Imagine, Create, and Secure a Stronger Peace...
NDU Planning and Programming

- Issue Programming Guidance
  - Develop COAs
  - Build Options
  - Develop Unfunded Priority List

- NDUP Approves Program
  - "Critical Area" Advocate the Program
  - Meet with Stakeholders
  - Engage OSD/Joint Staff
  - Other

- Review and Assess Programs

- Students JPME

- BOV Meeting

- NDU Strategic Plan to J7
- Update Strategic Plan
- Develop COAs
- Build Options
- Develop Unfunded Priority List
- Meet with Stakeholders
- Engage OSD/Joint Staff
- Other

- BOV Meeting

- Issue Planning Guidance

- 30-Oct
- 30-Jun
- 31-May
- 31-Mar
- 15-Jan
- 15-Dec
- 30-Oct
- 30-Jun
- 31-May
- 31-Mar
- 15-Jan
NDU Funding Profile
As of: 30 Sep 14

<table>
<thead>
<tr>
<th></th>
<th>Money From Congress</th>
<th>Money From Other Sources</th>
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<tbody>
<tr>
<td>FY10</td>
<td>$103M</td>
<td>$145M</td>
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<tr>
<td>FY11</td>
<td>$97M</td>
<td>$144M</td>
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<tr>
<td>FY12</td>
<td>$98M</td>
<td>$139M</td>
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<tr>
<td>FY13</td>
<td>$77M</td>
<td>$122M</td>
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<td>FY14</td>
<td>$88M</td>
<td>$117M</td>
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<tr>
<td>FY15</td>
<td>$80M</td>
<td>$109M</td>
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<td>FY16</td>
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<td>FY19</td>
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<tr>
<td>FY20</td>
<td></td>
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</table>

*Note: *Funding Profile as of 30 Sep 14.
NDU Funding By Commodity
As of: 30 Sep 14

FY12 $58
- Civ Pay $52
- Travel $5
- IT $6
- Other $12

FY13 $50
- Civ Pay $51
- Travel $5
- IT $8
- Other $16

FY14 $18
- Civ Pay $52
- Travel $9
- IT $5
- Other $14

FY15 $80
- Civ Pay $52
- Travel $5
- IT $5
- Other $14

Total $98M
- Civ Pay $88M
- Travel $35%
- IT 28%
- Other 3%
# NDU Human Capital Management Cycle

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<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>Programming</td>
<td>Planning</td>
<td>Programming Guidance</td>
<td>Programming</td>
<td>Program Coordination and Advocacy</td>
<td>Issue Papers Submitted to OSD</td>
<td>Planning</td>
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</tr>
<tr>
<td>Talent Management Cycle</td>
<td>Skills Analysis and PD Reviews</td>
<td>Recruit Faculty</td>
<td>Recruit Faculty</td>
<td>Select Faculty</td>
<td>Offers Tendered</td>
<td>Recognize and Farewell Outgoing faculty</td>
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<tr>
<td>Title 10 Cycle</td>
<td>Title 10 Mid-term Counselling</td>
<td>Title 10 Mid-term Counselling</td>
<td>Supplementary Counseling</td>
<td>Title 10 Perf Mgt Period Ends</td>
<td>Title 10 Perf Mgt Period Begins</td>
<td>IDP’s and Initial Counseling</td>
<td>Title X Performance Awards</td>
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<td>Title 5 Cycle</td>
<td>Title 5 Perf Mgt Period Ends</td>
<td>Title 5 Annual Perf Mgt Cycle Begins</td>
<td>Title 5 Perf Awards, IDP’s and Initial Counseling</td>
<td>Title 5 Mid-term Counselling</td>
<td>Title 5 Mid-term Counselling</td>
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<tr>
<td>Manpower Cycle</td>
<td>Skills Analysis and PD Reviews</td>
<td>Skills Analysis and PD Reviews</td>
<td>Navy and USMC Manpower</td>
<td>Army Manpower Change</td>
<td>Army Manpower Change</td>
<td>USAF Manpower Change</td>
<td>USAF Manpower Change</td>
<td>Navy and USMC Manpower</td>
<td>Skills Analysis and PD Reviews</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Military Faculty &amp; Staff</td>
<td>Vacancy Analysis</td>
<td>Vacancy Analysis</td>
<td>Requisition</td>
<td>Requisition</td>
<td>Requisition</td>
<td>USAF Gameplan USAF Gameplan</td>
<td>Prepare for graduation</td>
<td>Onboard Military faculty</td>
<td>Prepare for &amp; execute student</td>
<td>Inprocess new students</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Goal:** Synchronize the Future Resource Planning and the Human Capital Management Processes
- Complete Talent Management Reviews in Time to Influence Future Planning
- Adjust Timing to Focus Faculty Hiring with the Normal Academic Cycle
Talent Management (TM) Review

