



# NEWSLETTER

VOLUME 3 | ISSUE 6 | NOVEMBER 2022

*Bimonthly newsletter published for the HRFC*



DEPARTMENT OF DEFENSE HUMAN RESOURCES FUNCTIONAL COMMUNITY

## ***This Month: Diversity, Equity, Inclusion, and Accessibility***

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# Message from the Human Resources Functional Community Manager

Hello, everyone! Welcome to the November 2022 issue of our Human Resources Functional Community (HRFC) Newsletter. A part of our HRFC mission is to keep you abreast of current initiatives in our community. Therefore, I am delighted to continuously update you on current HR workforce initiatives, programs, and upcoming events.

In this issue, we are honored to highlight DoD's efforts to integrate the principles of Diversity, Equity, Inclusion, and Accessibility (DEIA) across the Department's policies, practices, and programs. Executive Order 14035, "DEIA in the Federal Workforce," issued on June 25, 2021, directed Federal agencies to promote DEIA in the Federal workforce. As such, there are several priorities the Department, along with all Federal agencies, will undertake to increase transparency and accountability on monitoring and evaluating DEIA to determine whether, and to what extent, DoD practices result in equitable employment outcomes and if actions are required to help overcome systemic societal and organizational barriers.

This is not an easy endeavor for any organization, particularly for one of the largest employers in the world. As we are big, there is much competition, and this strategic imperative involves terms that are only recently being defined. However, it is worth the effort as identifying, attracting, and retaining a highly-skilled, diverse workforce is an absolute necessity to advance and sustain the Total Force. By promoting and cultivating a diverse workforce, the Department is both better equipped to equally serve and defend all people and to achieve better organization outcomes to include: better performance and production, innovation, and increased retention.

I encourage all of you to read our DoD Instruction 1020.05, "DoD Diversity and Inclusion Management Program," effective September 9, 2020. This instruction establishes policy, assigns responsibilities, and provides direction for development and maintenance of the DoD Diversity and Inclusion Management Programs; provides procedures for implementation; establishes responsibilities; and provides data collection and reporting requirements to measure and statistically validate the progress and effectiveness of the Department's efforts.

This is our last issue of the year and it is teeming with great information and content! Finally, I remind you that if there is a topic that you would like to see featured in an upcoming HRFC Newsletter, please let us know. We want to hear from you!

As always, thank you in advance for your contribution, commitment, and support to our outstanding HR functional community! I wish you Happy Holidays and we'll see you in 2023!



*Daniel J. Hester*  
Director, Defense Civilian  
Personnel Advisory Service

[DoD Instruction 1020.05 DoD Diversity and Inclusion Management Program \(2020\)](#)

[E.O. 14035 Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce \(2021\)](#)

[DoD Diversity, Equity, Inclusion, and Accessibility Strategic Plan 2022-2023](#)

## Diversity, Equity, and Inclusion Strategies Across the Department of Defense – A Foundational Principle at Every Level

The Diversity Management Operations Center, Diversity and Inclusion Directorate

As a Department charged with defending the country, including the ideals that comprise American democracy, the Department of Defense (DoD) has a strategic imperative for implementing Diversity, Equity, and Inclusion (DEI) at every level of our mission.

A foundational premise in The Declaration of Independence states, "We hold these truths to be self-evident that all men are created equal, and are endowed by their Creator, with certain unalienable rights..." Therefore, the concepts of freedom, justice, and inclusivity are embedded within the American blueprint. Liberty, or freedom, incorporate one's ability to be their authentic self which is a core concept of inclusivity. The pursuit of goals supporting one's individual or collective well-being correlates to the concept of equitable access and opportunity. The idea that everyone has unalienable rights means no one is excluded, regardless of their cultural background.

American founders deemed these principles "self-evident," but DEI professionals utilize evidence based on data analytics and imperial research to influence leaders to act on the value proposition of these principles by applying them to the Department's policies, practices, and programs. By integrating DEI, the Department is equipped to equally serve and defend all people represented in the national population. The iconic words of The Declaration establishes the ethical grounds to be a more diverse, equitable, and inclusive workforce. Additionally, there is a business case for the Department's prioritization of DEI as normal operations. McKinsey & Company reports diversity in executive teams makes them stronger and "the most diverse companies are now more likely than ever to outperform less diverse peers on profitability" (McKinsey & Company, [Diversity Wins: How Inclusion Matters](#)). Research also indicates companies that encourage DEI strategies exhibit the following improvements in their organizations:

- Higher productivity and better employee performance
- Increased creativity and innovation
- Less turnover/higher retention
- Higher employee morale and overall well-being

Secretary of Defense Lloyd J. Austin, III emphasized DEI as a priority in the Department in his [March 4, 2021, Message to the Force](#). Specifically, Secretary Austin noted inclusivity is essential to "drive innovative solutions across the enterprise and create a constructive environment in which every person has the space to contribute fully." Behaviors contrary to inclusivity "undermine our readiness" and put effectiveness at risk.

As the largest employer in the United States, the Department must pay careful attention to work cultures, employment trends, and performance indicators with the power to turn off interest or detract from operations particularly in science, technology, engineering, and mathematics. Diversifying the Department and establishing more equitable and inclusive practices is not about filling quotas. It is not about reaching numeric goals for hiring and promoting or lowering performance standards. Instead, DEI principles are strategic imperatives. It supports effective business strategies to increase the Department's access to human resource pools and talent pipelines. It is a plan for the nation's future success to attract leaders, recruit talent, and retain expertise. Finally, it is a core value that coincides with the Department's ability to ensure warfighting capabilities and maintain a competitive edge in national security for generations to come.

## Operationalizing Diversity, Equity, and Inclusion

The Diversity Management Operations Center, Diversity and Inclusion Directorate

The demographics of the nation's workforce continue to change as it is becoming more racially and ethnically diverse. For the Department, identifying, attracting, and retaining a highly-skilled workforce is necessary to advance and sustain the Total Force. Organizations that excel in DEI produce better outcomes and while the DoD is making progress in advancing DEI, there is a need to focus more intently on the following areas:

- **Fixating on "Status Quo"– Locked into processes, not solutions**
- **Failing to have shared vision or understanding – "Not my job"**
- **Labeling DEI initiatives as sidebars, social programs, or checking the box**
- **Clashing between organizational, personal, and professional cultures**
- **Ensuring accountability for operationalizing DEI throughout the workforce**

Leadership must be committed to transforming the culture to operationalize DEI strategies. In the March 4, 2021, Secretary of Defense [Message to the Force](#), Secretary of Defense Lloyd J. Austin, III cites priorities encapsulating a Department-wide responsibility of "Taking Care of Our People" by embracing "diversity of backgrounds, experiences, and thought because the Department values building DEI into all aspects of our work and in everything we do." The Diversity Management Operations Center (DMOC), Diversity and Inclusion (D&I) Directorate leads the Department in executing the Seven D&I Lines of Effort (LOE) designed to transform the agency's strategic goals into effective objectives that produce deliberate DEI results:

**LOE 1: Engagement Strategy ROI:** DMOC D&I utilizes and expands techniques to improve DoD's engagement that will target, recruit, and attract marginalized communities to mission critical occupations.

**Outcome:** Maximize Reach in Underrepresented Communities

**LOE 2: Diversity and Inclusion Building Capacity:** DMOC D&I creates diverse panels for hiring boards to help recruit and attract a diverse workforce in the DoD.

