

U.S. Army Corps of Engineers

Strategic Human Capital Plan Update FY17-18



US Army Corps
of Engineers®

Building Strong®

March 2017



**US Army Corps
of Engineers®**

Mission

Deliver vital public and military engineering services; partnering in peace and war to strengthen our Nation's security, energize the economy and reduce risks from disasters.

Vision

Engineering solutions for our Nation's toughest challenges.

At USACE, we are extremely proud of our employees and the difference they make. To achieve our strategic goals and objectives, we must hire and retain high caliber talent and offer a competitive work environment that attracts the most diversified workforce. As such, we emphasize employee engagement as a key component to achieving our missions while capitalizing on our foundational pillars of diversity and communication. A highly engaged workforce makes it possible to obtain better business results and a high level of organization performance. We also deliver executive leadership for Army's Civilian Workforce Transformation (CWT) efforts, as a member of the CWT General Office Steering Committee and the Army Career Program Planning Committee. These committees are chartered to develop and transform civilian workforce initiatives to shape the workforce of today and the future through employee engagement, inclusion, professional development, and talent management. The 2017-2018 USACE Strategic Human Capital Plan update describes our intent to focus on our employees and leverage new and existing programs to ensure we maintain a high performing agency and engage our employees to create competitive advantage.

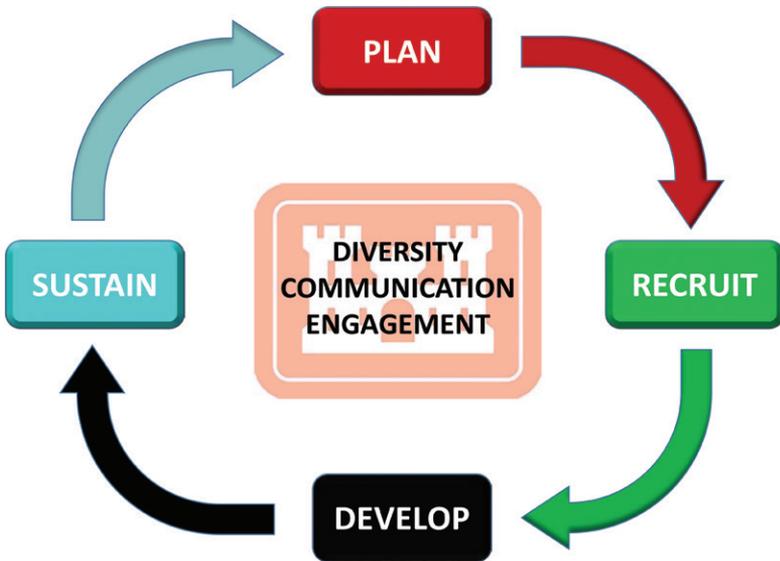


A handwritten signature in black ink that reads "Sue Engelhardt".

Sue Engelhardt, SES
Director, Human Resources

U.S. Army Corps of Engineers Strategic Human Capital Plan FY17-18

The USACE Human Capital Lifecycle (pictured below) serves as the foundation for the strategic management of our most important resource — our people. Our employees are vital to USACE success as we address our Nation's toughest challenges, including protecting our natural resources, building and maintaining our critical infrastructure, supporting national security and responding to emergencies. The lifecycle is a continually evolving process which emphasizes employee engagement as a key component, along with the important pillars of diversity and communication.



The “plan” stage of the human capital lifecycle refers to continuous human capital planning to meet evolving requirements and shape the workforce of the future. Planning outlines the strategic way forward to meet future mission needs through a customer-focused, data-driven and team based workforce. The USACE missions are constantly changing, requiring a ready, agile, adaptable and innovative workforce.

The underpinning for strategic human capital planning is the USACE Campaign Plan. This plan charts the strategic direction of the organization, through relevant goals, outcomes, and metrics. Goal 4 of the Campaign Plan, “Prepare for Tomorrow”, speaks directly to the need to build resilient people and teams to deliver strategic solutions for the enterprise.

Objective 4d

Build ready and resilient people and teams through innovative talent management and leader development strategies and programs.

Action 4d1: Shape our future workforce.

Action 4d2: Engage our Employees to Create Competitive Advantage.

Action 4d3: Implementation of the Safety and Occupational Health Management System.

Action 4d4: Prepare/recruit agile leaders to operate in the Army’s complex environment.

Figure 1 – USACE Campaign Plan – 4d Goals

Primary Goals:

- Conduct human capital strategic planning to avoid involuntary separations if downsizing or restructuring the workforce becomes necessary and to meet workload/workforce requirements.
- Align USACE human capital with changing missions.
- Utilize human capital data to drive real-time decision-making.
- Shape the future and prepare the diverse workforce of tomorrow for new and evolving missions, creating our competitive advantage.

