



# NEWSLETTER

VOLUME 4 | ISSUE 2 | MAY 2023

Quarterly newsletter published for the HRFC



DEPARTMENT OF DEFENSE HUMAN RESOURCES FUNCTIONAL COMMUNITY

## ***This Month: HR Training, Education, and Development***

A blurred background image of a modern office interior. Several people in business attire are seated at tables, engaged in a meeting or training session. A woman in a dark suit is standing and presenting to the group. The room has large windows and a whiteboard in the background.

### ***IN THIS ISSUE***

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# Message from the Human Resources Functional Community Manager

Hello, everyone! Welcome to the May 2023 issue of our quarterly Human Resources Functional Community (HRFC) Newsletter. This publication serves as part of our HRFC mission to communicate and socialize Department-wide HR news, events, initiatives, and best practices.

As the designated Office of the Secretary of Defense Functional Community Manager (OFCM) for HR, I am committed to elevating and prioritizing talent management for civilian personnel. Department of Defense (DoD) Instruction 1400.25 Volume 250, "DoD Civilian Personnel Management System: Civilian Strategic Human Capital Planning (SHCP)," establishes and implements policy and procedures, provides guidelines and model programs, delegates authority, and assigns responsibilities regarding civilian personnel management within DoD. It also provides a prescriptive methodology to assess the current state of the workforce, identify skill and competency gaps and strengths, and forecast emerging and future workforce requirements. This process includes: developing and implementing strategies to assess workforce characteristics, mitigating identified workforce gaps by providing relevant training, development, and education opportunities, and optimizing talent management programs.

As DoD HR leaders, we must continue to "Advance HR" by promoting and cultivating talent. We can do this in a variety of ways, to include: develop consistent HR credentialing programs and training for technical HR specialty areas, develop DoD HR career paths, leverage technology, and by capitalizing on the numerous training, education, and development programs offered across DoD, the Federal government, academia, and within the commercial sector.

In this issue you will read about the difference between certification and credentialing programs, and be informed about HR training resources, platforms, and programs that may be available to you. In fact, to assist you in locating such opportunities, we recently created the HR Training, Education, and Development Inventory (TEDI). The TEDI is a useful tool for DoD HR practitioners in their quest to find interesting and meaningful training and resources.

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.list.hr-functional-community-team@mail.mil](mailto:dodhra.mc-alex.dcpas.list.hr-functional-community-team@mail.mil).

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

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

[https://www.dcpas.osd.mil/sites/default/files/2021-04/SHCPInstructions\\_140025\\_vol250.pdf](https://www.dcpas.osd.mil/sites/default/files/2021-04/SHCPInstructions_140025_vol250.pdf)

# HR Training, Education, and Development Overview

By Devon Kathleen Hardy  
Editor-in-Chief, HR Functional  
Community Newsletter

The overarching mission of the DoD HRFC Team is to support the OFCM for HR. Part of this support includes sharing all of the exciting HR initiatives underway across the Department and responding to your inquiries and questions, such as: what general and specialty area HR training does the DoD offer, and does the DoD offer certifications or credentials in HR? Based on these common questions, the HRFC Team decided to devote an entire newsletter issue on available HR training, education, and development opportunities to help you on your HR journey!

## Federal Training

Although many Federal Agencies tailor and provide training for their own HR employees, there are a few Federal programs open to all civilian employees. Space permitting, DoD occasionally opens registration to Federal employees in certain occupational job series such as the Employee Benefits Advisor (EBA) and Injury Compensation Program Administrator (ICPA) credentialing programs. You can also read all about the U.S. Office of Personnel Management (OPM) Federal HR Institute and their course offerings on page 5!

## Academic Institutions and Commercial Online Course Providers

For HR practitioners seeking training and education outside of the Federal government, there are a number of certificate programs available from colleges and universities. For those looking for immediate training that requires less of a time commitment, there are also plenty of HR associations and commercial online providers to choose from. In fact, several DoD Agencies and Components purchased bulk licenses from online commercial training providers. Contact your training coordinator to inquire if your department offers commercial licenses.

## Department of Defense Resources

Over the last few years, in accordance with the Human Capital Operating Plan (HCOP) Fiscal Year (FY) 2022–2026, DoD HR leaders diligently worked to “Advance HR” by updating and creating new resources, to include: individual in-person, virtual, and online self-paced courses; HR technical area credentialing programs; training events; and informational websites.

### HR Technical Area Credentialing Programs

After the Defense Civilian Personnel Advisory Service (DCPAS) Benefits & Work Life Community of Practice (CoP) successfully implemented DoD's first HR technical area credentialing pilots (EBA Level I) in 2017, DCPAS, HR CoP leaders, and the HRFC moved forward to establish credentials in other HR technical areas. DCPAS offers these programs to the HRFC at no cost (0201: HR Management; 0203: HR Assistant; 0260: Equal Employment Opportunity Series; 0299:

HR Management Student Trainee; 0360: Equal Opportunity Compliance; and 0361: Equal Opportunity Assistance).

*Please be aware that some HR credentialing programs are only offered on a quarterly basis depending upon internal DCPAS resource availability. Therefore, seating may be extremely limited and often available on a first-come, first-served basis. Furthermore, an Agency, Department, or service will sometimes be given priority seating.*

**For more information about fully implemented credentialing programs, please visit:**

#### EBA (Levels I, II, & III):

<https://www.dcpas.osd.mil/hrfunctionalcommunity/benefitsworklife/employeebenefitsadvisor>

**ICPA (Levels I, II, & III):** <https://www.dcpas.osd.mil/hrfunctionalcommunity/benefitsworklife/injurycompensationadministrator>

#### Labor & Employee Relations Advisor (LER) (Level I):

<https://www.dcpas.osd.mil/hrfunctionalcommunity/laboremployeerelations/employeerelations>

#### HR Staffing Advisor (Level I)

<https://www.milsuite.mil/book/groups/dcpas-employment-compensation-training-center>

## Professional and Leader Development Programs

In each issue of the HRFC Newsletter, we feature professional and leader development programs available to our HR practitioners such as the popular Emerging HR Leaders Forum hosted by the Partnership for Public Service (see page 13 of the [September 2022](#) issue of the HRFC Newsletter for details). For more information about civilian leader development and career broadening programs, some of which provide hands-on, experiential learning, please visit <https://www.dcpas.osd.mil/learning/civilianleaderdevelopmentbroadeningother>.

