



Resources Support Guide

Resourcing your Small Business Office
February 2017

A Guidebook for Small Business Leaders

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I. OVERVIEW

Purpose

The purpose of this guide is to outline a common business practice for Workforce Planning to ensure that all Small Business Program offices or Office of Small Business Programs (OSBP) organizations have the people they need to support the mission. This guide will assist in providing clarity to small business professionals and leaders across DoD, but the processes must be adapted to your DoD Component's and/or local organization's corporate procedures related to identifying current workforce, future requirements and plans to fill gaps at the right time with well-qualified employees to meet workforce priorities.

Why does DoD perform Workforce Planning?

The President's Management Agenda and FY06 Quadrennial Defense Review (QDR) established expectations for strategic human capital planning. Additionally, Section 1122 of Public Law (PL) 109-163, National Defense Authorization Act (NDAA) for FY06 and FY07, requires a DoD strategic human capital plan. The requirement was further expanded in Section 1108, of PL 111-84, of the NDAA for FY10, which directs the Secretary of Defense (SECDEF) to annually submit to Congress a Strategic Workforce Plan to shape and improve the DoD civilian employee workforce.

Workforce Planning Hierarchy

Workforce planning is not the sole responsibility of a single individual. It falls on the shoulders of all of those at strategic, operational and business levels, with each level having their own duties.

At the **Strategic level**, the Office of the Secretary of Defense (OSD), Civilian Personnel Policy (CPP) requires:

- Reporting to Congress and other Stakeholders.
- Providing an enterprise view.
- Cross-feeding information and strategies.
- Driving the Strategic Human Capital Planning Process.
- Sharing best practices.

At the **Operational level**, the OSD Functional Communities are required to:

- Aggregate and analyze workforce data.
- Develop and implement integrated recruitment, compensation, development and retention strategies for the Community.
- Create a foundation for resource allocation and other decisions.

Note: As the OSD Functional Leader for the Small Business Career Field, the Director, DOD OSBP (See DoDI 4205.01, paragraph 2g(1)) is working with the Operational level OSBPs to manually aggregate, analyze and baseline small business career field workforce data. Upon completion of position coding for small business positions ("M" coding) and other key small business career field implementation activities, it will be possible to use automated personnel and

manpower data bases to query small business career field workforce information which will enhance workforce planning.

At the **Business level**, the Component Functional Communities and Integrators:

- Gather Community data for the Component.
- Provide Component analysis and recommendations.
- Develop, implement and refine strategies.
- Provide feedback on effectiveness for further refinement.
- Develop Component Strategic Human Capital Management (SHCM) reports.

Note: **Functional Leader-like responsibilities (flow down) for the Small Business Career Field:** Director, Component OSBP (See DoDI 4205.01 paragraph 3d)). Since the implementation activities are still on-going for the new small business career field, additional clarity is still being worked in this area. Workforce management and planning will be a new requirement at the Component and major subordinate element levels for this new small business career field.



U.S. Office of Personnel Management -- End-to-End Hiring Initiative defines Workforce Planning as:

*...the **systematic process** for **identifying and addressing the gaps** between the workforce of today and the human capital needs of tomorrow. It is based upon a set of workforce analyses which provide insight into how agencies can align their workforce to meet **human capital goals** and objectives **that link to the agency's mission and strategic objectives**.*

Breaking this OPM definition down into smaller parts for better clarity:

Systematic process: What predefined framework are you using for your analysis and planning efforts? Is the process integrated and ongoing?

Identifying gaps: What skills and competencies do you lack in your workforce, or are you projecting that you'll lack in your workforce? Where and when will they be needed?

Addressing gaps: What proactive steps are you taking to overcome these gaps? What actions must you take to attract and retain the number and types of workers needed?

Human capital goals that link to strategic objectives: Are your Workforce Planning efforts aligned in support of a formal Workforce Plan?

II. WHAT WILL WORKFORCE PLANNING DO FOR YOU?

Would you be successful at meeting your organization's mission if there were no set operational goals and objectives, and you had no plan for how to achieve desired results? Has there ever been a Workforce Plan for your Small Business Office, or OSBP? Can you afford critical skill gaps impacting productivity in your organization? Can you afford to continue running your small business programs or OSBP with critical manpower shortfalls or skills gaps? A Workforce Plan will help you identify skill gaps and use targeted recruitment methods to fill the gaps.

Can you afford to wait until your retirement-eligible employees leave to find that you don't have adequate mid-level employees ready to replace them? A Workforce Plan will help you assess your experience gap and upcoming retirement waves so you can identify actions to develop your internal talent and bring in the right talent outside your organization to maintain continuity of operations.

Can you afford not to engage in Workforce Planning? If your organization struggles to attract, hire and retain the number and type of talented employees you need within the timeframe you need them, then you should find it worthwhile to do some proactive Workforce Planning. The real question is:

Can you afford the status quo with severe manpower shortfalls and/or continued delays in the hiring process? Executing a Workforce Plan will help you remedy the shortfalls and reduce the time it takes to hire quality candidates.

III. RESULTS

This process is intended to result in planned, programmed actions to acquire temporary and/or permanent manpower authorizations, fill vacancies and shape the workforce with the right talent, at the right time to meet mission needs. The outputs that will guide your human resources management decisions should include two types of plans aligned to workload and manpower requirements, budget cycles, and funding streams:

- A long-range (3-7 year) Strategic Workforce Plan that identifies mission-driven workforce requirements for recruitment, workforce shaping, development, talent management and succession to meet future staffing needs.
- A short-term (1-2 year) Operational Staffing Plan that identifies specific recruitment and hiring, development, and workforce shaping actions in the near term.

The CASE FOR WORKFORCE PLANNING

(MANAGER'S ROLE)

IF YOU DON'T...

YOU WILL GET...

Perform workforce planning (align the top-level vision to what you need to see “on the ground to do the mission”).	Manpower shortfalls (insufficient personnel for mission needs); desperation hires-- reactive approach to recruitment if you have existing authorizations for fill actions.
Have early collaboration with your human resources organization (HR)	Tactical support/case-by-case basis. No strategic HR approach-- “one-at-a-time” fill actions.
Recruit actively for hard-to-fill vacancies.	Not enough well-qualified candidates on certificates.
Encourage your employees to submit & update their resumes.	Potential internal candidates missing on selection certificate.
Market your vacancies.	Not enough well-qualified candidates on selection certificates; same names continue to appear on certificates; potential internal candidates missing on selection certificate.
Submit hiring Request for Personnel Actions	No action will be taken on your vacancy
Return selection certificates within established timeline.	No change or increased end-to-end recruitment time due to holding up the certificate.
Make initial contact (as allowed by your Component or Service, Agency) with selected candidates.	Lower acceptance rates.
Improve the onboarding experience.	Decreased retention and productivity.

IV. HUMAN CAPITAL FRAMEWORK

Workforce planning takes place in a larger human capital management context prescribed for all Federal agencies. Your DoD OSBP should be engaged at this level for the Agency. As part of the Federal Strategic Management of Human Capital Initiative, OPM has helped develop a Human Capital Assessment and Accountability Framework (HCAAF) to guide agencies toward achieving human capital success. Detailed information on the HCAAF and its related standards and metrics can be found online at http://www.opm.gov/hcaaf_resource_center/index.asp. HCAAF describes five standards for success, two of which pertain directly to workforce planning:

- Aligning human capital management strategies with mission, goals, and organizational objectives.
- Closing skills, knowledge, and competency gaps/deficiencies in mission critical occupations and making meaningful progress toward closing such gaps/deficiencies in all other agency occupations.

V. ROLES AND RESPONSIBILITIES

Senior Leader

Supports and guides the overall strategic direction of the organization. Appoints a Workforce Planning Team including organization resource sponsors with knowledge of mission, workforce and workload requirements. Develops structures and strategies to equip leadership with the ability to manage diversity, be accountable, and engender an inclusive work environment that cultivates innovation and optimization within the Department. Reviews and certifies the Workforce Plan and revises as needed.

As a Senior Leader in the new Small Business Career Field, you may need to build your office and staff from the ground up. ***If you do not have a staff or other field activity small business professionals for reach back purposes, workforce planning may be a challenge, but one you will want to overcome if you are ever going to resource your program or OSBP.*** The Workforce Planning rewards will pay forward for you and those who follow in your footsteps.

Workforce Planning Team (WPT)

Depending on your Component or Agency servicing model and policies, the individuals making up the Workforce Planning Team may vary. In some instances, the roles of the Supervisor, Manager and/or Subject Matter Expert could be played by the same individual. These examples are potential/suggested key players. The Workforce Planning team is appointed by senior leadership to develop the organization's Workforce Plans, including a long-range (3-7 years) Strategic Workforce Plan and a short-term (1-2 years) Operational Staffing Plan. Team members should include key functional managers who can shape the human capital strategy for the organization as follows:

Senior Manager — provides information on the goals, objectives and direction of the organization. This member should ensure that human capital plans and recruitment efforts meet the organization's strategic and mission needs.

Budget Analyst — estimates costs and advises on funding levels and alternatives to meet workforce requirements for labor costs and non-labor costs such as training and development, recruitment events and advertising, etc. This member should be able to identify budget allocations, procedures and timelines for budget submissions in support of workforce requirements. This individual should be able to provide data on workforce costs and assist with developing a business case if additional resources are needed to support human capital strategies. If you do not have internal staff, the Small Business Senior Leader will need to perform this activity.

Manpower Analyst — ensures workload, manpower requirements and skill gaps are accurately identified and reflected in the activity's Workforce Plan as well as in appropriate manpower systems and budget plans. Ensures that military and contractor requirements are also considered to arrive at the right total force mix. There should be a supporting manpower organization or division within your Component OSBP or local activity to assist with any formal manpower assessments. This process is very complex and will require much interaction with the manpower analyst(s) if a manpower assessment or study is required.