Key “Plan” Initiatives/Engagement:

- USACE Workload to Workforce Planning is an enterprise-wide effort to forecast future workload requirements and complete informed succession planning, identifying workforce adaptations needed to meet an evolving mission.
- Major Subordinate Commands (MSC) and Community of Practice Leaders develop scorecards that identify strengths and challenges.
- Workforce assessments utilize three primary criteria:
 - ❖ **Capacity** – Number of positions to execute workload is appropriate and affordable
 - ❖ **Competency** – Education and/or certification levels, skills sets, experience, and overall proficiency to accomplish projected workload and missions
 - ❖ **Balance** – Appropriate number of entry, journey, or senior level positions

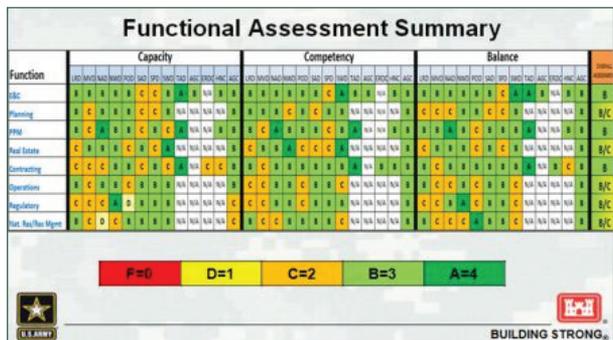


Figure 2 – WLWF Assessment Scorecard

- Command Special Assistance Initiative (CSAI) is a Command-wide program available to implement as a Reduction-in-Force (RIF) avoidance tool when USACE organizations project downsizing or restructuring. The goal of CSAI is to ensure that employees who might be facing involuntary separation through no fault of their own receive priority consideration for permanent vacancies USACE-wide. CSAI is implemented prior to the formal RIF procedures to retain talent, take care of people and meet mission needs.
- Non-Displaced Employees Completing (Non-Contingency Operations) Overseas Tours “First Consideration” program is an incentive to encourage employees to serve in overseas districts and to retain USACE talent. This program affords first consideration to all employees completing an overseas tour. Employees may register for three CONUS districts and are guaranteed an interview when matching against vacancies at those locations. Overseas assignments provide employees with broad experience, add to their overall enterprise-wide expertise and ultimately make them more competitive for greater challenges and growth opportunities. First Consideration allows returning employees the opportunity to demonstrate unique skills and competencies gained while supporting the overseas mission.
- Civilian Deployment (Contingency Operations) provides Civilians the opportunity to support the USACE mission in areas of contingency operations. Civilians provide the skills that are not readily available in the military, but crucial to support military operations. The Army integrates the talents and skills of its military and civilian members to form a Total Army.
 - ❖ Along with support of the USACE contingency operations mission, USACE also supports the broader Army and Department of Defense deployment missions through participation in the Civilian Expeditionary Workforce (CEW) program. USACE Civilians have supported 1/3 of all Army deployments.
- Combined Talent Management (TM) Forum is an enterprise level quarterly advisory council to communicate Army and Regimental TM initiatives and advocate for all USACE and Engineer Regiment recruiting/accessions, Science, Technology, Engineering, and Mathematics (STEM) opportunities, diversity, leader development and TM initiatives in order to shape the future of the force. This forum informs the Commanding General/Chief of Engineers on the status of regimental TM initiatives and identifies TM priorities, improves regimental TM awareness, solves TM challenges, synchronizes effort, and sets the conditions for the future of the Regiment.

Human Capital Lifecycle Stage – Recruit

The “recruit” stage of the human capital lifecycle refers to sourcing and acquiring top talent to achieve current and future USACE missions. Shaping the workforce to rapidly meet mission needs across the globe is required for success. Marketing our emerging missions is essential to attract the workforce of the future.

Primary Goals:

- Maintain agility and readiness to rapidly support our nation’s highest priorities overseas and CONUS.
- Market the Corps as an employer of choice, winning the competition for talent.
- Recruit and select the best leaders to guide USACE in a constantly changing environment.
- Focus on outreach efforts to build a diverse workforce.
- Advocate changes to legislation/policy to advance USACE requirements.
- Grow the next generation of Science, Technology, Engineering, and Math (STEM) talent.
- Assist Wounded Warriors in transitioning to civilian employment.



Figure 5 – USACE Recruitment Booth

Key “Recruit” Initiatives/Engagement:

STEM Outreach Programs

- Robust outreach efforts in connection with K-12 schools across the world, encouraging the next generation of STEM professionals.
- Critical partnerships with over 100 colleges and universities to ensure a talented and diverse applicant pool for mission-critical positions.
- National recruiting calendar, including attendance at over 20 events sponsored by professional engineer and veterans organizations (Hispanic Engineer National Achievement Awards Conference, Black Engineer of the Year Award, Women of Color, etc.).
- Ecybermission, an Army led STEM competition, focuses on recruiting our next generation of talent, and provides an opportunity for USACE employee volunteers, primarily engineers and scientists, to engage middle-school students as they develop projects meant to make a difference in their local communities. Our employees have an opportunity to share their talents and the USACE story with the next generation of STEM talent and the students gain a greater understanding of a STEM career with USACE.
- STEM-ED, a partnership outreach program with the Department of Defense Education Activity (DoDEA), supports diverse military families by encouraging middle school students to consider careers in STEM. This is the first program of its kind where USACE volunteers are in the classroom assisting the teacher and students understand how engineering concepts connect into their classwork. Data shows that the program makes a difference: students have a greater understanding of engineers and STEM careers and USACE volunteers believe that the experience has developed them professionally (e.g., leadership and communication skills) and enhanced a greater sense of community.
- USACE partners with the West Point Leadership, Ethics and Diversity (LEADS) in STEM and local West Point Societies to conduct workshops in inner cities for emerging grade school and high school leaders to introduce them to the challenge of ethical leadership in the context of STEM. USACE provides the Engineering expertise to assist with STEM projects during the workshops.