**Outcome:** Institutionalize D&I Talents / Leadership Capabilities

**LOE 3: Historically Black Colleges and Universities (HBCUs)/Minority Serving Institutions (MSIs) Engagement:**

DMOC D&I increases awareness of employment opportunities, internships, apprenticeships, and scholarships with students who graduate from HBCUs and MSIs.

**Outcome:** Increase Mission Critical Talent Pool

**LOE 4: STEM Sustainability:** DMOC D&I creates partnerships with non-Federal entities like the Society of American Indian Government Employees (SAIGE), Federal Asian Pacific American Council (FAPAC), BEYA STEM Conference, and Greater Minds in STEM (GMIS) that recruits STEM talent to grow pipeline of diverse workforce for future warfighting requirements.

**Outcome:** Advance STEM Capabilities for Mission Readiness

**LOE 5: Strategic Communication:** DMOC D&I sustains DEI as a DoD profession with training, curriculum, and credentialing to speak in a unified voice.

**Outcome:** Speak in "One Voice"

**LOE 6: Policy Integration:** DMOC D&I prioritizes DoD's DEI objectives into policies, practices, and programs making it "normal operations."

**Outcome:** D&I Institutionalized as "Normal Ops"

**LOE 7: Assessment and Evaluation:** DMOC D&I tracks metrics and monitors progress towards DoD's objectives for accountability and to reassess decisions and future actions.

**Outcome:** Accountability and Commitment Realized

## DEI STRATEGIC PARTNERSHIPS



- **Internal Partnerships**
  - Groups within the DoD who speak in "one voice" to influence a broader impact, support leadership in their responsibility to embed DEI concepts into daily mission operations and shape the DoD DEI community.
- **External Partnerships**
  - Bring immense value in setting the benchmark and helping to identify DEI opportunities within the DoD.
- **Leadership at all Levels**
  - Understanding the systemic challenges of their employees and community. Welcoming and creating DEI in the workplace. Tackling issues around equity, including policies.

*The DMOC strategic partners (internal and external to the DoD) collaborating on DEI efforts and issues.*

# The Conference Board's Diversity, Equity, and Inclusion Institute

## Diversity, Equity & Inclusion Institute Community Page

The Conference Board's [Diversity, Equity, and Inclusion \(DEI\) Institute](#) is one of eleven Institutes under the Human Capital Center umbrella. The DEI Institute serves as a central hub for DEI experts and exceptional practitioners worldwide to share their work and discuss race, social justice, neurodiversity, women's health, disability, allyship, and other topics relevant to some of the priorities that your workforce cares about most. Our goal is to help create workplaces committed to inclusion, equity, and belonging.

Join over 2,000 HR practitioners for robust discussion around Diversity, Equity & Inclusion on our HCC Community page. With your [myTCB login](#) you can start a discussion, join a discussion, or simply observe conversations taking place across our eleven Institutes. Right now, our subscribers are asking questions around [DEI Education and Awareness Platforms, Sponsorship Programs](#) and shared experiences around [DE&I Exhaustion](#). Access the HCC DE&I Institute Community pages to have your questions answered in real time!

### New Research

There are five generations of people in the U.S. workforce. Organizations are better able to respond to the increasingly diverse workforce when taking into consideration the complexities of age, life, and career cycles. The most effective DEI initiatives will focus on multigenerational collaborative efforts. Check out our recent report, [The Multigenerational Workforce: Making Age Diversity Part of Your Organization's People Strategy](#), to gain insight into some of the main issues emerging for workers at different life and/or career stages.

### Working Group Opportunities

We are launching a working group opportunity for DEI practitioners in November. We are partnering with The University of California-Hastings Center for Work-Life Law (WLL), which has received funding from Walmart to work with 30 companies to refine best practices and scale-up its Bias Interrupters program: Evidence-based, metrics-driven tools for interrupting racial and gender bias in informal workplace interactions and HR systems. The Bias Interrupters program was developed to address the problem, documented by WLL's studies of six different industries, that a company's business systems (e.g., performance evaluation or hiring interview processes) reflect the bias of people traditionally hired and result in the continued hiring and promotion of similar people. Corporate diversity programs often fail because companies do not analyze the impact of their business systems and use an evidence-based, metrics-driven approach to eradicate bias.

As workplaces cope with the realities of an economic downturn, existing DEI challenges among different groups of employees may become more visible and provide significant opportunities for action. Employee groups (also called employee resource groups) are an excellent resource to help organizations during times of crisis and change. In our latest executive summary, [Employee Groups as a Crucial Resource for Organizations and Leaders](#), we recommend organizations partner with their employee groups to support employees and inform organization-wide strategies and communications. Read the summary [here](#).

When we launch, there will be four cohorts of approximately eight organizations each. Our purpose, when we meet with you, is to discuss which one you think would fit best:

### Upcoming Conference

The Conference Board's [Diversity, Equity & Inclusion Conference](#) serves as a platform for exceptional practitioners worldwide to share their work and discuss race, social justice, neurodiversity, women's health, disability, allyship, and other topics relevant to some of the priorities that your workforce cares about most. We invite you to join us on the essential journey to create workplaces committed to inclusion, equity, and belonging. DEI professionals' work is never-ending, and we join with the community to create an event that addresses their most current challenges and celebrates their achievements. December 01- 02 (New York), register [here](#).

- Performance Evaluations
- Hiring
- Access to Opportunities/Assignments
- Informal Workplace Interactions

To learn about our Working Group opportunities and the Diversity, Equity & Inclusion Institute, please reach out to Nina Young ([nina.young@conference-board.org](mailto:nina.young@conference-board.org)) and Stephen Economy ([stephen.economy@conference-board.org](mailto:stephen.economy@conference-board.org)) for more information.

### On-Demand Webcast

As the landscape around DEI continues to take center stage, how can your organization evaluate how to best approach it? In this webcast, [Achieving DEI Goals Through Transparency](#), Trusaic's Chief Legal Officer Joanna Kim-Brunetti will go over the recommended DEI metrics to track in support of CSR reporting and specifically outline the steps involved in ascending the DEI maturity model. Watch the recording [here](#).

For more information about The Conference Board's Human Capital Center, please visit <https://www.conference-board.org/us/human-capital>. The May 2022 issue of the HRFC Newsletter, available at <https://www.milsuite.mil/book/docs/DOC-1152477>, also featured The Conference Board, including information on how all DoD civilians can become a member.

## Jimmie H. Vaughn Honored in Alma Mater's Celebration of Color Ceremony

The true impact of implementing DEIA principles can perhaps best be envisioned in the personal story of one of DCPAS's most beloved leaders, Ms. Jimmie H. Vaughn. Below, Ms. Vaughn publically recalls some of her professional and personal experiences as a Black woman leading up to enrollment and graduation from West Texas State University, now West Texas A&M University, as relayed during her alma mater's recent "Celebration of Color" ceremony.

