

Message from the Human Resources Functional Community Manager

Hello, everyone! Welcome to the May 2022 issue of our Human Resources Functional Community (HRFC) newsletter.

As part of the HRFC mission to develop the Department's human resources functional community, I am delighted to update you on current HR issues, initiatives, and programs.

At the end of March 2022, the Department of Defense (DoD) transmitted the classified version of the 2022 National Defense Strategy (NDS) to Congress. Pending publication of the unclassified version, the Department released a fact sheet that previews the defense priorities and identifies how the Department will meet these goals. Specifically, the Department identified "building enduring advantages for the future Joint Force" as one of three ways to advance its goals. This includes "making investments in the extraordinary people of the Department, who remain our most valuable resource." In doing so, we enable the development of a Joint Force that is "lethal, resilient, sustainable, survivable, agile, and responsive."

This month's newsletter highlights "developing the HR professional" and directly links to the operational concepts and strategic objectives in the NDS as it relates to the enduring HRFC initiatives to invest in our extraordinary people. The articles included in this issue provide information on training & information resources, community of practice updates, training opportunities, and career broadening programs available to you and other HR professionals to develop and enhance your knowledge and skills and further develop your career.

I personally encourage and endorse professional development for our HR community members, and will add that leadership in the HRFC wholeheartedly supports those efforts and investments that further develop your already impressive knowledge, skills, and abilities.

As always, thank you for your commitment and support!



Daniel J. Hester
Director, Defense Civilian
Personnel Advisory Service

To read the "Fact Sheet: 2022 National Defense Strategy," please visit <https://media.defense.gov/2022/Mar/28/2002964702/-1/-1/1/NDS-FACT-SHEET.PDF>

Training and Development Post-Pandemic: Has the Learning Landscape Permanently Changed and What Does It Mean For the HR Professional?

The pandemic has been a great driver of change, particularly in the training and development space. As COVID shut down in-resident training opportunities, employees across the Department were faced with the decision to sign up for virtual programs or wait it out and hope that in-resident opportunities would resume. While there are some indications that in-person programs will return, waiting it out may not be the best decision because it puts professional development on hold and forces us to consider that remote learning opportunities may be here to stay.

Whether you are working in training and development or you are simply looking to stay current in all things HR, having to change has challenged us all. Perhaps the most critical issue confronting us now is how we define the learning space and the possibilities that exist within it. If we limit our thinking, we limit our growth. If the past two years taught us anything, it is that nothing remains the same and there is growth in change.

Although remote learning options have been around for decades, there has been doubt about its effectiveness. There may be some truth regarding challenges to social interaction in a remote learning environment, and there is strong evidence that suggests the learning delivery system is much less important than the content, teaching methods, and interactions in the learning space. Let's face it, if we want to grow, we are relentless in our pursuit, regardless of the venue or platform.

Remote programs, in many cases, cost less than attending in person so organizations may be better positioned to support more learning opportunities.

The post-pandemic reality is that the learning landscape has changed. These changes require us to be innovative and flexible teachers and curriculum designers and receptive to these changes as students.

Noteworthy Advantages of Virtual Learning:

1. Remote learning opens the door to a greater cross section of organizations and geographic locations and expands the depth and breadth of conversations and interactions. The greater the diversity, the more thoughts, ideas, perceptions, and experiences being shared and leveraged to challenge our thinking and teach us to appreciate the value of our varied professional experiences.

2. Remote learning allows for a broader program selection and greater flexibility in scheduling. Programs that have required travel or a constrained set of events may no longer face these as barriers. Virtual-based programs are designed to put the learner in control of when they engage in learning. Often, programs are self-paced with little or no set times the learner has to be present in a classroom environment; the learner determines their time commitment.

Perhaps the most critical issue confronting us now is how we define the learning space and the possibilities that exist within it. If we limit our thinking, we limit our growth.

3. Remote programs, in many cases, cost less than attending in person, which means organizations may be better positioned to support more learning opportunities. Since resources are always limited, cutting travel costs is a positive change for an organization's budget. This budgetary shift also brings the potential for greater employee support to attend training programs.

4. Organizations have to examine their technological capabilities and platforms for maximum virtual accessibility. Today, the Department is better positioned to respond to disruptive world events. Updating the platforms where professionals interact, collaborate, and solve problems incorporates continuing education into everyday professional engagement.

