



# NEWSLETTER



VOLUME 3 | ISSUE 5 | SEPTEMBER 2022

*Bimonthly newsletter published for the HRFC*

DEPARTMENT OF DEFENSE HUMAN RESOURCES FUNCTIONAL COMMUNITY

## ***This Month: Coaching and Mentoring***

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# Message from the Human Resources Functional Community Manager

Hello, everyone! Welcome to the September 2022 issue of our Human Resources Functional Community (HRFC) Newsletter. As part of the HRFC mission to develop the Department's HR functional community and our dedicated HR practitioners, I am delighted to update you on current HR workforce initiatives, programs, and upcoming events.

In this issue, we feature two equally valuable, yet distinct, forms of employee development: coaching and mentoring. The terms "coaching" and "mentoring" are often used interchangeably, but they do not embody the same relationship. While each approach shares specific goals leading to peak performance and realizing one's full professional potential, the focus, roles, definitions, and approaches of coaching and mentoring are different. It is important that we create a workforce and culture that encourages and offers coaching and mentoring opportunities to empower our HR practitioners. As such, several articles in this issue provide information on the various coaching and mentoring programs established within the Department.

Additionally, this issue highlights exciting news from the HRFC Communities of Practice (CoPs) such as the recently updated HRFC Charter, the Career Civilian Website 2.0, the ongoing Virtual Career Fairs, and some additional tips on monitoring performance. We also spotlight two HR associates from the most recent Emerging HR Leaders (EHRL) Forum. Their interviews clearly show the tremendous talent being developed and nurtured through our HRFC sponsored leadership programs and I couldn't be prouder of all our graduates and emerging HR leaders!

As our community continues to mature, I am pleased to introduce several new features to the HRFC Newsletter, including a new cover, new sections that share HR best practices, and a bulletin board that features posts of recent and upcoming events, messages, and training.

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



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

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

## DoD Coaching – Building a Sustainable Coaching Culture

By Tiffany L. Carter, M.S., ACC  
DoD Coaching Program Manager  
Defense Civilian Personnel Advisory Service

It is no secret that a shift has occurred in our world.

With a pandemic that continues to affect millions, dangerous foreign conflicts, complicated domestic challenges, and significant changes to how business is done, key strategic documents like the 2022 National Defense Strategy and the Fiscal Year (FY) 2022–2026 DoD Human Capital Operating Plan (HCOP) call upon the Department to prioritize “building a resilient Joint Force and Defense Ecosystem” and “increasing individual and organizational performance.”

This article details how the Department leverages the power of coaching to help the workforce adopt and embody the mindset, knowledge, and presence needed to not only manage the shift, but to thrive in a continually volatile, uncertain, complex, and ambiguous environment, and ways that you can get involved!

### How Coaching Supports the Workforce

Unlike *therapy*, where recipients are guided in reflecting on past experiences hindering their ability to function in the present, or *mentoring* and *consulting*, where individuals and groups receive recommendations for specific actions based on the professional’s wisdom and expertise, per the International Coaching Federation (ICF), *coaching* is defined as [“partnering with clients in a thought-provoking and creative process that inspires them to maximize their personal and professional potential.”](#)

For the talented members of our workforce, this means taking stock of all that you are—your professional accomplishments, personal victories, meaningful strides, and challenging “lessons learned” along the way—and partnering with a trained professional to confront, challenge, and take down limiting beliefs and behaviors in order to lay the groundwork for a new way forward. The process of coaching serves as a [“transformative process of guiding and enabling change”](#) that, over time, unlocks previously untapped sources of imagination, productivity, and leadership.

In short, coaching enhances the *knowing* and *doing* of the workforce so that everyone can be stronger, more effective, and lethal in their *being*—equipped with all of the tools, skills, awareness, and confidence needed to accomplish the Department’s mission and align with a key tenet of the President’s Management Agenda—to “turn peril into possibility, crisis into opportunity, [and] setbacks into strength.”

### Efforts to Realize a Sustainable Coaching Culture in the Department

To realize a culture of coaching in the Department, since January 2021, members of the Defense Chief Learning Officer’s Council (DCLOC) Coaching Working Group (CWG)—a volunteer force of experienced, enthusiastic, and resolute uniformed and civilian coaching experts and leaders—have worked to envision, plan, and lay the foundation for implementing the mechanisms needed to support a sustainable enterprise-wide coaching culture for all DoD employees at all levels.

Thanks to their creativity, dedication, and diligence, we are excited to share the following resources and events with the workforce in FY23:

- An official coaching policy (currently in coordination) that defines key coaching elements and minimum requirements for coaching programs will be distributed to Component Coaching Program Managers, Training Coordinators, and other key workforce development leaders.
- Updates to the [DoD Coaching](#) website intended to provide additional guidance, tools, points of contact, and other valuable resources to the Department’s internal coaches, Coaching Program Managers, Training Coordinators, prospective and current coaching clients, and other members of the workforce looking to add coaching skills to their leadership toolkit.
- The DCLOC CWG will also host the DoD Coaching Symposium from November 17–18, 2022—an event geared toward highlighting coaching best practices and showcasing how, when paired with key workforce development programs and initiatives (i.e., leadership development, supervisory training, etc.), coaching sets the conditions for increased on-the-job application of learned skills, behavior change, more favorable return on investment rates, and the achievement of mission critical goals. Official registration information will be available during the week of October 3, 2022.

### How You Can Get Involved

To learn more about coaching activities within your respective organization (i.e., coach training, opportunities for gaining additional coaching hours, and more), please contact your organization’s Coaching Program Manager or Training Coordinator for more information.

To join the DCLOC CWG, learn more about the DoD Coaching Symposium, or inquire about other Department-wide coaching activities and events, please contact Ms. Tiffany Carter, DoD Coaching Program Manager, at [dodhra.mc-alex.dcpas.mbx.dod-coaching@mail.mil](mailto:dodhra.mc-alex.dcpas.mbx.dod-coaching@mail.mil).

We thank you for your support in advance and look forward to being your “guide on the side” on the path to success, resilience, and thriving amidst the shift.

## Influencing A Culture Of Mentoring: The DoD Mentoring Resource Portal

By Ms. Jimmie H. Vaughn

Associate Director, Talent Development  
Chief, Career and Professional Development  
Defense Civilian Personnel Advisory Service

The DoD considers "mentoring" to be a powerful, highly recognized developmental tool that should be utilized in developing our workforce. As referenced in the previous article, it should be understood that mentoring is *not* coaching. Mentor-mentee relationships are based on providing advice and direction while coaching is not. A good mentoring relationship can be life changing in boosting an individual's career to higher heights, improving performance, increasing engagement, and overall confidence to be more productive and purpose driven.

