



Ms. Michelle LoweSolis
Human Resources Functional
Community Manager

Message from the Human Resources Functional Community Manager

As you all are well aware, there is quite a bit going on in the world today. For those of us in the Human Resources business, that means we are dealing with a lot of stress. We are dealing with the effects of a devastating pandemic that has killed more than 110,000 Americans. Some of you may have lost family members or friends. Some of you may have family or friends that have lost their jobs. Others are having to work on the front lines as essential workers.

All of us feel the impact as we are unable to do all the normal things we love to do, considering the risk associated with COVID-19. Also, we are celebrating many major life milestones virtually, or missing them altogether. We are experiencing an unprecedented time.

Then we bore witness to the death of Mr. George Floyd. The events over the past several weeks are a response to the injustice we witnessed. Many great Americans have fought and died in the quest to get the United States to become a more perfect union. These events – whether it is the death of George Floyd or Ahmaud Arbery or Breonna Taylor or many others – show us that we have so much more to do before we truly achieve our American ideals.

While sometimes it may not seem like it, progress is taking place. On June 9, the Senate confirmed General Charles Q. Brown Jr. as the 22nd Air Force Chief of Staff. He will be the first African American to become a Service Chief and serve as its highest-ranking officer. The Senate vote was unanimous. General Brown recently posted a video on race and his life living in two worlds – please check out this leader’s message if you have time: [Twitter](#) or [YouTube](#)

Finally, we made the hard decision to cancel our in-person Worldwide HR Training Event (WWHRTE) this year. It is unclear what the COVID-19 situation will be in August, and we do not want to put anyone in harm’s way. We are exploring a virtual session for later this year with an in-person WWHRTE projected for the Summer of 2021.

Please take care and stay safe. I look forward to when we can all get together again.

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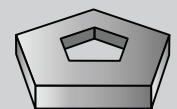
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Ms. Kelly Cruz
Staffing and Classification
Community of Practice Leader

DOD HR Staffing: *Deliberately Developing the Workforce*

Critical to the Department of Defense's (DOD) ability to meet current and future mission requirements is the deliberate development of its workforce. Staffing initiatives across DOD – most recently driven by the introduction of a competency model – are central to these efforts.

"Our HR professionals are involved in leadership conversations around Staffing that enable us to understand what the organization needs now, and what they will need in the future," said Ms. Kelly Cruz, Staffing and Classification Community of Practice Leader.

The DOD's HR Staffing program implements the National Defense Authorization Act authorities and policy updates that support hiring improvement goals. HR Staffing professionals are involved in recruiting, examining, selecting, and placing employees; performing job analysis; and conducting workforce planning and analysis. This expertise positions the HR Staffing team to advise DOD management on strategies for identifying, attracting, and retaining a high-quality and diverse workforce capable of accomplishing the organization's mission.

