



Department of Defense Functional Communities

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Message from the Human Resources Functional Community Manager

Hello, everyone! As part of our Human Resources Functional Community (HRFC) mission to communicate and socialize Department-wide HR news, events, initiatives, and best practices—welcome to the August 2023 issue of our quarterly HRFC Newsletter!

In 2021, Department of Defense (DoD) leadership introduced multiple initiatives to prioritize civilian talent management. In March 2021, our Deputy Secretary of Defense (DSD), Dr. Kathleen Hicks, released a memorandum that established the Deputy's Workforce Council (DWC). This Council, co-chaired by the DSD and the Vice Chairman of the Joints Chiefs of Staff, addresses the Department's total force requirements, personnel policy, and people management to include workforce development and talent management. Then, in November 2021, HON Hicks requested that the Defense Business Board (DBB) submit an independent report examining and recommending specific approaches and actions to improve talent management in the DoD civilian workforce. In their May 2022 report, [Strengthening Defense Department Civilian Talent Management](#), the DBB concluded that, among other key observations, DoD's organizational structure is not postured to manage talent effectively. In this report, as well as a second DSD-directed report, [Building a Civilian Talent Pipeline](#), the DBB also stressed the need to ensure that all DoD functional communities realize their full capabilities to assess workforce competency gaps, develop recruiting strategies to fill needs, and provide career roadmaps to help employees meet their professional goals.

In response, as stated in a November 2022 [memorandum](#) from the Under Secretary of Defense for Personnel & Readiness (USD(P&R)), HON Hicks endorsed a new governance structure that elevated the existing functional community governance framework originally implemented by [DoD Instruction \(DoDI\) 1400.25, Volume 250, DoD Civilian Personnel Management System: Civilian Strategic Human Capital Planning \(SHCP\)](#) and provided greater focus on talent management. In the introduction of the [DoD Strategic Management Plan for Fiscal Years 2022-2026](#), released in October 2022, HON Hicks further stressed the importance of establishing accountability to measure our progress in realizing the National Defense Strategy (NDS). The plan set four strategic goals that included the goal of "Taking Care of Our People and Cultivating the Talents of Our Workforce" by recruiting and retaining talent that possesses the skills, character, and diversity that our nation needs to tackle today's national security challenges. DoD functional communities are critical to meeting this goal as they are charged to prioritize talent management by ensuring our ability to recruit, develop, and retain a civilian workforce in support of the NDS. To lead these new talent management efforts, DoD created the position of Chief Talent Management Officer (CTMO), established within the Office of the USD(P&R) and filled by Mr. Brynt Parmeter in April of 2023. This position is responsible for developing a DoD Talent Management Strategy, relying heavily on OSD-level functional communities. This means functional community managers will need to be postured and resourced appropriately to fully execute their responsibilities.

As the designated DoD Functional Community Manager for HR, it is my responsibility to integrate competency and evidence-based SHCP into the full spectrum of life-cycle management for personnel within the HRFC. Given recent efforts to strengthen

and prioritize civilian talent management, which directly impacts our civilian workforce, we decided to dedicate an entire issue of our newsletter to DoD functional communities. We provide a brief history of the Department's civilian strategic human capital planning efforts, particularly the development of functional communities, and spotlight the workforce endeavors of three different DoD functional communities: Data, Analytics, and Artificial Intelligence (AI); Contracting; and of course, HR. The DoD Components also highlight their efforts to support their HR communities, including a best practice developed by the Defense Finance Accounting Service (DFAS).

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.

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

An Overview of DoD Functional Communities

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

During the mid-to-late 2000s, the Department developed a “functional community” organization and governance to evolve Strategic Human Capital Management (SHCM) practices. DoD leaders recently initiated efforts to reestablish the importance of functional communities to ensure that each community has the leadership, resourcing, data analytic capabilities, and the talent development tools to mature. But, why did DoD establish functional communities? What are they? Who leads them? How many are there? How do they fit into the new talent management governance? And, most importantly, how do they impact *you*? We answer these questions and more in this article!

A Quick History Lesson

Following a decade of significant (and unfortunately nonstrategic) downsizing to reduce federal costs and budget deficits per direction of Administrative and Congressional leadership, multiple reports in the 1990s and early 2000s called for federal agencies to develop strategic human capital plans. Then, in [2001](#), the Government Accountability Office (GAO) identified SHCM as a government wide high-risk area (i.e., federal programs and operations that are vulnerable to waste, fraud, abuse, mismanagement, or in need of transformations). Even with increased leadership commitment, as of April 2023, SHCM remains on GAO's [High-Risk List](#) (updated every two years since 1990).

Strategic Human Capital Management is the process and systems required to effectively manage the life cycle of the civilian workforce. — FY 2022-2026 DoD Human Capital Operating Plan

In April 2002, DoD published the *Department of Defense Civilian Human Resources Strategic Plan*. The plan acknowledged specific DoD workforce challenges and identified a vision to design, develop, and implement HR policies, strategies, systems, and tools to ensure a mission-ready civilian workforce. Four years later, the [Fiscal Year \(FY\) 2006 National Defense Authorization Act \(NDAA\)](#) mandated DoD to submit a strategic human capital plan to “shape and improve the civilian employee workforce of the Department of Defense.” In response, DoD submitted the *Department of Defense Civilian Human Capital Strategic Plan, 2006-2010* and an implementation report in 2007. The plan set four overarching human capital goals and identified 25 enterprise-wide mission-critical occupations (MCOs) to include HR Management (0201 occupational series). Furthermore, DoD released the initial DoDI, *DoD Civilian Personnel Management System: Volume 250, Civilian Strategic Human Capital Planning (SHCP)*, in November 2008 which established a functional community organization and governance.

The FY 2010-2018 Strategic Workforce Plan (SWP) listed 17 functional communities (including HR; see [GAO-12-1014](#)), which expanded to 22 in the [FY 2013-2018 Strategic Workforce Plan](#). A few years later, the U.S. Office of Personnel Management (OPM) updated [Title 5, Code of Federal Regulations, Part 250, Subpart B – Strategic Human Capital Management](#) (effective April 11, 2017) to mandate that federal agencies publish a Human Capital Operating Plan (HCOP). Since then, DoD has published three [HCOPs](#) (most recently in June 2022). Subpart B also identified agency requirements based on a Human Capital Framework, which included four systems: Strategic Planning and

According to OPM, an MCO is an occupation that agencies consider core to carrying out their missions. Such occupations usually reflect the primary mission of the organization without which mission-critical work cannot be completed. While functional communities play an important role in identifying and revalidating MCOs, DoD Components and other subject-matter experts can also recommend new occupations and are integral to the revalidation process. The most recent list can be found at <https://www.milsuite.mil/book/docs/DOC-971816>. Efforts are currently underway to refresh the list. For more information, please contact dodhra.mc-alex.dcpas.mbx.strategic-human-capital@mail.mil.

