



NEWSLETTER

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Quarterly newsletter published for the HRFC



DEPARTMENT OF DEFENSE HUMAN RESOURCES FUNCTIONAL COMMUNITY

Advancing HR: Career Paths

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Message from the Human Resources Functional Community Manager

Welcome to the November 2023 issue of our quarterly Human Resources Functional Community (HRFC) Newsletter!

Since this is our last issue of the year, we are highlighting the Department's efforts in an area of the DoD Talent Management Framework that will empower each one of you to thrive; a *DoD HR career path*. Simply stated, a career path is a strategic roadmap that serves as a guide for individuals as they navigate a particular occupation. In general, career paths outline potential sequences of jobs, roles, experiences, development opportunities, competencies (general, technical, and leadership), and training that an individual can pursue to advance in their career and to achieve short and long-term career goals.

You may already be knowledgeable about career paths. You may have even explored some examples of HR career paths on industry platforms such as, but not limited to, [Indeed](#) and [Career Addict](#), and other Federal agencies like the [Department of the Interior's](#) interactive website. If you think these look GREAT, you may be wondering why doesn't the Department provide DoD career paths for our occupation areas? Wouldn't a *DoD HR career path* be a good idea?

Well, I am thrilled to announce that the Department recently initiated a pilot to develop a DoD HR career path in support of a Federal initiative aligned with the President's Management Agenda (PMA) [Priority 1: "Strengthening and Empowering the Federal Workforce."](#) Consequently, this issue of the HRFC Newsletter features articles that focus on career paths, including an overview of career paths and their benefits, the direction of the Department's HR career path pilot, a Component's arising initiative, and a short narrative on why career paths are considered a best practice. As usual, the newsletter also includes other HRFC updates, such as a link to the revised HR Training, Education, and Development Inventory (TEDI), the status of technical area credentialing programs, an update on HR development programs, and interviews with two recent graduates of the CXO Fellows Program.

We hope you find this issue useful and if there is a topic, innovative technique, or HR best practice that you would like to see featured in an upcoming HRFC Newsletter, please let us know at dodhra.mc-alex.dcpas.mbx.hr-functional-community-team@mail.mil.

As always, thank you in advance for your contribution, commitment, and support to our outstanding HR functional community. We will see you in 2024!

Happy Holidays!



Daniel J. Hester

Director,
Defense Civilian Personnel Advisory Service

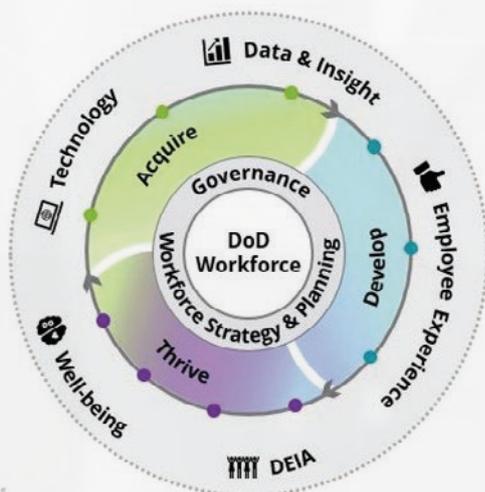
Career Paths – Are They Still a Thing?

By Dr. Gina Eckles
Associate Director,
HR Functional Community

In January 2023, the HRFC, in collaboration with the Under Secretary of Defense for Personnel & Readiness and other Federal partners, conducted research on literature, tools, models, and systems referencing the philosophy of career paths, ladders, lattices, etc. The initial question simply was are career paths still a “thing,” and if so, how are agencies and businesses considering dynamic models in lieu of the traditional static ladders? The findings were crystal clear: career paths are indeed still a “thing” and in fact, dynamic, exploratory career paths can assist organizations in many ways. For example, career paths can enable **recruiting** because they provide clear expectations on what it takes to succeed, and **retention** as they “show” employees what they need to do to progress in their careers and where opportunities lie.

Benefits of a Career Path

A career path is a strategic roadmap for assisting individuals in navigating the particulars of an occupation. There are some really good industry examples that range from careers in dog grooming, child care, engineering, and even being an astronaut. Regardless of occupation, the concept is the same. Really dynamic examples outline potential sequences of jobs, roles, experiences, development opportunities, competencies (general, technical, leadership), and training that an individual can pursue to advance in their career and to achieve their long-term career goals. Career paths are not just beneficial, they are essential to both our DoD Talent Management Framework (see image below) and Talent Management Systems which are designed to acquire talent in order to build a diverse and high-performing workforce, develop our current workforce to include identifying and closing skill gaps, and implement and maintain programs that ensure our workforce thrives ([5 CFR 250.203\(b\)](#)).



Ladder vs. Path

Career ladders and career paths are traditional terms by which we define the methods and processes an employee can explore to develop and progress within an organization, but they are not interchangeable. According to the Society for Human Resource Management, **career ladders** are the progression of jobs in an organization's specific occupational fields ranked from highest to lowest based on level of responsibility and pay. **Career paths** encompass varied forms of career progression, including the traditional vertical career ladders, dual career ladders, horizontal career lattices, career progression outside the organization, and encore careers.

