competency-Based Workforce Planning

In order to leverage resources, support enterprise-wide mission requirements, and meet reporting requirements OSD requires that organizations:

- Use a standard framework for workforce planning which includes the application of competencies throughout the total employee lifecycle.
- Use one of a specified set of methods to develop and validate competencies to ensure that the competencies meet the requirements in the *Uniform Guidelines for Employee Selection*.

Following DoD's guidance will increase the quality of human capital planning and competency-based tools.

DoD is using Functional Career Program Managers (FCPMs) at the OSD level and in the military services and Defense agencies to implement competency-based workforce planning.

DoD OIG Workforce Planning Methodology

- Institutionalize the workforce planning process with the DoD OIG Components through recurring planning sessions that are strategically focused and conducted on an annual basis.
- Communicate workforce planning initiatives and processes through participation in the Human Capital governance process.
- Integrate workforce planning process with key organization events, such as the Senior Resources Review, Agency's Quarterly Mission Review, Resource Management Updates and Biennial Growth Plan Development.
- Submit Yearly Staffing Plans that describe new work and projected reorganizations or realignments and document required staffing levels and desired competencies.
- Fully integrate Career Development and Employee Life Cycle Management into the workforce planning process.

The focus of this effort is a total assessment of the DoD OIG workforce needs.

The objective of workforce planning in the DoD OIG is to ensure that *"the right people with the right competencies are in the right place at the right time."*

Effective and efficient human resources alignment means integrating decisions about people with decisions about the organization.

Workforce planning is a process that will provide leaders and managers with a framework for making human resource decisions based on the organization's mission, strategic vision, budgetary resources, and the competencies needed for successful performance.

Workforce planning is an essential tool that is critical to quality performance and contributes to the achievement of

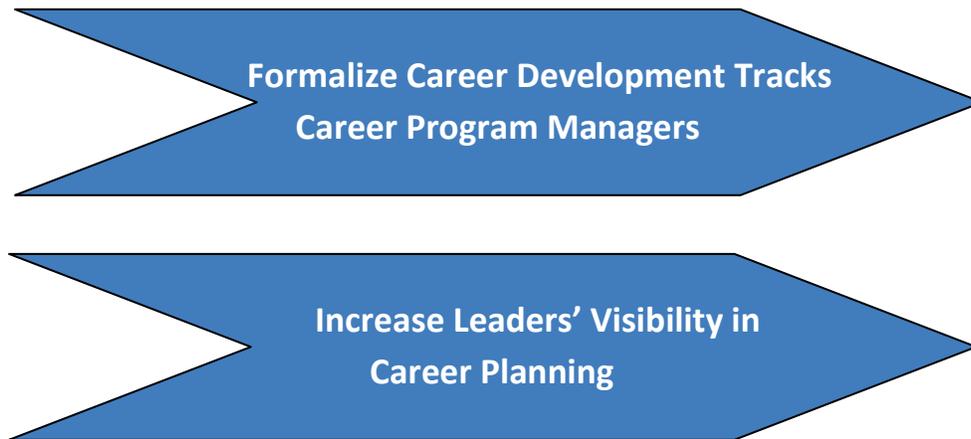
program objectives. Workforce planning also links budget allocation and workload staffing levels to organizational goals and objectives. As the DoD OIG executes mission strategies to support the achievement of both long-term and annual performance goals in the strategic plans, workforce planning will be the key management activity to link these broad-based management strategies to operational results.

Through collaborative workforce planning efforts, we will be able to successfully:

- Identify and document mission-critical occupations and competencies.
- Identify competency gaps in today's workforce and gaps projected for the future workforce.
- Identify gap reduction strategies, i.e., make decisions about structuring and deploying the workforce to best support the agency mission.

Workforce planning is critical for the DoD OIG to sustain a mission-ready state to meet the numerous challenges of the next three to five years. As a leadership initiative, the Workforce Plan will provide the road map to acquire, develop, engage, manage, retain and reward talent as key strategies in meeting the goals and objectives identified in this Plan.

Strategy



Formalize career development tracks by career paths.

Increase the visibility of leaders' roles in the career planning process.

The DoD OIG offers a variety of professional development opportunities. For example:

- Employees hired through the Defense Career Intern Program (DCIP) go through a two-year training and development program.
- Supervisors work with their employees to develop individual development plans (IDPs) which include short-term and long-term goals and activities such as formal training, reading assignments, on-the-job training, and developmental assignments/projects. The formal training in IDPs is provided through IGEL and courses offered on-site and by different vendors.

The career paths for three of the agency's Mission Critical Occupations (MCOs) are clear to employees:

- For the Criminal Investigators in DCIS's field offices, the typical career path is: Special Agent → Resident Agent in Charge → Assistant Special Agent in Charge → Special Agent in Charge.

- For Intelligence Professionals in Intel, the typical career path is: Evaluator → Team Leader → Project Manager.
- For Auditors in Audit, the typical career path is: DCIP → Auditor → Senior Auditor → Team Leader → Project Manager (PM) supervising a branch → Program Director (PD) supervising a division.

Audit has established programs and provides resources (such as Audit's mentoring program which is described in the box to the right) to help its Auditors progress through their career path.

As a first step in ensuring current and future workforce needs are met and to increase the visibility of leaders' role in the career planning process, DoD OIG is implementing a Corporate Career Development Framework that includes a SES Level Career Program Champion for each MCO to oversee the design and implementation of career development tracks.