Administrative Officer (AO) — facilitates the Workforce Planning Team effort. Consolidates input and reviews discussion notes with the team. Coordinates the development of draft and final Workforce Plans and presents them to the Workforce Planning Team (WPT) for approval. Disseminates current workforce data reports, communicates Workforce Plans to hiring supervisors and managers, and ensures updates to the plan are shared with hiring managers and HR service providers. *If you do not have sufficient small business professionals, these tasks may also fall to the small business leader and/or field activity small business professionals if available for reach back.*

Human Resources (HR) Consultant and/or Service Provider, Customer Account Managers (CAMs) and Equal Employment Opportunity (EEO) Advisor — serve as business consultants, analyzing and advising on civilian workforce, HR policies and programs, and external labor force data and issues such as market conditions, skills, compensation, recruitment sources, hiring authorities, EEO considerations, workforce demographics, etc. Lead development and execution of strategic recruitment actions to build the candidate pool for targeted jobs. Execute hiring actions in the Operational Staffing Plan. Serve as advisors/consultants on operational recruitment efforts when a vacancy occurs and assist the hiring official in all aspects of the operational recruitment efforts. There should be supporting organizations or divisions within your Component OSBP or local activity to assist you as needed.

Managers, Supervisors and/or Subject Matter Experts (SMEs) — Provide insight to the Workforce Planning Team (WPT) on customer requirements, mission needs, technology changes, workload changes, etc. Participate as subject matter experts (SMEs) in recruitment efforts such as job fairs, college recruiting, outreach to professional communities, associations, etc. Responsible for the development and/or delivery of the short-term Operational Staffing Plan with inputs from the Workforce Planning Team (WPT).

Competency Management Subject Matter Experts (SMEs) — Competency SMEs work with managers and supervisors to identify required technical and non-technical competencies and proficiency levels for employees and positions needed to meet current and emerging needs. On an as-needed basis, works with supervisors to assess workforce proficiency levels to determine competency gaps, identify strategies to close identified gaps and develop resulting career road maps. This is DOD OSBP with assistance from members of the Small Business Functional IPT (FIPT) which includes DoD Component OSBPs, Defense Acquisition Career Managers (DACMs), Defense Acquisition University (DAU) and so forth.

VI. THE FEDERAL WORKFORCE PLANNING MODEL

Workforce planning models are utilized in both the public and private sectors. Although the terminology may vary, the basic concepts employed in the models are remarkably similar. They involve identifying organizational objectives and the workforce competencies needed to achieve them, analyzing the present workforce, comparing present workforce competencies to those needed in the future, and developing plans to transition from the present workforce to the future workforce.

OPM created the following five-step model for Federal agencies to use in fulfilling the basic workforce planning responsibilities on an annual basis. Each of these five steps will be presented in greater detail on the pages that follow.

Federal Workforce Planning Model



STEP 1: SET STRATEGIC DIRECTION

Note: *If your small business program or OSBP has never done Workforce Planning, you may not be able to jump right in without first doing some initial fact finding to determine where to begin. You may find that it's better to pursue short-term, temporary authorizations/support while you prepare to engage in the next strategic cycle.*

STEP 1 – SET THE STRATEGIC DIRECTION		
WHO	WHEN	WHAT
Senior Leadership, HR (Director/Dep Director)	January - February	Align the workforce planning process with the agency's strategic plan, annual performance and business plans and work activities

➤ **Obtain leadership commitment to include champion at executive level:**

- Set mission, vision and objectives with emphasis on integrating agency and component level organization perspectives (i.e., local perspectives if you are in a field activity)

Note: The executive level is generally your reporting official if you are leading an OSBP (i.e., commander/deputy or civilian equivalent). If you are at a lower level in a field activity, you would work with your reporting official to gain the necessary sponsorship (i.e., champion).

- Identify organizational direction and ensure that all supporting plans and documentation link to workforce planning efforts. Consult OSD and Component OSBP Workforce Initiatives points of contact if you aren't cognizant of their efforts and need required information. Please keep in mind that due to the on-going phased implementation of the new Small Business Career Field across the DoD enterprise, some of the below workforce documents may still be under development.

- Agency/Component OSBP Strategic Plans
- Agency OSBP Human Capital Plan
- Agency/Component OSBP Recruitment Plan (branding efforts, staffing plan, career patterns analysis, hiring flexibilities, incentives)
- Agency/Component Succession Plan (mission critical occupations, key leader)
- Agency Career Pattern analytical tool

- Identify Roles and Responsibilities:

- Define and integrate Human Resources as a strategic partner

- Have a process for soliciting and receiving input from line managers, team leaders and key workforce planning staff
- Identify current processes and conduct risk assessment to include barrier analysis.
- Develop Workforce Planning System and Processes:
 - Workforce Plan should be completed 90 days prior to fiscal year ending.
 - Workforce plan is integrated with the budget cycle (year of execution and at least one budget year).
 - Ensure workforce requirements are appropriately prioritized and all necessary funding and resources are in place to execute the plan and document unfunded requirements and impacts.
 - Identify desired results of workforce planning system.
 - Set measures for organizational performance.

STEP 2: SUPPLY, DEMAND & DISCREPANCIES

STEP 2 – SUPPLY, DEMAND, DISCREPANCIES		
<i>Note: this is not synonymous with a 'manpower assessment' which is required when funded authorizations do not exist & require workload assessment/validation/Program Objectives Memorandum (POM) submission</i>		
WHO	WHEN	WHAT
AO, Managers, HR, WPT	March-May	Analyze the current workforce and then compare needs against available skills.

➤ Key Questions to Consider:

- What are the key programs, priorities and issues driving the current workforce structure?
- To what extent is your diagnosis of critical talent needs driven by current vacancies and not longer-term business needs?
- Are you responsive to changes in strategic priorities over time in terms of your understanding of what talent segments and workforce capabilities are most critical?

➤ Identify Current:

- Work functions and workload requirements.
- Skill/development needs/competencies to achieve organization goals
- Attrition rates and reasons for high turnover areas.
- Hard-to-fill jobs (occupations, levels, locations).
- Funding and approval policy for recruitment, relocation, retention incentives.
- Compensation policies and strategies.

- Activity workforce profile (demographics, including diversity statistics).
- Marketplace issues (Base Realignment and Closure, Reduction-in-Force (RIF), down-sizing or upsizing in local industry, etc.).

➤ **Identify future state of the workforce:**

- Changes to mission or strategic priorities.
- New types of work or programs impacting workload, job mix or skills needed.
- Workforce changes, such as: hiring surges, hiring freezes, insourcing/outourcing,
- Base Realignment and Closure (BRAC) initiatives:
 - Joint Basing,
 - Transfer of Work (TOW),
 - Transfer of Function (TOF),
 - Reductions in force (RIF),
 - Voluntary Early Retirement Authority (VERA),
 - Voluntary Separation Incentives (VSIP),
 - Discontinued Service Retirement (DSR), etc.
- Workforce trends and projections. Develop forecast models of both best case scenarios and worst case scenarios.
- Technology changes impacting work processes and skills.
- Customer requirements (process changes, response/delivery/production times, etc.).
- Labor Relations (LR) and bargaining unit requirements.
- Funding sources and budgeting process requirements.
- Identify mission critical occupations such as; IT, Human Resources Management and Acquisition.

➤ **Consider:**

- Succession and talent management plans.
- Competency management.
- Equal Employment Opportunity (EEO) and diversity plans and objectives (Federal Equal Opportunity Recruitment Program (FEORP), Management Directive (MD)-715, disability hiring goals, veterans hiring goals, etc.).
- Workforce Demographic Profile/Diversity Index Analysis provided by HRD/DDR for the purpose of assisting supervisors to incorporate a data-driven approach into recruitment efforts, promotion opportunities and career development using applicant flow data.

➤ **Conduct workforce competency assessment (the identified competencies are derived from job analysis) Note – *The competencies for the small business career field have been determined, see Appendix B of this guide:***

- Review mission, strategy and trend data to develop competency models for mission critical occupations.

- Work with senior agency and program leadership to refine and select strategic competencies.
- Review positions to identify where those competencies are required.
- Assess current workforce against required competencies, including desired proficiency levels for each position.
- Use competency assessment results to analyze the gaps between current workforce and identified needs.
 - Use “future state” analysis to consider evolution of current workforce into the future, including changes in demand and supply.
 - The results of this phase will help develop strategies to manage the future workforce to meet mission requirements.
 - Validate and utilize assumptions for scenario building.
- Forecast hiring needs by number and occupation (skill) and develop strategies for a proactive approach to meeting projected vacancies.
- At this point, agencies may:
 - Get pre-approval from upper management for proactive recruitment to required/approved levels of hiring.
 - Develop a system for tracking hiring against vacancies as per the approved hiring plan.

➤ **Complete job analysis (performed in the Workforce Planning process by the Human Resources Office) and create position description.**

- Assess risk level and sensitivity level for the position.

STEP 3: DEVELOP ACTION PLAN

STEP 3 – DEVELOP ACTION PLAN		
WHO	WHEN	WHAT
Managers, HR, WPT	June-August	Identify strategies to close gaps, plans to implement the strategies, and measures to assess strategic progress.

➤ **Workforce Plan & Staffing Plan**

- Assess potential talent management and organizational solutions to talent gaps. Evaluate costs and benefits of traditional talent management solutions and organizational or job design solutions to fill strategic gaps.