Wounded Warrior Assistance

- In keeping with the Army's commitment to the concept of a "Soldier for Life" and taking care of Soldiers long after they take off the uniform, USACE has focused on assisting Wounded Warriors to transition into Civilian employment, either with USACE or any public/private company. Since 2012, USACE has exceeded its yearly goal and, overall, has assisted over 1,000 Wounded Warriors in finding employment.

Managerial Situational Judgment Test

- As part of the Corps' Corporate Recruitment philosophy, we understand the value of hiring capable, strong and diverse senior leaders. The MSJT is an online assessment, developed by the Office of Personnel Management and USACE subject matter experts from across the communities of practice, in which applicants applying for senior supervisory GS-14 and GS-15 positions are assessed against eight leadership competencies as part of the competitive hiring process. The competencies align with OPM's SES Executive Core Qualifications and DoD's Leadership Competency Framework: accountability, conflict management, creativity/innovation, developing others, flexibility, human capital management, interpersonal skills, and strategic thinking. Quality of leaders directly impact the organization's ability to recruit and retain top talent since research shows one of the most cited reasons for employees leaving an organization is disengagement with their supervisor. The MSJT provides USACE with another tool to assess candidates and ensures that the most highly qualified candidates are referred.



Figure 6 – Managerial Situation Judgment Test

Intern Recruitment & Management

- To ensure we have an essential pipeline of talent, USACE recruits using both the Army intern programs and recruitment of local interns. USACE leads the Army in hiring of interns, and additionally participates in the DoD Science, Mathematics, and Research for Transformation (SMART) program. USACE

has maintained approximately 500 interns onboard each year, with 100% placement upon graduation and 68% retention rate after 5 years; 12% higher than retention rates for all new hires.

CHRA Ready to Recruit/Fill Percentage

- **Hiring is a foundational task** – One of the most important things we do. There are several key initiatives to continuously improve the time that it takes to fill a vacant position, including fill percentage, a comprehensive succession planning guide, senior leader emphasis at enterprise venues, HR Summits and, most importantly, working closely with our HR service-provider — the Civilian Human Resources Agency. USACE is measuring fill percentage, which looks at the percentage of jobs filled out of a permanent position target. In concert with the workload/workforce planning process, the goal is to ensure that activities have an adequate number of people (with the right skills) onboard to perform enduring missions. Development and execution of regional staffing strategies allow for more proactive workforce planning.

Legislative and Regulatory Changes

- We are constantly seeking avenues to advance USACE recruitment and retention requirements:
 - ❖ Reduction in Force Regulatory Change to redefine competitive areas for interns allowing increased retention for those with less seniority.
 - ❖ Pathways Regulatory Change proposal to provide for accelerated promotions for our STEM occupations.
 - ❖ Service Academy Cadet Legislative proposal to allow for noncompetitive appointments to Civilian service for those cadets who are ineligible for active duty due to medical disqualification.
 - ❖ Construction Management Series to allow for all federal agencies to hire degreed Construction Management professionals by establishing a new professional occupational series.

Communication/Helpful Tools/Resources:

- **USACE Corporate Recruitment Policy** – Guiding policy documenting our enterprise approach to selecting strong and forward-thinking organizational leaders. Includes the *Managerial Situation Judgment Test (MSJT)*.
- **Command Special Assistance Initiative Policy** – Guiding policy documenting our commitment to taking care of employees and retaining talent at the end of overseas tours.
- **National Recruitment Program and Recruiter Cadre** – Program outlining national recruitment efforts. Includes a yearly calendar detailing USACE enterprise-level career fair schedule, in partnership with veteran and minority-outreach associations. Importance of building the bench for USACE Mission Critical Occupations (MCOs) which reflect the primary mission of the Corps. Includes a recruiter cadre, established to place subject matter experts at recruitment events to represent the enterprise.
- **STEM Strategy** – Outlines our Global Vision and a Local View with 3-pronged approach to support USACE as leader in STEM.
- **Incentives Policy** – Outlines the available incentives to recruit and retain the best and the brightest talent.

Human Capital Lifecycle Stage – Develop

DEVELOP

The “develop” stage of the human capital lifecycle focuses on building agile leaders and ensuring a culture of continuous skill improvement throughout the organization. Fostering both technical and leader development training lays the groundwork for the next generation to succeed.

Primary Goals:

- Prepare for tomorrow by building agile leaders who can succeed in a dynamic and complex technical environment.
- Develop technical and leadership competencies at all levels of the organization.
- Continually survey the workforce to ensure USACE training and development programs mirror employee aspirations and organizational goals.
- Guide employee career development providing resources to employees and ensuring critical competency achievement.
- Promote use of competency assessments to determine training and development skill gaps.



Figure 7 – USACE Emerging Leaders Participants

Key “Develop” Initiatives/Engagement:

Competitive Professional Development (CPD) Programs

- Applications are processed at HQUSACE and submitted to Army 3/5/7. Programs include: The Office of Personnel Management’s (OPM) Federal Executive Institute, Leadership in a Democratic Society, The Harvard University Federal Executive Fellows Program, and the Senior Leaders Seminar Course. Course announcements are distributed by email and via daily task orders. Applications are reviewed and endorsed at HQUSACE and submitted to Army for possible selection.
- Academic Degree Training (ADT) is training/education with the stated objective of obtaining an academic degree from an accredited college or university. Sources of funding include: enterprise, local, and career programs.