Today's challenges require that many supervisory and non-supervisory employees have a broad perspective of their organization's mission and its impact on the DoD OIG's success. To help employees develop this broad perspective and plan their careers, opportunities for movement across Components will be identified as part of MCO career tracks.

The career tracks for employees in other occupations are not as clearly defined or do not offer the same advancement opportunities. Initiatives are being developed through a collaborative effort between the Components' leadership, HCAS, and TSD to address other career tracks throughout the agency.

Audit's Mentoring Program

Audit uses its revised and expanded mentoring program to build a climate of information sharing and career development and encourages mentoring for both one-to-one pairs and mentoring groups.

The mentoring program has been supported by Mentoring Conferences (MENCONs) for several years and the revised program was kicked off by the MENCON in September 2009.

The program's new features are

- Mentor and protégé-specific training
- Audit mentoring Program Handbook

Strategy



Develop a formal DoD OIG-wide program that fully integrates work life and wellness initiatives and workplace flexibilities to address all stages of the employee lifecycle.

The DoD OIG will continue to assess and improve work life programs such as the following newly implemented and redesigned worklife programs:

- The new **DoD OIG Physical Fitness Program** authorizes employees up to 3 hours of excused absence per week to participate in physical fitness activities. The program provides employees with a year-long exercise plan with recommended activities, a medical pre-screening sheet, and the flexibility to exercise up to 1½ hours per session. The IG recognizes the importance of employee health, both physical and mental, and the potential positive impact this program will have on reducing employee stress levels, improving the work environment, and increasing employee productivity.
- Safety is one of the Secretary of Defense's top ten initiatives, and the DoD OIG has expanded its safety program. The IG signed a policy memorandum for the **Emergency Preparedness, Safety and Occupational Health (SOH) Program** stating his commitment to a safe work environment, and the agency is revising the Occupant Emergency Plan which contains new forms and improved procedures. Administration and Logistics Services Directorate's (ALSD) current initiatives for the safety program include a briefing during New Employee Orientation, accident and hazard reporting, making emergency escape mask training more accessible, safety inspections and providing H1N1 and seasonal flu vaccinations on-site at its headquarters building. In the short term the agency plans to provide a safety web page and site visits by the SOH Specialist. Long-term plans include ergonomics training and assessment, automated external defibrillators (AEDs) for the field sites, safety program instructions, and safety training.
- The **Telework Program** instruction and related forms were revised to incorporate many of the concerns and suggestions received through feedback from the Component telework coordinators and employees. The instruction provides more guidance to address common concerns such as describing positions and employees suitable for teleworking and registering to use a telework center. The new format makes it easier to locate specific

information, and the forms were revised to be more intuitive, simplifying the process for requesting to participate in the telework program. Overall, the revised instruction has been instrumental in furthering the understanding and advantages of the agency's telework program.

- The DoD OIG offers two **Compressed Work Schedules (CWS) Programs**: the 5/4-9 Plan, which it has offered for years, and the newly implemented Four Day Work Week Plan (4-10 Plan). At the same time the agency implemented the 4-10 Plan, Core Hours were changed to 9:30 a.m. to 2:30 p.m. so that employees on Alternative Work Schedules (AWS) may begin work as early as 6 a.m. and leave as early as 2:30 p.m. or begin work as late as 9:30 a.m. and leave as late as 6 p.m.
- HCAS launched an **Employee Wellness Awareness Information Campaign** to increase employee awareness of, and commitment to, the four pillars of a healthy lifestyle: physical activity, nutrition, healthy choices, and prevention.

The DoD OIG continues to provide programs such as its Employee Assistance Program (EAP) and DCIS's Peer Support Program and proactively promotes activities throughout the year which contribute to employees' health and job satisfaction. For example:

The agency's Diversity Day celebration is a multi-day event with a variety of activities, which provide employees with the opportunity to:

- Learn about other cultures through presentations, demonstrations, workshops, cooking contests/pot-luck luncheons, and museum tours.
- Interact with other employees in an informal setting, such as domino tournaments.
- Introduce their children to the work environment by participating in the Take Our Sons and Daughters to Work Day, which includes a variety of exciting and educational activities including DCIS's interactive demonstration "Shoot – Don't Shoot."

Functions which provide the opportunity to learn about the military and/or contribute to *esprit de corps* include:

- The annual picnic for employees and their families in which senior managers and executives play key roles by serving food in the buffet line.
- The Annual Gala, which is a formal dining event with entertainment followed by dancing with music for all ages. The Military Detachment leads the coordination and the IG is the keynote speaker. It is attended by staff members of the DoD OIG and their guests.
- The Military Detachment's guest-speaker program, which targets military-related topics and current and world affairs and is open to civilians.

Strategy



Design and implement DoD OIG-wide initiatives that enable supervisors to tap into the workforce's talent, interests, and commitment to the DoD OIG mission.

In 2008, the DoD OIG conducted an Employee Engagement Survey which identified employee engagement issues in the workforce. Communication was one of the issues the survey revealed, and the IG mandated semi-monthly meetings to improve two-way communications.

Before and after administration of the Employee Engagement Survey, the agency's leadership took proactive steps to improve employee engagement by involving employees in decisions affecting their work and by communicating about agency decisions and activities.

For example, before the survey, the DoD OIG involved employees in developing the agency's revised exit survey and used working groups as the means for getting the work done.