How the Competency Model is Shaping DOD HR Staffing

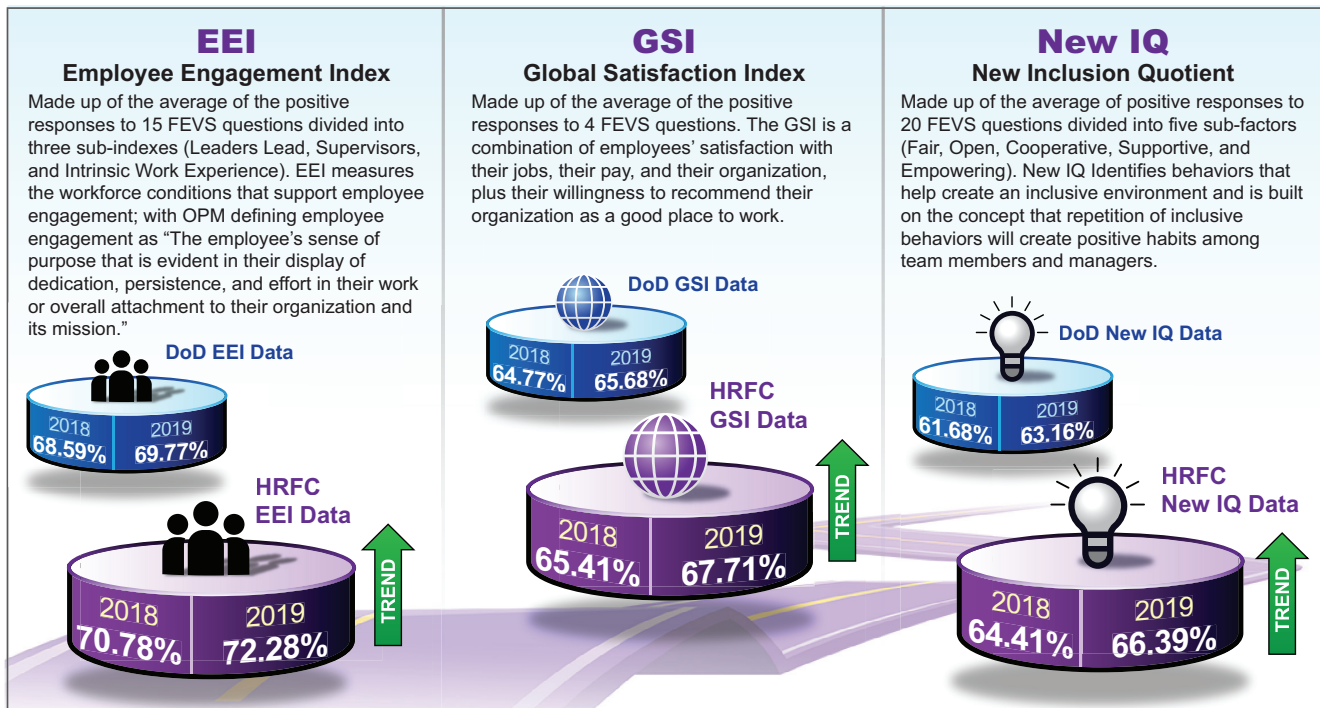
In the Human Resources field, competency models play an essential role in the selection, training, and appraisal of HR and other professionals, according to the Society for Human Resource Management. Additionally, competency models serve as a framework for defining and assessing hard and soft skills and a position's knowledge requirements; thus, representing a collection of required competencies that jointly define successful job performance. Organizations use competency models to help structure themselves and their teams by aligning their strategies with the requirements needed for successful performance. *(Continued on Page 3)*

FEVS Results Reflect Upward Trends for HR Functional Community

Federal Employee Viewpoint Survey: Empowering Employees, Inspiring Change

The Office of Personnel Management's (OPM) Federal Employee Viewpoint Survey (FEVS) serves as a tool for employees to share their perceptions in many critical areas, including their work experiences, agency, and leadership. Based on 2019 results, the HR Functional Community trends above DOD in the categories of Employee Engagement, Global Satisfaction, and New Inclusion.

Learn more: <https://www.opm.gov/fevs/>





The Army People Strategy: *Building Cohesive Teams, Ready to Win*

For the first time in Army history, the Army has a people strategy. The Army People Strategy is the roadmap for how the Army will acquire, develop, employ, and retain Soldiers and Civilians and maximize the talents of each person to enhance readiness. The Army is building a 21st-century talent-based personnel management system, reforming essential quality of life programs, and building cohesive teams that are ready, professional, diverse, and integrated for the Joint Force.

“Our people are foundational to readiness. The Army People Strategy established our vision and strategy for how we will acquire, develop, employ, and retain the best talent

in support of readiness. Moreover, the Army People Strategy is our roadmap for how we will modernize our approach to talent management,” said Dr. Todd Fore, Deputy Assistant Secretary of the Army (Civilian Personnel), Assistant Secretary of the Army (Manpower and Reserve Affairs).

