



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, Ms. Michelle LoweSolis

SUBJECT: Human Resources Functional Community Newsletter, May 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 a preview of the new Defense Civilian Careers website, highlights from the HRFC Executive Council, information on various credentialing programs, and three employee Spotlights.

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

Attachments:
As stated



Ms. Michelle LoweSolis
Human Resources Functional
Community Manager

Message *from the* Human Resources Functional Community Manager

Leading Change

In our March HRFC newsletter, I laid out the five Executive Core Qualifications or ECQs – Leading Change, Leading People, Business Acumen, Results Driven and Building Coalitions. If you aspire to be a senior leader, it's essential for you to learn about these ECQs...and more importantly, for you to look for opportunities and experiences that will help you gain these competencies. In this newsletter, I'm going to tell you about Leading Change.

So what is Leading Change? This ECQ involves bringing about strategic change to meet organizational goals. Inherent in this ECQ is implementing an organizational vision and executing it in a continually changing environment. Key elements are creativity,

external awareness, flexibility, and strategic thinking. Clearly, we've had a lot of opportunity to lead change this past year with the onset of COVID-19. I'd like to share one recent example of Leading Change that I've witnessed in my two years at DCPAS. I can certainly share more!

Back in 2018, DCPAS commissioned a study and it confirmed that less than 20% of college students understand that there's opportunity in DoD outside of the military. They either equate DoD civilian service with uniformed military service...or they view federal employment, in general, as monotonous or bureaucratic. But the irony is DoD is one of the biggest employers in the country. We have over 600 occupations – everything from aircraft maintenance to software engineering to public affairs with everything in between. And we have a fantastic value proposition, particularly with the addition of 12 weeks of paid parental leave that was implemented last year.

Ms. Desiree Seifert and her brilliant Strategic Outreach and Recruiting team saw the need. We don't have a single central site where a student or prospective applicant can go to discover what civilian service is in the Department of Defense – what jobs we have and where those jobs are located. And the team set out to change that. First, they held a series of focus groups with HR and functional communities to build the foundation – our brand, our value proposition, who we are and why you'd want to work for DoD. Everything after that drew from this foundational work. If you happened to join the May 2021 DoD Recruiter's Symposium, then you got to see the very first demonstration of the Defense Civilian Careers website to an audience outside DCPAS. Once finalized, you will see open jobs across the Department and it will link you to the job announcement on USAJOBS. In the future, a college student from Virginia Tech or Trinity University will be able to find jobs at the Army Futures Command in Austin Texas...or at the Space Force in Colorado Springs. This site provides a portal into the DoD universe that you'd be happy to share with your friends and family.

Ms. Seifert and her team are bringing about strategic change to meet the Department's goal of recruiting and attracting talent; more importantly, they are integrating access to dozens of DoD sites to amplify our reach. And they've accomplished this change in a continually changing environment, demonstrating creativity, external awareness, flexibility, and strategic thinking. This is an example of Leading Change. I look forward to sharing Leading People with you next time! ■

Michelle LoweSolis
Director, Defense Civilian
Personnel Advisory Services

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Stay in the Know

*HR Functional
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Defense Civilian Careers Website Preview



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DOD Civilian Employment. Where Talent Makes Global Impact

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CAREERS



LOCATIONS



EMPLOYERS

EVENT | March 3, 2021

VIRTUAL CAREER FAIR
CyberCorps Scholarship for Service (SFS) Program [Virtual Career Fair](#), March 3-4, 2021.

NEWS | February 5, 2021

HEADER
Latest News Summary - linked to News/Events

EVENT | February 5, 2021

HEADER
Upcoming Event Summary - linked to News/Events










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WHERE WILL YOU FIND YOUR FIT?

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CIVILIAN CAREERS

The Department of Defense (DOD) is the employer of choice for nearly a million civilian workers across the globe. With over 675 different occupations, there are opportunities ranging from internships and entry-level openings to senior executive positions in 4800 locations worldwide. Ready to start your career or looking for a new opportunity? See why DOD is the Employer of Choice for people who are new to the workforce, are experienced professionals, or possess unique and highly specialized skills. Explore the opportunities and learn more about the types of jobs DOD has to offer. Where will you find your fit?



