

## Message from the Human Resources Functional Community Manager

Hello, everyone! Welcome to the March 2022 issue of our Human Resources Functional Community newsletter.

As part of the HRFC mission to develop the Department's human resources functional community, I welcome this regular opportunity to update you on current issues, initiatives, and programs.

Last summer, at the Global Emerging Technology Summit of The National Security Commission, Secretary of Defense Austin remarked that a highly skilled workforce is the key to succeed against modern threats. The Secretary went on to say that the Department must build a workforce of the most qualified, capable, and technologically proficient people to ensure we are not a limiting factor to innovation. This month's newsletter highlights two workforce development approaches in support of Secretary Austin's message — upskilling and reskilling.

Simply put, upskilling is the process of providing training or experiences to enhance an employee's existing skillset, fostering growth in their current role, which ultimately adds value to the agency. Reskilling, on the other hand, occurs when a current employee is retrained for a new discipline. The strategy of reskilling becomes particularly important when a mission changes and the agency relies on retaining currently successful, mission-driven, and dedicated employees. Both upskilling and reskilling are critical at this time in which competition for talent is increasingly difficult.

We know the emerging workforce is trending towards personnel with multiple and diverse skills and it's critical that we find ways to leverage that knowledge. For those of us in the business of people and getting to the right talent, upskilling and reskilling offers our Department of Defense (DoD) hiring managers an effective and potentially more efficient alternative to fill positions quickly and build a future-ready workforce.

For you, our Department HR practitioners, upskilling should be a personal goal. I challenge you all to take interest in improving your professional expertise by taking the initiative to learn new things.



I am excited to share this edition of our newsletter and I hope it inspires further discussion across our HR functional community and highlights pockets of upskilling and reskilling excellence that I know exist in the Department.

As always, thank you in advance for your commitment and support!

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

# SPOTLIGHT ON UPSKILLING AND RESKILLING

## The Impact of Upskilling and Reskilling on Workforce Retention

According to the U.S. Bureau of Labor Statistics the average workplace attrition rate (the rate at which people leave) was 57.3% in 2021. Recent retention statistics show that, on average, it costs 33% of a worker's annual salary to replace them. That is a cost of \$16,500 for an employee earning a median salary of \$50,000 per year. For new employees leaving within the first 6 months, the replacement cost can go up to 50%.

We recognize that in the Department our attrition rate is typically much lower than the national average, but current DoD data shows that employee turnover has risen in recent years. It is critical in today's competitive hiring environment that our HR professionals understand and implement strategies to retain our workforce. Retention is an agency's ability to keep its employees. The Department is not only losing valuable talent to private industry, but also dealing with the hidden cost of replacing these valuable employees.

As the DoD shifts our workforce strategies to fill critical positions, two things are apparent: the skill gap is widening and we are not going to be able to simply hire our way through it and the DoD must plan to upskill and reskill our existing workforce.

### Why is upskilling important to the Department?

A digital mindset is necessary as the Federal workplace transitions from being largely based on-site and in-person to being virtual and remote. Now more than ever, employees need to be digitally fluent and tech-savvy to perform simple tasks; this only happens when employees have the right training to understand, adopt, and masterfully use tools and systems. Offering upskilling opportunities to the Department's existing employees has many benefits:

- Minimizes cost to the Department,
- Improves skills that have already been cultivated with on-the-job experience,
- Enlarges personnel knowledge bases, and
- Employee performance increases with less error.

Closing internal skill gaps is important and employees are eager to upskill in order to remain relevant.

### Why is upskilling important to the employee?

Upskilling through learning and development opportunities boosts morale and deepens loyalty. You may have noticed that you, your colleagues, and other employees prefer working in an environment that enacts inclusion and values the person in the role. The workforce tends to be more enthusiastic about working when employers invest in their employees' futures. This investment can be shown with upskilling opportunities through education, training, and experiential assignments.