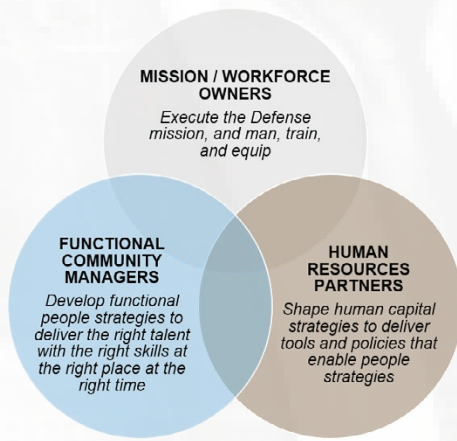
Alignment, Talent Management, Performance Culture, and Evaluation. Agencies must use these systems and standards to plan, implement, evaluate, and improve human capital policies and programs. Subpart B also required agencies to conduct HRStat reviews (an evaluation process) and independent audits and participate in Human Capital Reviews with OPM to evaluate the design and implementation of agencies' HCOP, audits, and HRStat. *Check out page 5 to see a timeline of major DoD human capital milestones!*

What is a Functional Community?

A functional community is a group of one or more occupational series or specialties with common functions, competencies, and career paths to accomplish a specific part of the DoD mission. As of August 2023, there are 26 DoD functional communities (24 existing and two new pending). The functional communities continue to evolve; to view the current list, please see <https://www.milsuite.mil/book/community/spaces/dodhrfc>. *Please keep in mind that this list is subject to change; we will post updates when available.*

Each functional community executes their own unique, stand-alone governance to communicate and collaborate on SHCP for assigned occupations within the DoD civilian workforce. In general, this governance includes Functional Community Managers, Component Functional Community Managers (CFCMs), and Component Integrators (CIs lead development of Component-level strategic workforce planning activities). Furthermore, Action Officers (AOs) directly support Functional Community Managers and CFCMs.

The graphic below captures the relationships between functional community managers and strategic human capital partners across the Department.



the new talent management framework broadens the responsibilities of DoD Functional Community Managers to include more in-depth discussions on talent management.

DoD is also piloting efforts to address the "supply" side of talent. This approach is part of the new CTMO's DoD Talent Management strategy (currently under development), where several functional communities will test innovative approaches to impacting the supply side of our labor market. This labor market framework complements DoD's larger talent management framework and will become a key part of DoD's advanced talent management efforts. We will post a graphic depiction of the labor framework onto the HRFC milSuite page once it is finalized.

Why Are Functional Communities Important?

DoD Functional Community Managers play a critical part in articulating enterprise-level talent needs of the Department and ensuring the implementation of best practices, initiatives, and talent management strategies. Essentially, each Functional Community Manager is responsible for *developing functional people strategies to deliver the right talent with the right skills at the right place at the right time.*

Managers accomplish this by:

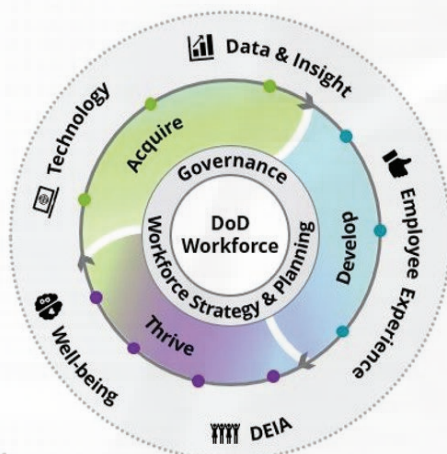
- (1) Analyzing mission requirements such as manpower and proficiency to identify critical workforce and competency gaps;
- (2) Coordinating and leveraging community, Component, and inter-agency best practices;
- (3) Aligning with global force management and planning, programming, and budgeting and execution process planning to ensure human capital initiatives, workforce requirements, and gap closure strategies are aligned with planning efforts; and
- (4) Influencing demand signal in determining DoD manpower requirements.

Additionally, functional communities are establishing work roles for their respective populations, which will further enhance how we identify and inventory DoD's critical skills and talent. You can read all about how the Data, Analytics, and AI (aka "Digital"); Contracting; and HR functional communities support their workforce on pages 5-8!

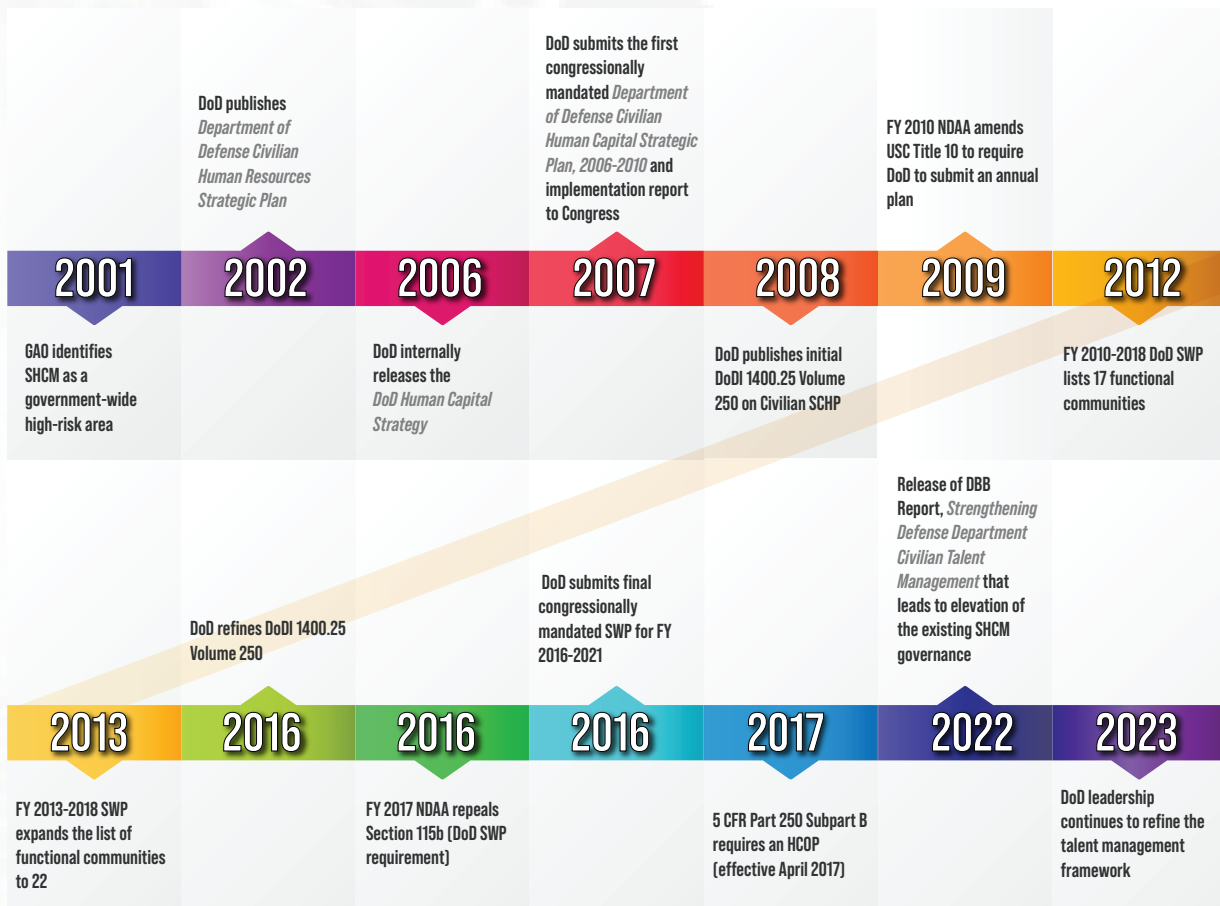
During the June 2022 DWC, HON Hicks directed a greater emphasis on talent management. This resulted in the elevation of DoD's governance and oversight of efforts supporting talent management and the creation of a new Talent Management Framework. The new governance (see graphic below) elevates talent management to the Under Secretary of Defense-level under the Workforce Management Group and with DSD-level decision authority and oversight through the Deputy's Workforce Council.