Researching the Value of Virtual Training Programs

- Ask a colleague who has participated in a past training about his/her experience in order to gain a first-hand perspective.
- Contact the program management team to inquire about the program outcomes, delivery methods, learning activities, peer interaction opportunities, and required time commitment.
- Consider whether the program was developed with the learner in mind. Ask how the program is structured to incorporate peer interaction and engaging activities.
- Review the program's core components and decide if the subject matter will hold your interest, especially for a program that will demand dedicated screen time.

Working around the impacts of COVID presented an opportunity to deliver training, development, and learning in a different way. Although we can't predict the future, we can say that the learning landscape will be filled with expanding opportunities for HR professionals to incorporate more innovation and virtual accessibility.

What is The Conference Board?

Are you looking for research on how organizations can help employees navigate hybrid work models?

Looking to build diverse, equitable, and inclusive workspaces?

In need of on-demand content about Digital Ethics?

Seeking benchmarks in HR strategies that can support a high-performing organizational culture?

Searching for a convenient way to earn continuing education units in any of these topics and more?

If you answered yes to any of these questions, then The Conference Board (TCB) (<https://www.conference-board.org/us>) is the organization you're looking for!

DCPAS has partnered with TCB to offer all DoD civilian employees access to conferences and research. This strategic partnership affords our DoD members access to webcasts, podcasts, on-demand content, and more.

What Exactly Is TCB?

TCB is a member-driven think tank that is independent, non-partisan, and non-profit. The agenda is simple: "to help leaders navigate the biggest issues impacting business and better serve society." TCB believes in innovative approaches that make you think and act differently, and everything they do reflects the input of their members, including DoD, and their real-world challenges. TCB does this by delivering business insights. They connect senior executives across industries and geographies to share ideas. Their experts create fact-based research and consensus-driven policy statements to help leaders address their most important business issues.

TCB's research is organized into knowledge areas, or "Centers." Each briefing, conference, webcast, or other research is categorized within one of the five Centers:

1. Human Capital Center:
<https://www.conference-board.org/us/human-capital>
2. Economy, Strategy, & Finance Center:
<https://www.conference-board.org/us/economy-strategy-finance>
3. Environmental, Social, & Governance Center:
<https://www.conference-board.org/us/environmental-social-governance>
4. Marketing & Communications Center:
<https://www.conference-board.org/us/marketing-and-communications>
5. Committee for Economic Development:
<https://www.ced.org>

More about TCB's Human Capital Center

As HR professionals, it's likely you will be most interested in TCB's Human Capital Center. When you join the Human Capital Center as an HR Functional Community member, you join an exclusive professional cohort where leading executives and experts exchange ideas and peer-proven, actionable approaches that can help you succeed.

Key Features of the Human Capital Center:

1. Human Capital Benchmarking Tools - TCB offers a suite of tools to help you focus on your organization's workforce and understand the relationship between human capital management (HCM) and corporate performance. These tools will help you benchmark, monitor, and measure the impact of your organization's human capital investments and focus on the issues that are truly key for your success without getting lost in the vast sea of workforce data and metrics available.
2. Human Capital Center Institutes – You can join one or more of the 11 institute communities including Culture, Engagement & Experience; Leadership; Labor Markets; Talent Acquisition; Strategic Human Resources; HR Technology & Operations; and more.
3. Councils – Select groups of executives from the world's leading companies hold elevated conversations with peers who face similar challenges. (Additional fees apply)
4. Conferences & Events – Numerous events are available to you, led by renowned business and subject-matter experts and fed by rich conversations. These virtual events are available to you at no additional cost.
5. Research & Insights – TCB's thought leaders deliver insights through their research and through innovative diagnostic tools and comprehensive reference handbooks to keep you current in a world where the rules and the risks change daily.

How to Access TCB

1. You can become a member of TCB by accessing this link: <https://www.conference-board.org/signin/?action=signup>.
2. Once you get to the "Sign-in," click on "Create an Account," fill out the form using your .mil e-mail account and click "Submit." You must use your .mil e-mail account.
3. After you click submit, you will receive an e-mail message from TCB instructing you to complete your registration and sign in to www.conference-board.org.
4. If you do not have a .mil address, and are having trouble creating an account, please contact Nina Young at nina.young@conference-board.org or (212) 339-0229.
5. If you have issues logging in via your government furnished equipment, you can log into the TCB website via your personal device using the same instructions provided above.

