



# DEPARTMENT OF DEFENSE HUMAN RESOURCES FUNCTIONAL COMMUNITY CHARTER

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## **MISSION**

The mission of the Department of Defense (DoD) Human Resources Functional Community (HRFC) is to implement Strategic Human Capital Planning (SHCP) through the design, development, and establishment of workforce policies and procedures to facilitate decision making in support of the civilian Human Resources (HR) workforce.

## **VISION**

A community of HR experts respected as strategic business partners in the development and support of the Total Force and the achievement of the goals and objectives of the National Defense Strategy.

## **AUTHORITY**

DoD Instruction 1400.25, Volume 250, "DoD Civilian Personnel Management System: Civilian Strategic Human Capital Planning (SHCP)," June 7, 2016.

## **SCOPE**

As the designated Office of the Secretary of Defense (OSD) Functional Community Manager (OFCM) for HR, the Director, Defense Civilian Personnel Advisory Service (DCPAS) is charged to integrate competency and evidence based SHCP into the full spectrum of life-cycle management for employees within the HRFC and to confer with the SHCP Division, OSD or command leadership, manpower authorities, DoD Component functional community managers, Component Integrators (CIs), HR, and manpower and financial management consultants. This support is to the Department's civilian workforce identified in the following occupational series:

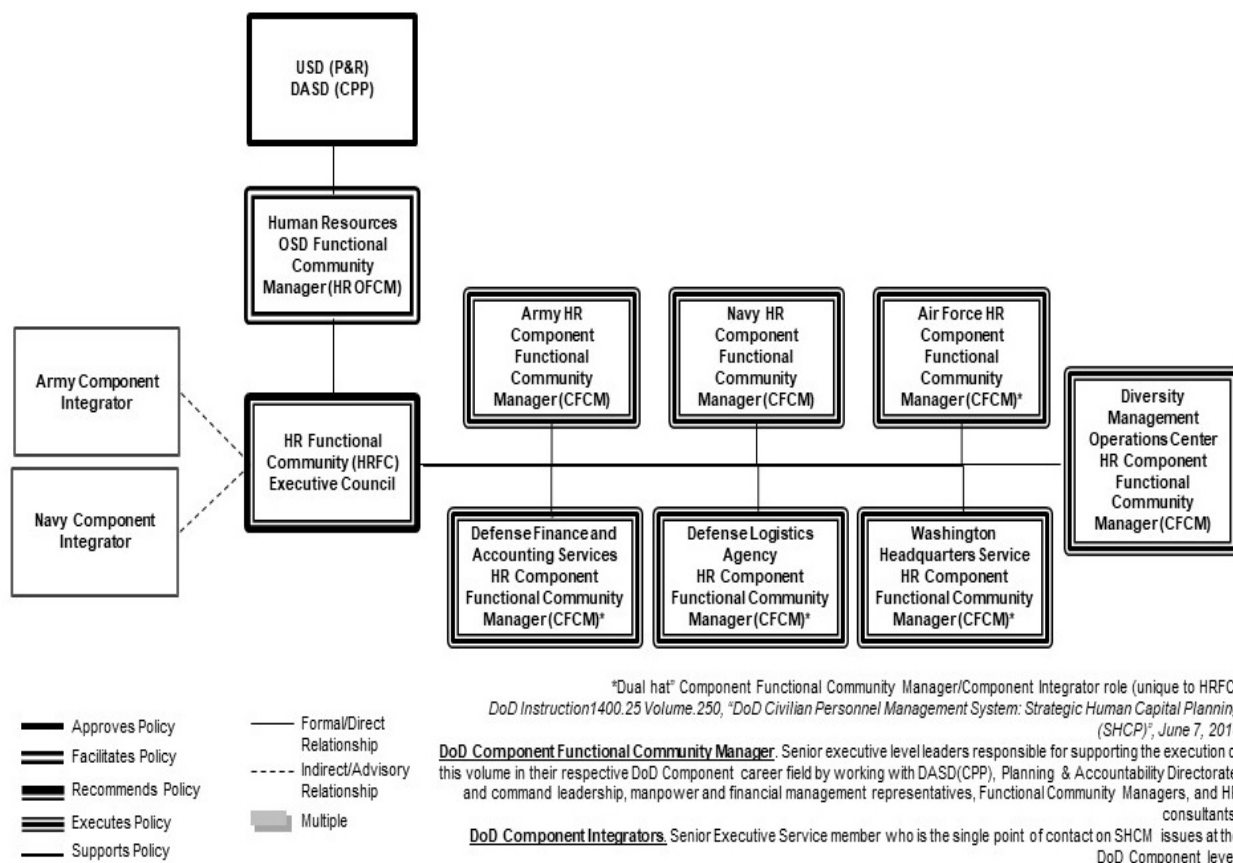
- 0201 – Human Resources Management
- 0203 – Human Resources Assistance
- 0260 – Equal Employment Opportunity
- 0299 – Human Resources Management Student
- 0360 – Equal Opportunity Compliance
- 0361 – Equal Opportunity Assistance