The Business Case

The Department recognizes that competition for **talent** is fierce and that **talent** is our customer. Now more than ever, employees have more freedom (and consequently, more power) in choosing where they work. The pressing need to focus on the HR workforce is clear from multiple reports and surveys. For example, Strategic Human Capital Management (SHCM) remains on the U.S. Government Accountability Office's (GAO) [High Risk List](#). When GAO added SHCM to the list in 2001, the accompanying [report](#) noted that multiple agencies faced the challenge of “Acquiring and developing staffs whose size, skills, and deployment meet agency needs.” From 2018 to 2023, the participants of the U.S. General Services Administration's (GSA) Mission-Support Customer Satisfaction Survey ranked Human Capital last among functions. According to the U.S. Merit Systems Protection Board's [“State of the Federal HR Workforce: Changes and Challenges.”](#) Research Brief from May 2020, workforce planning and individual training and development for HR is lacking. In the U.S. Office of Personnel Management's (OPM's) Federal Employee Viewpoint Results from 2017-2021, one in four HR employees reported an intent to leave their position for another job in government. These findings present at least two major selling points for the Department to focus on creating formal HR career paths. The first is the talent crunch (i.e., the difference between the supply of skilled laborers compared to the demand for skilled labor) and the second is making employee development a priority.

The HRFC is laser-focused on employee development, as many factors are currently influencing the need to embrace a formal DoD HR career path including:

- Increasing employee engagement and retention;
- Employee demands for greater workplace flexibility;
- Increasing diversity;
- Increasing a multigenerational workforce;
- Employee desire to self-manage careers and explore positions and work roles that offer more opportunity for skills development and advancement; and
- Identifying opportunities for advancement reskilling, and upskilling as often HR practitioners get stuck in parentheticals or technical work roles.

Way Ahead

We know career growth and learning and development are among the top engagement and retention factors for employees today. The HRFC is making an intentional, concerted effort to ensure that HR career development is part of the larger Department-wide focus on talent management. An element of this effort is the development of a functional community career path for our HR practitioners that at a minimum will encourage horizontal and vertical growth and permeability by outlining potential sequences of jobs, work roles, experiences, developmental opportunities, educational expectations, and training that HR practitioners can pursue to empower career self-management to achieve long-term career goals and career advancement.

Please standby as much more will follow!

The Human Resources Career Path Pilot

By Kathryn Dendinger

Writer and Editor,

HR Functional Community

The PMA serves as a strategic government-wide roadmap for each Administration in their efforts to ensure an equitable, effective, and accountable Federal government. The Biden Harris PMA, released in November 2021, consists of three [priorities](#). These priorities define Government-wide management efforts for all Federal agencies to improve how government operates and performs. The PMA identifies "[Strengthening and Empowering the Federal Workforce](#)" as its top priority. To meet this particular priority, the PMA set four strategies and accompanying goals. The strategy that relates to the career development of the Federal workforce is [Strategy 2](#), particularly [Goal 2.2](#). However, [Goal 4.3](#) under Strategy 4 specifically focuses on modernizing the Federal *HR workforce*.

Strategy 2: *Make every Federal job a good job, where all employees are engaged, supported, heard, and empowered, with opportunities to learn, grow, join a union and have an effective voice in their workplaces through their union, and thrive throughout their careers.*

- **Goal 2.2:** *Agencies will develop equitable, transparent, and transferrable career development pathways that promote career growth and agency mission delivery.*

- **Goal 4.3:** *Build a modernized Federal HR workforce able to provide credible, effective support to agencies.*

In the summer of 2022, cross-agency subject-matter expert goal teams, led by OPM and the Deputy

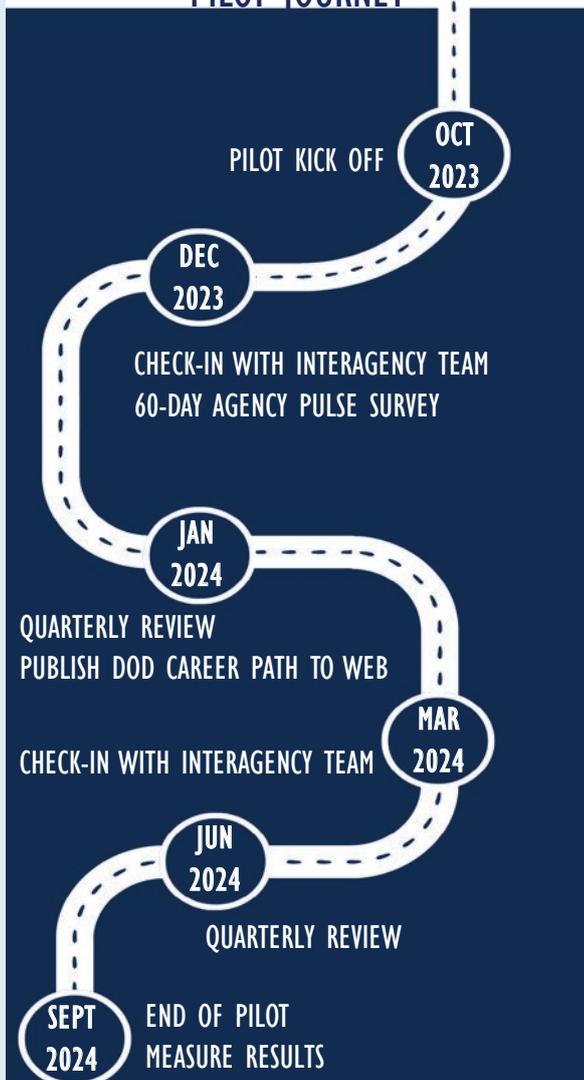
Assistant Secretary of Defense for Civilian Personnel Policy, scoped key activities to meet the goal statement and identified outcomes set by Goals 2.2 and 4.3. This led to a decision to develop a Federal-level career map that recognizes maximum professional opportunities. The HR workforce was chosen as the pilot community to leverage a confluence of efforts including PMA strategies and goals.

Throughout 2023, the interagency team developed an HR Career Path Guide. The Guide, a comprehensive 50-page document, serves as a strategic roadmap for helping individuals navigate their professional careers. It outlines potential sequences of jobs, roles, experiences, and training that an individual can pursue to achieve their long-term career goals. The Guide was developed to direct the professional development and career progression of entry- and intermediate-level employees (with the intent to build it out to the supervisor and expert levels) for the 0201- HR Specialist in the Federal government. Subject-matter experts working in the HR Management occupation at agencies across the Federal government developed the HR Career Path Guide; it, therefore, reflects expert recommendations regarding the competencies, training, and developmental experiences that prepare individuals at each career stage for the next level.