The Department has long recognized itself as a front-runner in the establishment and use of mentoring programs. To reinforce and influence an enduring mentoring culture throughout the Department, DCPAS established and continues to maintain the DoD mentoring information and resource portal with the intent to: promote awareness about mentorship and its benefits; develop an online tool that shares ready-to-use mentoring resources available to the DoD workforce; assist DoD personnel who desire to enter into a mentoring relationship or need to reinvigorate an existing one; and provide DoD Components/Agencies with resources to build and enhance their mentoring programs.

While the mentoring portal provides basic resources, it goes further to feature specific guidelines and other information needed by various stakeholders who have responsibilities related to mentoring in the Department, such as: executives and managers; supervisors; mentoring program coordinators; mentors; and mentees. It includes training resources designed to provide information about the benefits of mentoring, mentoring do's and don'ts, and strategies to define the relationship between mentors and mentees. Additionally, it showcases active mentoring programs within the DoD and other federal agencies and industry.

For information and additional details please email: [dodhra.mc-alex.dcpas.mbx.dod-mentoring-resource-portal@mail.mil](mailto:dodhra.mc-alex.dcpas.mbx.dod-mentoring-resource-portal@mail.mil) or visit the DCPAS website at: <https://www.dcpas.osd.mil/learning/civilianleaderdevelopmentbroadeningother/mentoringportal>.

## HRFC UPDATE

### The HRFC Updates Our Charter!

On August 29, 2022, DCPAS released a numbered message (#2022077) to inform the Civilian Personnel Policy Council about updates to the HRFC Charter. The HRFC Charter establishes the mission, vision, scope, and governance structure for supporting the development of the HR civilian workforce. The original charter was signed in December 2019 and since then, the governing organizations have made a few changes to the mission, vision, scope, and functions of the HRFC. Some of these changes include:

**Narrowing the mission** to focus on "implementing Strategic Human Capital Planning (SHCP) through the design, development and establishment of workforce policies and procedures to identify gaps and resolve issues, determine priorities, and facilitate decision-making in support of the civilian HR workforce."

**Emphasizing, in the vision**, that the community of HR experts should be "respected as strategic partners in the development and support of the Total Force and the achievement of the goals and objectives of the DoD Human Capital Operating Plan and the National Defense Strategy."

**Expressing, in the scope**, that the OSD Functional Community Manager (OFCM) for HR is "charged to integrate evidence and competency-based SHCP into the full spectrum of life-cycle management for employees within the HRFC and to confer with the Strategic Human Capital Planning Division (SHCPD), OSD or command leadership, manpower authorities, DoD Component functional community managers (DoD CFCMs), Component Integrators (CIs), and HR and financial management consultants."

The HRFC also updated and added new functions:

- Monitor current and projected mission requirements (both expeditionary and non-expeditionary), environmental influences, recruitment, attrition and retirement trends, and workload forecasts to identify current and future functional community manpower requirements (new function)
- Identify and assess recruitment, development, and retention strategies to fill workforce gaps and assist HR practitioners' progress and meet professional standards (update)
- Institutionalize community-wide HR technical credentialing programs with curriculum based on DoD validated competency models (update)

- Review DoD Component SHCP solutions, to ensure alignment with budget planning (e.g., competency models, hiring methods, and training programs), to avoid duplication and leverage efficiencies through functional community-wide solutions (new)
- Focused collaboration to communicate and socialize Department-wide HR Functional Community news, events, initiatives, and best practices (new)

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

## HRFC DOD COMPONENT UPDATES

### Defense Acquisition University's Coaching Program Embodies Organizational Excellence for the Acquisition Workforce

By Lois Harper  
 DAU Executive Coaching Champion, ICF Associate Certified Coach (ACC)

At the request of the Under Secretary of Defense (Acquisition, Technology, and Logistics) in 2009, the Defense Acquisition University (DAU) invested in an **Executive Coaching** initiative designed to move performance of its acquisition leaders beyond the predictable. Through its powerful questioning methodology, coaching artfully guides leaders on a journey of self-discovery, centered on a model that breaks thinking barriers and can lead to an extraordinary future.

DAU executive coaching clients are acquisition professionals, primarily in Key Leadership Positions at the General Schedule (GS)-15/O-6 and higher level, and the relationship with the DAU executive coach lasts for 9 to 12 months. Executive coaching provides a "strategic confidant" where leaders candidly discuss and explore challenges that confront them, and devise the required actions that create a pathway for greater leadership success resulting in improved acquisition outcomes for Warfighters.

In a recent discussion, Scott Bauer, Director, Acquisition Human Capital Initiatives, reflected on his DAU executive coaching experience. "In anticipation of taking on a

"Mentoring encompasses career progression. The mentor and protégée usually worked in the same line of business. Consulting is a key service DAU provides and the faculty provide expert assistance in all areas of acquisition."

new leadership role, I wanted to brush up on my communication, collaboration, and teamwork skills," he said. Additionally, he "was linked up with a senior contracting professional-turned-executive-coach who provided dedicated and customized leadership direction in the form of one-on-one sessions that steered me towards redefining my 'north star.'"

Mentoring is a familiar concept to most people, but what is the difference in skill sets between that and coaching? How does coaching differ from consulting? Mentoring encompasses career progression. The mentor and protégée usually worked in the same line of business. Consulting is a key service DAU provides and the faculty provide expert assistance in all areas of acquisition. Moving from mentor or consultant to coach requires a new skill set. Coaching concentrates on specific developmental areas to get to a specific result. Its intent is to produce a dramatic impact on, not just the individual, but the entire organization. Using ICF competencies, DAU currently has 54 qualified and active executive coaches.

"Coaching concentrates on specific developmental areas to get to a specific result. Its intent is to produce a dramatic impact on, not just the individual, but the entire organization."

The success of DAU's Executive Coaching program has led to an expansion of the coaching portfolio. **Leader as Coach** is a 90-minute brown bag or half or full day action learning event, delivered via online training (OLT), virtual instructor-led training (VILT), or in person, that leverages practical coaching skills and tools to engage and empower employees to improve individual and organizational performance. **Team Coaching** allows organizations to learn and implement coaching skills and tools over 90 days to enhance team dynamics, increase leadership capacity, and improve acquisition outcomes. Finally, DAU is piloting a **Coaching for Momentum (C4M)** initiative with the intent to pair a seasoned DAU coach with a high-performing GS-14/O-5 client to generate catalytic actions. These catalytic actions build waves of change that create purpose and deliver excellence.

Further information on DAU's coaching initiatives can be found at <https://www.dau.edu/locations/dsmc/p/Executive-Coaching> or by emailing the DAU Coaching Champion at: [ExecutiveCoaching@dau.edu](mailto:ExecutiveCoaching@dau.edu).