Acquisition and Contracting



Administrative Management and Support



Business, Industry, Program Management and Analysis



Cyber and Information Technology



Education



Engineering



Environmental Management



Facilities Engineering

Defense Civilian Careers Website Preview (Continued)

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WHO WE ARE

DOD Agencies and Featured Agency
Locations: U.S. and World
Job Exploration Tool

DOD AGENCIES AND FEATURED AGENCY

As America's largest employer, the Department of Defense (DOD) includes 33 Agencies and Components. DOD is supported by 950,000 civilian employees that work alongside our respected Service members and an expansive network of industry experts to tackle the world's largest challenges through public service.

While each Agency and Component has a unique mission, they work hand-in-hand to support each other to fulfill the mission of the DOD: To provide the military forces needed to deter war and ensure our Nation's security.

Where will you find your fit?

Defense Advanced Research Projects Agency (DARPA)

Defense Commissary Agency (DeCA)

Defense Contract Audit Agency (DCAA)

Defense Contract Management Agency (DCMA)

Defense Counterintelligence and Security Agency (DCSA)

DOD CIVILIAN CAREERS
DOD Civilian Employment. Where Talent Makes Global Impact

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WHO WE ARE

DOD Agencies and Featured Agency
Locations: U.S. and World
Job Exploration Tool

LOCATIONS: U.S. AND WORLD

The mission and impact of the Department of Defense (DOD) spans the globe with thousands of locations. Whether you want to be in the hustle and bustle of a large city, experience the quieter life of a rural area, be close to family and friends, or explore a new country and culture, DOD has a place for you. Where will you find your fit?

Use the interactive map below to learn more about the towns, cities and countries where DOD is located and which locations offer any current job opportunities.

A Farwell to One of Our Own



Mr. Christopher A. Kapellas *Acting Director, Human Resources Directorate Washington Headquarters Services (WHS)*

Under Christopher “Kappy” Kapellas, the Human Resources Directorate (HRD) became an organization leading change. Throughout his time as HRD Director, Mr. Kapellas stressed the importance of change management, and the organization responded, flexing through re-organizations and process changes while striving to become a preeminent human resources service provider within the federal government.

After 44 years of combined military and civilian service, including the last nine as HRD, Director Kapellas will retire in May.

“I’ve always admired each of you as you adapt to the most recent priority and work to achieve it,” Director Kapellas said in a March 26 message to his employees announcing his retirement. “You’re a strong team. Individually excellent but together you are entirely unstoppable.”

He began his military career in 1982, serving with the U.S. Air Force as a senior command pilot, diplomat, intelligence officer, and staff officer before rising to the rank of colonel. He was commander of the 497th Combat Training Squadron and commander of the 497th Air Expeditionary Group, responsible for Operation Commando Sling, a multi-lateral flying training program in Southeast Asia. He served as chief of the United States Air Force Base Realignment and Closure Branch (BRAC) during the 2005 round of BRAC.

In 2006, Director Kapellas retired from the military and took positions with the Under Secretary of Defense for Policy and the Under Secretary of Defense for Comptroller before coming to WHS in 2012.

“While in the military it was often said your best command was at the squadron level because you had such a personal connection with those you led. When you moved up in rank you moved further away from the people,” Director Kapellas said. “In civilian personnel life that is not the case.”

Ms. Mary Kay Byers will become supervisor of supervisors for HRD at WHS, as the directorate stands up its contact center and begins to morph into a structure fitting within a Shared Service Center construct. “There are exciting times ahead for WHS and HRD,” Director Kapellas said. “The pace of change is increasing and I will sorely miss being part of it.”

Mr. Christopher A. Kapellas was appointed the Acting Director, Human Resources Directorate on July 27, 2015 and managed the Washington Headquarters Services (WHS) Human Resources (HR) activities, providing HR services for approximately 6,000 civilians and over 2,800 military personnel, including to the Office of the Secretary of Defense (OSD) and other serviced Defense Agencies and DoD Field Activities.

