



**Workforce Excellence at NGA:**  
**A strategy to meet personnel needs now and in the future**  
**(2007-2011)**

NATIONAL GEOSPATIAL-INTELLIGENCE AGENCY





**“It is a fundamental obligation of the leadership of NGA to develop and sustain programs that will ensure a robust, skilled, engaged, and diverse workforce to carry out the geospatial-intelligence mission.”**

*—Robert B. Murrett  
Vice Admiral, U.S. Navy  
Director*

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## Foreword

The talented and dedicated men and women who make up the NGA workforce are, without question, the Agency's greatest strength and the power behind NGA's success.

It is a fundamental obligation of the leadership of NGA to develop and sustain programs that will ensure a robust, skilled, engaged, and diverse workforce to carry out the geospatial-intelligence mission. I am committed to making NGA the employer of choice in the intelligence and defense communities for both existing and prospective employees to ensure that we can continue providing the highest quality intelligence possible.

This plan, the "Workforce Excellence at NGA: A strategy to meet personnel needs now and in the future," is intended to help realize that goal. The strategy describes how NGA can help achieve the objectives of the NSG Statement of Strategic Intent through attention to the men and women who work here. Its tenets and activities also reflect the strategic human capital planning efforts of the Department of Defense and the Office of the Director of National Intelligence. NGA is a full participant and an integral part in helping to transform intelligence capabilities and culture and to achieve the Department of Defense's vision of a Joint Total Force.

Ultimately, this strategy is intended to ensure that NGA has the right people in the right place at the right time to meet our evolving mission. It is a roadmap for the Agency to secure that future.

A handwritten signature in blue ink that reads "R B Murrett".

ROBERT B. MURRETT  
Vice Admiral, U.S. Navy  
Director

## NGA's Mission and Vision

 **Mission** NGA provides timely, relevant, and accurate geospatial intelligence in support of national security.

 **Vision** *Know the Earth ... Show the Way*

We provide geospatial intelligence in all its forms, and from whatever source--imagery, imagery intelligence, and geospatial data and information--to ensure the knowledge foundation for planning, decision, and action.

We provide easy access to geospatial-intelligence databases for all stakeholders.

We create tailored, customer-specific geospatial intelligence, analytic services, and solutions.



## Introduction

At NGA, finding the proverbial needle in the haystack is within the realm of the possible. We see things that others cannot and find things others think are hidden. We provide awareness for situations that are complicated and volatile. We deliver actionable geospatial intelligence (GEOINT) to our partners at the critical point of decision.

The evolution of GEOINT is steeped in a rich history that dates back to the 19<sup>th</sup> century when maps and charts were major contributors to a young nation exploring its way across the continent. In the 20<sup>th</sup> century, the capabilities of aerial photography, satellite imagery, and imagery intelligence steadily increased and with it their positive impact on national decision making and military operations. In 1996, the defense and intelligence communities brought together the complementary disciplines of imagery, imagery intelligence, mapping, charting, and geodesy to develop intelligence analyses, products, and services, beginning the modern history of NGA.

GEOINT provides geographical context, precisely locates activities, helps assess and discern what those activities mean, and contributes to anticipating, estimating, and warning of possible future events. GEOINT fuses multiple sources of information to provide the basis for a common picture to support planning, decision making, and action.

NGA has enhanced its ability to provide GEOINT and is establishing new initiatives to meet the changing nature of the global environment. Staying one step ahead of emerging national security challenges requires an innovative workforce that understands and embraces new technology, and can apply that knowledge in response to new and elusive adversaries. NGA's continued success requires an agile, mission-ready workforce that can surge analytic expertise in times of crisis and reduce the time required to refocus on new priorities.

Our success in meeting today's challenges and preparing for the future depends on our people, processes, and technology – and on how well these three are integrated – as well as on

## Workforce Excellence at NGA

The Workforce Excellence at NGA Plan documents NGA's commitment to invest in its most valuable resource, its people. The Plan lays out a course of specific actions and activities to accomplish over the next five years to strengthen NGA's workforce. It derives its strategic intention from the human capital plans of the Department of Defense and the Director of National Intelligence and reflects those actions specific to NGA within the larger context of its role as a member of the defense and intelligence communities. It supports the broader government-wide effort to further integrate the disparate elements of the communities and spur collaboration and engagement across agencies, commands, and other parties.

The Plan will be a primary reference for all NGA employees -- leaders, managers, and workers across the Agency's many disciplines. It is intended to:

- ▶ Represent the accepted corporate strategy for investments in NGA's people
- ▶ Formally recognize the importance of people-related initiatives that can meet mission requirements
- ▶ Foster coordination and communication to help meet its goals
- ▶ Communicate the value of investing now to create the best possible workforce of *the future*.

collaboration within NGA and with our mission partners. We understand how processes and technologies affect mission success, and we devote much energy to ensure effectiveness in those spheres. That work would be futile, however, without similar emphasis on the workforce. New technologies, a global economy, the spread of weapons of mass destruction, the long war on violent extremism, and the emergence of elusive adversaries require a technically superior NGA workforce that is more agile and more empowered than ever before.

To meet such challenges, we must strengthen our ability to:

- Attract, develop, motivate, and retain a mission-ready workforce that is highly skilled, results-focused, and flexible.
- Develop a leadership corps that is strong, sustainable, and accountable for leading the mission and inspiring NGA's workforce.
- Create a work environment that promotes personal and professional success.

All leaders at NGA must play their parts if the Agency is to remain successful. Leaders must set examples by aligning their actions with the Agency's values. They must inspire others, continually seek opportunities for improvement, facilitate collaboration, and recognize the contributions of all employees.

The plan's goals are designed to strengthen the workforce overall. Furthermore, the strategy is designed for the benefit of *all* employees, regardless of location: it seeks to serve the needs of employees at NGA facilities as well as it serves the needs of deployed personnel.

## NGA's Workforce

Ten years strong, the NGA workforce is almost evenly composed of government employees (civilians and military) and contractors. While this mix will continue to change as the Agency evolves, any changes will ensure that the government and contractor mix is appropriate for the current and future mission.

Since September 2001, NGA has increased its overall personnel strength by approximately seven percent. Most of this growth has centered on the analytic disciplines. Of the current government civilian workforce, 48 percent are assigned to disciplines in imagery, geospatial, aeronautical, marine, and regional analysis; cartography; geodetic science; and source management. The balance of the workforce is performing in support and enabling disciplines, such as personnel and finance, infrastructure, architecture and design, information technology, information assurance, research and development, and security. The workforce is located mainly in the Washington, DC and St. Louis, MO areas, but NGA also deploys personnel to areas where support to mission partners will have the greatest impact. NGA's presence is global.