For additional reading on DAU's coaching programs, please see "Becoming an Executive Coach: Executive Coaching of a Major Defense Acquisition Program Leader" in the November-December 2010 issue of *Defense AT&L* (now *Defense Acquisition*) available at <https://apps.dtic.mil/sti/pdfs/ADA532346.pdf> and "Realizing Your Extraordinary Future through Executive Coaching" in the September-October 2013 issue of *Defense AT&L* available at <https://www.dau.edu/library/defense-atl/DATLFiles/Sep-Oct2013/Harper.pdf>.

## Department of Air Force Coaching Program Effort

The information below pertains to Department of Air Force (DAF) Total Force.

Coaching is a voluntary and experiential development process that facilitates change and growth in both individuals and groups. Through structured dialogue, coaches assist their coachees to see new perspectives and achieve greater clarity about their own thoughts, emotions, and actions, and about the people and situations around them.

DAF has partnered with one of the world's leading virtual coaching platforms, BetterUp, an external coaching business partner combining best-in-class technology, science, and human-to-human guidance (coaching). The BetterUp platform gives participants a confidential, supportive environment to uncover their strengths, work on areas of improvement, and feel more fully engaged at work and in life. This partnership is working toward increasing resilience, readiness, and retention in the Air Force by expanding the capacity of leaders to coach, develop, and provide feedback to others.

For more information about this effort and other prime DAF coaching initiatives, please contact the DAF Coaching POCs at: [AF.A1D1.Coaching@us.af.mil](mailto:AF.A1D1.Coaching@us.af.mil).

## Five to Thrive: Simple One-on-One Coaching-like Components for Everyday

By Francesca Nice, Force Support Career Field Team

**Thrive:** to grow, develop, or be successful\*

Coaching is a powerful tool for any leader or manager seeking to develop others and maximize employee performance and engagement. As leaders, we have the opportunity to use coach-like skills in everyday one-on-one interactions in order to equip employees with tools to develop themselves and to strengthen proactive, individualized growth.

Incorporating coach-like skills doesn't require having all the answers, but rather, utilizing powerful questions and acting as a catalyst to assist the employee's learning process. Unlike mentoring, which transfers advice or guidance to the mentee, coaching and coach-like skills empower the client to determine their own path for growth and success. Employing coaching skills and providing effective feedback with employees is an effective way to build trust and understanding between the supervisor and the employee and aligns the roles and goals of a team.\*\*

While the familiar formats for performance feedback are typically driven by the calendar (annual appraisals) or events ("lessons learned" sessions), they are primarily reactive and require significant time commitments. The coach-like skills approach is much more agile and targeted; with some deliberate awareness, these 5 points can easily be incorporated into the guidance you are already providing as part of your day-to-day exchanges.

When in conversation with your team member, aim to factor in these considerations:

- ▶ Which parts of the assignment / situation are they most / least excited about? Look for ways to buoy / address their assessment.
- ▶ How can they be supported? Break down any barrier(s) to success into manageable tasks based on the employee's strengths or available resources.
- ▶ Who else can help? Having a colleague provide a different perspective can provide support and broaden the employee's mentorship pool.
- ▶ What is going well? Create opportunities to recognize and focus on improving skills-based confidence.
- ▶ Where does this fit into their career? Based on their professional goals, identify future possibilities the current task creates.

As with any collaborative environment, consistency in communication (direct and implicit) is vital. These five considerations might not always apply, but the habit of regularly prioritizing growth in your input will require no extra effort to expand employees' strengths and professional goals.

Adapted from Cecilia Gorman's "How to Have More Effective 1-on-1 Coaching Sessions" (<https://ceciliagorman.com/blog/how-to-have-more-effective-1-on-1-coaching-sessions>).

[\\*https://dictionary.cambridge.org/us/dictionary/english/thrive](https://dictionary.cambridge.org/us/dictionary/english/thrive)

\*\* Please note that coaching skills are not the same as an official coaching engagement. A manager should never formally coach a subordinate as it goes against ethical coaching practices.

With great thanks to Melissa Pagar, AF/A1D1.

## Mentors Must Opt-in To Be Searchable In MyVECTOR

MyVECTOR Mentoring was redesigned in July 2021 so that prospective Air Force and Space Force mentees can search for mentors using a larger variety of search filters—such as race, ethnicity, Exceptional Family Member status, and more.

Mentors get to choose which fields are searchable within their profile and these fields are not visible without consent. Mentors who have not updated their profile since before July 15, 2021 are not visible in the MyVECTOR mentor pool.

Regardless of which fields you choose to share, as a mentor, you now must opt-in to being searchable in the system so that someone looking for a mentor with your skillset or experiences is able to find you.

A robust and diverse pool of DAF mentors ensures that every mentee has the ability to find the right mentor. It is critical for our Airmen and Guardians to have

the opportunity to tap into the enormous historical knowledge and talent within the Air Force and Space Force. Mentors share their knowledge to ensure continuity, encourage ingenuity, and are integral in developing our Airmen and Guardians into more diverse, agile, and inclusive leaders.

Once in MyVECTOR Mentoring, Airmen and Guardians will find the following updated capabilities:

- Ability to self-identify as a mentor or mentee
- Additional search filters for race, ethnicity, Exceptional Family Member Program, and more!
- Track status of mentor requests
- Share and send documents and messages to your mentor
- Updated resources
- Available to all CAC holders—to include sister-services
- Career field mentor matching (projected for summer 2022)

Your mentorship is invaluable! Please address any questions or concerns you may have to:

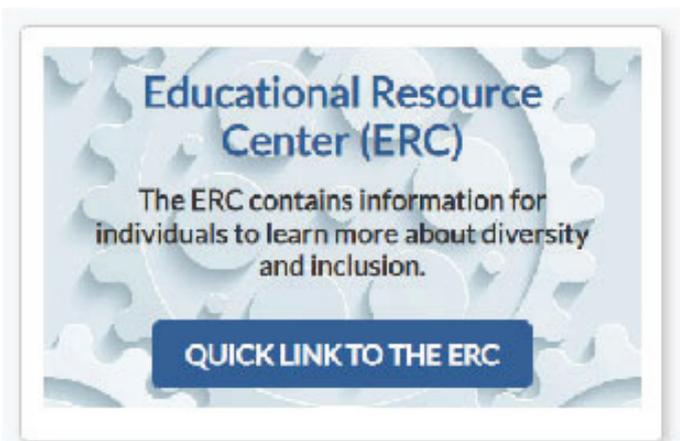
[AF.A1D1.Mentoring@us.af.mil](mailto:AF.A1D1.Mentoring@us.af.mil).