Mr. Kapellas holds a master’s degree in Political Science from Midwestern State University, Texas; and a Bachelor’s Degree in Far Eastern Area Studies from the United States Air Force Academy, Colorado, graduating as the outstanding cadet in a far eastern language; Chinese. Mr. Kapellas is also a graduate of Air Command and Staff College and the Air War College, Alabama, and the Federal Executive Institute. ■



Highlights from the HRFC Executive Council

The goal of the HRFC Executive Council is to institutionalize effective, enterprise-wide, and technical certification programs for HR professionals, and provide support and advocacy for DoD-wide HR priorities. The HRFC Executive Council meets biannually and met recently on 29 April 2021.

The agenda for the April Council covered a range of topics to include a decision point on HR Information Systems (HRIS) as a potential Community of Practice (CoP), updates on existing curricula and credentialing programs, and the completion of the competency model for HR Strategic Advisors.

After demonstrating that the Department lacks a common understanding of HRIS competencies and that we need to deliberately develop our HRIS professionals in order to support strategic objectives and enable a data centric, culture, the Council unanimously agreed to press forward with establishing and developing an HRIS CoP.

Another noteworthy discussion was the completion of Phase I and Phase II of the competency development model for the HR Strategic Advisor. The next phase is implementation and will include:

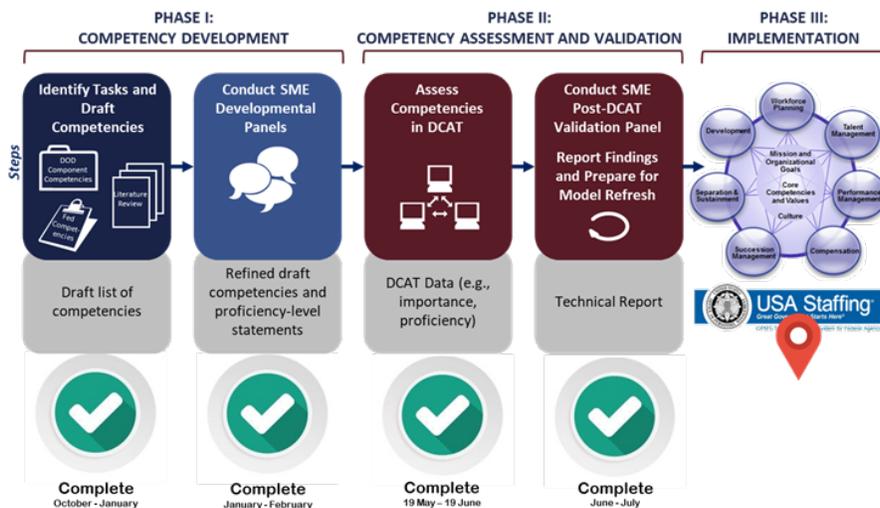
- Researching, developing and aligning (new/existing) training content;
- Developing curricula & assessments, where appropriate;
- Developing an HR Strategic Advisor career path that will represent a road map that shows:
 - (1) how personnel will typically advance through a career,
 - (2) competencies at each career stage, and
 - (3) suggested activities, such as developmental activities and formal training, that strengthen competencies; and

The next HRFC Executive Council will be in November, much more to follow! ■

CoP Highlight: Labor and Employee Relations Credentialing Program

HR Labor and Employee Relations encompasses work that involves establishing and maintaining effective relationships – including the use of non-traditional collaborative approaches – with labor organizations that represent Federal employees, negotiating and administering labor agreements, and providing guidance and consultation to management on a variety of labor relations matters.

The Labor & Employee Relations Credentialing program is a voluntary DoD program designed to ensure that DoD LER practitioners acquire standardized, up-to-date, and professionally developed materials to help navigate this challenging field. A combined one-week Basic Labor and Employee Relations program is under development and expected to be piloted later this year. Being developed are separate Level II and Level III Labor Relations and Employee Relations programs. In order to complete these programs, participants will have to demonstrate a comprehensive understanding and application of sound Labor and Employee relations principles concerning collective bargaining, contract administration, and addressing employee performance and conduct related issues. ■



HRFC Community of Practice Training, Curricula, and Credentialing

Through this newsletter we intend to communicate and socialize our ongoing work. Here we provide updates on where the Department is with Community or Practice (CoP) training, curricula, and credentialing efforts. Currently, we have active efforts in the functional areas of: Benefits & Work Life, Injury Compensation, Staffing, Labor & Employee Relations, HR Strategic Advisor, and Classification.

During this FY, we expect to launch credentialing programs for all three levels (I, II, III) of Injury Compensation along with Staffing and Labor Relations at Level I.

