

Strategic Human Capital Plan FY 2019 – 2024

US Army Garrison
Fort Stewart / Hunter Army Airfield
Georgia

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Introduction

The purpose of this plan is to provide strategic direction for sustaining a diverse, technically competent, high-performance workforce that is equipped with the competencies, skills and capabilities needed to provide extraordinary support to our customers during the period FY 2019 – 2024. This plan supplements the Installation Strategic Plan and is a living document that will guide our actions over the next five years.

Vision/Mission/Culture

Our vision: *To be our Army's Best Installation for Soldiers and Families to Train, Deploy, and Live.* Our mission: *Fort Stewart and Hunter Army Airfield integrates and delivers responsive services to our community that enable the unmatched readiness of our Soldiers.* Our culture is one of High Performance. We work as a Team and believe it is "One Team, One Fight". We strive to be the example for others to emulate in all that we do – continuously seeking to improve services, processes, and partnerships. We take pride in being a Community of Excellence resulting in our being the Southern Living Station of Choice.

Values

Our values guide our professional behavior and our business practices. The Fort Stewart (FS) / Hunter Army Airfield (HAAF) Community embraces the Army and Installation Management Command (IMCOM) values: Loyalty, Duty, respect, Selfless Service, Honor, Integrity, Personal Courage, Excellence, Vision, Consistency, and Empowerment.

Environment

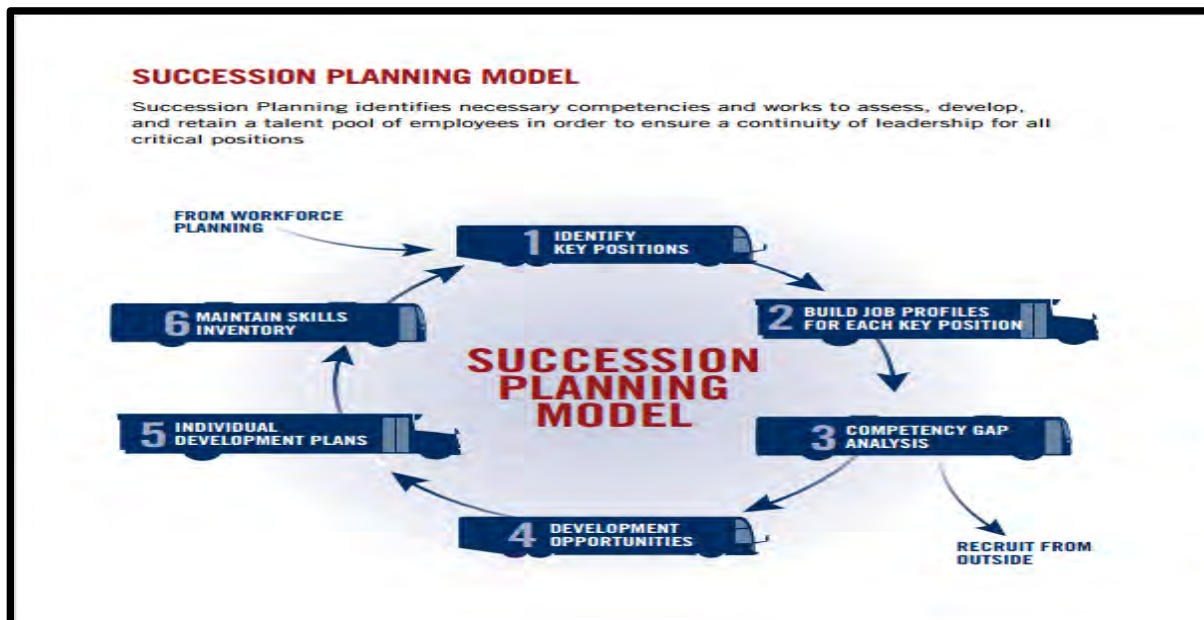
We seek to be customer-centered, strategically focused, continuously improving, ethically sound, and collaborative with all customers, stakeholders and partners. The Garrison mission requires the workforce to think globally. Leaders must be strategic and creative thinkers, as well as accomplished professionals who can manage, lead and change large organizations. Broad directives and initiatives influence internal business practices, such as the President's Management Agenda, Government Performance Results Act, and Management's Responsibility for Internal Control. FS/HAAF strives to continuously improve business processes and adopt private industry business standards and practices where feasible. We leverage technology through eLearning to improve our effectiveness and efficiency. We compete with private businesses and with other Army installations for mission support work. Job seekers within the Federal Government and the local labor market are abundant. The internal environment is constantly changing on all levels. Agility and flexibility are required for success. This change in environment drives the need for continuous workforce development to stay relevant and ready.