The PMA HR Career Path Pilot kicked off in October 2023. It will be a year in duration with quarterly check-ins with the interagency team to share feedback, insight, and best practices. The pilot agencies include DoD, Department of Energy, Department of Interior, Department of Health and Human Services, Small Business Administration, Department of Agriculture, Department of State, Department of Transportation, and OPM. The pilot is designed so agencies have the flexibility to be innovative in their talent development approaches. Participating agencies will be tasked with using the HR Career Path Guide to customize their own agency-specific career path that supports the recruitment, training, and development of their HR professionals. The interagency team provided the following initial steps on how to successfully kick off this pilot (also visualized in the timeline on the following page):

- *Review the Draft HR Career Path Guide*
- *Select the entry and/or intermediate career level*
- *Determine the competencies in need of development*
- *Identify the pilot community*
- *Innovate a learning and development approach to support the development of talent at the entry and intermediate career levels*
- *Communicate the pilot*
- *Use the draft Career Path Guide to craft developmental assignments and provide training based on the specific competencies identified and evaluate participants throughout the term of the pilot*
- *Monitor the pilot through a quarterly review process and provide updates as requested by the interagency team*
- *Provide associated costs for training and developmental experiences*

FEDERAL CAREER PATH PILOT JOURNEY



HRFC UPDATES

The HR Functional Community Advisory Group Prepares for the Executive Council

On September 19, 2023, Dr. Gina Eckles, the Action Officer (AO) for the HRFC, hosted the HRFC Advisory Group meeting. The Advisory Group is a DoD advising body that reviews strategic human capital planning (SHCP) solutions to ensure alignment with resource planning and to avoid duplication and leverage efficiencies. The Advisory Group meets twice per year to discuss SHCP solutions and to propose critical HR topics for the biannual Executive Council meeting (attended by our Senior Executives who serve as the DoD HR Component Functional Community Managers).

The Advisory Group is chaired by the HRFC AO and is composed of primary (voting) and advisory (non-voting) members. The primary voting members include the DoD HRFC Component AOs and the DoD HR Community of Practice leaders. The advisory members include the Component Integrator AOs, the single HR points of contact on SHCP issues at the DoD Component level, and other members as needed.

Topics discussed during the September meeting included: the possibility of standardizing and validating DoD HR training, the status of DoD HR career paths, and the socialization of HRFC efforts to better ensure that HR news and information is reaching all of *you*, our HR practitioners. These topics will be further explored by our Senior HR Executives at the Executive Council meeting scheduled for November 8, 2023. Look for a recap of that meeting in the February 2024 issue of the HRFC Newsletter!

The HRFC Charter is available at:

<https://www.milsuite.mil/book/docs/DOC-1183179>

The aim for the DoD Career Path Pilot is to automate the career path so participants receive real-time, customized guidance in viewing their career trajectory. The pilot agencies aim to collect feedback from the field throughout the year to aid in best practices and report back to the interagency team. The goal is to use the HR Career Path to develop talent at the entry and intermediate career levels, to develop HR foundational skills, to enhance development planning with employees, and to build a repeatable process that may be applied to other occupations. Questions concerning the Federal-wide effort may reach a point-of-contact by emailing careerpath@opm.gov.

Section 246 Update

Section 246 of the National Defense Authorization Act (NDAA) for Fiscal Year (FY) 2021 (Public Law 116-283) directed the Secretary of Defense to develop and implement a pilot program to provide covered human resources personnel with training in public and private sector best practices for attracting and retaining technical talent. The pilot program, hosted virtually on [milSuite](https://www.milsuite.mil), is self-paced and contains six modules with knowledge checks. A report on the results of the pilot program is due to Congress no later than January 2024. An infographic (508 compliant) about the Section 246 pilot program is available at <https://www.milsuite.mil/book/docs/DOC-1286782>.

The HR Training, Education, and Development Inventory... TEDI 2.0 is Here!

TEDI is back and better than ever! We have checked for broken links, deleted courses that are no longer offered, and added more than 100 new and exciting resources (highlighted in **red**)!

TEDI, which we unveiled in the [May 2023 issue](#) of the HRFC Newsletter, is a broad inventory of academic, commercial, and governmental HR training and educational offerings and developmental opportunities that may be available to DoD HR practitioners. The purpose of TEDI is to use the dynamic inventory to assist us in identifying gaps in available HR training, education, and development programs while mapping training to competencies and ultimately to DoD HR career paths (*the theme for this very issue!*).

TEDI is organized by general HR topics, HR functional areas, and DoD leader development programs. *Please note that some courses may not be available to all DoD HR practitioners (e.g., Component-only courses; HR courses and content available through a specific DoD organization's license with an online commercial provider, etc.). If your organization does not possess a commercial license, practitioners can ask their organization to cover the cost via an SF-182 or they can personally cover the cost.*

As a reminder, *the resources in TEDI are informational only; they do not constitute an official endorsement or approval by DoD.* Additionally, while this inventory is extensive, it is not all inclusive. Furthermore, the HRFC team has not vetted every resource for quality, particularly commercial online courses. Lastly, courses and programs are updated frequently so information (e.g., availability, cost, links, etc.) is always subject to change.

You can find the most current version of TEDI at <https://www.milsuite.mil/book/docs/DOC-1255154>. If you have any comments or recommendations, please send an email to dodhra.mc-alex.dcpas.mbx.hr-functional-community-team@mail.mil (reference "TEDI" in the subject). TEDI will continuously evolve as we continue to search for ways to make it more useful and more user friendly for our HR practitioners.