For each of these initiatives we certainly need your advocacy and support.

Injury Compensation

- Level I and Level II - Pilots complete
- Level I and Level II - Exams have been implemented
- Level I and Level II - Curriculum Development is complete
- Level I – Injury Compensation Program Administrator credential is complete
- Level III – Curriculum Development will be complete by end of FY21, 4th Quarter

Staffing

- Level I - On track for full implementation by end of FY21, 4th Quarter
- Level II & III - Curriculum Development will begin FY22, 1st Quarter

Classification

- Level I - Credentialing Development projected for completion FY22, 2nd Quarter
- Level II - Curriculum Development projected to begin FY22, 1st Quarter

Labor Relations

- Existing Basic Employee Relations and Basic Labor Relations curriculum under review/revision
- Level I - Credentialing Development projected for completion FY21, 4th Quarter
- Level II - Credentialing Development projected for completion FY22, 1st Quarter
- Level III - Curriculum Development projected to begin FY22, 1st Quarter

Employee Relations

- Level I - Credentialing Development projected for completion FY21, 4th Quarter
- Level II - Curriculum Development projected to begin FY22, 1st Quarter
- Level III - Curriculum Development projected to begin FY22, 3rd Quarter



Leadership Development



DOD Enterprise Leader Development (LD) Programs

DoD Enterprise leader development training enables a diverse cadre of high performing, and results-oriented civilian leaders to develop strategic leadership competencies that will allow them to increase their influence, lead effectively in increasingly complex environments, and take others to the next level. The DoD LD training programs also ensure continuity of leadership and organizations that drive transformation and continuous improvement across the enterprise.

There are 5 DoD Enterprise LD programs: Defense Civilian Emerging Leader Program (DCELP), Executive Leadership Development Program (ELDP), Defense Senior Leader Development Program (DSLDP), White House Leadership Development Program (WHLDP), and the Vanguard Senior Executive Development Program (Vanguard). More information can be found at: <https://www.dcpas.osd.mil/CTD/Training> ■

HR Basic Labor and Employee Relations Credentialing Update

DCPAS' Labor Relations Line of Business (LOB) is finalizing their review of the courses for the Level I Basic Labor and Employee Relations curricula. They have drafted a plan that covers both the pilot and full implementation. During the pilot, the curriculum and assessment materials will be rolled out and evaluated. The schedule is still to be determined. The curriculum for prospective courses is as follows: ■

HR Labor Relations Credentialing Program
Level 1: Basic Labor and Employee Relations
<p>Lesson 1: Introduction</p> <p>Lesson 2: Labor and Employee Relations – The Practitioner, Management and the Law</p> <p>Lesson 3: The Fundamentals of Discipline</p> <p>Lesson 4: Probationary and Trail Periods</p> <p>Lesson 5: Conduct-Based Actions</p> <p>Lesson 6: Performance-Based Actions</p> <p>Lesson 7: Selecting and Framing a Charge.</p> <p>Lesson 8: Leave Issues</p> <p>Lesson 9: Medical Issues and Reasonable Accommodations</p> <p>Lesson 10: The Federal Service Labor-Management Relations Statute</p> <p>Lesson 11: Duty to Bargain</p> <p>Lesson 12: Negotiated Grievance Procedures</p> <p>Lesson 13: Official Time</p> <p>Lesson 14: Contract Administration</p>

Defense Senior Leader Development Program (DSLDP)



The Defense Senior Leader Development Program (DSLDP) is the Department of Defense (DoD) enterprise program to develop senior civilian leaders to excel in the 21st century joint, interagency, and multi-national environment. The program provides learning opportunities to enable the deliberate development of a diverse cadre of senior leaders with the enterprise wide perspective and competencies needed to lead organizations, people, and programs and achieve results in the joint, interagency, and multi-national environment. DSLDP is designed to prepare high performing civilian leaders, in grades GS-14/15 or equivalent, who possess the potential, aspiration and motivation to serve as senior executives, with a competency based approach for the deliberate development of experience and capability for enterprise-wide success. The program elements include a

Professional Military Education at a Senior Service School, Defense-Focused Leadership Seminars, and Individual Development opportunities that include executive mentoring, coaching, assessments, and experiential assignments. DSLDP has adapted the COVID-19 environment through remote delivery. Visit <https://www.dcpas.osd.mil/CTD/Training> to learn more about the program or to apply!

