



# NEWSLETTER



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Quarterly newsletter published for the HRFC

DEPARTMENT OF DEFENSE HUMAN RESOURCES FUNCTIONAL COMMUNITY

## ***This Month: Strategic Alignment***

A large, semi-transparent compass rose graphic is centered on the page. The needle points towards the top right. The background is a light blue gradient with faint, semi-transparent text and data charts.

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

- **Strategic Alignment Overview**
- **Strategic Documents: The HR Practitioner View**
- 2022 Worldwide Human Resources Training Event Recap
- Emerging Human Resource Leaders Forum Participants
- Electronic Portfolio Pilot Program
- Best Practices to Recruit Technical Talent
- HRFC Bulletin Board

# Message from the Human Resources Functional Community Manager

Hello everyone, and Happy New Year! Welcome to 2023 and the calendar year's first issue of our Human Resources Functional Community (HRFC) Newsletter. A part of our HRFC mission is to keep you informed of current initiatives in our community. Therefore, I am pleased to update you on HR workforce initiatives, programs, and upcoming events.

The purpose of this issue is to introduce you to many of the published strategies and policies in which we should all be familiar. Department of Defense (DoD) strategies serve as our North Star and guide our initiatives, activities, and decisions. The definition of strategy varies, but in general, strategy is defined as a general plan of action to achieve goals under conditions of ambiguity. Implementation of strategy begins by educating, involving, and aligning the people responsible for accomplishment.

The strategic alignment process typically begins with the development of clear long-term goals, objectives, and the big things that must be accomplished to ensure a secure future for the Department and for our Warfighters. The Services, Field Activities, and Agencies throughout the DoD have vastly unique missions, authorities, programs, and budgets and it is through strategic alignment and establishing accountability and reporting that the DoD strives to assure two things: (1) we are not operating in silos, and (2) we are cohesively aligned with the direction provided by the President and Congress.

In execution of our HR strategies, goals, objectives, and initiatives, you—our HR practitioners—are our most important asset and *you are my priority*. I want to ensure that you are knowledgeable about what strategies we align with, what we mean by strategic alignment, and that you are familiar with the strategic documents that are most impactful to you as HR practitioners.

The strategic documents presented in this issue are by no means all-encompassing and in addition to the documents mentioned within, I encourage all of you to read the Department of Defense Strategic Management Plan FY 2022-2026 as it establishes accountability to measure our progress in realizing our National Defense Strategy and demonstrates to the President, Congress, and most importantly, the American people, the Department's commitment to transparency.

Additionally, I remind you that 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.

As always, thank you in advance for your contribution, commitment, and support to our outstanding HR functional community!



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

Department of Defense Strategic Management Plan FY 2022-2026  
<https://media.defense.gov/2022/Oct/28/2003104835/-1/-1/1/DOD-STRATEGIC-MANAGEMENT-PLAN-FY-2022-2026.PDF>

The strategic documents featured in the first section are not organized by hierarchy; rather, with the exception of the National Defense Strategy, they are organized by group (e.g., Executive Branch, U.S. Office of Personnel Management, Department of Defense, and Congress). Each article includes a table that provides brief background information on the strategic documents for future reference.

## President's Management Agenda

The President's Management Agenda (PMA) serves as a strategic government-wide roadmap for each Administration in their efforts to ensure an equitable, effective, and accountable Federal government that earns the trust of the American people by delivering promised results.

The George W. Bush Administration established the PMA initiative in response to U.S. Government Accountability Office (GAO) reports that identified "high-risk" areas throughout the Federal government vulnerable to fraud, waste, and abuse. As such, the primary purpose of the PMA is to improve the management and performance of the Federal government, and most importantly, to hold it accountable. The President's Management Council, chaired by the Office of Management and Budget Deputy Director for Management and made up of deputy secretaries and deputy administrators from 24 agencies as well as the Director of the U.S. Office of Personnel Management (OPM), the Administrator of the General Services Administration, and the White House Cabinet Secretary, implements the PMA.

The [first PMA](#) focused on 14 areas of improvement: five government-wide initiatives and nine agency-specific goals. It is a fascinating lesson in history to compare and contrast the different priorities and measures of success set by each Administration, but in actuality, there are more similarities than differences between the cross-agency goals in each PMA. This is an encouraging trend because continuity and time are key to bringing about long-lasting changes. In particular, the consistent threads across all agendas pertain to the management of data and human capital, the modernization of information technology, and the improvement of financial management and procurement systems.

So, why should all DoD HR practitioners familiarize themselves with the PMA? Since its inaugural release, each PMA has identified human capital management as a strategic goal. As such, the PMA directly affects all DoD civilians. For example, the first PMA sought to address the consequences that resulted from reducing the Federal workforce, including an increase in the average age of the Federal workforce (from 42 in 1990 to 46 in 2002), an increase in the numbers of supervisors, and a decrease in accountability. Recommendations (some of which may sound familiar) included tracking the knowledge and skills of outgoing and retiring employees; reducing organizational and managerial layers; and using existing flexibilities to acquire, develop, retain, and reward talent and leadership. Fast forward to the [Biden-Harris PMA](#) (released in November 2021 as the first of a three-part framework), and workforce continues to be a priority. In fact, the current PMA lists "strengthening and empowering the Federal workforce" as its *first* priority. Under this priority, there are four strategies that most definitely impact the daily work of HR practitioners:

**Strategy 1:** Attract and hire the most qualified employees, who reflect the diversity of our country, in the right roles across the Federal Government.

**Strategy 2:** Make every Federal job a good job, where all employees are engaged, supported, heard, and empowered, with opportunities to learn, grow, join a union and have an effective voice in their workplaces through their union, and thrive throughout their careers.

**Strategy 3:** Reimagine and build a roadmap to the future of Federal work informed by lessons from the pandemic and nationwide workforce and workplace trends.

**Strategy 4:** Build the personnel system and support required to sustain the Federal Government as a model employer able to effectively deliver on a broad range of agency missions.

These four strategies are important not only because they reveal the expectations of the Administration with regard to the Federal workforce, but as explained in an upcoming article ([see page 7](#)), they are also supported by the goals of the Fiscal Year (FY) 2022–2026 DoD Civilian Human Capital Operating Plan (HCOP), which is essentially the work plan for the DoD HR workforce. While it may not seem like the PMA directly impacts your day-to-day work, its alignment with other strategic documents demonstrates its importance in DoD alignment.

### President's Management Agenda Quick Guide

Author	Implementation	Frequency	Purpose	HR Relevance	Alignment	Links
Executive Branch	President's Management Council	Generally released one year into new Administration	Defines the government-wide management priorities for each Administration to ensure that the Federal government is equitable, effective, and accountable to the American public	Sets each Administration's expectations for the Federal government and impacts the management of human capital	The FY2022-2026 DoD HCOP aligns to the priorities and expectations outlined in the PMA	<a href="#">PMA Website</a> <a href="#">Biden-Harris PMA</a>



# National Security Strategy and National Defense Strategy

The overall strategic defense and security guidance for the Department stems from three intertwined documents: National Security Strategy (NSS), National Defense Strategy (NDS), and [National Military Strategy \(NMS\)](#). The NSS defines the overall government-wide strategic approach to addressing security challenges, the NDS supports the NSS, and the NMS implements the NDS. This article focuses solely on the NSS and the NDS because they both align with almost all of the strategic documents featured in this issue.

## National Security Strategy

The NSS, mandated by Section 603 of the Goldwater-Nichols Department of Defense Reorganization Act of 1986 ([Public Law 99-433](#)), declares the President's overall vision, goals, and objectives to secure the nation. Per the legislation, the NSS must identify:

- Worldwide interests, goals, and objectives of the United States that are vital to its security;
- Foreign policy, worldwide commitments, and national defense capabilities of the United States necessary to deter aggression and implement the NSS of the United States;
- Proposed short-term and long-term uses of the political, economic, military, and other elements of the national power of the United States; and
- Adequacy of the capabilities of the United States to carry out the NSS.