## **FUNCTIONS**

1. Enable the execution of a competency and evidence-based SHCP process resulting in HR community and technical area strategic goals with measurable outcomes.
2. Review and recommend appropriate functional community structure, mission critical occupations, and resources for functional community workforce requirements.
3. Monitor current and projected mission requirements (both expeditionary and non-expeditionary), environmental influences, recruitment, attrition and retirement trends, and workload forecasts to identify current and future functional community manpower requirements.
4. Identify and assess recruitment, development, and retention strategies to fill workforce gaps and assist HR practitioners' progress and meet professional standards.
5. Institutionalize community wide HR technical credentialing programs with curriculum based on DoD validated competency models.
6. Develop and implement strategies to mitigate identified workforce and competency gaps, including training, education, and professional development, career paths and applicable career roadmaps.
7. Facilitate the development and assessment of Department wide technical area competencies for HR practitioners against those needed for successful mission accomplishment.
8. Monitor, analyze and assess the HR community for environmental influences, manpower needs, staffing rates, workforce climate, and to identify workforce gaps.
9. Identify and elevate strategic human capital planning topics of Department wide decisional nature to the Deputy Assistant Secretary of Defense for Civilian Personnel Policy (DASD(CPP)) and DoD Functional Community Manager Executive Council as necessary.
10. Participate, share, and leverage Department, interagency, and private sector strategic human capital planning forums and activities to advance the HRFC.
11. Review DoD Component SHCP solutions, to ensure alignment with budget planning (e.g., competency models, hiring methods, and training programs), to avoid duplication and leverage efficiencies through functional community-wide solutions.
12. Focused collaboration to communicate and socialize Department wide HRFC news, events, initiatives, and best practices.

## ORGANIZATION AND MEMBERSHIP

1. HRFC Executive Council. The HRFC Executive Council is a Department council which meets biannually to ensure effective Functional Community management in the areas of leadership and governance, workforce planning, resource planning, and workforce development by implementing competency and evidence-based SHCP through the design, development and establishment of workforce policies and procedures to identify gaps, resolve issues, determine priorities, and facilitate decision-making in support of the civilian HR workforce. Chaired by the OSD HRFC Manager, the members serve as the senior HRFC advising body. When applicable, the HRFC Executive Council forwards recommendations through the OSD HRFC Manager for DASD(CPP) review and coordination with appropriate DoD staff. The council is comprised of primary (voting) and advisory (non-voting) members.