Please note that TEDI is currently under 508 review. We will repost the 508 compliant version as soon as possible.

Discover Today's Resources to Shape Your Tomorrow with TEDI

Resource Tool

TEDI is an evolving compilation of information that chronicles existing HR training and education offerings, professional and leader development opportunities, and other HR resources

User Friendly

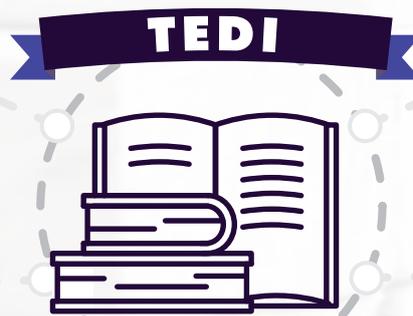
Organized by general HR topics, HR Communities of Practice, and DoD professional and leader development programs

Collaborative

Input provided by Defense Civilian Personnel Advisory Service leadership, HR Communities of Practice, HR Components, and *you* (send comments & recommendations to the HRFC Team)

Iterative

Updated quarterly as availability, cost, and links are subject to change



Purposeful

Provides resources to HR practitioners and enables HR leaders to identify gaps and map training to competencies and ultimately to DoD HR career paths

Comprehensive

Extensive inventory of relevant resources from academia, private sector, and across the Federal government (some content may only be available to specific organizations and DoD Components)

Accessible

Available on the CAC-enabled HRFC milSuite site

Resources in TEDI are provided for informational purposes only; they do not constitute an official endorsement or approval by the Department of Defense
TEDI is available at <https://www.milsuite.mil/book/docs/DOC-1255154>.
Send comments and recommendations to dodhra.mc-alex.dcpas.mbx.hr-functional-community-team@mail.mil

HRFC DOD COMPONENT UPDATES

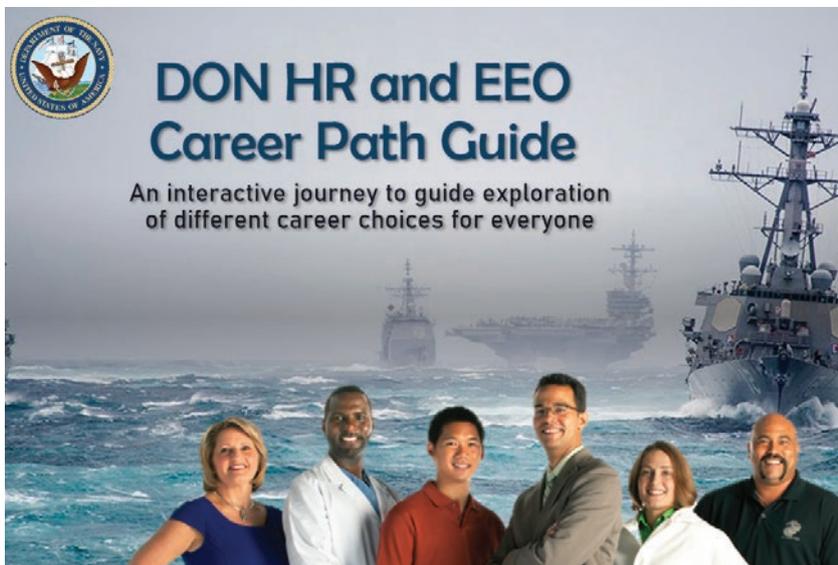


DON HR & EEO Functional Community



The Department of the Navy (DON) HR and Equal Employment Opportunity (EEO) Community Advisory Committee is currently leading several initiatives benefitting HR and EEO professionals. One of the initiatives is developing DON HR and EEO career paths. Working Group members include HR and EEO leaders and practitioners across the DON. A career path is a structured roadmap that outlines the progression from entry-level positions to more senior roles, helping individuals navigate their way to success.

The Working Group is in the process of identifying competencies for the career paths, creating an interactive guide to include relevant resources, and will partner with the DoD HRFC staff on the similar work they are doing with OPM (see page 4). The opportunity to collaborate on this important work is exciting with resulting products benefitting the whole of the community.



Level up your career: Stand out from the rest!

Are you an HR professional working in the injury compensation field?

Become a credentialed subject matter expert and showcase your critical role in administering the injury compensation program for your organization.

The Department of Defense Injury Compensation Program Administrator (ICPA) Credentialing Program is a unique certification program available to HR professionals working in the injury compensation field. The program is structured in three tiers and provides useful and timely training to employees at all levels of their injury compensation careers.

Becoming credentialed will enhance your ability to provide accurate and impactful injury compensation guidance to your organization and your organization's injured employees when they need it most.

Learn more about eligibility, training dates, and exam structure at:

<https://dcpas.osd.mil/hrfunctionalcommunity/benefitsworklife/injurycompensationadministrator>

Questions? Email or set up a meeting to learn more at:
dodhra.mc-alex.dcpas.mbx.icuc-learn@mail.mil





The HR Functional Community celebrates our newly credentialed HR specialists!