Strategic Objectives

The Installation Strategic Plan 2018 – 2020 is currently being drafted and will set the Installation's strategic objectives. As of the writing of this document, the Garrison is supporting a Quality Management Board (QMB) with a focus on Readiness, which is further broken down into five pillars in the areas of Infrastructure, Emergency Services, Enable Training, Soldier and Family Programs, and Resources. Employee Engagement will be measured within the Resources pillar and reported to the command group as requested. To provide the support base needed to achieve the mission and overcome associated challenges, the workforce must be diverse, multi-skilled and technically competent, exemplifying flexibility and adaptability in a continuously changing work environment. Strategic human resource development addresses these key support processes across the installation. The Training Coordinator team meets quarterly to assess, discuss, and work issues related to monthly and quarterly command reporting requirements. The Workforce Development team reports monthly training completions and other requested data to the Garrison Commander for his situational awareness, and to keep the Directors informed on their employees' status.

Workforce Assessment

A workforce assessment reveals current and future demand for competencies/occupations. The chart below represents the process used:



Strategic Leader Development is a type of forward thinking that works at expanding an organization's pool of capable leadership so that it can steadily follow its long-term vision and mission, undeterred by employee transitions. This approach may require training talented people already on staff, selecting new hires, or both. In the final analysis, any succession plan is only as good as the people available to execute it.

Creating plans to build bench strength for all positions on a management team involves several steps. However, in some cases, there may simply be too few workers to do extensive strategic leader development. In these instances, two other succession strategies: emergency planning and departure-defined planning may be more useful.

Emergency Succession Planning is used to prepare an agency for the unplanned departure of a key leader. The most critical circumstance includes the unprogrammed or no-notice loss of a Directorate Head or Division Chief, but to further reduce program risks, it is useful to have emergency plans for other senior staff positions as well. The steps involved in setting up these plans, beyond preparing for emergencies, can also help launch an agency into long-term, strategic leader development.

Departure-Defined Succession Planning can be used for agencies who have long-term, strong Directors and senior staff members. By the very nature of their sustained success, these individuals' exits inevitably make a strong impact on the organizations. The goal of succession planning is to build leadership strength in an agency so that it can reduce its dependency on the skills and relationships of an outgoing employee and be successful without his or her presence. It also sets the groundwork for a successful search for new leadership.

At its very best, succession planning can provide an organization with a blueprint for sustainability that will help it thrive far into the future. The large number of employees reaching retirement age guarantee that a sea change in how and by whom our organizations will be led is inevitable. Necessity has delivered an opportunity for the Army to think broadly about issues of talent management and leadership development in a way it has never needed to before. Managing successions proactively will do more than calm the churning associated with present transitions - it will make the installation stronger than ever.

Facts and Assumptions

The following facts and assumptions apply to this assessment:

- Retirement Age. According to current data extracted from the Defense Civilian Personnel Data System, the average age of the Garrison appropriated fund (APF) workforce is 51 and non-appropriated fund (NAF) civilian workforce average age is 46. This is an increase from the last five-year analysis identifying the average age for the APF employees as 49 and NAF employees was 42. Looking at the overall Federal Employee retirement picture, during the 2000s, the number of retirements steadily increased until 2008, plummeted during 2009 and 2010, and then sharply increased again starting in 2012. Most experts believe that this fluctuation was most likely due to many employees delaying their retirements until the financial markets had recovered. The average retirement