**TM and Workforce Inputs**
- Component Skill Set Analysis
- Performance Management Review
- Professional Development Requirements
- External Environmental Scan
  - Labor Market
  - New Joint/OPMEP Changes
  - University Budget
- Internal Environmental Scan
  - Curriculum Changes
  - Military Mix/SERBs
  - Known Faculty Transitions
  - MOU Mix
- Promotions (new/upcoming)
- Compensation Analysis
- Gender/Diversity Analysis

**Annual TM Review**
- Talent Management Review
  - Deans & Component Heads

**TM Outputs**
- Retention Plan (Renewals)
- Compensation Plan
- Hiring Plan (Positions & Requirements)
- Recruiting Plan (How/When)
- Succession Plan
- Performance Development Plan

Reviewed by Provost & NDU-P for Approval
Institutionalizing Talent Management

Three Stakeholder Perspectives

• University Perspective
• Component Perspective
• Faculty Perspective
# University Perspective

## Current NDU 690-4 Title X System vs. Proposed Talent Management System

<table>
<thead>
<tr>
<th>Current NDU 690-4 Title X System</th>
<th>Proposed Talent Management System</th>
</tr>
</thead>
<tbody>
<tr>
<td>Renewal packages done one at a time in a vacuum</td>
<td>Systematic Review by Component with additional review by Provost and NDU-P</td>
</tr>
<tr>
<td>Renewal raises stuck to budget cycle; no easy way to accommodate off-cycle pay raises</td>
<td>Improved/More predictable Civilian Pay Mgt (accounts for about 60% of NDU ‘s $80M Budget)</td>
</tr>
<tr>
<td>No Required Holistic TM Review – decisions made one package at a time</td>
<td>Annual TM Review analyzes skill gaps, gender/diversity mix, pay equity, succession planning – HR Best Practices</td>
</tr>
<tr>
<td>Top performers may or may not be recognized; low performers put on notice late in cycle</td>
<td>Better reward allocation for top performers is HR Best Practice; provides early &amp; positive opportunity to develop</td>
</tr>
</tbody>
</table>
## Component Perspective

<table>
<thead>
<tr>
<th>Current NDU 690-4 Title X System</th>
<th>Proposed Talent Management System</th>
</tr>
</thead>
<tbody>
<tr>
<td>Long Process from Renewal Package submission to Decision</td>
<td>Annual Holistic TM Review allows Dept Chairs and Deans to Plan Better/Earlier</td>
</tr>
<tr>
<td>Onerous Renewal packages with Component Leader inputs/reviews</td>
<td>No more renewal packages!!</td>
</tr>
<tr>
<td>No Required Holistic Review</td>
<td>Annual TM Review analyzes skill gaps, gender/diversity mix, pay equity, succession planning and more</td>
</tr>
<tr>
<td>Limited Opportunity in Process for Component Leader interaction with Provost and NDU-P on Renewals</td>
<td>Cross talk is built in during annual TM reviews with Provost and NDU-P</td>
</tr>
</tbody>
</table>
Institutionalizing Talent Management

Faculty Perspective

<table>
<thead>
<tr>
<th>Current NDU 690-4 Title X System</th>
<th>Proposed Talent Management (TM) System</th>
</tr>
</thead>
<tbody>
<tr>
<td>Onerous Renewal packages with significant faculty input</td>
<td>No more time consuming renewal packages to put together</td>
</tr>
<tr>
<td>Last minute renewal decisions</td>
<td>Significantly less “last minute” uncertainty</td>
</tr>
<tr>
<td>No pay raises during appointments</td>
<td>Pay reviewed annually for any inequities as part of review process</td>
</tr>
<tr>
<td>Less than 3% of faculty on appointments &gt;3 years</td>
<td>Up to 25% cumulatively of top performers on 4-6 year appointments</td>
</tr>
<tr>
<td>Long Delays from Renewal Package submission to Decision (adding anxiety)</td>
<td>Faster, near simultaneous annual renewal decisions</td>
</tr>
</tbody>
</table>
- FY15-20 Budget From Congress Is Flat At $80M Annually

- Budget Available for Future Investment Is Down From 35% to 28%

- Disciplined, Enterprise Level Planning Is Critical To Optimizing And Sustaining Our World Class NDU Student Experience

- Holistic And Transparent Talent Management Processes Are Crucial To Effective Leadership, Development, And Utilization Of Faculty And Staff

- Military Manpower (Selective Early Retirement Boards Implications)