➤ **Long-range Workforce Plan should include:**

- Future workforce structure (work years/full-time equivalents, total force mix of civilian/military/contractor personnel, required competencies/skills and projected outsourcing/insourcing, etc.).
 - Number, type, pay plan and grade level/pay band of new hires (entry, journey or expert levels).
 - Mission-critical and hard-to-fill positions.
 - Succession planning strategies.
 - Competency/skill development requirements.
 - Career roadmaps.
 - Compensation strategies (i.e., retention, recruitment or relocation incentives, etc.).
 - Potential recruitment methods.
 - Timelines.
 - Funding sources and budget requirements.
 - Prioritized action items; focus on the strategies most likely to be effective at closing strategic talent gaps.
- **Develop Operational Staffing Plan.** Focus on recruitment/workforce shaping over the next 1-2 years, and develop an Operational Staffing Plan foundation based on your gap analysis, including:
- Current Workforce demographics and competencies.
 - Projected Workforce skills, staffing, program and workload needs for recruitment and staff development.
- **Operational Staffing Action Plan should include:**
- Positions projected to be filled.
 - Specify occupational series/codes, grade levels/pay bands, competency requirements, training plans and level of hire (entry, journey, and expert).
 - Planned recruiting and talent outreach sources and methods.
 - Positions expected to be impacted by workforce shaping actions (i.e., realignments, transfer of function, reduction-in-force, etc.). Specify occupational series/codes, grade levels/pay bands, organization function/codes impacted.
 - List of the skills (e.g., technical, interpersonal) and competencies (e.g., DoD Leadership Development Competency Model) needed in your organization to meet the mission
 - Timeframes
 - Funding for planned actions
 - Prioritized action items
 - USA Staffing Assessment Development Requirements
 - USA HIRE options
- **Communicate the plan.** Ensure that leaders are aware of talent and capability risks and labor market and organizational gaps that might impact the organization's ability to execute on the strategy. Ensure all relevant stakeholders (HR consultants and/or service providers, manpower, budget, hiring managers and supervisors) are aware of their role and responsibilities in executing the plans.
- **Key Question to Consider:**

- Have you clarified roles and expected outcomes for all relevant stakeholders critical to executing the staffing plan?

➤ **Recruiting & Talent Outreach**

- External Recruiting: Determine outreach and networking strategies to inform potential applicants about the organization (mission, location, federal benefits, etc.), publicize job opportunities and develop the applicant pool for mission-critical, hard-to-fill, highly specialized or high turnover positions.
- Consider:
 - **Available Hiring Options**
 - Acquisition Intern Program (AIP)
 - Pathways Internship Program
 - Pathways Recent Graduate Program
 - OSD Presidential Management Fellows Program
 - Re-employed Annuitants
 - Short-term vs. long-term appointments (permanent/term/temporary)
 - Veterans Employment Opportunity Act of 1998 (VEOA)
 - Veterans Recruitment Appointment (VRA); 30%+ Disabled Vets
 - Schedule A Excepted Appointing Authority – Individuals with Disabilities
 - Workforce Recruitment Program (WRP)
 - Direct Hire Authorities
 - Expedited Hire Authorities
 - Volunteer Student Internship Program (Unpaid)
 - **Available Hiring Incentives**
 - Compensation Management
 - Permanent Change of Station (PCS) Entitlements and Benefits
 - Recruitment and Relocation Incentives
 - Retention Allowances (Incentives)
 - Superior Qualification Appointments (SQA)
 - Student Loan Repayment Program (SLRP)
 - Special Salary Rates (SSR)
 - Granting credit for non-Federal and uniformed service in determining annual leave accrual rate (for newly appointed or reappointed employees at grades GS-15 or equivalent and below).
 - **Partnerships & Outreach**
 - Partnerships with local Schools/Colleges, Organizations and Communities to leverage their candidate pools. (online job boards)
 - Establish/expand strategic relationships with internal and external key stakeholders at diverse colleges and universities, trade schools, apprentice programs, Science, Technology, Engineering, and Mathematics (STEM) initiative programs, and affinity organizations.
 - Career Fairs

- Associations/Organizations
- Social Networking Websites
- Department of Veterans Affairs and Division of Vocational Rehabilitation
- **Other Hiring Sources**
 - Wounded Warrior Program and websites especially for disabled veterans to help injured service members return to productive employment (DOD VETS, Military.com National Career Fairs, etc.).
 - Pipeline Reemployment Program, which enables employees with job-related injuries and illnesses to return to work.
 - Nationwide recruitment announcements (Delegated Examining/Competitive Examining)
- **Categories of more readily appointable external candidates are:**
 - Reinstatement
 - Transfer (civil servants employed in other Federal agencies)
 - Veterans' Recruitment Appointment (VRA)
 - Employment of Individuals with Disabilities
 - Executive Order 12721 (certain former overseas employees)
 - Military Spouse Noncompetitive Appointments
 - Interchange agreements with other merit systems (e.g., Non-Appropriated
 - Fund (NAF) employees)

- **Internal Recruiting:** Develop in-house candidates through pipeline, formal and informal development, development work assignments, succession planning and talent management efforts.

Consider:

Upward Mobility Program

- Apprentice Program
- Worker-Trainee Program
- Training and Professional Development Opportunities
- Developmental work assignments
- Details, reassignments, temporary promotions
- Individual Development Plans (IDPs)
- Career roadmaps
- Managers, Supervisors and Leaders
- Formal Leadership Training Programs such as: National Leadership Development Program (NLDP), Defense Senior Leadership Development Program (DSLDP), Executive Leadership Program (ELP)/Executive Leadership Development Program (ELDP), etc.)

- Mentoring and coaching
 - **Key Questions to Consider:**
 - Which mission-critical or high-turnover occupations and skill levels would benefit most from succession planning and talent management efforts?
 - Does the organization have internal policies, procedures and funding for use of hiring incentives?
 - What are the most significant long and short term development needs of your organization?
- Identify strategic recruiting sources appropriate for critical vacancies projected in the Workforce Plan and Operational Staffing Plan. Maintain a list of resources and make regular contact to share information on anticipated hiring and downsizing activities.

Consider:

- **Working with the organization to develop recruitment policies.**
 - Allocate funding, resources and assets.
 - Tailor strategies to meet specific required skills mix.
 - **Promoting DoD and your organization as the employer of choice.**
 - Develop an outreach strategy to compete with private-sector companies.
 - Consider advertising in professional journals/publications.
 - Coordinate/collaborate with Public Affairs Offices (PAO) to publicize employment information in base and local newspapers, newsletters, social networking websites, official websites, etc.
 - Highlight Federal/organizational employment benefits and pension (total compensation).
 - Highlight your organization's benefits/culture, work environment (i.e. telework, alternate work schedules, fitness centers, child care facilities, transportation subsidy, etc.).
- **Determine the effect of outside influences on your strategy.**

Consider:

- Changing Mission Requirements.
- Equipment, tools and process/system changes requiring new or different skill sets.
- Application of new OPM Qualification Standards (for example, 1102 occupational series/code added positive education requirement).
- Placement opportunities for employees impacted by:
 - On-the-job injuries (when employees may be placed in light duty assignments under Federal Employee Compensation Act (FECA)).
 - Reasonable Accommodation requests.
 - Equal Employment Opportunity (EEO) and other case decisions or settlements.
 - Outsourcing/Insourcing initiatives and workforce changes related to Base Realignment and Closure (BRAC), Joint Basing, Transfer of Work (TOW),

Transfer of Function (TOF), etc. that involve use of reductions in force (RIF), Voluntary Early Retirement Authority (VERA), Voluntary Separation Incentives (VSIP), Discontinued Service Retirement (DSR), etc.

- Workload Surges and Interruptions.
- Military Deployments (civilian substitutes).
- Civilian Deployments (Expeditionary workforce assignments overseas).
- Military to Civilian Conversions.
- Realignments.

STEP 4: IMPLEMENT ACTION PLAN

STEP 4 – IMPLEMENT ACTION PLAN		
WHO	WHEN	WHAT
HR, Managers, WPT	September-October	Ensure human and fiscal resources are in place, roles, are understood and the necessary communication and coordination occur to execute the plan and achieve strategic objectives.

- **Develop an implementation strategy for the workforce plan:**
 - Ensure that all roles are clarified
 - Establish timelines and milestones
 - Provide for accountability as appropriate
- **Communicate the workforce plan (continuous—not a one-time effort).**
- **Obtain organizational buy-in:**
 - Executive level buy-in
 - Consider using pilot initiatives to test innovative methods and approaches as well as manage change
 - Establish reconciliation mechanism to compare the plan against actual results during implementation
 - Revise based on feedback from managers, workforce and other stakeholders
- **Identify Hiring Needs**
 - Identify hiring need
 - Validate position funding and manpower authorization
 - Establish Hiring Strategy
 - Initiate the Request for Personnel Action
 - Validate Ideal Candidate Hiring Strategy
 - Approve Hiring Strategy
- **Recruit Top Talent**
 - Perform outreach activities
 - Verify for basic eligibility (performed as applications are submitted)
 - Conduct SME screening for best candidates
 - Generate candidate finalists
 - Generate certificate
 - Check OF-306 (performed in parallel)
- **Select Ideal Candidates**
 - Contact candidates / schedule interviews

- Conduct SME panel interview(s) and after action review
- Conduct hiring manager interview(s)
- Prioritize candidate selections
- Discuss pay and benefits flexibility for finalists

➤ **Hire Candidates**

- Extend Tentative Job Offer
- Record Tentative Job Offer response
- Order screening
- Assess screening results
- Extend Firm Job Offer
- Record Firm Job Offer response
- Generate Personnel Action
- Perform administrative onboarding (Entry On Duty)

STEP 5: MONITOR, EVALUATE, & REVISE

STEP 5 – MONITOR, EVALUATE, & REVISE		
WHO	WHEN	WHAT
AO, HR, WPT	September-October	Observe, review, and monitor program activities and internal and external developments that may affect the action plan. Assure linkage of workforce planning to accountability system and processes. Revise plan to address all relevant issues.