numbers from 2009-2014 were smaller than the average retirement numbers from 2005-2009, which leads one to question why Federal Employees are not retiring once they reach the age of eligibility. The Office of Personnel Management (OPM) numbers showed that in 2009 almost 60,000 Federal Employees were eligible for retirement and more than 50,000 more would reach retirement eligibility *each year* through 2018. According to a study that analyzed OPM retirement data in 2014, on average, employees stayed with the Government for 4 more years *after* becoming eligible for retirement, and almost 25% remained on for nine years or more. The OPM Federal Employee Retirement Data further revealed that approximately 16% of the Federal Civilian workforce is retirement eligible, and another 18% is within five years of retirement eligibility.

- Succession Planning. Succession planning, at its core, focuses on aligning an organization's ongoing staff development with its strategic objectives. The FS/HAAF installation will implement a leadership succession model based on current workforce data, presenting a realistic projection of attrition at all leadership levels, and identifying a diverse pool of high-potential leaders through a fair process to address management potential. This process should be present with several ends in mind:
 - Pursuing the organization's mission and service goals as effectively as possible;
 - Ensuring agency stability by building the bench behind its executive and key managers;
 - Creating the possibility that successors to our directorate heads and other senior leader positions are identified as potential sources of talent that best support the organizational mission and culture; and
 - Succession planning should also exist below key/top leadership position levels to ensure continuous bench-strength into the future.

As referenced in IMCOM's 2015 Strategic Human Capital Plan, "Employee development and succession planning efforts are imperative... Hiring priorities and recruitment strategies must be analyzed, outlined, well developed, transparent and approved in the workforce planning process. Building a strong leadership pipeline is critical to sustaining organizational success."

- Recruitment Picture. A variety of recruitment sources, former Military Members, Spouses/Family Members and the public provide ample candidates to fill positions at FS/HAAF. Mandatory Priority Placement Programs protect current employees from job loss, but at the same time tend to limit the number of vacant positions into which new employees (first time workers with the Government) may enter. Hiring reform and changes in veteran's and spouse preference programs create additional complexity and workload. The civilian personnel population has grown due to new programs designed to take care of Soldiers and Families, along with base realignments, retirements, attrition, and in-sourcing of some contractor positions. However, hiring mobile employees generally

contributes to higher attrition rates. Internal recruitment and formal trainee positions leading to promotions increase employee morale, benefit the community, and give employees the opportunity for growth and career advancement. The Pathways program offers Federal internships and employment opportunities for current students, recent graduates, and those with advanced degrees, and are being used in increasing numbers for hiring actions and promoting diversity at FS/HAAF. Current economic realities have resulted in the US standing at an 18-year low unemployment rate of 3.9%, and the Georgia unemployment rate at 4.4% as of March 2018. That statistic, partnered with the potential for many voluntary retirements over the next five years, may result in a requirement to recruit outside more traditional hiring opportunities in order to be viewed as a positive place to work.

Current Workforce

As of the On-Board Strength Report in May 2018, the Garrison APF workforce is composed of 820 civilian and 31 military employees. NAF employees total 494 employees with 237 full-time employees, 83 part-time employees and 174 flex-time employees. Additionally there are 1,159 contractor positions as reported in the Consolidated Strength Report. That number includes long-term contractors working in direct support of the mission and base operations. Of the 820 APF civilians, approximately 202 are supervisors/leaders and 618 are employees with no lead or supervisory responsibilities. Of the current FS/HAAF workforce, 80% are between the grades of GS-05 to GS-11 and 70% of the workforce has prior military service. The APF workforce average age is 51 as compared to 46 for NAF. Education levels for the current workforce show the largest grouping to be those who have completed their High School Diploma or Equivalency (44%), followed by those with a Bachelor's Degree (20%). The remaining workforce education levels range from Some College all the way up to Doctorate Degrees (36%). Approximately 40% of APF employees were eligible for voluntary retirement as of December 2017. NAF employee retirement eligibles represent 11% of that workforce segment. By the beginning of FY19, approximately 44% of the current APF workforce will be eligible for retirement.