Base Realignment and Closure activities will consolidate most of the Washington area functions into a single campus by 2011 as a key element in the Agency's development of its mission capabilities. A consolidated campus will create greater opportunities for the workforce to collaborate and to capitalize on technology advancements and process improvements.

The safety of the NGA workforce is of utmost importance, so the Agency works hard to ensure the safety of its workforce, whether they are assigned in one of the larger NGA footprints or deployed. The consolidated campus will allow NGA to ensure an even greater level of safety and security for the workforce in the East. NGA facilities in the West will also continue to be upgraded to every extent possible to ensure that NGA maintains a safe and secure work environment.

Overall, the NGA government workforce (civilian and military) is well educated: 32 percent hold master's degrees or higher and an additional 52 percent hold bachelor's degrees. Figure 1 shows the academic disciplines of the highest degrees held by the degreed workforce.

We know that the workforce of the future will require increasingly greater technical and analytical skills and people trained in technical disciplines. NGA is expected to be the community leader in the five science areas of remote sensing/imagery science, geomatics/photogrammetry, geodesy/geophysics, Geographical Information System (GIS)/geospatial analytics, and cartographic science. These are Agency core science areas and NGA is committed to increasing skill depth in

## Science Areas

- ▀ Remote Sensing/Imagery Science
- ▀ Geomatics/Photogrammetry
- ▀ Geodesy/Geophysics
- ▀ GIS/Geospatial Analytics
- ▀ Cartographic Science

these disciplines to ensure future workforce capabilities.

Working from our current base – our current employee/contractor mix, geographic distribution, and levels of education – gives us a strong starting point. From that point, we need to engage in active workforce development efforts to ensure that we can make the appropriate adjustments to the workforce's composition.

## NGA's Environment and Workforce Implications

NGA is both a national intelligence agency and a combat support agency. As a national intelligence agency, NGA is part of the Intelligence Community, reporting to the Director of National Intelligence (DNI). As a combat support agency, NGA is an element of the Department of Defense, reporting to the Secretary of Defense. In its day-to-day work, NGA makes no practical distinction

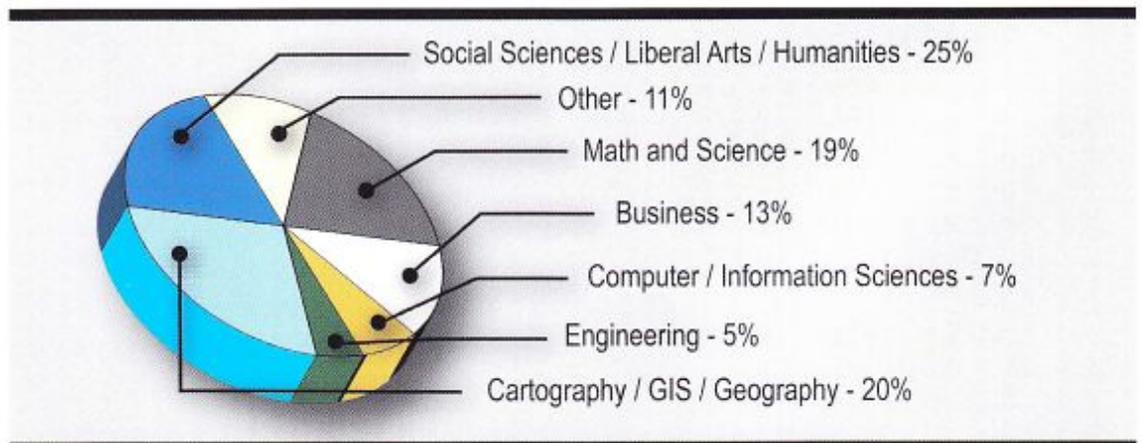


Figure 1: Academic Disciplines of Degreed Government Workforce

between these roles: the Agency's focus is on providing GEOINT to all who need it.

The global landscape has changed drastically. Today, adversaries hide their equipment, bury their dirty work, and carry out missions underground or blend into civilian activities. The demands on NGA's workforce are changing along with this environment. More and more, NGA analysts must assess unique signatures and be able to operate across the electromagnetic spectrum – moving well beyond traditional optical portrayals. Moreover, the operations tempo on the production floor is accelerating and will continue to gain momentum as information sources increase in volume, velocity, and variety. Demand for GEOINT content and services will also continue to increase as GEOINT is seen as an established contributor to mission success.

Increasingly, NGA must collaborate with Department of Defense and Intelligence Community components in response to the need for transformation and integration. Along with them, NGA must continue developing integrated solutions to the most pressing workforce needs. For example, to ensure the Intelligence Community workforce acquires broad, enterprise-wide perspectives and skills essential for success, the DNI established joint duty experience as a prerequisite for promotion to most senior executive positions across Intelligence Community components. NGA is fully engaged in this effort. In addition, the DNI has established a joint Intelligence Community Program Executive Office to analyze federal pay system modernization initiatives across the Intelligence Community and

Department of Defense. This office is led by senior executives from NGA, the National Security Agency, and the Central Intelligence Agency, with representation from all Intelligence Community components and their respective cabinet departments. This initiative will lay the foundation for a pay system that reduces inter-agency competition and pay disparities between and among Intelligence Community components. These two developments are just a sample of the collaborative efforts either underway or under consideration.

NGA's workforce must continue to evolve into a unified community that thinks globally and acts collaboratively in addressing analytical problems. Collaboration should be second nature and should involve appropriate subject matter experts regardless of where they sit within government, industry, or academia. NGA must leverage opportunities for its current and future leaders to serve in joint duty assignments and bring these experiences back to NGA. The workforce must continue to leverage technology to thrive in a net-centric operational environment organized around ideas and not hierarchy. NGA's future workforce, therefore, must be more agile, responsive, highly skilled, and integrated.

## **The Framework**

Because people are the foundation of NGA's success, the Agency must diligently and systematically invest in its people strategies. The strategy provides guidance for addressing workforce challenges and achieving workforce goals. NGA has developed a framework, represented by three overarching goals, to operationalize the strategy. Each goal has a set of actions and activities to drive the Agency's efforts to meet the goal.

**Goals**

**Goal 1:**  
A mission-ready workforce.

**Goal 2:**  
A leadership corps that is engaged in and responsible for the continual development of the workforce.

**Goal 3:**  
An NGA Employee Value Proposition that reflects a work environment committed to individual growth and mission performance.