President Ronald Reagan released the [first NSS](#) in 1987. It listed five national interests and five objectives that constitute a "general guide for policy development in

specific situations" in support of the national interests. According to the 1987 NSS, the most significant threat to the United States and its national interests was the "global challenge posed by the Soviet Union." As such, the objectives were heavily geared toward addressing the Soviet threat particularly through "sustained, reasonable growth" of the defense budget to modernize conventional and strategic forces and improving the organizational management and efficiency of the DoD.

The Biden-Harris Administration released the [2022 National Security Strategy](#) in October 2022. Once again, the strategy identifies Russia as well as People's Republic of China as the primary yet unique threats facing the United States. With that in mind, the 2022 NSS identifies one major strategic goal: to ensure a "free, open, prosperous, and secure international order." To meet this goal, the 2022 NSS identifies three lines of effort: (1) invest in the underlying sources and tools of American power and influence; (2) build the strongest possible coalition of nations to enhance our collective influence to shape the global strategic environment and to solve shared challenges; and (3) modernize and strengthen our military so it is equipped for the era of strategic competition with major powers, while maintaining the capability to disrupt the terrorist threat to the homeland. A vital part of implementing these efforts is the investment in our people, which is particularly relevant to the HR community. This investment includes "...career-long training and skill building; and high-quality education and training, including science, technology, engineering, and mathematics (STEM), especially for women and girls."

It is critical that *all* DoD civilians familiarize themselves with the NSS because, as stated by the 1987 NSS, "Providing for the common defense is the most important responsibility of the [F]ederal government." Furthermore, the NSS (1) provides direction to the government at-large to secure the nation, (2) provides guidance on investing in the workforce, an inherently HR function, and (3) influences the NDS and NMS.

## National Security Strategy Quick Guide

Author	Implementation	Frequency	Purpose	HR Relevance	Alignment	Links
Executive Branch	The NSS is sent from the President to Congress to communicate the Executive Branch's national security vision to the Legislative Branch	Under the Goldwater-Nichols Defense Reorganization Act of 1986 (amending <a href="#">Title 50, Chapter 15, Section 404a</a> of the U.S. Code), the President must submit an NSS to Congress each year.	Sets the President's overall national security vision	The NSS defines the national security strategy for the United States, sets a clear vision of what success in this decade should look like, and provides a roadmap for how the United States will achieve it	The NDS translates and refines the NSS into broad military guidance	<a href="#">NSS Archive</a>  <a href="#">2022 NSS</a>

## National Defense Strategy

If there is one Department-wide document that all DoD civilians should read, it is the NDS. The NDS is an overarching strategic document that identifies the priorities of the Secretary of Defense to meet growing national and international threats in support of the NSS under section 108 of the National Security Act of 1947 ([50 U.S.C. 3043](#)). It impacts all DoD personnel because, as stated in the [2022 NDS](#), it seeks to "develop, combine, and coordinate our strengths to maximum effect." According to the NDS, this requires collaboration across the Department and U.S. government and our Allies and partners; synchronizations of DoD activities and investments; rapid acquisition of needed technology; and investment in the DoD workforce. Per section 941 of the National Defense Authorization Act (NDAA) for FY 2017 ([Public Law 114-328](#)), the NDS must include:

- DoD priority missions and assumed force planning scenarios and constructs;
- Assumed strategic environment, including the most critical and enduring threats to U.S. national security and its allies posed by state or non-state actors, and the strategies that the DoD will employ to counter such threats and provide for the national defense;
- A strategic framework that guides how the DoD will prioritize the threats, allocate and mitigate the resulting risks, and make resource investments;
- Roles and missions of the armed forces, and the assumed roles and capabilities provided by other U.S. government agencies and allies and international partners;
- Force size and shape, force posture, defense capabilities, force readiness, infrastructure, organization, personnel, technological innovation; and
- Major investments in defense capabilities, force structure, force readiness, force posture, and technological innovation that the DoD will make over the following five-year period.

The George W. Bush Administration released the first NDS in [2005](#). Given that it was written just four years after the terrorist attacks on September 11, 2001, the 2005 NDS was influenced by the events of that horrific day and the months that followed. The [2022 NDS](#), which for the first time also includes the Nuclear Posture Review and Missile Defense Review, responds to what

the Biden Administration calls the "decisive decade," one influenced by "dramatic changes in geopolitics, technology, economics, and our environment." It addresses the "pacing challenge" posed by the People's Republic of China (i.e., strengthening U.S. deterrence against the efforts of the People's Liberation Army to offset U.S. military advantages); the aggression of Russia's invasion of Ukraine; and continued threats from North Korea, Iran, violent extremist organizations and transboundary challenges such as climate change. There are four priorities listed in the 2022 NDS to meet these challenges:

1. Defending the homeland, paced to the growing multi-domain threats posed by the PRC;
2. Deterring strategic attacks against the United States, Allies, and partners;
3. Deterring aggression, while being prepared to prevail in conflict when necessary—prioritizing the PRC challenge in the Indo-Pacific region, then the Russian challenge in Europe; and
4. Building a resilient Joint Force and defense ecosystem.

These challenges and priorities affect all U.S. citizens. Furthermore, the 2022 NDS emphasizes the need to build a future Joint Force capable of "...construct[ing] an enduring foundation for our future military advantage." This is particularly relevant for the HR community as the strategy advocates for attracting, training, and promoting a workforce with the "skills and abilities we need to creatively solve national security challenges in a complex global environment." This includes streamlining and simplifying hiring practices for both applicants and managers, recruiting diverse applicants, and offering competitive incentives; fortunately, the [DoD Strategic Outreach and Recruitment Group \(SOAR\)](#) is already making strides in employment and compensation. It also advocates for providing flexible work environments and opportunities such as fellowships, internships, and rotating assignments. There is also a push for filling "technology gaps" by hiring personnel with expertise in artificial intelligence, cyber, and data and training existing personnel; this is a long-term task being addressed by at least two DCPAS-led working groups: FY21 NDAA Section 246 ("Training Program for Human Resources Personnel in Best Practices for Technical Workforce") Working Group (check out their milSuite page at <https://www.milsuite.mil/book/groups/ndaa246>) and FY21 NDAA Section 247 ("Pilot Program on the Use of Electronic Portfolios to Evaluate Certain Applicants for Technical Positions") Working Group (please see the article on [page 14](#) for more information).

## National Defense Strategy Quick Guide

Author	Implementation	Frequency	Purpose	HR Relevance	Alignment	Links
Office of Secretary of Defense (OSD)	DoD	Per Section 941 of the FY2017 NDAA ( <a href="#">Public Law 114-328</a> ), every four years; intermittently as appropriate	The NDS sets forth how the U.S. military will meet growing threats to vital U.S. national security interests and to a stable and open international system	Sets the Secretary of Defense's strategic goals for the entire DoD workforce to implement the NSS	The NDS translates and refines the NSS into broad military guidance	<a href="#">NDS Archive</a> <a href="#">2022 National Defense Strategy</a>

# Federal Workforce Priorities Report

Out of all the documents highlighted in this issue, the quadrennial Federal Workforce Priorities Report (FWPR) may perhaps be the least well known to DoD civilians; however, it is just as important to the HR community as the PMA, NSS, NDS, and others discussed later in this issue. This is evident in the primary purpose of the FWPR, which is to “communicate key government-wide *human capital priorities* intended to inform agency strategic and human capital planning.” In turn, agencies identified in the [Chief Financial Officers Act of 1990](#) and subsequently the [Chief Human Capital Officers Act of 2002](#) must align their human capital management strategies to support the FWPR, as demonstrated in their HCOPs.

As recommended in the 2014 GAO report, [“Human Capital: Strategies to Help Agencies Meet Their Missions in an Era of Highly Constrained Resources.”](#) OPM established the FWPR (first released in 2018) to improve coordination and leadership of government-wide human capital issues. It does not mandate specific action, but rather provides “useful insights and strategies” to address current and emerging workforce challenges.