➤ **Identify the metrics that will demonstrate progress toward closing strategic talent gaps.**

- **Measures:**
 - Mission results supported by human capital goals and objectives.
 - Elimination of skill gaps identified in the Workforce Plan.
 - Increased retention rates.
 - Increased diversity.
 - Improved timeliness, quality of hires.
 - Recruitment return on investment (cost per hire, turnover).
 - Highly qualified workforce and high-performing workforce.
 - Improved person-job match.
 - Improved person-organization match.
 - Organizational performance.
- **Key Questions to Consider:**
 - What are the metrics associated with the objectives of the Workforce Plan and Operational Staffing Plan?
 - Do you have access to the data that will demonstrate progress against the goal?

- Do you conduct entrance and/or exit interviews to determine key factors in attracting and retaining employees?
 - Have you reviewed existing survey data (e.g., OPM CHCO Surveys, Component/Agency climate surveys, etc.)?
- **Track progress against workforce action planning objectives and address shortfalls.**
- **Key Questions to Consider:**
 - Are you actively monitoring the effectiveness of the identified workforce action planning strategies in closing strategic talent competency gaps?
 - Are you engaging with relevant stakeholders to address workforce action planning shortfalls?
 - Did analysis in the Workforce Plan help with making the business case for
 - Increased funding of workforce initiatives (i.e., recruitment, civilian pay, training and development, etc.)?
- **Evaluate and adjust plan as needed. Ensure that the workforce action plan is always aligned with strategic priorities and gaps.**
- **Adjust/Revise:**
 - Address new workforce/organizational issues.
 - Issues addressed on case-by-case basis (may/may not require revision to action plan).
 - **Key Questions to Consider:**
 - Are you continually assessing the relevance of the Operational Staffing Plan to account for strategic shifts or changes in the external talent or business environment?
 - Are you revisiting the effectiveness of strategies to close strategic talent competency gaps and making appropriate mid-course corrections?
 - Were the strategies identified in the action plan effective?
 - What adjustments to plan do you need to make?

VII. NOTIONAL TIMELINE

Workforce planning's multiple steps comprise a continuous process that must begin well before the new budget execution cycle. Although the model suggests a sequential execution, in reality, the steps may overlap and it may be necessary to begin some steps before completion of preceding steps. As a general rule of thumb, the following timeline denotes the occurrence of the various steps:



VIII. DEFINITIONS

Competencies. The combination of knowledge, skills, abilities, and personal attributes that enable an individual, team, or organization to successfully complete work tasks. For a description of the competencies in the DoD Civilian Leader Competency Model, see Table 1 in [DoDI 1430.16, Growing Civilian Leaders](#). For Small Business Career Field competencies, see Appendix B.

Department of Defense Acquisition Workforce Development Fund (DAWDF). Per 10 U.S. Code § 1705 (see References section below for link to legislation), the Secretary of Defense shall establish a fund known as the “DAWDF” to provide funds, in addition to other funds that may be available, for the recruitment, training, and retention of acquisition personnel of the DoD. The purpose of the Fund is to ensure that the Department of Defense acquisition workforce has the capacity, in both personnel and skills, needed to properly perform its mission, provide appropriate oversight of contractor performance, and ensure that the Department receives the best value for the expenditure of public resources. FY16 NDAA made DAWDF permanent.

Note: *Many of the Military Departments/Components may have developed their own guides for requesting/managing DAWDF which should be explored for additional guidance/procedures.*

Demand. An estimation of the future workforce needed to accomplish the mission.

Discrepancies. The differences, or gaps, between the current and the projected workforce.

Diversity. The different characteristics and attributes of individuals (as defined in DoDD 1020.02E Diversity Management and Equal Opportunity in the DoD). This document expands this definition to: Diversity is all the different characteristics and attributes of the DoD’s Total Force, which are consistent with our core values, integral to overall readiness and mission accomplishment, and reflective of the best of the Nation we serve.

Inclusion. Valuing integrating each individual’s differences into the way an organization functions and makes decisions.

Planning, Programming, Budgeting and Execution (PPBE). The PPBE process is unique to DoD. The other executive agencies use internal annual processes to determine required resources. The PPBE process produces the DOD portion of the President’s national budget. PPBE process is one of three decision support systems that control the DOD acquisition process. The Joint Capabilities Integration and Development System (JCIDS) and the Defense Acquisition System are the other two. PPBE is an annual cycle that produces the Defense Planning and Programming Guidance (DPPG), and a Program Objectives Memorandum (POM) and Budget Estimate Submission (BES) for each military department, defense agency and selected other agencies/offices, and finally the DOD portion of the President’s annual budget submission to Congress. Updates to the Future Years Defense Program (FYDP) occur when the POM/BES are submitted and when the President’s Budget is sent to Congress. The FYDP is a data base that contains all approved DOD programs with the associated 5-year funding stream. See [DAU Acquipedia](#) for additional information.

Supply. An estimation of the current and projected labor pool available to accomplish the mission.

Small Business Career Field. A new acquisition career field established by OUSD AT&L Memorandum, Establishment of the Small Business Career Field, dated 2 Sep 2014. The salient tenets of the career field are described in the Small Business Career Field Information Guide. See OUSD AT&L OSBP Memorandum, For Department of Defense Small Business Professionals, Subject: Small Business Career Field Info Guide, dated 5 Sep 2014.

IX. REFERENCES

1. [U.S. Office of Personnel Management's End-to-End Hiring Initiative](#)
2. [Guide to Workforce Planning](#)
3. [Human Capital Assessment and Accountability Framework \(HCAAF\)](#)
4. [Public Law 109-163 Section 1122](#)
5. [Public Law 111-84 Section 1108](#)

6. [DoD Directive 1100.04, Guidance for Manpower Management, dated 12 Feb 2005.](#)

This DoD Directive establishes Agency manpower management requirements and requires DoD Components to establish implementing corporate requirements for the same. Ultimately all manpower requirements will be submitted through Components to the Agency as part of the annual [Planning, Programming, Budgeting Execution](#) (PPBE) process. *You'll want to become familiar with this DoD Directive as well as your Component's manpower or programming requirements regulations before you begin building a business case for additional manpower/resources through the POM process.*

7. [FY16 Defense Manpower Requirements Report \(DMRR\)](#), dated Feb 2016. The FY16 DMRR is a good reference document. It reveals what the DoD Components and the Agency ultimately approved via the competitive corporate PPBE process for the President's FY16 budget.
8. [DoDI 4205.01, DoD Small Business Programs, dated Jun 2016](#)
9. [10 U.S. Code § 1705 - Department of Defense Acquisition Workforce Development Fund \(DAWDF\)](#)
 - a. [DOD Report to Congress \(FY15\), DAWDF](#), dated Apr 2016
 - b. [DoD Comptroller Report; DAWDF Budget FY16](#), dated Feb 2015
 - c. [HCI DAWDF Policy](#). The DAWDF can be used for a variety of initiatives to improve the acquisition workforce including hiring; training and career development; and recruiting, recognition and retention initiatives. **Specific program details can be found in the [DAWDF Desk Operating Guide](#).**

Note: The FY 2016 NDAA changes the DAWDF from a temporary fund to a permanent fund solidifying a tool that continues to help DoD sustain the high quality acquisition

workforce needed to support the Warfighter. Small Business leaders must also adhere to local component policies/procedures/guides for use of DAWDF.

APPENDIX A -- SAMPLE DOCUMENTS / TEMPLATES

A-1 OPERATIONAL STAFFING ACTION PLAN

1. Organization Information for FYXX- XX

Organization	Office Name	Location
Admin POC Name	Email	Phone

2. Mission Critical Occupations:

3. Hard-to-Fill Positions:

4. Expected Mission Growth:

5. Advanced Hire Positions:

6. RPA Submission Schedule for quarterly, annual or open continuous recruitment:

7. Positions expected to be impacted by workforce shaping actions:

8. Number of Vacancies: _____

9. FYXX Civilian Pay Budget:

10. USA Staffing Assessment Requirements:

11. USA HIRE Requirements:

12. Does your organization have the required number of manpower authorizations (billets)?

- ☐ Yes
- ☐ No

Note: Consider whether you will pursue short-term (temporary) manpower authorizations or long-term manpower authorizations which may require a formal manpower assessment through your Manpower organization/agency to validate a manpower POM submission. Short Term – Over hire authority; Centrally-funded Intern/Leadership Programs; Defense Acquisition Workforce Development Funds (DAWDF)

13. Please indicate the desired recruitment efforts for Mission Critical & Hard to Fill Occupations:

- ☐ Partnerships with local Schools/Colleges, Organizations and Communities to leverage their candidate pools. (online job boards)
- ☐ Career Fairs
- ☐ Associations/Organizations
- ☐ Social Networking Websites
- ☐ Department of Veterans Affairs and Division of Vocational Rehabilitation
- ☐ Other

14. Developmental Needs: List the skills (e.g., technical, interpersonal) and competencies (e.g., DoD Civilian Leader Development Framework) needed in your organization to achieve mission and goals? What leadership skills are needed to prepare your current or future leaders?

A-2 REQUEST FOR USE OF DAWDF

Note: These requests must be worked within the Acquisition staff hierarchy at your assigned location. See the References Section, Item 9c, DAWDF Desk Operating Guide on proposal development. You will also need to work with your local DACM representative if you're at a field activity; DACM at component or agency levels; and adhere to any local DAWDF procedures/guides.