**Goal 1:**  
A mission-ready workforce.

The goals comprise an NGA core strategic document that is consistent with the mission and vision of NGA, aligned with the NSG Statement of Strategic Intent, as well as fully supportive of the human capital planning efforts within the Department of Defense and the Office of the Director of National Intelligence (as shown in Figure 2).

NGA cannot succeed without a workforce equipped with the skills necessary to meet evolving mission needs. The level of experience is declining in some key skill areas, a decline brought on by normal attrition, increased competition for technical skills, and the nationwide shortage of job candidates with scientific, engineering, and foreign language abilities. Moreover, NGA's analytical workforce will face new phenomenologies that they must be able to exploit. While the Agency has several programs to engage and encourage potential candidates with the desired competencies to seek employment opportunities with NGA, the Agency must continue expanding these programs

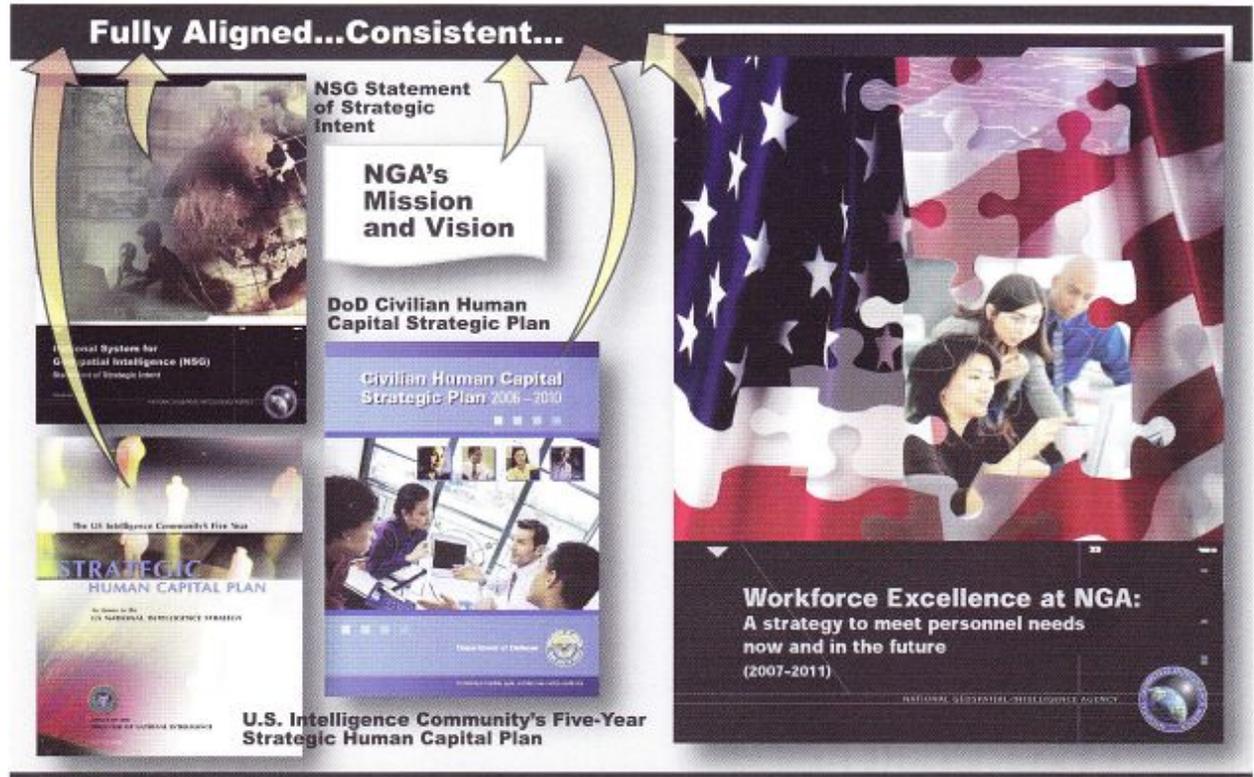


Figure 2: Drivers of the Workforce Excellence at NGA Plan

and develop new ones. Similarly, NGA must take advantage of diverse recruitment sources, opportunities, and networks, including existing academic and industry partnerships. In addition, NGA must understand and plan for the new skills and development strategies that future technologies will require of the workforce.

The primary focus of the first goal is to develop an Agency capability to effectively develop, manage, and deploy the workforce against rapidly changing mission requirements. This need requires a departure from the more static approach of the past. A dynamic workforce planning process will help link requirements directly to mission demand and better ensure effective deployment of workforce capabilities in line with future requirements. It will also enable NGA to better assess management practices to maintain the balance of workforce supply and workload demand. The following actions address means to develop and institutionalize this capability.

**Action 1.1: Institutionalize an iterative readiness process to assess and optimally align the workforce with mission demand.**

Because of the length of time it takes to hire, train, and develop knowledgeable employees, NGA must be able to project future workforce requirements against the future mission. As part of this effort, NGA must assess current workforce capabilities and develop and implement strategies (e.g., hiring strategies, training and development programs, succession management, retention strategies) to address gaps between current capabilities and future needs.

**Action 1.1 – Activities**

- 1.1a Assess workforce readiness to baseline current NGA workforce supply and demand for the entire organization.
- 1.1b Develop, implement, and sustain an NGA strategic workforce planning capability to ensure that NGA can assess adequate sources of workforce supply.
- 1.1c Incorporate outcomes of the strategic workforce planning effort into the Agency's strategic programmatic and planning decision making and link outcomes to the Agency's strategic human capital planning.
- 1.1d Conduct annual workforce readiness assessments.
- 1.1e Ensure that outcomes of the strategic workforce planning effort are communicated across the Agency.

NGA must build on its nascent efforts to put into place a strategic and integrated workforce planning function that monitors manpower execution, tracks workforce capabilities against current and future needs, assesses gaps, and designs strategies to close gaps. This process must consider anticipated workload and competency requirements and technological advances that ensure NGA's workforce is equipped with sufficient skills to accomplish the mission. The process should allow senior leaders and managers to view workforce capabilities comprehensively. Upon identification of gap areas, managers can then prioritize and implement strategies to better align current and future workload requirements with the evolving mission.

Because of the dynamic nature of organizations, workforce planning assessments must be conducted periodically to ensure that updated strategies are being applied appropriately. The activities that support this action will further

institutionalize workforce planning with a focus on the future.

