



## Melissa (Mel) Rubenstein

Office of the Under Secretary of Defense for Personnel and Readiness  
Defense Human Resources Activity  
Defense Civilian Personnel Advisory Service



Ms. Melissa Rubenstein serves as Director, Workforce Planning and Accountability Line of Business in the Defense Civilian Personnel Advisory Service (DCPAS). Her diverse portfolio covers strategic human capital and workforce planning, human capital data analytics, competency management, and an Independent Audit Program (IAP).

Ms. Melissa Rubenstein has over 24 years of Human Resources experience to include private sector and state government. She has served DCPAS in a variety of roles to include Senior Strategic Advisor to the Director, DCPAS; Chief of Staff for the DoD Human Resources Transformation Team; Co-Chair of the Defense Trusted Workforce 2.0 Implementation Group, and Associate Director (Strategic Programs and Policy) in Labor and Employee Relations (LER), New Beginnings Program Manager, and Strategic Compensation Analyst.

Her portfolios spanned several DoD enterprise-wide programs to include: Civilian Workforce Incentive Fund; Contact-to-Contract (30 day average); Defense Personnel Systems Framework; Suitability, Security, Staffing – Risk Management; and Defense Trusted Workforce 2.0; strategic initiatives such as 87 New Beginnings initiatives, Legislative proposals/Congressional reporting/National Defense Authorization Act provision implementation; Program Evaluation and Metrics, National Security Personnel System-and its' repeal, the Physicians and Dentists Pay Plan (PDPP) and several policies including: Defense Performance Management and Appraisal Program (DPMAP); Rewards and Recognition; Suitability and Fitness for Federal Employment; and Workplace Violence.

Prior to beginning her Federal career, Ms. Rubenstein worked as a Senior Analyst for the State of Washington's Office of Personnel where she managed Total Compensation, Marine Employees Commission, and Law Enforcement Officers portfolios. She worked with representatives of the Marine Employees Commission and Law Enforcement regarding contract terms, negotiations, and participated in interest arbitration. Ms. Rubenstein was a Washington State Gubernatorial Nominee in 2010, to represent the State as a National Delegate for Vision 2020: Equality in Sight. Other roles include Director of Career Services, DeVry University and Director of Multi-Ethnic and Cultural Affairs, Tacoma Community College.

Ms. Rubenstein holds Masters in Organizational Leadership, Organizational Development, and Human Resources from Chapman University; and a Bachelor in Global Studies and Mass Communications from the University of Washington. She is a 2014 Executive Leadership Development Program graduate and 2023 Office of Personnel Management's Federal Executive Institute: Leadership for a Democratic Society graduate.