*Please keep in mind that the application process and funding differs for each program.*

### Individual In-Person and Live and Self-Paced Virtual Courses and Training Modules

DoD HRFC Components and our DoD HR CoPs offer a variety of individual in-person and live virtual courses. While some courses are restricted to specific Agencies or Components, there are a multitude of available enterprise-wide trainings. For example, the DCPAS Benefits & Work Life and Employment and Compensation CoPs offer basic courses in [benefits](#), [injury compensation](#), and classification (upon Component request). Given the increased demand for training, there has also been an effort to develop more online self-paced training such as the [Setting Basic Pay](#) course created by the DCPAS Employment & Compensation CoP.

## HR Events & Resources

While events and informational resources may not be considered training, they *can* educate. You can find more information about DCPAS events, such as the Worldwide HR Training Event at <https://www.dcpas.osd.mil/hrfunctionalcommunity/learningevents>.

As for resources, there are a number of websites and DoD milSuite and SharePoint sites that provide a plethora of helpful information. For example, the Diversity Management Operations Center Diversity & Inclusion (D&I) milSuite site recently unveiled an [Educational Resource Center](#) that contains numerous D&I resources such as upcoming events, national awareness initiatives, and policy and guidance.

We included the resources mentioned in this article and much, much more in the first iteration of the brand new TEDI. Read all about TEDI on page 6!

## Certifications versus Credentials: There is a Difference

By Dr. Gina Eckles

Associate Director,  
HR Functional Community

Earning an HR certification or a technical area credential are both learning experiences that HR practitioners can embark on to develop and hone their skills and establish themselves as experts and strategic leaders in the discipline of HR.

### ***But what is the difference between a certification and a credential and does the DoD offer them?***

Simply stated, a certification program is general in nature and principally assesses and tests an individual's overall knowledge, skills, and competence, while a credentialing program is more comprehensive and rigorous in coursework and assessment and commonly develops an individual's knowledge, skills, and competency in a specific technical area.

### **Certifications**

A "certification" is a provision that recognizes when an individual who, after passing an exam, meets certain pre-determined qualifications in a broad

body of knowledge. Certifications can be granted by governmental or non-governmental organizations, but they are typically awarded by a third-party that sets industry standards. The International Organization for Standardization (ISO) and the International Electrotechnical Commission (IEC) form the specialized system for worldwide standardization. Specifically, the [ISO/IEC 17024:2012](#) conformity assessment provides the general requirements for bodies operating certification of persons and contains principles and requirements for a body certifying persons against specific requirements and includes the development and maintenance of a certification scheme for persons.

DoD does not currently offer HR certifications. While the Department appreciates and recognizes when an individual earns an industry HR certification, the DoD HRFC does not prefer one certification over the other, nor does it advocate for a specific certification program.

### **Credentials**

A "credential" is any official record (e.g., academic degree, professional license) that verifies an individual's completion of study and competency in a specific area of expertise to perform job-centric and / or niche functions. Credentials are typically earned by completing a rigorous course of study, meeting specified requirements that verify technical competency, and passing a proctored, psychometrically validated exam. Credentials commonly provide practitioners with documentation (e.g., certificate, pin) that distinguishes them as an expert in particular areas. The HRFC deems a credential as the appropriate form of qualification for our HR practitioners.

DoD HR technical area credentialing programs bring increased focus on advancing and enhancing HR workforce capabilities, and developing consistent training designed to posture the DoD HR community for occupation specialty and career progression goals. The HRFC considers our HR technical area credentialing programs extremely valuable as they promote a culture of learning, professional recognition, and personal growth. Our programs also expand competence, experience, and credibility in specific areas of expertise and provide our HR practitioners with documentation that clearly distinguishes them as experts in specific HR technical areas.

## HR Certifications versus HR Technical Area Credentials

	HR Certifications	HR Technical Area Credentials
Offered by the DoD		✓
Focused on broad body of knowledge (e.g., entire HR life cycle)	✓	
Focused on specific HR technical areas		✓
Required to pass a rigorous exam	✓	✓
Requires continuous education	✓	✓

# Office of Personnel Management Offers Specialized Training for HR Practitioners

By The U.S. Office of Personnel  
Management's Federal HR Institute



Federal HR practitioners can develop and hone skills in staffing, classification, and compensation with online courses from OPM's Federal HR Institute. Whether taken as an introduction or refresher, courses are tailored to specialty areas of focus and career levels—from early career through GS-15.

All courses offered by the Federal HR Institute can be taken individually or delivered as Agency cohorts (in person or online). Since the Federal HR Institute is a government-to-government solution, you can easily get started by using a purchase card or inter-agency agreement.

## New HR Practitioners

If you're looking to kickstart your Federal HR career in just three months, try our six-course bundle, [Foundations of Staffing: The HR Hiring Essentials Toolkit](#). We've designed a course plan to help you build a solid foundation in the most essential Federal HR topics. Additionally, our bundled courses are offered individually within functional and skill-level tracks:

- [HR Foundations](#): Gain introductory and foundational skills essential for new HR specialists in any functional area. This six-course series includes courses on effective writing, HR management, and customer service.
- [Staffing – Foundations](#): Learn about the Federal hiring process and staffing functions, laws, and programs.

## Mid-Career HR Practitioners

Support your Agency's workforce planning efforts through staffing, classification, and compensation. These three functional tracks are recommended for HR Specialists with five years or less of Federal HR experience:

- [Staffing – Technical](#): Learn how workforce planning and strategic recruiting initiatives impact your role in supporting your Agency's hiring processes.
- [Classification](#): Encourage uniformity and equity in the classification of positions.
- [Compensation](#): Understand techniques that support prudent spending of employment funds.