**Action 1.2: Establish comprehensive, specific work role competency models for mission-critical work areas to better define competency requirements and implement strategies to prevent development of competency gaps.**

Increasingly, organizations are relying on competency models to serve as the foundation for their human capital programs, such as selection, training, and development. Competency models can provide NGA with several competitive advantages, including the ability to better communicate performance expectations to staff, to better determine the alignment between competency requirements and mission requirements, and to better link individual performance to mission success.

Creating competency models that are simple in structure, flexible, and easy to manage is a critical step to success. The greatest success can be gained from developing competency models with

**Action 1.2 – Activities**

1.2a Identify work roles for which competency models will be built.

1.2b Based on the competency models: 1) integrate hiring, selection, and training and development strategies into workforce management practices; and 2) develop career tracks and link them to training plans to ensure that NGA is growing capability at the right level of expertise in critical skill areas.

a data-driven approach and with careful attention to NGA's structure and culture.

We will apply best practices when engaging in competency modeling activities (as shown in Figure 3) so that the resulting competency models are useful in ensuring that NGA is growing workforce capabilities at the right level of expertise in critical skill areas (i.e., technically skilled program managers, hard science and advanced GEOINT disciplines, and leadership).

The competency modeling effort will incorporate the ongoing current work role structure and efforts to link training requirements to a refined tradecraft skills inventory.

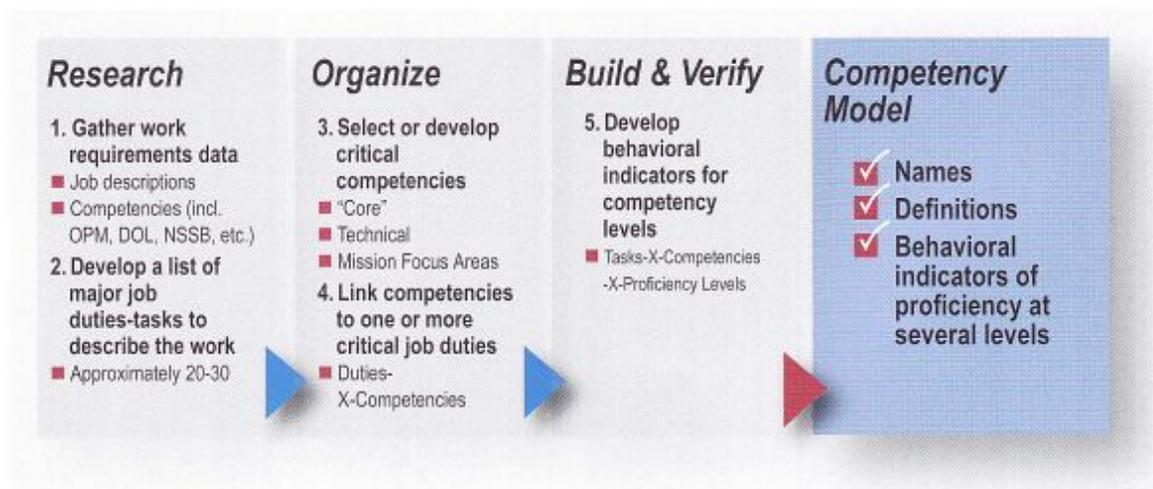


Figure 3: Competency Framework Development Process

**Action 1.3: Close workforce gaps in key skill areas.**

The process of identifying and closing workforce gaps must be an ongoing activity. Baseline data serve as the starting point for identifying workforce gaps, but it is then incumbent upon the Agency to use the appropriate analyses of the data to identify viable solution strategies. Realistically, the areas that show gaps and require solutions will vary over time given the dynamic conditions of NGA's work and work environment. In addition, there may be opportunities to leverage existing programs (e.g., the NGA Academic Centers of Excellence; long-term, full-time, and part-time academic programs; and NGA recruitment and hiring strategies) as well as to build new programs to support closing identified gaps.

The activities associated with this action reflect strategies to address specific needs known now. One activity centers around developing solutions to support finding and developing talent to fill "hard-to-fill" positions and to meet the work demands associated with advanced technologies. As an example, through the compensation reform effort underway in the Intelligence Community, NGA may be better able to attract more highly desired talent to the organization than ever before.

Another activity focuses on recognizing the increasing need for a range of language skills to effectively meet our mission and taking steps to actively build a workforce with the requisite language skills.

There is also an activity that will expand efforts presently underway to assess the current NGA government/contractor

**Action 1.3 – Activities**

- 1.3a Identify and close skill gaps in "hard-to-fill" critical mission areas (e.g., system engineers, program managers) and skills associated with core sciences and advanced technologies (e.g., Full Motion Video [FMV], Ground Moving Target Identification [GMTI], and Polarimetric Imagery [PI]).
- 1.3b Determine the Agency's language requirements and ensure adequate workforce supply with needed language skills.
- 1.3c Determine the right government and contractor mix and establish it in the workforce.
- 1.3d Review and assess the current forward deployed structure, including geographic locations and workforce mix, to determine if it effectively and efficiently supports the requirements of the mission.
- 1.3e Leverage the outcomes of the strategic workforce planning effort to ensure that management tools and processes support workforce and mission alignment requirements (e.g., performance, workforce assignment).

mix so we can identify the ideal mix to meet the Agency's mission.

Similarly, there is an activity to assess and, as appropriate, adjust the size and dispersion of our forward deployed workforce so that it best meets our mission and our partners' missions.

And finally, an activity focuses on evaluating the extent to which management tools and processes support workforce alignment decisions.

**Action 1.4: Determine how the New Campus East move will affect workforce supply.**

The 2005 Department of Defense Base Realignment and Closure decisions will consolidate NGA facilities in the Washington, DC metropolitan area. This move will have a significant impact

#### Action 1.4 – Activities

- 1.4a Identify skill areas that may be affected by the NGA New Campus East (NCE) move.
- 1.4b Conduct a trend analysis of skill supply from now until the NCE move.
- 1.4c Identify mitigation steps and leverage opportunities to ensure continued mission success before, during, and after the move.

on NGA's workforce and will create new challenges as well as new opportunities to recruit, retain, and realign critical talent. NGA will undertake a special initiative to determine the issues, risks, and opportunities associated with the move and will ensure that the transition to the new campus is consistent with NGA's overall workforce planning efforts.



#### Goal 2: A leadership corps that is engaged in and responsible for the continual development of the workforce.

One of the most significant responsibilities of leaders at every level of NGA is to ensure the long-term development of the workforce. Such efforts constitute an endowment for the future success of the Agency. To that end, NGA wants leaders who are prudent planners, risk takers, and innovators who are committed to fostering the continual learning and development of those they lead.