On September 30, 2022, Ms. Jimmie H. Vaughn, Associate Director, Talent Development and Chief, Career and Professional Development, returned to the maroon and white halls of her undergraduate alma mater, West Texas (WT) A&M University in Canyon, Texas, to participate in a "Celebration of Color" ceremony. The event, hosted by the university's Office for Diversity and Inclusion during Homecoming Week, was the second such event held by WT to honor its diverse alumni. Last year, the University honored some of its first Black graduates during a "[Celebrating 60 Years of Integration](#)" dinner. According to West Texas's Chief Diversity and Inclusion Officer, the purpose behind this year's event was to expand the previous event and "[...pay tribute to WT alumni of color who have made an enormous impact professionally and in their communities.](#)" With more than 40 years of experience in the Federal government, including 27 years with DCPAS, the University chose to honor Ms. Vaughn because she has been "[... a trailblazer since graduating from WT. Our students can look to her to see what's possible in their future.](#)"

During the event, Ms. Vaughn and three of her fellow alumni recalled their experiences in a video played for attendees throughout the dinner. In the video, Ms. Vaughn said that she recognized early on the value of education. "We lost our mother when we were very young and my father never remarried. As the eldest, I ended up running the household for my sister and my brother... so I knew the importance of getting an education. I also knew how hard it would be to make sure that we did everything we needed to do and be the best that we could be."

In addition to caring for her younger siblings, Ms. Vaughn and her family lived through segregation. "I grew up in a segregated community in Amarillo, [Texas] and only if you've experienced it, can you fully understand it." While the neighborhood she grew up in was a tight-knit community (she called it her "village"), Ms. Vaughn shared that segregation presented many daily challenges and obstacles. "Yes, segregation had been outlawed, but it still existed in the early 1960s, not that long ago," she said. "It existed in schools, which were separate but not equal; in restaurants, where I was not allowed to sit at a downtown lunch counter as a black person; in public restrooms, where the words "Colored" and "White Only" were displayed in bright and in living color; and in baseball stadiums, where my father and I were relegated to sit in the "Colored" section and use the restrooms in a small designated area. At the same time, my alma mater was not admitting Blacks to attend the university."

However, circumstances were slowly changing. In early 1960, a Black man who had been denied admission to WT took his case to court. In February 1960, the U.S. District Judge "[...found that Texas' attempt to maintain racially exclusionary colleges \[was\] unconstitutional.](#)" That fall, the first Black students enrolled in West Texas A&M University. After attending Amarillo Junior College, Ms. Vaughn joined the burgeoning WT community in 1970.

Ms. Vaughn was drawn to WT for several reasons. First, it was located near her family home. Ms. Vaughn had always dreamed of attending college, but living on campus incurred an expense that her family could not afford. Ms. Vaughn commuted to WT until she secured financial aid during the second semester of her first year. Second, WT provided a friendly and accommodating process for settling new students into an environment that offered a variety of degree programs like Education and the Fine Arts and Humanities, which were her primary interests. Ms. Vaughn considers herself a "teacher at heart," and found a home at WT where the Thirty-first Texas Legislature had, in 1909, authorized it as the first state school specifically for the education of teachers.

During her second year, Ms. Vaughn continued working at the campus library and off campus cleaning the house of someone from the WT community. She found time to participate in extracurricular activities including theater acting and presenting on academic topics. She also became the only Black woman to serve as Chair of the WT Fashion Board during her tenure.

In fact, her WT Fashion Board leadership experiences eventually led to her participation in the famous [EBONY Fashion Fairs](#) sponsored by the National Association for the Advancement of Colored People (NAACP)!



—Photo By Statner  
 A fashion seminar conducted by April Lawrence, a former model in Paris and New York, will be held in the Activities Center Saturday. The seminar is sponsored by the Student Activities Council.

In 1972, Ms. Vaughn joined the ranks of other illustrious WT alumni, including numerous artists, athletes, educators, and politicians, when she earned a bachelor's degree in Education. Little did she know then that she would walk down that aisle again 38 years later, but this time alongside the President of the University as its first African American to give the commencement address at WTAMU's Centennial Commencement. "To this day, I continue to relive that moment when I marched up that long aisle with a wide smile upon my face toward the stage to be presented as the Commencement Speaker. That feeling of pride was not personal nor boastful, but rather recognition of the many Blacks who had come before me, the strides and accomplishments made by people of color, and the public recognition and acceptance by the University. That was a Proud Day!"



### Planning Ebony fashion show

The Ebony Fashion Fair is scheduled for 8 p.m. March 20 in the Civic Center Auditorium. Claudia Stuart, left, is general chairman of the event, and Jimmie Vaughn, ticket chairman. The NAACP is sponsoring the fashion extravaganza to benefit

It was the education Ms. Vaughn received at WT that paved the road to the DoD. "Working within the DoD, I have had a chance to travel the world. *The world*. Now who would have thought? But education was the key. It gave me that opportunity. I've lived in Europe. I've traveled through Europe while working. I was a spokesperson with the U.S. Army Europe. I had my own American Forces Network studio time in Frankfurt, Germany!" Ms. Vaughn would also go on to graduate from the U.S. Army War College, or as she put it, "One of the most professionally life-changing experiences for me." Ms. Vaughn considers it an honor to have been given the opportunity to earn a Master's in Strategic Studies alongside her military counterparts for whom she has the utmost respect. "Being accepted as a student at WT provided me with the foundation that would support me in the future. WT would be a launching pad for my professional career for years to come."

Ms. Vaughn couldn't be more thrilled with the progress being made by her alma mater. "I really think it's great that the University has now done so many things. I mean, I was just excited to hear that there was a Diversity & Inclusion Office where I grew up!" In fact, diversity and inclusion has been integrated throughout the University's long-term plan, "[WT 125: From the Panhandle of the World](#)," which seeks to understand the hopes and dreams of the region's youth over the next 100 years. As Ms. Vaughn told the audience, this work is critical not only in education, but also in the Federal government. "This [Diversity & Inclusion] is a major area in terms of what we do [at the DoD] and how we ensure that what we do as it relates to diversity and inclusion and engagement and accessibility is done in such a way that it makes a difference in the lives of our workforce, both active duty military and civilians."

*"Working within the DoD, I have had a chance to travel the world. The world. Now who would have thought? But education was the key."*

At DCPAS, Ms. Vaughn manages programs that shape the DoD learning landscape through policies and strategies that support training, education and professional development for the civilian workforce. Moreover, she oversees the use of developmental tools such as coaching, mentoring, and enterprise-level broadening initiatives to include rotational programs, managerial & supervisory training, and DoD Acculturation. Prior to her AD role in Talent Development at DCPAS, Ms. Vaughn served as a National Security Professional in the DoD National Security Professional Development Management Office in DCPAS, what was then the Civilian Personnel Management Service. Prior to working at DCPAS, Ms. Vaughn served throughout Department of the Army in various assignments in locations to include HQs Army Materiel Command, Depot Systems at Tooele Army Depot, Utah; Military District of Washington; U.S. Army-Europe. In addition to her bachelor's degree in Education from West Texas, Ms. Vaughn earned a Master's Degree in Strategic Studies from the U.S. Army War College and also holds a Master of Public Administration from American University.

## Inaugural HRFC Advisory Group Meeting

The DoD Instruction 1400.25, Volume 250, "DoD Civilian Personnel Management System: Civilian Strategic Human Capital Planning (SHCP)," June 7, 2016, establishes and implements policy, establishes procedures, provides guidelines and model programs, delegates authority, and assigns responsibilities regarding civilian personnel management within the DoD. It is policy that *OSD Functional Community Managers (OFCMs)* and *DoD Component Functional Community Managers (DoD CFCMs)* are responsible for SHCP for assigned occupations within the civilian workforce.