Occupational Trends

As new skill requirements emerge, job series' transform to more accurately describe the work. Mission and technology changes continue to drive series changes. Implementation of IMCOM's Standard Garrison Organization resulted in some standardized position descriptions. Growth of generalist series' such as 301 and 340 continues, allowing more flexibility in accomplishing work. With the trend toward in-sourcing work that was previously contracted, some occupational areas that previously experienced a decline in personnel may again grow. However, we do have limitations based on the Federal Acquisition Regulation (FAR) that prevents conversion of previously contracted work to civilian positions. Transfers of missions to Network Command (NEC) and the Logistics Readiness Center (LRC) reduced the Garrison strength overall on the Table of Distribution and Allowances (TDA), but these organizations are still considered tenant units and are serviced by the Garrison and

Installation. Shortages in some occupational areas demand innovative recruitment strategies to attract quality candidates. The impact of Department of Defense (DoD) and Army initiatives to establish Enterprise Human Capital Lifecycle Management Systems and the Civilian Competency Management System (CCMS) have also affected human capital management. The CCMS established competency-based career paths and guides to assist in training, development and career planning via the Army Career Tracker (ACT).

Local Labor Pool

The labor pool in this geographic area has a direct impact on intake of new employees. Assessments of local area influences help identify our workforce focus – recruitment, workforce development or a combination of the two. According to the Georgia Department of Labor (DOL) March 2018 statistics, the Coastal Georgia region unemployment rate is 4.1% compared to the US rate of 3.9%, suggesting the local area has slightly more job seekers than in the US overall. The Southeast Georgia Coastal region also has a robust academic presence with several large universities and colleges in the area such as Georgia Southern University, Savannah State University, and Savannah Technical College.

Future Occupation Growth

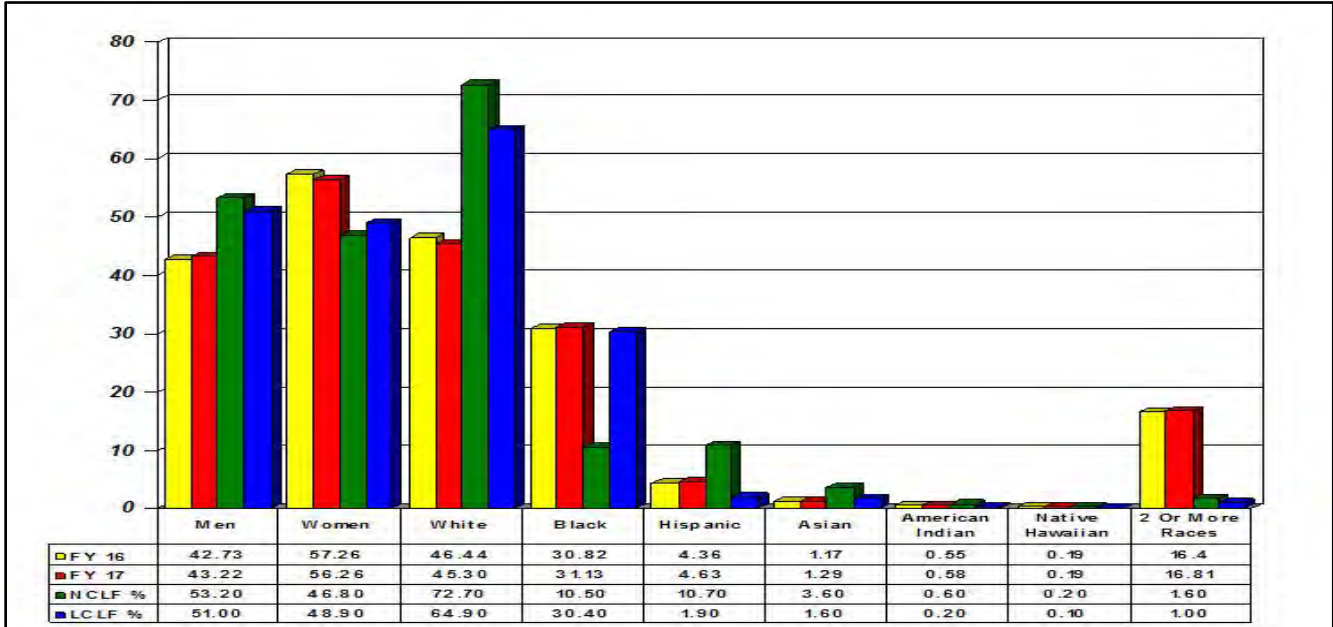
The Georgia DOL currently reports the largest job growth in Transit/Intercity Bus Drivers, Home Health Aides, Physical Therapists, Opticians, Nurse Practitioners, Optometrists, Surgeons, Computer-Controlled Machine Tool Operators, General and Operations Managers, Licensed Nurses, Customer Service Representatives, Teachers, Laborers and Freight Movers, and Substance Abuse/Behavioral Disorder Counselors. The DoD identifies the following as mission critical occupations: Auditing, Contracting, Cybersecurity, Economists, Human Resources Specialists, and Science, Technology, Engineering, Mathematics (STEM).