Leadership is important to maintaining a knowledgeable and high-performing workforce. Supervisors and managers must be accountable for ensuring that

the workforce is developed, nurtured, and appreciated—and mission- and results-oriented.

NGA needs to focus on recruiting, selecting, acculturating, developing, and retaining a leadership corps that is dedicated to ensuring that the Agency can meet its mission by engaging and inspiring the workforce. The following actions seek to achieve this goal by: 1) establishing a succession management program to sustain a strong leadership corps; 2) strengthening leadership and supervisory accountability systems; and 3) providing leaders with a repertoire of skills to allow them to successfully perform their roles.

#### Action 2.1: Develop and implement an NGA succession management program.

A succession management program provides a formalized approach to ensure leadership continuity, develop future talent, and preserve intellectual capital.

#### Action 2.1 – Activities

- 2.1a Use data from the strategic workforce planning effort to identify critical positions/functions for succession management.
- 2.1b Ensure succession management target goals are aligned with NGA strategic objectives.
- 2.1c Analyze and assess the pool of potential leaders to determine the extent to which the pool meets numeric and competency targets.
- 2.1d Establish processes to ensure recruitment, selection, development, retention programs, policies, and practices help meet projected needs and succession targets.
- 2.1e Develop a process that holds leaders accountable for administering and implementing the succession management program.

With a more structured approach for projecting and preparing for leadership transitions, NGA will be better equipped to integrate new leaders seamlessly into the organizational structure and culture in a manner consistent with the organizational mission.

NGA must coordinate efforts toward a common goal of creating a consistently strong and knowledgeable leadership corps. The activities associated with this action will put into place a succession management program aligned with the strategic objectives of NGA and will identify accountability for implementing this important effort.

### **Action 2.2: Refine and implement improvements to leadership and supervisory accountability systems.**

At all times, leaders must attend to their fundamental responsibility to engage, motivate, and guide the workforce toward mission accomplishment. Managers and supervisors must be held accountable for, and be judged by, their ability to lead the workforce and to achieve optimal performance. Leaders must know the systems available to them and use them to their fullest capacity. For example, managers and supervisors must know how to optimize selection processes to be able to attract and select the best talent in a timely manner, make full use of the performance management system as a tool for evaluating past performance and motivating future performance, and draw on all available mechanisms to reward innovation and address performance in a timely and effective manner. Senior leaders must ensure that supervisors and managers perform these functions effectively. Senior leaders should discuss “people” issues on a

#### **Action 2.2 – Activities**

- 2.2a Establish management as a competency requiring specific skills, training, and/or rotational assignments as appropriate.
- 2.2b Communicate expectations for supervisors to engage the workforce in coordinated, mission-focused efforts.
- 2.2c Enable optimal supervisory performance by clarifying selection processes, refocusing supervisory performance plans, and reinforcing use of procedures for managing poor supervisory performance.
- 2.2d Align NGA leadership practices and competencies with the standards established by ODNI and DoD.
- 2.2e Incorporate core IC leadership practices and competency criteria into NGA's performance management process.

continual basis and provide appropriate responses to recognize management successes and address management weaknesses.

### **Action 2.3: Assess and improve processes that support effective leadership and supervision.**

NGA faces two challenges common among organizations with a scientific or analytically focused mission and workforce: 1) technical brilliance is not always commensurate with leadership acumen, and 2) technical workloads often overshadow leadership responsibilities. These challenges point to the need to ensure that all leaders are provided with a repertoire of skills and knowledge to allow them to perform successfully as organizational leaders. These challenges also point to the need to ensure that the Agency demonstrates that it values the role of supervision. NGA's awards and recognition system must reinforce the value of supervision. In addition, an appropriate span of control for supervisors can help to ensure that supervisory development resources are managed efficiently and

### Action 2.3 – Activities

- 2.3a Establish appropriate organizational structures, supervisor-to-employee ratios, recognition, and pay systems to build the value of the supervisory role.
- 2.3b Institute and track management practices that support NGA's expectations of supervisors, including career development, continual feedback, and taking appropriate actions associated with employee performance (e.g., nominating for awards, placing employees on Performance Improvement Plans, and assigning accurate ratings on annual performance evaluations).
- 2.3c Ensure that leadership training and tools are aligned with NGA's supervisory expectations and are readily accessible.

that supervisors have adequate time to devote to each of their employees.

NGA must review the existing means for supporting leaders in their roles as supervisors, including an assessment of the realities of taking on a supervisory role, career development opportunities, supervisory training, and senior leadership support. This review will allow NGA to determine areas of strength and areas for improvement and will promote the continuing development of effective leadership processes. Efforts to support leaders in this capacity are an investment that will benefit leaders not only during their tenure at NGA but also throughout their careers in the federal government and beyond.



**Goal 3: An NGA Employee Value Proposition that reflects a work environment committed to individual growth and mission performance.**

In today's competitive labor market, top talent can choose among a range of potential employers. As a result,

organizations must distinguish themselves as employers of choice and communicate their unique advantages and benefits. A well-developed and -implemented employee value proposition can be a powerful motivator to recruit high-quality individuals and to retain high-performing employees. It should serve as a declaration of the tangible and intangible recognition that employees receive from the organization in return for their contributions—a supportive work environment, meaningful work-life programs, and the opportunity to be innovative.

At its core, NGA's employee value proposition (as shown in Figure 4) is an Agency commitment to create and sustain the best possible environment for the men and women in its workforce. According to the results of an employee climate survey issued in 2006, more than three-fourths of NGA employees indicated that the Agency is delivering on its commitment to provide important work in a safe and secure work environment as well as ensuring diversity and inclusivity among the workforce. Similarly, three-fourths of NGA employees agree that NGA supports their professional growth through concerted efforts to encourage workforce development, while three-fourths of employees also concur that NGA provides them with flexibilities and opportunities to better balance their work and life. More than one-half of NGA employees are satisfied with the Agency's pay for performance compensation program. As one of the few federal organizations departing from the federal service general schedule, NGA's compensation program remains one of the more progressive within the defense and intelligence communities.