### What can our HR practitioners, managers, supervisors, and leaders do to promote upskilling?

- Incorporate relevant, personalized training into Individual Development Plans (IDPs);
- Consider obtaining corporate licenses to access learning platforms such as Coursera, Digital U, or Udemy for business;
- Promote coaching and mentoring and/or peer-to-peer learning;
- Establish broadening programs and/or challenging on-the-job exercises;
- Conduct lunch-and-learn sessions or other micro-learning activities;
- Encourage participation in talent exchange programs;
- Consider incentive programs;
- Share information about popular training courses in meetings, newsletters, and town halls, and
- Survey your workforce:
  - What do they want to learn, and
  - What skills do they require for the future?

***“Every DoD agency should be taking on an initiative to close internal skill gaps.”***

### What are you doing to promote upskilling?

We would love to hear from you — our HR functional community! If you have examples of upskilling or reskilling programs, tools, services, resources, techniques, or even good ideas we invite you to contact us at: [dodhra.mc-alex.dcpas.mbx-hr-functional-community-team@mail.mil](mailto:dodhra.mc-alex.dcpas.mbx-hr-functional-community-team@mail.mil).

# DoD's Civilian Leader Development Continuum: A Tool to Guide Upskilling and Reskilling the Workforce

The DoD Leader Development Continuum is the Department's competency model defining the key skill and knowledge requirements for the DoD workforce that are foundational to mission success. Composed of both technical and non-technical competencies and aligned with the Office of Personnel Management's Executive Core Qualifications, it is a valuable tool for employee development. The model serves as the foundation of all development program curriculum across DoD, as codified in Department of Defense Instructions (DoDIs).

The model covers employees in all grades and occupational series, but is titled "Leader" to underscore the Department's emphasis on employees who lead at all levels of the organization. While the competencies are arranged in the model at levels where they are most frequently demonstrated, all of the competencies are used by all employees. Developing any one competency is not a prerequisite for developing another.

To be effective in today's rapidly changing and increasingly complex environment, employees need a variety of knowledge and skills; employees must

develop competence in multiple areas through continuous learning and experience. Upskilling within one's current position is particularly important with the increasing use of technology and data to connect our distributed and virtual workforce. This is reflected in the competency model through competencies such as Agility, Digital Fluency, Communication, and Team Building.

The model can be used by HR practitioners to identify competency gaps in their organizations particularly when the organization needs to develop talent to meet the mission. This can be achieved by upskilling employees in current positions, creating new positions and hiring new employees, or reskilling current employees to fill them. HR Development Specialists also leverage the competency model when designing curriculum to upskill or reskill employees. The DoD Leader Development Programs — such as the Defense Senior Leader Development Program (DSLDP) featured in this issue — are examples of programs that upskill employees to take on new roles in their organizations.



Most importantly, the competency model is an excellent tool for charting one's own personal development. The Leader Development Continuum serves as a common point of reference for employees to discuss their professional development with their supervisors and develop an IDP to meet their professional goals.

To learn more about DoD's competency model visit the DCPAS website here:

<https://www.dcpas.osd.mil/learning/civilianleaderdevelopmentbroadeningother>. From the website you can download a copy of the Leader Development Continuum and detailed definitions of the competencies in the model.

## HRFC COMMUNITY OF PRACTICE UPDATES

### Diversity Management Operations Center Presidential Round Table

The DoD's Diversity Management Operations Center (DMOC) and the Defense Human Resources Activity co-hosted their third virtual Taking the Pentagon to the People (TTPTTP) event on January 27, 2022, with the University of Texas at San Antonio. The TTPTTP Program is a long-standing effort that is typically hosted on-campus and has been a signature program since 2004. The event has been hosted as a joint DoD effort on more than 20 minority institution campuses, including the University of Guam.

The day-long program includes collaboration across DoD functional areas with four key sessions:

- 1) a Plenary Session with key DoD leaders and the White House to welcome participants;
- 2) a Faculty Track with Academic Deans, Research Faculty, Centers of Excellence Directors, Provosts, Ph.D. Candidates, and Postdoctoral Faculty;
- 3) a day-long Student Career Symposium and DoD Recruiter Session; and
- 4) a closed Presidential Roundtable meeting with key DoD and minority institution leaders.