## Senior HR Practitioners

Help your Agency directly align workforce requirements with strategic plans and goals. We offer two staffing tracks for mid- to senior-level HR Specialists and HR Assistants (GS-0201 and GS-0203) with five or more years of Federal HR experience:

- [Staffing – Advisor](#): Support hiring managers in conducting workforce planning and strategic recruiting activities. These courses are for HR Team Leads.
- [Staffing – Strategic](#): Evaluate the effectiveness of staffing initiatives with data to make informed decisions. These courses are for HR supervisors, managers, and executives.

## Delegated Examining Certification

Delegated Examining (DE) authority is delegated by OPM to Agencies to fill civil service jobs through a competitive process open to all U.S. citizens, including current Federal employees. HR practitioners involved in DE activities can validate their skills and knowledge through our DE Certification Program. DE certification is typically completed in three phases:

1. OPM's DE [training course](#)
2. On-the-job experience (*recommended go-day minimum*)
3. Certification assessment

Both DE training and certification require supervisory approval with a sponsoring Federal agency:

**DE Training Course:** Develop critical competencies to successfully execute DE activities, including conducting job analyses; accepting and processing applications; adjudicating veterans' preference; rating and ranking candidates; applying category rating procedures; and certifying eligibles. Includes learning content and workplace simulation through virtual instructor-led training over five days. This course is not mandatory but is highly recommended to support development of critical competencies and knowledge. [View the current DE course schedule.](#)

**DE Certification Assessment:** The assessment can be purchased separately or bundled with the training course. Take the proctored assessment online or in person. Upon successful completion of the assessment, you are certified in DE activities for a period of three years.

For more information, view the [current DE training schedule](#), visit [de.usalearning.gov](http://de.usalearning.gov), or contact [DelegatedExamining@opm.gov](mailto:DelegatedExamining@opm.gov).

## What is the Federal HR Institute?

The Federal HR Institute is the only comprehensive HR development program of its kind, directly supporting the government-wide initiative to grow HR workforce capability. The curriculum establishes a single, standardized framework based on career mapping for Federal HR practitioners.

The Federal HR Institute has mapped HR competencies and career paths for development of those executing and involved in HR processes. The curriculum currently includes 22 staffing courses, two classification courses, and one pay and compensation course. The Federal HR Institute continues to build its suite of courses and is targeting additional HR specialty areas for future development.

To learn more about the Federal HR Institute, visit [opm.gov/FHRI](https://opm.gov/FHRI), or contact us at [FHRI@opm.gov](mailto:FHRI@opm.gov) or 202-418-4252. The Federal HR Institute is part of [OPM's Center for Leadership Development](https://opm.gov/CLDC), which offers a career-long continuum of leadership and professional development. Learn more by exploring our complete [course schedule](#), emailing us at [CLDConnect@opm.gov](mailto:CLDConnect@opm.gov), or calling us at 888-676-9632.

## The Benefits of Commercial Training for the DoD HR Workforce

By Dr. Tanya Johnson  
Program Manager,  
Public-Private Talent Exchange

So, if you've been paying close attention as of late, you can't help but notice that public and private organizations are changing how they recruit and retain talent. Perhaps we can credit the pandemic for bringing about a more innovative approach to managing talent.

Many organizations now realize that the skills their workforce will need in the future do not resemble the skills that were sought in the past. Organizations are focusing on talent development that requires organizational leadership to continuously manage skill shortages via a three-tiered approach: hire new talent, reskill current staff, or upskill employees.

While hiring new talent seems to be the go-to solution, it comes with much complexity when considering the unknowns. Upskilling and reskilling certainly fit into the new employment equation as a catalyst to enhance an employee's performance and presence, and help each employee to achieve their goals. Both upskilling and reskilling expand knowledge, but differ in nature of the skills learned and the end goal of the learning. While upskilling advances talent on a linear path, reskilling brings about lateral movement.

DoD is certainly embracing all three approaches to talent development. The utilization of commercial training is key to this recent movement. For example, DCPAS uses commercial training to provide myriad opportunities to position its employees for both upskilling and reskilling. The diverse suite of content includes topics, such as: data science; office productivity; workforce and HR; and even personal development. The use of commercial training enables DCPAS to continuously align curated content with various learning activities, to include the leadership framework and more. Online commercial courses are also beneficial because they are typically updated more frequently than courses offered from an academic institution or Federal Agency, they can be fairly cost efficient, and, as seen above, they often include wide-ranging content on multiple cross-cutting topics like Agile methodology and emotional intelligence.

Discover how to more accurately identify skill gaps to create an organization that is future proof by visiting <https://projects.usalearning.net> and click on "HR Line of Business" for a wealth of helpful information to jumpstart your efforts to upskill or reskill for the future!

## HRFC UPDATES

### Introducing TEDI: The HR Training, Education, and Development Inventory!

The HRFC Team is *thrilled* to officially introduce TEDI! The purpose of TEDI is twofold: (1) provide, from a common milSuite platform, a broad inventory of academic, commercial, and governmental HR training and educational offerings and developmental opportunities that may be available to DoD HR practitioners, and (2) 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.

TEDI is organized by general HR, HR technical and specialty areas, and DoD leader development programs. We identified resources by: (1) compiling existing courses and programs offered by DCPAS, (2) collecting training offerings from DoD HRFC Components, and (3) conducting keyword searches on the websites of organizations and providers commonly used by the DoD HR workforce. *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.). In such cases, practitioners can ask their organization to cover the cost via an SF-182 or they can personally cover the cost.

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 (we will update TEDI quarterly). See the *Summary* page in TEDI for more information about organization, criteria, and more!

This is our first iteration of TEDI. It will continuously evolve, including the format. You can find TEDI: <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](mailto:dodhra.mc-alex.dcpas.mbx.hr-functional-community-team@mail.mil) (reference "TEDI" in the subject).