In general, "talent management" is a subset of SHCM that focuses on identifying, attracting, developing, and retaining top talent to meet current and future business needs. Under strategic direction of the CTMO, the new governance is responsible for developing a strategic DoD-wide talent acquisition and management framework (see graphic below) designed to efficiently and effectively *acquire* new talent, *develop* our current workforce, and enable our workforce to *thrive* based on the imperatives outlined in the NDS and the future requirements needed to meet its objectives. While functional communities have always played a critical role in this aspect of SHCM,



Major DoD Human Capital Milestones



The Story of the Human Resources Functional Community

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

Since the Department initiated efforts to address human capital challenges, DoD leaders recognized the crucial role that HR practitioners play in achieving DoD's overall mission. For example, the *Department of Defense Human Capital Strategic Plan 2006-2010* identified HR professionals as "change agents" that "need to be competent, well-trained, and well-equipped with effective tools and processes to meet the expectations of a joint and integrated environment." As a result of this critical role, DoD identified HR as one of the original functional communities.

The HR Functional Community Through the Years

Before HRFC leadership developed a robust governance in late 2019, the HRFC worked diligently to recruit, train, and retain talent. Early initiatives included launching the Defense Civilian Emerging Leader Program in 2011 (per Section 1112 of the FY 2010 NDAA) for HR, Acquisition, and Financial Management career fields (there is now an additional separate cohort for all career fields); validating initial competency models for HR Management (0201) and Equal Employment

Opportunity (0260) in 2015 and 2016; conducting the biennial 2016 Worldwide HR Training Event (last held in 2022); and, led by DCPAS Benefits & Worklife, piloting the Employee Benefits Advisor HR technical area credentialing program in 2017.

In late 2019, the Functional Community Manager for HR released the memorandum, "Human Resources Functional Community Development," and the first HRFC charter. Together, these documents served as the first official guidance providing vision, direction, and governance for the HRFC. The memorandum identified two initial goals for the HRFC: "to build depth and technical expertise and to develop strategic advisors." The HRFC charter was [updated](#) in August of 2022.

Mission and Vision

Per the updated charter, the mission of the DoD HRFC is to implement SHCP through the design, development, and establishment of workforce policies and procedures to facilitate decision-making in support of the civilian HR workforce. The vision of the DoD HRFC is to develop a community of HR experts respected as strategic business partners in the development and support of the Total Force and the achievement of the goals and objectives of the NDS.

Governance

As the designated DoD Functional Community Manager for HR, the DCPAS Director is charged to integrate competency and evidence-based SHCP into the full spectrum of life-cycle management for personnel within the HRFC. To accomplish this mission, the Functional Community Manager for HR receives support from an HRFC Executive Council, Advisory Group, DoD Component AOs, and, when needed, working groups (e.g., Section 246 of the FY 2021 NDAA, "Training Program for Human Resources Personnel in Best Practices for Technical Workforce").

Community

Currently, the HRFC represents about three percent of the DoD Appropriated Fund workforce with approximately 23,600 practitioners identified in the following occupational series:

- 0201 – Human Resources Management
- 0203 – Human Resources Assistance
- 0260 – Equal Employment Opportunity (*added to MCO list in April 2021*)
- 0299 – Human Resources Management Student (*added to HRFC in FY 2015*)
- 0360 – Equal Opportunity Compliance (*added to HRFC in FY 2015*)
- 0361 – Equal Opportunity Assistance (*added to HRFC in FY 2015*)

Read the "Organization and Membership" section in the HRFC Charter to see the members of each governing body!

Human Resources Functional Community Strategic Alignment and Talent Management

What is HRFC leadership doing for *you*? Since the inception of the HRFC, HR leadership across the Department has been working to prioritize and elevate talent while aligning HRFC efforts with the mission, goals, and objectives of DoD and other federal plans (e.g., NDS, DoD HCOP, and President's Management Agenda) and manage talent. See below for some examples of current HRFC initiatives.

CURRENT HRFC

Strategic Alignment

Ensure HRFC strategies and initiatives align with DoD human capital strategic goals

Share human capital best practices from across the Department

Strategic Workforce Analysis and Planning

Support the development of a DoD talent management framework (applicable to all functional communities) that will include a functional community toolkit and resourcing baseline to identify current and future resource requirements

Competency Assessment and Development

Identify, validate, and update relevant DoD HR technical area competency models

Retention

Support DoD Civilian Personnel Policy in their efforts to lead an interagency working group with the purpose to develop a federal HR career path

Data and Technology

Centralize personnel data across DoD via the Defense Civilian Human Resources Management System (DCHRMS) through Department-wide partnerships under the leadership of DCPAS Enterprise Solutions and Integration (*Stay informed with the [DCHRMS Newsletter!](#)*)

INITIATIVES

Talent Acquisition (Outreach and Recruitment)

Design, develop, and implement recruitment strategies to facilitate the replenishment of the DoD workforce

[Host virtual career fairs](#)

[Host biennial DoD Recruiters Symposium](#)

[Manage the DoD civilian career website](#)

Training and Development

Develop and conduct HR technical area courses such as Priority Placement, Setting Basic Pay, and Negotiation

Develop and implement HR technical area credentialing programs

[Host HR technical area learning events](#)

Offer experiential learning rotation details and HR development programs ([keep an eye on the HRFC milSuite page for new postings](#))

[See the HR Training, Education, and Development Inventory](#)

Communications and Resources

Communicate and socialize Department-wide HRFC news, events, initiatives, and best practices through newsletters, milSuite sites, and slick sheets (see [the HRFC milSuite site](#))

HRFC leadership continually refines strategies and guides to identify and close skill gaps and better support the HR workforce and mature the HRFC. There are many other initiatives in development so stay tuned for the latest news in the HRFC Newsletter and the HRFC milSuite page at <https://www.milsuite.mil/book/community/spaces/dodhrfc/>

Data, Analytics, and Artificial Intelligence Talent and Workforce



Dr. Craig Martell, the Chief Digital and Artificial Intelligence Officer (CDAO), serves as the Principal Staff Assistant for the Data, Analytics, and AI aka "Digital" Functional Community. This current appointment combines the data and analytics communities with AI. Ms. Margaret G. Palmieri serves as the Functional Community Manager.