Mentoring Initiatives

- Mentoring Framework includes a Mentoring Program Handbook/Policy that outlines the roles and responsibilities for enhancing mentoring relationships and provides guidance for establishing mentoring programs. In addition, mentoring is a component in all USACE leadership development programs.

Aspiring Leaders Process

- Process targeting GS-14/15 aspiring leaders (pilot initiative for GS-13 employees), including mentoring presentations, Executive Core Qualification (ECQ) workshops, and SES-panel providing tailored career advice.

Aspirations Survey

- Non-anonymous survey gauging the career desires of the workforce, including interest in SES positions, working with a mentor, and relocating for another position; feedback used to shape current development programs.

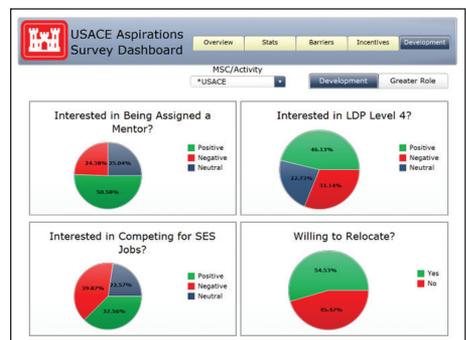


Figure 8 – Dashboard displaying results from the initial USACE Aspirations Survey

USACE Leadership Development Programs

- **Leadership Development Program (LDP)** – Separated into four phases based on grade level; beginning focus on leading self, progressing through leading an organization. LDP 1 is administered at the District level, LDP 2-3 MSC level, and LDP 4 HQ level.
- **Emerging Leaders Program** – Competitive, enterprise-wide developmental leadership program, which includes a two and a half day self-development seminar. This precedes attendance at a USACE senior-level governance meeting and shadowing a current senior leader.

Career Development Opportunities

- **360 Developmental Feedback** – Partnership with OPM to provide individual feedback and provide aggregate results to shape development opportunities and initiatives.
- **Occupational Career Maps** – Career-enhancing information within a standardized framework for employee professional development. Career maps provide a guide specific to an occupational series and grade with required competencies, recommended training courses, professional development opportunities, certifications, and key assignments.
- **Technical Engineering Competency Development Program (TECDP)** – Human Resources Command assigns 15-20 highly qualified Junior Captains to USACE annually as a broadening opportunity. These officers, who have technical degrees to include Fundamentals of Engineering (FE), Professional Engineer (PE) or Project Management Professional (PMP), gain critical skills and experience for the Army that will aid them during their career.
- **Career Programs** – All Army Civilian employees are assigned to one of 31 career programs based on the position they occupy. The objective of career programs is to provide training, education, and professional development opportunities to ensure Army Civilians are ready for current and future mission requirements. While over half of the USACE workforce is assigned to CP-18 (Engineers and Scientists, Resources, Construction), all other career

programs are also represented in USACE with the exception of one. Each career program has a webpage where training announcements, events, and other information are posted. The Army Civilian Training, Education, and Development System (ACTEDS) Catalog provides greater detail on specific training programs and selection procedures.

- **CP-18 Development** – Special emphasis is placed on CP-18 as USACE employees comprise 75% of CP-18 careerists in Army. CP-18 annually funds both individual training opportunities, such as academic degree training, developmental assignments, and an online learning program for employees to earn continuing education units, and group training events such as technical short-term training courses to close specific competency gaps identified by the community of practice and district leadership.
- **USACE Human Resources for Supervisors Course** – Affords Military and Civilian supervisors of Army Civilians the administrative skills for management and basic supervision in a face-to-face training environment, with Divisions and Districts implementing based on needs assessment. Topics include: Civilian Human Resources Life Cycle, Classification, Staffing, Discipline and Adverse Actions, Performance Management, Leave Administration, and Labor Relations.

Army Leadership Development Programs

- **Civilian Education System (CES)** – Army-sponsored leader development program, including training/education opportunities for employees.
- **Senior Enterprise Talent Management (SETM)/Enterprise Talent Management (ETM)** – Competitive Army enterprise talent management programs that molds the next generation of Army leaders.

Senior Executive Service (SES)/General Officers (GO) Course

- This is a yearly course facilitated and instructed by USACE Senior Leaders to orient newly selected SES and GOs to USACE and the enterprise perspective.

Communication/Helpful Tools/Resources:

- **Employee Development Website** – Interactive website highlighting developmental assignment opportunities, along with information on other training and development programs.
- **USACE Learning Center (ULC)** – Provides job-related training through technical and professional courses to meet USACE needs; implements the Proponent Sponsored Engineer Corps Training Program (PROSPECT).
- **Training Coordinators Network** – Consists of one Training Officer per Division and one Training Coordinator per each District. Training Officer/Coordinator's meetings are held virtually each quarter to discuss new and existing training initiatives. Project Delivery Teams (PDTs) are also organized to improve training efforts across USACE, when needed.