MilSuite Links for HR Professionals

The milSuite platform is a valuable strategic communications tool available to everyone who has a CAC (Common Access Card)! Below are some links that may be useful to you.

Human Resources Competency Model Technical Reports: Competency model technical reports reflect the technical work areas needed for successful performance in an occupational series or work function. They are the foundation of the HRFC credentialing programs that ultimately lead to a highly trained HR workforce within the DoD.

<https://www.milsuite.mil/book/groups/dcpas-competency/content?filterID=contentstatus%5Bpublished%5D-category%5Bfc-human-resources%5D>

Higher level Competency Model milSuite page that allows access to current non-HR occupational series competency model technical reports:

On the right side of this page are the folders that contain the competency model technical reports from acquisition to security job series. <https://www.milsuite.mil/book/groups/dcpas-competency>

Section 246 - Information on the Training Program for Human Resources Personnel in Best Practices for Technical Workforce:

Currently there are four HR training modules available that can provide an introduction or refresher in the areas of 1) Direct Hire Authorities, 2) Excepted Service Authorities, 3) Special Pay Authorities, and 4) DoD Personnel Exchange Authorities. Once you complete the knowledge checks (and leave optional feedback), there are subject-matter experts you can contact if you have further questions.

Training modules soon to be available:

- Special Government Employees and Highly Qualified Experts Authorities, and
- Private Sector Best Practices to Attract and Retain Technical Talent.
- <https://www.milsuite.mil/book/groups/ndaa246>

These milSuite pages can be a helpful resource as you continue to provide world-class HR customer service!

HRFC COMMUNITY OF PRACTICE (COP) UPDATES

The HRIS CoP Welcomes Ms. Malissa Smith!



The HRFC and DCPAS extend a big welcome to Ms. Malissa Smith, the new Director of Enterprise Solutions and Integration (ESI). Prior to serving as the Director of ESI, Ms. Smith served as the Director, Program Management Division within Customer Relationship Management, Defense Manpower Data Center (DMDC). In her new role as Director of ESI, Ms. Smith will be the pivotal lead for the Defense Civilian HR Management System (DCHRMS) initiative.

HRFC DOD COMPONENT UPDATES

4th Estate: Washington Headquarters Services

More than 10 years ago, Christine Nalli was working as a Human Resources Director in the Office of Executive Resources for the National Nuclear Security Administration (NNSA)— a sub-agency of the Department of Energy. One day, one of her staff members came to her in tears. When Ms. Nalli asked the employee why she was so upset, the employee stated that Ms. Nalli was difficult to read, so she never knew whether she was doing a good job.

We all have leadership moments and some that really stand out," said Ms. Nalli, who took the reins of Washington Headquarters Services, Human Resources Directorate (WHS, HRD) as Chief Human Resources Officer (CHRO) in January 2022. "I'm Native American and a member of the Navajo tribe. We tend to be stoic and reserved. So when the employee said I'm 'hard to read,' it was a defining moment—one of many—for me as a new leader, and it meant I needed to change and be more engaging if I wanted to be an effective leader. I took the statement to heart and started to incorporate more facial expressions and vocal variety. By doing this, it's made me a better engaging leader."

Ms. Nalli's leadership journey is not your typical career path. She was raised on the Navajo reservation in Arizona/New Mexico. She learned English in kindergarten and joined the U.S. Army at 17, continuing a proud family tradition of military service that includes three of her five siblings, as well as relatives who served in World War I, World War II, the Korean War, the Vietnam War, and Iraq. She is a distant relative of Chester Nez, one of the original Navajo Code Talkers—an outfit of native Navajo language speakers recruited by the U.S. military to transmit secret allied messages during World War II.

Ms. Nalli's passion in HR started in college as a business major then continued in the Army, through graduate school, the private sector, and over several years with a plethora of Federal agencies. "I have a passion for the career I've chosen," Ms. Nalli said. "When [you] find [your] passion, you will give 110% because you enjoy the work and it's fulfilling. I'm fulfilled when I come to work every day. I love HR! I encourage everyone to find their passion."