This designation gives the Digital Functional Community authority to lead SHCP for the Department's Data, Analytics, and AI workforce. The CDAO will be transforming the Data, Analytics, and AI communities with fundamental enablers for the Department while identifying best-of-breed resources, tools, and environments—that can be offered at scale—to elevate the community, expand its reach and harness the power of an organic Data, Analytics, and AI workforce. CDAO will continue to work closely with our internal and external stakeholders to provide thought leadership and guidance for its workforce.

CDAO's Digital Talent Management Division is currently engaged in conducting a baseline assessment, reviewing the ecosystems of DoD digital teams, and developing a digital commons for the digital workforce. At the request of the DSD, the CTMO was tasked to identify key, early adopters (DSD vetted) in the talent acquisition space. Accordingly, in partnership with the CTMO, the Digital Functional Community Manager will participate along with the Cyber and Financial Management Functional Community Managers in a pilot initiative to understand the demand for digital talent and focus on the different stages of the supply side of the labor market. CDAO has targeted and will provide a 12-month investment period to support this effort.

Throughout the DoD enterprise, there is a collective need to guide the digital community on hiring flexibilities, digital literacy, and career pathways. As the community identifies and gains a foundational understanding of the digital workforce, the results will reflect the deliberate effort to implement best practices to acquire, develop, and facilitate a thriving data, analytics, and AI functional community.

Contracting Functional Community: A New Certification Program and Lifelong Learning for Mission Success

By Susan W. Pollack, Office of the Under Secretary of Defense for Acquisition and Sustainment, Defense Pricing and Contracting



The Department has nearly 35,000 contracting professionals, predominantly 1102 civilians, and military equivalents, serving on the frontlines of the global contracting mission in support of the Warfighter and our nation's international partners. These highly skilled contracting

professionals are a force multiplier in executing the defense mission. In FY 2022, the DoD contracting workforce awarded \$414 billion in contracts for products and services. This impressive workforce is led by the Functional Community Manager Mr. John Tenaglia, Principal Director, Defense Pricing and Contracting (DPC) in the Office of the Under Secretary of Defense (OUSD) for Acquisition & Sustainment (A&S).

Today's digital acquisition environment requires contracting professionals to be resilient, exercise leadership at every level, be critical thinkers with strong analytical skills and be savvy business advisors. Four years ago, there was a recognition by Department leadership that training the acquisition workforce, which includes the contracting community, required transformational change to develop critical knowledge and skills. In September 2020, the USD(A&S) issued a memorandum to initiate a phased implementation of a "[Back-to-Basics](#)" (BtB) talent management framework and new governance structure for the Defense Acquisition Workforce. The BtB initiative modernizes DoD's implementation of the Defense Acquisition Workforce Improvement Act (DAWIA) certification program by transforming how the workforce is managed and trained to better align with technological advances in the acquisition and delivery of products and services. The initiative made a directional turn from the broad-spectrum approach of workforce development and training to one that is streamlined, tailored, and offers flexible ways for individuals to access information quickly.

On February 1, 2022, BtB was fully deployed and for the contracting functional area, we transitioned from a three-tiered DAWIA certification model to a single-level certification. The new DoD Contracting Professional Certification is the most significant transformation to the certification program in nearly 30 years! In addition to achieving certification in contracting, an individual will engage in continuous learning throughout their career and may earn credentials through the [Defense Acquisition Credential Program](#) and complete relevant training needed for a specific job assignment and professional development.

The certification elements include education, training, experience, an assessment (exam), and requirements for certification currency. DoD organizations validate that a contracting professional has met all of these requirements. The certification prepares contracting professionals for "initial readiness" to perform basic contracting functions and provides flexibility for individuals and supervisors to tailor training and experiences to job performance and mission needs.

The Defense Acquisition University (DAU) used the DoD Contracting Competency Model in the design and development of its learning assets that make up the training part of the DoD Contracting Professional Certification. The DoD Contracting Competency Model is based on the American National Standards Institute/National Contract Management Association (ANSI/NCMA ASD 1-2019) accredited *Contract Management Standard™* and represents a set of guiding principles, common competencies, and professional competencies that all contracting professionals across federal government and industry need to achieve, independent of an individual's organization or contracting mission area.

The positive progress in the development and implementation efforts of this innovative certification training program and contracting credentials for tailored learning may be attributed to the leadership of the Functional Community Manager and contracting senior leaders, in collaboration with the dedicated DAU team and Component representatives that served on the Contracting Certification Taskforce and who are now serving on the DoD Contracting Workforce Functional Integration Team (CON FIT). Since the deployment of the certification program 15 months ago, the CON FIT has been developing continuous learning guidance, working with DAU on credential development, and collaborating with the Office of Federal Procurement Policy (OFPP) and the Federal Acquisition Institute (FAI) to achieve a long-time objective to recognize parity of the certification standards between the DoD contracting certification and the Federal Acquisition Certification in Contracting (FAC-C). Of significance, in January of this year, the Deputy Administrator, OFPP, signed a memorandum to announce the FAC-C (Professional), effective February 1, 2023, which mirrors the certification standards of the DoD Contracting Professional certification program to include education, training, education, experience, the assessment (exam), and currency requirements. FAI also adopted the DoD Contracting Competency Model. With the modernization and deployment of the respective contracting certifications, the parity objective has been achieved. OFPP and DPC will be signing a Memorandum of Understanding by the end of the fiscal year to formally recognize reciprocity between the FAC-C (Professional) and the DoD Contracting Professional Certification. Reciprocity of the certifications facilitates talent mobility of the contracting workforce across the civilian federal agencies, DoD, and industry, and provides maximum flexibility in hiring for the Services and Fourth Estate Agencies.

Contracting is a challenging and exciting career field that requires dedication, integrity, and diversity of thought and experience. It is also one of the best career fields to be a

part of because contracting professionals are directly supporting the Warfighter and defense mission around the world. The new certification program and credentials provide opportunities the contracting workforce needs to be infinite learners, innovators, and successful in contributing confidently and with pride in service to our nation.

Susan Pollack is a senior procurement analyst in Defense Pricing and Contracting within the Office of the Under Secretary of Defense for Acquisition and Sustainment and serves as the Executive Secretary of the DoD Contracting Workforce Functional Integration Team. Ms. Pollack led the Contracting Certification Taskforce which developed the modernized talent management framework and policies that replaced the previous DAWIA three-level contracting certification program. The Taskforce included representatives and advisors from the Military Departments, the Defense Agencies, the Defense Acquisition University, and the Directors of Acquisition Career/Talent Management.