A HRFC shout out goes to Ms. Amber Tucker, Employee Relations Specialist, DCPAS.

Ms. Tucker was selected and began DSLDP Cohort 2021 on 26 January 2021

Congratulations Amber! ■

Graduate Spotlight: Cohort 2019 Defense Senior Leader Development Program (DSLDP)



Ms. Felisa Rorie

Deputy to the Adjutant Officer at U.S. Army

Ms. Felisa Rorie is a recent graduate of the 2019 Defense Senior Leader Development Program (DSLDP). For Ms. Rorie DSLDP entailed two years, one at War College and then another as part of a follow on experiential assignment as the Special Assistant to the Deputy Assistant Secretary of Defense, Civilian Personnel Policy (DASD/PPP).

Before DSLDP, multiple cyber missions and career direction often required an “out of the box” mentality. Cyber missions required Ms. Rorie to apply strategic knowledge in the development cyber strategies. Her leadership challenged her to think about next steps before they became necessary. She was compelled to think strategically in order to advance Army and Department cyber missions in the personnel arena. Her attitude and resilience made her an excellent candidate for DSLDP and the Army Cyber Command selected Ms. Rorie for the celebrated leadership development opportunity because of her drive and divergent thinking.

During her experimental assignment, Ms. Rorie worked for Ms. Anita Blair (then the DASD/PPP) to support National Defense Authorization Act (NDAA) initiatives. Ms. Rorie applied her strategic knowledge and demonstrated strong integration and collaboration skills working with leadership, peers, subordinates, and across the Human Resources lines of business (LOB) to progress initiatives enterprise-wide. She was able to nurture relationships and build upon them to improve hiring and retention practices and integrate cyber Congressional requirements supporting the national mission command center on joint ventures across the department. This work allowed her to pull cyber command, the Services and USD (P&R) together to achieve unified strategy in support of the NDAA.

Her education and experience, War College studies, and her experimental assignment have expanded her leadership competencies, proficiency and exposed her to human capital strategies needed to support the long-term objectives of DoD.

After graduation, Ms. Rorie began a new journey as the Deputy to the Army Adjutant Officer. Congratulations are in order for the successful completion of a prestigious leadership program and a new position.

Ms. Rorie is a Department-level human resources leader, advisor and innovator with 23 years of experience in roles of increasing scope and responsibility to support populations exceeding 2.9M+ globally dispersed personnel. A recognized innovator, consistently formulate and implement agency-wide personnel programs, which positively shape agencies and enabled the accomplishment of their short- and long-term objectives. Stand ready to leverage honed skills and superior leadership style to oversee all human capital programs for agency with tens of thousands of personnel, while developing and implementing forward-thinking initiatives to enhance staffing and support overall objectives.

For information on all DoD Enterprise Leader Development (LD) programs, please visit <https://www.dcpas.osd.mil/CTD/Training>. ■



Spotlight: *Ms. Gina M. Gammick*



Chief of Staff Human Resources Transformation Team and Senior Strategic Advisor to the Director, DCPAS

Are interns important to our HR mission? Looking at the work journey of Ms. Gina Gammick the answer is a resounding, yes!

In 2002, Ms. Gammick entered the Air Force as a Palace Acquire (PAQ) Intern. Since, Ms. Gammick has served in several manpower and personnel positions, including assignments at the base, major command, field operating agency, combatant command, and Headquarters, Air Force.

Prior to her current position, she held positions as the Executive Director, Manpower, Personnel and Services at a major command and the Force Support Career Field Manager and Deputy Division Chief, Force Support Career Field Management and Personnel Readiness.

Ms. Gammick is running a very important process for DoD with the Human Resources Transformation Team (HRTT). The purpose of the HRTT is to explore and develop innovative HR management solutions that are impactful, agile, customer-focused and operationally efficient. The team functions as the enterprise HR management “think tank” for DoD and investigates the latest solutions, theories, and practices from industry, academia, and across the federal space.

The team is working on many substantial initiatives that change DoD Human Resources dramatically.