The 2022 FWPR identifies eight priorities (identified as either People, Platforms, or Processes) to “spur productivity and organizational success, and align with Administration priorities.” In late 2021, Chief Human Capital Officers, Deputy Chief Human Capital Officers, and Human Capital experts convened to identify the priorities. In the end, the collaborating HR experts labeled four of the priorities as *primary* (i.e., top priority) and the remaining four as *enabling* (i.e., directly impacting the implementation of primary priorities).

## Eight Priorities of the 2022 Federal Workforce Priorities Report

Primary Priority	Enabling Priority
Recruitment, Succession Planning, & Knowledge Transfer (People)	Preparedness & Resilience (People)
Enhancing Employee Experience, Fostering Employee Well-Being, and Building a Diverse and Inclusive Workforce (People)	Leveraging Data as a Strategic Asset (Platforms and Processes)
Fostering an Agile Organization and the Growth Mindset (People)	Leveraging Technology & Modernizing IT Processes (Platforms and Processes)
Enhancing Customer Experience (People)	Developing an Agency Foresight Capability (Platforms and Processes)

According to the FWPR, “Agencies are required to work on two of the primary priorities and leverage the enabling priorities to the maximum extent possible to support their efforts.” Each agency’s HCOP defines their priorities (read all about the DoD HCOP on [page 7!](#)).

The FWPR is a valuable resource for all HR practitioners because it identifies current and future workforce challenges across the Federal government, as agreed upon by HR experts. It also shares best practices for each priority by describing current Federal programs. For example, under the “Recruitment, Succession Planning, & Knowledge Transfer” priority, the FWPR describes three different mentoring programs that enable knowledge transfer. In addition, the FWPR is also a useful resource for new HR professionals to the field and/or to the Federal government because it lists strategic documents and legislation analyzed by the OPM research team. Finally, the report compares the 2018 and 2022 FWPRs; this is helpful because it (1) allows agencies to continue their previous efforts under the 2018 FWPR, (2) demonstrates how the 2022 FWPR builds upon the 2018 FWPR, and (3) reveals patterns over time.

## Federal Workforce Priorities Report Quick Guide

Author	Implementation	Frequency	Purpose	HR Relevance	Alignment	Links
OPM	OPM	Every four years, per the <a href="#">April 11, 2017, Title 5, Code of Federal Regulations, Part 250, Subpart B, Strategic Human Capital Management</a>	Communicate key government-wide human capital priorities intended to inform agency strategic and human capital planning	The FWPR identifies current and future HR workforce challenges; shares best practices; and provides links to important HR-related resources	Identified agencies must align their HCOPs to support the FWPR	<a href="#">OPM Federal Workforce Priorities Report website</a>



# The Human Capital Operating Plan - Roadmap to Success

The start of every new year is full of opportunity. Like a fresh page in a journal, it holds so much promise to create new things. At this time, many people set personal and professional goals or even make resolutions to resolve issues from the prior year. And just about everyone has also met someone who hasn't met their goals or kept their resolutions. Those who do succeed typically are those who have a detailed plan for meeting their objectives and include checkpoints to ensure progress stays on track. The same is true with our DoD HRFC. Charged with managing the DoD civilian workforce, we align, organize, and prioritize our work around the strategic goals of the NDS through the HCOP.

The HCOP serves as the strategic roadmap for the high-priority products, services, and human capital business solutions we provide to the Department to manage the life cycle of our civilian workforce. The overarching strategic human capital goals are two-fold. First, invest in the national security workforce by (1) recruiting, (2) developing, (3) retaining, and (4) inspiring an existing and new generation to remain in public service; second, ensure the workforce is agile, information-advantaged, motivated, diverse, and highly skilled. These goals align to both the priorities of our Secretary of Defense, as well as the expectations of the President as outlined in the Biden-Harris PMA.

The current HCOP is the FY22-26 plan published last June. The three primary human capital objectives of the plan are (1) Manage People, (2) Cultivate a Culture of Engagement and Inclusion, and (3) Advance HR. Within these objectives, HR entities across the DoD develop supporting strategies, policies, and programs to make the objectives actionable. Each initiative within the plan is developed to be measurable through key performance indicators and periodic status updates to ensure the Department is on track to meet its objectives.

The current plan places particular emphasis on efforts that have a broad impact on the HR community and the workforce, to include expanding HR data analytics to aid civilian workforce management, building and strengthening DoD's innovation workforce, and implementing a Department-wide Diversity, Equity, Inclusion, and Accessibility (DEIA) plan. You can read more about these initiatives and others in the HCOP at <https://www.dcpas.osd.mil/hrfunctionalcommunity/policyandgovernance/humancapitaloperatingplan>.

Organizations throughout the Department, both large and small, contribute to the HCOP by developing organizational initiatives that align to the plan as well as taking action as assigned on Department-wide programs. Individual HR specialists also contribute to meeting HCOP goals by implementing programs and policies that improve our transactional HR processes as well as our customer engagement with the DoD workforce. Everyone in the HRFC has a role in developing the DoD as the premier workforce prepared to meet our national security objectives by executing the HCOP.

## Sometimes It Does Take an Act of Congress!

If you have worked on a difficult project where some aspect seemed nearly impossible or required great sustained effort, someone on your team may have used the expression, "Well, that would take an act of Congress!" While HR work isn't often that difficult, it is actually true that all DoD work requires an act of Congress—more specifically, the National Defense Authorization Act or NDAA. And, this is by design.

Under Article I, Section 8 of the Constitution, among other things, Congress has the power to:

- ***Provide for the common defense and welfare of the United States;***
- ***Raise and support Armies, but no Appropriation of Money to that Use shall be for a longer Term than two Years;***
- ***Provide and maintain a navy; and***
- ***Make Rules for the Government and Regulation of the land and naval Forces.***

With our Federal system of checks and balances, DoD resides in the Executive Branch and receives its authorizations and appropriations from Congress in the Legislative Branch. Among the many laws passed by Congress to execute these constitutional powers, the NDAA is the primary set of bills. The NDAA authorizes the annual budget for DoD and includes policies directing how the budgeted programs will be carried out. The NDAA has been Congress' legal instrument for managing DoD authorizations since 1961.

The annual cycle begins with the DoD budget proposed to Congress as part of the President's budget. Programs and policies included are based on strategic objectives outlined in the NSS and the NDS. Throughout the spring and summer, hearings are held

### Human Capital Operating Plan Quick Guide

Author	Implementation	Frequency	Purpose	HR Relevance	Alignment	Links
Deputy Assistant Secretary of Defense for Civilian Personnel Policy	DASD (CPP), DCPAS, DoD Components and other stakeholders	Typically released with new NDS, Strategic Management Plan (SMP) or following an Administration change; reviewed and updated annually, as appropriate	Outlines the strategic HR goals and DoD-wide initiatives for managing the civilian workforces	Provides alignment for developing organizational level HR plans and initiatives	NSS NDS SMP PMA FWPR	<a href="#">Human Capital Operating Plan I</a> <a href="#">DCPAS</a>

## HRFC UPDATES

by both House and Senate congressional committees and subcommittees who review the details of proposed programs. Different versions of the legislation develop in Congress as various amendments are made. These differences need to be resolved and can make the legislative process lengthy before the act is passed and signed into law by the President.

Provisions of the annual NDAA authorize the personnel end strength (head count) for each of the military services, as well as the acquisition of ships, planes, and other military equipment. The NDAA can also authorize organizational structure changes, such as the creation of the United States Space Force within the Department of the Air Force.

For those working in the HR community, the NDAA is the major source of authorizing our people programs. In addition to authorizing pay increases, the NDAA establishes programs that affect DoD recruitment and hiring and other HR policies. Often these programs require regular reporting to Congress on implementation, generating important tasks for the HR community that are fundamental to our collaborative relationship with Congress. Section 246 of the NDAA 2021, "Training Program for Human Resources Personnel in Best Practices for Technical Workforce," is an example of a congressionally mandated HR policy whereby DoD is required to report to Congress on its programs. Section 246 mandated that the Secretary of Defense develop and implement a pilot program to provide covered HR personnel with training in public and private sector best practices for attracting and retaining technical talent. Results of the pilot program are due to the Congressional Defense Committees by January 2024.