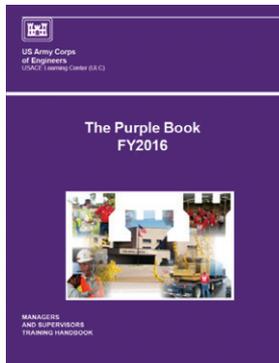


Figure 9 – Purple Book (FY16) showcasing ULC courses

Human Capital Lifecycle Stage – Sustain

The “sustain” stage of the human capital lifecycle refers to preventing critical talent loss by valuing and engaging employees at all levels. Harnessing the pride, energy, and optimism of the workforce leads to increased retention, enhanced customer satisfaction, and, most importantly, improved organizational performance.



Figure 10 – Commanding General Todd Semonite engaging with USACE employees

Primary Goals:

- Build USACE reputation as an employer of choice to prevent talent loss, attract the workforce of the future and create competitive advantage.
- Engage the workforce via numerous communication channels.
- Create a culture of embracing and acting on employee feedback.
- Fulfill USACE promise to employees to provide a team-inspiring and collaborative work environment, providing challenging and rewarding careers.
- Improve organizational performance through employee engagement.
- Focus on an inclusive workplace by maximizing the talent and knowledge of our diverse workforce.

- Continually recognize and reward the workforce through a variety of channels, including the Army Honorary Awards Program, over 100 USACE-specific awards and 235 individual military awards for our service members.

Key “Sustain” Initiatives/Engagement:

Federal Employee Viewpoint Survey

- Annual Federal Employee Viewpoint Survey (FEVS) is a primary way to measure employee engagement through anonymous, unfiltered employee feedback.
- USACE is climbing up the widely publicized Best Places to Work rankings, which are based on FEVS results. The Corps jumped 68 spots in four years, to #111 out of 320 federal government agency subcomponents. For 2016, USACE ranked #3 of 19 large agencies and #2 of agency subcomponents with greater than 15,000 employees.



Figure 11 – USACE Best Places to Work Award Logo

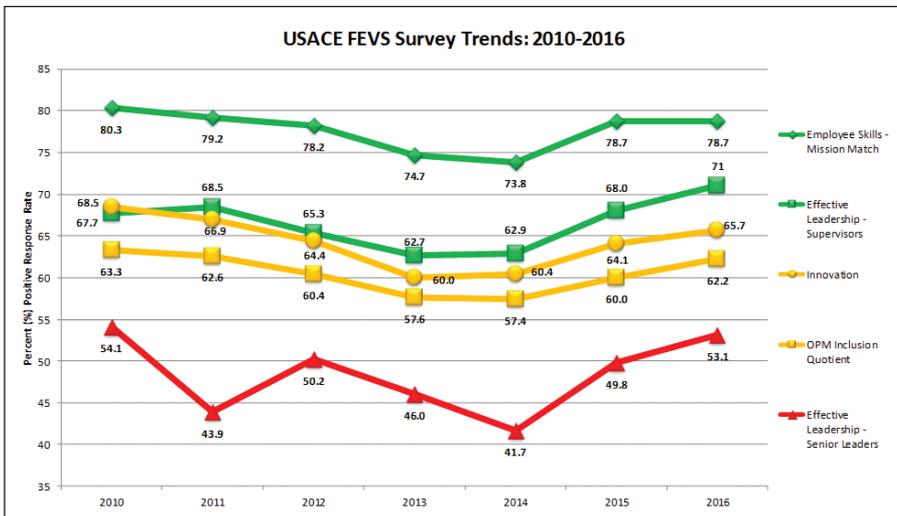


Figure 12 – USACE Federal Employee Viewpoint Survey trends

Employee Value Proposition (EVP)

- Signifies the intangible USACE employer brand — what USACE promises to our employees.
- Ingrained as a part of our culture.

Global Workforce/Overseas Tours

- To ensure a robust overseas talent, creating venues to encourage participation is important in sustaining talent:
 - ❖ Communicating the Commanding General's memorandum outlining the importance of overseas tours
 - ❖ Collecting data via focus groups and surveys to develop dynamic programs and policies
 - ❖ Partnering with Public Affairs to utilize social media and other venues to market overseas tours.

Other Initiatives

- Door to the Corps (D2C) Initiative provides a forum that allows employees with less than five years of service with the Corps to contribute innovative ideas and solutions to Corps issues or challenges, increase organizational performance, and encourage cross-functional communication.
- The USACE Family Readiness Program is a Commander's program that provides support to the family and the deployee before, during and after a deployment. It provides support and assistance to employees and family members in home station emergencies, and ensures implementation of the USACE Army Family Action Plan (AFAP).
- Performance Management is a continuous, systematic process by which commanders, managers, and supervisors integrate the planning, directing, and execution of organizational work with civilian performance appraisal, pay, awards, promotion, and other systems. The performance management process includes five phases: Planning performance and assigning work; Monitoring performance; Developing performance; Appraising performance; and Rewarding performance.



Figure 13 – USACE Employee Value Proposition

- Awards Calendar provides USACE Leaders with awareness to maximize nominations for DoD, Army, USACE, and external awards to foster mission accomplishment by recognizing excellence.