After the administration of the Employee Engagement Survey:

- In 2009, Audit, which has encouraged employee councils for several years, expanded its new Management Support Council by inviting other employees throughout the DoD OIG to participate. This suggestion was made at Audit's Support Staff Leadership Conference, which included administrative support staff from other Components.
- A new planning process resulted from Intel managers and employees working together to make improvements.
- Several human capital initiatives (including developing the agency's goals, objectives, strategies, and initiatives for this Plan) have used working groups as the means for getting the work done.

- On March 1, 2010, DCIS launched a leadership blog to improve communications between headquarters and field offices. DCIS leaders use the site to provide information regarding current affairs, and DCIS employees can comment on the postings.

The physical environment has an effect on employees' job satisfaction and engagement, and A&M is making improvements in that area. For example:

- In response to an employee suggestion, ALSD re-initiated a recycling program at 400 Army Navy Drive.
- In response to the recommendations made by the Base Realignment and Closure (BRAC) Commission, many of the organizations in Arlington will move to a new building by September 2011. In this new building employees will have a fitness center, on-site credit union and retail space, central conference center and teaming areas within directorates or divisions, and new furniture.

The DoD OIG has recognized the important link between an employee's initial impressions with an employer and employee engagement and retention and, therefore, has a multi-step on-boarding program which is summarized in the box to the right.

The agency is establishing an DoD OIG-wide On-Boarding Task Force to improve the on-boarding experience for new hires. The HCAS Director is the Process Champion for on-boarding and the Task Force will be composed of a number of other process owners.

The Task Force will base the agency's new on-boarding program on the research-based recommendations developed by the Partnership for Public

Current On-Boarding Program

- A check-off sheet with items to be discussed with a new employee and mandatory training is used to structure the supervisor's orientation of new employees.
- New Employee Orientation (NEO) is a three-day course, which focuses on the mission of the agency, the mission of the different Components, and how the agency supports employees in carrying out the mission.
- WorkPlace Applications is a two-morning course which covers administrative systems and programs.

Some of the Components have their own on-boarding programs. For example:

- Audit and SPO provide a sponsor/buddy to help employees acclimate to the agency.
- Audit-Specific NEO is a course for entry-level professional and administrative personnel and includes a team-building exercise and briefings on each directorate and the headquarters staff. The course also includes a briefing on the auditing process and opportunity to meet the IG and the DIG for Audit in an informal setting.

Service and Booz Allen Hamilton. Some of the recommended on-boarding activities are presented in the box below.

Best Practices in On-Boarding

Before the first day

- Send welcome packet with information (e.g., benefits and first day logistics) and welcome letter
- Contact new employee to answer questions and set expectations

First day/orientation

- Communicate vision and mission and administer a formal oath
- Introduce new employee to sponsor/buddy
- Complete paperwork and security requirements
- Have a senior leader welcome new employees (in person or through recorded means)

First week

- Ensure that job roles and responsibilities are clearly communicated to the new employee
- Introduce the new employee to other employees and senior staff
- Provide meaningful work for the new employee

First 90 days

- Review performance objectives and set individual development goals
- Give performance feedback early and often to the new employee

First year

- Provide training to build competencies and fill any skill gaps
- Conduct a new employee survey and address any issues that surface
- Ensure a senior executive or manager sends a congratulatory e-mail on employee's one-year anniversary



Culture that Positively Impacts the Public Trust

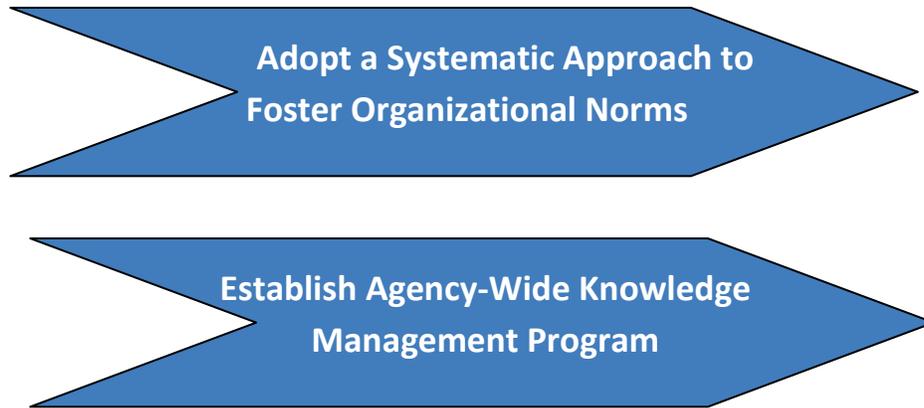
Goal Definition: The DoD OIG culture is one that promotes positive organizational relationships where employees operate in a highly ethical, cost-effective, and transparent manner.

Results and the manner in which the Federal Government operates are both critical to instilling public trust. People who view the Government from the outside (such as the public) or from the inside (such as an agency's employees) must see that the agency is accomplishing its mission and is operating with transparency, integrity, efficiency, and effectiveness. This is especially important for the oversight community.

The DoD OIG will focus on four strategies to accomplish the goal of a culture that positively impacts the public trust.