- a. **Primary Members.** The HR Component Functional Community Managers serve as the primary members. HR Component Functional Community Managers are the Senior Executive functional community leaders responsible for supporting DoD SHCP execution and whose focus is the SHCP of the civilian HR workforce:

- 1) Director, Civilian Human Resources Agency (Department of the Army)
- 2) Director, Human Resources Operations (Department of the Navy)
- 3) Director, Civilian Force Management (Department of the Air Force)
- 4) Chief Human Resources Officer (Washington Headquarters Services)
- 5) Director of Human Resources (Defense Finance and Accounting Service)
- 6) Executive Director, Human Resources (Defense Logistics Agency)
- 7) Director, Diversity Management Operations Center (Defense Human Resources Activity)

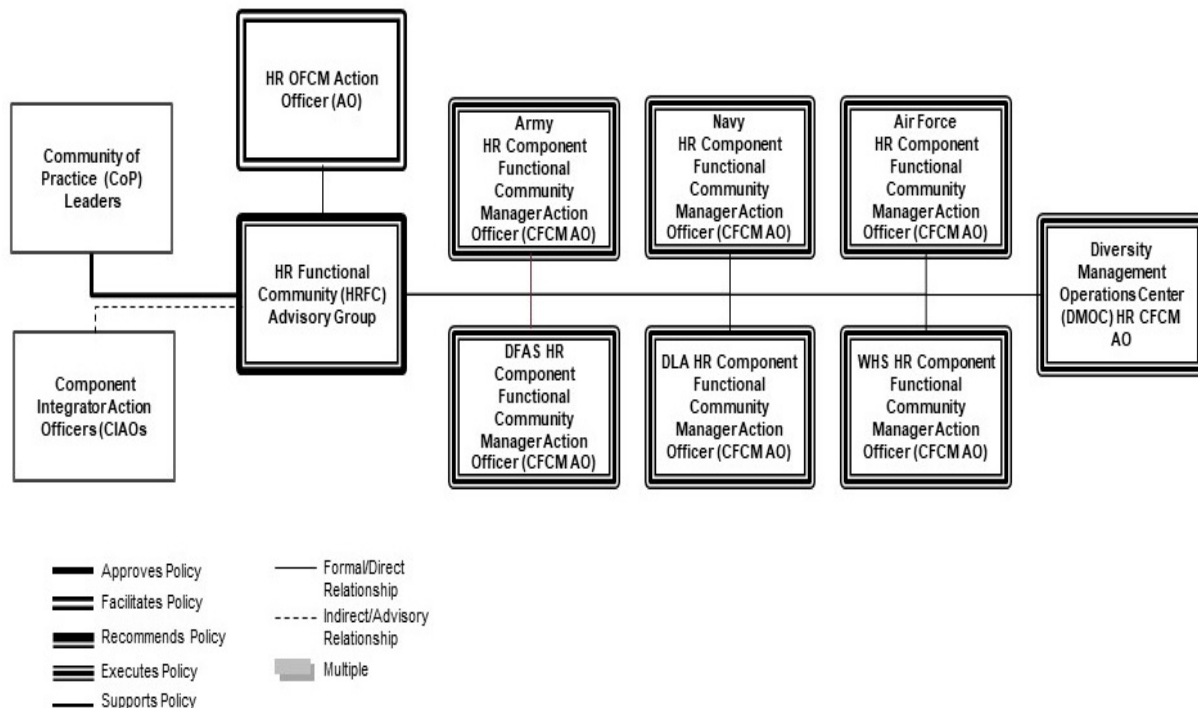
*Note: Washington Headquarters Service serves as the representative for the Defense Agencies and the DoD Field Activities, except the Defense Finance and Accounting Service, the Defense Logistics Agency, and the Diversity Management Operations Center.*

b. **Advisory Members.** DoD CIs are the single point of contact across all functional communities at the DoD Component level for SHCP issues. In support of their integration role, DoD CIs serve in an advisory role to functional community councils, to include the HRFC Executive Council. Within the HRFC, most HR Component Functional Community Managers are dual-hatted and serve as the CI for their Components. The Department of the Army and the Department of the Navy are exceptions with the following positions designated as CIs:

- 1) Deputy Assistant Secretary of the Army (Civilian Personnel)
- 2) Deputy Assistant Secretary of the Navy (Civilian Personnel)

c. **Other Members.** Other advisory senior leaders by HRFC Manager invitation.