## Employee Value Proposition

NGA is the single most important source of geospatial intelligence for the national security objectives of the United States. NGA's mission readiness and success rests on the men and women of its workforce—its greatest strength. The Agency's leadership is dedicated to ensuring an energized and diverse workforce focused on the geospatial-intelligence needs of the nation. We are committed to providing the men and women of NGA with:



- ▶ **Important Work in a Safe and Secure Work Environment:** The geospatial intelligence we provide is essential for the security of the United States. The precision of our work gives our mission partners the ability to quickly orient and visualize their surroundings, enabling decisionmaking on actions of national importance with lifesaving consequences. We ensure our workforce has the tools and technology in a safe and secure work place that enable them to achieve this important mission.
- ▶ **Performance-based Compensation:** The importance of our mission demands high expectations and standards, and we reward excellent performance, creativity, and innovation.
- ▶ **A Learning Environment:** We support and encourage the development of new skills and competencies that allow the workforce to grow, evolve, and remain relevant in this dynamic world. We provide a variety of internal and external learning opportunities to develop skills through training, educational support, rotational assignments, mentoring and coaching – all to encourage continued workforce development and Agency capability.
- ▶ **A Diverse and Inclusive Workforce:** NGA must attract, develop, and retain the world's best talent from among the broadest range of people. We are building an inclusive workplace, where individual experiences, unique backgrounds and perspectives, and varying cultural influences enrich organizational decisionmaking and increase our collective value.
- ▶ **Balance between Work and Life:** Balance is essential to keeping the workforce fully energized, and we encourage managers and employees alike to take advantage of flexibilities in scheduling and job design to meet unique needs.

Figure 4: NGA's Employee Value Proposition

**Action 3.1: Communicate the employee value proposition broadly across the workforce to build awareness and enthusiasm around NGA's commitment to its men and women as the critical elements of mission success.**

The best employee value proposition has little impact if it is not known and embraced by the people it is designed to serve. Building an effective communication strategy for the employee value proposition and its associated actions is essential to make it an integral part of the Agency's operations. NGA will engage in activities to ensure that the employee value proposition is communicated clearly and fulfills its intent – to publicly acknowledge that the Agency is committed to continually developing a work environment focused on helping

### Action 3.1 – Activities

- 3.1a Publish and distribute the employee value proposition through appropriate Agency communication venues.
- 3.1b Establish the employee value proposition as the touchstone for all employee interactions.
- 3.1c Incorporate the employee value proposition into all recruiting opportunities and entry on duty and new employee orientations.

employees and NGA succeed in a critical national security mission.

The employee value proposition can also serve as a powerful recruitment tool. It provides the first glimpse to potential employees about the essence and culture of NGA. As a result, it can influence a job candidate's decision to join – or not join – the organization. Given this potential impact, the employee value proposition needs to be appropriately integrated into recruitment activities.

**Action 3.2: Demonstrate NGA's commitment to the employee value proposition.**

NGA understands the importance of establishing a positive, collaborative, and diverse work environment; embracing change; celebrating success; and holding individuals and teams accountable for results. This understanding is integral to attracting, motivating, and retaining a results-driven, performance-oriented workforce. Ultimately, we want to achieve a workforce that is unified in its understanding and support of the Agency's mission, vision, and goals. At NGA, the employee value proposition encompasses the following:

- Recognizing the value each employee contributes toward mission readiness and providing a safe and secure work environment
- Providing a compensation and performance management system that truly differentiates and rewards high performance, creativity, and innovation
- Supporting employee development in the spirit of continual learning
- Offering a diverse work environment
- Maintaining an array of progressive work-life programs, flexibilities, and benefits.

A set of defined activities will demonstrate the Agency's commitment to the employee value proposition:

- The value of employee contributions will be enabled by the linking of individual performance expectations and organizational performance goals and the equipping of supervisors with skills and mechanisms to articulate expectations, provide feedback, and

**Action 3.2 – Activities**

- 3.2a Create awareness of each individual's contribution and value to the NGA mission.
- 3.2b Sustain robust compensation and performance management systems that are based on differentiating, recognizing, and rewarding high performance.
- 3.2c Support and guide employees' participation in NGA training and development programs.
- 3.2d Champion work-life programs, flexibilities, and employee benefits.
- 3.2e Build awareness of the value of workforce diversity in its many forms and the importance of collaboration across diverse communities (IC, DoD, industry, academia).

recognize and reward contributions associated with organizational performance.

- Activities that optimize compensation and performance management systems will focus on establishing and measuring success in line with a results-focused performance environment.
- Activities that support employee development in the spirit of continual learning will center on increasing awareness and appreciation for training and development and providing options that enable personal and professional success in a diverse workplace.
- Activities to inspire a diverse work environment will emphasize services and programs to increase awareness and provide support along with initiatives to create an environment in which all employees feel welcomed, respected, and valued for their contributions to the team.
- Steps to ensure progressive work-life programs, flexibilities, and benefits will focus on evolving programs that meet the workforce's changing needs.

**Action 3.3: Assess how well the Agency embodies its commitment to the employee value proposition.**

Creating an employee value proposition and formalizing it within NGA is only half of the solution. To truly cultivate an environment in which the employee value proposition is embraced requires actively measuring progress and making improvements. NGA will conduct a periodic assessment to evaluate the Agency's commitment to the employee value proposition and will use the results to leverage strengths and make improvements. Moreover, NGA will celebrate successes so that the employee value proposition is further engrained in the character of the organization, adding to its richness as a recruiting and retention mechanism.

**Action 3.3 – Activities**

- 3.3a Develop reporting mechanisms for recognizing successes.
- 3.3b Conduct an annual assessment of the Agency's commitment to the employee value proposition, including administering a survey, conducting focus groups, and analyzing objective data.
- 3.3c Based on assessment results, develop plans to leverage strengths and address areas for improvement.

**Implementation of the Plan**

Meeting the goals of this plan will involve every level of the Agency. Success requires dedicated implementation with the strategy recognized as a collective Agency responsibility.

Implementation will rest on three key elements: establishing a measurement system, defining accountabilities, and

instituting reporting mechanisms to track progress toward the goals and actions.

**Metrics**

We shall establish a core set of metrics, or key performance indicators (KPIs), to evaluate the success of the actions. Three main concerns will guide the selection and maintenance of the KPIs.

- Alignment with the priorities of the Agency
- Establishment of targets
- Commitment of resources.

NGA will ensure that each action is "SMART," that is specific, measurable, achievable, realistic, and timely. Additional metrics may be used as needed to satisfy applicable statutes and external reporting requirements.

The plan's metrics will also be integrated into the Agency's broader performance management, annual planning, and budgeting processes.

**Accountability**

Accountability and commitment to success is an Agency-wide responsibility. Accomplishing the goals and actions set forth in this strategy will above all require senior leadership commitment and support. The roles that senior leaders will play in supporting the strategy are outlined in Table 1.

