



DEPARTMENT OF DEFENSE
DEFENSE CIVILIAN PERSONNEL ADVISORY SERVICE
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FOR: CIVILIAN PERSONNEL POLICY COUNCIL MEMBERS

FROM: Defense Civilian Personnel Advisory Service Director, Mr. Daniel J. Hester

SUBJECT: Human Resources Functional Community Newsletter, November 2021

AUDIENCE: Nonappropriated and Appropriated Fund Employees

ACTION: Disseminate to Department of Defense Human Resource (HR) Practitioners and Hiring Managers

BACKGROUND/INTENT: Attached is the latest bi-monthly issue of the Human Resources Functional Community (HRFC) Newsletter. This edition includes an introduction to many new and exciting social media and websites, the Section 246 Pilot Program website, HR credentialing program updates, a spotlight article, and leadership and career development opportunities available to our HR workforce.

Your support is essential to the community-based efforts of the HRFC. We ask for your active engagement as we build a community of HR experts respected as business partners.

POINT OF CONTACT: The HRFC Team by email at dodhra.mc-alex.dcpas.mbx.hr-functional-community-team@mail.mil

Attachment:
As stated



Mr. Daniel Hester
Human Resources Functional
Community Manager

Message *from the* Human Resources Functional Community Manager

Hello everyone! Welcome to our November issue of the Human Resources Functional Community newsletter. This edition of our newsletter highlights our efforts to launch a social media campaign, opportunities for career development, an update on the HRFC Credentialing Program; as well as insights from a respected member of our community.

As the largest agency and a global employer, there are no shortage of opportunities within the Department of Defense to expand and grow your careers. A quick USAJOB search revealed

that there are hundreds of vacant human resources positions throughout the Department at locations around the globe. Yes opportunities abound, but one critical aspect of growing a career is taking the time to plan and set goals. It is incumbent upon all of us to take control of our careers and deliberately determine our career trajectory. This can all begin by conducting a self-assessment and mapping out where you would like to be in future. By understanding your strengths and weaknesses, you are in a better position to be aware of your individual skills. Accordingly, you are empowered to develop a constructive plan where you can decide where you need to focus your professional and personal development. Take control of your career!

A call to action! As Human Resources professionals one of the most important things that we can do is to promote our agency. Employer branding is integral to developing recognition so that we can keep our workforce engaged and attract the talent that is necessary to achieving our mission. Technology is here to stay and social media has become a fundamental component of enhancing brand awareness. Please support us by subscribing to and sharing our social media sites. Let's build a social media buzz!

As always, thank you in advance for your commitment and support!

Daniel Hester
Director, Defense Civilian
Personnel Advisory Services

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Stay in the Know

HR Functional Community milSuite Page

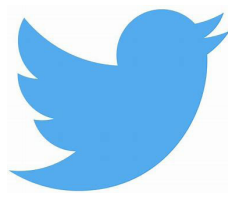
It's Time to Get Social!

Building upon the recruitment hub of the DOD Civilian Careers website, DCPAS has deployed social media accounts to target highly sought after talent. The goal is to engage conversations about DoD's diverse civilian opportunities, bust myths about military vs civilian service, and expand our messaging reach around the globe.

If you would like to post job announcements on the DoD Civilian Careers website, employee spotlights, or just highlight your Agency or Component mission or highlight the work a certain position does to contribute to national security, please reach out to heather.r.shaner2.civ@mail.mil to learn more.

Please check out our social media sites, and make sure you follow, like, share and subscribe! Consider sharing them as part of your own marketing strategies!

- Facebook: <https://www.facebook.com/DODCivilianCareers/>
- Twitter: <https://twitter.com/DODCivilians>
- YouTube: <https://www.youtube.com/c/DODCivilianCareers> (not viewable on GFE)
- LinkedIn: <https://www.linkedin.com/company/dodciviliancareers>
- Instagram: <https://www.instagram.com/dodciviliancareers/>



Have you checked out the following sites?

DOD Civilian Careers Website!

The DOD Civilian Careers Website is your one stop shop for all things related to DoD Civilian Careers. It is no longer necessary to hop between multiple websites to capture all available job listings. This centralized repository of available positions has proven invaluable in the short time since its launch. Not only can you peruse all the HR positions in DoD, it's also a tremendous resource for recruiting newcomers to DoD. Go to the website, select "Careers" on the top left and then look for "Human Resources" to see the 100+ positions available throughout the department. Bookmark this page at your earliest convenience to see what could be your future HR Opportunity! (<https://www.dodciviliancareers.com/>).