Key provisions in the NDAA 2023 include noncompetitive appointment authority to certain spouses of military personnel and disabled veterans. The NDAA will permit the Secretary of Defense to expand restricted reporting of sexual assault for civilian employees. Prior to this, civilian employees could only file unrestricted reports with the military. The NDAA 2023 will also create the Ronald V. Dellums Memorial Fellowship, honoring former Armed Services Committee Chairman Dellums by a new scholarship and fellowship program specifically designed to provide additional opportunities to serve in STEM fields within the DoD for those from underrepresented communities.

Want to become an NDAA follower? Both the Senate Armed Services Committee (SASC) and House Armed Services Committee (HASC) have websites where you can follow the status of legislation (visit <https://www.armed-services.senate.gov/> and <https://armedservices.house.gov/>). You can also follow legislative news affecting DoD by subscribing to one of the many web-based defense publications.

## 2022 Worldwide Human Resources Training Event, Embracing Forward: Expanding HR Capability and Competitive Advantage

On November 1 and 2, 2022 more than 1,900 HR practitioners virtually attended the 2022 Worldwide Human Resources Training Event (WWHRTE). This biennial community-wide event enables HR practitioners to share information on priority workforce efforts and policy changes that impact DoD's HR mission and workforce. This year's event was co-hosted by Ms. Nancy Anderson Speight, DoD Deputy Assistant Secretary of Defense for Civilian Personnel Policy / DoD Chief Human Capital Officer and Mr. Daniel J. Hester, Director, Defense Civilian Personnel Advisory Service / OSD Functional Community Manager for HR.

WWHRTE 2022 included a robust agenda of speakers across DoD and the Federal HR community. Dr. William Beach, Commissioner of the Bureau of Labor Statistics, set the tone for embracing change with a presentation outlining how technology has enabled distributed work as well as a shift back to a task-driven rather than time-driven economy. He also reminded the audience that while the pandemic brought these changes to the forefront, forces driving changes in the nature of work are constant and we must stay ahead of them to continue to be an employer of choice.

The virtual environment's impact on HR processes was also a key theme in DoD presentations from DCPAS's Employment and Compensation Line of Business. Ms. Desiree Seifert from Strategic Outreach and Recruitment outlined the key factors that have made virtual recruitment fairs a DoD success story, while Ms. Rosemary Meriwether synthesized the many exciting, and sometimes confusing, changes in pay and leave that the pandemic and telework have generated.

### National Defense Authorization Act Quick Guide

Author	Implementation	Frequency	Purpose	HR Relevance	Alignment	Links
Congress (Senate and House Armed Services Committees)	DoD and multiple Departments and entities	Annually over the last six decades	Authorizes programs, projects, and policies to be carried out with Congressionally appropriated funds	The NDAA sets defense policy and often delves into other policy areas such as HR programs and policy.	The NDAA is an annual bill that Congress passes specifying the budget, expenditures, and policies of the DoD	<a href="#">FY23 NDAA</a>



HR Data Analytics is so critical that it has become a recurring topic at WWHRTE events. During WWHRTE 2022, Mr. Tony Schlagel and Mr. James Walter briefed on how data analytics enables decision making throughout the HR life cycle. Dr. Jennifer Burnett from The Conference Board discussed how capturing a key data element—employee skills—can be leveraged to create new talent management strategies which better reflect the portability of skills between similar workforce functions. The value of data was also underscored in Dr. Laura Milham’s presentation on the Advanced Distributed Learning Initiative, which utilizes data to enable an integrated and targeted approach to developing and delivering learning opportunities across the Department.

Reflecting the importance of our people, change in employee experience was a prevalent thread in several presentations. Ms. Victoria Bowens’ (DoD Diversity Management Operations Center) presentation on DEIA reflected on how the HR workforce can operationalize the concepts of diversity, equity, inclusion and accessibility in our HR operations. This desire to have a strong sense of shared values was also a key takeaway of Dr. Robin Erickson’s (The Conference Board) session on employee experience and how it shapes organizational culture and influences retention. Mr. Paul Washington (The Conference Board) brought this focus on values to the strategic level, discussing how an organization’s focus on environmental, social, and governance processes affects the long-term sustainability of an organization as an employer of choice. WWHRTE 2022 also included a session from Mr. Tim Curry (Office of Personnel Management) on how renewed focus on organizational values has brought about change in labor relations policy throughout the Federal government.

Resources from the event, including including the agenda, presentation slides, recordings, and answers to audience questions, are posted on the WWHRTE milSuite page at <https://www.milsuite.mil/book/groups/wwhrte>. Please make use of these materials whether you were unable to view the event or would like to review the materials again.

For any questions related to WWHRTE, please email: [dodhra.mc-alex.dcpas.mbx.wwhrte@mail.mil](mailto:dodhra.mc-alex.dcpas.mbx.wwhrte@mail.mil).

## Emerging Human Resource Leaders Forum: Announcing Our Selected Participants!

The Emerging Human Resource Leaders (EHRL) Forum is a six-month program offered by the Partnership for Public Service (PPS) to provide a professional development opportunity for eligible HR practitioners in the General Schedule (GS) pay grades 9-12, or equivalent. For the winter 2023 forum, participants have the option to attend sessions virtually or in person. Although DoD employees can apply to the EHRL Forum utilizing the PPS website and their internal agency training dollars and processes, DCPAS has an established contract to fund twelve DoD participants, annually. As part of our internal DCPAS process, the DoD Components submitted a prioritized list of three primary and two alternate candidates to DCPAS on December 16, 2022.

*And the DCPAS funded selections for the winter 2023 EHRL Forum are...*

<i>Ms. Jennifer Jackson</i>	<i>Air Force</i>
<i>Ms. Sonya Motley</i>	<i>Air Force</i>
<i>Ms. Lori Brauer</i>	<i>Air Force</i>
<i>Ms. Erica Briggs</i>	<i>Army</i>
<i>Ms. Deanna Miller</i>	<i>Army</i>
<i>Mr. Prescott McKenzie</i>	<i>Army</i>
<i>Ms. Emily Hickey</i>	<i>Navy (Naval Sea Systems Command, Keyport)</i>
<i>Ms. Mary Catherine Hess</i>	<i>Navy (Office of Civilian Human Resources Philadelphia)</i>
<i>Ms. Clennie Webster</i>	<i>Navy (Office of Civilian Human Resources Norfolk – Civilian Benefits Center)</i>
<i>Ms. Laketa M. James</i>	<i>4th Estate, Defense Commissary Agency</i>
<i>Ms. Maria L. Fernandes</i>	<i>4th Estate, Defense Contract Audit Agency</i>
<i>Ms. Jennifer C. Hood</i>	<i>4th Estate, Missile Defense Agency</i>



Congratulations to all the selected participants! We hope you enjoy the program and we look forward to learning from your experiences!

For more information about the EHRL Forum, please visit the PPS website at <https://ourpublicservice.org/course/emerging-hr-leaders-forum/>. For more information about the internal DCPAS application process, please contact your Component POC listed in the Call for Nominations available at <https://www.milsuite.mil/book/docs/DOC-1204061>.

### Department of the Air Force Civilian Human Capital Strategic Planning



The Department of the Air Force (DAF) civilian workforce of almost 200,000 represents a critical and substantial segment of the DAF's Total Force. Civilians are essential to carrying out our nation's business and critical in supporting the DAF Total Force mission and overall readiness. Maximizing the civilian workforce requires a clear strategic human capital management plan to best support and accomplish the DAF mission and goals.

The DAF CY22-26 Civilian Strategic Human Capital Plan provides the strategic direction for managing the DAF civilian workforce and is organized around three overarching objectives: Deliver Talent, Maximize Employee Performance, and Enhance and Transform Civilian Human Resources. These objectives are aligned with the President's Management Agenda and National Security Strategy, and enhance execution of the National Defense Strategy. The objectives are supported by a number of human capital strategies designed to strengthen and empower our civilian workforce, foster a culture of continuous improvement and inclusion, leverage the diversity and talents within the civilian workforce, and increase effectiveness. These strategies also align with the Air Force and Space Force core values and support the DAF's key capabilities and competencies.