Diversity

According to the Government-wide Inclusive Diversity Strategic Plan (2016), Executive Order 13583, “Our Nation derives strength from the diversity of its population and from its commitment to equal opportunity for all. We are at our best when we draw on the talents of all parts of our society, and our greatest accomplishments are achieved when diverse perspectives are brought to bear to overcome our greatest challenges.” FS/HAAF supervisors and managers are held accountable for building and maintaining a diverse, high-quality workforce. Building that bench includes implementing processes to attract, recruit, and hire employees. Maintaining a high-quality team requires performing functions that help to develop, manage, reward, and retain those employees. The FS/HAAF ideals are to promote a civilian workforce that mirrors the diversity of the nation and the surrounding geographic area. It should also provide a work environment that promotes individual respect and encourages collaboration through the sharing of different views. The 2017 FS/HAAF Annual Equal Employment Office (EEO) Affirmative Employment Status Report provides accomplishments in recruiting and retaining a

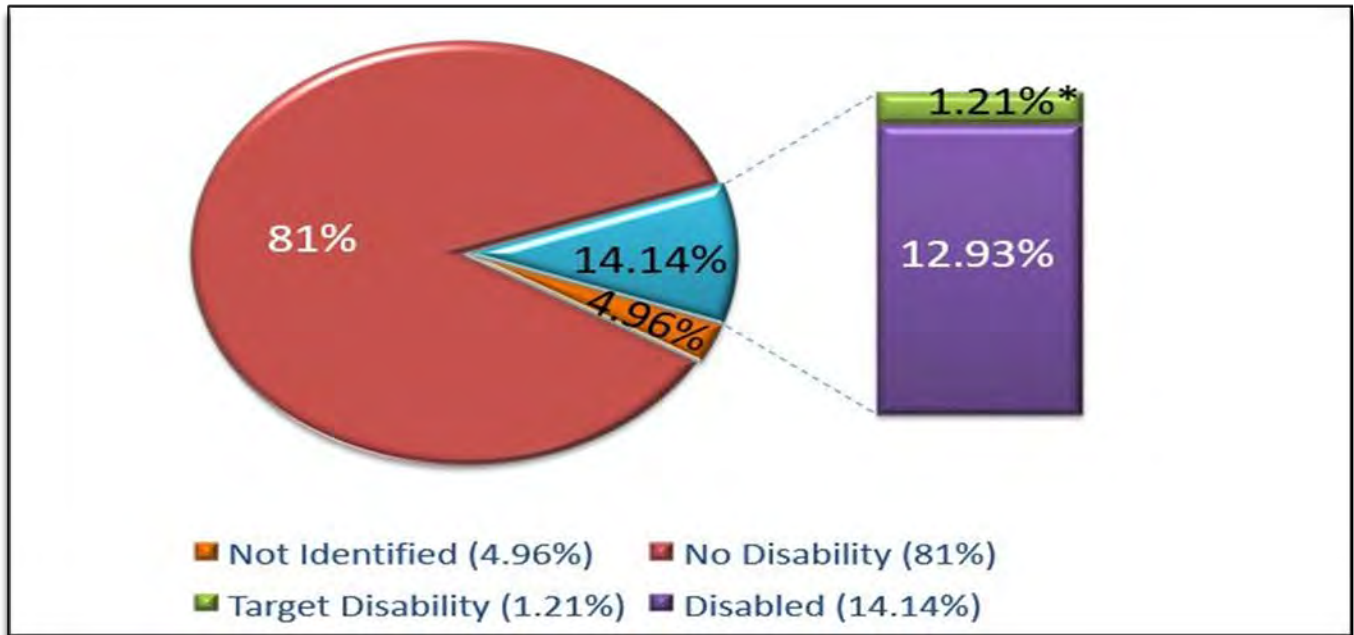
diverse workforce. The following charts present different aspects of our diverse workforce.