The plan guides the Army to a future that powerfully bonds Soldiers and Civilians to one another in cohesive teams sharing the distinction as proud members of the most satisfied and engaged Federal workforce in the Nation. The civilian implementation plan to the Army People Strategy was published in May 2020. ■

To learn more about the Army People Strategy, go to <https://people.army.mil> or contact Mr. Edward Emden, Office of the Deputy Assistant Secretary of the Army (Civilian Personnel), Assistant Secretary of the Army (Manpower and Reserve Affairs), at 703-692-3318 or edward.c.emden.civ@mail.mil.

DOD HR Staffing: *Deliberately Developing the Workforce* (Continued from Page 2)

The HR Functional Community is developing competency models for Institutional Human Resources Management (I-HRM), Staffing, Injury Compensation, and Labor Relations in three phases: development, assessment and validation, and implementation. The Staffing competency model is in the validation phase.

In fall 2019, DOD Subject Matter Experts (SMEs) started developing the Staffing competency model, which captures the skills required to perform successfully as an HR Staffing specialist. Participants in this effort included the Army, Navy, Air Force, Defense Finance Accounting Service, Defense Logistics Agency, and Washington Headquarters Service.

“We learned so much from this community-based approach, and the SMEs reported tremendous benefit from working with their counterparts across DOD,” said Ms. Cruz.

The SMEs collaborated with DCPAS Industrial and Organizational Psychologists for about seven weeks to develop the competency model. Identified DOD HR Staffing competencies include synthesis and interpretation of HR guidance, HR Staffing advisory services, recruitment and placement processes, personnel action processing, and automated Staffing tools.

The Defense Civilian Personnel Advisory Service Basic Staffing Course is currently in development with rollout of the pilot level 1 certification course scheduled for August to October 2020. February 2021 is the target for implementation.

“Our objective is to ensure all of our professionals have the necessary training to continue to do their jobs effectively,” explained Cruz. “We are continuing to drive collaborative innovation, encourage cross-training, and build technical acumen.”

The future of the HR workforce is bright and filled with tremendous growth opportunities for the entire community. The DOD Staffing workforce is making marked progress, using its competency model to chart the path forward for ensuring the workforce has the desired proficiency levels.

The Staffing Community of Practice will continue examining various approaches for using the competency model to support future professional development endeavors. Working together, we will deliberately develop the Staffing workforce that is prepared to meet DOD's mission readiness requirements today and tomorrow. ■

Spotlight on Success



Ms. Chris Parrett

Advocating Change in Human Resources: Strategic Advisor Chris Parrett

A high-performing, effective human resources (HR) workforce is vital for a global organization of nearly a million people. Meeting this demand requires exceptionally skilled, ever-evolving HR professionals. Advocating for measurable change in the HR community is Ms. Chris Parrett. Deploying her more than 20 years of HR experience to create necessary reform for enterprise-wide solutions, she is currently serving as the Air Force representative on the DoD HR Transformation Team. Haven't heard of it? Keep reading!

Q: You currently are on an influential assignment with the HR Transformation Team. Tell us about the mission and some of the initiatives the team is working on.

A: *I have been on this assignment since September of 2018. We were originally stood up in 2017 when then-Secretary Mattis rolled out his Reform. This unique team gets to explore innovative HR solutions that are impactful, agile, customer-focused, and operationally efficient. Just a few initiatives we are working on:*

- **Legislative Reform:** Last year, we designed a framework to support major hiring, classification, and compensation legislation to streamline more than 60 pay plans and 40 special hiring authorities. The legislation resulted in Section 1109 in the FY2020 National Defense Authorization Act.
- **Improve Hiring:** After the DoD time-to-hire metrics were established, our team recognized that if areas needed to improve, it required working with partners external to the HR community. One of the biggest slowdowns in hiring is the investigative process. I was given the opportunity to lead the Security, Suitability, and Staffing Working Group that is working with stakeholders across the Federal Government to re-engineer more efficient ways to gather information, measure it, share it, and, most importantly, communicate it!
- **Policy Reform:**
We just started a project on how to revise and make policy issuance and HR knowledge more efficient and agile, impacting the handling of information in the future!