 **DOD CIVILIAN CAREERS**
DOD Civilian Employment. Where Talent Makes Global Impact.
www.dodciviliancareers.com



Refresh Your Browser to Experience the NEW DCPAS Website!

According to our National Defense Strategy (NDS), civilians and the policies that support them are a critical part of DoD's Total Workforce mix and serve as a force multiplier in the execution of the NDS objectives. In support of the Department of Defense Civilian Human Capital Operating Plan (HCOP), DCPAS launched a project to revamp its current website to align with the current advances in technology and to provide an improved experience for the end user.

DCPAS is pleased to announce that the new DCPAS website is now live at: <https://www.dcpas.osd.mil>.

PLEASE NOTE: Due to the URL being the same as our previous website, users may need to delete the cookies within their current web browser.

Instructions are as follows:

Within your browser, click in the top right of your window to access your "Settings".

Select "Clear Browsing Data". This will allow you to delete cookies that were directed to the old DCPAS website.



Section 246 Pilot Program Website Provides Training for You!

In section 246 of the National Defense Authorization Act for Fiscal Year 2021 (Public Law 116-283) <https://www.congress.gov/bill/116th-congress/house-bill/6395/text/enr>, Congress directed the Secretary of Defense, acting through the Under Secretary of Defense for Personnel and Readiness and the Under Secretary of Defense for Research and Engineering, to develop and implement a pilot program to provide covered human resources personnel with training in public and private sector best practices for attracting and retaining technical talent.

Congress further directed the pilot program include training for:

- appropriate direct-hiring authorities (DHA);
- excepted service authorities;
- personnel exchange authorities;
- authorities for hiring special government employees and highly qualified experts;
- special pay authorities; and
- private sector best practices to attract and retain technical talent.

DCPAS is pleased to announce that a milSuite site is now available with CAC access to the training modules. The DHA module is already available, and as other modules are developed and approved, they will be uploaded to the milSuite site for you to access at your convenience.

The milSuite link for bookmarking is: <https://www.milsuite.mil/book/groups/ndaa246>

Please assist by disseminating to the widest possible audience and especially through your DoD approved social media sites.

For questions please contact: dodhra.mc-alex.dcpas.mbx.hr-functional-community-team@mail.mil

HRFC Credentialing Program Updates:

An Overview of DoD's Labor & Employee Relations Credentialing Program

DCPAS has been hard at work on developing the DoD Labor and Employee Relations (LER) credentialing program, a voluntary DoD program designed to ensure DoD LER practitioners acquire standardized, up-to-date, and professionally developed training and materials to help them navigate this challenging field. Once fully developed, the program will consist of three levels.

Level I is a 'combined' basic LER course for LER practitioners with approximately 0-12 months of experience, and will include learning materials and assessments. Level I covers the basic concepts of Employee Relations (ER) and Labor Relations (LR) and will provide both LER and Human Resources Specialists a solid LER foundation. This level is designed to provide LER practitioners whether ER, LR, or both with a basic knowledge and a foundation to set them up for success in their careers and when advancing to the level II and III credentialing programs.

Level II is for LER practitioners with approximately 12-36 months of experience and will offer 40-60 hours of content, focusing primarily on case briefs and other writing assignments. At level II, ER and LR are separate credentialing programs. The completion of level I LER is required to be eligible for level II ER and LR.

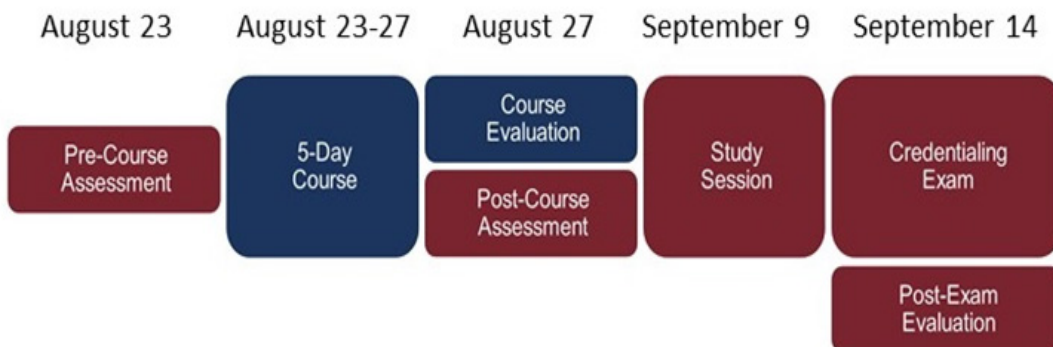
Lastly, level III will be for LER staff with more than 36 months of experience. Similar to level II, ER and LR will have separate courses and their own credentialing programs. Each course will be a one week, in-person course, focusing on practical exercises in representing the agency. Level II and level III will provide LER practitioners the opportunity to hone their skills and focus on their specific area of expertise. The completion of level I and level II are prerequisites to be eligible for level III.