2. **HRFC Advisory Group.** The HRFC Advisory Group is a DoD HR advising body, which meets biannually for the purpose of developing recommendations to the HRFC Executive Council. The HRFC Advisory Group reviews DoD Component SHCP solutions to ensure alignment with resource planning and to avoid duplication and leverage efficiencies. The HRFC Advisory Group is chaired by the OFCM HRFC Action Officer and is comprised of primary (voting) and advisory (non-voting) members.



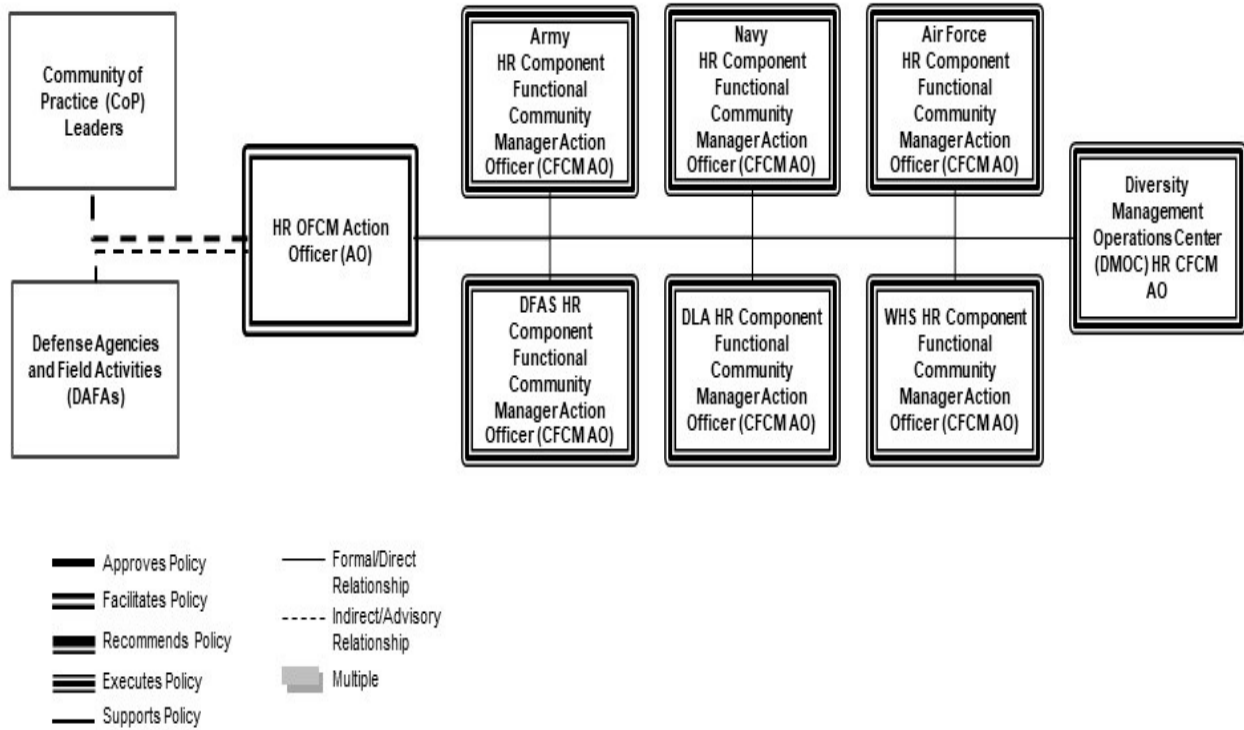
a. Primary members.