Special Initiatives include:

- **HR SERVICE DELIVERY** – With numerous independent HR service providers throughout DoD, creating enterprise-wide method to define types of services and collect, monitor and analyze performance, customer satisfaction, and cost data to deliver the ability for customers to make informed choices about selecting a HR service provider to meet their need.
- **HIRING IMPROVEMENT** – Supporting the development of enterprise-wide Time-to-Hire metrics to provide standardized reporting on performance and improve the quality and timeliness of hiring
- **APPLICANT TRANSPARENCY** - Hiring improvement sub-project: A joint effort with the Defense Counterintelligence Security Agency (DCSA) to improve the security and suitability processes
- **AGILE POLICY** - Developing policy issuance model that will reduce 90% of HR policies and reduce the time required in the implementation process
- **INFORMATION SHARING** – Stemming from the Agile Policy project, designing an enterprise HR Knowledge Center to be a one-stop shop for HR-related topics
- **STANDARD HUMAN CAPITAL METRICS** - With 60+ pay plans in DoD, developing enterprise-wide performance metrics to assess existing Alternative Personnel Systems

If interested in these projects or other HR Transformational efforts, please contact Gina at gina.m.gammick.civ@mail.mil for more information.

Ms. Gina M. Gammick is the Chief of Staff for the Human Resources Transformation Team (HRTT) and a Senior Strategic Advisor to the Director, DCPAS. She’s responsible for leading the HRTT, comprised of representatives throughout the DoD HR enterprise with expert technical knowledge and skills, to analyze problems and collaboratively develop better solutions to enhance DoD HR performance. The team undertakes projects aligned to priorities of the National Defense Strategy, the National Defense Business Operations Plan, and the DoD Civilian Human Capital Operating Plan and develops new methodologies, legislative proposals, knowledge management mechanisms, standardized processes, best practices, toolkits and continual improvement initiatives for enterprise-wide implementation.

Ms. Gammick came to the Air Force as a PALACE Acquire Intern. She has served in several manpower and personnel positions, including assignments at the base, major command, field operating agency, combatant command, and Headquarters, Air Force. Prior to her current position, she held positions as the Executive Director, Manpower, Personnel and Services for Air Force Special Operations Command (AFSOC) and the Force Support Career Field Manager and Deputy Division Chief, Force Support Career Field Management and Personnel Readiness. ■

Human Resources Credentialing Recipients



Congratulations!

Level III for Employee Benefits Advisor

- Darlene Fitzwater – DoD (Defense Logistics Agency), April 5, 2021
- Darren Rechel – DoD (DCPAS) April 21, 2021

Level I for ICPA – Injury Compensation Program Administrator

- Chasity Verdejo - Army (Army Benefits Center), February 12, 2021
- Lisa M. Hart - Army (Army Benefits Center), February 19, 2021
- Patricia Patch - Army (Army Benefits Center), February 26, 2021
- Dee, Jere Dee - Army (Army Benefits Center), March 1, 2021
- Donna Estep - DoD (Defense Logistics Agency), April 6, 2021
- Douglas Bowker - DoD (Defense Logistics Agency), April 27, 2021
- Shena Carter - DoD NC Army National Guard, May 7, 2021
- Tammie Wewers - Army (Army Benefits Center), May 14, 2021 ■

Defense Civilian Emerging Leaders Program (DCELP)

DCELP is the enterprise DoD leader development program for GS-7 through GS-12 (or equivalent) career civilians in DoD or other Federal Agencies. The program is comprised of a series of 4 one-week in-resident sessions, assessment tools, knowledge transfer activities, participant writing and briefing projects, and individual coaching. The program concentrates on the five terminal learning objectives of Know Self, Express Self, Build Teams, Lead People, and Understand the DoD.

A HRFC shout out goes to Ms. Jazmin Garcia, HR Specialist, Navy.

Ms. Garcia graduated DCELP Cohort 12 (Team 4) on 20 May 2021

Congratulations Jazmin!



Do You Know Where to Go to Find the Latest News About the Human Resources Functional Community?



Be sure to check out milSuite and look for the DOD Human Resources Functional Community page (<https://www.milsuite.mil/book/community/spaces/dodhrfc>). This page is continually updated with the latest data decks, DCPAS messages, and other useful information. We hope you will visit soon, get to know your community, and join the conversation! ■