Completion of each level is contingent upon the participants' ability to demonstrate a comprehensive understanding and sound application of labor and employee relations principles concerning collective bargaining, contract administration, and addressing employee performance and conduct related issues. In addition, successful participants will also receive a certificate of completion and a lapel pin that signifies positive completion the credentialing program.

Level I HR Staffing Pilot Results

In April of this year, the DCPAS Employment and Compensation team successfully piloted the curriculum portion of the level I HR staffing credentialing program (blue items displayed below). The second pilot, conducted in August, fully tested all of the key components of the HR staffing credentialing program to include the examination portion (red items displayed below).

Credentialing Program Key Components



Level I HR Staffing Pilot Results (Continued)

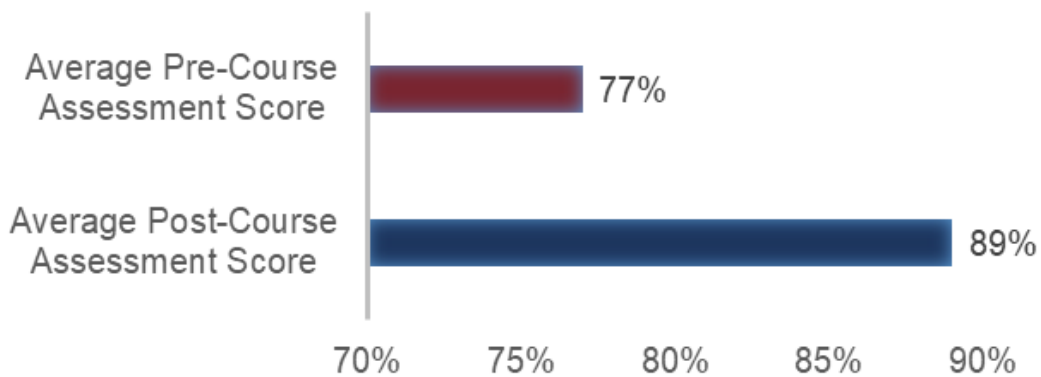
Pre-Course Assessment

The pre-course assessment for level I staffing consisted of 26 multiple-choice questions and was administered via an online test platform. The pre-course assessment is intended to gauge a participant's base level of knowledge for each competency prior to course instruction. Once complete a participant then enters into a rigorous 5 days of instruction.

Post-Course Assessment

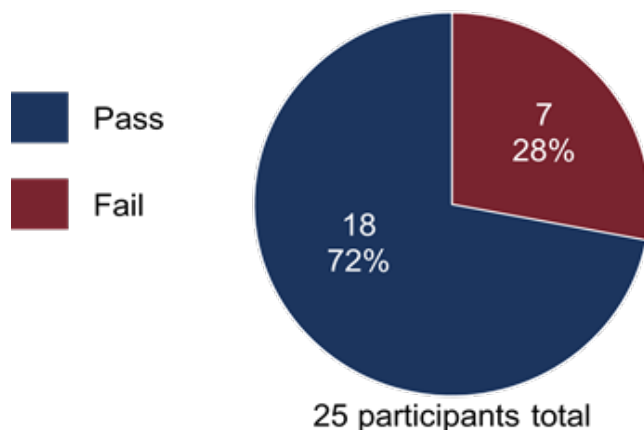
Upon completing the 5-day training course, participants then completed the post-course assessment. The post-course scores are then compared against the pre-course assessment to determine knowledge gain.

Level I HR Staffing Pre/Post Course Assessment Scores



Credentialing Exam Summary

Approximately two weeks after the conclusion of instruction, a successful participant is then eligible to register for the credentialing exam. For level I staffing, participants from both the first and second pilots completed the credentialing exam during the week of September 14, with 72% (18 participants) passing the exam and 28% (7 participants) failing. Note: A majority of the participants for both pilots were at the GS-11 level and above.



Credentialing Exam Pass/Failure Rate

Next Steps

Upon completion of the 2nd pilot, the team conducted a series of meetings to discuss lessons learned and to determine what worked well and what needed to be improved. The team also conducted a series of interviews with participants who did not pass the exam to get a better understanding as to why.