Every year DMOC sponsors three TTPTTP events in order to advance the Department's diversity, equity, and inclusion efforts through strategic outreach and support to minority institutions and underserved communities.

COVID impacted DoD's ability to host the program as live in-person events. Since 2021, DMOC has been hosting all events virtually. The virtual platform provides DoD a greater opportunity to connect with students everywhere; over 2400 virtual participants have benefited from the initiative and three schools have successfully partnered with DoD virtually: Howard University, Hampton University, and the University of Texas at San Antonio. DCPAS has also been a major contributor since the inception of the program almost two decades ago. Most recently, DCPAS's Strategic Outreach and Recruitment consortium continues to ensure students are able to connect directly about how to access DoD civilian careers.

The next DoD TTPTTP Program will take place on April 19, 2022, and will be co-hosted by Central State University, an Historically Black College or University, located in Wilberforce, Ohio.

DoD's senior leaders are firmly committed to advancing diversity, equity and inclusion as a force multiplier. The TTPTTP Program will continue to serve as a platform to share and exchange information about DoD business and employment opportunities available to underserved students and communities and brand DoD as an employer of choice.

For more information on how to support, or participate in the TTPTTP Program, please contact Charmane Johnson, Director for EEO, Special Emphasis and Outreach Programs at: [charmane.s.johnson.civ@mail.mil](mailto:charmane.s.johnson.civ@mail.mil).

# HRFC CREDENTIALING PROGRAM UPDATES

## Labor and Employee Relations Pilot 2 Update:

Based on information gathered during Pilot 1, the Line of Business (LOB) 5 team, lead by Mr. Jonathan McCoy and Ms. Sheila Bello-Class, created a 5-day curriculum for Pilot 2. The Pilot 2 sessions occurred January 21, 2021 through February 4, 2022. The 5-day curriculum was delivered virtually via MS Teams and course materials included an instructor guide, a PowerPoint slide deck, a participant guide/toolkit, and facilitators/participant activity workbooks.

To prepare for the LER Credentialing exam, the 5-day curriculum was followed by a half-day study session on February 23, 2022. The team finalized the exam administration logistics and uploaded assessment questions to the test administrator platform. Four proctored exams were then completed and delivered virtually on MS Teams from March 1–7, 2022.

The development team is currently reviewing data collected from the completed pilot to include course evaluations, course assessments, and exam scores. Full pilot analysis was completed on March 28, 2022 and Pilot 3 is scheduled for April 4–8, 2022.

## HR Staffing Credentialing Program Pilot 3 Update:

The LOB 2 team, lead by Ms. Aquila Stewart, is currently updating the curriculum materials based on the feedback received during Pilot 2. The 5-day curriculum will be delivered virtually via MS Teams starting on March 28, 2022. The curriculum materials will include PowerPoint slides, an instructor's guide, a participant guide, an activities guide, and a study/desk reference guide for instructors and participants.

Pilot 3: Level 1 LER Credentialing Schedule	
5-Day Curriculum	March 28–April 1, 2022
Study Session	April 12, 2022
Proctored Credentialing Exams	April 14–15, 2022

## HR Information Systems (HRIS) Credentialing Program Update:

The January issue highlighted the development of the competency model for the Human Resources Information Systems (HRIS) credentialing program. LOB 1's (Planning and Accountability) Strategic Workforce Team (SWT) has facilitated the Subject Matter Expert (SME) Panels to propose the competencies to be included in the model. In the next phase, HRIS Specialists across the DoD will complete an assessment to validate the panel proposed competencies through the Defense Competency Assessment Tool (DCAT).

HRIS work is accomplished throughout the Department by employees in multiple occupational series — 0201, 2210, 0301, 0343 and more. This makes it challenging to readily identify HRIS professionals to complete the competency assessment. If you perform HRIS work in your position and are interested in supporting this effort by completing a brief survey-style assessment, please contact the HRFC team by April 5, 2022 at: [dodhra.mc-alex.dcpas.mbx.hr-functional-community-team@mail.mil](mailto:dodhra.mc-alex.dcpas.mbx.hr-functional-community-team@mail.mil).