Objectives	Strategies	Success Indicators
<p>3.1: Create and sustain organizational norms of transparency, customer engagement, and adaptability in a dynamic environment.</p>	<p>Adopt a Systematic Approach to Foster Organizational Norms</p> <p>Establish Agency-Wide Knowledge Management Program</p>	<p>As a way of doing business, DoD OIG staff employ a systematic approach to engaging customers, managing change and risk, and ensuring transparency in products and services.</p> <p>Valuable information is retained within the DoD OIG and made available as needed.</p>
<p>3.2: Demonstrate the DoD OIG’s value through effective <u>external</u> communications.</p>	<p>Expand External Communications</p>	<p>In addition to written information about our products, subject matter experts are available to respond to inquiries from the media and other stakeholders.</p>
<p>3.3: Demonstrate the DoD OIG’s commitment to the highest standards of integrity, efficiency and effectiveness.</p>	<p>Promote Ethical Culture</p>	<p>Employees view performing in an ethical, efficient, and effective manner as routine.</p>

Strategies



Adopt a systematic approach to establish and foster commitment to organizational norms.

As a first step toward achieving the first strategy, the DoD OIG recently established a Whistleblowing and Transparency Program Manager position to serve as subject-matter expert to the IG and all whistleblowing stakeholders, to include members of Congress and their staffs, and to establish and maintain an outreach program.

Establish an agency-wide Knowledge Management Program.

A formal Knowledge Management Program is an important human capital tool and operates best in an environment that encourages the transfer of expertise and knowledge to another person. Aspects of the DoD OIG's culture indicate that the agency is making progress in knowledge management. For example:

- In Audit, auditors work in teams, and supervisory and senior auditors work with entry-level auditors to help them understand and perform the steps in an audit.
- As a part of DCIS's leadership development program (which is currently under review), the program participants served as relief supervisors.

The agency is committed to the establishment of a formal Knowledge Management Program and has begun a communications enhancement program, which is outlined in the Five Year Information Technology Management Strategic Plan.

In addition, the DoD OIG sent a number of employees to a knowledge management conference hosted by the American Management Association. The focus of this conference was preventing knowledge collapse by implementing succession and transition planning strategies for the public sector.

The next step is to identify a program owner and develop a corporate plan and supporting processes.

Audit has established a formal Knowledge Management Program, and the program is summarized in the box below.

Audit's Knowledge Management Program

Definition of Knowledge Management (KM): A set of professional practices which improves the capabilities of the organization's people and improves their ability to share what they know and how they learned it.

The following steps have been completed in establishing the KM Program:

- Established KM position and hired KM program specialist
- Drafted KM Tactical Plan
- Scheduled four KM Brown Bag sessions
- Established Internal Policy position

The following steps are planned:

- Gain commitment from senior leadership for white papers or articles
- Establish Audit database in order to interface with Sharepoint
- Resource "short-term" visibility initiatives described in KM Tactical Plan, such as Legacy Interviewing Project, Pod casts, and KM Brown Bag meetings
- Announce internal policy position and recruit/fill

Strategy



Increase the DoD OIG's capacity for external communications of its mission and accomplishments.

Expanding external communications is a strategy for increasing awareness of the DoD OIG mission and improving customer perceptions of the value of the DoD OIG's work in supporting the warfighter and the American Public.

Through OCCL, the DoD OIG has a proactive external communications program. For example:

- The DoD OIG Internet has earned a reputation of being a major source of information, and during FY 2009 received over 1 million "hits" on its web site.
- During FY 2009, OCCL responded to almost 300 news media inquiries, mostly from major print and electronic outlets.

The following initiatives are recommended to increase the DoD OIG's capacity in dealing with the news media and for external communications:

- Identify DIG-appointed public relations liaisons and subject matter experts.
- Expand training in media communications.

Strategy



Promote ethical culture in the DoD OIG by integrating ethics in as many DoD OIG processes, procedures, and programs as possible.

Ethical conduct and efficiency and effectiveness are basic to Federal employment from two separate perspectives:

- Regulatory requirement: To ensure the public trust, all employees in the Executive Branch must comply with Principles of Ethical Conduct [5 CFR §2635.101(b)].
- Importance to employees:
 - Ethical conduct has consistently been identified as important to employees. For example, in all of OPM's Multipurpose Occupational Systems Analysis Inventory - Closed-ended (MOSAIC) competency studies, the competency of Integrity/Honesty has been identified as number one in importance for employees at all levels.
 - In the Ombudsman's Annual Report, value, ethics, and standards was ranked number six as an organizational issue.

Employees in the Federal Government are held to a high standard of ethical behavior. The members of the OIG Community are held to a higher standard, which is reflected in several ways in the DoD OIG, including the agency's core values of Accountability, Integrity, and Efficiency. To reinforce the DoD OIG's core values, an ethics campaign was recommended, which includes developing and publishing monthly articles concerning ethics topics for the DoD OIG News web page. OCG was proactive in implementing this recommendation and published the first article in November 2009.

Our People
One Team

Goal 4

Integrated Talent Management

Goal Definition: In the DoD OIG, talent is managed based on the lifecycle of an employee and supporting human capital/human resources programs and activities are integrated, customer focused, well-communicated, and have leading edge results.

Integrated Talent Management is a systematic approach for aligning people with the strategies, goals, and values of organizations through human resources programs, policies, processes, practices, and technologies to ensure organizations have the right people in the right jobs, at the right time, and performing at the highest levels of efficiency and effectiveness. The objective of integrated talent management is to align policies, processes, practices, and technologies to ensure a holistic approach to meeting human capital and human resource delivery requirements.

The DoD OIG's integrated talent management model is shown on the next page, and the agency will focus on four strategies to institutionalize this model.