More to come in the upcoming Pilot 2 Analysis report. Report highlights will be conveyed in the January 2022 HRFC newsletter.

Strategic HC Vision and Valuable Career Insights An Interview with Ms. Melody Armstrong



We recently had the pleasure of speaking with Ms. Melody Armstrong the Executive Director of Human Capital (HC) Operations at the Transportation Security Agency (TSA). Prior to joining TSA, Ms. Armstrong had an extensive career within Department of Defense (DoD). She recently worked at Defense Civilian Personnel Advisory Services as the Associate Director for Strategic Planning & Accountability. Prior to joining DCPAS, Ms. Armstrong served as the Associate Director for HR Systems and Analytics at the Department of the Navy where she led HC business transformation/modernization and system implementations consistent with a larger DoD effort.

It was particularly interesting to hear her insights on the world of HC and her vision for the HR profession. She generously described many important aspects of how she navigated her career from her beginnings as a Navy Intern to her current position in the Senior Executive Service. She believes that Intern developmental positions are important because they allow an individual to advance technically or branch out into the leadership role. She described the difference between working within a narrow specialty or functional, the opportunity

to develop and mature HR programs, and leading the strategy around change and HR transformation. We asked her for more thoughts on how one grows into a position where they are equipped to advise and guide a mature organization. She freely shared that it really took her a while to figure out the path. It became clear to her that there is a certain level of understanding required to answer strategic questions. When asked to elaborate, she stated: “How can I better influence the work we do from cradle to grave? I wanted to be proactive... less reactive. To successfully accomplish this, one may need to have a deeper understanding of the organization’s workforce planning activities and priorities. It’s all about trying to find a more predictable/stable cadence for my team to operate within.”

While looking back on her career, she made the following observation. “Early on, when I was going through my classification training, that’s when the light bulb moment happened. It really piqued my interest in organizational designs and structure that create a high-performing workforce. I began to connect the dots and explored innovative HR management solutions that are impactful, agile, customer-focused and operationally efficient. We have to modernize our competencies in order to be best equipped to do the HR work of the future.”

Ms. Armstrong gave detailed comments and insights on her vision for the future HR workforce, elaborating on how the field of “hiring” is much broader than it was in the past. “We need to understand the talent supply and demand equation and analyze competition to move from tactical sourcing to strategic sourcing. An aspect that we really need to understand is upskilling and reskilling our workforce as technologies evolve which demand new skills. We need to accelerate to a holistic, dynamic model for predictive workforce planning and talent analytics to enable smarter, more informed and real time decision making.”

“Artificial Intelligence and emerging technologies are all playing a major role in HC management. I guess I have attempted, on my own, to scope out those positions that would develop my strategic advisory and HR Information Systems (HRIS) skills. These skills have proven to be critical to my strategic development as compared to the purely transactional specialist’s skillset. Strategic advisory and HRIS competencies are the competencies of the future. The ability to harness the power of data to influence decision-making is necessary to develop the organization’s workforce strategy. Understanding what it takes to develop a talent pipeline, for instance, requires the HR specialist to look at historical data combined with new statistical insights to create a customized talent acquisition and talent management plan for their agency. Given today’s “War on Talent”, this makes data driven talent management more important than ever, this includes developing internal talent to fill mission critical and hard to fill roles. The HR specialist really has to be technologically grounded. They must be able to leverage smart technologies and digital capabilities to empower employees, managers, and HR specialists in order to focus on higher value work and optimize business processes instead of routine HR processes. At TSA, I recently led the transition from the legacy HC System to the cloud Infrastructure. This effort streamlined fragmented, duplicative systems, tools, and helpdesk management, giving HR Specialists tools that increased efficiency. This highlights the importance for HR strategic leaders to make sound resource decisions, oversee the deployment and scaling of new systems, and support the careers of their employees, including the HRIS workforce. As HR work switches from individual transactions to robotics enabled processing, HR leaders should reinforce processes that will add value and incorporate emerging technology into operational concepts and processes. We also need to maximize manpower resources to achieve HR requirements with greater transparency, accountability, and responsiveness to customer needs. The ability to become a stronger, value-adding strategic partner does not happen overnight. This type of professional development has always been a passion of mine.”

Strategic HC Vision and Valuable Career Insights (Continued) ***An Interview with Ms. Melody Armstrong***

Ms. Armstrong is also supportive of HR credentialing programs for the workforce. "Laying out the criteria for level setting competencies across the organizations is going to be a game changer. The DCPAS HR credentialing framework will require a certain level of proficiency in each area to achieve the expertise required to implement state-of-the-art human resources management practices. This is the one thing needed to professionalize the HR workforce. Credentialing requires a commitment to continuous learning. I believe that the rigor and discipline of credentialing paves the way to becoming a strategic advisor who can articulate the vision for HR and develop an effective strategy in line with mission needs."