The Defense Pricing and Contracting Workforce Development webpage can be found at: https://www.acq.osd.mil/dpap/cpic/cp/workforce_development.html.

HRFC UPDATES

HR Functional Community Executive Council Meeting

On May 18, 2023, Mr. Daniel Hester, DCPAS Director, in his role as Functional Community Manager for HR, hosted the HRFC Executive Council meeting. Per the HRFC Charter, the Executive Council is a DoD advising body that ensures effective functional community management in the areas of leadership and governance, workforce planning, resource planning, and workforce development. The Executive Council accomplishes this mission by implementing competency and evidence-based SHCP through the design, development, and establishment of workforce policies and procedures to identify gaps, resolve issues, determine priorities, and facilitate decision-making in support of the civilian HRFC.

The Executive Council members serve as the senior HRFC advising body composed of primary (voting) and advisory (non-voting) members. The HRFC Executive Council meetings are critical because they enable the Functional Community Manager for HR and HRFC CFCMs and CIs to set strategic direction and identify workforce priorities. During the May meeting, the Functional Community Manager for HR provided

an overview of the current HRFC strategic landscape, including current programs and initiatives, and the HR CoP leaders provided updates on their efforts including recruitment, competency models, and credentialing programs. The executive roundtable discussion focused on two topics: HR resourcing, particularly for DoD HR training courses and programs, and proposed HRFC workforce initiatives.

Action items from the Executive Council are coordinated by the HRFC AO. As new policies and initiatives are developed from the Council's guidance, information will be shared with our HRFC through program and policy documents as well as future issues of the HRFC Newsletter.

HRFC Promotes Exciting New Developmental Assignment Opportunities

As an extension of the career opportunities listed on dodciviliancareers.com and [USAJOBS](https://www.usajobs.gov), the HRFC is broadening developmental assignments to enhance skilling in higher-graded positions and provide reskilling in positions that are not directly related to an HR practitioner's occupation and career field. This effort is one of the many initiatives that our DoD HR Executives enthusiastically endorsed during their biannual meeting this past May (for more information on the meeting, see above). More specifically, DoD HR leaders agreed to expand available assignments and to utilize milSuite and the Open Opportunities platform to communicate these cross-component experiences and to facilitate collaboration and knowledge sharing across the federal government. The Open Opportunities platform at <https://openopps.usajobs.gov/> is a government-wide program that offers opportunities such as: developmental details for current federal employees, mentorships, job-shadowing, and internships for students.

For example, in June 2023, the DoD HR Transformation Team (HRTT) launched an exciting new full-time, year-long virtual experiential detail assignment! While this particular opportunity is now closed, we are highlighting it because it was our first post on the platform, it represents the type of hands-on learning experience that DoD HR leadership seeks to increasingly develop and offer, and it introduces (or reintroduces) the HRTT and potential future opportunities. The HRTT invited high-performing GS 13-15s (or equivalent) holding a SECRET clearance (Tier 3 equivalent, or higher) to work on initiatives that are long-term, extremely complex, and span across missions, authorities, and organizational boundaries in support of DoD and federal strategic priorities.

The DCPAS Enterprise Solutions and Integration (ESI) office is also offering a new developmental opportunity. The ESI office is a high tempo environment instrumental in driving DoD requirements, re-engineering business

processes, policy changes, training and performance of HR Information Technology (IT) modernization efforts to include DCHRMS and the Civilian Personnel Data Warehouse. The primary purpose for this opportunity is to offer hands-on experience in the area of HR Information Systems (HRIS) to improve the participant's enterprise-wide perspective, broaden their experience, and develop their competencies. These competencies include emerging technology application and automation, HR integration, HRIS policy application, HRIS system administration, HR data and records management, HR data analysis, and HR systems technology advisory. For more details and information regarding the ESI detail opportunity, please visit: <https://openopps.usajobs.gov/tasks/5301>.

Other new opportunities are in progress and, once available, will be announced on the HRFC milSuite page at <https://www.milsuite.mil/book/community/spaces/dodhrfc>, the Open Opportunities platform, and via DCPAS #messages. Stay tuned!

Section 246 Training

CHECK THIS OUT!

PILOT TRAINING PROGRAM FOR HR PERSONNEL IN BEST PRACTICES FOR TECHNICAL WORKFORCE

Section 246 of the NDAA for FY21 directed the Secretary of Defense to develop and implement a pilot program to provide covered human resources personnel with training in public and private sector best practices for attracting and retaining technical talent.



Intended to inform all with a desire to know more about DoD authorities and flexibilities.



The pilot includes six self-paced, PowerPoint based training modules with knowledge checks.



Feedback and metrics are recorded on a monthly basis to track results and inform revisions.

TRAINING MODULES



DIRECT HIRING AUTHORITIES

Provides a general overview of DHA history, policy, and usage. The module assists HR specialists and hiring managers in selecting which authority to use in their technical talent recruitment actions.



EXCEPTED SERVICE AUTHORITIES

Explains the differences between competitive and excepted service, highlights the OPM Excepted Service Hiring Authorities, and details the ways to fill jobs in special circumstances under Schedules A, B, C, and D.



SPECIAL PAY AUTHORITIES

Provides an overview of special pay policy, agency usage, and other authorities to include enhanced pay, critical pay, and agency-based compensation flexibilities.



DOD PERSONNEL EXCHANGE AUTHORITIES

Offers information and procedures in conducting a Public-Private Talent Exchange (PPTe) program and information about other personnel exchange programs offered across the Department.



EMPLOYMENT OF HIGHLY QUALIFIED EXPERTS & SENIOR TECHNICAL MANAGERS

Provides policy and guidance regarding employment of HQEs and Senior Scientific Technical Managers in the Science and Technology Reinvention Laboratories.



PRIVATE SECTOR BEST PRACTICES IN ATTRACTING AND RETAINING TECHNICAL TALENT

Learn about public and private sector best practices. This module includes a variety of external resources from both public and private sector methods.



INTERESTED IN LEARNING MORE?

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

HRFC DOD COMPONENT UPDATES

In this section, the Air Force describes how its "Force Support Civilian Career Field Team" enables the professional development of their HR civilian practitioners and the Navy HR and Equal Employment Opportunity Community celebrates the winners of their 2022 Awards for Excellence. We hope these articles encourage DoD HR practitioners to learn more about your Component programs and how your leadership is supporting and recognizing your talent!

Air Force's "Force Support Civilian Career Field Team" Developmental Successes for Spring 2023

Within the Air Force, Career Field Teams centrally administer managerial and leadership training and development for employees in each career field and centrally-funded force renewal (intern) positions. This specialized training and development includes virtual and in-residence training that can be one week or several years. The 39 eligible leadership development programs and schools for civilians provide selected career-broadening and cross-functional assignments, job rotations, short- and long-term training, management and executive seminars, education, and self-improvement activities intended to systematically develop employees for filling Department of Air Force (DAF) positions of increased responsibility.