A. SAMPLE 1 – NON-TRAINING DOLLARS

FYXA-FYXB DAWDF PROPOSAL

Replenishment of Small Business Professional (SBP) Workforce (Non-Training)

Note: *This is a 'sample' for temporary manpower for the purposes of getting ahead of the impacts of 'natural attrition' such as turnover and retirements. This sample was derived from an approved proposal, but has been changed to neutralize it for teaching purposes. See the References section of this guide; specifically, DAWDF legislation and HCI DAWDF Operating Procedures Guide.*

BACKGROUND:

Small Business Professionals (SBP) in the *[insert DoD Component or Activity Name]* are a low density, high demand asset (LDHD), often ranging from 1 - 5 deep and lacking the critical knowledge, skills and abilities required to fully function and/or manage an enterprise SB Program and/or enterprise SB organization for the initial 1-2 years after selection/placement into the SB position. Differing SB positions across the *[insert DoD Component or Activity Name]* vary based on organizational structure and hierarchy.... *[Describe your situation a little more thoroughly to include your small business workforce (current state) at the post/camp, installation or base and intermediate levels (i.e., command and/or other major subordinate elements).]*

To mitigate the critical Knowledge, Skills and Abilities (KSAs) losses and mission degradation due to anticipated retirements, job rotations and normal attrition, *[insert DoD Component or Activity Name]* requests journeymen level (GS9-12) salary funded-billets for small business (SB) overhires to enable hiring/overlap capability for on-the-job training/work experience and SB program mission-related development of necessary KSAs prior to anticipated vacancies occurring. This funding will allow the SB program to eliminate manning gaps caused by the hiring process and promote knowledge sharing. The current estimated funding/salary for these overhires equates to approximately [X] positions to prepare for and fill expected vacancies in **FYXA-FYXB** and an additional [X] positions in subsequent **FYXC-FYXD**.

Assessing alternatives, *[insert DoD Component or Activity Name]* DAWDF funding is the best alternative given the LDHD SB workforce specialized mission, mandated by law and impacting all acquisitions involving contracts, cooperative agreements and grants. SBPs currently enter the workforce at the journeyman level; however, under the new acquisition small business career field

some interns are anticipated beginning in FYXX. Currently, most SBPs are certified Level III Contracting professionals; a nominal number of SBPs are certified Level III in other acquisition disciplines such as Engineering and Logistics. Given the specialized KSAs needed to function proficiently in a SB position it will be difficult for junior SB personnel to function without significant oversight and guidance from the Level III certified SBPs. These SB functions cannot be learned in a course or training module and require 1-2 years' experience-on-the-job. The level of complexity of the SB position type (i.e., organizational hierarchy dependent) varies based on their assigned mission support areas and span of control (i.e., operational, R&D, acquisition, test, sustainment). An untrained, inexperienced SB workforce increases mission and statutory compliance risk and ultimately hinders our ability to ensure SB innovation, agility, efficiency and a strengthened industrial base are available for warfighter needs.

The strategic objective of this effort links to development of the Acquisition Workforce LDHD, critical skills shortages. Currently, critical losses in SB Workforce KSAs are expected in 1-3 years due to approximately 50% retirement eligibility and high turnover via rotations and normal attrition. This effort aligns with *[insert DoD Component or Activity Strategic Plan Objective XX related to improving Small Business]* to substantially improve utilization of Small Business in *[insert DoD Component or Activity Name]* acquisitions in accordance *[insert current National Defense Authorizations Act (NDAA), Small Business Act (SBA), BBP 3.0 initiative, etc., as applicable to strengthen your business case]*.

The expected return on investment will be in mitigating the gap in critical KSAs which will provide for immediate and follow-on, programmed onboarding to prepare and replenish expertise before vacancies arise to ensure sustained mission effectiveness and support to current customers/stakeholders. This effort will minimize gapping of critical positions, and in turn, improves ability for *[insert DoD Component or Activity Name]* to attain OSD AT&L small business performance objectives; allows overlap for on-the-job training and mentoring to mitigate gaps in critical KSAs for the *[insert DoD Component or Activity Name]* SB Workforce.

Defense Acquisition Workforce Development Funding (DAWDF) is not presently used in *[insert DoD Component or Activity Name]* SB replenishment efforts.

DELIVERABLES:

1.FYXA-FYXB: Budget for each Year: \$741.9K/year

- Fully burdened x [X] each GS-XX/Step 5 FTE's (\$XXXXK/per year (note: calculate salary based on average grade range being requested using appropriate OPM General Salary Schedule w/locality pay)
- DAWDF has 3-year funds availability; calculate fully burdened salary per billet

For Sustainment Funding: *[insert DoD Component or Activity Name]* will POM for FYXC funding and will place temporary DAWDF hires on permanent billets at the end of the 3-year DAWDF funding period. In the event of unforeseen circumstances within *[insert DoD Component or Activity Name]* such that natural attrition does not yield anticipated vacancies by the end of the year of expiration of DAWDF funding, *[insert DoD Component or Activity Name]* is committed to working with the OSD Small Business FIPT and other Components to successfully outplace individuals on expiring DAWDF billets onto permanent acquisition billets prior to the expiration of DAWDF funding. *[Insert additional details and include 'by name' organizations, as*

applicable, to strengthen your plan for outplacement. The objective is for you to assure your DAWDF managers that you will act responsibly to ensure individuals are placed on permanent billets prior to DAWDF funds expiration.]

OUTCOMES/METRICS: Development of the Small Business Acquisition workforce. This is a LDHD specialized SB workforce with critical KSA shortages. This funding will allow the Small Business program to eliminate manning gaps caused by the hiring process and promote knowledge sharing.

B. SAMPLE 2 – TRAINING DOLLARS

FYXA-FYXB DAWDF PROPOSAL Small Business Training Workshop

GENERAL: There are significant capability deficiencies in the *[Insert DOD Component or Activity Name]* Small Business workforce, which significantly impact the services we provide to our acquisition partners on behalf of the *[Insert Component Secretary or Director, as applicable]*. *[Insert DOD Component or Activity Name]* has not held any enterprise-wide training for our Small Business Professionals (SBPs) in *[XX years]* which would mitigate some of these deficiencies. *[Insert DOD Component or Activity Name]* is requesting funding to support an enterprise Small Business Training Workshop which would bring our SBPs together for mission-essential training. The workshop would target needs and gaps in required small business program competencies and deliver essential core training to our enterprise SB workforce to ensure mission success. Training would be focused on building requisite knowledge, skills and abilities (KSAs) in addition to competencies required for successful accomplishment of the small business mission.

The workshop will focus on critical KSAs, competencies and tools required in the successful performance of the small business program mission with an emphasis on emerging opportunities and threats. The topics will include, but not be limited to: ability to effectively align *[Insert DOD Component or Activity Name]* requirements to small business capabilities via market research KSAs and toolsets; acquisition planning/strategy development training to help small business professionals understand how to assess requirements and devise appropriate strategies to maximize small business opportunities in prime contracts and subcontracting; evaluation of small business participation in source selections; legislative and policy updates... *[insert / tailor as desired for your needs]*.

In FYXA-FYXB, *[Insert DOD Component or Activity Name]* will plan, organize and oversee a training workshop in a location that is most cost-effective. The workshop will target all small business professionals, regardless of experience, grade or occupational code. Training developed for the *[Insert DOD Component or Activity Name]* Training Workshop will be shared across the Department of Defense as gap/just-in-time (JIT) training for the broader DoD small business professional enterprise, as applicable.

DELIVERABLES: \$XXXXK in FYXA and FYXB DAWDF for an [Insert DOD Component or Activity Name] enterprise-wide Small Business Training Workshop. Attendees would receive continuous learning point (CLP) credits for their participation in this functional small business professional acquisition training workshop geared to those currently occupying a [Insert DOD Component or Activity Name] Small Business professional acquisition-coded position.

OUTCOMES/METRICS: Development of the Small Business Professional Acquisition workforce. This is a low density, high demand (LDHD) specialized career function with critical skills shortages currently. This workshop will meet critical training needs/gaps necessary for the [Insert DOD Component or Activity Name] Office of Small Business Programs to achieve its enterprise-wide mission objectives.

FYXA-FYXB BUDGET FOR EACH YEAR: \$XXXXK/year

[Note for Proposal developer]:

- 1- If you are hosting a workshop, your total proposed costs may be comprised of several things such as travel dollars (TDYs) for estimated XX participants; \$XX for support contract during workshop, if needed; \$XX for facility rental/accommodations, etc;*
- 2- If you have trouble getting travel dollars to attend your Agency or Component Training Workshops, or DAU courses, and you do not want to sponsor/host a training workshop, you may only want to consider a proposal to request 'training funds' to enable you/your personnel to participate in these types of recurring Training events.*

C. SAMPLE 2 – TRAINING DOLLARS

FYXA-FYXB DAWDF PROPOSAL **TDY COSTS FOR “TRAINING IMPROVEMENT” INITIATIVE** *(Component or Major Subordinate Activity Level Training)*

GENERAL: The current DAU and [*Insert DOD Component or Activity Name*] training does not adequately prepare the small business professional workforce to meet organizational mission needs. Additionally, small business Training for acquisition stakeholders within the organization needs refreshed and maintained for currency given recurring legislation and policy changes pertinent to small business acquisition. There is the need to establish a forum for review of training requirements for personnel across the small business enterprise, as well as the training to acquisition stakeholders (i.e., contracting, program management, logistics, engineering and other functional’s). DAWDF funds are being requested for the [*Insert DoD Component or Activity Name*] Small Business Program to analyze current organizational training demands and offerings, identify critical training gaps and develop necessary training.

The primary objectives of this Training Improvement Initiative will include devising a structured approach to Internal and External small business Training methods and developing a strategic cell of experts to accomplish the following: identify competencies necessary and gaps in current training; develop gap-filling curriculum and a process to review/update curriculum to ensure currency; identify and establish central repository allowing [*Insert DoD Component or Activity Name*] enterprise-wide access. To accomplish these objectives, face-to-face meetings for the SMEs within the strategic cell are required.

The Training Improvement Initiative will enable standardized training capability for all internal/external stakeholders, including small business professionals and acquisition community stakeholders (i.e., program managers, contracting, engineering, finance and science & technology) relative to statutory mandates to maximize small business opportunities in both prime contracts (first) and in subcontracting in DoD acquisitions.