Establishment of an agency HCOP is part of the Federal Government's ongoing effort to align and implement human capital strategy with overall performance strategy. As an accompanying document to the DAF Civilian Strategic Human Capital Plan, the DAF Civilian HCOP lays out how the DAF will execute the Civilian Strategic Plan. The HCOP contains desired outcomes and performance indicators which are used to gauge initiative success and provide accountability during quarterly HCOP initiative reviews. Using measures and metrics enhances DAF capabilities to track progress, report on performance, and support data-driven decision making.

The civilian workforce is an integral part of the DAF Total Force and will be managed through the objectives and strategies of this Plan. Through data-driven and transparent decision making and innovative value- and business-focused HR management, the DAF will remain responsive to changing priorities and successfully meet its Air Force and Space Force missions today, tomorrow, and into the future.

At the Defense Finance and Accounting Service (DFAS), we realize the importance in directly linking the DFAS strategy to the National Defense Strategy and the Secretary of Defense's three priorities: (1) Defend the Nation, (2) Take Care of Our People, and (3) Succeed Through Teamwork. By committing our actions to these priorities, and through focused and purposeful action, DFAS will continue to be a successful and supportive partner throughout the Department.

Over the next five years, the DFAS Strategy (FY22-26) is focused on strengthening customer partnerships; enhancing performance in financial services; modernizing the business environment through the standardization of advanced technology systems and continued cyber security strengthening; and, most importantly, investing in our most valuable resource, people.

The DFAS Human Capital Strategic Plan FY22-26 provides an overarching and integrated human capital strategic focus to support the Agency's business needs to effectively meet our customers' mission needs. Based on business requirements, additional planning and prioritization will be accomplished each year through leadership engagement to determine scope, resources, and timing to pursue each outcome.

The DFAS Human Capital Strategic Plan aligns with the DoD's HCOP, OPM Human Capital Framework (HCF), the DoD's Diversity and Inclusion Management Program, and the DFAS Strategy, as shown graphically on the following page.

## DFAS Human Capital Strategic Plan Alignment

FY22 HCSP Strategic Dimensions	FY22-26 DFAS Strategy	FY22-26 DoD Human Capital Operating Plan (HCOP)	Human Capital Framework (HCF)
<b>ADVANCED WORKFORCE ANALYTICS</b>	Invest In People Strengthen Customer Partnerships Enhance Performance Modernize the Business Environment	Manage People Advance HR	Strategic Planning & Alignment System Evaluation System
<b>TALENT DELIVERY</b>	Invest In People Strengthen Customer Partnerships Enhance Performance Modernize the Business Environment	Manage People Advance HR	Talent Management System Performance Culture System
<b>TALENT DEVELOPMENT</b>	Invest In People Strengthen Customer Partnerships Enhance Performance Modernize the Business Environment	Manage People Advance HR	Talent Management System Performance Culture System
<b>ACCOUNTABLE LEADERSHIP</b>	Invest In People	Cultivate a culture of Engagement and Inclusion	Talent Management System Performance Culture System
<b>RESILIENCE</b>	Invest In People	Cultivate a culture of Engagement and Inclusion	Talent Management System Performance Culture System

DoD Instruction 1020.05  
DoD Diversity and Inclusion Management Program

**Dimension 1, Advanced Workforce Analytics:** We utilize data analysis to understand the characteristics and demographics of our workforce. We must be able to discern changes in the workforce characteristics and what their potential impact and risk may be to our mission.

**Dimension 2, Talent Delivery:** All leaders, supervisors, and employees know it is imperative we acquire, develop, and retain highly qualified and motivated talent.

**Dimension 3, Talent Development:** The foundation of the DFAS Strategy relies on developing our people. All missions have unique talent requirements—an integrated approach provides our people with developmental opportunities so they can grow and flourish.

**Dimension 4, Accountable Leadership:** Leaders at every level are responsible for building a safe, diverse, and integrated environment. All employees are accountable for ensuring a safe and respectful work environment.

**Dimension 5, Resiliency and Agility:** We recognize the importance of having an agile and resilient culture. Our Agency is committed to the overall health and wellness of our workforce. A workplace focusing on work-life balance and integration is a more desirable employment destination.

*To fulfill requirements of each dimension, we challenge ourselves by asking key questions as new initiatives begin, such as:*

- How healthy and diverse is our current internal talent supply?
- What is our position in the external talent market and can we reach candidates who would not otherwise consider a position in the Federal workforce?
- How can we increase access to new and diverse talent?
- How do we recognize potential, and how much capability exists across the enterprise to meet the challenges ahead?
- In what mission area(s) will attrition or loss of high performing talent potentially present a challenge?
- How do we accelerate education and training to the workforce?
- Are we positioned to accept and adopt new technology and streamline business activities as a result of infrastructure capability?

The results of these questions and other environmental scans help DFAS set a framework to plan and develop initiatives that integrate mission, technology, people and teamwork in the defense of our nation, and ensure all employees and all communities have an opportunity to contribute to the success of the Agency in serving our customers





# ARMY PEOPLE STRATEGY— CIVILIAN IMPLEMENTATION PLAN

October 2022

The *Army People Strategy*, published in October 2019, institutes how the Army will maintain readiness as the world’s premier combat force by managing the talents of our most important asset—people. It provides a roadmap for how the Army will shift its efforts from distributing personnel to deliberately managing the talents of our Soldiers and Army Civilians to best support the Army mission. To do this, “the Total Army will acquire, develop, employ, and retain the diversity of Soldier and Civilian talent needed to achieve Total Army readiness...” by building cohesive teams that maximize “the talents of our people.” In 2020, the Army published the *Military Implementation Plan* and *Civilian Implementation Plan* (CIP) to achieve the vision of the *Army People Strategy*. Each implementation plan outlines specific objectives, outcomes, and actions in support of the strategy.

The CIP was co-signed by the Assistant Secretary of the Army (Manpower and Reserve Affairs) and Deputy Chief of Staff, G-1, cosigned the CIP on 14 May 2020. The plan optimizes the vital contributions of Army Civilians by modernizing talent management policies and practices and enhancing them with more agile, data-driven approaches. Specifically, the CIP enables the Army to build and sustain a Civilian Corps of the best talent to serve alongside Soldiers in defense of the nation through the following:

- Recognizing the value of Army Civilians in accomplishing the Army mission
- Ensuring mission requirements drive investment in civilian talent
- Setting the conditions to align workforce capabilities with changing mission requirements
- Empowering Army Civilians to be engaged, innovative, and integral members of the team
- Enhancing Army readiness

## Civilian Implementation Plan 2022 Highlights

The new version of the CIP builds on the foundational work accomplished in CIP 2020 with new and evolving initiatives:



**Modifies Strategic Priority III to Evolve Enterprise Talent Management Services**—Army Civilian Career Management Activity (ACCMA) will be recognized as the enterprise provider of talent management services—with career fields and commands working together to meet mission requirements



**Introduces a New Strategic Priority: Leverage People Analytics**—emphasizing technology and data analytics to support talent management decisions



**Adds a New Cross-Cutting Objective: Leverage Technology and Data**—focusing on the Army’s human resources information technology infrastructure and ensuring a single, authoritative source of data for talent management decisions



**Incorporates New Tasks and Modifies Existing Tasks from the 2020 CIP:**

- Providing civilian recruiting through ACCMA
- Developing an outreach program to build awareness of civilian service among secondary school audiences
- Improving selection of individuals for hiring or advancement based on capability, performance, and potential
- Enhancing civilian leader development programs
- Modernizing senior executive talent development
- Providing career opportunity paths to Army Civilians
- Implementing the Cyber Excepted Service across the Army
- Supporting managers in creating a work environment consistent with Rehabilitation Act requirements
- Proposing stay and/or exit survey programs