## 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

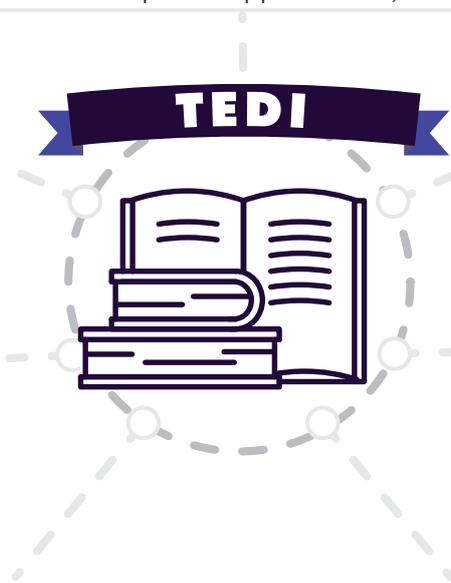
Organized by general HR topics, HR Communities of Practice, and DoD professional and leader development programs

### 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](mailto:dodhra.mc-alex.dcpas.mbx.hr-functional-community-team@mail.mil)

## The HRFC Advisory Group: Governance at Work for Our DoD HR Practitioners!

On March 7, 2023, the OSD Action Officer (AO) for HR hosted the second HRFC Advisory Group meeting. Per the HRFC Charter, the Advisory Group is a DoD advising body that reviews SHCP solutions to ensure alignment with resource planning, avoid duplication, and leverage efficiencies. The Advisory Group meets biannually to discuss those SHCP solutions, and to develop and present recommendations to our Senior Executives on the HRFC Executive Council who serve as DoD HR Component Functional Community Managers.

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

The HRFC Advisory Group meetings are extremely valuable because they are an opportunity for our DoD HR AOs and CoPs to share best practices and challenges that *you* experience across the Department. Topics discussed during our March meeting included: Workforce Incentive Fund; talent management data; HR training resources; and topics for the HRFC Executive Council meeting that took place on May 18, 2023. Look for a recap of the HRFC Executive Council meeting in the August 2023 issue of the HRFC Newsletter!

The HRFC Charter is available at:

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

## The HR Functional Community Team Welcomes New Members!

The HRFC Team proudly presents two new members: Ms. Jenay Barbee and Ms. Kathryn Dendinger! You will meet Jenay in the "HR Graduate Spotlight" section on page 14, but below we introduce the latest addition to the team, Kate Dendinger.



Kate brings with her eleven years of experience working for DCPAS. She started her career with the NAF Wage and Salary team, where she managed federally mandated compensation surveys and evaluated data to develop wage schedules for civilian support staff as a senior project officer. In 2018, Kate moved to the Employment and Compensation Team where she wrote and reviewed policy, provided technical and advisory support on many HR programs, and served as a lead for the training team. She graduated with honors from Virginia Tech and has a dual degree in Communication Studies and Economics. Kate is an accomplished equestrian and recently moved to Ashburn, VA, to be closer to her barn and family.

# HRFC DOD COMPONENT UPDATES

## Department of the Navy Human Resources Leadership and Project Management Tools



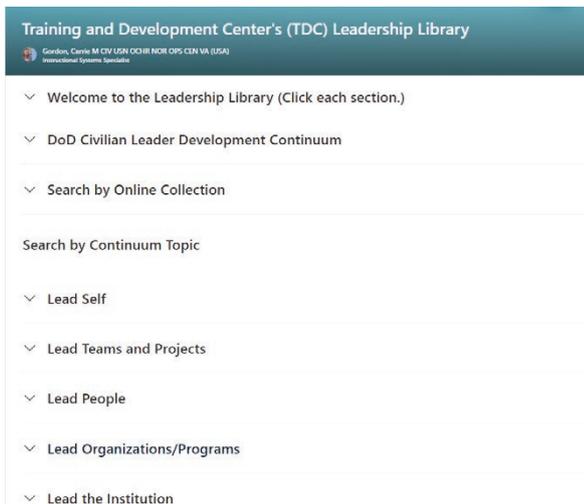
The Department of the Navy (DON), Office of Civilian Human Resources Training and Development Center recently developed two tools on a Microsoft Teams / SharePoint collaboration site to assist members of the DON HR and the Equal Employment Opportunity (EEO) community with leadership acumen and project management.



### Training and Development Center Leadership Library

The Leadership Library is structured in alignment with the DoD Civilian Leader Continuum and includes links to tools, resources, and training. Content can be independently used by employees, or when recommended by a supervisor to provide opportunities for continuous learning. The Leadership Library provides learning resources organized for easy access:

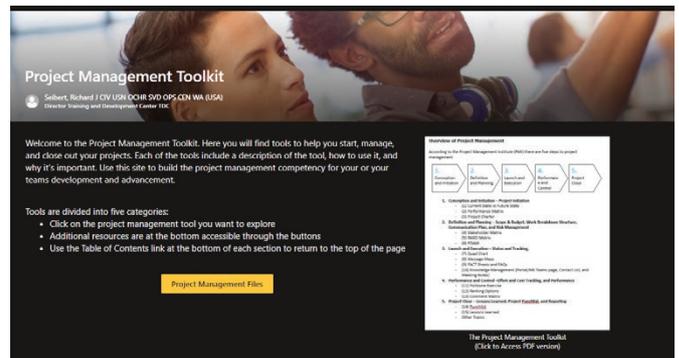
- **Tools:** Self-assessments to identify strengths and opportunities for development
- **Resources:** Self-paced learning
- **Links to external content:** Online articles, videos, and podcasts



### Training and Development Center Project Management Toolkit

The Project Management Toolkit is designed as an on-demand project management resource to help develop project management competency across the DON HR and EEO Communities. The Toolkit houses 15 tools to help start, manage, and close out projects with a description of what the tool is, why it's important, the foundation of how to use it, and how to use it really well. The Toolkit was designed to help fill gaps in three specific scenarios:

- Individuals needing to enhance their project management skills and abilities
- Project team leads looking to share resources with their team to create a common approach to project management
- Supervisors looking to build the project management competency of their team members



The Toolkit includes the following tools:

- **Conception & Initiation:** Current state vs. future state; performance matrix; project charter
- **Definition & Planning:** Stakeholder analysis; RASCI (responsible, accountable, supporting, consulted, and informed) Matrix; and plan of action and milestones
- **Launch & Execution:** Quad chart; message maps; FACT sheet and frequently asked questions; and knowledge management
- **Performance & Control:** Fishbone exercise; ranking options; and comment matrix
- **Project Close:** Punchlist and lessons learned

## Department of Air Force Civilian One Link



The Department of the Air Force (DAF) Civilian One Link was created to be a one-stop shop for HR professionals to access policies, procedures, regulatory guidance, and training material at the click of the mouse rather than the dozens of binders filled with printed emails and references that are scratched out as new ones are released. It is a cloud-based tool for all civilian personnel related information built to provide streamlined communication and transparency between all levels of Air Force civilian personnel. Civilian One Link is intended to be the first stop of the HR professional's day.