Q: You have had a wide variety of different positions in your career. How have these experiences added to your skill set and which positions were the most valuable? And, how do you see this aligning with the future of HR in the DOD?

A: *Each one of my positions have been extremely valuable to me. I have had positions directly in HR and in the Commands covering topics ranging from compensation, operations, manpower, budget, liaison, policy, suitability, and executive services and each one of them added a piece to the puzzle and continued building my knowledge foundation. Concerning aligning this to the future of HR in the DOD: We need leaders to encourage strategic thinking earlier in an HR career, encouraging growth and cross-functional assignments to complete that picture. We also need to create, again early on, data-driven decision makers. There is a lot afoot right now that I feel is really leading us in that direction, but more work is needed to become ingrained in the culture.*

Q: What do you find most satisfying about your current career? Can you also talk about your role as strategic advisor and describe a bit of what you do?

A: *Being able to get people excited about HR fuels my passion for being a leader in Human Resources. I love creating enterprise solutions; you must think strategically to become a strategic advisor. If you are truly strategic, you are thinking second, third, and even fourth order effects; how they impact everything; and how they improve Human Resources. Innovative and critical thinking are what my role is about.*

Q: You are HR certified - PHR, SHRM-CP. Explain how this is beneficial to your success and how it may benefit others?

A: *Honestly, I got my PHR because I intended to go back to the private sector when we returned to CONUS and certifications are highly valued. I realize now that how these certifications are structured are so valuable. Within the HR community, certifications do not just say I can take a test, I need to have the experience that backs it up too. Outside of the HR community, they give me street cred when I pass on my knowledge or when I advocate for initiatives to improve our HR performance – it says, I take HR seriously and so should you. ■*

Ms. Parrett earned a Master's degree in Business Management, with a focus on Organizational Development, and a Bachelor's degree in Political Science and History from Aquinas College in Grand Rapids, Michigan. She began her HR career in the private sector, moving up to management prior to accompanying her husband to Germany. She entered federal service as a GS-5 HR Assistant with the Army and held progressively more responsible HR roles in the Army, Navy, and Air Force, gaining an expanded skillset and earning her a GS-15 HR Business Reform Specialist on the HR Transformation Team. A mother of two boys, she is also an independent business owner and a volunteer with numerous community organizations.

Spotlight *on Success*



Ms. Takako Moore

No Roadblock too Great for this Determined HR Professional

The vision for the HR Functional Community is a network of Human Resources experts respected as business partners. To achieve that vision means deliberately developing the HR workforce that is needed tomorrow and in the future. This HR workforce will require forward-looking training for these forward-thinking professionals. One HR professional with her sights set on securing a prominent position in this community is Ms. Takako Moore.

Ms. Moore is currently a Human Resources Specialist, Labor and Employee Relations (LER), for the Naval Facilities Engineering Command (NAVFAC) Atlantic. Her career path to date can be described as a winding route marked by significant challenges that she has met head-on and conquered. It is her tenacity and determination to excel that earned her a coveted spot in the Defense Civilian Emerging Leader Program (DCELP).

This DOD program focuses on the future with a course of study designed for developing the next generation of leaders. DCELP training helps prepare participants for potential future leadership responsibilities and positions within DOD. Ms. Moore was endorsed to participate in DCELP as part of an HR cohort. DCELP is offered twice per year. One of those two offerings is specific to Financial Management, Human Resources, and Acquisition.

“Being selected for DCELP is a real honor. I expect that DCELP will be an eye-opening experience as I discover the traits necessary to progress to the next level of becoming a leader. This DOD-wide program will afford me the opportunity to gain a broader perspective and to meet and engage with other HR professionals across the department,” said Ms. Moore.