## Diversity & Inclusion milSuite Relaunch: Resource for DoD Diversity, Equity, and Inclusion

Diversity & Inclusion (D&I) is an ongoing priority for the DoD. How well do you understand it for our workforce and do you know why D&I is essential to our mission? Are you aware of the current DoD initiatives that support diversity, equity, and inclusion (DEI)?

The Diversity Management Operations Center (DMOC), D&I Directorate relaunched the D&I milSuite site on August 1, 2022. It provides access for Chief Diversity Officers, DoD Diversity Practitioners, Employee Resource Groups (ERG) and Executive Champions, and anyone interested in learning more about DEI or DMOC's role to operationalize DEI within the Department. "No longer will employees have to obtain information via Google to learn about diversity and inclusion for DoD," says Victoria Bowens, Associate Director, Diversity & Inclusion. By visiting the milSuite site, users will have access to the following:

- DMOC D&I and DoD DEI updates
- Core DMOC D&I Tenets and D&I Seven Lines of Effort



- D&I Educational Resource Center (ERC)
- Upcoming DoD cultural events/observances and a request for D&I speaking engagements

The D&I ERC is an intuitive tool that catalogs DEI information, making it easily accessible by the click of a button. Benefits for site members include: updates on D&I emerging issues, communication within D&I Community, and collaboration with D&I Practitioners.

Join the DMOC D&I milSuite Community Group at <https://www.milsuite.mil/book/groups/dmoc-diversity-and-inclusion-stakeholders>. If you need assistance, email Rahnisha Mitchell at: [rahnisha.w.mitchell.ctr@mail.mil](mailto:rahnisha.w.mitchell.ctr@mail.mil)

## HRFC COMMUNITY OF PRACTICE UPDATES



Civilian employment with the Department of Defense (DOD) offers an exciting opportunity to tackle the world's greatest challenges. DOD's Civilian team consists of diverse talent with a wide array of backgrounds and experiences that influence the world, applying innovation and expertise to produce cutting-edge results that have long-lasting impact. Civilian employment with the DOD is a choice that provides boundless opportunities from building ships to stabilizing aircraft, and from researching deep-sea organisms to expanding missions in space. Here at the Department of Defense we have a position and place for you. Where will you find your fit?



### Defense Civilian Careers Website 2.0

The Defense Civilian Careers (DCC) website (<https://www.dodciviliancareers.com/>) version 2.0 has been released! Originally launched in June 2021, the website serves to educate the public on what it means to work for the DoD and the multitude of civilian career opportunities the Department offers. Since then, the site has gained over 98,000 users and launched social media accounts to further expand the marketing and branding of DoD Civilian Careers. Over the past year, the Strategic Outreach and Recruitment (SOAR) team has been reviewing feedback and data analytics to identify new and innovative ways to make the site more user-friendly and provide clear information on DoD civilian careers. In partnership with the Eminent web design team, the DCC was redesigned to include the following enhancements:

- Modern look and feel
- Streamlined navigation menu
- Revised content for conciseness and clarity
- Scholarship, internship, and fellowship tool matches users with DoD programs
- Mobile-friendly

The SOAR team will continue to add other features throughout the year such as language translation, improved map capabilities (e.g., filtering), and increased accessibility elements. If you have any suggestions on how to further improve the site, please contact DCPAS SOAR via email at: [dodhra.mc-alex.dcpas.mbx.soar@mail.mil](mailto:dodhra.mc-alex.dcpas.mbx.soar@mail.mil).

## Virtual Career Fairs

*Did you know that DCPAS SOAR hosts Virtual Career Fairs?*

In September 2021, DCPAS procured a subscription to a virtual event platform to assist Components connect with talent across the nation while observing COVID-19 protocols. To date, DCPAS has hosted four virtual career fair events ranging from a general DoD information session to a targeted event for Science and Technology Reinvention Laboratory (STRIL), Science, Technology, Engineering and Mathematics (STEM), and Medical positions, and more recently, an event for students and recent graduates to help Components build talent pipelines. Components were able to chat with over 2,400 candidates to discuss employment opportunities and educate the public of their respective missions. The next event (Hispanics in STEM and Cyber positions) will be held on October 27, 2022 from 10 a.m. – 3 p.m. ET.

As virtual career fairs are likely here to stay, we highly encourage Components to take advantage of the opportunity by participating in these events (*at no cost!*) to fast-track your candidate search process, conduct outreach for current and anticipated vacancies, and expand your geographical reach to recruit diverse talent. Communications on upcoming DCPAS-hosted virtual career fairs are sent to the DoD Recruiters Consortium and the Recruiter Symposium distro lists and announced at Civilian Personnel Advisory Group meetings.

For more information on DCPAS-hosted virtual career fairs, please send an email to DCPAS SOAR at: [dodhra.mc-alex.dcpas.mbx.soar@mail.mil](mailto:dodhra.mc-alex.dcpas.mbx.soar@mail.mil).

## Checking In with the Defense Performance Management and Appraisal System



### DPMAP Status Check



Performance Plans should have *already* been established for employees on board as of April 1st. If an employee onboarded after April 1, a plan should have been established *within 30 calendar days*



The appraisal cycle is nearing the halfway point, which generally means progress reviews will be due soon. Although performance should be monitored throughout the cycle, this specific time of the year gives employees and supervisors an opportunity to review performance accomplishments and/or address adjustments that need to be made during the remainder of the cycle



Have you assessed your performance management program's health lately? Running status reports frequently to ensure supervisors and employees are meeting programmatic requirements is a best practice that can help to ensure performance management is a continual focus within your organization

*As a reminder, the Defense Performance Management and Appraisal System (DPMAP) covers the vast majority of the DoD civilian population; however, there are civilian personnel excluded from coverage under DPMAP such as those occupying positions in intelligence, research labs, demonstration projects, and the senior executive service. Please follow your specific appraisal cycles!*

# HRFC CREDENTIALING PROGRAM UPDATES

## Labor and Employee Relations Level I – Pilots and Full Implementation

The instructional designers supporting the HR credentialing programs are currently working with the DCPAS Labor & Relations (LER) team to finalize the instructional and assessment materials which will comprise the Full Implementation phase of the LER Level I Credentialing Program. The team delivered the final materials to DCPAS LER in mid-August 2022. The next LER Level I Credentialing Program training will be offered in the fall of 2022.

