



DEPARTMENT OF DEFENSE
DEFENSE CIVILIAN PERSONNEL ADVISORY SERVICE
4800 MARK CENTER DRIVE
ALEXANDRIA, VA 22350-1100

NOV 18 2019

MEMORANDUM FOR: SEE DISTRIBUTION

SUBJECT: Human Resources Functional Community Development

As a leader, there is no greater privilege or responsibility than developing a competent and high-performing workforce. Developing today's workforce is the first step in building the workforce that we need for tomorrow and in the future; a critical task for our Department. This past June, I was designated by the senior official performing the duties of Under Secretary of Defense for Personnel and Readiness to be the Human Resources (HR) Functional Community Manager (HRFCM) for the Department of Defense (DoD). HR Functional Community development is one of my very top priorities.

Our concept for HR development is two-fold: build depth and technical expertise while also building breadth to develop strategic advisors. This concept was briefed to the Civilian Personnel Policy Council in August 2019, and the team was given the green light to proceed, and we have begun executing the plan. Our strategy to fulfill this concept includes competency model development; strategic human capital planning to identify gaps, career paths and career roadmaps; curricula and assessment development; and establishment of credentialing/certification programs for 10 technical areas. We are building on the work that has been accomplished with the benefits advisor credentialing program, where currently, we have almost 300 of the approximately 500 DoD benefits advisors participating in the program.

As you may be aware, the benefits advisor credentialing program took a community-based approach; one that extended across and beyond Component boundaries to ensure our benefits advisors are equipped to meet the challenges of the DoD's very complex workforce. We are keeping with this philosophy. Defense Civilian Personnel Advisory Service is partnering with your component subject matter experts to undertake this effort. There are three technical areas currently underway—Staffing, Labor Relations, and Injury Compensation. In addition, we have hosted workshops to identify and validate the institutional competencies required to develop HR strategic advisors.

My vision for our functional area is a community of HR experts respected as business partners. This will be a multi-year effort that must leverage the community to ensure that we can deliver the right talent, with the right competencies, at the right place within our DoD HR enterprise. Together, we can more deliberately develop the HR workforce that's needed to meet the DoD's current and emerging missions.

My point of contact for this action is Colleen Dumas, Human Resources Functional Community Action Officer, (571) 372-2134 or dodhra.mc-alex.dcpas.mbx.hr-functional-community-team@mail.mil.

A handwritten signature in black ink, reading "Michelle LoweSolis".

Michelle LoweSolis
Director and Human Resources
Functional Community Manager

Attachment:
As stated

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