The Workforce Profile segmentation:

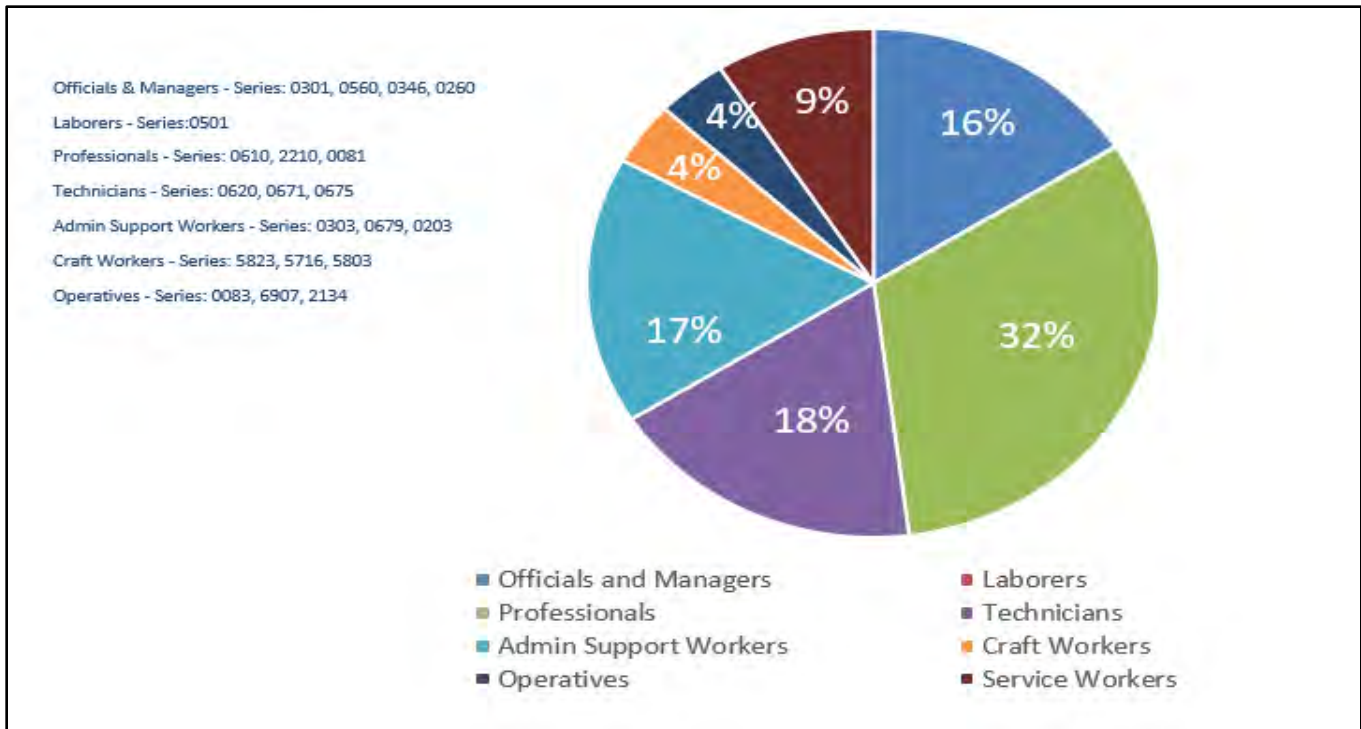


*The data for the National Civilian Labor Force (NCLF) and the Local Civilian Labor Force (LCLF) in this table are based on the Census 2010. The estimates are derived from a sample and are expected to be different from the 100% figures because they are subject to confidentiality protection, sampling and non-sampling errors. Rounding may cause percentages to vary slightly.

