

CNIC

★ FLEET ★ FIGHTER ★ FAMILY



The Human Capital Strategy Plan

People First: Our people are CNIC's most valuable resource . . .

2018 Commander's Objective

Each member of the Shore Enterprise plays an important part in executing the mission and enabling the Navy to achieve the outcomes of the Chief of Naval Operations (CNO) Campaign Design (Civilian Workforce Framework). As a result, CNIC has developed the first Human Capital Strategic Plan (HCSP) to help the organization optimize our resources for efficient and effective mission achievement by projecting long-term, data-supported, planning and management of the total workforce. Implementation of the strategic human capital plan is a key step in to build a highly effective, performance-based organization. The plan becomes the roadmap for continuous improvement and the framework for transforming the culture and operations of the organization.



Human Capital Strategic Planning incorporates strategic planning and alignment, talent management, performance culture, and diversity and inclusion. Effective strategic planning and talent management are essential, however, these programs cannot stand on their own without the support of high-performance culture. It is important to determine how to cultivate a work environment that supports and sustains a culture of superior performance that drives success both now and in the future. A performance culture refers to the agency's holistic approach to performance (i.e. ongoing, timely feedback; emphasis on continuous learning; strong employee engagement; inclusion and appreciation of a diverse workforce; and accountability for results). Timely feedback and continuous learning provide a mechanism for ongoing improvement.

What does this mean to the employee of the organization?

The organizational leadership is responsible for enabling an employee to be successful and provide the support, resources, guidance, and setting performance expectations needed to fulfill job requirements. The employee's commitment to meeting performance expectations, ability to accomplish assigned tasks, and level of interest and engagement all have significant impact on the mission. It is also up to the employee to be accountable and to seek out new challenges.

What actions/decisions are expected from an employee?

The organizational leadership will be highly engage in providing guidance and resource to the employee. Every effort should be made by both supervisors and employees to stay engage in meeting performance expectations align with the mission. Success will require a concerted effort and full engagement of the leadership and workforce.

The following questions will help generate potential decisions or actions: Are you working closely with your supervisor to understand the goals of the organization and where your job fits into their accomplishment? Have you discussed the specific link between your role/function and the broader agency mission? What skills do you have that are especially beneficial to your organization? What skills would you like to develop that would further enable you to contribute to positive organizational outcomes? Are you currently in a role that maximizes your potential and allows room for further development? If not, what would you need to do to get there?

CNIC's five Lines of Efforts (LOEs)

Five lines of effort emerged from the HCSP that includes ***Talent Acquisition and Retention, Employee Training and Education, Employee Engagement, Leadership Enrichment, and Diversity and Inclusion (D&I)***. The benefits of a highly inclusive workplace and a diverse workforce will help the organization attract and engage people of all types and will promote new ideas, new ways of thinking, and even new leadership.

Milestones

- ◆ **CNIC Human Capital Strategic Plan (HCSP) 2017-2022.** The HCSP sets forth the lines of effort and objectives to assist the Shore Enterprise in meeting its strategic objectives. The HCSP provides a comprehensive strategy to manage talent acquisition and retention, train and educate our workforce, foster employee engagement and develop and grow our current and future leaders. Both CNIC Organizational Leadership Qualifications and Competencies and AchieveGlobal (AG) Curriculum Guide (described below) emerged from HCSP efforts. A copy of HCSP 2017-2022 is available at the Center for Workforce Development portal site.
- ◆ **CNIC Organizational Leadership Qualifications and Competencies.** CNIC has identified five executive core qualifications (ECQs). These are competencies needed to build a corporate culture that drives for results, serves customers and builds successful teams and coalitions within and outside of the organization. These competencies are the personal and professional attributes that will guide our workforce towards supervisory, managerial, executive, and leadership roles. The CNIC Organizational Leadership Qualifications and Competencies is available at the Center for Workforce Development portal site.
- ◆ **AchieveGlobal (AG) Curriculum Guide.** CNIC partnered with AchieveGlobal training solutions to support employee developmental needs. The AG Curriculum Guide is aligned to CNIC Organizational Leadership Qualifications and Competencies and is based on employee developmental needs. Depending on employees' goals, learning and development activities that may be important to complement training include supervisor consultation and coaching, communities of practice, mentoring, and technical assistance to enhance employee potential in reaching personal and enterprise stretch goals and assignments. The goal is to provide a useful planning tool for employee professional development and a library of learning content aligned to CNIC positions. The AG Curriculum Guide is available at the Center for Workforce Development portal site.

◆ **CERTIFIED FACILITATORS.** In partnership with N9, HCSP efforts took the opportunity to leverage the facilitator certification thru AchieveGlobal. N9 has a number of CNIC NAF and APF certified facilitators to date. Through this partnership, we are pleased to announce newly certified “CNIC Leadership and Customer Service Facilitators” who completed a week long training and certification process on 10 August 2018 at CNRNW. This effort is part of the HCSP initiatives to equip each Region with the talent and skills needed to deliver the AG Curriculum. The newly certified facilitators will be proficient and knowledgeable in the delivery of AG curriculum at each Region. The newly certified group is as follows:

- LT Loumarie Chew, JRM
- Ms. Kris Winter, EURAFSWA
- Ms. Kimberly Ellis, HQ
- Mr. Mike Hinkley (HQ, geo-located at CNRH)
- Mr. Jeff Bryant, NDW
- Mr. Jelani Stil, NDW
- Mr. Jordan Young, CNRNW

The next certification class will be held in Washington, D.C. from 17-21 September 2018.