HR Credentialing Recipients



Level I for HR Staffing Advisor (HRSA)

Magen Ritter	Defense Finance and Accounting Service	August 2023
Eric Bullman	Defense Finance and Accounting Service	August 2023
Alesha Davis	Defense Finance and Accounting Service	August 2023
Jordania Ovalle	U.S. Air Force	August 2023
Kelly Slabodkin	U.S. Air Force	August 2023
Thomas Languirand	U.S. Army	August 2023
Jessica Rangel	U.S. Army	August 2023
Patrice Norman	U.S. Army	August 2023
Kristine Laster	U.S. Army	August 2023
Caroline Pippen	U.S. Army	August 2023
Miechele Rivera-Hall	U.S. Navy	August 2023
Kristin Gare	U.S. Navy	August 2023
Monica Brown	U.S. Navy	August 2023
Jo'Ell Fricke	U.S. Navy	August 2023
Carly Allen	U.S. Space Force	August 2023
Richard Crandall	U.S. Space Force	August 2023
Mason Labanna	Washington Headquarters Services	August 2023
Kimberly Farley	Washington Headquarters Services	August 2023



Level I for Employee Benefits Advisor (EBA)

Nisha Parekh	National Geospatial-Intelligence Agency	August 2, 2023
Megan E. Eichenberger	National Geospatial-Intelligence Agency	August 3, 2023
Mylicia Andrews	U.S. Navy	August 3, 2023
Tara Sprague	Veterans Affairs	August 15, 2023
Matthew Shipp	U.S. Navy	August 29, 2023
Stephanie Santos-Hernandez	U.S. Air Force	September 6, 2023
Myuki Hall	U.S. Coast Guard	September 12, 2023
Ashley Arnold	U.S. Air Force	September 13, 2023
Jocelyn Hilton	U.S. Air Force	September 13, 2023
Donna Brown	U.S. Navy	September 13, 2023
Kendra Morris	U.S. Navy	September 13, 2023
Zenobia Robinson	U.S. Air Force	September 14, 2023
Jeremiah Naillon	U.S. Army	September 14, 2023
Diana Palacios	U.S. Air Force	September 14, 2023
Belvia Stevenson	Department of Agriculture	September 26, 2023
Vicky Cruz	U.S. Air Force	September 27, 2023
Kelly Chambers	U.S. Air Force	September 29, 2023
Hop Ventura	U.S. Air Force	October 18, 2023



Level II for EBA

Marla Perry	Veterans Affairs	September 6, 2023
Ami Stanton	U.S. Army	September 11, 2023
Melanie Young	Veterans Affairs	September 26, 2023
Diana Palacios	U.S. Air Force	September 28, 2023
Aundrea Johnson	U.S. Air Force	October 10, 2023



Level III for EBA

Rodolfo Chavez	U.S. Air Force	July 26, 2023
Nichol Dimaio	U.S. Air Force	August 23, 2023
Elizabeth Harley	Defense Logistics Agency	September 12, 2023



Level I for Injury Compensation Program Administrator (ICPA)

Renee Newbauer-Brown	U.S. Air Force	August 3, 2023
Lewis Purcell	National Guard Bureau	August 10, 2023
Yolanda Moore	U.S. Navy	August 15, 2023
Nancy Sevilla-Ochoa	U.S. Navy	August 16, 2023
Francisca Ladd	U.S. Navy	August 24, 2023
Akaxis Muhleman	U.S. Navy	August 31, 2023
Christy Rients	U.S. Army	August 31, 2023
Kathleen Swope	U.S. Navy	September 14, 2023
Elizabeth Helmkamp	U.S. Air Force	September 14, 2023
Alexis Cole	U.S. Navy	October 4, 2023
Patricia Royster	Defense Logistics Agency	October 5, 2023
Mary Stupeck	U.S. Navy	October 12, 2023



Level II for Injury Compensation Technical Advisor (ICTA)

Patricia Royster	Defense Logistics Agency	October 18, 2023
Jill Engle	U.S. Army	October 19, 2023

HRFC Credentialing Programs' Quick Status

DoD HR Staffing Advisor Level II

DoD HR Information Systems

DoD Labor Relations Advisor Level II

DoD Employee Relations Advisor Level II

DoD HR Classification Advisor Level I

DoD Employee Benefits Advisor Levels I, II, & III

DoD Injury Compensation Program Administrator Levels I, II, & III

DoD Labor & Employee Relations Advisor Level I

DoD HR Staffing Advisor Level I



ANALYSIS, DESIGN, AND DEVELOP

PILOT IMPLEMENTATION

FULL IMPLEMENTATION

Phases: Competency Model Development; Program Planning; Analysis, Design, and Develop; Pilot Implementation; and Full Implementation

PROFESSIONAL & LEADERSHIP DEVELOPMENT

HR Leader Development Opportunities Available Through Partnership for Public Service in Fiscal Year 2024

The DoD HRFC, as a member of the Partnership for Public Service's (PPS) Federal Human Capital Collaborative, annually sponsors HR practitioners to attend leadership development programs offered by PPS. PPS leader development programs focus on public service leadership and the unique competencies required to be an HR leader in the Federal government with the goal of equipping Federal leaders with "resources to solve our government's most intractable problems, foster collaboration within and across agencies, and spearhead innovation throughout government." In Fiscal Year 2024, HRFC will expand its annual solicitation for PPS's programs. In addition to the 12 seats in the Emerging Human Resources Leaders Forum (EHRL), DoD HR practitioners will also be able to apply to participate in the *newly available* Mission Support Leader Program (HR Track) and the Public Service Leadership 360 Assessment. Read on for more details on how each of these programs support developing HR leaders

Emerging Human Resources Leaders Forum

The EHRL program is a professional development opportunity for HR employees early in their Federal careers. Participants develop the foundational knowledge and the professional network necessary to navigate their Federal HR careers and maximize their impact in government. The HRFC sponsors tuition only for 12 participants (GS-09 through GS-12) in the winter session (January-June) of this 6-month program. For now, participants attend virtually. Nominations for the HRFC-sponsored participants are solicited in November. Interested eligible candidates should submit their completed application packages to their respective Component POC no later than **December 4, 2023**. Please visit <https://www.milsuite.mil/book/docs/DOC-1289839> to see the DCPAS message with Component POCs, program overview, application guide and form, and supervisor endorsement form. More information about EHRL can be found here: <https://ourpublicservice.org/course/emerging-hr-leaders-forum/>.