## Department of the Air Force Civilian Personnel Officer Worldwide Summit

The DAF annual Civilian Personnel Officer (CPO) Worldwide Summit will be held August 7–11, 2023, in beautiful San Antonio, Texas. The CPO Worldwide Summit will bring together hundreds of personnel specialists from around the globe to share best practices and processes and discuss policy changes in a collaborative effort to build and strengthen relationships.



Approximately 180,000 DAF civilian employees work shoulder-to-shoulder with the men and women in uniform in hundreds of different occupations and professions. Civilian personnel offices at installations around the world play a critical role in supporting those employees, by recruiting them, training them, developing them in their careers, and ultimately retaining them.

The weeklong in-person event covers the latest initiatives, policies, and processes vital to the HR professional's day-to-day work. The week consists of

full group sessions with topics that are specific to the entire community, such as Civilian Force Management, Merit Systems Principles / Prohibited Practices, and Employee Relations Hot Topic. Attendees can choose to attend multiple breakout sessions that range from Overseas Employment, to the Retirement Process, pay-related topics, and every aspect in between.

Our attendees gain valuable insight into the Air Force HR Community and networking with counterparts from other locations, while also having some fun along the way with dancing, games, and entertainment corresponding with each day's theme.

## A BIG HRFC Welcome to the New Deputy Chief Human Resources Officer, Washington Headquarters Services

*The HRFC would like to welcome Mr. Scott Aiken!*



Prior to his current position at Washington Headquarters Services, Mr. Aiken served as the Director of the Business and Program Management Division in the Office of the Chief Human Capital Officer of the Federal Emergency Management Agency. Before this, Mr. Aiken was a U.S. Marine Corps Officer for thirty years, serving in various command and staff billets. After September 11, 2001, he deployed four times in support of the War on Terrorism, to include operations at the U.S. Naval Base at Guantanamo Bay, eastern Africa, and Iraq.

Mr. Aiken earned a Bachelor of Science Degree in Geology from Vanderbilt University, and a Master's Degree in Public Administration from Troy State University. Additionally, his educational experience includes attending the U.S. Army's Command and General Staff College, receiving a Master's Degree in Military Arts and Sciences, and attending the U.S. Air Force's Air War College, receiving a Master's Degree in Strategic Studies. He is also a graduate of the Department of Homeland Security's SES Career Development Program.

Mr. Aiken is married and has twin sons.

*An additional article welcoming Mr. Aiken was published in the Spring 2023 edition of "Personnel Hilites." To read the full length article, please see [https://whs.sp.pentagon.mil/sites/hrd/Personnel%20Hilites/Hilites\\_Spring\\_2023.pdf](https://whs.sp.pentagon.mil/sites/hrd/Personnel%20Hilites/Hilites_Spring_2023.pdf)*

# HRFC COMMUNITY OF PRACTICE UPDATES

## Talent Development Community of Practice Update

By James Buchman

DoD Chief Learning Officer, Civilian Workforce; and Director, Talent Development / Chief, DoD Leader Development Programs

*Civilian workforce development is an increasingly important priority across the Department.*

These are exciting times if you are a talent development practitioner, or a beneficiary of training, education, and professional development opportunities across the Department! A growing emphasis on the purposeful development of our civilian workforce is manifesting itself in multiple new initiatives. The highest DoD leadership levels are championing each initiative to align with larger strategic priorities. As the Secretary of Defense re-emphasized in his March 2023 [Message to the Force](#), it remains critical to "grow our talent" with a critical eye towards investment in training, education, and professional development while leveraging innovation and modernization to accelerate towards the future of learning and development of our civilian force. Strategic guidance, to include the [President's Management Agenda](#) and DoD's [National Defense Strategy](#), [Human Capital Operating Plan](#), and [Strategic Management Plan](#), all align with a need to invest in people, accelerate development opportunities, improve the depth and breadth of training and education, innovate in how we use technology, collaborate with public and private partners, and properly resource these activities matched to strategy.

The Defense Business Board, chartered by the Deputy Secretary of Defense, conducted thorough analyses of the Department's [civilian talent management](#) and [civilian talent pipelines](#), and their reports demonstrate there is much to do to improve DoD's overall HR talent management lifecycle. One of the outcomes is an ongoing initiative to develop a DoD Talent Management Strategic Implementation Plan. This plan will be composed of key activities informed by industry leading best practices, key strategic documents, and collaborative working group sessions overseen by the Deputy Assistant Secretary of Defense for Civilian Personnel Policy. This ambitious effort has the goal to adopt a modern, human-centered, and integrated approach via a new Talent Management Framework. Included in this plan will be a functional community toolkit and resourcing baseline to identify current and future resource requirements; a best practices playbook to help communities identify and pursue new initiatives based on industry and interagency talent management ideas; and a strategic communication plan to inform key stakeholders and employees alike at all levels. This comprehensive framework will target improving how we govern processes, acquire and develop talent, empower talent to thrive (which impacts retention), emphasize diversity, equity, inclusion, and accessibility, and enhance employee well-being and their overall employment experience. You can anticipate this strategic planning effort to spawn a new focus on advancing and/or implementing new recruiting, career pathing, talent exchanges, rotational assignments, career broadening opportunities, workplace flexibilities, retention incentives, and permeable upskilling and reskilling opportunities, to name a few. Look for updates about the Talent Management Framework in future HRFC Newsletters!