## Employee Relation Advisors Level II Pilot / Labor Relations Advisors Level II Pilot

The DCPAS LER team conducted two Level II Credentialing Program pilots in August and September of 2022. The Level II Employee Relations (ER) Advisor pilot, sponsored by the Defense Logistics Agency, was conducted from August 22-26 in Columbus, Ohio. The Level II Labor Relations (LR) Advisor pilot was conducted from September 12-16 at the Bolger Center in Potomac, MD. Both pilots evaluated the instructional components of the Credentialing Program to include facilitator materials and participant resources. Assessments will be included in and evaluated during trainings administered in FY 2023.

## HR Credentialing Recipients



THE HR FUNCTIONAL COMMUNITY CELEBRATES OUR NEWLY CREDENTIALIAED HR SPECIALISTS!



### Level I for Employee Benefits Advisor (EBA)

Marla Perry	Defense Logistics Agency	June 27, 2022
Miriam Burgos-Lopez	Navy	July 18, 2022
Charley Fountain	Navy	July 25, 2022
Alisa Baker	Department of Interior	July 27, 2022
Jessica Haleck	Army	July 28, 2022
Alicia Weir	Army	August 11, 2022
Kishae Brooks	Navy	August 23, 2022



### Level II for Employee Benefits Advisor (EBA)

Kimberly Palacios	Department of Defense	June 28, 2022
Nichol DiMaio	Air Force	August 1, 2022



### Level III for Employee Benefits Advisor (EBA)

Jessica Taylor	Air Force	August 22, 2022
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### Level III for Employee Benefits Advisor (EBA) - Recertification

Anthony Schuck	Defense Logistics Agency	July 7, 2022
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### Level I for Injury Compensation Program Administrator (ICPA)

Laura Todd	Navy	June 28, 2022
Melissa Fossum	Navy	August 3, 2022
Cynthia Nuelle	Department of Veterans Affairs	August 17, 2022



### Level II for Injury Compensation Technical Advisor (ICTA)

Brittany Hosmanek	Navy	July 14, 2022
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## The Worldwide Human Resources Training Event Returns This November!

The HRFC is thrilled to present the 2022 Worldwide Human Resources Training Event (W/WHRTE) from November 1-2, 2022. For those new to the HR workforce, the W/WHRTE is a community-wide event for the Department's HR practitioners to share information on priority workforce efforts, policy changes, and upcoming decisions that impact DoD's HR mission and workforce. The HRFC couldn't be more excited to bring you the very latest in HR guidance, best practices, and tools!

Since March, the HRFC has been collaborating with senior leadership and the HR community to develop relevant and applicable HR content for our DoD HR practitioners. The theme for this year's W/WHRTE is *Embracing Forward: Expanding HR Capability and Competitive Advantage*. There is intent behind the selection of each word in the theme. "Embracing" reflects the DoD's transition from reacting to unforeseen circumstances into leveraging those circumstances for forward progress. The exceptional conditions since 2020 have presented both challenges and benefits when harnessed for future progress. As HR practitioners, we realize that business as usual is no longer the same and much is to be gained from the changes. DoD is moving forward and *embracing* lessons learned such as remote work, virtual training, flexible scheduling, and streamlined paperless processing.

DEPARTMENT OF DEFENSE

**W/WHRTE**

WORLDWIDE HUMAN RESOURCES TRAINING EVENT

***Embracing Forward:  
Expanding Human  
Resources Capability and  
Competitive Advantage***

***November 1-2, 2022***

Coming soon to a Microsoft Teams Live platform near you!

Microsoft Teams Live (365)  
Agenda and Registration  
Available October 1-15, 2022 on the W/WHRTE milSuite page  
<https://www.milsuite.mil/book/groups/wwhrte>

The second part of the theme, "Expanding HR Capability and Competitive Advantage," orients our new initiatives and energies toward strategic HR outcomes. Never change just for the sake of change but change to ensure HR continues to be an essential aspect of achieving competitive advantage over our adversaries and meeting our national security objectives. A significant element of the DoD enterprise, the HR community must always relate its work back to the mission of the Department.

In honor of adopting new practices, the HRFC is also *embracing* the changed nature of work. Based on positive feedback from previous virtual events and the fluctuating Health Protection Condition throughout the country, this year's WWHRTE will be virtual for participants: the HRFC will host the event on MS Teams Live. However, several of our speakers will be coming to you live from inside the Mark Center. Therefore, this year's event will be more of a hybrid, bringing together the best of both worlds. This model also allows the WWHRTE to include not only DoD speakers but also speakers and content from across government and industry. We will be joined this year by

presenters from The Conference Board and other government agencies in addition to our DoD leadership and DoD HR communities of practice.

The WWHRTE agenda will be presented over two 4-hour days with topics selected by leadership and members of the HR community to reflect the most current issues and trends. This includes HR data analytics, labor relations, remote work, retention, compensation, diversity, inclusion, and much, much more! As an MS Teams Live event, attendees will have the opportunity to ask questions during each presentation, via chat Q&A. This is an opportunity to ask leaders in the field and your fellow HR practitioners all your burning questions!

So, reserve November 1<sup>st</sup> and 2<sup>nd</sup> on your calendar and look for the detailed agenda, registration, and more information on WWHRTE to be published on milSuite. at <https://www.milsuite.mil/book/groups/wwhrte>.

This event will be *the* HR event of the year so don't miss it!



## LEADERSHIP DEVELOPMENT

### **The Defense Civilian Emerging Leader Program Mentoring Program Initiative**

HR Specialists who recently completed the Defense Civilian Emerging Leader Program (DCELP, Cohort 14) from March 6 – May 27, 2022 had the opportunity to participate in an approved DCPAS voluntary mentoring program. DCPAS created the DCELP mentoring program initiative in early 2020 prior to the onset of the COVID-19 pandemic. Its purpose is to provide mentors and mentees with an understanding of their current roles and responsibilities and to share effective communications strategies to foster engagement and build the HR community. This initiative supports the second objective in the FY22-26 DoD HCOP to maximize employee performance and to create a mentoring culture within the DCPAS HRFC.

In general, DCELP HR Specialists (in their strongest HR technical areas) are paired with seasoned DCPAS professionals. In the most recent iteration of the DCELP mentoring program (its third!), 18 of the 30 participants from Cohort 14 volunteered for the DCELP mentoring program (for a total of 36 mentors and mentees). In fact, the program has proven to be so popular that HRFC requested additional mentoring support from the Components!

Upon completion of the program in May 2022, DCPAS administered a voluntary survey. Ten out of the 36 mentors and mentees provided written feedback. Here are some of the responses received from two of the survey questions:

## What were the best parts of your mentorship experience?

My mentor provided thought provoking conversation and a safe environment to brainstorm and reflect. He also pivoted to tailor discussions to my specific circumstance and needs.