In addition to the roles defined in Table 1, leaders from across the Agency will be identified as responsible for specific actions or activities. These leaders will guide implementation efforts and act as the primary points of intersection with the Human Development Directorate and other senior leaders for their particular action or activity. These leaders will

Agent	Responsibilities
Director, NGA	<ul style="list-style-type: none"> <li>• Lead NGA in implementing the strategy</li> <li>• Ensure appropriate focus on, and resource support for, the Workforce Excellence Plan's activities</li> </ul>
Human Capital Management Board (HCMB)	<ul style="list-style-type: none"> <li>• Steward the Workforce Excellence Plan</li> <li>• Assess progress against actions and activities each quarter</li> <li>• Recommend necessary resources to support execution of the strategy</li> </ul>
Managers and Supervisors	<ul style="list-style-type: none"> <li>• Demonstrate commitment to the plan</li> <li>• Provide resources to support actions, as required</li> <li>• Provide feedback on the activities</li> <li>• Encourage and support employees' participation in activities related to the strategy</li> </ul>
Workforce	<ul style="list-style-type: none"> <li>• Help ensure policies reflect the type of organization we want to be by providing suggestions and identifying opportunities for improvement</li> <li>• Participate in efforts to determine progress toward its goals (e.g., providing informal feedback, taking surveys)</li> </ul>

Table 1: Accountability for the Workforce Excellence at NGA Plan

also be responsible for assessing and reporting key metrics.

## Reporting

The final element for successful implementation of the plan is a commitment to mechanisms through which progress will be regularly reported to:

- The Office of the Director of National Intelligence and the Department of Defense – NGA's progress toward these goals will be reported regularly to the DNI and the Under Secretary of Defense (Intelligence) upon request
- NGA Executive Committee – On a quarterly basis, progress toward these goals will be presented to the NGA Executive Committee

*The Director, Human Development Directorate has primary responsibility for implementing the Workforce Excellence Plan. This includes developing the accountability framework (including measures of success against the goals and actions); presenting quarterly progress reports to the HCMB and to the NGA leadership; and ensuring that progress is documented in an annual "State of the Workforce" report.*

- Human Capital Management Board – On a quarterly basis, progress toward these goals will be reviewed by the board
- Workforce – On an annual basis, progress toward these goals will be reported to the workforce at large via the "State of the Workforce" report.

## Summary

NGA's continued success will depend on the actions we take now to address current and future workforce requirements. It is critical that we consider all the "people" implications when we design and implement processes and technologies if we are to accomplish our critical mission both today and tomorrow.

Workforce Excellence at NGA provides the framework for NGA's broad goals, strategies, and desired working environment for the men and women who make the "magic" of GEOINT happen day in and day out here and abroad. The specific goals, actions, and activities set forth in the strategy are the steps to success and NGA is committed to achieving them.

# Annex: Matrix of Workforce Excellence at NGA's Goals, Actions, and Activities

## Goal 1. A mission-ready workforce.

Action	
Action 1.1: Institutionalize an iterative readiness process to assess and optimally align the workforce with mission demand.	1.1a Assess workforce readiness to baseline current NGA workforce supply and demand. 1.1b Develop, implement, and sustain an NGA strategic workforce planning capability to identify and address workforce supply gaps. 1.1c Incorporate outcomes of the strategic workforce planning effort into the Agency's decision making and link outcomes to the Agency's strategic human capital plan.
Action 1.2: Establish comprehensive, specific work role competency models for mission-critical work areas to better define competency requirements and implement strategies to prevent development of competency gaps.	1.2a Identify work roles for which competency models will be built. 1.2b Based on the competency models: 1) integrate hiring, selection, and training activities to ensure that NGA is growing capability at the right level of expertise in critical areas.
Action 1.3: Close workforce gaps in key skill areas.	1.3a Identify and close skill gaps in "hard-to-fill" critical mission areas (e.g., system integration, system identification [GMTI], and Polarimetric Imagery [PI]). 1.3b Determine the Agency's language requirements and ensure adequate workforce to meet those requirements. 1.3c Determine the right government and contractor mix and establish it in the workforce.
Action 1.4: Determine how the New Campus East move will affect workforce supply.	1.4a Identify skill areas that may be affected by the NGA New Campus East (NCE) move. 1.4b Conduct a trend analysis of skill supply from now until the NCE move.

## Goal 2. A leadership corps that is engaged in and responsible for the continual improvement of the workforce.

Action	
Action 2.1: Develop and implement an NGA succession management program.	2.1a Use data from the strategic workforce planning effort to identify critical positions. 2.1b Ensure succession management target goals are aligned with NGA strategic goals. 2.1c Analyze and assess the pool of potential leaders to determine the extent to which they meet the Agency's needs.
Action 2.2: Refine and implement improvements to leadership and supervisory accountability systems.	2.2a Establish management as a competency requiring specific skills, training, and accountability. 2.2b Communicate expectations for supervisors to engage the workforce in coordination with the Agency's strategic goals. 2.2c Enable optimal supervisory performance by clarifying selection processes, reinforcing use of procedures for managing poor supervisory performance.
Action 2.3: Assess and improve processes that support effective leadership and supervision.	2.3a Establish appropriate organizational structures, supervisor-to-employee ratios, and accountability to support the value of the supervisory role. 2.3b Institute and track management practices that support NGA's expectations of continual feedback, and taking appropriate actions associated with employee performance.

## Goal 3. An NGA Employee Value Proposition that reflects a work environment that attracts, develops, and retains the best talent.

Action	
Action 3.1: Communicate the employee value proposition broadly across the workforce to build awareness and enthusiasm around NGA's commitment to its men and women as the critical elements of mission success.	3.1a Publish and distribute the employee value proposition through appropriate Agency channels. 3.1b Establish the employee value proposition as the touchstone for all employee communications. 3.1c Incorporate the employee value proposition into all recruiting opportunities and processes.
Action 3.2: Demonstrate NGA's commitment to the employee value proposition.	3.2a Create awareness of each individual's contribution and value to the NGA mission. 3.2b Sustain robust compensation and performance management systems that are rewarding high performance. 3.2c Support and guide employees' participation in NGA training and development opportunities.
Action 3.3: Assess how well the Agency embodies its commitment to the employee value proposition.	3.3a Develop reporting mechanisms for recognizing successes. 3.3b Conduct an annual assessment of the agency's commitment to the employee value proposition through surveys, conducting focus groups, and analyzing objective data.