DoD OIG Integrated Talent Management Model



Objectives

4.1: Design and implement human capital strategies, which are Corporately focused and aligned as well as fully integrated with all Component and Staff Office plans and initiatives.

4.2: Design and implement a Competency-Based approach to human capital planning and talent management that addresses the lifecycle of the employee and results in integrated business plans, processes and practices.

4.3: Increase and improve collaboration & communication across the DoD OIG in all areas of human resource planning, implementation, and evaluation.

Strategies

Add Leadership Element to Supervisors' Performance Standards

Develop and Implement Comprehensive Recruitment, Retention, & Rewards Programs

Develop and Implement Competency Models & Replacement Planning Process

Institutionalize Current Human Capital Governance Structure

Success Indicators

On the annual employee survey, DoD OIG employees rate their supervisors as effective in leadership.

DoD OIG recruits and retains employees where there is a good match between organizational requirements and employee career objectives

DoD OIG employees have required competencies to successfully perform and move into positions with more responsibility as opportunities occur.

Human capital planning is strategically aligned with DoD OIG mission related goals and objectives.

Strategy



Ensure that performance standards support mission accomplishment, clearly communicate expectations, and are fair in assessing and rating employees.

A key driver of change and high performance is the success of leaders and supervisors in managing employee performance. This requires that all supervisors and managers have a clear understanding of what the organization values as effective supervision and leadership. To meet this requirement, the agency will develop a Corporate supervisory performance standard for use throughout the DoD OIG.

Strategy: An Integrated Approach to Developing and Applying a Corporate Supervisory Performance Standard		
Aligned with Other HR Systems/Functions		
Workforce Planning	Recruitment	Development
Assess required leadership and supervisory skills and competencies to meet DoD OIG needs. Identify gaps and develop recruiting and developmental activities to address gaps.	All recruitment efforts for supervisors will focus on acquiring talent with identified leadership and supervisory skills and competencies. All vacancy announcements will include standard supervisory qualifications statement.	All developmental efforts for supervisors will focus on developing and enhancing the identified leadership and supervisory skills and competencies.

Strategy

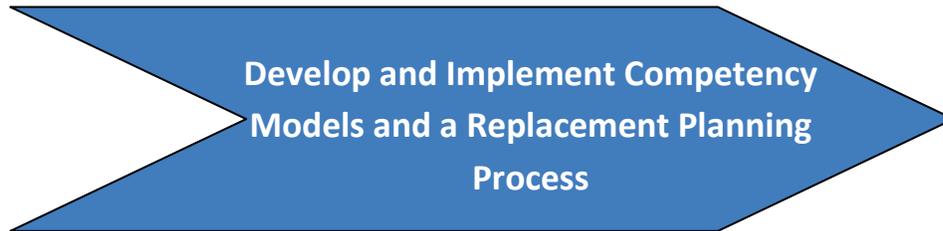


Develop and Implement Comprehensive Recruitment, Retention and Rewards Programs.

Effective recruitment, retention, and rewards programs must be aligned with organizational staffing requirements, which results from structured workforce planning. The procedures which will be followed in implementing these recruitment, retention, and rewards programs are summarized in the table below.

Strategy: An Integrated Approach to Recruitment, Retention, and Rewards Programs			
HR Systems/Functions			
Workforce Planning	Recruitment	Retention	Rewards
Yearly Staffing Plans are part of the Workforce Planning Program. Yearly Staffing Plans have staffing levels by: <ul style="list-style-type: none"> • Series and grade • Required competencies • Required knowledges, skills and abilities Yearly Staffing Plans: <ul style="list-style-type: none"> • Describe new work • Identify skill gaps • Project reorganizations and realignments • Project attrition <ul style="list-style-type: none"> ○ By series and grade ○ Competency losses ○ Skill Losses • Identify hard to fill positions • Identify hard to retain occupations 	Address competency and skill gaps by identifying sourcing strategies to meet recruitment needs and recruitment challenges associated with “hard to fill” positions.	Address turnover in new hires by “recruiting for retention.” Address competency and skill gaps by identifying retention strategies for “hard-to retain” positions. Address other retention issues.	Address competency and skill gaps by identifying rewards strategies to ensure competitive edge in recruiting and retaining top talent.

Strategy



Develop and Implement Competency Models and a Replacement Planning Process.

Where feasible, the DoD OIG will use existing validated competency models. Managers and/or subject matter experts will work with HCAS to select the competencies and proficiency levels required for individual positions or groups of positions. Additionally the DoD OIG will develop a Replacement Planning Process to support requirements to ensure the right talent is in the right place at the right time. More information on the framework for replacement planning is presented in the following table.

An Integrated Approach to Developing and Implementing Competency Models			
HR Systems/Functions			
Workforce Planning	Competency Model Development	Staffing and Replacement Planning	Professional Development
Yearly Staffing Plans have required staffing levels and competencies.	Competency-based models for occupations are based on organizational requirements. Core competencies are based on DoD OIG mission, vision and values.	Promotion and lateral movement cycle times are identified for each career field. Proficiency levels of organizational and core competencies are identified for each career field and used in staffing and planning.	Professional development to support competency attainment and enhancement is incorporated in the staffing and replacement cycle times.

Strategy



Institutionalize the current Human Capital Governance Structure.

Effective integrated talent management must be a shared responsibility and requires collaboration across organizational lines.

The table on the next page shows how the responsibility for developing and managing the following programs is supported by the human capital governance infrastructure.