Ms. Nalli has found WHS, HRD to be unique in comparison to other agencies because "HRD's customer organizations don't have their own HR office, so it makes sense for HRD to provide the HR service," Ms. Nalli said. The customer population, which includes WHS and the fourth estate, can be challenging to navigate. "I just have to understand the structure and see where I can be an advocate, fill gaps, and make HRD more efficient."

Learning her new organization and understanding HRD's service population are a few of the immediate challenges, and Ms. Nalli is already looking ahead to achieve greater efficiency in HR programs.



Christine Nalli

Washington
Headquarters Services,
Human Resources
Directorate (WHS, HRD)
Chief Human Resources
Officer (CHRO)

Delegated Examining Certification Exam: Defense Finance and Accounting Service Continues to Prepare Staffers for Success

While certification is a requirement for independently working Delegated Examining (DE) actions, Defense Finance and Accounting Service (DFAS) considers the underlying knowledge as foundational for staffing specialists and approaches preparation for the certification exam accordingly.

The DFAS DE Program Manager, Ms. Terry Swinford, takes a hands-on approach to ensuring staff are fully prepared before scheduling the certification exam. After taking the Office of Personnel Management (OPM) DE training and starting to gain required DE experience under the close supervision of certified reviewers, new DE staff are provided many opportunities for additional training. Ms. Swinford provides everything from traditional training to hands-on exercises to mock exams via one-on-one sessions and interactive group seminars. Ms. Swinford's efforts have resulted in a well-above-average 75% pass rate and help ensure that DFAS maintains a robust team of DE-certified staff.

For more information contact:

teresa.l.swinford.civ@mail.mil

"Army People Strategy" Reflects the Importance of the Civilian Implementation Plan

The Civilian Implementation Plan (CIP) is a critical part of the Army People Strategy, dated May 2020. CIP optimizes vital contributions of Army civilians through modernizing talent management policies and practices by creating more agile and data-driven approaches. The implementation plan increases the Army's ability to acquire, develop, employ, and retain civilian talent.

Some key outcomes of the CIP:

- Optimized career program infrastructure for Army civilians to take advantage of a breadth and depth of experiences.
- Robust recruitment strategies targeted toward key growth areas.
- Enhanced analytical tools to match the right talent to the right job (demand).

Examples of key accomplishments of the CIP:

- Establishment of the Army Civilian Career

Management Activity.

- Recruiting civilian talent for mission-critical occupations and hard-to-fill locations.
- Mandating the use of direct-hire authorities to hire students and recent graduates.

The Army is updating its second iteration of the CIP and expects to publish in the spring of 2022.

Department of the Navy HR and Equal Employment Opportunity Lunch and Learn Events

With increased capability to provide learning opportunities virtually, the Department of the Navy (DON) HR and Equal Employment Opportunity (EEO) Advisory Committee recently launched a monthly Lunch and Learn series for HR and EEO professionals. Topics will cover technical and soft skills that HR and EEO professionals need to build technical credibility and advisory skills. The DON will be using a mix of subject-matter experts, leaders, and panels to instruct these 1 hour-long sessions.

The first session in the series, "Creativity and Innovation: Becoming a Disruptive Leader," was held on March 16, 2022 and was hosted by the Office of Civilian Human Resources Training and Development Center (TDC), HR and EEO Community Senior Advisor, and the DON HR and EEO Advisory Committee. Mr. Rich Seibert, TDC Director, designed, developed, and delivered the session which addressed individual, team, and organizational factors that foster a creative and innovative work environment. The agenda included discussion on what creativity and innovation is, the process of innovation, what leaders can do to create a culture of innovation, and the five behavioral skills (Questioning, Observing, Networking, Experimenting, and Associating) that disruptive leaders use to innovate and share resources for further discovery, application, and learning.

The second session in the series, "Leave Fundamentals, Framework and Firsts," took place on April 20, 2022 and was instructed by Mr. Mark Rembert, Director, Labor and Employee Relations, United States Pacific Fleet. Mr. Rembert discussed the foundations of leave, key fundamentals of the many categories of leave, their nuances, and leave category firsts such as Paid Parental Leave and Parental Bereavement Leave. Mr. Rembert answered several questions from attendees reinforcing the critical need to provide instruction on technical topics like this.