My mentor truly took the time to show that she cared about me and my professional goals. Not only did she push me out of my comfort zone, she broke almost every preconceived notion that I had about being a (technical area) specialist—in the best way possible. In fact, she pushed me so far out of my comfort zone that I will be starting a new position with a different Command in a few weeks—all because of her willingness to take me “under her wing” and guide me. I couldn’t even imagine being paired with a better mentor!

I enjoyed bouncing ideas off of my mentor, and talking things out. Having someone to listen and provide guidance from their experience was particularly helpful.

Being able to be open and to be able to trust and confide with someone and to get their opinion/advice.

## What was your most powerful lesson learned from your mentor? How will you apply your most powerful lesson learned in your HR career?

The most powerful thing my mentor spoke with me about was the expectations I have for myself and a five-year plan. I tend to want to progress quickly and sometimes become impatient but my mentor helped me to understand the value and importance in staying in my position to become an expert Specialist.

One of the most powerful lessons that I learned from my mentor was that being too comfortable can lead to a stagnant career and limited opportunities to practice lifelong learning. I have decided to go out of my comfort zone and accept a position with a Command known for its difficult customers in order to grow, and I have absolutely no doubt that I’ll be able to continue to thrive under my mentor’s guidance.

It’s okay not to be a subject-matter expert, you ask better questions when you aren’t an SME. Also, to identify opportunities to address your skill gaps and then to pursue them in any way that your organization can accommodate it.

Keeping the work and family life balance in check. It’s important to take care of your family, and sometimes you have to say no.

As you can see, a mentoring program can yield big dividends in employee development, engagement, and satisfaction. Another key takeaway from the mentoring program is that those who completed the program now serve as ambassadors for future mentoring program initiatives!

If you would like more information about how we established our HR mentoring program, please contact the HRFC Mailbox at: [dodhra.mc-alex.dcpas.mbx.hr-functional-community-team@mail.mil](mailto:dodhra.mc-alex.dcpas.mbx.hr-functional-community-team@mail.mil).

## General Services Administration Selects Department of Defense Human Capital Nominees for the FY 2023 CXO Fellows Program

As highlighted in the May 2022 HRFC Newsletter, the General Services Administration (GSA) hosts the Office of Executive Councils CXO Fellows Program. The CXO program is a professional development program for federal employees in grades GS09 – GS13 supporting financial management, information technology, acquisition, human capital, or data support functions. The interagency focus of the program allows fellows to gain insight and perspectives from leaders across the federal government. The intent of the collaborative experience is to prepare fellows for advanced responsibilities in their organizations and broaden their career experience. Throughout the year-long program, CXO fellows have the opportunity to grow professionally and build a diverse network of rising leaders from across the federal government.

Each year, the Deputy Assistant Secretary of Defense for Civilian Personnel Policy (DASD(CPP)) / DoD Chief Human Capital Officer (CHCO) has the opportunity to nominate only one, (1) primary and one (1) alternate, DoD human capital professional to participate in the program. With only two nomination allocations and a large HR population the DoD selection process is particularly intense and competitive. In July 2022, the DASD(CPP) / DoD CHCO submitted her nominations and in August, GSA finalized their list of fellows for the FY 2023 program. A very, enthusiastic HRFC congratulations goes out to our DoD HR delegates...

**MS. AMBERLEE HELM**  
*DEFENSE FINANCE AND  
ACCOUNTING SERVICE*

**MS. PAMELA FUHRMAN**  
*NAVAL SURFACE WARFARE CENTER,  
PANAMA CITY DIVISION*



## Emerging Human Resource Leaders Forum

The EHRL Forum is a six-month program offered by the Partnership for Public Service (PPS) to provide a professional development opportunity for eligible HR practitioners in GS-09 to GS-12 pay grades, or equivalent. The program focuses on supporting mid-career HR practitioners, across the federal government, who want to expand their human capital knowledge and resources, and who may be considering leadership positions for the future. This program prepares budding leaders with the tools to maximize efficacy in their current roles and consider growth opportunities. Participants have the opportunity to learn from subject-matter experts about actual challenges and solutions brought forward by colleagues in other areas of federal government and exchange problem solving possibilities using the program's tools.

**Session 1:**  
The State of Federal HR and  
Your Place In It

**Session 2:**  
Building Relationships

**Session 3:**  
Understanding and Tackling  
Problems

**Session 4:**  
Taking Initiative

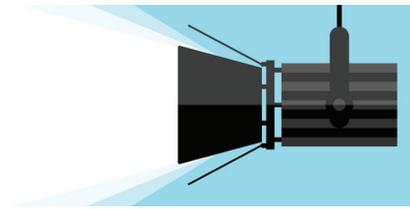
**Session 5:**  
Partnerships and Coalitions

**Session 6:**  
Career Coaching and  
Celebrations

Each year, as part of our commitment to offer multiple developmental opportunities to our HR workforce DCPAS funds twelve participants via a rigorous selection process. A call for nomination typically goes out via a DCPAS numbered message in late October or early November so be on the lookout! The HR graduate spotlights below highlight two of our graduates from the Winter 2022 program.

You can learn more about the EHRL program by visiting <https://ourpublicservice.org/course/emerging-hr-leaders-forum!>

# HR GRADUATE SPOTLIGHT



The HRFC team recently had the tremendous privilege to interview two recent graduates of the EHRL Forum: Mr. BaShari James and Ms. Shenita Humphrey. As their interviews clearly reveal, professional development programs such as the EHRL Forum enable our talented DoD HR practitioners to build upon their existing HR skills and cultivate their natural leadership capabilities.



Mr. BaShari James currently works as a Labor and Management Employee Relations (L/MER) HR Specialist for the Department of the Army Civilian Human Resources Agency. After earning a Master of Public Administration (concentration in Administration Management) from Jacksonville State University in 2020, Mr. James successfully completed a two-year rotation through the Army Career Development Program. As a result of this program, Mr. James gained foundational knowledge in and experiences with multiple HR technical areas. When he saw the internal Army email announcement about the EHRL Forum late last year, the program immediately called to him as someone relatively new to the HR workforce. "They did a great job with just the name [of the program]... that caught my attention. As someone just starting out, I knew I wanted more experiences that could help me learn the foundations of HR and to hear from people who have been working in this field longer than me."

While Mr. James gained value from all the sessions, the "Partnerships and Coalitions" session particularly resonated with him because building partnerships is a vital skill for L/MER HR specialists. "It's so important that you build partnerships with the managers, with the stakeholders, with legal, with EEO [Equal Employment Opportunity]. The "Partnerships and Coalitions" session helped participants identify ways to understand the needs of others and how to effectively communicate with different audiences to gain their support."