The governance structure of the HRFC is codified in our recently updated Department of Defense Functional Community Charter, and on September 20, 2022, the HRFC hosted our inaugural Advisory Group Meeting. The

## HR Transformation Dojos

In early 2022, the office of the Defense Assistant Secretary of Defense (DASD) for Civilian Personnel Policy (CPP), the Human Resources Functional Community (HRFC), and the Human Resources Transformation Team (HRTT) partnered to conceptualize and launch a series of HR Transformation workshops. Our initial approach was a palatable way to offer the HRFC transformation training without being overly burdensome and so we chose to apply a "Dojo" concept facilitated by a transformation expert and coach, Ms. Andrea Wagenbach.

Dojo, which means "place of the way" in Japanese, is a word often used in the field of martial arts to indicate a training facility or space. However, other fields have adopted the term to denote an immersive learning environment or experience designed to accelerate enterprise transformation. For example, software development teams commonly refer to "Dojos" as an immersive learning space where software teams learn modern engineering and Agile practices. In the context of software, cross-functional teams work with a coach who understands the "big picture" to build real products from their backlog in "hyper sprints," typically two-and-a-half-day sprints over twelve sprint cycles (i.e., six weeks).

The format for a "Dojo" can and does vary (e.g., challenges led by coaches in hyper sprints; short workshops designed to offer education and exposure to coaches; etc.). However, regardless of the format, the key features of any "Dojo" are: engaging with the community; coaching (internal to the organization, not outside consultants) cross-functional teams to learn modern practices together in a continuous, hands-on immersive learning environment (typically in person); and empowering "Dojo" participants to become agents of change to scale transformation across the organization.

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 from throughout the Department. Topics discussed during our September meeting included: the development of our Functional Community Maturity Model; a framed discussion on suitability adjudication and trusted workforce 2.0; and the sustainment strategies for our HR technical area credentialing programs.

The HRFC Charter is available at:  
<https://www.milsuite.mil/book/docs/DOC-1183179>

For the HRFC, the idea was to enable the HRFC to grow and accelerate HR transformation across the DoD-wide enterprise by providing hands-on learning opportunities to DoD HR practitioners on modern HR transformation practices to support efficient and effective SHCP. Throughout each dojo, participants were also encouraged to provide suggestions on how the framework could better engage, empower, and motivate the people, who are often the most important and most challenging part of the transformation at large.

The purpose was a short series to build a mind-set that embraces and creates a culture of continuous change. The desired outcome, in the short-term, was empowering HR practitioners to provide suggestions and develop and implement change initiatives and in the long term, spiking an interest in technical and educational paths that may lead to certifications, such as: Quality/Organizational Excellence, Program/Project Management, and/or Six Sigma.

The knowledge level of the participants with regard to organizational transformation varied. Those with more experience in transformation and continuous process improvement offered valuable insight gleaned from past experiences and projects such as pain points and measures of success. Those with little or no experience with organizational transformation were able to gain insight on what transformation entails in mindset, some tools, and examples of success.

The team is currently analyzing the lessons learned from the first part of the pilot and determining when and if the remaining three workshops (each consisting of six Dojos) will be offered. We will continue to update you on the HRFC Transformation Dojo journey!

For more information about the HRTT, please see the "The Human Resources Transformation Team Welcomes Melissa Rubenstein!" on page 9.

# HRFC DOD COMPONENT UPDATES

## The 5 W's of Recent Air Force Barrier Analyses Working Groups – An Overview

Francesca Nice, Force Support Career Field Team

### **Gen. Charles Q. Brown, Jr., Chief of Staff of the Air Force**

"I want the wisdom and knowledge to lead, participate in, and listen to necessary conversations on racism, diversity, and inclusion. I want the wisdom and knowledge to lead those willing to take committed and sustained action to make our Air Force better." (<https://www.af.mil/Diversity/>)

### **JoAnne S. Bass, Chief Master Sergeant of the Air Force**

"Our Air Force is on the right side of history. We are creating not only historic moments ... we are focused on setting a foundation for all Americans to see themselves in this great institution." (<https://www.af.mil/Diversity/>)

**What** is a barrier analysis? The investigation of anomalies found in workplace policies, procedures, and practices that limit employment opportunities for members of any race or national origin, gender, or disability status. Barrier analysis aims to identify the root causes of those anomalies and determine if they are barriers to equal opportunity. Where barriers are identified, agencies must take measures to eliminate them, where practicable. The barriers included in analysis are: *Institutional* (policies/processes); *Attitudinal* (decisions made with bias, often very difficult to detect and/or prove, or perceptions of entrenched circumstances; and *Physical* (work environments that lack accommodation for mobility aids).

**Why** have barrier analyses? Although all Federal agencies have a legal obligation to undertake barrier analyses, the motivation stems from the goal of cultivating an environment in which all Airmen can fairly reach their full potential.

**When** were these latest analyses conducted? In December 2020, the Racial Disparity Report was released; a second disparity review occurred in February 2021. The findings were released in September 2021.

**Who** is managing the latest results? The Development Team Barrier Analysis Working Group is working toward resolving disparities in representation, especially for GS-13 through Senior Executive Service.

**Where** do we go from here? Locally, honor your team members' experiences (data will always play catch-up to what's already happening). Focus on things within your span of control or influence—and actions that will drive change (Force Support Development Team Barrier Analysis Working Group Brief as of 220825).

DAF-wide, the dual-track "Civilians We Need" career model, with accompanying career roadmaps, was created to enhance retention and to promote greater diversity.

"The career roadmaps have been defined and establish expectations for civilian career development," said Gwendolyn DeFilippi, assistant deputy chief of staff for Manpower, Personnel and Services. "Whether they are mobile and aspire to enterprise leader positions or whether they want to be the best functional expert that they can be, all civilians are valued—their contributions are valued—and we have laid out a development track for them" (<https://www.af.mil/News/Article-Display/Article/3184206/daf-develops-dual-track-civilians-we-need-career-model-roadmaps-to-enhance-civi/>). For more information, please see "Civilians We Need Career Model & Roadmaps" at [https://www.youtube.com/watch?v=bLq38\\_7KtP0](https://www.youtube.com/watch?v=bLq38_7KtP0).

## HRFC COMMUNITY OF PRACTICE UPDATES

### The Human Resources Transformation Team Welcomes Melissa Rubenstein!



The HRFC and DCPAS extend a warm and enthusiastic welcome to a familiar face, Ms. Melissa (Mel) Rubenstein, as she joins the Human Resources Transformation Team (HRTT)! Ms. Rubenstein has been an integral member of the DCPAS family since

2012 and stepped into the role of Chief of Staff (CoS) for the DoD HRTT on July 18. She concurrently serves as a Senior Strategic Advisor to the Director of DCPAS and as a Co-Chair for the Defense Trusted Workforce 2.0 Implementation Group.