Figure 14 – USACE Awards Calendar and USACE Employee Development Website

Communication/Helpful Tools/Resources:

- **FEVS Dashboard** – Interactive data display tool presenting current and historical FEVS data; allowing for trend analysis and identification of areas of strength/concern.
- **FEVS Website** – Internal USACE webpage dedicated to the FEVS survey, including updates on FEVS initiatives, actions taken from the results, and background survey information.
- **Leadership Communication Guide** – Handy reference book providing senior leaders with strategies on communicating and engaging with their workforce.
- **Exit Survey** – Additional instrument used to analyze underlying causes of talent loss. Data broken down to the MSC level available through the Exit Survey Dashboard.

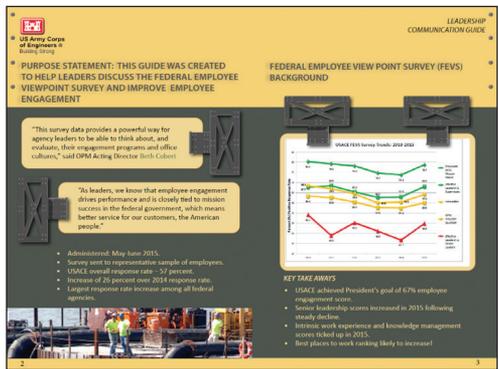


Figure 15 – USACE Leadership Communication Guide

Human Capital Lifecycle Foundational Pillar – Diversity

The Army defines diversity as the different attributes, experiences, and background of our Soldiers, Civilians and Family Members that further enhance our global capabilities and contribute to an adaptive, culturally astute Army. These include, but are not limited to, characteristics such as national origin, language, race, color, disability, ethnicity, gender, age, religion, sexual orientation, gender identity, socioeconomic status, veteran status, and family structures.



The Corps is committed to incorporating and integrating the principals of Diversity and Equal Employment Opportunity (EEO). To expand outreach efforts to low participation populations, USACE will continue to analyze workforce trends and projections, build on its long-term partnerships with professional organizations and devise strategies to attract a more diverse workforce.

Primary Goals:

- Recruit from a diverse, qualified group of potential applicants to secure a high-performing workforce drawn from all segments of American society.
- Cultivate a culture that encourages collaboration, flexibility, and fairness to enable individuals to contribute to their full potential and further retention.
- Develop structures and strategies to equip leaders with the ability to manage diversity, be accountable, measure results, refine approaches on the basis of such data, and institutionalize a culture of inclusion.



Figure 16 – Diverse USACE employees working together to execute the mission.

Key Diversity Initiatives:

Special Emphasis Programs

Special emphasis programs promote equal opportunity in the hiring, advancement, training, and treatment of each targeted group. These programs advocate necessary change to overcome barriers that restrict equal employment opportunity for women, minorities, and individuals with disabilities. Special Emphasis Programs address specific observances such as Black History, LGBT Month, Women's History, and National Disability Employment Awareness.

Outreach Awards Recognition

The USACE Office of EEO, Diversity and Leadership (CEDL) is developing an Outreach Awards Recognition Handbook to assist employees, supervisors, and senior leaders command-wide in preparing nomination packets. Diversity outreach awards continue to be a viable way to recognize minorities, women, and individuals with disabilities.



Figure 17 – Office of Diversity and Leadership (CEDL) flyer

Human Capital Lifecycle Foundational Pillar – Communication

Communication serves as a core pillar in the human capital lifecycle. The manner in which we transmit, capture, and learn from shared information can create a competitive talent advantage. Communication is interwoven into every stage of the cycle — from conveying the unique benefits of Corps employment, to senior leaders engaging employees through various channels — a constant theme throughout and a foundational task.



Primary Goals:

- Uniformly and effectively communicate the distinct advantages of working for USACE to attract/retain the next generation of talent.
- Foster and embrace a culture of innovation by promoting continuous, community-based learning.
- Conduct workforce outreach; garnering and acting on employee feedback.
- Link employees to the mission by illustrating how they fit in the big picture.



Figure 18 – USACE Knowledge Management Bumper Sticker

Key Communication Initiatives:

Knowledge Management

- Major Corps initiative to improve maturity of knowledge management (KM) processes; creating a culture of information sharing.
- Preventing the loss of valuable knowledge as employees depart or retire is a catalyst for the KM effort.
- Focusing on USACE Communities of Practice (CoP) as crucial knowledge sharing communities; providing the foundation to cultivate innovation.

Communication/Helpful Tools/Resources:

- **HR 101** – Overview briefing utilizing interactive software to provide a top-down introduction to human resources at USACE. Offers high-level information with embedded links if further information is desired. Ensures uniform communication of HR initiatives throughout the enterprise.
- **Human Resources Vignettes** – Short videos on HR topics to assist hiring officials and employees. The topics range from overseas tours to the use of incentives and performance management.
- **Fact Sheets** – Encompass a wide variety of topics to assist hiring officials and employees, ranging from Expedited Hiring Authority to the Aspiration Survey to the Office of Personnel Management time to fill model.
- **SharePoint (SP)** – Online collaboration tool for groups to share information, best practices, and hot topics. USACE CoPs have dedicated SP sites.
- **Wiki** – Online Corps 'encyclopedia' providing overview and background of USACE structure, functions, and initiatives. Wiki sites serve as central information points, providing general information and organizing links for further information on numerous topics.
- **Knowledge Now** – Pilot USACE website housing informational videos; similar to YouTube. Employees can easily search and find valuable video content on a variety of topics, including human resources management, acquisition, contracting, and many other topics.