Please include your name, organization, and job title and occupational series. Thank you in advance for ensuring the competency model reflects the broad perspective of the HRIS community.

# Human Resources Credentialing Recipients

The HR Functional Community celebrates our newly credentialed HR Specialists!

## *Employee Benefits Advisor Level I*

Mr. Harry Fisher	Defense Logistics Agency	February 3, 2022
Mr. Edward Faichney	Defense Logistics Agency	February 22, 2022
Ms. Destiny Ansah	Department of Veterans Affairs	February 22, 2022
Ms. Tammy Gantz	Defense Logistics Agency	March 7, 2022
Ms. Breann Alejos	Department of Veterans Affairs	March 8, 2022
Ms. Ciara Dyer	Defense Logistics Agency	March 14, 2022
Ms. Anna Cochran	Department of Veterans Affairs	March 16, 2022

## *Employee Benefits Advisor Level II*

Ms. Lena Conway	Army	December 14, 2021
Ms. Rachel Hewitt	Army	February 1, 2022
Mr. Edward Faichney	Defense Logistics Agency	March 7, 2022

## *Injury Compensation Program Administrator Level I*

Ms. Alyssa Haring	Navy	January 13, 2022
Ms. Bertha Quinn	Navy	February 24, 2022

## Section 246: New milSuite Modules!

Section 246 of the National Defense Authorization Act for Fiscal Year 2021 (Public Law 116-283) directed the Secretary of Defense, acting through the Under Secretary of Defense for Personnel and Readiness and the Under Secretary of Defense for Research and Engineering, to develop and implement a pilot program to provide **covered human resources personnel** with training in public and private sector best practices for attracting and retaining **technical talent**.

Congress also directed that the pilot program include training in the authorities and procedures that may be used to recruit technical personnel for positions in the DoD, to 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.

DCPAS continues to update the milSuite site with newly developed content.

Log in with your CAC and Bookmark the Section 246 milSuite page

<https://www.milsuite.mil/book/groups/ndaa246>

For questions, please contact: [dodhra.mc-alex.dcpas.mbx.hr-functional-community-team@mail.mil](mailto:dodhra.mc-alex.dcpas.mbx.hr-functional-community-team@mail.mil)

DSLDP is the Department-wide leader development program for GS 14–15 and equivalent senior civilian leaders who have the potential and aspiration to serve as senior executives. Over the course of twenty months, DSLDP participants engage in structured learning opportunities to develop the enterprise-wide perspective and competencies needed to lead people, programs, and organizations in the joint, interagency, and multinational environments. The instructional components of the program include Defense-focused leadership seminars, professional military education at a senior service school, and several individual development activities.

DCPAS plans and executes DSLDP. More information about the program is available on the DCPAS website. <https://www.dcpas.osd.mil/learning/civilianleaderdevelopment/defenseseniorleader>

Inquiries about the program can be made to your organization's training coordinator or to the DSLDP program team at [dodhra.mc-alex.dcpas.mbx.hrspas-dslldp@mail.mil](mailto:dodhra.mc-alex.dcpas.mbx.hrspas-dslldp@mail.mil).

## DSLDP Participant Highlight



**Ms Amber D. Tucker**

Ms. Amber Tucker is a human resources specialist who is retired from the South Carolina Air National Guard. Prior to her acceptance into DSLDP she acted as the Performance Management Policy and Program Manager for DCPAS in LOB 5, Labor and Employee Relations (LER).

Her portfolio included management of the Defense Performance Management and Appraisal Program (DPMAP), including transitioning the MyPerformance tool into the new Defense Human Resource Management System (DCHRMS). Ms. Tucker began her journey with the Defense Senior Leader Development Program (DSLDP) in January 2021 and is currently completing the professional military education phase at the U.S. Army War College in Carlisle, Pennsylvania.

Ms. Tucker's broad perspective informs her HR expertise in LER, policy review, reasonable accommodation, and equal opportunity. These multifaceted professional skills and accomplishments make her an excellent resource on the matters of upskilling and reskilling to support DoD endeavors. She emphasized that there are many avenues to explore as we compete for talent and

says, "There is huge competition for talent with other governmental agencies and private companies."