The conversations around building relationships ("Building Relationships") also made an impact. "Everyone has their different personalities. Some people are introverts, some people are more extroverted... it was so beneficial for everyone to share their experiences and learn what works best for them. We also discussed how to build a network of HR professionals in terms of mentors and others who can help you and your career... HR is built on relationships and in this session we learned how to build them, how to keep them, and how to advance them." According to Mr. James, one of the biggest takeaways from the program centered on how to build and foster these relationships through the deceptively simple yet critical skill of listening to understand rather than listening to respond. "HR professionals are problem solvers. We are often thinking about the solution before we even hear the question. [This session] focused on listening... to give yourself the opportunity to listen to the problem in detail, to understand the root cause, and then move forward from that."

*"It's so important that you build partnerships with the managers, with the stakeholders, with legal, with EEO [Equal Employment Opportunity]. The "Partnerships and Coalitions" session helped participants identify ways to understand the needs of others and how to effectively communicate with different audiences to gain their support."*

The final session on career coaching also impressed Mr. James because it stressed the importance of taking advantage of opportunities and being willing to step outside of your comfort zone such as being detailed to another position or shadowing a fellow HR professional. As Mr. James said, this kind of willingness can give you "...an overall understanding of business in general and your role in the grand scope of things. It also just gives you the opportunity to explore different HR fields."

When we asked Mr. James the dreaded, "where do you see yourself in 5 years" question, he said he would like to eventually become a supervisor or at least acquire supervisory-level experience to learn how to better identify the root causes of problems, delegate work, and trust in the relationships and culture you build with your team. However, Mr. James said that the EHRL Forum stressed that leadership isn't just about titles. "Just because you don't have a title, it doesn't mean you're not making a difference. Making a difference can be done in so many ways and [on] so many levels... Some of that is as simple as an email thanking you for your services. It's something that should drive you in your work. I think that's why people join the federal government: to make a difference or to serve the public. [It's about] remembering the impact that you're making and the mission and goals of your organization..."

Mr. James will continue to pursue HR and leadership development training opportunities, but in the meantime, he plans to pass along the knowledge he gained from the EHRL Forum. Since completing the program in June, one of his newest and most important goals is to "pay it forward and make sure that I provide a good stepping stool for those who may follow me." Indeed, Mr. James is already making a difference.

*"I think that's why people join the federal government: to make a difference or to serve the public. [It's about] remembering the impact that you're making and the mission and goals of your organization..."*

*Mr. BaShari James is a Labor and Management Employee Relations HR Specialist with the Civilian Human Resources Agency (CHRA). His duty location is the Anniston Army Depot in Anniston, Alabama. Mr. James started with CHRA as a CP-10 master apprentice in the Army Career Development Program in 2020 after graduating from Jacksonville State University during which he completed progressive work assignments, formal training, and self-development for placement as an adaptable HR professional. Mr. James has rotated among several HR functional areas to include Classification, Staffing, Management-Employee Relations, and Labor Relations. Now, Mr. James works in L/MER where he engages with managers and employees to promote the efficiency of public service and produce positive change in the workplace.*



For the past eight years, Ms. Shenita Humphrey has dedicated her civilian service to the Department of the Air Force. Until recently, Ms. Humphrey spent most of that time as an HR Staffing Specialist focused on recruitment and placement; for two of those years, she also served as a team lead. Shortly after completing the EHRL Forum in June 2022, Ms. Humphrey was selected to participate in the Air Force Civilian Career Broadening Program. As Ms. Humphrey revealed in her interview, the knowledge and experiences she gained from the EHRL Forum, as well as other leadership development programs she has completed over the years, to include DCELP, not only enabled her to prepare her team for her departure, but will also serve her in various career broadening assignments.

Ms. Humphrey applied for the EHRL Forum because of her positive experiences with other leadership development opportunities. "Based on my [previous] experience, I thought it would be a great opportunity to network and gain some valuable tools to bring back to the workplace." She was not disappointed. "For me, the most fulfilling part of the course was engaging with HR professionals from other agencies and sharing

best practices, experiences, and ideas... If you think about it, leadership development programs have the same objective: to build upon the innate skills that you already possess to make you a better employee and allow you to lead from within."

While it was difficult to choose a favorite session, Ms. Humphrey said the sessions on emotional intelligence ("The State of Federal HR and Your Place in It"), building relationships ("Building Relationships"), and coaching ("Career Coaching and Celebration") particularly resonated with her. The emotional intelligence session sparked her interest because, "I realized how important it was to know my co-workers, how they work, their most

*"...The science behind emotional intelligence is vital to fostering relationships with colleagues and stakeholders, which is what HR is all about."*

effective method of communication, and how they respond in different scenarios... I really enjoyed this session, as it allowed me to reflect on how I communicated with others and how my emotions / actions can shape how others respond. I feel that the science behind emotional intelligence is vital to fostering relationships with colleagues and stakeholders, which is what HR is all about." On the other hand, the building relationships session provided tools on how to better engage, communicate, and ask effective questions to solve problems and build trusting relationships. The final session on coaching was also useful because "...no one employee is alike, so you have to utilize various tools for individuals based on how they communicate and what motivates them."

Similar to Mr. James, Ms. Humphrey said that another takeaway from the EHRL Forum was that these types of leadership programs build leaders regardless of title. "You don't have to be a lead or a supervisor to have an impact on your organization. We all have different attributes and contribute in various capacities, it's all about tapping into those diverse skill sets and qualities to be impactful within your organization. EHRL allowed me to learn strategies and tools that will further hone my leadership skills and better position me for management roles in the future."

The skills that Ms. Humphrey acquired from EHRL will apply to any position. "One of the things we talked about in EHRL was... when you're managing people, leaders are always so quick to give the answer instead of allowing the employee to do the thinking and find the solution... [EHRL] forces you to reflect on past and present experiences

to ask yourself how could I have handled that differently? It also forces you to accept your faults in how certain situations may have gone or may have been mishandled. The course forces you to self-reflect, take ownership for how you respond, and how you handle situations. I believe that sense of accountability weighed a lot on how I did my job every day. It made me perform better, which allowed me to motivate others to do the same."

According to Ms. Humphrey, opportunities like EHRL are so valuable because they enable employees to hone in and implement their skills; most importantly, these opportunities also instill a sense of value in the employee. Supervisors recommend their employees for training because they see potential. As a result, these development opportunities reinforce confidence and self-worth. "I believe the more you pour into your employees—whether it be by encouraging participation in professional development, or having conversations to gauge interests and career goals, or creating opportunities to lead from within—the more engaged, productive, and efficient they'll be. I really think that these professional development opportunities not only help the managers instill value in their employees, but it gives the employees the opportunity to build character and skills that could very well transform how we lead and develop our workforce in the future."