Two times a year, there are Development Teams (DTs) of senior leaders from the career field which convene to provide mentoring, coaching, and career advice to members of the career field through the vectoring process as well as rate candidates for developmental

opportunities such as Career Broadening (CB), Civilian Development (CD), Civilian Strategic Leader Program (CSLP), Key Nuclear Billet (KNB) Program, and/or Key Career Positions (KCPs). This spring, from across all career fields, approximately 4,600 individual program applications were received vying for 1,531 combined seats in 39 total civilian programs. With an increase of 500 applications, this was the highest number of applications in the last four years! Human resource professionals in the Air Force are part of the Force Support community. This Career Field Team received over 566 individual program applications from 335 members for the DT/A1 Senior leaders to review, score, deliberate, and vector. The Force Support DT convened May 1-4 at Joint Based San Antonio (JBSA) and combined military and civilian leaders to discuss officer and civilian career management, education programs, and development opportunities.

This spring's DT success was due to clear goals, strong leadership, diverse team composition, and increased marketing across all avenues. The DT was successful in broadening career opportunities for individuals by providing opportunities to learn new skills, gain hands-on experience, and network with professionals in different areas. This will lead to increased employability, advancement within the organization, and the ability for members to transition to new career paths. Additionally, we fostered a culture of innovation and collaboration, which can lead to better problem-solving and increased productivity.

The next DT will be held in October of this year with a focus on vectoring individuals to the KCP program or the CB program. KCP selectees will have the opportunity to compete for senior leadership positions at installation and major commands. CB selectees will compete for positions that will provide immersive training challenges that can help members transition into broader-scope positions.



Department of the Navy Human Resources and Equal Employment Opportunity Community 2022 Awards for Excellence Winners



DON HR & EEO Functional Community



A round of applause for the winners of the Department of the Navy Human Resources and Equal Employment Opportunity Community 2022 Awards for Excellence!

Rising Star

Casey Spalding, Equal Employment Opportunity Specialist, Naval Research Laboratory (NRL), Office of Naval Research (ONR)

Laura Todd, Human Resources Specialist, Fleet Readiness Center Southeast, Naval Air Systems Command (NAVAIR)

Janelle Fiesta, Equal Employment Opportunity Assistant, United States Pacific Fleet (US PACFLT), Hawaii

Ashley Belser, Human Resources Assistant, Office of Civilian Human Resources (OCHR) Philadelphia Operations Center

Outstanding HR or EEO Assistant

Sandra Alvarez, OCHR Training & Development Center

First Line Supervisor

Paula Hummer, Supervisory HR Specialist, Naval Air Warfare Center Aircraft Division, Patuxent River, NAVAIR

Leadership

Emily Grauwiler, Human Resources Director, Naval Surface Warfare Center (NSWC), Carderock Division, Naval Sea Systems Command (NAVSEA)

Innovation & Problem Solving

Marcus Culp, Supervisory Human Resources Specialist, OCHR San Diego Operations Center

Technical Excellence

Duane Lambert, OCHR Norfolk Operations Center Employee/Labor Relations

Crystal Roach, Naval Surface Warfare Center, Philadelphia Division, NAVSEA Equal Employment Opportunity

Jennifer Hartman, Naval Research Laboratory, ONR Planning, Policy, Analysis & Program Management

Darrell Robinson, OCHR Norfolk Operations Center Staffing, Recruitment and Outreach

Morgan Haynes, Naval Research Laboratory, ONR, Workforce Development

Brenda Griffin, Naval Facilities Engineering Systems Command (NAVFAC), Atlantic, Workforce Relations

Christine Farrell, Naval Surface Warfare Center Indian Head Division, NAVSEA, Benefits

HR & EEO Community Support (Individual)

Paula Scholten, Naval Research Laboratory, ONR

HR & EEO Community Support (Team/Group)

Small – Naval Air Warfare Center Aircraft Division (NAWCAD), Patuxent River, NAVAIR Strategic Education Office (SEO)

Medium – Code 300 Workforce Management Team Fleet Logistics Center Bahrain, Naval Supply Systems Command (NAVSUP)

Team Impact

Small – Barrier Analysis Working Group, NAVSEA, NAVSUP, US PACFLT

Medium – Supervisor Heads-Up Display (HUD), NAVAIR

Large – DON Retirement Code Corrections Special Project Team, OCHR Headquarters and Operations Centers, Manpower Analytics & HR Systems

Organization Impact

Waypoints Integrated Project Team, NAVSEA, NAVAIR, NAVSUP, Strategic Systems Programs

Lifetime Achievement

Laura La Berge, OCHR San Diego Operations Center

Talent Development Welcomes New Teammates!



Anita Tsuhako

What is your new role at DCPAS? I joined DCPAS as the Management and Program Analyst on the Career and Professional Development Team, Talent Development.

Where did you work prior to joining DCPAS? I worked as the Workforce Development Program Manager for SYSCOM initiatives at the Naval Facilities Engineering Systems Command.

Why is career and professional development so important? By continually learning and growing as a leader, you're increasing your knowledge, skills, and abilities to remain relevant in today's world, especially now where technology is rapidly evolving. This is an exciting time where we have opportunities to create innovative solutions by leveraging cutting edge tools and technology.

What initiative are you most excited about working on or creating? I'm most excited about standing up a mentoring program and establishing an expansive database where folks can locate potential mentors to help them meet their career and development goals. Mentors have played an instrumental role in my professional journey and I believe everyone should have at least one mentor!

What brings you joy? My rescue dog Kaiipo (means sweetheart in Hawaiian) brings me joy but the work we do together brings me the MOST joy. He's a certified therapy dog and we volunteer at assisted living facilities, hospitals, the VA Medical Center, and local libraries where kids practice reading to dogs via the Paws to Read program.



Tony Ohe

What is your new role at DCPAS? I joined DCPAS as the Program Manager for DOD's Executive Leader Development Program (ELDP).

Where did you work prior to joining DCPAS? I worked at the U.S. Department of Homeland Security (DHS) for 16 years before joining DCPAS. In my last position, I served as the Program Manager for DHS Senior Executive Development and the DHS Executive Capstone Program.

Why is leadership development so important? Leaders have a pivotal role in not only helping provide the vision, direction, and strategic goals for organizations, they also impact the lives off all those that are around them. It is therefore essential to improve leadership to assist them in shaping personal and organizational success.

What are you most looking forward to in terms of returning to DoD? The positive impact that good leaders can provide towards mission accomplishment and in the lives of those they work with is incredible. My returning to DoD allows me to influence our national security by helping to develop DoD's senior leaders of tomorrow. I am looking forward to seeing how effective senior leaders significantly impact the lives and mission capabilities of so many that support the defenders of our freedom.