- 1) HRFC Component Action Officers as appointed by each HRFC Executive Council member. The HRFC Action Officer convenes the Action Officers monthly to synchronize HRFC workforce planning operations; this meeting is referred to as the “HRFC Action Officer Sync.”
- 2) Community of Practice (CoP) leaders. The CoP leaders provide an essential, critical link between HRFC strategic planning and training, education, and professional development execution for their respective technical areas. The duties of the CoP in HRFC governance are detailed in Paragraph 5.

b. Advisory members.

- 1) CI Action Officers. The CI Action Officers are the single HR point of contact on SHCP issues at the DoD Component.
  - 2) Other Members. Other advisory participants by HRFC Action Officer invitation.
3. HRFC DoD Component Action Officer Sync. The HRFC Action Officer convenes the DoD Component Action Officers monthly to: ensure effective functional community management and oversight, synchronize HRFC workforce planning

operations, communicate Component initiatives, and share best practices. This meeting is referred to as the “HRFC DoD Action Officer Sync.”



- a. Primary members. HRFC Component Action Officers as appointed by each HRFC Executive Council member.
- b. Advisory members.
  - 1) CoP leaders. The CoP leaders provide an essential, critical link between HRFC strategic planning and training, education, and professional development execution for their respective technical areas.
  - 2) Defense Agencies and Field Activities members.
    - a) Defense Contract Audit Agency
    - b) Defense Contract Management Agency
    - c) Missile Defense Agency
    - d) Defense Health Agency
    - e) Defense Threat Reduction Agency
    - f) Department of Defense Education Activity
- c. Other Members. Other advisory senior leaders by HRFC Action Officer invitation.

4. HRFC Working Groups. The HRFC Action Officer may establish working groups to support the HRFC Advisory Group or special HRFC initiatives. The HRFC Advisory Group primary members recommend the working group composition to the HRFC Action Officer for consideration.
  
5. HRFC CoP Groups. The Department’s HRFC is comprised of HR technical areas, each focusing on a specific technical aspect of HR lifecycle/work. To create cohesion and consistency in HR operational execution across the Department, each HR technical area forms a CoP. Appointed by the OSD HRFC Manager, CoP leaders are senior DoD HR technical area experts responsible to contribute to SHCP efforts and execute workforce initiatives; HR training, education, and professional development; and HR credentialing programs for their designated technical area. The functions of each of the HR CoPs are broad and encompass both the development and interpretation of Federal and DoD policy for their HR technical area, as well as advising the HRFC on the development of the technical area’s workforce. CoP Leaders convene a minimum of two CoP working groups per year to support the functional community and their technical area's SHCP and training, education, and professional development efforts.

<b>Human Capital Strategy (Planning &amp; Accountability)</b>	Strategic Planning and Data Analysis: Developing data-driven strategies for workforce management, change management, and employee engagement to ensure the organization is properly sized and shaped with the right competencies. <b>(LOB 1)</b>  Accountability: Developing “Strategic Foresight Capability” by delivering data driven insight to manage and provide sustainable program improvements and to ensure adherence to merit systems principles by providing comprehensive accountability oversight and analysis of Human Capital policies and HR performance outcomes. <b>(LOB 1)</b>
<b>Employment &amp; Compensation</b>	Developing and executing strategies to successfully identify, recruit, and hire high-quality candidates to fill vacancies and to assist in shaping the workforce. <b>(LOB 2)</b>
<b>Benefits &amp; Work Life</b>	Administering all federal benefits programs (e.g. healthcare, retirement, life insurance, injury and unemployment compensation etc.) and work life programs to include: telework, work place flexibilities, employee assistance and other health and wellness programs. <b>(LOB 3)</b>
<b>Talent Development</b>	Overseeing, executing and influencing the purposeful growth of an agile, diverse, highly-skilled, and future-focused civilian workforce, leveraging innovative training, education, and professional development opportunities in alignment with national defense strategies and DoD human capital planning. <b>(LOB 4)</b>
<b>Labor &amp; Employee Relations</b>	Promoting, developing, and delivering a wide range of definitive Labor and Employee Relations policies, training, consultation, and operational support solutions that maximize the effectiveness and efficiency of the service, promote a high performance culture, protect national security, and support the warfighter. <b>(LOB 5)</b>
<b>Diversity, Equity, Inclusion &amp; Accessibility (DEIA)</b>	Developing and implementing comprehensive, integrated, and strategic focus on diversity, equity, and inclusion as key components when applying human capital strategies and employing solutions in a workplace where all are valued and inspired to perform at their fullest potential. <b>(DMOC)</b>
<b>Human Resources Information Systems (HRIS)</b>	Identifying and analyzing HR processes, translating functional requirements into technical requirements, and delivering and maintaining HR information systems. <b>(ESI)</b>
<b>Executive Services</b>	Providing enterprise-wide solutions and policies for complex executive talent, performance, compensation, and development programs. Creating efficiencies through streamlined concentrated process reviews focused on a common architecture and approach. Creating and implementing strategies through collaboration with key partners. Focusing on equipping the current and next generation of executive resources specialists for success. <b>(DERMO)</b> .