This energizing focus on developing our civilians is ambitious and absolutely critical to ensure our civilian workforce develops the skills and competencies needed to ensure we meet DoD's ever-evolving missions. It aligns with our CoP belief that there is power in developing a career-length continuous learning mindset and culture. It will take all of us to get there!



The HR Functional Community celebrates our newly credentialed HR specialists!

## HR Credentialing Recipients



### *Level I for HR Staffing Advisor (HRSA)*

Pamela Saul	Defense Commissary Agency	March 2023
Katie Clary	Defense Commissary Agency	March 2023
Linda Collins	Defense Finance and Accounting Service	March 2023
Adrian Harper	Defense Information Systems Agency	March 2023
Maliah Morgan	Defense Logistics Agency	March 2023
Cesar Arellano Cantos	Defense Media Activity	March 2023
Adria Wellman	U.S. Air Force	March 2023
Joaquin Rueda-Caraballo	U.S. Air Force	March 2023
Nicole Craver	U.S. Air Force	March 2023
Ann Miller	U.S. Air Force	March 2023
Christy Barry	U.S. Air Force	March 2023
Temitope Akinola	U.S. Army	March 2023
Joseph Schweickert	U.S. Army	March 2023
Mary McGinity	U.S. Army	March 2023
Brittany Phillips	U.S. Navy	March 2023
Katrice Boutillier	U.S. Navy	March 2023
Tiffany Jackson	U.S. Navy	March 2023
Christina Wilgus	U.S. Navy	March 2023



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

Wanda Solsberry	U.S. Air Force	February 27, 2023
LaMichael Basoah	Washington Headquarters Services	February 28, 2023
Tiffany Chavis	Defense Logistics Agency	March 7, 2023
Bobbie Mossor	Defense Logistics Agency	March 20, 2023
Terri San Nicolas	Defense Logistics Agency	March 21, 2023
Robert Proctor	U.S. Air Force	March 21, 2023
Michael Rohr	Washington Headquarters Services	March 22, 2023
Jacqueline Preliou-Holland	Defense Threat Reduction Agency	March 27, 2023
Denise Cunningham	Defense Finance and Accounting Service	March 27, 2023
Katherine Thomas	National Guard	March 28, 2023
Alissa Kantnik	Veterans Affairs	March 30, 2023
Ashley Corbin	National Guard	March 30, 2023
Edward Fariss	Department of Education	April 10, 2023
Joshua Trott	Defense Finance and Accounting Service	April 12, 2023
Marvin Lockett	Defense Finance and Accounting Service	April 13, 2023



### *Level II for EBA*

Jessi Lasly	National Guard	April 13, 2023
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### Level III for EBA

Tonya Hall Department of Defense January 24, 2023



### Level I for Injury Compensation Program Administrator (ICPA)

Darcie Tavernier U.S. Navy February 22, 2023

Ashley Muehlenkamp U.S. Army March 2, 2023

Justine Axtman U.S. Navy March 8, 2023

Gilda Best Defense Logistics Agency March 29, 2023

Kelly Richter Veterans Affairs April 6, 2023

Aaron Parsons Library of Congress April 19, 2023



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

Alyssa Haring U.S. Navy February 16, 2023

Melissa Fossum U.S. Navy March 15, 2023

Lisann Leyva U.S. Navy March 15, 2023

Kathleen Tourtelotte U.S. Navy April 6, 2023

## PROFESSIONAL & LEADERSHIP DEVELOPMENT

### President's Management Council Interagency Rotation Program

#### President's Management Council INTERAGENCY ROTATION PROGRAM

For the first time, we are highlighting the President's Management Council Interagency Rotation Program (PMC IRP). The PMC IRP is an exciting career broadening opportunity for high-potential GS 13-15 (or equivalent) employees to expand their leadership competencies, broaden their organizational experiences, and foster networks they can leverage in the future. Since its inception, more than 950 future leaders have participated in the program.

For six months, participants rotate with one Federal Agency across the United States. During the rotation, participants develop or enhance specific leadership competencies (in alignment with [Executive Core Qualifications](#) or ECQs) identified by the participant and their home supervisor, as outlined in their Individual Development Plan. More specifically, the program aims to:

- Deliver a collaborative, cross-agency program to reduce barriers to interagency mobility;

- Enhance PMC participants' leadership competencies through a meaningful rotational assignment and through other developmental opportunities outside of their current agencies;

- Expand participants' interagency experience within or outside their current area of expertise;

- Offer engaging and insightful interagency cohort events that allow each participant to network and interact with other participants, Federal employees, and Senior Executives.

There are typically two cohorts conducted per year: April to September and October to March. The Department is allocated *nine* nomination slots per cohort. The Air Force, Army, and Navy may each submit a maximum of *three* nominees per cohort; the Office of the Under Secretary of Defense for Intelligence and Security and all other Fourth Estate Agencies and Field Activities may submit *one* nominee each per cohort. However, for each individual nominee submitted, DoD Components, Agencies, and Field Activities must also provide two rotational opportunities for other Federal Agency participants.

DCPAS (the managing office for DoD participation in PMC IRP) released a call for nominations in December 2022 to give organizations and employees time to market, gather, and properly vet high-quality packages. *On April 24, 2023, OPM cancelled the cohort scheduled to start in October 2023.* However, until DCPAS receives further notification, nominations for the next cohort are due to DCPAS by *November 17, 2023.* The possible start date is April 2024. Until further notice, the cohorts will be completed virtually. Please note that OPM requires that a Deputy Assistant Secretary or equivalent senior-level official approve nominations. However, please contact DoD's DCPAS Program Manager for PMC IRP at [dodhra.mc-alex.dcpas.mbx.hrspas-ctd-broadening-team@mail.mil](mailto:dodhra.mc-alex.dcpas.mbx.hrspas-ctd-broadening-team@mail.mil) to discuss signature options.