## Civilian Implementation 2020 Key Fiscal Year 2021 and 2022 Achievements



Established ACCMA—a new organization key to transforming how Army Civilians are managed



Consolidated 32 career programs into 11 career fields—creating more opportunities for professional growth and advancement



Designated the Deputy Assistant Secretary of the Army (Civilian Personnel) as the proponent for Civilian Supervision—ensuring a consistent, enterprise approach for policies and programs related to supervisors



Implemented consistent, repeatable workforce planning—informing prioritization of workforce programs and resources in support of Army readiness



Published the first Army engagement strategy—providing commands with enterprise focus areas



Published a Headquarters, Department of the Army, memo encouraging telework, remote work, and flexible schedules—enabling retention of high-quality talent

# HRFC COMMUNITY OF PRACTICE UPDATES

## Advancing HR by Acting with Strategic Intent

*DCPAS Accountability is leading a DoD-wide assessment targeting the Human Capital Framework: Strategic Alignment and Evaluation Systems*

The actions of *one* HR professional or *one* HR Component can potentially have a significant and enduring impact across the workforce. Therefore, how we administer HR in the Department does not occur in isolation but rather as part of an interconnected whole, which infers *every* person (from senior leadership to line employees), *every* office (from Component to Human Resource Offices), and *every* agency (MilDeps, Defense Agencies, and Activities) may be affected continuously by both internal and external environmental factors. Being that DoD is the Federal government's largest civilian Agency and arguably one of the most complex, there are many organizational perspectives and that can have implications on DoD's human capital management. Acknowledging that these various perspectives exist then poses the ultimate question: Are we strategically aligned as a Department?

Are we operating in silos or are we cohesively aligned with the direction provided by the President and Congress through policy and budget decisions to accomplish our vastly unique missions, authorities, programs and budgets? Do our HR evaluation techniques measure the progress and outcomes of our program and policy effectiveness? To answer these questions, the DCPAS Accountability Division will conduct a DoD-wide assessment of two broad systems within the OPM HCF targeting Strategic Planning and Alignment System and Evaluation System in Spring 2023.

## The Human Capital Framework

OPM regulates the laws governing Strategic Human Capital Management and provides comprehensive guidance to manage it via the Human Capital Framework. The framework provides direction on human capital planning, implementation, and evaluation in the Federal government. The HCF assists Agencies with monitoring compliance and the effectiveness of the delegated personnel authorities entrusted to them by OPM.

<https://www.opm.gov/policy-data-oversight/human-capital-framework/>

The Strategic Planning and Alignment System will highlight how well the Components' human capital programs are aligned with DoD's mission, goals, and objectives through analysis, planning, investment, and measurement. It also serves as a conduit to identify successful practices, knowledge and expertise sharing, change management, and showcase how HR contributes as a business partner in the Components' broader strategic planning process. When assessing through the Evaluation System lens, ensuring compliance with merit system principles is only a segment of what will be assessed as there will be an emphasis to obtain valuable insights with how the Components are identifying, implementing and monitoring process improvements. This is a great opportunity for all the Components to showcase modernization advancements, elevation of business analytics processes, and how data is used at all levels within the organization to inform leadership and support operational and strategic decisions.

*"Without proper self-evaluation, failure is inevitable."  
- John Wooden*

We recognize this will be a monumental endeavor, likely one that may not have been conducted by DoD in over a decade. We are also excited to announce that we will be conducting this DoD-wide assessment through a matrix evaluation team concept in which HR professionals across the enterprise will play a critical role. The DoD Accountability Program Manager, Ms. Dominique Jeter, will solicit the DoD Accountability Community of Practice for nominees. The eligible individuals selected to participate in this career broadening opportunity shall be prepared to support this endeavor beginning in April 2023.

In FY22, DCPAS led two evaluations (HCF and Delegated Examining) utilizing the matrix-team concept and quickly realized the mutual benefits gained for both the Department and the HR professional. The resounding acclamation from the matrix team members who participated in the pilot matrix evaluation team concept underscored truth to the idiom: "experience is the best teacher." DoD matrix evaluators were provided opportunities to apply their technical competencies and learn from their fellow HR colleagues through diversity of thought. Finally, as we gain momentum in the development of the HR Program Evaluator credentialing program, it should come as no surprise that participating and leading evaluations will be a core requirement to obtaining credentialing. We look forward to sharing more about the HR Program Evaluator credentialing program in a future HRFC Newsletter, so stay tuned!

Through ongoing Department initiatives, partnerships, and collaboration, the DCPAS Accountability Division and DoD Accountability Community of Practice will work together to increase the efficiency and effectiveness of the Department of Defense's human capital programs to integrate the power of three: *Manage People, Cultivate a Culture of Engagement and Inclusion, and Advance Human Resources.*



## Electronic Portfolio Pilot Program



The Department of Defense is piloting a new tool to better assess the qualifications of tech talent: electronic portfolios (ePortfolio). An ePortfolio is an electronic collection of meaningful artifacts, evidence of learning, competencies, and employability. It provides an opportunity for applicants to reflect on their unique and diverse approaches to learning, digital literacy, self-management, creativity, and innovation.

Section 247 of the NDAA for Fiscal Year 2021, "Pilot Program on the Use of Electronic Portfolios to Evaluate Certain Applicants for Technical positions," directs the Secretary of Defense to carry out a pilot program under which certain applicants for technical positions within the DoD will be evaluated, in part, based on an ePortfolio of the applicant's work. The pilot program was launched on November 7, 2022 and will terminate on January 1, 2026.

The ePortfolio working group, led by DCPAS, informed the procedures outlined in the pilot program implementing guidance. The purpose of the pilot program is to determine how ePortfolios affect Time-to-Hire and the quality of applicants. The following are key components of the pilot program:

- Participating organizations identified the technical positions for inclusion in the pilot program, such as: Data Scientist (AI Scientist), Scientist (Data Scientist), User Experience/User Interface Designer (Software Development);
- Application and selection procedures for technical positions applies; candidates must provide an ePortfolio with their application;
- Job opportunity announcement or other vacancy posting notification must include the requirement to provide an ePortfolio;
- Applicants will be evaluated, in part, based on the ePortfolio; and
- Participating organizations must provide monthly, quarterly, and biannual reports to DCPAS.

"For DDS [Defense Digital Service], the ePortfolio says much more about the caliber of the work than a simple list of projects and jobs on a resume, being that it is an organized selection of the best examples of the candidates work. A designer may have examples of products that they have designed or a link to websites or screenshots showcasing their best work. Engineers and Data Scientists may have a link to their coding work or repository such as GitHub. Product managers may showcase their writing samples and products. DDS utilizes the ePortfolio during the resume review and during the interview phase in order to dig deeper into the candidate's thoughts, processes and methodologies on why they created or approached a project in a particular way."

~ Kristi L. Crear, Director of People Operations and Talent Management, Defense Digital Service (DDS)

For more information about the ePortfolio pilot program, go to [DCPAS Message 2022109 - NDAA FY 2021 Section 247- Pilot Program on the Use of Electronic Portfolios.pdf \(deps.mil\)](#) or send an email to the DCPAS SOAR Group at [dodhra.mc-alex.dcpas.mbx.soar@mail.mil](mailto:dodhra.mc-alex.dcpas.mbx.soar@mail.mil). Please indicate "ePortfolio Program Pilot" on the subject line.





## HR Credentialing Recipients



THE HR FUNCTIONAL COMMUNITY CELEBRATES OUR NEWLY CREDENTIALLED HR SPECIALISTS!