- Workforce Planning
- Position Classification and Position Management
- Compensation
- Recruitment and Staffing
- Workforce Development
- Performance Management
- Work Life

Human Capital Roles					
HR Function/ System	HCAS and/or TSD Role	Strategic Human Resources Council Role	Human Capital Advisory Committee Role	Human Resources Executive Committee Role	Chief Human Capital Officer Role
Workforce Planning	Manage DoD OIG-wide program.	Work with Components to document specific requirements.	Review DoD OIG-wide data and discuss alignment with human capital plan and strategies.	Concur on DoD OIG-wide Workforce Plan.	Approve DoD OIG-wide Workforce Plan.
Position Classification and Position Management	Correctly classify positions and advise on position management.	Work with Components in writing position descriptions.			Approve reorganizations that affect position management.
Compensation	Work with Components in setting pay in accordance with Title 5 requirements.	Work with HCAS and Components in setting pay in accordance with Title 5 requirements.	Review and recommend approval of compensation flexibilities for DoD OIG-wide implementation.	Concur with use of compensation flexibilities for DoD OIG-wide implementation.	Approve the use of compensation flexibilities for DoD OIG-wide implementation.
Recruitment and Staffing	Manage the DoD OIG-wide comprehensive recruitment program. Work with Components on sourcing strategies and staffing and hiring actions.	Work with HCAS and Components on sourcing strategies and staffing and hiring actions.	Review and recommend approval of hiring flexibilities for DoD OIG-wide implementation.		Approve the use of hiring flexibilities.
Workforce Development	Manage DoD OIG-wide workforce development program. Work with Components in integrating DoD OIG-wide and Component-specific programs.	Work with TSD and Components in integrating DoD OIG-wide and Component-specific workforce development programs.	Review and recommend approval of DoD OIG-wide and Component-specific workforce development programs.	Concur with DoD OIG-wide workforce development programs.	Approve DoD OIG-wide workforce development programs.
Performance Management	Manage the DoD OIG-wide performance management program.	Work with HCAS and Components to meet performance management program requirements.	Review and recommend approval of performance management initiatives and program changes.	Concur on performance management initiatives and program changes.	Approve performance management initiatives and program changes.
Work Life	Manage the DoD OIG-wide work life program.	Work with HCAS and Components to implement work life initiatives.	Review and recommend approval of work life initiatives and program changes.	Concur on worklife program initiatives and changes.	Approve work life initiatives and program changes.

Goal 1

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Goal 2

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Appendix A

Participants in Human Capital Strategic Planning Initiative

Goal 3

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Goal 4

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Participants in Human Capital Strategic Plan Development

Human Capital Advisory Committee

The following Component representatives and advisors developed the goals and objectives for the DoD OIG Human Capital Strategic Plan and vetted the strategies and initiatives developed by Strategy Development Teams (Goal Teams):

- Dave Cather - A&M/TSD (Advisor on Learning)
- Mike Culbreth - A&M/Comptroller (Advisor on Resource Management.)
- Anna Gershman - INV Representative and Goal Sponsor for Goal 3
- Dave Gross – OCCL Representative and HCAC Representative on Goal Team 3
- Dave Ingram – INTEL Representative and HCAC Representative on Goal Team 1
- John Koch - AUDIT Representative
- Carolyn McMillon - EEO (Advisor on EEO and Diversity Management) and HCAC Representative on Goal Team 4
- Ray O’Connor - OGC (Legal Advisor)
- Stephanie Oliphant – HCAS (Advisor on Workforce Planning)
- Pat Remington - AUDIT Representative
- Diane Stetler - P&O Representative
- Richard Vasquez, AUDIT Representative
- Deane Williams - SPO Representative and HCAC Representative on Goal Team 2
- Phyllis Hughes - HCAS (Facilitator and Advisor on Human Capital Planning)

Strategy Development Team (Goal Team) Members

Team 1: World Class Leaders

Goal Champion: Jim Pavlik

Team Leaders : Susan DeYoung, INV and Mike DiRenzo, P&O

HCAC Member: Dave Ingram, INT

HCAS Representative: Stephanie Oliphant

Team Members: Carol Brink-Meissner, P&O; Brooke Harris, INV; Shaun Jackson, INV; Robert Murrell, P&O; Ferdinand Raguindin, A&M; Susann Stephenson, SPO; Towanda Stewart, AUD; Charles Stribling, INTEL

Goal 2: Engaged and Mission Ready Workforce

Goal Champion: Dan Blair

Team Leaders: Suellen Brittingham, Audit and Kevin Klein, Audit

HCAC Member: Deane Williams, SPO

HCAS Representative: John Burgess and Stephanie Oliphant

Team Members: Daniel Boucek, INV; Leia Burks, INV; Leo Fitzharris, AI; Bill Means, P&O; Greg Sampson, P&O

Goal 3: Culture that Positively Impacts the Public Trust

Goal Champion: Anna Gershman

Team Leaders: Deborah Gibson, AI and Bryan Kitchens, P&O

HCAC Member: Dave Gross, OCCL

HCAS Representative: Karen N. Jones

Team Members: Tom Bryan, A&M; Walter Gaich, Audit; Steve Hampton, P&O; Kim Haney, P&O; LTC Valerie Jackson, SPO; Pat Remington, AUD

Goal 4: Integrated Talent Management

Goal Champion: Mike Child

Team Leader: Chris Brake, Audit

HCAC Member: Carolyn McMillon

HCAS Representative: Napoleon Walker

Team Members: Melvina Coakley, P&O; Marcia Kilby, AUD; Mikki Pavlik, A&M; Mike Roark, AUD; Willie Reid, SPO; Paul Sternal, INV

Aisha Kendall served as a floating HCAS representative on all teams.