Ms. Rubenstein has over 20 years of HR experience to include private sector and state government. She began her Federal career in 2010 at, now, Joint Base Lewis-McChord as an HR Specialist. She has managed a variety of policies and programs at the local and DoD level to include: National Security Personnel System (NSPS); Physicians And Dentist Pay Plan (PDPP); Defense Performance Management and Appraisal Program (DPMAP); employee Awards and Recruitment, Relocation, and Retention (3Rs); Suitability and Fitness for Federal Employment; and Workplace Violence; 87 New Beginnings initiatives as well as Legislative proposals; National Defense Authorization Act (NDAA) provision implementation; Congressional Reporting Requirements; Program Evaluation and Metrics; and a variety of other strategic initiatives. Before becoming the HRTT CoS, Ms. Rubenstein served as an Associate Director (Strategic Programs & Policy) on the DCPAS Labor and Employee Relations team. Ms. Rubenstein holds a Master in Organizational Leadership, Development, and Human Resources from Chapman University; a Bachelor in Global Studies and Mass Communications from the University of Washington; and is an Executive Leadership Development Program graduate. In October 2022, Ms. Rubenstein accepted the Secretary of Defense Exceptional Civilian Service Medal.

The DASD(CPP) established the HRTT in partnership with DCPAS to explore and develop innovative HR management solutions that have impact, are 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. It is comprised of innovative representatives from across the DoD HR enterprise with expert technical knowledge and skills to analyze problems and collaboratively develop better solutions to enhance DoD HR performance. Outcomes of the team's efforts include, but are not limited to, new methodologies, legislative proposals, knowledge management mechanisms, standardized processes, best practices, toolkits, and continual improvement initiatives. Ms. Rubenstein is the perfect person to lead the HRTT in meeting its transformation mission!

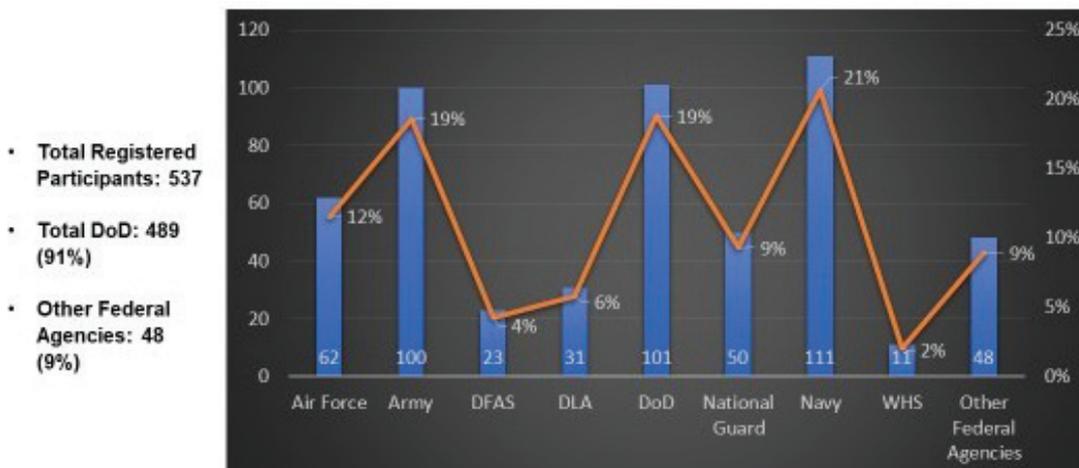
For more information about the HRTT, please visit <https://prhome.defense.gov/M-RA/Inside-M-RA/ CPP/ CPPC/ HRTT/>.

## Benefits & Work-Life Symposium



*The DCPAS Benefits & Work-Life Symposium event was held virtually September 27-29, 2022, and attended by over 500 DoD HR Professionals from over 40 Federal agencies.*

## Symposium Registration by DoD Components



Our Symposium theme was *“Evolve, Expand, Excel: Emerge to Greater Heights.”* Mr. Daniel J. Hester, DCPAS Director, delivered a warm welcome and provided a brief description of the incredible breadth and depth of the Symposium. Throughout the Symposium week, the attendees were fully engaged in an array of impactful course offerings. There were keynote speakers from the U.S. Office of Personnel Management (OPM), U.S. Department of Health and Human Services, National Institutes of Health, the Thrift Saving Board, Defense Human Resources Activity, and our very own DCPAS colleague, Ms. Jimmie Vaughn. We would like to thank all of our guest speakers for their excellent presentations.

As always, DCPAS remains committed to offering our HR Community valuable training resources that equip our customers with actionable and practical tools for administering their Federal benefits and work-life programs. Based on the feedback from Symposium attendees, we will be working to deliver additional training throughout 2023, some of which will be available through electronic delivery, emerging online platforms, and our current Microsoft Teams options. All of the Symposium slide presentations are available by accessing <https://www.dcpas.osd.mil/hrfunctionalcommunity/benefitsworklife/benefitsconference>.

The 2022 DoD Virtual Benefits & Work-Life Symposium was simply remarkable! We thank all who were able to participate. We also want to thank the DCPAS Benefits & Work-Life staff for their astonishing performance. Look forward to our continued service to the workforce and the HR Community!

## Virtual DEIA Summit

The Office of Personnel Management, in collaboration with the White House Domestic Policy Council and other agencies, will host a virtual DEIA Summit on December 6-8, 2022 from 9:30am-4:15pm (EST). This year’s theme is “A Whole-of-Government Approach to Disability Employment.” All Federal employees are encouraged to participate.

### 2022 DEIA Summit

#### A Whole-of-Government Approach to Disability Employment

*Join us in transforming federal service to meet the needs of all!*

Hosted by OPM, in collaboration with the White House Domestic Policy Council, OMB, EEOC, ODEP/DOL, GSA, and the U.S. Access Board. The purpose of this year’s Summit will be to model a whole-of-government approach to integrate disability employment across all areas of DEIA in the Federal workforce. We envision this to be an informative and interactive three-day virtual event with keynotes delivered by top leaders within the disability community. The Summit will also include presentations, skill-builder sessions, and panel discussions from agency practitioners.



**DEIA Summit 2022:**  
A Whole-Of-Government  
Approach To Disability Employment

**December 6-8**  
9:30am-4:15pm (EST)

**Open to all Feds**  
Fully Virtual & No Cost

**Register  
Now!**

For additional questions about the Summit, please email the OPM Disability Employment Program at [DisabilityEmployment@opm.gov](mailto:DisabilityEmployment@opm.gov).

# HRFC CREDENTIALING PROGRAM UPDATES

## Human Resources Staffing Advisory Level I Credentialing Program Update

In August 2022, DCPAS launched the inaugural Human Resources Staffing Advisory (HRSA) Level I Credentialing Program. The HRSA Program began with a 5-day curriculum training course designed for new and/or newly assigned HR Specialists working in the staffing function. Other components of the HRSA Program conducted were a pre- and post-course assessment, study session, and proctored credentialing exam. Further, program participants learned key concepts that reinforced the following staffing competencies:

- Application and interpretation of HR guidance
- HR Staffing Advisory Services
- Recruitment and Placement
- Processing of Personnel Actions

These competencies were addressed within the topics on advising stakeholders and hiring managers on the procedural regulatory requirements; analyzing and evaluating job criteria to include application of veterans' preference; conducting job analysis on a variety of positions; utilizing hiring authorities and innovative recruitment techniques; identifying nature of action and legal authority codes for processing personnel actions; setting pay on new appointments; and calculating service computation dates. In addition, course participants were engaged in learning activities that included break-out sessions, group chats, knowledge checks, a pre-course coffee chat on calculating service computation dates, and Ask the Expert sessions.