The two sessions held thus far were very well received; interest and attendance are validating the critical need for continuous learning opportunities across the community.

HRFC CREDENTIALING PROGRAM UPDATES

Both Labor and Employee Relations (LER) and HR Staffing completed Pilot #3 of their Level I credentialing programs and will be transitioning to full implementation in July/August 2022.

Labor & Employee Relations Credentialing Program Pilot 3 Update:

The DCPAS Labor and Employee Relations team successfully delivered training for Pilot 3 from April 4 through April 8, 2022. DCPAS delivered the 5-day curriculum virtually via MS Teams and course materials included the instructor guide, a PowerPoint slide deck, the participant guide and toolkit, and activity workbooks for the facilitators and the participants.

In preparation for the LER credentialing exam, DCPAS conducted a 2-hour study session on April 14, 2022. The team then finalized the exam administration logistics and scheduled five proctored exams that were administered April 25 through May 6, 2022.

HR Staffing Credentialing Program Pilot 3 Update:

The Employment and Compensation team successfully delivered the training for Pilot 3. The 5-day curriculum was conducted virtually via MS Teams. The course materials included the instructor guide, a PowerPoint slide deck, the participant guide and toolkit, and activity workbooks for the facilitators and the participants.

Human Resources Credentialing Recipients

The HR Functional Community celebrates our newly credentialed HR Specialists!

Level I Employee Benefits Advisor (EBA)

Shena Carter	Army	March 17, 2022
Jaime Nagel	Department of Veterans Affairs	March 21, 2022
Kari Ahouse	Air Force	March 24, 2022
Elizabeth Huynh	Department of Veterans Affairs	March 28, 2022
Steven Lisenbee	Air Force	April 4, 2022
Christopher Thomas	Defense Logistics Agency (DLA)	April 4, 2022
Jeanne Minor	Air Force	April 4, 2022
Nichol DiMaio	Air Force	April 5, 2022
Stacy Randle	U.S. Department of Agriculture	April 6, 2022
Shelly Anderson	Defense Logistics Agency	April 7, 2022
Carole Lewis	Air Force	April 20, 2022

Level II Employee Benefits Advisor (EBA)

Ciara Dyer	DLA	March 31, 2022
Roberto Agostini Jr.	DCPAS	April 11, 2022
Kellie Ward	DLA	April 20, 2022
Carol Ehrenreich	DLA	April 21, 2022

Level I Injury Compensation Program Administrator (ICPA)

Vanessa Hunsberger	Navy	March 17, 2022
Denise Schumacher	Navy	April 21, 2022
Gene Doyle	Navy	April 28

Level II Injury Compensation Program Administrator (ICPA)

Donna Estep	DLA	April 12, 2022
Kerri Skaggs	NAVY	April 29, 2022

Level I HR Staffing -- September 2021

Meghan Bailey, (Army)	Amy Guenther, (Army)	Darlene Hemingway, (Army)
Shanna Manton, (Army)	Jazzlin Mouton, (Army)	Melissa Waggener, (Army)
Joshua Leitzell, (DLA)	Drema Sergent, (DLA)	Felicia Eustaquio, (Navy)
Jared Lewis, (Navy)	Sydney McClain, (Navy)	James Schmitt, (Navy)
John Britton, (DCPAS)	Cheryl Carroll, (DCPAS)	Imelda Dayao-Garcia, (DCPAS)
Yvette Green, (DCPAS)	Shannon Moss Scott, (DCPAS)	Itzel Santana, (DCPAS)
Jimmy Clark, (DCPAS)		

Level I HR Staffing – May 2022

Molly Green, (Navy)	Amie Klapach, (Navy)	Amalia Wood, (Navy)
Emily Couch, (National Guard)	Marissa Frese, (National Guard)	Kacey Galster (National Guard)
Wanda Baxter, (Army)	Toni Comeau, (Army)	Kaitlyn Schmidt, (Army)
Melanie McKinley, (Air Force)	Patricia Scott, (Air Force)	Mainita White, (Air Force)
Megan Larson, (Washington Headquarters Services)		
Tamika Matthews, (Defense Intelligence Agency)		

Level I Labor & Employee Relations (LER)