The Strategic Training Cell of experts will be the catalyst to effectively identify training shortfalls and fill curriculum gaps across the enterprise. This Training Improvement Initiative will facilitate development of a strategic small business training plan for internal/external stakeholders and will enable maintenance based on required stakeholder competencies. These are critical strategic needs given expected high turnover and attrition rates over the next decade based on forecasts of retirement-eligible personnel within the [*Insert DoD Component or Activity Name*] acquisition workforce. Training delivered as a result of this Training Improvement Initiative will qualify for continuous learning point (CLP) credits in accordance with established CLP policies.

The training curriculum will be developed and supported by the Strategic Training Cell of small business experts and internal/external stakeholders. Currently this is [*Insert DoD Component or Activity Name*] - specific training; however, this training could be adapted to other DoD Components with appropriate modifications for variations in local policy/procedures, as applicable. The training will be delivered by: [*Insert DoD Component or Activity Name and/or other stakeholders, as envisioned*]. Training may be delivered via onsite classroom methods (TDY-to-School or training site), or online web-based methods, as appropriate depending on

content. Training certifications would be recorded on ACQ Now for Continuous Learning website.

DELIVERABLES: Request \$XXK for FYXX SME team Rapid Improvement Event (RIE) to identify current training requirements and gaps.

FYXA-FYXB BUDGET FOR EACH YEAR: \$XXK/year for course development and to revise/adjust training (i.e. long term maintenance as needed). Funds will be used for X TDY's per year for XX Subject Matter Experts. Average cost per SME is \$XXXXX for each TDY. There will be no additional costs over TDY expenses

For long-term sustainment funding: [*Insert DoD Component or Activity Name*] will POM for FYXX funding and will brief OSD FIPT for potential DoD-wide synergies/leveraging initiatives.

OUTCOMES/METRICS: Development of [*Insert DoD Component or Activity Name*] Small Business Training Strategic cell forum for identifying training needs based on competencies, identifying gaps and developing training curriculum the [*Insert DoD Component or Activity Name*] acquisition enterprise, inclusive of small business professionals, program managers, contracting, engineering, logistics, finance and science & technology professionals.

A-3 WORKFORCE PLANNING TEMPLATE – CURRENT BASELINE PLUS TEMPORARY BILLETS (3 WORKSHEETS)

SUMMARY

WORKFORCE PLANNING -- Small Business Program / OSBP -- Manpower Baseline (Current)
[Position category: officer (OFF), enlisted (ENL), contractor manpower equivalent (CME), civilian (CIV)]

BASELINE W
RESOURCES - FYs 17-19

Activity Name	FY17			FY18			FY19			FY20			FY21			FY22			FY23						
	OFF	ENL	CME	CIV	TOT	OFF	ENL	CME	CIV	TOT	OFF	ENL	CME	CIV	TOT	OFF	ENL	CME	CIV	TOT	OFF	ENL	CME	CIV	TOT
Component																									
OSBP																									
BASELINE	1	0	6	10	17	1	0	6	10	17	1	0	6	10	17	1	0	6	10	17	1	0	6	10	17
UNFUNDED																									
Acq/Law					1					1					1					1					1
Engr/Scientist					1	1				1					1					1					1
Prog Mgt					1	2				1	4				1	2				1	2				1
Contracting					3					3					3					3					3
Fin Mgt/Budget					1					1					1					1					1
Small Business					3					3					3					3					3
Acq Log					1	1				1	1				1					1					1
ADMIN					1	2				2	1				2	1				2	1				2
TOTAL	1	0	6	12	0	0	0	6	14	0	0	0	6	14	0	0	0	6	10	0	0	0	6	10	0

NOTE: FYs 20-23: You will revert back to your current baseline authorizations after the temporary

billets/funding expire UNLESS you had pursued a business case to further defend these billets on a permanent basis. This would have required a POM submission for permanent manpower authorizations/associated operating funds (i.e., travel, training, supplies, etc.) during the same time frame to ensure you entered the very next POM cycle. You must become familiar with your local PBES corporate processes and should build a case for long-term support if the temporary billets are needed long-term. An FY17/18 POM submission (if approved) would likely not deliver permanent billets in the FYDP until the FY20+ time frame.

VACANCY																									
OVERHEADS																									
ATTRITION																									
DAVID/3yr																									
CENTRALLY FUNDED CAREER BROADENING																									

FILL ACTIONS – WORKSHEET 2

Activity Name	Baseline	Vacancies	Overhires	DAWDF	Central Funded	Fill Actions	Remarks
FY17							
Component OSBP	10	2		-3	-1	2	2 Vacancy Fills Pending-- Request for Personnel Actions (RPAs) in-house/drafting; <i>Note: DAWDF and Central Funded career broadening fill actions completed in Qtr 1.</i>
FY19							
Component OSBP	10	3		-3	-1	3	Placed 3 individuals on DAWDF temporary billets into 3 permanent positions that were vacant. These individuals remained in the Component OSBP. The Centrally funded career broadening billet went away after the individual was outplaced onto a permanent position in another office. The Career Program managed the outplacements/fill action and located a permanent billet for this individual at the end of their 3-year temporary assignment in the Component OSBP.

DAWDF AND/OR CENTRAL COMPONENT FUNDING – WORKSHEET 3

Career Field	Type	Location	FY17	FY18	FY19	PERMANENT POSITION # and LOCATION	REMARKS
DAWDF							FYs 17-19 (3-year funding)
Small Business							
SCEP							
Intern							
Journeyman	AVG GS14/STEP 1	COMPONENT OSBP	3	3	3	COMPONENT OSBP	On track through anticipated attrition; fall back plan to place in other DOD OSBPs or acquisition offices if anticipated component OSBP vacancies do not materialize within required third year of DAWDF funds availability
Career Broadening							FYs 17-19 (3-year funding)
Journeyman	AVG GS14/STEP 1	COMPONENT OSBP	1	1	1	Career Program Outplacement	Working with Career Program for timely outplacement

A-4 SAMPLE POM SUMMARY INPUT

Small Business Program – Enterprise Acquisition Support

BACKGROUND:

(U) The Small Business Program Office provides enterprise acquisition support to all programs at [insert name of activity/location], inclusive of [insert examples of major activity programs] programs. Small business is a low density, high demand (LDHD) career field within the acquisition workforce and required to provide mission support for execution of all acquisition programs acquired via contractual methods, cooperative agreements, grants.

ADJUSTMENT:

(U) Resources small business acquisition/mission support capability at 50% of required personnel

SM:

	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23
CURRENT PRG	.160	.160	.160	.160	.160	.160	.160	.160
ADJUSTMENT			.327	.327	.327	.327	.327	.327

Note: Current 1-GS15 step 10; Adj Adds 3 - GS14 step 1 (no inflation/burdening for illustration purposes (Wash DC locality/GS payable))

Estimated \$M for number of increased Manpower billets requested below

PROCUREMENT	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	MPWR	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23
OFF	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
ENL	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CIV	0	0	3	3	3	3	3	3	0	0	0	0	0	0	0	0	0

IMPACTS:

- (U) RQMT: Small Business Act, 15 USC 644, Sec 15k
- (U) RQMT: DODI 4205.01, DoD Small Business Programs, Jun 2016, para 3; Enclosure 3, para 2.
- (U) SUPP: [as applicable if supplemental requirements/policy apply]
- (U) Moderately improves [insert Agency/DoD Component name] organic planned small business acquisition workforce capabilities; sustains critical capabilities
- (U) DoD leads federal sector and performance is critical to national security/growth of industrial base; manpower increase enables compliant small business acquisition workforce to facilitate effective competition and warfighter efficiencies through better buying power outcomes