Ms. Armstrong completed the Department of Defense Senior Leader Development Program (DSLDP) and graduated from the Army War College in Carlisle, PA where she earned a Master's Degree of Strategic Studies and a Joint Professional Military Education Phase II Diploma. She also holds a Master of Public Administration from Troy University in Troy AL.

Leadership Development

The White House Leadership Development Program

The White House Leadership Development Program (WHLDP) is an interagency leadership development program sponsored by the Executive Office of the President (EOP) and the President's Management Council. The WHLDP is a unique growth opportunity to develop high potential career GS-15s and equivalents to be the next generation of career senior executives.

The WHLDP started its first pilot cohort in 2015 as part of a broader commitment to invest in the civil service. It aims to strengthen enterprise leadership across the government by providing senior level federal employees with expanded perspectives and skillsets to address challenges facing the country. These increasingly complex challenges span agencies and jurisdictions, requiring senior leaders to work across agencies and organizational boundaries while leveraging networks and informal authorities to ensure the government continues to effectively deliver services to the American people.

WHLDP cohorts include up to 20 Fellows from across the Federal government for a 1-year placement assignment (October through September) in the National Capital Region. Placement assignments are within agencies associated with executing the President's Management Agenda and its Cross-Agency Priority (CAP) Goals. Additionally the Fellows participate as a cohort in weekly leadership development programming. A WHLDP fellowship is a non-reimbursable detail, so the parent organizations of selected fellows continue to fund the employee's salary and are responsible for any associated TDY costs.

The Deputy Secretary of executive agencies may nominate up to six employees to the program, who then compete with nominees from other agencies for the fellowship. DoD uses an internal selection process to identify eligible employees for nomination to this highly competitive program. Nominations are submitted through the DoD Components and are due to DCPAS in January (4th Estate organizations) or February (all others) for consideration by the DoD-wide selection board.

Interested employees can read more about the President's Management Agenda and CAP Goals here by reviewing the archives here:
<https://www.performance.gov/CAP/overview/>

More information about DoD's participation in the program is available on the DCPAS website:
<https://www.dcpas.osd.mil/learning/civilianleaderdevelopment/whitehouseleadership>



Human Resources Credentialing Recipients

Please join us and extend CONGRATULATIONS to our newly credentialed HR Specialists.

Level I for Employee Benefits Advisor (EBA)

- Roberto Agostini – DoD (DCPAS) – October 5
- Chavez Rodolfo – Air Force – October 5
- Elise Jones – Federal Election Commission – October 13
- Anthony Harris – DoD (DCPAS) – October 14
- Rim Radwam – DoD (DCPAS) – October 25

Level II for Employee Benefits Advisor (EBA)

- Delton Carmon – Navy – October 12
- Michelle Jones – Navy – October 12
- Tonya Cabarras – Navy – October 21

Level III for Employee Benefits Advisor (EBA)

- Anita Elkins – Air Force – September 30 – Recertification
- Marisa Andrews – Government Accounting Office (GAO) - October 7
- Jennifer Allison – Defense Finance and Accounting Service (DFAS) – October 20
- Yen-Vi Eickhoff – Navy – November 1

Level I for Injury Compensation Program Administrator (ICPA)

- Kiona Lish – Navy – October 5
- Shelia Bolling – Defense Commissary Agency (DeCA) – October 13
- Donna Alston – Defense Commissary Agency (DeCA) – October 19
- Michelle Lynn – Navy – October 26

Level II for Injury Compensation Program Administrator (ICPA)

- Jere Dee – Army – October 4
- Douglas Bowker – Defense Logistics Agency (DLA) - October 7
- Theresa Hoisington – Defense Logistics Agency (DLA) – October 7
- Chastity Dyer – Army – October 8
- Lisa Hart – Army – October 13
- Christopher Hester – Air Force – October 21



The HR Functional Community milSuite page!

The HR Functional Community milSuite page posts the latest news affecting your DoD HR Community! How about these latest topics: DHA extensions for critical needs in the healthcare occupational series, Injury Compensation Credentialing Program, Scholarships and Employment Programs future listings, noncompetitive reinstatements, and many more! Please bookmark this link so you can use it as a resource for the latest and greatest HR news! (<https://www.milsuite.mil/book/community/spaces/dodhrfc>)