Keegan Arnold, (Army)	Holli Ebizo, (Army)	Erin Mumma, (Army)
Michael Randle, (Army)	Nikki Culpitt, (Army)	Brandy Fisher, (Army)
Dawn Southwell, (Air Force)	John Starzyk, (Air Force)	Angela Vaughn, (Air Force)
Lawrence Woods, (Air Force)	Julia Mazyck, (Air Force)	Wayne Morse, (Air Force)
David Kish, (Air Force)	Jen Colton, (Navy)	Jessica Epps, (Navy)
Rebecca Flannery, (Navy)	Kristina French, (Navy)	Hannah Gutierrez, (Navy)
Anna Oshiro, (Navy)	Angelica Rachal, (Navy)	Brian Shields, (Navy)
Kayleigh Vadala, (Navy)	Ciera Ashley, (Navy)	Austin Brehmer, (Navy)
Kara Osgood, (Navy)	Tristin Ismay, (Navy)	Sarah Sullivan Faas, (Navy)
Michelle Amussen, (Navy)	Caitlin Dumont, (Navy)	Brittney Flye, (Navy)
Tonya MacLunny, (Navy)	Paul Sparks, (Navy)	Christopher Blickley, (DLA)
Jennifer Kaminsky, (DLA)	Adria Bullock, (WHS)	
Jolene Hays, (DFAS)	Russell Murphy, (DCMA)	
Briana Mefford, (MDA)	Tiffany Knight, (DeCA)	
Sheena Suite-Washington, (DCAA)		

The CXO Fellowship Program is an initiative of the Executive Councils (CFO, CIO, CAO, CHCO, CDO) to increase cross-functional, cross-agency collaboration in the Federal government through professional development, and networking opportunities. The CXO Fellows Program is a professional development program to engage the next generation of federal leaders in acquisition/ procurement, financial management/budget, human capital, information technology, and data. Throughout the year-long program, CXO Fellows have the opportunity to grow professionally and build a diverse network of rising leaders from across the Federal Government.

Career mid-level federal employees (GS09-GS13) who have demonstrated leadership potential are eligible to apply. While the CXO program is open to applicants working in the acquisition/procurement, financial management/budget, human capital, information technology, or data functions; DCPAS' HR Functional Community Team only coordinates nominations for Human Capital fellows from DoD HR professionals in occupational series 02XX. DoD nominations for other occupational series are managed by their respective functional community

CXO Fellows remain in their current positions at their home agency and come together about three times a month as a cohort for developmental sessions on leadership, cross-functional and interagency collaboration, and career development. In these sessions, CXO Fellows meet with leaders in the federal management community and gain valuable insight into innovative initiatives and best practices. Participants must be located within the United States, but are not required to be stationed in the Washington, DC area. The average commitment to the program is 10-15 hours per month and there is no cost to participate.

Prospective applicants can learn more from the [CXO Digital Brochure](#) and other materials located on the program's website: <https://www.cfo.gov/cxo-fellows/>. **DoD Human Capital applicants do not directly apply on the CXO website.** DoD nomination for CXO Human Capital fellows are solicited through the Component HR Functional Communities.



Mr. James Cummings

CXO Fellowship Participant Highlight

Mr. James Cummings is a current participant in the CXO Fellowship program. Mr. Cummings has been an Air Force Civilian for over six and one-half years and served as the Vice-President and President of the Air Force Personnel Center (AFPC) Total Leadership Council. He now serves as a member of the AFPC Talent Management Working Group and the AFPC Inspection Team. In his current professional position, Mr. Cummings specializes as a classifier in HR at the Air Force Personnel Center at the Joint Base San Antonio, Air Combat Command.

Through his participation in the CXO Fellowship, Mr. Cummings shared that he's learned about Federal Agencies he had never heard of before and about many of their best practices. He's also benefited from exposure to senior leaders across Government, which he may not have had otherwise. He said, "I knew I wanted to learn what other agency fellows were doing and to be exposed to senior leaders at that higher level. I also needed the exposure to other worlds beyond HR like acquisition, financial management, IT and Data Science." When asked what he would impart if he could only share one thing about the program, he said, "It's a chance to learn the ABC's of our Federal agencies and hear from their leaders; truly it's an opportunity that may never come again."