Plan Developer

Karen N. Jones, HCAS

Other Participants

Numerous staff members from the Components and Staff Offices provided input, such as information about Component-specific human capital initiatives and descriptions of their programs, and comments on drafts of the Plan.

Goal 1

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Goal 2

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Appendix B

A Comprehensive List of Goals, Objectives, Strategies, and Initiatives

Goal 3

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Goal 4

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World Class Leaders

Goal Definition: DoD OIG leaders: (1) inspire a Corporate vision and operate in partnership throughout the DoD OIG, (2) challenge internal programs and processes to positively impact public trust, and (3) enable and encourage others to achieve high levels of organizational performance.

“World Class Leaders” are:

- Strategic in perspective
- Proactive
- Systems-oriented

Objective 1.1: Inspire a Corporate vision and operate in partnership throughout the DoD OIG.

Strategy: Formalize Corporate planning and decision-making meetings and governance structures that reinforce collaboration and stakeholder buy-in.

Initiatives:

- Hold SES off-sites that focus on the DoD OIG Corporate vision. These off-sites are strategic in perspective, proactive and systems-oriented. – **Initiated**
- Identify future leadership and managerial position requirements and conduct gap analysis.
- Identify the competencies and behaviors the DoD OIG wants in its leaders.

Objective 1.2: Develop a competent leadership corps.

Strategy: Develop a succession planning model with a developmental focus on: (1) strategic in perspective, (2) proactive, (3) systems-oriented.

Initiatives:

- Design merit-based programs/processes to identify high potential (HIPO) leaders.
- Design merit-based programs and processes that support the movement of HIPOs into leadership positions.

Objective 1.3: Challenge internal programs and processes to improve professionalism.

Strategy: Formally integrate internal review and evaluation programs and processes as a part of the way the DoD OIG does business.

Initiatives:

- Chief of Staff position to ensure coordination, prioritization of DoD OIG work, and quality control – **Completed**
- Office of Professional Responsibility (OPR) – **Completed**
- Human Capital Accountability Program – **Completed**
- Ombudsman – **Completed**

Objective: 1.4: Enable and encourage others to achieve their full potential.

Strategies:

- Institutionalize leadership development tracks.
- Increase the visibility of leaders' roles in the career planning process. – **Initiated**

Initiatives to Support Both Strategies:

- Establish leadership development track for supervisors, managers, and executives.
- Designate functional career planning leaders who provide guidance and advice across organizational boundaries. – **Initiated**
- Develop career development opportunities.



Engaged and Mission Ready Workforce

Goal Definition: The DoD OIG has a fully engaged, diverse and highly skilled workforce with the competencies needed to meet current and future mission requirements.

Objective 2.1. Ensure a competent workforce to meet current and future mission needs.

Strategy: Establish a formal DoD OIG-wide workforce planning process. – *Initiated*

Initiatives:

- HCAS will develop an agency-wide methodology and identify support and integration requirements.
- Identify mission-related competencies and DoD OIG-wide core competencies.

Objective 2.2. Promote professional development.

Strategies:

- Formalize career development tracks by career paths.
- Increase the visibility of leaders' roles in the career planning process. – *Initiated*

Initiatives to Support Both Strategies:

- Establish Functional Career Paths.
- Establish Technical Expert Career Path.
- Develop a robust set of career development opportunities.
- Develop a coaching program.
- Develop a mentoring program.
- Promote professional certification.
- Provide opportunity to attend the Leadership Challenge Workshop to all employees. – *Initiated*

Objective 2.3: Promote well-being and job satisfaction for all employees.

Strategy: Develop a formal DoD OIG-wide program that fully integrates work life and wellness initiatives and workplace flexibilities to address all stages of the employee lifecycle.

Initiatives:

- Develop physical fitness policy. – **Completed**
- Safety Program. – **Completed**
- Revise policies on:
 - Work schedules – **Completed**
 - Telecommuting – **Completed**
 - Part-time work, job share
- Develop guidance on job enrichment and job preview assignments
- Continue to conduct and proactively promote activities such as:
 - Diversity Day – **Ongoing**
 - Visits to DoD installations– **Ongoing**
 - DoD OIG Picnic – **Ongoing**
 - Social Responsibility/Community Support programs (such as Toys for Tots and tutoring at Mount Vernon Elementary School) – **Ongoing**
 - Health Fair, EAP – **Ongoing**

Objective 2.4: Create an environment where employees are fully engaged and performing at the highest level to accomplish the DoD OIG mission.

First Strategy: Design and implement DoD OIG-wide initiatives that enable supervisors to tap into the workforce’s talent, interests, and commitment to the DoD OIG mission.

Initiatives to Support First Strategy:

- Support two-way communication:
 - Semi-monthly meetings. – **Ongoing**
 - Communities of Practice (CoP). – **Initiated**
- Develop after action review capability.
- Conservation Recycle and renew campaign. – **Initiated**
- Evaluate and improve the on-boarding program and improve the interface between DoD OIG-wide and Component/directorate on-boarding activities.).
 - Coordinate among current on-boarding programs (i.e., EOD, NEO, WorkPlace Applications, Audit-Specific NEO and use of supervisor’s check-off sheet) to ensure consistency and minimize overlap. -- **Ongoing**
 - Develop DoD OIG-wide on-boarding guide for supervisors.
 - Establish a more formal Oath of Office ceremony.