TO REMOVE: CUT ALONG DOTTED LINE

Activity	
<p>emand for the entire organization.            lity to ensure that NGA can assess adequate            y's strategic programmatic and planning            anning.</p>	<p>1.1d Conduct annual workforce readiness assessments.            1.1e Ensure that outcomes of the strategic workforce planning effort are communicated across the Agency.</p>
<p>nd development strategies into workforce management practices; and 2) develop career tracks and link them to training plans            l skill areas.</p>	
<p>engineers, program managers) and skills            deo [FMV], Ground Moving Target</p>	<p>1.3d Review and assess the current forward deployed structure, including geographic locations and workforce mix, to determine if it effectively and efficiently supports the requirements of the mission.</p>
<p>ce supply with needed language skills.            force.</p>	<p>1.3e Leverage the outcomes of the strategic workforce planning effort to ensure that management tools and processes support workforce and mission alignment requirements (e.g., performance, workforce assignment).</p>
<p>move.</p>	<p>1.4c Identify mitigation steps and leverage opportunities to ensure continued mission success before, during, and after the move.</p>



## ual development of the workforce.

Activity	
<p>is/functions for succession management.            bjectives.            ich the pool meets numeric and competency</p>	<p>2.1d Establish processes to ensure recruitment, selection, development, retention programs, policies, and practices help meet projected needs and succession targets.            2.1e Develop a process that holds leaders accountable for administering and implementing the succession management program.</p>
<p>or rotational assignments as appropriate.            ated, mission-focused efforts.            ocusing supervisory performance plans, and</p>	<p>2.2d Align NGA leadership practices and competencies with the standards established by ODNI and DoD.            2.2e Incorporate core IC leadership practices and competency criteria into NGA's performance management process.</p>
<p>, recognition, and pay systems to build the            supervisors, including career development,            performance (e.g., nominating for awards,</p>	<p>placing employees on Performance Improvement Plans, and assigning accurate ratings on annual performance evaluations).            2.3c Ensure that leadership training and tools are aligned with NGA's supervisory expectations and are readily accessible.</p>

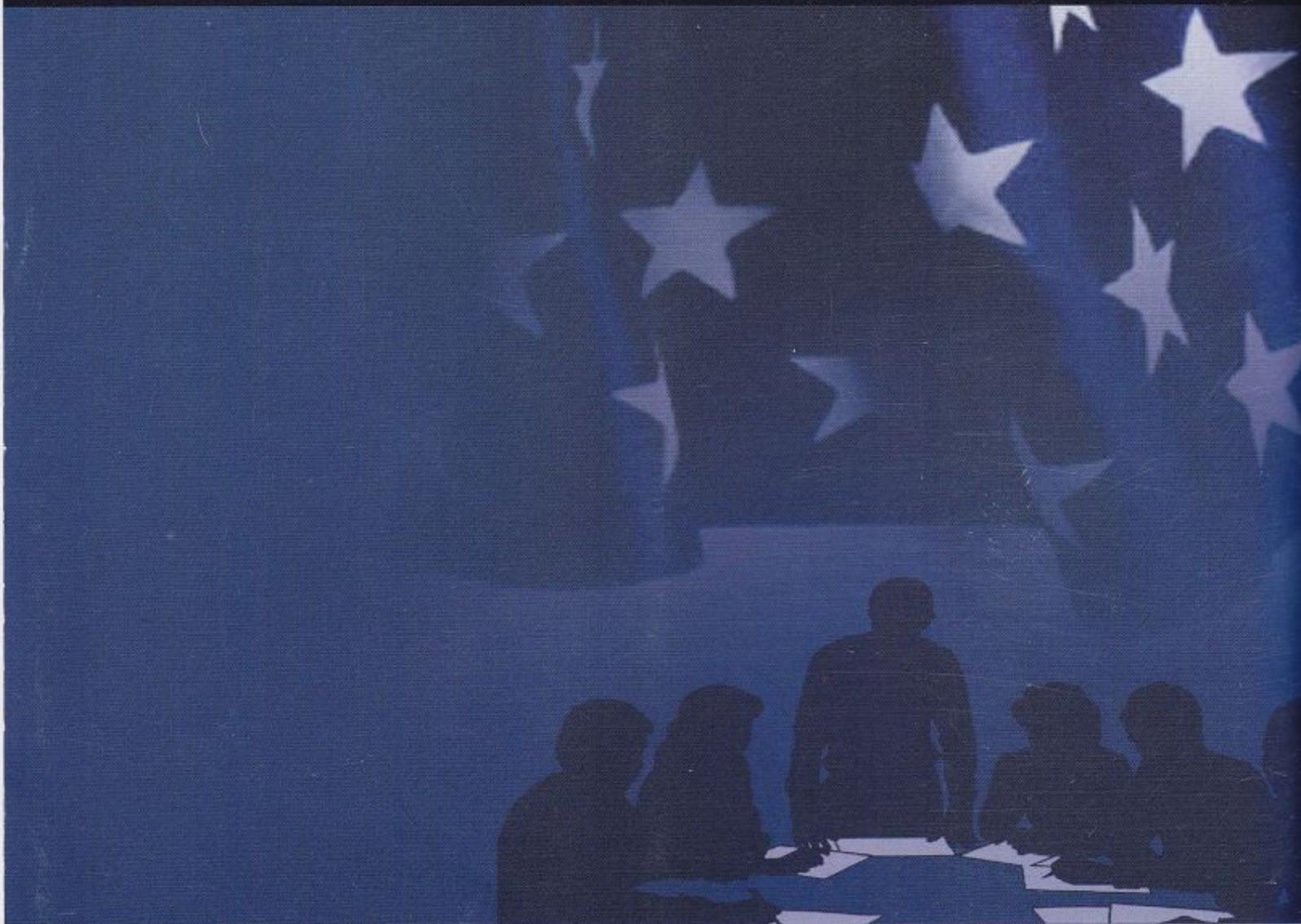


## ent committed to individual growth and mission performance.

Activity	
<p>ency communication venues.            nteractions.            d entry on duty and new employee orientations.</p>	
<p>ion.            based on differentiating, recognizing, and            programs.</p>	<p>3.2d Champion work-life programs, flexibilities, and employee benefits.            3.2e Build awareness of the value of workforce diversity in its many forms and the importance of collaboration across diverse communities (IC, DoD, industry, academia).</p>
<p>value proposition, including administering a</p>	<p>3.3c Based on assessment results, develop plans to leverage strengths and address areas for improvement.</p>







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