Mission Support Leader Program (HR Track) (New for Fiscal Year 2024!)

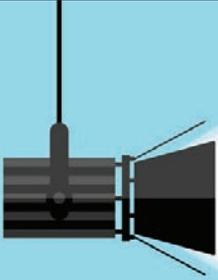
The Mission Support Leadership Program (MSLP), designed for mid-level Federal leaders in acquisitions, financial management, HR, and IT, prepares these mission-critical Federal professionals to become more effective leaders by focusing on the four core tenets of PPS's Leadership Model—self-awareness, engaging others, leading change, and achieving results. By the end of the course participants are able to make values-based decisions, use their roles to build strong partnerships, identify how to drive positive impact within their organizations, and demonstrate enhanced leadership attributes. Participants may attend virtually or in person at PPS in Washington, DC. *Please be aware that travel costs for in-resident programming are the responsibility of the participant's organization.* In January 2024, the HRFC will solicit GS13 - GS14 HR participants for the 6-month MSLP spring session beginning in May 2024. More information about MSLP can be found here: <https://ourpublicservice.org/course/mission-support-leadership-program/>.

Public Service Leadership 360 Assessment (PSL-360) (New for FY24!)

PPS's Leadership 360 assessment tool helps leaders keep a pulse on the skills and competencies needed to lead in government. Launched in June 2020, this comprehensive, multi-rater assessment tool is based on PPS's Public Service Leadership Model, which centers on two core values unique to Federal service: stewardship of public trust, and commitment to the public good, as well as critical competencies to engage others, lead change, and achieve results. In January 2024, the HRFC will solicit GS-15 and Senior Executive HR leaders to participate in this assessment. To learn more about the Public Service Leadership Model and the PSL-360, please visit: <https://ourpublicservice.org/public-service-leadership-institute/public-service-leadership-model/>.

Many PPS program offerings are available for **open enrollment**. Interested applicants can be funded by their parent organization and apply directly to PPS, in addition to applying for offerings funded through the HRFC. Direct applicants to PPS programs should contact their supervisor and parent organization's training coordinator for application processing requirements.

HR GRADUATE SPOTLIGHT



Making Time to Lead

Annually, executive agencies have the opportunity to nominate employees (grades GS-9 through GS-13) to participate in the [CXO Fellows Program](#), an initiative of the Executive Councils (Councils of the Chief Financial Officers, Chief Information Officers, Chief Acquisition Officers, Chief Human Capital Officers, and Chief Data Officers) to increase cross-functional, cross-agency collaboration in the Federal government through professional development and networking opportunities. The CXO Fellows Program is designed to engage the next generation of Federal leaders in acquisition and procurement, financial management and budget, human capital, information technology, and data to learn more about leadership in other functional areas, as well as how these business functions are interrelated. Also, throughout the year-long program, CXO Fellows have the opportunity to build a diverse network of rising leaders from across the Federal government.

CXO Fellows remain in their current positions at their home agency and come together about three times a month as a cohort for developmental sessions on leadership, cross-functional and interagency collaboration, and career development. In these sessions, CXO Fellows meet with leaders in the Federal management community and gain valuable insight into innovative initiatives and best practices. Peer-to-peer learning is also a component of the program. Teams of fellows develop the brown bag lunch sessions each month of the program, enabling both learning through preparing a session, as well as learning from observing the work of other teams. During the pandemic, the CXO program switched to virtual allowing more to engage with the program without coming to DC.

Two HR leaders from DoD completed the fellowship as part of the FY23 cohort—Pam Fuhrman from the Naval Sea Systems Command's (NAVSEA) HR Office, and Amberlee Helm from the Defense Finance and Accounting Service's (DFAS) Learning and Development Division (LDD). The HRFC caught up with them to hear more about their leadership development experience.

Pam Fuhrman is an HR Team leader in the Recruitment and Student Programs office at NAVSEA's Panama City Division where her team manages participation in both internal and external student programs including internships and co-ops. The team also collaborates with other NAVSEA divisions to provide a corporate approach to recruiting across NAVSEA. Pam's broad HR background reflects 10 years of experience and includes assignments in staffing and classification, policy, planning and analysis, and workforce development.

Pam was originally hesitant about applying to CXO when a colleague suggested it. "I thought, 'I don't have time for this.' But the more I thought about it, if I wait until I have time, I won't ever do it. I am grateful that the program was virtual because I don't think I would have been able to do it if it had not been." Taking advantage of the CXO program's virtual setting and cross-functional and interagency approach allowed Pam to develop leadership skills with peers from across the Federal government. In one component of the CXO program's peer-to-peer learning environment, fellows work in teams to prepare brown bag lectures, which enables learning through both preparing content for the program as well as listening to the content prepared by other teams. This cross-functional collaboration was familiar to Pam, who has worked with engineers, scientists, and finance and acquisition colleagues in several communities of practice focused on working

"I think everybody can play a part in problem-solving, regardless of where you are. It produces [a] diversity of thought, hearing different perspectives toward solving a problem. Being part of a group, we can all leverage off each other."

on issues that address her whole organization. It was also refreshing [in the program] to see that some of the challenges we face in our agency aren't unique" and to discover that GSA is a valuable source of HR of information and solutions.

One of the compelling brown bag sessions in this cohort addressed the mental health aspects of working in a hybrid telework environment. The goal was to explore positively developing appropriate work-life balance and boundaries to avoid the potential negative situation of working very long hours from home. "There never are enough hours in the day to get the work done, and it was a reminder of work-life balance that resonated with me."