For more information, including the December 2022 call for nominations, please visit: <https://www.dcpas.osd.mil/learning/broadening/managementcouncilinteragencyrotation>.

there during grade school, and joined the mission-driven HQMC Marine Corps Community Services (MCCS) at Quantico. It was at MCCS that Ms. Barbee fully realized her second calling of learning and development, honing her "accidental trainer" skillset. She also discovered the joy of competency mapping and its critical role in guiding development. All of these experiences led Ms. Barbee to merge her learning and development interests with strategic human capital management.

Ms. Barbee discovered the PMC IRP at her next professional venture. At the U.S. Department of Agriculture (USDA) Rural Development, Ms. Barbee joined a team that hosted a PMC participant. This exposure to the program and to its facilitation of interagency networking and professional growth led Ms. Barbee to apply and eventually be selected as one of two Rural Development candidates for Cohort 20 (October 2022–March 2023).

Per Ms. Barbee, once candidates are accepted into the program they must complete a number of steps. First, candidates access a Max.gov page that lists all of the participating Agencies and their project opportunities. Each listing defines the Agency's mission, identifies the project supervisor, describes the rotational project(s), and in some cases, the project and rotation outcomes. Second, candidates identify the Agencies and projects that spark their interest, interview with those Agencies, and then rate and rank their preferences. Third, candidates match with an Agency. Fortunately, Ms. Barbee matched with the Agency that best met her professional interests as it provides engagement with Federal human capital policy and offered candidates an opportunity to support the expansion of its executive development program: OPM.

As part of the PMC IRP preparation process, Ms. Barbee also worked with her USDA supervisor to identify the two ECQs she desired to develop or enhance through her OPM tenure: results driven and business acumen specific to human capital. However, while the competencies remained the same, Ms. Barbee's project changed. Although this presented some challenges, such as starting her project later than intended, OPM gave Ms. Barbee the opportunity to develop a new project based on her interests. In fact, this new direction turned into such a positive experience that it reaffirmed Ms. Barbee's devotion to strategic HR and workforce planning. The project focused on strategic workforce planning for new and

## HRFC GRADUATE SPOTLIGHT



*The HR Graduate Spotlight is one of our favorite recurring features because it gives us an opportunity to highlight emerging HR leaders and share their personal experiences—information that can never be fully conveyed in program call for nominations. We are especially excited to spotlight this issue's rising superstar, Ms. Jenay Barbee, because she is a recent PMC IRP graduate and she is one of our newest team members!*

As the granddaughter of a U.S. Airman (retired) and the daughter of a U.S. Marine (retired), it was perhaps inevitable that Ms. Jenay Barbee inherited a motivation to serve. In fact, unbeknownst to her at the time, Ms. Barbee found her calling at the impressionable age of 8 when she and her mother, a retired Federal civilian, volunteered to provide resources to Soldiers and their families at the Fort Belvoir Army Community Service. Indeed, after graduating from the College of William and Mary, Ms. Barbee joined the non-profit sector where she dedicated herself to giving back to the community and learned what it means to truly be mission-driven. After earning a Master of Business Administration and moving into a role that focused on organizational development and training in the non-profit sector, Ms. Barbee cultivated her passion for strategic planning when she later returned to Quantico, a place that holds many of her childhood memories from when she lived

*"...at the end of the program, you should not return to your Agency and operate in your pre-rotation posture. There should be evidence of growth."*

early career talent within OPM's newly reorganized Office of the Chief Information Officer (OCIO). Ms. Barbee determined the potential cost-savings for rightsizing and reclassifying projected positions; examined career pathways within OCIO using proposed reorganizational data; and explored the unintended consequences of not increasing these pathways.

One of Ms. Barbee's favorite parts of the rotation was networking with other participants. Her engaged and active cohort established coffee chats and a LinkedIn group and pledged to remain connected after graduation. As Ms. Barbee said, "human connection is absolutely essential. That's the way we move. That's the way we get things done and build relationships." Another highlight of the program involved former PMC participants sharing their process for reentering their home workforce and senior executive service panel members sharing their career trajectories and providing tips on exploring the next phase in professional careers. "We often equate success with 'the next big thing,' but now I think more strategically. What are the gaps in my skillset? Where can I best leverage the skills I already have, but expand on them in a new context? The bottom line is at the end of the program, you should not return to your Agency and operate in your pre-rotation posture. There should be evidence of growth. You should be sharing what you learned and contributing in a new way."

*"HR practitioners are oftentimes viewed as transactional rather than as strategic business partners, but we are the key to successfully transitioning to the next evolution."*

For Ms. Barbee, the most transformational part of the rotation stemmed from the mentoring relationship she developed with her host supervisor, Monica.\* As Ms. Barbee put it, "Monica single handedly changed my way of thinking." Even during the initial exploratory conversation, this self-proclaimed disruptor influenced Ms. Barbee's way of thinking by discussing strategic workforce planning through a generational lens. "When Monica finished speaking about the shift in the workforce, I said, 'I want to do that!' It only affirmed my decision to pursue human capital management." Throughout the rotation, Monica also encouraged Ms. Barbee to be professionally curious and even recommended that Ms. Barbee consider cultivating a professional brand, which is something that she had never considered before. "She really pushed me to know and hone my craft, to ask thought-provoking questions, and to encourage others to think differently to ensure that the Federal government is well positioned to adjust to the future workforce. The HR workforce is at the forefront of readying the Federal government for the demographic shift in the workplace. HR practitioners are oftentimes viewed as transactional rather than

as strategic business partners, but we are the key to successfully transitioning to the next evolution. We need to be prepared to support, train, equip, and on board this influx of talent. We are a mission critical occupation for a reason." Lastly, Monica encouraged her to reimagine the capability of the HR workforce through automation. As Ms. Barbee said, "It really does require a mindset shift, but we have an opportunity to automate day-to-day tasks, freeing us up to be more innovative. This should also appeal to Generation Z and Millennials. How incredible would it be for us to be able to say, 'you can come work for the public good and be at the cutting edge of human capital?' Our employee value proposition must evolve to attract and retain top talent."