Mr. Cummings particularly found it refreshing to hear Ms. Traci DiMartini, Chief Human Capital Officer, of the General Services Administration, deliver an inspirational talk to the fellows. He found it inspiring to hear her speak about the importance of the fellows' work and the many opportunities in the Federal government. He also acknowledged that his direct leadership is supportive of professional development and that the CXO Fellowship fit into his personal HR path and vision for professional development.

Early in the program, Mr. Cummings' peers identified that two core strengths he possesses are active listening and emotional intelligence. His fellowship colleagues praised him for carrying these valuable traits that are fundamental to problem solving and innovation in the workplace. Mr. Cummings reflected, "So many problems come from miscommunication. In HR, of course, we are customer-focused and talk to people extensively. Our communication partners are often senior supervisors who may not have a good understanding of how classification works. While they are very knowledgeable in their area, chances are they don't know the rules involved, the OPM standards, and the regulations. The burden is on the HR specialist to listen well to what they need and then to help them accomplish it."

When asked what his biggest leadership CXO takeaway to date is, Mr. Cummings was quick to cite the module on Human Capital Management (HCM). As an HR specialist, he has a keen interest in HCM from a broad perspective. He explained that while HCM encompasses strategic workforce planning, talent and position management, the topic of greatest interest to him is talent management. In particular, the retention of talent is something he feels strongly about. "We have so much great talent," he said, "but so many are leaving for the private sector where they believe the level of innovation to be greater. They sometimes feel unheard by senior leadership, get frustrated, and leave the Federal arena. If I consider my 'HR super-power' to be active listening I believe there's a contribution I can make in the area of talent retention." He also addressed communication challenges that arise in the virtual environment, and stressed the importance of outreach and connectedness with managers and supervisors. "Managers must reach out to their people very often and be aware of what's going on in their work and their lives."

While serving in the Army, Mr. Cummings spent most of his career in the medical field as an Ear, Nose, and Throat Specialist, which included assignments in Seoul, Korea and Heidelberg, Germany. During his previous appointment as the Vice-President and President of the AFPC Total Leadership Council, he was responsible for leading a team in providing Air Force Personnel Center members with leadership and mentoring activities, to include a monthly leadership event called TED Talk Tuesday.

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 to learn more.



The HR Functional Community milSuite page!

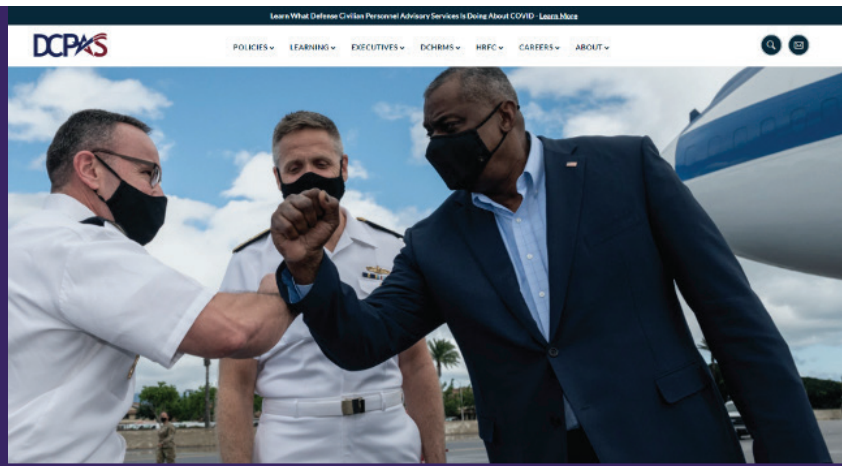
Home to all things HRFC

- Request for Information (RFI) for the FY 2021 Federal Employment Opportunity Report Plan (FEORP) Report,
- Priority Placement Program (PPP) Exception for Use in Conjunction with Downsizing,
- Consolidated DoD COVID-19 Force Health Protection Guidance,
- Executive Order 14019 Promoting Access to Voting, and
- Much more!

Please bookmark this link and check it often to stay up to date on the latest HR news.

<https://www.milsuite.mil/book/community/spaces/dodhrfc>

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 [@DODCivilians | Twitter](#)

 <https://www.youtube.com/c/DODCivilianCareers> (not viewable on GFE)

 <https://www.linkedin.com/company/dodciviliancareers>

 <https://www.instagram.com/dodciviliancareers/>