



Workforce

GOAL

Develop and retain a highly skilled, increasingly adaptable, and engaged workforce that harnesses the diverse perspectives and creativity needed to achieve the mission of NSWCDD, the Navy and DOD.

Background

At the Naval Surface Warfare Center Dahlgren Division (NSWCDD), our employees are our greatest asset and most critical resource shaping the future of our organization. We are committed to attracting, developing and retaining a highly competent, agile, diverse workforce dedicated to the mission of the division, the Navy and the Department of Defense (DoD). Concurrently, we are cultivating a collaborative culture that promotes learning, information sharing, diversity, equity and inclusion, where employees who possess varying education levels, perspectives, life experiences, and backgrounds can work together and remain fully engaged in our mission.

Objectives

Culture – We are a hands-on Research, Development, Test & Engineering (RDT&E) organization

Organizations with the highest level of employee engagement and commitment are those where employees are involved in meaningful work, empowered to grow and develop their careers, valued and recognized for their accomplishments, and supported by a cadre of strong leaders. We are committed to ensuring our workforce culture encompasses all of these characteristics and more. With 80 percent of our workforce in STEM occupations, focused on our RDT&E efforts, we have devoted \$24 million in Naval Innovative Science & Engineering (NISE) investments so they can conduct basic and applied research to develop solutions that support our strategic thrusts. Our newly developed, week-long Innovation Challenges expose our junior engineers to a variety of system engineering techniques and enable them to work together to develop prototype solutions to surface warfare challenges.

Recruiting & Hiring – Proactively identifying and shaping our workforce for the future Navy

In today's ever changing environment, we must ensure the workforce we employ aligns with both our current and future needs. Continual assessment of these needs will drive our strategic hiring plans and investments. We will continue to leverage our robust recruiting program to meet our annual target of hiring 70% into our entry-level STEM positions, including providing roughly \$1 million in academic tuition assistance and recruitment/relocation incentives for student

interns. We will use a variety of strategies to conduct targeted outreach efforts, to include staying ahead of the curve by understanding how technology trends like social media are affecting hiring and recruitment. We will ensure our branding and marketing efforts align us with the goals of increasing awareness, attracting high quality candidates, and staying competitive in the job market. Equally important is our capacity to provide new hires with the information and resources they need to successfully transition into their role. We will create an onboarding experience that enables our new hires from the beginning, with a particular focus on mentoring and New Employee Development Assignments (NEDA), providing each employee the crucial foundation necessary in the early stages of their career.

Growing our Talent – Emphasizing continuous learning and professional development

Our workforce development approach is geared toward fostering a culture of continuous learning where we strive to align organizational growth and demands with employee needs and career paths, particularly in the STEM fields, building a multi-faceted program that is second to none. Our formal coaching and mentoring programs are designed to focus on helping employees succeed by sharing best practices. Our academic development program is highly prioritized by Leadership and provides maximum flexibilities for employees to achieve advanced educational opportunities with our robust expanding portfolio of academic partners including Naval Postgraduate School and Naval War College. We will provide \$4.5 million in academic tuition assistance, encouraging employees to expand their knowledge by pursuing undergraduate and graduate degrees and certifications. We will set aside another \$2.4M in technical training and more than \$600 thousand in leadership training. Senior and executive leadership development will be supported through leadership academy training with associated mentoring opportunities for those striving toward the senior scientific technical manager (SSTM) and senior executive service (SES) track. All of these efforts are rounded out with an eye toward building a robust "bench" through intentional succession planning efforts.

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