"I really think that these professional development opportunities not only help the managers instill value in their employees, but it gives the employees the opportunity to build character and skills that could very well transform how we lead and develop our workforce in the future."

For the next three years, Ms. Humphrey will rotate through different Career Broadening Program assignments. This January, she will also begin a doctoral program in industrial organizational psychology at Liberty University. Beyond that, Ms. Humphrey eventually envisions herself in a leadership position. However, for the time being, her primary goal is to "make the biggest impact I can on the field of HR. I hope that along the way, I can mentor individuals within the field and keep encouraging people to utilize programs like EHRL and DCELP... As my career progresses, I will continue to apply the tools that I was given to continue to make an impact on the 201 community." Under the emerging leadership of such an inspiring HR professional, the future of the DoD HR civilian workforce looks bright!

*Ms. Shenita Humphrey is an HR Management Specialist with the Department of the Air Force, currently serving at the Pentagon. Previously, Ms. Humphrey worked 8 years as a Staffing Specialist (Recruitment and Placement) at Robins AFB, GA. Ms. Humphrey has attended various leadership development programs over the years, to include Defense Civilian Emerging Leader Program (DCELP), Developing Team Leader Course (Air Force), Emerging Leader Course (Air Force), Leading With Impact (U.S. Office of Personnel Management), and the EHRL Forum. Ms. Humphrey considers the highlight of her career to be the impact that she has made on the HR community through her contributions and mentorship of other HR professionals.*

## BEST PRACTICES

Electronic resume banks are like matchmaking sites for agencies to look for potential candidates. Like matchmaking and personal ads, resume banks can describe, quantify, and match the most likely prospects to the position description.

Resume Banks connect offices with personnel regardless of whether they have posted a specific job opening. Agencies can match the qualifications of each resume with their specific hiring needs. Should a resume match their hiring needs, offices can contact the job seeker directly.

As an HR professional, you can greatly impact recruiting or upskilling and reskilling efforts by creating your own internal resume bank or by using the below resume resources to your advantage.

### USAJOBS Agency Talent Portal at

<https://agencyportal.usajobs.gov>

The Agency Talent Portal is a recruitment marketing platform offering targeted recruitment services to help HR specialists and hiring managers discover highly-skilled talent



### Indeed at <https://www.indeed.com>

Reach candidates for any role, industry, or location

### Monster Jobs at <https://www.monster.com>

Job Search, Career Advice, & Hiring Resources

### LinkedIn Recruiter at

<https://business.linkedin.com/talent-solutions>

Resume searching to hiring in less time

### Zip Recruiter at

<https://www.ziprecruiter.com/resume-database>

Finding great candidates has grown into a leading online employment marketplace that connects millions of job seekers with companies of all sizes

# HRFC BULLETIN BOARD

**AUGUST 22-26,  
EMPLOYEE  
RELATIONS  
ADVISOR  
LEVEL II  
CREDENTIALING  
PILOT**

**August 23**  
Release of updated DoD Instruction  
1430.16, "Growing Civilian Leaders"  
(DCPAS numbered message # 2022080)

Click a note for more info!

**AUGUST 22-26,  
HR STAFFING  
ADVISOR LEVEL I  
CREDENTIALING  
COURSE**

September 12-16,  
Labor Relations  
Advisor Level II  
Credentialing  
Pilot

**AUGUST 29**  
RELEASE OF UPDATED HRFC CHARTER  
(DCPAS NUMBERED MESSAGE #2022077)

**SEPTEMBER 14 - OCTOBER 26,  
HR TRANSFORMATION DOJOS**  
(LOOK FOR MORE INFORMATION ABOUT  
THIS PILOT IN THE NOVEMBER ISSUE  
OF THE HRFC NEWSLETTER)

**SEPTEMBER 15,  
ENGINEERING, IT,  
CYBER, CONTRACTING,  
PUBLIC HEALTH  
VIRTUAL CAREER FAIR**

**September 27-29,  
DoD Virtual Benefits and  
Work Life Programs Symposium**  
([https://www.dcpas.osd.mil/hrfunctionalcommunity/  
learningevents/benefitsconference](https://www.dcpas.osd.mil/hrfunctionalcommunity/learningevents/benefitsconference))

**October 27  
Hispanics in DoD  
STEM Careers  
Virtual Hiring  
Event**

**Registration Opens  
9/27**

**NOVEMBER 1-2 - WWHRTE**

**NOVEMBER 17-18  
DOD COACHING SYMPOSIUM**  
(LOOK FOR INFORMATION IN EARLY OCTOBER)

**OCTOBER 7  
"TAKING THE PENTAGON  
TO THE PEOPLE"**

FOR MORE INFORMATION, INCLUDING  
REGISTRATION FOR IN-PERSON OR  
VIRTUAL PARTICIPATION, VISIT  
[HTTPS://CVENT.ME/BWMK4W](https://cvent.me/BwMk4w)

**November 21, 2022**  
Nominations for  
President's Management Council  
Interagency Rotation Program,  
Cohort 21,  
are due

## 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!

*Home to all things HRFC*

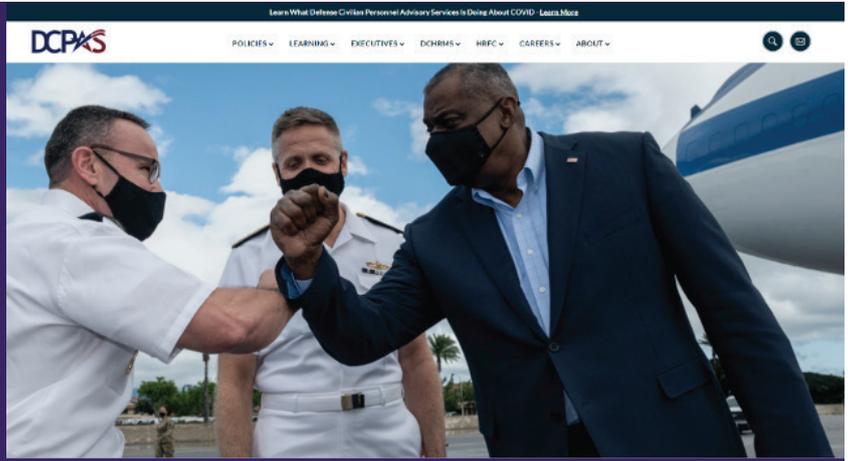


The HR Functional Community milSuite page **is home to all things HRFC** and includes the latest news affecting your DoD HR Community! A few recent postings are:

- Section 246 Pilot Program Update,
- DoD Pathways Program MOU,
- OPM Tips for a Hybrid Workplace,
- Extension of Covid-19 Schedule A Hiring Authority,
- 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!**



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 <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).



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