After graduating from PMC IRP in March 2023, Ms. Barbee is thrilled to now share her lessons learned at OPM with DCPAS. "I want to be a collaborator and become a future-focused and data-informed decision maker. I want to ask questions such as: 'Have we thought of *this* or *that*? What can we automate? Where can our imagination lead us?' I also have so much to learn from my new DoD and DCPAS colleagues. And I can't wait to get started."

*\*We received permission from Monica to include her name, but we only used her first name to protect her privacy.*

*Ms. Jenay Barbee joins DCPAS as an HR Specialist supporting the HRFC. She will serve as the HR Technical Credentialing Program Manager. Ms. Barbee holds the SHRM-CP credential from SHRM. She is an Association for Talent Development Master Trainer and certified in the Hogan personality-based assessment inventory.*

## HRFC BEST PRACTICES

### Pilot Training Program for Human Resources Releases Final Training Module

For this issue's "Best Practices" section, we share a number of best practices developed in response to the National Defense Authorization Act for FY2021 Section 246, "Training Program for Human Resources Personnel in Best Practices for Technical Workforce."

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

Section 246 mandated the Secretary of Defense, acting through the Under Secretary of Defense for Personnel and Readiness and Under Secretary of Defense for Research and Engineering, to develop and implement a pilot program to provide training in public and private sector best practices for attracting and retaining technical talent. The training areas include: appropriate direct hiring authorities; excepted service authorities; personnel exchange authorities; authorities for hiring special government employees and highly qualified experts; special pay authorities; and private sector best practices to attract and retain technical talent.

The Section 246 working group, led by DCPAS, recently finalized the sixth and final training module titled, "Best Practices in Attracting and Retaining Technical Talent." After completing this training module, HR practitioners will be able to define technical talent, as well as describe and give examples of selected best practices to attract and retain technical talent. This module also provides a variety of external resources to help develop a deeper knowledge of these practices and how they can be employed within the Department. The major focus of the module is tailoring outreach and engagement practices—techniques to present DoD's employer value proposition—to the unique needs of technical talent.

The next steps include evaluating the effectiveness of the pilot program and preparing and submitting a report to the congressional defense committees on the results of the pilot program.

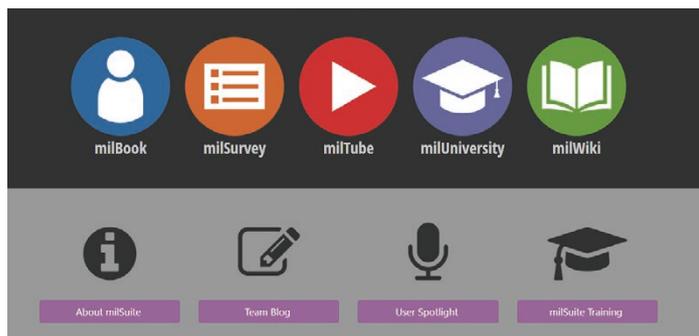
All of the modules and resources are available at <https://www.milsuite.mil/book/groups/ndaa246>.

## 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](mailto:jesus.i.diaz2.civ@mail.mil) to learn more. For agencies interested in becoming the next featured Agency on the DoD Civilian Careers website please reach out to [heather.r.shaner2.civ@mail.mil](mailto:heather.r.shaner2.civ@mail.mil).

## The HR Functional Community milSuite page!



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

- CXO Fellows Program
- DoD Coaching Data Call
- Launch of OPM's Structured Resume Review Training
- 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>

# HRFC BULLETIN BOARD

Click on a note to visit the link

Celebrate Asian American Pacific Islander Heritage during the month of May

President's Management Council Interagency Rotation Program Nomination Deadline: November 17, 2023 Note: OPM cancelled the cohort scheduled to start October 2023

Check out content from the May 2-3, 2023 DoD Recruiters Symposium, "Origin Stories: Creating Civilian Heroes through Inclusive Recruitment"

Advocate for Mental Health Awareness every May

June is Pride Month

Commemoration of Juneteenth Observance on June 19, 2023

SAVE-THE-DATE FOR THE NEXT DOD "TAKING THE PENTAGON TO THE PEOPLE" AT ARIZONA STATE UNIVERSITY ON SEPTEMBER 12-13, 2023

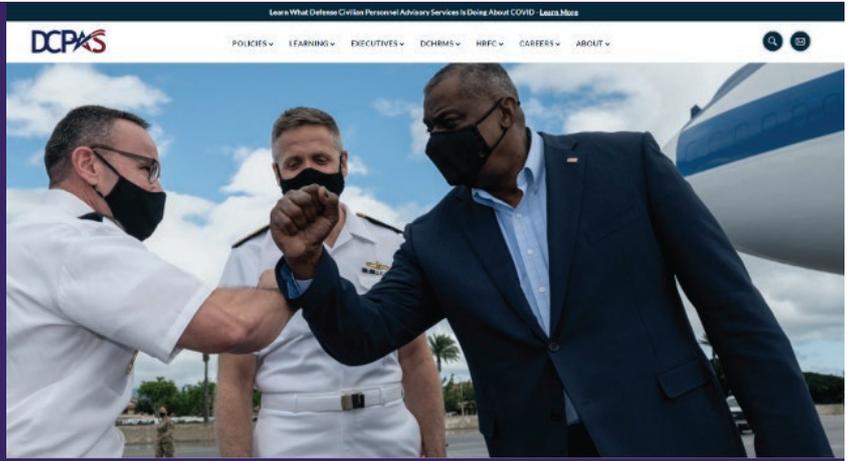
Stay informed on upcoming career fairs such as the virtual career fair on June 22, 2023 (registration closed)

HR Nominees to the Defense Civilian Emerging Leader Program (DCELP) are due: 4th Estate entities due July 1, 2023 to the DCELP program office and Army, Navy, Air Force, Intelligence Agencies due August 3, 2023 to HRFC

Honor our fallen on Memorial Day, May 29, 2023

DoD releases implementing guidance for assessment requirements for the hiring and selection process

**DON'T FORGET  
WE ARE SOCIAL!**



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

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

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## ABOUT THE HRFC

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

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



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