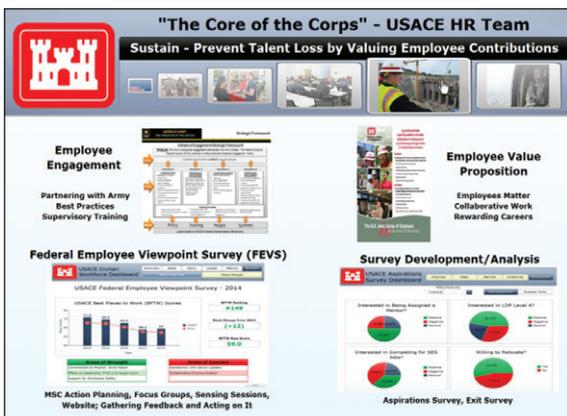


Figure 19 – HR 101 Briefing Screenshot

Human Capital Lifecycle Foundational Pillar – Engagement

Employee Engagement (E2) is defined by OPM as “the employees' sense of purpose... evident in their display of dedication, persistence, and effort in their work and overall attachment to their organization and its mission.” USACE supports an ongoing effort to foster and sustain an environment and culture where employees feel engaged in their jobs and dedicated to the mission. Our employees are enthusiastic to be a part of the solution to our current challenges and excited for the opportunity to be involved in improvement actions. We listen and share by facilitating effective communication in the workplace, we work together to collaborate and solve problems as a team, and we inspire well-being through the promotion of workplace health and wellness.



Primary Goals:

- Top USACE priority is to improve the engagement levels of the workforce to create a competitive edge.
- Connect employees to the mission and foster two-way communication to increase engagement.
- Recognize and appreciate employee efforts and make employees feel a part of the team to create engagement.

Delivering the Program through Employee Engagement:

- 10% improvement in engagement results in 6% employee effort increase.
- 10% improvement in engagement results in 9% decrease in potential turnover.
- Agencies with high engagement levels report 9% higher levels of customer satisfaction

*Figure 20 – Delivering the Program through Employee Engagement
(Source – Corporate Executive Board research)*

Key Engagement Initiative:

Army Employee Engagement Conference (E2TC)

USACE plays an integral role in the Army Employee Engagement (E2) initiative. As research increasingly reflects that high employee

engagement leads to increased: readiness, innovation, esprit de corps,

productivity, and retention — full engagement with the Army workforce is critical to maximizing operational readiness, mission accomplishment, and ensuring workforce agility to meet the demands of the future Army. The Civilian Workforce Transformation (CWT) General Officer Steering Committee (GOSC) recently approved standup of four Enterprise Working Groups (WG) as a part of the E2TC, to pursue action planning for E2 recommendations prioritized by the cross- Command community. Each WG is structured and charged to focus on one of these four E2 themes:



Figure 21 – Civilian Workforce Transformation

- Rebuild connection with / trust in senior leadership
- Increasing quality and level of supervisor participation in E2 behaviors
- Revisit policies/programs to optimize ACTEDS training access
- Revisit policies/programs to optimize and ensure fairness of rewards/ employee recognition

This approach enables each WG to be focused and effective in delivering decision-ready plans for the Army to act upon. USACE is committed to working and executing E2 action plans, sharing best practices between commands and serving as E2 Champions.

USACE Commanding General's Key Message:

- Strengthening our foundational tasks by focusing on employee engagement as a long-term investment.
- Delivering the Program by empowering employees to apply their talents and expertise; recognizing that increased employee engagement equates to greater productivity.
- Achieving the vision by solidifying our competitive edge and improving organizational performance.

Conclusion

In summary, the 2017-2018 USACE Strategic Human Capital Plan establishes a human capital framework that provides meaningful connections between talent and business results. By leveraging the Human Capital Lifecycle and the pillars of Diversity, Communication and Engagement — USACE inspires positive change and addresses future challenges. A strategic human capital approach that is data-driven and aligns hiring, retention, training, development, and performance management decisions with USACE's strategic goals will positively impact the success of our workforce in the long-term. Our overall goal is to engage employees to create competitive advantage and achieve exceptional business results, focusing on preventing talent loss, shaping the future workforce, and winning the competition for talent.

Appendix – Links/Resources

Plan

- **USACE Civilian Workforce Dashboard:**
https://cops.usace.army.mil/sites/HR/SiteCollectionDocuments/HR_Dashboard.swf
- **USACE Campaign Plan:**
https://intranet.usace.army.mil/hq/hr/Documents/2013%2003%2001_USACE%20Campaign%20Plan%20FY13-18_FINAL.PDF
- **Succession Planning Guide:**
https://intranet.usace.army.mil/erdc/hcp/Documents/Succession_Planning_Guide.pdf
- **USACE STEM:**
<https://team.usace.army.mil/sites/HQ/PDT/STEM/default.aspx>
- **USACE Wounded Warrior Project:**
<https://team.usace.army.mil/sites/HQ/PDT/ww/default.aspx>
- **Enterprise Workload/Workforce Assessment Website:**
<https://cops.usace.army.mil/sites/BMDC/Enterprise%20WKLDWKFC%20Assessment/Forms/AllItems.aspx>