Is there a hobby you would like to share? One of my favorite hobbies is woodworking. It's a skillset that I picked up from my father whom was one of the first carpenters in Southern California to use my power tools. I have created a nice woodshop in my basement that allows me a place to work with my hands and leave the worries of the day behind. I have to admit, it also helps with my planning skills as well. If I don't meticulously plan my projects well, I can easily find myself with pieces that don't fit, inadequate supplies, or simply with something that doesn't work. Right now, my focus is on household furniture. I anxiously await the finishing of the two cherry coffee tables I am currently working.



Melissa Pagar

What is your new role at DCPAS?

I am so thrilled to join and support the DCPAS Talent Development Directorate as the new DoD Coaching Program Manager and DCPAS Evaluations Program Manager. In these dual roles, I am responsible for building advocacy for

and advancing a culture of coaching throughout the Department as well as planning, designing, analyzing, developing, overseeing, and executing DoD leadership development programs.

Where did you work prior to joining DCPAS? In my previous position, I supported Headquarters Air Force as a Civilian Force Development Specialist and as the program manager for the Air Force's Coaching Program. I also served as the co-chair for the Air Force's coaching culture initiative that sought to cultivate an organizational culture that understands, values, and uses formal and informal coaching as a means to enhance the development of Air and Space professionals in support of the DAF mission. Prior to the Air Force, I taught English as a Second Language for 13 years to international military personnel at the Defense Language Institute English Language Center. I am also a proud graduate and certified coach of the OPM-sponsored Federal Internal Coach Training Program as well as an International Coaching Federation (ICF) Associate Certified Coach.

What is coaching and why are you so passionate about it? According to the 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." As a coach, my goal is to empower the federal workforce to hold themselves accountable for plans of action, problem solving, and change management. A healthier and more motivated workforce will yield unquantifiable returns on investment and contribute to effectively meet DoD and federal mission goals. I strongly believe that a coach is a vehicle for helping others unlock their personal and/or professional potential and I am looking forward to partnering with you on your coaching journey!

What do you hope to learn from evaluating DoD leader development programs? I hope to better support our DoD community of leaders through evaluations. Evaluations are an invaluable tool that help to analyze the efficiency and effectiveness of our DoD Leadership Development programs and play an important role in continuous process improvement. Ultimately, we want to ensure that the DoD Leader Development programs are of the highest quality, thereby impacting long-term, positive behavioral change and cultivating leaders of excellence. Evaluations are a vehicle for achieving this goal!

Is there a hobby you would like to share? I love to collect cookbooks with recipes from around the world and then try them out. Last count I have 113 cookbooks and have tried at least that many recipes! *Bon Appétit!*





The HR Functional Community celebrates our newly credentialed HR specialists!

HR Credentialing Recipients



Level I for HR Staffing Advisor (HRSA)

| | | |
|------------------------|------------------------------------|-----------|
| Veronica Dowell | Defense Contract Audit Agency | July 2023 |
| Carly Mattingly | Defense Information Systems Agency | July 2023 |
| Jacqueline Long | Defense Information Systems Agency | July 2023 |
| Michelle Sinkfield | Defense Information Systems Agency | July 2023 |
| Natalie Lewis | Defense Information Systems Agency | July 2023 |
| Phillip Garrett | U.S. Army | July 2023 |
| Stephanie McDonalds | U.S. Army | July 2023 |
| Wendy Howell | U.S. Army | July 2023 |
| Amber Dedeaux | U.S. Navy | July 2023 |
| Darnaysha Fuller | U.S. Navy | July 2023 |
| Elisabeth Potthoff | U.S. Navy | July 2023 |
| Fallon Barr | U.S. Navy | July 2023 |
| Kayla Grebelsky | U.S. Navy | July 2023 |
| Lori Farrow | U.S. Navy | July 2023 |
| Morgan Holland | U.S. Navy | July 2023 |
| Lauren Gottholm-Stiles | U.S. Navy | July 2023 |



Level I for Employee Benefits Advisor (EBA)

| | | |
|-----------------|---|---------------|
| Gale Rudolph | Department of Veterans Affairs | May 3, 2023 |
| Michael Blaize | Department of Veterans Affairs | June 15, 2023 |
| Anna Hudgins | Department of Veterans Affairs | June 21, 2023 |
| Corinne Mandell | U.S. Navy | June 22, 2023 |
| Regina Glaspie | Department of Agriculture | July 10, 2023 |
| Madison Ngo | National Geospatial-Intelligence Agency | July 11, 2023 |



Level II for EBA

| | | |
|---------------------|---|---------------|
| Christopher DeBoard | National Geospatial-Intelligence Agency | June 14, 2023 |
| Rodolfo Chavez | U.S. Air Force | June 28, 2023 |
| Marci Love | U.S. Air Force | July 5, 2023 |
| Michael Rohr | Washington Headquarters Services | July 11, 2023 |
| Terri San Nicolas | Defense Logistics Agency | July 12, 2023 |



Level III for EBA

| | | |
|---------------|-----------|-------------|
| Delton Carmon | U.S. Navy | May 9, 2023 |
|---------------|-----------|-------------|



Level I for Injury Compensation Program Administrator (ICPA)

| | | |
|----------------|-----------|--------------|
| Nicole Ransom | U.S. Navy | May 4, 2023 |
| Cynthia Knight | U.S. Navy | May 24, 2023 |
| Cora Hess | U.S. Navy | June 1, 2023 |



Level II for Injury Compensation Technical Advisor (ICTA)

| | | |
|---------------|--------------------------|---------------|
| Gilda Best | Defense Logistics Agency | June 14, 2023 |
| Aaron Parsons | Library of Congress | June 15, 2023 |



Level I for HR Classification Advisor (HRCA) - Pilots 1 & 2

| | | |
|---------------------|------------------------------------|----------------|
| Amber Kivett | Defense Finance Accounting Service | April-May 2023 |
| Julia Smith | Defense Logistics Agency | April-May 2023 |
| Alicia Hatfield | U.S. Air Force | April-May 2023 |
| Carrie Smolar | U.S. Air Force | April-May 2023 |
| Frank Simpson | U.S. Air Force | April-May 2023 |
| Kayla Barker | U.S. Air Force | April-May 2023 |
| Ayesha Meghani | U.S. Air Force | April-May 2023 |
| Laura Bullock | U.S. Air Force | April-May 2023 |
| Emma Spangenthal | U.S. Air Force | April-May 2023 |
| Adlene Wilks-Wright | U.S. Army | April-May 2023 |
| JaKendria Magsby | U.S. Army | April-May 2023 |
| Latoya Oliver | U.S. Army | April-May 2023 |
| Starkisha Pitre | U.S. Army | April-May 2023 |
| Sterling Grove | U.S. Army | April-May 2023 |
| Troy Welch | U.S. Army | April-May 2023 |
| Gwen Nold | U.S. Army | April-May 2023 |
| Isaiah Rowe | U.S. Army | April-May 2023 |
| Daniel Voss | U.S. Army | April-May 2023 |
| Claire Lambert | U.S. Navy | April-May 2023 |
| Marilyn Winslow | U.S. Navy | April-May 2023 |
| Kim McAdams | U.S. Navy | April-May 2023 |
| Kailen Bell | U.S. Navy | April-May 2023 |
| Ryan Magee | U.S. Navy | April-May 2023 |