A new feature for the DCELP HR cohort is a pilot mentorship initiative. Ms. Moore is paired with the Labor and Employee Relations Director, Defense Civilian Personnel Advisory Service, Ms. Laura “Lex” Stanley. “Ms. Stanley has a wealth of experience in the LER industry having worked in HR for the Air Force and Navy and now at the DOD level,” said Ms. Moore. “She has already provided me great perspective on leading the LER community and tips on becoming an efficient leader.”

Asked why she applied for DCELP, she said, “One of the exciting aspects of my job is the role of advisor to supervisors and managers and how that guidance influences the workplace environment and impacts employee relations,” explained Ms. Moore. “I want to become an innovative leader in the HR community, especially in the LER discipline, and make a difference in the federal government workspace.”

She considers her work to defend a disputed HR action during a complex litigation case as one of her biggest career accomplishments. As a result of several long hours of extensive research and analysis, her advice and recommended actions to management were upheld.

Hard work and long hours are nothing new to Ms. Moore, who aggressively pursues educational and professional development opportunities, including two intense and inspiring Navy technical courses in the LER field. “I believe it is critical for HR Specialists to continually develop ourselves to improve our job performance. I am very fortunate that the NAVFAC leadership supports my development objectives and desire to be constantly challenged.”

A native of Japan, Ms. Moore grew up only speaking Japanese until she immigrated to the U.S. as a young adult. English was taught in school, but not regularly used. She began her federal service in 2007 as a language tech in the Housing Welcome Center of a Navy Fleet Activity in Yokosuka.

Moving back to the U.S., she decided to pursue a college education in the field of human resources. While working full time for the U.S. Navy, Ms. Moore also earned a Bachelor of Social Work degree (Summa Cum Laude) from Norfolk State University and an Associate of Social Science degree (Summa Cum Laude) from Tidewater Community College. She is quite proud of obtaining her undergraduate degree in her second language. “This accomplishment was the biggest influence on my career as a Labor and Employee Relations HR Specialist because it required good English writing skills.” ■

Ms. Takako Moore is Human Resource Specialist (Labor and Employee Relations) for the Naval Facilities Engineering Command (NAVFAC) Atlantic. Prior to NAVFAC, she held a similar position with the U.S. Fleet Forces Command Human Resources Office, Norfolk, Virginia. Previous federal service includes positions with NAVFAC Atlantic, NAVFAC Midwest, and Naval Health Clinic Great Lakes in Illinois. In 2014, Ms. Moore became a Certified Mentor Mediator for the Department of the Navy. She lives in Norfolk where she is very active in her church and its various ministries. Ms. Moore became a naturalized U.S. citizen in 2008.

Defense Civilian Emerging Leaders Program HR Cohort Emerging Leaders



Mr. Daniel Hester, DCPAS Deputy Director, visits with the emerging leaders of DCELP HR Cohort!

About the Defense Civilian Emerging Leaders Program

The Defense Civilian Emerging Leader Program (DCELP) is an enterprise DOD leader development program for GS-7 through GS-12 (or equivalent) civilians in DOD or other federal agencies. The program is comprised of a series of four one-week seminars, assessment tools, knowledge transfer activities, participant writing and briefing projects, and individual coaching (optional).

Using the DOD Civilian Leader Development Continuum as an underpinning, DCELP institutes a competency-based approach for the deliberate development of individuals selected to the program with emphasis on three key areas - Leading Self, Leading Teams and Projects, and Leading People. Simply put, DCELP provides its participants with the “power skills” needed to lead change, meet challenges – both known and unknown – and thrive in today’s government.

Visit <https://www.dcpas.osd.mil/CTD/Training> to learn more.



Stay in the Know



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Are you on milSuite and looking for a DoD Human Resources page? Have we got the site for you: the DoD Human Resources Functional Community page (<https://www.milsuite.mil/book/community/spaces/dodhrfc/>)! We are continuing to update this page with the latest data decks, DCPAS messages, and other useful information. Please check us out and join the conversation today! ■