Individuals with Disabilities Profile (APF-only):



FED 9 Occupational Categories – Minority Population:



Of the 820 civilian APF employees, 43% identified as male and 57% identified as female. The Race and National Origin of the APF workforce identified as 31% black, 45% white, 5% Hispanic and 19% other minorities (total 55% minority).

Customer Input

Federal Employee Viewpoint Survey (FEVS)

- The FY 2017 Federal Employee Viewpoint Survey (FEVS) provides insight into the overall Employee Engagement of our workforce. Overall Employee Engagement is at 67, the highest since 2011. The new Diversity and Inclusion index is at 60, the highest level since the index was first reported. Across the core FEVS items, nearly 100% remained the same or increased from last year, with the largest increases found in supervisory relationships, management communication among work units, and organizational satisfaction. Survey responses also showed several key aspects of how Federal workplaces could be improved such as the extent to which leaders are able to address insufficient resources (i.e. funding, personnel, equipment, etc.), recruit for the right skills, recognize employee performance, and generate commitment and motivation in the workforce.
- At the sub-component level of USAG Fort Stewart and Hunter army Airfield FEVS data report, the Employee Engagement Index (EI) is composed of 3 sub-

indices (Work Experience, Supervisors, and Leaders Lead). The overall EI for the USAG exceeded the President's Engagement Goal (67%) by 3% (70%). Of the sub-indices, Work Experience exceeded the President's goal by 13%, and was an increase over 2016 by 1.3%. The Leaders Lead section did not reach the President's target; however, it showed a 1% increase over the previous year's percentage up to 64%, so it is trending in the right direction. Regarding the Supervisors sub-indices, the responses place it just under the President's Engagement goal for the year at 66% - the downside is that the percentage dropped almost 3% from the previous year, which means employees feel that Supervisors are not doing as well as they have previously. The overall result of 70% is a respectable number that says the Garrison is doing much for its workforce.

Defense Equal Opportunity Management Institute (DEOMI) Organizational Climate Survey (DEOCS)

- The most recent Defense Equal Opportunity Management Institute (DEOMI) Organizational Climate Survey (DEOCS) report provides information about members' perceptions of the organizational climate. The final report included responses from a total of 559 employees at FS/HAAF, with 123 Supervisors and 419 Non-Supervisors participating. The results indicated that 79.6% of the respondents felt that they had received the necessary training to accomplish their jobs, with more than 13% who indicated they were neutral. Furthermore, 54% believed that the process for determining who received developmental opportunities in their workgroup was fair, and an additional 27% neither agreed nor disagreed with that statement. A main goal for Workforce Development moving forward is to try to impact the remaining 20% who feel they need required training to better perform their jobs and the remaining 45% of employees who feel the process for determining who receives developmental opportunities are unfair.

Summary

Recruitment Picture

- FS/HAAF will continue to face challenges due to mandated personnel decreases, which affect the number of positions available to be filled due to accession, mobility, and retirement.
- FS/HAAF consistently experiences a moderate attrition rate.
- Continued loss of employees to retirement will likely remain steady over the next five years.
- High availability of applicants at lower grades without the right skillsets.
 - Prior military and spouses will continue to be the primary recruitment source due to hiring guidance.
 - Interns and recent graduates will continue to be used to meet skill requirements. However, other than hiring through the Pathways program, the

ability to bring in new employees without a specialized hiring preference will continue to provide challenges to selecting officials.

Current Workforce

- Average age of APF employees at FS/HAAF is 51 years old.
- 40% of the current workforce is eligible to retire now; 44% of current workforce will be eligible within the next year.
- 80% of the current workforce is between the grades of GS-05 through GS-11.
- 70% of the workforce has prior military service.