SAMPLE POM INPUT - Manpower

A-5 SAMPLE WORKLOAD ASSESSMENT FOR MANPOWER ASSESSMENT – PREPARATION FOR POM INPUT

SAMPLE WORKSHEET – INTERNAL MANPOWER NEEDS ASSESSMENT (PREPARATIONS FOR FORMAL MANPOWER REQUEST)					
INSTRUCTIONS: CREATE A WORK BREAKDOWN STRUCTURE BY FUNCTION-TO-TASK, INCLUDING WORKLOAD DRIVERS, FREQUENCY AND COMPLEXITY. THIS WILL LIKELY BE REQUIRED BY YOUR MANPOWER ANALYSTS TO BUILD A BUSINESS CASE / VALIDATE YOUR PERMANENT MANPOWER REQUIREMENTS. YOUR WORK MUST BE DRIVEN BY LEGISLATION, POLICY, REGULATIONS AND MANPOWER ANALYSTS WILL WANT YOU TO DEFINE YOUR BUSINESS CASE POSITION BASED ON SMALL BUSINESS PROGRAM AUTHORITIES VICE DISCRETIONARY PROCEDURES. YOU WILL LIKELY NEED TO ASSESS ALTERNATIVES TO INCREASED MANPOWER AND BE ABLE TO DEFEND YOU HAVE TAKEN STEPS TO WORK MORE EFFICIENTLY ALBET YOU STILL HAVE A NEED FOR INCREASED MANPOWER REQUIREMENTS. CONSULT WITH LOCAL MANPOWER ORGANIZATIONS AND ENSURE YOU FOLLOW LOCAL CORPORATE PPRES POLICIES FOR MANPOWER REQUIREMENTS					
CAREER FIELD - SMALL BUSINESS (ACQUISITION)					
LEVEL 1 - FUNCTIONS		FULL-TIME EQUIVALENT (FTEs)			
		DRIVER (AUTHORITY)	FREQUENCY	COMPLEXITY	COMMENTS / RATIONALE
1. Small business policy analysis;		SB Act, other SB Legislation; DoDI 4205.01			
2. Acquisition strategy review, peer review, and program management review;					
3. Subcontract oversight;					
4. Development of small business utilization strategy;					
5. Market research and industrial base capability analysis;					
6. Program analysis and strategic development;					
7. SB/STTR program management;					
8. Mentor/protégé program management;					
9. Advocacy and outreach to promote competition through utilization of small businesses;					
10. Socioeconomic program management; and,					
11. Managing or overseeing programs and initiatives at headquarters or OSD					
12. Other					
NOTE: Categories of major SB workload/tasks/processes can come from applicable mission directives, regulations, statutes, guidance, from tasks referenced in civilian personnel PDs, OSD and Service products; and in the future, from Standard Work Document/Process Descriptions being created through ongoing SB workforce study efforts. The ones used on this 'sample' are the functions listed in the 5 Sep 2014 DoD OSBP Small Business Career Field Info Guide					
LEVEL 2 - FUNCTION-TO-TASK		FULL-TIME EQUIVALENT (FTEs)			
		DRIVER (AUTHORITY)	FREQUENCY	COMPLEXITY	COMMENTS / RATIONALE
1. Small business policy analysis;		SB Act and other SB Legislation	(TBD based on OSBP Assignment)	High - Senior Expert Level	What is your supporting rationale? You need to build that case/defend based on how you fill out the worksheet for your program / assigned OSBP
2. Acquisition strategy review, peer review, and program management review;		Insert FAR / DFARS Regulatory Citations		High - Senior Expert Level	What is your supporting rationale? You need to build that case/defend based on how you fill out the
3. Subcontract oversight;					
4. Development of small business utilization strategy;					
5. Market research and industrial base capability analysis;					
6. Program analysis and strategic development;					
7. SB/STTR program management;					
8. Mentor/protégé program management;					
9. Advocacy and outreach to promote competition through utilization of small businesses;					
10. Socioeconomic program management; and,					
11. Managing or overseeing programs and initiatives at headquarters or OSD					
12. Other					
NOTE: See DoD OSBP Memo, Small Business Career Field Information Guide, dtd 5 Sep 2014, sample SB Functions/competencies derived from this Memo.					
1. Small business policy analysis;					
2. Acquisition strategy review, peer review, and program management review;		SB Act, DoDI 5002.01, DoDI 5000.74, FAR/DFARS Part 7			
3. Subcontract oversight;					
4. Development of small business utilization strategy;					
5. Market research and industrial base capability analysis;					
6. Program analysis and strategic development;					
7. SB/STTR program management;					
8. Mentor/protégé program management;					
9. Advocacy and outreach to promote competition through utilization of small businesses;					
10. Socioeconomic program management; and,					
11. Managing or overseeing programs and initiatives at headquarters or OSD					
12. Other					
Continue building out Level 2 based on the work you perform in your SB program and/or OSBP. This is essential for building a business case/defending the need for increased permanent manpower billets					

- Key things to keep in mind as you pursue a better understanding of manpower requirements (excerpt from DoDD 1104.04, Guidance for Manpower Management):

3.3. Resource Allocations, Authorizations, and Manpower Constraints

3.3.1. ... civilian manpower resources shall be programmed in accordance with validated manpower requirements, and within fiscal limits and acceptable levels of risk identified in Defense planning and programming guidance.

3.3.2. ... civilian manpower resources shall be allocated to maintain ready forces and accomplish defense missions in priority order, and commensurate with available resources and Congressional constraints.

3.3.3. ... and appropriated civilian resources shall be fully allocated to approve programs by defense program elements consistent with budget submissions and Congressional direction.

3.3.4. ... the civilian workforce shall be managed solely on the basis of workload and fiscal year funding. Additionally, civilian manpower shall be authorized for fill based on available funds, mission priority, and consistent with Congressional constraints. The civilian workforce shall not be subject to any constraints or limitation in terms of man-years, end strength, full-time equivalents positions, or maximum number of employees, except where imposed specifically by the Congress. Full-time equivalent estimates must represent an effective and efficient use of resources to meet program requirements.

2. FY16 Defense Manpower Requirements Report (DMRR), dated Feb 2016

The FY16 DMRR is a good reference document. It reveals what the DoD Components and the Agency ultimately approved via the competitive corporate PPBE process for the President's FY16 budget.

A key takeaway is that Manpower is not a requirement in itself. Manpower investments must complement requirements associated with platforms, weapons, maintenance, and training needed to deliver capabilities. These capabilities drive requirements. The Military Services and other defense agencies each define their workload requirements such that capabilities can be operationalized in a cost-effective manner. As a small business leader, you must build a business case for manpower/resources based on your organizations assigned mission capabilities as those will drive your level of support and resource requirements.

Another key takeaway is to know where your small business manpower authorizations reside. For example, if you have small business billets dedicated to support individual or specific acquisition programs, that billet(s) may be assigned a mission support program element code and funding unique to that individual or specific acquisition program. In other words, it would be a 'direct charge' to that specific program element. When your small business billets are aligned to the headquarters staff because you report to the Commander or deputy commander or equivalent, those billets are assigned program element codes/funding associated with management overhead which is not supposed to include 'execution/acquisition support' work. The small business program is unique in that often times, we must perform both execution and overhead functions.

As you will see from the FY16 DMRR, there has been a move to reduce management headquarters overhead billets; this has been going on for several years. These headquarters overhead billets have unique program element code (PEC) identifiers which include the numbers '98'. These types of headquarters management overhead billets are capped by statute and monitored closely to keep within statutory ceiling limits. Your role as a small business leader is to recognize this challenge and build a business case for growth of resources whenever that growth is warranted, and to articulate the requirement for your existing resources whenever arbitrary reductions put your mission capability at risk. You must be able to describe the Small Business value proposition, your mission capability and the impacts of growth/reduction of your resourcing relevant to mission risk.

Based on lessons learned and impacts from the statutory management headquarters ceiling challenges, you may have more success if you design your workforce plans with flexibility to align your small business billets directly to the mission support activities. If SB resources in a management headquarters (MHQ) are more transactional in nature rather than indirect overhead (i.e., headquarters director or staff support role), they should be reviewed for realignment to a field activity's mission category/organization which is "below the MHQ" line. This would more accurately align your billets to the transactional execution work which becomes a direct charge to mission support (i.e., execution work on acquisition programs). This will likely result in some type of matrixed small business organizational structure which may or may not include collocation of personnel with particular programs.

Regardless of the type of organizational structure you pursue as you consider resourcing your office, you should factor in your small business career field implementation plans which also require you to establish small business supervisory reporting chains. All of this can easily be done together as you work with your local manpower offices, personnel activities and your leadership in resourcing your small business programs and/or OSBPs.

APPENDIX B - SMALL BUSINESS PROFESSIONAL COMPETENCIES

Excerpt from Appendix A of the "SMALL BUSINESS CAREER FIELD INFORMATION GUIDE"
dated September 2014

Note: When establishing manpower requirements, you will be required to use these competencies and functions as you build the case to defend/justify needed Full-Time Equivalents (FTEs) to effectively perform your mission in the assigned organization (drives capacity in terms of how many acquisition programs you support (new/existing). You must follow your locally assigned procedures as manpower/organization policy varies across Military Services and DoD Components.

Units of Competence: 8 Technical Units; 1 Professional Unit	37 Technical Competencies 13 Professional Competencies	62 Technical Sub-Competencies 15 Professional Sub-Competencies
Small Business Utilization	01. Small Business Market Research	01.1. Investigate market capabilities to identify potential small business product and service providers.
	02. Small Business Utilization Planning	02.1. Determine and recommend the appropriate level of small business participation during the acquisition planning process to maximize utilization opportunities for small businesses.
	03. Small Business Program Analysis and Strategic Development	Assess and analyze the effectiveness of established command or agency small business program initiatives and objectives. Ability to develop a strategy for achievement of objectives and accomplishment of the mission. Monitor progress toward strategic goals, prioritize work in alignment with organizational and stakeholder goals, identify long- term issues, problems, or opportunities, align current actions with strategic goals, evaluate results against strategic goals, redesign business to better meet long- and short-term objectives, determine strategic actions by weighing costs and benefits.
	04. Small Business Advocacy	Knowledge of negotiation and persuasion techniques to advise and advocate for small business opportunities in procurement programs and increase small business program awareness and participation. Able to work with organizational leaders to garner support and persuades key decision makers to invest appropriate resources; engages with other extra-organizational constituents to seek support for key initiatives.
	05. Counseling	05.1. Knowledge of technical subject matter and available resources to counsel, advise, and assist industry and government personnel in navigating Federal procurement process.
Outreach	06. Small Business Development	06.1. Provide technical information, mentoring, and resources to small businesses that enable them to become viable sources capable of participation in government procurement programs (e.g., Mentor Protégé and 8(a)).
	07. Small Business Program Training	07.1. Develop and conduct education and training to increase small business program awareness, responsibilities, and participation.
	08. Small Business Outreach	08.1. Prepare and deliver presentations, participate in public speaking venues, meet with media, engage with public advocacy groups, and assist in matchmaking events that create good will for the organization.
	09. Proposal and Source Selection Small Business	09.1. Evaluate small business elements in proposals and solicitation criteria to ensure the consideration of small business participation.
	10. Subcontractor Compliance Assessment	10.1. Assess contractor actions to determine compliance with terms and conditions of government contract and program performance reporting requirements.