HRFC Credentialing Programs' Quick Status

DoD HR Staffing Advisor Level II

DoD HR Information Systems

DoD Labor Relations Advisor Level II

DoD Employee Relations Advisor Level II

DoD HR Classification Advisor Level I

DoD Employee Benefits Advisor Level I, II & III

DoD Injury Compensation Program Administrator Level I, II & III

DoD Labor & Employee Relations Advisor Level I

DoD HR Staffing Advisor Level I



ANALYSIS, DESIGN, AND DEVELOP

PILOT IMPLEMENTATION

FULL IMPLEMENTATION

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

PROFESSIONAL & LEADERSHIP DEVELOPMENT

General Services Administration Selects Department of Defense Human Capital Nominee for CXO Fellows Program

Ms. Brittany Ross, with the Department of the Navy, has been selected to represent the DoD HRFC in the FY24 CXO Fellows Program. The CXO Fellows Program is a year-long professional development program to engage the next generation of federal leaders in cross-functional, cross-agency collaboration. The program focuses on emerging leaders in grades GS09-GS13 in human capital, financial management, acquisition, information technology, and data functions. The Deputy Assistant Secretary of Defense of Civilian Personnel Policy nominated Ms. Ross for the program based on the recommendations of a DoD-wide board that met in June 2023.



HR BEST PRACTICES



DFAS HR has made a strong commitment to listening to employee ideas and voices through the Federal Employee Viewpoint Survey (FEVS). Aligning with the DFAS strategy to Invest in People, Kathy Hendrickson, DFAS HR Director, approached the FY22 FEVS results with

a mindset to drill down deeper and understand what employees were signaling from the perspective of their specific teams. Upon receipt of its FEVS results, HR offered its staff two additional opportunities to provide work environment feedback through team-specific focus groups and access to a Teams channel where they could review their work unit's FEVS results and provide secure, anonymous feedback. The focus groups centered on the top favorable and unfavorable FEVS responses. Employees were encouraged to share their feedback while providing context and engaging in robust conversations. Facilitators collected employee feedback in real-time and posted it to each unit's Teams channel. Employees were encouraged to add additional content after the sessions. DFAS HR offered more than 20 focus group sessions and generated a nearly 90% participation rate.

Best Practices:

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

After completing the sessions, DFAS consolidated the feedback into reports for functional leaders that provided top favorable and unfavorable items along with a recap of the focus group feedback. The team-by-team feedback sessions encouraged specific discussions and allowed chiefs/directors the opportunity to address issues and underlying causes. These comprehensive reports allowed managers to zero in on employee interests and consider best practices that emerged from employee discussions. All this effort culminated in action plans and follow-up touchpoints with teams to promote a culture of teamwork and collaboration designed to make DFAS HR a great place to work.

Through its FEVS follow-up process, DFAS HR was able to provide its team an avenue to share meaningful information, build trust, and create tools for continuous improvement.

HRFC BULLETIN BOARD

Click on a note to visit the link

Celebrate Women's Equity Day on August 26

Register for the Next Free Strategic Outreach and Recruitment-Hosted Virtual Career Fair (Focus: Students & Recent Graduates) by August 31

September is National Hispanic American Heritage Month

Check Out the Latest DCHRMS Newsletter

Remember Our Fallen on September 11

Observe World Suicide Prevention Day on September 10

Read the first edition of the P&R Newsletter!

Honor Our Gold Star Mothers and Families on September 24

Register to Livestream "Taking the Pentagon to the People" hosted by Arizona State University from September 12-13 (Livestream Main Auditorium Events Only)

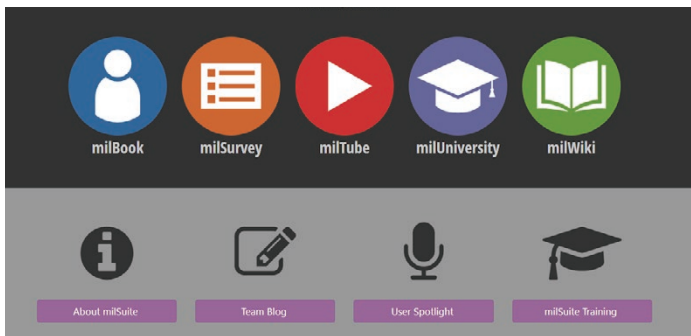
OCTOBER IS NATIONAL CYBERSECURITY AWARENESS MONTH

Raise Awareness for National Disability Employment Awareness Month this October



If you would like to post announcements on the DoD Civilian Careers social media, including jobs, employee spotlights, Agency or Component mission highlights, or highlight the work a certain position does to contribute to national security, please reach out to jesus.i.diaz2.civ@mail.mil.

The HR Functional Community milSuite page!

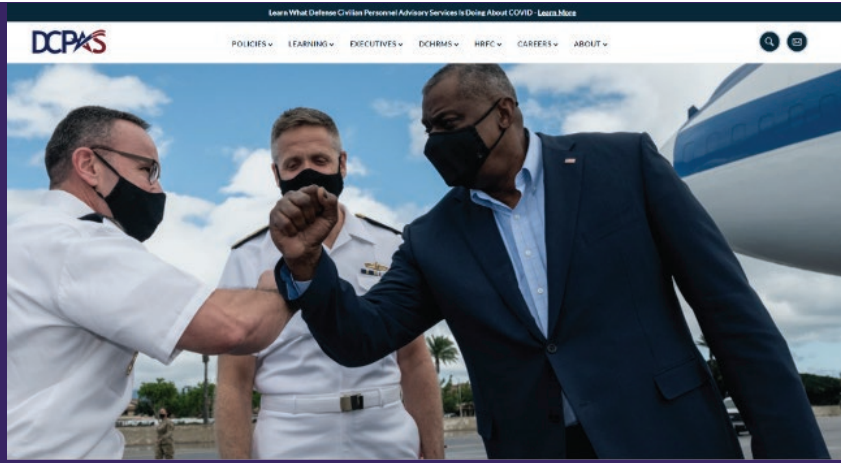


The HR Functional Community milSuite page **is home to all things HRFC** and includes the latest news affecting your DoD HR Community! Look at some recent postings:

- LER Newsletter
- Publication of DoDI 1400.25, Volume 1401, "DoD Civilian Personnel Management System: General Information Concerning Nonappropriated Fund (NAF) Personnel Policy"
- DCHRMS Newsletter
- 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>

**DON'T FORGET
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 26 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.



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