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

Mary McGinity	National Guard	November 14, 2022
Marci Love	U.S. Air Force	November 28, 2022
Tamara Davis	U.S. Navy	December 8, 2022
Tammy Piol	U.S. Navy	December 21, 2022



### *Level II for EBA*

Anna Cochran	Department of Veterans Affairs	October 31, 2022
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### *Level III for EBA*

Rachel Hewitt	National Guard	November 2, 2022
Angela Pellom	U.S. Air Force	November 17, 2022
Natasha Spragan	U.S. Navy	December 8, 2022



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

Ava Liss	U.S. Navy	November 30, 2022
Lisann Leyva	U.S. Navy	December 7, 2022
Alyson Irby-Laatsch	U.S. Navy	December 20, 2022



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

Denise Schumacher	U.S. Navy	December 7, 2022
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### *Level I for HR Staffing Advisor (HRSA)*

Jasmine Ferebee	U.S. Navy	October 19, 2022
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### *Level I for Labor and Employee Relations (LER)*

Jason Bradley	U.S. Army	August 18, 2022
Jill Etheridge	U.S. Air Force	August 18, 2022
Anais Perez	U.S. Navy	August 18, 2022
Daniel McElhiney	U.S. Air Force	August 30, 2022
Kevin Virts	U.S. Air Force	August 30, 2022
Dorinda Culla	U.S. Air Force	November 3, 2022
Kathleen Gulla	Defense Logistics Agency	November 3, 2022
Naomi Johnson	U.S. Air Force	November 3, 2022
Katherine Murry	DFAS	November 3, 2022
Lathe Ragels	U.S. Air Force	November 3, 2022
Megan Saari	U.S. Army	November 3, 2022
Concepcion Caraballo	U.S. Navy	November 29, 2022
Maria Fernandes	Defense Contract Audit Agency	November 29, 2022



## Level I for Labor and Employee Relations (LER)

Daren Hudson	U.S. Navy	November 29, 2022
Brian Revercomb	Washington Headquarters Services	November 29, 2022
Dyan Ruiz	U.S. Army	November 29, 2022
Michelle Walker	U.S. Air Force	November 29, 2022
Dorothy Amos	U.S. Space Force	December 1, 2022
Cynthia Caffrey	Defense Logistics Agency	December 1, 2022
Nyra Canales	U.S. Navy	December 1, 2022
Jody Johnson	U.S. Air Force	December 1, 2022
Jessica Pfaff	U.S. Army	December 1, 2022
Ericka Seay	Defense Commissary Agency	December 1, 2022
Suzanne Duberry	U.S. Army	December 5, 2022
Natalia Johnston	Defense Logistics Agency	December 5, 2022
Allen Timms	U.S. Army	December 5, 2022
Cruz Belardo	U.S. Navy	December 8, 2022
Sue Ann Falkenberg	U.S. Air Force	December 8, 2022
Arden Haggard	U.S. Navy	December 8, 2022
Alexis Kahle	U.S. Navy	December 8, 2022
Aichatou Kimba	U.S. Army	December 8, 2022
Ernesta Singleton	U.S. Air Force	December 8, 2022
Rebecca Tittle	U.S. Navy	December 8, 2022
Brain Whorton	Defense Health Agency	December 8, 2022
Mary Bodine Ruffner	U.S. Air Force	December 19, 2022
Heidi Beyer	U.S. Air Force	January 3, 2023
Amy Clark	U.S. Marine Corps	January 3, 2023
Lauren Cross	U.S. Navy	January 3, 2023
Andrew Dahile	U.S. Army	January 3, 2023
Amanda Cruz	U.S. Marine Corps	January 3, 2023
Xenia Dean	U.S. Army	January 3, 2023
Renee Early	Defense Contract Management Agency	January 3, 2023
Cynthia Felkins	U.S. Air Force	January 3, 2023
Ron Flores	U.S. Navy	January 3, 2023
Kaylynn Martin	U.S. Air Force	January 3, 2023
Jacquelynn Wigley	U.S. Navy	January 3, 2023
J.R. Brockman	Defense Logistics Agency	January 4, 2023
Tonya Freeman	Army & Air Force Exchange Service	January 4, 2023
Dustin Nelson	U.S. Navy	January 4, 2023
Phyllis Baez	U.S. Space Force	January 5, 2023
Jeff Dorman	U.S. Army	January 5, 2023
Justin Hanley	U.S. Army	January 5, 2023
Anais Lim	U.S. Marine Corps	January 5, 2023
Ashlynn McElroy	U.S. Army	January 5, 2023
Mia Walker	U.S. Army	January 5, 2023
Malaika Williams	U.S. Air Force	January 5, 2023
Alyssia Stockard	U.S. Army	January 5, 2023

## Executive Leadership Development Program

In November 2022, the Deputy Assistant Secretary of Defense for Civilian Personnel Policy signed a [memorandum](#) to announce the call for nominations for the next cycle of DoD Leadership Development Programs. We featured the [Defense Senior Leader Development Program \(DSLDP\)](#) and the [Defense Civilian Emerging Leader Program \(DCELP\)](#) in the July 2022 issue of the HRFC Newsletter, but we are thrilled to highlight the [Executive Leadership Development Program \(ELDP\)](#) in this issue following a brief pause of the program in FY21/22 due to COVID-19 impacts.

For those unfamiliar with the ELDP, its mission is (1) to develop leaders who have an understanding and appreciation of the global missions of the DoD, the complexities, and challenges that our Warfighters face in carrying out those missions, and (2) to afford opportunities for experiential learning that enhance the capabilities required to support and lead a military and civilian workforce. During the 10-month program, 64 participants at the GS-12 through 14 (or equivalent) level as well as active duty military O-3 and O-4 officers and interagency partners are physically and intellectually challenged to go beyond their current paradigm of what it means to lead and explore their leadership learning edge through hands-on immersion training. Each month, participants travel to various military locations both CONUS and OCONUS for 1-2 weeks and engage with senior leaders, Soldiers, Sailors, Airmen, and Marines while participating in military readiness activities that offer a front-line perspective of the Warfighter. ELDP takes participants out of their comfort zone and creates opportunities to grow as a leader.

Cohort 36 will launch in September 2023 and conclude in June 2024. All applications must be vetted via an internal process managed by each Component. Components (Army, Air Force, Navy, and Intelligence Agencies) must submit qualified applications to DCPAS Talent Development Directorate by: **March 3, 2023**. Fourth Estate Agencies (including Office of the Secretary of Defense, Defense Agencies, and Field Activities) submitted qualified applications to the DCPAS Talent Development Directorate by **February 10, 2023** because of a separate board and selection process. In addition to the ELDP application packet, Fourth Estate candidates must also submit a current resume (no more than three pages) and most current performance appraisal. For future reference, please redact all Personally Identifiable Information from the performance appraisal. Organize the application packet as follows: ELDP application, resume, performance appraisal and save in a single PDF file before submitting. *Please be aware that while DCPAS plans and executes the ELDP, tuition and travel requirements for ELDP participants are funded by the Component organizations.*

For more information about the ELDP, including the call for nominations, please visit <https://www.dcpas.osd.mil/learning/civilianleaderdevelopment/executiveleadership>.

## Advancing a Science, Technology, Engineering, and Mathematics Workforce

In this issue's "HR Best Practices" section, we highlight the importance of cultivating a DoD science, technology, engineering, and mathematics (STEM) workforce and provide examples of DoD STEM programs applying best practices in education, recruitment, and retainment.

### **Best Practice:**

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

Fostering a DoD STEM workforce through education, recruitment, and retainment aligns with government-wide and DoD strategies. For example, the 2022 NSS stresses the importance of STEM for both economic and security purposes. As part of its goal to "invest in our people," the 2022 NSS set a priority to "...increase equitable access to... high-quality education and training, including STEM, especially for women and girls." The ultimate goal is to "...boost our economic capacity by ensuring our workforce is better educated, healthier, and more productive." With regards to security, the 2022 NSS specifically identifies "attracting a higher volume of global STEM talent" as a "priority for our national security and supply chain security." The 2022 NDS further supports the NSS and other Executive Branch initiatives goals by pledging to "attract, train, and promote a workforce with the skills and abilities we need to creatively solve national security challenges in a complex global environment." This includes "aggressively seek[ing] to fill specific technology gaps, including in cyber, data, and artificial intelligence specializations, and work with colleges and universities to help build our future workforce."