The Ask the Expert sessions incorporated subject-matter experts (SMEs) who provided a platform for targeted discussions related to Military Spouse Hiring and Strategic Recruitment, which were presented by SMEs from the Employment and Compensation Workforce Shaping and Strategic Outreach and Recruitment Offices, respectively.

A good mix of DoD Component representatives attended the virtual training delivered via MS Teams. The proctored exam was also delivered via the same platform. Check out the list of HR Specialists who successfully passed the Level 1 Credentialing Exam under the "HR Credentialing Recipients" section on page 14.



For additional training information and to stay informed on the next HRSA course offering or enroll new or newly assigned HR Specialists, visit the DCPAS Employment and Compensation Training milSuite link here: <https://www.milsuite.mil/book/groups/dcpas-employment-compensation-training-center>.

## Other HR Technical Area Credentialing Program Updates

### LER Level I – Full Implementation

The DCPAS Labor & Employee Relations (LER) team finalized the LER Level I Credentialing Program content and assessments. All content and processes are now in place for full implementation of the program with a virtual class scheduled for November 14-18, 2022.

### ER and LR Level II – Pilot Implementation

The DCPAS LER team successfully conducted two Level II Credentialing Program pilots in August and September of 2022.

The Level II Employee Relations Advisor (ERA) pilot took place in Columbus, Ohio from August 22 – 26 and was attended by sixteen participants. Sponsored by the Defense Logistics Agency (DLA), the training consisted of a five-day course comprising three key sections: (1) three days of instruction, (2) one day of preparation, and (3) one day for the hearing simulation.

The Level II Labor Relations Advisor (LRA) pilot took place from September 12 – 16 at the Bolger Center in Potomac, MD. Fifty-one participants attended the five day training course which consisted of instruction, preparation for contract negotiation, and a negotiation workshop.

Both pilots comprised the instructional components of the Credentialing Program—facilitator materials and participant resources—with the assessment components currently under consideration by the DCPAS LER team. Future pilots and full implementation of both the ERA and the LRA Credentialing Program curricula are scheduled for FY 2023.

### Classification Level I – Development

The Classification Level I Credentialing program just completed the Design Phase and is currently entering the Development Phase.

### Program Evaluators Level I – Program Planning

The instructional designers supporting the HR credentialing programs are currently working with the DCPAS Planning & Accountability team on the completion of the Blended Evaluation Form to develop an evaluation process for the Program Evaluators Credentialing Program. The instructional designers began drafting several templates for the key deliverables needed to develop the structure of the curriculum. The designers will continue to work with the DCPAS Planning & Accountability team to finalize these key documents in preparation for the Steering Committee meeting that will take place Mid-January/February 2023.

For status updates and more information on the HR technical area credentialing programs,  
please send an email to:  
[dodhra.mc-alex.dcpas.mbx.hr-functional-community-team@mail.mil](mailto:dodhra.mc-alex.dcpas.mbx.hr-functional-community-team@mail.mil).

# HR Credentialing Recipients



THE HR FUNCTIONAL COMMUNITY CELEBRATES  
OUR NEWLY CREDENTIALLED HR SPECIALISTS!



## Level I for Employee Benefits Advisor (EBA)

Julie Paroline	National Guard	September 9, 2022
Darin Brown	U.S. Army	October 17, 2022
Sarah Stark	U.S. Army	October 18, 2022
Jessi Lasly	U.S. Army	October 24, 2022
Kiara Webb	U.S. Army	October 26, 2022



## Level II for EBA

Stephanie Hurd	Department Of Health & Human Services	August 31, 2022
Derrick Outland	U.S. Navy	October 4, 2022
Jessica Haleck	U.S. Army	October 19, 2022
Anthony Harris	Defense Civilian Personnel Advisory Service	October 19, 2022



## Level III for EBA

Rhea Bitor	U.S. Navy	October 25, 2022
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## Level I for Injury Compensation Program Administrator (ICPA)

Delice Brisby-Merritt	Defense Logistics Agency	October 13, 2022
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## Level I for HR Staffing Advisor (HRSA)

Asma Karriem	U.S. Air Force	September 8, 2022
Kerstin Basham	U.S. Army	September 8, 2022
Kirstie Potter	U.S. Army	September 8, 2022
Lauren Skrapke	U.S. Air Force	September 8, 2022
Romana Allen	U.S. Army	September 8, 2022
Melissa Wassenberg	U.S. Navy	September 8, 2022
Elizabeth Livesay	Defense Logistics Agency	September 9, 2022
Elizabeth Magnotta	U.S. Navy	September 9, 2022
Holanda Vounov	U.S. Army	September 9, 2022
Jessica Fuhrmann	U.S. Army	September 9, 2022
Sharmama Perkins	U.S. Army	September 9, 2022
Jennifer Ramos	U.S. Army	October 19, 2022
Toni Miklesavage	U.S. Army	October 19, 2022

## HR HIGHLIGHT

## PROFESSIONAL & LEADERSHIP DEVELOPMENT

### 2022 Worldwide Human Resources Training Event Embracing Forward: Expanding HR Capability and Competitive Advantage



On November 1 and 2, more than 1,450 HR practitioners virtually attended the 2022 Worldwide Human Resources Training Event (W/WHRTE). The W/WHRTE is a biennial community-wide event that enables HR practitioners to share information on priority workforce efforts and policy changes that impact DoD's HR mission and workforce. This year's event was cohosted by Ms. Nancy Anderson Speight, DoD Deputy Assistant Secretary of Defense for Civilian Personnel Policy / DoD Chief Human Capital Officer and Mr. Daniel J. Hester, Director, Defense Civilian Personnel Advisory Service / OSD Functional Community Manager for HR.

During the two-day event, attendees heard from the Federal government's top civilian HR leaders and executives about the changing nature of work and labor relations in the 21st century and from DoD HR Communities of Practice and industry experts about a range of topics such as HR data analytics, virtual career fairs, retention, compensation, as well as diversity and inclusion. Dr. Gina Eckles, the OSD Action Officer for HR and Associate Director for the HRFC, moderated the event and also provided the latest updates from the HR community, such as: ongoing workforce initiatives, the HR technical area credentialing programs, other HR training opportunities, an HR training index currently in development, and much more.

Our sincerest gratitude goes out to our many colleagues from across the Department and our partner agencies who supported and participated in the event. Look for more details about the 2022 W/WHRTE in the January 2023 issue of the HRFC Newsletter!

Resources from the event, including presentation slides, recordings, and answers to audience questions, are posted on the W/WHRTE milSuite page at <https://www.milsuite.mil/book/groups/wwhrte>. Please make use of these materials whether you were unable to view the event or would like to review the materials again. For those who attended, we would appreciate your feedback. If you haven't already done so, please be sure to fill out the W/WHRTE evaluation form available at [https://www.flexiquiz.com/SC/N/wwhrte\\_2022\\_feedback\\_01](https://www.flexiquiz.com/SC/N/wwhrte_2022_feedback_01).

For any questions related to the 2022 W/WHRTE, please email [dodhra.mc-alex.dcpas.mbx.wwhrte@mail.mil](mailto:dodhra.mc-alex.dcpas.mbx.wwhrte@mail.mil).