- a. CoP leaders provide an essential, critical link between HRFC strategic planning and training, education, and professional development execution for their respective technical areas. CoP leaders, in support of their respective technical area, will:
  - 1) Communicate, coordinate, and collaborate frequently within the HRFC Advisory Group as to the state of the strategic environment, workforce and demographic diversity trends, competency assessments, and competency, staffing (loss rate), and workforce climate gap analyses to ensure workforce initiatives address current and future mission requirements.
  - 2) Lead the initial or refresh of current, relevant DoD competency models as prescribed by DCPAS, Planning & Accountability Directorate.
  - 3) Lead the initial or refresh of the following strategic human capital planning and training, education, and professional development products aligned with current, relevant DoD competency models, in accordance with HRFC standards.
    - a) Curriculum development;
    - b) Credentialing programs;
    - c) Career paths;
    - d) Career Roadmaps; and
    - e) Human Capital Operating Plans
- b. Communicate, coordinate, and collaborate frequently within their respective working group to ensure situational awareness and understanding of the current and future HR mission requirements.
- c. Publish significant technical area events to the HRFC calendar.
- d. Promote a learning culture that encourages and supports supervisor advocacy and employee participation in technical training, education, and professional development programs and assignments.
- e. Consult and collaborate with other CoP leaders and HRFC advisory group members in support of the HRFC goals.
- f. Support HRFC Action Officer and HRFC team requests for subject matter experts necessary for competency assessments, selection panels, and other meetings.

#### **ADMINISTRATIVE SUPPORT**

The HRFC staff, under the supervision of the HRFC Action Officer, provide and/or coordinate HRFC governance staff support and services.

#### **COMMUNICATION & CORRESPONDENCE**

The OSD HRFC Manager and HRFC Action Officer will provide updates within existing DoD HR governance structures. Email correspondence is the primary means to communicate to the HRFC governance structure. The milSuite site at



<https://www.milsuite.mil/book/community/spaces/dodhrfc/overview> will serve as the primary repository.

### **MEETING & TIME COMMITMENT**

All meetings (1) biannual HRFC Executive Council, (2) biannual HRFC Advisory Group, and (3) monthly HRFC Component Action Officer Sync will typically range from 1-3 hours in length. All meetings will support virtual attendance via DoD/Defense Manpower Data Center approved services. Ad hoc meetings are scheduled as needed.

### **EFFECTIVE DATE AND AMENDMENTS**

This charter is effective immediately upon approval by the undersigned and remains in effect until modified or rescinded. Charter review and renewal will occur every 3 years, or upon a change of an OSD HRFC Manager.

Daniel J. Hester  
Director, Defense Civilian Personnel Advisory  
Service and OSD Human Resources  
Functional Community Manager