It is important to note that prioritizing STEM education does not suggest that other academic fields of study are less important. In fact, STEM education and fields such as English, history, political science, etc., that hone analytical, research, and writing skills can only complement each other. In addition, according to [DoD STEM](#), the DoD is the largest Federal employer of STEM professionals; therefore, it is vital that the DoD continue to "inspire, cultivate, and develop exceptional STEM talent through a continuum of opportunities to enrich our current and future DoD workforce poised to tackle evolving defense technological challenges." Furthermore, in alignment with the [Federal STEM Education Strategic Plan](#), the DoD is dedicated to increasing participation of underserved and underrepresented groups in STEM education through its [STEM Strategic Plan FY2021-FY2025](#). Targeting STEM education is just one way that enables the Federal government and the DoD to meet many of its strategic goals. After all, as argued by the National



Academies of Sciences, Engineering, and Medicine in its 2021 report, [Call to Action for Science Education: Building Opportunity for the Future](#), scientific thinking and understanding benefits *all people* because it “enables people to address complex challenges in local communities and at a global scale, more readily access economic opportunity and, rein in life-threatening problems such as those wrought by a global pandemic.” These benefits seem pretty important after the events of the past three years.

In response to these needs, the DoD has established a robust portfolio of STEM education, outreach, and workforce development programs that implement a variety of best practices. Given that HR professionals are intimately involved in these activities, below we list a sampling of DoD STEM efforts and resources that may be useful:

## DoD STEM Efforts

<p><b>DoD STEM</b> consolidates DoD STEM-related resources, including DoD STEM opportunities, programs, and alumni; DoD Innovators Spotlight Series (webinars that feature DoD STEM award winners); a blog; and an event calendar: <a href="https://dodstem.us">https://dodstem.us</a></p>	<p><b>SMART (Science, Mathematics, and Research for Transformation) Scholars</b> receive full tuition, annual stipends, internships, and guaranteed employment with the DoD after graduation: <a href="https://www.smartscholarship.org/smart">https://www.smartscholarship.org/smart</a></p>
<p><b>Army Educational Outreach Program</b> provides real-world opportunities to teachers and students from elementary through graduate school, including access to mentors if selected for an apprenticeship or fellowship, and much more: <a href="https://stem.health.mil">https://stem.health.mil</a></p>	<p><b>Naval STEM</b> outreach programs offer opportunities, among others, to students from the Pre-K grade level through post-doctoral work, including Naval Science Awards for seniors (grades 9-12) and juniors (grades 6-8, no monetary award), and continues through all stages of their STEM professions: <a href="https://www.nre.navy.mil/education-outreach/naval-stem">https://www.nre.navy.mil/education-outreach/naval-stem</a></p>
<p><b>FY21 NDAA Section 246, “Training Program for Human Resources Personnel in Best Practices for Technical Workforce”</b> milSuite offers training modules for HR professionals in attracting and retaining technical talent for the Federal workforce: <a href="https://www.milsuite.mil/book/groups/ndaa246">https://www.milsuite.mil/book/groups/ndaa246</a></p>	<p><b>FY21 NDAA Section 247, “Pilot Program on the Use of Electronic Portfolios to Evaluate Certain Applicants for Technical Positions”</b>: See the article on <i>page 14</i> for more information</p>
<p><b>DCPAS SOAR</b> manages the new and improved DoD Civilian Careers website (<a href="https://www.dodciviliancareers.com/">https://www.dodciviliancareers.com/</a>), hosts virtual career fairs that target STEM positions, including the most recent Hispanics in STEM and Cyber Virtual Career Fair (<a href="https://www.milsuite.mil/book/groups/dod-recruiters-consortium">https://www.milsuite.mil/book/groups/dod-recruiters-consortium</a>), and manages monthly DoD-wide meetings to share best practices</p>	

# HRFC BULLETIN BOARD

Click on a note to visit the link



Check out the latest issue of the Defense Civilian Human Resources Management System (DCHRMS) Newsletter released in December 2022

Executive Leadership Development Program Cohort 36 Application Deadlines:

March 3, 2023 (Components)

*Martin Luther King, Jr. Day  
Observance on January 16, 2023*

Register to virtually attend the 2023 DoD DEIA Summit from February 15-17, 2023.

Black History Month Observance during the month of February

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

The Diversity Management Operations Center in collaboration with Tuskegee University in Alabama is hosting the next, "Taking the Pentagon to the People" (in-person) event, from February 22- 23, 2023

PRESIDENT'S DAY OBSERVANCE ON FEBRUARY 20, 2023

WHS HRD Quarterly Newsletter - Winter 2023 Personnel Hilites

Did you know that January is National Mentoring Month?

March is Women's History Month

DCPAS LER January 2023 Newsletter

Save the Date for the virtual Biennial DoD Recruiters Symposium scheduled for May 2-3, 2023



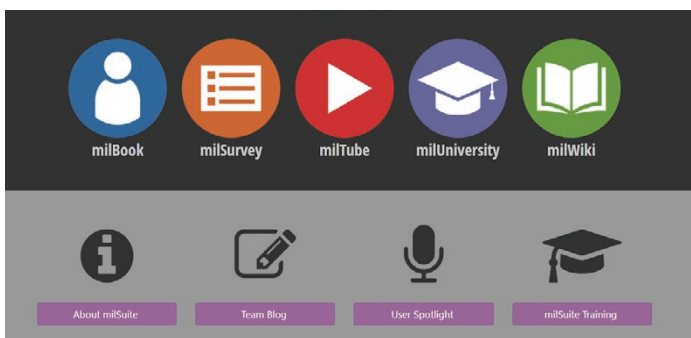
## Career Impact 2023

If you would like to post announcements on the DoD Civilian Careers social media including jobs, employee spotlights, Agency or Component mission highlights, or highlight the work a certain position does to contribute to national security, please reach out to [jesus.i.diaz2.civ@mail.mil](mailto:jesus.i.diaz2.civ@mail.mil) to learn more. For agencies interested in becoming the next featured agency on the DoD Civilian Careers website please reach out to [heather.r.shaner2.civ@mail.mil](mailto:heather.r.shaner2.civ@mail.mil).



**#FindYourFitInDoD**  
**[www.DoDCivilianCareers.com](http://www.DoDCivilianCareers.com)**

## The HR Functional Community milSuite page!



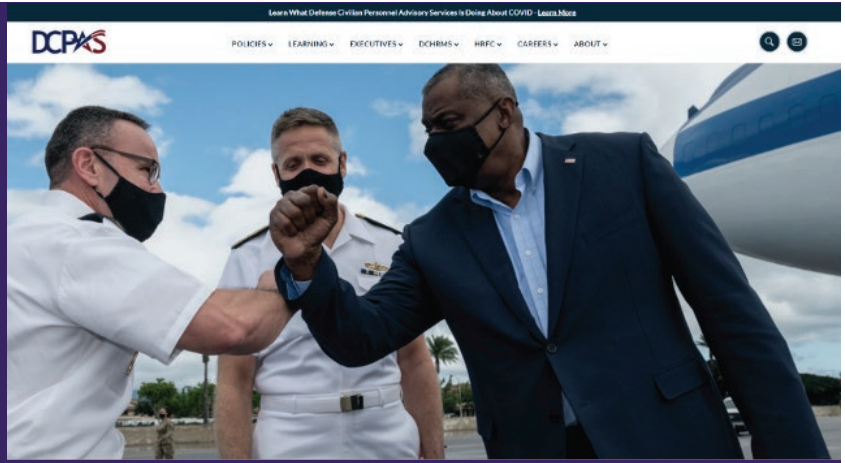
The HR Functional Community milSuite page **is home to all things HRFC** and includes the latest news affecting your DoD HR Community! Look at some recent postings:

- Office of Personnel Management Workforce Planning Guide
- Developing a Recruitment Strategy Plan Job Aid
- Combined Call for Nominations for the DoD Leadership Development Programs,
- MSPB Human Resources Workforce Survey,
- 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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## ABOUT THE HRFC

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

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



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