Recruit

- **USACE Corporate Recruitment Policy:**
http://www.publications.usace.army.mil/Portals/76/Publications/EngineerRegulations/ER_690-1-1203.pdf
- **Managerial Situation Judgment Test (MSJT) Fact Sheet:**
[https://cops.usace.army.mil/sites/HR/Shared%20Documents/Managerial%20Situational%20Judgment%20Test%20\(MSJT\)/MSJT%20Fact%20Sheet.pdf](https://cops.usace.army.mil/sites/HR/Shared%20Documents/Managerial%20Situational%20Judgment%20Test%20(MSJT)/MSJT%20Fact%20Sheet.pdf)
- **Managerial Situation Judgment Test (MSJT) FAQs:**
[https://cops.usace.army.mil/sites/HR/Shared%20Documents/Managerial%20Situational%20Judgment%20Test%20\(MSJT\)/MSJT%20FAQs%20-%204Jan16.pdf](https://cops.usace.army.mil/sites/HR/Shared%20Documents/Managerial%20Situational%20Judgment%20Test%20(MSJT)/MSJT%20FAQs%20-%204Jan16.pdf)

- **National Recruitment Calendar:**
<http://www.usace.army.mil/Careers/CareerFairs.aspx>
- **USACE Recruitment Video:**
<https://www.youtube.com/watch?v=SSBjg1nN7vl&feature=youtu.be>
- **USACE 80-Day Hiring Model Fact Sheet:**
<https://cops.usace.army.mil/sites/HR/Shared%20Documents/Fact%20Sheets/Fact%20Sheet%20-%20OPM%20Hiring%20Model%20-%20August%202016.pdf>

Develop

- **Career Program 18 (Engineers & Scientists, Resources & Construction):**
https://eko.usace.army.mil/careerprograms/cp_18/
- **Employee Development Website:**
<https://team.usace.army.mil/sites/HQ/PDT/devassign/default.aspx>
- **USACE Learning Center (ULC):**
<http://ulc.usace.army.mil/>
- **Awards Calendar:**
<https://cops.usace.army.mil/sites/HR/AT/Lists/Calendar/calendar.aspx>
- **Career Programs:**
<https://intranet.usace.army.mil/cp/Pages/home.aspx>
- **USACE Aspirations Survey Dashboard:**
<https://cops.usace.army.mil/sites/HR/Shared%20Documents/HR%20Dashboard/AspirationsSurvey.swf>
- **Developmental Opportunities:**
<https://team.usace.army.mil/sites/HQ/PDT/devassign/default.aspx>
- **Army Career Tracker:**
<https://actnow.army.mil/login/login.fcc?TYPE=33554433&REALMOID=06-4cac1f70-4caa-1008-bac0-8333a0560000&GUID=&SMAUTHREASON=0&METHOD=GET&SMAGENTNAME=-SM-D4djMD3h68VLIC1TMnII%2b9rw4NjIN9unApRt6QXGBAFhdVxVxANoRaWR3yBxg4Ei&TARGET=-SM-http%3a%2f%2factnow%2earmy%2emil%2f>

- **Army Civilian Training, Education, and Development System (ACTEDS) Catalog:**
<http://cpol.army.mil/library/train/catalog/>
- **GoArmyEd:**
<https://www.goarmyed.com/>
- **CP-18 Online Learning Programs:**
<http://www.enterprisetraining.com/ArmyEngSci/overview.htm>

Sustain

- **FEVS Website:**
<https://intranet.usace.army.mil/hq/hr/Pages/FEVS.aspx>
- **Leadership Communication Guide:**
https://intranet.usace.army.mil/hq/hr/Documents/LeadershipCommGuide_2015.pdf
- **Exit Survey:**
<https://cops.usace.army.mil/sites/HR/Lists/USACE%20Exit%20Survey/overview.aspx>
- **Employee Value Proposition (EVP):**
http://www.usace.army.mil/Portals/2/docs/Careers/USACE_EVP.pdf
- **Workforce Shaping Toolkit:**
<https://cops.usace.army.mil/sites/HR/toolkit/Forms/AllItems.aspx>

Communication

- **SharePoint (SP):**
<https://cops.usace.army.mil/default.aspx>
- **Wiki:**
<https://wiki.usace.army.mil/>
- **HR 101:**
<https://cops.usace.army.mil/sites/HR/Shared%20Documents/HR%20101%20Brief/HR%20Overview%20Brief2.swf>

Diversity

- **USACE EEO, Diversity & Leadership Intranet:**
<https://intranet.usace.army.mil/hq/ceeo/Pages/default.aspx>
- **USACE EEO Special Emphasis Programs:**
<https://intranet.usace.army.mil/hq/ceeo/Pages/specialprograms.aspx>
- **Army Diversity Roadmap:**
http://www.armydiversity.army.mil/document/Diversity_Roadmap.pdf
- **OPM Diversity & Inclusion:**
<https://www.opm.gov/policy-data-oversight/diversity-and-inclusion/>

Engagement

- **Civilian Workforce Transformation Employee Engagement MilSuite:**
<https://login.milsuite.mil/?goto=https%3A%2F%2Fwww.milsuite.mil%3A443%2Fbook%2Fgroups%2Femployee-engagement%2F>

Notes



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