Effectively using time as a leader also underscores one of the primary leadership skills Pam sought to explore during the program—implementing change. "I think that at times we get stagnant due to a lack of time. We don't have time to implement new things, because we don't have time to train or do other things necessary to implement a new program. Those are the excuses we use. We don't have the people and we don't have the time." But what Pam learned is that there is often time if you work effectively with people. This is possible once you realize "Everybody is different and we can't forget that what works for one may not work for another to create the inclusivity and buy-in" needed to execute the project.

The CXO program includes many opportunities for self-reflection, which Pam found particularly helpful to building her leadership skills. Taking time to "look in the mirror" allows for changing your mindset and beginning to do things differently—"making little tweaks in implementation will help the larger implementation.

You realize that by taking that extra 5 minutes to listen to an individual will gain you 20 minutes in explaining, because now you are not just talking about what needs to happen, you are listening to hear what this person needs to hear to make it happen. That extra 5 minutes can save 30, or an hour or even a day on rework."

When asked about how the program can enable up-and-coming leaders, Pam offered that the new generation of HR professionals is naturally interactive and focuses readily on reaching out across organizational lines. We can leverage this for the betterment of the HR community to collaborate more, to include a broader group of stakeholders, and ultimately to work more efficiently and effectively.

And this will give us all more time to lead.

Pam Fuhrman began her Federal career in 2009 with the Department of Defense Education Activity (DODEA) where she served as a secretary in Sasebo, Japan. This role paved the way for her future because her primary responsibility involved serving as an HR Liaison between Headquarters and teachers. In 2012, Pam started as an assistant with the Naval Surface Warfare Center, Panama City Division. In 2014, she converted to an HR Specialist. Since 2014, Pam has served in almost all areas of the HR Office to include staffing and classification, policy, planning and analysis, and labor and employee relations. Pam currently serves as the Lead HR Specialist for Recruiting and Student Programs. In her off time, she enjoys being with her family and watching sports. Pam is the wife of a retired Navy Sailor, mom to three incredible adult children, and Nana to five wonderful grandchildren.



Last summer, Ms. Amberlee Helm was scrolling through the [May 2022](#) issue of the HRFC Newsletter when she came upon an article about the CXO Fellows Program. She was familiar with the name but didn't know anything about the program; at least not yet. As the Program Manager for Centralized Training Needs Assessments (CTNA) and Training Evaluations in DFAS's LDD, Amberlee routinely works with senior leaders to identify training needs that enable the development of the entire agency and support strategic initiatives. She also shares the utilization of that training through [Microsoft Power BI](#) (self-taught!). Given her experience working with senior leaders, Amberlee was intrigued by the opportunity to develop and hone her leadership skills in a cross-functional, cross-agency environment. And so, despite already being enrolled in the graduate [Human Resources Development \(Master of Science\)](#) program at Indiana State University, Amberlee applied and was selected for the CXO Fellowship.

As a member of the group that presented early in the program, Amberlee jumped right in. Her group presented on "employee development" and all of its many facets, such as career road maps, job aids, recruitment and retention, succession planning, and training and development. "We really wanted the entire cohort to take something tangible away from the brown bag, whether it be a job aid or a template." Given DFAS's extensive efforts on developing career road maps, Amberlee shared DFAS's existing career road map template as well as a generic Individual Development Plan (IDP). It was during this brown bag that Amberlee received her first surprise from the program. "I was shocked to learn that many of the participants from the different organizations had never even heard of a career development road map or an IDP... Our group was so happy to provide hands-on tools that can be used across all agencies."

Throughout the year, there were also several noteworthy guest speakers whose messages Amberlee has already put into action. One of the most memorable presentations was titled, "How to Be More Interesting than a Cell Phone." As Amberlee said, "Of course, it's a fun topic and the title is rather

unforgettable, but the speaker [Ms. Deedre Daniel, a comedic speaker and trainer] was also really engaging. All of the speaker sessions focused on some type of self-reflection, but for this one, you had to figure out what kind of person you are by selecting the categories [provided by the speaker] that applied to you. None of the categories were very flattering, but you had to select a few areas. For example, one category was a "one-upper." I think one of mine was an "avoider." But the material was presented in such a fun and lighthearted way that it allowed you to really self-reflect, without judgment, on how you present yourself to others during meetings or even casual conversations."

Another memorable speaker was Mr. Jeff Vargas, a former senior official in the Federal government and now an intergenerational collaborative intelligence thought leader. While he presented several times throughout the year, each one of his presentations focused on deep self-reflection. "I resonated with him the most, especially since he used to support the Federal government as a Federal chief learning officer. I just felt like he had really walked in our human capital shoes at one point. He was also so passionate and introspective. He made you really think about changes you wanted to make such as practicing more positive self-talk or positive affirmations and how to put them in place."

Also, Amberlee thoroughly enjoyed the Outward Mindset session. During this session, she learned what her mindset *really* is with regard to her family, boss, coworkers, etc. She also received another surprise that most people can relate to. "It was shocking to learn how much my work-life balance *isn't* actually balanced because it tips overwhelmingly toward work, and how little I know about what my colleagues are actually working on. So, we learned how to better manage all of that such as making the effort to engage with coworkers and, you know, my husband! But with regards to work, I recently shared the data analytics dashboard I created through Power BI with DFAS leadership development program managers and asked if I can incorporate their information to make all of our jobs easier and share more informed data with senior leaders. We just started doing that, but it's been really exciting for everyone. It allows program managers such as myself to see the data with a fresh pair of eyes."