Occupational Trends

- Hard to fill positions within DoD are: Auditing, Contracting, Cybersecurity, Economists, Human Resources Specialists, and Science, Technology, Engineering, Mathematics (STEM).

Local Labor Pool

- Unemployment in Georgia is slightly higher than the US average.
- Prior military and special employment programs for veterans, spouses, and students provide an abundance of potential employees. However, this pool does not always provide the best candidates.

Future Occupation Growth

- Occupations with the largest growth in private business do not typically affect FS/HAAF recruitment as these skills are generally privatized.
- The FS/HAAF mission requires services provided in an environment increasingly reliant on information technology coupled with network security.
- Insourcing may increase the number of positions in previously contracted occupations. However, FAR guidance may prohibit that avenue from being fully explored.
- Cross-training across multiple job series' will promote growth and understanding of the workforce as a whole.

Diversity

- As of October 2017, 55% of the FS/HAAF civilian labor population was minority.
- As of the 2010 Census, 35% of the local civilian labor force population in Liberty and Chatham County was minority.
- As of the 2010 Census, 27% of the National civilian labor force population was minority.
- The Equal Opportunity Office is a key player in the workforce development planning efforts.

Customer Input

- The overall FEVS for the Army and FS/HAAF is 67% and 70% respectively.
- Almost 80% of the FS/HAAF workforce feels that they have received the right training to be able to do their jobs well.

- We need to work on a more transparent process that clearly explains how the various directorates choose employees to participate in training opportunities as they become available.

Conclusions

- Extensive experience, knowledge and skills will be needed for multi-disciplined and leadership/management positions. It will behoove the Garrison to train those employees at lower grades to prepare them to fill critical needs at higher grades. Geographic mobility is a factor in career advancement as well, and should be expressed as a potential aspect of an employee's career path.
- Leader development must be emphasized at all levels within the workforce.
- Mission critical occupations should be continuously monitored and hiring actions adjusted based on the criticality of overall requirements.
- More supervisors and employees will retire over the next 5 years, making succession planning and building the bench even more critical in the years ahead.
- Workforce diversity is a touchstone that needs to be part of every recruitment strategy discussion. There is a sufficient applicant pool for entry-level positions (GS-03 to GS-05). Some higher-grade positions may be filled through various placement programs and other recruitment sources, leaving a core of approximately 640 positions in mid-level grades (GS-05 through GS-11) that require training and development of critical skills. It is also important to educate the workforce on true upward mobility opportunities within an organization. For example, an employee cannot be promoted from a GS-05 position to a GS-09 position at the same location if there are no GS-06 or GS-07 positions to potentially be promoted to – it may require moving to a different location or job series to get the required time in grade for promotion.

Implementation Strategy

Once the Installation Strategic Plan objectives have been fully identified and shared with the workforce, the following actions can be fully implemented:

- Provide training in critical skill areas for the current and future workforce.
- Create an Employee and Supervisor Handbook that details all aspects of expectations from Onboarding to Transition.
- Emphasize, target and provide leader development to the mid-level workforce.
- Determine how best to integrate non-invasive social media so as to increase educational/informational outreach, and further develop much-needed Information Technology (IT) skills at all levels.
- Address succession planning by working with Senior Military Leaders and Directors to identify: retirement targets, personnel who have the potential for and may be eligible to apply for leadership positions being vacated due to those retirements and/or permanent changes of station.

- Review the need for training on topics such as the candidate selection processes, behavioral interviews, and performance management.
- Evaluation:
 - Once established and made available, track applicable performance objectives/measures in the Readiness Quality Management Board (RQMB) that align with the Installation Strategic Plan 2018 – 2020 as appropriate.
 - Track strategic performance actions/measures in required command forums to provide workforce development training for interested employees.
 - Continue to emphasize recruitment of developmental employees to enable growth within the workforce (i.e. cross-training and job-shadowing).
 - Conduct a biennial review of the Strategic Human Capital Plan to reflect changes in mission and workforce demographics.