### Vanguard Senior Executive Leadership Program



The Vanguard Senior Executive Leadership Program (Vanguard) is the DoD enterprise executive leadership program designed specifically for Senior Executive Service (SES) members. Within the context of overcoming evolving challenges to national security, the weeklong in-residence program provides Vanguard participants from the DoD and interagency partners the unique opportunity to explore leadership attributes that build strategic partnerships and enable collaboration across DoD and interagency boundaries. Participants gain applicable knowledge through access to public and private industry thought leaders and top-level executives and participation in experiential learning activities.

The Department launched the DCPAS-led residential program in 2011 in response to [DoD Directive 1403.03, "The Career Lifecycle Management of the Senior Executive Service Leaders within the Department of Defense"](#) (October 25, 2007), which requires SES members to have the background, ability, and skills to lead effectively within and across organizational and functional boundaries, as well as the broad national security spectrum.

Typically offered twice per year, the facilitated program offers 30 SES members (25 from DoD and 5 from non-DoD Federal agencies) the opportunity to build their leadership skills and collaborate in a joint and interagency environment over a period of five days/four nights. Prior to meeting in person, participants complete readings and assessments. The in-resident curriculum consists of customized national security strategy and leadership content designed to empower executives to overcome evolving challenges such as constrained resources, and to mitigate increasingly unprecedented challenges across an increasingly complex Defense Enterprise. The curriculum also fosters proficiency in competencies needed to successfully lead in a joint and interagency environment, to include:

Communication  
External Awareness  
Human Capital Management  
Innovation  
Interpersonal Skills

Partnering  
Political Savvy  
Strategic Thinking  
Systems Thinking  
Team Building

The most recent session took place from August 7-12, 2022 at the William F. Bolger Center in Potomac, MD. Senior leaders from the military and Federal government, along with SMEs from academia and industry, presented to participants. Content focused on National Security Strategy (congressional, diplomatic, intelligence perspectives); civilian-military relations; the joint DoD and interagency environment; national security and the media; ethics and senior leadership; business improvisation; and negotiations and influence. Activities included analyzing the interagency challenge of filling mission-critical skills gaps across the Federal government; creating a media message that maintains a balance between national security interests and possibly opposing views; and presenting national security information to the public without compromise of operational security, or relationships with allies, particularly communications in response to security events.

DCPAS funds the Vanguard program instruction and materials, lodging, and meals for DoD employees. Dates for 2023 have yet to be announced; however, information about the program, including the call for nominations (when released), is available at: <https://www.dcpas.osd.mil/learning/civilianleaderdevelopment/vanguardseniorexecutive>.

The "HR Graduate Spotlight" below highlights one of our DoD senior leaders from the most recent session!

## HR GRADUATE SPOTLIGHT



**Mr. Eric Smith**  
Chief of Staff  
*Defense Logistics Agency*

We recently had the immense honor and privilege to engage with Mr. Eric Smith, one of our Department's distinguished senior executives who participated in the August 2022 Vanguard Senior Executive Leadership Program. Mr. Smith serves as the Chief of Staff for DLA and he graciously agreed to answer a few of our questions about his experience in the program. His responses not only provide valuable feedback on the Vanguard program and leadership development programs in general, but also gives the HRFC practical insights into how DoD senior leaders apply their training. Mr. Smith's inspiring words may even motivate some of you, our DoD HR practitioners, to consider leadership positions, especially as the community begins to develop our career paths. We would like to thank Mr. Smith for taking the time to share his experiences with us. Below is a snapshot of our conversation with him.

***How will you integrate what you've learned during the recent Vanguard Senior Executive Leadership Program into your current organization?***

I immediately began sharing key nuggets, primarily focused on the Summative Key Takeaways, with senior leaders and mid-level managers in DLA after course completion. I also introduced the topic of effective communication and language techniques during bi-monthly "Chat With The Chief" professional development sessions with my direct supports and non-supervisory personnel. I have become a master at writing and verbalizing "Yes, and" rather than "Yes, but."

***As a Department senior executive, what would you tell our HR practitioners are the benefits of participating in leadership programs?***

The benefit of participating in leadership programs is two-fold. First, it provides an opportunity to refresh what we think we know, what we have learned and, second, it affords an opportunity to discern, learn and address strategic issues through practical engagement with program participant and subject-matter experts.

***What was the most beneficial lesson or piece of advice you learned from the sessions?***

During the Business Improvisation session, we learned collaborative language techniques. These are key, not only for addressing potential communication barriers within the inter-agency environment, but in how to address barriers within our own organizations as well. I also learned a great deal through the organizational spotlight updates, which were enlightening, informative, and enhanced my knowledge of the competencies of my Federal partner organizations.

***What was the most beneficial lesson or piece of advice you learned from another participant (DoD or other agency)?***

Several nuggets shared by my classmates in the end of course Summative Key Takeaways resonated with me. In particular, the importance of effective communications by "warming up," the technique to "Utilize, 'Yes, AND,'" eliminate "YES But," and being conscious of adjusting my response time during briefing and discussion by practicing - "WAIT, Why Am I Talking?"

***What are the biggest takeaways from your experience?***

The Federal government employs very smart, very passionate, and innovative senior leaders!

*Mr. Smith has served as the Defense Logistics Agency's Chief of Staff since May 9, 2021. As the Chief of Staff, Mr. Smith leads all Headquarters operations and directly supports six Major Subordinate Commands' actions in strategic planning, enterprise integration, organizational governance, strategic communications, legislative affairs, small business programs, equal opportunity and installation management. He supports eleven major DLA installations worldwide, as well as 27 distribution depots, 100 disposition facilities, and 642 Defense Fuel Support Points. Prior to this position, he was the Deputy Commander of Defense Logistics Agency Energy. As the Deputy Commander, he was responsible for*

enabling mission readiness by providing globally resilient energy solutions to the warfighter and whole of government. His previous positions include Department of Energy's Deputy Director for Minority Programs and Business Operations in the Office of Economic Impact and Diversity; National Nuclear Security Administration's acting Associate Administrator for Emergency Operations and the Deputy Associate Administrator for Emergency Management and Preparedness. Mr. Smith became a member of the Senior Executive Service in 2007 when he was selected to join the Federal Emergency Management Agency as the first executive charged with envisioning, creating, and leading the post-Katrina mandated transformation of domestic disaster logistics. Mr. Smith earned a Master's degree in National Security Strategy from the National War College; a Master's degree in Business Administration from Saint Ambrose University; and a Bachelor's degree in Political Science from the University of Tennessee at Chattanooga.

## BEST PRACTICES

### Direct Hiring Authorities

In September, we launched our "Best Practice" section with the intent to feature a different HR best practice in each issue and to encourage our readers to share their own best practices. For the purposes of our HRFC Newsletter, we define a "best practice" as a **standard set of procedures or guidelines that are known to be effective when followed**. In the September issue, we featured resume banks. This month, we put the spotlight on Direct Hiring Authorities (DHAs).

For the purposes of our HRFC Newsletter, we define a "best practice" as a standard set of procedures or guidelines that are known to be effective when followed.

Traditional methods for filling vacant positions can be time consuming and extend the time-to-hire process. Given the increasingly aggressive and fierce competition for talent, it is essential to develop agile and flexible recruitment practices to better acquire the high-quality candidates needed to advance the missions of the Department. A DHA is a type of appointing authority that

expedites recruitment by waiving some traditional steps in the Federal hiring process (e.g., veterans preference, competitive rating and ranking requirements, and with some DHAs, eliminating the requirement to provide public notice of the job opportunity on USAJOBS) and enabling the DoD to hire employees into both the competitive and excepted service positions.

