Innovative Strategies for Recruiting a Talented Workforce

League of United Latin American Citizens (LULAC)
2011 National Convention & Exposition
June 28-29, 2011

Ms. Carin M. Otero
Chief, Recruitment Assistance Programs Division
Civilian Personnel Management Service

Civilian Personnel Policy

Department of Defense Human Resources Policy Office
• Civilian Personnel Management Service

Formulates plans, policies, and programs to manage the DoD civilian work force

Supports Components/Agencies through:
• Policy leadership
• Personnel services
• Customer Service
CPMS/RAD – What Do We Do?

- **DoD is the “Employer of Choice”**
  - Promotional Items
  - DoD Recruiters Consortium

- **Provide advice and career guidance**
  - www.goDefense.com
  - Marketing - Media Outlets

- **Organize recruitment/outreach events**
  - Entry, Mid and Senior Level
  - Targeted Recruitment

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Strategic Recruitment and Outreach

- Veteran Employment Program Office
- Defense Civilian Recruitment Team
- Defense Applicant Assistance Office
- DoD Centralized Intern Program
- Military Spouse Intern Program
- STAR Program
- Disability Program
- Hiring Heroes Program
- Wounded Warrior Program Partnerships
Diversity Makes Good Business

Strategic Workforce Planning

Innovative Recruitment

High Performing Diverse Workforce

U.S. Civilian Labor Force

U.S. Labor Force
Nearly 153,000,000

Hispanics
Nearly 23,000,000
(15%)

Federal Civilian Workforce

Federal
2,112,277

Hispanics
129,288
(6.1%)

SES
7,981

SES
Hispanics
247
(3.1%)

Source: U.S. Office of Personnel Management, FED Scope as March 2011

DoD Enterprise Recruitment and Outreach

Veterans Employment Initiative

Executive Order 13518 – signed November 9, 2009

Hiring of Veterans is a top priority
• DoD Veterans Employment Program Office established in December 2009

• Hiring Heroes Program
• Military Spouse Intern Program
• Veterans Acquisition Intern Program
Hiring Heroes Program

- **Hiring Heroes Career Fairs** – conducted for wounded warriors, veterans and spouses
  - Since April 2005: 40 events, typically held near Military Treatment Facilities
  - Employers from DoD, other Federal agencies and private sector participate
  - Over 13,786 job seekers, 2,380 employers, 1,384 job offers

- **Resume Writing and Technical Workshops:**
  - Provide one-on-one resume writing assistance
  - Coach on interviewing skills and career search tips

- **Career Advisory Services:** provided in person, via Email, telephone and Live Chat

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DoD Enterprise Recruitment and Outreach

**Hiring Individuals with Disabilities**

Executive Order 13548, signed July 26, 2010

- **Increasing Federal Employment of Individuals with Disabilities**
  - Workforce Recruitment Program (WRP)
  - Bender Consulting Group
  - Outreach in Professional and Non-Profit Organizations and Universities
Workforce Recruitment Program (WRP)

- Sponsored by DoD and DOL
  - May be used to fill temporary and permanent positions
- Agencies have access to more than 2,200 students and recent graduates with disabilities via an online database
  - Over 1,300 indicate eligibility for Schedule A
  - Over 6% identify as veterans
  - Centrally funded through ODMEO; available for 400+ temp hires each summer
- For additional details, visit www.wrp.gov and/or contact:

  Ms. Diane Levesque  
  Department of Defense  
  Office of Diversity Management and Equal Opportunity  
  703-571-9334  
  diane.levesque.ctr@osd.mil

DoD Enterprise Recruitment and Outreach

- University of Puerto Rico at Mayaguez
- University of New Mexico
- California State University - Dominguez Hills

Professional Organizations

- Hispanic Engineers National Achievement Awards (HENAAC)
- League of United Latin American Citizens (LULAC)
- Heroes and Heritage Youth Leadership Symposium
- National Image Conference and other affinity groups

Collaborative DoD-wide annual recruitment event in Mayaguez and San Juan, Puerto Rico

Puerto Rico Career Fair Extravaganza
**STAR Program**

- **Innovative Approach**
- **Diversity**
- **Goal**

- The Student Training and Academic Recruitment (STAR) Program was established in 2006
- Marketing and promoting DoD as an employer of choice through student peer-to-peer interaction

- **The STAR Schools are:**
  - Michigan Technological University
  - University of Puerto Rico at Mayaguez
  - Tennessee State University
  - Morgan State University
  - Rochester Institute of Technology/National Technical Institute for the Deaf

- College students serve as **DoD on-campus representatives**, acquiring career related experience while working toward a degree

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**DoD Centralized Intern Program**

- **Collaborative effort between ODMEO & CPMS**
- **Centrally funded**
- **Experiential training**

- **DoD Centralized Intern Program**
Intern Program Eligibility/Elements

- US citizenship
- Enrolled in 2 to 4 year accredited college
- 8-10 week summer internship
- On-site work experience
- Students receive stipend
- Roundtrip transportation to D.C.
- Students are not DoD Employees

Pathways Program

Internship Program
- Consolidates current student programs into one internship program
- Students enrolled in a wide variety of educational institutions

Recent Graduates Program
- Recent graduates students
- Must apply within two years of degree completion
- Two-year career development program
- Noncompetitive conversion

Presidential Management Fellows Program
- Designed for upper level management careers
- Two-year program for master level graduates
- Eligible for permanent placement and standard benefits
- Student Loan Repayment Program/Retention Bonus
- Eligible to apply within 2 years of receiving advanced degree
Civilians Making a Difference

Hispanic Council on Federal Employment

Representatives from Federal agencies and Hispanic-serving organizations working together to:

- Provide advice on ways to improve and increase outreach to Hispanic communities
- Recommend further actions to address the underrepresentation of Hispanics in the Federal workforce and to promote successful retention and advancement efforts
- Help the Federal government be innovative in its communication regarding Federal employment to Hispanic communities
DoD Civilian Leader Development Framework

Leading Change
This core competency involves a broad point of view of the DoD mission and an understanding of the individual or organizational responsibilities in relation to the larger DoD strategic priorities. The perspective is shaped by experience and education and characterized by a strategic, top-level focus on broad requirements, joint experiences, fusion of information, collaboration and vertical and horizontal integration of information.