Instead of simply relying on outside talent she is interested in exploring workforce challenges as "a change management opportunity to think of new way to do business [and] possibly allow existing employees to transition to new career fields." Ms. Tucker believes upskilling and reskilling is an important strategy for filling critical science, technology, engineering, and mathematics (STEM) positions. She considers professional development to be a strategic hiring tactic, and that upskilling and reskilling should be considered. She says, "We owe it to the DoD to examine areas for change in the way we develop talent and create opportunities for current employees to retrain."

***"To be a successful leader  
you need to be able to  
understand relationships."***

As Ms. Tucker took on the responsibility of successfully transitioning DPMAP to DCHRMS she says, "Change management was the best part and the worst part of the job." She is aware that the biggest challenges are setting expectations at a technical level and cultivating buy-in from the performance management POCs and supervisors across the Department. She believes building consensus is critical to effective training on the new system.

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Defining successful leadership and enacting those values is key for Ms. Tucker. While understanding systems at-large is crucial, she asserts, "To be a successful leader you need to be able to understand relationships." She credits DSLDP with encouraging growth in networking, expanding her interest in the rapidly growing space sector, and learning new skills to apply in her current work. She hopes to leverage what she will learn about the processes and culture in the experiential assignment phase of DSLDP to further develop her own organization within DoD.

The HR functional community can only benefit from developing well-rounded leaders and strong candidates for mission critical STEM positions. "Our workforce — our people — are so important to our mission," Ms. Tucker asserts, "Leadership in HR is not just being great at transactional HR. Leadership in HR is advising to meet the needs of the organization. Change management is essential to being successful as an HR leader." Indeed, how we show up as leaders in our current positions paves the way for incoming workforce hires and for advancing our individual successes. It's important for us, as HR professionals, to be technically and tactically proficient change agents.

## An Important Conversation

CFO

What happens if we invest in our people and they leave us?

CEO

What happens if we don't and they stay?

## Career Impact 2022

If you would like to post announcements on the DoD Civilian Careers website 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 [heather.r.shaner2.civ@mail.mil](mailto:heather.r.shaner2.civ@mail.mil) to learn more.



## The HR Functional Community milSuite page!

*Home to all things HRFC*



**Connect. Learn. Innovate.**

The HR Functional Community milSuite page includes the latest news affecting your DoD HR Community! Check out some recent posts, including:

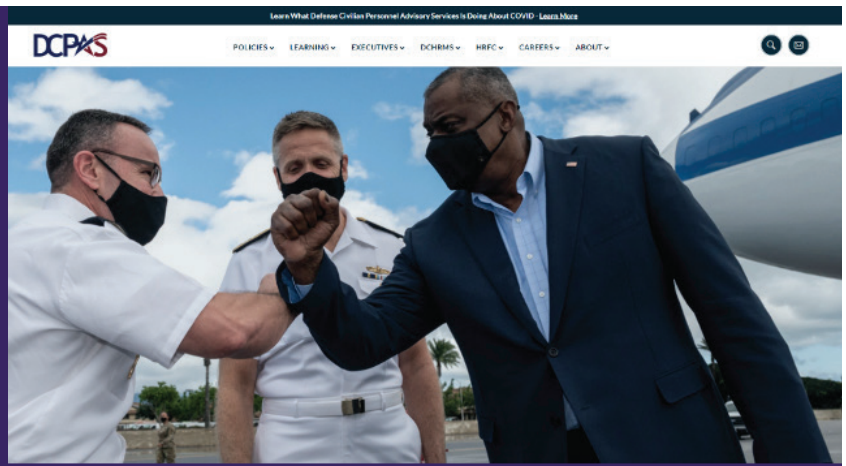
- Force Health Protection Guidance
- DCHRMS Newsletter
- OPM Compensation Memoranda for 2022
- Qualifications Standard for the Data Science Series 1560

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>



*DON'T FORGET  
WE ARE SOCIAL!*



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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/>