Contracting	11. Contract Compliance Management	11.1. Ability to determine and facilitate the actions required to prevent, mitigate, or resolve contractual claims, protests, or conflicts.
	12. Electronic Acquisition Systems	12.1. Knowledge of a variety of electronic procurement tools, software, and systems, including their interrelationships/interfaces and utilization.
	13. Acquisition Laws & Regulations	3.1. Knowledge of the Federal Acquisition Regulation (FAR), Defense Federal Acquisition Regulation Supplement (DFARS), Component Supplements and acquisition processes (e.g., pre- and post-award process, cost/price analysis process, negotiation process, source selection), policies, and directives for acquisition and administration.
Legislation & Policy	14. Small Business Laws and Regulations	14.1. Knowledge and awareness of procurement laws and regulations (i.e. NDAA, Small Business Act) and their effects on small business utilization to ensure sound acquisition and business practices.
	15. Small Business Policy Planning and Development	15.1. Develop organizational policies, initiatives, and objectives that comply with legislative intent for providing opportunities to small business; and develop and implement programs and processes for organizational action that achieves the mission and goals.
General Business	16. Project Planning	16.1. Define initiatives and develop plans that achieve a specific program mission, project, or objective.
	17. Project Management	17.1. Manage, coordinate, and execute interdependent activities to fulfill established requirements that meet project goals and objectives.
	18. Financial Management	18.1. Monitor and control finances to ensure the accountability of monetary resources that support programs and policies.
	19. Manpower Management	19.1. Provide opportunities and coordinate resources necessary to establish and maintain a qualified workforce and optimize personnel effectiveness within the organization.
Requirements & Risk Management	20. Agency Needs and Requirements Analysis	20.1. Knowledge of requirements, such as products, services, RDT&E, construction, and systems being acquired in order to review and assist in developing acquisition documentation for potential small business participation. 20.2. Use requirements management to trace back to user-defined capabilities and other sources of requirements, and to document all changes and rationale for changes.
	21. Risk Management	21.1. Knowledge of the principles, methods, and tools used for risk identification, assessment, and mitigation including assessing the policy compliance, and probability and consequences of potential issues and constraints. 21.2. Ability to systematically identify the risks of a potential business decision to create effective, comprehensive, and integrated solutions; ability to prioritize threats and evaluate costs and benefits of the business decision.
	22. Capabilities Assessment	22.1. Translate requirements and requirements documents to identify opportunities for small business R&D and technology efforts. 22.2. Designate R&D topics to support agency needs or specific solicitations, accept proposals from small businesses to facilitate awards made on a competitive basis (when required), and manage the technology developed under the topic up to the point of commercialization.

	23. Requirements Development and Management	<p>23.1. Elicits inputs from relevant stakeholders and translate the inputs into technical requirements.</p> <p>23.2. Translate warfighter capability requirements into science and technology development plans and assess the feasibility for small business participation.</p>
	24. S&T Risk Management	<p>24.1. Ability to apply the risk management process across an acquisition program to manage program technical risk accounting for all relevant design considerations.</p> <p>24.2. Participate in the generation of science, technology development, and risk strategy.</p>
	25. Design and Development	<p>25.1. Knowledge of design considerations (boundaries, interfaces, standards, available production process capabilities, performance and behavior characteristics).</p> <p>25.2. Knowledge of the capability development process manifested in advanced technology development (6.3)/demonstration & validation (6.4) R&D programs.</p>
	26. Technology Readiness and Commercialization	<p>26.1. Verify readiness of technology for commercialization/fielding.</p> <p>26.2. Knowledge of programmatic, financial, logistical and technical requirements for integration of technologies into larger programs of record and the challenges associated with the transition to limited and full rate production.</p> <p>26.3. Knowledge of trends in military and commercial technology needs and the ability to leverage external technology networks to assess the production potential of technologies developed under the small business program.</p> <p>26.4. Knowledge of intellectual property laws and regulations associated with small business programs.</p> <p>26.5. Facilitate technology transition or rapid fielding to an acquisition program through the use of small businesses.</p>
	27. Portfolio Development & Forecasting	<p>27.1. Develop S&T portfolios and forecasts, consistent with stakeholder requirements and technology trends, to maximize value to the warfighter.</p> <p>27.2. Synchronize or align small business technology projects with technology roadmap and investment strategy to meet customer timelines.</p> <p>27.3. Coordinate with relevant programs, efforts, and communities including those in DoD technology clusters, other services, and other agencies to maximally leverage S&T as appropriate, form alliances, or uncover new S&T directions.</p>
	28. Technical Contributions	<p>28.1. Contribute to and support advancement of science, technology, and research capability through patents, publications, technology transitions, rapid fielding, invention and innovation.</p> <p>28.2. Provide technical or subject matter expertise to an acquisition program and ops sustainment that is using small businesses.</p>
	29. Technical Credibility	<p>29.1. Apply, and/or convey S&T principles, procedures, requirements, regulations, and policies related to specialized technical competencies and/or needed by program decision-makers.</p> <p>29.2. Foster innovation and problem solving, allow others to take risks, explore new approaches and alternate scientific perspectives.</p> <p>29.3. Pursue self-development to prepare for changing technologies.</p> <p>29.4. Maintain currency of technical knowledge and skills.</p>

Entrepreneurship	30. Conceptual Thinking	<p>30.1. Researches and seeks innovative approaches that could lead to significant improvements in products and processes supporting organizational mission; establishes new methodologies for meeting customer needs and the demands of other stakeholders.</p> <p>30.2. Explore new ideas, take reasonable job-related risks, treat new problems as opportunities, monitor progress toward objectives in risky actions; understand the broader business implications of ideas, issues, and observations.</p> <p>30.3. Proactively identifies new ways of improving existing processes and doing things more efficiently; strives to understand what is missing from current product stream, and searches for new ideas for product improvement everywhere; attempts to address product gaps and build the business by creating innovative and unique solutions.</p>
Entrepreneurship	31. Ambassadorship	31.1. Advances and promotes the needs of the organization and the customer; identifies ways to remove or avoid bureaucratic processes, especially when they interfere with an innovative climate; and works to change processes that interfere with growth and innovation.
	32. Opportunity Focus	32.1. Perceives unmet customer needs, seizes high quality business opportunities, actively identify products or services that provide real benefit to the customer, and which meet customer need.
	33. Customer Analysis & Management	<p>33.1. Understand internal and external markets for products and services. Able to perform feasibility analysis.</p> <p>33.2. Builds trust and long-term relationships with internal and external customers; generates an expectation of high level customer service; aims to exceed customer expectations.</p>
	34. Industry Awareness	<p>34.1. Knowledge of the industrial base (e.g., economic trends, awareness of commercial/business practices, standards, affiliations, joint ventures, mergers, and acquisitions).</p> <p>34.2. Keeps up to date with developments in the sector; seeks out best practices; and identifies and seizes opportunities that may not be obvious.</p>
	35. Business Acumen & Economics	<p>35.1. Knowledge of budgeting and financial processes, accounting, marketing, business decisions and savvy, and technological developments.</p> <p>35.2 Knowledge and understanding of small business economic modes, including pricing and costing strategies.</p> <p>35.3 Ability to evaluate suppliers and understand operations management, including inventory and quality issues.</p>
	36. Marketing	36.1. Understanding of marketing and promotion techniques; understand how to use the internet in marketing, including social media; knowledge of distribution networks.
	37. Funding and Budget Formulation	<p>37.1. Knowledge of funding sources available directly to small businesses as well as through programs in which small businesses may participate.</p> <p>37.2. Knowledge of financial and cash management, and forecasting techniques used by small businesses.</p>

Professional Competency	Entrepreneurship	<p>1.1. Identifies opportunities to develop and market new products and services within or outside of the organization. Is willing to take risks; initiates actions that involve a deliberate risk to achieve a recognized benefit or advantage.</p> <p>1.2. Fosters innovation and entrepreneurial activity in team members; challenges teams to take calculated risks for innovation, and ensures teams have time to pursue their ideas for new and improved products or processes.</p> <p>1.3. Recognizes the contributions of those who have enabled positive change, and develops or gives appropriate rewards for extraordinary achievements.</p>
	Customer Service	2.1. Provides stakeholders/clients with assistance, assessments, and problem resolution through knowledge of expectations requirements, and both product and service needs.
	Decisiveness	3.1. Exercises good judgment by making sound and well informed decisions; perceives the impact and implications of decisions; makes effective and timely decisions, even when data is limited or solutions produce unpleasant consequences; is proactive and achievement oriented.
Professional Competency	Oral Communication	4.1. Effectively expresses communication to individuals or groups, considering the audience and nature of the information; makes clear and convincing presentations, listens to others; attends to nonverbal clues.
	Problem Solving	5.1. Identifies problems; determines accuracy and relevance of information; uses sound judgment to generate and evaluate alternatives and make recommendations.
	Accountability	6.1. Assures that effective controls are developed and maintained to ensure the integrity of the organization. Holds self and others accountable for rules and responsibilities. Can be relied upon to ensure that projects within areas of specific responsibility are completed in a timely manner and within budget. Monitors and evaluates plans; focuses on results and measuring attainment of outcomes.
	Team Building	7.1. Inspires, motivates, and guides others toward goal accomplishments. Consistently develops and sustains cooperative working relationships. Encourages and facilitates cooperation within the organization and with customer groups; fosters commitment, team spirit, pride, trust. Develops leadership in others through coaching, mentoring, rewarding, and guiding employees.
	Written Communication	8.1. Recognizes or uses correct English grammar, punctuation, and spelling; communicates information in a succinct and organized manner, produces written information that is appropriate for the intended audience.
	Creativity / Innovation / Vision	9.1. Develops new insights into situations and applies innovative solutions to make organizational improvements; creates a work environment that encourages creative thinking and innovation; designs and implements new or cutting-edge programs/processes. Takes a long-term view and acts as a catalyst for organizational change; builds a shared vision with others. Influences others to translate vision into action.

Professional Competency	Initiative	10.1. Proactively shares guidance, recommendations, policy and statutory expertise to stakeholders, remaining current (lifelong learning).
	Service Motivation	11.1. Creates and sustains an organizational culture which encourages others to provide the quality of service essential to high performance. Enables others to acquire the tools and support they need to perform well. Shows a commitment to public service. Influences others toward a spirit of service and meaningful contributions to mission accomplishment.
	Partnering	12.1. Develops networks and builds alliances, engages in cross-functional activities; collaborates across boundaries, and finds common ground with a widening range of stakeholders. Utilizes contacts to build and strengthen internal support bases.
	Interpersonal Skills	13.1. Considers and responds appropriately to the needs, feelings, and capabilities of different people in different situations; is tactful, compassionate and sensitive, and treats others with respect.