Joint Perspective
- Mission Orientation
- DoD Mission and Culture
- DoD Corporate Perspective
- National Defense Integration
- Global Perspective

National Security
- National Security Foundation
- National Security Environment
- National Security Strategy

DoD Civilian Leader Development Continuum

Lead the Institution
Technology Management
Financial Management
Creativity and Innovation
Partnering
Entrepreneurship
National Defense Integration
National Security Environment

Lead Organizations/Programs
Human Capital Management
Leveraging Diversity
Conflict Management
Developing Others
DoD Corporate Perspective
National Security Foundation

Lead People
Team Building
Accountability
Decisiveness
Influencing/Negotiating
DoD Mission and Culture

Lead Teams/Projects
Flexibility
Resilience
Continual Learning
Service Motivation
Computer Literacy

Lead Self
Integrity/Honesty
Customer Service
Problem Solving
Technical Credibility
Interpersonal Skills
Oral Communication
Written Communication
Mission Orientation
Leader Development Programs Comparison

<table>
<thead>
<tr>
<th>Eligibility</th>
<th>GS 14-15 or equivalent Supervisor, degree, high potential</th>
<th>GS 12-14 or equivalent O-4 (O-3 promotable), high potential</th>
<th>GS 7-11 or equivalent in DoD Select individuals in the private sector</th>
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<tbody>
<tr>
<td>Program Length</td>
<td>2-year cohort program</td>
<td>10 month program (Sep-Jun)</td>
<td>3-year cohort program Pilot 12-18 month cohort program</td>
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<tr>
<td>Program Elements</td>
<td>• Senior-Level professional military education (PME)</td>
<td>• Orientation</td>
<td>• Leader development at entry level</td>
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<td>• Defense leadership seminars focusing on joint, interagency and multinational environments</td>
<td>• Core curriculum</td>
<td>• Acculturation to DoD</td>
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<td>• Experiential individual development</td>
<td>• Monthly deployments throughout DoD operating areas for training with Service members</td>
<td>• Immersion in technical and functional competence</td>
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<td>• Exposure to private industry, academia, thought leaders</td>
<td>• Seminars and briefs on defense issues and international perspectives</td>
<td>• Partnering opportunities with Military counterparts</td>
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<td>• Progress reviews by talent development executives</td>
<td>• Gettysburg staff ride</td>
<td>• Six-part leadership certificate program</td>
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<td>• Structured assessment for graduation</td>
<td>• Individual staff study</td>
<td>• Assignment of a mentor</td>
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<td>• Formal outbrief and graduation</td>
<td>• Structured talent management</td>
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<td>Next Class</td>
<td>Class of 2012 solicitation announced (nominations due September 9, 2011)</td>
<td>Class of 2012 solicitation announced (nominations due June 15, 2011)</td>
<td>Pilot class being developed with Acquisition, Finance and H.R.</td>
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<td>Program History</td>
<td>Program launched 2008 (first cohort in 2009)</td>
<td>Program launched 1985</td>
<td>Pilot to begin in 2nd quarter CY2011 (nominations due June 17, 2011)</td>
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<td>Website</td>
<td><a href="http://www.cpms.osd.mil/LPDD">www.cpms.osd.mil/LPDD</a></td>
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Characteristics of a Leader

- **Resilience** in the face of uncertainty and complexity
- **Active pursuit** of strategies and goals
- **Making an Impact** without creating unnecessary waves
- **A Vision** for what can be
- **A Balanced perspective**
- **Charting a path** for success
- **Lasting contributions** that benefit DoD
- **Time for Reflection** and personal growth
Building the Foundation

- Good Communicator
- Problem Solving
- Customer Service
- Flexible and Resilient
- Integrity and Honesty
- Computer Literate
- Interpersonal Skills

Your Responsibilities

It’s Your Career - OWN IT

- Maintain Awareness
- Use Individual Development Plans
- Collaborate with your supervisor
Key Messages: What You Can Do

- **Be in Charge**
  - Individual Development
  - Discuss with Supervisor

- **Competency**
  - Know your strengths and gaps

- **Technical Skills**
  - Keep your skills current

- **Learning**
  - Be committed to Continual Learning

- **Mentorship**
  - Stretch your capabilities
  - Have a trusted mentor

- **Opportunities**
  - Develop a network of supporters

MAKE A difference...

Humanitarian Opportunities of a Lifetime

Civilian Expeditionary Workforce
Department of Defense

**JOB OPPORTUNITIES**

- 12 to 24 months
- Must be a U.S. Citizen
- Must pass physical
- Generous pay and benefits
- Specialized skills required
- Ability to obtain a clearance

To apply please visit [www.cpms.osd.mil/expeditionary](http://www.cpms.osd.mil/expeditionary)
CPMS Recruitment Assistance Division

CONTACT INFORMATION:

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Questions