DHAs are particularly beneficial for streamlining the process to hire for critical skills such as: healthcare, childcare, cyber, acquisition, and technical talent. DHAs enable an agency to expedite the hiring of qualified applicants when critical hiring needs, or a severe shortage of candidates exist. DHAs may be granted by Congress, OPM, and DoD (by OPM delegation) and each have the authority to determine when situations meet the need for a new DHA for hard-to-fill occupations.

It is important to note that each DHA has specific rules for the employment provisions that can and cannot be eliminated and these must be taken into consideration before using a DHA. Similar to other Federal flexibilities (e.g., acquisition regulations), the true power behind DHAs derives from recognizing the different hiring authorities and understanding when they apply and how to use them. For more detailed information, please see the following resources:



#### **DCPAS Staffing Policy Guidance Page:**

<https://www.dcpas.osd.mil/policy/employment/staffingpolicyguidance>

#### **DCPAS DoD Competitive Service Hiring Authorities Matrix:**

<https://www.dcpas.osd.mil/sites/default/files/DoD%20Competitive%20Service%20Hiring%20Authorities%20Matrix%20-July%202022.pdf>

#### **DCPAS DHA E-Book:**

<https://indd.adobe.com/view/0eb55b03-bbfc-40e4-b945-58d6c02577d2>

#### **DoD Hiring Assessment and Selection Guide:**

<https://www.dcpas.osd.mil/sites/default/files/Department%20of%20Defense%20Hiring%20Assessment%20and%20Selection%20Guide.pdf>

**DoD Hiring Authorities Decision Tool:** To download the tool go to:

<https://www.milsuite.mil/book/docs/DOC-1126328>

#### **Section 246 Module "Direct-Hire Authorities for Recruiting Technical Talent":**

<https://www.milsuite.mil/book/docs/DOC-1079244>

# HRFC BULLETIN BOARD

The Department's 2022-2023 DEIA Strategic Plan was published in early October 2022

DCPAS LER released the fourth and final 2022 issue of the LER Newsletter

Click a note for more info!

READ THE NEWLY RELEASED UNCLASSIFIED VERSION OF THE 2022 NATIONAL DEFENSE STRATEGY

*Veterans Day*  
November 11, 2022

Check out the Army People Strategy, Civilian Implementation Plan 2022

DCPAS Planning & Accountability (P&A) Directorate released the October 2022 issue of the P&A Newsletter

National Native American Heritage Month: November 2022

WASHINGTON HEADQUARTERS SERVICES, HUMAN RESOURCES DIRECTORATE RELEASED THE FALL 2022 EDITION OF THEIR QUARTERLY NEWSLETTER, *Personnel Hilites*

Government-wide DEIA Summit: December 6-8, 2022

COMING SOON!  
CALL FOR NOMINATIONS FOR THE EXECUTIVE LEADERSHIP DEVELOPMENT PROGRAM (ELDP)

Nominations for the FY2024 White House Leadership Development Program (WHLDP) due to DCPAS by January 27, 2023

Emerging Human Resource Leaders (EHRL) Call for Nominations (DCPAS # Message 2022113): Applications Due to Component POCs on December 9, 2022; Three Primary and Two Alternates Due to DCPAS on December 16, 2022



## Career Impact 2022

If you would like to post announcements on the DoD Civilian Careers social media including jobs, employee spotlights, Agency or Component mission highlights, or highlight the work a certain position does to contribute to national security, please reach out to [jesus.i.diaz2.civ@mail.mil](mailto:jesus.i.diaz2.civ@mail.mil) to learn more. For agencies interested in becoming the next featured agency on the DoD Civilian Careers website please reach out to [heather.r.shaner2.civ@mail.mil](mailto:heather.r.shaner2.civ@mail.mil).



## The HR Functional Community milSuite page!

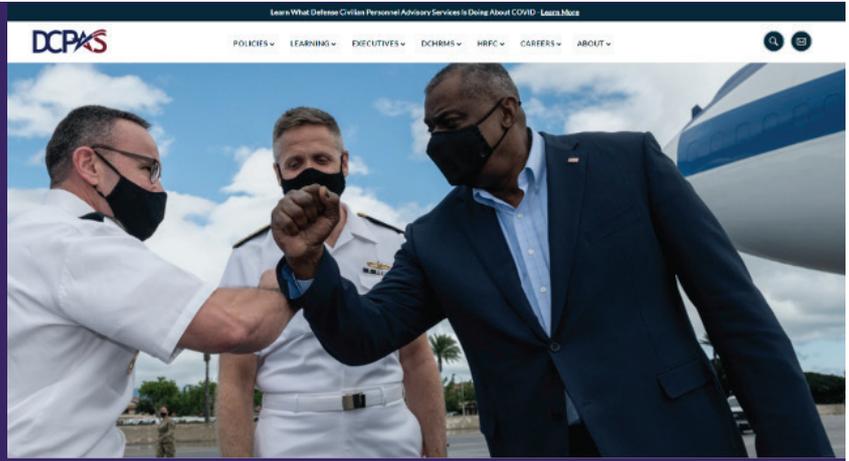


The HR Functional Community milSuite page *is home to all things HRFC* and includes the latest news affecting your DoD HR Community! Look at some recent postings:

- Department of Defense Worldwide Human Resources Training Event,
- 2022 Federal Benefits Open Season Announcement,
- and much more!

Please bookmark this link and check it often to stay up to date on the latest HR news.  
<https://www.milsuite.mil/book/community/spaces/dodhrfc>

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WE ARE SOCIAL!**



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

-  [DOD Civilian Careers | Facebook](#)
-  [@DODCivilians | Twitter](#)
-  <https://www.youtube.com/c/DODCivilianCareers> (not viewable on GFE)
-  <https://www.linkedin.com/company/dodciviliancareers>
-  <https://www.instagram.com/dodciviliancareers/>

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## ABOUT THE HRFC

DoD Instruction 1400.25, Volume 250, "DoD Civilian Personnel Management System: Civilian Strategic Human Capital Planning (SHCP)," June 7, 2016, establishes and implements policy, establishes procedures, provides guidelines, delegates authority, and assigns responsibilities regarding civilian personnel management within the DoD.

Currently, there are 23 Functional Communities in the DoD. As the designated Office of the Secretary of Defense (OSD) Functional Community Manager (OFCM) for HR, the Director, 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 (CFCMs), Component Integrators (CIs), HR leaders, and manpower and financial management consultants. The HRFC is responsible for implementing SHCP through the design, development, and establishment of workforce policies and procedures to facilitate decision making in support of the DoD civilian HR workforce (approximately 23,600 HR practitioners). For more information about the HRFC please visit us on our milSuite site at <https://www.milsuite.mil/book/community/spaces/dodhrfc> or e-mail us at [dodhra.mc-alex.dcpas.list.hr-functional-community-team](mailto:dodhra.mc-alex.dcpas.list.hr-functional-community-team).



The HRFC Newsletter is the primary publication for communicating with the entire HRFC. All issues of the HRFC Newsletter are available at: <https://www.milsuite.mil/book/community/spaces/dodhrfc>. We welcome your comments, including suggestions about themes. Please feel free to contact the editor directly at [devon.k.hardy2.civ@mail.mil](mailto:devon.k.hardy2.civ@mail.mil).