The program also offered many other benefits. First, while the virtual environment presented its own unique challenges such as less face-to-face interaction, there were opportunities for cross-collaboration and networking through the brown bags, the cohort chat, and personal connections. It would also be difficult, as both Amberlee and Pam attested, to attend a year-

"I learned so much about issues that I never would have been exposed to if I hadn't participated in the CXO Fellows Program."

long in-person program while also continuing to perform daily job duties. Second, participants were exposed to different Federal leadership opportunities and issues. For example, participants were invited to attend sessions at the annual Senior Executives Association Leadership Summit. This ended up being one of Amberlee's favorite activities. "I loved that week, even though it was information overload. I learned about the Chief Financial Officers Council! I even had the opportunity to volunteer as a tester for their Career Planning Training Tool Project." Lastly, Amberlee sharpened her communication and leadership skills and put them into practice. "I really feel like I've grown in this area. I recently sent an email where I asked for feedback. After not receiving any objections, I decided to move forward. Normally, I would worry about hearing from every single person and making them happy, but I thought, nope, I'm growing, I'm learning, I'm leading! And guess what? No one pushed back! That was a big moment for me."

"I love thinking about how I can apply these skills in my day-to-day job and benefit DFAS."

Ultimately, Amberlee believes this experience enables the up-and-coming HR leader through "exposure to a variety of important topics in government, leadership development, coaching opportunities, and access to resources that can help enhance skills and advance careers. Additionally, I think the networking aspect will be very helpful for me." Indeed, despite her heavy workload, Amberlee relished the opportunity to collaborate and learn new knowledge and skills. In other words, it was worth it.

Amberlee Helm has been employed with DFAS in the LDD since 2018 serving in the role of Program Manager for CTNA and Training Evaluations. Amberlee retired from the Indiana Air National Guard in 2020 after proudly serving 20 years in the career fields of Services and Personnel. Amberlee has a B.S. degree in HR Development and is currently pursuing her M.S. from Indiana State University in Human Resources Development with a certificate in Instructional Design. Amberlee resides in Indiana with her husband and two children.

Want to know more about how DoD HR leaders participate in the CXO Fellows Program? You can find more information on the HRFC milSuite site at <https://www.milsuite.mil/book/docs/DOC-1243478>.

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Best Practices:
A standard set of procedures or guidelines that are known to be effective when followed

Department of the Air Force Releases HR Specialists and Professionals Career Road Maps

In this issue's "Best Practices" section, the Department of the Air Force (DAF) describes the newly developed career model and accompanying career roadmaps that enable DAF civilians to choose different career paths that meet their personal and professional goals and, as a result, promote greater diversity and enhance retention.

In October 2022, DAF unveiled "The Civilians We Need" career model in [DAF Manual 36-142, "Civilian Career Field Management and Centrally-Managed Programs."](#) This model highlights two separate career paths that developing DAF civilians may pursue: Enterprise Leader and Functional/Expert Leader. In August 2023, the DAF Force Support Functional Community further defined and released career paths for its HR Specialists and Professionals (0201/0203 Occupational Series). These career paths identify "recommended" positions, training, and education to pursue at the tactical, operational, and strategic levels for both the Functional/Expert Leader and Enterprise Leader paths.

These roadmaps are not all inclusive of every position and training and education offering available, but merely a guide to help DAF HR Specialists and Professionals plan a successful career in their particular profession of interest. As a bonus, the roadmaps also contain Force Support Community Foundational competencies for review and assistance in identifying the right developmental opportunities.

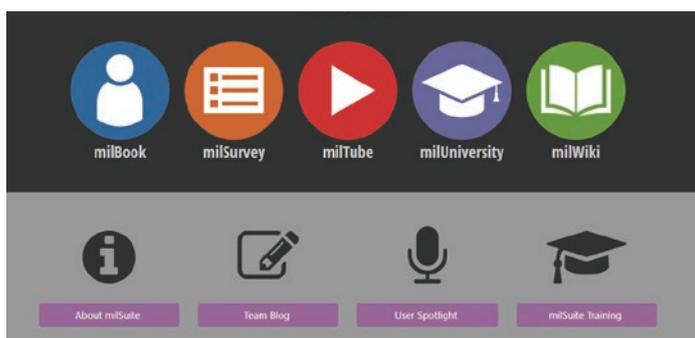
For more information, including a fantastic explainer video, please visit: <https://www.milsuite.mil/book/groups/force-support-career-field-team/blog/2023/09/07/daf-civilian-career-roadmaps-and-force-support-occupational-roadmaps>.

Career Impact 2023



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.

The HR Functional Community milSuite page!



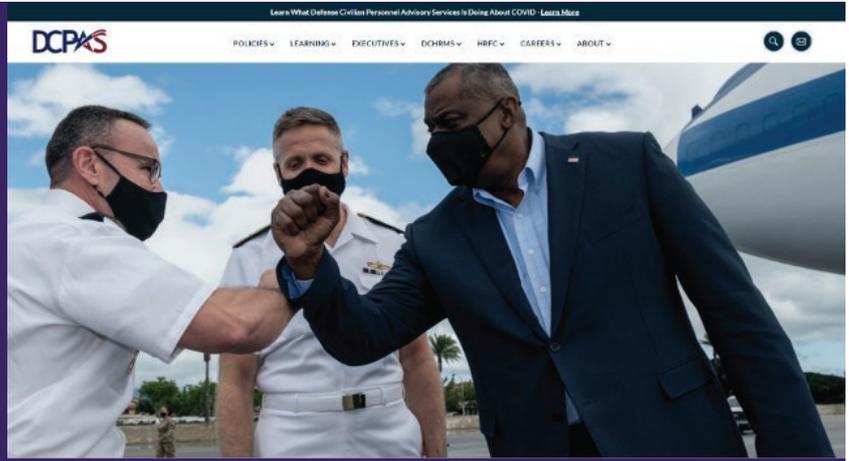
The HR Functional Community milSuite page **is home to all things HRFC** and includes the latest news affecting your DoD HR Community! Look at some recent postings:

- Personnel & Readiness October 2023 Newsletter
- Washington Headquarters Services Quarterly Newsletter Fall 2023
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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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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 27 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.mbx.hr-functional-community-team@mail.mil.



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