Second Strategy: Increase the workforce's awareness of DoD OIG activities by improving internal communications.

Initiatives to Support Second Strategy:

- Allow briefings to the IG at the action-office level.
- Institute SES Walkabout.
- Make information available through the following:
 - More detailed organizational charts, which are online.
 - Post weekly activity reports.



Culture that Positively Impacts the Public Trust

Goal Definition: The DoD OIG culture is one that promotes positive organizational relationships where employees operate in a highly ethical, cost-effective, and transparent manner.

Objective 3.1: Create and sustain organizational norms of transparency, customer engagement, and adaptability in a dynamic environment.

First Strategy:

- Adopt a systematic approach to establish and foster commitment to organizational norms.

Initiatives to Support First Strategy:

- Adopt the 5 Practices of Leadership Challenge as the DoD OIG Compass.
- Establish stakeholder engagement and coordination protocols for all projects.
- Establish metrics to ensure timely, quality reports/products focused on relevance.
- Reach out to customers to determine their priorities and their needs of the DoD OIG.

Second Strategy: Establish an agency-wide Knowledge Management Program.

Initiatives to Support Second Strategy:

- Share lessons learned about knowledge management.
- Develop/provide information about knowledge management.
- Establish a pool of temporary positions for recently-retired DoD OIG employees (or employees who plan to retire in the immediate future) to occupy while they train their replacement.

Objective 3.2: Demonstrate the DoD OIG’s value through effective external communications.

Strategy: Increase the DoD OIG’s capacity for external communication of its mission and accomplishments.

Initiatives:

- Establish an Executive Public Relations Steering Committee.
- Identify DIG-appointed public relations liaisons and subject matter experts.
- Improve communications with the media through increased expertise in communicating with the media.
- Promote DoD OIG-related professional writing and publishing.
- Expand broadcasts of information on the DoD OIG.

Objective 3.3: Demonstrate the DoD OIG’s commitment to the highest standards of integrity, efficiency and effectiveness.

Strategy: Promote ethical culture in the DoD OIG by integrating ethics in as many DoD OIG processes, procedures, and programs as possible.

Initiatives:

- Ethics campaign emphasizing the value of ethics in our daily activities. – **Ongoing**
- Ethics information provided as part of on-campus recruitment and classroom presentations (similar to the Character Counts® model).

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Goal 4

Integrated Talent Management

Goal Definition: In the DoD OIG, talent is managed based on the lifecycle of an employee and supporting human capital/human resources programs and activities are integrated, customer focused, well-communicated, and have leading edge results.

Objective 4.1: Design and implement human capital strategies, which are Corporately focused and aligned as well as fully integrated with all Component and Staff Office plans and initiatives.

First Strategy: Ensure that performance standards support mission accomplishment, clearly communicate expectations, and are fair in assessing and rating employees.

Initiative to Support First Strategy:

- Taking a holistic approach to supervision and what the agency wants of supervisors, it is recommended that the DoD OIG-wide supervisory performance standard be revised.

Second Strategy: Develop and implement comprehensive recruitment, retention, and rewards programs.

Initiatives to Support Second Strategy:

- The DoD OIG's recruitment program will include facets such as the following:
 - Workforce planning which considers both current and future needs.
 - A comprehensive DoD OIG-wide recruitment strategy which focuses on recruitment for retention. – **Initiated**
 - Partnerships with multiple organizations to support recruiting diverse and high-quality candidates. Partnerships will include as colleges and universities, professional associations, minority-serving organizations, organizations that serve the needs of the disabled community, and veteran organizations. – **Initiated**
 - Trained recruiters from across the DoD OIG. – **Conducted every August/September**
 - Strategic, proactive, and targeted recruitment. – **Ongoing**
 - Identification and use of flexible recruitment and appointment authorities. – **Ongoing**
 - Review of program to identify and eliminate barriers to employment for all. – **Ongoing**
 - Assessment of the effectiveness of recruiting sources. – **Ongoing**

- Identification of DoD OIG’s employment brand based upon Objective 1.1. – **Initiated**
- Develop and implement a comprehensive DoD OIG-wide recruitment strategy which focuses on recruitment for retention. – **Initiated**
- Develop and implement a total-rewards strategy to retain current employees and recruit-to-retain new employees
- Develop guidance on how to use total rewards based on labor market conditions, including:
 - Integrated Compensation Policy
 - Increased annual leave accrual (under Workforce Flexibilities Act)
- Provide incentives for certification.
- Streamline out-processing procedures, which will reinforce the positive impression employees have when they exit the DoD OIG. – **Initiated**
- Opportunity to provide feedback through the on-line Exit Survey. – **Ongoing**

Objective 4.2: Design and implement a Competency-Based approach to human capital planning and talent management that addresses the life-cycle of the employee and results in integrated business plans, processes and practices.

Strategy:

- Develop and implement competency models and a replacement planning process.

Objective: 4.3: Increase and improve collaboration and communication across the DoD OIG in all areas of human resource planning, implementation, and evaluation.

Strategy: Institutionalize the current Human Capital governance structure. – **Completed**

Initiative: Optimize the current Human Capital Governance structure:

- Human Capital Executive Committee
- Human Capital Advisory Committee
- Strategic Human Resources Council
- Special purpose Communities of Practice